



Aktivity pro
výzkumné
organizace

EU funds to support
international
cooperation

**BE BETTER THAN
OTHERS AND
DONT GIVE UP**



INTRODUCTION

The aim of this publication is collect the best practices and precise examples of barriers faced by V4 R&D institutions when engaging in EU Projects. The publication will also specify the steps needed to solve and deal with these problematic issues.

The publication is divided into the three following sections:

- 1 COMPARISON OF V4 IN INTERNATIONAL COOPERATION PROJECTS
- 2 MAIN PROBLEMS
- 3 HOW TO OVERCOME THE PROBLEMS

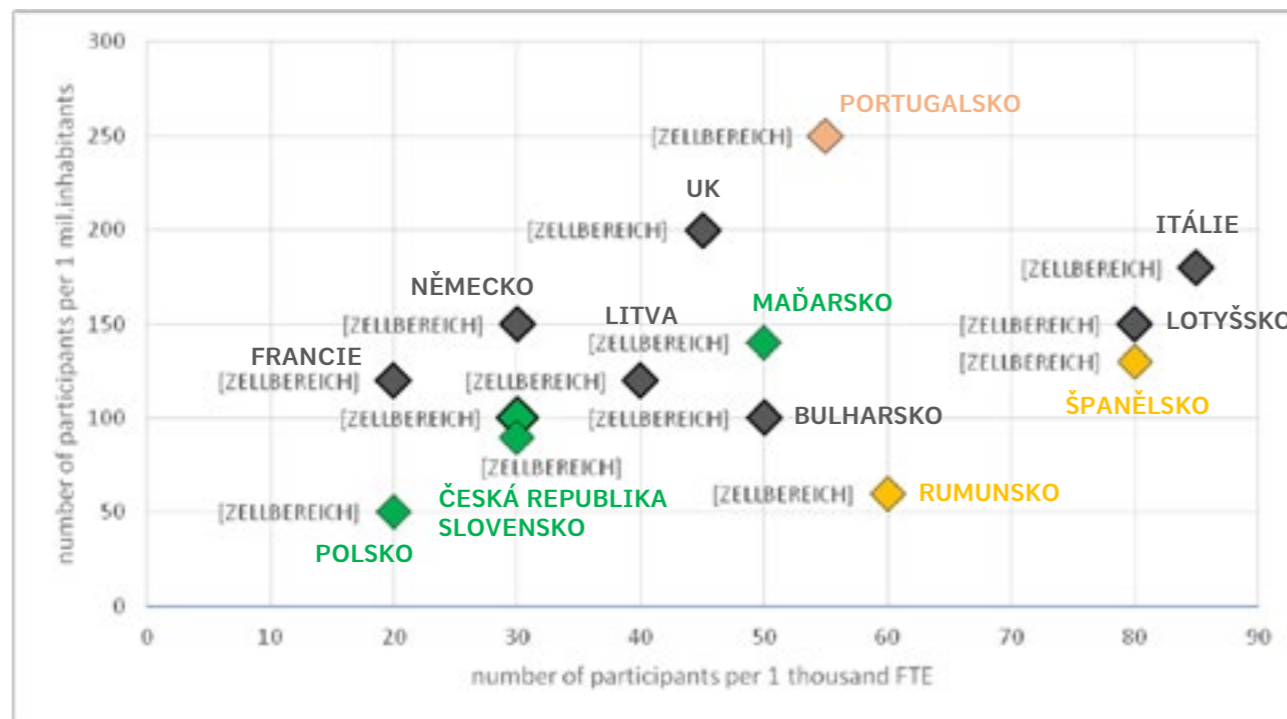
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CHAPTER 1. COMPARISON OF V4 SUCCESS WITH OTHER EU COUNTRIES

Comparison on EU level in H2020 programmes

Figure 1 shows the reaction of the selected EU-28 countries to H2020 challenges. The vertical axis of graph 1 represents the number of teams per unit of population of the member country (i.e. the number of participants per 1 million inhabitants), the horizontal axis indicates the number of participants (teams) converted to 1 thousand FTE of researchers in a given member country.



Source: Echo, TCAV, 3-4/2015, ISSN 1214-7982

Chart 1 shows that most of the V4 countries are among the countries with the lowest values of both indicators - ie its response to the H2020 challenges is one of the lowest in the EU. Best of all V4 countries is Hungary. It is worth mentioning, that Croatia (HR) has attained higher values, even though it joined the EU 9 years later than the V4 countries. In the chart, we also indicated, in colour, Portugal, Romania and other countries in addition to Croatia, which are in the focus in the current programme period and qualified in the WIDESPREAD measures, which is discussed in more detail in the following section.

A further comparison of selected EU countries with V4 countries is shown in the following table.

	Czech Republic	Poland	Slovakia	Hungary	France	Germany	Austria	Bulgaria	Croatia	UK
The number of participants	404	654	184	374	3.609	5.364	1.185	203	170	5.428
Total EU financial contribution (€million)	106,73 in H2020	153,70 in H2020	43,84 in H2020	94,51 in H2020	1.758,66 in H2020	3.031,00 in H2020	491,51 in H2020	23,05 in H2020	28,83 in H2020	2.634,93 in H2020
Number of SME participants	85	139	50	119	712	1.057	293	38	28	1.058
Total EC financial contribution	28,38 in H2020	16,67 in H2020	10,40 in H2020	32,71 in H2020	238,06 in H2020	361,13 in H2020	99,04 in H2020	4,79 in H2020	5,33 in H2020	395,85 in H2020
Number of applicants	3.695	6.731	1.629	4.182	24.764	37.356	8.210	2.294	1.798	39.909
Success rate (EU-28 = 13,3%)	13,2%	11,1%	13,7%	10,0%	16,8%	15,7%	16,3%	9,5%	10,8%	14,8%
Rank in number of participants signed contracts (EU-28)	16	15	23	18	5	2	9	21	24	1
Rank in budget share (EU-28)	16	15	22	17	3	1	9	21	24	2
Top collaborative links	1.DE 2.IT 3.UK	1.DE 2.UK 3.IT	1.DE 2.ES 3.IT	1.DE 2.UK 3.ES	1.DE 2.UK 3.ES	1.UK 2.FR 3.IT	1.DE 2.ES 3.IT	1.DE 2.ES 3.UK	1.IT 2.DE 3.ES	1.DE 2.ES 3.IT
Total population & EU 28 population share	10.516.125 (2,10%)	38.833.299 (7,6%)	5.410.836 (1,1%)	9.908.798 (2,0%)	65.578.819 (13,0%)	80.523.746 (15,9%)	8.451.860 (1,7%)	7.284.552 (1,4%)	4.262.140 (0,8%)	63.896.071 (12,6%)

Source: http://ec.europa.eu/research/horizon2020/index_en.cfm?pg=country-profiles

This table shows more favorable results. It can be seen from Figure 1, that the success rate of the V4 countries is around the average (CZ and PL) or slightly below the average (SK and H). This is according to the number of entities that concluded a contract with the EU in the second half, while UK, Germany and France are at the top.

Opportunity of WIDESRPEAD programme

In view of the apparent differences between the involvement of the developed Member States in the EU, the European Commission has proposed measures to help bridge the gap between Member States and regions in the development and exploitation of research and innovation potential, encourage participation in Horizon 2020 programme and to contribute to a more equitable spread of excellent research in the European Research Area. Using the material of the Czech Contact Centre we shall provide a basic overview and statistical data (Vosečková, 2015) These are:

- + „**Teaming**“ measures which will support the building of new and modernisation of existing centres of excellence on the basis of partnerships with renowned research institutions abroad
- + „**Twinning**“ measures which will help the transfer of knowledge and exchange of best practices between research institutions and foreign partner leaders
- + „**ERA chairs**“ measures that will allow universities and research institutions to employ excellent scientists that have a high potential for developing research excellence

These measures are aimed at reducing disparities between Member States and aiding more intensive engagement. The results of the first calls WIDESPREAD show clearly the following overview:

MEASURES „TEAMING“

Eligible countries for the Teaming Phase 1 call according to the number of approved projects:

- + Portugal (4)
- + **CZ**, Cyprus, **Hungary**, **Poland**, **Slovakia** (3)
- + Bulgaria, Estonia, Slovenia (2)
- + Lithuania, Latvia, Malta, Serbia, Romania (1)

Country	Number of members in financed projects	Total number of members in project proposals	Success Rate (%)	EU entry date
Portugal	14	32	43,8%	1.1.1986
Hungary	10	29	34,5%	1.5.2004
Cyprus	5	29	17,2%	1.5.2004
Bulgaria	5	17	29,4%	1.1.2007
Estonia	5	13	38,5%	1.5.2004
Slovakia	4	20	20,0%	1.5.2004
Czech Republic	4	19	21,1%	1.5.2004
Lithuania	3	6	50,0%	1.5.2004
Romania	2	56	3,6%	1.1.2007
Poland	2	36	5,6%	1.5.2004
Malta	2	8	25,0%	1.5.2004
Slovenia	1	35	2,9%	1.5.2004
Latvia	1	12	8,3%	1.5.2004

Source: Vosečková (2015) current involvement of CZ subjects in the WIDESPREAD call

MEASURES „ERA CHAIRS“

Eligible countries for the Era chairs Phase 1 call according to the number of approved projects:

- + Portugal (4)
- + Estonia (3)
- + Cyprus, Poland (2)
- + Croatia, Romania (1)

Country	Number of members in financed projects	Total number of members in project proposals	Success Rate (%)	EU entry date
Portugal	4	11	36,4%	1.1.1986
Estonia	3	7	42,9%	1.5.2004
Cyprus	2	7	28,6%	1.5.2004
Poland	2	8	25,0%	1.5.2004
Croatia	1	3	34,5%	1.7.2013
Rumunia	1	7	14,3%	1.1.2007
Czech Republic	0	4	0,0%	1.5.2004
Slovakia	0	3	0,0	1.5.2004

Source: Vosečková (2015) current involvment of CZ subjects in the WIDESPREAD call

MEASURES „TWINNING“

Eligible countries for the Twinning Phase 1 call according to the number of approved projects:

- + Portugal (15)
- + Romania (9)
- + Poland, Estonia (8)
- + CZ, Cyprus, Luxemburg (5)
- + Croatia (4)
- + Latvia, Hungary, Malta, Slovenia (3)

- + Serbia (2)
- + Bulgaria, Moldova, Slovakia, Turkey (1)

Country	Number of members in financed projects	Total number of members in project proposals	Success Rate (%)	EU entry date
UK	32	223	13,9%	1.1.1973
Germany	29	267	10,9%	1.1.1958
Italy	26	190	13,7%	1.1.1958
France	16	99	16,2%	1.1.1958
Portugal	15	106	14,2%	1.1.1986
Netherland	13	109	11,9%	1.1.1958
Belgien	11	81	13,6%	1.1.1958
Romania	9	61	14,8%	1.1.2007
Austria	9	71	12,7%	1.1.1995
Spain	9	111	8,1%	1.1.1986
Estonia	8	35	22,9%	1.5.2004
Poland	8	81	9,9%	1.5.2004
Denmark	7	52	13,5%	1.1.1973
Switzerland	6	47	12,8%	
Luxemburg	5	14	35,7%	1.1.1958
Cyprus	5	29	17,2%	1.5.2004
Finnland	5	45	11,1%	1.1.1995
Czech Republic	5	67	7,5%	1.5.2004
Sweden	5	80	6,3%	1.1.1995

Source: Vosečková (2015) current involvment of CZ subjects in the WIDESPREAD call

The results of the first calls of the WIDESPREAD measure show that Portugal did the best to take advantage of the available chances and obtained most of the projects in all measures. Of the V4 countries, Poland did the best, and has succeed in every measure, while other countries have not received any project at ERA Chairs. All countries have succeeded in the Twinning Challenge, which is part of so-called Coordination and Support Action, which involves the partnering of stronger partners with lesser-performing partner's research agenda, mutual learning, internships, focusing on increasing competitiveness rather than joint research. In this aspect, the

project commemorates the exchange of experience and good practice as in INTERREG (which is primarily created for public administration organizations). The focus on their programmes is only to be recommended to the companies from V4 countries.

CHAPTER 2. MAIN PROBLEMS

From the seminars and materials prepared by the national coordination workplaces of the H2020 programmes, the main causes of failure are described as follows:

General Causes of Failure

- + The non-innovative nature of the project at the European level (this is probably the most common and most fundamental mistake), planned R & D activities are not original, scientifically and technically excellent.
- + Major large scale projects are subject to even stricter criteria - in this case the reason for failure can also be the following: the project objectives are not sufficiently ambitious, project activities are limited in scope, expected impact of the project on the industrial sector is limited, the consortium does not include key players, it does not represent a critical mass, the project management description is not a guarantee of the ability to manage such a big project.
- + The goals of the project are unclear, unmeasurable, and unrealistic.
- + The objectives of the project do not correspond with the objectives of the programme and with the priorities defined in the call.
- + Non-logical structure of the project plan (workplan), project activities do not meet the S.M.A.R.T. criteria (specific, measurable, assignable, realistic, time-related).
- + There is no consistent state-of-the-art analysis
- + There is no realistic and definite description of the impact of the project.
- + Methodology, detailed description of the approach to solving the problem - completely absent, or inadequate.
- + Incorrect timing of deliverables – eg. all reports are planned up to the end of the project
- + Insufficient user role in the project, there is no conversion of the results into practical usage.
- + Incorrect phasing of development and testing (pilot applications).
- + Incorrect composition of the project consortium, the level or area of their

experience, the expertise does not correspond to the needs of the project.

- + Unclear, inadequate plan for the use of results (eg. it does not have an European character or the results are too academic).
- + Insufficient, unconvincing management of the project (project management must be devoted to one set of work tasks, the structure of management, responsibility, decision making, and conflict resolution must be developed).

The specific texts for an unsuccessful project processed in INTERREG are shown in the following previews:

TABLE 1. ASSESMENT CRITERIA PROJECT A

Assessment criteria	Strengths (+) & weaknesses (-)
1. Relevance	<p>+The envisaged project results persuasively describe the change to be brought about by the project at the territorial level</p> <p>+ The application of biosensor-based ICT tools can feature a novel character</p> <p>+ The proposal intends to valorise the existing knowledge from several EU-funded projects and embed it into the foreseen deliverables</p> <p>+ The added value of the transnational cooperation approach in protecting high-valuable areas is adequately demonstrated; still, the transfer of knowledge among partners is not fully considered</p> <p>+ The proposal aimed at the protection of natural resources and industrial pollution reduction and prevention of pollution of aquatic ecosystems by developing an "early warning system" is compliant with the targeted SO 3.1</p> <p>- The proposal is only limitedly contributing to the expected programmeme results due to the absence of measures leading to the deployment of the developed tools and improvement of the management capacities of public authorities at the territorial level</p> <p>- The project specific objectives are rather sketchily defined and not clearly explained; due to their ambitious targets they may not be achieved within the given timeframe</p> <p>- Apart from the application of the biosensor-based ICT tools, the proposal does not clearly demonstrate how it will go beyond existing practices .</p>

2. Partnership

- + The lead applicant has fair experience with coordination and implementation of European cooperation projects; still, its internal management capacities have not been duly presented
- + The partnership has overall adequate thematic experience and competences
- The externalisation of key activities poses doubts about competences of the participating institutions - The involvement of specialists in the field of energy is not duly justified
- The partnership is predominantly composed of research and academic institutions and shows only limited involvement of public authorities responsible for monitoring of water quality (represented only for IT) which would be necessary for the implementation of project results
- Even though the roles of partners are adequately defined, the joint implementation of activities is not demonstrated
- The partnership geographically covering 6 central European countries features a slight prevalence of IT partners (3 out of 8) while the other participating countries are involved by one or two partners each.

3. Implementation

- + The overall time allocation and logical sequencing of activities is adequate - Even though the outputs are adequately defined and contributing to the expected project results, the content, geographic location and experimental character of the foreseen pilot actions is not duly articulated
- The foreseen approach is only partially suitable to reach the intended project results since the proposal does not foresee concrete mechanisms ensuring an efficient implementation of the developed tools - The presented work plan features low transparency and provides rather sketchy information about the planned activities and implementation steps leading to the development of deliverables and outputs
- The measures towards the sustainability of the project results are rather sketchily articulated and not sufficiently concrete
- The target groups have been adequately defined but not insufficiently embedded in the thematic activities; moreover, their quantification is overambitious
- The management structure is not suitable for safeguarding sound financial and content-wise management since it lacks transparency and sufficient details and fails to consider quality and risk management aspects and internal communication processes

4. Budget

- The subject does not ensure the dissemination of outputs and results to a wider audience and the communication objectives are not realistically planned. It is a standing alone work package that lacks links to thematic work packages. Chosen activities are not balanced and focus on events and promotion materials.
- + Overall, the project represents sufficient value for money taking into account the size of the partnership.
- + The amounts allocated to subject are sufficient when compared to the size of the partnership and taking into account overall project duration.
- + The distribution of the costs between work packages and budget lines is rather reasonable.
- + The leadership role in the work packages is reflected in the project budget.
- Poor descriptions and the missing link to the relevant deliverables make the assessment of the specific budget lines difficult.
- Some activities are slightly over budgeted
- Thematic equipment should be separately described as an investment.
- The financial contribution of the partners is not sufficiently balanced at country and partner level taking into account the number of partners coming from the same country and the total budget share (IT partners having 48% of the total budget).

PREVIEW 1. ASSESMENT CRITERIA PROJECT B

+ Summary of the assessment outcomes:

Main objectives defined by the project are "1: to implement a new model of collaborative partnership among energy stakeholders on the basis of the quadruple helix linkage at national level and 2: to enhance the flows of information, the knowledge transfer and the transnational cooperation at region level applying the smart specialization concept". Economic and innovation disparities, low level of energy efficiency and of renewable energy sources, especially in the East part of the European Region are among the territorial needs addressed by the project. In order to tackle these problems the project plans to implement new models and tools of cooperation for actors involved in energy actions in their cities and by „offering successful energy efficient experience an tools“. The main outcome of the project will be a Smart Specialization Platform as a tool for assisting the development of innovative city energy actions plans. Here

it has to be stated that in the context of Specific Objective a better accent of the technological and entrepreneurial part of the territorial analysis would have made more sense.

+ The intervention logic of the project

is not totally relevant for the intervention logic of the programme. One key element, the output indicators, are not correctly selected, described and quantified. Therefore, the result-oriented approach of the intervention logic is affected and its match towards the programme one is compromised. In addition, no contribution to EUSDR is planned. Partners have the right competences, meaning financial, human and institutional resources to undertake such a project. Even more, some of the partners have developed similar web-platforms (LP description, proposed methodology) so they should be able to bring the right input to the elaboration of a yet another web-platform.

+ Transnational approach

is described but mainly in general terms and not by really looking to the advantages and benefits that this project may bring about at DR level. By its nature and the structure of the partnership the projects proves to be relevant from a transnational point of view. A web-platform and the creation may have a transnational dimension but its impact is a rather a limited one. There is an understanding of the need for transferability and durability concerning the project results. However, the given explanations are based mainly on assumptions and one key factor is not accounted for: will the stakeholders be able to keep an intensive level of cooperation at national and international level in order to ensure the functionality of the web-platform?

CHAPTER 3. HOW TO OVERCOME THE PROBLEMS FACED

It is not easy to succeed in a request for support, according to Badík of Masaryk University (MU) it is necessary to start working on the proposal at least half a year in advance. It is important to be part of the international scientific community and, in individual applications, he recommends that scientists leave the project to be initially evaluated by their colleagues (<https://www.online.muni.cz/udalosti/8606-granty-z-horizon-2020-univerzita-je-v-cesku-nejuspesnejsi>) Another successful project researcher from MU, said: „We have a long-term strategic vision which we want to develop, which we, of course, can easily adapt to current needs and opportunities.

We know our strengths, which areas need to be improved, and where to invest. **The project is essentially a tool to enable us to reach our goals.**„

An important member of the European Parliament Ing. Jan Březina supported the creation of a practical guide for applicants: “Instructions for successful participation in H2020”, from which we have selected the following main points (Delina et al, 2014):

+ Become an expert

The EC sets up groups of experts to advise clients in different areas. The Advisory Groups also give advice regarding the content of the work programmes

+ Become an evaluator

The Evaluator, the person assessing the project proposals, allows for you to be in touch with the best ideas, trends, and forms of project proposals.

+ Join a major consortium and its associations

Many important associations are linked directly to the EC and to the project officers overseeing individual programmes and their areas. As part of the affiliated partners of these associations, an interesting consortium for project submission is being created. At the same time, several successful projects create more permanent and larger consortia / communities.

+ Participate in information and networking meetings

The so-called Brokerage events are conference type events where challenges are presented along with project ideas and consortium opportunities.

+ Monitor trends

Significant conferences present the results of worldwide research, as well as the strategies of European leaders, managers of various programmes, and new project ideas. This information provides an overview of trends in your research.

+ Be multidisciplinary

The H2020 is built on the interconnection of various research areas. Apply your research idea in the wider context of other disciplines.

Understand the synergies of national research, the Structural Funds and the H2020

The Structural Funds have an irreplaceable position in the application of the results of top European research to the national environment. This synergy can be used in defining project dissemination and useability tasks in H2020 to increase project impact.

+ Learn from failure

Failure to evaluate an application is not a loss and a waste of time. H2020 project evaluators will send you a very valuable review covering the various areas of evaluation that will identify the weaknesses of the project. In the future, you will be able to write a project proposal more effectively, and therefore be more likely to receive a successful evaluation.

Planning of the project

1. AWARENESS OF ESSENTIAL AREAS OF RESEARCH.

2. CREATION OF ONE-PAGE PROJECT PROPOSAL.

3. CONSULTATION ON THE PROJECT PROPOSAL.

- + An initial small group circle consultation (including new people from relative or application areas).
- + It is necessary to know the rules of the programme and to reach a common understanding, to understand the main ideas of the scientific coordinator.
- + Discussions and consultations with keystream partners are necessary, and those who should be the main recipients of the research .
- + If a short project proposal is already formulated, it is advisable to ask for consultation with the National Contact Points (NCPs). The first steps can also be made within the so-called Brokerage events, i.e. for the networking of partners and the formation of consortia.

4. PRESENT YOURSELF

- + It is appropriate to present yourself as a suitable potential partner by having existing information concerning the expertise, experience and relationships of the project team and organization. It is a good idea to have this information prepared beforehand for responding to partner search requests.
- + Creating a short bio, project team gives you the space to reflect on your true expertise and their possible links to other application domains.

5. LOOK FOR PARTNERS AND CREATE CONSORTIA

- + The subject submitting the application may be any legal entity, but must be able to operate and finance the research activities that it intends to undertake within the project / proposal.
- + Regarding the search for partners, a few international databases are currently available which can be used:
 - a. CORDIS Partner Service.
 - b. Idealist Partner Search
 - c. Partner Search of Nanosciences and nanotechnologies, Materials and new production Technologies (NMP)
 - d. Fit for Health
 - e. IMI Partner Search
 - f. Enterprise Europe Network Cooperation Opportunities Database

Other criteria that you would need:

Consider the resources (financial, human, time, etc.) available to you:

- + Resources for co-financing projects
- + Project management resources
- + motivated partners

- + knowledge of inter-cultural management and the ability to effectively negotiate
- + Team members who are professional and linguistically capable and are also team players

In addition, other factors need to be taken into account:

- + The human side of the project: chemical reactions between individual members of the consortium play an important role
- + Trust needs to be built between partners
- + Rather complex structure of decision-making and resolution of possible conflicts

From the gathered experience of this study, involvement in international cooperation programmes needs to be taken as an investment. The preparation of projects can be seen as a decision-making management role - to invest resources to ensure successful yield and to minimize risks. For example, low-risk government bonds could be compared to national resources which are traditional, and those that researchers can prepare properly. The main risk, analogous to state bankruptcy, may be the limited resources that the state can devote to research projects, so researchers must search for other resources. EU funds at national level could be compared to shares. If we select the appropriate operational programme, we will get to know the manuals and the rules. We will learn to speak the language of the projects, until the operational programme announces the challenges in the related area, we can prepare projects. EU international cooperation programmes (Horizon 2020 or INTERREG) can be compared to start-ups or stock exchange investments. When designing a project, I can only work with a certain degree of probability of project success (the average success rate is less than 20%). It is almost certain that I have to put in a lot of effort and use many resources before I can prepare the project. It is impossible, as illustrated by the good practice of members of the AVO Research Institute, Agricultural Research, s.r.o.

Case study of Agriculture Research, Ltd.

FOUNDATION AND EURECA INITIATIVE

2002 - Agriculture Research, Ltd. was founded and immediately embarked upon the research project "Genetic breeding and technological aspects of sustainable fodder crops production".

2005 it soon became involved in the international initiative EURECA and Jan Nedělník, PhD. (Top manager) coordinated several international projects

TECHNOLOGY TRANSFER MARKETING AND INTERNATIONAL COOPERATION

- + 2010 establishment of technological transfer expert team initiated by the external expert Marie Kubáňková, Ph.D. coordinated by Jan Nedělník, Ph.D. (top manager Agriculture Research)
- + Further investment in the network international partners of from China, Croatia, Indonesia, and Slovakia, supported by the top management
 - **support of the top management is crucial, the project preparation is time consuming and a rather complex issue, there is a definite need for trust and cooperation!**
 - **active participation and international cooperation provided by the top management is a must!**
- + 2011 – 2015 several projects financed by the national ERDF funds
 - TECHNOLOGY TRANSFER AND INOVATION in agriculture, food processing and bioenergetics – (2012-2014) – setting of transfer mechanisms, seminars round tables with SMEs, www.inovacezvt.cz
 - R&D PROMOTION OF AGRICULTURE RESEARCH AND BIOENERGY marketing of R&D outputs, emarketing www.bioenergetikazvt.cz, www.eie-jinak.eu

An expert team successfully provided finance for marketing and training activities that help to prepare project proposals and extend cooperation with international partners!

+ 2014 establishment of new TEE platform Technical – Economic – Environmental Platform as a network of research institutions, professional associations and SMEs from the Czech republic who are focused on interdisciplinary research, technology transfer and support innovation in businesses The goal is to foster innovation particularly in the energy, agriculture, economical fields, connecting R&D institutions with the SME partners and finding public support, since 2014 Agricultur Research, Ltd has been involved in:-

- INTERREG EUROPE project SKILLS+ as a stakeholder; the project started in April 2016
- EUCLEG H2020 project as a project partner, the project is now at the stage or Grant Agreement preparation, the project is based on cooperation with Chinese partners and is primarily a result of the long time cooperation initiated by Jan Nedělník, Ph.D.
- INTERREG CENTRAL project RURES as a member of Local Support Groop, the has been approved in March 2017 and will perhaps begin in June 2017 as a result of cooperation initiated by Marie Kubáňková, Ph.D.

Zdroje:

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