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

Horizon Europe: Building your organisation strategy and research profile

Horizon Europe Infodays 2022

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REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



What we will cover here

The course and this module



Be part of a winning consortium

- Build your profile
- Show your strengths
- Approach potential partners and consortia
- Negotiate your part and your budget



Your first time in EU Funding

A few facts: _____

- ✓ Most opportunities require collaboration
- ✓ You need experience in EU Funding to win EU Funding
- ✓ You cannot do it all alone
- ✓ *You need to learn to walk before you learn to run*

Coordinator or Participant?

The not so difficult dilemma

- Requires experience
- A lot more resources
- Ability to manage the project
- A clear strategy in every aspect
- Excellent knowledge of Framework Programmes
- A strong network of partners

- Experience can be acquired
- Less resources
- Manage your organisation
- A strategy for you
- Knowledge of FPs useful not necessary
- Less commitment

A roadmap to participation

Create a Strategy



Step 1: Understand the problem

Commission Priorities for the next 4 years



- **European Green Deal**

First Climate-neutral continent, resource efficient economy

- **Europe fit for Digital Age**

Empower people with new generation of Technology

Economy that works for People

Attractive investment environment, quality jobs

Stronger Europe in the World

Champion multilateralism and rules-based order

- **Promoting European way of Life**

Protection of rule of law, justice, core values

- **New push for European Democracy**

Bigger say to European citizens, protect democracy

Recovery Plan for Europe: Next Gen EU

Step 1: Understand the problem

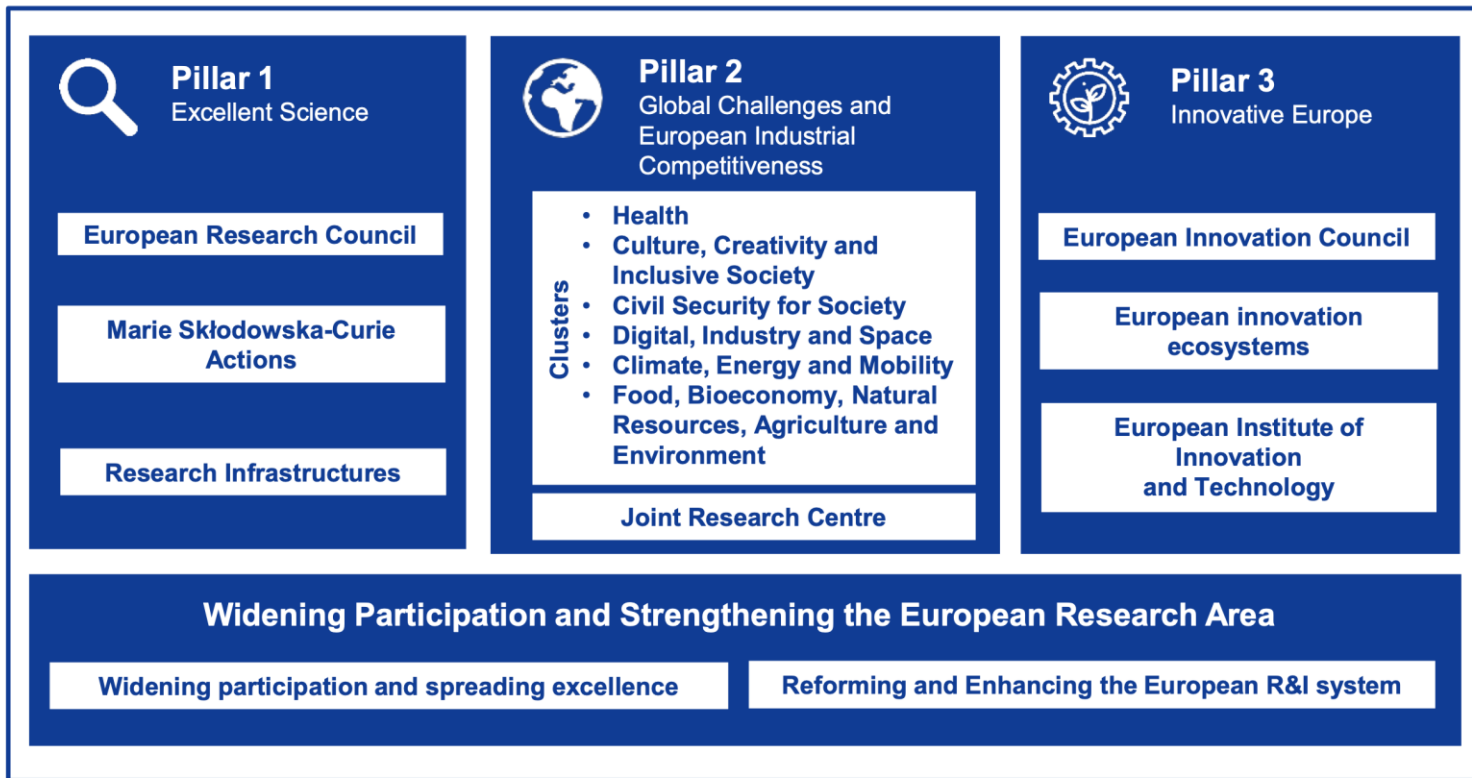
Study EU Policies & understand the challenges



- Strategic Plan 2021-24
- Strategic Plan Analysis
- Work Programme 2021-22
- Proposal Template
- Get familiar with Legal Documents (MGA, CA)

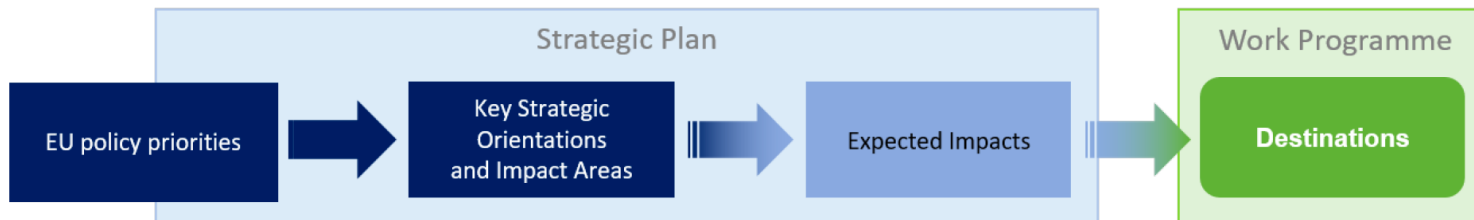
Step 1: Understand the problem

Structure of Horizon Europe



Step 1: Understand the problem

From EU priorities to Strategic Plan to Work Programme



6	4	32	3	6	34
Priorities of EU	Key Strategic Orientations	Expected Impacts	Pillars	Clusters	Destinations

Step 1: Understand the problem

Horizon Europe Priorities

A // Digital Transformation

Promoting an open strategic autonomy by leading the development of key digital, enabling and emerging technologies, sectors and value chains to accelerate and steer the digital and green transitions through human-centred technologies and innovations



C // Sustainable Development

Making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction and production systems



B // Environmental Protection

Restoring Europe's ecosystems and biodiversity, and managing sustainably natural resources to ensure food security and a clean and healthy environment



D // Resilience & Inclusiveness

Creating a more resilient, inclusive and democratic European society, prepared and responsive to threats and disasters, addressing inequalities and providing high-quality health care, and empowering all citizens to act in the green and digital transitions



Titles outside the boxes are arbitrary, perception of the speaker.

Step 1: Understand the problem

A sample: Orientation D - Resilient, Inclusive and Democratic European society

IMPACT AREAS

- A resilient EU prepared for emerging threats
- A secure, open and democratic EU society
- Good health and high-quality accessible healthcare
- Inclusive growth and new job opportunities



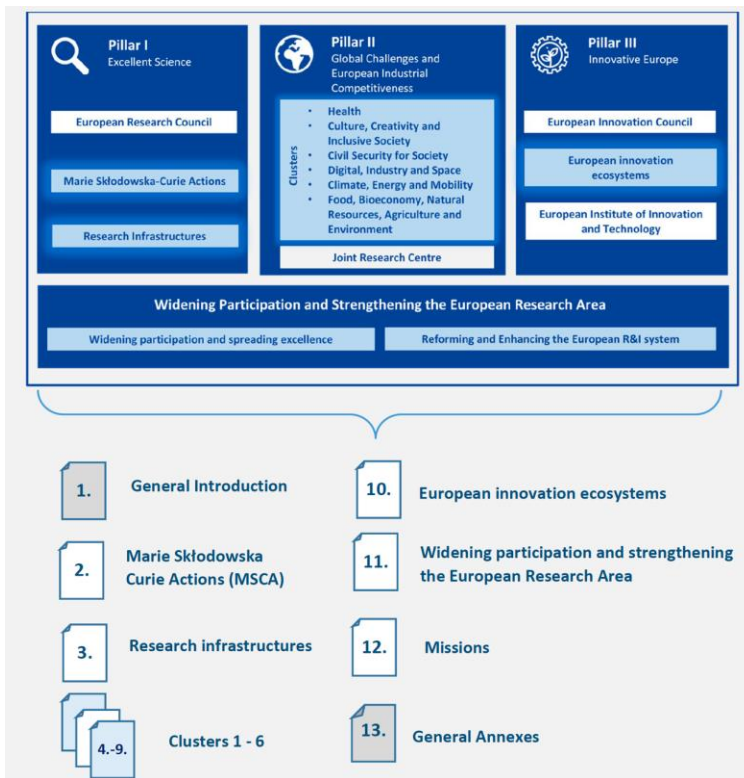
1/ Health	2/ Culture	3/ Security	4/ Digital	5/ Climate	6/ Food
Health	Culture, Creativity and Inclusive Society	Civil security for society	Digital, Industry and Space	Climate, Energy and Mobility	Food, Bioeconomy, Natural Resources, Agriculture and Environment
Communicable & non-communicable diseases. Fair access to high quality health care. Early threat detection, public emergencies.	Social, economic, gender, cultural inequalities. Inclusion, non-discrimination social protection, empowerment. Migrants, cultural heritage protection.	Free movement, integrity of Schengen Area. Civil Security. Border management, Disaster Risk, Maritime Security, Migration-Asylum.	Access to technologies and skills. Copernicus, Galileo/EGNOS emergency, security.	New way to involve & engage citizens in low-carbon transition. Sustainable economy.	Innovative governance models. Sustainability and resilience Enhanced, shared view of knowledge.

Step 1: Understand the problem

How Horizon Europe Work Programmes are structured

Work Programme 2021-22

- General Intro
- MSCA
- RI
- 6 Clusters
- EIC
- WIDENING

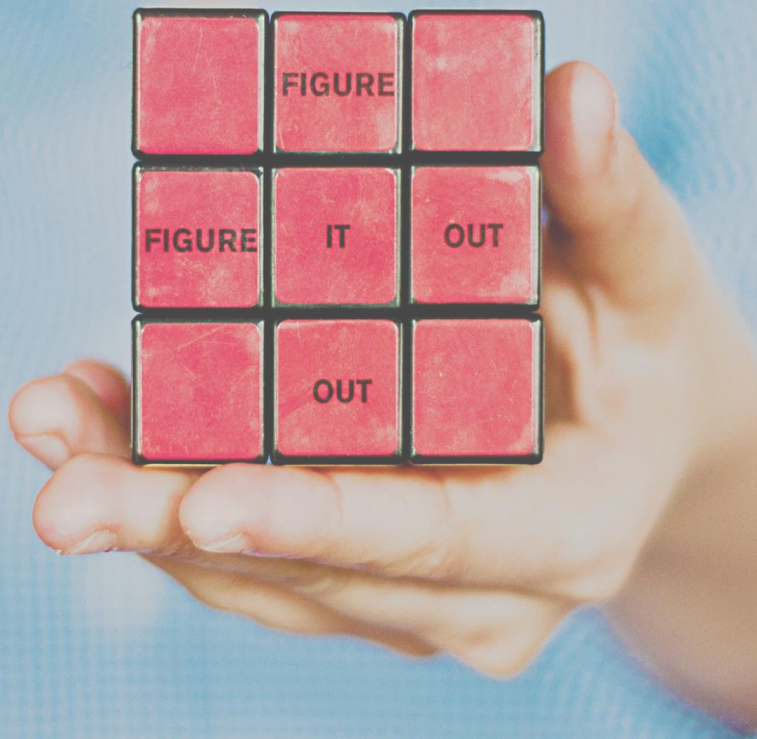


Documents :

- Strategic Plan 2021-24
- Work Programme 21-22
- Proposal Template
- Model Grant Agreement (MGA)

Step 1: Understand the problem

CHECKLIST



- ☐ Did you understand the challenges?
- ☐ Do you have any idea, service, product that could contribute to a solution?

Step 2: Create your R&I profile

Identify your strengths

- What do you do well?
- What separates you from competition?
- What are your strong assets?
- What can you offer that others cannot?



Step 2: Create your R&I profile

Prepare a profile

1. Name
2. Country
3. PIC
4. Website
5. Short Description
6. Description (Activities)
7. Competencies
8. Main Role in the Project
9. Key Personnel (Golden Paragraphs)
10. Publications, Products, Services

IDI

Key Personnel **Mr. Oğuzhan Springueli** is an international consultant with an engineering, ICT and finance background and over 20 years of experience in business, finance, research & innovation and project management. He holds an engineering degree from Aristotle University of Thessaloniki, an MSc in GIS (Leicester, UK) and a Graduate Diploma in Finance from LSE. He has worked as a Director, Senior Project/Programme Manager or Key Expert for Private and Public sector projects in ICT, Education, Environment, Transport & Government Solutions, implementing more than 40 successful projects under most R&D schemes incl. H2020, FP7 and Erasmus+.

IDI

Name	International Development Ireland (IDI) Ltd.
Country	Ireland
PIC	910739791
Website	https://www.idi.ie
Short Description	IDI is an Irish-based consulting SME specialising in a wide range of world class services to transition economies: SME Development, establishment and Operationalisation of Business Development Centres, Export Promotion, Foreign Direct Investment Attraction, Innovation Management and R&D.
Description	Established in 1989, International Development Ireland (IDI) is an Irish-based company focused on providing wide range services to transition economies. IDI specialises in designing, managing and delivering practical implementation-based programmes particularly in its core areas of SME Development, Export Promotion and Investment Attraction, Regional Development, Innovation and Technology Transfer, Employment Generation and Private Sector Development. IDI's performance over the last 30 years has resulted in more than 270 successfully completed projects in over 80 countries worldwide. IDI has an unblemished track record of successful delivery of FA projects internationally and has advised governments and individual companies in the Balkans, Central and Eastern Europe, the CIS States, Africa, Asia and the Middle East. Presently IDI is implementing a large number of complex technical assistance projects in the Balkans, Turkey, Azerbaijan and the Middle East. IDI is also participating in the Innovation Support Project BLOCKS.
Competencies	IDI capitalises on the lessons from the Irish economic experience and specialises on innovation and R&D management, SME competitiveness, investments & exports. We achieve our success through close collaboration with world renowned Irish agencies such as Enterprise Ireland, Higher Education Authority, IDA Ireland and other Irish state bodies. These agencies have been mandated with the development of an innovation economy in Ireland. IDI is committed to providing a special quality of service excellence for its clients through strong project management, comprehensive consultancy and full institutional backstopping. This is guaranteed through a series of in-house quality control programmes and dedicated support personnel supported by practitioners from the Irish development agencies. IDI brings a strong knowhow on innovation management particularly for SMEs in transitional economies, experience in setting up and operating incubators and accelerators for innovative SMEs and a large network of specialised practitioners and entrepreneurs that can provide bespoke solutions immediately implementable, monitoring and support. IDI is an Accredited Consulting Practice (ACP) of the IMCA, adhering to the Institute's Code of Professional Conduct. The IMCA is the internationally recognised professional institute for management consultants. The IMCA awards the Certified Management Consultant (CMC) designation which is an internationally recognised management consulting accreditation based on world class standards of competence, ethics and independence set by the International Council of Management Consulting Institutes.
Main Role in the Project	IDI will work to ensure the post-project sustainability by developing investment guidance and practical business recommendations, and detailed cost models and investment plans. Moreover, we will support community building and interaction in order to help local communities work together in restoration in a pan-European scale.

Page 1 of 2

Step 2: Create your R&I profile

What is a “Golden Paragraph”?

Your personal “elevator pitch”:

Mr. is the R&D Director of ACME. He is a Certified Project Manager (PMP ©) and an ISO Quality Auditor (ISO) with more than years of knowledge and experience in ICT integration projects and SW development. He holds a Diploma in from University (UK) and a M.Sc. in fromUniversity. He has worked for more than years as a senior researcher in the field of..... dealing with technology enhanced The last 8 years he is specializing in project management of large ICT and R&D projects in multinational environments (FP7, INTERREG & MED Community Initiative, structural funds and other) having successfully coordinated more than R&D 25 projects.

Step 2: Create your R&I profile

Present your Solution/Tech Stack

The set of tech solutions, tools, platform, infrastructure you use to offer your services.

Use it prove that you have a strong and reliable infrastructure and you know what you do.

- <http://www.slideshare.net/meet.hak/facebook-technology-stack>
- <http://techstacks.io>
- <http://stackshare.io>

Step 2: Create your R&I profile

CHECKLIST

- ☐ Do you have a PIC?
- ☐ Do you have a R&I profile?
- ☐ Do you need a technology stack? Do you have one?
- ☐ Are you familiar with the tools?

Step 3: Assemble your team

Make sure you have the mandate



Compliance with the R&I agenda of your organization



Approval of hierarchy (official procedure might be needed)



Support from other colleagues and internal supporting structures (if any)

Make sure ON TIME you will have support from your organisation, BEFORE starting to look for opportunities and consortia. Protect your credibility in the network !

Step 3: Assemble your team

Create a core team to support you

You need people who:



Have comprehensive **technical understanding**



Are fluent and accurate in **English**



Have ability to **think** through detail and spot problems



Have great **imagination** and ability to see opportunities

Team can be inter-organisational.

Join forces with complementary partners in your country and abroad.

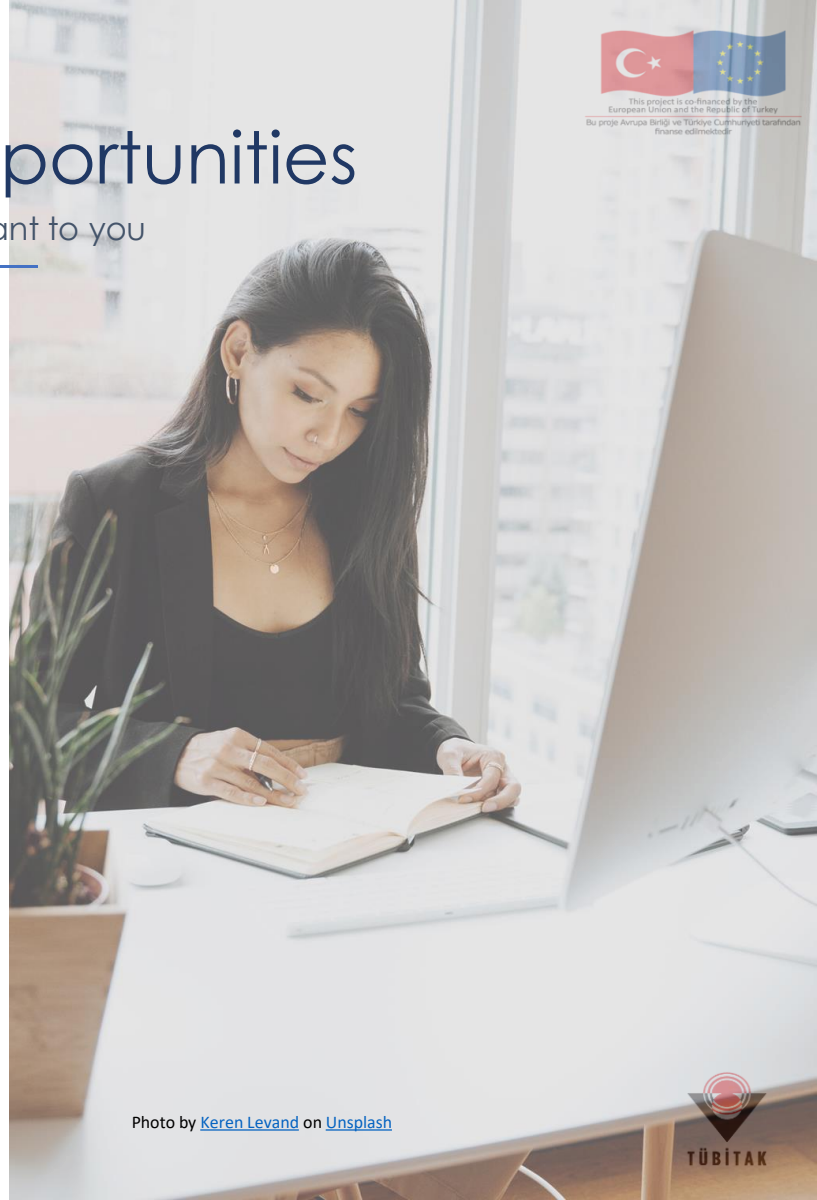
Step 4: Identify Opportunities

Find the calls that are relevant to you



Identify your call(s)

- Scan Work Programmes for relevant to your interests calls
- Study the call text
- Study new Proposal Template
- Study General Annexes of WP



Step 4: Identify Opportunities

What do you need to consider



Eligibility

- Is the call for you?
- Are you eligible?
- Is it worth it?
- Do you need partners?



Relevance

- Do you have a solution?
- Do you address any challenges of the call?



Capacity

- Can you write?
- Can you co-fund?
- Can you implement?

If answer to ALL above questions is YES ->

Step 4: Identify Opportunities

Map what you can do

CALL TOPIC

CAPABILITY

HORIZON-**CL4**-2021-TWIN-TRANSITION-01-08: Data-driven Distributed Industrial Environments (IA)

We have valuable experience in data aggregation and dissemination and a Content Collection and Dissemination platform. See XXX

HORIZON-**CL4**-2021-TWIN-TRANSITION-01-10: Digital permits and compliance checks for buildings and infrastructure (IA)

We can bring experience in compliance & digital certifications from electrical product (white appliances industry).

FCT02-1.2021 (RIA) – Modern biometrics used in forensic science and law enforcement (**CL3**)

We have worked with collecting, storing, analysis, anonymizing biometric data in H2020 Projects (XXX, XXX)

HORIZON-**CL2**-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions

Our company has a data aggregation and sentiment analysis platform used by more than 10 museums

Step 4: Identify Opportunities

Check the budget of each call

HORIZON-CL2-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions

Expected EU contribution per project

The EU estimates that an EU contribution of between **EUR 1.50 and 2.50 million(s)** 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 7.00 million.**

No of proposals to be funded

6 - 7 proposals

Step 5: Introduce your Organisation

(To whom?) Identify your potential partners

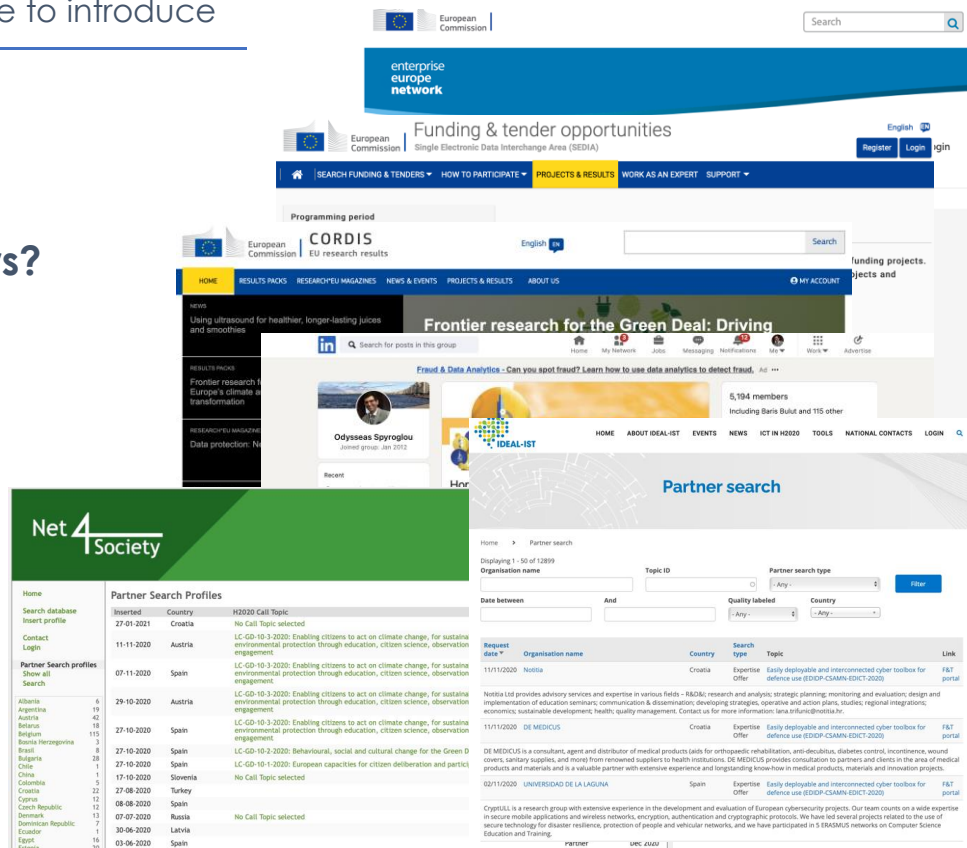


What kind of partners/consortia are you looking for?

- Successful, complementary organisations
- Experienced in Framework Programmes
- Working in an area of interest, related to a call you have identified
- Extrovert and willing to collaborate

Where to introduce

- Horizon Results Platforms
- Cordis
- LinkedIn Groups
- EEN: European Enterprise Network
- Net4Society
- Idegl-IST



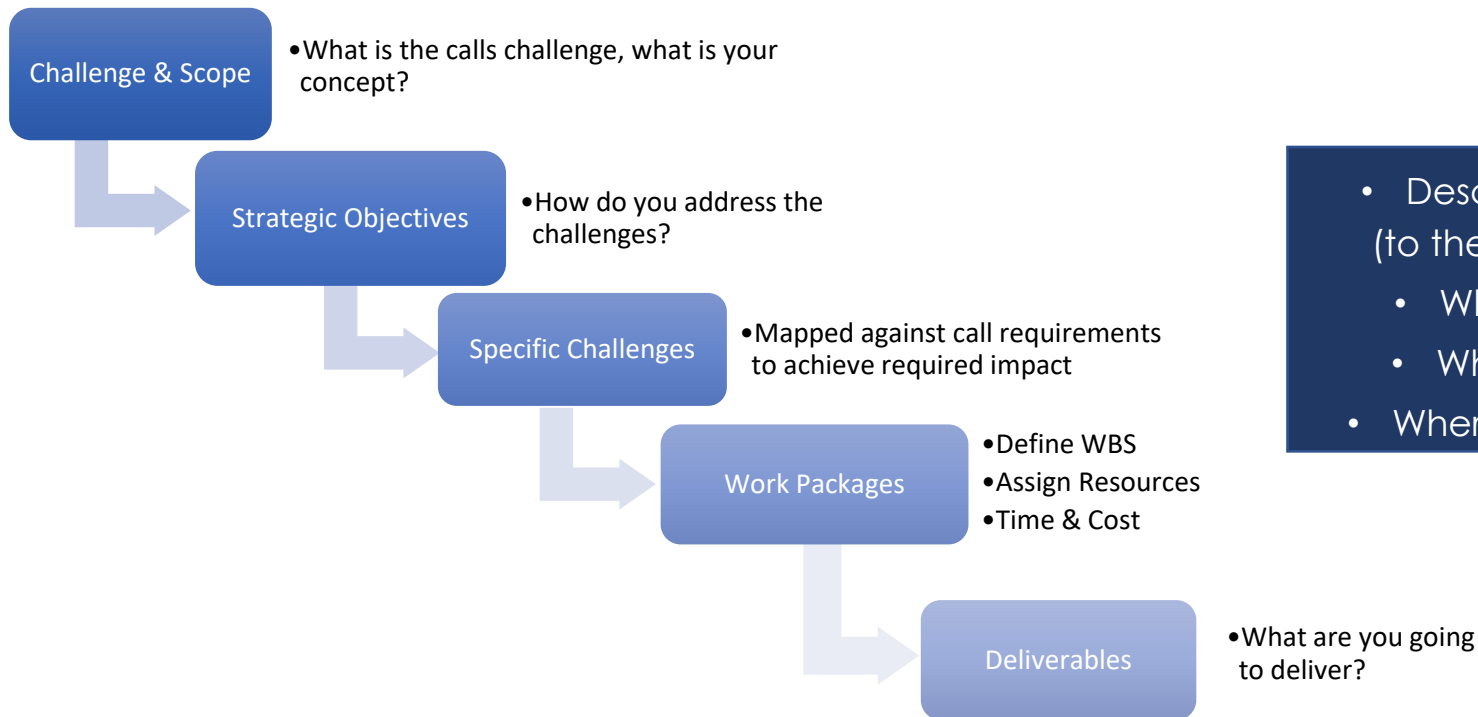
Step 5: Introduce your Organisation

CHECKLIST

- ☐ Organisation Website
- ☐ Organisation Profile (Linkedin)
- ☐ R&I Profile
- ☐ Technology Stack
- ☐ Updated Team Profiles (Linkedin)

Step 6: Prepare your Concept

How to prepare a concept note



- Describe your solution (to the call's challenge)
- What do you have?
- What do you need?
- Where can you find it?

Step 6: Prepare your Concept

A concept note template for Horizon Europe (I)

CALL	HORIZON-CL2-HERITAGE-2021-01-06 Cultural and creative industries as a driver of innovation and competitiveness
CALL DATA	<p>Publication date: April 2021 / Deadline Date: <u>15 Jun 2021 17:00:00 (Brussels)</u></p> <p>Total Call Budget: €7,000,000 / Cluster 2: Culture, Creativity and Inclusive Society</p>
SCOPE	The cultural and creative industries (CCI) are an important source of growth and job creation in the European economy...The challenge is to understand how to realise the full potential of CCIs as a driver for innovation, create stronger links with other sectors and contribute to strengthening the European economy, society and its sustainability.
OBJECTIVE	Proposals should explore the innovation potential of the CCI, their role as drivers of innovation in other sectors and the potential for strengthening competitiveness.
	<ul style="list-style-type: none"> • Strengthening links between science and art • Study new technologies, new business models, skills development, new distribution and/or promotion models • identify policy measures for further strengthening the competitiveness and drawing benefit from the innovation potential of the sector in the EU and the international markets.
BUDGET	<p>Contribution of 2.5-3.5 mil.</p> <p>Type of Action: Research and Innovation Action</p> <p>Funding rate: 100%</p>

Step 6: Prepare your Concept

A concept note template for Horizon Europe (II)

TITLE / ACRONYM	AmazeME: “Find a catchy & Descriptive title”
WHY ? (BACKGROUND)	<ul style="list-style-type: none"> • What problem you trying to address. Why bother? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
SOLUTION?	What is the proposed solution ?
HOW?	<ul style="list-style-type: none"> • How is it going to be achieved ? • What will be the outcomes? How are you going to validate them? • Expected results - what will come out of the project? • Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? Any exploitation/commercial plans? • Will it make an impact? What will be changed? Post project situation
CONSORTIUM	COORDINATOR / PARTNERS (Name / Web Site / Role in the Project / Contacts)
PROPOSED BUDGET	Per Partner / Per WP / Per Task

Step 7: Pitch your concept

How to present your offer

R&D Collaboration Opportunity under Horizon Europe:

- Dear,
- I took the liberty of contacting you because we are working on some ideas/solutions/ products related to the following calls under Cluster 2: <http://ec.europa.eu/research/....>
- Our idea/solution/product is tested and could be...
- In addition to our organisation we could also bring a very strong end user from the XXX domain. Our institution (www.xxx.com) could support extensively in the proposal preparation. You can see a short presentation of our activities here (website, profile).
- Of course, if you are interested I'll be happy to elaborate.
- I hope we will have the chance to work together and prepare a successful proposal.
- Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx

Step 8: Join a consortium

Negotiate your participation



Sell your organisation

Competences, Capabilities, Knowledge, Solutions, Knowhow.
Convince coordinator and partners that you will **add technical value**.



Bring your network

Bring a valuable partner to the consortium. A client, a partner, an end user, a public organisation necessary to the call.

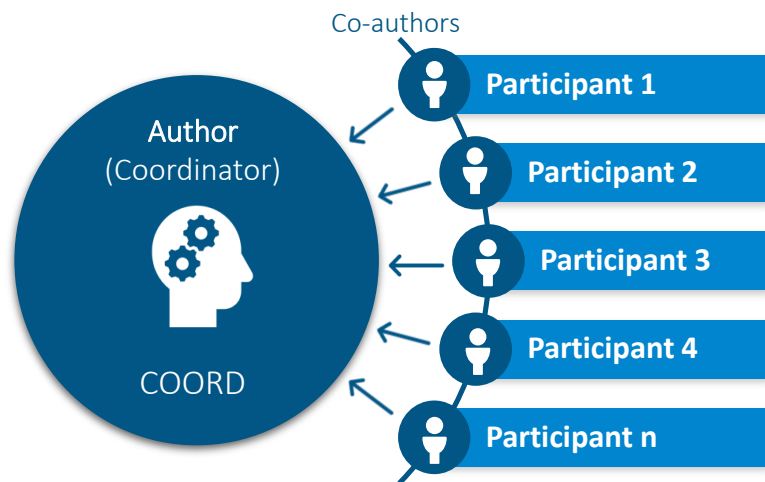


Value chain and geographical coverage

Sell your position in the value chain and in Europe.
You should complete the value chain and expand the geographical coverage.

Step 9: Contribute Actively

Be a valuable participant



1. Be a valuable member of the team
2. Contribute as much as you can
3. Know what you can do/want to do
4. Take responsibility for tasks
5. Assign resources (person months)
6. Estimate Other Costs

Step 10: Negotiate Budget

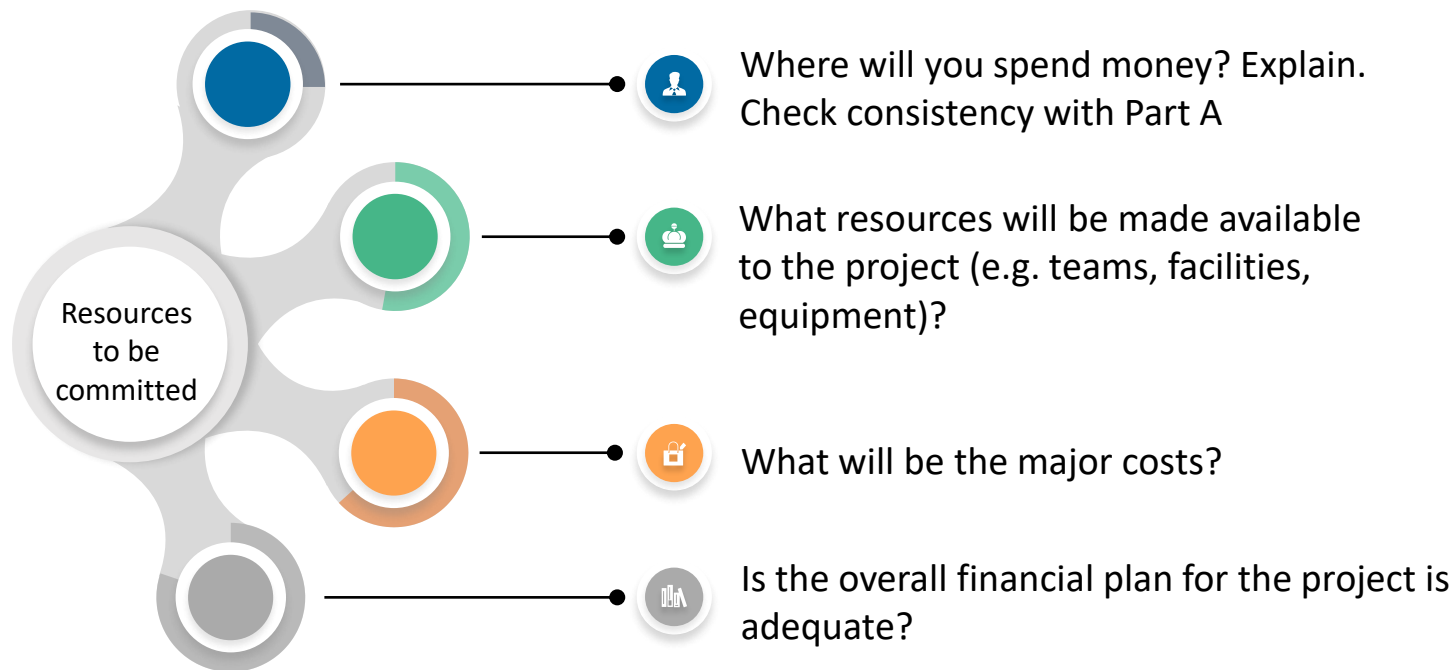
Budget depends on contribution

1. Know the call budget
2. Have a rough idea of what you want to do
3. Ask what's the initial estimation.
4. Final budget after detailed resources allocation.



Step 10: Negotiate Budget

Identify Costs, Estimate resources



Step 10: Negotiate Budget

Understanding the costs categories

ELIGIBLE COSTS	INELIGIBLE COSTS
<p>DIRECT (Actual)</p> <ul style="list-style-type: none"> A. Personnel costs (incl. employer's costs) B. Subcontracting C. Purchase (Travel, Equipment, other) D. Other (Fin Support, Internal invoices, Research Infrastructures, PCP, EU Partnership, Cofund, ERC, EIC) <p>INDIRECT (25% on all Direct Exp. Subcontracting)</p> <ul style="list-style-type: none"> E. Overhead 	<ul style="list-style-type: none"> Deductible VAT (Note: nondeductible/non identifiable VAT is eligible) Losses due to fluctuation of exchange rates Interest owed Provisions for future losses or debts

- Employee costs (or equivalent)
- Natural persons working under a direct contract
- Personnel seconded by a third party
- SME Owners: owners of SMEs not receiving a salary

Step 10: Negotiate Budget

A. Personnel Costs



Step 10: Negotiate Budget

B. Subcontracting

EXAMPLES:

- *Contract for specific part of the research (Secondary)*
- *Contract for Test and analysis of a new product*

- Always check specific rules
- Business Conditions
- Only small amount
($<15-20\%$ of the partner's budget)
- Avoid it if you can

Step 10: Negotiate Budget

C. Purchase Costs

Travel and Subsistence

- **Transportation**
 - Number of Trips
 - Destinations
 - Duration of travels
 - Number of people traveling
- **Flat Subsistence Allowance**
 - *eligible if in line with beneficiary's usual practices on travel*

Equipment (only Depreciation)

- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation

Other Goods, works and Services

- Short Consultancies
- Catering
- Printing services
- Etc.

Step 10: Negotiate Budget

D. Other Costs

D. Other cost categories							
/D.1 Financial support to third parties /	/D.2 Internally invoiced goods and services /	/D.3 Trans-national access to research infrastructures /	/D.4 Virtual access to research infrastructures /	/D.5 PCP/PPI procurement costs /	D.6 European Partnership Cofund additional coordination and networking costs /	/D.7 Euratom Cofund staff mobility costs /	D.8 ERC additional funding /

D1. Financial Support to 3rd Parties

D2. Internally invoiced Goods and Services

D3. Transnational Access to Research Infrastructure

D4. Virtual Access to RI

D5. PCP/PPI procurement costs

D6. EU Partnership Cofund additional Coordination/ networking

D7. Euratom Cofund Staff

D8. ERC Additional Funding

Step 10: Negotiate Budget

E. Indirect Costs

- Necessary for every functioning organisation
- Connected to productive personnel

Utilities

Office costs

Communications

- How to determine the % ?
FLAT 25% of ALL Direct costs (*except Subcontracting*)
- They do NOT have to be justified

Step 10: Negotiate Budget

How flexible are you?

- Actual costs may differ from estimated eligible costs.
- Budget Transfer between Beneficiaries or between budget categories without Amendment

*If incurred costs < estimated, difference to another partner or budget category.
If significant change in planned work, amendment is needed*

Step 10: Negotiate Budget

What is a person month?

One Person working for 3 months (Full time)

=

3 Persons working for 1 month (Full time)

=

6 Persons working for ½ month

ANY DURATION

Photo by [Austin Distel](#) on [Unsplash](#)



REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



Step 10: Negotiate Budget

Estimate your budget: Work Breakdown Structure (WBS)

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total
COORD	17,0	3,0	26,0	0,0	2,0	0,0	8,0	0,0	2,0	58
PART 2	1,0	4,0	12,0	10,0	3,0	1,0	0,0	14,0	1,0	46
PART 3	2,0	2,0	0,0	0,0	0,0	0,0	32,0	0,0	6,0	42
PART 4	3,0	1,0	0,0	0,0	17,0	17,0	2,0	0,0	2,0	42
PART 5	1,0	0,0	0,0	3,0	10,5	9,0	5,0	0,0	5,5	34
PART 6	2,0	21,0	2,5	1,0	2,0	0,0	2,0	4,5	4,0	39
PART 7	1,0	0,0	2,0	0,0	0,0	0,0	0,0	0,0	12,0	15
PART 8	1,0	2,0	2,0	5,0	2,0	0,0	2,0	4,0	2,0	20
PART 9	2,0	0,0	6,0	18,0	0,0	0,0	2,0	2,0	2,0	32
Total	30,0	33,0	50,5	37,0	36,5	27,0	53,0	24,5	36,5	328

Step 10: Negotiate Budget

Estimate your budget: Average Person months

Profile	PM Cost	PM	Total
Director	8.000,00 €	2	16.000,00 €
Senior Researcher	5.000,00 €	20	100.000,00 €
Junior Researcher	2.500,00 €	20	50.000,00 €
		42	166.000,00 €
	AVERAGE COST:		3.950 €

**Average Person
Month Cost =**
weighted mean
value of the
different profiles

Taken into account only for Proposal Phase. During Project Implementation you need actual costs.

Step 10: Negotiate Budget

Estimate your budget: Average Person months

			Estimated eligible costs							EU contribution to eligible costs						Total estimate d income
			A. Personnel costs/€	B. Subcontracti ng costs/€	C. Purchase costs			D. Other cost categories	E. Indirect costs/€ (e) = 25% * [(a1) + (c1) + (c2) + (c3) + (d6) + (d7) + (d8) + (d10) + (d11)]	Total eligible costs (h) = (a1) + (b) + (c1) + (c2) + (c3) + (d) + (e)	Funding rate (U)	Maximum EU contributio n to eligible costs (l) = (U) * (h)				
No	Participant name	Country	(a1)	(b)	C.1 Travel and subsiste nce/€ (c1)	C.2 Equipm ent/€ (c2)	C.3 Other goods, works and services /€ (c3)	D.X [specific cost category] /€ (dx)								(s)=(n) +(o)+(p)+ (q) + (r)
1	Participant 1	NL														
2	Participant 2	LB														

A. PERSONNEL COSTS	B. SUB-CONTRACTING COSTS	C. PURCHASE COSTS	D. OTHER COSTS	E. INDIRECT COSTS	TOTAL ELIGIBLE COSTS	EU CONTRIBUTION
€ 166.000	€ 0	€ 14.000	€ 0	€ 45.000	€ 225.000	€ 225.000
				25% * (A + C + D)	T=A+B+C+D+E	RATE = 100 % or 70% EU CON = RATE% * T

Step 11: Finalise and submit

Agile Proposal Writing



Feedback

To get feedback
faster and more
efficient from
as many people
as possible



Consensus

To secure
consensus on
key aspects of
the proposal



Troubleshooting

To spot
inconsistencies,
overlaps or
conflicts and
tackle them on
time



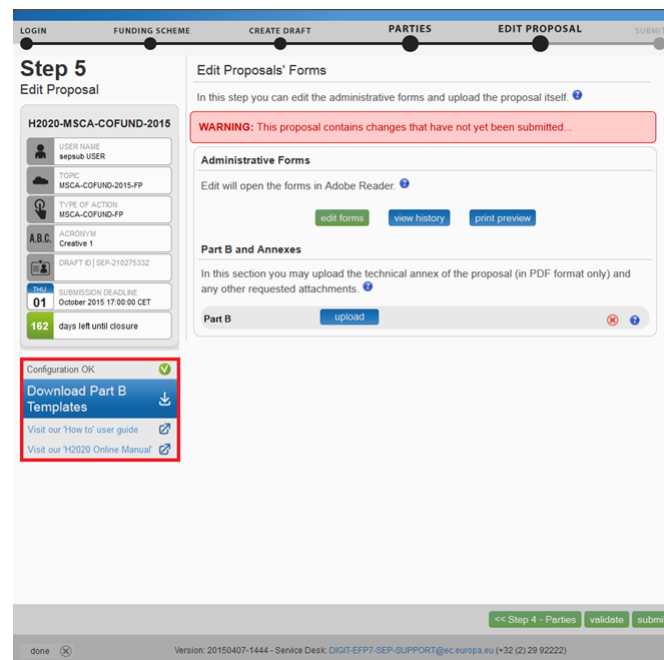
Engagement

To demonstrate
progress to the
team,
acknowledge
contributions
and maintain/
increase
engagement

Step 11: Finalise and submit

Submit the proposal

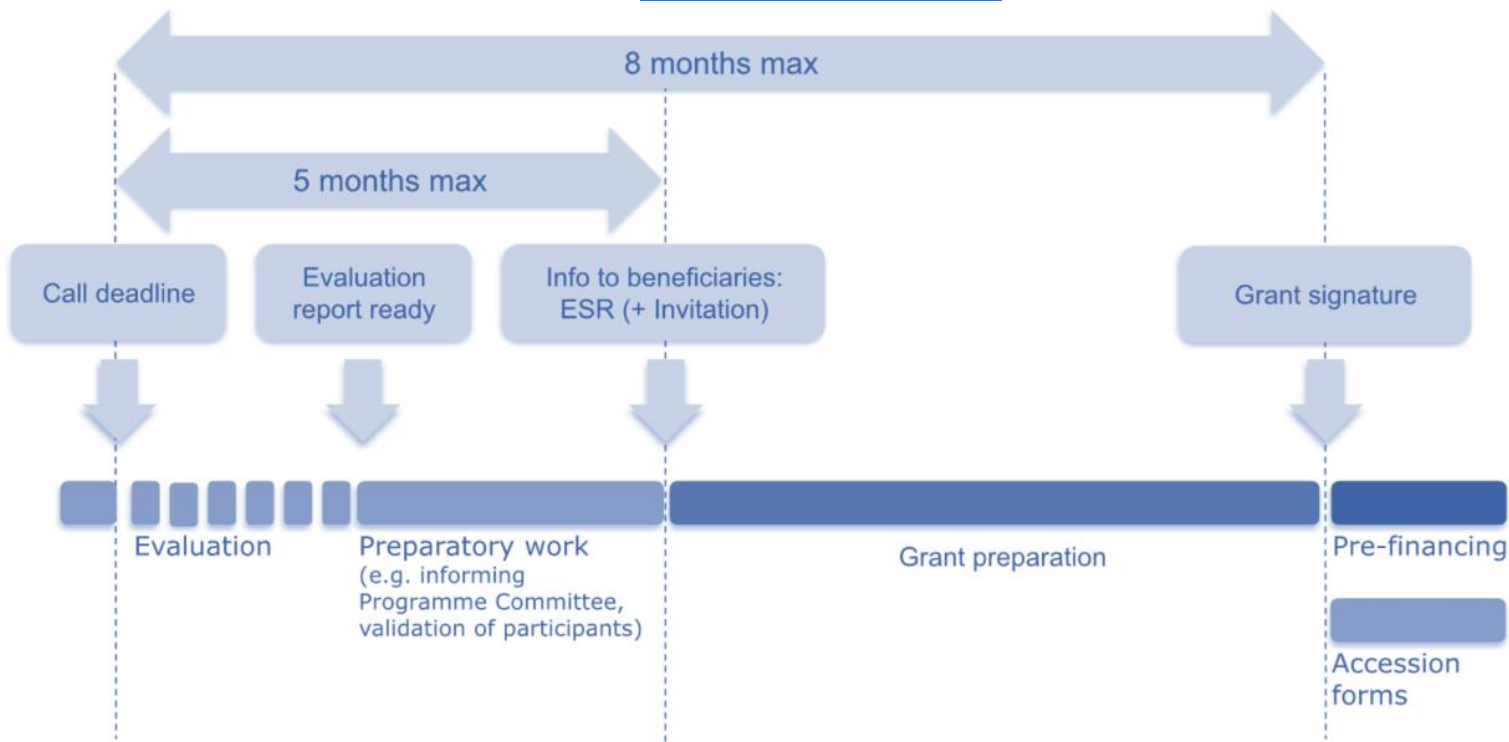
- Coordinator's job
- Full online process
- *Send your contributions in time*
- *Check Part A*
- *Check Budget*



The screenshot shows the 'Step 5: Edit Proposal' interface. At the top, a progress bar indicates the current step. The main content area is divided into two columns. The left column contains a sidebar with project details: 'H2020-MSCA-COFUND-2015', 'USER NAME: sepub USER', 'TOPIC: MSCA-COFUND-2015-FP', 'TYPE OF ACTION: MSCA-COFUND-FP', 'ACRONYM: Creative 1', 'DRAFT ID: SEP-216275332', 'SUBMISSION DEADLINE: 01 October 2015 17:00:00 CET', and '162 days left until closure'. Below this is a 'Configuration OK' message and links to 'Download Part B Templates', 'Visit our How to user guide', and 'Visit our H2020 Online Manual'. The right column is titled 'Edit Proposals' Forms' and contains a warning message: 'WARNING: This proposal contains changes that have not yet been submitted...'. Below the warning is a section for 'Administrative Forms' with buttons for 'edit forms', 'view history', and 'print preview'. Further down is a section for 'Part B and Annexes' with an 'upload' button. At the bottom of the interface, there are navigation buttons: '<< Step 4 - Parties', 'validate', and 'submit'.

Step 12: Follow up

How evaluations work



Wrap up the session!

Understanding EU Funding

- Coordinator or Participant
- **The roadmap to participation** in a Horizon Europe proposal
- Horizon Europe **Strategic Plans and Work Programmes**
- Understanding **how proposal writing works** and how to join a consortium





Q&A

Time to ask your
questions!

Contact:

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