IHI Call 7 proposals

Financial part

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12.01.2024 • Online
Before we start…

- We are recording this webinar and it will be published on the IHI website and B2Match platform.
- We will also publish the presentation slides.
- The call will be officially launched next week and all links and details of how to apply will be published on the IHI website and the Funding and Tenders Portal.
Content of this webinar

- Proposal budget composition
- Contributions from private members and contributing partners
  - In-kind contribution to operational activities (IKOP)
  - Financial Contributions (FC)
  - In-kind contribution to additional activities (IKAA)
- Key thresholds
- Steps to build a budget with practical example
- Questions & Answers
IHI Call 7 budget per topic

<table>
<thead>
<tr>
<th>Topic</th>
<th>Maximum EU contribution (EU funding envelope)</th>
<th>Estimated in-kind and cash contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 Million</td>
<td>25 Million</td>
</tr>
<tr>
<td>2</td>
<td>25 Million</td>
<td>25 Million</td>
</tr>
<tr>
<td>3</td>
<td>45 Million</td>
<td>45 Million</td>
</tr>
<tr>
<td></td>
<td><strong>105 Million (50%)</strong> Public funds</td>
<td><strong>105 Million (50%)</strong> Private funds</td>
</tr>
</tbody>
</table>

* 50% matching is an estimated target for Call 7 as 50% matching must be reached at overall Programme level
### IHI Call 7 budget per proposal

<table>
<thead>
<tr>
<th>Topic</th>
<th>Estimated EU contribution per proposal</th>
<th>Estimated in-kind and cash contribution per proposal</th>
<th>Estimated total eligible costs per proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>12.5 Million</td>
<td>12.5 Million*</td>
<td>25 Million</td>
</tr>
<tr>
<td>2</td>
<td>12.5 Million</td>
<td>12.5 Million*</td>
<td>25 Million</td>
</tr>
<tr>
<td>3</td>
<td>15.0 Million</td>
<td>15.0 Million*</td>
<td>30 Million</td>
</tr>
</tbody>
</table>

50% Public funds

*50% is a prudent approach but 45% is the formal minimum accepted at proposal level*
Total eligible costs of a proposal

- Requesting funding Only (sme, non-profit, patient organisations, academics, …)
- Hybrid: Contributing in-kind (IKOP) and/or cash and Requesting funding (private members, contributing partners)
- Not requesting funding but contributing in-kind (IKOP) and/or cash (private members, contributing partners)

Costs reimbursed

Costs not reimbursed

Minimum 45% contribution (IKOP + FC + IKAA) \( \geq 45\% \) of action’s (eligible costs + IKAA)
IHI Private members (PM)

- **Four** Industry trade associations (EFPIA includes Vaccines Europe subgroup)
- “Constituent entities”: members of these associations
- Affiliated entities of the above entities (financial or legal link)
Contributing Partners (CP)

● Any legal entities interested in supporting IHI JU’s strategic and specific objectives in their specific areas of research without becoming full members

● Application by submitting a letter to IHI Governing Board (GB) before the call deadline

● In letter: detail the scope of their contribution to the proposal and JU objectives

● Their contribution (IKOP and/or FC) must fulfil the cost eligibility criteria (Art 6 of MGA)

● CPs need to be approved by the IHI GB

● Examples of CPs in IHI Call 1: AB Science, icoMetrix, Combinostics, …

● More information on contributing partners on IHI website
### IHI specific budget items

<table>
<thead>
<tr>
<th>Item</th>
<th>Private members (PM)</th>
<th>Contributing Partners (CP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IKOP - In-kind contributions to OPERational activities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>FC - Financial contributions</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>IKAA - In-kind contributions to Additional Activities</td>
<td>✔️</td>
<td>❌</td>
</tr>
</tbody>
</table>

**Not** Private members or Contributing partners → **Cannot** contribute IKOP, IKAA and FC
### Budget items

<table>
<thead>
<tr>
<th>No.</th>
<th>Participant legal name</th>
<th>Role</th>
<th>Personnel costs</th>
<th>Subcontracting costs</th>
<th>Purchase costs</th>
<th>Indirect costs</th>
<th>Total eligible costs</th>
<th>Fundraising Rate</th>
<th>Max EU contribution to eligible costs</th>
<th>Requested EU contribution to eligible costs</th>
<th>Income generated by the action</th>
<th>Financial contributions (FC) RECEIVED</th>
<th>Financial contributions (FC) PAID</th>
<th>IKOP In-kind contribution for operational activities</th>
<th>Non-EU IKOP</th>
<th>Own resources</th>
<th>Total estimated income</th>
<th>IKAA In-kind contribution for additional activities</th>
</tr>
</thead>
</table>

**Estimated eligible costs**

**Estimated EU contribution and other sources of financing**

**Contributions from Private member (PM)/Contributing partner (CP)**

- **In budget table in part A of Proposal**
- **NOT in part A of Proposal**
  - **Only in Annex on budget**

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**2 compulsory steps:**

Fill in the Annex on budget **AND** insert budget in EC IT tool
IKOP

In-Kind contribution to Operational activities
IKOP

- **Only** for entities that are private members or contributing partners

- Consist of the eligible costs these entities incur to implement project tasks (personnel costs, subcontracting costs, other direct costs, …)

- Companies providing IKOP are subject to the same rights and obligations as any other beneficiary signing the GA
  - Same cost **eligibility criteria** ([Art 6 of MGA](#))
  - Same costs calculation methods
  - Same rules for reporting, same deadlines, same tool, etc …
IKOP

- IKOP = (total eligible costs - requested EU contribution, if any)

  Annex on budget calculates IKOP automatically

- ‘IKOP’ includes both EU IKOP and non-EU IKOP

<table>
<thead>
<tr>
<th>Type of participant</th>
<th>Total eligible costs</th>
<th>Requested EU contribution</th>
<th>IKOP</th>
<th>Non-EU IKOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private members &amp; Contributing partners (Hybrid)</td>
<td>15 million</td>
<td>5 million</td>
<td>10 million</td>
<td>2 million</td>
</tr>
</tbody>
</table>
EU IKOP vs Non-EU IKOP

- **EU IKOP** = costs incurred **INSIDE** the EU or Horizon Europe associated countries
- **Non-EU IKOP** = costs incurred in third countries **OUTSIDE** the EU or Horizon Europe associated countries

- the EU: 27 countries
- **Third Countries Associated (AC)** to Horizon Europe: (05.12.2023)
  - 18 HE associated countries: Albania, Armenia, Bosnia and Herzegovina, Faroe Islands, Georgia, Iceland, Israel, Kosovo, Moldova, Montenegro, New Zealand, North Macedonia, Norway, Serbia, Tunisia, Türkiye, Ukraine, United Kingdom
  - Ongoing agreements: Canada, Morocco

E.g.:
- IKOP incurred in US, Switzerland,… is ‘Non-EU’ IKOP
- IKOP incurred in UK after 1 Jan 2024 is ‘EU’ IKOP
Non-EU IKOP

- Criteria: where the underlying activities are carried out. Does not take into account where the company is established.
  e.g: company based in the US but activities carried out in Germany → EU IKOP
  company based in Germany but activities carried out in the US → Non-EU IKOP

Maximum limit

- **Programme level:** Non-EU IKOP ≤ 20% total IKOP of private members and contributing partners (in all projects together)
- **Project level:** limit for IHI Call 7 is also set at 20% non-EU
  If more than 20% → in case the proposal is selected, at grant preparation stage, non-EU should be reduced to maximum 20% and the minimum of 45% contribution maintained

Annex on budget calculates automatically the non-EU threshold
Financial Contributions paid
Financial contributions (FC) paid

- **Cash paid** by a private member or a contributing partner to a beneficiary to support (a part of) its project eligible costs

- Count for the 45% threshold only if the recipient of the FC is eligible for receiving funding

- In Proposal part B (table 3.1k): Financial contributions to be explained:
  - private member/contributing partner paying the FC,
  - the FC amount,
  - the beneficiary receiving the FC and
  - the concerned project activities to carry out by the beneficiary with the received FC
IKAA
In-Kind contribution to additional activities
IKAA in an IHI proposal

“Additional activities” must fulfil all below conditions:

1. contribute towards the achievement of objectives of the IHI projects, or towards the dissemination, sustainability or exploitation of the IHI project results
2. not be funded by the IHI or any other Union funding programme
3. be carried out in the Union or in countries associated with HE
4. be described in the Annex on IKAA of the Proposal
5. not be project task(s) (i.e not IKOP as per DoA)

Only for private members, not for contributing partners

IKAA ≤ 40% of (IKOP + IKAA) from private members at Programme level.

No limit at project level but if 40% exceeded → PM(s) to inform association(s) office(s).
IKAA versus IKOP

- **IKOP**: eligible costs in implementing project tasks/activities as described in the Description of the Action (DoA)
- **IKAA**: costs for additional activities that are not project tasks (i.e. not IKOP)
  - It is up to the consortium to identify IKOP and IKAA for their respective project

- **IKOP**: eligible costs, so can be reimbursed by IHI (if private members/contributing partners are eligible for funding)
- **IKAA**: non-eligible costs so can NOT be reimbursed by IHI

- **IKOP**: subject to HE’s rules (same rules as for any beneficiary signing the GA)
- **IKAA**: can be valued following the usual cost accounting practices of the company (not subject to HE cost eligibility conditions), different reporting deadline, different reporting tool,…
**IKAA versus IKOP**

- **IKOP**: cost must incur during the project implementation
- **IKAA**: costs can incur between the date of submission of the proposal and up to 2 years after project end date

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**IKOP** (project tasks/activities)

- **Proposal submission date**
- **Start date**
- **IHI project duration**
- **End date**
- **2 years after end date**

**Project IKAA**

- **Contribute towards the achievement of objectives of the IHI JU funded projects**
- **Contribute towards** the dissemination, sustainability or exploitation of IHI JU project **results**.
Project IKAA – potential examples

Project objectives: integrate diagnostic and predictive approaches to support multi-modality cancer care

- **Before project start:** develop an image-guided radiation therapy device.
  The device will be used for the consortium activities and as a result will contribute to achieving the project’s objectives.

- **During project implementation:** generate data from clinical trials using cancer treatments modalities (other than those of the project) which are used as independent datasets. These data will further contribute to verifying the usability of the integrated approach developed by the Project and help its finetuning (but the project activities will not depend on these specific datasets).

- **After project end:** develop a decision-making software tool that enables easier communication in the cancer care continuum and between stakeholders. This tool will contribute to the deployment/exploitation of the Project’s outputs.

Always check that all conditions (slide 18) are fulfilled
Project IKAA – potential examples

What not?

X Preparation activities for the **Consortium agreement** (mandatory prerequisite)
X Activities **essential** to reach project objectives (must be IKOP)
X Activities carried out **outside the EU** or HE associated countries
X Activities considered IKOP/IKAA in another IHI proposal (no double counting)
X Activities taking place **before** the proposal submission date
X Activities for which the private member **does not effectively incur costs** during the eligibility timeframe

Doubt? Question? You can always contact the IHI JU Office
### Proposal Annex on IKAA

<table>
<thead>
<tr>
<th>Company name</th>
<th>Category of the additional activity (select)</th>
<th>Type of additional activity (select)</th>
<th>Title of the additional activity</th>
<th>Brief description of the additional activities</th>
<th>Complete description of the additional activities</th>
<th>Estimated period for the additional activity (before/ during/ after project)</th>
<th>Link to IHI Project (explain how it contributes to the IHI project objectives, or the dissemination, sustainability or exploitation of the IHI project results)</th>
<th>Estimated TOTAL value (Insert [amount] in EUR)</th>
</tr>
</thead>
</table>

- **Not published**: information only shared with the applicant consortium, IHI Office and IHI Governing Board
- **Published**: information published on IHI website.

- All information must be provided (no empty cells)
- Must be understandable by any reader (no acronyms)
- Specific, clear and concise
One key threshold
Min 45% contribution

“Private members and contributing partners must contribute at least 45% of the action’s eligible costs and costs for additional activities”

\[(\text{IKOP} + \text{FC paid} + \text{IKAA}) \geq 45\% \text{ of action’s (eligible costs + IKAA)}\]

Annex on budget verifies automatically if your proposal reaches 45%

If threshold not reached collectively → proposal NOT evaluated
Min 45% contribution

- Coordinator of the proposal must submit a Declaration (Annex) to confirm that the required 45% contribution will be provided

- 45% can be reached with only one or two contribution type (e.g. only with IKOP)

- Only private members and contributing partners can contribute to the 45%.

- 45% can be reached with only private member(s), or only contributing partner(s) or with both types

- 45% must be maintained during project implementation

  Prudent approach recommended for proposals: aim for 50%
Estimated eligible costs
## Budget items

<table>
<thead>
<tr>
<th>No.</th>
<th>Participant legal name</th>
<th>Role</th>
<th>Personnel costs</th>
<th>Subcontracting costs</th>
<th>Purchase costs</th>
<th>Internal costs</th>
<th>Indirect costs</th>
<th>Total Eligible costs</th>
<th>Funding Rate</th>
<th>Max EU contribution to eligible costs</th>
<th>Requested EU contribution to eligible costs</th>
<th>Income generated by the action</th>
<th>Financial contributions (FC) RECEIVED</th>
<th>Financial contributions (FC) PAID</th>
<th>IKOP In-kind contribution for operational activities</th>
<th>Non-EU IKOP</th>
<th>Own resources</th>
<th>Total estimated income</th>
<th>IKAA In-kind contribution for additional activities</th>
</tr>
</thead>
</table>

- **Estimated eligible costs**
- **Estimated EU contribution and other sources of financing**
- **PM/CP contribution types**

For all applicants
### Types of costs categories

<table>
<thead>
<tr>
<th>Personnel costs</th>
<th>Subcontracting costs</th>
<th>Purchase costs</th>
<th>Internally invoiced goods and services (Unit costs)</th>
<th>Indirect costs</th>
<th>Total eligible costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Travel and subsistence</td>
<td>Equipment</td>
<td>Other goods, works and services</td>
<td></td>
</tr>
</tbody>
</table>

All costs must fulfill cost eligibility criteria (Art 6 MGA):

*actual/real, recorded in the accounts, foreseen in the budget, necessary for the action, documented/auditable, etc.*

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*Only eligible costs can be reimbursed or be considered as in-kind contribution (IKOP)*
Personnel costs (art 6.2 A in MGA)

- Employees or equivalent *(fixed salary, employment contract)*
- Natural persons under direct contract other than an employment contract *(e.g in house-consultant)*
- Seconded personnel (persons employed and paid by a third party external to the project but put at the disposal of the Beneficiary against payment/for free) *(e.g University professor - researcher)*
- SME owners/natural persons without a salary (unit cost) *(distinction unit vs actual costs not made at proposal stage in budget table, only at Grant preparation stage)*
Personnel costs

Cost of employee (most common case)

Two options:

1. Use of actual costs (HE calculation method)

   Personnel costs for the person
   \[ \text{Daily rate for the person} \times \text{Days worked on the action (max 215 days/year for a Full time)} \]

   \[ \text{actual annual personnel costs for the person} / 215 \text{ days (FT equivalent)} \]

   can include any component legally obligatory by national law/employment contract:
   taxes, social security contributions, thirteenth month salary, Christmas pay, etc.
Personnel costs

Cost of employee (most common case)

2. Use of average personnel costs (unit cost) if according to beneficiary’s usual cost accounting practices

Examples of calculation methods for Personnel costs are available in the HE annotated model grant agreement.
Subcontracting costs *(art 9.3 and art 6.2 B in MGA)*

- Beneficiary contracts a third party to work on *project tasks*

- **Contractual link** between subcontractor and beneficiary based on business conditions as it includes a *profit margin* for the subcontractor

- Selection of subcontractor: the beneficiary should follow its usual internal practice, ensure best value for money (or lowest price if appropriate), transparency, no conflict of interest

- No subcontracting allowed between beneficiaries
Purchase costs (art 6.2 C in MGA)

- Travel, accommodation and subsistence
- Equipment (depreciation cost – part used for the project)
- Other goods, works or services, if necessary to implement the project
  - normally limited in scope (not project tasks)
  - If to implement project tasks → considered as subcontracting
Internally invoiced goods and services

(art 6.2 D2 MGA)

● Goods or services that the beneficiary itself will provide or produce and to be directly used for the action (e.g: self-produced consumables, specific devices or facilities, …)

● Calculated as Unit cost following the beneficiary’s usual cost accounting practices

● Fulfill the general eligibility conditions (Art 6 MGA)
Indirect costs (art. 6.2 E in MGA)

- Fixed flat rate as **25%** of the direct costs (excluding subcontracting costs and internally invoiced goods and services)
- Calculated **automatically** for all beneficiaries (also companies providing IKOP)

No indirect costs should be included in the other costs categories (no double counting allowed)

e.g. average personnel costs – if usual practice is to include indirect costs in FTE* rate

→ the rate must be recalculated to exclude indirect costs

*FTE: Full time equivalent
Estimated EU contribution and other sources of financing
## EU contribution and other sources of financing

| No. | Participant legal name | Role | Personnel costs | Subcontracting costs | Purchase costs | Equipment | Other goods, works & services | Internally invoiced goods and services | Indirect costs | Total Eligible costs | Funding Rate | Max EU contribution to eligible costs | Requested EU contribution to eligible costs | Income generated by the action | Financial contributions (FC) RECEIVED | Financial contributions (FC) PAID | IKOP In-kind contribution for operational activities | Non-EU IKOP | Own resources | Total estimated income | IKAA In-kind contribution for additional activities |
|-----|------------------------|------|-----------------|----------------------|----------------|-----------|------------------------------|---------------------------------|--------------|---------------------|-------------|--------------------------------------|------------------------------------------|----------------------------------|--------------------------------------------|----------------------------------|-------------------------------|-----------------------------|------------------------------------------------|

### Estimated eligible costs

For all applicants
How are participants costs covered?

- Reimbursed by IHI (= EU contribution)?
- Covered with own resources?
- Covered by financial contributions received (other than from IHI)? (e.g: from private members, contributing partners)?

Several scenarios possible
- Can be with only one source of financing (e.g: only EU contribution)
- Can be with a combination (e.g: hybrid participant)
- Can be none (e.g: entity providing only IKOP)
Costs reimbursed by IHI (EU contribution)

<table>
<thead>
<tr>
<th>Funding rate</th>
<th>Maximum EU contribution</th>
<th>Requested EU contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always <strong>100%</strong> (Automatic)</td>
<td>= Funding rate x total eligible costs (Automatic)</td>
<td>Amount of EU contribution requested to reimburse part/all project eligible costs (To encode manually)</td>
</tr>
</tbody>
</table>

- 100% funding rate gives the **wrong impression** that all participants can get all their costs reimbursed but it is not the case because:
  - Private members and contributing partners should bring at least **45% contribution to the project**
  - Some participants **may not be eligible for funding** (e.g: entities in the US, in Switzerland,…)

→ Not all participants get (all) their costs reimbursed
## Simplified budget example

### Single-stage call proposals

<table>
<thead>
<tr>
<th>Type of participant</th>
<th>Total eligible costs + IKAA</th>
<th>Reimbursed eligible costs</th>
<th>Contributions (IKOP, FC, IKAA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Public partners’</td>
<td>15 million</td>
<td>15 million</td>
<td>0</td>
</tr>
<tr>
<td>(Universities, hospitals, SMEs, patient orgs, regulators..)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private members &amp; contributing partners (requested funding = 0)</td>
<td>15 million</td>
<td>0</td>
<td>15 million</td>
</tr>
<tr>
<td>Private members &amp; contributing partners (‘Hybrid’) (optional)</td>
<td>10 million</td>
<td>5 million</td>
<td>5 million</td>
</tr>
<tr>
<td>Total</td>
<td>40 million</td>
<td>20 million (50%) Public funds</td>
<td>20 million (50%) Private funds</td>
</tr>
</tbody>
</table>
EU Contribution

- Participants **eligible** for funding
  - ‘Public partners’ (SMEs, universities, hospitals,…) request **full** reimbursement
  - **Hybrid** participants: can request some funding but keeping in mind 45% contribution should be reached + it will decrease the funding available for the other participants

- Participants **not eligible** for funding (e.g. outside EU) request **zero** EU contribution

Who gets what part of funding? Important to discuss and agree among applicants
Costs covered by financial contributions (FC)

- Amount expected to be received for the project, other than the EU contribution
- Includes FC received from Private Members, Contributing Partners, regional funds,…
- Beneficiaries receiving a FC must ensure they do not request EU contribution for the costs already covered by a FC (no double funding allowed)
Costs covered with own resources

- When costs are not entirely covered by ‘EU contribution’ and/or by ‘Financial contribution received’
- Consists of the own resources the participant plans to use for the implementation of the project
- Always zero for private members and contributing partners (own resources = IKOP)
Simple example of sources of financing

- Check that all costs are ‘covered’ but no profit
  Total eligible costs = (requested EU + financial contributions + own resources)

<table>
<thead>
<tr>
<th>Type of participant</th>
<th>Total eligible costs</th>
<th>Requested EU contribution</th>
<th>Financial contributions (FC) received</th>
<th>Own resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Public partners’ (Universities, hospitals, SMEs, patient orgs, regulators..)</td>
<td>20 million</td>
<td>15 million</td>
<td>4 million</td>
<td>1 million</td>
</tr>
</tbody>
</table>

Annex on budget automatically checks if your proposal budget is correctly completed
Annex on Budget
Proposal’s budget in **EC IT tool (funding and tenders portal)**

3 - **Budget**

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of beneficiary</th>
<th>Country</th>
<th>Role</th>
<th>Personnel costs/E</th>
<th>Subcontracting costs/E</th>
<th>Purchase costs - Travel and subsistence/E</th>
<th>Purchase costs - Equipment/E</th>
<th>Purchase costs - Other goods, works and services/E</th>
<th>Indirect costs/E</th>
<th>Total eligible costs</th>
<th>Funding rate</th>
<th>Maximum EU contribution to eligible costs</th>
<th>Requested EU contribution to eligible costs/E</th>
<th>Max grant amount</th>
<th>Income generated by the action</th>
<th>Financial contribution</th>
<th>Own resources</th>
<th>Total estimated income</th>
</tr>
</thead>
</table>

- One standard budget table for all EU grants
- Does **not** contain JU specific budget items: **IKOP, FC paid, IKAA missing**

→ Budget in proposal Part A is **incomplete**
→ the 45% threshold cannot be calculated
# IHI proposal Annex on budget

- Includes IKOP, non-EU IKOP, FC paid, IKAA
- **Mandatory Annex on budget** – **to be submitted** as part of the proposal
  - calculates automatically the thresholds
  - does not allow values to be entered in cells when not applicable
  - figures become red when something is wrong
  - Warning messages to avoid wrong data are entered

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Two compulsory steps for your proposal budget:

First fill in the IHI Annex on budget AND then insert budget in EC IT tool
Ensure consistency*

IHI Annex on budget

EC IT tool (proposal submission environment)

* In case of discrepancies between values, the ones encoded in the EC IT tool will prevail.
IHI Annex on budget

● Excel document with 4 tabs:
  ● Instructions
  ● Simplified budget (optional)
  ● Detailed budget (compulsory)
  ● Check results
‘Simplified budget’ tab (optional)

- Only 3 rows
- 1 row per type of participant
- Test different budget scenarios
- Verify quickly if your proposal is eligible/reaches the 45%

<table>
<thead>
<tr>
<th>Participant types</th>
<th>TOTAL ELIGIBLE COSTS</th>
<th>REQUESTED EU FUNDING</th>
<th>FC received</th>
<th>IKOP</th>
<th>Non-EU IKOP</th>
<th>FC paid</th>
<th>IKAA</th>
<th>Total Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Beneficiaries requesting funding only (BRs) (not providing IKOP/FC/IKAA)</td>
<td>Total costs include personnel, purchase, subcontracting and 25% indirect costs</td>
<td>Up to 100% of total costs for entities eligible to receive funding</td>
<td>Cash received by PMs/CPs/other sources to cover eligible costs</td>
<td>IKOP equals (Total eligible costs - Requested EU funding - FC received). It includes both EU and non-EU IKOP.</td>
<td>Part of IKOP that is &quot;Non-EU&quot;. Non-EU IKOP must be ≤ IKOP</td>
<td>Cash paid by PMs/CPs to other participants eligible for funding</td>
<td>Costs for additional activities</td>
<td>(IKOP + FC paid + IKAA)</td>
</tr>
<tr>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>All IHI private members (PMs) (requesting funding or not)</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
</tr>
<tr>
<td>All IHI contributing partners (CPs) (requesting funding or not)</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>/</td>
<td>€0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
<td>€0</td>
</tr>
</tbody>
</table>
### 'Simplified budget' tab

- See directly if the 45% threshold is met

### RESULTS

<table>
<thead>
<tr>
<th>Check Description</th>
<th>Formula</th>
<th>Result</th>
<th>Action(s) needed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandatory Check</strong></td>
<td>45% Eligibility Criteria</td>
<td>Min 45% contribution from IHI private members and/or IHI contributing</td>
<td>((\text{IKOP} + \text{FC paid} + \text{IKAA}) \geq 45%) of action’s (eligible costs + (\text{IKOP}))</td>
</tr>
<tr>
<td><strong>Important Check</strong></td>
<td>20% Non-EU IKOP</td>
<td>Max 20% Non-EU IKOP</td>
<td>(\text{Non-EU IKOP} \leq 20%) total IKOP</td>
</tr>
<tr>
<td><strong>Optional Checks</strong></td>
<td></td>
<td>Total FC paid should equal total FC received, unless FC are received from a source external to the consortium.</td>
<td>Total FC paid - total FC received = 0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Max 40% IKAA</td>
<td>IKAA (\leq 40%) total (IKOP + IKAA) from private members</td>
</tr>
</tbody>
</table>
# Check results

## Mandatory Check: 45% Eligibility Criteria

<table>
<thead>
<tr>
<th>CHECK RESULTS:</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mandatory Check</strong> 45% Eligibility Criteria</td>
<td>((\text{IKOP} + \text{FC} + \text{IKAA}) \geq 45% \text{ of action's (eligible costs + IKAA)})</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result</th>
<th>Action needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>If &lt; 45%</td>
<td>Increase IKOP, FC or IKAA to reach 45%</td>
</tr>
</tbody>
</table>

## Important Check: 20% Non-EU IKOP

<table>
<thead>
<tr>
<th>IMPORTANT CHECK</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>20% Non-EU IKOP</td>
<td>(\text{Non-EU IKOP} \leq 20% \text{ total IKOP})</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result</th>
<th>Action needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>If &gt; 20%</td>
<td>Reduce at GAP but keep min. 45% contribution</td>
</tr>
</tbody>
</table>

## Optional Checks

<table>
<thead>
<tr>
<th>OPTIONAL CHECKS</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>IKAA ≤ 40% total (IKOP + IKAA) from private members</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result</th>
<th>Action needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>If &gt; 40%</td>
<td>PM(s) to inform association office</td>
</tr>
</tbody>
</table>

- If ≠ 0: Check if correct
- If > 20%: Reduce at GAP but keep min. 45% contribution
- If ≥ 50.00%: Increase IKOP, FC or IKAA to reach 45%
- If 45 - 49%: Increase IKOP, FC or IKAA to reach 45%

Red but not blocking
‘Detailed budget’ tab (compulsory)

- All budget items
- 1 row for each participant
- Verify the budget is completed correctly before inserting it in the EC IT Tool

<table>
<thead>
<tr>
<th>Participant type (please select)</th>
<th>Participant legal name</th>
<th>Total eligible costs (include personnel, purchase, subcontracting, internally invoiced goods and services and 25% indirect costs)</th>
<th>Funding Rate</th>
<th>Max EU contribution to eligible costs [Funding rate * Total eligible costs]</th>
<th>Requested EU contribution to eligible costs</th>
<th>Income generated by the action</th>
<th>Financial contributions (FC) RECEIVED</th>
<th>Financial contributions (FC) PAID</th>
<th>IKOP (Total eligible costs - requested EU contribution - FC received)</th>
<th>Non-EU part of IKOP</th>
<th>Own resources</th>
<th>Total estimated income [columns NH+PH+HT]</th>
<th>IKAA</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>44</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td></td>
<td>€0.00 100% €0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>€0.00</td>
<td>€0.00</td>
<td>/</td>
<td></td>
</tr>
</tbody>
</table>

Cells editable

Check results (slide 53) and correct if necessary
Practical Example

How to build your proposal budget table?
Build your proposal budget

2 scenarios

1. ‘Public partners’ are leading and seeking matching from Private member(s) and/or Contributing partner(s)
2. Industry is leading and seeking collaboration with ‘public partners’

Note: ‘Public partners’ refers to those beneficiaries that are requesting funding only and cannot contribute IKOP/FC/IKAA - e.g. Universities, patient organisation,...
Steps to build your proposal budget

**Scenario 1:** ‘Public partners’ are leading

1. ‘Public partners’ calculate the EU contribution they need
2. Seek contributions (IKOP, FC, IKAA) from Private Member and/or Contributing partners to match the EU contribution (reach at least 45%)
3. Bring those Private Member and/or Contributing partners in the budget
5. Test other budget scenarios in the same tab, if needed (optional)
6. Fill in the ‘Detailed budget’ tab of IHI Annex (compulsory)
7. Ensure the 45% is reached in ‘Check results’ tab of Annex and if necessary, adapt the ‘Detailed budget’ tab (back to step 5).
8. When budget correct in Annex on budget (see above steps), encode the budget in EC IT submission tool and ensure consistency with values in the Annex
Steps to build your proposal budget

**Scenario 2**: Industry is leading

1. Private Member and Contributing partners calculate their contribution to match the EU contribution available (at least 45%)
2. Calculate the remaining funding available for ‘public partners’
3. Bring those ‘public partners’ in the budget
5. Test other budget scenarios in the same tab, if needed (optional)
7. Ensure the 45% is reached in ‘Check results’ tab in Annex and if necessary, adapt the ‘Detailed budget’ tab (back to step 5).
8. When budget correct in Annex on budget, encode budget in EC IT submission tool and ensure values are the same as in the Annex
Practical Example

Scenario 2 - industry is leading

Single stage call Proposal

| EU funds available for targeted topic: | 10,000,000 |
| Matching needed by Private Members and Contributing partners contributions: | 10,000,000* |

*50% is a prudent approach but 45% of the action’s (eligible costs + IKAA) is the formal minimum
Step 1: Calculate the contribution from Private member(s) and/or Contributing partner(s) (IKOP, FC, IKAA)

(IKOP+FC+IKAA) needs to equal the total amount of EU funding available to consortium (EUR 10,000,000)

<table>
<thead>
<tr>
<th>No</th>
<th>Participant type</th>
<th>Eligible Costs</th>
<th>Requested EU contribution</th>
<th>IKOP</th>
<th>IKAA</th>
<th>FC paid</th>
<th>Contribution (IKOP+FC+IKAA) = EC funding available</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Private members (Hybrid)</td>
<td>6,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>0</td>
<td>2,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>B</td>
<td>Private members</td>
<td>2,000,000</td>
<td>0</td>
<td>2,000,000</td>
<td>0</td>
<td>0</td>
<td>2,000,000</td>
</tr>
<tr>
<td>C</td>
<td>Contrib. partner</td>
<td>1,500,000</td>
<td>0</td>
<td>1,500,000</td>
<td>0</td>
<td>0</td>
<td>1,500,000</td>
</tr>
<tr>
<td>D</td>
<td>Private members (Hybrid)</td>
<td>1,500,000</td>
<td>1,000,000</td>
<td>500,000</td>
<td>1,000,000</td>
<td>0</td>
<td>1,500,000</td>
</tr>
<tr>
<td></td>
<td>TOTALS</td>
<td>11,000,000</td>
<td>4,000,000</td>
<td>7,000,000</td>
<td>1,000,000</td>
<td>2,000,000</td>
<td>10,000,000</td>
</tr>
</tbody>
</table>
Step 2: Calculate the remaining funding available for Beneficiaries requesting funding only (‘public partners’) - e.g. SMEs, Universities, ...

- \[\text{Total contribution (IKOP+FC+IKAA)} - \text{Industry requested EU contribution} = \text{EU funding left available}\]
- Based on the EU funding that remains available, bring on board the other beneficiaries

<table>
<thead>
<tr>
<th>No</th>
<th>Participant type</th>
<th>Contribution (IKOP+FC+IKAA)</th>
<th>Requested EU contribution</th>
<th>Funding Remaining (Contribution – Reimbursement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Private members (Hybrid)</td>
<td>5,000,000</td>
<td>3,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>B</td>
<td>Private members (only IKOP)</td>
<td>2,000,000</td>
<td>0</td>
<td>2,000,000</td>
</tr>
<tr>
<td>C</td>
<td>Contrib. partner (only IKOP)</td>
<td>1,500,000</td>
<td>0</td>
<td>1,500,000</td>
</tr>
<tr>
<td>D</td>
<td>Private members (Hybrid)</td>
<td>1,500,000</td>
<td>1,000,000</td>
<td>500,000</td>
</tr>
<tr>
<td></td>
<td><strong>TOTALS</strong></td>
<td><strong>10,000,000</strong></td>
<td><strong>4,000,000</strong></td>
<td><strong>6,000,000</strong></td>
</tr>
</tbody>
</table>

= \[10,000,000 - 4,000,000\]
### Step 3: Bring those beneficiaries requesting funding only (‘public partners’)

- Make sure their requested EU contribution remains within the limits available (EUR 6,000,000).
- If limit exceeded, compromise to be found between ‘public partners’ and hybrid participants.

#### Consortium Partner Eligible Costs Requested EU contribution IKOP IKAA FC received Total Contribution (IKOP+FC+IKAA)

<table>
<thead>
<tr>
<th>Consortium Partner</th>
<th>Eligible Costs</th>
<th>Requested EU contribution</th>
<th>IKOP</th>
<th>IKAA</th>
<th>FC received</th>
<th>Total Contribution (IKOP+FC+IKAA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private A</td>
<td>6,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>0</td>
<td>0</td>
<td>5,000,000*</td>
</tr>
<tr>
<td>Private B</td>
<td>2,000,000</td>
<td>0</td>
<td>2,000,000</td>
<td>0</td>
<td>0</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Private C</td>
<td>1,500,000</td>
<td>0</td>
<td>1,500,000</td>
<td>0</td>
<td>0</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Private D</td>
<td>1,500,000</td>
<td>1,000,000</td>
<td>500,000</td>
<td>1,000,000</td>
<td>0</td>
<td>1,500,000</td>
</tr>
<tr>
<td>SME X</td>
<td>2,500,000</td>
<td>1,500,000</td>
<td>/</td>
<td>/</td>
<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td>Large company Y**</td>
<td>3,000,000</td>
<td>1,500,000</td>
<td>/</td>
<td>/</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hospital Z</td>
<td>4,000,000</td>
<td>3,000,000</td>
<td>/</td>
<td>/</td>
<td>1,000,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>20,500,000</strong></td>
<td><strong>10,000,000</strong></td>
<td><strong>7,000,000</strong></td>
<td><strong>1,000,000</strong></td>
<td><strong>2,000,000</strong></td>
<td><strong>10,000,000</strong></td>
</tr>
</tbody>
</table>

**Includes 2,000,000 FC paid (see slide 61)**

**Large company Y covers 1.5 Million of its costs with own resources.**

**Includes 2,000,000 FC paid (see slide 61)**
### Step 4: Fill-in the ‘Simplified budget’ tab of IHI Annex on budget (optional)

<table>
<thead>
<tr>
<th>Participant types</th>
<th>Total eligible costs</th>
<th>Requested EU Contribution</th>
<th>FC received</th>
<th>IKOP</th>
<th>Non-EU IKOP</th>
<th>FC paid</th>
<th>IKAA</th>
<th>Total Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Beneficiaries requesting funding only</strong> (not providing IKOP/FC/IKAA)</td>
<td>€9,500,000</td>
<td>€6,000,000</td>
<td>€2,000,000</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td><strong>All IHI private members</strong> (requesting funding or not)</td>
<td>€9,500,000</td>
<td>€4,000,000</td>
<td>€0</td>
<td>€5,500,000</td>
<td>€0</td>
<td>€2,000,000</td>
<td>€1,000,000</td>
<td>€8,500,000</td>
</tr>
<tr>
<td><strong>All IHI contributing partners</strong> (requesting funding or not)</td>
<td>€1,500,000</td>
<td>€0</td>
<td>€0</td>
<td>€1,500,000</td>
<td>€0</td>
<td>€0</td>
<td>/</td>
<td>€1,500,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>€20,500,000</td>
<td>€10,000,000</td>
<td>€2,000,000</td>
<td>€7,000,000</td>
<td>€0</td>
<td>€2,000,000</td>
<td>€1,000,000</td>
<td>€10,000,000</td>
</tr>
</tbody>
</table>
Step 4: IHI Annex on budget – ‘Simplified budget’ tab >> Check results (optional)

<table>
<thead>
<tr>
<th>CHECK RESULTS:</th>
<th>Check description</th>
<th>Formula</th>
<th>Result</th>
<th>Action(s) needed</th>
</tr>
</thead>
</table>
| **MANDATORY CHECK**
45% ELIGIBILITY CRITERIA | Min 45% contribution from IHI private members and/or IHI contributing partners | \((\text{IKOP} + \text{FC paid} + \text{IKAA}) \geq 45\% \text{ of action’s (eligible costs} + \text{IKAA})\) | 46.51% | Your proposal is eligible as the 45% threshold is reached. However, you could further increase IKOP, FC paid or IKAA (or a combination of those contributions) in order to secure 50% and adopt a prudent approach. |
| **IMPORTANT CHECK**
20% NON-EU IKOP | Max 20% Non-EU IKOP | Non-EU IKOP \(\leq 20\%\) total IKOP | 0.00% | The non-EU IKOP in your proposal remains under 20%. No action needed. |
| **OPTIONAL CHECKS** | Total FC paid should equal total FC received, unless FC are received from a source external to the consortium. | Total FC paid - total FC received = 0 | \(\text{€0.00} \) | The total financial contributions paid equal the total financial contributions received. No action needed. |
| | Max 40% IKAA | IKAA \(\leq 40\%\) total (IKOP + IKAA) from private members | 12.50% | The IKAA in your proposal remains under 40%. No action needed. |
Step 5: Test other budget scenarios if needed (optional)

Potential options to reach 50%:
• Decrease Industry ‘Requested EU contribution’ to automatically increase the ‘IKOP’
• Increase Industry costs to automatically increase the ‘IKOP’
• Increase ‘IKAA’, ‘FC paid’
• A combination of the above

<table>
<thead>
<tr>
<th>Participant types</th>
<th>Total eligible costs</th>
<th>Requested EU Contribution</th>
<th>FC received</th>
<th>IKOP</th>
<th>Non-EU IKOP</th>
<th>FC paid</th>
<th>IKAA</th>
<th>Total Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Beneficiaries requesting funding only</td>
<td>€9,500,000</td>
<td>€6,000,000</td>
<td>€2,000,000</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
<tr>
<td>All IHI private members</td>
<td>€9,500,000</td>
<td>€3,000,000</td>
<td>€0</td>
<td>€6,500,000</td>
<td>€0</td>
<td>€2,000,000</td>
<td>€1,000,000</td>
<td>€9,500,000</td>
</tr>
<tr>
<td>All IHI contributing partners</td>
<td>€1,500,000</td>
<td>€0</td>
<td>€0</td>
<td>€1,500,000</td>
<td>€0</td>
<td>€0</td>
<td>/</td>
<td>€1,500,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>€20,500,000</td>
<td>€9,000,000</td>
<td>€2,000,000</td>
<td>€8,000,000</td>
<td>€0</td>
<td>€2,000,000</td>
<td>€1,000,000</td>
<td>€11,000,000</td>
</tr>
</tbody>
</table>

CHECK RESULTS:

<table>
<thead>
<tr>
<th>Formula</th>
<th>Result</th>
<th>Action(s) needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>(IKOP + FC + IKAA) ≥ 45% of action’s (eligible costs + IKAA)</td>
<td>51.16%</td>
<td>Your proposal is eligible as it reaches the 45% threshold of total industry contribution. It even reaches 50%, which is the prudent approach IHI recommends.</td>
</tr>
</tbody>
</table>

MANDATORY CHECK 45% ELIGIBILITY CRITERIA
Step 6: Fill in IHI Annex on budget – ‘Detailed budget’ tab (compulsory)

Step 7: ‘Check results’ tab in IHI Annex on budget – and adapt if necessary

Step 8: When budget correct in IHI Annex, encode budget table in the EC IT submission tool and ensure consistency with values in Annex on budget

You’re done!
Reference documents

- **Model Grant Agreement** (MGA) for Horizon Europe, including Annex 5 applicable to JUs
- **Draft AGA** annotated version of MGA (no annotations for Annex 5)
- **Frequently asked questions** for IHI Calls
- **IHI guide for applicants**
- **IKAA guidelines** (revised version available soon)
- **Annex on budget** for Call 7
- **Guide for Contributing Partners**
#IHICallDays

**Call 6**

- **15 Jan** 14:30 Rules & procedures: two-stage calls
- **16 Jan** 10:30 RWD / RWE in decision-making
- **16 Jan** 14:30 Treatment persistency

**Call 7**

- **10 Jan** 10:30 Management of heart disease
- **10 Jan** 14:30 Optimised hospital workflows
- **11 Jan** 10:30 Rules & procedures: single-stage calls
- **11 Jan** 14:30 Clinical validation of biomarkers
- **12 Jan** 14:30 Single-stage calls: financial aspects
- **23 Jan** 14:30 Management of heart disease
- **24 Jan** 14:30 Optimised hospital workflows
- **25 Jan** 14:30 Clinical validation of biomarkers
Questions

If you want to ask a question please use the chat function on the right corner of your screen.
Marketplace

1. Marketplace

2. 291 Opportunities found

3. Call 5 | Improved prediction, detection, and treatment approaches for comprehensive stroke management (36)

4. PROJECT COOPERATION (291)

PROJECT COOPERATION

EEG based Triage of Stroke Patients
What type of organisation are you looking for? (Question for consortium/coordinator seeking partners)
What kind of expertise are you looking for? (Question for consortium/coordinator seeking partners)

PROJECT COOPERATION

Medical image analysis and segmentation
We would like to join a consortium and can contribute the following expertise:
Medical image data are used in a variety of ways for diagnosis, treatment planning, monitoring of interventions, observation of condition changes and documentation. Common image modalities range from

PROJECT COOPERATION

Remote vital functions monitoring, evaluation and smart interventions
Our research center focuses on the collection, remote monitoring, and evaluation of vital data.
What do we bring to the consortium?
How to book your meetings via the B2Match platform

Book your meetings in 4 easy steps

1. Make yourself available
2. Look for partner on the participants tab
3. Select date, time, attendees (up to eight per meeting), add message
4. Send the meeting request and wait for the reply

Step by Step guide on how to book meetings: https://europa.eu/lfnJFFM
Thank you for your attention

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