



FIT-4-NMP

Strategic and targeted support
to incentivise talented newcomers
to NMP projects under Horizon Europe

Tips on how to structure and write a Twinning proposal

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Agenda

- What is the Twinning call?
- How to register for the Twinning call
- Essential documents
- How to structure a Twinning Network
- How to structure a Twinning Proposal
- Ideas to consider for Section 1
- Ideas to consider for Section 2
- Ideas to consider for Section 3
- Other sources of information





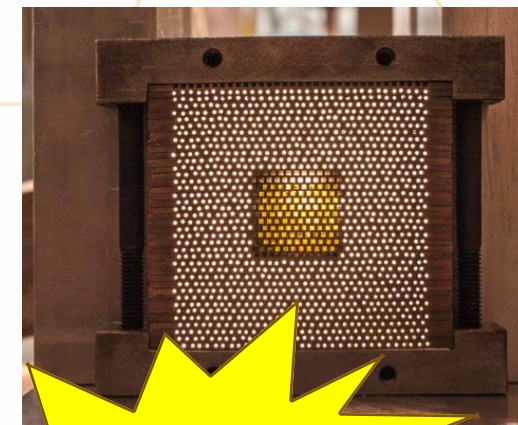
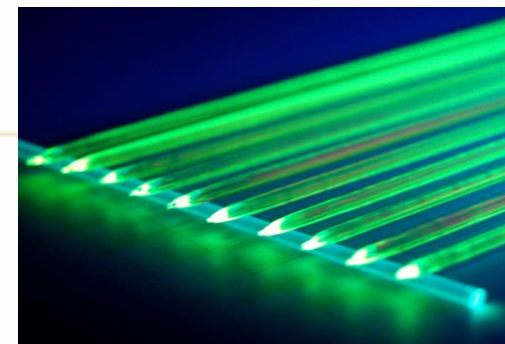
What is the Twinning call? (1 of 3)

- Two example successful Twinning proposals

- **SUSNANO**: Twinning to boost the scientific and innovation capacity of the Universiteti i Tiranës to develop sustainable nanosensors for water pollution detection.
- Widening country coordinator: Universiteti i Tiranës (AL).
- Consortium partners: Univerzita Palackého v Olomouci (CZ) and Institut Català de Nanociència i Nanotecnologia (ES)



- **TWISMA**: Twinning with ISMA to develop innovative calorimeters for high energy physics based upon advanced scintillation materials.
- Widening country coordinator: Institute for Scintillation Materials (Kharkiv, UA).
- Consortium partners: CERN and CNRS Lyon.



1 of 103 projects funded from Jan 2022 Twinning call

What is the Twinning call? (2 of 3)



1. **Twining** aims to **enhance networking** activities between the **research institutions of the Widening countries (e.g. Armenia) acting as co-ordinators and top-class leading counterparts at EU level** by linking it with at least two research institutions from two different Member States or Associated Countries.
2. **Twining proposals (Budget: 0.5-1.5 million euro, 3 year duration)** should have to clearly outline the **scientific strategy for stepping up and stimulating scientific excellence and innovation capacity in a defined area of research** as well as the scientific quality of the partners involved in the twinning exercise
3. **The scientific strategy should include arrangements for formulating new (or ongoing) joint research project(s) in the scientific area of choice** and describe how Twining will take this research to a new stage, by enlarging its scope and/or the research partnership. If relevant, any links with sustainable development objectives are to be outlined.



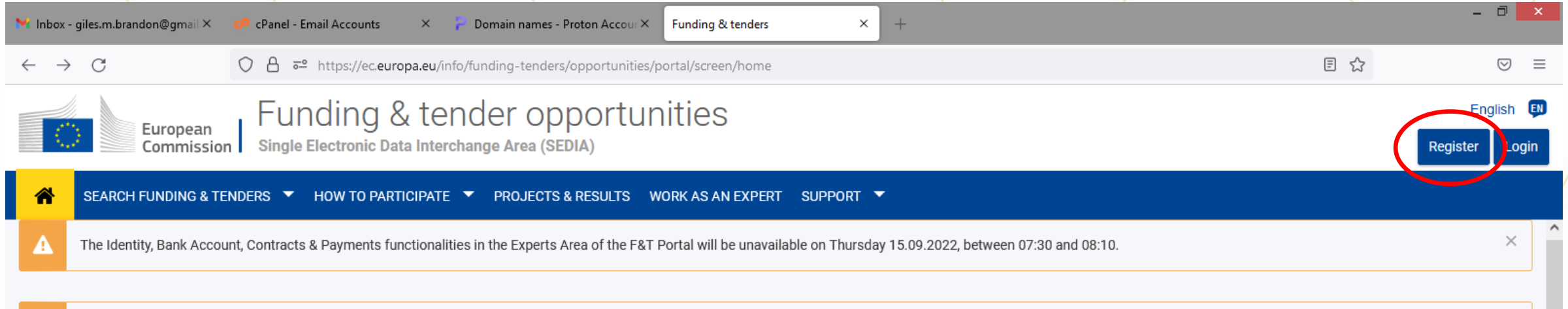
What is the Twinning call? (3 of 3)



4. The scientific strategy should include a comprehensive set of activities to be supported. These should include at least a number of the following:
 - **Short-term staff exchanges; expert visits and short term on-site or virtual training; workshops; conference attendance; organisation of joint summer school type activities; dissemination and outreach activities.**
5. Proposals should also focus on **strengthening the research management and administration skills of the coordinating institution from the Widening country.** This should take the form of a dedicated work package or task, placing emphasis to specific activities.
6. **A research component not exceeding 30% of the total Horizon Europe grant may include an exploratory research project.** This will open opportunities for integrating smaller research activities and by this strengthening the commitment and the engagement of the twinning partners.



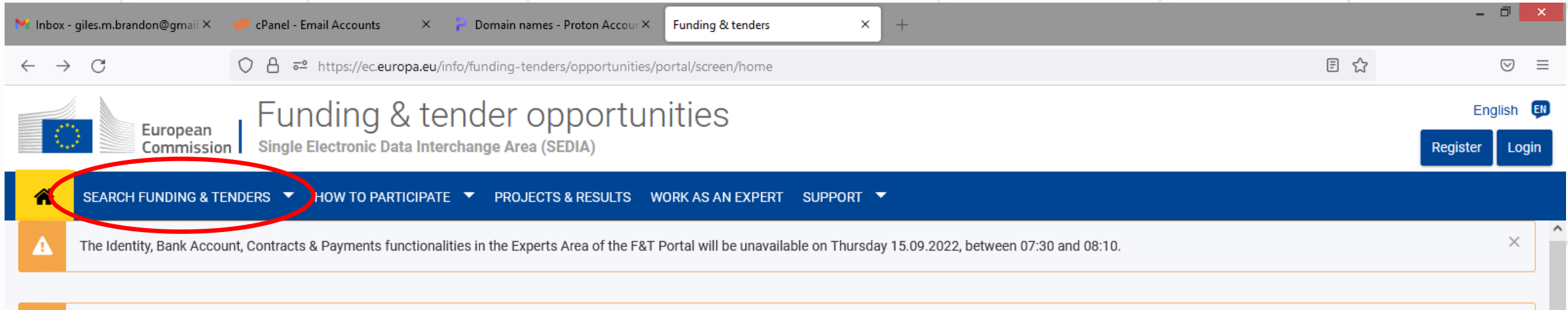
How to register for the Twinning call (1 of 2)



1. If not already done, you need to register a) yourself (email address and password) and b) your institute (PIC number – but check first to see if one already exists!) on the EC's Funding and Tender portal:
 - <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>
- If you need practical help, please contact David Hayrapetyan (david.hayrapetyan@rau.am) or Aram Manukyan (manukyan.ipr@gmail.com).



How to register for the Twinning call (2 of 2)



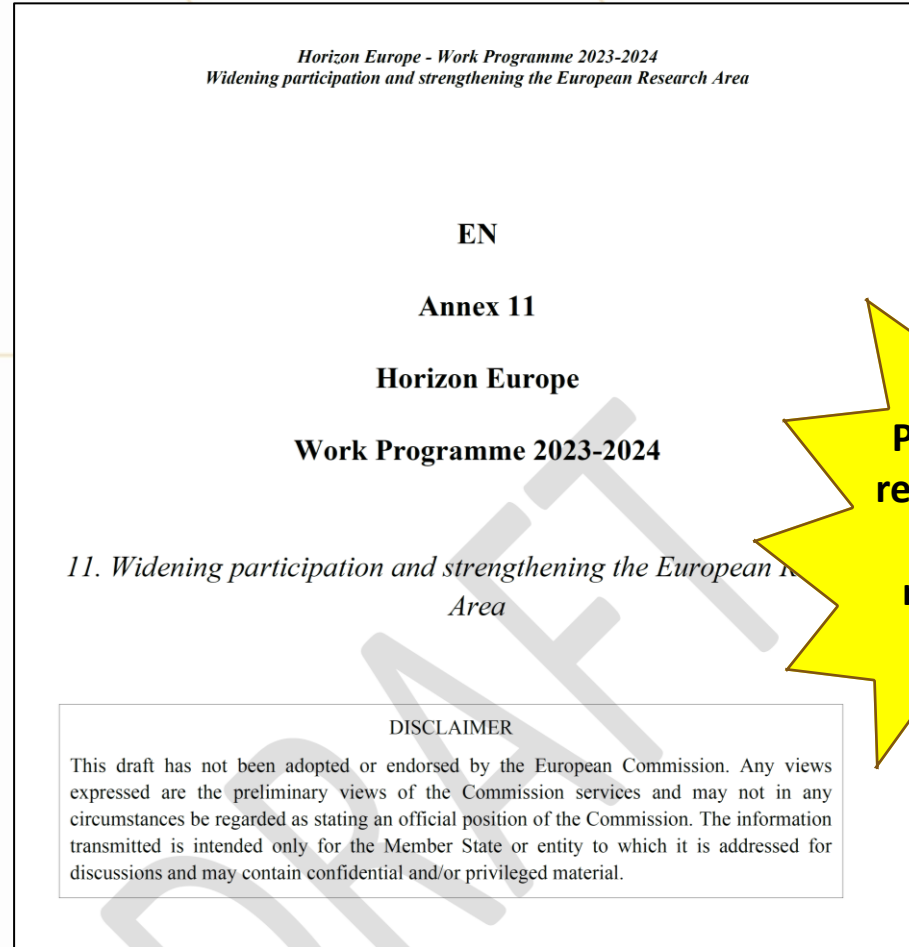
1. Search and register to the Twinning call in the EC's Funding and Tender portal.

- Select “Search funding and tenders”
- Set “Submission status” = Open for submission
- Set “Programming period” = 2021-2027
- Set “Filter by programme” = Horizon Europe
- Set “Programme part” = Widening Participation and Spreading Excellence
- Click on the hypertext link for the Twinning call





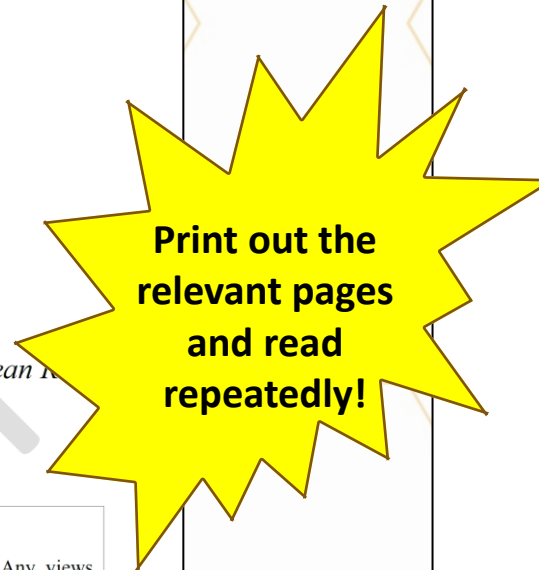
Two Essential Documents



Widening work programme 2023-2024



**Standard application form for CSA
(Coordination and Support Action)**



CSA proposal – Technical Description (Part B)



**Total length:
only 30 pages!**

1. Excellence

1.1 Objectives [EC recommended length: 2 pages]

1.2 Coordination and/or support measures and methodology [EC recommended length: 6 pages]

2. Impact

2.1 Project's pathways towards impact [EC recommended length: 4 pages]

2.2 Measures to maximise impact - Dissemination, exploitation and communication

2.3 Summary [EC recommended length: 5 pages for Sections 2.2 and 2.3]

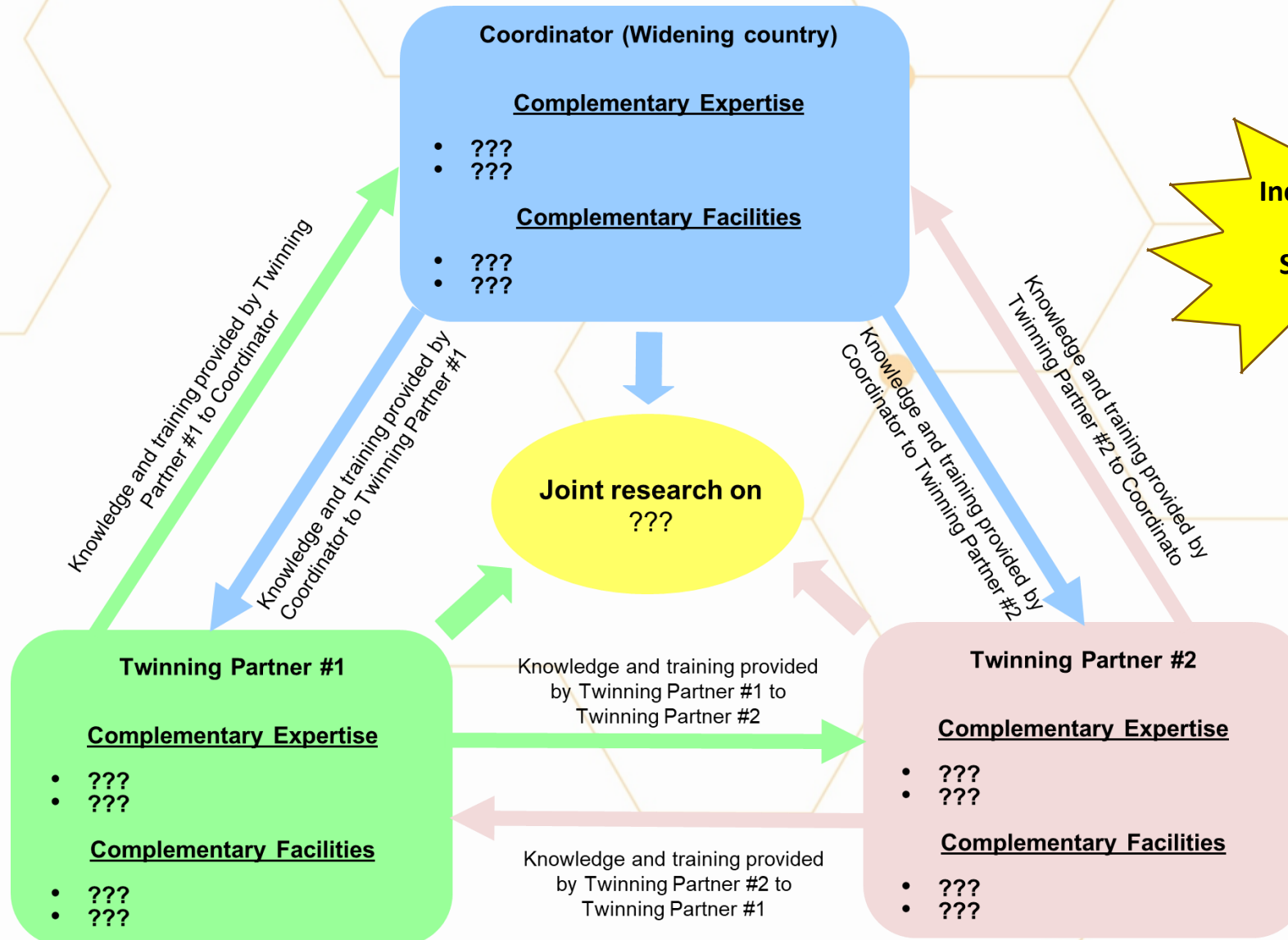
3. Quality and efficiency of the implementation

3.1 Work plan and resources [EC recommended length: 10 pages – including tables]

3.2 Capacity of participants and consortium as a whole [EC recommended length: 3 pages]

- **Don't deviate more than ½-1 page from the recommended limits!**
- **Start Section 1.1 on the proposal cover page!**

How to structure a Twinning network



Include such a figure in Section 3.2

How to structure a Twinning proposal



1. Excellence

1.1 Objectives

**Describe
objectives briefly
in Section 1.1
(2 page limit)**

3. Implementation

3.1 Work Plan

**Include indicators
in Section 1.1!**

Indicators

Objective 1: Conduct preparatory research on
...

WP1: Preparatory research
project

Research papers, patents,
collaboration agreements, ...

Objective 2: Transfer knowledge between senior
researchers

WP2: Exchanges involving
senior researchers

Months of exchanges,
workshops, seminars, ...

Objective 3: Provide training to young
researchers

WP3: Exchanges involving
young researchers

Months of exchanges, summer
schools, seminars, ...

Objective 4: Strengthen coordinator's research
management capacities and administrative skills

WP4: Capacity building of
research mgt and admin.

Training workshops, research
proposals prepared, ...

Objective 5: Raise the coordinator's research
profile

WP5: Dissemination and
communication

International conference,
industry events, open days, ...

**Elaborate on objectives in
Section 1.2 (6 page limit)**

**Prepare Sections
1.1, 1.2 and 3.1
concurrently**

WP6: Project
Management





Section 1: Excellence

- Section 1.1
 - Demonstrate proposal's pertinence to the work programme
- Section 1.2
 - Why the research is important from a national and EU perspective
 - SWOT analysis
 - Specify scientific targets for the exploratory research project



Demonstrate proposal's relevance to the work programme (Section 1.1)



Scope of the Twinning call	How/where this proposal addresses the scope of the call
Twinning aims to enhance networking activities between the research institutions (RIs) of the Widening countries and top-class leading counterparts at EU level by linking it with at least two research institutions from two different MS or AC.	Coordinator: ?? (Widening country) Two leading RIs: ?? (Country), ?? (Country)
Twinning proposals should clearly outline the scientific strategy for stepping up and stimulating scientific excellence and innovation capacity in a defined area of research as well as the scientific quality of the partners involved.	The proposal's scientific strategy is focused on ?? where the Twinning partners have world class researchers in the domain.
<i>Extract other important requirements from the call text</i>	<i>Indicate where the proposal addresses the requirement e.g see Section 1.2</i>
<i>Etc</i>	<i>Etc</i>

Include such a table in Section 1.1





Why the research is important from a national and EU perspective (Section 1.2)

- Concisely describe why the research topic is important (1/2 – 1 page)
- National level
 - Reference SMART specialization strategy (S3) and/or
 - Reference national research and innovation strategy/policies
- EU level
 - Reference research and innovation priorities in Horizon Europe and/or
 - Reference European Partnership's research and innovation priorities
e.g. Processes4Planet





SWOT Analysis (Section 1.2)

**Be specific =
More convincing!**

**Explain how your
scientific strategy
(objectives)
addresses the
SWOT**

Strengths (S) and Weaknesses (W) of Coordinator		Opportunities (O) and Threats (T) faced by Coordinator	
<u>Strengths</u>		<u>Opportunities</u>	
1.	Strong expertise in a wide range of logistics and logistics technology related research topics.	1.	Potential to participate in logistics and ICT technologies projects funded by national authority
	Good cooperation of the Institute of Logistics with various industrial partners (e.g. automotive, electronics, manufacturing, logistics).	2.	Potential to participate in Horizon Europe research and innovation actions
3.	Free access to the university's facilities and equipment (e.g. manufacturing engineering, ICT, logistics, simulation computing, etc.)	3.	Potential for further research capacity building via European Structural Funds
4.	Good contact with national and European industrial actors with interest in the Institute research and development activities	4.	Potential to develop RTD projects with international research organisations as well as private clients
		5.	Potential to become a top European actor in logistics research and innovation
<u>Weaknesses</u>		<u>Threats</u>	
1.	Low financial resources received directly from national government and significant reduction of national funding for research and innovation	1.	Fluctuation in national R&D funding due to changing priorities of government budget formation
	Lack of job opportunities for young researchers leads to decrease in capability to fully exploit recent developments in logistics	2.	High competition to access European research projects and lack of trained researchers and managers to fully exploit opportunities with Horizon Europe projects
3.	Lack of communication with the Innovation Technology Transfer Centre at the Coordinator.	3.	Lack of trained researchers and managers to fully exploit opportunities with Horizon Europe projects
4.	Lack of knowledge and experience of innovation and project management amongst researchers	4.	Low start-up and spin-off activity
5.	Lack of R&D proposal writing skills and low participation to international projects	5.	Lack of public-private partnerships with national and European companies resulting in a reduced transfer of knowledge and technologies to the industry



Specify scientific targets for the exploratory research project (Section 1.2)

Example from an organic electronics related project

TADF material as OLED emitters	PL Max. in toluene, nm	PLQY in hosted film, %	Max. OLED EQE, %	Max. OLED PE, lm/W	OLED Lifetime LT50 @3000cd/m ² , hrs
Blue	460-490	>60	>15	>20	>500
Green	510-540	>70	>20	>80	>1000
Red	610-650	>60	>15	>20	>1000

Demonstrate how your exploratory research will be at the state-of-the-art or beyond ...





Section 2: Impact

- Section 2.1
 - Contribution to expected outcomes (qualitative and quantitative)
 - Potential barriers arising from factors beyond the scope and duration of the project
- Section 2.2
 - Dissemination and Communication Plan
 - Strategy for the management of intellectual property





Qualitative contribution to expected outcomes (Section 2.1)

Write about 2
pages in a
narrative style

- Outcome 1: Improved excellence capacity and resources in Widening countries enabling to close the still apparent research and innovation gap within Europe.
- Outcome 2: Enhanced strategic networking activities between the research institutions of the Widening countries and at least two internationally-leading counterparts at EU level.
- Outcome 3: Raised reputation, research profile and attractiveness of the coordinating institution from the Widening country and the research profile of its staff.
- Outcome 4: Strengthened research management capacities and administrative skills of the staff working in institutions from the Widening country.
- Outcome 5: Improved creativity supported by development of new approaches in R&I collaboration, increased mobility (inwards and outwards) of qualified scientists.





Quantitative contribution to expected outcomes (Section 2.1)

Use the KPIs from
Section 1.1

Expected Outcomes	WP	Performance Indicators	Target
Outcome 1: Improved excellence capacity and resources in Widening countries enabling to close the still apparent research and innovation gap within Europe.	1, 2, 3 and 5	<ul style="list-style-type: none">Coordinator's senior researchers trained in Research Topic ???Coordinator's junior researchers trained in Research Topic ???Summer schools hosted by partnersJoint research papers published in international peer-reviewed journalsJoint research papers presented at international conferencesPatents submitted by CoordinatorCollaboration agreements between Coordinator and private companies	?? ?? ?? ?? ?? ??
Outcome 2: Enhanced strategic networking activities between the research institutions of the Widening countries and at least two internationally-leading counterparts at EU level.	1, 2, 3, 4 and 5	<ul style="list-style-type: none">Total person-months (PMs) of exchanges of senior researchers between partnersTotal PMs of exchanges of junior researchers between partnersTotal PMs of exchanges of mgt. and admin. staff between partnersSummer schools hosted by partnersJoint research papers published in international peer-reviewed journalsJoint research papers presented at international conferences	?? ?? ?? ?? ??
Outcome 3	etc	<ul style="list-style-type: none">etc	etc





Potential barriers arising from factors beyond the scope and duration of the project (Section 2.1)

- Scientific related barriers
 - Describe 3-4 challenges/barriers specific to the research topic and/or
 - Describe 3-4 challenges/barriers identified by relevant European Partnerships e.g. Made in Europe
- Country related
 - Describe 3-4 challenges/barriers faced by your country's research and innovation system

**For each challenge/barrier,
describe a mitigation measure
the project will take!**





Dissemination and Communication Plan (Section 2.2)

Dissemination and Communication Plan				
Project result	Partners Concerned	Dissemination Activity	Target audience	Indicator & Target
Project leaflet and poster	Coordinator and Twinning Partners	Distribute during international conferences (e.g. X, Y, Z, etc.), training workshops and outreach events	Scientists, engineers and general public	250+ leaflets distributed, 25+ posters displayed
Press conferences	Coordinator	Press conferences at the start and end of the project	Regional and national news media (radio, TV and print newspapers)	2 conferences, 5+ journalists
Project news	Coordinator and Twinning Partners	Publish project news releases and distribute through broader scientific news channels	Scientists, engineers and general public	2+ press releases
Project website	Coordinator and Twinning Partners	Publish project summary, regular news and event updates on website	Scientists, engineers and general public	2500+ visitors
etc	etc	etc	etc	etc



Strategy for the management of intellectual property (Section 2.2)



Include tables that capture ownership of background and foreground knowledge!

Background Knowledge	Partners Concerned
Device architecture for state-of-the-art OLEDs, especially using phosphorescent emitters	Coordinator
Performance impact of parameter variations on OLED device performance for typical stack architectures (trade-offs etc.)	Partner #1
Physico-chemical properties required from OLED materials for good device performance (e.g. purity, energy levels, glass transition temperature etc.)	Partner #2
etc	etc

Possible Foreground Knowledge	Partners Concerned	Other Partners claiming Ownership Rights
Synthesis routes, scale up and purification processes for sterical shielding of compounds	Coordinator	Partner #2
Stack architectures optimised for TADF plus shielded emitter concept	Coordinator	-
Fluorescent core structures and shielded emitters based on these for different emission colours	Partner #1	Partner #2
etc	etc	etc



Section 3: Implementation



- Section 3.1
 - Work package (WP) descriptions
 - WP2 and WP3 (Exchanges involving senior/young researchers)
 - Budget



Work package (WP) descriptions (Section 3.1)



**See
MS Word file!**





WP2 and WP3 (Exchanges involving senior/junior researchers) (Section 3.1)

Show you have a concrete plan
- include secondment tables!

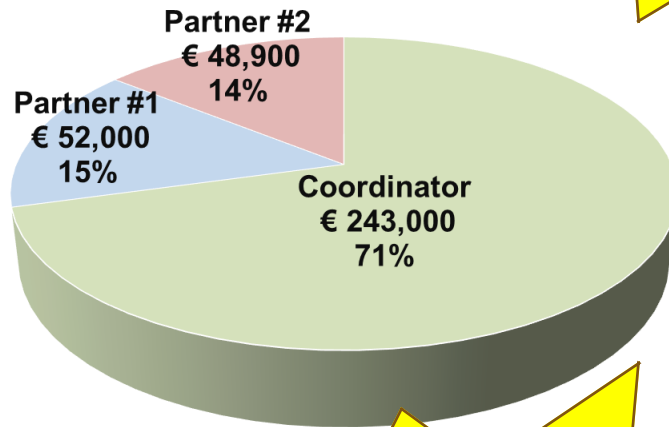
Year	Coordinator		Partner #1	
	Researcher	PMs	Researcher	PMs
1	Danny Wilson	2	Helene Arnaud	1
	Graham Mills	0.5	Francoise Hoss	1.25
	Rebecca Moore	1.25	Claude Hollande	0.5
	Sharon Raymond	0.25	Benoit Leroy	2
2	Danny Wilson	0.5	Helene Arnaud	0.5
	Graham Mills	0.75	Francoise Hoss	1
	Rebecca Moore	1	Claude Hollande	2
	Sharon Raymond	2	Benoit Leroy	1.5
3	Danny Wilson	0.5	Helene Arnaud	0.25
	Graham Mills	0.5	Francoise Hoss	0.75
	Rebecca Moore	2	Claude Hollande	1.5
	Sharon Raymond	1.25	Benoit Leroy	0.75



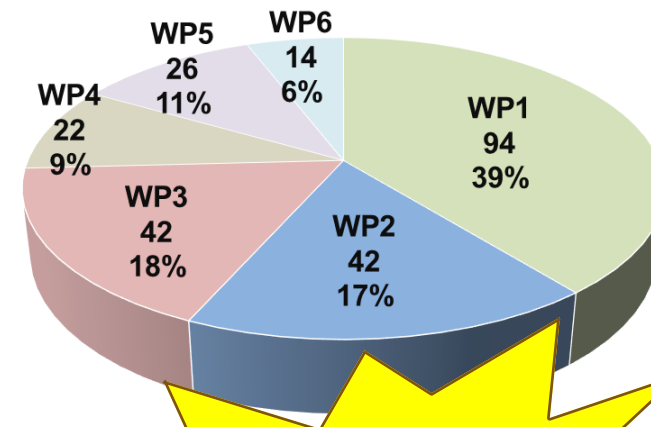


Budget (Section 3.1)

Include some pie charts to illustrate how your budget and efforts (PMs) are allocated!



For WP with the preparatory research project (i.e. WP1) show that it consumes below 30% total budget and that the coordinator has over 70%!

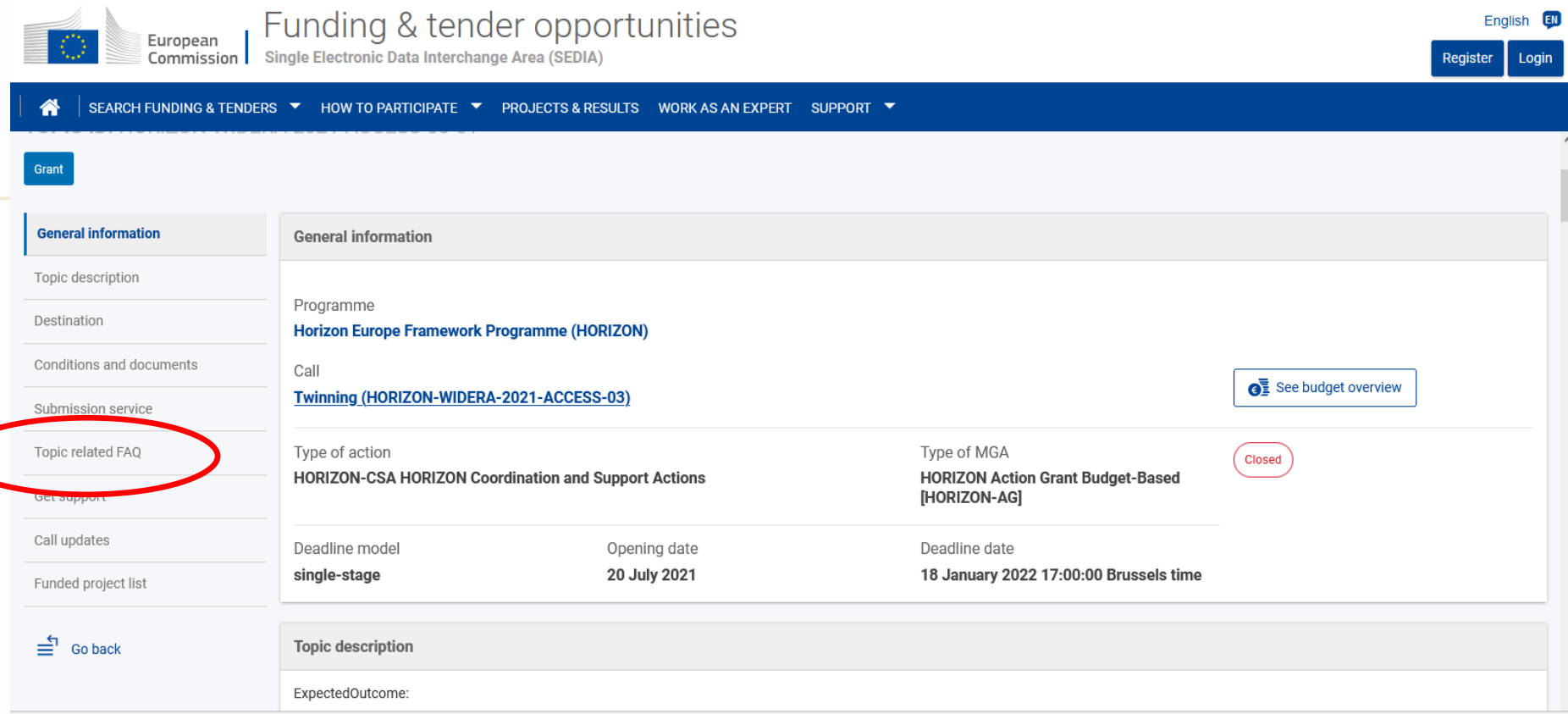


For WP for project management (i.e. WP6), keep it within 5-7% range.



Other Sources of Information (1 of 4)

- Frequently asked questions (FAQs)



The screenshot displays the European Commission's 'Funding & tender opportunities' portal. The header includes the European Commission logo, the text 'Single Electronic Data Interchange Area (SEDIA)', and language options for English and EN. Navigation links include 'SEARCH FUNDING & TENDERS', 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. A 'Grant' button is visible on the left. The main content area is divided into a left sidebar and a main panel. The sidebar lists various sections: 'General information', 'Topic description', 'Destination', 'Conditions and documents', 'Submission service', 'Topic related FAQ' (highlighted with a red circle), 'Get support', 'Call updates', and 'Funded project list'. The main panel shows details for a specific funding opportunity, including the programme 'Horizon Europe Framework Programme (HORIZON)', the call 'Twinning (HORIZON-WIDERA-2021-ACCESS-03)', and a 'See budget overview' button. It also lists the type of action as 'HORIZON-CSA HORIZON Coordination and Support Actions' and the type of MGA as 'HORIZON Action Grant Budget-Based [HORIZON-AG]'. A 'Closed' status is indicated. The deadline model is 'single-stage', the opening date is '20 July 2021', and the deadline date is '18 January 2022 17:00:00 Brussels time'. The 'Topic description' section is partially visible at the bottom.

European Commission | Funding & tender opportunities
Single Electronic Data Interchange Area (SEDIA)

English EN
Register Login

SEARCH FUNDING & TENDERS | HOW TO PARTICIPATE | PROJECTS & RESULTS | WORK AS AN EXPERT | SUPPORT

Grant

General information

Topic description

Destination

Conditions and documents

Submission service

Topic related FAQ

Get support

Call updates

Funded project list

Go back

General information

Programme
Horizon Europe Framework Programme (HORIZON)

Call
Twinning (HORIZON-WIDERA-2021-ACCESS-03)

[See budget overview](#)

Type of action
HORIZON-CSA HORIZON Coordination and Support Actions

Type of MGA
HORIZON Action Grant Budget-Based [HORIZON-AG]

Closed

Deadline model
single-stage

Opening date
20 July 2021

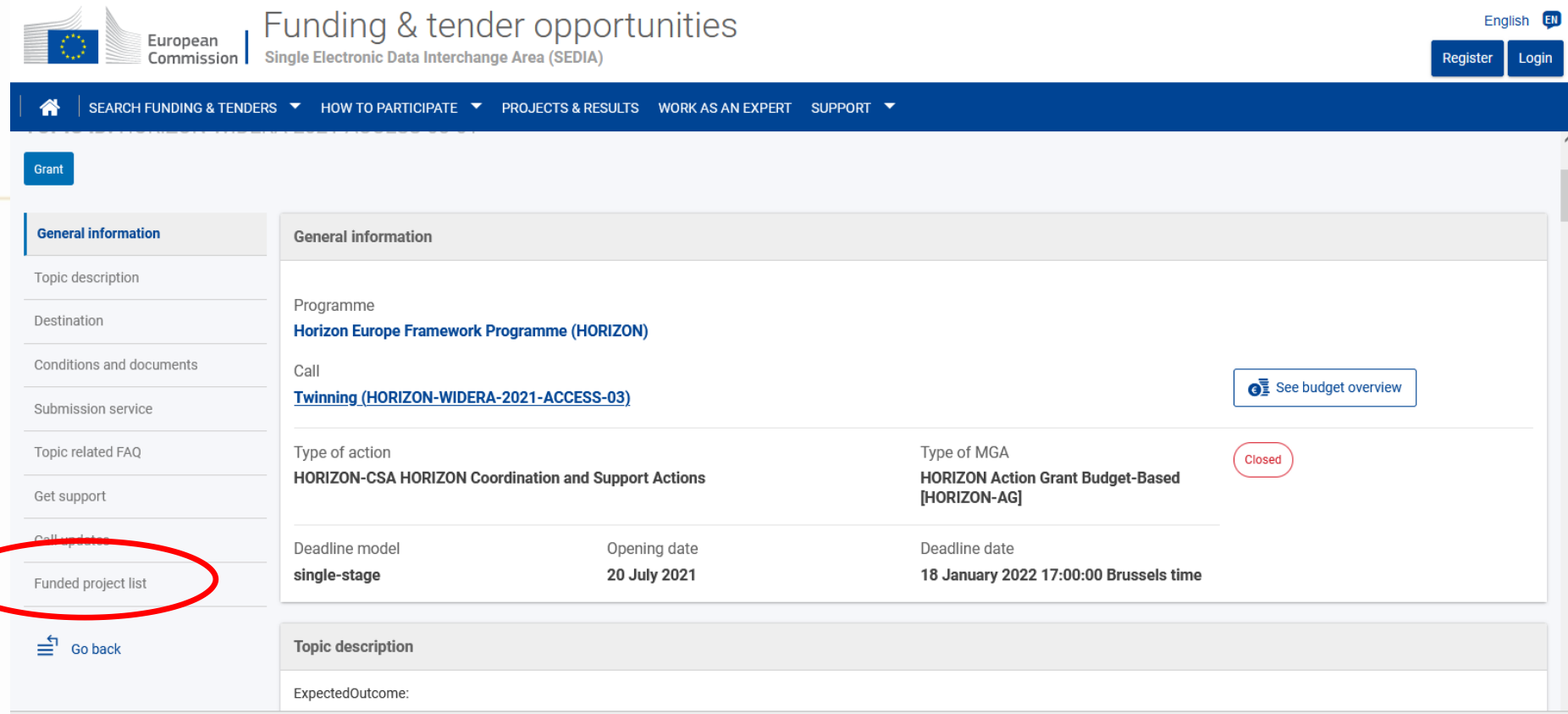
Deadline date
18 January 2022 17:00:00 Brussels time

Topic description

ExpectedOutcome:

Other Sources of Information (2 of 4)

- Investigate proposals funded under previous calls



The screenshot displays the European Commission's 'Funding & tender opportunities' portal (SEDIA). The page features a blue header with the European Commission logo and navigation links. A sidebar on the left contains a list of links, with 'Funded project list' circled in red. The main content area shows details for a specific funding opportunity, including the programme name, call title, type of action, and deadline information.

European Commission | Funding & tender opportunities
Single Electronic Data Interchange Area (SEDIA)

English EN
Register Login

SEARCH FUNDING & TENDERS ▾ HOW TO PARTICIPATE ▾ PROJECTS & RESULTS WORK AS AN EXPERT SUPPORT ▾

Grant

General information

Topic description

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General information

Programme
Horizon Europe Framework Programme (HORIZON)

Call
Twinning (HORIZON-WIDERA-2021-ACCESS-03)

See budget overview

Type of action
HORIZON-CSA HORIZON Coordination and Support Actions

Type of MGA
HORIZON Action Grant Budget-Based [HORIZON-AG]

Closed

Deadline model
single-stage

Opening date
20 July 2021

Deadline date
18 January 2022 17:00:00 Brussels time

Topic description

ExpectedOutcome:

Other Sources of Information (3 of 4)



- Check to see if the EC published a Youtube video about the call

The screenshot shows a YouTube video player interface. At the top, there is a search bar and the YouTube logo. The video content displays a presentation slide titled "WHAT ARE THE CHALLENGES OF TWINNING?". The slide lists four points:

1. Wide range of possibilities offered by Twinning - not always easily understood → **make full use the widening tool-box**
2. Collaboration at management level can be challenging → **establish solid partnership and strong engagement of the 'advanced partners' and create 'win-win' situation**
3. Sustainability or how to **maintain new networks beyond the end of the project** → both partners ('advanced' and 'widening') should foresee a long term horizon for cooperation
4. Focus on strengthening **research management skills** in the coordinating institution

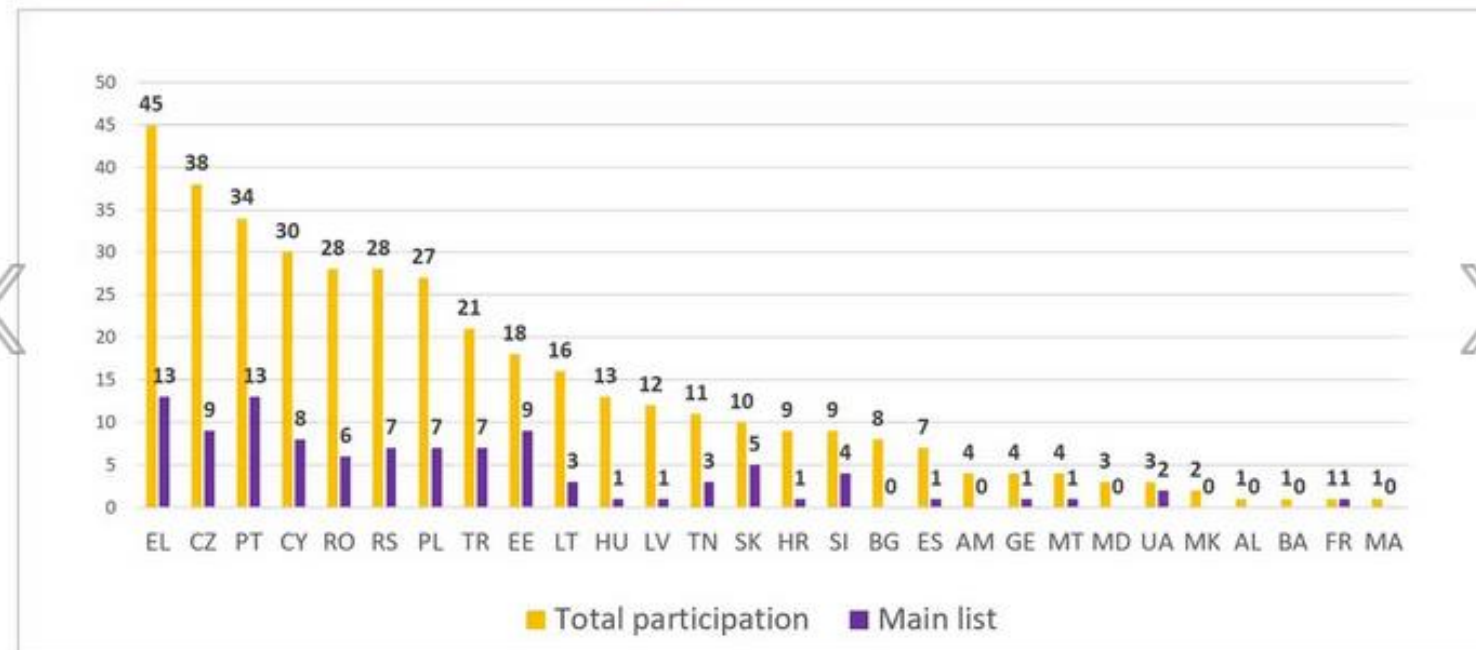
The video player includes a progress bar at the bottom showing 51:45 / 2:12:00. The video title is "#HorizonEU Horizon Europe Info Days 2021 |Era & Widening s1".

Other Sources of Information (4 of 4)



- Register for e-newsletters from NCP WIDE.NET (www.ncpwide.net)

HORIZON-WIDERA-2021-ACCESS-03-01 (Twinning) -Coordinators



Total number of eligible proposals: 388

Total number of retained: 103

Coordinators' Day: 22nd September 2022





Questions and Answers about Twinning call (5-10 minutes)





Good luck with your Twinning proposals!

