# Horizon 2020 for beginners

Find and read relevant topics Preparing a good proposal

21.02.2018





# Programme

13u00 Registration and welcome coffee

• 13u30 - 14u15 Horizon 2020 and participant portal

• 14u15 - 14u45 Horizon 2020 topics

Finding relevant topics

How to read a topic

• 14u45 - 15u00 Coffee break

• 15u00 - 16u00 Evaluation criteria and what where

• 16u00 - 16u30 Financial aspects of H2020 proposals

• 16u30 - 17u00 Horizon 2020 related services

• 17u00 - 17u30 Network reception

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# Horizon 2020 for beginners

Find and read relevant topics preparing a good proposal

Part I: General Introduction
Brussels 21 February 2018 13:30 – 14:00
Margot Beereboom







# Content of presentation

- Introduction Horizon2020
- ► Find your way on the Horizon2020 Participant Portal
  - Planning and submitting a proposal
  - Usefull documents and tools

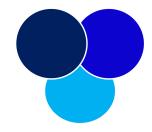






## Horizon2020

- Supports a full research and innovation ecosystem
- ▶ Focus on expected impact & societal challenges
- Many different topics
- ▶ Three main pillars
  - ▶ Excellence in the science base (EXCELLENCE)
  - Creating Industrial Leadership (LEIT)
  - ▶ Tackling Societal Challenges (SC)



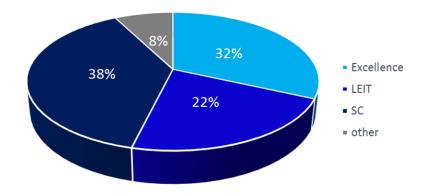






## Budget breakdown (in billion euro)

- ► Excellent Science: 24,441
  - ▶ ERC, FET, MSCA, RI
- ▶ Industrial leadership: 17,016
  - ▶ ICT, NMBP, BIO, SPACE, SME



- Societal Challenges: 29,679
  - Health, food, energy, transport, climate, changing world, security
- ▶ Other fields: 5,892
  - ▶ Widening, SwafS, EIT, JRC, ...

TAKE AWAY
77 billion - 7 years







# Work programmes

defintion

Calls launched

	Horizon 2020						
	2014	2015	2016	2017	2018	2019	2020
2013	WP 20:	14-2015					
2014	2014	Update 2015					
2015		2015	WP 20:	16-2017			
2016			2016	Update 2016			
2017				2017	W	P 2018-202	20
2018					2018	Update 2019	
2019						2019	Update 2020
2020							2020







# Work programme development

work programme 2018-2020			
June - December 2016	strategic programming process and discussion in the		
	strategic programme committee		
January - June 2017	work programmes process and discussions in the		
	programme committees		
July - August 2017	Commission inter-service consultation		
September 2017	programme committees: formal opinion		
from end September onwards	pre-publications of several draft work programmes		
October 2017	adoption and publication of work programmes by		
	Commission		

▶ The members of the Horizon2020 advisory groups can be found here: <a href="http://ec.europa.eu/programmes/horizon2020/en/experts">http://ec.europa.eu/programmes/horizon2020/en/experts</a>







# Types of action (for all)

Type of Action'	Code	Minimum Conditions <sup>2</sup>	Funding Rate	Typical Duration	Average EC Contribution	Aim
Research & Innovation Action	RIA	≥ 3 legal entities from 3 MS/AC	100%	36-48 months	€ 2.0 - 5.0M	collaborative research projects
Innovation Action	IA	≥ 3 legal entities from 3 MS/AC	70%³	30-36 months	€ 2.0 - 5.0M	produce plans & arrangements or designs for new, altered or improved products, processes or services
Coordination & Support Action	CSA	1 legal entity	100%	12-30 months	€ 0.5 - 2.0M	accompanying measures (standardisation, dissemination, policy dialogues etc.) no research
MSCA <sup>4</sup> (except Cofund)	MSCA	see separate fac	tsheet		facilitate mobility of researchers for training & career development	
ERC Grants	ERC	1 legal entity in MS/AC	100%	60 months	Starting: ≤ € 2.0M Consolidator: ≤ € 2.75M Advanced: ≤ € 3.5M	support excellent investigators and their research teams to pursue ground- breaking, high-gain/ high-risk research
Prizes	PRI	1 legal entity	n/a	n/a	variable; see respective topic	recognise past achievements     induce future activities
SME Instrument	SME	1 SME in MS/AC	• Ph	ase 2: €1 - 2.5	m of € 50K / project iM / project (1-2 years) osts reimbursed) ling	combination of demonstration activities (testing, prototyping,), market replication
Fast Track to Innovation	FTI	≤ 5 legal entities from 5 MS/AC	70%³	tbd	≤ € 3.0M	produce plans & arrangements or designs for new, altered or improved products, processes or services

Defined in the Work Programme.







<sup>3 100%</sup> for non-profit organisation (= any legal entity except companies)

<sup>&</sup>lt;sup>2</sup> Additional conditions may be listed in the respective Work Programmes.

<sup>4</sup> MSCA = Marie Skłodowska Curie Actions

# Types of action

(for gov/funding bodies)

Type of Action'	Funding Code	Minimum Conditions <sup>2</sup>	Funding Rate	Typical Duration	EC Contribution	Comment
MSCA Cofund³	MSCA Cofund	1 legal entity	50%	36-60 months	≤€10.0 M	Co-funding of regional, national & international doctoral & fellowship programmes
ERA-NETs	ERA-NET	≥ 2 legal entities in MS/AC	33%	60 months	variable, see respective topic	coordinate research efforts of participating MS/AC in the field described & implement joint transnational call for proposals with EU co-funding
Pre-Commercial Procurement	PCP	≥ 3 public procurers from MS/AC	70%	18-48 months for 2 Phases: A) Preparation B) Execution	variable, see respective topic	enable the public sector as a technologically demanding buyer to encourage research, development and validation of breakthrough solutions in areas of public interest
Public Procurement of Innovative Solutions	PPI	≥ 3 public procurers from MS/AC	20%	18-48 months for 2 Phases: A) Preparation B) Execution	variable, see respective topic	enable trans-national buyer groups of procurers to share the risks of acting as early adopters of innovative goods or services which are not yet available on a large-scale commercial basis

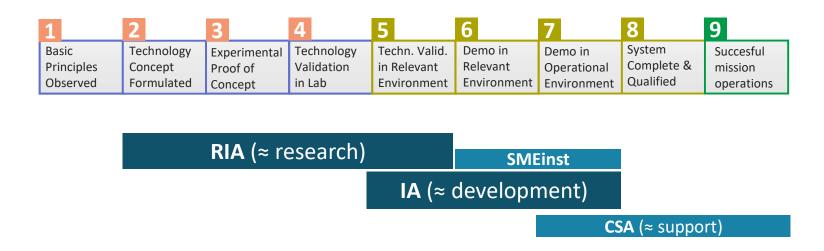






## All forms of innovation...

▶ Technology Readiness Levels (TRL)



**TIP:** Need more background on TRL?

https://www.youtube.com/watch?v=in4TnQZGYj4&sns=em







# Simple rules for participation

#### Minimum conditions

- ▶ At least 3 independent legal entities
- established in different member states (MS) or AC

(Additional conditions may apply, see work programme)

## State of mind

- for problems with international dimension
- tackled by balanced European consortia
- with just enough relevant partners







# H2020 – types of countries

- ▶ ■EU Member States (MS) => automatic EU funding
- ▶ Associated Countries (AC) => automatic EU funding
- ▶ Third Countries
  - ► Eligible for H2020 funding (check full list)
  - Own funding through automatic mechanisms
  - Partners need to look for own funding

! Let partner always check current status! Unless mentioned otherwise in topic description



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# Horizon2020 = open to the world

International cooperation = cross-cutting priority

- General openness
- Specific topics that encourage/require cooperation
  - Joint or coordinated calls
  - Specific Joint Initiatives
  - ▶ Twinning: networking between projects
- 1) You can always include international collaboration
- ▶ Be expliciet about contribution/need of international partner
  - ▶ E.g. expertise, equipment or methodologies or access to unique resources such as biodiversity, communities or geographies
- 2) Check funding possibilities for international partner
- Automatic (MS, AC) or not (3rd countries)
- Developing countries: special opportunities







# Main partners of Belgium in H2020

1	Germany
2	<b>United Kingdom</b>
3	Spain
4	France
5	Italy







# Simple rationale for funding

- ► A single set of rules
  - adapted for the whole research and innovation cycle
  - coherent with all other EU Programmes
- ▶ Simple rules for grants
  - Budget
    - personnel costs + direct costs
    - Increased with 25% flat rate for indirect costs)
  - Funding rates
    - RIA/CSA = 100% for all partners
    - IA = 70% (profit)/ 100% (non-profit)
- ▶ Few, well-targeted controls and audits

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### Example

#### Personnel costs

- 2 PY = 150 kEUR

#### **Direct costs**

- Travel: 12 kEUR

- Consumables: 8 kEUR

- Other: 10 kEUR

#### Indirect costs

- 25% flat fee: 45 kEUR

**BUDGET: 225 KEUR** 

#### **FUNDING:**

- RIA/CSA: 225 kEUR

- IA: 157,5 kEUR



## **HORIZON 2020**

Find your way on the Horizon2020 Participant Portal

Planning and submitting:

Find calls and what does a call text consist of?

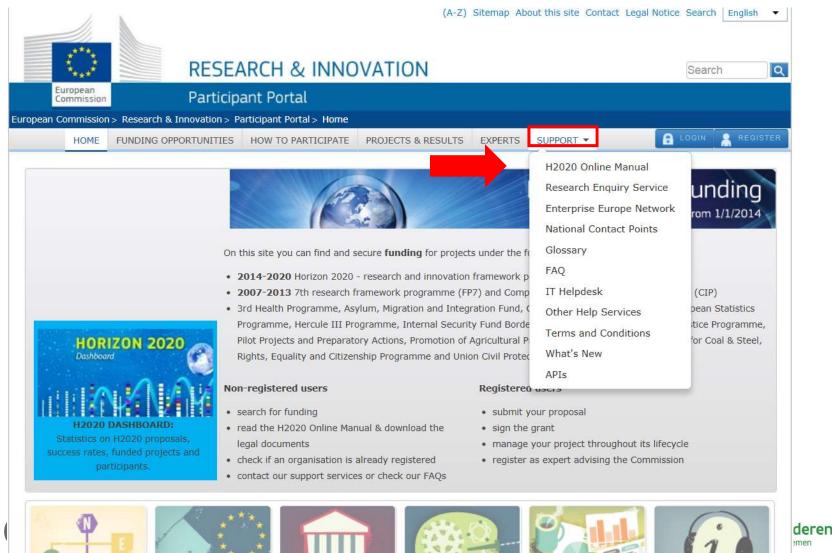
Usefull documents and tools



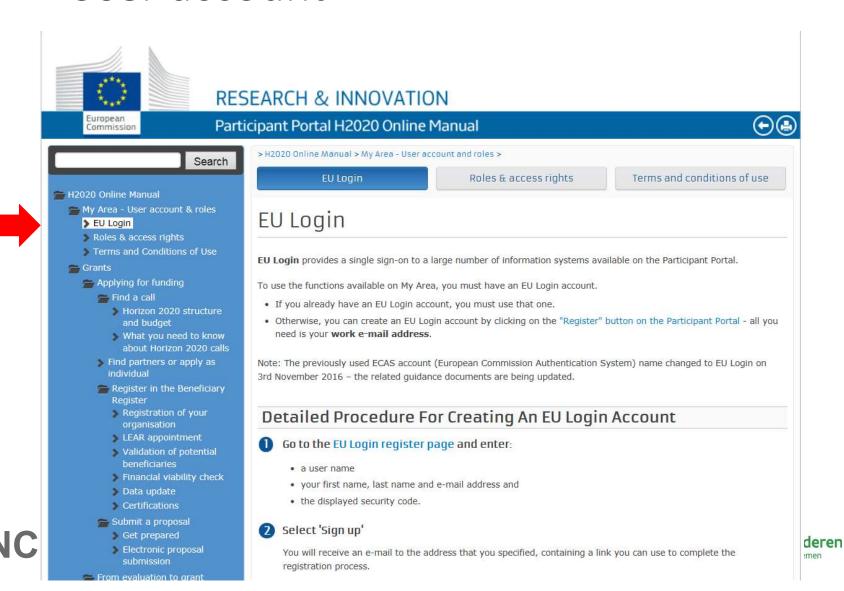




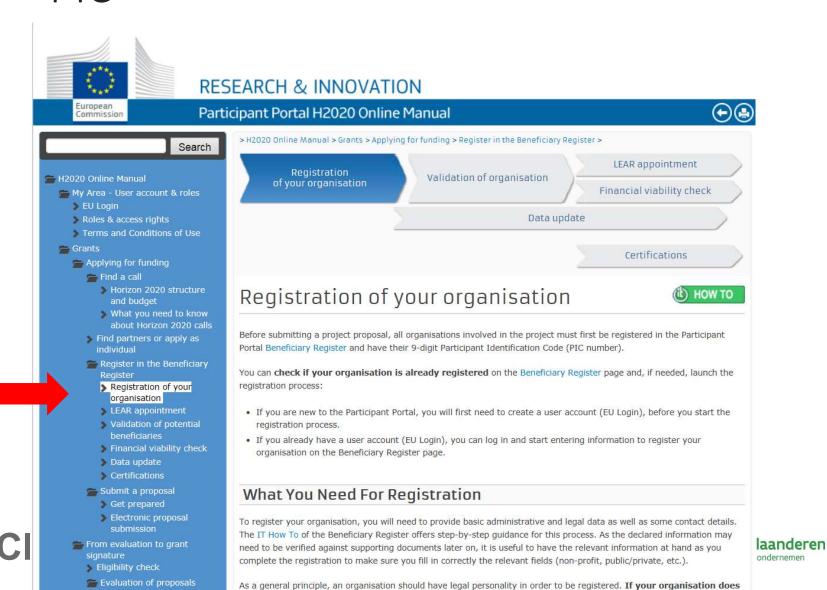
## PIC



## User account



## PIC



# Planning – Find calls

H2020 calls are published on the participant portal



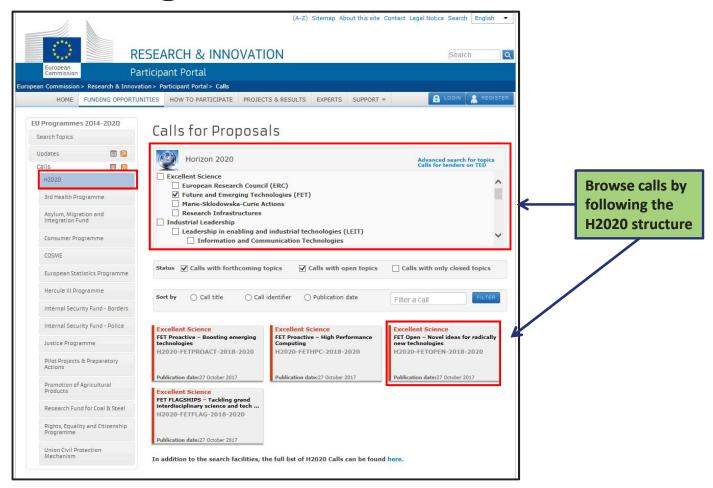
https://ec.europa.eu/research/participants/portal/desktop/en/home.html







# Planning – Find calls

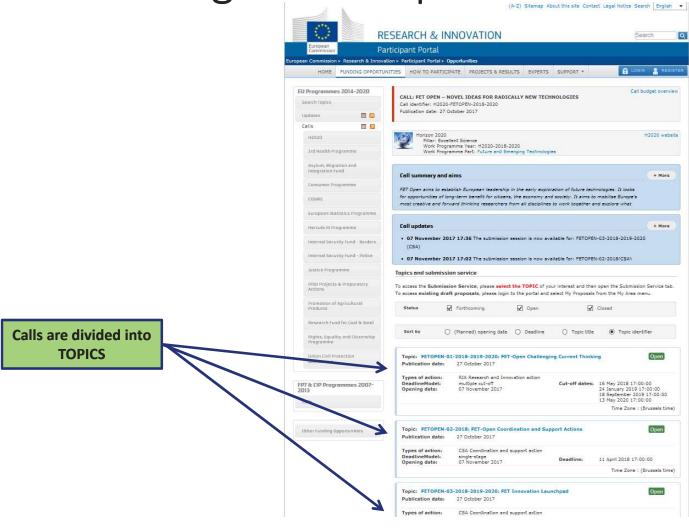








Planning – Find topics

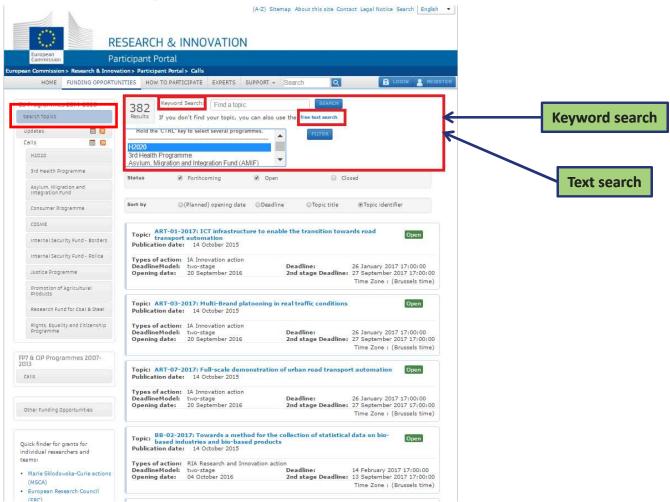


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# Planning – Find topics









# Planning – Understand a topic



Title
Opening date
Deadline
Type of action

Challenge Scope Expected impact

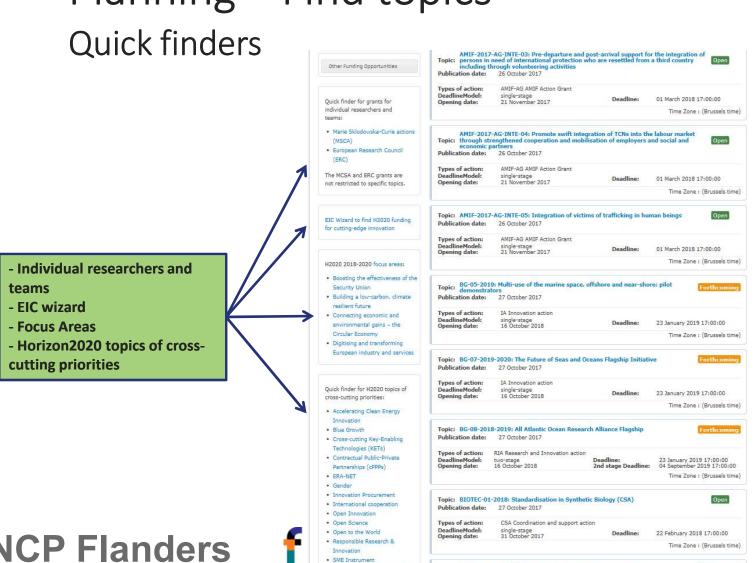
Indicative budget TRL

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Planning – Find topics



· Social sciences and humanities

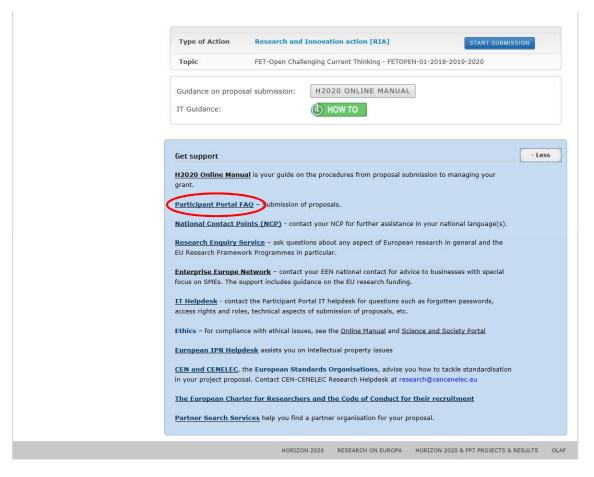
Topic: BIOTEC-02-2019: Boosting the efficiency of photosynthesis (RIA)

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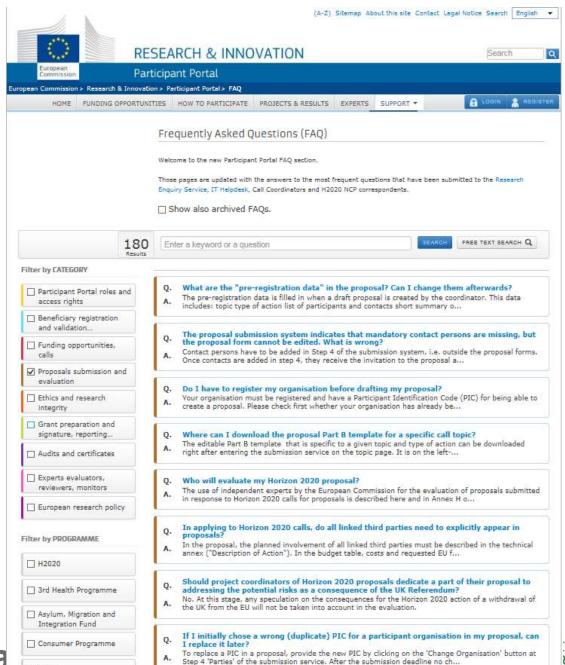
# Planning – more information about a topic









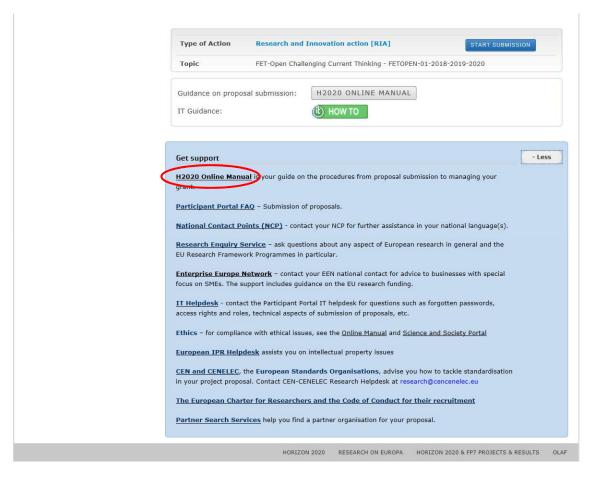








# Planning – more information









# Planning – more information



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# Planning – Plan your project

Typical timeline from call to deadline



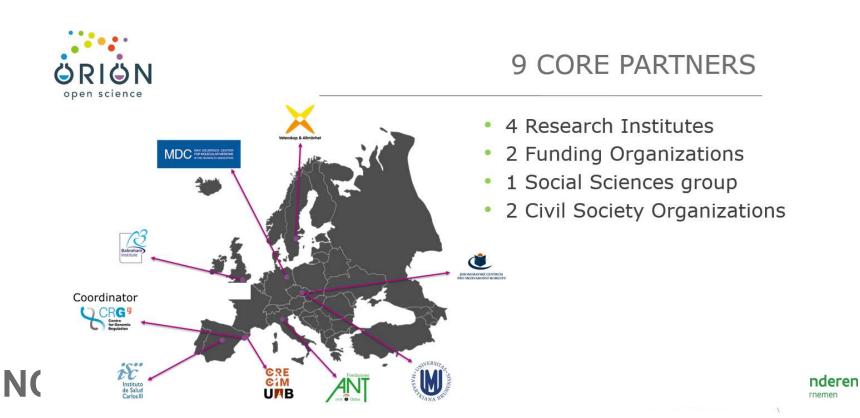






# Planning – Plan your project: example

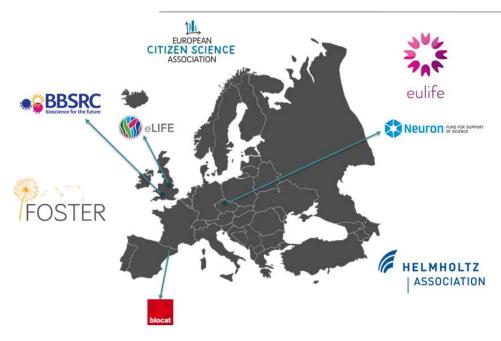
▶ ORION Open Responsible research and Innovation to further Outstanding kNowledge



# Planning – Plan your project: example



## ASSOCIATED PARTNERS

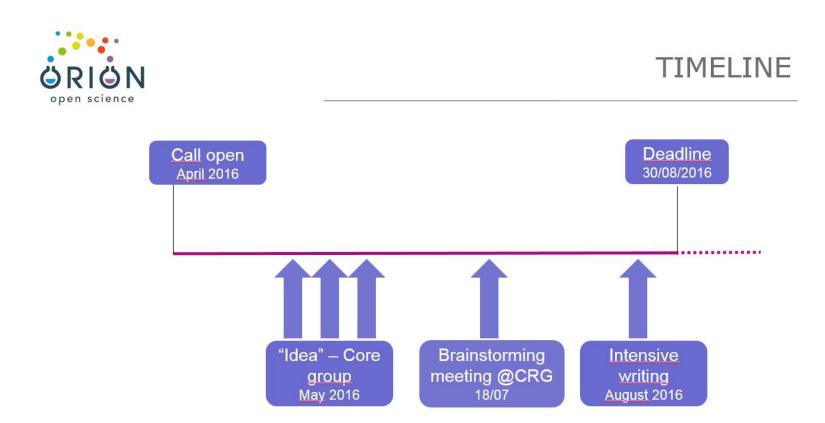








# Planning – Plan your project: example









# Writing & submitting

## Keep in mind: 3 evaluation criteria

**EXCELLENCE** (section 1 of proposal template) **IMPACT** (section 2) **IMPLEMENTATION** ('excluded' first stage proposals) (section 3)

Self-evaluation form

#### Research and innovation actions Innovation actions

This form is made available to applicants who may themselves wish to arrange an evaluation of th proposal (e.g. by an impartial colleague) prior to final editing, submission and deadline. The aim to helo applicants identify ways to improve their proposals.

The forms used by the experts for their evaluation reports will be broadly similar, although the de and layout may differ.

These forms are based on the standard criteria, scores and thresholds. Check whether spec schemes apply to the topics of interest to you. The definitive evaluation schemes are given in twork programme.

A self-evaluation, if carried out, is not to be submitted to the Commission, and has no bearing

#### Scoring

es must be in the range U-5. Half marks may be given. Evaluators will be asked to score proposals as they we intied, rather than on their potential if certain changes were to be made. When an evaluator identifificant shortcomings, be or she must reflect this by awarding a lower score for the criterion concerned.

- 0 The proposal fails to address the criterion or cannot be assessed due to missing or incomple information.
- 1 Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses.
- Good. The proposal addresses the criterion well, but a number of shortcomings are present.
- 4 Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are pr 5 — Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

#### Thresholds

The threshold for individual criteria is 3. The overall threshold, applying to the sum of the three individual score is 10.

#### Two-stage submission scheme

The scheme below is applicable to a full proposal. For the evaluation of first-stage proposals under a two-sta submission procedure, only the criteria 'excellence' and 'impact' will be evaluated. Within these criteria, only aspects in bold will be considered. The threshold for both individual criteria will be 4.

#### Weighting

For Innovation actions and the SME instrument (phases 1 and 2), to determine the ranking, the score for t criterion 'impact' will be given a weight of 1.5.

USE Self-evaluation form! For RIA, IA and CSA in 2018-2020:

http://ec.europa.eu/research/participants/data/ref/h2020/call ptef/ef/2018-2020/h2020-call-ef-ria-ia-csa-2018-20 en.pdf







# Writing & submitting

**SUBMIT (on time!) VIA PARTICIPANT PORTAL** 

## **Using the Proposal template**

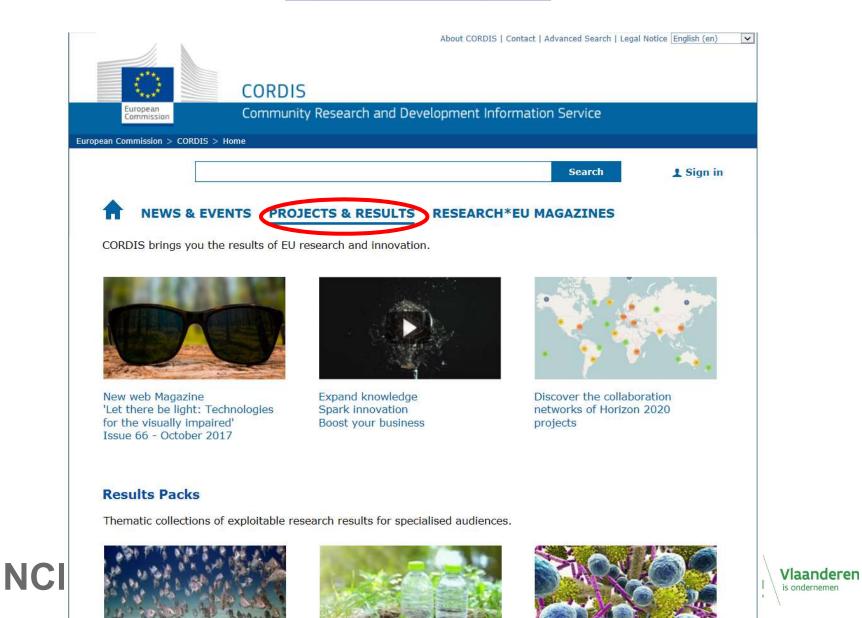
- Part A = administrative
- Part B = technical
  - 1. Excellence, Impact, Implementation
  - 2. Members of consortium, Ethics and societal impact, Security







### **CORDIS** database: <a href="http://cordis.europa.eu/">http://cordis.europa.eu/</a>





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### **Example of running project**



### **NEW-MINE**

Project ID: 721185 Funded under:

H2020-EU.1.3.1. - Fostering new skills by means of excellent initial training of researchers

### EU Training Network for Resource Recovery through Enhanced Landfill Mining

From 2016-09-01 to 2020-08-31, ongoing project

### Project details

Total cost: EUR 3 844 721,16	Topic(s): MSCA-ITN-2016 - Innovative Training Networks		
EU contribution: EUR 3 844 721,16	Call for proposal: H2020-MSCA-ITN-2016 See other projects for this call		
Coordinated in: Belgium	Funding scheme: MSCA-ITN-ETN - European Training Networks		

### **Topic**

### **Summary of project**

**EU** contribution

Coordinator

### **Partners in consortium**

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### Objective

Europe has somewhere between 150,000 and 500,000 landfill sites, with an estimated 90% of them being "nonsanitary" landfills, predating the EU Landfill Directive of 1999. These older landfills tend to be filled with municipal solid waste and often lack any environmental protection technology. In order to avoid future environmental and health problems, many of these landfills will soon require expensive remediation measures. This situation might appear bleak, but it does pre...

Related information	Results	
Related Information not available		

### Coordinator

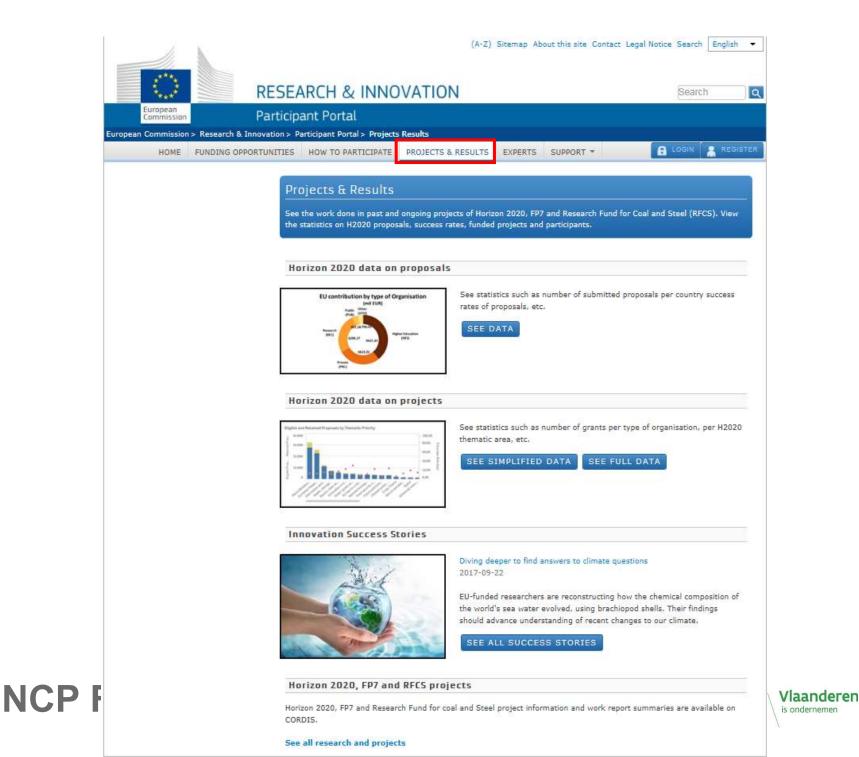
KATHOLIEKE UNIVERSITEIT LEUVEN	Belgium 😑
Oude Markt 13 3000 LEUVEN Belgium	EU contribution: EUR 751 680
Activity type: Higher or Secondary Education Establishments Contact the organisation	

Participants	Expand all	ŧ
RHEINISCH-WESTFAELISCHE TECHNISCHE HOCHSCHULE AACHEN	Germany	+
UNIVERSITEIT GENT SINT PIETERSNIEUWSTRAAT 25 9000 GENT Belgium	Belgium EUR 250 56	60
Activity type: Higher or Secondary Education Establishments		

	Contact the organisation		
3	MONTANUNIVERSITAT LEOBEN	Austria	0
9	UNIVERSITA DEGLI STUDI DI PADOVA	Italy	<b></b>
	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	Switzerland	0
į	LINKOPINGS UNIVERSITET	Sweden	0
	KUNGLIGA TEKNISKA HOEGSKOLAN	Sweden	<b>#</b>
	SHANKS VALORIZATION & QUARRY	Belgium	
100	ITALCEMENTI FABBRICHE RIUNITE CEMENTO SPA	Italy	

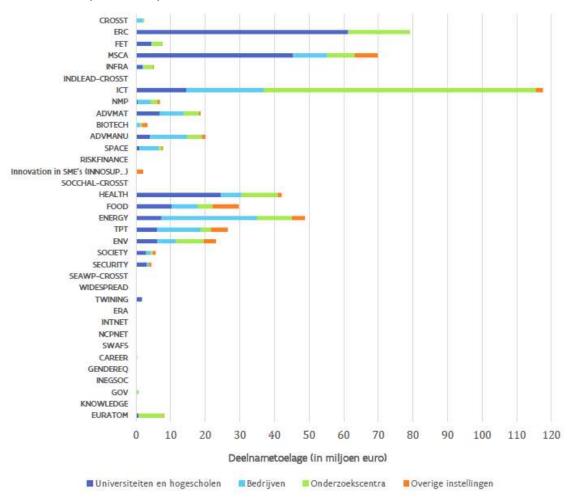






# **HORIZON 2020**

### Flemish participation









# **HORIZON 2020**

### Top participants in Flanders

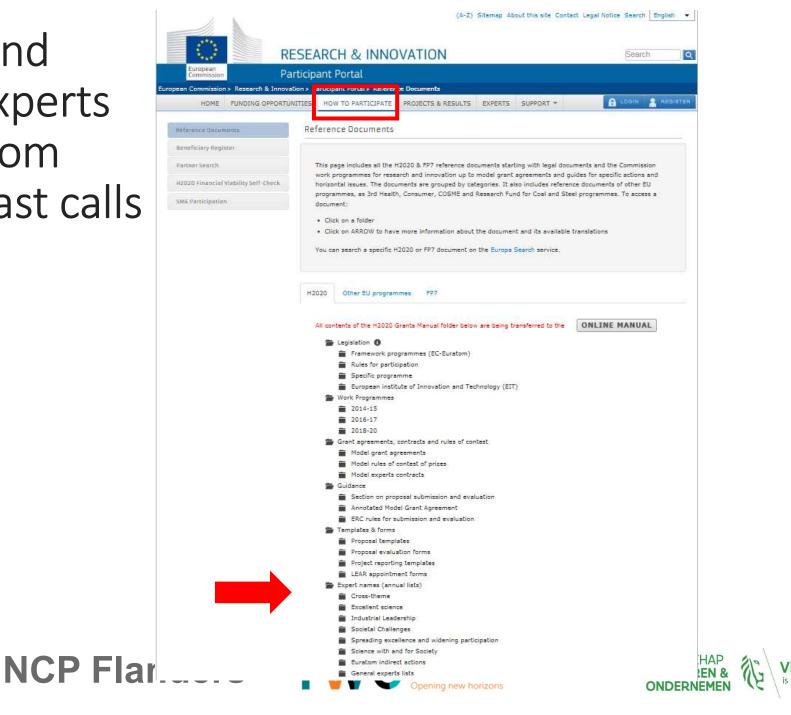
Instelling	# Deelnames	Deelnametoelage in miljoen euro
Katholieke Universiteit Leuven	165	96,03
Interuniversitair Micro-Elektronica Centrum vzw (IMEC)	53	63,28
Universiteit Gent	109	57,52
iMinds	35	28,23
Vlaamse Instelling voor Technologisch Onderzoek (VITO)	46	28,04
Vrije Universiteit Brussel	46	25,56
Vlaams Interuniversitair Instituut voor Biotechnologie (VIB)	36	24,80
Universiteit Antwerpen	36	15,22
Geo@Sea	1	8,31
Bio Base Europe Pilot Plant vzw	11	8,22



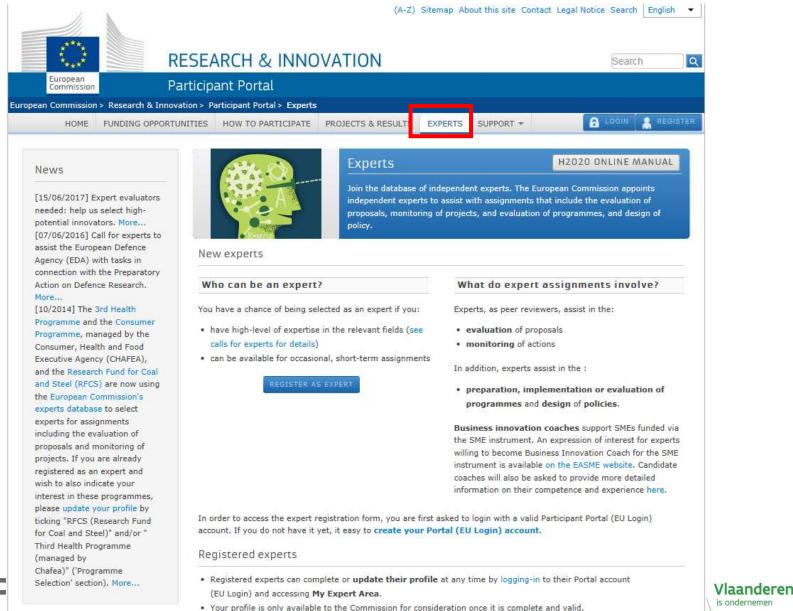




Find experts from past calls



# Register as expert



. Should you get a contract as independent expert, please check that the Bank Account on which you want

to be paid is still valid before you introduce a request for payment.

NCF

**Ouick Links** 

# More information

- Participant Portal of the European Commission <a href="http://ec.europa.eu/research/participants/portal/">http://ec.europa.eu/research/participants/portal/</a>
- ▶ Work programmes 2018-2020 are published since 27 October 2017:

https://ec.europa.eu/programmes/horizon2020/en/what-work-programme







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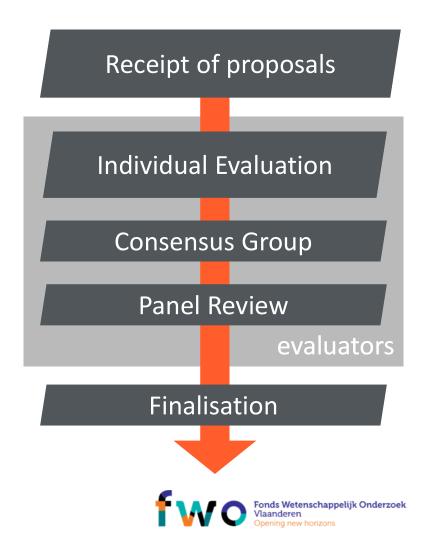
Horizon 2020 guidance

# HORIZON 2020

EVALUATION – WHERE GOES WHAT?

- 1. The process steps
- 2. Evaluation criteria
  - Excellence
  - Impact
  - Quality of implementation

## Evaluation Process







# Standard eligibility criteria

- 1. Content corresponds, wholly or in part, to the topic description
- 2. Proposal complies with minimum participation rules

# RIA Research & Innovation Actions IA Innovation Actions ERC (EU Research Council) CSA (Coordination and support) SME Instrument both Phase I and Phase 2 a. Three legal entities b. Established in different Member States or Associated Countries c. Independent of each other One legal entity established in Member State or Associated Country







# Standard admissibility criteria

- on time
- at the right place
- complete
- readable, accessible and printable
- plan dissemination & exploitation
- Respecting page limit

• RIA/IA: 70

• CSA: 50

• First stage: 10







# Standard admissibility criteria

### Respecting page limit

### NON-including:

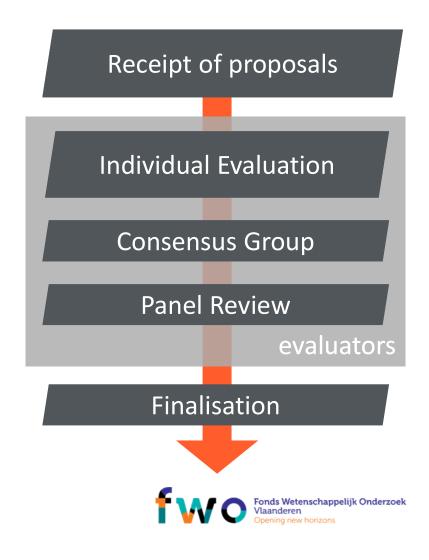
- information participating organisations
- cv's
- publications and research of innovation products
- relevent previous projects/activities
- relevent infrastructure and equipment
- third parties
- ethics self assessment
- data management plan







## **Evaluation Process**







# Basic principles

- 1. Excellence, transparency, fairness, impartiality, efficiency and speed
- 2. Done by independent experts
  - Balanced team
  - Regular turnover
  - No conflict of interest!





# Choosing the evaluators

### Minimum 3 evaluating experts

- Different nationalities
- No conflict of interest
   with any proposal in the review
- Mix of expertise
   min. 1 from proposal's technical field





# Scoring the proposals

Excellence: 4,0 'The objectives....'

Impact: 4,5
'The innovation capacity....'



Quality and efficiency of the implementation: 3,5 'The management....'

### Per criterion:

- Assessment,
- comments
- justifications

 $\Sigma$  -> 12 out of 15

- Evaluation scores are awarded per criterion
- Individual criteria threshold: (3/5) -> variable!
- Total score threshold: (10/15)->variable!





# Scores

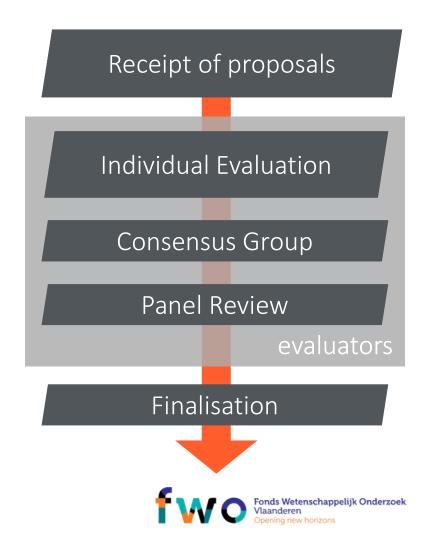
0 ->	Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information	
1 -> Poor	The criterion is inadequately addressed or there are serious inherent weaknesses	
2 -> Fair	The proposal broadly addresses the criterion, there are serious significant weaknesses	
3 -> Good	The proposal addresses the criterion well, but a number of shortcomings are present	
4 -> Very Good	The proposal addresses the criterion very well, but a small number of shortcomings are present	
5 -> Excellent	The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor	

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# **Evaluation Process**







# Ranking the proposal

- done by experts in a Panel review
- cross-reading in order to calibrate the treatment
- 1 ranked list per (group of) topic(s) with dedicated budget



Main list



Reserve list
Below funding
Below threshold









# Cross-reading and panel

- Cross-reading
  - Usually no re-opening of the scientific evaluation
  - rather a general calibration of other issues
- Cross-reading concentrates on proposals on the 'funding line', but can also verify top or bottom
- Based on cross-reading recommendations, scores can be changed by the panel (recorded in the panel report)





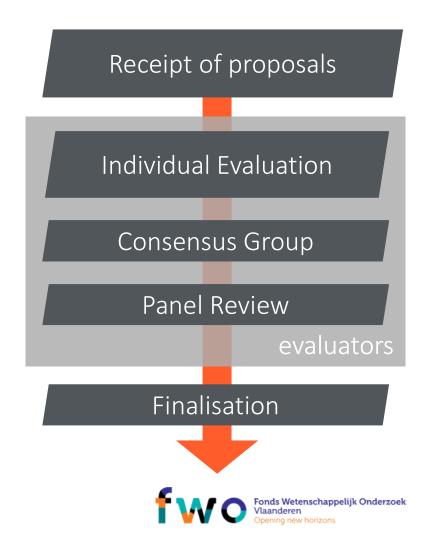
# Rules for the ranking

- Priority criteria
  - RIA excellence > impact
  - IA impact > excellence
  - other criteria such as:
    - SMEs (budget)
    - Gender (% and role)
- Additional rules for selection may be specified in the WP





## **Evaluation Process**







### After the review

- The EC is making the final decisions:
  - information to applicants: max 5 months after call deadline
  - Grant Agreement Preparation for 'main list' proposals
  - 8 months from call deadline to signature of Grant Agreement
- Close interaction with the beneficiaries on:
  - Administrative issues
  - minor modifications on content (no negotiations!)
- Grant Agreement signature
  - Pre-financing to consortium





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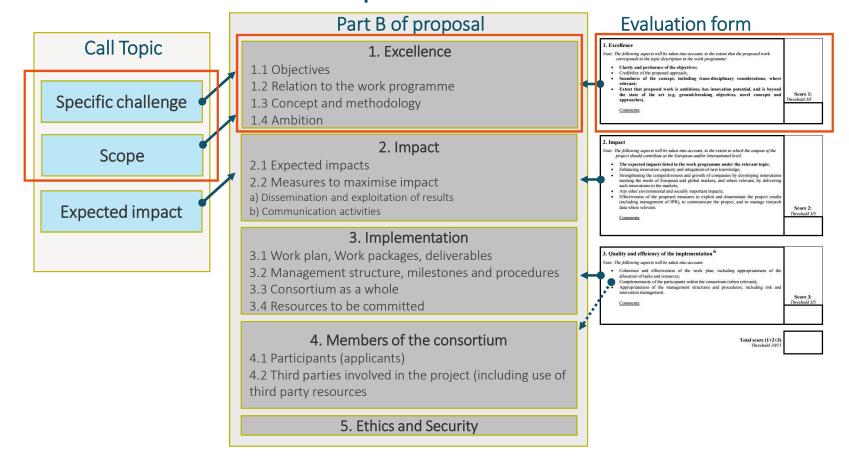
Horizon 2020 guidance

# HORIZON 2020

### EVALUATION – WHERE GOES WHAT?

- 1. The process steps
- 2. Evaluation criteria
  - Excellence
  - Impact
  - Quality of implementation

# Relationships







# Excellence

### Part B – 1. Excellence

### 1. 1 Objectives

**clear, measurable, realistic and achievable ...** within project duration

1.2 Relation to the work programme explain how your proposal addresses the specific challenge and scope of the work programme topic

### 1.3 Concept and methodology

### (a) Concept

- Describe and explain the overall concept + main ideas, models and assumptions involved
- Technology Readiness Levels
- Links with other projects/activities
- Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge

### (b) Methodology

• Describe and explain the overall methodology

### 1.4 Ambition

- advance beyond the state-of-the-art
- extent the proposed work is ambitious
- Describe the Innovation potential

**Crt 1.1 –** Clarity and pertinence of the **objectives** 

Crt 1.2 – Soundness of the concept, and credibility of the proposed methodology



CAREFULL with TRL ≥ 5 and plan well the activities needed to reach it

Crt 1.3 – Extent that proposed work is beyond the state of the art, and demonstrates innovation potential e.g.

- Ground-breaking objectives, novel concepts and approaches RIA
- New products, services or business and organisational models — IA / RIA

**Crt 1.4** – Appropriate consideration of **inter-disciplinary approaches** and, where relevant, use of **stakeholder knowledge** 

Who are your USERS,



CUSTOMERS? How do you plan to use their knowledge?

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- Earth provides natural resources, such as fossil fuels and minerals, that are vital for Europe's economy....
- In todays rapidly changing global economic landscape, mining the deep sea...blah blah...

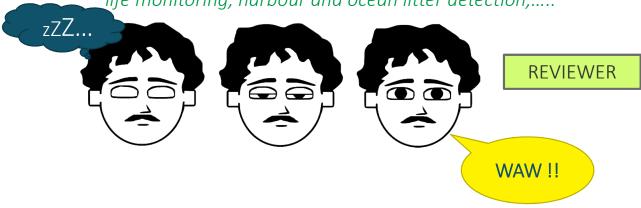
• This project will address all aspects of the entire value chain in this field...







- ...will offer a compact and cost-effective underwater imaging system for turbid environments. Using range-gated imaging, the system will extend the imaging range by a factor 2 to 3 over conventional imaging systems,...
- ...offers a new modus operandi for the main targeted domains of application: marine life monitoring, harbour and ocean litter detection,.....







- +/- 5% tolerance for output power labelling of photovoltaic modules in industry
- Forecast and monitor cancer recurrence for one hundred patients in remission
- Will genotype all 20,000 individuals for genetic variants in 200 key genes and will analyse the data for gene-lifestyle interaction
- The margin of error in short term urban traffic flow prediction will be reduced by 50%

**MEASURABLE** 







NMP 22-2015: Fibre-based materials for non-clothing applications

<u>Scope</u>: Proposals should aim to develop engineered fibre-based materials for novel, smart, high-value and high-performance non-clothing parts and products for technical and industrial use...

Proof of concept in terms of product and/or process must be delivered within the project

### PERTINENCE:

READ the **topic** challenge and scope and check your objectives against it!

### **OBJECTIVES also important because**

- First section of proposal!
- Reviewers make up their minds VERY quickly







# Excellence – Ambition

- Don't duplicate what already exists!
- Innovation potential: in terms of product, process and service

### **INNOVATION**

Out in the real world: how do we make a difference?







# Excellence — inter-disciplinarity & stakeholder knowledge

- Refers to approaches and methodologies that integrate as necessary

   (a) theories, concepts, knowledge, data and techniques from two or
   more scientific disciplines AND (b) non-academic and non-formaliazed
   knowledge...
- Non-formalized knowledge may come from relevant societal actors and stakeholders such as healthcare practitioners, farmers, user groups, etc..

	Person months		Call on improving air quality in
Research organisations	400	<b>←</b>	cities  "All Workpackages require a high degree of
Cities	0		transdisciplinary collaboration"





### NCP FLANDERS

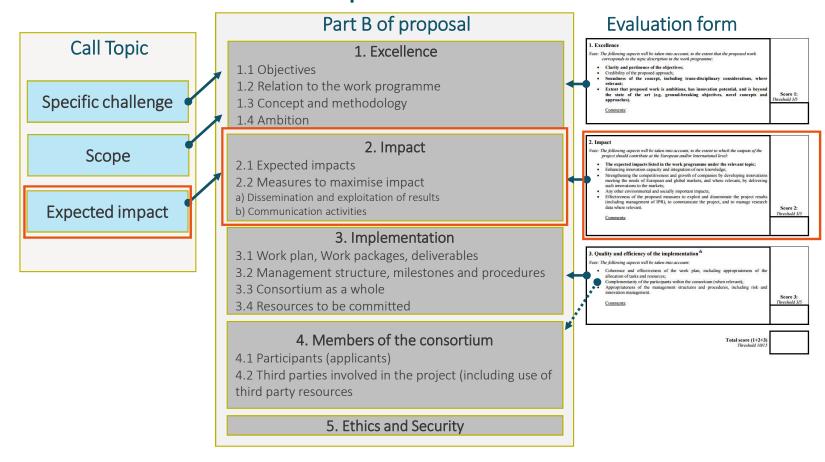
Horizon 2020 guidance

# HORIZON 2020

### EVALUATION – WHERE GOES WHAT?

- 1. The process steps
- 2. Evaluation criteria
  - Excellence
  - Impact
  - Quality of implementation

# Relationships









# Impact – expected impacts

#### Part B – 2. Impact

#### 2. 1 Expected impacts

- each of the expected impacts mentioned under the relevant topic
- any substantial impacts **not mentioned in the work programme**
- Describe any barriers/obstacles, and any framework conditions

#### 2.2 Measures to maximise impact

- (a) Dissemination and exploitation of results
- draft 'plan for the dissemination and exploitation of the project's results'
- Business plan where relevant
- Outline the strategy for knowle management and protection (incl IPR)
- Open Research Data -> information on how the participants will manage the research data generated and/or collected during the Project
- (b) Communication activities
- promoting the project and its findings
- -> tailored to different target audiences, including groups beyond the project's own community

Crt 2.1 – The extent to which the outputs would contribute to the expected impacts listed in the work programme under the relevant topic

more specific than WP impacts!

 Crt 2.2 – Any substantial impacts not mentioned in the WP, that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society

#### **Enhancing innovation capacity**

- Addressing barriers/obstacles, and any framework conditions such as regulation and standards;
- of the participating organisations/research community by enabling new processes or partnerships beyond the project consortium





## Impact – measures to maximise...

#### Part B-2. Impact

- 2. 1 Expected impacts
- each of the expected impacts mentioned under the relevant topic
- any substantial impacts **not mentioned in the work programme**
- Describe any barriers/obstacles, and any framework conditions
- 2.2 Measures to maximise impact
- (a) Dissemination and exploitation of results
- draft 'plan for the dissemination and exploitation of the project's results'
- Business plan where relevant
- Outline the strategy for knowledge management and protection (incl IPR)
- Open Research Data -> information on how the participants will manage the research data generated and/or collected during the Project
- (b) Communication activities
- promoting the project and its findings
- -> tailored to different target audiences, including groups beyond the project's own community

Crt 2.3 – Quality of proposed measures toexploit and disseminate project results

exploit and disseminate project results
 (including IPR, manage research data where relevant)



**BUSINESS PLAN - IA** 

• **communicate** the project activities to different target audiences





## Dissemination ≠Communication

Dissemination -> one direction path (mainly presenting results)

e.g. presentation at conferences, publications in peer review journals





. Dissemination plan: raise awareness about project results

Communication -> two directions path (results and project activities)
e.g. organising workshops with users, discuss with customers, etc...



. Communication plan: tailored to the needs of various audiences

Only a reference to a list of planned communication actions is not enough!







# Impact - Exploitation

#### Dissemination ≠ Communication ≠ Exploitation

- Exploitation plan
  - At which technological readiness level (TRL) do you start and how will you reach the TRL you aim for as expressed in your proposal's objectives?
  - What are the needed business models and marketing activities and how will they be decided amongst the partners?
- Common mistakes in Exploitation
  - Lack of a clear exploitation strategy (especially important for IA!)
  - No clear indication of the results that will be exploited (which way, by whom?)
  - IPR issues left to the consortium agreement only (access to background, results exploitation)





# Impact – Exploitation Steps to impact

STEPS TO IMPACT and relation to (role of) stakeholders

#### **EXAMPLE:** A new diagnostic or clinical technology has been adopted

- the research results will be tested in hospitals (healthcare professionals/hospitals)
- Positive results will lead to larger scale trials (more of the above + patient organisations)
- The new technology is incorporated in diagnostic or clinical equipment (equipment manufacturers, operators/users)
- Hospitals acquire and use the improved equipment (health budget holders/hospital mngmnt)

#### Roles in the project

- Partner (exploitation plan incl. business case in proposal!)
- Member of user group
- Target for communication (plan for each role!)
- Other...





# Impact – Exploitation - IPR

Management of Intellectual Property Rights (IPR): Demonstration of specific measures in scope ownership, access/use, etc. during and after the project

- 1. Identify your **own background** (data, know-how and/or information held or identified by participants prior to their involvement in the project)
- 2. Verify if **background** of **third parties** is needed. If yes, what are their access rights? Need for authorisation to use and exploit the results?
- 3. Check the state-of-the art: **existing patents?** E.g. via search in database provided by European Patent Office (Espacenet)
- 1. Specify the **ownership of the results**: who owns what? Any transfers? On which conditions?
- 2. Is there a need to **protect the results?** If yes, assign cost. Assure appropriate usage rights for key IP during AND after the project (*results and background*)

A short reference to the IPR "to be developed" in the Consortium Agreement is not sufficient!







# Impact – Exploitation Open research data (1/2)

Open Access to scientific publications is an obligation under H2020 => online access at no charge to peer-reviewed scientific publications

#### Two main OA publishing models

- **Self-archiving:** traditional publication plus deposit of manuscripts in a repository ('Green OA')
  - Both versions contain the same peer-reviewed content, but may be differently formatted / also usually (not always) with embargo
- **OA publishing:** immediate OA provided by the publisher ('Gold OA')
  - Usually, but not always, 'Author-pay' model (APC)
  - Some journals offer both subscriptions and open access publishing to selected on-line articles (hybrid journals)







# Impact – Exploitation Open research data (2/2)

- Open research data sharing applies to the data needed to validate the results presented in scientific publications
- Additionally, projects can choose to make other data available in open access and need to describe their approach in a Data Management Plan (DMP), included as a deliverable in the project
- Costs related to data management and data sharing are eligible for reimbursement during the project duration
- Now by default obligatory for all topics
  - Except if they decide to opt-out (for example for commercial reasons, see WP annex L). Projects can opt-out at any stage.
  - Proposals will not be evaluated more favourably for participating nor penalised for opting out

https://ec.europa.eu/research/press/2016/pdf/opendata-infographic 072016.pdf







# Achieving Impact

- Read workprogramme/topic; identify potential impacts (societal/economic)
- Identify steps needed to achieve those impacts AND related stakeholders
- Decide stakeholder roles (partner/consortium member, user group, ...)
- Decide on IP strategy to support impact
- Plan exploitation and communication to involve stakeholders







#### NCP FLANDERS

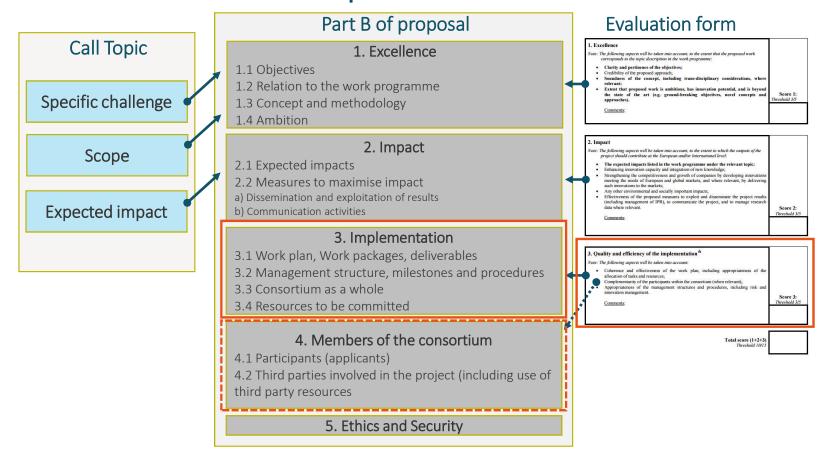
Horizon 2020 guidance

# HORIZON 2020

EVALUATION – WHERE GOES WHAT?

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# Relationships







# Implementation

#### Part B-3. Implementation

#### 3. 1 Work plan – Work packages, deliverables

- overall structure of the work plan
- timing of the different work packages Gantt chart
- detailed work description (WP, deliverables, ...)
- Pert chart or similar (inter-relation of the WPs)

#### 3.2 Management structure, milestones and procedures

- Organisational structure and the decision-making mechanisms + why they are appropriate to the complexity and scale of the project
- where relevant, Innovation management
- Describe any critical risks, relating to project implementation + mitigation measures

#### 3.3 Consortium as a whole

- Describe the consortium
- Describe the contribution of each partner
- If a participant requesting EU funding is based in a country or is an international organisation that is not automatically eligible for funding, explain why the participation of the entity in question is essential to carrying out the project

#### 3.4 Resources to be committed

- table showing number of perso/months required
- table showing 'other direct costs' for participants where those costs exceed 15% of the personnel costs

Crt 3.1 – Quality and effectiveness of the work plan, including extent to which resources assigned in work packages are in line with the objectives/deliverables

#### Extensions in time: as a rule not allowed!

Crt 3.2 – Appropriateness of management structures and procedures, including risk and innovation management

Crt 3.3 – Complementarity of the participants and expertise which the consortium as a whole brings together

Crt 3.4 – Appropriateness of allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role



**AVOID EMPTY SHELLS!** 

Explain well HIGH OTHER DIRECT COSTS!

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# Implementation

#### Part B – 4. Members of the consortium

#### 4. 1 Participants (applicants)

- a description of the legal entity and its main tasks
- a curriculum vitae + profile of the persons
- a list of up to 5 relevant publications, and/or products, services
- a list of up to 5 relevant previous projects or activities
- a description of any significant infrastructure and/or any major items of technical equipment

### 4.2 Third parties involved in the project (including use of third party resources)

- Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)
- Does the participant envisage that part of its work is performed by linked third parties
- Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)

This section is not covered by the page limit.

The information provided here will be used to judge the operational capacity

Explain well THE REASON FOR SUBCONTRACTORS, especially if the related costs are high, and be careful with predefined subcontractors





# Implementation – Work plan & deliverables

- The proposal should be about 1 project
  - Workpackages should be logically interlinked
  - Workpackages for 'project management' and for 'exploitation & dissemination are strongly advised!
- NO extensions in time allowed, but work needs to be done!
- Most WP's need involvement of multiple partners to be credible
- If SMEs: integrated in the WP's (NO separate SME-WP)
- Provide deliverables
  - Numbered
  - Clear
  - Spread over the course of the project: need for EARLY deliverables!
  - Rough guide: 1 deliverable/person year





# Implementation – Work plan & deliverables (2)

- For each Work Package in the proposal
  - List participants
    - Their expected involvement in person months
  - Objectives (best is one objective/WP)
  - Description of the work
    - Tasks needed to achieve objective(s) and justifying the person months
  - Deliverables (refer to number)





# Implementation – Management

- How are you going to handle problems?
- Every WP should have a WP-leader: together =MNGMNT Committee
- Innovation Management! (if not integrated in mngmnet committee)
- Yearly meetings + at milestones
- Consortium agreement has a management part, describe how to decide on:
  - Changing participants
  - Updating plan
  - Re-allocating budgets
  - Approving reports and deliverables
  - •
- Describe risks related to project implementation





# Implementation – Consortium

- Describe the consortium as a whole
- Describe the role of each partner
  - Tasks in the project
  - For each of these tasks: relevant expertise
- If funding asked for partners that are not automatically eligible: Explain why you need this partner!
- Check each partner's planned effort (make a table with planned effort in mandays per WP versus Partner)
  - Fach WP ONF leader?
  - No unneeded partners (sign = effort in each WP same)?
  - No specific WPs for specific partners like SMEs?





# Legal and financial aspects

Information session H2020 for beginners, 21/02/2018







# Agenda

- From budget proposal to grant amount
- What are the different project funding /reimbursement rates?
- What are eligible/ineligble costs?
- What are the different forms of cost
- What are the different budget categories?
- What are the different types of partners/beneficiaries?
- What are the most important information sources?





# From budget proposal to grant amount





Grant « Action » Control & Technical & Proposal agreement (Project) possibly financial submitted signed If proposal is realised with audit reporting accepted actual costs **Estimated Estimated** (interim & **Final grant** as described budget budget final) amount in Proposal Pre-financing

Estimated budget defined per Beneficiary & tasks
BUT actual grant is based on the actual costs (eligibility of costs) & proper implementation
Pre-payments do not guarantee final grant amount

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# Payments

	Time-to-Pay	From		
One Pre-financing	<b>30</b> days	From: entry into force or 10 days before the starting date (whichever is the latest)		
→ Retention 5 % of maximum grant for the Guarantee Fund				
Interim Payments	<b>90</b> days	From reception of periodic report		
<ul> <li>→ Based on financial statements (EU contribution= eligible costs approved X reimbursement rate)</li> <li>→ Limit = 90 % of the maximum grant (Retention 10%)</li> </ul>				
Payment of the Balance	<b>90</b> days	From reception of final reports		





### Pre-financing: example

EXAMPLE				
Maximum grant amount (Article 5.1)	Funding rate	Reporting periods	Guarantee Fund (5 % x 1 000 000)	
1 000 000	100%	3	50 000	

Usual pre-financing = maximum grant amount / number of periods

#### **Pre-financing Payment**

283 334 € Transferred to the consortium

50 000 € Transferred to 333 334 €

the Guarantee **Fund** 



### An interim payment

When

• 90 days from reception of periodic reports

How much

- EU contribution corresponding to the eligible costs incurred in the reporting period
- Limit = 90 % of the maximum grant amount

Characteristics

• Ineligible costs will be rejected and not taken into account for the payment



# What are the different kind of projects and reimbursement rates?





# Different kinds of projects

- Collaborative projects:
  - Research and innovation actions (RIA)
  - Innovation Actions (IA)
- Coordination and support actions (CSA)
- SME instruments (SME)
- Others in Excellence pillar (ERC, ITN, fellowships, ...)





# Funding rates per type of project

- RIA and CSA:
  - 100% reimbursment
- IA:
  - Up to 70% reimbursement
  - EXCEPTION: non profit: 100% (universities, NGO's, ...)
- SME instruments:
  - Phase 1: lump sum 50.000€
  - Phase 2: 70% reimbursement
- 1 single flat rate for indirect costs: 25% (overhead)







# What are eligible/ineligble costs?





# Eligible costs, must be....

- Actually incurred (real, not-estimated, budgeted, imputed) during project duration (exception: costs related to final report)
- Entered as eligible costs in the estimated budget under the relevant budget category (amendments...)
- Connected and essential to the project
- Identifiable and verifiable (exception: indirect costs)
- According to the national accounting rules
- According to the beneficiary's usual accounting practise
- Complying with national laws (on taxes, labour and social security)
- Part of a sound financial management, economy and efficiency





# Ineligible costs, includes costs...

- related to drafting the Consortium Agreement (CA)
- for equipment bought before the project start and already fully depreciated
- related to preparing, submitting & negotiating the proposal
- currency exchange losses, bank costs for transfers, interest owed, provisions for future losses, debt service charge
- deductible VAT
  - Non-deductible VAT = eligible cost
  - Non-deduced (but deductible VAT) = ineligible cost





# What are the different forms of cost?





## Forms of cost

- Actual cost real, not estimated nor budgeted
  - Mostly used in H2020: as personnel cost, subcontracting, etc.
- Unit cost amount per unit
  - Personnel cost of an SME owner
  - Clinical trial
  - Costs for energy efficiency measures
  - ...
- Flat rate costs calculated by applying a percentage fixed in advance to other types of eligible costs
  - Indirect costs
- Lump sum- a global amount deemed to cover all costs of the action or a specific category of costs
  - Is used in Lump Sum MGA and SME Instrument MGA







# Differentiation between unit and lump sum cost - example of a lab trial

- Unit cost: determined per lab trial costs are paid against output (individual costs are not checked)
- Lump sum: fixed amount for a whole set of lab trial tests





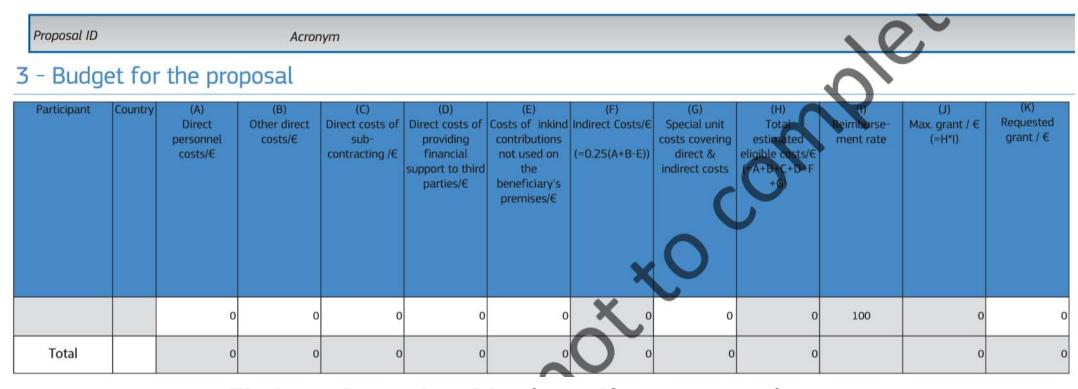


# What are the different budget categories?





## Fill in Administrative Forms – Section 3



- Fill in all items in white (zero if not relevant)
- Items in grey = calculated automatically

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## A. Personnel cost

- Employees
  - salaries, social security, taxes, other remuneration (from national law/employment taxes)
- In-house consultants
  - **CONDITION:** natural persons working under a direct contract
  - AND under beneficiaries instructions, in it's premises, costs not significantly different
- Personnel temporary transferred from third party
  - IF the beneficiary reimburses the costs (seconded staff)

#### **EXCEPTIONS**

- SME owners not receiving a salary (→ fixed unit cost)
- Persons provided by **interim**  $\rightarrow$  other direct costs
- Freelancers (with company) → subcontracting







# A. Personnel cost calculation (cont)

#### COST = hourly rate X hours

- Hourly rate [€/h]: Actual annual personnel cost [€] / annual productive hours [h]
  - Annual cost: of last closed financial year (exceptions exist)
  - Annual productive hours: 1720 h (≈ 45 weeks of 38 h) (pro-rata for parttime)
    - option 2: individual annual productive hours (= workable + overtime absences)
    - option 3: standard annual productive hours (= same as above for staff group)
- Hours worked on the action [h]
  - Use time records to prove this (not needed for persons full-time on the action)







## B. Other direct costs

- Travel costs and related subsistence allowances
  - Follow beneficiary's usual practises
- Equipment: depreciation costs, or cost for renting or leasing
  - Pro rata % and time used for project
  - CONDITION: must be in work programme
- Consumable and supplies
- Managerial costs
  - E.g. dissemination material, protection of results, translations & publications, catering, meeting rooms....

#### TIP

- Ask coordinator to suggest "averages" (e.g. 1 travel unit = 600 EUR, 2 travel units per partner, 1 extra for task/wp leaders etc)
- Selection criteria: same as for subcontracting







# C. Subcontracting

- Concerns the implementation of the action tasks
  - Must be indicated in annex 1 e.g. "Company X will execute part of the research tasks instead of beneficiary (T3.4)"
- ≠ contracts to purchase goods, works or services
- Limited to price paid, related duties, taxes and charges
  - Eg. Non-deductible VAT
- No subcontracting between partners!

#### ATTENTION

- Selection by fair, transparant and efficient process
- Purchase should ensure best value for money or if appropriate lowest price









# Subcontracting or Other Direct Cost?

Subcontracting	Other direct costs
Implementation of action tasks i.e. Third Party will execute part of the research/innovation tasks instead of Beneficiary (ex Task 3.4)	Buying goods and services, such as Travel/subsistence costs, depreciation costs of equipment, cost for renting or leasing equipment (pro rata % and time used), consumables, dissemination material, protection of results, catering, renting of meeting rooms
Must be indicated in Annex 1 No subcontracting/invoicing between Partners	Cost of purchasing equipment ONLY if in work programme







# D. Support to third parties

- Beneficiaries provide EU funding to recipient(s) that are not party to the GA ("cascade funding")
- ONLY when foreseen in the Call / Work Programme
- Either in the form of FINANCIAL SUPPORT or in the form of PRIZES. e.g.
  - Financial support to farmers testing a new agricultural technology
  - Awarding research scholarships in the field of the action





## E. In-kind contribution

- In-kind contributions: Seconded personnel, equipment, infrastructure or other non-financial resources
- Example: Hospital providing medical equipment/infrastructure to university, civil servant working for beneficiary but paid by Government (Ministry), independent unit created specifically for managing administration of EU projects of a beneficiary, ...





## F. Indirect costs

- Covers "overhead" costs of the beneficiary
- Flat rate of 25% of eligible costs
  - ! excluding subcontracting costs

Project budget	Direct cost	Indirect cost	
Personnel cost [€]	800,000	800,000*0.25 = 200,000	
Subcontracting [€]	60,000	0	
Other direct costs [€]	100,000	100,000*0.25 = 25.000	





# G. Special unit cost

- Cfr. Slide different forms of cost:
  - Unit cost amount per unit
    - Personnel cost of an SME owner
    - Clinical trial
    - Costs for energy efficiency measures
    - ...





# Budget categories and forms of costs

	BUDGET CATEGORIES								
FORMS OF COSTS				SPECIFIC					
	Personnel	Subcontracting	Financial support to 3rd parties	Other	INDIRECT COSTS	CATEGORIES OF COSTS			
Actual costs	✓	1	1	1	×	×			
Unit costs	Yes for - Average personnel costs - SME owners & natural persons without a salary	×	×	Yes for Internal Invoices	×	Yes if foreseen by Comm. Decision			
Flat-rate costs	×	×	×	×	1	×			
Lump sum costs	×	×	×	×	×	Yes if foreseen by Comm. Decision			





# Example of a typical RIA budget

Typical Budget RIA	Amount in €
	<u> </u>
A: Personnel	170'000
B1: Travel	5'000
B2: Equipment	0
B3: Goods, Works & services	25'000
A+B: Total Direct Cost (w/o sub- contracting)	200'000
C: Subcontracting	10'000
F: indirect costs	50'000
Total estimated costs	260'000







# What are the different types of partners?





Types of	CHARACTERISTICS						
third	Does work of the action	Provides resources or services	What is eligible?	Must be indicated in Annex 1	Indirect costs	Selecting the third party	Articles
Linked third party	YES	NO	Costs	YES	YES	Must be affiliated or have a legal link	Article 14
Subcontractors	YES	NO	Price	YES	NO	Best value for money, avoid conflict of interest	Article 13
International partners	YES	NO	No EU funding	YES	No EU funding	Partner to one beneficiary	Article 14a
In-kind contributions by third parties	NO	YES	Costs	YES YES		Not used to circumvent the rules	Articles 11 and 12
Contractors	NO	YES	Price	NO	YES	Best value for money, avoid conflict of interest	Article 10
Financial support to third parties	Only if allowed in the call  The beneficiaries' activity consists in providing financial support to the target population			YES	NO	According to the conditions in Annex 1	Article 15

# Linked third party...

- In the proposal, the planned involvement of all linked third parties must be described in the technical annex ("Description of Action"). In the budget table, costs and requested EU funding for linked third parties must be part of the amounts inserted for the beneficiary to which the third party is linked.
- **Exception**: In proposals for Innovation Actions, the costs and requested EU funding for linked third parties must be specified in the budget table separately from the costs of the beneficiary.





# Which are the most important information sources?





## Information sources

# Participate to the Coordinators' days cfr.

- NCP Flanders mailings
- NCP Flanders website: <u>www.ncpflanders.be</u> General Horizon 2020

#### Websites/manuals:

- Participant portal Horizon 2020: http://ec.europa.eu/research/participants/portal/desktop/en/home.html
- Annotated Model Grant Agreement : <a href="http://ec.europa.eu/research/participants/data/ref/h2020/grants\_manual/amga/h2020-amga\_en.pdf">http://ec.europa.eu/research/participants/data/ref/h2020/grants\_manual/amga/h2020-amga\_en.pdf</a>
- Online Horizon 2020 Manual:
   <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index\_en.htm</a>
- Beneficary register user's guide:
   <a href="http://ec.europa.eu/research/participants/data/support/manual/urf.pdf">http://ec.europa.eu/research/participants/data/support/manual/urf.pdf</a>





## Contact information

- NCP Flanders <u>www.ncpflanders.be</u>
- Email: info@ncpflanders.be

#### Acknowledgment to...

- NCP Flanders: François Stassijns & Nico Deblauwe
- Sources of some slides: EU research, NCP Brussels, NCP Greece







## Horizon 2020 for beginners

Find and read relevant topics preparing a good proposal

H2020 Related Services
Brussels 21 February 2018
Lieve Apers





# About NCP services and matchmaking

- Partner Search
  - E.E.N.
  - ERRIN
  - NCP networks
  - Participant Portal
  - LinkedIn H2020 groups
  - ....
- NCP services
  - ncpflanders.be
  - NCP contact points





## Partner search – E.E.N.



# **POD Database**





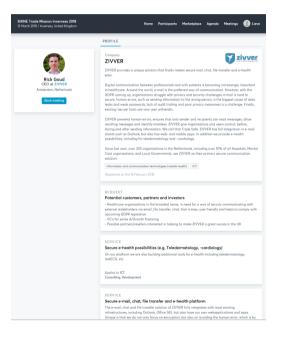


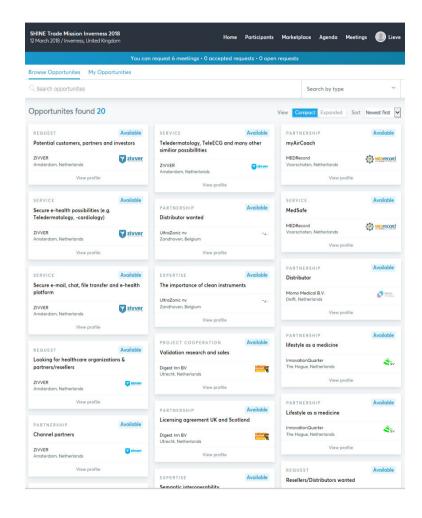




## Partner search – E.E.N.





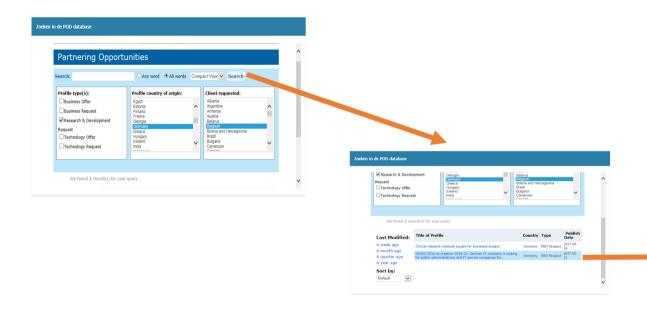








## Partner search – E.E.N.



#### **POD Database**

www.enterpriseeuropevlaanderen.be/vind-een-zakenpartner/zakelijke-en-technologische-profielen

**NCP Flanders** 



Search Sign in Help

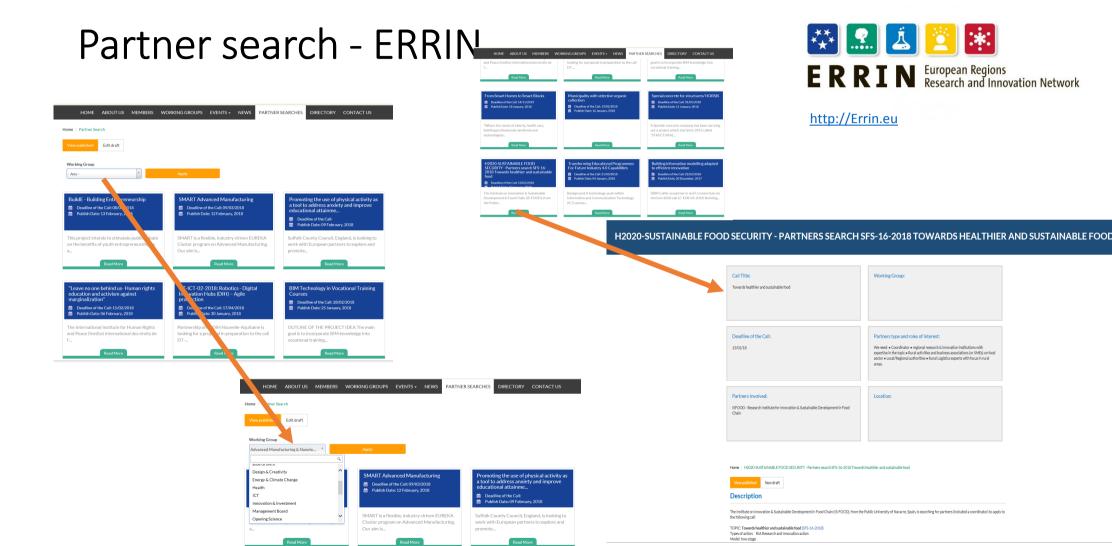
#### **Profile View**

H2020 (SC6-co-creation-2016-2): German IT company is looking for public administrations and IT service companies for successful H2020 project

If you would like more information about the profile please click **Request More Information**. You will be directed to a new page where you will need to provide some information about yourself/your business cooperation needs and submit your expression of interest in the profile. A Network Partner will then contact you to discuss your interest in greater detail.

Close Request More Information Details Title: H2020 (SC6-co-creation-2016-2): German IT company is looking for public administrations and IT service companies for successful H2020 project RDDE20170518001 POD Reference Summary: A German IT company is participating in a successfully funded Horizon 2020 project on the Once-Only Principle (OOP) in public administrations. The project has already started, but is looking for additional partners to be integrated in the wider project community. The project is looking for public administrations wishing to showcase their solutions or to learn from successful best practices and for IT service companies that can share experiences on chances and barriers to OOP. Description: Many public administrations require their citizens to provide the same information every time they need administrative services. The Once-Only Principle (OOP) seeks to make sure that public administrations can can re-use citizens' data, while respecting privacy and data protection rules, and thus make life easier for citizens by avoiding the need for continued data entry. The aim of this Horizon 2020-funded research project is to bring together practitioners from public administrations, researchers and the interested public in order to jointly advance the discussion about the Once-Only Principle. The project will contribute to effective knowledge transfer, knowledge sharing, and development of future solutions based on the OOP. The consortium currently consists of two IT companies, a university, a research centre and a think tank. As part of the project, a wider Stakeholder Community is currently being established. The project is seeking the following additional community partners to take part in this stakeholder community and thus contribute to the expert discussion on the Once-Only Principle: 1. Public administrations that want to highlight best-practice cases in implementing or relying on the OOP. 2. IT service companies that want to discuss opportunities and barriers to Partners in the stakeholder community will not receive any direct funding, but will have their travel costs reimbursed if they participate in project workshops and events across Europe. Partners in the stakeholder community also get access to restricted areas of the project website, where they can find a database of OOP cases and online discussions The projects runs under the Horizon 2020 programme, and has a duration of 24 As the project is already funded, there is no call deadline. The deadline for Expressions of Interest is the end of the project duration, i.e. October 2018.





Fonds Wetenschappelijk Onderzoek

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is ondernemen

## Partner search - NCP

### Through NCP networks





































## Partner search - Participant Portal

#### Who can publish a partner search for a Topic?

- LEARs, Account Administrators, Self-registrants:
  - → Log in to edit the data: specify whether you offer or search for a special expertise and provide a short description for your search.

#### How to publish partner search for a given topic?

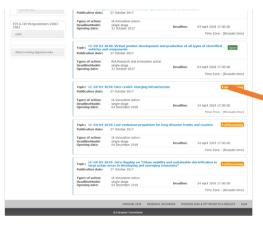
Select a topic and click on the topic card and follow the `Edit/View Partner Search` button

Any other user may view already published partner searches and contact the LEAR/Account Administrator/Self-registrant of the organisation.

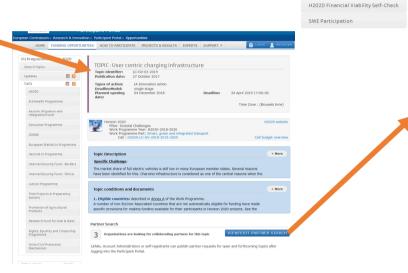


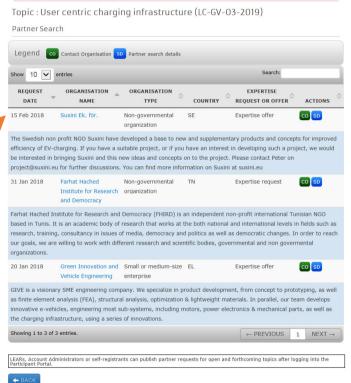


# Partner search - Participant Portal







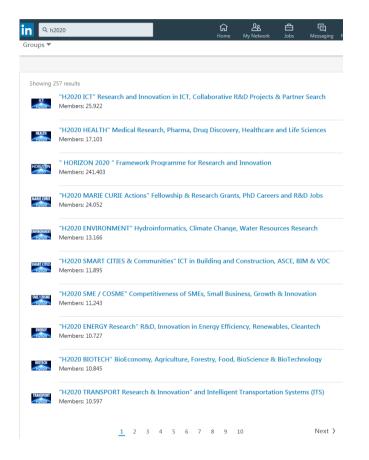


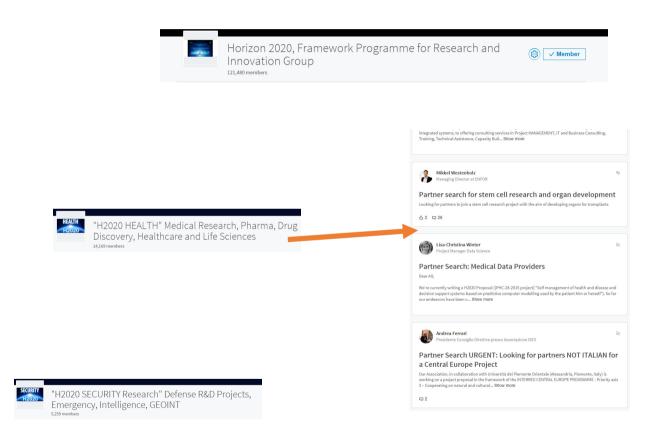






## Partner search – LinkedIn H2020 groups



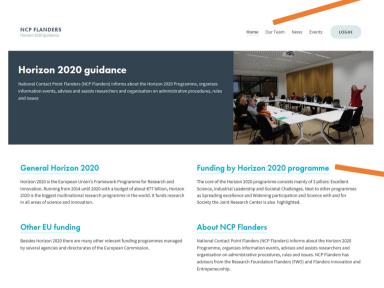








## NCP - Website



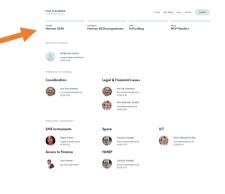
Upcoming Events View all -

- preparing a good proposal

Horizon 2020 for beginners - find and read relevant topics

Coordinators' Day on Grant Agreement Preparation









News View all --

04.12.2017 are available

NCP Flanders event - presentations

Programme and presentations of the NCP Flanders event dd.





