PART 3: CHAPTER IMPLEMENTATION, AND REMAINING CHAPTERS
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
     a) Dissemination and exploitation of results
     b) 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 (applicants)
   • 4.2. Third parties involved in the project (including use of third party resources)

5. Ethics and Security
   • 5.1 Ethics
   • 5.2 Security

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Page limit
50 (CSA)
70 (RIA/IA)
CHAPTER 3: IMPLEMENTATION

3.1 Work plan – Workpackages, Deliverables

3.2 Management structure, milestone and procedures

3.3 Consortium as a whole

3.4 Resources to be committed
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 list of work packages (table 3.1a);
  - a description of each work package (table 3.1b);

---

4. Open access must be granted to all scientific publications resulting from Horizon 2020 actions (in particular scientific peer reviewed articles). Further guidance on open access is available in the H2020 Online Manual on the Participant Portal.

5. See participant portal FAQ on how to address communication activities in Horizon 2020

6. For further guidance on communicating EU research and innovation for project participants, please refer to the H2020 Online Manual on the Participant Portal.

[proposal acronym]

template WP18-20 v20180201

- a list of major deliverables (table 3.1c);
- graphical presentation of the components showing how they inter-relate (Pert chart or similar).

---

Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.
3.1 WORKPLAN

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 package description, i.e.
  o a list of workpackages (table 3.1a)
  o a description of each workpackage (table 3.1b)
  o a list of major deliverables (table 3.1c)
• graphical presentation of the components showing how they interrelate (Pert Chart or similar)
**PROJECT STRUCTURE**

- mostly between 5 -10 WPs
- 1\textsuperscript{st} WP often “Project management”
- last WP often “Dissemination & Exploitation”

- all activities mentioned anywhere in the proposal must be described in a WP/task
- example: several activities described in Impact chapter for Diss & Expl, but not as tasks in WP Diss & Expl

Tip!

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Table 3.1b: Work package description

For each work package:

<table>
<thead>
<tr>
<th>Work package number</th>
<th>Lead beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work package title</td>
<td></td>
</tr>
<tr>
<td>Participant number</td>
<td></td>
</tr>
<tr>
<td>Short name of participant</td>
<td></td>
</tr>
<tr>
<td>Person months per participant:</td>
<td></td>
</tr>
<tr>
<td>Start month</td>
<td>End month</td>
</tr>
</tbody>
</table>

Objectives

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

Deliverables (brief description and month of delivery)

Table 3.1a: List of work packages

<table>
<thead>
<tr>
<th>Work package No</th>
<th>Work Package Title</th>
<th>Lead Participant No</th>
<th>Lead Participant Short Name</th>
<th>Person-Months</th>
<th>Start Month</th>
<th>End month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3.1c: List of Deliverables

<table>
<thead>
<tr>
<th>Deliverable (number)</th>
<th>Deliverable name</th>
<th>Work package number</th>
<th>Short name of lead participant</th>
<th>Type</th>
<th>Dissemination level</th>
<th>Delivery date (in months)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>: <number of deliverable within that WP>.

For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:
Use one of the following codes:

R: Document, report (excluding the periodic and final reports)

PM: Document, report (including the periodic and final reports)
3.2 Management structure, milestones and procedures

- Describe the organisational structure and the decision-making (including a list of milestones (table 3.2a))

- Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project.

- Describe, where relevant, how effective innovation management will be addressed in the management structure and work plan.

⚠️ Innovation management is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is its typical output. It also allows a consortium to respond to an external or internal opportunity.

- Describe any critical risks relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with critical risks identified and mitigating actions (table 3.2b)

[proposal acronym]
=> WHAT DO YOU HAVE TO DESCRIBE?

• management structure/governance => organigram
• Decision making
• Innovation Management
• Risks and risk management
• Internal communication, project meetings, reporting
• maybe Quality assurance
• other management processes...

Tip!

Tip!
management chapter often around +/- 5 pages
1. „ORGANISATIONAL STRUCTURE“ => „PROJECT ROLES“

Single roles - Examples
- Coordinator
- Project manager
- WP leader
- Task leader
- IPR manager
- Innovation/Ethical/… manager

Bodies - Examples
- General Assembly
- Executive Board or Steering Committee
- Technical Committee
- External Expert Advisory Board
- …..
PROJECT-ORGANIGRAM – EXAMPLE

- General Assembly
- Coordinator
- Executive board
- Project Management Office
- Technical management
- Innovation management
- External Expert Advisory Board (EEAB)

Tasks:
- WP1
- WP2
- WP3
- WP4
- WP5
- WP6
INNOVATION MANAGER

responsible for all activities related to innovation

- Market needs, market opportunities, IP, technological development landscape ...
- for the overall strategic approach
- the exploitation of results to maximize innovation and impact
- Management processes and structures to innovate
COMMUNICATION PLAN
(WITHIN CONSORTIUM)

How do I proceed?

• Creation of an internal communication plan => who with whom, how often, with which means of communication, ...

• Project meetings - eg. every 6 or 12 months

• Web Meetings / TelCos - e.g. all WP leaders every 2 months ...
### Tables for section 3.2

#### Table 3.2a: List of milestones

<table>
<thead>
<tr>
<th>Milestone number</th>
<th>Milestone name</th>
<th>Related work package(s)</th>
<th>Due date (in month)</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**KEY**

- **Due date**: Measured in months from the project start date (month 1)

- **Means of verification**: Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate.
  - For example: a laboratory prototype that is ‘up and running’; software released and validated by a user group; field survey complete and data quality validated.

#### Table 3.2b: Critical risks for implementation

<table>
<thead>
<tr>
<th>Description of risk (indicate level of likelihood: Low/Medium/High)</th>
<th>Work package(s) involved</th>
<th>Proposed risk-mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Definition critical risk**: A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

**Level of likelihood to occur**: Low/medium/high

The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
# RISK MANAGEMENT

## TABLE 3.2b - EXAMPLE!!

<table>
<thead>
<tr>
<th>Description of risk (indicate level of likelihood: Low/ Medium/ High)</th>
<th>Work package(s) involved</th>
<th>Proposed risk-mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scientific risks:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low number of clinical centres under subcontract, likelihood: medium</td>
<td>WP 1</td>
<td>Increase number of patients to be recruited per centre</td>
</tr>
<tr>
<td>…</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td><strong>Economic risks:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unexpected increase of costs for lab examinations and imaging, likelihood: high</td>
<td>WP 8</td>
<td>Reduce numbers of patients included in substudies</td>
</tr>
<tr>
<td>…</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td><strong>Technical risks:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problems occur during subsystem testing, likelihood: medium for initial system, low for final system</td>
<td>WP5</td>
<td>Subsystem has to be reworked by partners according the WP.</td>
</tr>
<tr>
<td>…</td>
<td>…</td>
<td>…</td>
</tr>
<tr>
<td><strong>General risks:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner leaves consortium, likelihood: low</td>
<td>All WPs</td>
<td>Reorganisation of the WP and redistribution of tasks to other consortium partners in consultation with the EC.</td>
</tr>
<tr>
<td>…</td>
<td>…</td>
<td>…</td>
</tr>
</tbody>
</table>
TAKE HOME MESSAGES MANAGEMENT

• always extra WP for management
• clear definitions of all roles and bodies
• everything in the organigram must also be described in the text
• no copy & paste from old applications
3.3 Consortium as a whole

- The individual members of the consortium are described in a separate section 4. There is no need to repeat that information here.

- Describe the consortium. How will it match the project’s objectives, and bring together the necessary expertise? How do the members complement one another (and cover the value chain, where appropriate)?

- In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.

- If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).

- Other countries and international organisations: If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in General Annex A of the work programme are automatically eligible for EU funding), explain why the participation of the entity in question is essential to carrying out the project.

3.4 Resources to be committed
## „SKILLS MATRIX“

<table>
<thead>
<tr>
<th></th>
<th>Coordinator</th>
<th>Partner 2</th>
<th>Partner 3</th>
<th>Partner 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Domain 1</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Technology Domain 2</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Domain 3</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Technology Domain xn</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Dissemination</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.4 Resources to be committed

Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the administrative proposal forms, and the number of person months, shown in the detailed work package descriptions.

Please provide the following:

- a table showing number of person months required (table 3.4a)
- a table showing ‘other direct costs’ (table 3.4b) for participants where those costs exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

Tip! tables, PLUS additional text explanations and charts

=> why do you need the budget you are asking for???
### Table 3.4a: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

<table>
<thead>
<tr>
<th>Participant Number/Short Name</th>
<th>WPn</th>
<th>WPn+1</th>
<th>WPn+2</th>
<th>Total Person-Months per Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table 3.4b: Other direct cost items (travel, equipment, other goods and services, large research infrastructure)

Please complete the table below for each participant if the sum of the costs for ‘travel’, ‘equipment’, and ‘goods and services’ exceeds 15% of the personnel costs for that participant (according to the budget table in section 3 of the proposal administrative forms).

<table>
<thead>
<tr>
<th>Participant Number/Short Name</th>
<th>Cost (£)</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other goods and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please complete the table below for all participants that would like to declare costs of large research infrastructure under Article 6.2 of the General Model Agreement, irrespective of the percentage of personnel costs. Please indicate (in the justification) if the beneficiary’s methodology for declaring the costs for large research infrastructure has already been positively assessed by the Commission.

<table>
<thead>
<tr>
<th>Participant Number/Short Name</th>
<th>Cost (£)</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large research infrastructure</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EXAMPLES OF ADDITIONAL CHARTS

- 89.8% RESEARCH
- 7.3% MANAGEMENT
- 2.9% OTHER

- Personnel - 57.2%
- Consumables - 16.2%
- Travel - 2.8%
- Subcontracting - 1.6%
- Other costs - 1.3%
- Management - 0.9%
- Indirect costs - 20%
### Comments Implementation - all topics

<table>
<thead>
<tr>
<th>Topic</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriateness of the management</td>
<td></td>
<td></td>
<td>189</td>
<td>118</td>
</tr>
<tr>
<td>Complementarity of the participants within the</td>
<td></td>
<td>44</td>
<td>189</td>
<td></td>
</tr>
<tr>
<td>consortium</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coherence and effectiveness of the work plan</td>
<td></td>
<td></td>
<td>210</td>
<td>144</td>
</tr>
</tbody>
</table>

**Evaluation scores per year**

- Average Excellence Score
- Average Impact Score
- Average Implementation Score

- Blue: 2014
- Red: 2015
- Green: 2016
- Purple: 2017
Section 4: Members of the consortium

⚠️ This section is not covered by the page limit.

⚠️ The information provided here will be used to judge the operational capacity. Please make sure that you do not include information here that relates to the headings under sections 1 to 3. Experts will be instructed to ignore any information here which appears to have been included to circumvent page limits applying to those sections.

4.1. Participants (applicants)

Please provide, for each participant, the following (if available):

- a description of the legal entity and its main tasks, with an explanation of how its profile matches the tasks in the proposal;
- a curriculum vitae or description of the profile of the persons, including their gender, who will be primarily responsible for carrying out the proposed research and/or innovation activities;
- a list of up to 5 relevant publications, and/or products, services (including widely-used datasets or software), or other achievements relevant to the call content;
- a list of up to 5 relevant previous projects or activities, connected to the subject of this proposal;
- a description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work;
- if operational capacity cannot be demonstrated at the time of submitting the proposal, describe the concrete measures that will be taken to obtain it by the time of the implementation of the task.

4.2. Third parties involved in the project (including use of third party resources)

Please complete, for each participant, the following table (or simply state “No third parties involved”, if applicable):

| Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be subcontracted) | Y/N |
| --- |
| If yes, please describe and justify the tasks to be subcontracted |
| Does the participant envisage that part of its work is performed by linked third parties? | Y/N |
SECTION 4: MEMBERS OF THE CONSORTIUM

4.1 Participants: describe each participant separately

- legal entity
- main tasks
- CV or profile of persons incl. gender
- up to 5 publications
- up to 5 previous projects
- significant equipment/infrastructure

Tipp!

- 1-2 pages per organization
- no page-long CVs, but short form / paragraph
  if several departments participate => 1 page per department
- Companies => List patents
Section 5: Ethics and Security

⚠️ This section is not covered by the page limit.

5.1 Ethics

⚠️ For more guidance, see the document "How to complete your ethics self-assessment".

If you have entered any ethics issues in the ethical issue table in the administrative proposal forms, you must:

- submit an ethics self-assessment, which:
  - describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;
  - explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:
    - research objectives (e.g. study of vulnerable populations, dual use, etc.)
    - research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)
    - the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, misuse, etc.).
- provide the documents that you need under national law (if you already have them), e.g.:
  - an ethics committee opinion;
  - the document notifying activities raising ethical issues or authorising such activities.

⚠️ If these documents are not in English, you must also submit an English summary of them (containing, if available, the conclusions of the committee or authority concerned).

⚠️ If you plan to request these documents specifically for the project you are proposing, your request must contain an explicit reference to the project title.

5.2 Security

Please indicate if your project will involve:

- activities or results raising security issues: (YES/NO)
- "EU-classified information" as background or results: (YES/NO)
## PART A: ETHICAL ISSUES TABLE

<table>
<thead>
<tr>
<th>1. HUMAN EMBRYOS/FOETUSES</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your research involve Human Embryonic Stem Cells (hESCs)?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does your research involve the use of human embryos?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does your research involve the use of human foetal tissues / cells?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. HUMANS</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your research involve human participants?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does your research involve physical interventions on the study participants?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. HUMAN CELLS / TISSUES</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your research involve human cells or tissues (other than from Human Embryos/ Foetuses, i.e. section 1)?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. PERSONAL DATA</th>
<th>Page</th>
</tr>
</thead>
</table>
LIST OF POTENTIAL ETHICAL ASPECTS

1. Human embryos & foetuses
2. Human beings
3. Human cells or tissues
4. Personal data
5. Animals
6. Non-EU countries
7. Environment, health & safety
8. Dual use
9. Exclusive focus on civil applications
10. Potential misuse of research results
11. Other ethics issues

Tipp!

do you have a lot of ethical aspects? => think about an Ethical Manager
CHAPTER 5.1: ETHICS

If you have entered any ethics issue in the ethical issue table, you must

• submit an **ethics self assessment**, which
  
  o describes how the proposal meets national legal and ethical requirement....
  
  o explains in detail how you intended to address the issues...

• provide the documents that you need under national law (if you already have them).....

  **Examples:**
  
  o copies of ethical approvals
  
  o informed consent
  
  o information sheet
  
  o copies of specific authorisations
  
  o .....
Applications do not fail because of ethics!

But: try to address it as good as possible!

GENDER IN YOUR APPLICATION

=> not a separate chapter, but "integrated"

Research Content:

• Section 1.3 Concept and methodology
  => where relevant, "sex and / or gender analysis" should be taken into account in the project content

Project team:

• Section 4.1 Participants
  => Gender of the responsible persons must be indicated
LESONS LEARNED
COMMON MISTAKES – EVALUATORS’ COMMENTS

• „The workplan does not fully specify the activities to be performed with regard to xy“
• „there is an imbalance in the allocation of resources in WP 2,3,4,6,7. Each is dominated by a single partner and the proposal does not fully explain why this is appropriate.“
• „some of the key tasks are not described in enough detail to fully appreciate if the project is feasible and if the main aims are actually achievable“
• “the Gantt chart is missing the inclusion of tasks and WP6 - which is relevant for the achievement of the proposal objectives - is missing milestones”
• “The diversity and complementarity of the consortium partners is insufficiently highlighted”
• „there is no clearly identified partner who will drive the commercial exploitation of the proposal results“
• “Based on the information provided on the individual participants, the capability of the consortium to successfully perform xy remains questionable.”
COMMON MISTAKES - EVALUATORS’ COMMENTS

- “Risk management related to xy is insufficiently addressed”
- “Risks are identified only on a generic level.“
- “Innovation management is superficially presented. „
- „Management procedures are not described in sufficient detail.“
- „Distinction between the roles of different managers, boards and teams is not well explained and the project coordinator is not clearly nominated. “
- “There are long gaps between individual milestones (up to 16 months), which raises a risk of proper control over the processes in these time frames“
- “Budget justification is relatively brief, which raises doubts if the requested resources are appropriate and how exactly they will be used. “
- “The lack of detail makes it very difficult to justify resource allocations in some work packages...there is a discrepancy in the budget figures “
Links to essential documents


HOW TO FIND YOUR NATIONAL NCP

https://www.healthncp.net/what-ncp

What is an NCP?

National Contact Points are individuals and institutions nominated (and funded) by their governments to serve as consultants for European Research Funding programs, currently under “Horizon 2020” (2014-2020). NCPs are nominated for all different thematic sections of Horizon 2020. Their services are free of charge to the applicants.

The network of NCP is the main structure to provide guidance, practical information and assistance on all aspects of participation in Horizon 2020. NCPs are also established in many non-EU and non-associated countries (“third countries”). As the NCPs are national structures, the type and level of services offered may differ from country to country. In general, the following basic services are available in accordance with the NCP Guiding Principles agreed by all countries:

- Guidance on choosing relevant H2020 topics and types of action
- Advice on administrative procedures and contractual issues
- Training and assistance on proposal writing
- Distribution of documentation (forms, guidelines, manuals etc.)
- Assistance in partner search

Usually, when looking for help, an applicant will approach the NCP located in the country of residence. Of course, applicants are free to contact NCPs in other countries as well, e.g., should they have questions related to the (research) community in other countries.
HOW TO FIND YOUR NATIONAL NCP

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp
THANK YOU

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