

# MODUL 9

# JAK SE STÁT

# HODNOTITELEM

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4. březen 2022

# KOMUNIKACE

- Technické dotazy nám pište do chat boxu v této aplikaci



Konverzace

- Ostatní dotazy pokládejte přímo na živo a nebo přes SLIDO.com



# KONTAKTUJTE NÁS PŘES SLIDO

A klidně se ptejte...

# AGENDA

**1**  
—

Program  
Horizont  
Evropa

**2**  
—

Registrace  
a výběr  
hodnotitelů

**3**  
—

Evaluace žádostí  
a projektů  
- pohled experta

**4**  
—

Hodnotící  
proces

**5**  
—

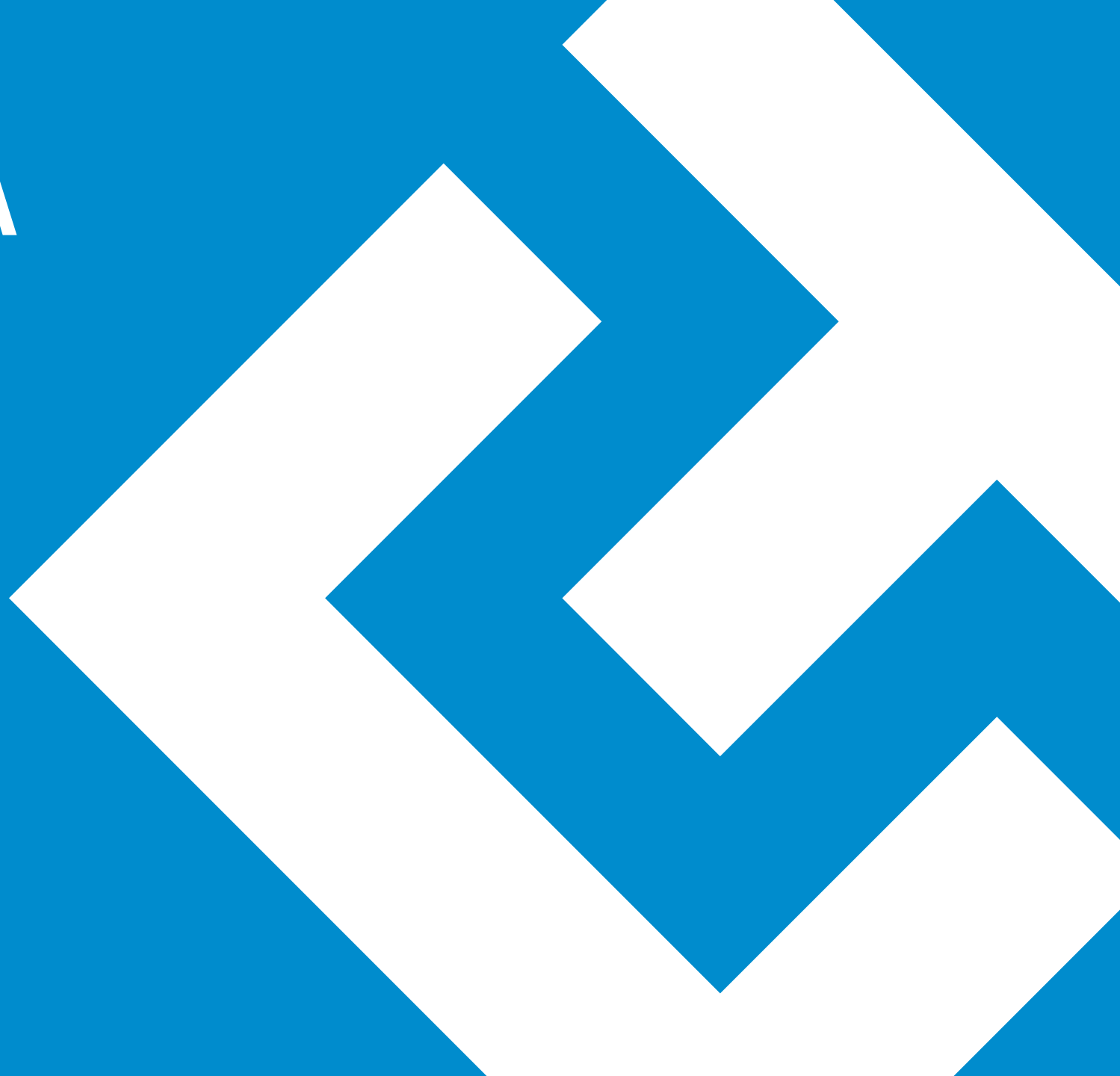
Příprava  
hodnotící  
zprávy

**6**  
—

Pravidla  
odměňování  
hodnotitelů

**PROGRAM  
HORIZONT EVROPA  
2021 - 2027**

—



# STRUKTURA PROGRAMU HORIZONT EVROPA, KLASTRY



\* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

# PRACOVNÍ PROGRAMY

Funding and Tenders Opportunities Portal – filter by programme (Horizon Europe)– How to participate – Reference documents – Work programme and call documents – 2021 – 2022 – HE main work programme – název klastru (např. Climate, energy and mobility je pod číslem 8)

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon>

The screenshot shows the European Commission's 'Funding & tender opportunities' portal (SEDIA). The page is titled 'Reference Documents' and is filtered for 'Horizon Europe (HORIZON)'. The 'Programming period' is set to '2021-2022'. The 'Reference Documents' section is expanded, showing a list of documents under the 'HE Main Work Programme 2021-2022'.

**Reference Documents**

This page includes reference documents of the programmes managed on the EU Funding & Tenders portal starting with legal documents and the Commission work programmes up to model grant agreements and guides for specific actions.

Please select the programme to see the reference documents.

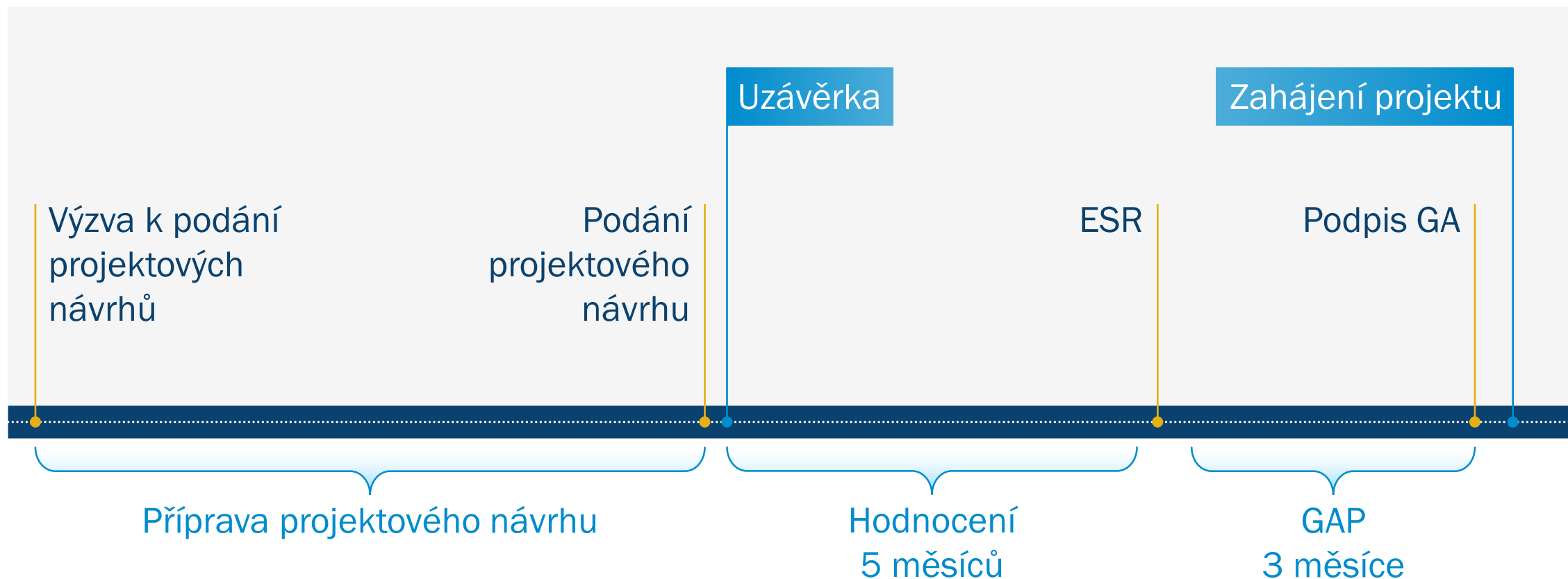
**Procurement**

Reference Documents related to tendering opportunities are published on [TED eTendering](#) in the calls for tenders.

**Filter**

- Legislation
- Work programme & call documents
  - 2021-2022
    - HE Main Work Programme 2021-2022
      - HE and Euratom Work Programme on Horizontal Expenditure 2021-2022
        - 1. General introduction v2.0
        - 2. Marie Skłodowska-Curie Actions v1.0
        - 3. Research Infrastructures v2.0
        - 4. Health v2.0

# ČASOVÝ RÁMEC





# KONTEXT PROJEKTOVÝCH NÁVRHŮ

- Jde o **přímý kontakt** s Evropskou komisí a jejími agenturami.
- Není zde zprostředkující role národních grantových agentur nebo státní správy.
- Dvojí možný přístup k projektům:
  - ↑ **Bottom-up**
  - ↓ **Top-down**
- Předkládání návrhů může probíhat
  - ❖ **jednokolově** (one stage procedure)
  - ❖ **dvoukolově** (two stage)
- Typy projektů
  - ❖ **RIA** – výzkumná a inovační akce; spíše základní výzkum, nižší stupně TRL
  - ❖ **IA** – inovační akce; spíše aplikovaný výzkum; vyšší stupně TRL
  - ❖ **CSA** – koordinační a podpůrná akce; propojování evropského výzkumu
  - ❖ další typy; ceny - Prizes

# VÝZVA EK POTENCIÁLNÍM HODNOTITELŮM

[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/call-for-expression-of-interest\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/call-for-expression-of-interest_en.pdf)

- Výzva Evropské komise pro potenciální hodnotitele
- Pro celé období 2021 - 2027
- Základní informace
- Zhužtěná podoba – 10 stran
- Postup pro zájemce o činnost experta



EU Experts

Call for Expression of Interest

Funding & Tenders Portal Expert Database

2021-2027

Version 1.0  
22 March 2021



# ČAS NA VAŠE DOTAZY

Klidně se ptejte...

# REGISTRACE A VÝBĚR HODNOTITELŮ

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• Legal Entity and Bank Account validations tasks will experience issues in the Grant Management Services on Monday 06.09.2021, between 20:00 and 21:30.  
• The Identity, Bank Account, Contracts & Payments functionalities in the Experts Area of the F&T Portal will be unavailable on Monday 06.09.2021, between 20:00 and 21:30.

# Work as an expert

The European Union Institutions appoint external experts to assist in the evaluation of grant applications, projects and tenders, and to provide opinions and advice in specific cases.

Being an expert for the European Commission – Current experts share ...  
Pozriet nes... Zdieľat



YouTube

In particular, experts assist in:

- **Evaluation** of proposals, prize applications and tenders
- **Monitoring** of actions, grant agreements, public procurement contracts

In addition, experts provide opinion and advise on:

- **Preparation, implementation and evaluation of EU programmes and design of policies.**

In order to select experts, the European Union Institutions publish regularly calls for expression of interest (see below) detailing the selection criteria, the required expertise, the description of the tasks, their duration and the conditions of remuneration.

**Interested? Please join the database of external experts!**

Register as expert

As **new expert**, you will be first requested to create your EU login account and register your profile.

**Registered experts** can update the profile via the My Expert Area after [login](#).

News

18 Jul, 2021

**Horizon Europe: key changes to the Ethics Appraisal Process**

The recording of the training session on the key changes to the Ethics Appraisal Process in Horizon Europe, identifying serious and complex issues in EU-funded ...



15 Feb, 2021

**INEA looking for experts to assess CEF Energy calls**




The Innovation and Networks Executive Agency (INEA) is looking for experienced experts in energy to assess project proposals submitted under the 2021 Connecting...

All news >





## Calls for expressions of interest for experts

-  [Calls for expressions of interest for experts \(2021-2027\)](#)
-  [Calls for expressions of interest for experts \(2014-2020\)](#)

Quick Links

-  [Standard briefing slides for experts \(HE\)](#)
- [FAQ for Experts](#)
- [Lists of contracted experts](#)
-  [EU Grants - Model Contract for Experts](#)
-  [Methodology for expert fees for remote evaluation and ethics review](#)

Logistics for Brussels

-  [Map of evaluation area](#)
-  [Info on hotels](#)
-  [Metro map](#)
-  [From airport to Brussels](#)

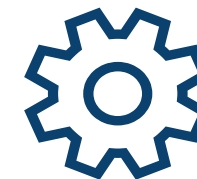


# EXPERTS REGISTRATION



- Personal details
- Contact details
- Area of expertise
- Work
- Education
- Languages
- Profile availability

# EXPERTS REGISTRATION



## Who can see my profile

This can be modified at anytime

## Institutions I agree to work with:

- ☒ EU institutions and bodies
- ☒ Other EU Institutions (European Parliament, European Council, Court of Justice of the European Union, European Central Bank, European Investment Bank, European Court of Auditors, European Committee of the Regions, European Economic and Social Committee, ...)
- ☒ Research funding bodies with a public service mission, based in the EU/EEA countries (other than EU institutions and bodies) or in third countries, associated to Horizon 2020 or to other EU funding programmes, for which the Commission has adopted an adequacy decision
- ☒ Research funding bodies with a public service mission, which are based in third countries, associated to Horizon 2020 or to other EU funding programmes, for which the Commission has not adopted an adequacy decision<sup>1</sup>

1. An 'adequacy decision' recognises that a third country offers data protection standards equivalent to the ones in the EU/EEA countries. In principle, the transfer of personal data to non-adequate third countries is much more risky compared to EU/EEA countries and adequate third countries. Therefore, given the risks, in the absence of an 'adequacy decision', your data may be transferred to a third country if you have provided your explicit consent

## I agree to work on :








- ☒ All programmes and sub-programmes of the above selected EU and non-EU institutions.

If you are contacted for tasks that are beyond your competences, you can always decline to work on these tasks with no further consequences.

Save & Close



My Expert Area

-  Dashboard
-  Personal Data
-  CV
-  Bank Account
-  Contracts and Invitations
-  Payments
-  Help



Your profile is 100% complete

Only experts with complete profiles are contracted. Complete all sections to increase your visibility.

 Delegations

Active Tasks (0)

You have no tasks at the moment










Contracts and Invitations

You have no contracts or invitations at the moment.

Payments

You have no payments at the moment.

Profile

	Personal data	✓		CV	✓		Expertise	✓
	Current Employment	✓		Education	✓		Languages	✓
	Data Protection <small>Who can see my profile</small>	✓		Publications			Additional information	

Adding details to your profile



# SELECTION OF EXPERTS



- Skills, experience and knowledge
- Geographical diversity and gender (at least 40% of the under –represented sex)
- Private - Public sector balance
- Rotation: max. 200 days paid in 4 consequent years, at least 25% of newcomers for each call

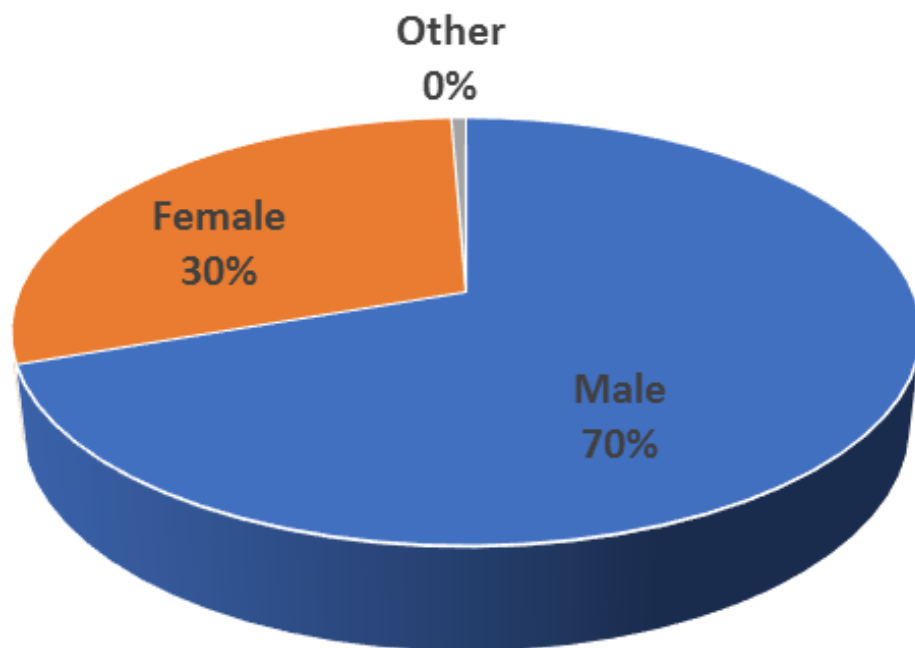
# SELECTION OF EXPERTS



- Expertise – most important aspect
  - Specialist vs Generalist
- Number of proposals can vary:
  - From 1 (specific top-down calls) to 20+ (bottom-up calls)
- Balance:
  - Nationality, gender, private – public, experienced/new
- Complexity of projects – based on the calls
  - Number of pages – from 10 to 45 – page limit in all calls ([General Annexes](#))

# HODNOTITELÉ Z ČR\*

No of CZ experts in the database: 2 247



- No of experts in database: 240 308
- No of CZ experts in database: 2 247 (<1 %)
- No of contracted CZ experts: 413

\*(k 6/2021)

Přehled českých hodnotitelů v 7. RP a H2020 - [Přehled 2018](#)



# EXPERTI – HLAVNÍ ZÁSADY

- Nezávislost
- Nestrannost
- Objektivnost
- Přesnost
- Konzistence

# GOOD EXPERT

- Timely in delivering reports and during consensus meetings
- In case of problem informs ON TIME
- Reliable
- Flexible
- Able and willing to learn and accept our process
- Written and spoken English of good quality
- Able to judge and evaluate the project, not to copy/paste
- If comments are negative – WHY?
- If comments are positive – WHY?

# CONFIDENTIALITY



The evaluator must:

- Not discuss evaluation matters
- Not contact partners
- Not disclose names
- Maintain confidentiality of documents

***„We do not look for  
expert-superman,  
everybody can learn it...“  
EC***





# ČAS NA VAŠE DOTAZY

Klidně se ptejte...



**PŘESTÁVKA 10 MINUT**



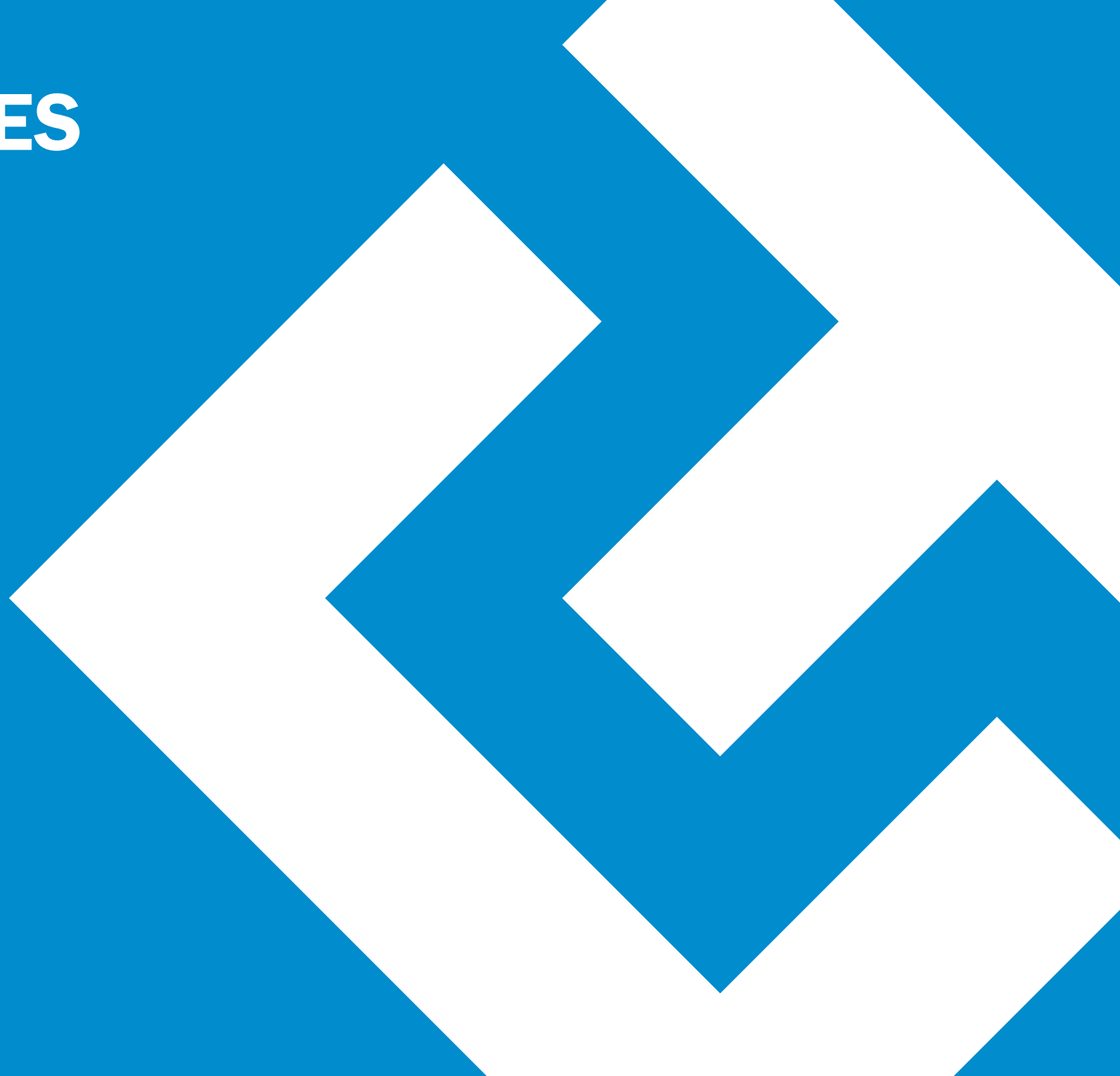


## SLIDO ANKETA

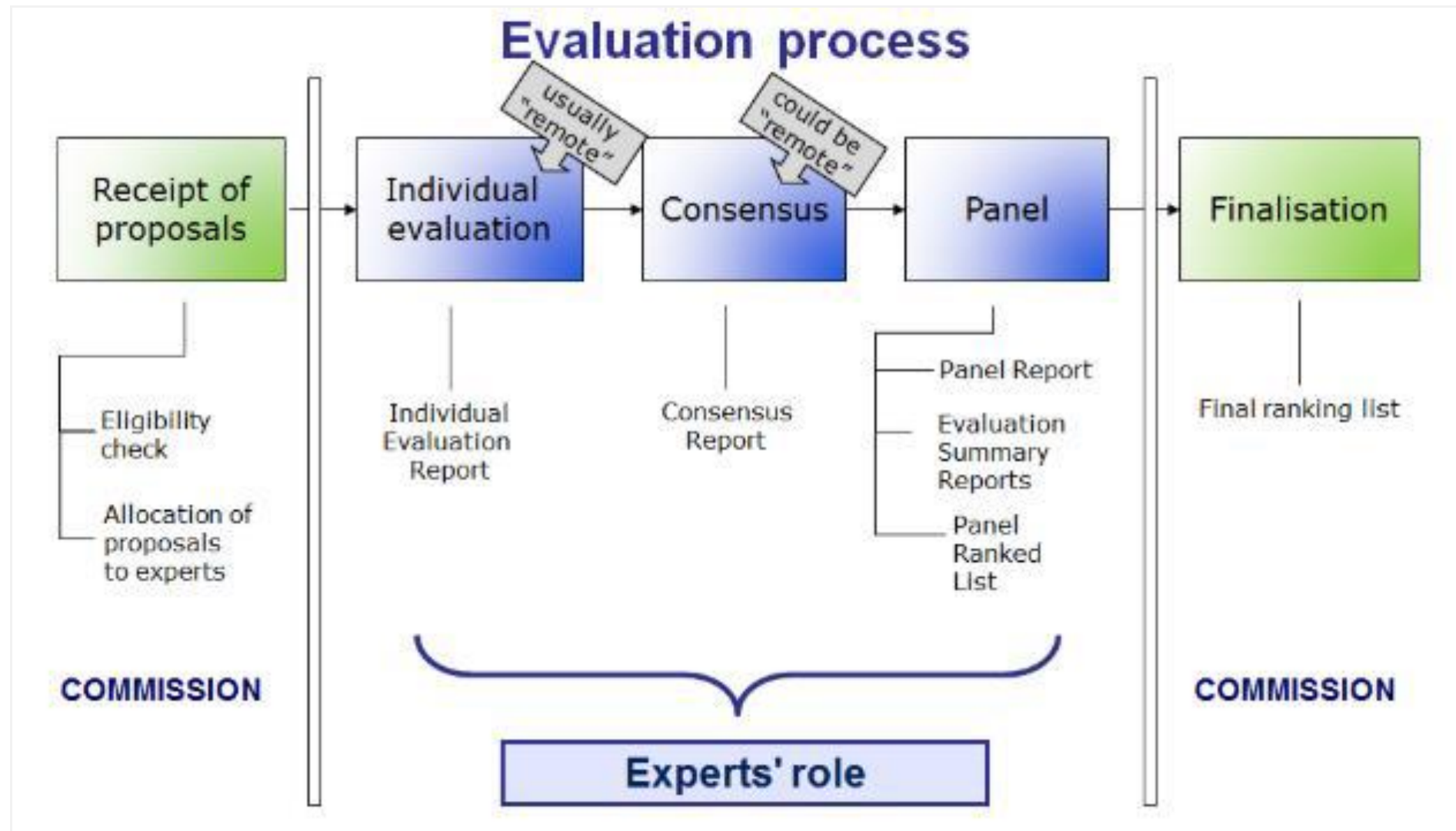
*„Jaké jsou Vaše největší obavy  
z hodnocení projektů Horizontu Evropa?“*

# HODNOTÍCÍ PROCES

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# PROCES HODNOCENÍ



# PRŮBĚH HODNOTÍCÍHO PROCESU



## INDIVIDUÁLNÍ ČÁST HODNOCENÍ

- Výsledkem činnosti experta je Individuální hodnotící zpráva (IER – Individual Evaluation Report).

## DOSAŽENÍ SHODY MEZI EXPERTY (CONSENSUS PHASE)

- Projekt hodnotí minimálně tři hodnotitelé.
- Etika se hodnotí samostatně.
- Výsledkem je Zpráva o shodě (CR – Consensus report)

## REVIZE V PANELU (PANEL REVIEW)

- Schvaluje konečné bodové hodnocení a komentáře pro každý návrh projektu.
- Doporučuje seznam návrhů v pořadí podle priority a priority návrhů se stejným konečným bodovým hodnocením - „**a single ranking list**“ (pořadník), kde jsou projekty nad prahovou hodnotou rozděleny:
  - ❖ main list – navržené k financování,
  - ❖ reserve list,
  - ❖ below available budget.

# PŘÍKLAD HODNOCENÍ - GENERALISED FEEDBACK

- Veřejně dostupná část hodnocení projektů – ve dvoukolových výzvách po prvním kole, dostupné na portále FTOP
- Doporučení pro žadatele, kteří postoupili do druhého kola (po prvním kole nedostávají souhrnnou hodnotící zprávu – ESR)

## Příklady:

❖ In general, proposals did not sufficiently demonstrate how they will be able to secure the long-term financial commitment to ensure the implementation and monitoring of the proposed solutions.

❖ In general, the contribution to some of the expected impacts of the topic and the pathways to reach them or quantitative targets were not adequately considered. For example, there was a lack of details on the benefits (e.g. Economic, green jobs, etc.) that can be derived from the implementation of the nature-based solutions.

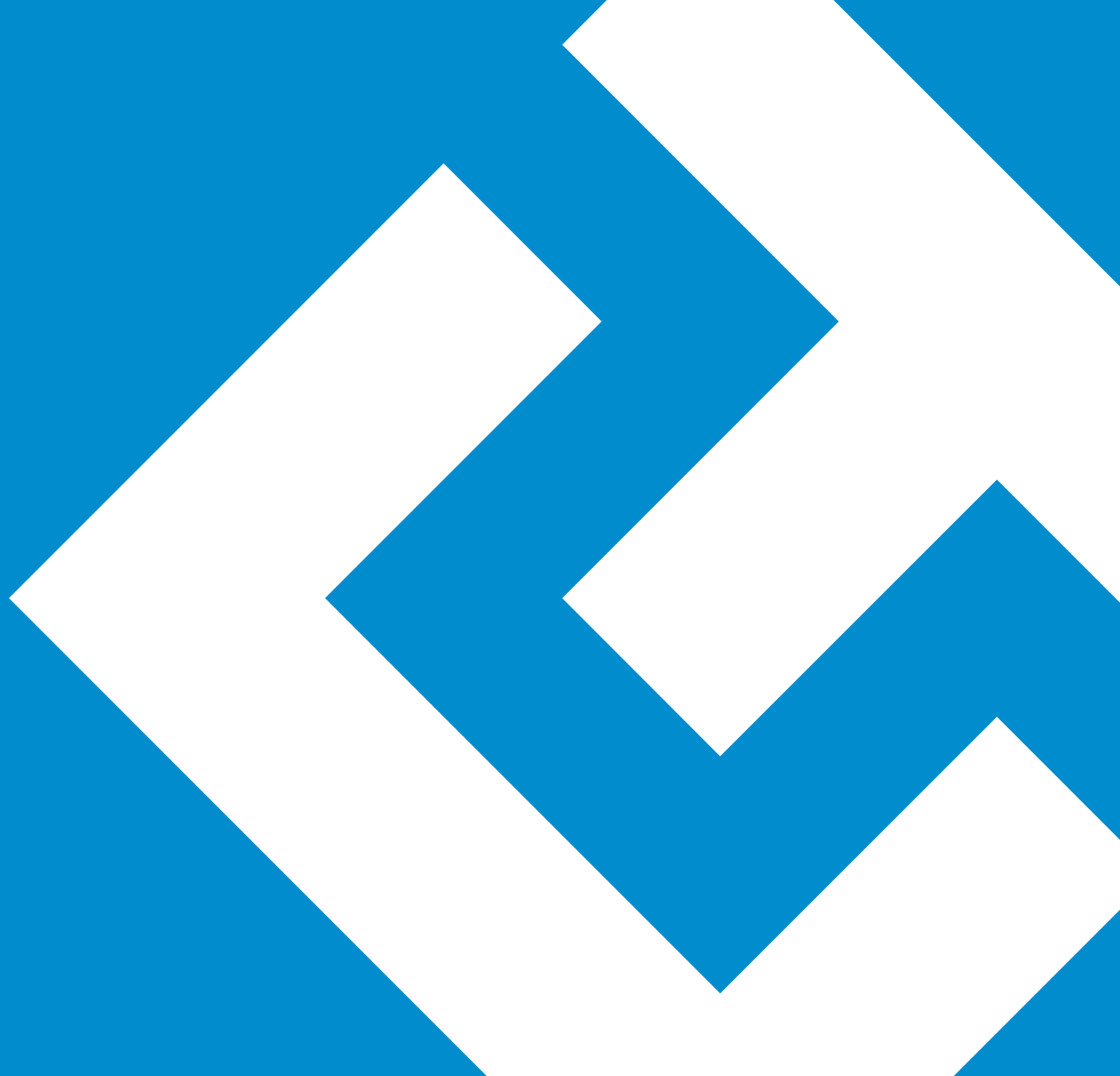
❖ The extent to which conventional and newly developed supply chains is covered was not clearly addressed in most of the proposals.



# ČAS NA VAŠE DOTAZY

Klidně se ptejte...

# **DRAFTING EVALUATION REPORT (ER)**





# EVALUATION TEMPLATES

- APPLICATION FORMS
- EVALUATION FORMS



**Horizon Europe Programme**  
Standard Application Form (RIA, IA)

Application form (Part A)  
Project proposal – Technical description (Part B)

Version 4.0  
21 January 2022

[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af\\_he-ria-ia\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-ria-ia_en.pdf)



**Horizon Europe**  
Evaluation Form (RIA IA)

Version 1.0  
04 May 2021

[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/ef/ef\\_he-ria-ia\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/ef/ef_he-ria-ia_en.pdf)



**Horizon Europe**  
Evaluation Form (CSA)

Version 1.0  
04 May 2021

[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/ef/ef\\_he-csa\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/ef/ef_he-csa_en.pdf)

# DRAFTING EVALUATION REPORT

- Criteria
- Scores
- Threshold
- Comments

# EVALUATION CRITERIA, SCORES AND TRESHOLDS

## EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**, and the extent to which the proposed work is ambitious, and goes beyond the state-of-the-art.
- ✓ Soundness of the proposed **methodology**, including the underlying concepts, models, assumptions, interdisciplinary approaches, appropriate consideration of the **gender dimension** in research and innovation content, and the quality of **open science practices** including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.



Score 0-5,  
treshold **3**/5.00

## IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme, and the likely scale and significance of the contributions due to the project.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.



Score 0-5,  
treshold **3**/5.00

## QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

- ✓ Quality and effectiveness of the **work plan**, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- ✓ Capacity and role of each **participant**, and extent to which the **consortium** as a whole brings together the necessary expertise.



Score 0-5,  
treshold **3**/5.00

You provide a score in the range from 0-5 to each criterion based on your comments.

Use steps of 0.5. **Maximum score for a proposal is 15.**

The default threshold for individual criteria is 3 and the **default overall threshold is 10.**

# SCORE




- 0** The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
- 1** **Poor.** The criterion is inadequately addressed, or there are serious inherent weaknesses.
- 2** **Fair.** The proposal broadly addresses the criterion, but there are significant weaknesses.
- 3** **Good.** The proposal addresses the criterion well, but a number of shortcomings are present.
- 4** **Very Good.** The proposal addresses the criterion very well, but a small number of shortcomings are present.
- 5** **Excellent.** The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

# PROPOSAL WEIGHTING

- For the first stage of a **two-stage procedure** you only evaluate the criteria Excellence and Impact. The threshold for both individual criteria is **4**.
- **Weighting:** scores are normally NOT weighted. Weighting is used for some types of actions – and only for the ranking (not to determine if the proposal passed the thresholds).
- Specific calls or topics may have different rules regarding thresholds and weighting.
- For **innovation actions (IA)**, the criterion IMPACT is given a **weight of 1.5** to determine the ranking.

# HOW DOES EVALUATION REPORT LOOK LIKE (1/4)



EUROPEAN COMMISSION

Horizon Europe (HORIZON)

Evaluation  
Summary Report  
Research and  
innovation actions

Call:

Type of action:

Proposal number:

Proposal acronym:

Duration (months):

Proposal title:

Activity:

HORIZON-CL5-2021-D1-01  
HORIZON-RIA

HORIZON-CL5-2021-D1-01-07

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1						
2						
3						
4						
5						
6						
7						

Abstract:

## Evaluation Summary Report

### Evaluation Result

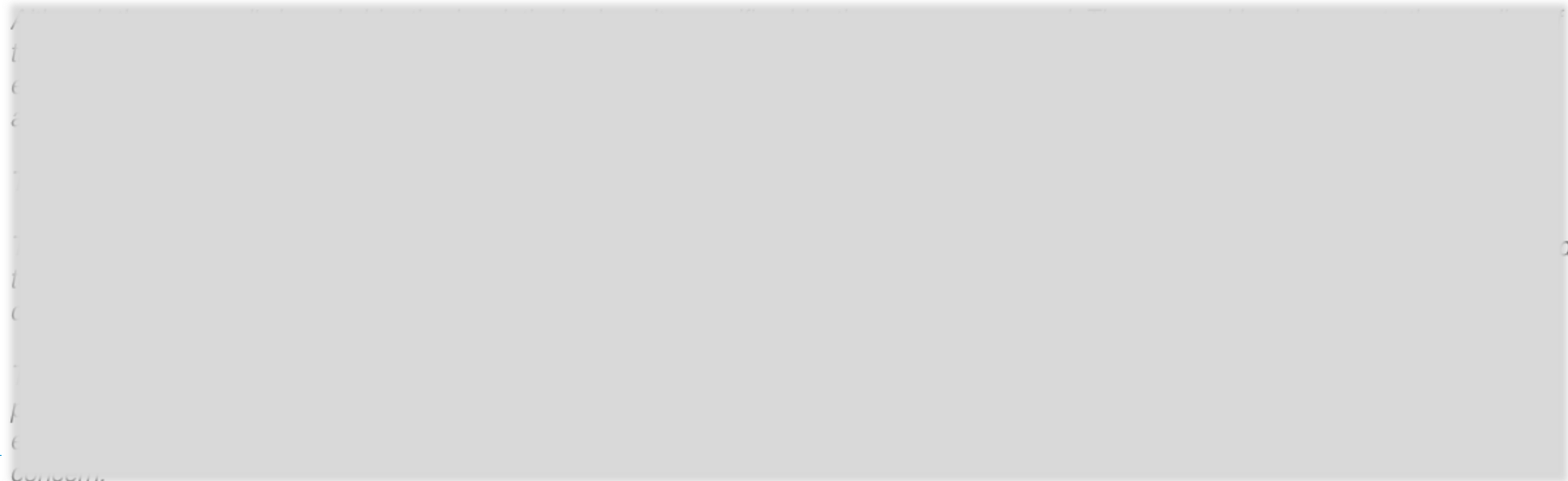
Total score:  (Threshold: 10)

### Criterion 1 - Excellence

Score:  Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious and goes beyond the state of the art.
- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, inter-disciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.



**Criterion 2 - Impact**

Score:  (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

**Criterion 3 - Quality and efficiency of the implementation**

Score:  (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.



**Scope of the application**Status: ☐

Comments (in case the proposal is out of scope)

*Not provided***Exceptional funding****Use of human embryonic stem cells (hESC)**Status: ☐

If YES, please state whether the use of hESC is, or is not, in your opinion, necessary to achieve the scientific objectives of the proposal and the reasons why. Alternatively, please state if it cannot be assessed whether the use of hESC is necessary or not, because of a lack of information.

*Not provided***Use of human embryos**Status: ☐

If YES, please explain how the human embryos will be used in the project.

**Activities excluded from funding****Do no significant harm principle****Exclusive focus on civil applications****Artificial Intelligence****Overall comments**Status: **No**

If YES, please explain.

*Not provided*

# COMMENTS IN EVALUATION REPORT

- Specific to the relevant criterion
- Clear and substantial
- Your comments should state facts, not opinions, and be precise and final: ✗ "We think that..." ✓ "This proposal is... "

# COMMENTS IN EVALUATION REPORT

- fair reflection of the comments, balancing strengths and weaknesses
- adequate length
- judge the proposal, do not summarise it
- evaluate the quality of the proposal only, do not provide advice on improving

# COMMENTS IN ER



**Poor comments merely echo the score**

***For example,***  
*“The innovative aspects of the research programme are poor”.*



**Good comments explain it**

***For example,***  
*“This proposal is not innovative in X or Y, and it does not take Z into account”.*

# COMMENTS IN ER



## Poor comments are ambiguous

*“The resources for the project are unrealistic”*



## Good comments are clear

*“The resources in WP 4 and 6 are seriously underestimated given the complexity of the activity proposed”.*

# COMMENTS IN ER



**Poor comments are vague, subject to interpretation**

*“We think the management plan is probably inadequate given the duration of the project and the number of partners”.*



**Good comments are precise and final**

*“The management plan is inadequate. It does not include clear overall responsibility for the training activities; it lacks a problem-solving mechanism in the event of disputes between partners”.*

# COMMENTS IN ER



**Poor comments are inaccurate and provide an opening for a complaint**

*“There is no discussion of a dissemination strategy.”*

*“There is only one SME partner in the consortium.”  
When there were actually 2.*

*“The coordinator is not adequately experienced.”*



**Good comments close the question**

*“Dissemination activities are listed but the proposal lacks a clear dissemination strategy”.*

*“The consortium lacks sufficient SME participation.”*

*“The coordinator does not demonstrate in the proposal an adequate level of experience in this field.”*

# COMMENTS IN ER



**Poor comments  
include words like...**

*Perhaps*  
*Think*  
*Seems*  
*Assume*  
*Probably*



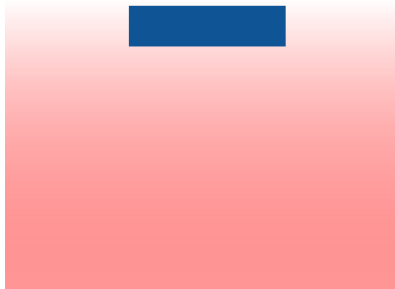
**Good comments  
include words like...**

*Because*  
*Percent*  
*Specifically*  
*For example*

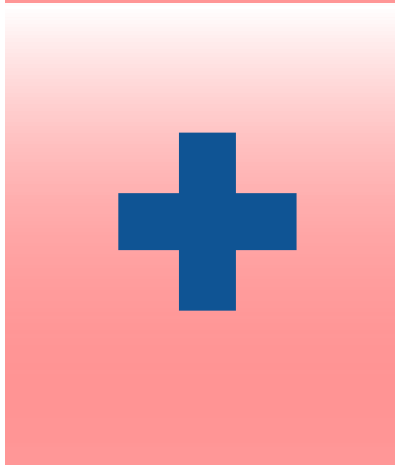


# COMMENTS IN ER

For **weaknesses**, you might use



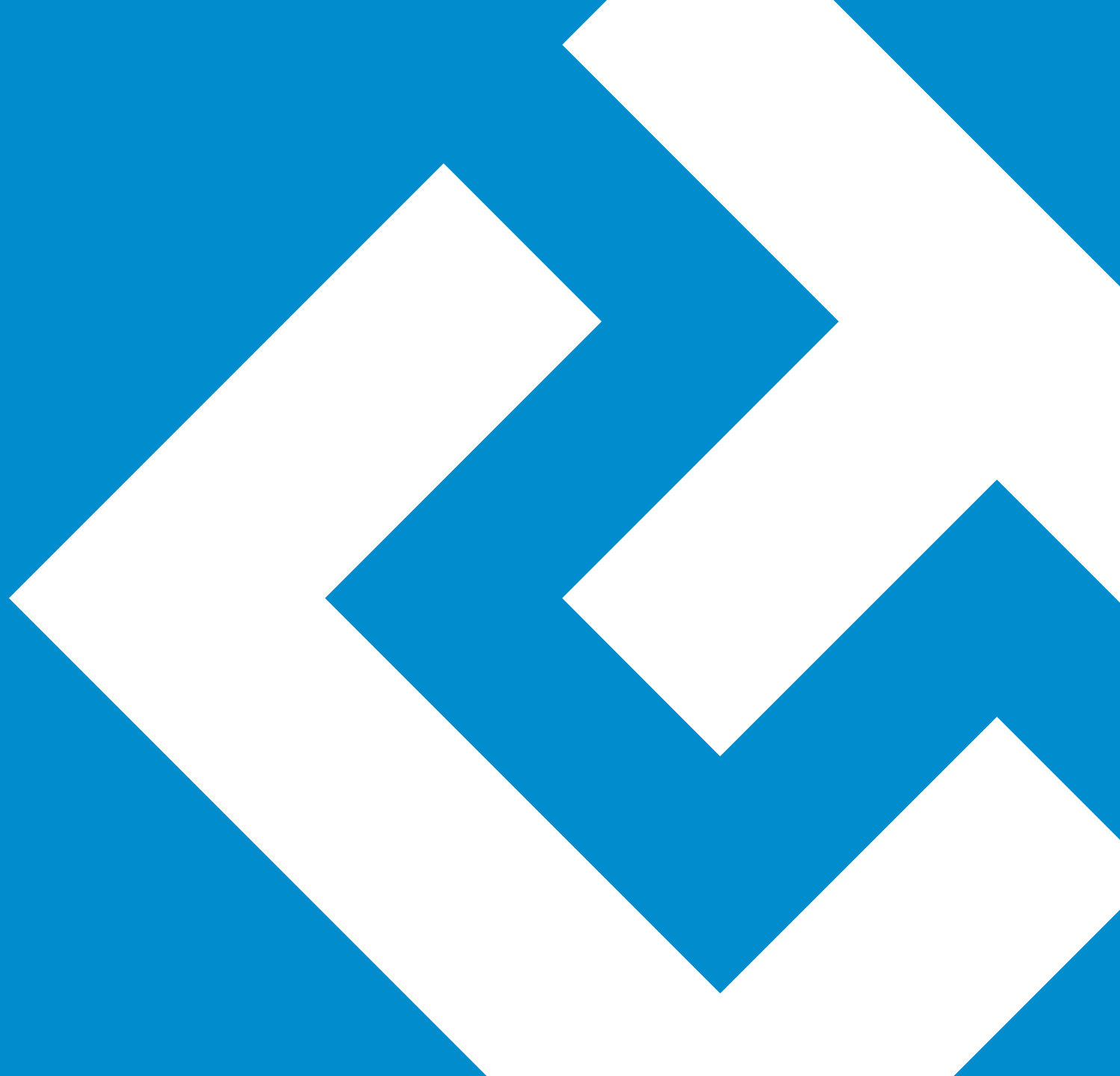
Insufficient, very generic, not evident, unfocused, limited, unclear, no significant impact, overestimated ...



For **strengths**

Extremely relevant, credible, comprehensive, high quality, highly effective, well-formulated, well balanced, clear advances, ...

# **PRAVIDLA ODMĚŇOVÁNÍ HODNOTITELŮ**



# PRAVIDLA ODMĚŇOVÁNÍ HODNOTITELŮ (1)



- Reimbursement rules
- Model Contract for Experts

Součástí je

- ❖ Kodex chování (Code of Conduct)
- ❖ Referenční termíny (Terms of reference) – Annex 2
- ❖ Business coaching plan – Annex 3 (pro MSP – SMEs)



EU Grants

Model Contract for Experts

(EU Experts Contract)

Version 2.0  
1 April 2017

Disclaimer  
This document is aimed at assisting experts that act as evaluators or monitors in EU funding programmes. It shows the full range of provisions that may be applied to this type of contract, and is provided for information purposes only. The legally binding contract will be that which is signed by the parties for each assignment.

# PRAVIDLA ODMĚŇOVÁNÍ HODNOTITELŮ (2)



- Metodika pro stanovení sazeb pro experty při hodnocení na dálku:

[https://ec.europa.eu/research/participants/data/ref/h2020/other/experts\\_manual/methodology-for-expert-fees\\_en.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/experts_manual/methodology-for-expert-fees_en.pdf)

- Tabulky činností
- Na jednu jednotku práce připadá 45 €.
- 10 jednotek odpovídá pracovnímu dni, tj. částce 450 €.
- Úkoly a platby pro jednotlivé experty jsou stanoveny předem.

# KONFLIKT ZÁJMŮ



- **Conflict of interest**
  - V případě konfliktu zájmů je hodnotitel z hodnocení vyloučen (**Exclusion**)
  - Hodnotitel musí zachovat důvěrnost informací (**Confidentiality**)
- **Model Contract for Experts – version 2.0, 1 April 2017; ANNEX 1:**

Situace automaticky považované za konflikt zájmů:

- Podíl na přípravě projektu
- Monitorování projektu by expertovi přineslo prospěch/nevýhodu
- Úzké rodinné vazby nebo jiné úzké osobní vztahy s osobami (včetně třetích stran) zapojenými do projektu
- Expert je nadřízený, kurátor nebo partner žadatele, nebo je zapojen do vedení žadatele (nebo třetích stran)
- Expert je zaměstnán jednou ze stran zapojených do návrhu projektu (nebo třetími stranami)

# INFORMAČNÍ ZDROJE



## Oblast pro experty

- Výzva EK pro potenciální hodnotitele k registraci do databáze expertů, [link](#)
- Standardní instruktážní prezentace pro hodnotitele, [link](#)
- Často kladené otázky hodnotitelů – FAQ, [link](#)
- Formulář pro evaluaci projektů RIA/IA, [link](#)
- Modelová smlouva pro hodnotitele, [link](#)
- Video „Being an expert for the EC“, [link](#)
- Videa a prezentace o hodnocení projektů, síť národních kontaktů „Idealist“, [link](#)
- Přehled českých hodnotitelů, [link](#)

## Oblast pro navrhovatele

- Uživatelská příručka pro online předkládání projektových návrhů, [link](#)
- Série čtyř videí Evropské komise pro navrhovatele projektů Horizontu Evropa, linky [1](#), [2](#), [3](#), [4](#)
- Slovník s terminologií v Horizontu Evropa, [link](#)
- Národní portál [www.HorizontEvropa.cz](http://www.HorizontEvropa.cz)



# ČAS NA POSLEDNÍ DOTAZY

# A NA ZÁVĚREČNOU ANKETU



# DĚKUJEME VÁM ZA POZORNOST

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<https://horizontevropa.cz/cs/narodni-kontakty>