This project is co-financed by the
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finanse edilmektedir

TURKEY in
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS.

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

Horizon Europe - *Session 3:*
Success stories, failure stories

General Info Day #3
Adamantios Koumpis
İzmir, 1 March 2022

Photo by Christian Lue on Unsplash

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE
SECTORS
PROGRAMME

TÜBİTAK

Some misconceptions about success…

- Being successful doesn't mean to be lucky

- If we are lucky, our good luck may sometime come to an end (and so will also our path to success…)

- In Instagram and TikTok times success is overvalued

- When we fail, there are _lots of things to learn_

- When we succeed, there is _not much to learn_: success cannot be replicated – at least easily

Learning is not an easy process at all…

Elizabeth Holmes

Scheitern oder betrügen?

Neun Milliarden Dollar war das Start-up des Silicon-Valley-Stars Elizabeth Holmes wert. Nun wurde sie verurteilt – denn die Idee, die sie verkaufte, hat nie funktioniert. Dahinter steckt ein System der modernen Finanzwirtschaft: Beschönigen bis an die Grenzen des Betrugs. Und darüber hinaus – längst auch in Deutschland

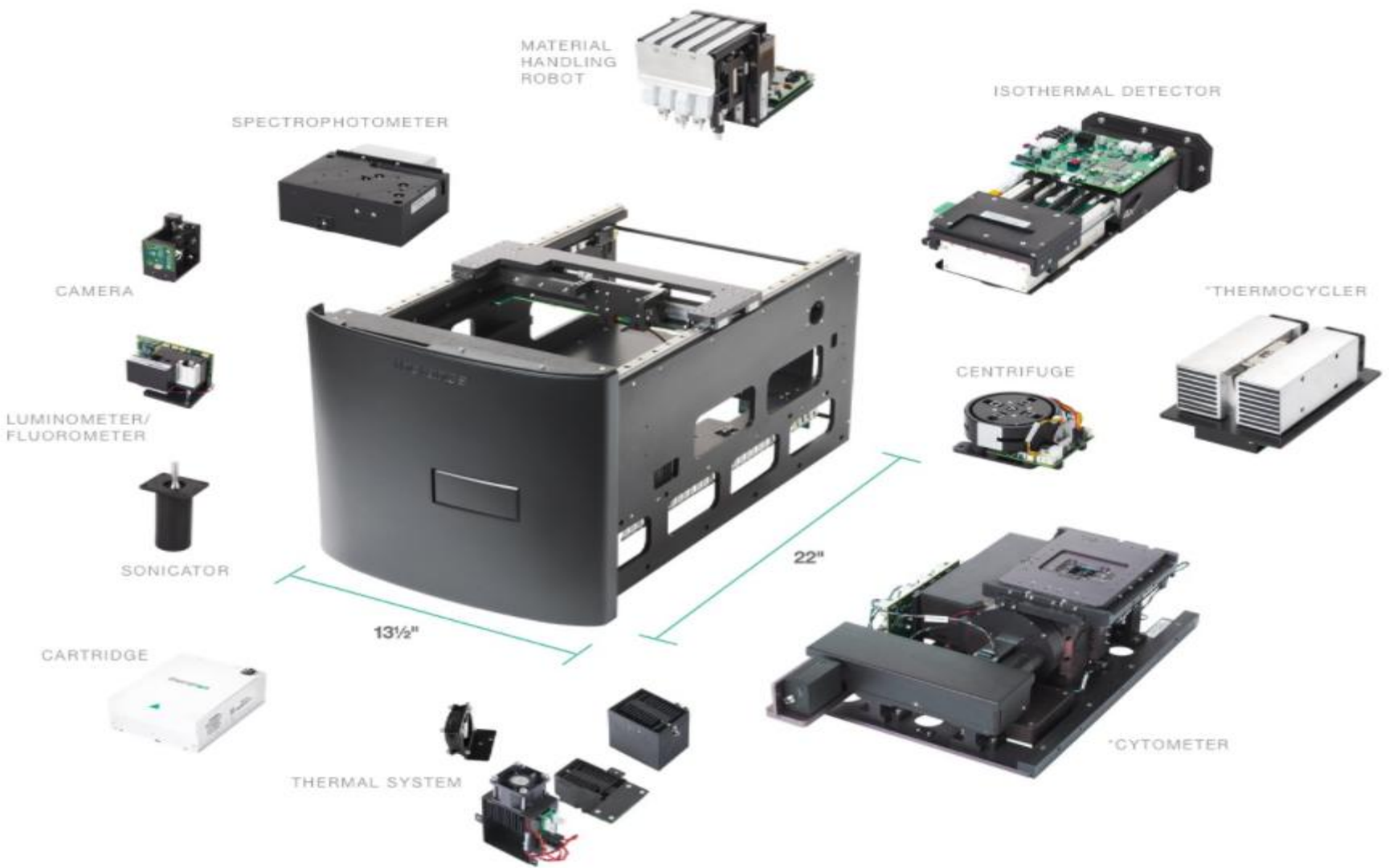Von **Heike Buchter** und **Ingo Malcher**

EXKLUSIV FÜR ABONNENTEN

theranos technology development.

At Theranos, we are developing technologies that will enable us to make it possible for more people, in more places, to get the laboratory tests they need.

The Theranos miniLab

MATERIAL HANDLING ROBOT

ISOTHERMAL DETECTOR

SPECTROPHOTOMETER

CAMERA

*THERMOCYCLER

LUMINOMETER/FLUOROMETER

CENTRIFUGE

SONICATOR

22"

13½"

CARTRIDGE

THERMAL SYSTEM

*CYTOMETER

A new way to collect blood.

The Sample Collection Device, or SCD, is designed to collect small blood samples from a finger prick into a pair of Nanotainer™ tubes.

The SCD will allow for finger stick sample collection in a less painful and invasive way than the traditional venous puncture needles, making it easier for everyone to get their lab tests done.

This technology has not been cleared or approved by the FDA and is not for sale in the United States.

SAMPLE
COLLECTION
DEVICE

NANOTAINER™
TUBES

Theranos Virtual Analyzer (TVA)

The Theranos Virtual Analyzer, or TVA, is a remote server that is designed to communicate with the Theranos miniLab through secure wired or wireless connections.

The TVA will have the ability to analyze all raw data that is sent from the Theranos miniLab. The TVA can also gauge performance metrics of a Theranos miniLab to ensure that each device passes strict quality control measures.

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Sic transit gloria mundi…

- 2003: Founded by 19-year-old Elizabeth Holmes
- raised more than US$700 million from venture capitalists and private investors
- resulted in a $10 billion valuation at its peak in 2013 and 2014
- 2015: medical research professors and investigative journalists questioned the validity of Theranos's 'technology'
- 2018: the company was dissolved and Holmes was charged with fraud by the SEC
- 2021, August 31: trial begins
- 2022, January 3: Holmes was found guilty

All sources for information: https://en.wikipedia.org/wiki/Theranos

Success in the context of EU projects

- Success in the context of EU projects is pretty easy to define:
- You have to acquire projects
- this means…
- You have to be part of successful proposal schemes
- this means…
- You have to either write these proposals on your own or…
- be invited in other people's successful proposals

A case of the impostor syndrome…

- Within any successful proposal, there are usually one or two persons who **actually** wrote the proposal and…

- About ten to twenty people who shall **claim** that they wrote and won the proposal

- All of them will get probably promoted, possibly get increase in their salaries, acquire if available a permanent position, and also start wearing a golden 'winner's halo'

- Is there any problem with the above?

- They may simply not have an idea how their success happened

The core aspect in all EU projects is…

- Not about money

- Not about fame

- Not about vanity

- ***It is all about collaboration***

- I can testify this from my personal experience – I started back when the 3rd Framework Programme was running – with a 6.6 billion Euro budget

- Horizon2020 (8th FP) had available 80 billion Euro and

- Horizon Europe now (9th FP) has about 95 billion Euro

Money increased but...

- Also competition that is now fiercer than ever
- Death rates are high – same high is also a feeling of saving resources and not risking much or at all
- All in all: the timing for entering the field is both *good and bad*

An extra reason…

- Complexity increased!

- Here some example – it dates back to the 5th Framework Programme

- You can regard it as a piece of technological policy archaeology…

IST2001 - I.3.2   Best practice and trials in administration systems

<u>Objectives:</u>   To promote the dissemination, early exploitation and adoption by administrations, in the EU and Associated States, of well-founded, mature and established, but insufficiently deployed, methods and technologies that have been successfully developed under the FP4 Telematics Applications Programme.

<u>Focus:</u>

– Uptake by early adopters of up-to-date technologies and systems.
– Upgrading of the standard of existing systems, and the extension of these systems to related specifications.

The actions are expected to have a critical number of sites and appropriate industrial involvement. They should be of short duration (12-18 months). The consortia should also include the actors (e.g. public authorities) responsible for the full-scale deployment of the systems.

<u>Type of actions addressed:</u> Best Practice and Trials
<u>Links with WP2000:</u> New Action Line

Action Line Descriptions

I.1. Health

IST2001 - I.1.1   Intelligent environment for citizen centred health management

<u>Objectives:</u> To allow all citizens, including those predisposed to diseases, to respond to risk factors (such as high blood pressure, diabetes or high cholesterol levels) whether at home, work, school or on the sports field, through new generation systems - for example information and decision support systems - which take advantage of advances in ambient intelligence.

<u>Focus:</u>

– User friendly and personalised interactive secure systems to provide citizens with general health information and guidance.

– Portable secure systems for citizens to monitor their health.

These innovative health systems should enable the citizen to implement appropriate lifestyle changes or improvements to ensure better health and illness prevention. The systems should establish or complement information flows between the citizens, the medical and paramedical professions, and the healthy lifestyle related industry.

<u>Types of actions addressed:</u> Research and Development, Demonstration and Combined projects
<u>Links with WP2000:</u> Adaptation from Action Line IST2000 - I.1.1

A comparison with today's WorkProgrammes…

HORIZON-CL4-2021-RESILIENCE-01-03: Identifying future availability of secondary raw materials (RIA)

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of around EUR 13.50 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 13.50 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply:
	If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).
	In order to achieve the expected outcomes, and safeguard the Union's strategic assets, interests, autonomy, or security, namely to increase EU resilience in raw materials supply chains for EU industrial value chains and strategic sectors to enable their green and digital transition and to reduce current EU over-dependence on a few third countries for critical raw materials by boosting domestic production of primary and secondary raw materials, participation to the topic is limited to legal entities established in Member States, associated countries, OECD countries, African Union Countries, and MERCOSUR, CARIFORUM, and Andean Community.
	Proposals including legal entities which are not established in these countries will be ineligible.
	The above exception is aligned with the Communication (2020) 474 on Critical Raw Materials Resilience, on the need to develop strategic international partnerships on raw materials.

Technology Readiness Level	Activities are expected to achieve TRL 3-5 by the end of the project – see General Annex B.

<u>Expected Outcome</u>: Projects are expected to contribute to the following outcomes:

- Improve knowledge base of EU and third country secondary raw materials (potential, resource estimation, production and refining);
- Promote the utilisation of specifications of the United Nations Framework Classification for Resources (UNFC) to Anthropogenic Resources approved in 2018[64];
- Facilitate and accelerate commercial exploitation development of EU secondary resource recovery projects EU;
- Support identification of the key factors, including socio-economic factors, drivers and barriers affecting development of a recovery project, and enable comparison of different options and projects;
- Develop reports on future trends in raw materials markets. The trends should be linked with change of demand related to the transition to a low-carbon and circular economy;
- Facilitate identification of supply and demand bottlenecks of future secondary raw materials supply;
- Dissemination and exploitation of projects outputs is tailored for EU institutions, Member States and industry dealing with raw materials;

The action is expected to contribute to the implementation of the following actions of the EU action plan on Critical raw materials:[65]

- Develop the EU raw materials intelligence, strategic planning and foresight capacity by 2022;
- Map the potential supply of secondary raw materials from waste and stock in the EU including its regions and help identify viable recovery project for funding by 2022.

<u>Scope</u>: A successful transition to a climate-neutral, circular and digitised EU economy relies heavily on a secure supply of raw materials. In order to strengthen EU autonomy and reduce over-dependency, we must boost domestic sourcing, both for primary and secondary raw materials.

Actions should be based on a common understanding of relevant terms and codes, and develop an understanding of anthropogenic resources and derive the needed aspects for classification of recovery projects and to develop criteria for a transparent, consistent and objective classification, needed to establish a comprehensive resource classification approach.

[64] https://www.unece.org/energywelcome/areas-of-work/unfc-and-sustainable-resource-

Actions should acquire new data on secondary raw materials via in situ sampling from different regions across the EU, collect existing data and present in a harmonised UNFC format. The action should build on and advance further the work of UNECE – UNFC expert group on Anthropogenic resources regarding the classification of secondary raw materials and the work of H2020 project PROSUM[66] regarding collection of data and information on secondary raw materials. The action should develop a proposal for EU statistics for secondary raw materials.

The action should focus on the following streams of secondary raw materials, with particular attention to critical raw materials: waste batteries, WEEE, mining waste, slags and ashes, and construction and demolition waste.

All the data and information generated through these actions should be shared in open format on a free of charge basis with the European Commission, for its own use and for publication.

The action should envisage clustering activities with other relevant selected projects for cross-projects co-operation, consultations and joint activities on cross-cutting issues and share of results as well as participating in joint meetings and communication events. To this end proposals should foresee a dedicated work package and/or task, and earmark the appropriate resources accordingly.

The action should also contribute to improving the awareness of relevant external stakeholders and the general public across the EU and in non-EU countries of project's partners about the importance of raw materials for society, the challenges related to their supply within the EU and about proposed solutions which could help to improve society's acceptance of and trust in sustainable raw materials production in the EU.

In this topic the integration of the gender dimension (sex and gender analysis) in research and innovation content is not a mandatory requirement.

So ... what is to be done?

- Celebrate the many opportunities?

- Mourn for the high amount of information?

- Do both?

- Do nothing?

- ...

Some *factual* findings

- Researchers and scientists face globally, *and parallel to their core research activities where excellence is sought*, increased pressure to successfully lead or participate in projects

- There is fierce competition with success rates of proposals falling dramatically down, while …

- The complexity of the funding instruments and the need for *acquiring a wide understanding* of issues related to impacts, research priorities in connection to wider national and transnational (e.g. EU-wide) policy aspects, increases

- Research management shall be concentrating increasing interest and resources in the years to come and set the stage for research managers as essential parts of a 'healthy research culture'

No better place for supporting arguments than some recent articles…

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nature › editorials › article

EDITORIAL | 07 July 2021

Research managers are essential to a healthy research culture

But for maximal benefit, more of these academic administrators need to get involved in the scholarly aspect of research.

CAREER FEATURE | 05 July 2021

'We're problem solvers': research administrators offer guidance to working scientists

Helping with grant applications, ensuring compliance and coordinating with funders is all part of the job.

Sara Reardon

Some anecdotal evidence on how things *actually* are...

- Stories from the trenches: Two examples

A Call of 2016...

Proposal Evaluation Form

	EUROPEAN COMMISSION Horizon 2020 - Research and Innovation Framework Programme	**Evaluation Summary Report - Coordination and support actions**

Call: H2020-DS-SC7-2016
Funding scheme: IA
Proposal number: 740723
Proposal acronym: CS-AWARE
Duration (months): 36
Proposal title: A cybersecurity situational awareness and information sharing solution for local public administrations based on advanced big data analysis
Activity: DS-02-2016

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	OULUN YLIOPISTO	FI	551,250	11.86%	551,250	14.78%
2	UNIVERSITAT WIEN	AT	364,375	7.84%	364,375	9.77%
3	UNIVERSITAT PASSAU	DE	380,000	8.17%	380,000	10.19%
4	Caris Research Ltd	UK	335,000	7.21%	234,500	6.29%
5	3RDPLACE SRL	IT	430,000	9.25%	301,000	8.07%
6	DashSoft ApS	DK	489,050	10.52%	342,335	9.18%
7	PERACTON LIMITED	IE	507,812.5	10.92%	355,468.75	9.53%
8	Innovative Secure Technologies P.C.	EL	350,250	7.53%	245,175	6.58%
9	ANDRIESSEN JEFFREY ELBERTUS BARTHOLOMEUS	NL	356,250	7.66%	249,375	6.69%
10	ANCITEL SPA	IT	346,250	7.45%	242,375	6.50%
11	Open Technology Services S.A.	EL	251,250	5.41%	175,875	4.72%
12	ROMA CAPITALE	IT	171,875	3.70%	171,875	4.61%
13	Municipality of Larissa	EL	115,000	2.47%	115,000	3.08%
	Total:		4,648,362.5		3,728,603.75	

Abstract:

Cybersecurity is one of today's most challenging security problems for commercial companies, NGOs, governmental institutions as well as individuals. Reaching beyond the technology focused boundaries of classical information technology (IT) security, cybersecurity includes organizational and behavioural aspects of IT systems and also needs to comply to the currently actively developing legal and regulatory framework for cybersecurity. For example, the European Union recently passed the Network and Information Security (NIS) directive that obliges member states to get in line with the EU strategy. While large corporations might have the resources to follow those developments and bring their IT infrastructure and services in line with the requirements, the burden for smaller organizations like local public administration will be substantial and the required resources might not be available. New and innovative solutions that will help local public administration to ease the burden of being in line with cybersecurity requirements are needed. For example, cooperation and coordination is one of the major aspects of the NIS and EU cybersecurity strategy. An enabling technology for cooperation and coordination is cyber situational awareness and information sharing of cyber incidents. In this project we propose a cybersecurity situational awareness solution for local public administrations that, based on an analysis of the context provides automatic incident detection and visualization, and enables information exchange with relevant national and EU level NIS authorities like CERTs. Advanced features like system self-healing based on the situational awareness technologies, and multi-lingual semantics support to account for language barriers in the EU context, are part of the solution.

Evaluation Summary Report

Evaluation Result

Total score: 14.00 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

0– The 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, but there are 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.

Criterion 1 - Excellence

Score: **5.00** (Threshold: 3/5.00 , Weight: -)
The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the

work programme.

Clarity and pertinence of the objectives

The objectives are clearly stated and are fully in line with the terms of the call. The contribution to each challenge is precisely specified and credibly addressed. The objectives are well motivated by the results of a survey performed by the consortium indicating the lack of cybersecurity preparedness in local public administrations (LPAs).

Soundness of the concept, and credibility of the proposed methodology

The overall concept is very sound and well described. The approach is credible. Each component of the approach is clearly described and the challenges faced are appropriately identified. The approach takes due account of the multilingualism issue, which is an important obstacle to a Europe-wide cybersecurity solution. The proposed pilots are extensive and well described.

Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)

The proposal includes an analysis of the current state of the art in current projects in similar areas and in existing patents. The work mainly consists of integrating, in a novel way, several existing tools and approaches brought to the proposed project by the participants. This integration activity has the potential to develop new services and business models, and enable analysis of diverse types of data. This innovation potential is precisely identified in the proposal.

Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge

The proposed work brings together knowledge in ICT and linguistics. The gender dimension as it relates to the nature of cyber attacks is well addressed.

Criterion 2 - Impact

Score: 4.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

The proposed work has potential for significant impact in all three areas listed in the work programme, and this impact is clearly justified in the proposal.

Any substantial impacts not mentioned in the work programme, 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

The proposed work has potential to enhance innovation capacity by applying big data decision support algorithms to the automatic detection of cyber incidents, although the proposal does not explain fully how this impact will be achieved. There is also potential for the proposed work to have beneficial impact in strengthening the growth of companies in view of the numerous start-ups currently active in the area of cybersecurity.

Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

The exploitation plan is wide-ranging, convincing and detailed, and includes a market overview. It includes collaboration in a large number of countries and across application domains. The dissemination plan is in general well described, including measurable success criteria.

IPR and data management are well addressed.

Communication with relevant communities and initiatives is well addressed, and appropriate stakeholders have been identified. However, communication and dissemination activities are considered together in the proposal, and there is no adequate high-level communication strategy.

Criterion 3 - Quality and efficiency of the implementation

Score: 4.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

In general the work plan is clear, balanced and coherent, and the structure of work packages is appropriate. The proposal does not clearly explain why the development of the core elements in tasks T3.1 to T3.7 is finished before the requirements analysis is finished. Resources are appropriately allocated.

Appropriateness of the management structures and procedures, including risk and innovation management

Management structure and procedures are appropriate, efficient and well described. A clear strategy for the communication within the consortium is identified. Innovation management is adequately addressed. A risk analysis is provided, with appropriate mitigation actions. However, technical risks are not analysed in sufficient detail.

Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

The participants complement one another very well, and the consortium includes all the necessary expertise to achieve the objectives of the proposal. The consortium includes particularly strong expertise in cybersecurity and in legal matters.

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

Tasks are appropriately allocated. All participants have a valid role and adequate resources.

Scope of the proposal

A year before.

Proposal Evaluation Form

EUROPEAN COMMISSION	Evaluation Summary Report - Research and innovation actions/Innovation actions
Horizon 2020 - Research and Innovation Framework Programme	

Call: H2020-DS-2015-1
Funding scheme: Innovation action
Proposal number: 700054
Proposal acronym: PRESTO
Duration (months): 36
Proposal title: Innovative Methods and Risk Assessment Procedures and Techniques for Big Data Security Threats
Activity: DS-04-2015

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	UNIVERSITAT PASSAU	DE	510,000	13.49%	510,000	16.75%
2	OULUN YLIOPISTO	FI	550,000	14.55%	550,000	18.06%
3	Caris Research Ltd	UK	373,125	9.87%	261,188	8.58%
4	UNIVERSITY OF MACEDONIA	EL	268,750	7.11%	268,750	8.82%
5	PERACTON LIMITED	IE	568,438	15.03%	397,906	13.07%
6	3RDPLACE SRL	IT	572,500	15.14%	400,750	13.16%
7	CoreTech Innovations LTD	MT	323,750	8.56%	226,625	7.44%
8	ISIS FORENSICS LTD	UK	337,925	8.94%	236,548	7.77%
9	EFSTRATIOS ARAMPATZIS MONOPROSOPI EPE	EL	276,750	7.32%	193,725	6.36%
	Total:		3,781,238		3,045,491	

Abstract:
RESTO is an Innovation Action that builds on three mature technologies each developed by SME partners in Ireland, Italy and U.K. that aims to deploy robust security technology assessment techniques based upon interdisciplinary research and frequent feedback from the four finance, SME, telecom and e-government use cases of this project. In the project we build an independent security and risk audit multi-purpose platform that will: · Identify potential threats and weaknesses in the targeted clouds · Analyse threats in highly distributed cloud-operated and -maintained systems in a remote manner; · Analyse results and perform advanced cyber security analytics over the retrieved data · Provide users with a personalized report over findings and, finally, advise them on countermeasures. PRESTO goes beyond existing state of the art techniques and practices, as it includes and also scans for human-based vulnerabilities such as susceptibilities to social engineering attacks. An innovation introduced in the project is that we describe systems and services by using not only their technical specifications but also by taking into account the behavioural characteristics of their users. PRESTO produces a robust cloud computing security risk assessment and consulting service framework that offers a scalable set of highly customizable services that analyse - in an automated and vendor-independent fashion - the security risks concerning the cloud computing service from a user perspective. PRESTO reports the security threat the particular user faces and provides suggestions on how to mitigate them. Users range from end-users (SaaS) over developers (PaaS) to admins (IaaS). Last but not least, PRESTO proposes a standardized five level warning system for cloud threats that are integrated within the offered software solution.

Evaluation Summary Report

Evaluation Result

Total score: 9.00 (Threshold: 10)

Form information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

0– *The 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, but there are 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.*

Criterion 1 - Excellence

Score: **2.50** (Threshold: 3/5.00 , Weight: 100.00%)

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme. If a proposal is partly out of scope, this must be reflected in the scoring, and explained in the comments.

Clarity and pertinence of the objectives

The objectives are pertinent to the call. However, they lack clarity and they are not coherent. In particular, the proposal contains general statements regarding each element of the overall framework. In addition, it is not explained how the targeted results will be integrated into overall work.

Credibility of the proposed approach

The approach, which is based on existing technologies and methodologies, is of limited credibility. In particular, elements of the approach, such as work pattern analysis, are not adequately explained. This is a weakness.

Soundness of the concept, including trans-disciplinary considerations, where relevant

The concept is sound.
Trans-disciplinary considerations are evident, such as in the role of biometry.

Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground breaking objectives, novel concepts and approaches)

The work is ambitious and has innovation potential.
However, the proposal does not go sufficiently beyond the state of the art. For example, the proposal has a lengthy description of the current state of the art of the technologies adopted by the security industry, but some relevant areas, such as security awareness, are not well described.

Criterion 2 - Impact

Score: **3.50** (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:
The expected impacts listed in the work programme under the relevant topic

The proposal identifies the relevant expected impacts listed in the work programme and clearly describes how it will achieve them. However, the claim for this achievement is not sufficiently substantiated.

Enhancing innovation capacity and integration of new knowledge

The proposal is clear as to how it will enhance innovation and the integration of new knowledge.

Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets and where relevant, by delivering such innovations to the markets

The proposed project will strengthen the competitiveness of the consortium partners. However, the proposal is less clear how it will encourage the growth of companies outside of the consortium.

Any other environmental and socially important impacts

No relevant environmental and socially important elements are explicitly addressed by the proposal.

Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant

The proposed measures to disseminate and communicate the results of the project are generic.
The commercialisation and exploitation of the project's results are well described. In particular, the Skandia framework is discussed as well as the individual exploitation interests for the consortium members.
IPR management will be addressed in the Consortium Agreement. The proposed creation of an umbrella company for Intellectual Property resources is a positive element.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.00** (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account:
Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

The work plan is clear, coherent and effective. The individual work packages and associated tasks are appropriately detailed. However, there are some inconsistencies in individual work packages, for example the name of WP7 appears differently in the work package description and the PERT chart (Figure 3.1.7)
The allocations of tasks and resources are adequate.

Complementarity of the participants within the consortium (when relevant)

The consortium is well balanced, has the required expertise and has good complementarity.

Appropriateness of the management structures and procedures, including risk and innovation management

The management structure is clearly described and is appropriate.
The management procedures are adequate. However, innovation management is not sufficiently described.
Risk analysis, which focuses mainly on the phases of work, is adequate. However, the assessment of general project risks is not sufficiently elaborated.

Scope of the proposal

Status: **Yes**
Comments (in case the proposal is out of scope)
Not provided

Operational Capacity

Status: **Operational Capacity: Yes**

What happened?

- There have been changes and improvements in all aspects: the core idea, the consortium, the proposal

- Did they justify the change in the score from 9.00 to 14.00?

- Hmmm…

What happened?

- A more convincing story? A better consortium? A change in the evaluators' attitudes? Lobbying? Politics?

- All of the above?

- None of the above?

- Noone knows!

Hope for the best…

- (expect the worst…)
- Some times things go from bad to worse…

The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

Clarity and pertinence of the objectives

This proposal has clear and pertinent objectives in line with the call.

The motivation represents good ambition for building a good understanding of the advantages and challenges for public administrations using blockchain to enhance trust in the delivery of services.

The proposal includes a good high-level overview of the ecosystem. Different stakeholders and their involvement in a co-creation approach provides added value.

The pilots show commendable diversity in terms of users and scenarios.

However, the objectives lack clarity in some key aspects such as the 'certification of data' processes, which is necessary for the resulting Pieces of Evidence.

Soundness of the concept, and credibility of the proposed methodology

Proposal reimagines creatively how public administrations could leverage data assets to reshape processes and services in future. It also shows a sound description of the type of data that will be included on the blockchain in order to create Pieces of Evidence.

A well formulated and comprehensive schematic is provided for the different building blocks of the proposed architecture.

An extensive but not always clear methodology is presented. The focus is more on theoretical aspects and less on technological and agile solutions that are necessary for the adoption of the fully-fledged trust-based solution. For example, technical mapping, interoperability, some use cases, implementation of Smart Contracts, security and data privacy lack sufficient description.

The deployment of pilots lacks consistency across countries.

The targeted TRL 5 is unconvincing, showing insufficient ambition for deployment of the technological solution.

Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)

The advancement beyond the state of the art in applying blockchain approaches for public services represents substantial step change in relation to the reality of current public service deployment.

The proposal demonstrates innovation potential in applying Pieces of Evidence to deliver better public services with redesigned processes.

The project shows clear differentiation from other EU projects and other blockchain-based services.

Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

The proposal shows a strong interdisciplinary approach with a good blend of academic and industrial partners. This links well the technological and social domain to address the identified institutional, legal, technical and organisational challenges.

The diverse disciplines and industrial experience of the Consortium, together with their participatory approach involving stakeholders, maximise the chances of success to overcome barriers and enhance uptake of the project outcomes.

Stakeholder knowledge is extensively captured throughout the pilots.

Criterion 2 - Impact

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:

The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

The proposed objectives contribute well overall to the work programme impacts.

The outputs show significant potential to build confidence in government services and public auditability with increased collaboration across complex supply chains and the introduction of a shared open data infrastructure. However, some impact descriptions are generic and lack detail.

Barriers are clearly identified and the use of an incubator can help in the adoption of the proposal's technical solution.

Any substantial impacts not mentioned in the work programme, 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

The proposal does not demonstrate any substantial impacts not mentioned in the work programme.

Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

The construction of a 'guerilla marketing' team will contribute to selecting the right partners for actual implementation of the project's solution. However, the commercial exploitation of the project results is not effectively described.

The availability of APIs as part of the technical architecture though not entirely novel, shows promising prospects to stimulate ongoing open innovation.

Extensive dissemination and communication activities are described to promote the project results, showing good phasing and KPIs. The identified publications will enable good knowledge transfer/sharing between partners. IPR issues are also sufficiently addressed.

However, the communications plan is insufficiently ambitious, while the approach to targeting citizens is unsatisfactorily elaborated.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:

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

The work plan reflects well the overall objectives and outputs achievable showing the interaction between governance, data as evidence, design and participatory approaches, blockchain, deployment, outreach to users. The identified tasks are clearly mapped to the identified objectives.

The distribution of deliverables and tasks across the project lifecycle is largely well thought through. Nevertheless, an overly long interval between some milestones limits effective tracking.

Appropriateness of the management structures and procedures, including risk and innovation management

The project management structures, decision making boards, approach to collaboration and procedures for tracking are sound for this kind of project.

The innovation management approach is appropriate.

On the other hand, the risk management approach has a few shortcomings. For example, technological risks of blockchain lack explicit analysis, and the approach to mitigation is insufficiently proactive.

Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

The project shows a high degree of complementarity of academic, SME, other private companies and public sector partners, as well as it demonstrates good geographical distribution.

Many partners have extensive experience in EU projects and software development, which is positive.

The interdisciplinary and cross-sector skills are highly relevant to successfully implement the objectives of the project, but with some reservation about the small number of industrial partners and insufficient evidence of credentials in blockchain innovation.

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

While all partners make a substantial contribution to achieve the goals, having one partner leading a whole WP, including all the tasks and deliverables, shows imbalance in the key responsibilities between the partners. This is a substantial shortcoming, because reliance on a single partner for a WP shows the misallocation of expertise, which jeopardises the whole execution.

Resources are adequate to implement the actions, and cost breakdown is well justified.

Scope of the proposal

Status: **Yes**

Comments (in case the proposal is out of scope)

Not provided

Operational Capacity

Status: **Operational Capacity: Yes**

If No, please list the concerned partner(s), the reasons for the rejection, and the requested amount.

Not provided

Exceptional funding of third country participants/International organisations

A third country participant/International organisation not listed in General Annex A to the Main Work Programme may exceptionally receive funding if their participation is essential for carrying out the project (for instance due to outstanding expertise, access to unique know-how, access to research infrastructure, access to particular geographical environments, possibility to involve key partners in emerging markets, access to data, etc.). (For more information, see the Online Manual)

Based on the information provided in the proposal, I consider that the following participant(s)/International organisation(s) that requested funding should exceptionally be funded:
(Please list the Name and acronym of the applicant, Reasons for exceptional funding and the Requested grant amount.)

Not provided

Based on the information provided in the proposal, I consider that the following participant(s)/International organisation(s) that requested funding should NOT be funded:
(Please list the Name and acronym of the applicant, Reasons for exceptional funding and the Requested grant amount.)

Not provided

Use of human embryonic stem cells (hESC)

Here comes the worse…

Proposal Evaluation Form

EUROPEAN COMMISSION

Horizon 2020 - Research and Innovation Framework Programme

Evaluation Summary Report - Research and Innovation actions/Innovation actions

Call:	H2020-SU-ICT-2018
Type of action:	IA
Proposal number:	832747
Proposal acronym:	ARGONAVIS
Duration (months):	36
Proposal title:	cyber-Attacks Response & recovery manaGment based ON blockchAin "eVIdence as Service"
Activity:	SU-ICT-01-2018 IA

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	UNIVERSITA DEGLI STUDI DI SALERNO	IT	671,000	12.26%	671,000	13.93%
2	Wise & Munro	NL	343,750	6.29%	240,625	4.99%
3	UNIVERSITAT PASSAU	DE	347,500	6.36%	347,500	7.21%
4	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE	UK	395,000	7.23%	395,000	8.20%
5	INSTITUT MINES-TELECOM	FR	349,438.75	6.39%	349,438.75	7.25%
6	JIHOCESKA UNIVERZITA V CESKYCH BUDEJOVICICH	CZ	170,750	3.12%	170,750	3.54%
7	UNIVERSITAET ST. GALLEN	CH	483,187.5	8.84%	483,187.5	10.03%
8	Nooaware B.V.	NL	388,125	7.10%	271,687.5	5.64%
9	ACT OPERATIONS RESEARCH UK LTD	UK	261,875	4.79%	183,312.5	3.80%
10	COMUNE DI PRATO	IT	147,500	2.70%	147,500	3.06%
11	MESTO PISEK	CZ	153,500	2.81%	153,500	3.19%
12	SOCIETE D ECONOMIE MIXTE ISSY - MEDIA (SEM ISSY MEDIA)	FR	222,500	4.07%	155,750	3.23%
13	Gemeinde Neuburg a. Inn	DE	183,500	3.36%	183,500	3.81%
14	CZ.NIC, ZSPO	CZ	165,875	3.03%	165,875	3.44%
15	INSIEL - INFORMATICA PER IL SISTEMA DEGLI ENTI LOCALI S.P.A.	IT	213,125	3.90%	149,187.5	3.10%
16	Birdblook Ventures, Lda	PT	371,250	6.79%	259,875	5.39%
17	INESC ID - INSTITUTO DE ENGENHARIADE SISTEMAS E COMPUTADORES, INVESTIGACAO E DESENVOLVIMENTO EM LISBOA	PT	240,250	4.40%	240,250	4.99%
18	Prutech Innovation Services Ltd.	IE	357,650	6.54%	250,355	5.20%
	Total:		5,466,776.25		4,818,293.75	

Abstract:

ARGONAVIS offers an innovative distributed platform to dynamically support human operators, with different skills and backgrounds, in assessing, controlling, and managing response and recovery actions to cybersecurity events. The platform boosts and fosters the dynamic production, gathering and management of "Pieces of Evidence" (PoE) items for evidence-based security and privacy risk assessment. PoE are immutable, traceable, resilient, distributed, non-repudiable, open format, and machine-readable reports about the security and privacy of Networks and Information Systems (NIS). PoE are dynamically produced by running pluggable cyber-security mechanisms (e.g. detector of anomalous network traffic), analysing logs from devices (e.g. IoT devices), and systems (e.g. service-oriented systems). Several PoE are then linked, correlated, and analysed to generate further analysis, providing additional PoE to the system. Indeed, sets of PoE can be correlated to identify coordinated attacks. Furthermore, countermeasures, responses to attacks are themselves PoE interlinked with other PoE. PoE are stored within a permissioned blockchain that implements a distributed ledger that in turn supports the sharing of PoE among relevant parties (e.g. CSIRTs). Hence, sets of PoE generated over time within an organisation form a valuable repository for forensic and attack investigations, since pieces of evidence that are stored within the blockchain cannot be tampered with. The ARGONAVIS ecosystem includes a blockchain / distributed ledger, an authoring tool to create PoEs, a navigation tool, and smart contracts to produce new evidence when triggered. The project includes four pilots in order to demonstrate the benefits of using blockchain for cyber-attack management based on Evidence-as-a-Service, and to provide empirical ground to our conclusions at the end of the project. The pilots will be implemented in four public administration organizations from four different European countries.

Evaluation Summary Report

Evaluation Result

Total score: 6.50 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

0 The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

1 Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses.

2 Fair. The proposal broadly addresses the criterion, but there are 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.

Criterion 1 - Excellence

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:
Clarity and pertinence of the objectives
Soundness of the concept, and credibility of the proposed methodology
Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)
Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

The proposal targets sub-topic B.

The proposal presented the objectives in a clear manner. However, they were not quantified adequately.
Furthermore, some of the objectives of the call text were not sufficiently detailed e.g.forensics, penetration testing not covered.

The concept is not well described e.g. using a permission based blockchain structure is not sufficiently justified.

The proposed methodology is credible however there are some weaknesses, the number and location of the pilots was not consistent throughout the proposal and how they plan to implement attack-defence graphs.

The proposal presents a weak state of the art e.g. insufficient detail on which cryptographic mechanisms will be used to guarantee privacy.

Additionally, the state of the art does not consider other relevant research in this domain adequately e.g. TREsPASS project or others.
How the proposal plans to advance the state of the art is not sufficiently innovative.

The proposed application area and consortia configuration is good and includes public administrations from several countries, and real CSIRTs involved.
There are many partners with different background and disciplines.

The proposal has considered stakeholder knowledge however the pilots have not considered the users and services adequately.
Gender has been considered sufficiently.

Criterion 2 - Impact

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic
Any substantial impacts not mentioned in the work programme, 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
Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

There was no clear link between impact and the objectives and results.

Market analysis and identification of business opportunities are insufficiently addressed. Thus innovation capacity is unclear and the economic impact is not credible.

The exploitation plan is presented, however it lacks detail and quantification for individual plans.

The dissemination plan is not sufficiently focussed on relevant targets e.g. broad list of possible publication activities not linked to appropriate target groups.

The communication plan is adequate, however, some activities were not sufficiently described (e.g. specific standardisation bodies).

The main principles of IPR management are appropriately discussed.
The proposal includes an appropriate plan to manage it's research data.

Criterion 3 - Quality and efficiency of the implementation

Score: **1.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with

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MINISTRY OF INDUSTRY
AND TECHNOLOGY

Again the question: What happened?

- There have been changes and improvements in all aspects: the core idea, the consortium, the proposal

- But how did it ended up in a change of the score from 10.50 to 6.50?

- Hmmm…

And a more recent example…

demonstrated in a simulated surgical environment for two use cases in cardiac and eye surgery.

Evaluation Summary Report

Evaluation Result

Total score: 12.00 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

0 The **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, but there are 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.

Criterion 1 - Excellence

22/09/2020-17:15:27   1 / 3

Associated with document Ref. Ares(2020)4960921 - 22/09/2020

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:
Clarity and pertinence of the objectives
Soundness of the concept, and credibility of the proposed methodology
Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives

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Gender dimension is adequately taken into account.

Criterion 2 - Impact

Score: **4.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic
Any substantial impacts not mentioned in the work programme, 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
Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage research data where relevant
- communicate the project activities to different target audiences

The proposal focuses on the Healthcare domain, and provides a useful analysis of the Surgical Robotics market. It addresses well the expected impact defined in the work programme, and related to the Call.

The proposal addresses well some additional impacts, in particular the development of new safety critical applications, possibility of growth for the EU companies, a redefinition of human robot interaction and innovations in VR-based training.

The management of IPR is well described.

Dissemination strategy is considered with a standard approach. However it is not adequately planned concerning the contribution to the common pool of knowledge.

Communication actions are not described in sufficient details, and left to be defined at the beginning of the project.

The exploitation strategy is based on the individual participants' exploitation plans, which are detailed and focused on the specific product coming from the project results. The proposal identifies the surgical robot manufacturers as the targets for the exploitation of the project results. However, the proposed business strategy is not convincing. There is no clear path to engage other industry stakeholders (specifically SMEs) to produce more and better healthcare robots using their new AI approaches.

A solid innovation strategy necessary to bridge the gap to the market is not presented.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables
Appropriateness of the management structures and procedures, including risk and innovation management

Proposal Evaluation Form

EUROPEAN COMMISSION Horizon Europe Framework Programme (HORIZON)	Evaluation Summary Report - Coordination and support actions

Call:
Type of action: HORIZON-CSA
Proposal number:
Proposal acronym:
Duration (months): 36

Proposal title:

Activity:

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	INTERNATIONAL DEVELOPMENT IRELAND LIMITED	IE	2,856,625	57.15%	2,856,625	57.15%
2		IE	314,250	6.29%	314,250	6.29%
3		RO	105,000	2.10%	105,000	2.10%
4		ES	296,250	5.93%	296,250	5.93%
5		DE	378,375	7.57%	378,375	7.57%
6		ES	274,250	5.49%	274,250	5.49%
7		AT	189,250	3.79%	189,250	3.79%
8		EL	329,750	6.60%	329,750	6.60%
9		BE	83,000	1.66%	83,000	1.66%
10		FR	83,000	1.66%	83,000	1.66%
11		ES	88,500	1.77%	88,500	1.77%
	Total:		4,998,250		4,998,250	

Abstract:

TURKEY in HORIZON
COOPERATION. INNOVATION

REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Evaluation Summary Report

Evaluation Result

Total score: 8.50 (Threshold: 10)

Criterion 1 - Excellence

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

Criterion 2 - Impact

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

Criterion 3 - Quality and efficiency of the implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

Proposal Evaluation Form

	EUROPEAN COMMISSION Horizon Europe (HORIZON)	Evaluation Summary Report - Coordination and support actions

Call:
Type of action: HORIZON-CSA
Proposal number:
Proposal acronym:
Duration (months): 30
Proposal title:
Activity:

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1		PT	0	-	367,500	36.76%
2		EL	0	-	208,125	20.82%
3	INTERNATIONAL DEVELOPMENT IRELAND LIMITED	IE	0	-	202,831.25	20.29%
4		ES	0	-	221,250	22.13%
	Total:		0		999,706.25	

Abstract:

Evaluation Summary Report

Evaluation Result

Total score: 13.50 (Threshold: 10)

Criterion 1 - Excellence

Score: **4.70** (Threshold: 3/5.00 , Weight: -)

Criterion 2 - Impact

Score: **4.60** (Threshold: 3/5.00 , Weight: -)

Criterion 3 - Quality and efficiency of the implementation

Score: **4.20** (Threshold: 3/5.00 , Weight: -)

Take away messages

- Both success and failures are part of the game, same as they are part of our lives

- One needs to engineer them, dedicating systematic resources

- This needs time – a considerable amount of personal time away from family

- One may not learn everything within a General Information Day **– but it is a start!**

- One should not rely on learning by being taught – **it needs hands-on practice**

- And above all: one needs to get networked with other people in Turkey and all over Europe

Take away messages (cont'd) BYON: Build your own network!

- Independently on your position within the scientific, research or business domains

- Try build long-lasting relationships with peers but also with other persons with complementary profiles

- It is impossible to mobilise on specialised resources when one may never has cared to consider investing on them

- Don't forget: a team needs time to be built – and can easily break apart

- Usually in a network you may contribute in the beginning, and then learn to acquire leading roles, but this is not always the case!

Take away messages (cont'd) BYON: Build your own ecosystem!

- One doesn't need only same-minded people with identical profiles
- It is important to understand the value different people or organisations can bring to you
- It is also important to understand the need for consistency and continuity:
- Noone would build a network or an ecosystem for using it only once
- These are assets that one builds and usually outlive us
- Sometimes results of an effort of today may be visible after ten years

For follow-up questions contact me at:

- adamantios.koumpis@gmail.com

Q&A

Time to ask your questions!

Teşekkür ederim!

Thank you!

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