



This project is co-financed by the
European Union and the Republic of Turkey

Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından
finanse edilmektedir



Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Teaming For Excellence

Demystifying the call: every word counts

Grigoris Chatzikostas



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



COMPETITIVE
& INNOVATIVE
PROGRAMME



TÜBİTAK

Grigoris Chatzikostas



- “ Managing multi-national and cross-sectoral consortia, **writing proposals for EU funding and coordinating large-scale projects** that promote tech-enabled entrepreneurship in various sectors such as agrifood, ICT, environment, health, manufacturing, entrepreneurship etc.
- “ **Training, coaching, mentoring and supporting researchers and innovators** on issues related to proposal writing for EU funding opportunities, project management of EU funded projects, IPR management and entrepreneurship, in countries such as Greece, Serbia, Lithuania, Bulgaria, Turkey, Tunisia, Poland etc

17yrs

Experience in EU
projects



1st position in
Serbia in attracting
H2020 funds

100+ m€

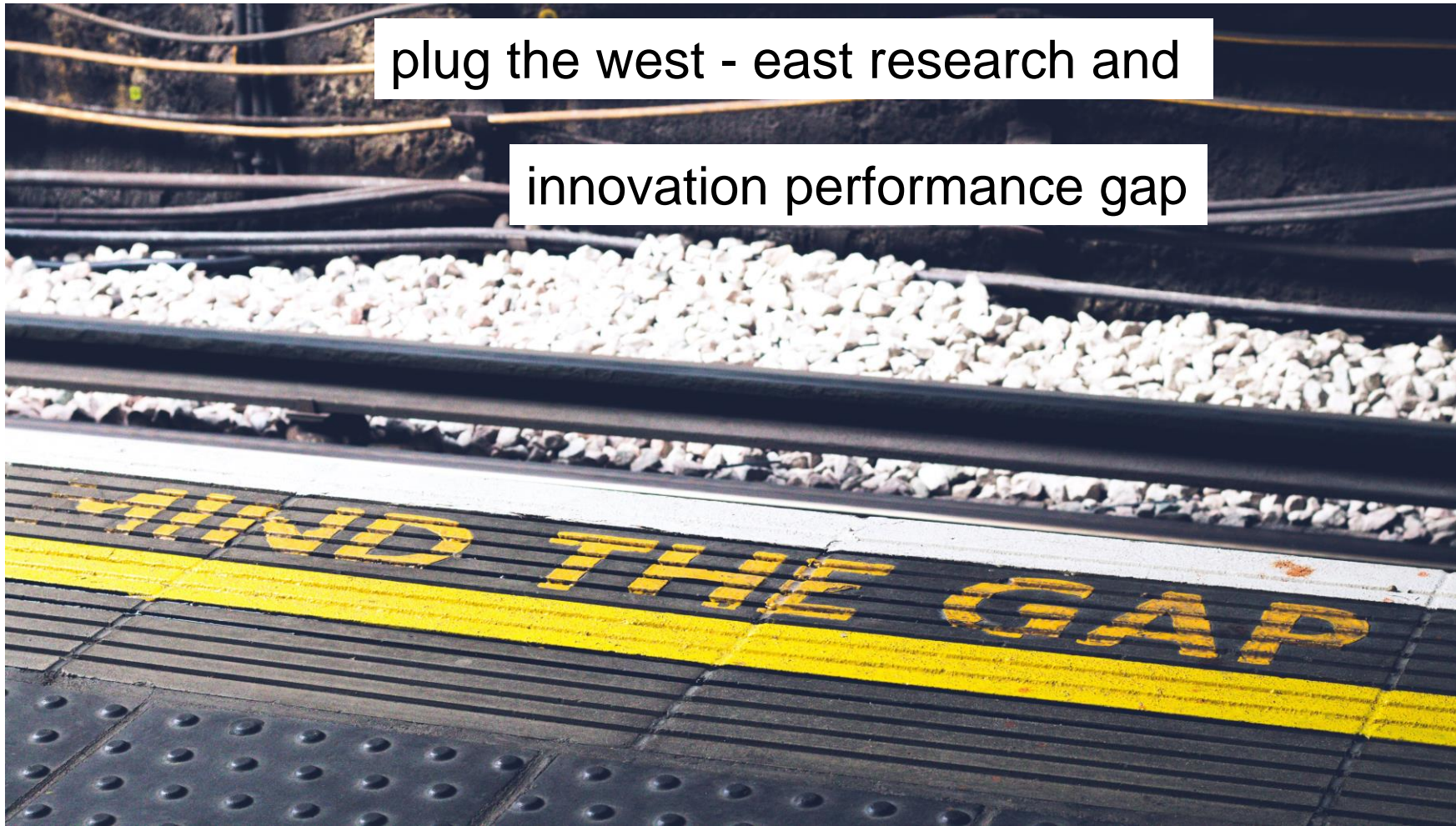
Total value of projects
managed



What is WIDENING and why do we need it?

Although the EU is a global leader in research and innovation, its **performance has stagnated since 2012.** Europe continues to lag behind in turning the outcomes of its excellent research into **disruptive innovation.**





plug the west - east research and

innovation performance gap

With the notable exception of Estonia, EU data indicates R&D performance is below the EU average in all member states that joined the bloc after 2004.

Widening Countries

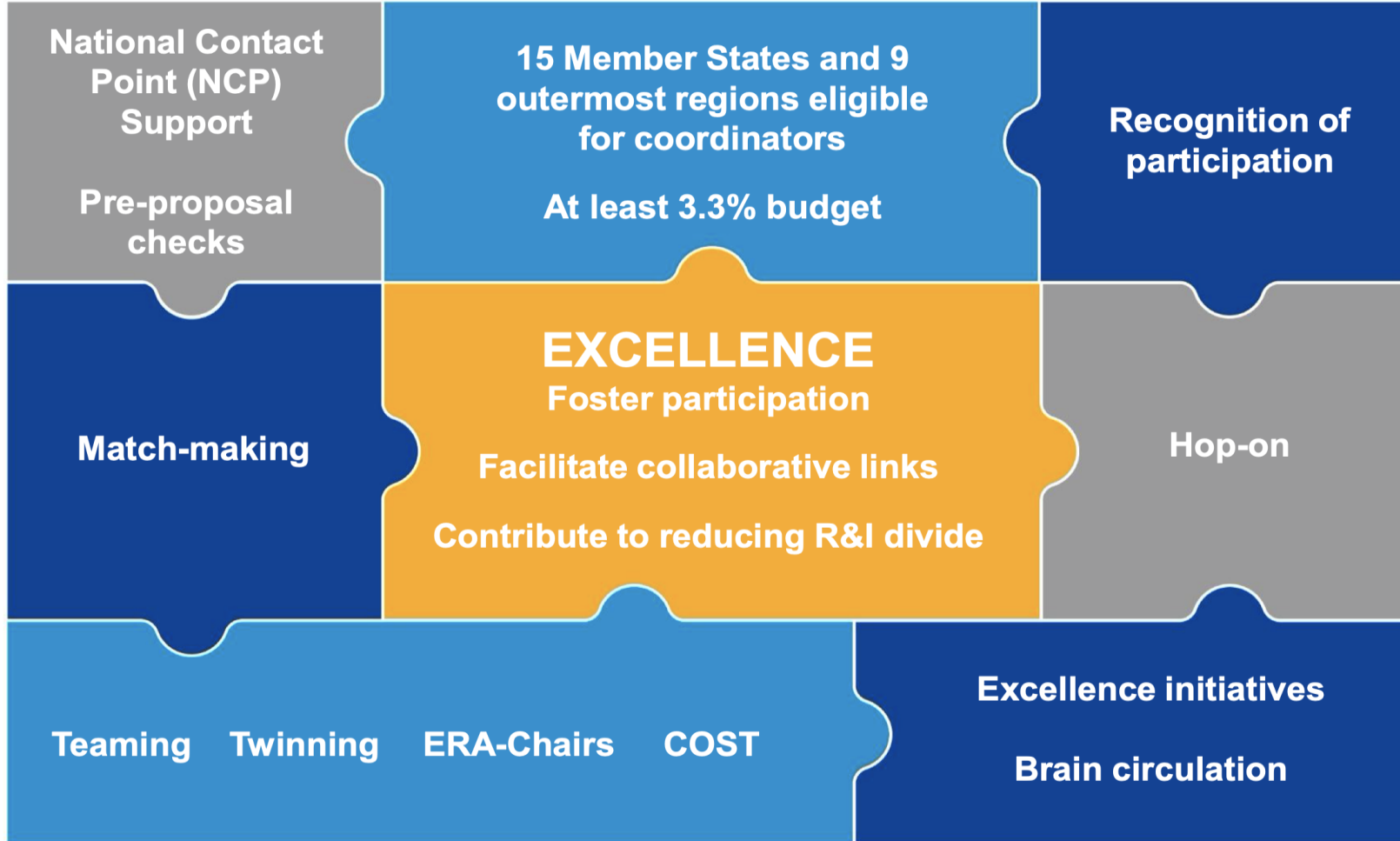
- Eligibility Criterion: The Composite Indicator of Research Excellence Threshold: MS **below 70% of the EU average**
- "Low RDI Performing" or "Widening" Countries: Member States: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and Greece
- Associated Countries: Albania, Armenia, Bosnia and Herzegovina, Faroe Islands, Former Yugoslav Republic of Macedonia, Georgia, Moldova, Montenegro, Serbia, Tunisia, **Turkey** and Ukraine



WIDENING IN HORIZON 2020

	Proposals submitted	Projects funded	Call Success Rate	Project Size
Twinning 2017	482	30	6%	€1 mil.
ERA Chairs 2017	100	13	13 %	€2.5 mil
Teaming Phase 1 2017	208	30	14%	€0.4 mil.
Teaming 1&2 combined (2014+2016 calls)	169	11	6.5%	€15 mil. €0.5 mil.
ERA Chairs 2014	89	14	16%	€2.5 mil.
Twinning 2015	552	67	12%	€1 mil.
Twinning 2018	460	37	8%	€0.8 mil.
ERA Chairs 2018	105	12	11%	€2.5 mil.
Teaming Phase 2 2018	43	14	33%	€15 mil.
AVERAGE SUCCESS RATE	2 208	228	10%	-





WIDENING IN HORIZON EUROPE

WIDENING 2.0

Reforming EU research and innovation

- member states to use money from Widening to set up **multiannual joint calls** funding collaborative R&I projects
- support joint projects to **translate research to the market** and encourage adoption.
- help research management staff gain **greater understanding of EU** networking and mobility schemes for researchers.
- **“hop-on”** scheme will back efforts to help institutions in countries with weak research systems take part in Horizon Europe collaborative research projects



WIDENING 2.0

European Research Area

- a **single market** for research and innovation
- help universities to **attract and retain talent**, reducing brain drain from member states with weak research systems.
- establish a framework for research careers and a **common academic career structure**

Building trust in science

- **reducing mistrust in science and experts**
- the coronavirus pandemic and the climate crisis have resurfaced entrenched attitudes towards scientific breakthroughs in vaccination and mitigating climate change
- recommendations for governments to open the way for funding agencies, research institutes and universities to tackle this mistrust in science, research and innovation





The need of improving access to excellence is established by ERA Communication as one of the four main strategic goals.

Requirement: A stronger R&I system where best practice is disseminated *faster* across Europe.

HE's *strategic plan* aims at:

- underpinning geographical diversity building capacity
- promote networking and access to excellence.

Destination 1 will *address* “improving access to excellence” through:

- a portfolio of complementarity actions
- national and regional R&I reforms and investments.

Each of the five proposed actions is addressing a different target group of potential beneficiaries with a *customised intervention logic*.

- designed to work points at a multitude of scales

The **use and appropriate design of partnerships with leading institutions abroad** will be a key vector for accessing excellence.

- **Capacity building** will go beyond purely scientific capacities
- Teaming actions will create new or modernise existing **centers of excellence**
- The impact will be amplified by the conditionality of a securing a **complementary investment**
- The centres will function as **lighthouses and role models** to demonstrate the success of modern governance and management
- The university related scheme will **foster reforms** in widening countries embedded in dynamic European university alliances

- **Innovation ecosystems** will foster a real placed based innovation culture in widening countries on the grounds of a strategic agenda in line with regional or national smart specialisation strategies
- **Synergies** will be sought with the programme parts on European Innovation Ecosystems and the European Institute of Innovation & Technology (EIT)

Research and innovation performance is correlated with:

- the efficiency of the national research and innovation system
- the capacity and the effectiveness of the National Contact Points (NCPs)

Special attention should be given to the less experienced entities in low R&I performing countries:

- to bridge the knowledge gap and
- rapidly acquire know-how accumulated in other countries, thus
- enable better access to funding opportunities in the EU Framework Programmes and beyond

A dedicated support mechanism is envisaged in this work programme to:

- strengthen the activities of NCPs to support international networking
- improve the quality of proposals from legal entities from low R&I performing countries

The NCP action will include the establishment of an **NCP network** for the ERA component of this work programme part.

Particular attention will be paid to **cross-cutting objectives** set for HE, (e.g. gender equality, open science practices)

Proposals should contribute to the following expected impacts:

- Increased science and innovation capacities for all actors in the R&I system in widening countries.
- Structural changes leading to a modernised and more competitive R&I systems in eligible countries.
- Reformed R&I systems and institutions leading also to increased attractiveness and retention of research talents.
- Mobilisation of national and European resources for strategic investments.
- Higher participation success in HE and more consortium leadership roles.
- Stronger linkages between academia and business and improved career permeability.

- Strengthened role of the Higher Education sector in research and innovation.
- Greater involvement of regional actors in R&I process.
- Improved outreach to international scale for all actors.
- A more consistent level of NCP support services across Europe.
- An improved and professionalised NCPs in the widening countries, that would help simplify access to Horizon Europe calls, lowering the entry barriers for newcomers, and raising the average quality of proposals submitted.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

- Large scale and long-term projects
- Super competitive
- Two components: H.Europe, National funding
- H.Europe component covers operational costs
- National funding covers investments in infrastructure (eg buildings, equipment etc)
- Aims to build game-changing Centers of Excellence
- Transform national R&I systems



HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Specific conditions:

<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 8.00 and 15.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative Budget</i>	The total indicative budget for the topic is EUR 180.00 million .
<i>Type of Action</i>	Coordination and Support Actions (CSA)

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Eligibility conditions

The conditions are described in General Annex B. The following exceptions apply:

In order to achieve the expected outcomes, participation as coordinators to the call is **limited** to legal entities established in Widening countries, as defined in the Horizon Europe regulation.

A Teaming project must involve **at least two** beneficiaries: **a) the main applicant organisation (the coordinator)** which will be a university or a research organisation, a national or regional authority or a research funding agency, and **b) at least one leading university or research organization** established in another Member State or Associated Country as an **advanced partner**.

The project must have a **complementary funding** (e.g. national and/or regional funding, European funding, such as from Cohesion policy programmes, or private sources). Its total amount must **at least equal the total requested Horizon Europe contribution**.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Procedure 1/2

The procedure is described in General Annex F. The following exceptions apply:

Since funding for projects funded under this topic is coming from more than one source, this action is an **EU Synergy grant** and the following conditions will apply:

The project proposal will undergo a **joint evaluation** of both project parts funded under Horizon Europe and under any chosen **complementary funding source**, such as from Cohesion policy programmes. The operations supported by a complementary source **must comply** with the scope of the supporting programme, and they must provide an **effective contribution** to the achievement of programme's specific objectives. In addition, when Cohesion policy funding is mobilised, it must be consistent with the relevant **smart specialisation strategy**.

A clear **description** of the project part supported by a **complementary funding** must be included in the proposal, where relevant including the eligible category of research and development, technical specifications of infrastructure, preliminary planning for building and installations, cost-benefit analysis, etc.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Procedure 2/2

In kind contributions are **not considered** complementary funding.

All recruitments have to follow a **transparent, merit based and open recruitment procedures.**

The following rules for dealing with ex-aequo applications apply: in the first place, ex aequo proposals will be prioritised according to **geographical diversity criteria**, as indicated in Point 4) of General Annexes Part F (Procedure/Evaluation procedure and ranking). The method described in its 1), 2), 3) and 5) will then be applied to the remaining equally ranking proposals in the group. This rule establishing the priority order serves to better spread the impact of the action and to strengthen the efficiency of the 'Widening participation and spreading excellence' programme.

Seals of Excellence will be awarded to applications exceeding all of the evaluation thresholds set out in this work programme, but cannot be funded due to lack of budget available to the call.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Expected Outcome:

Disparities in R&I performance due to:

- insufficient critical mass of science
- lack of centers of excellence having sufficient competence to engage countries and regions strategically in a path of innovative growth

Teaming responds to this challenge by establishing **new centers of excellence or modernising existing ones** with the help of leading European partnering institutions.

- This will help countries to **increase** their R&I intensity and to **attain** a competitive position in the European R&I system and globally, especially by becoming **drivers of change**.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Project results are expected to contribute to *all* of the following expected outcomes:

- Increased **scientific capabilities** of the beneficiary institution and the host country enabling them to **successfully apply for competitive funding** in the EU and globally
- **Improved the R&I culture of the country hosting** the co-ordinator (indicators such as research intensity, innovation performance, values towards R&I) through centers of excellence as lighthouses and role models
- Stimulus for **institutional and systemic reforms and R&I investments at national level** taking into account the enabling conditions on governance of smart specialization introduced under cohesion policy programmes as far as applicable
- Strengthened and **mutually benefitting collaboration** with partners from leading scientific institutions from abroad

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Project results are expected to contribute to *all* of the following expected outcomes:

- Development and promotion of **new research strands** in relevant domains
- Developed and enhanced research and innovation capacities and the **uptake of advanced technologies**
- Contribution to the achievement of the **specific objectives of the supporting national/regional/EU programme** as complementary funding
- Enhanced innovation and **integration of planned processes, services and products of the centre**
- Enhanced co-operation and **synergies with other EU projects**

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Scope:

Teaming is one of the actions that stimulates Europe exploiting its potential by *maximizing* and *spreading* the benefits of research and innovation. It is vital for Europe's competitiveness and its ability to address societal challenges.

- support the creation of new centers of excellence, or
- upgrade the existing ones in low R&I performing countries
- build on partnerships between leading scientific institutions in Europe and the main beneficiary institutions in low R&I performing countries
- help countries that are lagging behind in terms of research and innovation performance attaining a competitive position in the global value chains

Institutions that are still in the process of development or modernisation, are normally **not considered leading institutions**, unless a proper justification is provided for in the proposal.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Scope:

- In order to maximise impact of research and innovation on society, environment and economy at large and to contribute in particular to the achievement of the Union's objectives, **Union funding must be coherent and work in synergy.**
 - highly relevant notion for Teaming action, where a **complementary funding** from a national (or regional or European or private source) is **required**.

- The implementation of Teaming action is expected to become,
 - an influential and
 - meaningful bridge

particularly between,

- smart specialisation strategies and
- excellence in R&I

with the **aim** of strengthening the European Research Area and contributing to the Sustainable Development Goals.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Scope:

- Whatever the source of the required complementary funding, a Teaming project, exemplifies not only the achievements in R&I, capacity building or competitiveness, but also **sets and facilitates synergies in practice**.
- The evaluation of the complementary funding part may use **additional criteria** required by, where relevant, the Cohesion Policy programmes and/or legislation.
- The managers of the complementary funding should:
 - apply to the operations the categories, maximum amounts and methods of calculation of eligible costs established under Horizon Europe
 - be able to apply Art.25 (d) of the revised General Block Exemption Regulation.
- Proposals may be **evaluated** by an additional panel of experts with specific knowledge on complementary funding sources.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

1st Stage Proposal:

- **R&I excellence and the conceptual approach** for the Centers of Excellence.
- **Strategic vision** on how to develop R&I excellence beyond the state of the art in the chosen domain.
- **How the co-ordinator will benefit** from the partnership with a leading institution from abroad.
- How the **access** to complementary funding from other sources **will be ensured**.
- How the **autonomy** of the envisaged center **will be ensured** and the necessary **human resources** recruited **and retained**.

Proposals invited to the second stage must include an **investment plan** for the full project including a binding commitment for the necessary complementary funding.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

2nd Stage Proposal:

- How the center will develop **excellence in the chosen relevant R&I domain** (enabling future success in competitive calls)
- **Growth potential** and expected socio-economic outreach of the Centre of Excellence for the benefit of the host country or region
- How the project will contribute to encouraging and supporting **reforms of the R&I system at regional and or/national level**
- **Structure of the consortium** and how this will create a **win-win** situation

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

2nd Stage Proposal:

- **Full autonomy in decision-making.** The CoE coordinating the project within the duration of the Grant
- The Centre should be able to **fix and pay competitive salaries** for its personnel
- **Long-term self-sustainability** after the end of the Horizon Europe grant
- Human resource strategy that addresses **gender equality and international component**
- Investment plan including the **letter(s) of commitment** for complementary funding

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

2nd Stage Proposal:

- Horizon Europe budget: **recruitment of the managerial, technical and scientific personnel**. It should also cover **expenses related to team members of the future Centre of Excellence** (e.g. their salaries, recruitment costs, management costs, travel and subsistence costs)
- A **minor research component** can be accepted not exceeding 10% of the total Horizon Europe grant that may include a preparatory research project
- Duration of the grant should be **up to six years**.

Specific attention should be paid to gender equality objectives, in line with the organizations' commitments through their adopted gender equality plans, and in line with ERA objectives.

HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Role of “big brothers”

- To offer scientific expertise, guiding/ mentoring
- To offer business/ organizational know-how
- To support network expansion
- To help increase visibility/ branding
- To jointly develop activities, eg:
 - ✓ H. Europe and other EU-funding proposals
 - ✓ Joint industrial projects
 - ✓ Joint internal projects
 - ✓ Synchronization of strategic research agendas
 - ✓ Capacity building for the public sector of the low performing country



HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Key Performance Indicators (KPIs)

- Related to objectives: Each objective several KPIs (Also: each objectives is related to one or more WPs)
- Relevant: Focus on:
 - ✓ physical implementation (related to objectives)
 - ✓ performance (related to objectives)
 - ✓ impact
- Measurable: With concrete target values and means of verification
- Defendable: Based upon realistic assumptions and previous experience (detailed analysis needed)
- Simultaneously achievable and ambitious: Balanced and convincing approach (makes careful analysis necessary)
- Related to milestones: Ideally spread across reporting periods and (if possible) have interim target values



HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Post-Teaming sustainability

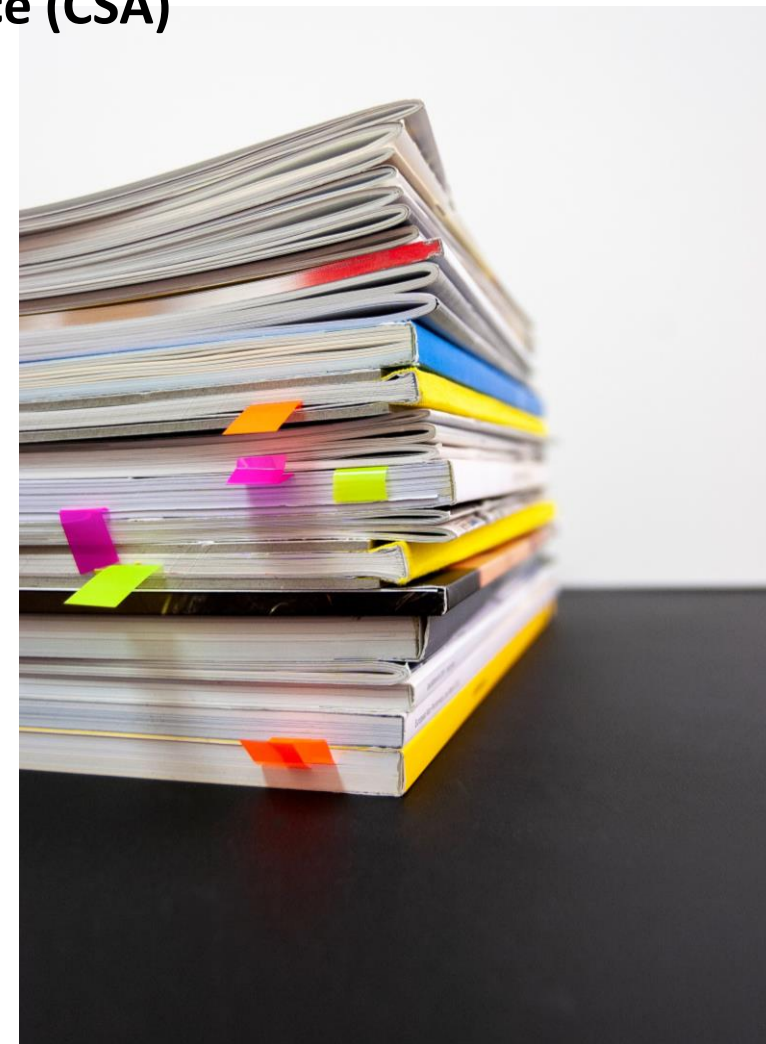
- In reality the most important criterion: reviewers will give good scores to the ones that can convince them they they will survive
- **Financial sustainability:**
 - ✓ Detailed and solid analysis (realistic assumptions)
 - ✓ Diversified sources of income
 - ✓ Moderate projections
- **Organizational sustainability:**
 - ✓ Decision making autonomy
 - ✓ Scalable structures
- **Scientific Sustainability:**
 - ✓ Relevance for industry and major societal challenges
 - ✓ Integration in Pan-European networks
 - ✓ Effective mechanisms to produce adequate number of scientists (links with Education)



HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Work Package Structure for Teaming (indicative)

- ❑ 1 WP for Human Resources - Organization
- ❑ 1 WP for Building/ Equipment (planning, monitoring)
- ❑ 1 (or more) WP(s) for Know – How transfer (Role of advanced partner)
- ❑ 1 WP for Research (if applicable)
- ❑ 1 WP for Communication/ Dissemination
- ❑ Other WPs according to the concept, eg: Business, IPR, Ethics/ GDPR, Platforms/ Intangible resources, Scientific strategy



HORIZON-WIDERA-2022-ACCESS-01-01-two-stage: Teaming for Excellence (CSA)

Tips and Tricks (summarizing)

- Start early on: it's a marathon, not 100m race
- Secure commitment from: (1) hierarchy, (2) big brother from advanced country and (3) national funding agency
- Thing big, you are building a lighthouse
- Look at previously successful projects: to learn but also to avoid duplication
- Engage a team with broad set of skills: not only scientific but also financial, organizational, HR etc
- Be prepared for lots of politics, learn to enjoy!





Q & A

Contact:

Office Address

*Turkey in Horizon 2020 Project
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara
06520 Çankaya/Ankara, Turkey*

Tel: +90 312 467 61 40

<http://www.turkeyinh2020.eu/>

info@TurkeyinH2020.eu



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



COMPETITIVE
AND INNOVATIVE
PROGRAMS



TÜBİTAK

Teşekkür ederim!

Thank you!



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



COMPETITIVE
SECTORS
PROGRAMME



TÜBİTAK