



Sveriges lantbruksuniversitet
Swedish University of Agricultural Sciences

THE ART OF WINNING EU GRANTS

– A GUIDE FOR SLU –

SLU EU-Team
September 2012

SLU EU Team defines “lobbying” as “activities of a person or group of persons to provide relevant information and to present their views on an issue. Integrity is the most important element of effective lobbying, the information provided should be truthful and not misleading”

(after Blokhuis, 2009)

LOBBYING STRATEGY FOR RESEARCHERS TO CONTRIBUTE TO UPCOMING WORK PROGRAMMES

This guide

In this guide we give some general advice related to lobbying and information gathering and indicate the role of different levels/actors in the organisation. However, the main ambition is to give some hands-on advice concerning what to think about and how to structure your actions when trying to get your message across to decision-makers of any kind. Since each case is unique and dependent of its own context, it is impossible to go into much detail but hopefully it will be useful as a general guide for how to successfully interact with the relevant people, groups and institutions and how to support your case in a proper way.

Excellence of the proposing research team, informed strategic choices (prioritisation) and effective briefings of decision-makers are the main ingredients of increasing your chances in receiving EU funding. In summary, it is about:

- European Commission (EC) acknowledges that lobbies are legitimate and can help bring important issues to the attention of European authorities
- The EC needs input of relevant information to specific people or networks from many sources to be able to produce new Work Programmes
- Find allies in other countries – if many lobby for the same thing chances increase that EC will listen
- Identify key players in your field for giving input to Work Programmes, for example; relevant European Technology Platform(s) and Swedish Programme Committee delegates
- Identify key people in the EC bureaucracy
- Remember that topics in Work Programmes are not ear-marked for specific research groups
- Timing is crucial – it is important to know the timeliness and methods by which this information exchange is advantageous
- To do the job demands motivation, resources and long-term engagement

INTRODUCTION

LOBBYING – POSSIBLE, LEGITIMATE AND EXPECTED

First of all, it is important to say that exchange of information (lobbying) with the European Commission (EC) is a legitimate task. The EC extensively consult for instance European Technology Platforms, relevant institutions and individual experts and takes into account the ideas from people who contact them. The EC needs input to keep up with developments, for example within different areas of research.

It is important to make this exchange of information:

- To increase the participation of SLU researchers in the development of the work programs
- To inform the EC about topics and scientific developments in areas where SLU scientists have expertise
- To ensure that work programs include topics of interest for researchers and others at SLU
- To increase the participation of SLU researchers in proposals in response to the work programs

An important purpose of this guide is to give some hands-on advice in the art of effectively providing information to decision-makers. Contrary to what used to be popular belief, lobbying is not about using manipulative techniques for gaining improper influence in decision-making processes. Rather, lobbying is about analysing, packing and communicating your message in the best possible way given your specific goals and objectives based on your knowledge and expertise. It is about learning *how* to give effective information, *when* to provide such information and to *whom*.

To be able to write an application in response to a call, there must be a suitable topic in the Work Programme. Otherwise you can not apply. It is not enough to write a strong application when it comes to winning grants. Lobbying is a way to get suitable topics in calls matching well enough with the approach you want to take. We focus here on EU grants but the information can easily be translated to other funding bodies.

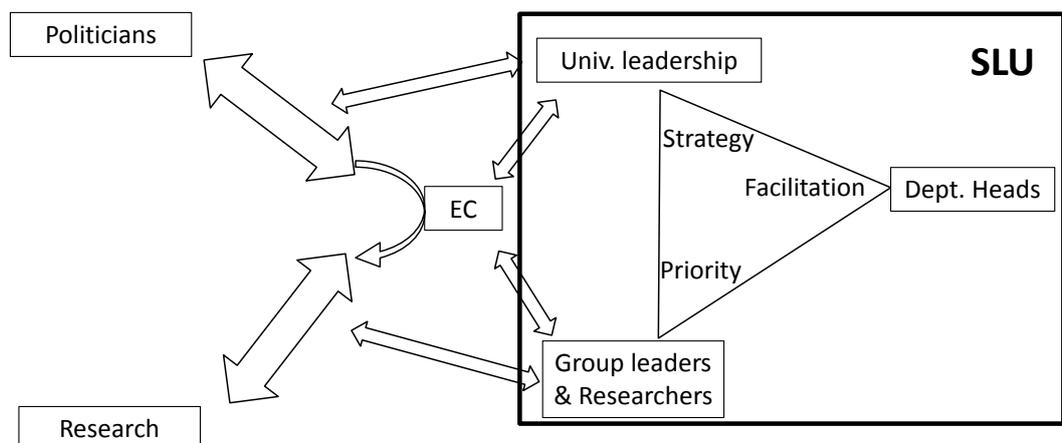
Lobbying is, however, not the answer to all mismatches between your research approaches and call texts. You also need to be aware of recent policy developments and understand the present problem areas and objectives and the required European added value. These things do not change very quickly and can sometimes be anticipated with strategic changes in research focus. This is the other side of the coin: adapting and developing research towards expected calls.

FORMULATION OF CALLS

Calls from the EU are not formulated and designed in a vacuum. In a somewhat longer perspective they are built on established EU policies as well as on related research and innovation policies. Such policies are developed in interaction between politicians and the European Commission with input from and in consultation with society and stakeholders. The resulting documented policies include issues and topics that are important determinants of the content of upcoming calls (i.e. in 1-3 years). It is therefore relevant for an organisation like SLU to contribute to such policy developments and to proactively provide information on options and promising approaches to cope with challenges ahead and to deliver jobs, prosperity, quality of life and global public goods. Once general policies are decided it is relevant that scientists are informed about these in order to be able to anticipate and for instance adapt/focus their research to prepare a better fit or to search for strategic partners to complement their expertise.

Although the final call texts obviously address the issues brought up by different policies, they are also the result of a continuous dialogue with the European research and broader stakeholder community about the best way to address these issues. Drafts of call texts are distributed to trusted partners, meetings and seminars are organised, and finally the exact formulations in the calls are decided. The more efficient you are as a researcher in participating in this dialogue, giving your expert opinion and transferring your knowledge, the more your ideas will be included in the text of the calls.

From the above we can identify different activities and actors that are roughly illustrated in the figure below (inspired by McCarthy, 2011).



THE DIFFERENT ACTORS AT SLU

Leadership

On the level of the university leadership the most important responsibility is to highlight for the staff the main directions where we need to go in order to maximise both the possibilities to find funding and to address the most relevant issues (i.e. Grand challenges, etc.). This means being in contact with national and EU-politicians and high level decision-makers and analysing policy documents and reports (examples: SCAR Foresight, EC Green papers, etc.). Relevant information needs to be synthesised and channelled down through the organisation. Communication is a key word here.

The university leadership should also support Heads of departments to formulate departmental strategies and priorities (see below).

The leadership is also responsible for forming strategic alliances with important partners in Europe and around the world, and for facilitating the staff's wishes to form strong networks.

Possible targets for lobbying at this level are for instance politicians and policy makers (national and on EU-level), SCAR, FAO, World Bank, etc.

Department heads

The role of the department heads is primarily that of being a facilitator. They should help and encourage their scientists to engage in international collaborations and to lobby. This could include providing the financial means for PhD-students and scientists to attend international conferences and information days, and for scientists to engage in strategic groups such as European Technology Platforms.

In addition, they should organise analyses of the scientific development in the department's field and incorporate this into the departmental strategies. These will enable the staff to focus their lobbying activities towards related important programs and strategic groups. Such strategies will provide the framework on which the department can build its future collective research agenda, gaining critical mass and thus maximising the opportunities of successful funding.

Department heads should be well informed of international matters and it would be valuable if they were part of the faculty EU-teams, or at least are well informed about its work.

Group leaders & individual scientists

Ultimately a good proposal depends on the expertise, skills, networks and efforts of group leaders and scientists. They are the ones doing the 'hard work'. The next chapter aims to give some support and direction to this specific group.

HOW TO LOBBY

Preparing the message

Assess your situation and your needs

Go through your present situation thoroughly. Describe your own research area, aims and priorities and define what characterises your work. Analyse your position in relation to the Departmental Strategy. Think about what you want to achieve (your optimal goal), how far you need to reach (your minimum goal), and what measures you need to take to get there.

Assess the international situation

Analyse EU policy related to your area. Put your goals, your needs and your present situation in an EU/international context (e.g. what is your 'niche', how can your work/expertise contribute to solving an EU level issue). Go through your case thoroughly and prepare your arguments in detail. What are the concrete short-term benefits and the potential advantages in the long term? Select a few strong arguments and make sure everyone in your group agrees on them. Prepare answers to follow-up questions and be confident.

Analyse other players

In order to lobby successfully you need as much weight behind your case as possible. To obtain this, you need to build alliances. Lobbying is more effective if people from different organisations and countries give input to the European Commission about the strategic interest of a particular line. Identify other relevant players in for instance industry, interest groups, existing networks, collaborative partners, etc. This also includes the analysis of possible competitors and allies. Where are you/your group/your department in an international context? Who are your partners/competitors and what do you need from them. What parts of your work/expertise are unique?

Keep your networks alive and up-to-date

- Building influential networks and keeping them up-to-date is one of the most effective ways of influencing. Through well-developed networks with scientists

(and companies) at home and abroad you can reach much further than you would ever do yourself.

- In order to become part of influential networks, you must contribute substantially yourself; make a dedicated networking plan. Be generous with information and invitations to seminars, conferences, etc., and be active at social gatherings. Someone might not seem to be of particular importance at the time, but he or she may well become an important contact in the near future. Some specific possibilities:
 - Engage in relevant European Technology Platforms (ETPs) which are industry-driven groups within specific areas, see [Cordis¹](#). Their focus is on formulating research needs and strategies.
 - Make contact with existing networks and EU projects in your area.
 - Possibly form a COST network, see [Cost Home²](#). These are groups of scientists that are networking (meetings, seminars, conferences) around specific scientific questions. These are often very good platforms to form strong alliances for developing an application at a later stage.
 - Try to become an evaluator of EU proposals. There is no better way to learn the tricks of the trade than this. See [Cordis³](#).

Formulating the message

Define the message, include like-minded partners if possible

- Contributing with well-drafted texts to upcoming calls is one of the best ways of influencing a particular call. If you can get your text into a call, chances obviously increase that the call will fit your line of research.
- Form a short and selling message that presents your work in the best way. Prepare a number of good examples of why your project or approach would be the best one to support. Think visionary and present examples of what the results of your study may be used for. Think both short-term and long-term and broaden the horizons of your work and turn it into a European (global) matter. Argue why your work is not only of interest to a selected few.
- Harmonise your message with your (international) partners.

Prepare statistics in support of your case

Be scientific when arguing in favour of your cause. Sloppiness with details will always show and give a bad impression. Prepare a solid case with statistics to support your message, and make sure you leave copies of the documents you refer to – it is rarely possible to absorb detailed figures or information at a meeting.

¹ <http://cordis.europa.eu/>

² <http://www.cost.eu/>

³ <http://cordis.europa.eu/emmp7/>

Learn the style of drafting that is officially used

To obtain most influence, you need to learn the style of drafting that is used in Brussels. Study previous calls and analyse how the texts are written. Are they lengthy or short and concise, which vocabulary is commonly used, how detailed are the texts in content? Once you've understood the style of drafting, use it when contributing with your own texts. A suitable and well-written text is much more likely to be directly copied into a call than a text that simply does not match the general style of EU documents.

Delivering the message

Think through the tactics

Make sure you have thought through the tactics before you start the concrete lobbying work. Define your primary message, think about how you convey it the best way, make a list of persons/organisations to meet with and decide where to start. Remember your strongest arguments and repeat them from different aspects.

Selection of people to talk to

Choosing the right people to talk to is of course very much depending on your topic. Some general suggestions are:

- National Contact Points (NCPs, see [Vinnova⁴](#)). The NCPs are people that act as a connection between the Commission and the Swedish society. They get information directly from the Commission and are thus usually well informed. They are present at meetings with the program committees and know what is going on.
- Program committee members. Each of the ten FP7-Cooperation themes (see [Cordis⁵](#)) has a committee with two representatives from each member state and these can influence what is written in the calls. Names of the present Swedish representatives can be found on SLUs [internal web⁶](#), (it is currently unknown how this program committee structure will develop under Horizon 2020).
- SLU representatives in the relevant reference group. Some of the program committees have national reference groups and there are SLU scientists in some of these. Note though that they don't sit there representing SLU but as experts in their particular scientific field.
- If any of your network partners has coordinated an EU project he/she may have good contacts with relevant project officers at EC which could be approached. Names of scientific officers related to specific call topics are available and give a

⁴ <http://www.vinnova.se/sv/EU-internationell-samverkan/EUs-ramprogram/Radgivning/>

⁵ http://cordis.europa.eu/fp7/cooperation/home_en.html

⁶ <https://intern.sl.se/sv/utbildning-forskning-foma/forskningsfinansiering/verktysglada/internationell-finansiering/programkommitteer/>

good indication about the area of their expertise (see [Cordis⁷](#) under 'get support').

- Go through the structures of the organisation and make sure that you approach the right person at the right level. It is rarely a winning concept to go for the top at once. To be successful (and save time), find out which level, and which part of the organisation, that's most appropriate for your case, and put your efforts there

(Please see further down for a list of Key Players)

Keep the hierarchy in mind – respect the procedures and titles

As tiresome as it may be, hierarchy matters more than you may think in an EU context. As someone used to working in a Swedish environment, you are most likely used to an informal and relaxed way of communicating also with your superiors. However, the culture of the EU bureaucracy is not that relaxed. Within the EU structures title, position and status matters much more. The organisations are hierarchical in structure and decision-making procedures commonly follow strict lines. And to interact successfully with the EU bureaucracy, you must learn to understand and respect these procedures.

In concrete terms, this simply means that you, to a greater extent than you may be used to, need to keep the hierarchy in mind. Put some extra effort into being courteous and address people according to their title, even though it may feel awkward from a Swedish point of view.

Gather intelligence – with whom are you meeting?

Do your homework before meeting with a person. What is his/her background, which are his/her specific interests within the field. The more background knowledge you have, the easier it will be to adjust your message to the organisation in question.

Develop the case bit by bit

Be concise and invite comments as you go along rather than making a long (tedious) speech. Develop your case from a general point of departure and work yourself up to the specific. Avoid potentially controversial aspects of your work (but be prepared for follow-up questions) and finish with a well-balanced and to the point conclusion.

Pick the time and place for action – learn the timetable of drafting and decision making

When trying to influence decision-makers of any kind, it is absolutely vital that you time your lobbying activities correctly. If you are too late, or too early for that matter, you will not be listened to, no matter how interesting your point is. The good thing is that drafting of texts and decision-making in Brussels roughly follow the same

⁷ http://cordis.europa.eu/fp7/kbbe/support_en.html

timetable every year, and it's a simple thing to learn how it works (*please see further down for a description of the Brussels cycle*).

The importance of follow-up

Don't overestimate the impression you make and hence underestimate the importance of follow-up. If you find it worthwhile to lobby an organisation, you can be sure that others do as well. This means that the decision-makers are approached by a large number of people arguing for their specific case. Therefore, make sure you write a follow-up letter or e-mail after each meeting. Attach whatever material you didn't hand over at the meeting, and ensure that the letter includes a short summary of the main points of your case.

Act proactively – invite to seminars, conferences, etc.

When you have outlined who the important actors are in your field of interest, keep contact with them also out of season. Act proactively through inviting key contacts to seminars, conferences and meetings. Establishing deep and long-term relationships requires some effort, but if you succeed it will pay off. In order to become part of the inter-European dialogue through which the European research agenda is formulated you must participate as an active player yourself.

Coordinate efforts

Encourage your international partners to lobby for the same thing in their respective countries but coordinate efforts as to not separately approach the same person.

SIX CLASSIC LOBBYING MISTAKES

1. RUNNING WITHOUT A MAP

You plunge yourself into a set of unstructured lobbying activities without having done your homework. You think you have a hunch of roughly what to do, and don't bother assessing your situation, defining your objectives and preparing your case properly.

2. STARTING FIVE MINUTES TO TWELVE

You start working when decisions are almost made and your possibilities of influencing the process are negligible. Your networks are not up-to-date, you don't know where your competitors are and you haven't kept track of the timetable for decision-making.

3. DOING LIKE WE ALWAYS HAVE DONE

Even though you haven't been successful in the past, you keep on doing like you've always done. You're thinking inside the box instead of being creative about novel ways of influencing.

4. *SNEAKING LIKE A TIGER*

You are of the impression that lobbying should be conducted on the sly, without anyone knowing. You don't realise that in order to maximise your impact you should instead build strong and vocal alliances and create publicity around your work.

5. *BIRDS OF A FEATHER FLOCK TOGETHER*

You keep on working with the same partners out of habit instead of seeking unexpected alliances that may increase your possibilities of influence.

6. *APPROACHING THE WRONG PERSON*

You approach a person in the organisation without first checking if this is the responsible official for your field. Finding the correct people, hearing their recommendations, and communicating your message to them is of crucial importance.

KEY ACTORS IN THE EU FUNDING SYSTEMS

European Technology Platforms - ETPs

ETPs provide a framework for stake holders, led by industry, to define research priorities and action plans on a number of technological areas where achieving EU growth, competitiveness and sustainability requires major research and technological advances in the medium to long term. Some ETPs are loose networks that come together in annual meetings, but others are establishing legal structures with membership fees. They work on developing and updating agendas of research priorities for their particular sector. These agendas constitute valuable input to define European research funding schemes. Since they are developed through dialogue among industrial and public researchers and national government representatives, they also contribute to create consensus and to improve alignment of investment efforts.

The European Commission does not own or manage ETPs, which are independent organisations. The European Commission did, however, support their creation and remains engaged with them in structural dialogue on research issues.

Individual ETPs of special interest for SLU

Energy	European Biofuels Technology Platform - Biofuels
	Renewable Heating & Cooling - RHC
ICT	Integral Satcom Initiative – ISI
Bio-based economy	Farm Animal Breeding and Reproduction Technology Platform - FABRE TP
	Food for Life – Food
	European Technology Platform for Global Animal Health – ETPGAH
	Plants for the Future – Plants
	Forest based sector Technology Platform – Forestry

Link to all ETPs: http://cordis.europa.eu/technology-platforms/home_en.html

Advisory Groups to the Commission

The Commission has set up External Advisory Groups for scientific assistance. Each specific programme of FP7 (Cooperation, Capacities, People) has assigned an Advisory Group. For Ideas (the European Research Council-ERC), the Advisory Group is represented by the Scientific Council.

The Advisory Groups are made up of representatives of academia and industry, who act in their own capacity. The members of the Advisory Groups are mainly involved in the drafting of the Work Programmes and, if necessary, assessment reports for the internal use of the Commission.

A list of the members of the Advisory Groups for FP7 can be found here:

http://ec.europa.eu/research/fp7/index_en.cfm?pg=eag

Program Committees by the Commission

Each specific programme and sub programme of FP7 (Cooperation, Capacities, People) have an assigned Program Committee. The Program Committees are made up of at least two national representatives from each Member State plus Candidate Countries plus Israel. One of these representatives is the National Contact Point for that area (carrying the mandate of the national ministry of research). The other(s) representative(s) are experts in that field, from academia, industry or business community, who act in their own capacity. The members of the Program Committee are involved in approving the Work programmes, in discussing ranking of proposals and other operational issues.

Standing Committee on Agricultural Research (SCAR)

http://ec.europa.eu/research/agriculture/scar/index_en.html

The Standing Committee on Agricultural Research (SCAR) is formed by representatives of Member States, and presided over by a representative of the Commission, which has a mandate to advise the Commission and the Member States on the coordination of agricultural research in Europe.

The SCAR committee plays a major role in the coordination of agricultural research efforts across the European Research Area. It is made up of the 27 EU Member States, with representatives from Candidate and Associated Countries as observers. The SCAR members are currently representing 37 countries.

The SCAR committee adopted a structured approach to the prioritisation of research topics for further collaboration, through the establishment of a number of Member & Associated State Collaborative Working Groups (CWGs). The establishment of CWGs is a more flexible and less formal alternative mechanism to the ERA-NET scheme, but shares the same objective: to stimulate and ultimately increase research collaboration between funders and programme managers on key-research areas.

National Contact Points (NCP)

Vinnova, the Swedish Governmental Agency for Innovation Systems, has as mission to inform and advice on the Seventh Framework Programme. The goal is to promote Swedish participation in the Framework Programme and influence policy and program work in Brussels.

Each thematic area within FP7 has a National Contact Point (NCP), working with information and advice on the specific field. Most Swedish NCPs are at Vinnova in

Stockholm (<http://www.vinnova.se/sv/EU-internationell-samverkan/EUs-ramprogram/Radgivning/>).

Vinnova is also the national coordinating organisation for other European cooperation programs: COST, EUREKA, Eurostars + (<http://www.vinnova.se/sv/EU-internationell-samverkan/>).

THE BRUSSELS CYCLE

The Work Programme Annual Cycle

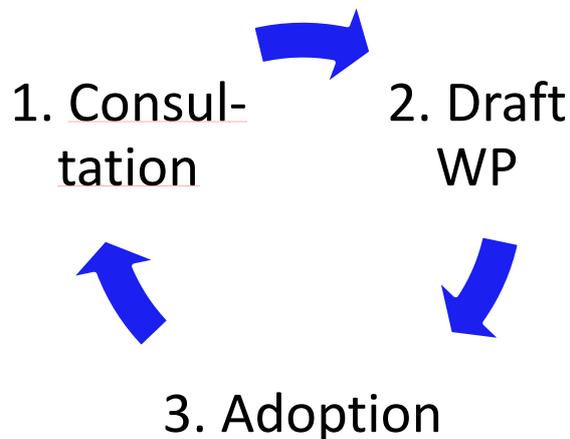
Timing is crucial – it is important to know the timelines and methods by which information exchange is advantageous. It is important to identify:

- The cycle of European programs and the preparation of the work programs
- The tasks of the European Commission (EC) in the preparation of work programs in each of the phases
- Who else is expressing their interests to the EC, in order to contact them and send them our ideas

The responsibility of preparing a Work Programme (WP) lies with the EC. The scientific topics in a call are included in the WP following extensive consultation by the EC.

The preparation of WPs for each year follows, in principle, the same yearly cycle, which could be summarised as follows:

- Phase 1: Consultation
- Phase 2: Preparation of Draft WP
- Phase 3: Adoption Phase



In order to prepare a WP, the following activities can be identified:

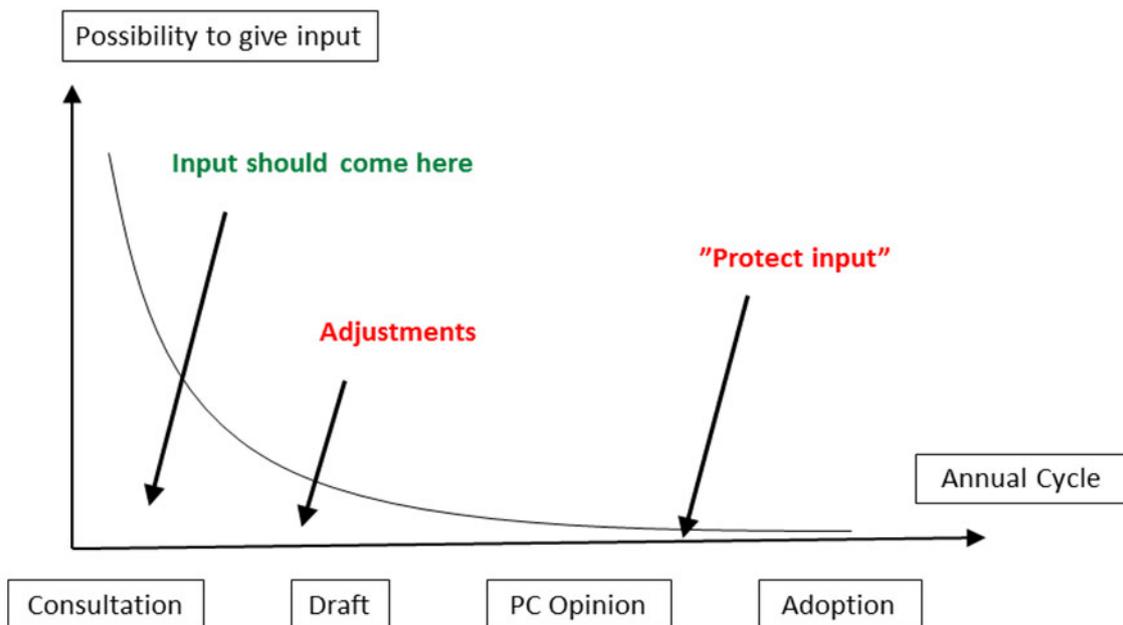
- During the first phase there are different types of internal (within the EC) and external consultations (Advisory Groups, European Technology Platforms, Framework Program Committees, Expert groups/Work Shops/Conferences).
- During the second phase the EC prepares one (or several) draft WP which is followed by
- A third “adoption phase”;

- An internal Inter Service Consultation.
- The Framework Programme Committees give their formal opinion and
- The final adoption by the EC can be made after positive opinion from the PCs.

The Calls for Proposal can be published immediately after adoption by the Commission.

When to give input?

The input to the Commission has to be useful and be delivered at the appropriate time. To be able to influence next annual WP it is important that you give input to the EC as early as possible after the latest WP has been adopted, but before a draft of the next annual WP exists.



Timing is crucial - most impact is before a draft exists.

Justification of topics

A topic is a concisely worded specific research topic as presented in a Call for Proposals/Work Programme and has a unique reference number and title.

Suggesting a change of a topic or to introduce a new one needs to be duly justified:

- How is the area/topic important for European economy, competitiveness, policy, or is it expected to be important in the future?
- Is there European research potential within the area and is there competence within the area in Europe? Can Europe become a world leader?
- Can European funding be justified? Is governmental/private funding in the area lacking? Is there a need to reach a “critical mass” or to overcome fragmentation? Is it an interdisciplinary field and does it need "visibility"?

ACRONYMS AND TERMINOLOGY

AC	Associated Countries of the European Union: Non-EU countries which are party to an international agreement with the Community. In the context of proposal consortia, organisations from these countries are treated in the same way as those in the EU member states.
AG	External Advisory Groups for scientific assistance set up by the EC.
Call for proposals (or "Call")	Calls are published official invitations for researchers to submit project proposals for a specific area of the Framework Programme. Calls specify very clearly what is required. The calls for proposals under FP7 are set out in annual work programmes which will provide details about topics, timing and implementation. Calls are usually (but not always) made on an annual basis. Calls are announced in the Official Journal of the European Union, with the call and any documents relating to it published on the Participant Portal .
Consortium	Most funding schemes require proposals from a number of participants (usually at least three) who agree to work together in a consortium.
Coordinator	The coordinator leads and represents the applicants. He or she acts as the point of contact with the Commission.
CORDIS	Community Research and Development Information Service The EC web site on research and development. Much of the information and facilities on the CORDIS is gradually transferred to the Participant Portal.
COST	European Cooperation in the field of Scientific and Technical Research: http://www.cost.esf.org/
DG	The EC is divided into several departments and services. The departments are known as Directorates-General (DGs).
EC	European Commission http://ec.europa.eu/index_en.htm
ERA	European Research Area - A system of scientific research programmes integrating the European Union's scientific resources. Its purpose is to increase the competitiveness of European research institutions by bringing them together and encouraging a more inclusive way of work.
ERANET	Cooperation and coordination of research activities carried out at national or regional level http://cordis.europa.eu/fp7/coordination/about-era_en.html
ERC	European Research Council
ESFRI	European Strategy Forum on Research Infrastructures
EU	European Union http://europa.eu/index_en.htm
EUREKA	a pan-European network for market-oriented, industrial R&D
ESF	European Science Foundation http://www.esf.org/
FP7	FP7 is the short name for the Seventh Framework Programme for Research and Technological Development . This is the EU's main instrument for funding research in Europe and it will run from 2007-2013. The European Community part of FP7 is organised in four programmes: Cooperation , Ideas , People and Capacities
HEI	Higher Education Institutions. Most universities belongs to this organisation category

Horizon 2020	The new European framework programme for research and innovation, 2014-2020.
Information Days	Open events organised by the Commission to explain the characteristics of specific calls, and often as well, a chance for potential applicants to meet and discuss proposal ideas and collaborations.
ICPC	International Cooperation Partner Countries - A list of low-income, lower-middle income and upper-middle-income countries. Organisations from these countries can participate and receive funding in FP7, providing that certain minimum conditions are met.
IP, IPR	Intellectual property (IP) and Intellectual property Right (IPR) - A legal concept that includes copyrights, trademarks, patents, and related rights. Under intellectual property law, the holder of one of these abstract "properties" has certain exclusive rights to the creative work, commercial symbol, or invention which is covered by it.
ISC	Inter Service Consultation - Internal consultation within the EC. Between Research DGs (Research, Enterprise, Transport, Information Society and Joint Research Centre) and PolicyDGs (Environment, SANCO, Agriculture, Fishery) and Horizontal DGs (Budget, Legal Serv, Secretariat General)
JRC	The Joint Research Centre (JRC) is a Directorate-General of the European Commission under the responsibility the European Commissioner for Research. Its Board of Governors assists and advises the Director General on matters relating to the role and the scientific, technical and financial management of the JRC.
JTI	Joint Technology Initiatives (JTIs) are a means to implement the Strategic Research Agendas (SRAs) of a limited number of European Technology Platforms (ETPs).
MEP	Member of the European Parliament
MS	Member States of the European Union
NCP	National Contact Points: Official representatives nominated by the national authorities to provide tailored information and advice on each theme of FP7, in the national language(s).
Participant Portal	The Participant Portal is the entry point for electronic administration of EU-funded research and innovation projects, and hosts the services for managing proposals and projects throughout their lifecycle.
PIC	Participant Identification Code, needed for all participants in FP7 projects. This is obtained after an organisation has registered. SLU PIC: 99887350
PC	Programme Committee - Each specific programme and sub programme of FP7 (Cooperation, Capacities, People) have an assigned Program Committee. A group of official national representatives who assist the Commission in implementing the Framework Programme.
PPP	Public-private partnership - A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. These schemes are sometimes referred to as PPP or P3.
Proposal	A description of the planned research activities, information on who will carry them out, how much they will cost, and how much funding is requested

SME	Small and Medium sized Enterprise SMEs are defined in Recommendation 2003/361/EC of 6 May 2003 .
SICA	Specific International Cooperation Actions - In some calls on topics of mutual interest, special conditions apply to promote research collaborations between European organisations and those based in the International Cooperation Partner Countries (ICPC).
SP	FP7 (2007-2013) is made up of four Specific Programmes: <ul style="list-style-type: none"> • Cooperation • Capacities • People • Ideas <p>In addition, there are 'Specific programmes' for the Joint Research Centre (non-nuclear activities) and one for Euratom nuclear research and training activities.</p>
Theme / thematic area	A theme or thematic area is a sub-section within FP7 Cooperation. The themes are numbered as in the legislative proposal; <ol style="list-style-type: none"> 1. Health 2. Food, Agriculture and Fisheries and Biotechnology 3. Information and Communication Technologies 4. Nanosciences, Nanotechnologies, Materials and new Production Technologies 5. Energy 6. Environment (Including Climate Change) 7. Transport (including Aeronautics) 8. Socio-economic Sciences and Humanities 9. Space 10. Security
Topic	A "topic" is a concisely worded specific research topic as presented in a Call for Proposals / Work Programme and it has a unique reference number and title.
WP	A Work Programme is a formal document of the EC that sets out the scientific-technical, economic and societal objectives and the topics to be addressed within a Specific Program or a Thematic area. It also contains information about the schedule and details of the calls for proposals, indicative budgets, and the evaluation procedure. During FP7, annual Work Programmes has been published for each Thematic area within FP7 Cooperation and also for the Specific Programs Capacities, People and Ideas.

Sources and further reading

Dan Andrée, A rough guide to the FP7 Work Programmes. Ministry of Education and Research. Stockholm – Brussels. March 2008

Harry Blokhuis, 2009. Networking and developing international projects. MZEquitation, Skokloster, Sweden. 108 pp.

STRATEGIES FOR AN ORGANISATION

- *Longer term strategy setting up a road map for Horizon 2020 and establishing a network*
- *Shorter term strategy adapted to the annual WP cycle*

Longer term strategy, FP Cycle 'organisation':

- *Articulate your input to the Commission*
 - *Strength – priorities – business plan*
 - *Participation in FP – coordinators*
 - *(National positions)*
 - *Synergies with national programmes*
 - *International cooperation*
 - *ETP, national mirror platforms – strategic research agenda*
- *Establish a network (to be used to communicate input)*
 - *National PC members, experts and NCPs*
 - *Officials/nationals in the Commission*
 - *AGs, ETPs members*
 - *FP partners (existing/potential)*
 - *Other stakeholders/'like-minded', groups*
- *organisations and research associations*
 - *Liaisons offices in Brussels, Regional Offices*
 - *Evaluators*
 - *(MEPs)*
- *Allocate resources*

Shorter term strategy, 1 year:

- *Useful input at the right time – WP cycle – input/adjustments/protect*
- *Make priorities, be realistic, on-going political debate, be active in Brussels (meetings/work-shops)*
- *Think European & coordinate with 'like-minded', justification*
- *Use your network to communicate input*
- *Difference between negotiations in Council and convincing Commission*