



Horizon 2020 Work Programme for Research & Innovation 2018-2020



Horizon 2020 Proposal Writing:
Part A and Part B

Name: Gorazd Weiss & Martin Felix Gajdusek

International Cooperation Service Facility of the EC



#### **Overview**

- 1. General thoughts
- 2. Excellence
- 3.Impact
- 4. Implementation
- 5. The Consortium
- 6. Ethics
- 7. Proposal submission



## 1. General thoughts





# Remember...Before starting...Register your organisation!

- If you want to participate in a project proposal, your organisation needs to be registered and have a 9-digit Participant Identification Code (PIC).
- You can verify whether your organisation is already registered and has a PIC on the Participant Portal 'Beneficiary Register' page: http://ec.europa.eu/research/participants/portal/desktop/en/organis
  - http://ec.europa.eu/research/participants/portal/desktop/en/organisations/register.html.
- If not, you can start the registration process on the same page and, once completed, get the PIC to be quoted in your proposal and in any correspondence with the Commission.

## Writing the proposal

## PART A **ADMINISTRATIVE INFORMATION**

- General information (coordinator)
- Participant information, (1 for each partner)
- Budget (completed by the coordinator)
- PART B TECHNICAL INFORMATION in PDF format
- The sections follow the evaluation criteria





## **General Proposal Structure and Length**

Part A

Online forms



Part B

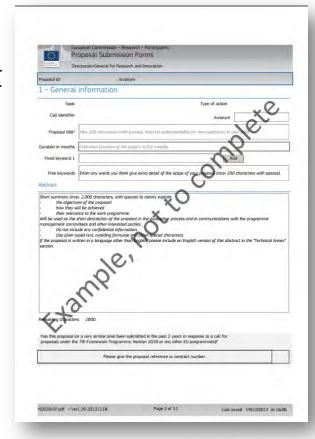
Additional Information

Standard: RIA/IA	70 pages
Standard: CSA	50 pages
ERC	25 pages
FET OPEN	16 pages
FET PROACTIVE	30 pages
MSCA (ITN/RISE)	30 pages
MSCA (Individual Fellowships)	10 pages
SME Phase I	10 pages
SME Phase II	30 pages
Fast Track to Innovation	30 pages



#### **PART A: administrative forms**

- 1. General information, Project summary/Abstract
- 2. Participants & contacts
- 3. Budget
- 4. Ethics
- 5. Call-specific questions



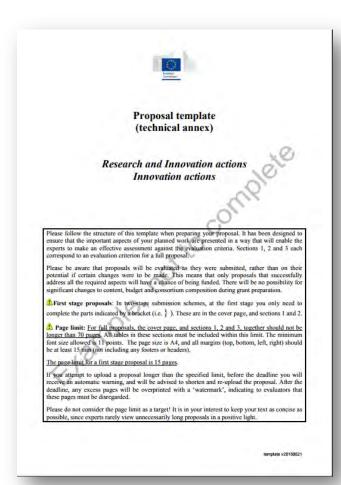






## PART B: research proposal

- 1. Excellence (science)
- 2. Impact
- Quality and Efficiency of the Implementation
- Members of the Consortium
- Ethics and Security Issues





## Writing the proposal: PART B 1-5

#### 1. Excellence

- > 1.1 Objectives
- 1.2 Relation to the work programme
- 1.3 Concept and methodology
- > 1.4 Ambition

#### 2. Impact

- > 2.1 Expected impacts
- 2.2 Measures to maximise impact
  - Dissemination and exploitation of results
  - Communication activities

#### 3. Implementation

- 3.1 Work plan work packages, deliverables
- 3.2 Management structure, milestones and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed



- 4 Members of the consortium
- > 4.1 Participants
- > 4.2 Third parties
- > 5 Ethics and Security
- > 5.1 Ethics
- > 5.2 Security





# Part B: 3 Proposal Key Aspects = 3 Evaluation Criteria

**Excellence** 

Why do I want to conduct this project? What are my objectives? What is the basis?

**Impact** 

What will be the benefits during this project and beyond?

**Implementation** 

How will I conduct this project?



## 2. Excellence





## Part B: Excellence – First Page

#### 1.1. Objectives (of the project) – First page

- Imagine to be an evaluator...
  - → Start with a short description of the Idea of your project
  - → Create a picture in the evaluators' mind
- What problem do you intend to solve?
- Why should it be solved at European level?
- Is the knowledge/solution already available?
- Why is now the perfect time to do it?
- Why are you the best person/consortium to do it?
- → name the objectives of your project on the first page



#### 1.1. Objectives (of the project)

- Core questions:
- What should be reached (for the expected impact)?
  - → No description of the work plan (implementation)
- What problem/challenge should be addressed?
- What are the primary and secondary objectives? Do they match with the objectives of the topic?
- Counter-check topic text carefully
- Project objectives are linked to your concept and approach



## Suggestion: Find S.M.A.R.T objectives

#### **Specific**

= they must meet the needs (problems) identified

#### Measurable

= they should be measured by concrete indicators which should reflect the extent to which they have been attained

#### Acceptable

by all involved partners

#### Relevant

= they must be adequate to the project socio-cultural environment

### **Timely**

= must be reached by the end of the project



#### 1.2 Relation to the work programme

- Mention the call identifier (e.g. ICT-01-2016)
- State, how your project addresses Specific Challenge & Scope of the topic description
- → use a table to make sure you consider all important points
- Refere to EU strategies and policies
  - → search for documents, in detail 2.1



#### 1.3. Concept and methodology - concept

- Overall concept: Describe main ideas, models, hypothesis, and inter-disciplinary considerations
- Describe the positioning of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'.
   Refer to Technology Readiness Levels (TRL) where relevant.
- Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the project;
- Are there synergies or complementarities?
- How do you ensure an exchange with these projects/results?
- What is the state-of-the-art? Are there previous results you build on?

#### 1.3. Concept and methodology – methodology

- Methodology is the approach of the project not details of the used methods
- Explain the methodological approach
- What methodology do you use and why?

#### **Core Questions:**

- How can I reach the objectives to solve the problem?
- What makes you the right consortium/person to solve it with this approach?
- Gender analysis: Check, if the gender perspective is necessary for your projects' success
- → Methodology is not a work plan

### Do's and Dont's (1)

#### 1: Excellence

- > 1.1 Objectives
- 1.2 Relation to the work programme
- 1.3 Concept and methodology
- 1.4 Ambition

- > Be ambitious, but stay realistic.
- > Choose appropriate methodology.
- > Put effort on describing the state-of-art and proof of concept.
- > Create links with previous networks/projects and relevant policies.
- Engage interdisciplinary expertise.
- > Bring out the innovation potential.









#### Do's and Dont's

#### 1: Excellence

- > 1.1 Objectives
- 1.2 Relation to the work programme
- 1.3 Concept and methodology
- > 1.4 Ambition

- > Don't repeat something that is already done.
- > Don't hesitate to provide detailed description about your methodology, technical solutions etc. Superficial description of the processes is often brought out as a major shortcoming.
- If you have a novel approach don't forget to describe it thoroughly and to support it with relevant references.







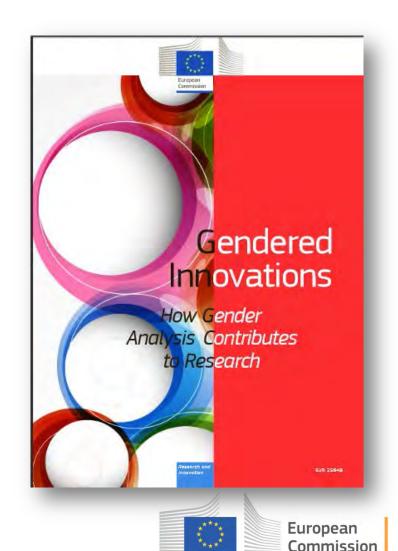


#### **Gender dimension**

For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to:

http://ec.europa.eu/research/sciencesociety/genderedinnovations/index\_en.cfm





## 3. Impact





The extent of benefits for...

- Science
- Environment
- Society
- Technological progress
- Economy/competitiveness
- •
- → Focus on Europe
- → Focus depends on type of action/Call



#### 2.1 Expected impacts

- Be specific! If possible, use quantitative statements
- In relation to the expected impact from the topic description
   – how can you contribute?
- You can use a table
- Explain the impact of the results of the objectives of the project,
   which goes beyond the topic description
- Go for scientific advances, innovation potential, competitiveness of Europe
- Discussion of potential barriers/obstacles, which might influence reaching the objectives. How would you deal with that?
- Be convincing for evaluators



#### 2.1 Expected impacts

- Who benefits from the results? Impact on the several stakeholders
- Think one step ahead: which further opportunities go beyond the direct impact?
- For future research?
- For market/competitiveness?
- Concerning EU context: Which EU policies, strategies and objectives do you support?
- Discussion of potential barriers/obstacles, which might influence reaching the objectives. How would you deal with that?
- Laws, market habits etc.
- Be convincing for evaluators
- Output should be concrete, but realistic



- 2.2a Dissemination and exploitation of results
- Assume that for all targets to be met, Impact can be implemented
- What exploitable results are expected?
- What are potential applications?
- Are the dissemination and exploitation strategies suitable?
- How will the results be made available?
- Timeframe and target groups for dissemination / exploitation?
- What skills do the partners have and how are they used?
- What are the tasks of the project management?



## Open Access (OA)

## Green Open Access

- OA documents server (institutional or disciplinary)
- Publication up to 6 or 12 month later
- Consider copy rights

### Gold Open Access

- First publication in OAjournal
- Publication fee (eligible in project budget)
- OA-journals: http://doaj.org

In case you publish you have to use open access.

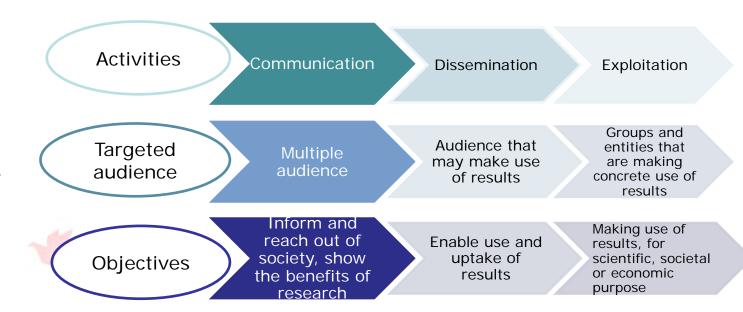
Check <a href="https://www.openaire.eu/">https://www.openaire.eu/</a>



# Suggestion: communication, dissemination and exploitation plan

#### Key points to keep in mind:

- Context
- Goals
- Target
- Strategy
- Channels







#### 2.2b) Communication activities

## What can be done to promote your project and your results?

- Name concrete target groups and targets
- Consistency with the Draft Plan for D & E
- Decent Management, clear responsibilities, reasonable ressources
- Suitable devices and medium



### **Examples for Communication Activities**

- Logo, website, fact sheet, presentations, press release, newsletter, social media...
- Simple Language & Pictures
- Media/journalists
- Material without copyright for distribution?
- Use of opportunities for representation
- Use press contacts of European Commission
- Coordination of activities of the partners
- Think about target groups
- Specify concrete objectives
- → Communication strategy
- Horizon 2020 guidance:



#### Do's and Dont's

#### 2. Impact

- > 2.1 Expected impacts
- 2.2 Measures to maximise impact
  - Dissemination and exploitation of results
- Communication activities

- > Quantify as much as possible.
- > Use financial figures and develop a business model and/or business plan.
- > Elaborate a convincing commercialization plan.
- > Take into account all the expected impacts described in the topic.
- Expected impacts should be derived and justified on previous results.
- > Plan a good cooperation with end users from the beginning of the project.
- > Involve policy makers, SMEs and industry in the proposal or plan a sustainable cooperation with them.

European Commission

#### Do's and Dont's

- > Describe industrial uptake of research results in details.
- > Develop an excellent dissemination plan (with diverse dissemination measures).
- > Address adequately and clearly explain dissemination of project results.
- > Don´t miss concrete market details: potential market volumes, which markets, specific products, prices, etc. Don´t copy proposal´s parts (mainly IPR management) from your previous project proposals.
- > Don 't repeat (or copy) required impact from the call instead of development of your own proposal content.
- > Don't confuse dissemination with communication or exploitation.

## 4. Implementation





# Part B: 3. Implementation - 3.1. Work Plan - Work packages, deliverables

 Structure of the project and the stages, and the should present the interaction and description of all work packages

## Key questions:

- What should be done?
- What is it needed what for? Why?
- When should it be done?
- How much from what?
- Consistency with excellence & impact!



# Part B: 3. Implementation - 3.1. Work Plan - Work packages, deliverables

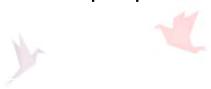
#### Please provide the following:

- brief presentation of the overall structure of the work plan
- timing of the different work packages and their components (Gantt chart or similar);
- detailed work description, i.e.:
  - a description of each work package (table 3.1a);
  - a list of work packages (table 3.1b);
  - a list of major deliverables (table 3.1c);
- graphical presentation of the components showing how they inter-relate (Pert chart or similar).



## Suggestions for a good workplan

- Give full details
- Base your account on the logical structure of the project
- Include details of the resources to be allocated to each work package.
- The number of work packages should be proportionate to the scale and complexity of the project
- You should give enough detail in each work package to justify the proposed resources to be allocated



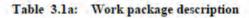




## Suggestions for a good workplan

- a distinct work package on 'management' (see section 3.2)
- visibility in the work plan to 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages
- include an updated (or confirmed) 'plan for the dissemination and exploitation of results' in both the periodic and final reports
- Include a 'data management plan' as a distinct deliverable within the first 6 months of the project. (mandatory for innovation actions)





#### For each work package:

Work package number	Lead beneficiary	
Work package title	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Participant number		
Short name of participant		- U/2
Person months per participant:		10
Start month	End month	24

Otto da	
Objectives	

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

Deliverables (brief description and month of delivery)







Gantt Chart						_	_			_														· ·					300
Janitt Jilai t		1	M	O	r	k	i	n	t	ir	n	e														<u> </u>		7 1	mpl
																													PI
Task	1	2	3	APF	5	6	7 8	9	10   1	1   12	13	14	15   1	6 17	18	19	20   2	1 22	23	24 2	5 26	27 2	28   29	30	31 3	2   33	34 3	5 36	
Coordination and Project Management	-	_	WEI	API	Œ	-			-	-	_		-	-			-				-		-	1 1	-				
Task 1.1 Consortium Management	M				5	SC				M					SC					M				SC				M	
Task 1.2 Technical Management			D																										
Task 1.3 Project Administration											Ħ				D													D	
Creation of the framework	WP	TE	DEF	3 WE	cR.	_		-	_	-	_				D	$\Box$	_		-				_	$\perp$				10	
Task 2.1 Review on barriers and opportunities		LE	L				-	1		1	1			1															
for the development of bio-based value chains				D																									
Task 2.2 Stakeholders (quadruple helix)		1			No.	-	+			+	1	+	-	+			-		-										
interests' and motivations' identification					D																								
Task 2.3 Mapping bio-based products	-	+								+				-			-						-						
(applications) based on stakeholders' interests						I	D																						
Task 2.4 Guidelines for the design of the	1	1						116			1						_		-							_			
BIOVoices MML approach								D											n 1									11	
Bio-based Community building	WP	LEA	DEI	CE							_			_		_		_	_				_						
Task 3.1 Classification of stakeholders groups			D																										
Task 3.2 Creation of the stakeholders' databas																												D	
Task 3.3 Focus group with the initial										D							- 1												
Task 3.4 BIOVoices methodological approach	·											4																	
for MML to foster bio-based value chains		1_										D							-					_					
Creation of the on line BIOVoices social		_		_	_	_	_							_		_	_		_			_	_	_	_	_			
platform and on line mutual learning	WP	LEA	DEF	RFVA	1																								
activities																													
Task 4.1 Design and implementation of a													-1-													101			
sustainable BIOVoices multi-stakeholder on					1	D																				D			
line social platform																													
Task 4.2 Population of the BIOVoices multi-										)																		D	
stakeholder on line platform with contents																												D	
Task 4.3 Animation of the multi-stakeholders																				D								D	
Platform									_										-	D								D	
Task 4.4 Social Media innovative engagement	7														D					D								D	
and animation		1			_										-					*									
BIOVoices Mobilisation and Mutual	WF	LEA	DE	RPEL	DAL																								
Learning Events	100	_				_	-	1	_											-						_		1.0	
Task 5.1 BIOVoices European MML	-				-															D								D	
Task 5.2 BIOVoices National MML	-										1.7																		
Task 5.3 BIOVoices Local/Regional MML														-															
Task 5.4 Action Plan to raise citizen's																													
awareness and foster collaboration among	-																										1	D	
stakeholders			1																			, 11			17.1	100			
BIOVoices Dissemination, Communication	WF	LEA	ADEI	RLO	BA																								
and Exploitation							-														1			1	-				
Task 6.1: Strategy for Impact, Dissemination				D																									
and Communication		-			-	-					-		-	-												-			
Task 6.2: Execution of the Dissemination and		D	D							D										D								D	
Communication Plan					-	D	-		-		-		-	-			-								-			D	
Task 6.3 Exploitation and Sustainability Task 6.4 BIOVoices final event	-					D			-	-			-			-					-				-	-		D	
		1	1																										

M: Meeting; SC: Steering Committee

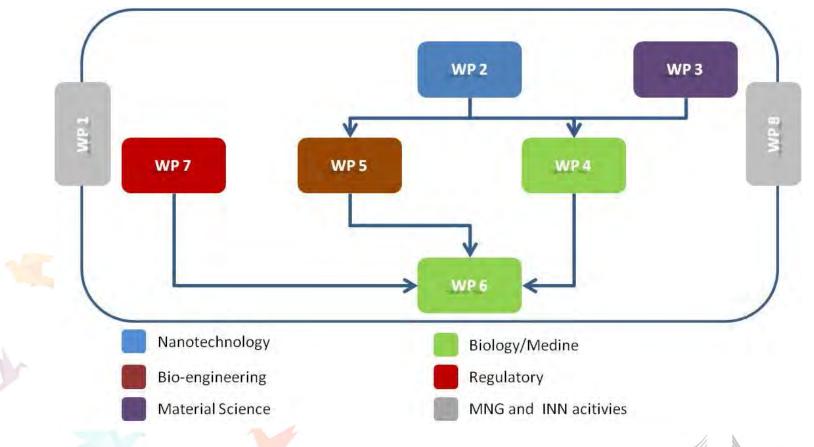
D: Deliverables



European Commission



### Pert Diagram: WPs interrelations





#### **Suggestion: Work Breakdown Structure**

- Decomposition of a project into smaller components. It defines and groups a project's discrete work elements in a way that helps organize and define the total work scope of the project
- WBS is developed by starting with the end objective and successively subdividing it into manageable components in terms of size, duration and responsibility (e.g. tasks, subtasks and work packages) which include all steps necessary to achieve the objective



#### **Suggestion: Milestones**

- Are control points where decisions are needed with regard to the next stage of the project.
- For example, a milestone may occur when a major result has been achieved, if its successful attainment is required for the next phase of work.
- Another example would be a point when the consortium must decide which of several technologies to adopt for further development.



## Part B, 3. Implementation – 3.2 Management structure, milestones and procedures

#### **Key questions:**

- How is the project managed? What kind of project management experiences are already available? Who is responsible?
- What is the decision making structure? Who is deciding with whom about what and how? Who has a vote or a veto?
   Does a risk or conflict management exist? What is the mitigation procedure in critical situations?
- How is the internal communication structure?
- If relevant: How is innovation management addressed?
- What kind of quality management measures exist?
- What kind of structures allow the exploitation and dissemination of results?

# Part B, 3. Implementation – 3.2 Management structure, milestones and procedures

- What harms the project implementation?
- What kind of measures can reduce risks? Is there a Plan B?
- Name an appropriate amount of risks
- Answer to possible concerns of evaluators!

Table 3.2b: Critical risks for implementation

Description of risk (indicate level of likelihood: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures				







#### Do's and Dont's

#### 3. Implementation

- 3.1 Work plan work packages, deliverables
- 3.2 Management structure, milestones and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed

- > Concrete and precise planning.
- > Details and Quantification. Use Tables.
- > Well-timed tasks and activities with wellbalanced allocation to partners.
- > Well-balanced and justified resources and budget.
- Consortium with partners who complement and synergize well in expertise and tasks.









#### Do's and Dont's

#### 3. Implementation

- 3.1 Work plan work packages, deliverables
- 3.2 Management structure, milestones and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed

- > Don't do "copy-pastes" from other/ previous proposals.
- > Don't forget the details unsubstantiated/ unreferenced content/ figures/ numbers are causing a negative impression.
- > Don't take beneficiaries/ Partners who are "joyriders" with no significant role and tasks.
- > Don't plan vague Deliverables and Milestones. Lack of "Plan B" and contingency measures.







## 5. The Consortium as a whole





## Part B, 3. Implementation – 3.3 Consortium as a whole

- How does the consortium as a whole reach the objectives?
- Complementarity of partners?
- Are you covering all objectives and impact of the topic?
- What does every single partner contribute to this? Does everyone have an appropriate and relevant role in the consortium?
- Do you have partners from third countries?
- Overview of competences of every partner organisation e.g.
   via a matrix of responsibilities
- Individual members are described in part 4 of the proposal

Key qualifications



## Type of participation

- >Coordinator
- > Participant
- >Third-parties

## **Beneficiaries**





### **Third-parties**

Horizon 2020 distinguishes 4 basic types of thirdparty support:

- 1) the purchase of goods and services
- 2) subcontracts
- 3) work performed by "linked third parties"
- 4) other third-party contributions



#### **TIPs**

- > Do not submit at the **last minute!**
- > Do not hesitate to submit several versions.
- > Strictly respect the templates and length limitations.
- > Check the completeness and quality of your forms and files.
- > Take time to **familiarize** yourself with the proceedings.
- Read all the documents provided by the EC.

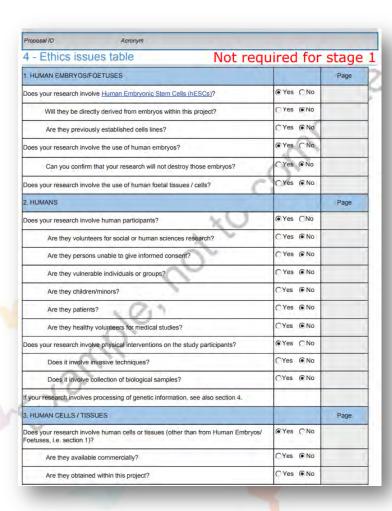


## 6. Ethics





#### Already checked in the A-Forms



5 - Call specific questions	
Declarations on stage-2 changes  The full stage-2 proposal must be consistent with the short outline proposal submitted to the stage-1- in to the proposal characteristics addressing the concepts of excellence and impact.	particular with respect
Are there substantial differences compared to the stage-1 proposal?	(● No
Extended Open Research Data Pilot in Horizon 2020	10
If selected, applicants will by default participate in the Pilot on Open Research Data in Horizon 2020 <sup>†</sup> , wand maximise access to and re-use of research data generated by actions.	vhich aims to improve
However, participation in the Pilot is flexible in the sense that it does not mean that all research data net the action has started, participants will formulate a Data Management Plan (DMP), which should addres of making data FAIR – findable, accessible, interoperable and re-usable, including what data the project and how it will be made accessible for verification and re-use, and how it will be curated and preserved. projects can define certain datasets to remain closed according to the principle "as open as possible, a necessary". A Data Management Plan does not have to be submitted at the proposal stage.	ss the relevant aspects t will generate, whether Through this DMP as closed as
Furthermore, applicants also have the possibility to opt out of this Pilot completely at any stage (before a signature). In this case, applicants must indicate a reason for this choice (see options below).	or after the grant
Please note that participation in this Pilot does not constitute part of the evaluation process. Proposals vopting out.	vill not be penalised for
We wish to opt out of the Pilot on Open Research Data in Horizon 2020.	No     No     No
If opting out please indicate the reason(s) for not being able to participate in the Pilot:	
- the project does not generate any data	
- to allow the protection of results (e.g. patenting)	
- incompatibility with the need for confidentiality linked to security	
- incompatibility with privacy/data protection	
- achievement of the project's main aim would be jeopardised	
- other legitimate reasons	
Please specify the reason:	
<- h	
Remaining characters 300	



## Importance of Research Ethics in Horizon 2020

- Research ethics is crucial for all scientific domains (NOT only in Life Sciences). For example:
- Data protection & Privacy
- Dual use issues
- Environmental risks and safety issues
- Research integrity aspects
- In Horizon 2020, all proposals considered for funding will be submitted to an Ethics Review procedure.
- Only proposals that comply with ethical principles and legislation may receive funding!



### How to complete your Ethics Self-Assessment

- Guide with information and advice on how to address ethics in research / Horizon 2020
- For ALL applicants (NOT only medical research)
- Fill-in the Ethics issues table in Part A of the submission system
- All ethics issues should be addressed in your proposal part B (specific section)!



#### Main ethics issues

- 1. Human embryos and foetuses
- 2. Human beings
- 3. Human cells/tissues
- 4. Personal data
- 5. Animals
- 6. Non-EU Countries
- 7. Environment & Health and Safety
- 8. Dual use
- 9. Exclusive focus on civil applications
- 10. Potential misuse of research results
- 11. Other issues (Ethics integrity)



## 7. Proposal Submission





#### Electronic proposal submission system

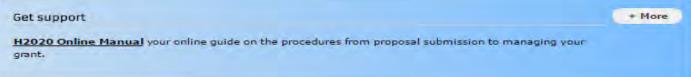
#### Access to the electronic proposal submission system Create a proposal through the link on the topic page

Submission Service

To access the Electronic Submission Service of the topic, please select the type of action that is most relevant to your proposal from the list below and click on the 'Start Submission' button. You will then be asked to confirm your choice of the type of action and topic, as these cannot be changed in the submission system. Upon confirmation you will be linked to the correct entry point,

To access existing draft proposals for this topic, please login to the Participant Portal and select the My Proposals page of the My Area section.





You need your FU Login

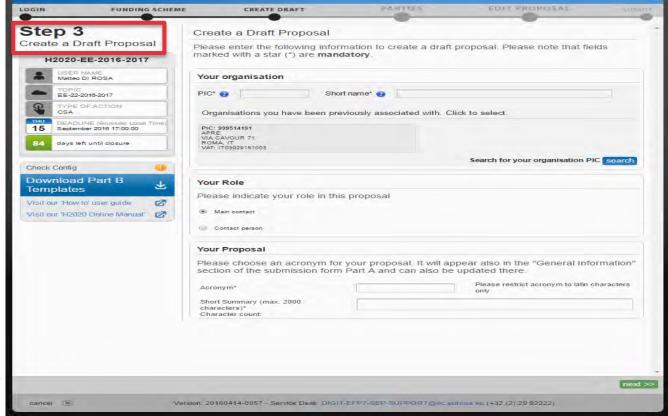




## STEP 1 - Create a draft proposal



EU Login
 Funding Scheme

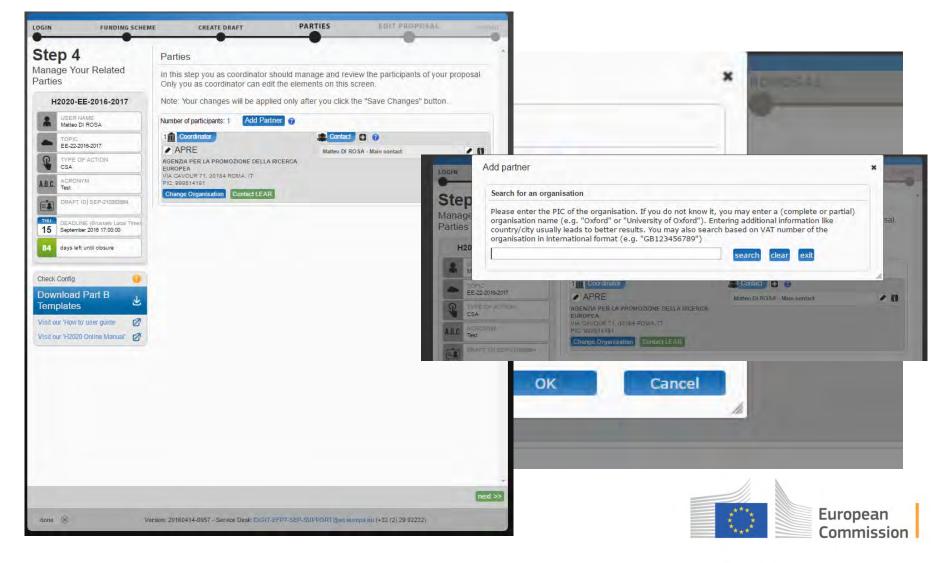




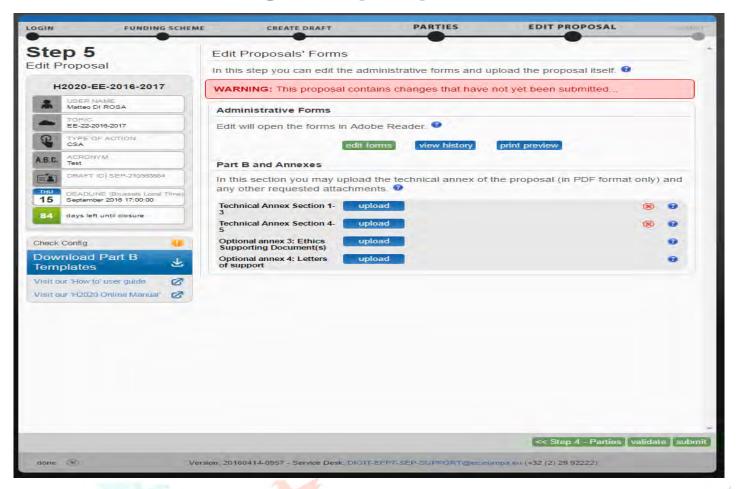




## **STEP 2 - Manage your partners**



### STEP 3 - Edit your proposal





### STEP 4 - Submit your proposal

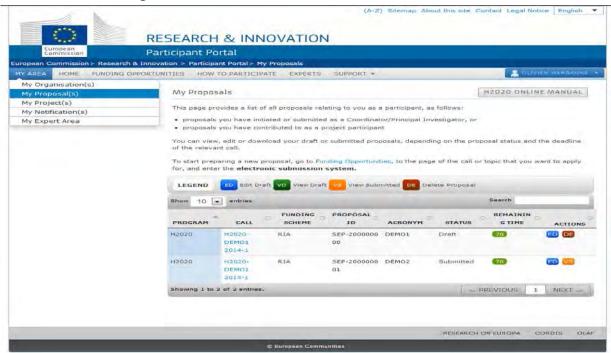


#### Participant Portal – "My AREA" (by EU Login)



### How to manage "My Proposal(s)"

To edit a draft or submitted proposals, delete or withdraw them once they are in a draft or submitted state...



... To create new proposals, always start from the topic

page!



#### **Reference Documents**

- Proposal template 2017-2018:
   <a href="http://ec.europa.eu/research/participants/data/ref/h2020/call\_ptef/pt/2016-2017/h2020-call-pt-ria-ia-2017-18\_en.pdf">http://ec.europa.eu/research/participants/data/ref/h2020/call\_ptef/pt/2016-2017/h2020-call-pt-ria-ia-2017-18\_en.pdf</a>
- Gender Dimension: <a href="http://ec.europa.eu/research/science-society/gendered-innovations/index\_en.cfm">http://ec.europa.eu/research/science-society/gendered-innovations/index\_en.cfm</a>
- Guidance available on the Participant Portal Horizon 2020 Online Manual (Ethics section): <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ethics\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ethics\_en.htm</a>
- Dissemination of the results: <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\_en.htm</a>
- Ethics in Horizon 2020: <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-quide/cross-cutting-issues/ethics\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-quide/cross-cutting-issues/ethics\_en.htm</a>
- Guides on dissemination and communication:
  - <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\_en.htm</a>
  - <a href="http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication\_en.htm">http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication\_en.htm</a>





# Thank you!

#InvestEUresearch
www.ec.europa.eu/research
Participant Portal
www.ec.europa.eu/research/participants/portal

© European Union, 2017

The information and views set out in this presentation are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

Reproduction is authorised provided the source is acknowledged.

