



# FIT-4-NMP training for the Horizon Europe Twinning Call

Tuesday 9<sup>th</sup> November 2021

## Agenda

- 09:30 Introduction to the Twinning call (policy background, call requirements, evaluation criteria) - **Aurelija Povilaikė**, Widening NCP for Lithuania
- 09:45 Tips on how to structure and write a Twinning proposal – **Giles Brandon**, FIT-4-NMP Coordinator and Experienced Proposal Writer
- 10:15 Question and Answer Session with the audience
- 10:25 Why register with FIT-4-NMP? – **Giles Brandon**, FIT-4-NMP Coordinator



**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

Giles Brandon, Intelligentsia Consultants



This project has received funding from the European Union's Horizon 2020  
research and innovation programme under grant agreement No 958255



# Agenda

- 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





# Two Essential Documents



Widening work programme 2021-2022

**Print out the relevant pages and read repeatedly!**



Standard application form for CSA (Coordination and Support Action)



# CSA form (Part B) for a Twinning proposal



**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]

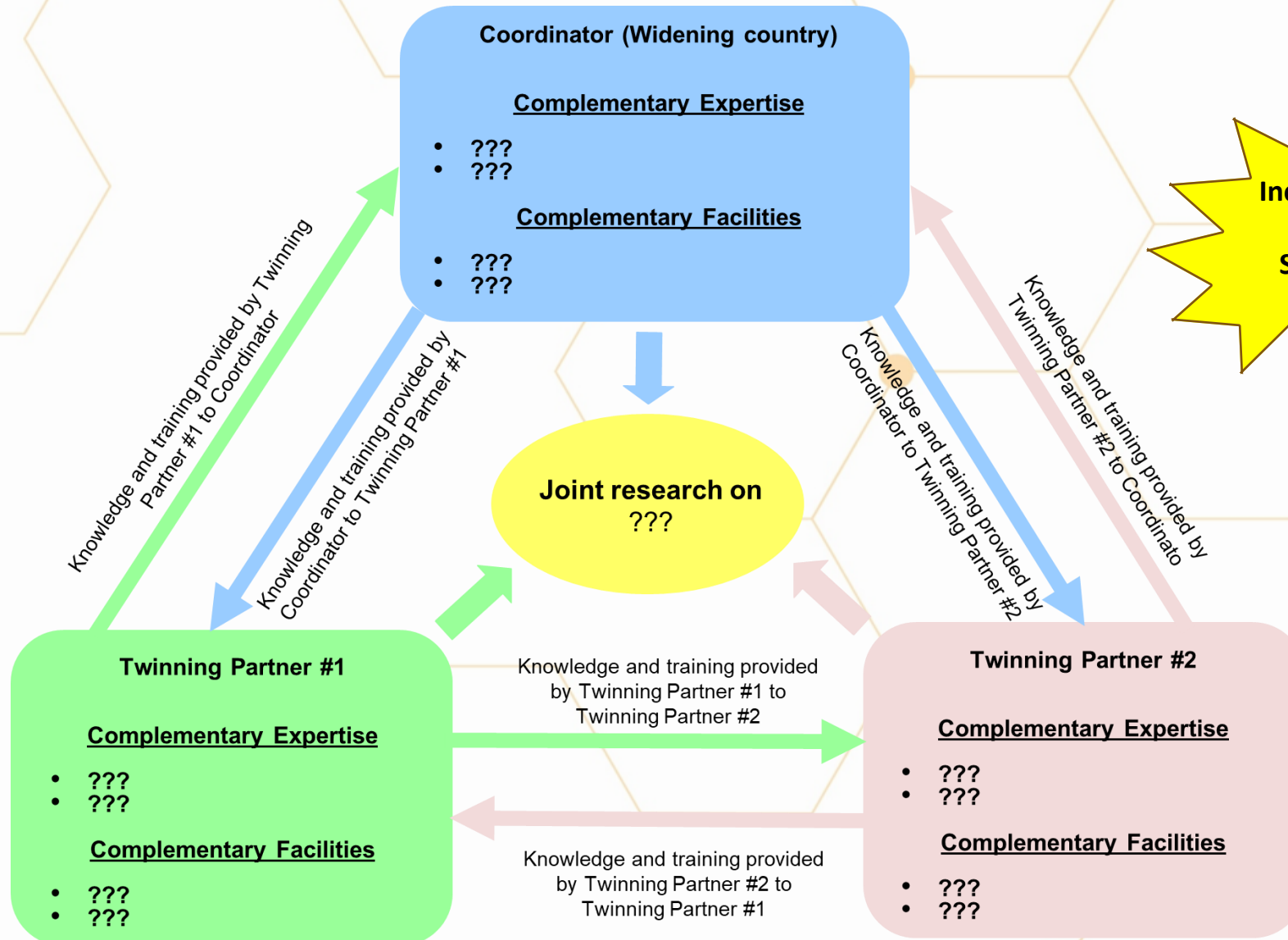
3.2 Capacity of participants and consortium as a whole [EC recommended length: 3 pages]

- **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



# 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, ...

WP6: Project Management

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

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





# 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 call HORIZON-WIDERA-2021-ACCESS-03-01: Twinning	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)



Strengths (S) and Weaknesses (W) of Coordinator	Opportunities (O) and Threats (T) faced by Coordinator
<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Strong expertise in a wide range of logistics and logistics technology related research topics.</li> <li>2. Good cooperation of the Institute of Logistics with various industrial partners (e.g. automotive, electronics, manufacturing, logistics).</li> <li>3. Free access to the university's facilities and equipment (e.g. manufacturing engineering, ICT, logistics, simulation computing, etc.)</li> <li>4. Good contact with national and European industrial actors with interest in the Institute research and development activities</li> </ol>	<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Potential to participate in logistics and ICT technologies projects funded by national authority</li> <li>2. Potential to participate in Horizon Europe research and innovation actions</li> <li>3. Potential for further research capacity building via European Structural Funds</li> <li>4. Potential to develop RTD projects with international research organisations as well as private clients</li> <li>5. Potential to become a top European actor in logistics research and innovation</li> </ol>
<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Low financial resources received directly from national government and significant reduction of national funding for research and innovation</li> <li>2. Lack of job opportunities for young researchers leads to decrease in capability to fully exploit recent developments in logistics</li> <li>3. Lack of communication with the Innovation Technology Transfer Centre at the Coordinator.</li> <li>4. Lack of knowledge and experience of innovation and project management amongst researchers</li> <li>5. Lack of R&amp;D proposal writing skills and low participation to international projects</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Fluctuation in national R&amp;D funding due to changing priorities of government budget formation</li> <li>2. High competition to access European research projects and lack of trained researchers and managers to fully exploit opportunities with Horizon Europe projects</li> <li>3. Lack of trained researchers and managers to fully exploit opportunities with Horizon Europe projects</li> <li>4. Low start-up and spin-off activity</li> <li>5. Lack of public-private partnerships with national and European companies resulting in a reduced transfer of knowledge and technologies to the industry</li> </ol>

**Be specific =  
More convincing!**

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





# 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 <sup>2</sup> , 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
<b>Outcome 1: Improved excellence capacity and resources in Widening countries enabling to close the still apparent research and innovation gap within Europe.</b>	1, 2, 3 and 5	<ul style="list-style-type: none"><li>Coordinator's senior researchers trained in Research Topic ???</li><li>Coordinator's junior researchers trained in Research Topic ???</li><li>Summer schools hosted by partners</li><li>Joint research papers published in international peer-reviewed journals</li><li>Joint research papers presented at international conferences</li><li>Patents submitted by Coordinator</li><li>Collaboration agreements between Coordinator and private companies</li></ul>	?? ?? ?? ?? ?? ??
<b>Outcome 2: Enhanced strategic networking activities between the research institutions of the Widening countries and at least two internationally-leading counterparts at EU level.</b>	1, 2, 3, 4 and 5	<ul style="list-style-type: none"><li>Total person-months (PMs) of exchanges of senior researchers between partners</li><li>Total PMs of exchanges of junior researchers between partners</li><li>Total PMs of exchanges of mgt. and admin. staff between partners</li><li>Summer schools hosted by partners</li><li>Joint research papers published in international peer-reviewed journals</li><li>Joint research papers presented at international conferences</li></ul>	?? ?? ?? ?? ??
<b>Outcome 3</b>	etc	<ul style="list-style-type: none"><li>etc</li></ul>	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
  - WP2 and WP3 (Exchanges involving senior/young researchers)
  - Budget





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

Show you have a concrete plan  
- include secondment tables!

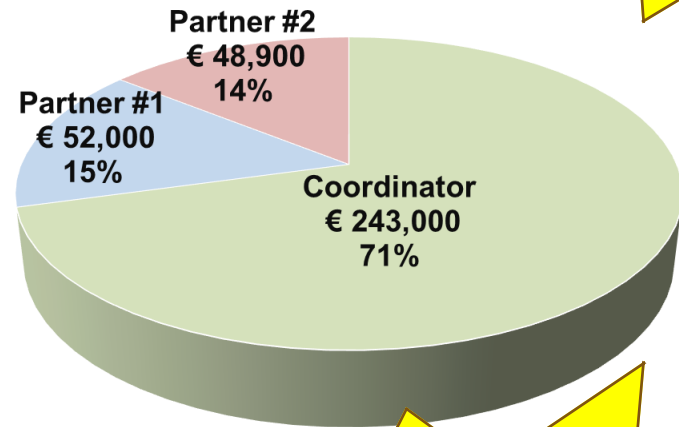
Year	Coordinator		Partner #1	
	Researcher	PMs	Researcher	PMs
1	Danny Wilson	2	Helene Arnaud	1
	Graham Mills	0.5	Francoise Hoss	1.25
	Rebecca Moore	1.25	Claude Hollande	0.5
	Sharon Raymond	0.25	Benoit Leroy	2
2	Danny Wilson	0.5	Helene Arnaud	0.5
	Graham Mills	0.75	Francoise Hoss	1
	Rebecca Moore	1	Claude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



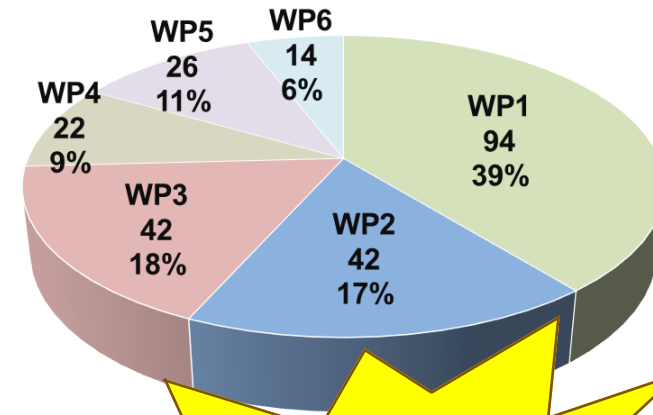


# Budget (Section 3.1)

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.





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



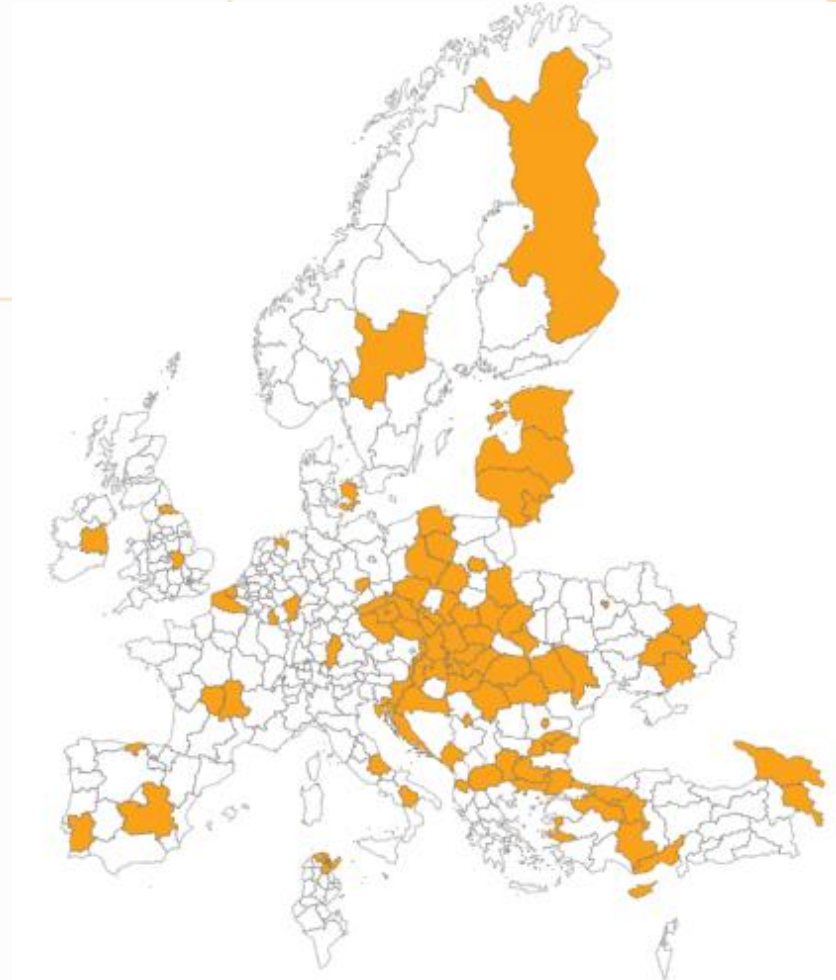


**Good luck with your Twinning proposals!**





# Are you a talented newcomer and interested to receive further FIT-4-NMP support?



- Check eligibility of you region (FIT-4-NMP offers support to prioritized underrepresented regions)
- Express your interest by completing the registration form

<https://www.fit-4-nmp.eu>





[www.fit-4-nmp.eu](http://www.fit-4-nmp.eu)

**Coordinator Contact Details**

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