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Funding Synergies Manual

Combining national, territorial and European instruments for Turkish research, innovation and enterprise across the quadruple helix.

V.01 – SEP 2026

2021–2027 PROGRAMMING PERIOD

REPUBLIC OF TÜRKİYE
MINISTRY OF INDUSTRY AND TECHNOLOGY

#NATIONAL TECHNOLOGY INITIATIVE

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

This project is co-financed by the European Union and the Republic of Türkiye

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Scope	Horizon Europe · Erasmus+ · Digital Europe · Single Market Programme, with territorial and pre-accession instruments in the mapping layer

Disclaimers

This manual is a guidance document. It does not replace official call texts, work programmes, model grant agreements or participating-country lists. Eligibility, participation scope and funding conditions are call-specific and may change; always verify against the latest official source before acting. Nothing here constitutes legal, state-aid, procurement, VAT, audit or accounting advice. Illustrative scenarios are labelled as such and do not describe verified cases.

Use of GenAI Tools

Generative AI tools were used to support the preparation of this Manual. Google Gemini (Deep Research) was used to help search the multiple programmes, identify potential sources, and summarise documents to assess their relevance. Anthropic's Claude (Sonnet and Opus) was used for language editing, improving the grammar, clarity, and readability of text I had written. Claude Design was used to develop the visual elements. These tools supported the process only: the choice of sources, the analysis, the arguments, and the conclusions are the author's. All AI-assisted outputs, including every reference, were cross-referenced and checked against the original sources, and the author takes full responsibility for the content.

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Glossary and Acronym Index

Acronym	Meaning
AFAD	Disaster and Emergency Management Authority; national coordinator for the UCPM.
AFD	Agence Française de Développement, the French bilateral development bank.
ARDEB	TÜBİTAK Research Support Programmes Directorate; manages the academic 1000-series.
BİDEB	TÜBİTAK Science Fellowships and Grant Programmes Directorate; manages 2000-series fellowships.
BİGG	TÜBİTAK 1512 Individual Young Entrepreneurs seed-funding programme.
CBC	Cross-Border Cooperation (Interreg / IPA programmes).
CFCU	Central Finance and Contracts Unit; the principal contracting authority for IPA III in Türkiye.
COSME	SME competitiveness strand of the Single Market Programme; Türkiye's entry point to the SMP.
COST	European Cooperation in Science and Technology; bottom-up research networking actions.
CSA	Coordination and Support Action (Horizon Europe action type).
CSO	Civil Society Organisation.
DG	Directorate-General of the European Commission (e.g. DG RTD, DG NEAR, DG GROW, DG CNECT).
DIGITAL	Digital Europe Programme; Türkiye participates in Specific Objectives 1, 2, 4 and 5.
EACEA	European Education and Culture Executive Agency; manages centralised Erasmus+ actions.
EBRD	European Bank for Reconstruction and Development.
EDCTP3	Global Health EDCTP3 Joint Undertaking (clinical research partnership).
EDIH	European Digital Innovation Hub; service one-stop shop for SME and public-sector digitalisation.
EEN	Enterprise Europe Network; SME internationalisation and partnering network.
EFSD+	European Fund for Sustainable Development Plus; the EU guarantee instrument that reaches Türkiye through the Türkiye Investment Platform.
EIB	European Investment Bank.
EIC	European Innovation Council (Pathfinder, Transition, Accelerator, Pre-Accelerator, STEP Scale-Up).
EIE	European Innovation Ecosystems (Horizon Europe Pillar III strand).
EIF	European Investment Fund; the EIB Group's SME equity and guarantee arm.
EISMEA	European Innovation Council and SMEs Executive Agency.
EIT	European Institute of Innovation and Technology; operates the Knowledge and Innovation Communities.
ERA	European Research Area.
ERC	European Research Council; frontier-research grants in Horizon Europe Pillar I.
ESC	European Solidarity Corps.
ESR	Evaluation Summary Report; the evaluators' feedback document on a Horizon Europe proposal.
EYE	Erasmus for Young Entrepreneurs (SMP-COSME mobility scheme).
FSTP	Financial Support to Third Parties; the formal name of cascade funding.
F&T Portal	EU Funding & Tenders Portal; the single entry point for EU calls and tenders.
GBER	General Block Exemption Regulation (EU state-aid framework).
GEFF	Green Economy Financing Facility (EBRD credit lines through Turkish banks).
HaDEA	European Health and Digital Executive Agency.
HE	Horizon Europe, the EU framework programme for research and innovation 2021–2027.
HEI	Higher Education Institution.
HIT-30	Ministry of Industry and Technology High-Technology Investment Programme.

IA	Innovation Action (Horizon Europe action type, typically TRL 5–7).
IBRD	International Bank for Reconstruction and Development (World Bank lending arm).
IFC	International Finance Corporation (World Bank Group private-sector arm).
IPA III	Instrument for Pre-Accession Assistance 2021–2027; delivered primarily through procurement.
IPARD	IPA Rural Development strand; grant-based, managed by TKDK/ARDSI.
iVCi	Istanbul Venture Capital Initiative (EIF-backed fund of funds).
JU	Joint Undertaking; an institutionalised European Partnership under Horizon Europe.
KA1 / KA2 / KA3	Erasmus+ Key Actions: learning mobility; cooperation among organisations; policy support.
KAYS	Common e-application system of the 26 Development Agencies (kaysuygulama.sanayi.gov.tr).
KGF	Kredi Garanti Fonu; the Turkish credit-guarantee fund.
KIC	Knowledge and Innovation Community (EIT thematic community).
KOSGEB	Small and Medium Enterprises Development Organisation; national coordinator for SMP-COSME.
MFF	Multiannual Financial Framework; the EU's seven-year budget cycle (currently 2021–2027).
MoIT	Ministry of Industry and Technology; national coordinator for DIGITAL.
MSCA	Marie Skłodowska-Curie Actions; researcher mobility and training in Pillar I.
NCP	National Contact Point; in Türkiye operated by TÜBİTAK for Horizon Europe.
NIPAC	National IPA Coordinator; in Türkiye, the Directorate for EU Affairs.
NUTS	EU statistical classification of territorial units; determines territorial eligibility in CBC programmes.
PCP	Pre-Commercial Procurement.
PRAG	Procedures and Practical Guide for EU external-action procurement; governs IPA III tenders.
PRIMA	Partnership for Research and Innovation in the Mediterranean Area; Türkiye is a participating state.
QH	Quadruple Helix: academia, industry, public authorities, and civil society.
RIA	Research and Innovation Action (Horizon Europe action type, typically TRL 2–5).
RIS	EIT Regional Innovation Scheme; Türkiye is RIS-eligible.
RRI	Responsible Research and Innovation.
RTO	Research and Technology Organisation.
S3	Smart Specialisation Strategy (regional innovation priority framework).
SCN	Synergy Concept Note (Tool 4.4 of this manual).
SME	Small or medium-sized enterprise, per the EU SME definition.
SMP	Single Market Programme; Turkish participation limited to the COSME strand.
SO	Specific Objective (Digital Europe Programme); Türkiye participates in SO 1, 2, 4, 5.
STEP	Strategic Technologies for Europe Platform; large-ticket EIC scale-up stream.
TED	Tenders Electronic Daily; the EU public-procurement journal.
TEYDEB	TÜBİTAK Technology and Innovation Support Programmes Directorate; manages the industrial 1500/1600/1700/1800-series.
TGIF	Turkish Growth and Innovation Fund (EIF-backed fund of funds).
TIDIP	Türkiye Industrial Decarbonization Investment Platform (EBRD / World Bank Group).
TIP	Türkiye Investment Platform; channels EFSD+ guarantees to Türkiye.
TKDK / ARDSI	Agriculture and Rural Development Support Institution; manages IPARD.
TKYB	Türkiye Kalkınma ve Yatırım Bankası (Development and Investment Bank of Türkiye).
TRL	Technology Readiness Level (1–9).
TSKB	Türkiye Sınai Kalkınma Bankası (Industrial Development Bank of Türkiye); the Turkish EIF shareholder.
TTGV	Technology Development Foundation of Türkiye; technology-transition finance.
TTO	Technology Transfer Office.

TÜBİTAK	Scientific and Technological Research Council of Türkiye; national coordinator for Horizon Europe.
TÜSEB	Health Institutes of Türkiye; national health R&I funder under the Ministry of Health.
UA	Turkish National Agency (Centre for EU Education and Youth Programmes); runs Erasmus+ and ESC.
UCPM	Union Civil Protection Mechanism.
UİDB	TÜBİTAK International Cooperation Directorate.
WP	Work Programme (in the Horizon Europe call context) or Work Package (in the project context).

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01

Introduction

Start here: How to benefit the most out of the available funding opportunities

IN THIS CHAPTER

1.0 Purpose and promise of the manual

1.1 How the manual is organised

1.2 What is a synergy and why it is needed

1.3 Eligibility, suitability and competitiveness

1.4 Cross-Cutting Issues

1 Introduction

Understand how to make the best of this document

1.0 Purpose and promise of the manual

This manual is written for Turkish organisations that want to use funding more strategically. Funding opportunities should not be approached as isolated grants. Organisations must develop a strategy that approaches funding as a pathway: a sequence, combination or layering of instruments that helps an organisation move from an idea, capacity gap, research result, public need or business opportunity toward a stronger European position.

The manual has a practical use. It helps the reader build funding pathways that are clear and effective: each instrument has a defined role, each partner has a reason to be there, and each phase produces something that the next phase can use. The pathway must serve an organisational objective and not chase the next open call.

The manual is not a catalogue of calls. Call documents, work programmes, programme guides and national rules change, and no manual can replace the latest official source. On every occasion the responsible organisation must verify the current rules of the call with the relevant authority.

The manual is designed for a beginner to advanced reader. A researcher may already know about EU or National grants, but may not yet know how all these national, territorial or European financing mechanisms connect. More advanced readers may already have used one programme, such as TÜBİTAK, Erasmus+ or Horizon Europe, but still need a structured way to combine instruments to maximise results.

We organise the pathways and synergies in the manual following the concept of the *Quadruple Helix (QH)*. QH is a simple way to describe how innovation happens through cooperation between four groups: *Academia and research organisations, Industry and SMEs, Public authorities*, and *Civil society* or users. It is appropriate for this manual because funding synergies rarely depend on one actor alone.

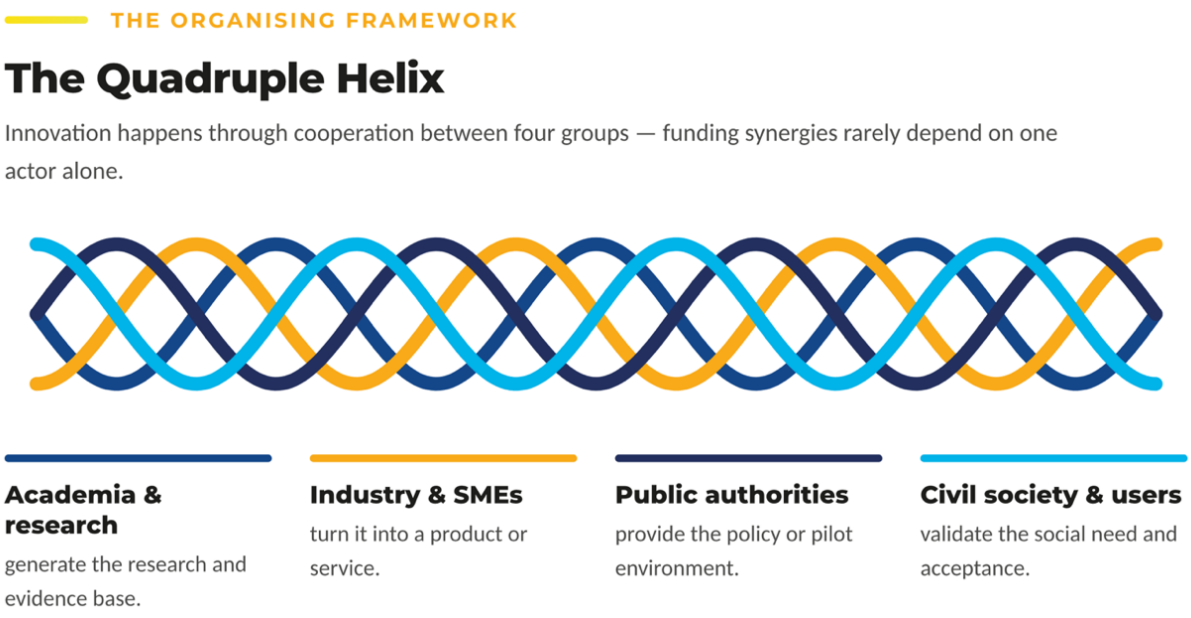


Figure 1: The Quadruple Helix

A university may generate the research, an SME may turn it into a product, a public authority may provide the policy or pilot environment, and civil society may validate the social need and user acceptance. Using the Quadruple Helix helps applicants think beyond individual grants and design stronger pathways, clearer consortia, and more credible impact routes across national, territorial, and European instruments.

The key actors of the QH and primary users of this manual are:

- ***Academics and Researchers***, research groups, universities, research organisations and research hospitals that want to move from national R&I activity into European collaboration and leadership.
- ***SMEs***, startups, scale-ups, Technopark companies and ***industry actors*** that want to connect R&D, digitalisation, market access and growth finance.
- ***Public bodies***, municipalities, development agencies and regional actors that want to use territorial cooperation, EU programmes and investment finance to upgrade services or support innovation.
- ***Civil-society organisations***, associations, foundations and community actors that want to enter European partnerships through social innovation, inclusion, skills, climate, youth or territorial cooperation routes.



NOTE

Innovation Support institutions, including TTOs, project offices, incubators, accelerators, clusters, chambers, EDIHs and EEN nodes, sit between the four Quadruple Helix actors, rather than inside only one category. They are best treated as intermediary / enabling organisations that connect the helix.

1.1 How the manual is organised

The manual follows a progression that mirrors how many Turkish applicants encounter funding in practice: first the national base, then territorial and interregional cooperation, then European programmes, then the financial instruments that support deployment and scale.

There is no single correct way to read the manual. The right route depends on the reader's starting position.

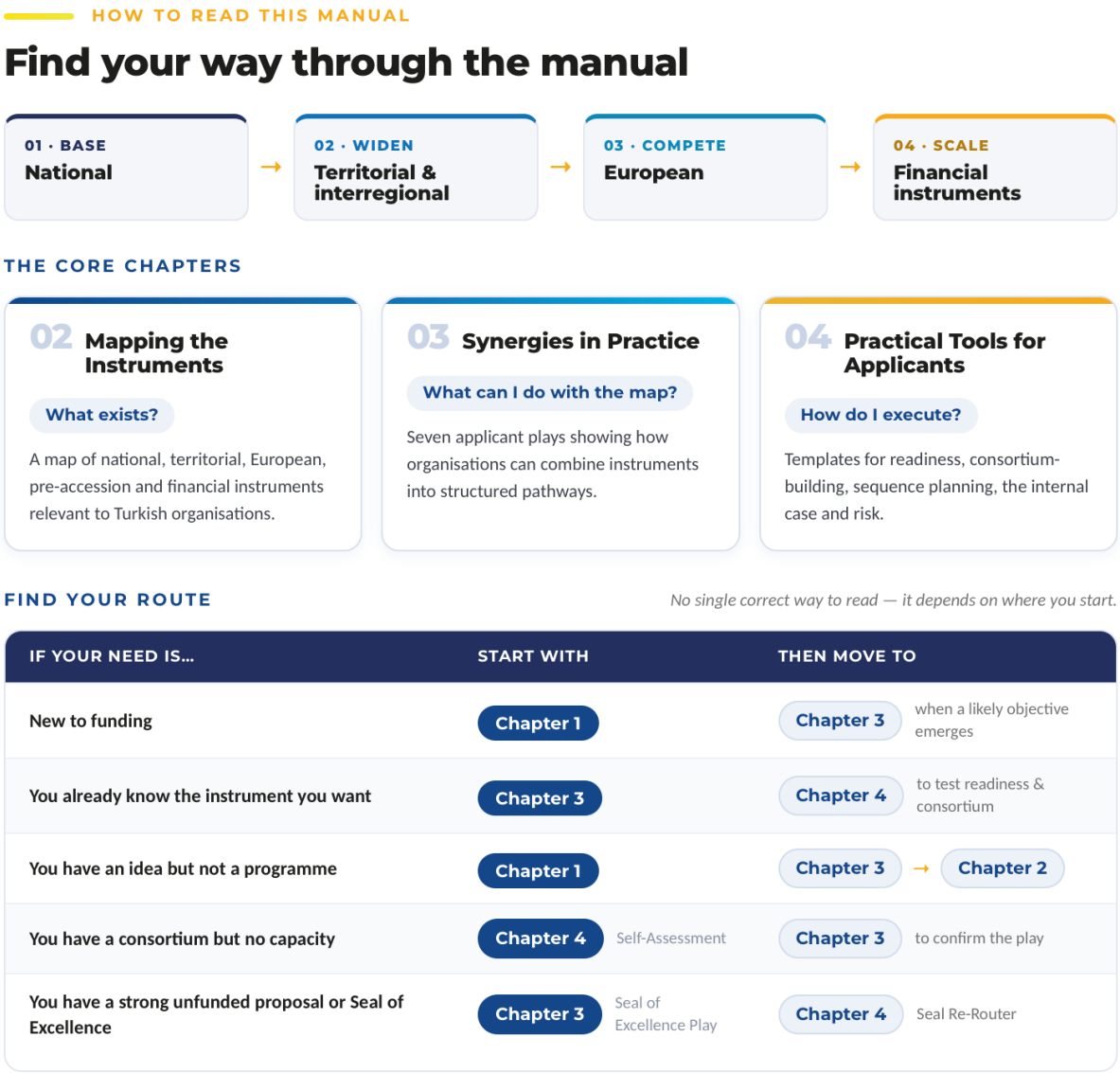


Figure 2: Find your way through the manual.

1.2 What is a synergy and why it is needed

No single funding instrument covers the full progression of an idea from early research to deployment and to market access. Each funding programme is designed with a specific purpose, a certain beneficiary logic, and an explicit set of rules. That means that any organisation with a strategic ambition will need to combine instruments in a wider and longer-term strategy rather than chasing them one at a time.

That combination is what we call a synergy. The opportunity of a synergy appears when one funding programme creates a result, a capability, a partnership, or an exploitable asset for an organisation which can be the basis for pursuing another funding opportunity.

The manual uses layers to help the reader see where each instrument sits in the wider system. A national instrument can support international cooperation. A European programme can build local capacity. A financial instrument can depend on earlier grant-funded evidence. The layer tells the reader the main function of the instrument and the level at which it normally operates.

Layer	Main function	Typical use in a pathway
National	Build domestic research, innovation, SME, skills and institutional capacity.	Prepare the first evidence, prototype, team, business case or support structure.
Interregional	Build cross-border cooperation, regional credibility, ecosystem links and pilot evidence.	Create the partner base and place-based proof needed for European-scale activity.
European	Support R&I, collaboration, mobility, SME competitiveness and ecosystems at EU scale.	Expand the work into larger consortia, stronger networks, higher competition and wider impact.
Financial instruments	Provide loans, guarantees, equity and investment finance when grants are not enough or not appropriate.	Support commercial scale-up, infrastructure, deployment, growth and long-term sustainability.

For consistency, the manual uses *three operating modes*: *Sequential, Parallel and Layered*. Other categorisations such as institutional, territorial, thematic or complementary describe the effect of a pathway or the context in which it operates. They do not replace the three operating modes.

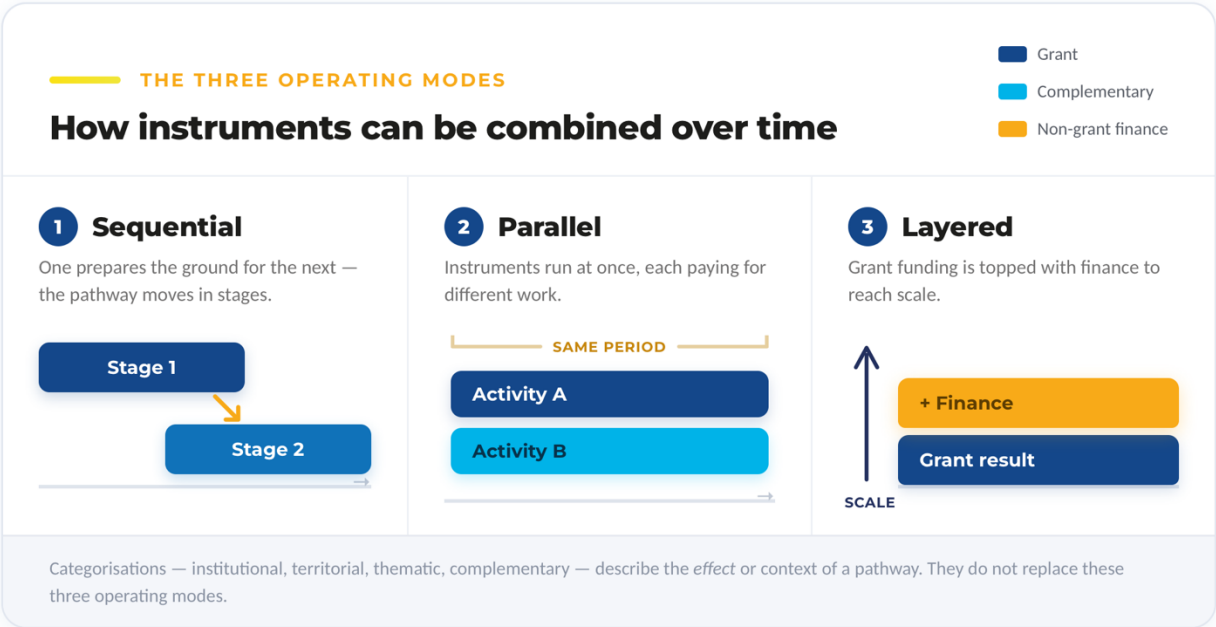


Figure 3: The three operating modes of a funding pathway.

Mode	Core logic	Typical example
Sequential	One instrument prepares the ground for another. The pathway moves in stages.	A national R&D project produces evidence that later strengthens a Horizon Europe proposal.

Parallel	Different instruments run at the same time but pay for different activities, work, roles or cost categories.	An SME receives capacity building services while separate R&D grants fund product development and support market access.
Layered	A grant-funded project is combined with non-grant finance or investments to support deployment, commercialisation or scale.	A Horizon Europe result feeds into EIC, EIF, EIB, EBRD or national investment-backed growth finance.

The modes can overlap. A pathway may start sequentially, continue in parallel, and later become layered with investment finance. What matters is that the work and cost allocation, timing, governance and outputs remain clear.

1.3 Eligibility, suitability and competitiveness

Three questions must be kept separate.

1	Eligibility	2	Suitability	3	Competitiveness
	Is the organisation legally allowed to apply under the programme and the specific call?		Does the call fit the organisation's objective, capacity, timing and role?		Does the organisation and/or consortium have a realistic chance of success in the evaluation of the call?

Many applicants stop at eligibility, but this is only one factor in the equation. Eligibility only means that an organisation is welcome to apply. Suitability asks whether it is sensible to do so. Competitiveness asks whether the applicant can credibly get a positive evaluation. A Turkish organisation may be eligible for a European call but unsuitable as coordinator because it lacks partner depth, administrative capacity or evidence. In that case, the right answer is not "do not apply". The right answer is "not yet, build the missing readiness first".

*The manual treats **readiness** as a practical discipline*. A mature funding strategy allows an organisation to select the right opportunities and make correct, informed decisions. Before a pathway is designed, the organisation should know whether it has a realistic objective, an R&I capacity, a finance system that can manage and report costs, a partner base, and the capability to produce the promised results.

In the design of a synergy strategy four compliance rules must be carefully implemented:

- **No double funding**: the same cost, deliverable, staff time or equipment use must not be charged twice.
- **Separate rules**: each instrument keeps its own eligibility, contracting, reporting, procurement, state-aid and audit logic.
- **Separate record keeping**: every instrument in a pathway needs its own file, budget code, evidence base and financial record.
- **No invented compatibility**: thematic similarity between programmes does not mean they can be combined on the same activity or budget line.

These rules apply to all actors, but they are especially important where national grants, EU grants, IPA instruments, procurement procedures, SME support, and financial instruments appear in the same pathway.

KEY PRINCIPLE

This manual asks the reader to think in pathways rather than calls. A call is temporary. A pathway is the organisation's structured route from its current position to a stronger research, innovation, market, territorial or public-service outcome. Calls matter because they provide windows of opportunity, but they should not define the strategy.

1.4 Cross-Cutting Issues

1.4.1 Gender Equality

Gender Equality was introduced as a **cross-cutting requirement** of Horizon Europe. Its regulation makes gender equality plans part of the eligibility criteria for public bodies, research organisations and higher education institutions, integrating the gender dimension into research and innovation content. From calls with submission deadlines in 2022 onwards, the *Gender Equality Plan* (GEP) criterion applies across all parts of the programme at three distinct levels:

- **Entity** level. Every applicant from the public sector needs to have a GEP with four clearly defined mandatory process requirements: a signed and published document, dedicated resources and expertise, gender-disaggregated data collection with annual reporting, and training including on unconscious bias.
- **Proposal** level: This translates the gender dimension in R&I content, assessed under Excellence unless the topic states otherwise. At this level a research proposal must prove that it is integrating gender balance not just through the numbers of male vs. female researchers, but at the core research itself. For instance, acknowledging and mitigating gender bias in surveys.
- **Ranking** level: gender balance among researchers in leading positions across the consortium serves as a ranking criterion for proposals with identical scores under the 2026–2027 work programme.

Türkiye is associated to Horizon Europe, which means the GEP criterion applies in full to Turkish universities, TÜBİTAK institutes, research hospitals and public authorities acting as beneficiaries or affiliated entities. An organisation without a compliant, published GEP is ineligible.

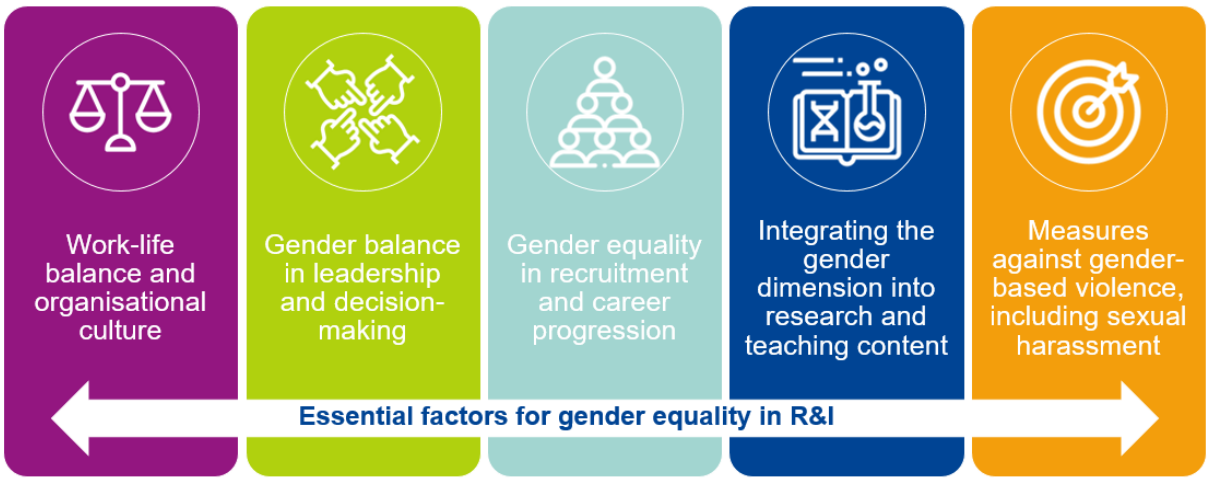


Figure 4: How to prepare a successful proposal in HE: Horizontal Aspects, [Pepin, A., EC, 21 April 2021]

1.4.2 Open Science

Open Science is another institutional requirement. It defines repository access, data stewardship capability, budgeted costs for publications in Open Science Journals, and consortium agreement clauses describing responsibility for deposit of data. Articles 14 and 39 of the Horizon Europe Regulation use the language of "ensuring" open access, signalling its mandatory character, with the operational obligations carried through Annex 5 of the Model Grant Agreement. The design principle in both cases is the move from voluntary good practice under FP7 and Horizon 2020 to a condition of access and a contractual obligation.

Moreover, Open Science binds the beneficiary during implementation through the *Data Management Plan* established by month six and kept updated, deposit in a trusted, metadata-ready repository, and, where call conditions require it, use of a repository federated in the European Open Science Cloud.

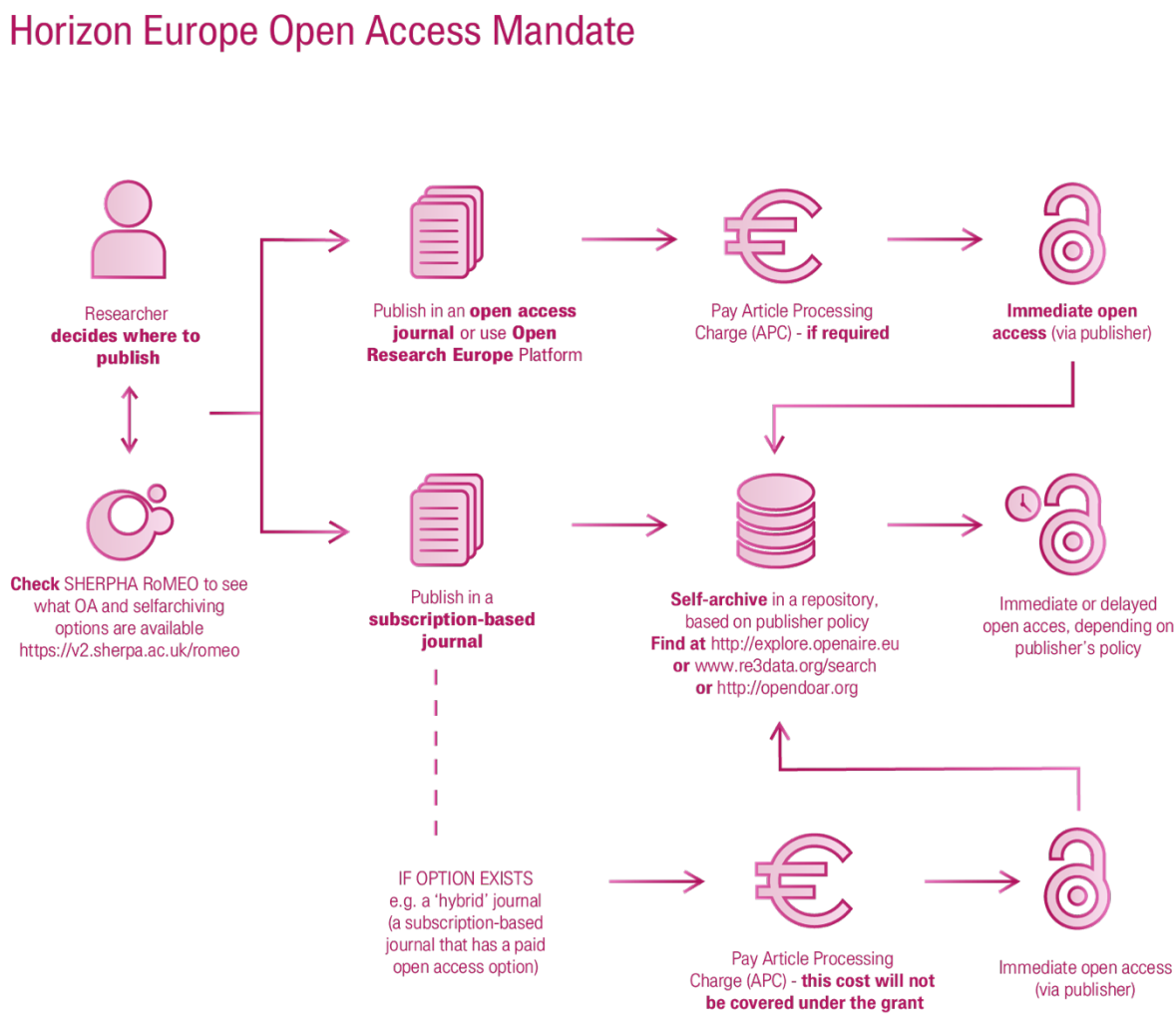


Figure 5: HE Open Access decision tree. Available at Openaire.eu.

Gender equality and open science are not only compliance requirements. They are also two of the priority areas of the ERA Policy Agenda, funded under Destination II of the Widening and ERA work programme described in 2.3.4. Although they are necessary for all calls, their further improvement, deeper integration into an institution's operations, and support to researchers to increase their capacity in these can be topics of an ERA proposal.

KEY PRINCIPLE

This manual asks the reader to think in pathways rather than calls. A call is temporary. A pathway is the organisation's structured route from its current position to a stronger research, innovation, market, territorial or public-service outcome. Calls matter because they provide windows of opportunity, but they should not define the strategy.

PRACTICAL TIP

If a pathway looks too complicated, it should be simplified. A single well-chosen instrument is better than a poorly combined synergy. A delayed European application is better than a premature one.

READING GUIDE

The chapters that follow apply this discipline progressively. Chapter 2 gives the map. Chapter 3 gives the applicant plays. Chapter 4 gives the tools. The reader's task is to use them together, not separately.

02

Financial Instruments for Turkish Entities

What R&I funding instruments are accessible to Turkish entities, 2021–2027

IN THIS CHAPTER

2.0 Introduction to Funding

2.1 National Instruments supporting R&I

2.2 Territorial and Cross-Border Cooperation

2.3 Horizon Europe

2.4 Other EU Direct Programmes

2.5 Non-R&I EU Programmes

2.6 IPA III and IPARD

2.7 Financial Instruments

2 Financial Instruments for Turkish Entities

What R&I funding instruments are accessible to Turkish entities, 2021–2027

2.0 Introduction to Funding

2.0.1 The Funding Mechanisms

Research and Innovation (R&I) do not evolve alone. Countries need different types of support at different stages. **Research grants** help universities and research institutes generate knowledge. SME grants and equity support help companies turn ideas into products and services. **Cross-border cooperation** programmes help regions and institutions work with partners beyond their borders. **Education and mobility** programmes help build skills, talent, and international links. **Development financing** helps larger investments move to deployment and scale. Together, these instruments support both society and the economy: they strengthen knowledge, improve competitiveness, support jobs and skills, and help institutions respond to long-term challenges.

NOTE

This chapter maps that funding landscape for Turkish entities during the 2021–2027 period. It is organised in the order that most Turkish applicants encounter it in practice: first the national system, then the territorial and interregional layer, and then the European layer. Most organisations start from domestic support, move into regional or cross-border cooperation, and only then enter larger European programmes.

Nevertheless, not all instruments serve the same function. This manual shows which funds are available, which organisations can access them, and what they can do with these funds.

At **national** level, funding comes mainly from Turkish public institutions and national support bodies. Its purpose is to strengthen the domestic research and innovation base, support entrepreneurs and SMEs, build research capacity, and prepare organisations for international participation. The main donors and anchor institutions are TÜBİTAK, KOSGEB, TÜSEB, the Ministry of Industry and Technology, the Development Agencies, and TTGV. In broad terms:



Figure 6: The main donors and anchor institutions in Türkiye

The main beneficiaries are universities, research institutes, hospitals, SMEs, startups, entrepreneurs, technology transfer offices, clusters, municipalities, NGOs, and public bodies, depending on the instrument.

The next layer is **territorial and interregional cooperation**. These instruments do not mainly fund frontier research. Their purpose is to support cross-border cooperation, regional capacity-building, policy learning, pilot actions, and ecosystem development. Here the donors are usually EU-funded cooperation programmes implemented through Interreg and IPA cross-border structures, with programme managing authorities and co-financing arrangements defined at programme level. For Turkish organisations, this layer includes programmes such as the Bulgaria–Türkiye cross-border programme, Interreg NEXT Black Sea Basin, Interreg NEXT MED, and Interreg Europe. The beneficiaries are typically public authorities, municipalities, development agencies, universities, research and education organisations, SMEs, NGOs, clusters, and other regional actors. In practice, this layer helps local and regional actors build partnerships and experience that later improve access to larger European programmes.



Figure 7: Türkiye R&I Funding Landscape, 2021-2027 with example synergy routes.

The **European layer** is the broadest and most competitive part of the map. Its purpose is to fund excellent research, collaborative innovation, mobility, skills, ecosystem development, digital deployment, and SME competitiveness at European scale. The main donors are the European Commission and its executive agencies, alongside programme-specific structures such as the EIT and partnership bodies. For Türkiye, Horizon Europe is the central European R&I instrument, and Turkish participation is coordinated nationally by TÜBİTAK. Alongside, other European programmes complement it with different functions:

- Erasmus+ supports mobility, skills, and institutional cooperation;
- DIGITAL supports deployment of advanced digital capacities;
- SMP supports SME competitiveness and market access.

The beneficiaries at this level include universities, research institutes, startups, SMEs, large firms, public authorities, intermediary organisations, and education and training bodies, depending on the programme. The European layer is not one programme but a system of programmes serving different stages and functions.

A final part of the map concerns **financial instruments**. These matter because not all innovation needs can be covered by grants. Once a technology, service, or business model moves toward market uptake, larger forms of finance become important: loans, guarantees, equity, and fund-of-funds investments. These are provided through national and international financial actors such as TTGV, the EIB, the EIF, the EBRD, the World Bank Group, and national development finance institutions. Their purpose is to finance growth, deployment, infrastructure, industrial transition, and scale-up. Their beneficiaries are usually SMEs, scale-ups, banks, venture funds, large firms, and public infrastructure operators rather than early-stage academic research teams. Taken together, these layers create comprehensive mechanisms that can be used in combination, creating synergies and maximising benefits for their beneficiaries:

- National instruments build capacity and first results.
- Territorial and interregional instruments build partnerships and regional credibility.
- European programmes expand scale, excellence, and international reach.
- Financial instruments support deployment, growth, and long-term sustainability.

The purpose of this chapter is to make that structure visible in simple terms: what each instrument is for, who provides it, who can use it, and where it fits in the wider pathway.

2.0.2 How to read this chapter

This chapter introduces every funding instrument that Turkish entities are eligible for, across research and innovation activities during the 2021–2027 period. It presents each funding programme individually and explains how a beneficiary can combine multiple programmes to pursue a broader goal.

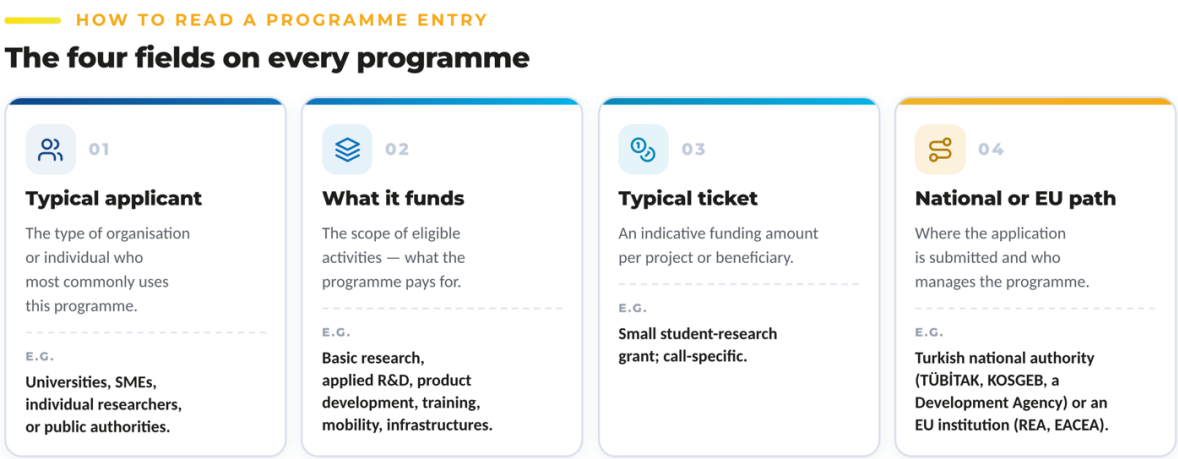


Figure 8: How to read a programme.

The chapter follows the logic explained above: **National, Territorial and Interregional, European, then pre-accession (IPA III, including IPARD) and financial instruments**. This order follows the natural progression of typical Turkish beneficiaries, who almost always pursue national instruments before they encounter European ones.

Two distinctions to keep in mind throughout this chapter:

- **Eligibility vs. suitability.** *Eligibility* is a legal yes/no coming from the programme's rules (entity status, organisation type, call conditions). *Suitability* is relevant to the organisation's capacity, track record, partner networks, and strategic fit.
- **Instrument type.** Every programme is different. It can be a *grant, loan, equity, guarantee, procurement, or co-funded partnership*. The distinction is important because the structure of the programme, the application, and the implementation requirements are different for each. For example: HE is a grant. IPA III requires a procurement process through a public tender. The EIC Accelerator combines grant and equity. The European Fund for Sustainable Development Plus (EFSD+), through the Türkiye Investment Platform, is a guarantee instrument. Each programme should be treated differently.

NOTE

Beyond the programmes presented, Türkiye participates also in the European Solidarity Corps (ESC), in the EU Customs Union and in the EU Civil Protection Mechanism (for emergency response). Due to the scope of these programmes, they are only briefly mentioned for completeness.

READING GUIDE: NAMING & SOURCES

Programme names are given in their current official form on first use and then abbreviated.

TÜBİTAK is the primary source of authority for anything concerning the national R&I system.

Official EU sources (the Funding & Tenders Portal, EC programme pages, legal acts) are the definitive sources of information for EU instruments.

Programme rules, eligibility, funding rates, or participation status should be re-checked at source.

2.0.3 Where to look first

Use the table in Figure 7 as a quick orientation. It identifies the funding instruments that Turkish organisations typically encounter first, organised by the same National → Territorial → European logic the chapter uses. Each instrument is described in full in the corresponding subsection of this chapter.

NOTE

Two notes on use. An organisation may match more than one row. For example, a university hosts researchers; a technology centre may also act as an SME-support body. This is a routing aid only, to help you navigate the various programmes. Whether two instruments can be combined, and how, will be examined in Chapter 3.

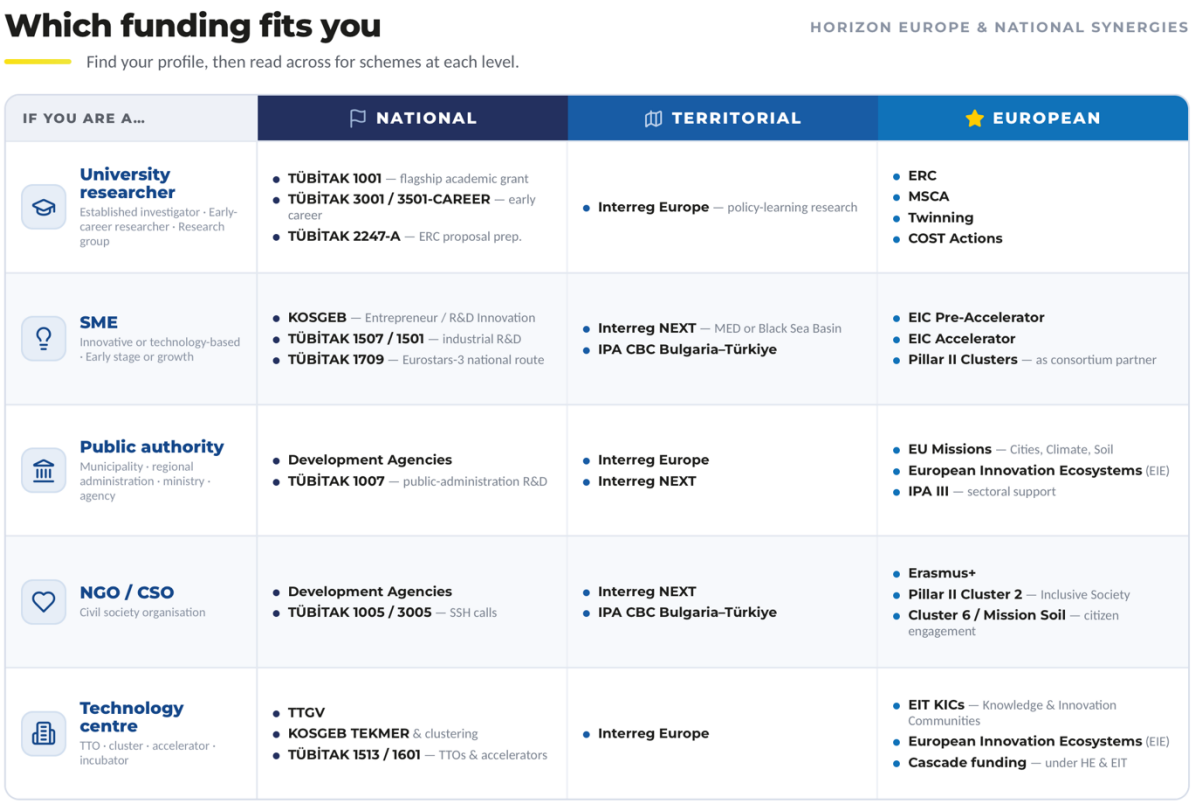


Figure 9: Illustrative funding routes by actor type and level.

READING GUIDE

Scheme codes follow national programme numbering; consult your NCP before applying.

NOTE ON FINANCIAL INSTRUMENTS

Loans, guarantees and equity (EIB, EIF, EBRD, World Bank Group, TKYB, TSKB and others) are typically follow-on finance that come at a later more mature stage, and are therefore not included in this table. They become relevant once an organisation moves toward deployment, scale-up, or large-ticket investment.

2.1 National Instruments supporting R&I

The Turkish R&I system is organised around a small number of public anchor institutions and a larger set of instruments operated under them. TÜBİTAK is both a funder and the coordinating organisation of the wider ecosystem: it manages Horizon Europe nationally, hosts the National Contact Points, and runs the national schemes that most directly interlock with European programmes.

KEY PRINCIPLE

TÜBİTAK is not a single programme but a portfolio split across ARDEB (academic), TEYDEB (industrial) and BİDEB (fellowships). KOSGEB and TÜSEB are not subsets of TÜBİTAK; they sit in different ministries. MoIT incentives (Law 5746, Technoparks) are tax and credit incentives, not direct grants; HIT-30 also includes project-based grants.

Along with TÜBİTAK, the institutions that provide funding are: KOSGEB (with SME support), TÜSEB (with health R&I), the Ministry of Industry and Technology (with tax-based R&D incentives and strategic investment programmes), the 26 Regional Development Agencies (territorial R&I support), and TTGV (technology-transition finance).

The sections that follow walk you through each of these in turn. Where an instrument has a clear “bridge” function with the ability to connect to European programmes, that bridge is explicitly flagged and explained.

2.1.1 TÜBİTAK - Academic R&D programmes

Managing authority	Turkish eligibility	Primary source
TÜBİTAK (ARDEB)	Universities, public research institutes, research hospitals	*https://tubitak.gov.tr/en/funds/academic*

The *1000-series Academic R&D programmes* are TÜBİTAK's oldest and most established funding stream, managed by the Research Support Programmes Directorate (ARDEB). They address university and public-institution research across the full disciplinary spectrum and are the default entry point for academic investigators who are not yet in the European consortium space.

Instrument	Typical applicant	What it funds	Typical ticket	National/EU Path
1001 - Scientific and Technological Research Projects Funding Programme	Established academic PI at a university, public research institute, or research hospital	Investigator-driven research across disciplines; standard route for maturing a research line before Horizon Europe	Standard national academic project grant; budget set by current TÜBİTAK rules and call limits	Path into Horizon Europe Pillar II, ERC, MSCA
1002 - Quick Support Programme	Individual researcher needing fast, small-scale support	Pilot work, preparatory studies, feasibility checks, small experiments	Small grant; up to about 150,000 TL and max. 12 months	Path for evidence-building before 1001 or 3001
1003 - Primary Subjects R&D Funding Programme	Academic or public research team working on a national priority topic	Topic-driven R&D aligned with national priority areas and the Development Plan	Call-specific; usually larger and more targeted than open small grants	Priority Path into Pillar II thematic clusters
1004 - Centres of Excellence Support Programme	University-led Centre of Excellence with research and industry partners	Large-scale, mission-oriented research platforms and institutional research capacity	Large platform-scale support; call/wave-specific	Path into Teaming, Widening, Pillar II coordination
1005 - National New Ideas and Products Research Funding Programme	Researchers in universities and public research institutes, especially SSH and cross-disciplinary teams	New ideas, methods, products, and SSH-oriented research not always covered by STEM-heavy calls	Smaller to medium national research grant; call-specific	National Path into Cluster 2, social innovation, policy-oriented HE calls

1007 - Support Programme for Research Projects of Public Institutions	Universities and research institutes responding to a public-body need	R&D commissioned by ministries or public agencies; applied research for public-sector problems	Commissioned project budget; requester and call-specific	National public-sector Path into Missions, Cluster IA/CSA roles
3001 - Starting R&D Projects Funding Programme	Early-career researcher, typically within 5 to 7 years of PhD	First independent research project; research-line formation	Starting-grant scale; call-specific	National career Path toward 1001, MSCA, ERC Starting Grant
3005 - Innovative Solutions in Social Sciences and Humanities Research Projects Funding Programme	SSH researchers and interdisciplinary teams	Output- and impact-oriented SSH research, public benefit, policy relevance, social effects of technology	Call-specific SSH project support	National SSH Path into Cluster 2, Missions, social/public innovation
3501 - Career Development Program (CAREER)	Young researcher with PhD or equivalent qualification, normally within seven years of doctorate	Career-development grant to build research independence, leadership, and national profile	Career-development grant; call-specific	National excellence Path toward 1001, ERC Starting, MSCA pathways

This table is a scan-first guide. It compresses the main differences between the ARDEB academic instruments. Budget ceilings, duration, eligible costs, and applicant conditions must be checked against the current TÜBİTAK call rules before use.

SYNERGY	EXAMPLE
Sequential	TÜBİTAK 3001 → 1001 → ERC Starting / MSCA Postdoctoral. Programme 2247-A is the explicit ERC proposal-preparation leg.
Parallel	Run a 1001 ARDEB project on a complementary topic in parallel with a Pillar II RIA on the same theme, each paying for different work packages.
Layered	Combine a Pillar II IA on a maturing technology with EBRD or EIB financing for the demonstration / scale-up phase.

2.1.2 TÜBİTAK - Technology and Innovation programmes

Managing authority	Turkish eligibility	Primary source
TÜBİTAK (TEYDEB)	SMEs (primary), entrepreneurs, TTOs, accelerators	*https://tubitak.gov.tr/en/funds/industrial*

The 1500 and 1600-series programmes, managed under TEYDEB, are TÜBİTAK's industrial R&D stream. Since 2019, several of them have been restricted to SMEs. This was a deliberate policy choice to concentrate public co-investment to avoid market failure. They are the principal domestic bridge for Turkish firms toward international industrial R&I.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
1501 - Industrial R&D Projects Grant Programme	R&D-performing SME	Company-led industrial R&D projects; single-company work or projects with university / research institute partners	Project grant; Funding rate up to 75% of eligible R&D costs	National industrial R&D Path into Horizon Europe Pillar II, EIC, Eurostars
1503 - R&D Project Brokerage Events Grant Program	University with chamber, exporter association, or industry body	Brokerage events connecting academia, research organisations, and private-sector actors around R&D collaboration	Event-support grant; call-specific	National partnership Path into Horizon Europe consortia, EUREKA, Eurostars
1505 - University–Industry Collaboration Support Programme	Company working with university or research institute	Contracted R&D performed by academia for an industry need	Co-funded collaboration project; call-specific	National academia–industry Path into Pillar II IA/RIA and industrial partnerships
1507 - SME R&D Start-up Support	First-time SME applicant to TÜBİTAK industrial R&D	Entry-level SME R&D project with simplified access route	Smaller SME R&D project grant; call-specific	National first-R&D Path before 1501, EIC Pre-Accelerator, Eurostars

1509 - International Industrial R&D Projects Grant Programme	Turkish SME or firm in an international industrial R&D consortium	Turkish national funding for EUREKA, Globalstars, Clusters, and Eurostars-type projects	National co-funding route; call and consortium-specific	International industrial R&D Path into EUREKA and Eurostars
1511 - Priority Areas R&D Projects Support Programme	SME or larger firm working in a national priority technology area	Topic-driven industrial R&D aligned with HAMLE / priority technology areas	Call-specific; priority-area project support	National priority-technology Path into Pillar II, partnerships, JUs
1512 - BİGG Entrepreneurship Multi-Stage Funding	Individual technology entrepreneur through approved BİGG host	Seed-stage entrepreneurship, business idea maturation, early venture creation	Seed grant; phase and call-specific	National start-up Path toward 1507, 1812, EIC Pre-Accelerator
1513 - Technology Transfer Offices Support Programme	University or research institute TTO	TTO operating capacity, technology transfer, commercialisation support	Institutional support; call-specific	National commercialisation-capacity Path into EIC, EIT, Horizon exploitation
1514 - Tech-InvesTR Venture Capital Funding Programme	VC management company / technology-focused fund	Fund-of-funds investment into early-stage VC vehicles investing in Turkish tech companies	Fund-level investment instrument, not project grant	National venture-capital Path aligned with EIF / EIC Fund logic
1601 - Support Programme for Innovation and Entrepreneurship	Accelerator, incubator, innovation-support organisation	Ecosystem-level entrepreneurship and innovation capacity-building	Institutional / programme support; call-specific	National ecosystem Path into EIT, EIE, EIC pipeline support
1602 - TÜBİTAK Patent Support Programme	Turkish company, university, public body, or citizen with eligible patent application	International patent application, examination report support, and registration prize	Cost-item support and prize; route-specific	National IP Path supporting EIC, Eurostars, licensing, spin-outs
1612 - BiGG First-Phase Implementing Agencies Call	TTO, accelerator, incubator, research infrastructure, public research centre	Selection and support of implementing agencies running BİGG Phase 1 acceleration	Agency support; call-specific	National start-up pipeline Path feeding 1812 and EIC Pre-Accelerator
1701 - R&D Project Evaluation and Monitoring Call	SME or large capital enterprise funding its own R&D	TÜBİTAK evaluation and monitoring of self-funded R&D projects	No financial support; evaluation / monitoring service	National validation Path for self-funded industrial R&D
1702 - Patent-Based Technology Transfer Support Call	Company acquiring/licensing patented technology from university, research body, or early-stage tech firm	Licensing or assignment of patented technologies for commercialisation	Technology-transfer support; call-specific	National IP commercialisation Path into EIC Transition, EIC Accelerator
1704 - SAYEM Industrial Innovation Networks	Private-sector-led R&D and innovation platform with university and public actors	Networked industrial innovation from TRL 5–6 toward TRL 9	Platform-scale support; call-specific	National platform Path into industrial partnerships, JUs, Pillar II IA
1707 - SME Support Call for Order-Based R&D Projects	Customer company plus SME supplier	Demand-driven R&D ordered by a customer and developed by SME supplier	Joint project support; call-specific	National demand-led R&D Path into market validation and industrial scale-up
1711 - Artificial Intelligence Ecosystem Call	Customer company with SME, university, or public research technology providers	AI-based solutions for defined industrial needs in priority sectors	Consortium project support; call-specific	National AI deployment Path into Cluster 4, DIGITAL, EIC
1812 - Investment-Based Entrepreneurship Support Programme (BiGG Investment)	Technology entrepreneur / newly established start-up following BİGG pathway	Three-phase investment support from idea to market-oriented start-up	Investment-based support; phase-specific	National venture-building Path toward EIC Pre-Accelerator and Accelerator

1831 - Climate-Informed and Green Innovation Technology Extension Programme	SME using accredited TÜBİTAK Solution Partner services	Advisory services, green transformation diagnosis, technology consultancy, roadmap preparation	Service-voucher mechanism; call-specific	National green-readiness Path into 1832, Cluster 5, EIC, green finance
1832 - Call for Green Transformation in Industry	SME or large capital company with green technology project	Late-stage green technology development, validation, scaling, demonstration, TRL 5–9	R&D support call; guarantee and eligibility conditions apply	National green industrial R&D Path into Cluster 5, EIC, IFI finance
1833 - SAYEM Green Transformation Call	Private-sector-led R&D and innovation platform with university / public partners	Network-based green-transformation product roadmaps and implementation programmes	Platform-scale green R&D support; call-specific	National green platform Path into Horizon partnerships, JUs, deployment finance

This table is a scan-first guide. It compresses the main differences between the TÜBİTAK Technology and Innovation instruments. Budget ceilings, funding rates, eligible costs, guarantees, and applicant conditions must always be checked against the current TÜBİTAK call rules before use.

SYNERGY	EXAMPLE
Sequential	1507 → 1501 / 1511 → EIC Accelerator (or 1509 → Eurostars-3). 1512-BİGG is the domestic counterpart to the EIC Pre-Accelerator.
Parallel	Run a national 1501 industrial R&D project in parallel with a EUREKA / Eurostars-3 work package; each fund pays for distinct deliverables.
Layered	Combine the EIC Accelerator grant with EIF-backed venture financing or the EBRD scale-up debt line.

2.1.3 TÜBİTAK - Science Fellowships (BİDEB)

The 2000-series programmes, managed under BİDEB, cover the full researcher lifecycle, from undergraduate research projects to postdoctoral fellowships and international recruitment. Programme 2247-A is the most visible national-to-European bridge in the academic pipeline, designed explicitly to prepare Türkiye-based investigators for ERC proposals.

Managing authority	Turkish eligibility	Primary source
TÜBİTAK (BİDEB)	Researchers at all career stages (national and international)	*https://tubitak.gov.tr/en/scholarships/degree* *https://tubitak.gov.tr/en/scholarships/postgraduate*

The 2000-series BİDEB instruments cover the full researcher lifecycle. Use this comparison table to identify which fellowship matches a researcher's career stage and the associated European pipeline.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
2209-A - Undergraduate Research	Undergraduate students at Turkish universities, supervised by an academic	Pipeline-building research exposure for undergraduates	Small student-research grant; call-specific	National pipeline Path toward MSc/PhD and 2210/2211
2209-B - Industry-Oriented Undergraduate Research	Associate/undergraduate students with academic and industry advisors	Industry-facing student research projects	Small grant; call-specific	National applied-research Path toward 1505 and 1707 collaborations
2210 / 2211 - Domestic MSc and PhD Scholarships	MSc and PhD students at Turkish universities	National graduate-level scholarships, including thematic priority sub-calls	Stipend-scale support; call-specific	National Path toward MSCA Doctoral Networks and 2214
2214 - International Doctoral Research Fellowship	PhD candidates at Turkish universities	Outgoing research stays abroad (up to 12 months)	Fellowship; call-specific	Outgoing-mobility Path toward MSCA Doctoral Networks and Postdoctoral
2219 - International Postdoctoral Research Fellowship	Researchers with PhD affiliated with a Turkish host	Outgoing postdoctoral mobility for Turkish-national and Türkiye-resident researchers	Fellowship package; call-specific	National counterpart to the outgoing leg of MSCA Postdoctoral Global Fellowships
2232 - International Leading Researchers	International researchers hosted by an eligible Turkish institution	Incoming attraction with research budget and salary package	Substantial fellowship + research budget	Incoming-talent Path complementing Widening (ERA Chairs / Teaming)
2236 - CoCirculation2	International postdoctoral researchers hosted in Türkiye	EU-co-funded MSCA-COFUND-type postdoctoral fellowships	COFUND-style fellowship; call-specific	Direct EU Path - operational equivalent of MSCA-COFUND for Türkiye
2247-A - National Leading Researchers / ERC Preparation	Established Türkiye-based researchers, typically with prior top-tier grant experience	Proposal-preparation support and team consolidation specifically for ERC submissions	Preparation-phase grant; call-specific	Explicit national-to-ERC Path (Starting/Consolidator/Advanced)

This table is a scan-first guide. It compresses the main differences between the TÜBİTAK BİDEB fellowship instruments. Budget ceilings, funding rates, eligible costs, guarantees, and applicant conditions must always be checked against the current TÜBİTAK call rules before use.

SYNERGY	EXAMPLE
Sequential	BİDEB 2247-A → ERC; 2219 / 2214 → MSCA Postdoctoral / Doctoral Networks; 2232 / 2236 → incoming MSCA-type actions and Widening.
Parallel	Run a domestic 2210/2211 PhD scholarship in parallel with an MSCA Doctoral Network secondment placement abroad.

Layered	Pair an incoming 2232 leading researcher with a Widening Teaming Phase-2 grant to consolidate a Centre of Excellence.

2.1.4 TÜBİTAK - International Cooperation support

Managing authority	Turkish eligibility	Primary source
TÜBİTAK (UİDB and TEYDEB)	R&D-performing SMEs (1709); research entities (1071, COST)	*eureka.org.tr*

This subsection groups the national instruments that enable Turkish participation in international R&I cooperation outside the European Research Area's standard funding routes: the 1071 programme, the 1709 Eurostars programme, and the broader EUREKA framework. They share a common logic: using national funding to enable Turkish participation in international networks that the national system alone cannot deliver.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
1071 - Support for Participation in International R&I Networks	University, public research institute, research hospital, and in some modalities Turkish firms	Turkish participation in multilateral calls, bilateral R&I programmes, COST Actions, PRIMA, and selected co-funded partnerships where national funding is required	National co-funding; call and network-specific	International cooperation Path into COST, PRIMA, co-funded partnerships, bilateral and multilateral R&I networks
1709 - EUREKA-EUROSTARS (Eurostars-3 national funding)	R&D-performing Turkish SME, as lead or partner in a Eurostars consortium	National funding for Turkish SME participation in Eurostars-3 projects; implemented through the 1509 International Industrial R&D mechanism	National industrial R&D co-funding; follows 1509 logic and call rules	Eurostars Path for R&D-performing SMEs entering international market-oriented R&D
EUREKA - Network Projects, Clusters, Globalstars	Turkish SMEs and larger firms; universities and research institutes as partners in industrial consortia	Bottom-up and thematic international industrial R&D through EUREKA Network Projects, Clusters, and Globalstars calls	National funding through 1509; call, country, and consortium-specific	EUREKA Path into international industrial R&D, technology collaboration, and market-oriented consortia

This table is a scan-first guide. It compresses the main differences between the TÜBİTAK International Cooperation instruments. These instruments share a common function: they use Turkish national funding to enable participation in international R&I networks that the national system alone cannot deliver. EUREKA and Eurostars-3 should not be treated as the same instrument: Eurostars-3 is an EU co-funded initiative implemented through the EUREKA framework, while EUREKA also includes Network Projects, Clusters, and Globalstars calls. In Türkiye, Eurostars and broader EUREKA participation are operationally linked to TÜBİTAK's 1509 mechanism, so applicants must check the current national rules, consortium rules, eligible costs, and call-specific conditions before use.

SYNERGY	EXAMPLE
Sequential	1071 / COST → Pillar II RIA / Co-funded Partnership; 1709 (via 1509) → Eurostars-3.
Parallel	Run a COST Action work package in parallel with a Pillar II RIA on an adjacent theme.
Layered	Combine a EUREKA / Eurostars-3 SME grant with EBRD / TIDIP scale-up debt.

2.1.5 KOSGEB

Managing authority	Turkish eligibility	Primary source
KOSGEB (under MoIT)	SMEs, entrepreneurs, technology startups	kosgeb.gov.tr

KOSGEB (Small and Medium Enterprises Development Organisation) is the national SME development agency, operating under the Ministry of Industry and Technology. Its role is complementary to TÜBİTAK's: KOSGEB addresses the business side of SME development (entrepreneurship, commercialisation, market access), while TÜBİTAK addresses the R&D content. In practice an SME engaged in innovation will usually interact with both.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
Entrepreneur Support Programme (2025 revision)	Newly established SME or entrepreneur completing KOSGEB entrepreneurship training	Early SME establishment, start-up costs, and first-stage business development	Up to 1.5 million TL at 80% support, plus 150,000 TL top-up for young, female, disabled, or veteran entrepreneurs	National entrepreneurship Path before TÜBİTAK 1512/BİGG, 1507, EIC Pre-Accelerator
R&D, Product Development and Innovation Programme	SME conducting R&D, product development, or innovation activities	Staff-expense support and innovation project costs; often complements TÜBİTAK 1507 / 1501	Staff-expense support up to 1.5 million TL; call-specific	National SME innovation Path running alongside TÜBİTAK industrial R&D
SME TEKNOYATIRIM - Technology-Based Investment Support Programme	SME bringing medium-high or high-technology products to market	Commercialisation and technology-based investment after R&D results	Up to 5 million TL, structured as 30% non-refundable and 70% refundable	National commercialisation Path after TÜBİTAK 1501 / 1507 and before EIC Accelerator or growth finance
TEKMER - Technology Centre Programme (2025)	Technology start-up hosted in a KOSGEB-certified TEKMER, often university or Technopark-linked	Technology-centre-based start-up support, incubation, and ecosystem services	Up to 5 million TL per year per support category at 100% support rate	National incubation Path into TÜBİTAK, EIT, EIC, SMP-COSME / EEN pathways

This table is a scan-first guide. It compresses the main differences between the KOSGEB instruments. Budget ceilings, support rates, refundable / non-refundable structures, SME age limits, sector conditions, and eligible cost categories must be checked against the current KOSGEB call rules before use.

SYNERGY	EXAMPLE
Sequential	KOSGEB R&D and Innovation Support → 1507 → Eurostars-3 / EIC Pre-Accelerator → EIC Accelerator.
Parallel	Run a KOSGEB SME entrepreneur grant in parallel with an EU SMP-COSME / EEN advisory engagement.
Layered	Combine the EIC Accelerator with EIF or EBRD-backed financing for SME scale-up.

2.1.6 TÜSEB - Health Institutes of Türkiye - Project Support Programmes (Groups A–KL)

TÜSEB is Türkiye's dedicated health R&I organisation, established in 2014 under the Ministry of Health. It fills a structural gap: where TÜBİTAK covers horizontal R&I and industrial R&D, TÜSEB covers the specifically health-oriented research agenda through six constituent institutes (Biotechnology; Cancer; Health Policies; Health Data Research and AI Applications; National Genome Centre; Vaccine). For health-sector applicants, it is the domestic counterpart to Horizon Europe Cluster 1, EDCTP3, and the Innovative Health Initiative JU.

Managing authority	Turkish eligibility	Primary source
TÜSEB (under Ministry of Health)	Universities, research hospitals, biotech firms, health-tech SMEs	*tuseb.gov.tr*

Scope. TÜSEB's Project Support Programmes fund health-oriented research and innovation across its thematic institutes. The programme family is organised by project scale and research ambition: Group A supports larger strategic R&D projects, while Groups B through KL support more targeted projects at decreasing scale. Focus areas include innovative pharmaceuticals, biotechnological product development, monoclonal antibodies, gene therapies, vaccine development, personalised medicine, digital health, artificial intelligence in health, wearables, and telemedicine.

Typical applicant. Universities, research hospitals, biotech firms, and health-tech SMEs established in Türkiye, especially those working on applied biomedical, clinical, translational, health-policy, or digital-health research.

What it funds. Research activities: applied R&D, technology development, clinical or pre-clinical studies where eligible, health innovation, and product-oriented work linked to TÜSEB's thematic priorities. The instrument is especially relevant where the research question has a direct health-system, biomedical, or public-health application.

Typical ticket. Group A is the larger strategic-project route; Groups B through KL are smaller or more targeted project routes. Budget ceilings, duration, eligible costs, and thematic restrictions are programme- and call-specific and must be checked against the current TÜSEB call rules.

National or EU Path. This is the national health R&I Path for Turkish applicants. It can build the domestic evidence base and track record needed for Horizon Europe Cluster 1, the Innovative Health Initiative Joint Undertaking, EDCTP3, digital-health calls, and other European health-related R&I partnerships.

SYNERGY	EXAMPLE
Sequential	TÜSEB Project Support → Pillar II Cluster 1 (Health) RIA / IA → IHI JU / Global Health EDCTP3.
Parallel	Run a TÜSEB clinical-research project in parallel with an IHI JU work package on a complementary modality.
Layered	Pair a Cluster 1 IA on health technologies with EBRD / EIB infrastructure finance for hospital deployment.

2.1.7 Ministry of Industry and Technology (MoIT): incentives and investment programmes

Managing authority	Turkish eligibility	Primary source
Ministry of Industry and Technology	R&D-intensive firms, Technopark tenants, HIT-30 priority-sector investors	*sanayi.gov.tr* *https://hit30.sanayi.gov.tr*

MoIT's role in the R&I system is structural. It is not primarily a grant-giver; it sets the tax and incentive framework within which companies perform R&D, and now through the HIT-30 initiative, also operates a project-based incentive and grant package in eight priority sectors. For any Turkish firm with a meaningful R&D footprint, MoIT instruments shape the cost base of R&D, not just individual project funding.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
R&D Centres under Law 5746	R&D-intensive Turkish firm with at least 15 FTE R&D personnel	Tax and social-security incentives for in-house R&D activities, R&D staff salaries, related purchases, and certified R&D operations	Fiscal incentive package, not a project grant; 100% R&D expenditure deduction, up to 95% income-tax exemption on R&D staff salaries, 50% employer social-security premium support, plus VAT and customs exemptions	National structural R&D Path underpinning TÜBİTAK industrial R&D, Horizon Europe industrial participation, EUREKA, Eurostars
Technoparks under Law 4691	Firm locating software, R&D, or design activity in a certified Turkish Technopark	Tax, VAT, social-security, and customs incentives for R&D, software, and design activity inside Technopark zones	Fiscal incentive package, not a project grant; Corporate / income-tax exemption on eligible earnings, income-tax exemption for R&D personnel wages, VAT exemption on software, social-security support, and customs exemptions; package valid until 31 December 2028	National innovation-location Path into TÜBİTAK, EIC, Horizon Europe, EIT, spin-out and start-up pathways
HIT-30 - High-Technology Investment Programme	Large Turkish or foreign investor in priority high-technology sectors	Project-based incentives and grants for major high-technology investments with embedded R&D and innovation components	Bespoke investment-support package; sector, project, and MoIT evaluation-specific	National strategic-investment Path into industrial scale-up, European value chains, green / digital transition, IFI finance, and Horizon-linked industrial ecosystems

This table is a scan-first guide. It compresses the main differences between the MoIT instruments. Budget ceilings, support rates, refundable / non-refundable structures, SME age limits, sector conditions, and eligible cost categories must be checked against the current call rules before use.

SYNERGY	EXAMPLE
Sequential	Law 5746 R&D Centres / Technoparks credentials → 1501 / 1511 → Pillar II Cluster 4 IA.
Parallel	Run an HIT-30 strategic-investment incentive in parallel with a Pillar II RIA, each funding distinct work streams.
Layered	Combine a Cluster 4 IA grant with EBRD / EIB long-tenor debt for industrial scale-up.

2.1.8 Development Agencies - Project Grants (KAYS system)

Türkiye operates 26 Development Agencies, one for each NUTS-II region, with a combined indicative budget of approximately €350 million (2020 figures; revenue composition: 41% local shares, 25% national budget, 22% national programmes). The agencies sit between the national system and the territorial-cooperation layer described in 2.2: they fund projects inside their own region, but their strategic documents and priorities interlock with regional innovation strategies that feed into Interreg and IPA CBC programmes.

Managing authority	Turkish eligibility	Primary source
Directorate-level under the Ministry of Industry and Technology	Regional public bodies, SMEs, universities, NGOs - region-specific	*https://ka.gov.tr/en* *https://kaysuygulama.sanayi.gov.tr*

Scope. Development Agency support is delivered mainly through regional project-based grants launched through competitive calls. The instruments support regional development priorities such as SME competitiveness, innovation capacity, entrepreneurship, skills, digitalisation, green transition, tourism, local value chains, institutional capacity, and social development. Agencies may also provide technical support for public bodies and civil-society organisations, and interest-free loan support for SMEs in selected calls. Priorities are set in each agency's Regional Development Plan and shift according to the national Development Plan cycle. Applications run through KAYS, the common e-application platform used across all 26 Development Agencies.

Typical applicant. Regional public bodies, municipalities, universities, organised industrial zones, chambers, clusters, SMEs, NGOs, cooperatives, and other local ecosystem actors, depending on the region and the specific call.

What it funds. Place-based projects that strengthen regional competitiveness, institutional capacity, local innovation ecosystems, SME upgrading, skills development, green and digital transition, and local socio-economic development. Funding is usually tied to the agency's regional priorities rather than to a single national thematic programme.

Typical ticket. Grant size, co-financing rate, duration, and eligible costs are region- and call-specific. Some calls provide small technical-support packages, while others support larger regional development or SME investment projects. In selected cases, agencies may use interest-free loan mechanisms instead of, or alongside, grants.

National or EU Path. This is the **regional development Path** in the national system. It helps regional actors build the institutional capacity, pilot evidence, partnerships, and territorial credibility needed for Interreg, IPA CBC, Interreg NEXT, Horizon Europe Missions, Pillar II demonstration projects, Erasmus+ cooperation projects, and DIGITAL deployment pathways.

SYNERGY	EXAMPLE
Sequential	Development-Agency project → IPA-CBC / Interreg NEXT MED → Pillar II / Excellence Hubs.
Parallel	Run a Development-Agency capacity grant in parallel with an Interreg Europe policy-learning project on the same regional theme.
Layered	Pair an Excellence Hubs CSA with EBRD / EIB urban-infrastructure finance.

2.1.9 TTGV - Technology Development Foundation

Managing authority	Turkish eligibility	Primary source
TTGV (independent non-profit foundation)	Technology SMEs, climate-tech ventures, selected scale-ups	*ttgv.org.tr*

TTGV is a non-governmental foundation, operating since 1991 as a technology-transition finance vehicle. It has provided over US$385 million to approximately 1,000 technology projects to date, mostly through soft loans. Over the past five years the organisation has pivoted decisively toward climate technologies, a direct alignment with the European Green Deal agenda.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
Climate Pioneer Investment Program	Climate-tech venture or technology SME established in Türkiye	Early-stage climate technology development, business growth, and solutions that reduce emissions or improve climate resilience	Investment-style support; programme-specific terms rather than standard grant ceiling	National climate-tech finance Path into TÜBİTAK 1507 / 1501, Cluster 5, EIC Accelerator, EIT Climate-KIC, green finance
Priority Project Program	Technology SME or venture at Seed or Demo stage	Technology transition after proof of concept, including demonstration, validation, and early market preparation	Seed / Demo-stage support; programme-specific terms	National technology-transition Path into TÜBİTAK industrial R&D, KOSGEB TEKNOYATIRIM, EIC Transition, EIC Accelerator
Ideanest Crowdfunding Platform	Early-stage technology venture, innovator, or project team seeking community-backed finance	Crowdfunding campaigns for technology ideas, prototypes, and early ventures	Community finance; campaign-specific rather than fixed public grant	National early-finance Path for market validation before TÜBİTAK, KOSGEB, EIT, or EIC routes

This table is a scan-first guide. It compresses the main differences between the TTGV instruments. Budget ceilings, support rates, call conditions, and eligible cost categories must be checked against the current call rules before use.

SYNERGY	EXAMPLE
Sequential	TTGV climate-tech grant → 1832 / 1833 → Pillar II Cluster 5 IA → EIC Accelerator.
Parallel	Run a TTGV climate-tech project in parallel with a Cluster 5 RIA on the same value chain.
Layered	Combine an EIC Accelerator with EFSD+ / TIP guarantees and EBRD green finance.

2.2 Territorial and Cross-Border Cooperation

Türkiye participates in four territorial cooperation programmes during the 2021–2027 period, covering a combined budget of approximately €782 million. Two of them run on the Interreg NEXT logic (NEXT Black Sea Basin, NEXT MED), one is the bilateral IPA cross-border programme with Bulgaria (Interreg VI-A), and the fourth is Interreg Europe, the interregional learning programme with full Turkish territory eligibility. Among these, Interreg NEXT MED is the most novel: it is Türkiye's first-ever participation in Mediterranean cooperation, opening a defined list of eligible Turkish provinces to a programme envelope of, indicatively, €281 million.

For R&I actors, the territorial layer serves a different purpose from the European Research Area layer: it supports cross-border ecosystem building, policy learning, and pilot-scale cooperation rather than frontier research. It helps build regional innovation capacities that later become the substrate for Horizon Europe and EIT participation.

NOTE

Interreg NEXT MED is Türkiye's first-ever Mediterranean cooperation programme. Interreg Europe is open to the entire Turkish territory, while IPA-CBC and NEXT Black Sea / NEXT MED are limited to specified Turkish provinces. None of these programmes is a frontier-research grant.

The four territorial cooperation programmes open to Türkiye are summarised below before the individual descriptions.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
IPA-CBC Bulgaria–Türkiye (Interreg VI-A)	Public bodies, NGOs, universities, SMEs in Edirne and Kırklareli	Cross-border environment, climate adaptation, smart growth, governance	€34.4 M programme; project-scale grants	CBC Path for adjacent-region cooperation
Interreg NEXT Black Sea Basin	Public bodies, universities, NGOs, SMEs across the Black Sea Basin region	Joint operations on green growth, environment and ecosystem services	€72 M programme envelope; project-scale grants	Multilateral CBC Path (8 countries)
Interreg NEXT MED	Public bodies, universities, NGOs, SMEs in a defined list of eligible Turkish provinces	First Mediterranean cooperation programme open to Türkiye; green and inclusive growth, governance	€281 M programme envelope; project-scale grants	Multilateral CBC Path across the Mediterranean
Interreg Europe	Public bodies, regional authorities, agencies and intermediaries (full Turkish territory eligible)	Interregional policy-learning, capacity-building, peer-exchange	€394 M programme; project-scale CSAs	Policy-learning Path covering all 27 MS, Norway, Switzerland and 7 candidate countries

2.2.1 IPA Cross-Border Cooperation (Interreg VI-A Bulgaria–Türkiye)

Managing authority	Turkish eligibility	Primary source
Bulgarian Ministry of Regional Development (MA); EU Delegation / CFCU on the Turkish side	Edirne and Kırklareli (NUTS 3: TR211, TR212)	*https://ipa-bgtr.mrrb.bg*

Scope. Interreg VI-A Bulgaria–Türkiye is the bilateral cross-border cooperation programme for the Bulgarian–Turkish border area. It supports joint projects that address shared territorial challenges rather than stand-alone national activities. The programme is organised around three priorities: Environment Friendly Region, Integrated Development, including SME support, and Safer Region, including migration and border-management cooperation. It is especially relevant where a Turkish actor needs to build cross-border evidence, pilot experience, or institutional partnerships before moving into Horizon Europe, Missions, DIGITAL, or wider territorial cooperation.

Typical applicant. Public authorities, municipalities, regional bodies, universities, research organisations, SMEs, chambers, sectoral organisations, and civil-society organisations located in the eligible border regions.

What it funds. Cross-border projects, pilot actions, local development initiatives, environmental cooperation, SME-oriented territorial development, institutional cooperation, capacity-building, and people-to-people or public-interest actions linked to the programme priorities. It does not fund frontier research in the Horizon Europe sense; its value for R&I actors lies in partnership-building, territorial testing, local validation, and cross-border demonstration.

Typical ticket. Total programme budget is €34.4 million, with an 85% EU / 15% national contribution structure split between Bulgaria and Türkiye. Project size, eligible costs, and co-financing requirements are call-specific and must be checked against the current programme call package.

National or EU Path. This is an EU territorial cooperation Path for Turkish border-region actors. It can create the cross-border pilot base needed for Horizon Europe Pillar II Innovation Actions, EU Missions, Interreg Europe policy-learning projects, IPA III follow-up work, and investment-scale public-sector projects.

Who is eligible. Public authorities, SMEs, universities, research organisations, CSOs, and sectoral bodies established in the two eligible Turkish NUTS 3 regions, Edirne and Kırklareli, and in the Bulgarian border districts of Burgas, Yambol, and Haskovo.

2.2.2 Interreg NEXT programmes

Managing authority	Turkish eligibility	Primary source
Romanian Ministry of Development (Black Sea Basin); Spain Region of Andalusia (NEXT MED)	Coastal and near-coastal provinces (defined eligibility lists in each programme)	*blacksea-cbc.net*; *interregnextmed.eu*

Interreg NEXT Black Sea Basin (2021–2027)

Scope. Interreg NEXT Black Sea Basin supports multilateral cooperation around the Black Sea area. It focuses on three priorities: Blue and Smart Region, including R&I; Clean and Green Region, including climate and biodiversity; and Competent and Resilient Region, including people-to-people cooperation. For Turkish applicants, the programme is especially useful where a regional problem needs partners across the Black Sea space and where the expected result is a pilot, cooperation platform, policy tool, capacity-building package, or territorial innovation action.

Typical applicant. Public authorities, universities, research and education organisations, SMEs, NGOs, development agencies, chambers, clusters, municipalities, and other regional ecosystem bodies in eligible Turkish provinces.

What it funds. Multilateral cooperation projects, regional innovation pilots, environmental and climate actions, blue-economy cooperation, biodiversity work, capacity-building, institutional networking, and people-to-people actions. It is not primarily an academic research grant; its R&I function is to test, connect, validate, and prepare regional actors for larger European cooperation.

Typical ticket. The total programme budget is €72.3 million, including €65.5 million EU contribution from ERDF, NDICI, and IPA. Co-financing is typically 90% programme / 10% applicant, but the exact rate and project ceiling must be checked at call level. Türkiye performed strongly in the first call; the specific Turkish share, partner count, and number of Turkish-led projects should be verified against the current Black Sea Basin programme reports before citing them.

National or EU Path. This is an EU territorial cooperation Path into Black Sea regional innovation, environmental cooperation, blue economy, climate resilience, and later Horizon Europe Cluster 5, Cluster 6, Missions, EIT, and Interreg Europe pathways.

Who is eligible. Public authorities, research and education organisations, SMEs, NGOs, and regional bodies in a defined list of eligible Turkish provinces across the eligible NUTS 2 areas (the eligible Turkish provinces are listed in each programme's Cooperation Programme document; figures here are indicative and should be

checked against the current call), alongside partners from Bulgaria, Greece, Romania, Moldova, Georgia, Armenia, and Ukraine.

Interreg NEXT Mediterranean Sea Basin - NEXT MED (2021–2027)

Scope. Interreg NEXT MED is Türkiye's first participation in Mediterranean cooperation and one of the largest territorial cooperation envelopes open to Turkish entities. It supports cooperation across four priorities: Competitive and Smarter Mediterranean, including R&I and SMEs; Greener Mediterranean, including energy efficiency, water, and circular economy; Social and Inclusive Mediterranean; and Better Cooperation Governance. For Turkish actors, NEXT MED is particularly relevant where the objective is to connect local innovation, green transition, water, energy, circular economy, social inclusion, or SME competitiveness with Mediterranean partners.

Typical applicant. Public authorities, municipalities, universities, research and education organisations, SMEs, NGOs, development agencies, chambers, clusters, and other regional bodies located in the eligible Turkish Mediterranean and Aegean-facing provinces.

What it funds. Cross-border and transnational cooperation projects, territorial pilots, SME and innovation ecosystem actions, green-transition pilots, water and energy-efficiency cooperation, circular-economy work, social inclusion actions, and governance cooperation. It funds territorial cooperation and demonstration capacity, not basic research. Its main value is to help Turkish actors build Mediterranean partnerships and field-tested evidence that can later support Horizon Europe, Missions, DIGITAL, EIT, or investment-finance routes.

Typical ticket. The total NEXT MED budget is €281 million, making it one of the largest territorial envelopes available to Turkish organisations. Project-level budgets, co-financing rates, duration, and eligible costs are call-specific and must be checked against the current NEXT MED call documents.

National or EU Path. This is an EU Mediterranean cooperation Path. It can serve as an upstream route into Horizon Europe Pillar II, Missions on climate adaptation, ocean and waters, soil and cities, EIT Climate-KIC and Food pathways, DIGITAL deployment actions, and later public or private investment routes.

Who is eligible. Public authorities, research and education organisations, SMEs, NGOs, and regional bodies in a defined list of eligible Turkish provinces from Thrace through the Aegean to the eastern Mediterranean, from Edirne through Hatay, together with eligible partners from France, Greece, Italy, Malta, Portugal, Spain, Cyprus, Algeria, Egypt, Israel, Palestine, Jordan, Lebanon, and Tunisia.

2.2.3 Interregional cooperation (Interreg Europe)

Managing authority	Turkish eligibility	Primary source
Hauts-de-France Region (MA); IPA co-financing for Turkish partners	Full Turkish territory, all regional bodies and partners	*interregeurope.eu*

Scope. Interreg Europe is an interregional policy-learning and good-practice exchange programme. It covers all EU Member States plus Norway, Switzerland, and seven candidate countries, including Türkiye. Unlike Interreg NEXT or IPA CBC, it does not mainly finance local pilot infrastructure or field demonstrations. Its purpose is to help regions and institutions improve policy instruments by learning from other European regions, transferring good practices, and embedding those lessons into regional or national development systems.

Typical applicant. Regional and local authorities, development agencies, managing authorities of regional programmes, universities, research organisations, clusters, non-profit bodies, and other policy or ecosystem actors across Türkiye.

What it funds. Interregional learning projects, peer exchange, policy-transfer processes, capacity-building, action plans, good-practice identification, stakeholder engagement, and capitalisation activities. It is most useful where the Turkish actor wants to improve a regional policy instrument, strengthen an innovation ecosystem, benchmark against European peers, or prepare a stronger territorial pathway into Horizon Europe, DIGITAL, EIT, or SME competitiveness instruments.

Typical ticket. The total programme budget is €394.5 million. Turkish partners are co-financed through IPA. Project-level budgets, co-financing rates, eligible costs, and partner requirements are call-specific and must be checked against the current Interreg Europe call documents.

National or EU Path. This is an EU interregional policy-learning Path. It is especially relevant for Development Agencies, municipalities, universities, clusters, and regional innovation actors that need to improve policy instruments before attempting larger Horizon Europe, Missions, DIGITAL, EIT, or territorial investment pathways.

Who is eligible. Regional and local authorities, development agencies, managing authorities of regional programmes, universities, research organisations, clusters, and non-profit bodies across the full Turkish territory and the wider Interreg Europe cooperation area. Türkiye is not eligible under Euro-MED, URBACT IV, ESPON 2030, or Interreg IPA ADRION, so Interreg Europe should not be confused with those other interregional programmes.

NOTE

Türkiye is not eligible under Euro-MED, URBACT IV, ESPON 2030, or Interreg IPA ADRION.

2.3 Horizon Europe

Horizon Europe is the single largest R&I opportunity available to Turkish entities and the instrument around which this entire manual is prepared. TÜBİTAK coordinates Turkish participation nationally through the Ufuk Avrupa portal, operates the National Contact Points, and runs several of the complementary national instruments described in previous sections. Türkiye participates in Horizon Europe as a fully associated country under conditions equivalent to those of EU Member States. The association agreement was signed in 2021 and covers the entire programme. Financially, Türkiye contributes annually using a GDP-based coefficient of 0.07, with an automatic correction mechanism that adjusts contributions based on the actual performance of Turkish entities in securing grants. Under the predecessor Horizon 2020, Turkish entities secured €277.4 million across 812 projects with 1,190 partners, a performance that exceeded Türkiye's financial contribution to the programme.

Widening-country status. Türkiye is classified as a Widening Country, which grants preferential access to the dedicated instruments designed to close the innovation gap across Europe (Twinning, Teaming, ERA Chairs, Hop On, Excellence Hubs, and the EIC Pre-Accelerator). The Widening country list, which includes Türkiye alongside Albania, Armenia, Bosnia & Herzegovina, and others, is the structural basis for a separate track of support that is not available to non-Widening participants.

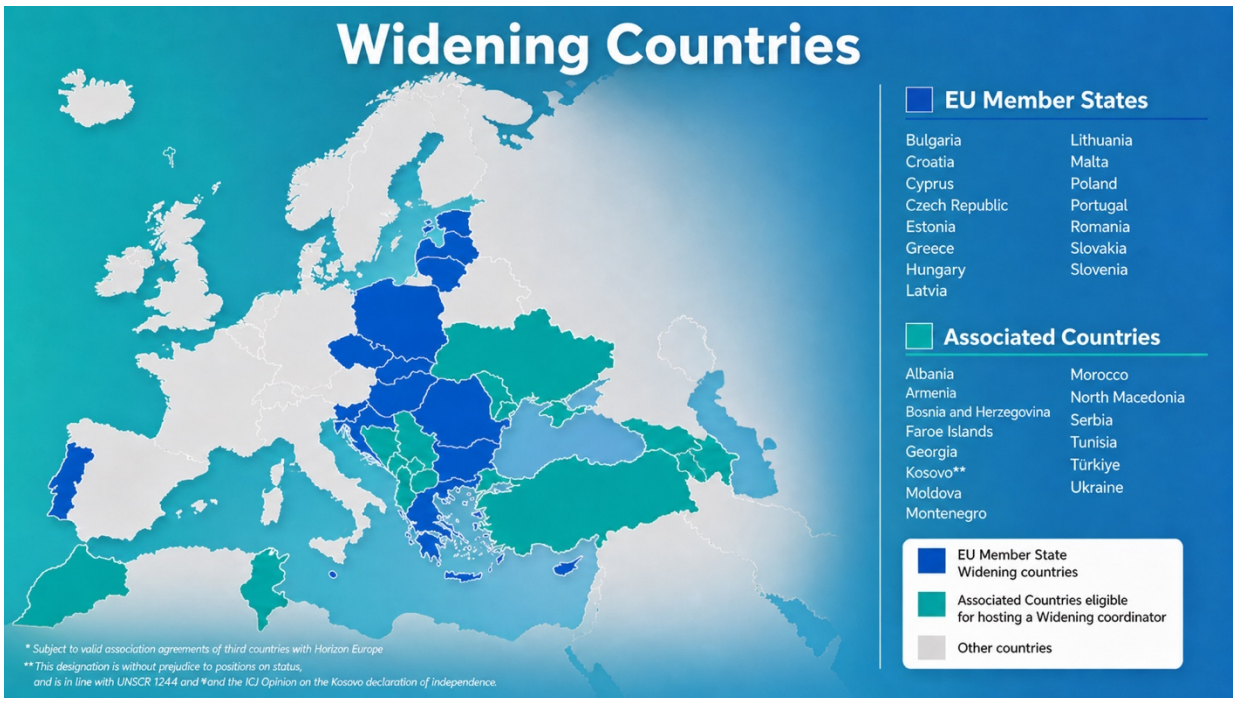


Figure 10: Widening Countries map

Consortium eligibility. Turkish entities can coordinate Horizon Europe projects in all pillars, provided the standard minimum consortium requirement is met.

Managing authority	Turkish eligibility	Primary source
European Commission (DG RTD); executive agencies; TÜBİTAK as national coordinator	All organisation types; Türkiye fully associated	*ufukavrupa.org.tr*; *Horizon Europe*

Horizon Europe spans three pillars plus the Widening, Partnerships and EIT cross-cutting tracks. The comparison below identifies the right entry per actor before the per-pillar detail.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
Pillar I - Excellent Science	Universities, research institutes, individual researchers	ERC frontier research, MSCA mobility/training, Research Infrastructures	Project-/fellowship-scale; 100% funding rate	Direct EU Path for excellent science
Pillar II - Global Challenges & Industrial Competitiveness	Research organisations, universities, industry (SMEs and large firms), public bodies, NGOs	Six thematic Clusters + EU Missions; RIA / IA / CSA	Consortium-scale (≥3 entities, 3 countries)	Direct EU Path for collaborative R&I; some Article 22(5) restrictions
Pillar III - Innovative Europe	Deep-tech SMEs and startups, research organisations, ecosystem actors	EIC Pathfinder/Transition/Accelerator/STEP/Pre-Accelerator + European Innovation Ecosystems	Grant + equity (EIC); CSA (EIE); single or small consortia	Direct EU Path for breakthrough innovation
Widening Participation & ERA	Türkiye-based universities, research institutes, regional ecosystems	Twinning, Teaming, ERA Chairs, Hop On, Excellence Hubs, COST	CSA-scale; 100% funding rate	Widening-only Path (Türkiye eligible as Widening country)
European Partnerships & JUs	Industry, research organisations, universities, public bodies	10 institutionalised JUs + Co-funded (PRIMA, Eurostars-3) + Co-programmed partnerships	JU- and call-specific	Direct EU Path for institutionalised public-private partnerships
EIT Knowledge & Innovation Communities	Industry, universities, research organisations, intermediaries	Nine thematic KICs delivering education, business creation, innovation projects	KIC- and call-specific	Direct EU Path; Türkiye RIS-eligible
Cascade funding (third-party)	SMEs, startups, NGOs, individual researchers	Open-call sub-grants delivered via existing Horizon Europe / EIT projects	Small grants (€10K–€150K typical)	Indirect EU Path via lead-project intermediaries

2.3.1 Pillar I - Excellent Science

Pillar I is the research excellence and research-capacity pillar of Horizon Europe. It funds outstanding researchers, researcher mobility and training, and the infrastructures needed for high-quality science. It is not mainly designed for market deployment, SME scale-up, or policy implementation; those sit more naturally under Pillar II, Pillar III, DIGITAL, SMP, or financial instruments.

Instrument	Scope	More
European Research Council (ERC)	Bottom-up, investigator-driven frontier research, awarded on scientific excellence alone.	*ERC*
Marie Skłodowska-Curie Actions (MSCA)	Training, mobility and career development for researchers at every stage.	*MSCA*
European Research Infrastructures	Support for European, national and regional research infrastructures through Integrating Activities, Design Studies, ERIC participation, e-Infrastructures, and transnational/virtual access projects.	*ERI*

The table below compares them at a glance.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
ERC - Frontier research grants	Researchers (any nationality) hosted by a Turkish university or research institute	Investigator-driven frontier research across all disciplines	Starting €1.5M; Consolidator €2M; Advanced €2.5M; Synergy up to €10M; PoC €150K	Direct EU Path (no consortium); the apex of the academic pipeline
MSCA - Doctoral Networks	Universities, research centres, SMEs, non-academic organisations	Joint doctoral training programmes	Unit-cost funding per PhD candidate; consortium-scale	Direct EU Path for structured doctoral training
MSCA - Postdoctoral Fellowships	Individual postdoctoral researchers and their host institutions	European and Global postdoctoral mobility fellowships	Living + mobility + family + research allowances	Direct EU Path for postdoctoral career development

MSCA - Staff Exchanges	Universities, research centres, SMEs, non-academic actors	International and inter-sectoral secondments	Unit-cost secondment funding	Direct EU Path for partnership-building through staff mobility
MSCA - COFUND	Regional, national or international fellowship programmes	50% co-funding of host fellowship schemes	Co-funded fellowship envelope	Direct EU Path for institutionalising fellowship programmes
Research Infrastructures	Research-performing organisations, infrastructure operators, universities, SMEs, public bodies	Integrating Activities, Design Studies, ERIC participation, e-Infrastructures, transnational/virtual access	RIA-scale (100% funding rate); call-specific	Direct EU Path into European-scale research-infrastructure networks

2.3.2 Pillar II - Global Challenges and European Industrial Competitiveness

Pillar II funds collaborative research and innovation across six thematic Clusters plus the five EU Missions. It offers Research and Innovation support actions (RIA & IA) as well as Coordination and Support Activities (CSA).

Pillar II area	Scope	More
Cluster 1: Health	Biomedical and public-health R&I: health across the life course, environmental and social health determinants, infectious and non-communicable diseases, health technologies, personalised medicine and health-care systems.	HE Cluster 1
Cluster 2: Culture, Creativity and Inclusive Society	Social sciences and humanities, democracy and governance, cultural heritage, cultural and creative industries, social and economic transformations, inclusion and resilience.	HE Cluster 2
Cluster 3: Civil Security for Society	Civil security research covering disaster-resilient societies, protection and security, border management, critical infrastructure protection, cybersecurity and crisis preparedness.	HE Cluster 3
Cluster 4: Digital, Industry and Space	Digital and industrial technologies, AI, robotics, advanced computing, data, manufacturing, advanced materials, circular and low-carbon industry, raw materials and space systems.	HE Cluster 4
Cluster 5: Climate, Energy and Mobility	Climate science and solutions, energy supply, grids, buildings, industrial energy transition, cities, clean transport, smart mobility and energy storage.	HE Cluster 5
Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment	Environmental observation, biodiversity, agriculture, forestry, rural areas, seas, oceans, inland waters, food systems, circular systems and the bioeconomy.	HE Cluster 6

The six Clusters and the EU Missions share the same eligibility framework (consortia of ≥3 entities from 3 different MS/AC, with ≥1 EU MS) and the same RIA / IA / CSA action types. The table below compares the thematic scope and Türkiye-relevant restrictions. The consortium scale and budgets are all topic and call specific.

Instrument	Typical applicant	What it funds	National or EU Path
Cluster 1 - Health	Research organisations, universities, hospitals, SMEs, large firms, patient organisations, public bodies	Pandemic preparedness, non-communicable diseases, personalised medicine, health technologies and systems (RIA / IA / CSA)	Direct EU Path; Türkiye fully eligible (incl. coordinator)
Cluster 2 - Culture, Creativity and Inclusive Society	Universities, research centres, cultural and creative SMEs, NGOs, museums, heritage bodies, public authorities	Democracy and governance, cultural heritage, social and economic transformations	Direct EU Path; Türkiye fully eligible (incl. coordinator)
Cluster 3 - Civil Security for Society	Research organisations, security practitioners, civil-protection bodies, SMEs, large firms, public authorities	Border protection, disaster resilience, critical-infrastructure protection, civilian cybersecurity	Türkiye eligible on non-restricted topics; some Article 22(5) restrictions

Cluster 4 - Digital, Industry and Space	Research organisations, universities, industry (SMEs and large firms), technology providers, public bodies	Digital and industrial technologies, AI and data, advanced computing, circular industry, space	Türkiye eligible on non-restricted topics; strategic-autonomy and space-security restrictions apply
Cluster 5 - Climate, Energy and Mobility	Research organisations, universities, industry, transport operators, energy utilities, SMEs, public authorities	Climate science, clean-energy transition, smart and sustainable transport, industrial decarbonisation	Direct EU Path; Türkiye fully eligible (managed primarily by CINEA)
Cluster 6 - Food, Bioeconomy, Natural Resources, Agriculture and Environment	Research organisations, universities, SMEs and large firms in agri-food and bioeconomy, farmers, cooperatives, public authorities	Sustainable land/ocean/inland-water systems, biodiversity, primary production, bioeconomy	Direct EU Path; Türkiye fully eligible (managed primarily by REA)
EU Missions	Research organisations, cities and regions, public authorities, industry, SMEs, citizen organisations	Cancer; Climate Adaptation; Restore Ocean and Waters; 100 Climate-Neutral Cities; Soil Deal	Direct EU Path; Türkiye fully eligible - strong Cities Mission engagement

EU Missions are cross-cutting, goal-driven initiatives inside Horizon Europe that target a small number of major societal challenges: climate adaptation, cancer, oceans and waters, climate-neutral cities, and soil health. They are separate from the six thematic clusters because they are not organised around a research field or sector. They are organised around measurable transformation goals by 2030, and they combine R&I projects with policy action, public-sector engagement, citizen participation, demonstration sites, regulation, investment planning, and replication. In practice, clusters fund thematic research and innovation; missions use research and innovation as one instrument within a broader implementation agenda.

Mission	Scope	More info
Adaptation to Climate Change	Supports regions and communities to understand climate risks, develop adaptation pathways and implement innovative resilience solutions by 2030.	Mission 1
Cancer	Supports better understanding of cancer, prevention and early detection, diagnosis and treatment, and improved quality of life for patients, survivors and families.	Mission 2
Restore our Ocean and Waters	Protects and restores marine and freshwater ecosystems, prevents pollution, and supports a carbon-neutral and circular blue economy by 2030.	Mission 3
Climate-Neutral and Smart Cities	Supports 100 climate-neutral and smart cities by 2030 and uses them as experimentation and innovation hubs for wider urban transition by 2050.	Mission 4
A Soil Deal for Europe	Establishes living labs and lighthouses to test, demonstrate and scale solutions for healthy soils by 2030, including monitoring, awareness and co-creation.	Mission 5

2.3.3 Pillar III - Innovative Europe

Pillar III bundles the EIC family with European Innovation Ecosystems.

Instrument	Scope	More Info
European Innovation Council (EIC)	Supports breakthrough, high-risk, high-potential innovation from early deep-tech research to market scale-up. The family covers Pathfinder for early breakthrough technologies, Transition for maturing research results toward application and market readiness, Accelerator for SMEs and startups scaling disruptive innovations, Pre-Accelerator for Widening-country deep-tech SMEs, and STEP Scale Up for major investment rounds in strategic technologies.	European Innovation Council
European Innovation Ecosystems (EIE)	Supports more connected, inclusive and efficient innovation ecosystems across Europe. It funds cooperation between ecosystem actors such as universities, RTOs, companies, investors, public authorities, regions, intermediaries and policymakers, with emphasis on scaling companies, linking regional innovation systems, and reinforcing Europe's deep-tech innovation capacity.	EISMEA

The table compares them by TRL coverage and instrument type.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path

EIC Pathfinder	Research organisations, universities, deep-tech SMEs in consortia of ≥3 partners from 3 countries	High-risk, high-gain advanced research on breakthrough technologies (TRL 1–4)	Open: up to €3M; Challenges: up to €4M; 100% funding (RIA)	Direct EU Path for breakthrough deep-tech research
EIC Transition	Research organisations, universities, deep-tech SMEs holding a qualifying precursor project	Maturation of breakthrough results toward market-ready innovation (TRL 4–6)	Up to €2.5M; 100% funding; 1–5 partners	Direct EU Path from Pathfinder/ERC PoC/Pillar II RIA into market-ready innovation
EIC Accelerator	High-potential SMEs and startups (single-company; consortia exceptional)	Grant + equity for breakthrough innovations with scale-up ambition	Grant up to €2.5M (70%) + equity €0.5–15M	Direct EU Path; Türkiye fully eligible for both grant and EIC Fund
EIC STEP Scale-Up	European deep-tech scale-ups in strategic technologies	Large-ticket equity beyond Accelerator scale	€10–30M per investment via the EIC Fund	Direct EU Path for large-ticket scale-up equity
EIC Pre-Accelerator (Widening track)	SMEs and startups established in Widening countries, including Türkiye	Ramp-up support to prepare for the main EIC Accelerator	€300K–€500K	Widening-only Path; the natural first EIC contact for Turkish SMEs
European Innovation Ecosystems (EIE)	Public authorities, innovation agencies, universities, research organisations, ecosystem intermediaries	Co-creation, interconnection of regional/national innovation ecosystems, governance	CSA-scale; 100% funding rate	Direct EU Path for ecosystem-builders and innovation governance actors

2.3.4 Widening Participation and strengthening the ERA

Türkiye's Widening-country status opens access to a dedicated instrument set designed to close the innovation gap across Europe. These instruments are not competitive with the other pillars; they are complementary, and they are the most underused single track in Türkiye's Horizon Europe portfolio relative to eligibility. Widening program has two distinct destination or components. These are covered below.

Destination I: Widening participation and spreading excellence

The key goal of this component is to improve access to excellence by strengthening the R&I system through better dissemination of best practices across the European Union.

Instrument family	Scope	Link
Widening Participation and Strengthening the European Research Area	Supports countries and institutions with lower R&I performance to improve research excellence, institutional capacity, international networking, research management, access to high-quality partnerships, and participation in Horizon Europe. Main instruments include Twinning, Teaming for Excellence, ERA Chairs, Hop On Facility, and Excellence Hubs.	Official Widening Participation page (rea.ec.europa.eu)
COST Actions	Supports bottom-up European research networks rather than research projects. COST funds networking activities such as meetings, working groups, short-term scientific missions, training schools, workshops and dissemination, allowing researchers, SMEs, public bodies and civil society actors to build European partnerships around a shared scientific topic.	Official COST Actions page (cost.eu)

The Widening instrument set is a Türkiye-relevant, coordinator-friendly track. The comparison table identifies which instrument best matches an institution's stage of internationalisation.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
Twinning	Research-performing organisations in Türkiye (universities, public research institutes) as coordinators	Institutional networking with ≥2 leading institutions from different countries to raise the research profile	Up to ~€1.5M; 100% funding (CSA)	Widening-only Path; coordinator-friendly entry into Horizon Europe
Teaming for Excellence	Research-performing organisations in Türkiye leading	Creation/upgrade of Centres of Excellence; combinable with Structural Funds	Phase 2 grants up to €15M;	Widening-only Path; flagship

	partnerships with advanced institutions		100% funding (CSA)	institution-building instrument
ERA Chairs	Research-performing organisations in Türkiye (universities, research institutes)	Attraction of an outstanding academic and their team to a Widening-country host	Up to ~€2.5M; 100% funding (CSA). 2026–27 WP has no calls	Widening-only Path for senior academic recruitment
Hop On Facility	Research organisations, universities, SMEs, public bodies from Türkiye not currently in the consortium	Late entry of one Widening partner to an already-selected Pillar II or EIC Pathfinder project	Additional 100% funding for the late-joining partner	Widening-only Path; lowest-effort route into a live Horizon Europe project
Excellence Hubs	Consortia of regional innovation actors (universities, research centres, SMEs, regional authorities, clusters)	Place-based regional R&I ecosystem-building with ≥2 Widening-country ecosystems	CSA-scale; 100% funding rate	Widening Path for regional ecosystem-formation
COST Actions	Researchers at any career stage from Turkish universities, research institutes, SMEs, NGOs, public authorities	Bottom-up open scientific networks (4-year Actions) - proposers, MC members, WG members, STSMs, training schools	Network-level support; not project funding	Direct EU Path (not Widening-only); ITC status gives Türkiye dedicated lines
Research Management Facility	Research-performing organisations in Widening countries, including Türkiye, seeking to professionalise research support	Establishment and upgrading of research-management structures, staff and procedures	Indicative €7M for the 2026 call (HORIZON-WIDERA-2026-04-WIDENING-01)	Widening-only Path; the direct instrument for the capacity gap addressed in 4.1.4
ERA Fellowships	Postdoctoral researchers hosted by an organisation in a Widening country	Postdoctoral fellowships awarded to MSCA Postdoctoral Fellowships proposals that scored above threshold but were not funded, hosted in a Widening country	MSCA-equivalent unit costs; 100% funding	Widening-only Path; the fellowship analogue of the Seal of Excellence logic in Play 5

Destination II: Reforming and enhancing the European R&I system.

The second component funds the implementation of the ERA Policy Agenda: open access and open science, reform of research assessment, research careers, gender equality and inclusiveness, research integrity, and citizen engagement. In the 2026–27 work programme this component carries two calls and thirteen topics, with an indicative budget of €52 million for the 2026 call (HORIZON-WIDERA-2026-06, opened 10 December 2025 with a deadline of 12 March 2026) and €42 million for the 2027 call (HORIZON-WIDERA-2027-05, opening 8 December 2026 with a deadline of 11 March 2027). The topics are organised around four pillars: institutional changes for ERA, ecosystems for ERA, citizens and science in ERA, and new knowledge for ERA.

Two features of this component change how a Turkish applicant should approach it. The first is that ERA topics are not Widening-restricted: unlike Twinning or Teaming, they are open to applicants from all Member States and Associated Countries, so a Turkish institution competes directly with experienced European universities, research funders and evaluation agencies rather than within the Widening pool. The second is that almost every topic is a Coordination and Support Action, which means the deliverable is policy, practice and institutional capacity rather than research results, and the evaluation rewards demonstrated reform over scientific novelty. The realistic sequence for a Turkish entity is therefore partner first, work-package leader on the Turkish reform case second, and coordinator once a completed ERA action is on the record.

ERA pillar	2026 topic (call HORIZON-WIDERA-2026-06)	Type and indicative budget	Realistic Turkish role
Pillar I – Institutional changes for ERA	ERA-01: Accelerating open access and research assessment reforms in ERA	CSA; €6M, 2 projects at €2–3M	Partner in a consortium of universities, research funders and evaluation agencies; TÜBİTAK as a research-funding organisation

ERA pillar	2026 topic (call HORIZON-WIDERA-2026-06)	Type and indicative budget	Realistic Turkish role
Pillar I – Institutional changes for ERA	ERA-02: Building institutional capacities for ethical, equitable, open and inclusive ERA	CSA; €9M, 6 projects at €1.5–2M	Highest-probability entry point in the destination; university partner with a live Gender Equality Plan and a research-integrity framework
Pillar II – Ecosystems for ERA	ERA-03: Strengthening ecosystems for open, ethical and sustainable ERA	CSA; €6M, 3 projects around €2M	Regional ecosystem partner alongside a Development Agency, cluster or technopark; see Play 6
Pillar II – Ecosystems for ERA	ERA-04: Piloting innovative approaches to support academic start-ups and spin-offs	CSA; €4M, 2 projects around €2M	TTO-hosting university; pairs directly with TÜBİTAK 1513 and with Play 1
Pillar III – Citizens and science in ERA	ERA-05: Fostering citizen engagement for more responsible and democratic R&I	CSA; €2M, 2 projects around €1M	University–CSO pairing; the natural ERA route for the actors described in Play 7
Pillar III – Citizens and science in ERA	ERA-06 and ERA-07: European Citizens' Hackathon Championship; Science comes to town 2028	CSA; €3M and €6M, one project each	Single-action scale; realistic only for an experienced coordinator with a European outreach network
Pillar IV – New knowledge for ERA	ERA-08: Advancing Knowledge for ERA	RIA; €16M, 8 projects at €1.5–2.5M	Research-performing partner; the only Research and Innovation Action in the destination and the closest to a conventional research project
2027 follow-on (call HORIZON-WIDERA-2027-05)	Institutional open access through IP retention; talent ecosystems for early research careers; public engagement and scientific literacy; independent knowledge on China's STI system	CSA and RIA; €42M in total	The talent-ecosystems topic is the single largest opportunity in the destination: €29M for 12 projects at €2–4M

ERA-02 expects six funded projects at €1.5–2 million, and ERA-08, the only Research and Innovation Action in the destination, expects eight at €1.5–2.5 million. The Widening component, meanwhile, has begun to fund research-management capacity directly: the 2026 call includes a Research Management Facility (HORIZON-WIDERA-2026-04-WIDENING-01, indicative €7 million) and the 2027 call adds ERA Research Managers alongside ERA Chairs and ERA Fellowships.

2.3.5 European Partnerships and Joint Undertakings

Horizon Europe implements three types of European Partnerships: institutionalised *Joint Undertakings* under the Single Basic Act, Co-funded Partnerships implemented through national-agency programmes, and Co-programmed Partnerships running through standard Horizon Europe calls. Turkish entities are eligible across all 10 institutionalised JUs and in PRIMA and Eurostars-3; Co-funded Partnership access depends on TÜBİTAK or another Turkish funder joining as a partner.

Managing authority	Turkish eligibility	Primary source
Each JU has its own governance; EC co-funding + participating-state funding for partnerships	Programme-specific; Türkiye generally eligible as Associated Country	*European Partnerships*

Türkiye is eligible across the ten institutionalised JUs and across the co-funded partnerships PRIMA and Eurostars-3. The comparison table below summarises each JU at a glance before the individual descriptions.

Instrument	Typical applicant	What it funds	National or EU Path	More Info
Clean Hydrogen JU	Industry, SMEs, research organisations, universities active in hydrogen	Green-hydrogen value-chain R&I (production, storage, distribution, end-use)	Direct EU Path; standard Horizon Europe rules apply	*clean-hydrogen.europa.eu*
Chips JU	Large industry, SMEs, RTOs, universities in semiconductors and embedded systems	Semiconductors and electronic components, research to pilot lines (Chips Act)	Direct EU Path; Türkiye eligible on non-restricted topics	*chips-ju.europa.eu*
Circular Bio-based Europe JU	Bio-based industries, SMEs, primary producers, research organisations, universities	Bio-based industries, sustainable sourcing, biorefineries, circular economy	Direct EU Path; Türkiye eligible	*cbe.europa.eu*
Clean Aviation JU	Aeronautics OEMs, tier suppliers, SMEs, research organisations, universities	Climate-neutral aviation: disruptive aircraft, hybrid-electric regional, ultra-efficient short/medium-range	Direct EU Path; Türkiye eligible	*clean-aviation.eu*
Europe's Rail JU	Railway operators, infrastructure managers, manufacturers, SMEs, research organisations, universities	Next-generation rail systems, digital automation, traffic management	Direct EU Path; Türkiye eligible	*rail-research.europa.eu*
SESAR 3 JU	ANSPs, airports, airspace users, industry (incl. SMEs), research organisations, universities	Digital-ready air traffic management and the Single European Sky	Direct EU Path; Türkiye eligible	*sesarju.eu*
Smart Networks and Services JU	Telecom industry, SMEs, research organisations, universities	6G, advanced 5G and next-generation network and service infrastructures	Direct EU Path; Türkiye eligible on non-restricted topics	*smart-networks.europa.eu*
Global Health EDCTP3 JU	Clinical research organisations, universities, public-health bodies, regulators, SMEs	Poverty-related and neglected infectious diseases in sub-Saharan Africa; clinical trials	Direct EU Path; Turkish clinical networks eligible	*edctp.org*
Innovative Health Initiative JU	Pharma, MedTech, digital-health SMEs, hospitals, patient organisations, research institutes, universities	Cross-sectoral health innovation across pharma, MedTech, digital health, diagnostics	Direct EU Path; Türkiye eligible	*ihi.europa.eu*
EuroHPC JU	Research organisations, universities, SMEs, industry, public HPC centres	HPC, quantum computing, AI infrastructure (incl. exascale and AI factories)	Direct EU Path; participation follows EuroHPC rules	*eurohpc-ju.europa.eu*
PRIMA	Research organisations, universities, SMEs, producer organisations, public bodies	Mediterranean R&I in agri-food, water, farming systems (Article 185 initiative)	Article 185 Path; Türkiye is a participating state	*prima-med.org*
Eurostars-3	R&D-performing SMEs as consortium leaders + industry / RTOs / universities as partners	Transnational market-oriented R&D led by SMEs (≥2 partners from 2 Eurostars countries)	Co-funded Path delivered nationally through TÜBİTAK 1709 → 1509	*eurostars.eurekanetwork.org*

PRACTICAL TIP

Co-funded partnerships (e.g., Clean Energy Transition Partnership, Driving Urban Transitions, Biodiversa+). Open to Turkish entities when TÜBİTAK or another Turkish national funder participates as a partner.

Co-programmed partnerships (e.g., Made in Europe, Processes4Planet, Built4People). Operate through standard Horizon Europe Pillar II calls. Turkish entities are eligible under the usual Horizon Europe rules.

2.3.6 EIT Knowledge and Innovation Communities in Türkiye

Türkiye is an EIT Regional Innovation Scheme (RIS)-eligible country, and the landscape changed meaningfully in early 2025 with the launch of the EIT Community Hub Türkiye on 12 February 2025 in Ankara, a partnership between TÜBİTAK, Fark Labs and Sabancı University, with offices in Istanbul and Ankara. The Hub is the first integrated access point to the EIT ecosystem in Türkiye. Nine KICs operate at European scale; Turkish presence across them is uneven but expanding.

KIC	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
EIT Urban Mobility	Cities, mobility SMEs, startups, universities, mobility operators, regional authorities	Sustainable and integrated urban mobility solutions; accelerators, innovation projects, education activities, city-led pilots	Call-specific; usually accelerator, pilot, voucher or innovation-project scale	EU path: EIT KIC / RIS access; relevant for city pilots, mobility startups and urban innovation partnerships	*eiturbanmobility.eu*
EIT InnoEnergy	Clean-energy startups and SMEs, energy industry, universities, research organisations	Sustainable-energy innovation: renewables, storage, energy efficiency, e-mobility, industry projects, acceleration and education	Call-specific; can include accelerator support, investment-readiness support and project funding	EU path: EIT KIC / clean-energy innovation pathway; useful bridge toward Horizon Europe Cluster 5, EIC and private finance	*innoenergy.com*
EIT Food	Agri-food SMEs and startups, farmers, cooperatives, industry, universities, research organisations	Food-system innovation: sustainability, nutrition, traceability, alternative proteins, digital agriculture and food entrepreneurship	Call-specific; often cascade funding, accelerator support, vouchers or innovation calls	EU path: EIT KIC / RIS and cascade funding; bridge toward Cluster 6, EIC and agri-food market uptake	*eitfood.eu*
EIT Manufacturing	Manufacturing SMEs, startups, industrial firms, universities, RTOs	Advanced manufacturing: digital manufacturing, sustainable production, workforce skills, industrial innovation and startup support	Call-specific; usually accelerator, challenge, voucher or innovation-project scale	EU path: EIT KIC / manufacturing innovation pathway; bridge toward Cluster 4, EIC and industrial deployment	*eitmanufacturing.eu*
EIT Health	Hospitals, health startups and SMEs, medtech firms, pharma, universities,	Health innovation across medtech, biotech, digital health, diagnostics, care systems and	Call-specific; often accelerator, validation, innovation-project or	EU path: EIT KIC / health innovation pathway; bridge toward Cluster 1, IHI,	*eithealth.eu*

	research institutes	patient-oriented solutions	entrepreneurship-support scale	EIC and health-market validation	
EIT Digital	Digital startups and SMEs, ICT firms, universities, research institutes, industry partners	Digital technology entrepreneurship: digital industry, cities, wellbeing, finance, AI/data-enabled services and digital ventures	Call-specific; usually accelerator, education, venture-support or innovation-project scale	EU path: EIT KIC / digital entrepreneurship pathway; bridge toward Cluster 4, DIGITAL and EIC	*eitdigital.eu*
EIT RawMaterials	Mining and metals industry, raw-materials SMEs and startups, universities, research institutes	Raw-materials value chain: exploration, mining, processing, recycling, substitution, circular materials and strategic supply chains	Call-specific; often innovation-project, accelerator, education or startup-support scale	EU path: EIT KIC / raw-materials innovation pathway; bridge toward Cluster 4, circular economy and strategic materials initiatives	*eitrawmaterials.eu*
EIT Climate-KIC	Public authorities, cities and regions, climate startups and SMEs, NGOs, universities, research institutes	Systems innovation for climate-neutral and resilient societies; climate transition, experimentation, city and regional transformation	Call-specific; usually programme, accelerator, challenge or systems-demonstration scale	EU path: EIT KIC / climate systems-innovation pathway; relevant to Missions, Cluster 5, adaptation and climate-neutrality work	*climate-kic.org*
EIT Culture & Creativity	Cultural and creative SMEs and startups, cultural-heritage bodies, universities, research organisations, creative-industry networks	Innovation in cultural and creative sectors and industries; entrepreneurship, heritage, creative technologies, skills and ecosystem building	Call-specific; emerging KIC, with RIS-oriented calls and innovation-support actions	EU path: EIT KIC / creative-sector innovation pathway; bridge toward Cluster 2, creative industries and cultural-heritage innovation	*eit-culture-creativity.eu*

2.3.7 Cascade funding under Horizon Europe and EIT

Cascade funding, formally Financial Support to Third Parties (FSTP), is one of the most underused access routes for Turkish SMEs and research teams. In a cascade mechanism, a project funded under Horizon Europe or EIT re-grants a portion of its budget to third-party beneficiaries through open calls run by the project consortium itself. For Turkish applicants, this has three operational advantages: application effort is typically lower than for a primary Horizon Europe proposal, evaluation cycles are shorter, and participation is more accessible to organisations that do not yet have a full European consortium profile.

Horizon Europe Financial Support to Third Parties (FSTP)

Scope. Open calls run by Horizon Europe-funded consortia (typically Pillar II or EIC projects) that re-grant part of their budget to third-party beneficiaries. Typical individual awards €20,000 - 150,000; funding rates aligned to the underlying Horizon Europe project.

Who is eligible. SMEs, startups, research teams, universities and public bodies, in many cases with no prior Horizon Europe track record required. Turkish entities eligible on the same terms as EU-based participants.

EIT KIC cascade and RIS calls

Scope. Each of the nine KICs operates its own cascade mechanisms (vouchers, accelerator programmes, RIS-specific open calls). Operationally the most accessible EIT instruments, lighter applications, faster decisions. Coordinated in Türkiye through the EIT Community Hub.

Who is eligible. Turkish startups, SMEs, universities and research organisations registered with or reached via the Community Hub and the individual KICs.

EIT Jumpstarter

Scope. Cross-KIC pre-accelerator programme for early-stage ideas across KIC thematic areas. Yapar3D (Türkiye) won 1st place in the Manufacturing category in 2024.

Who is eligible. Early-stage teams, startups and researchers in Türkiye and other RIS countries, across all KIC thematic areas.

EIT HEI Initiative

Scope. Innovation-capacity building for higher-education institutions: entrepreneurship, innovation management, curricula, knowledge-transfer. Turkish HEIs eligible as consortium members and in some calls as coordinators.

Who is eligible. Universities and other HEIs in Türkiye and across EU and Associated Countries, usually in consortia with industry and innovation intermediaries.

PRACTICAL TIP

Although calls are published on the website of each initiative, participants can always find them under the Funding and Tender Portal. FSTP calls can be filtered by selecting 'Calls for funding in cascade (issued by funded projects)'.

2.4 Other EU Direct Programmes

Beyond Horizon Europe, Türkiye is associated to three more direct-management EU programmes very relevant to R&I: Erasmus+ (education, training, youth), the Digital Europe Programme (DIGITAL), and the Single Market Programme under its COSME component (SME competitiveness). Each is managed by the European Commission or its executive agencies; each has its own legal basis and its own association agreement; and each fills a gap that Horizon Europe does not address on its own. Read together, they are the non-research direct-management layer that supports the same ecosystem Horizon Europe funds on the research side.

The three direct-management EU programmes outside Horizon Europe to which Türkiye is associated are summarised below before the individual descriptions.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
Erasmus+	Universities, schools, VET providers, youth organisations, public bodies	Mobility (KA1), cooperation partnerships (KA2), policy reform (KA3), Jean Monnet, sport	Project- and mobility-grant scale	Direct EU Path - Türkiye fully associated
Digital Europe Programme (DIGITAL)	Industry (SMEs and large firms), research organisations, universities, public bodies	Deployment of HPC, AI, cybersecurity, advanced digital skills, digital transformation of public services (incl. EDIH network)	Action- and call-specific	Direct EU Path - Türkiye associated
Single Market Programme – COSME strand	SMEs, intermediaries (chambers, associations), Enterprise Europe Network nodes	SME competitiveness, internationalisation, market access, business cooperation services (EEN)	Project-scale and intermediary support	Direct EU Path - Türkiye associated

2.4.1 Erasmus+

Türkiye is a third country associated to Erasmus+ under conditions equivalent to those of EU Member States. The association agreement was signed on 27 October 2021. Türkiye has been continuously involved in EU education programmes since 2004 and secured approximately €740 million in Erasmus+ projects during 2014–2020.

Managing authority	Turkish eligibility	Primary source
European Commission (DG EAC); EACEA; Turkish National Agency (ua.gov.tr)	HEIs, VET providers, schools, adult-education providers, youth organisations, sport bodies	*ua.gov.tr* *erasmus-plus.ec.europa.eu*

The Turkish National Agency, the Center for EU Education and Youth Programmes (*ua.gov.tr*), manages all decentralised actions. In 2024 alone, 33,500 people travelled to Türkiye for Erasmus+ activities; Germany, Italy, Poland and Spain are the top destinations for Turkish participants.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
Key Action 1 (KA1) - Learning Mobility of Individuals	HEIs, VET providers, schools, adult-education organisations, youth organisations, sport bodies, learners and staff	Mobility for students, staff, VET learners, pupils, adult-education staff, youth exchanges, youth-worker mobility and sport staff	Unit-cost based; depends on duration, destination, participant type and mobility format	National path: mostly decentralised through the Turkish National Agency; useful for building mobility, international exposure and staff capacity	*ERASMUS+ KA1*
Key Action 2 (KA2) - Cooperation among organisations and institutions	HEIs, VET providers, schools, adult-education providers, youth organisations, sport bodies, NGOs, research institutes, SMEs, public authorities	Cooperation Partnerships, Small-scale Partnerships, Erasmus Mundus, Centres of Vocational Excellence, Teacher Academies, Alliances for Innovation, Forward-Looking	Call-specific; usually lump-sum grants, from small partnership scale to multi-million cooperation actions	National and EU path: decentralised actions through the Turkish National Agency; larger centralised actions through EACEA. Strong bridge to Horizon Europe through skills,	*ERASMUS+ KA2*

		Projects, and Capacity Building actions		networks and institutional cooperation	
Key Action 3 (KA3) - Support to policy development and Jean Monnet	HEIs, research centres, teachers, academics, youth organisations, civil-society organisations	Policy cooperation, European Youth Together, Jean Monnet Modules, Chairs, Centres of Excellence and Networks	Call-specific; usually lump-sum or grant-based support depending on action	EU path: mainly centralised through EACEA; relevant for policy learning, EU studies, youth cooperation and institutional positioning	*ERASMUS+ KA3*
European Universities Initiative	Turkish HEIs as members of transnational university alliances	Long-term strategic alliances of HEIs forming integrated European university networks; joint education, mobility, governance, research-linked education and innovation capacity	Up to €14.4 million per alliance over four years in the 2024 call	EU path: centralised Erasmus+ action; strategic institutional pathway for Turkish HEIs to enter long-term European university alliances and build stronger links with R&I ecosystems	*ERASMUS+ EUI*

Erasmus+ provides an opportunity for interesting synergies.

SYNERGY	EXAMPLE
Sequential	Erasmus+ KA2 → Pillar II Cluster 2 RIA / Mission engagement.
Parallel	Run an Erasmus+ KA1 mobility scheme in parallel with an MSCA Doctoral Network on a related theme.
Layered	Combine an Erasmus+ Centre of Vocational Excellence with DIGITAL deployment grants and EIB skills finance.

2.4.2 Digital Europe Programme (DIGITAL)

Managing authority	Turkish eligibility	Primary source
European Commission (DG CNECT); HaDEA; Ministry of Industry and Technology (TR)	SMEs, large firms, HEIs, research organisations, public bodies, EDIH consortia	*dijitalavrupa.sanayi.gov.tr* *digital-strategy.ec.europa.eu*

Türkiye became an associated country to DIGITAL through an agreement signed on 31 August 2023, after a two-year delay relative to Horizon Europe and Erasmus+. The programme is managed by DG CNECT and HaDEA with a total envelope of €7.5 billion for 2021–2027. Turkish participation is coordinated nationally by the Ministry of Industry and Technology. Some cybersecurity and HPC topics are security-restricted under Article 18 of the DIGITAL Regulation and may be closed to associated-country participation on a call-by-call basis - applicants should check topic-level eligibility conditions.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
DIGITAL - Artificial Intelligence	Research organisations, universities, industry, SMEs, public bodies, sectoral data-space consortia	Deployment-oriented AI: testing and experimentation facilities, common European data spaces, AI-on-demand platform, and AI uptake in public and private sectors	Call-specific; usually grant-based deployment, platform, data-space or testing-facility scale	Complements Horizon Europe Cluster 4 by moving AI from research toward operational use. Turkish entities should check topic-level restrictions	*DIGITAL AI*
DIGITAL - Advanced Digital Skills	HEIs, VET providers, training organisations, industry partners, public bodies	Master's programmes, specialised short courses, training-of-trainers and skills actions in AI, cybersecurity, HPC, quantum, semiconductors and data	Call-specific; usually grant-based education, curriculum, training or skills-consortium scale	Relevant for universities and training providers building the workforce needed for advanced digital deployment	*DIGITAL SKILLS*
DIGITAL - Digital Transformation and European Digital	EDIH consortia, technology centres, research organisations, regional innovation agencies, SMEs,	Co-funding of EDIHs as one-stop shops helping SMEs and public bodies adopt advanced digital technologies such as AI, HPC and cybersecurity	Call-specific; usually hub-level grants. SMEs and public bodies often receive services	Practical entry point for SMEs and public authorities seeking digital maturity assessment, test-before-invest	*DIGITAL EDIH*

Innovation Hubs (EDIH)	public-sector clients		rather than direct grants	support and skills services	
DIGITAL - Cybersecurity, non-restricted topics	Cybersecurity research organisations, universities, SMEs, large firms, public authorities	Deployment of cybersecurity capacities, certification, threat-information sharing, sector-specific cybersecurity and resilience measures	Call-specific; usually grant-based deployment, coordination or capacity-building scale	Turkish participation must be verified call by call because several cybersecurity topics are security-restricted	*DIGITAL CYBER*

Some indicative synergies:

SYNERGY	EXAMPLE
Sequential	DIGITAL EDIH credentials → DIGITAL deployment grant → Pillar II Cluster 4 IA / EIC Accelerator.
Parallel	Run a DIGITAL HPC/AI/cybersecurity deployment in parallel with a Cluster 4 RIA on a complementary capability.
Layered	Combine a DIGITAL deployment grant with EIB digital-infrastructure finance and EBRD scale-up debt.

2.4.3 Single Market Programme - COSME component

Managing authority	Turkish eligibility	Primary source
European Commission (DG GROW); EISMEA; EEN consortia in Türkiye	SMEs; EEN members; cluster organisations; chambers of commerce	*Single Market*

The Single Market Programme (SMP) consolidates a set of previously separate instruments under a single legal framework, with a 2021–2027 budget of €4.2 billion. Türkiye's association was signed in April 2023 with retroactive effect to 1 January 2021 and is managed by DG GROW and EISMEA. Türkiye's participation is scoped to the COSME component, the SME competitiveness strand, rather than to the full SMP.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
Enterprise Europe Network (EEN)	SMEs; intermediary organisations such as chambers of commerce, development agencies, technology centres and innovation-support bodies	Business partnering, technology transfer, innovation advisory, internationalisation support, partner search, and SME access to European markets and programmes	Service-based support; not normally a direct grant to the SME	SME competitiveness route; practical bridge to Horizon Europe, Eurostars-3, EIC and international business partnerships	*EEN*
Erasmus for Young Entrepreneurs	New or aspiring entrepreneurs; established host entrepreneurs in Türkiye and other participating countries	Cross-border entrepreneurial exchange of 1–6 months; co-financed mobility for learning, mentoring, business development and knowledge transfer	Mobility grant; amount depends on host country and duration	Entrepreneurship route; useful early-stage internationalisation tool for founders and new entrepreneurs	*EYE*
Cluster internationalisation and SME policy tools	Cluster organisations, SME associations, chambers of commerce, national and regional public bodies supporting SME competitiveness	Cross-border cluster cooperation, Euroclusters, joint cluster initiatives, SME internationalisation, SME policy tools and market-access support	Call-specific; usually grant-based support for cluster or intermediary-led actions	SME competitiveness route; supports SME ecosystem actors rather than individual R&D projects	*Clusters*

Some indicative synergies:

SYNERGY	EXAMPLE
Sequential	SMP-COSME / EEN engagement → 1501 / 1507 / 1509 → Eurostars-3 / EIC Accelerator.
Parallel	Run an EEN partner-search engagement in parallel with a Cluster 4 IA on the same value chain.
Layered	Combine the EIC Accelerator with EIF venture financing and intermediated EBRD SME credit.

2.5 Non-R&I EU Programmes

In addition to the already presented programmes, three further direct-management EU programmes are accessible to Turkish entities and are very relevant to specific actors of the R&I ecosystem, but they are not R&I programmes as such. They are presented here for completeness. The European Solidarity Corps is youth-volunteering; the Union Civil Protection Mechanism is disaster response and preparedness; and the Customs Programme supports customs-administration capacity.

These three direct-management programmes are not R&I instruments but are accessible to Turkish entities and complement the wider EU programmatic offer. They are summarised below before the individual descriptions.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
European Solidarity Corps (ESC)	NGOs, public bodies, youth-work organisations, individual young people	Volunteering activities, solidarity projects for young people	Project- and individual-mobility scale	Direct EU Path - Türkiye associated
Union Civil Protection Mechanism (UCPM)	Public protection authorities, civil-protection bodies, NGOs, research entities	Disaster prevention, preparedness and response; training, exercises, knowledge network	Action- and call-specific	Direct EU Path - Türkiye participating
Customs Programme	National customs administrations, customs-related public bodies	Cooperation between customs administrations, IT systems, training	Network- and action-specific	Direct EU Path - Türkiye participating

2.5.1 European Solidarity Corps (ESC)

Managing authority	Turkish eligibility	Primary source
EC (DG EAC); EACEA; Turkish National Agency	Youth organisations; civil-society organisations; volunteer hosts	*youth.europa.eu/solidarity*

Scope. EU programme for youth-led solidarity activity in volunteering, domestic solidarity projects, and humanitarian-aid volunteering. Türkiye is a Programme Country. Total budget €1.009 billion. During 2018–2020, 350 volunteering projects and 150 solidarity projects were supported in Türkiye.

Who is eligible. Young people (ages 18–30 for volunteering and solidarity; 18–35 for humanitarian aid), youth organisations, civil-society organisations, local authorities and quality-labelled host bodies in Türkiye.

SYNERGY	EXAMPLE
Sequential	ESC volunteering placements → Erasmus+ youth participation → Pillar II Cluster 2 social-innovation RIA.
Parallel	Run an ESC volunteering project in parallel with an Erasmus+ KA2 cooperation partnership on the same youth theme.
Layered	(Less common at this scale.) Pair ESC with municipal investment via EIB urban-cohesion finance.

2.5.2 Union Civil Protection Mechanism (UCPM)

Managing authority	Turkish eligibility	Primary source
European Commission (DG ECHO); AFAD (TR)	Public authorities, research organisations, civil-protection training bodies	*civil-protection-knowledge-network.europa.eu*

Türkiye is a Participating State in the Union Civil Protection Mechanism. The Mechanism supports prevention, preparedness and response to natural and human-made disasters and is operated by DG ECHO through the Emergency Response Coordination Centre. Türkiye's participation carries operational weight: the February 2023 earthquakes were a UCPM activation event, and the Mechanism has been a frequent channel for cross-border cooperation on disaster risk management.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
UCPM - Prevention and Preparedness calls	Civil-protection agencies, ministries, public authorities, universities, research organisations, sectoral bodies	Risk assessment, early warning, disaster mapping, preparedness planning, resilience capacity-building, cross-border prevention and preparedness actions	Call-specific; usually grant-based annual DG ECHO calls	Union Civil Protection Mechanism route; relevant for public authorities and research actors working on disaster resilience, climate adaptation and risk management	*civil-protection-humanitarian-aid.ec.europa.eu*
UCPM - Exchange of Experts and training	Civil-protection practitioners, public authorities, operational agencies, research organisations with civil-protection links	Short-term expert placements, peer learning, training courses, simulation exercises and operational preparedness exchanges	Mobility / training support; depends on scheme, duration and activity type	Useful for operational staff development and institutional learning across Participating States	*civil-protection-knowledge-network.europa.eu*
UCPM Knowledge Network	Researchers, practitioners, public authorities, training bodies, civil-protection institutions	Communities of practice, knowledge exchange, disaster-risk-management training, science-policy interface, lessons learned and capacity development	Primarily network and knowledge-service support; not a standard project grant to applicants	Knowledge and networking route; connects Turkish actors to European disaster-risk and civil-protection communities	*civil-protection-knowledge-network.europa.eu*

Potential Synergies:

SYNERGY	EXAMPLE
Sequential	UCPM exercises and training → Cluster 3 Civil Security RIA → Mission Adaptation to Climate Change.
Parallel	Run UCPM-funded preparedness exercises in parallel with a Cluster 3 IA on a complementary capability.
Layered	Combine a Mission project with EIB climate-resilience finance for infrastructure deployment.

2.5.3 Customs Programme

Scope. Cooperation between Member State and associated-country customs administrations under the Customs Union framework. Supports European Electronic Systems, IT capacity, training and expert-exchange activities. Total envelope €950 million.

Who is eligible. Customs administrations and partner public bodies (primary). Narrow academic participation possible for universities specialising in trade policy, customs engineering or circular-economy material-flow monitoring, typically through the national administration.

More information. *https://taxation-customs.ec.europa.eu/index_en*

SYNERGY	EXAMPLE
Sequential	Customs Programme network engagement → DIGITAL public-administration deployment → Cluster 4 IA on customs-related digital systems.
Parallel	Run Customs Programme cooperation in parallel with a DIGITAL deployment grant on the same IT system.
Layered	(Limited fit.) Combine with EBRD trade-facilitation finance where infrastructure investment is involved.

2.6 IPA III and IPARD

IPA III is the single largest EU financial envelope directed at Türkiye during 2021–2027, and the most structurally misunderstood by R&I applicants. Unlike Horizon Europe, it is not a competitive grant programme. It is a pre-accession assistance instrument, implemented primarily through procurement, with a fundamentally different contracting logic. IPARD, the rural-development strand, is a partial exception: it does operate through grant-type calls, managed by a dedicated national agency. This section sets out the structure, the difference from Horizon Europe, the current programming, and where R&I entities can credibly engage.

IPA III is procurement-led pre-accession assistance - it is not an R&I grant programme. IPARD is the rural-development strand and operates through grant calls. The table below maps the windows and the rural strand at a glance.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
IPA III - Window 1: Rule of Law	National public bodies, judicial bodies, oversight institutions	Rule-of-law reform; anti-corruption; fundamental rights	Procurement contract; programme-specific	Pre-accession Path; procurement, not grant
IPA III - Window 2: Good Governance	National and local public administration, regulators	Public-administration reform; statistical capacity; PFM	Procurement contract	Pre-accession Path; procurement, not grant
IPA III - Window 3: Green Agenda & Sustainable Connectivity	Public bodies, infrastructure operators, transport/energy/environment authorities	Green Deal alignment, transport corridors, energy transition	Large procurement / works / supply contracts	Pre-accession Path; sometimes blended with IFI finance
IPA III - Window 4: Competitiveness & Inclusive Growth	Ministries, sector regulators, SME and education agencies	R&I capacity, SME competitiveness, education and labour-market reform	Service / supply / works contracts	Pre-accession Path; closest IPA-III window to R&I
IPA III - Window 5: Territorial & CBC	Public bodies, municipalities (managing authority funding line for CBC programmes)	Programme financing for IPA-CBC and Interreg NEXT participation	Programme-level allocation	Pre-accession funding behind CBC participation
IPA III - Twinning projects	Member-State public bodies + Turkish public-administration beneficiaries	Targeted institutional partnership: long-term advisor + short-term experts	Project-scale Twinning grant	Pre-accession institutional Path (peer-to-peer reform)
IPARD	Farmers, food-processing SMEs, rural entrepreneurs, rural municipalities	Investment grants in agriculture, agri-food processing, rural diversification, advisory	Investment-grant scale; managed by TKDK	Rural-development Path; grant logic (unlike core IPA)

2.6.1 IPA III - Structure and Instrument

IPA III is established by Regulation (EU) 2021/1529 with a total envelope of €14.162 billion for all beneficiaries for 2021–2027. Türkiye is one of several IPA beneficiaries; annual allocations are not pre-assigned by country envelope but are determined through a performance-based allocation principle. Annual allocations to Türkiye have ranged from €208.5 million (2021) to €311 million per year under the 2025–2027 multi-annual package. IPA III is delivered primarily through procurement (PRAG procedures[1]), service contracts, supply contracts, and works contracts, rather than through the open competitive grant calls characteristic of Horizon Europe. The contracting authority is typically the Central Finance and Contracts Unit (*CFCU*) under indirect management, or the EU Delegation under direct management. Tenders are published on the CFCU website, the EU Delegation website, and TED (Tenders Electronic Daily). On the Turkish side, NIPAC (Directorate for EU

[1] PRAG is the Practical guide to contract procedures in EU external actions.

Affairs) coordinates programming and strategic oversight; CFCU is the primary contracting authority for indirect management; the Presidency of Strategy and Budget is responsible for programming compliance.

Managing authority	Turkish eligibility	Primary source
European Commission (DG NEAR); CFCU; EU Delegation Ankara; NIPAC (Directorate for EU Affairs)	Public bodies, consulting firms, CSOs, universities (primarily as service providers)	*enlargement.ec.europa.eu cfcu.gov.tr*

IPA III and Horizon Europe operate under different legal bases, use different procedures, and produce different outputs. Potential applicants should not confuse them. Despite the procurement logic, IPA III does open several credible engagement routes for R&I entities. The key point is to recognise each for what it is: technical-assistance service provision, not research funding.

Feature	IPA III	Horizon Europe
Mechanism	Procurement (PRAG) + grants, including direct grants to named beneficiaries	Competitive grant calls
Topic definition	EU Commission + Turkish government	EU work programmes (co-designed)
Application	Technical + financial offer to tender	Research or innovation proposal
Evaluation	PRAG procurement procedures	Independent peer review
Contracting authority	CFCU or EU Delegation	EC executive agencies
IP ownership	Typically, with contracting authority	Typically, with beneficiaries
Payment instrument	Fee-based or lump-sum contracts	Grant agreements

Practical consequence. *An IPA III engagement is a client - contractor relationship (the EU or the Turkish state is the client; the applicant is the contractor), whereas a Horizon Europe engagement is a grant relationship (the EU co-funds an independent project proposed by the beneficiaries). Reporting expectations, audit exposure and IP outcomes differ accordingly.*

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
IPA III - Technical-assistance service contracts (PRAG)	Consulting firms, universities, research institutes, SMEs and expert consortia bidding under PRAG rules	Technical assistance, studies, sector expertise, capacity-building, institutional support, policy analysis & implementation support in areas such as environment, energy, digital, health, competitiveness, R&I-related reform	Tender-specific; usually service-contract scale, with budgets defined in the procurement notice and Terms of Reference	Bidders compete for service contracts; Turkish public institutions are usually the beneficiaries or contracting counterparts, not grant applicants	*cfcu.gov.tr*
IPA III - Twinning projects	EU Member State public administrations as lead implementers; Turkish public administrations as beneficiaries; universities/ experts may join as subcontractors or short-term specialists	Institution-to-institution cooperation, regulatory alignment, public-administration reform, policy research, evaluation, standardisation, technical regulation and administrative capacity-building	Project-specific; normally medium-to-large institutional cooperation contracts defined in the Twinning fiche	Supports Turkish public-sector capacity through structured cooperation with EU Member State administrations	*European Commission Twinning*
IPA III - Supply contracts for research infrastructure	Equipment suppliers bidding in tenders; Turkish universities, research institutes, research hospitals and public bodies as end-recipients	Procurement of laboratory equipment, technical systems, research infrastructure, testing facilities, specialised supplies for institutional capacity-building	Tender-specific; depends on equipment package, lot structure and procurement notice	Equipment is purchased through supply tenders; Turkish research institutions get infrastructure but do not normally apply as beneficiaries	*EU Delegation / CFCU tenders*

PRACTICAL TIP

Access to the Tenders: All tenders are now available through the Funding & Tender Portal. Under country, select Türkiye.

SYNERGY	EXAMPLE
Sequential	IPA III Window 4 procurement → Pillar II Cluster 4 / Widening project on the same reform domain.
Parallel	Run an IPA III service contract in parallel with a Twinning grant or Cluster 4 IA on the same reform domain.
Layered	Combine IPA III institutional reform with EIB / EBRD sovereign finance for the matching infrastructure investment.

2.6.2 IPA III - Direct Grants

The IPA III financial architecture also permits direct grants: a grant awarded without a call for proposals to a beneficiary identified in the annual action document, under the exceptions of the EU Financial Regulation - typically where the body holds a monopoly for the action, or where the action's specific characteristics require a particular institution. A direct grant creates a beneficiary relationship rather than a client-contractor relationship: the Turkish institution owns the action, the results and, normally, the intellectual property.

Teaming for Excellence call requires complementary funding at least equal to the Horizon Europe grant, name IPA explicitly alongside the European Regional Development Fund as an eligible source for the investment in infrastructure and equipment, exclude in-kind contributions, and evaluate the letters of commitment as an integral part of the proposal. Member State applicants bring ERDF commitment letters; a Turkish applicant has no ERDF, and an IPA III direct grant is the closest functional equivalent.

The same logic supports the smaller Widening instruments: **Twinning, Excellence Hubs and the Research Management Facility** are Coordination and Support Actions that cannot pay for laboratories or equipment, which is precisely what a flanking grant can. The three scenarios below - the IPA Direct-Grant Bridge - set out the realistic options.

Scenario	What the direct grant funds	Horizon Europe counterpart	Feasibility conditions
Teaming complementary investment	Infrastructure and equipment of the future Centre of Excellence, committed in a letter at proposal stage	Teaming for Excellence (Phase 2 grants up to €15M)	Must be programmed in an IPA annual action document 18-24 months before the Teaming deadline, with the beneficiary named; requires NIPAC and DG NEAR agreement at programming stage
Widening flanking grant	Laboratories, equipment and institutional reform around a networking action, which a CSA budget cannot carry	Twinning, Excellence Hubs, Research Management Facility	Smaller ticket, same programming logic; strict cost separation from the CSA budget (Risk Cards 1 and 3)
Seal-type re-router	High-scoring but unfunded Turkish Teaming or Widening proposals, funded from a standing pre-programmed IPA facility	Above-threshold Widening proposals with an Evaluation Summary Report	Requires a standing facility in an action document, mirroring the Seal of Excellence logic in 4.6; administered by TÜBİTAK or MoIT

A key feasibility requirement that applicants often miss: a direct grant cannot be applied for. It exists only if it has been programmed - written into an IPA III action document by the Turkish authorities and agreed with DG NEAR, normally 18 to 24 months before the money is needed. The recommendation is therefore addressed to two audiences at once. Programming authorities (NIPAC, MoIT, TÜBİTAK) should consider a standing complementary-investment facility for Widening applications in the next programming exercise, because the letter-of-commitment requirement falls due at proposal stage, long before ad hoc programming could deliver. Applicant institutions should communicate their Teaming and Twinning pipeline to NIPAC and the TÜBİTAK

NCP network early, so that the demand is visible when action documents are drafted. Once a direct grant and a Horizon Europe grant run side by side, the ordinary discipline applies separate budgets, separate deliverables, separate records (Risk Cards 1, 3 and 8).

2.6.3 IPARD III (2021-27): the Rural Development strand

IPARD (the Instrument for Pre-Accession Assistance for Rural Development) is IPA III's rural-development leg. Unlike the rest of IPA III, IPARD runs predominantly through grant-type support to beneficiaries, managed by a dedicated national agency, the Agriculture and Rural Development Support Institution (TKDK, tkdk.gov.tr), operating under indirect management. For R&I actors engaged with agri-food, bioeconomy or rural digitalisation, this is a substantively different instrument from the rest of IPA III.

Scope. The third generation of IPARD supports investments in agricultural holdings, processing and marketing of agri-food products, diversification of rural economic activities, rural infrastructure, digital solutions for rural areas, and innovation in the agri-food value chain. Grant support typically 50–65% of eligible investment costs, with higher rates for young farmers, organic production and less-favoured areas. IPARD III envelope for Türkiye approximately €430 million EU contribution.

Who is eligible. Farmers, agri-food SMEs and cooperatives, rural enterprises, and municipalities in IPARD-designated provinces. Research organisations typically engage as technical advisors, feasibility-study providers, or project partners to beneficiary SMEs - rather than as direct beneficiaries.

More information. *ipard.tarimorman.gov.tr/*

SYNERGY	EXAMPLE
Sequential	IPARD investment grant → 1831 / 1832 green-transition support → Cluster 6 Bioeconomy RIA / IA.
Parallel	Run an IPARD investment grant in parallel with a Cluster 6 IA on a complementary research dimension.
Layered	Pair IPARD with EBRD green agri-finance lines and TKYB climate-finance debt.

2.7 Financial Instruments

Financial instruments like loans, guarantees, equity, and fund-of-funds investments are the largest single channel of European and international finance into Türkiye's innovation economy. They are not grants, and the compliance logic is different: what matters is a bankable project, not an evaluable research proposal. They also address a different part of the innovation lifecycle. Where Horizon Europe funds research, and IPA III funds institutional capacity, financial instruments fund scale-up, deployment, and capital expenditure.

> ***A critical framing point.*** *Türkiye cannot access InvestEU directly, as there is no association agreement. Instead, the equivalent EU-backed guarantee envelope reaches Türkiye through the European Fund for Sustainable Development Plus (EFSD+) under IPA III, channelled through the Türkiye Investment Platform (TIP), established by the European Commission on 31 March 2022 to provide guarantees for green, infrastructure, and inclusive-growth investments.*

The financial-instrument layer covers loans, equity, guarantees and fund-of-funds delivered by multilateral, EU-backed and bilateral institutions. The table below maps each at a glance before the individual descriptions.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path
European Investment Bank (EIB)	Sovereign borrowers, public infrastructure operators, banks (intermediated SME finance), large firms	Sovereign and corporate loans, intermediated SME credit, advisory, climate-aligned investment	Mid- to large-ticket loans (€10M+)	Multilateral lending Path; InvestEU not directly accessible
European Investment Fund (EIF)	Local commercial banks, leasing companies, VC funds (intermediaries) - final beneficiaries: SMEs and mid-caps	Equity, guarantees, fund-of-funds; SME and mid-cap risk-sharing	Programme-specific; intermediary-led	Multilateral equity / guarantee Path (intermediated)
EBRD	Banks, corporates, scale-ups, public-sector borrowers	Scale-up debt, TIDIP, TFP, advisory, green and digital transition finance	Mid- to large-ticket; scale-up debt typical €5–50M	Direct private-sector lending Path
World Bank Group (IBRD / IFC)	Sovereign borrower (IBRD); private corporates, banks, infrastructure (IFC)	Sovereign development lending; private-sector finance and advisory	Sovereign- to corporate-scale	Multilateral development-finance Path
Türkiye Investment Platform (TIP) via EFSD+	Eligible projects channelled through accredited financial intermediaries	EU-backed guarantees for green, infrastructure, inclusive-growth investments	Guarantee envelopes; project-specific	EU-backed Path - the InvestEU equivalent for Türkiye
National & bilateral DFIs (TKYB / TSKB / KfW / AFD / JICA)	SMEs, mid-caps, scale-ups, infrastructure operators	Long-tenor debt, climate finance, sector-targeted lines (often co-funded with multilateral DFIs)	Project-scale debt and advisory	National development-finance Path; frequent co-financing partner

2.7.1 European Investment Bank (EIB)

The EIB has operated in Türkiye since 1965 and has financed 263 projects worth a cumulative €30.86 billion. Lending was suspended from 2019 to 2025 following EU Council decisions. On 4 February 2026, the EIB signed a Letter of Intent with the Turkish Ministry of Treasury and Finance for €200 million in new green financing (€100 million to Türk Eximbank and €100 million to TKYB) marking the formal resumption of EIB operations in Türkiye.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
EIB - Green Economy financing, 2026	Large firms, SMEs through intermediary banks, public	Renewable energy, energy efficiency, low-carbon technologies, climate resilience, and	€200 million Letter of Intent: €100M to Türk Eximbank and €100M to TKYB.	EU / EIB financial path: green investment finance route; relevant after	*EIB Türkiye country page*

facility onwards	infrastructure operators, utilities, renewable-energy and climate-resilience investors	green infrastructure through EIB-backed lending. The stated 2026 facility is structured as on-lending via Türk Eximbank and TKYB.	Final borrower ticket depends on the intermediary bank and project size.	R&I grants when firms or public operators need deployment and capital-investment finance.	
EIB - Intermediated SME and mid-cap lending	SMEs, mid-caps, micro-enterprises and participating Turkish financial intermediaries such as banks, leasing companies or development banks	Credit lines to financial institutions, which then on-lend to SMEs, mid-caps and other eligible final beneficiaries for tangible and intangible investments, working capital and priority-sector projects. The EIB describes this as improving access to finance and financing conditions for SMEs and mid-caps.	EIB states that SME final beneficiaries may receive financing from intermediated lending partners in amounts up to €12.5 million; actual ticket depends on the bank, borrower and facility terms.	EU / EIB intermediated finance path: bank-mediated SME and mid-cap route; relevant for green investment, earthquake recovery, industrial modernisation and growth finance, depending on the thematic credit line.	*EIB loans for SMEs and mid-caps*

Potential Synergies:

SYNERGY	EXAMPLE
Sequential	Pillar II / Cluster 5 IA demonstration → EIB intermediated green credit (via Türk Eximbank / TKYB) for deployment-scale investment.
Parallel	Run a Horizon Europe IA in parallel with an EIB project-appraisal / advisory engagement on the same investment.
Layered	Combine a Pillar II IA grant with an EIB intermediated SME credit line and EFSD+ / TIP guarantees for full roll-out.

2.7.2 European Investment Fund (EIF)

The EIF is the EIB Group's SME and venture arm. Its cumulative deployment in Türkiye is €3.8 billion in guarantees and securitisation, plus €1.9 billion in equity. TSKB (Industrial Development Bank of Türkiye) is the only Turkish EIF shareholder.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
Istanbul Venture Capital Initiative (iVCi)	Turkish VC fund managers; downstream SMEs and startups backed by iVCi-supported funds	Fund-of-funds commitments to Turkish venture-capital funds, which then invest in high-growth SMEs and startups	€160 million fund size; EIF commitment €50 million; now in distribution phase	EU-backed financial path: EIF fund-of-funds route; supports the venture-capital layer rather than direct grants to companies	*ivci.com.tr*
Turkish Growth and Innovation Fund (TGIF)	Turkish VC fund managers; innovation- and technology-oriented SMEs and startups backed by selected funds	Fund-of-funds investments targeting fast-growing technology and innovation companies in Türkiye	€200 million fund size; EIF commitment €60 million; active investment period	EU-backed financial path: EIF successor route to iVCi; relevant for scale-up finance and private investment mobilisation	*tii-turkiye.vc/tii*
Technology Transfer Accelerator Türkiye (TTA Türkiye)	University TTOs, research organisations, technoparks, spin-offs and research-based startups	Proof-of-concept, licensing, technology transfer, spin-off creation and startup development from Turkish research organisations	Programme-specific; mixed grant and equity-style support rather than a standard project grant	EU / IPA-backed technology-transfer path: co-financed by the EU and Türkiye under IPA, managed by EIF, with TÜBİTAK as end-recipient	*TTAT*
Greater Anatolia Guarantee	SMEs in 43 eligible least-developed provinces; partner	EIF guarantees to partner banks, enabling additional	€60+ million guarantees, generating around €500	EU-backed guarantee path: regional SME finance instrument using	*GAGF*

Facility (GAGF)	banks as guarantee beneficiaries	SME lending in target regions	million in SME lending	bank lending supported by EIF guarantees	
KGF counter-guarantees, EIF-supported	Micro-enterprises, small farmers and Turkish financial intermediaries covered by KGF/EIF counter-guarantees	Counter-guarantees supporting micro-enterprise lending and village-level finance through Turkish intermediaries	€45 million deployed under CIP	EU-backed guarantee path: EIF-supported counter-guarantee route through KGF and Turkish financial intermediaries	*kgf.com.tr*

Potential Synergies:

SYNERGY	EXAMPLE
Sequential	EIC Accelerator grant → EIF-backed VC investment for scale-up.
Parallel	Run an EIF / TKYB intermediated SME credit line in parallel with an EIC Accelerator grant on the same product.
Layered	Combine the EIC grant with EIF equity and EBRD complementary debt for global expansion.

2.7.3 European Bank for Reconstruction and Development (EBRD)

Türkiye has been the EBRD's largest investee country for five consecutive years. In 2024, the EBRD invested a record €2.6 billion across 51 projects, bringing cumulative deployment above €22 billion through 461+ projects since 2009. The 2024–2029 Country Strategy focuses on the green transition, human capital, global competitiveness, and infrastructure. 93% of investments go to the private sector, with approximately 60% directed toward green transformation.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
Green Economy Financing Facility (GEFF)	SMEs, mid-caps and retail borrowers investing in eligible green technologies; Turkish partner banks	Energy efficiency, renewable energy, climate resilience, green technology upgrades and related advisory support through intermediary banks	Facility scale: €500 million+ across Türkiye-related green finance lines; project finance depends on borrower, bank and investment type	Green credit-line route through Turkish banks; relevant after grant-funded R&I when firms need investment finance for deployment	*GEFF*
Women in Business (WiB)	Women-led SMEs; Turkish partner banks as intermediary recipients	Credit lines, advisory support and business development finance for women-led SMEs	Programme scale: €600 million+ in credit lines; loan size depends on partner bank and SME profile	Inclusion and entrepreneurship finance through Turkish banks; relevant for SME growth, internationalisation and business capacity	*WiB*
Star Venture Programme	Early-stage and growth-stage Turkish startups in technology, green technology and fintech	Accelerator support, tailored advisory, mentoring, investment readiness and specialist consultancy; Green Star Venture supports green-tech	18–24 months acceleration; advisory fund of around €50,000 per startup	Accelerator and advisory route; useful bridge from startup validation toward private investment, EIC Accelerator or growth finance	*Star Venture*
TIDIP - Türkiye Industrial Decarbonization Investment Platform	Large industrial companies in hard-to-abate sectors; financing banks; selected industrial SMEs in supply chains	Industrial decarbonisation investment, especially in steel, aluminium, cement and fertilisers; supports low-carbon industrial transition and financing structures	Target platform scale: $5 billion by 2030; project size depends on industrial investment and financing structure	EBRD / World Bank Group financial: large-scale decarbonisation investment route; relevant for deployment and industrial transition, not early-stage R&D	*ebrd.com*
Trade Facilitation Programme (TFP)	Turkish firms engaged in cross-border trade; banks participating in	Trade finance guarantees and instruments supporting import, export and cross-	Programme scale in Türkiye: around €2.2 billion in trade finance through	EBRD-backed trade finance path: market-access and export-support route; relevant for firms scaling	*TFP*

	EBRD trade finance	border transactions through partner financial institutions	partner institutions; transaction size varies by bank and trade operation	internationally after product or service validation	

Potential Synergies:

SYNERGY	EXAMPLE
Sequential	Pillar II IA → EBRD scale-up debt / TIDIP for industrial deployment.
Parallel	Run a Pillar II IA in parallel with an EBRD advisory engagement on the same green-transition project.
Layered	Combine a Pillar II IA grant with EBRD scale-up debt and TIDIP guarantees for full deployment.

2.7.4 World Bank Group - IBRD and IFC

The World Bank maintains 36 active operations in Türkiye amounting to $15 billion under the Country Partnership Framework FY2024–2028. These are managed by the International Bank for Reconstruction and Development (IBRD), the main lending arm of the World Bank for middle-income and creditworthy lower-income countries. The International Finance Corporation (IFC), the private-sector arm of the World Bank, has invested $23.5 billion in Türkiye over the past decade, making the country IFC's third-largest global exposure (after India and Brazil). The committed portfolio stands at $5.2 billion, with a record $3.6 billion approved and mobilised in FY2024. IFC plans call for $18 billion in new activity over three years.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
World Bank IBRD - Country Partnership Framework operations	Turkish public institutions, Treasury, ministries, development banks, KOSGEB, public agencies; downstream firms and beneficiaries through implementing institutions	Sovereign and public-sector lending under the Country Partnership Framework FY2024–2028. R&I-relevant examples: Safe Schooling and Distance Education, employment creation (TKYB), emergency firm support, micro/small enterprise (KOSGEB)	Large sovereign or public-sector loans; examples include $100M, $300M, $345M and $500M operations	IFI / sovereign finance path: public-sector and development-bank route; relevant for system-level capacity, SME finance, digital education, employment and resilience, not direct competitive R&I grants	*IBRD*
IFC - Private-sector investment	Turkish corporates, banks, fintech firms, technology firms, large SMEs through partner-bank credit lines	Private-sector debt, equity, guarantees and advisory support. Current priorities: digital bonds, blue bonds, climate adaptation finance, fintech, technology investment, SME financing through partner banks	Transaction-specific; can range from credit lines through banks to large corporate debt, equity or bond investments	IFI / private-sector finance path: commercial finance and investment route; relevant for scale-up, bank-intermediated SME finance, fintech, climate finance and private-sector growth	*IFC*

Potential Synergies:

SYNERGY	EXAMPLE
Sequential	World Bank Group sovereign loan + IFC private-sector loan, used to scale a Pillar II / Cluster 5 demonstration project.
Parallel	Run a Cluster 6 / Mission project in parallel with an IFC investment in a related agri-food value chain.
Layered	Combine an EIC Accelerator scale-up with IBRD/IFC finance and EIB co-investment.

2.7.5 Other development finance institutions

Three further institutions carry material weight in the Turkish innovation-finance landscape and are included here for completeness. They are not EU instruments, but they routinely co-finance alongside the EU-backed channels above, and their inclusion is essential for any realistic picture of available capital.

Instrument	Typical applicant	What it funds	Typical ticket	National or EU Path	Link
TKYB - Türkiye Kalkınma ve Yatırım Bankası	Large firms, mid-caps, SMEs through on-lending arrangements, public-sector clients, financial intermediaries	Development finance, IFI-backed credit lines, green investment, employment support, refugee-response finance, sustainable bonds and on-lending of EIB, World Bank, EU and bilateral funds	Facility-specific. Recent examples include €100M EIB green loan, $345M World Bank employment programme, €80M EU Facility for Refugees grant, and €100M sustainable bond	National development-finance path: Turkish development-bank route for channelling IFI, EU and bilateral finance into firms, SMEs and public-sector investment	*kalkinma.com.tr*
TSKB - Türkiye Sınai Kalkınma Bankası	Corporates, SMEs, renewable-energy investors, industrial firms, sustainable-tourism investors	Renewable energy, energy efficiency, industrial modernisation, climate finance, post-earthquake green recovery, sustainable tourism and green-transition investments	Facility-specific. Recent examples include €100M KfW climate-finance loan, €10M grant component, €100M AFD/CDP green recovery finance, and $200M JBIC earthquake-recovery finance	National development-bank / IFI path: specialist industrial development finance route; relevant for firms moving from R&I and demonstration toward capital-intensive deployment	*tskb.com.tr*
Bilateral development banks - KfW, AFD, JICA	Turkish banks as intermediaries, corporates, SMEs, MSMEs, public infrastructure operators, sectoral investment projects	Bilateral development finance, green-transition credit lines, grants, co-financing, infrastructure finance, MSME support and post-earthquake recovery instruments	Facility-specific. Indicative scale: KfW cumulative ~€5.4B, AFD ~€5B committed, JICA 20B JPY post-earthquake MSME support through KOSGEB	Bilateral development-finance path: external public finance route, often blended with EIB, EBRD, World Bank, TKYB, TSKB, KOSGEB or Turkish commercial-bank channels	*kfw.de* / *afd.fr* / *jica.go.jp*

03

Synergies in Practice: Seven Applicant Plays

Combine national, territorial and European instruments to build comprehensive and complementary funding strategies.

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3.8 Cross-Play Logic and Chapter Coherence

3 Synergies in Practice: Seven Applicant Plays

How Turkish organisations can combine national, territorial and European instruments to build comprehensive and complementary funding strategies.

3.0 Introduction to Synergies

3.0.1 The starting point

A **Play** is a practical scenario that shows how a specific type of Turkish organisation can combine national, territorial, European and financial instruments into a clean funding pathway, with clear sequencing, roles and eligibility conditions, while respecting compliance rules. We organise the plays by actor type (or organisation) because the practical question that any potential beneficiary asks is "*How can my organisation benefit from funding?*". A university research group, an SME, a municipality, and an NGO may all be eligible for the same call, but they face different challenges and entry barriers, hold different assets, and need a different approach. Structuring by programme would repeat the previous chapter; structuring by actor allows us to approach the question through concrete examples.

The actor types follow the ***quadruple-helix model***, which frames innovation as an interaction across all four actors (universities and research organisations, industry and SMEs, public authorities, and civil society), not as the output of any single sector. Every play in this chapter is designed with the Quadruple Helix in mind: each has a lead actor, but every play also shows how the other three types enter, what they contribute, and why the consortium is stronger with them in it.

ANATOMY OF A PLAY

How every play is built

LEAD ACTOR
Each play is defined by a strategic situation and a lead actor type.

CONSORTIUM ROLES & STRENGTH
Every play includes a section on how actors other than the lead can position themselves — all four quadruple-helix types are represented.

Every play follows the same **six-component structure** to ensure consistency. The length of each component varies with the complexity of the play.

#	COMPONENT	WHAT IT DELIVERS
1	**Situation Snapshot**	Who the play is for, what problem or opportunity it addresses, and what outcome it will produce.
2	**Funding Map**	Links each stage of the pathway to instruments referenced in Ch. 2. Entry barriers and prerequisites (TRL, eligibility, partnership requirements) are also noted.
3	**Synergy Logic**	Defines the synergy type (sequential, parallel, layered) and the mechanism that makes it work.
4	**Consortium Positioning**	Actor-specific guidance on how each quadruple-helix type enters the play: as lead, as a core consortium contributor, or as essential partner.
5	**Worked Scenario**	A fictional organisation, set in a generic Turkish location, walking through 4–6 concrete steps. An illustrative example only.
6	**Key Entry Points**	A reference box: NCPs, national agencies, portals, and support services.

Figure 11: How plays are structured

3.0.2 Match your organisation to a start

The matrix below suggests starting points, not exclusive routes. It asks two questions at once - *what type of organisation you are and what your primary strategic objective is* - and points you to the play that is most relevant to your situation. Several objectives can lead to more than one play; in these cases, read the primary

play first and use the secondary one as a cross-reference. The role in brackets indicates the role the organisation typically plays in that play. The **Lead** is usually the coordinator of a project. **Core** means that an organisation is a strong and key partner critical for the consortium. The **validator** provides user needs, pilot sites, testing, social relevance, policy feedback, or end-user confirmation. **Policy** organisations support the pathway politically, institutionally, financially, or strategically, without necessarily implementing the main technical work. These roles are indicative: an organisation may move between them depending on its capacity, mandate, eligibility, partners, and the specific instrument being used.



Figure 12: Which play for which goal

Compliance Requirements in every play

Regardless of the play or your organisation, you should always remember that there are some very important compliance requirements:

- **No double funding.** The same eligible cost cannot be funded twice from EU sources, nor from an EU source and an IPA/IFI source without an explicit additionality framework.
- **No invented programme compatibility.** Two programmes being relevant to the same topic does not mean their beneficiaries, eligibility rules, or expected outcomes are similar.
- **Eligibility does not mean realistic access.** Formal eligibility is necessary but not sufficient. Capacity, partner networks, and evaluation strategy remain the key factors for success.
- **IPA III is procurement, not grant.** This is the most important single compliance distinction, and it affects the application logic end to end.

NOTES

A note on cost-eligibility differences. The cost-category separation logic in this chapter assumes the reader is broadly aware that EU programmes have different cost-eligibility rules: Horizon Europe uses actual costs with overheads, unit cost and lump sums; Erasmus+ uses unit costs and lump sums; IPA III uses tender-based pricing; TÜBİTAK applies its own national rules. The beneficiary should be able to clearly identify the activities and the costs that are claimed from each programme.

A note on the post-2027 horizon. Several plays in this chapter run to Year 7 or beyond. The current Multiannual Financial Framework runs to 2027; the successor Framework Programme (FP10) and the next IPA cycle are not yet specified at the time of writing. Long term plays assume programme continuity; readers should verify instrument availability, eligibility, and budgets in the relevant Work Programme of the day before committing.

KEY PRINCIPLE

Plays are illustrative examples, not strict templates. Every scenario in this chapter is fictional and is intended to explain the logic, sequencing, and consortium building in different situations.

PRACTICAL TIP: A NOTE ON FUNDING AMOUNTS

Funding Map tables in this chapter quote indicative amounts only where the figure helps the reader calibrate the scale of an instrument. Concrete budget figures are otherwise reserved for the Worked Scenario of each play. Readers should always check the current call documents for the actual ceilings, co-financing rates, and unit costs that apply at the moment of application.

Seven Plays at a Glance

The table below summarises the seven plays so the reader can scan the entire set in under a minute before deciding which to read first. Each row names the play, its lead actor, the strategic situation, the primary instrument cluster, and the synergy type.

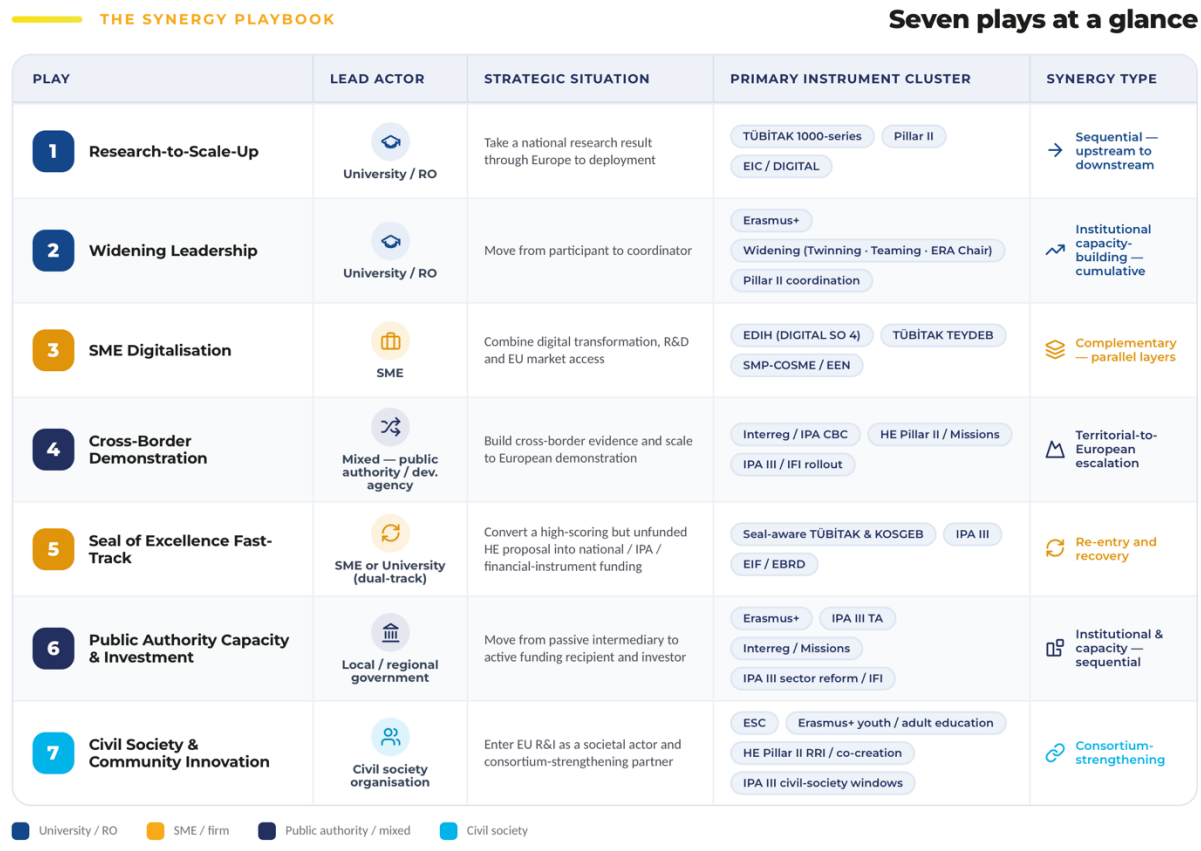


Figure 13: Seven plays at a glance

3.1 Play 1: Research-to-Scale-Up

Lead actor:	University / Research Organisation
Key consortium contributors:	SME, Public Authority, Civil Society (where applicable)

3.1.1 Situation Snapshot

This play is for a Turkish university research group or TÜBİTAK-affiliated institute that has completed a strong national R&D project and wants to move the results into European collaborative R&I and then, where the science allows, into commercialisation or deployment. The group has validated science at TRL 3–5, a track record in the national system, and an emerging international profile, but no coordinator experience in Horizon Europe and no natural path to the EIC or DIGITAL programmes that will allow deployment at the end of the value chain. The play shows how national instruments, Widening instruments, and Pillar II–Pillar III can be connected end-to-end to take one research line all the way through. Prerequisite-capacity flag: this play assumes the lead organisation already has a good research-management capacity. If the institution is not yet strong enough, it should consider Play 2 (Widening Leadership) first.

3.1.2 Funding Map

The pathway runs in three phases. Each phase has a primary instrument, an explicit scope, and an entry barrier that must be cleared before the next phase becomes realistic.

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 - Research maturation (national)	• TÜBİTAK 1001 (Scientific and Technological Research Projects Funding) • 1003 (Priority Areas R&D Projects) • 1004 (Centres of Excellence Support) • 2247-A (Leading Researchers Programme) for investigators eyeing ERC	• Validates science at TRL 3–5; • Builds proof assets, publications, and the principal investigator's track record	□ PhD-level PI □ Aligned affiliation with a Turkish HEI or public research institute □ Priority-topic fit for 1003
Phase 2 - Collaborative R&I (European)	• Horizon Europe Pillar II Cluster RIAs/IAs • EIT KIC participation • Twinning or Hop On Facility as Widening entry	• Matures results to TRL 5–7 in a European consortium • Builds coordinator credibility • Embeds Turkish PI in cross-European networks	□ Minimum 3 entities from 3 MS/AC □ Co-funding requirements for IAs (70% for-profit) □ Strong partner base
Phase 3 - Scale-up and deployment	• EIC Accelerator (grant + equity) via a spin-out • EIC Transition • DIGITAL deployment actions (SO 1, 2, 4, 5) • SMP-COSME for market access • EIB/EIF vehicles for later-stage capital	• Takes technology to market readiness and, where relevant, commercial rollout • For public-good outcomes, substitute DIGITAL deployment or Mission pilots	□ TRL 5+ for EIC Transition □ TRL 6+ for EIC Accelerator □ SME status for EIC *DIGITAL participation limited to SO 1, 2, 4, 5 for Türkiye*

Cross-reference. If the Horizon Europe application in Phase 2 scores above the quality threshold but below the funding line, the logical branch is to try Play 5 (Seal of Excellence Fast-Track), which maps the national and alternative-funding channels that can absorb Seal-bearing work.

3.1.3 Synergy Logic

The synergy here is sequential. National instruments build the proof assets and the partnership base, Horizon Europe validates and extends them in a European consortium and finally deployment instruments like EIC take the result to market or into public use. The three phases do not fund the same activities, and that is precisely what makes the combination compliant:

- a TÜBİTAK 1001 project delivers the scientific validation and the publications

- a Horizon Europe RIA brings in the European partners and the broader use cases
- an EIC Accelerator (or DIGITAL deployment action, for a public-good outcome) finances the step from validated technology to market or service rollout. Each is a different cost basis at a different stage.

Two sub-mechanisms are worth mentioning explicitly. First, the 2247-A to ERC track runs in parallel to the 1001/Pillar II track when the science is strong enough for frontier research. Second, the Hop On Facility is the easiest way (for participants from Widening countries) to build a first Pillar II participation record: it lets a Turkish entity join an already-selected project with 100% funding, creating a valuable reference for the next proposal.

The compliance boundary in this play is no double funding. Because the pathway crosses national and European budgets on the same research line, the separation must be at the cost-category level: TÜBİTAK 1001 funds the domestic research phase, Horizon Europe funds the European collaborative phase, and the EIC or DIGITAL instrument funds the market or deployment phase. Overlapping personnel costs, shared equipment, or the same deliverables financed from two sources are not acceptable. In practice this means clean time-tracking and a cost-category matrix held at the institutional level from the outset.

PRACTICAL TIP

Equity / cap-table flag for Phase 3: where the EIC Accelerator route involves equity from the EIC Fund or follow-on EIF-backed instruments, the spin-out should clarify cap-table implications, founder dilution, and governance rights early. For Turkish spin-outs, this carries governance implications that grant funding does not.

3.1.4 Consortium Positioning

Actor type	How they enter the play
University / RO (lead)	Leads the research line, hosts the Principal Researcher, coordinates Phase 2 Horizon Europe participation, and anchors the scientific IP. Where a spin-out is created in Phase 3, the RO typically retains a minority equity or licensing position.
SME / Industry	Enters as exploitation and commercialisation partner from Phase 2 onwards. In the EIC Accelerator branch of Phase 3, the SME becomes the lead. TÜBİTAK 1505 and 1501 co-investments in Phase 1 can build the university–industry tie before the European consortium is formed.
Public Authority	Enters as end-user validator, pilot-site provider, or regulatory-context partner - most visibly in Pillar II IAs and Missions. Essential for public-good deployment pathways (Play 4 and Play 6 develop this role further).
Civil Society	Enters where the research domain has a societal end-user dimension: health, inclusion, climate adaptation, or citizen-facing digital services. Brings evaluation reach and user-engagement capacity; see Play 7 for the CSO's own pathway.

3.1.5 Worked Scenario: "Anatolian Robotics Lab"

Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.

Anatolian Robotics Lab is a mid-size university research group of eleven full-time researchers at a regional Anatolian university, working on autonomous systems for agricultural inspection.

Step 1: National maturation (Y1 - Y3). The group completes a TÜBİTAK 1001 project on vision-guided field robotics, producing three peer-reviewed publications and a TRL-4 prototype. In parallel, the Principal Investigator (PI) applies to 2247-A to build an ERC Starting Grant proposal with the same research line as its intellectual core.

Step 2: International visibility (Y2 - Y3). The lab uses TÜBİTAK 1071 (International R&D Cooperation Support Programme) to participate in a COST Action on precision agriculture, joining a working group chaired by a

Spanish research institute. In Y3 it secures a **Hop On grant** to join an already-running Cluster 6 RIA as the Turkish Widening partner, contributing the vision system.

Step 3: European coordination (Y3 - Y6). Using the COST network and the Hop On project as consortium assets, the lab coordinates its first Cluster 6 IA proposal, an agri-food bioeconomy call with eight partners, a €6.5 million budget, and a Turkish-led work package on autonomous field operations. A Bulgarian university and two Italian SMEs are the closest technical partners.

Step 4: Spin-out and market pathway (Y5 - Y7). As the IA approaches TRL 6, two lab alumni create an SME. The SME applies to TÜBİTAK 1512-BİGG (Individual Young Entrepreneurs - seed support) for seed funding and subsequently to the EIC Pre-Accelerator (Türkiye is Widening-country eligible). The university retains a licensing agreement and a minority equity stake.

Step 5: Scale-up (Y7+). The SME applies to the EIC Accelerator for a €2.5 million grant combined with a €4 million equity investment from the EIC Fund, targeting commercial rollout in three EU MS. In parallel, the lab negotiates a DIGITAL deployment action under SO 4 for the public-sector food-security use case, which does not require commercial viability and preserves the societal-impact line of the work.

3.1.6 Key Contacts and Entry Points

National coordinator	**TÜBİTAK (NCP for Horizon Europe, ARDEB for 1000-series, TEYDEB for 1500-series, BİDEB for 2000-series)**
Call Frequency	• TÜBİTAK 1001 - two calls/year (January, August) • Cluster RIAs/IAs - typically two cut-off dates per year per Destination • EIC Accelerator - continuously open, cut-offs ~3× per year.
Support services	• TÜBİTAK NCP consortium-building and proposal coaching • ERA Portal partner search • Hop On Facility eligibility check via TÜBİTAK • EIC Pre-Accelerator gateway for Widening-country SMEs
Sources	• https://tubitak.gov.tr/tr/destekler • https://ec.europa.eu/info/funding-tenders/opportunities/portal/

3.2 Play 2: Widening Leadership

Lead actor:	University / Research Organisation
Key consortium contributors:	Public Authority, SME / Industry, European partner institutions

3.2.1 Situation Snapshot

This play is for a Turkish university or research organisation that wants to move from participant to coordinator, and from occasional Pillar II presence to leadership in European R&I. Türkiye's Widening-country status is the decisive enabler: Twinning, Teaming, ERA Chairs, Excellence Hubs, and the Hop On Facility are available under conditions that materially lower the entry cost. The institutional problem this play addresses for Turkish organisations is the lack of strong international networks, research-management capacity and strategic research governance, which the Widening instruments are designed to upgrade.

3.2.2 Funding Map

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 - Institutional preparation	• Erasmus+ KA1 staff mobility • KA2 Cooperation Partnerships • TÜBİTAK 1004 (Centres of Excellence Support) • Development Agency capacity calls	• Builds staff capability, international networks, and the internal research-management systems required for a Widening application	□ Erasmus+ institutional eligibility □ 1004 competitive selection □ Development Agency regional scope
Phase 2 - Widening instrument	• Twinning (up to ~€1.5M, 100% CSA) • Teaming for Excellence (up to €15M Phase 2, combinable with Structural Funds) • ERA Chair (up to ~€2.5M) • Excellence Hubs	• Upgrades institutional systems, research strategy, and scientific leadership through a structured partnership with one or more advanced European institutions	□ Widening-country eligibility (confirmed for Türkiye) □ Institutional commitment letter for Teaming □ Strong advanced partner □ Co-funding for Teaming Phase 2
Phase 3 - Pillar II coordination	• Horizon Europe Cluster RIAs/IAs (as coordinator) • EIT KIC participation • Co-funded partnerships via TÜBİTAK 1071	• Deploys the upgraded institutional capacity in coordination roles • Converts the Widening investment into a measurable European research footprint	□ Track record from Phase 2 □ Consortium-building capacity □ Proven financial and project management systems

3.2.3 Synergy Logic

The synergy in this play is cumulative institutional capacity-building, rather than sequential. The instruments do not fund the same activities: Erasmus+ cooperation partnerships finance staff development, curriculum cooperation, and international networks. Widening instruments fund strategic upgrades to the research system (governance, international hiring, equipment, advanced-partner twinning) and the Pillar II coordination role (in Phase 3) is the outcome of the previous phases; it does not come in parallel. Sequencing matters: skipping Phase 1 makes the Widening application weaker, and skipping Phase 2 makes the Phase 3 coordination attempt premature.

Teaming for Excellence is the instrument where the combination logic is most visible. Teaming Phase 2 can be complemented by Structural Funds where applicable, and the Commission has explicitly framed this as a synergy mechanism in its ERDF/Horizon Europe guidance. For Türkiye, the structural-funds analogue runs through IPA III (institutional capacity windows) and the Development Agency ecosystem rather than through ERDF itself. The combination is realistic, but only if the cost categories are kept strictly separate: Teaming covers the research infrastructure and the advanced-partner twinning, IPA III or Development Agency funds cover the wider institutional reform, the physical infrastructure, or the regional absorption capacity that sit around it. The Teaming call conditions name IPA explicitly as an eligible source of complementary funding and

evaluate the letters of commitment as an integral part of the proposal, so an IPA III direct grant programmed for this purpose is the Turkish analogue of the ERDF commitment letters that Member State applicants attach. The mechanism, its three scenarios and its programming lead-time are set out in 2.6.1.

The compliance boundary in this play is to make sure that programme compatibility is actual and not invented. Erasmus+ and Horizon Europe are both EU programmes, but their cost categories, reporting logic, and beneficiary definitions are different, and Erasmus+ is explicit in its Programme Guide that cumulative financing must not cover the same costs. A project that tries to blur the line between "staff exchange" (Erasmus+) and "research stay" (MSCA or Widening) is structurally unsafe. The cleaner logic is temporal and functional: Erasmus+ first, to build the institutional capability; Widening second, to upgrade the research system; and Horizon Europe third, to lead.

The ERA Reform Twin. One more combination is available to this play and is currently underused by Turkish institutions. The ERA calls described in 2.3.4 fund institutional reform - open access policy, research-assessment criteria, gender equality and inclusiveness, research integrity - while Twinning, the Research Management Facility or Teaming fund the capacity that must execute that reform. The two are complementary rather than overlapping: the ERA action targets the policy design, the peer learning and the European reference practice, and the Widening action focuses on the staff, systems and partnerships. Run under one beneficiary, with one reform roadmap and two strictly separated budgets, the pairing produces something neither instrument delivers alone.

3.2.4 Consortium Positioning

Actor type	How they enter the play
University / RO (lead)	Leads all three phases. In Teaming, the institution is the beneficiary of the upgrade; the advanced partner provides the expertise, the governance model, and the capacity. ERA Chair attracts an outstanding external researcher to a senior institutional role.
Public Authority	Enters as strategic backer, especially critical for Teaming, which requires regional or national institutional commitment (co-funding letter, site readiness, reform support). Development Agencies can co-finance parallel capacity actions.
SME / Industry	Enters as application-domain partner in the Phase 3 coordination role. The Widening instruments themselves are not SME-led, but the Pillar II pipeline that follows relies on SME partners for use-case relevance and exploitation.
Civil Society	Visible primarily through Erasmus+ Cooperation Partnerships that include societal actors and through the downstream Pillar II calls that require Responsible Research and Innovation (RRI) or citizen engagement; see Play 7 for the structural case on why a CSO partner strengthens a Widening or coordination application.

3.2.5 Worked Scenario: "Anatolia Public University"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

Anatolia Public University is a regional public university that has participated in three Horizon 2020 / Horizon Europe projects as a partner but has never coordinated a European R&I project. Its strategic plan names international research leadership as a priority.

Step 1: Staff and systems (Y1 - Y2): The university secures an Erasmus+ KA2 Cooperation Partnership with three European partner universities on research-management professionalisation. Ten research-support staff complete structured placements; the university adopts an international research-project management system and revises internal overhead rules.

Step 2: Research anchoring (Y1 - Y3): In parallel, the university consolidates research in sustainable materials through a TÜBİTAK 1004 Centre of Excellence call, bringing together four faculty groups with a combined budget of approximately ₺45 million over 48 months.

Step 3: Twinning (Y3 - Y6): With the 1004 centre as the nucleus and a strong advanced partner (a Flemish materials research institute) lined up, the university coordinates a successful Twinning proposal: €1.4 million, 100% funded, 36 months, built around joint summer schools, co-authored publications, and a strategic research-agenda process.

Step 4: Teaming scale-up (Y5 - Y11): On the back of the Twinning, the university applies for Teaming for Excellence with the same advanced partner and a regional industry cluster. Phase 1 (€0.5M, 12 months) produces a detailed business plan; Phase 2 (€14.8M, 72 months) funds the establishment of a Centre of Excellence for Sustainable Materials, with Development Agency co-financing for the physical premises.

Step 5: Coordination debut (Y7+): Using the upgraded institutional systems and the Teaming partnership, the university coordinates its first Cluster 4 IA on advanced materials, a €10 million project with nine partners across seven MS/AC, targeting TRL 5–7 demonstration in three industrial sectors.

3.2.6 Key Contacts and Entry Points

National coordinator	**Turkish National Agency for Erasmus+** **TÜBİTAK NCP for Widening and Pillar II** **Directorate for EU Affairs for IPA III alignment**
Call Frequency	• Erasmus+ KA2, annual calls (spring) • Twinning and Teaming - typically one call per Work Programme • ERA Chairs, one call per Work Programme • TÜBİTAK 1004 - biennial call waves
Support services	• TÜBİTAK NCP consortium-building and proposal coaching • ERA Portal partner search • Hop On Facility eligibility check via TÜBİTAK • EIC Pre-Accelerator gateway for Widening-country SMEs
Sources	• https://www.ua.gov.tr/en • https://ec.europa.eu/info/funding-tenders/opportunities/portal/ • https://ka.gov.tr/en

3.3 Play 3: SME Digitalisation

Lead actor:	SME
Key consortium contributors:	University / RO, Public Authority, EDIH consortium

3.3.1 Situation Snapshot

This play is for a Turkish SME that wants to combine a serious digital transformation effort with R&D co-investment and European market access and that sees these three strands as a single business decision and not as separate funding streams. The firm has a product, a market, and a growth ambition, but the capabilities required to scale (digital maturity, technology partnerships, European customers) are not fully in place. The play shows how EDIH services, TÜBİTAK TEYDEB, and SMP-COSME / EEN combine into a coherent transformation pathway, and how that pathway leads to Horizon Europe industrial innovation or EIC participation for firms that have the potential. Prerequisite capacity: this play assumes the SME has at minimum a working internal R&D function; firms without that should engage an EDIH for a digital-maturity assessment and consider TÜBİTAK 1512-BİGG before stepping into 1507.

3.3.2 Funding Map

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 - Digital readiness and assessment	• European Digital Innovation Hub (EDIH) services (DIGITAL SO 4) • KOSGEB digital programmes • Ministry of Industry and Technology pilot schemes	• Diagnoses the firm's digital maturity, identifies priority investments, provides test-before-invest and skills support. Note: EDIH delivers services, not grants to the SME.	□ DIGITAL participation for Türkiye is limited to SO 1, 2, 4, 5 □ EDIH service model means the SME is a beneficiary of services, not a grant recipient
Phase 2 - R&D and product development	• TÜBİTAK 1507 (R&D Start-up Support, for first-time SME applicants) • 1501 (Industrial R&D Projects Support) • 1505 (University–Industry Collaboration Support) • Horizon Europe cascade / FSTP calls • EIT KIC open calls	• Co-finances the R&D required to embed the digital transformation in a commercial product or service • Builds the university–industry partnership that strengthens later EU bids	□ 1501 since 2019 restricted to SMEs □ Cascade awards typically €20K–€150K □ EIT KIC thematic fit
Phase 3 - Market access and internationalisation	• SMP-COSME / Enterprise Europe Network (EEN) • Erasmus for Young Entrepreneurs • EIC Accelerator (grant + equity) for scale-ups • EIF-backed venture instruments via TSKB/iVCi/TGIF	• Opens European markets, connects the firm to partners and customers • For firms ready for growth capital, it gives a route to equity and scale-up finance	□ EIC Accelerator requires single SME, significant commercial traction, equity component appetite □ EIF vehicles deploy through Turkish intermediaries

PRACTICAL TIP

Cross-reference. Firms that complete Phase 2 often become credible consortium partners in Play 4 (Cross-Border Demonstration) as the industrial technology provider in a cross-border pilot, and in Play 1 as the SME partner of a university-led Pillar II project. The digital maturity built in Phase 1 is an asset that makes those later roles realistic.

3.3.3 Synergy Logic

The synergy type here is complementary rather than sequential: a service layer, an R&D layer, and a market-access layer running in parallel at different levels of activity. The combination works because each instrument addresses a different category of cost and a different category of activity:

- the EDIH provides diagnostic, training, and test-before-invest services (not a cash grant to the SME)
- TÜBİTAK 1507 or 1501 co-finances the firm's in-house R&D on the digital product
- SMP-COSME / EEN delivers internationalisation services and partner-search capacity.

A firm that uses all three concurrently is building three different capabilities at the same time and cannot be considered double-funding.

The most common failure is treating the three strands as if they were interchangeable. An SME that applies to TÜBİTAK 1501 for a digital-transformation project, without having first engaged an EDIH (or another mechanism) for the maturity assessment, frequently under-specifies the transformation scope and builds an R&D plan that is not aligned with the firm's digital capacity. The pathway becomes cleaner if the EDIH engagement is deliberately positioned upstream of the TÜBİTAK application.

The compliance boundary in this play is the service-versus-grant distinction - specifically, the cost-category separation between EDIH services and TÜBİTAK grants. EDIH services are delivered to the SME as a user of the hub's contracted services; they are not a grant that the SME spends. TÜBİTAK 1507 or 1501 is a grant covering the SME's own costs. The two can co-exist cleanly, but the project reporting must reflect the difference: EDIH deliverables are the hub's outputs to the SME, while TÜBİTAK-funded work is the SME's outputs. A firm that describes the same piece of work as both an EDIH deliverable and a TÜBİTAK deliverable has a double-funding problem in the making.

State-aid flag: TÜBİTAK 1505 university–industry collaboration and certain KOSGEB grants engage state-aid logic that interacts with subsequent EU funding decisions. The beneficiaries should confirm with TÜBİTAK before combining with cumulative EU sources.

Equity / cap-table flag for Phase 3: EIC Accelerator (grant + equity) and EIF-backed venture instruments via TSKB/iVCi/TGIF involve equity participation and cap-table implications. The SME should treat the equity decision as a strategic governance decision, not as a funding mechanic.

3.3.4 Consortium Positioning

Actor type	How they enter the play
SME (lead)	Leads the play across all phases. The firm is the beneficiary of EDIH services, the grant-holder for TÜBİTAK co-investment, and the applicant for SMP-COSME / EIC instruments. Where the SME is too early-stage, 1512-BİGG is a more appropriate entry.
University / RO	Enters as technology partner (via TÜBİTAK 1505 or as a Pillar II partner in Phase 3) and as EDIH consortium member in Phase 1. A university–SME tie established in Phase 2 is often the decisive asset in a later Horizon Europe proposal.
Public Authority	Enters as digital-policy enabler, public-procurement early adopter (where the SME's product is public-sector facing), or EDIH governance participant. Municipalities and Development Agencies are the natural entry points.
Civil Society	Enters where the SME's product or service has a societal end-user dimension - health, inclusion, accessibility, environment - and provides user validation and dissemination reach. Not a structural requirement, but frequently value-adding in Pillar II bids.

3.3.5 Worked Scenario: "BursaTek Makine"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

BursaTek Makine is a 42-employee manufacturing SME producing precision components for the automotive sector. The firm has a viable export business but has reached the ceiling of its current production system and wants to move into higher-value, digitalised manufacturing. The scenario is illustrative.

Step 1: EDIH digital maturity assessment (Y1, first quarter). The firm engages the nearest EDIH under DIGITAL SO 4 for a structured digital maturity assessment. The output is a 36-month transformation plan covering MES integration, quality-inspection AI, and predictive-maintenance deployment, plus a skills-gap analysis for twelve production and engineering staff.

Step 2: TÜBİTAK 1507 first R&D project (Y1 - Y2). BursaTek submits a TÜBİTAK 1507 (R&D Start-up Support) proposal to develop a vision-based quality-inspection module tailored to its product range, with a subcontracted research group at a regional university under the 1505 mechanism. The project is funded at approximately 75% of eligible costs over 18 months.

Step 3: European partner search (Y1 - Y2). Through the Turkish Enterprise Europe Network node, the firm attends two international matchmaking events and registers a technology offer. It identifies two potential partners (an Italian automation integrator and a German tier-one supplier) and signs an MoU with the Italian partner for joint product development.

Step 4: Cascade entry into Horizon Europe (Y2 - Y3). With the 1507 project results in hand, BursaTek applies to a Cluster 4 cascade call under a larger Pillar II IA on sustainable manufacturing. The cascade grant (approximately €90,000) funds a cross-border pilot in the Italian partner's plant, producing the first non-Turkish reference installation.

Step 5: EIC Pre-Accelerator and scale-up (Y3+). With the cascade results and the Italian reference site, BursaTek applies to the EIC Pre-Accelerator (available as a Widening-country SME) for €400,000, and prepares a full EIC Accelerator application for the following year targeting €2 million in grant plus equity through the EIC Fund. In parallel, the TÜBİTAK 1514 / iVCi ecosystem is approached for domestic co-investment.

3.3.6 Key Contacts and Entry Points

National coordinator	**KOSGEB (SMP-COSME, SME support)** **TÜBİTAK TEYDEB (1500-series, 1709 Eurostars)** **Ministry of Industry and Technology** **Presidency Digital Transformation Office (DIGITAL)**
Call Frequency	• TÜBİTAK 1501/1507 - two calls/year • EDIH service engagement – rolling • EIC Accelerator - three cut-offs/year • EEN matchmaking - rolling event calendar
Support services	• EDIH digital maturity assessment (Level 1 free of charge) • EEN partner search and Erasmus for Young Entrepreneurs • KOSGEB TEKNOYATIRIM commercialisation support • EIC Pre-Accelerator for Widening SMEs.
Sources	• *https://www.kosgeb.gov.tr* • *https://tubitak.gov.tr/tr/destekler* • *https://digital-strategy.ec.europa.eu/en* • *https://een.ec.europa.eu/local-contact-points/tr*

3.4 Play 4: Cross-Border Demonstration

Lead actor:	Mixed (no single default lead - often a Public Authority or Development Agency)
Key consortium contributors:	All four quadruple-helix types

3.4.1 Situation Snapshot

This play is for a Turkish consortium that wants to operationalise the National - Territorial - European progression that sits at the core of this manual. The entry point is a place-based challenge - climate resilience, smart agriculture, public-service modernisation, cross-border connectivity - that is too big to solve in one country but that none of the available Horizon Europe calls will fund until a cross-border pilot has proved the approach works. Territorial cooperation instruments (IPA CBC Bulgaria–Türkiye, Interreg NEXT Black Sea, Interreg NEXT MED, Interreg Europe) are the bridge: they build the cross-border partnership and the place-based evidence that Horizon Europe demonstration actions, Missions, or DIGITAL deployment can then scale.

Prerequisite-capacity flag: this play assumes that at least the lead Turkish public authority already has a working EU-project office. Authorities without that should treat Play 6 (Public Authority Capacity and Investment) as the upstream step.

3.4.2 Funding Map

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 – Cross-border pilot and partnership	• Interreg VI-A IPA Bulgaria–Türkiye • Interreg NEXT Black Sea Basin • Interreg NEXT MED • Interreg Europe • Development Agency territorial calls • TÜBİTAK 1071 for national leg of multilateral cooperation	• Builds the cross-border consortium, the pilot infrastructure, and the place-based evidence base. • Establishes the governance and trust that Phase 2 requires.	□ Territorial eligibility is NUTS-specific (e.g., Edirne and Kırklareli for IPA CBC BG-TR) □ For Black Sea and NEXT MED the eligible Turkish provinces are listed in each programme's Cooperation Programme document and must be checked against the current call □ Co-financing rates vary by programme (typically 85% or 90% EU contribution).
Phase 2 - Full-scale demonstration	• HE Pillar II IA (TRL 5–7) • EU Missions (Climate-Neutral and Smart Cities; Restore our Ocean and Waters; Soil Deal; Climate Adaptation; Cancer) • DIGITAL deployment actions • EIT KIC demonstration calls	• Validates the pilot at European scale, integrates additional geographies and use cases • Produces the European evidence base required for replication.	□ Pillar II IA typically requires TRL 5–7 entry □ Missions have specific territorial selection windows □ DIGITAL limited to SO 1, 2, 4, 5 for Türkiye.
Phase 3 - Exploitation and replication	• SMP-COSME for business-side replication • EIB / EBRD / EFSD+ (Türkiye Investment Platform) for investment-scale rollout • National scale-up (IPA III sector programmes, development agency investment calls)	• Takes the validated solution to commercial deployment or systemic public-sector adoption across the region or the country.	□ IPA III is procurement, not grant. The application logic is fundamentally different (PRAG procedures, technical + financial offer).

3.4.3 Synergy Logic

The synergy here is territorial-to-European escalation, the most distinctive synergy mechanism in the Turkish case, and the one that operationalises the National - Territorial - European logic most directly. The cross-border

programme builds the partnership, the place-based evidence, and the institutional credibility. Horizon Europe or DIGITAL provides the scale, the European peer group, and the validation at continental level. IPA III, EIB or EBRD takes the validated solution to investment-grade deployment. Each layer uses a different funding mechanism (grant, competitive grant, procurement, loan or guarantee) and a different governance model and should be treated separately within its own scope and requirements.

Türkiye participates in Interreg NEXT MED for the first time, with eligibility extended to a defined set of southern provinces (figures and exact lists should be checked against the latest official programme documentation referenced in Chapter 2). Türkiye also engages strongly in Interreg NEXT Black Sea, where Turkish-led projects feature prominently in the first call results. These programmes form the real operational base from which European-scale demonstration can be built. Consortia which explicitly design their Phase 1 project as the evidence bank for Phase 2 (publication plan, data model, policy-maker engagement log) are more successful in Horizon Europe than consortia that treat the Interreg project as an end in itself.

The compliance boundary in this play is the IPA III procurement logic. IPA CBC Bulgaria–Türkiye and Interreg NEXT are grant-based programmes but the larger IPA III windows that often finance the Phase 3 scale-up are procurement. The shift from grant to procurement changes cost eligibility, intellectual property ownership (typically with the contracting authority), and the contracting flow (CFCU or EU Delegation, not an EC executive agency). Combining a grant-funded pilot with a procurement-funded project requires a clear separation of outputs, IP positions, and cost categories from the very beginning.

3.4.4 Consortium Positioning

Actor type	How they enter the play
Public Authority	Frequently the lead or co-lead in Phase 1 - municipalities, provincial governorates, Development Agencies, and line ministries are the natural anchors for cross-border cooperation. In Phase 2, the public authority typically becomes end-user validator or Mission pilot site. In Phase 3, it is the procurer or co-investor.
University / RO	Provides the technical evidence, the evaluation capacity, and the research framework. Often coordinates the R&I-intensive work packages in Phase 2. COST Actions and bilateral 1071 cooperation can pre-build the partnership.
SME / Industry	Brings technology, scalable solutions, and market knowledge - especially critical in Phase 2 (demonstration) and Phase 3 (deployment). Play 3 SMEs that have completed their digital transformation are strong candidates for this role.
Civil Society	Provides community engagement, social validation, and the user-perspective evidence that Missions and Pillar II impact criteria demand. Often indispensable in climate-adaptation, smart-city, and resilience pathways - see Play 7 for the structural case on why universities, SMEs, and authorities should actively seek CSO partners.

3.4.5 Worked Scenario: "Marmara Water Resilience Consortium"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

A consortium led by a Turkish provincial governorate in the Marmara region, working with a Bulgarian regional authority, two universities (one Turkish, one Bulgarian), a Turkish SME on water-sensor technology, and a Bulgarian environmental NGO.

Step 1: Cross-border pilot (Y1 - Y3). The consortium applies to Interreg VI-A IPA Bulgaria–Türkiye (Priority PO2, Environment Friendly Region) for a €1.8 million project on climate-adaptive water management in shared river basins. The Turkish governorate is lead partner; the Bulgarian partner coordinates on the Bulgarian side. The project deploys 60 water-quality sensors, trains 120 municipal staff, and produces a cross-border water-risk atlas.

Step 2: Evidence consolidation (Y3 - Y4). The universities convert the pilot data into two peer-reviewed publications and a policy brief. The SME achieves TRL 6 on its sensor platform. The consortium uses TÜBİTAK 1071 to join a COST Action on climate-adaptive water management, gaining five additional European counterpart institutions.

Step 3: Horizon Europe Mission application (Y3 - Y5). With the pilot evidence and the enlarged partnership, the consortium joins a Mission "Restore our Ocean and Waters" proposal on basin-scale water resilience, led by a French coordinator, with a €9 million budget and ten partners across six MS/AC. The Turkish governorate and the SME join as demonstration-site anchors.

Step 4: Scale-up investment (Y5 - Y7). Using the Mission results, the governorate works with TKYB to structure a €25 million investment programme for municipal water infrastructure in the wider region, co-financed through an EIB green loan under the resumed 2026 facility and a complementary IPA III Window 3 (Green Agenda) procurement for technical assistance.

Step 5: Replication (Y7+). The SME uses SMP-COSME / EEN channels to replicate the sensor platform in two additional EU MS, and the consortium model (public authority + university + SME + CSO) is documented in an Interreg Europe policy-learning project as a replicable template for other Turkish border regions.

3.4.6 Key Contacts and Entry Points

National coordinator	**Directorate for EU Affairs (IPA, territorial cooperation)** **Provincial governorates and Development Agencies for regional scope** **TÜBİTAK NCP for Missions and Pillar II** **NIPAC for IPA III.**
Call Frequency	• Interreg NEXT - multi-annual call waves, typically 1–2 per programming period • Missions - specific windows per Work Programme • IPA III tenders - rolling, via CFCU.
Support services	• Development Agency project-preparation facilities • Directorate for EU Affairs territorial cooperation support • TÜBİTAK Mission NCP; • EDIH and EEN as technology partners.
Sources	*https://ipa-bgtr.mrrb.bg* *blacksea-cbc.net* *interregnextmed.eu* *interregeurope.eu* *EU Delegation / CFCU tenders*

3.5 Play 5: Seal of Excellence Fast-Track

Lead actor:	SME + University (dual-track)
Key consortium contributors:	Public Authority (co-investor), TÜBİTAK / KOSGEB as rerouting channels

3.5.1 Situation Snapshot

This play is for Turkish applicants who have submitted a strong Horizon Europe proposal (EIC Accelerator, MSCA Postdoctoral, Pillar II Cluster, or an Erasmus+ cooperation proposal) and received either a Seal of Excellence or a high score above the quality threshold, but not funding, meaning that the proposal was evaluated positively but the budget was not enough. The play shows how the Seal or the high-quality signal can be converted into alternative funding at national or pre-accession level, without re-doing the quality assessment, and without assuming that the Seal itself is a funding guarantee.

3.5.2 Funding Map

This play is not phased in the usual sense. It is a branching pathway from a single evaluation event, the receipt of a Seal of Excellence or a high-scoring but unfunded result, toward three possible rerouting channels. The table below sets out the branches.

Branch	Target instrument(s)	What is possible at this stage	Key entry barrier
A - National rerouting	• TÜBİTAK incentive and complementary support schemes that recognise Seal-bearing proposals • KOSGEB programmes for SME Seal holders • Development Agency calls aligned with the proposal's territorial dimension	• National co-investment in the same underlying work, structured to the national programme's rules but benefiting from the European quality signal	□ Not all national instruments formally recognise the Seal - the reader must verify the latest TÜBİTAK / KOSGEB documentation before assuming automatic acceptance.
B - IPA III rerouting	• IPA III Window 4 (Competitiveness and Inclusive Growth, which explicitly includes R&I) • Window 3 (Green Agenda) for climate-relevant proposals • Twinning projects where the proposal's institutional reform dimension fits	• Pre-accession funding where the proposal's content aligns with IPA III programming priorities for Türkiye	□ IPA III is procurement, not grant - the proposal cannot be "rerouted" intact. It must be re-structured to fit a tender or an institutional twinning logic. Works best where the proposal was itself reform- or capacity-oriented.
C - Financial-instrument rerouting	• EIC Fund equity stream (where an EIC Accelerator Seal was awarded on the commercial side) • EBRD Star Venture; EIF vehicles via TSKB / iVCi / TGIF • TÜBİTAK 1514 co-investment	• Investment-based financing where the proposal demonstrates commercial viability distinct from a pure R&D grant rationale	□ The proposal must demonstrate commercial viability, not just technical quality □ Equity and cap-table implications must be considered.

Cross-reference. *Play 5 is the recovery branch of Play 1 and Play 2. A university-led Pillar II proposal that earns a Seal in Play 1's Phase 2 naturally feeds into Branch A or B here; an SME's EIC Accelerator Seal in Play 3's Phase 3 feeds into Branch A or C. The decision of which branch to take is rarely obvious and the beneficiary should take a deliberate assessment period of up to 60 days after the European result is received to consider the right path.*

3.5.3 Synergy Logic

The synergy type here is distinct from every other play in this chapter: it is a re-entry and recovery synergy, not a build from scratch. The European evaluation process has already been run, independent peer review, scoring, ranking, and the work has been validated above the threshold of quality. The synergy lies in capturing that

validation signal at national or alternative-funding level without requiring the receiving instrument to replicate the assessment. What the Commission frames as the Seal's role in creating synergies between Horizon Europe and ERDF is, for Türkiye, largely mediated through TÜBİTAK and KOSGEB windows, and secondarily through IPA III and financial-instrument channels.

Two mechanisms are at the heart of this synergy:

- The first is administrative: a Seal-bearing proposal typically comes with a detailed Evaluation Summary Report from the European evaluators, which provides the receiving national programme with an independent, high-quality technical review to support its decision.
- The second is strategic: a Seal is an asset on the organisation's references that improves the next European application.

The compliance boundary in this play is that the Seal does not override programme-specific eligibility. A Seal-bearing EIC Accelerator proposal is not automatically eligible for every national SME instrument - the receiving instrument's rules still apply in full. A Seal-bearing MSCA Postdoctoral proposal is not automatically eligible for every TÜBİTAK fellowship programme. The Seal is treated by receiving bodies as a strong recommendation, not as a pre-approval, and the receiving programme's own eligibility, cost, and reporting rules remain binding.

State-aid flag: KOSGEB grants combined with EIF equity in Branch C engage state-aid rules; the cumulative-aid threshold should be checked before stacking national grant with EU-backed equity.

Equity / cap-table flag for Branch C: the EIC Fund equity stream and EIF-backed instruments deployed through Turkish intermediaries carry cap-table, dilution, and governance implications that pure grant funding does not.

3.5.4 Consortium Positioning

Actor type	How they enter the play
SME / University (primary Seal holders)	Universities and SMEs are the two largest Seal-receiving populations in Türkiye. A university Seal on MSCA or Pillar II typically routes to Branch A (TÜBİTAK). An SME Seal on EIC Accelerator typically routes to Branch A (KOSGEB) or Branch C (EIF/EBRD equity).
Public Authority	Enters as co-investor or as the administrator of national rerouting channels. Development Agencies are frequently the counterpart in a Branch A rerouting where the proposal had a regional dimension. IPA III rerouting (Branch B) flows through CFCU and the line ministries.
Civil Society	Less central in EIC / MSCA Seal cases, but highly relevant where an Erasmus+ cooperation partnership proposal earned a high score below threshold - the Turkish National Agency may offer additional national routings.
Research performing organisations (as Seal catalysts)	Public research institutes and RTOs sometimes act as the technical partner that converts a Seal into a national project, by offering the infrastructure and the co-investment scheme that the SME or university lead cannot provide alone.

3.5.5 Worked Scenario A - SME track: "GraphInnoTürk"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

Two parallel mini-scenarios, one SME, one university, to reflect the dual-track nature of the play. Both are illustrative.

This scenario runs through Branches A and C.

A graphene-composite SME based in an Aegean technopark applied to the EIC Accelerator, scored 14.2/15 at Step 2, received a Seal of Excellence, but did not reach the funding line.

Step 1: within the first month after the result, the firm engages its TÜBİTAK TEYDEB contact to review rerouting options.

Step 2: the firm applies to KOSGEB TEKNOYATIRIM for commercialisation support (up to ₺5 million, 30% non-refundable / 70% refundable) and to TÜBİTAK 1514 (Tech-InvesTR - Venture Capital Funding Programme) for domestic equity interest.

Step 3: in parallel, the firm approaches EBRD Star Venture and an iVCi-portfolio VC with the Seal and the EIC Evaluation Summary Report as quality evidence.

Step 4: within Y1 - Y2, the firm secures €1.2 million in KOSGEB-plus-equity financing; the EIC Accelerator application is resubmitted in the following cut-off with an updated traction story and two additional reference customers.

3.5.6 Worked Scenario B - University track: "Karadeniz Institute of Life Sciences"

This scenario runs through Branch A.

A postdoctoral researcher applied to MSCA Postdoctoral Fellowships for a research stay at Karadeniz Institute of Life Sciences, scored above threshold, received a Seal of Excellence, but did not reach the funding line.

Step 1: the host institution approaches TÜBİTAK BİDEB (Science Fellowships Department: 2219 International Postdoctoral Research Fellowship, 2232 International Leading Researchers, 2236 CoCirculation2) to identify the most suitable national fellowship instrument; 2236 CoCirculation2, as the EU-co-funded MSCA-COFUND-type instrument, is the natural closest fit.

Step 2: the fellowship is restructured to the national programme's conditions (duration, host-institution commitment, reporting).

Step 3: the researcher starts the fellowship approximately nine months after the MSCA result, with funding from TÜBİTAK 2236 CoCirculation2 and a letter from the host institution confirming equivalent integration into the research team. The MSCA Seal becomes a formal asset on the researcher's CV for future ERC or MSCA Global Fellowship applications.

3.5.7 Key Contacts and Entry Points

National coordinator	**TÜBİTAK (TEYDEB for SME Seals, BİDEB for MSCA Seals, ARDEB for Pillar II Seals)** **KOSGEB (SME Seals and TEKNOYATIRIM)** **Turkish National Agency for Erasmus+ Seals** **Directorate for EU Affairs for IPA III rerouting guidance**
Call Frequency	Seal is issued at the time of the European evaluation result. National rerouting windows vary: • TÜBİTAK 1507 - two calls/year • KOSGEB TEKNOYATIRIM – rolling • EIC Fund equity stream - continuous via the EIC Accelerator pipeline.
Support services	• TÜBİTAK Seal advisory service • EDIH and EEN for commercial-readiness support during rerouting • Development Agency co-funding checks where a territorial dimension applies.
Sources	• *https://www.kosgeb.gov.tr* • *https://tubitak.gov.tr/tr/destekler* • *https://commission.europa.eu/funding-and-tenders/find-funding/seal-excellence_en*

3.6 Play 6: Public Authority Capacity and Investment

Lead actor:	Local or Regional Government (municipality, Development Agency, provincial governorate)
Key consortium contributors:	University / RO, Civil Society, SME / Industry

3.6.1 Situation Snapshot

This play is for Turkish public authorities that want to move from passive intermediaries to active funding recipients and substantive project partners. The strategic tension is capability before scale: public authorities are frequently eligible for European instruments in which they cannot realistically participate because the internal grant-management, international-partnership, and technical-staff capacities are not yet in place. The play shows how Erasmus+ (in its education, youth, and cooperation dimensions), IPA III technical assistance, Interreg, UCPM, and Horizon Europe Missions and smart-city actions combine to build that capability and then convert it into systemic investment at scale.

3.6.2 Funding Map

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 - Institutional preparation and staff capacity	• Erasmus+ KA1 staff mobility • KA2 Cooperation Partnerships • IPA III technical assistance • Development Agency capacity calls • TÜBİTAK 1071 for inter-administrative cooperation	• Builds the internal EU-project office, trains technical staff, establishes international partnerships, and produces the institutional readiness required for substantive consortium participation	□ Erasmus+ institutional accreditation for scale □ IPA III procurement process □ Development Agency regional-fit and S3 alignment
Phase 2 - Pilot and demonstration	• Interreg NEXT / IPA CBC / Interreg Europe (see Play 4) • UCPM prevention and preparedness calls; HE Missions (Climate-Neutral and Smart Cities; Climate Adaptation; Restore our Ocean; Soil Deal) • DIGITAL public-sector deployment (SO 4)	• Positions the public authority as a pilot site, an end-user validator, or a demonstration partner - converting institutional capacity into a European reference project	□ Territorial eligibility □ Mission pilot-city selection □ UCPM action-type-specific rules □ Topic eligibility for public authorities as beneficiaries (not only associated partners)
Phase 3 - Systemic investment and replication	• IPA III sector-reform windows (Windows 3, 4) • EIB municipal-investment loans • EBRD Green Cities and resilience finance • EFSD+ guarantees via the Türkiye Investment Platform	• Takes the demonstrated solution to system-level investment - city-wide deployment, regional rollout, or sector-level reform	□ IPA III procurement logic □ Public-procurement rules when the authority is both applicant and implementer □ Debt-servicing capacity for financial-instrument routes

Cross-reference. *Play 6 focuses on the institutional-capability and investment-at-scale story of public authorities (Phases 1 and 3 are unique to this play). The cross-border demonstration phase that frequently sits between them is described in Play 4 (Cross-Border Demonstration).*

3.6.3 Synergy Logic

The synergy here is institutional: a sequential build where each phase creates the precondition for the next. Erasmus+ and IPA III technical assistance build the capability; Interreg and Horizon Europe provide the demonstration platform; IPA III sector reform and financial instruments provide the investment-at-scale channel. Skipping Phase 1 is a common reason Turkish public authorities under-deliver in European consortia: they are formally eligible but operationally unprepared.

The combination of Erasmus+ staff mobility (KA1) and Cooperation Partnerships (KA2) is particularly effective at building a municipal EU-project office: KA1 exposes staff to working practices at partner administrations in

older Member States, KA2 converts that exposure into a joint project and a reciprocal partnership. Municipalities that deliberately design the KA1–KA2 sequence over 24–30 months produce EU-project offices that can credibly coordinate or co-lead within a further 18 months.

The compliance boundary in this play is the management of parallel grant and procurement portfolios in the same authority. IPA III is primarily procurement: the contracting authority is CFCU or the EU Delegation, the award logic is PRAG, intellectual property typically rests with the contracting authority, and payment follows a fee-based or lump-sum contract. Horizon Europe and Erasmus+ are grants: the beneficiary holds the IP, the award logic is competitive peer review, and payment follows a grant agreement. Combining procurement-funded and grant-funded activities in the same authority's portfolio requires careful cost-category separation. The municipality's staff working on an Erasmus+ KA2 project cannot have the same hours charged to an IPA III technical assistance tender, and the deliverables of each must be distinct.

The ERA route for funders and evaluation bodies. Public authorities with a research-funding or research-evaluation mandate have an additional entry point. The ERA calls described in 2.3.4 are aimed at research-funding organisations, evaluation and quality-assurance agencies, and ministries as much as at universities: research-assessment reform, open-access policy, researcher career frameworks and talent ecosystems are funder-side reforms, and the topics expect funders in the consortium. For TÜBİTAK, the Council of Higher Education, YÖKAK and the ministries, this converts a policy obligation into a fundable action and places Turkish institutions in the rooms where the European reform practice is defined. The realistic first step is participation in a consortium led by an experienced European funder, with the Turkish case as a work package.

3.6.4 Consortium Positioning

Actor type	How they enter the play
Public Authority (lead)	Leads all three phases. In Phase 1, the EU-project office and technical staff; in Phase 2, as the applicant, pilot site, or Mission partner; in Phase 3, as the procurer or co-investor. Municipalities, governorates, and Development Agencies fit different niches of this profile.
University / RO	Enters as technical partner - providing the research, evaluation, and monitoring capacity that public authorities typically lack in-house. Essential in Mission-related work, where methodological rigour is part of the evaluation criteria.
Civil Society	Enters as community-engagement and social-innovation partner. Mission pilots on climate adaptation, smart cities, or social inclusion frequently require a credible CSO partner to meet the impact-criteria bar. See Play 7 for the structural case on why public authorities should actively seek CSO partners.
SME / Industry	Enters as technology and service provider in the demonstration and investment phases. In Phase 3 investment-at-scale, the SME becomes the subcontractor or the product supplier in the procurement; in Phase 2, often the consortium's technology partner.

3.6.5 Worked Scenario: "Yıldıztepe Municipality"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

A mid-size Turkish municipality - population 180,000, with an active but under-resourced EU-project office of three staff - that wants to become a credible European partner on climate-neutral cities. The scenario is illustrative and set in a nationally generic profile, applicable to municipalities across Türkiye.

Step 1: EU-project office capability (Y1 - Y2). The municipality applies for Erasmus+ KA1 staff-mobility accreditation and a KA2 Cooperation Partnership with three European municipalities on climate governance and participatory planning. Over 24 months, the EU-project office expands from three to seven staff, participates in two structured learning exchanges, and adopts a project-cycle-management system borrowed from its Portuguese partner.

Step 2: First territorial project (Y2 - Y4). Using the Phase 1 network, the municipality joins an Interreg Europe consortium on urban resilience as one of six partners. Budget share: approximately €350,000 over 48 months.

The project produces a regional action plan that formally commits the municipality to a 2030 climate-neutrality pathway.

Step 3: Horizon Europe Mission participation (Y3 - Y5). The municipality applies - and is selected - as a Turkish Mission City under the Climate-Neutral and Smart Cities Mission (the exact number of Turkish Mission Cities at any moment should be verified against the official EU Mission Cities list before publication). This is a significant institutional step: Mission City status brings a Climate City Contract process, direct access to the Mission Platform, and eligibility for Mission-specific pilot projects.

Step 4: Mission pilot (Y4 - Y7). As a Mission City, the municipality joins a €10.5 million Horizon Europe Mission pilot on urban heat adaptation, with five European peer cities, two universities, and three technology SMEs (one Turkish, two EU-based). The municipality's contribution is the pilot site, the citizen-engagement infrastructure (co-designed with a Turkish climate-focused NGO), and the monitoring system. Budget share: €1.4 million.

Step 5: Investment at scale (Y6+). Using the Mission pilot results and the Climate City Contract, the municipality structures a €40 million urban resilience investment programme, financed by an IPA III Window 3 (Green Agenda) technical-assistance tender for the design phase, an EIB green city loan for the infrastructure roll-out, and a parallel EBRD Green Cities framework for municipal energy efficiency. The three financing tracks are contractually separated by cost category and deliverable.

3.6.6 Key Contacts and Entry Points

National coordinator	**Turkish National Agency (Erasmus+)** **Directorate for EU Affairs (IPA III, territorial cooperation, Union programme strategy)** **AFAD (UCPM)** **TÜBİTAK NCP (Missions and Pillar II)** **Ministry of Environment, Urbanisation and Climate Change (climate-relevant Missions)** **Ministry of Industry and Technology**
Call Frequency	• Erasmus+ KA1/KA2, annual call (spring) • UCPM prevention and preparedness calls typically once per year. • Missions, dedicated call windows per Work Programme. • IPA III tenders, rolling via CFCU.
Support services	• Directorate for EU Affairs municipal-level EU-project support • Development Agency capacity-building facilities • Union of Municipalities of Türkiye (UMT / Türkiye Belediyeler Birliği) European programmes desk • Mission Platform onboarding support for selected cities.
Sources	• *https://www.ua.gov.tr/en* • *https://www.interact.eu* • *https://www.cfcu.gov.tr/financing-agreements* • *https://netzerocities.eu*

3.7 Play 7: Civil Society and Community Innovation

Lead actor:	Civil Society Organisation (typically in a consortium role, rarely as sole lead applicant)
Key consortium contributors:	University / RO, SME, Public Authority

3.7.1 Situation Snapshot

This play is for Turkish civil society organisations (NGOs, foundations, associations, youth organisations, community-based organisations) that want to participate in EU-funded R&I and innovation-ecosystem activities, primarily through consortium roles. The strategic tension is structural: most Horizon Europe calls do not have a CSO-specific eligibility line, yet the same calls increasingly require societal engagement, citizen participation, and community validation at evaluation level. The play shows how Erasmus+ and European Solidarity Corps build the CSO's international capacity, how Horizon Europe and EIT provide the consortium roles where that capacity is deployed, and how IPA III and national funding provide the enabling environment. It also reframes the CSO's value: not as a beneficiary waiting for a CSO-specific line, but as a consortium asset that strengthens proposals across the chapter. Prerequisite-capacity flag: this play assumes the CSO already has a documented method (participatory research, citizen science, community co-design) and a basic international partner network. CSOs without those should start with European Solidarity Corps or an Erasmus+ KA1 youth/adult education action before targeting Horizon Europe roles.

3.7.2 Funding Map

Phase	Primary instrument(s)	What it covers at this stage	Key entry barrier
Phase 1 - Organisational capacity and network-building	• European Solidarity Corps (volunteering, solidarity projects) • Erasmus+ KA1 (youth), KA2 Cooperation Partnerships (Youth, Adult Education, Sport), Capacity-building actions for youth and CSOs • COST Actions for researchers embedded in CSOs	• Builds the CSO's organisational systems, international partner network, and staff capability to participate in European consortia	□ ESC and Erasmus+ youth actions have specific eligibility rules for CSO types □ Capacity-building calls are time-limited and often topical
Phase 2 - Consortium participation in R&I	• Horizon Europe Pillar II topics requiring societal engagement, citizen science, or co-creation (especially Cluster 2; Cluster 5 on climate adaptation; Cluster 1 health; Mission Cancer community pillar) • EIT KIC community and social innovation tracks • Cascade / FSTP	• Delivers the CSO's contribution in a research or innovation project as the RRI, citizen-engagement, or community-validation partner	□ CSOs enter through general legal-entity eligibility □ Must demonstrate research or innovation capacity and a distinct activity from academic or SME partners
Phase 3 - Scaling and policy influence	• IPA III civil-society support windows • Erasmus+ capacity-building in higher education / youth • UCPM community resilience • National civil-society funding (DG for EU Affairs, municipal civil-society funds)	• Scales the CSO's work and embeds it in policy conversations at national and regional level	□ IPA III civil-society windows follow CSO-specific call logic and eligibility □ Erasmus+ capacity-building has thematic and partner-country rules

> ***Cross-reference.*** *CSOs appear as contributors in Plays 1, 2, 4, and 6. Play 7 is the place where the CSO pathway is developed fully.*

3.7.3 Synergy Logic

The synergy here is consortium-strengthening, one of the most under-used synergies in the Turkish R&I system. The core logic is that CSOs bring something to a European consortium that universities and SMEs typically cannot provide: community engagement, user perspectives, societal validation, and dissemination

reach. Erasmus+ and ESC build the CSO's organisational capacity and international network. Horizon Europe and EIT are the consortium platforms where that capacity is deployed, and IPA III and national funding sustain the organisation between European projects.

Two specific mechanisms are worth naming.

- The first is the RRI (*Responsible Research and Innovation*) mechanism: many Pillar II topics now require embedded RRI, citizen science, or co-creation activity as a distinct work package. A CSO partner with prior ESC or Erasmus+ experience in participatory methods is frequently the difference between a credible RRI work package and a generic one.
- The second is the *Mission mechanism*: Missions by their nature require societal buy-in, and a CSO partner that has built a community base through years of ESC volunteering and Erasmus+ youth projects is an operational asset, not a box-tick.

The compliance boundary in this play is the requirement that the CSO's activity be distinct from another consortium partner's activity. A CSO whose contribution is described as "dissemination" without further specification is often challenged at evaluation, because dissemination is a generic consortium responsibility and does not justify a distinct budget line. The cleaner logic is to frame the CSO's contribution as a specific method (e.g., participatory action research, citizen-science data collection, community co-design workshops), which is a different activity from academic research, product development, or standard communication. Our experience with Turkish CSOs entering European consortia has shown that this specification work, done well before the proposal is drafted, is the single largest determinant of whether the CSO's role is defensible at evaluation and compliant through implementation.

3.7.4 Consortium Positioning - why other actors should actively seek CSO partners

This section inverts the usual logic of the Consortium Positioning component. The CSO is the featured actor in this play, and the question is not "how does a CSO enter a consortium" but "why should universities, SMEs, and public authorities actively seek CSO partners?" The answer is structural and directly affects evaluation scores.

Actor type	Why a CSO partner strengthens their proposal
University / RO	A credible CSO partner provides the societal-impact narrative that Pillar II impact criteria demand, produces the citizen-engagement evidence that frontier RRI topics require, and gives the university access to community-level data it cannot collect in-house.
SME / Industry	A CSO partner brings user validation, accessibility feedback, and social-innovation framing that SMEs frequently lack. For product and service innovations aimed at vulnerable populations, the public, or community-use contexts, the CSO is the partner that makes the impact case defensible.
Public Authority	In Mission pilots, smart-city projects, and climate-adaptation work, CSOs provide the community-engagement infrastructure the authority itself cannot build at project speed. They also serve as independent validators of participatory processes, which strengthens the authority's credibility with European evaluators.
Civil Society (lead consortium role, rare)	Most commonly, the CSO is a consortium partner. In specific Erasmus+ youth, ESC, and IPA III civil-society calls, a CSO can lead; these calls are narrower in scope but operationally more accessible as entry points.

3.7.5 Worked Scenario: "EkoYeşil Derneği"

> *Any resemblance to actual organisations is purely coincidental. The narrative is provided for demonstration purposes. The scenario below is illustrative.*

EkoYeşil Derneği is a mid-size environmental NGO based in a mid-size Turkish city (generic), working on urban biodiversity and climate-adaptation education. It has 9 staff, a volunteer network of 180, and two years of ESC experience.

Step 1: International network build (Y1 - Y2). EkoYeşil hosts ESC volunteers from Portugal, Italy and Poland and sends three volunteers to Greek and Slovenian partner NGOs. In parallel, it joins an Erasmus+ KA2

Cooperation Partnership for Adult Education on community climate-adaptation, coordinated by a Spanish foundation. The two-year sequence produces a written partnership with six European CSOs and a documented participatory-methods toolkit.

Step 2: First Horizon Europe consortium role (Y2 - Y6). Through its Spanish Erasmus+ partner, EkoYeşil is invited into a Cluster 5 IA on climate-adaptive urban planning, led by a Dutch university, with eight partners. Its role is a specific work package on citizen-science biodiversity monitoring, co-designed with two Turkish municipalities. Budget share: approximately €450,000 over 48 months.

Step 3: Mission pilot (Y4 - Y7). On the back of the Cluster 5 IA, EkoYeşil joins a Mission "Adaptation to Climate Change" pilot as the community-engagement partner for a Turkish provincial consortium (see Play 6 Step 4 for the municipal-side trajectory). The CSO's role is to co-design the participatory adaptation plan with 400 residents and to monitor the pilot's social-impact indicators.

Step 4: Capacity consolidation (Y6+). Using an Erasmus+ KA2 Cooperation Partnership in the capacity-building track, EkoYeşil formalises its participatory methodology into a trainable service, which it then offers to other Turkish CSOs and municipalities under an IPA III civil-society window contract. The NGO grows from 9 to 17 staff; its methodology is referenced in two peer-reviewed publications led by the Dutch academic partner from Step 2.

Step 5: Policy engagement (Y7+). EkoYeşil is invited to contribute to the Mission policy-learning platform and to a Directorate for EU Affairs working group on climate adaptation. Its participatory methodology is cited in the next national climate strategy update. What began as a €40,000 ESC cycle has become a structural partner role in Turkish climate-adaptation policy.

3.7.6 Key Contacts and Entry Points

National coordinator	**Turkish National Agency (Erasmus+, ESC)** **TÜBİTAK NCP for Horizon Europe and EIT** **Directorate for EU Affairs for IPA III civil-society windows, relevant line ministries (Youth and Sports, Family and Social Services) for sectoral calls**
Call Frequency	• Erasmus+ and ESC - annual calls • Cluster RIAs/IAs with RRI or community components - typically two cut-offs per year per Destination. • IPA III civil-society windows - call-specific, often once per programming wave.
Support services	• Turkish National Agency youth and adult-education desks • Directorate for EU Affairs civil-society window support • Turkish third-sector networks (STGM / Civil Society Development Center) for consortium-building and capacity support • TÜBİTAK NCP for CSO-inclusive Cluster 2 topics.
Sources	• *https://www.eit.europa.eu/opportunities/call-eit-knowledge-and-innovation-communities* • *https://www.ab.gov.tr/ipa-iii_53846_en.html*

3.8 Cross-Play Logic and Chapter Coherence

The seven plays in this chapter are designed to be read individually, but they are not isolated. An applicant's real trajectory will often cut across two or three plays: a university will work with SMEs (Plays 1 and 3), a municipality will engage civil society partners (Plays 6 and 7), a consortium built for one call will be positioned to capture the next (Play 5 then Play 1 or Play 2). This final section names the cross-references that run through the chapter, restates the compliance principles that apply across all plays, and makes explicit the through-line that has shaped every worked scenario: consortium strengthening.

3.8.1 Cross-references between plays

The following pairings are ones that often appear in actual Turkish applicants. They are not exhaustive - every play can, in principle, be combined with any other - but they are the combinations that create the strongest positioning effects when sequenced deliberately.

Pairing	How the plays combine in practice
Play 1 ↔ Play 5	The Research-to-Scale-Up trajectory is a common producer of Seal of Excellence cases: EIC Accelerator submissions that score above the quality threshold but are not funded because budget is exhausted. Play 5's Seal mechanism is then the fastest way to rescue the resulting innovation case, using national co-financing or development agency support to take the project to market without waiting for the next cut-off. An applicant working Play 1 should plan the Seal pathway before submission, not after rejection.
Play 2 ↔ Play 1	Widening Leadership is the structural precondition for Play 1. Universities that have completed a Twinning or ERA Chairs project typically enter Play 1 in a substantially stronger position - with a Widening-built EU network, a trained research team, and documented excellence credentials. Institutions running Play 2 should treat Play 1 as the natural next phase, not as a separate strategy. The intended boundary between the two plays is sequential rather than overlapping: Play 2 ends at the institution's first credible coordination role and Play 1 begins where coordination is already a realistic option for the research line.
Play 3 ↔ Play 4	SME Digitalisation and Cross-Border Demonstration intersect in the cross-border corridor. Turkish SMEs active in IPA CBC Bulgaria-Türkiye or Interreg NEXT Black Sea will often develop their digital or green product through Play 3's instruments and then pilot it in a cross-border context under Play 4. The reverse also holds: an Interreg-built cross-border partnership frequently becomes the distribution infrastructure for an SMP or Horizon-funded SME innovation.
Play 6 ↔ Play 4	Public authorities rarely work alone on cross-border issues. A provincial or municipal authority leading a Play 6 trajectory on smart-city or climate-adaptation themes will frequently anchor a Play 4 cross-border demonstration, especially on shared river basins, border-region transport, or environmental corridors. Play 6 builds the authority's capacity; Play 4 deploys it in a bi- or trilateral setting.
Play 7 ↔ Plays 1 / 2 / 4 / 6	Civil society is a cross-cutting partner in most of the other plays. Play 7 is the place where the CSO's own trajectory is developed; the other plays describe the CSO's role as a consortium partner. A university (Play 1 or 2), an authority (Play 6), or an SME-led cross-border project (Play 4) should consult Play 7 when designing the partner role and should not assume that a CSO's involvement is interchangeable with a subcontract for dissemination.

3.8.2 Compliance consistency

The four compliance boundaries set out at the start of this chapter (under "Compliance Requirements in every play") apply to every play in this chapter. We have referenced them selectively where each play most directly engages a specific boundary, but in practice all four are present in any multi-instrument trajectory. The short version is worth restating here, because it is the part of the chapter that has the greatest operational consequence for a beneficiary in implementation:

- **No double funding**. The same cost may not be charged to two EU or combined EU–national sources. This is the hardest boundary at audit, and it is most often violated inadvertently when overheads, personnel, or infrastructure are shared across concurrent projects. Every play in this chapter assumes that sequential or complementary projects are separated by distinct cost bases, not simply by distinct reporting templates.
- **No invented programme compatibility**. Two instruments are compatible only when their own rules explicitly allow or foresee the combination (e.g., Seal of Excellence, ERDF-on-Horizon cases, Widening co-funding). Plays that describe sequential trajectories are not claims of automatic compatibility: each step has its own eligibility and its own contracting authority.
- **No assumed participation rights**. Türkiye's participation is instrument-specific. In particular, Digital Europe participation is limited to Specific Objectives 1, 2, 4, 5; SMP is limited to the COSME strand. Every play respects these limits, and no play assumes a future expansion of participation beyond what is formally agreed at the time of writing.
- **No simplification that distorts rules**. The plays are deliberately concise, but they do not compress the rules themselves. Where a rule is complex (Seal implementation, IPA III dual logic, Widening country status), the play names the complexity rather than smoothing it away. Readers are expected to verify the rule with the designated national contact point before acting, and the Key Contacts component in each play exists precisely to make that verification concrete and immediate.

The underlying principle of every play is the same: each programme should be read through the wider strategy it serves, not as a stand-alone opportunity. Across all seven plays, and across the following chapters, the recommendation is to read every call through that strategic lens first, and through the funding lens second.

04

Practical Tools for Applicants

A set of planning tools that can help all participants.

IN THIS CHAPTER

4.0 Introduction to Tools

4.1 Ready-to-Combine Self-Assessment

4.2 Consortium Builder Kit

4.3 Pathway Planner

4.4 Synergy Concept Note

4.5 **Cost-Separation Matrix**

4.6 Seal Re-Router

4.7 Risk Cards: The Compliance Deck

4 Practical Tools for Applicants

A set of planning tools that can help all participants.

4.0 Introduction to Tools

4.0.1 How to use this toolkit

Chapter 2 laid out what opportunities exist for Turkish beneficiaries. Chapter 3 presented specific “plays”, potential scenarios that demonstrated the possibilities and available paths for organisations. This chapter follows with the presentation of operational tools that will help potential participants find their way in. It is organised around a five-stage workflow (from Diagnose to De-Risk) that every combined-instrument project goes through, whether the applicant is a university, an SME, a municipality, or a civil-society organisation. Each tool in this chapter serves one or two of these stages and applies to one or more plays. The tools are independent, and each can be used on its own, but they are also designed to complement each other.

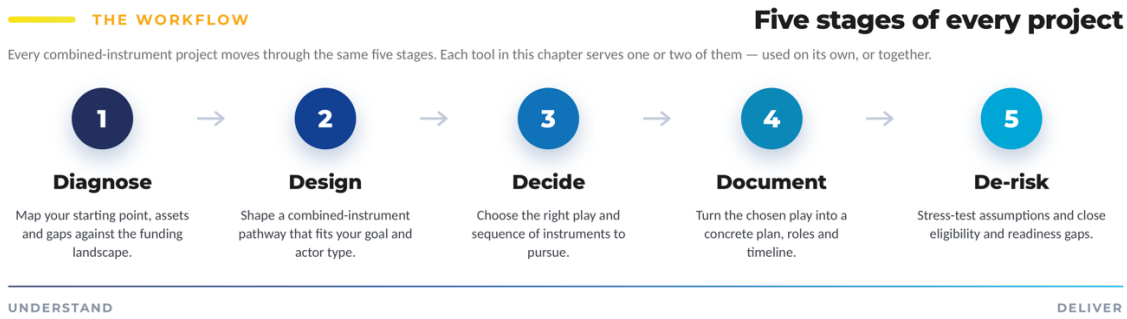


Figure 14: The five-stage toolkit workflow.

4.0.2 Overview of the toolkit

The diagram below lists the tools, the workflow stage each serves, and the plays each most directly supports.

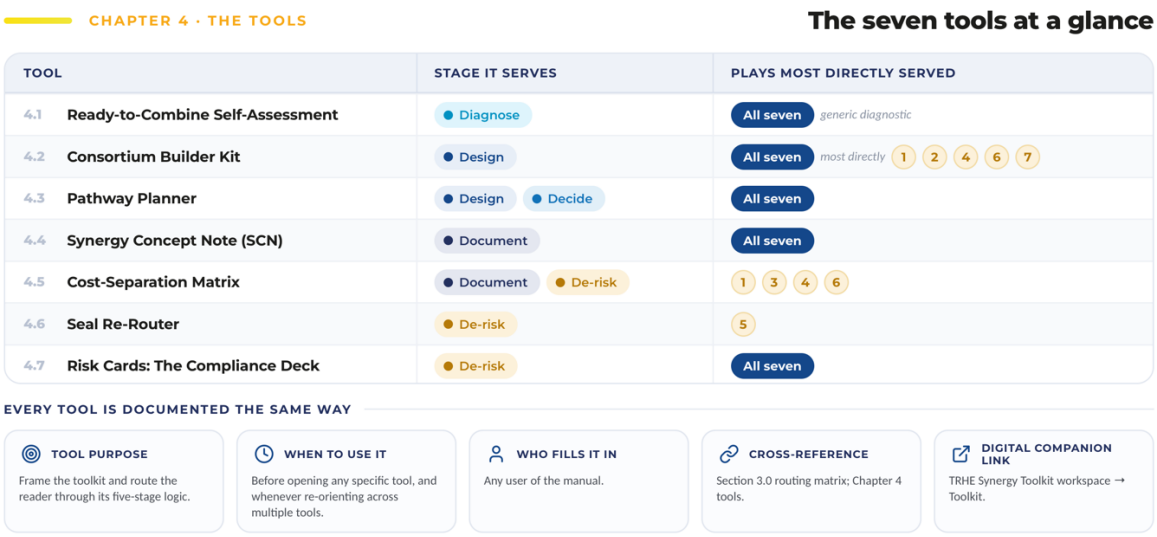


Figure 15: The seven tools at a glance.

4.0.3 The funding year at a glance

Combining instruments is, more than anything else, a timing exercise. National instruments open in broadly predictable windows, Horizon Europe runs in Work-Programme cycles with one or two cut-offs per Destination, Erasmus+ concentrates its deadlines in spring, and a substantial layer of rolling instruments (KOSGEB, EDIH and EEN services, IPA III tenders, cascade calls) accepts applications year-round. The chart below compresses these rhythms into a single page, so that a pathway can be timed before any single call is chosen.



Figure 16: The funding year at a glance.

> ***The calendar is an orientation aid, not a submission plan.*** *Opening dates, cut-offs and budgets move from year to year and are published only in the official call documents. Verify every date on the portals listed in Chapter 5, then transfer the confirmed dates into the Pathway Planner (4.3).*

4.1 Ready-to-Combine Self-Assessment

Before designing a strategy that uses multiple funding instruments, an applicant needs a clear view of how ready the organisation is to run one. Most cases of an unsuccessful combination trace back to a readiness gap in scoping, in defining objectives, in consortium building. The Ready-to-Combine Self-Assessment is the diagnostic that identifies those gaps before they become problems on the project.

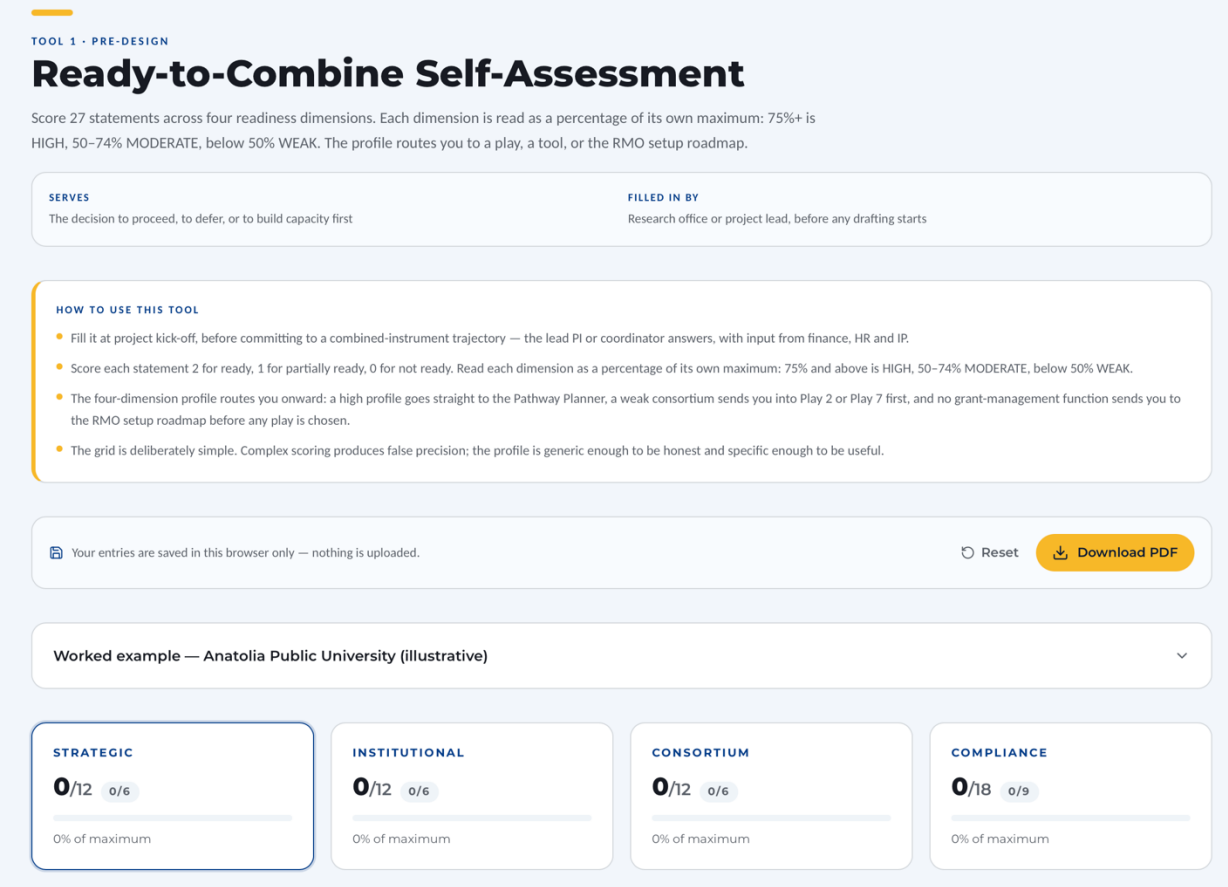


Figure 17: Ready-to-Combine Self-Assessment

The tool is organised around four readiness dimensions: **Strategic, Institutional, Consortium, and Compliance**. Each dimension is a short block of statements that the applicant scores on a three-point scale: not ready, partially ready, ready. At the end of the assessment, a short interpretation grid maps the score profile to a recommended next step: a specific play to engage, a tool to complete first, or a specific action to take.

4.1.1 The four dimensions

Strategic readiness. The applicant has a 3-year research and innovation strategy with explicit priorities, that is wider than a specific project, presented in a document with the approval of senior leadership. The strategy has an individual assigned as the owner (a sponsor) who is named and committed. The proposed combination of instruments is consistent with this strategy, and the organisation can easily answer the question: why these instruments, in this order, for this strategic goal.

Statements (score each: not ready / partially ready / ready):

- S1. We have a written 3-year R&I strategy signed off by senior leadership.
- S2. The strategy names specific Turkish national priorities (e.g., NTS 2023–2030, a Development Agency strategic framework, a sector Master Plan).
- S3. An internal sponsor at director or equivalent level has committed to the strategy implementation.

- S4. The proposed combination of instruments is derived from this strategy, not assembled from open calls.
- S5. The expected goal is stated in a clear and understandable way.
- S6. The strategy has been reviewed within the last 12 months.

Institutional readiness. The applicant has concluded at least one multi-year EU-funded or TÜBİTAK-funded project. A grant management capacity exists with a dedicated team or named individuals with defined responsibilities. HR processes for fixed-term researcher contracts, including Marie Skłodowska-Curie-compatible terms where relevant, are in place. Administrative and financial operations (timesheets, procurement files, expense justifications) are standardised. In case of existing IP, there is a written, up to date, and applicable IP Rights Policy.

- I1. A dedicated grant management function exists with at least one named project manager.
- I2. The organisation has successfully closed at least one multi-year competitive project (TÜBİTAK 1001, Horizon 2020/HE, Erasmus+ KA2, or similar) in the last five years.
- I3. The finance system can identify and isolate expenditure by project and by cost category.
- I4. A written IP policy exists and has been reviewed within the last three years.
- I5. Timesheet discipline is in place for all project staff across the organisation.
- I6. The procurement office has handled at least one competitive tender under an EU-funded project.

Consortium readiness. The applicant has functioning European partners. At least one prior joint project (of any size) has been completed with at least one of the proposed consortium partners. The applicant can articulate, for each partner, what that partner brings that the applicant does not. Partner-search capacity exists, either internal or through a trusted national contact point. A credible R&I profile exists with past projects, publications, assets.

- C1. At least one prior joint project has been delivered with at least one of the intended partners.
- C2. Each intended partner's distinct value to the consortium can be stated in one sentence.
- C3. At least one partner has had a coordinator role in a Horizon Europe or Horizon 2020 project.
- C4. At least one partner is based in a Widening country (if Play 2 is in scope).
- C5. The consortium's communication channels are established in time for the proposal to be prepared.
- C6. The applicant's own role in the consortium (Coordinator, WP lead, or partner) is explicit and matches the applicant's current capacity.

Compliance readiness. The four compliance boundaries are understood. The finance system can separate costs. The Türkiye-specific participation conditions (Digital Europe limited to Specific Objectives 1, 2, 4, 5; SMP limited to the COSME strand; association renewal status) are current and checked. A named person owns the risk register for the project and updates it. The ERA horizontal conditions described in 1.3 - a published Gender Equality Plan, open-access and FAIR data practice, and a stated position on research-assessment reform - belong to this dimension because they are eligibility conditions rather than aspirations.

- L1. The four compliance boundaries can be named and briefly described.
- L2. The finance officer has experience preparing a cost-separation matrix for a multi-source project.
- L3. The applicant's current participation rights in each intended programme have been confirmed against an official source within the last six months.
- L4. A named risk owner exists for the proposed project.
- L5. State-aid rules applicable to SME co-funding cases have been reviewed (if relevant).
- L6. The applicant's last audit was clean, or findings have been closed.
- L7. A Gender Equality Plan is published, signed at senior level, and covers the whole organisation.
- L8. Open-access practice and a FAIR data-management routine are in place for publications and research data.
- L9. The organisation's position on research-assessment reform is stated whether through CoARA membership or an equivalent internal decision.

PRACTICAL TIP

The above dimensions and their qualities can be adapted to the specific requirements of each organisation as organisations of different sizes and complexities have different needs. Treat the above list as a starting point and design your own dimensions and assessment grid based on your own priorities.

NOTE

CoARA, the Coalition for Advancing Research Assessment, is an international initiative reforming how research and researchers are evaluated, moving away from over-reliance on publication and citation metrics toward more qualitative, context-sensitive assessment.

CoARA now brings together more than 600 research-performing organisations, funders, policy actors, and research infrastructures from over 40 countries, working to base assessment primarily on qualitative peer review supported by responsible, not dominant, use of quantitative indicators. It is not a funding rule or a Horizon Europe eligibility criterion, but a voluntary commitment; membership signals institutional alignment with research-assessment reform and is increasingly referenced as good practice alongside GEP and Open Science provisions. For Turkish institutions engaging with Horizon Europe consortia, CoARA membership is not required but can be a relevant capacity/positioning signal in Widening and institutional-partnership contexts.

Find out more in CoARA official site: https://www.coara.org/

4.1.2 Interpretation grid

The score profile determines the routing. For each statement, the applicant counts ready as 2, partially ready as 1, and not ready as 0. The dimension score is the sum, and the dimension maximum is twice the number of statements in the block: 12 for Strategic, Institutional and Consortium, and 18 for Compliance, which carries nine statements. Because the blocks are not the same length, each dimension is read as a percentage of its own maximum rather than as an absolute score: 75% or above is HIGH, 50 to 74% is MODERATE, and below 50% is WEAK. The four-dimension profile routes to one of seven patterns:

Profile	Reading	Recommended next step
All four dimensions ≥ 75%	High-readiness profile	Proceed directly to *Pathway Planner* for the selected play
Strategic ≥ 75%, Consortium < 50%	Strong intent, weak partner base	Enter Play 2 (Widening Leadership) or Play 7 (Civil Society and Community Innovation) first to build the partner base, then revisit Pathway Planner
Institutional ≥ 75%, Compliance < 50%	Capable delivery, fragile defences	Complete *Risk Cards* and *Cost-Separation Matrix* before any submission
Consortium ≥ 75%, Strategic < 50%	Active consortium, no anchor strategy	Pause external activity; resolve strategic readiness at board level before committing the consortium
Compliance ≥ 75%, any other < 35%	Defensible but not deployable	Complete the weakest dimension before engaging partners; do not assume compliance strength compensates for absent strategy, institution, or consortium
Institutional < 50% with I1 not ready	No grant-management function	Set up a Research Management Office (4.1.4) before selecting a play; complete the Phase 1 and Phase 2 exit tests before attempting a combined-instrument trajectory
All four < 50%	Entry-level profile	Focus on a single-instrument trajectory (TÜBİTAK 1001, Erasmus+ KA2, or similar) as a capacity-building step before attempting a combined-instrument play

The grid is deliberately simple. Complex scoring produces false precision and invites guesswork. The four-dimension profile is generic enough to be honest and specific enough to offer an insight.

4.1.3 Worked example: Anatolia Public University

Anatolia Public University (established in Play 2 as a mid-size public university preparing a Widening-led trajectory) completed the self-assessment during its internal kick-off meeting for the Twinning proposal. The filled profile is reproduced below as an illustration of how the grid reads in practice. The scores are not a recommendation for Anatolia Public University; they are a snapshot of a realistic starting profile.

Dimension	Score	Reading	Profile
Strategic	11 / 12 (92%)	Written strategy, named national priority (NTS 2023–2030), committed administration, articulated goals and objectives	HIGH
Institutional	7 / 12 (58%)	Grant management function exists but is understaffed; finance system can monitor costs by single project; IP policy older than three years and due revision	MODERATE
Consortium	5 / 12 (42%)	Two Widening-country partners identified; no prior joint project with either; no Horizon Europe coordinator among partners; communication strategy not yet in place	WEAK
Compliance	8 / 18 (44%)	Compliance boundaries known but not written down; risk owner not yet named; no Gender Equality Plan published and no institutional open-access policy in place	WEAK

The recommended next step is Play 2 with specific attention to consortium-building through the Twinning instrument itself, and a parallel internal action on institutional readiness: a targeted investment in grant-management staffing, following the Phase 2 logic of the Research Management Office Setup in 4.1.4, and a refresh of the IP policy before the proposal is submitted. Compliance now reads WEAK rather than MODERATE because the ERA horizontal conditions are unmet: publishing a Gender Equality Plan is a precondition for eligibility rather than an improvement, and must be completed before submission.

4.1.4 Research Management Office (RMO) setup: Building the grant-management function from zero

The above process assumes that the institution has at a minimum a dedicated grant management function with at least one named project manager. However, in many cases this may not be the case.

This subsection provides the path sequence for an institution that has no dedicated grant-management function and intends to build one with EU and national funds. Research-management capacity is an eligible cost in most instruments, provided it is presented as a project function with defined outputs and not as institutional overhead. The three phases are cumulative: each phase produces the track record that makes the next phase's application credible.

Phase 1: Name and anchor (months 0–12). No EU project funding is needed to start. The institution appoints a named coordinator at a defined share of working time, drawn from existing administrative or academic staff, and gives that person written responsibilities, a reporting line to the sponsor identified under S3, and a defined position in the finance and procurement workflow. National instruments carry the first costs: 1513 (Technology Transfer Offices Support Programme) where a TTO exists or can be established, and 1503 (R&D Project Brokerage Events Grant Programme) to generate the first structured contact with industrial and academic partners. COST Action membership costs the institution nothing beyond staff time and places the coordinator in a European network within a single call cycle. An Erasmus+ KA1 staff mobility places that coordinator for one to two weeks inside an experienced European grant office, which is the fastest available transfer of working practice. *I1 moves from not ready to partially ready*: a named person, written responsibilities, and one completed placement or brokerage event.

Phase 2: Fund the team through a project (months 12–24). This is the phase in which the function acquires paid staff. Twinning is the primary vehicle: at up to ~€1.5M and a 100% funding rate, a Twinning action can carry a dedicated research-management work package with the coordinator and one grant officer costed as project staff, alongside training, systems and travel. Play 2 treats this upgrade as a welcome side effect of networking; an institution on the Ramp should instead write it into the proposal as a stated objective with its own deliverables and indicators. An Erasmus+ KA2 Cooperation Partnership can fund a parallel governance

and management strand, and the Hop On Facility remains the lowest-effort route into a live Horizon Europe project, which gives the new office real Grant Agreement, timesheet and reporting practice at partner rather than coordinator risk. Where the host is a public body, IPA III institution-building support can finance the same functions from the pre-accession side. What project funds will pay for is staff time, training, systems, travel and a 25% flat-rate contribution to indirect costs; what they will not pay for is a permanent establishment post. *I2, I3 and I5 are ready:* one multi-year competitive project closed, expenditure identifiable by project and by cost category, and timesheet discipline applied across all project staff.

Phase 3: Consolidate and transfer to core budget (months 24–36). The office now has a delivery record and can be positioned as an institutional asset. Teaming for Excellence is the instrument of choice where a Centre of Excellence is a realistic ambition, since it carries the scale to establish a permanent research-support structure and is combinable with structural investment. ERA Chairs finances senior academic recruitment together with the supporting team and should be planned against a future work programme: the 2026–27 Horizon Europe Work Programme contains no ERA Chairs calls. In parallel, the institution should take its first Pillar II partner role, with the new office running the administrative side. The decisive action of Phase 3 is not a further grant application: it is a formal decision by senior leadership, taken before the anchoring project ends, converting at least one project-funded post into a core-funded post. *I1, I4 and I6 are ready*: a dedicated function with at least one named project manager on core budget, a current IP policy, and one competitive tender handled under an EU-funded project.

The path has one predictable, failure mode. An office financed entirely from project budgets may disappear when those projects close, taking the institutional memory with it. The commitment to core funding therefore is critical and belongs in the strategy document scored under S1 and S3. An institution should avoid a multi-source combined-instrument until the Phase 2 is complete to avoid compliance problems.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Diagnose readiness across four dimensions and route to the correct tool or upstream play	At project kick-off, before committing to a combined-instrument trajectory	The project's lead PI or coordinator, with input from finance, HR, and IP functions	Chapter 3 plays (all); 4.3 Pathway Planner; 4.7 Risk Cards	TRHE Synergy Toolkit workspace → Ready-to-Combine Self-Assessment

4.2 Consortium Builder Kit

The Consortium Builder Kit has three components, each one page: a partner-role definition sheet, a Turkish partner-search routing map, and a cross-helix role-matching grid. Completed together, they produce the consortium layer that the *Pathway Planner* and the *Synergy Concept Note* will later schedule and document.

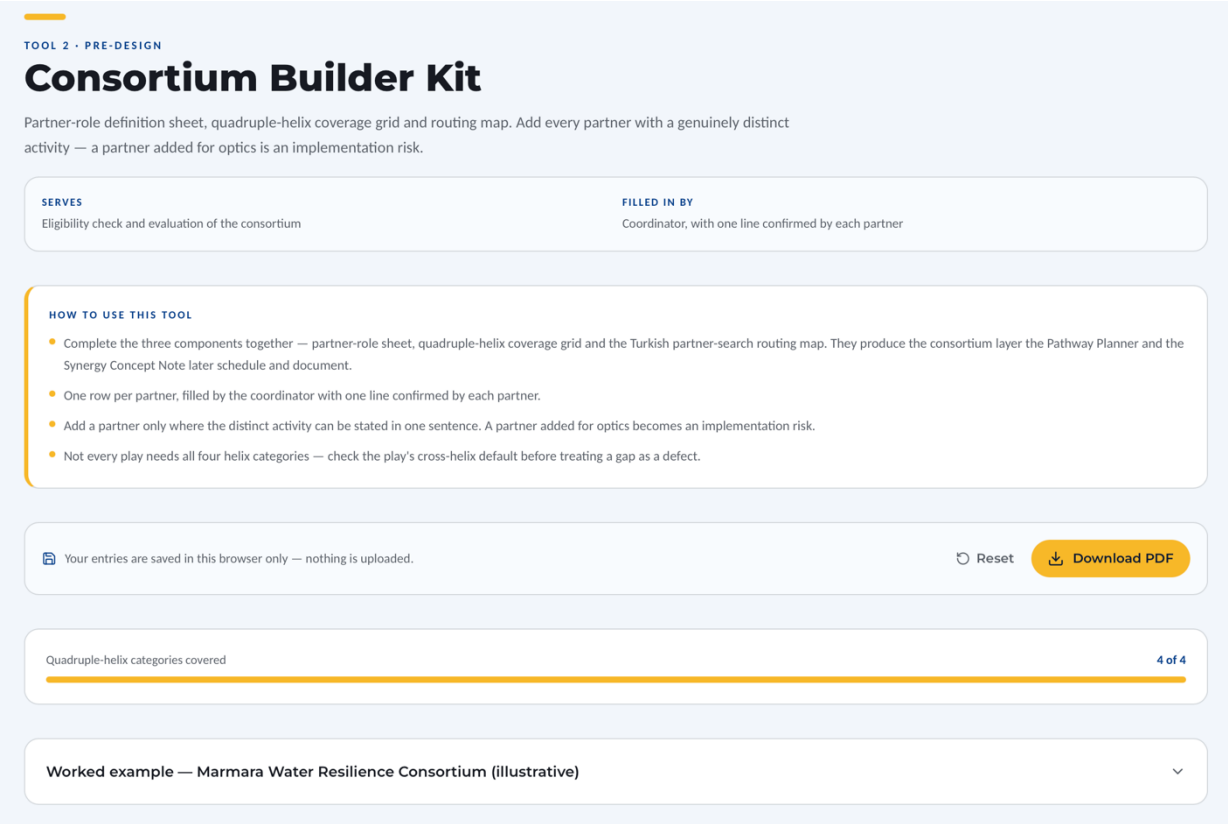


Figure 18: The Consortium Builder Kit

4.2.1 Partner-role definition sheet

The sheet is filled in once per partner. Each row below is a field and the sheet is reproduced either one partner per page or as a single wider table covering the whole consortium, depending on the size of the project.

Field	What to enter	Notes
Partner name	Legal name of the organisation	Not a brand name; use the name that appears in legal documents
Organisation type	University / RO; SME; Large Enterprise; Public Authority; Civil Society Organisation; Other	Follows the quadruple-helix taxonomy
Country	ISO-3166 code	Flag if Widening country (for Play 2) or pre-accession country (for IPA CBC relevance)
Role in project	One of: Coordinator; Co-lead; Work-Package Lead; Partner; Affiliated Entity; Third Party	One role per partner; if a partner holds two roles (e.g., WP lead and third-party host), split into two rows
Value brought	One sentence	The single most important thing this partner brings that the consortium does not already have
Distinct activity	One sentence	What this partner does in the project
Budget share	Indicative % of total	Sum across all partners must equal 100%
Eligibility check	YES / NO	Against the primary instrument's rules

The "**distinct activity**" field is very important. The evaluators of any Horizon Europe or Erasmus+ proposal will test whether each partner's contribution is genuinely distinct, or whether a partner has been added for optics. A partner whose distinct activity cannot be stated in one sentence is almost certainly going to become an implementation risk. Our recommendation is to leave the row open rather than fill it with a plausible-sounding but weak sentence: the gap is itself a signal that the consortium design needs work.

4.2.2 Turkish partner-search routing map

The following table answers the question: for a given programme family, where does a Turkish applicant go first to find partners? This is not an exhaustive list of partner-search tools; it is the shortlist that works in practice for Turkish applicants.

Programme family	Primary channel for Turkish applicants	Secondary channel	Notes
Horizon Europe (all pillars)	TÜBİTAK NCP desks (per cluster / per pillar)	Funding & Tenders Portal partner search; Ufuk Avrupa portal	NCP desks hold live partner-search requests that do not always reach the public portals
Erasmus+	Turkish National Agency (UA) partner-search service	EPALE platform; School Education Gateway	UA maintains sector-specific contact lists that a public search does not surface
DIGITAL Europe	EDIH Türkiye network (11 hubs)	EDIH contact point list on the Commission portal	Turkish participation limited to SO 1, 2, 4, 5 - filter partner search accordingly
SMP-COSME	EEN Türkiye (Enterprise Europe Network)	Cluster internationalisation platforms (KOSGEB-supported)	SMP participation restricted to COSME strand; partner expectations differ from HE consortia
Interreg / IPA CBC	Programme Joint Secretariat (per programme)	Directorate for EU Affairs CBC unit	CBC partners are geographically constrained; partner-search is eligibility-driven, not topic-driven
COST Actions	COST National Coordinator (TÜBİTAK)	COST Open Call partner search	Low-barrier entry for first-time consortium participants; a useful intermediate step
Seal Re-Routing	TÜBİTAK Seal-friendly schemes; KOSGEB; Development Agencies; TTGV	Directorate for EU Affairs (for IPA III alignment)	The channel depends on the original Seal call, not on the applicant type - see 4.6

An applicant who has exhausted the primary and secondary channels for a given programme without finding a fit should treat that as a signal: either the call is wrong for the organisation, or the consortium ambition is wrong for the call.

4.2.3 Cross-helix role-matching grid

The table below consolidates the Consortium Positioning components of each play into a single overview. For each play, each quadruple-helix actor type is assigned a default role: Lead (the typical coordinator), Core (central contributor without coordination), Validator (quality, ethics, or end-user testing role), or Partner (not a structural role in this play). This is a starting point for consortium design, not the final stage.

Play	University / RO	SME	Public Authority	Civil Society
Play 1: Research-to-Scale-Up	Lead	Core	Validator	Validator
Play 2: Widening Leadership	Lead	Partner	Core	Partner
Play 3: SME Digitalisation	Core	Lead	Validator	Partner
Play 4: Cross-Border Demonstration	Core	Core	Lead	Core
Play 5: Seal of Excellence Fast-Track	Lead	Lead	Validator	Partner
Play 6: Public Authority Capacity and Investment	Core	Core	Lead	Validator

Play 7: Civil Society and Community Innovation	Core	Partner	Validator	Lead

4.2.4 Worked example - Marmara Water Resilience Consortium

The partial partner-role definition sheet below is reproduced from the Marmara Water Resilience Consortium (Play 4), a Turkish-led cross-border consortium that moved from Interreg VI-A Bulgaria–Türkiye toward a Horizon Europe Mission demonstration. Four partners are shown; the full consortium extends to eight.

Partner	Type	Role	Value brought	Distinct activity	Budget share
Edirne Provincial Governorate (TR)	Public Authority	Coordinator	Political mandate over the Maritsa basin on the Turkish side; existing bilateral channel with Bulgarian counterparts	Coordination across three national jurisdictions; chairing of the steering committee	22%
Trakya University (TR)	University / RO	WP Lead - Evidence	Hydrological modelling capacity on the Maritsa basin; two prior COST Actions on transboundary water	Lead on modelling WP; only partner with calibrated basin-level data	18%
AquaGreen Solutions EAD (BG)	SME	Partner	Off-the-shelf early-warning sensors deployed in Bulgaria; technical pilot capacity	Supply and calibration of sensors on the Turkish pilot sites	14%
Black Sea NGO Network (RO)	Civil Society	WP Lead - Engagement	Established community relationships on the Black Sea coast; multilingual outreach	Lead on community engagement WP; only partner with civil-society reach across all three countries	11%

The completed sheet demonstrates two patterns. First, no partner is added without a distinct activity: a partner that merely "supports dissemination" would be flagged as optics in the eligibility column. Second, the coordinator role is held by a Public Authority, not a University: in Play 4, the cross-border cooperation logic makes the public authority the natural anchor, and the grid reflects this default.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Build and document the consortium at a level of detail that is defensible at eligibility check and at evaluation	After the Self-Assessment and before the Pathway Planner	Lead coordinator with each partner's representative	Chapter 3 Plays 1, 2, 4, 6, 7; 4.3 Pathway Planner; 4.4 SCN	TRHE Synergy Toolkit workspace → Consortium Builder Kit

4.3 Pathway Planner

The Pathway Planner is the operational template that turns a play's narrative into a single page plan. Each play describes a phased sequence of instruments.

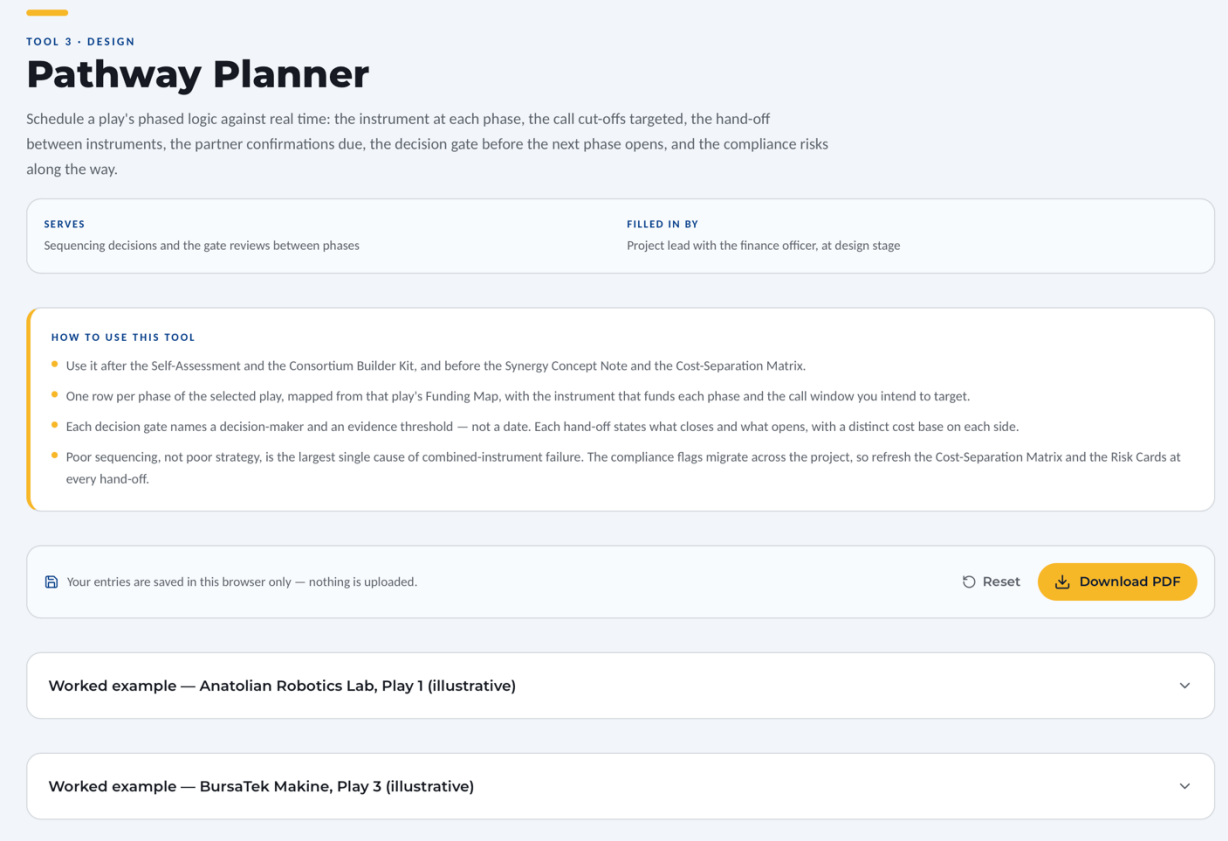


Figure 19: The pathway planner

The Pathway Planner schedules that sequence against real time, flags the decision gates at which the project either continues or pivots, and names the compliance risks the applicant must track for the duration. Often, the largest single cause of combined-instrument project failure is not poor strategy but poor sequencing: a call cut-off is missed by six weeks, a hand-off between two instruments assumes a reporting window that does not exist, or a go/no-go decision that should have been made at M18 is deferred to M24 and no longer has the information base it needed.

4.3.1 Structure of the Planner

The Planner is a horizontal timeline spanning seven years (M1 to M84), divided into quarters. The rows and columns are fixed:

- **Timeline axis** (horizontal) - quarters from Q1 of Year 1 to Q4 of Year 7. Year boundaries are marked clearly; month numbers are used for intra-quarter markers.
- **Phase rows** - one row per phase of the selected play, mapped directly from that play's Funding Map.
- **Primary instrument column** (left) - the instrument that funds each phase, by its Chapter 2 label.
- **Call cut-offs row** - the opening and closing dates of each call the applicant intends to target. Cut-offs are given as absolute dates where known, and as target quarters where the call is not yet published.
- **Internal decision-gate markers** - triangles or diamonds on the timeline at the points where a go/no-go decision is made. Each gate names the decision-maker (sponsor, steering committee, external advisor) and the decision criterion (an evidence threshold, not a date).

- **Hand-off points** - vertical lines where the project transitions between instruments. Each hand-off has a short label explaining what closes and what opens.
- **Partner confirmation deadlines** - circles on the timeline at the points where each partner's formal commitment must be confirmed for the next phase.
- **Compliance flag lane** (bottom) - the specific compliance risk(s) the play foregrounds, with markers at the points where each risk is most acute.

The layout is designed to render legibly on a single A4 landscape page. Splitting the Planner across pages defeats its purpose; the whole value of the tool is that the project's operational logic is visible at a glance.

4.3.2 Worked example 1 - Anatolian Robotics Lab (Play 1)

Anatolian Robotics Lab (Play 1: Research-to-Scale-Up) is a Turkish university-based research group with a robotics platform at TRL 4, targeting a deployment-level outcome at TRL 8 through a three-phase trajectory. The 84-month Pathway Planner below captures the sequence, the decision gates, and the compliance flags.

Dimension	M1–M12	M13–M36	M37–M60	M61–M84
Phase	Preparation	Phase 1: National R&D	Phase 2: European collaboration	Phase 3: Market entry
Primary instrument	Internal seed + TÜBİTAK 1001 preparation	TÜBİTAK 1001	Horizon Europe Cluster 6 IA	EIC Accelerator (or Seal re-route per Play 5)
Call cut-off (target)	N/A	Q4 Y1 submission	Q1 Y3 submission	Q2 Y6 cut-off
Decision gate	M6: sponsor confirms 3-year horizon and partner shortlist	M30: go/no-go on Cluster 6 submission based on TÜBİTAK 1001 interim results and partner readiness	M54: go/no-go on EIC Accelerator based on Cluster 6 mid-term review and TRL assessment	-
Hand-off	-	-	M36→M37: TÜBİTAK 1001 closure feeds Cluster 6 IA kick-off. Distinct cost base; no personnel double-counted.	M60→M61: Cluster 6 IA closure feeds EIC Accelerator. If EIC fails, Seal re-route (4.6) activates by M66.
Partner confirmations	M10: national partner consortium	M30: Horizon Europe consortium letters of intent	M54: EIC Accelerator commercial partner	-
Compliance flag	No double funding (TÜBİTAK 1001 + seed)	No double funding (TÜBİTAK 1001 concurrent with Cluster 6 prep costs)	No double funding (Cluster 6 + preparation for EIC); State aid (EIC SME-support rules)	State aid; no simplification that distorts rules (Seal re-route)

The Planner tells the reader three things at a glance. First, the project commits to a seven-year trajectory at M1; partial trajectories end at a natural boundary (M36 or M60). Second, the gates at M30 and M54 are the critical decision points; each requires evidence that the preceding phase has produced, not commitments made on the basis of hope. Third, the compliance flags migrate across the project - the risk profile at M18 is different from the risk profile at M60 - and the Cost-Separation Matrix (4.5) and Risk Cards (4.7) must be refreshed at each hand-off, not only at proposal stage.

4.3.3 Worked example 2 - BursaTek Makine (Play 3)

BursaTek Makine (Play 3: SME Digitalisation) is a mid-size industrial SME targeting a 48-month trajectory across EDIH services, TÜBİTAK 1507 for SME R&D, EEN for European market access, and a Horizon Europe Cluster-level IA as co-applicant at the end of the pathway.

Dimension	M1–M6	M7–M18	M19–M30	M31–M48
Phase	EDIH diagnosis + upskilling	TÜBİTAK 1507 R&D	EEN + market validation	Cluster IA as co-applicant

Primary instrument	EDIH service (SO 4)	TÜBİTAK 1507	SMP-COSME (EEN service)	Horizon Europe Cluster 6 or 4 IA
Call cut-off (target)	Continuous intake	Q2 Y1 submission	Continuous intake (EEN); national co-funding call Q1 Y2	Q4 Y2 submission
Decision gate	M4: digital maturity score triggers formal R&D investment decision	M16: go/no-go on EEN engagement based on TÜBİTAK 1507 interim validation	M28: go/no-go on Cluster IA co-application based on market validation findings	-
Hand-off	M6→M7: EDIH diagnostic report closes; TÜBİTAK 1507 kicks off with EDIH-informed scope	M18→M19: TÜBİTAK 1507 completes; EEN service continues on market-access activities	M30→M31: BursaTek joins a university-led Cluster IA consortium as industrial co-applicant	-
Partner confirmations	M5: EDIH engagement letter	M14: European customers identified (≥3)	M26: university consortium lead confirms co-applicant role	-
Compliance flag	No double funding (EDIH service is not a grant)	No double funding (TÜBİTAK 1507 + EDIH outputs); IP clarity	State aid (SMP-COSME de minimis)	No double funding (Cluster IA + earlier phases); IP transfer clarity

The BursaTek example illustrates a hand-off that is distinct from Anatolian Robotics: the EDIH service at M1–M6 is not a grant, and its outputs (a digital maturity report, a tailored upskilling plan) feed the subsequent TÜBİTAK 1507 R&D without triggering a double-funding risk. This is a subtlety that Play 3 makes explicit but that many applicants miss in practice, and the Planner - by placing the EDIH phase on the same timeline as the grant phases - forces the applicant to confront the distinction.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Schedule a play's phased logic against real time, decision gates, hand-offs, and compliance flags	After Self-Assessment and Consortium Builder Kit; before SCN and Cost-Separation Matrix	Project coordinator with input from finance and from each partner	Chapter 3 (all plays, especially the Funding Map of each); 4.1; 4.2; 4.4; 4.5; 4.7	TRHE Synergy Toolkit workspace → Pathway Planner

4.4 Synergy Concept Note (SCN)

The Synergy Concept Note is the short strategic document that an applicant writes internally before committing a consortium, a budget line, or an institutional signature to a combined-instrument pursuit. Its audience is not the evaluator but the applicant's own board, executive director, or co-applicant's leadership; its purpose is to make the strategic case explicit enough that the decision to proceed is an informed one. In our experience, the absence of an SCN - or its replacement with a paragraph in a project concept document - is a frequent cause of late-stage governance failure on combined-instrument projects. The Note is short by design: one page, nine fields, and no room for padding.

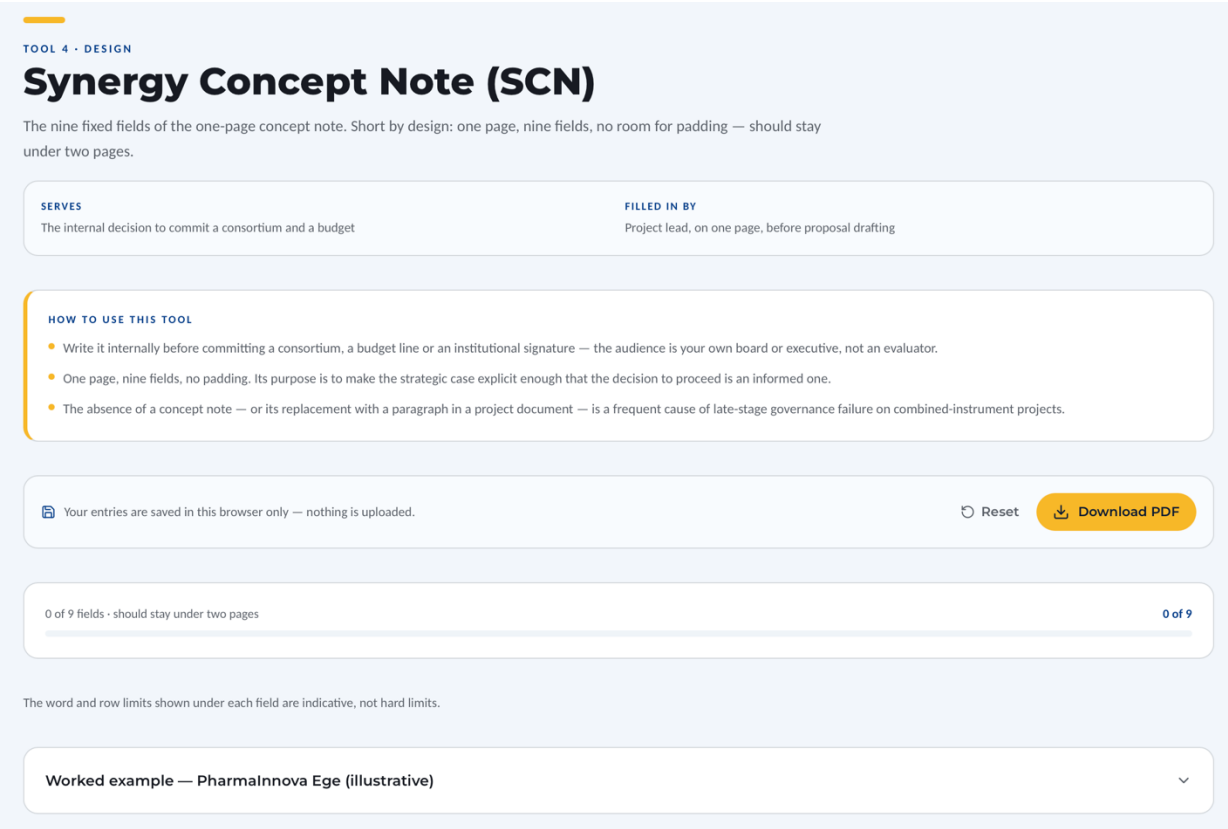


Figure 20: Synergy Concept Note

4.4.1 The nine fields

The SCN is reproduced below as a fillable template. The fields are fixed; an applicant may not add, remove, or reorder them. The word-count guidance is indicative, not binding, but the SCN should not expand beyond two pages.

Field	Content	Guidance
1. Strategic goal	Two sentences	The end-state the organisation is committing to at M84, and why that end-state matters to the organisation's mission
2. Lead actor and actor type	One line	Legal name + quadruple-helix type + Chapter 3 role in the selected play
3. Primary play reference	One line	Exact Chapter 3 name and number, e.g., "Play 1: Research-to-Scale-Up"
4. Instrument sequencing	3–5 rows	Instrument (Chapter 2 label) → phase (from the play) → what the instrument funds (one line)
5. Cost separation logic	One sentence per instrument	How costs are kept distinct from the preceding and following instruments - not a promise, a mechanism

6. Consortium roles	3–6 rows	Partner type → role → value brought. Short form of the 4.2.1 sheet
7. Compliance boundary foregrounded	One of the four, with one sentence	Which of the four boundaries is the tightest on this project, and how it is respected
8. Risks flagged	Top 3	Short labels matching 4.7 Risk Cards; one line each on exposure
9. Decision sought	One line	One of: Approval to proceed / Further work needed (specify) / External input required (specify)

The SCN is the document that will help you make the final decision. A sponsor or board cannot credibly approve a combined-instrument pursuit on the basis of a concept paragraph or a slide. The decision needs to be based on a more quantitative approach.

4.4.2 Worked example - PharmaInnova Ege

PharmaInnova Ege (Play 5: Seal of Excellence Fast-Track) received a Seal of Excellence from the EIC Accelerator in late Year 1 of its trajectory: the proposal scored above the threshold but fell below the funding cut-off. The SCN reproduced below was prepared for the company's board in advance of a decision to re-route the proposal to a KOSGEB scheme with comparable scope.

Synergy Concept Note - PharmaInnova Ege (Play 5 re-routing case)

1. **Strategic goal**. PharmaInnova Ege will bring a first-in-class biosimilar candidate to regulatory filing and pre-commercial manufacturing scale within 36 months, strengthening Türkiye's strategic autonomy in biologics and positioning the company for European market entry in parallel. The project is on the organisation's mission path; the alternative of deferring to the next EIC cut-off would delay filing by 18 months and expose the candidate to a competing molecule in EU clinical trials.
2. **Lead actor**. PharmaInnova Ege A.Ş. (SME, pharmaceutical R&D). Role in Play 5: primary applicant holding an EIC Accelerator Seal of Excellence.
3. **Primary play reference**. Play 5: Seal of Excellence Fast-Track (branch: EIC Seal → KOSGEB re-route).
4. **Instrument sequencing**.

#	Instrument	Phase	What it funds
4a	Horizon Europe EIC Accelerator (submission only; Seal received)	M0	Proposal development costs (internal)
4b	KOSGEB R&D, Innovation and Industrial Application Support Programme (Seal-friendly strand)	M1–M30	Biosimilar development, regulatory preparation, pre-commercial manufacturing
4c	TÜBİTAK 1507 (complementary, if scope allows)	M6–M24	Specific analytical platform development, distinct from the KOSGEB-funded core
4d	EEN Türkiye (advisory)	M12–M30	European market-access advisory; not a grant, no double-funding exposure

5. Cost **separation logic**. (a) KOSGEB funds the biosimilar development core; TÜBİTAK 1507, if activated, funds a distinct analytical platform scope-separable from the core; the two are managed as separate project codes in the company's finance system with no shared personnel lines. (b) EEN is a service, not a grant, and therefore does not enter the cost-separation matrix.
6. **Consortium roles**.

Partner	Type	Role	Value brought
PharmaInnova Ege	SME	Lead (KOSGEB), Lead (TÜBİTAK 1507)	R&D capacity; manufacturing infrastructure
University contract lab (TR)	University / RO	Analytical services supplier	Regulatory-grade analytical platform access
Regulatory advisor (TR)	Third party	Affiliated expert	EU regulatory pathway expertise

7. **Compliance boundary foregrounded**. No double funding. KOSGEB and TÜBİTAK 1507 may overlap in period. The project treats the two scopes as fully separable cost bases, documented in a Cost-Separation Matrix (4.5) approved by the finance officer before each submission.
8. **Risks flagged**: Call misalignment; Concurrent state aid exposure if the TÜBİTAK 1507 strand is triggered at the same time; Timeline compression (36 months is aggressive for a biosimilar regulatory filing).
9. **Decision sought**. Approval to proceed on the KOSGEB re-routing; further work needed on the TÜBİTAK 1507 complementary strand (board to decide at Q2 review after scope-separability analysis).

The SCN above occupies a single printed page in the digital companion and renders at approximately 500 words in the body. A reader can see, in one view, what is being committed, why, through which instruments, with which partners, against which compliance boundary, and what decision is being asked for. That is the point of the tool.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Document the strategic case for a combined-instrument trajectory in one page, for internal decision-making	After Pathway Planner and before any external commitment	Project coordinator; signed off by the organisation's sponsor	Chapter 3 all plays; 4.3; 4.5; 4.7; Chapter 5	TRHE Synergy Toolkit workspace → Synergy Concept Note

4.5 Cost-Separation Matrix

The Cost-Separation Matrix is the most important compliance artefact in this chapter. It is the document that, at audit, demonstrates that no cost has been charged to two EU or combined EU–national sources. The ***no double funding boundary*** is the hardest boundary at audit and the one most often breached inadvertently: overheads may be absorbed into two concurrent projects, a senior researcher's salary split across two grants without a defensible attribution rule, a piece of equipment purchased under one project and used principally for another. The Matrix is the tool that pre-empts those breaches by forcing the finance officer to name, in advance, which instrument funds which cost category, and how shared costs are allocated.

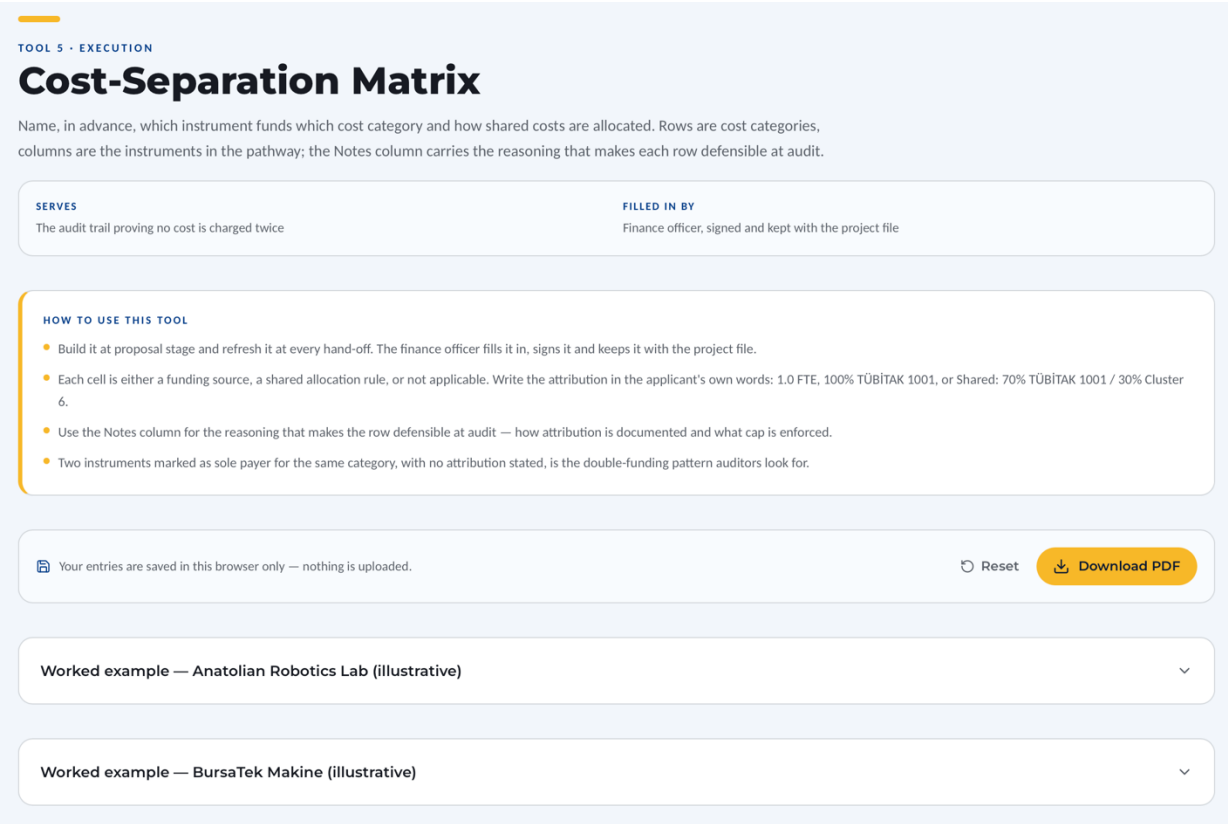


Figure 21: Cost-Separation Matrix

4.5.1 Structure of the Matrix

The Matrix is a grid. Rows are cost categories; columns are the instruments in the pathway; cells are either a funding source, a shared allocation rule, or not applicable. A footer below the grid carries a one-line declaration for the financial officer's signature.

The standard cost categories are: personnel (by seniority band if needed); subcontracting; travel and subsistence; equipment (capitalised and non-capitalised); consumables; indirect costs (overheads); and any specific categories that the selected instruments add (e.g., IP protection costs for EIC Accelerator cases; audit fees for TÜBİTAK-funded projects).

The columns are the instruments in the project's Pathway Planner, named by their Chapter 2 labels. A project with three instruments produces a 3-column matrix; a project with two instruments in concurrent phases produces a 2-column matrix for that phase, which may need to be refreshed at each hand-off.

4.5.2 Worked example A - Anatolian Robotics Lab

The case below covers the concurrent phase of Anatolian Robotics Lab's Pathway Planner (Play 1): months M30 to M36, during which the TÜBİTAK 1001 project is in its closing quarter and the Horizon Europe Cluster 6 IA preparation costs are being incurred. This is the most delicate phase of the trajectory and the one where double-funding risk is highest.

Cost category	TÜBİTAK 1001 (closing Q)	Horizon Europe Cluster 6 IA (preparation)	Notes
Personnel - PI (1 FTE)	0.4 FTE attributed to TÜBİTAK 1001 closure activities (reporting, final deliverable)	0.6 FTE attributed to Cluster 6 proposal development	Attribution documented via timesheets; 1.0 FTE cap enforced
Personnel - postdoc (1 FTE)	1.0 FTE	-	Postdoc fully on TÜBİTAK 1001 closure; no involvement in Cluster 6 proposal activities
Personnel - PhD candidate	1.0 FTE	-	Not eligible on HE IA at preparation stage
Subcontracting - external validation	€12,000 (signed under TÜBİTAK 1001)	Not applicable at preparation stage	Deliverable closes under TÜBİTAK 1001
Travel - international	Shared: 70% TÜBİTAK 1001 / 30% Cluster 6	Shared: see left	Two trips in period; attribution by day and by agenda, documented per trip
Equipment - robotic platform	Depreciation charged to TÜBİTAK 1001 only	Not charged	Equipment purchased under TÜBİTAK 1001; HE project will use via a documented access arrangement without cost charge
Consumables	100% TÜBİTAK 1001	Not applicable	All consumables used in closure experiments
Indirect costs	25% flat rate on direct eligible costs of TÜBİTAK 1001	-	No indirect costs on preparation phase
IP protection costs	Not applicable	Not applicable	IP protection deferred to Cluster 6 execution phase

Declaration. The finance officer certifies that no cost charged under TÜBİTAK 1001 for months M30–M36 is or will be charged, in whole or in part, under any Horizon Europe instrument, and that the attribution rules above have been applied in the accounting records. Signed: [Finance Officer] - Date: [MM/YY].

4.5.3 Worked example B - BursaTek Makine

The case below covers BursaTek Makine's Play 3 trajectory at months M13–M18, when TÜBİTAK 1507 is in its active R&D phase, EDIH services continue, and an SMP-COSME (EEN-supported) market validation activity begins.

Cost category	TÜBİTAK 1507	EDIH service (not a grant)	SMP-COSME (EEN)	Notes
Personnel - R&D engineer	1.0 FTE	-	-	R&D engineer fully on TÜBİTAK 1507 scope
Personnel - commercial manager	-	-	0.3 FTE on market validation	No overlap with TÜBİTAK 1507 scope
Personnel - digital lead	-	EDIH engagement 0.2 FTE	-	EDIH is a service, not a grant; no double-funding risk by definition
Subcontracting - testing	€18,000 under TÜBİTAK 1507	-	-	Testing scope-separable from EEN market validation
Travel - European customer visits	-	-	€4,500 under SMP-COSME	No TÜBİTAK 1507 travel in this period

Equipment - CAD/CAM upgrade	€35,000 charged to TÜBİTAK 1507	-	-	Equipment used exclusively on the TÜBİTAK 1507 scope in this period; if later shared, a rule will be added
EDIH services (advisory)	-	€9,000 invoiced (paid by EDIH)	-	In-kind advisory; no cost to the SME; no entry for funding-source purposes except to record the service
Indirect costs	TÜBİTAK flat overhead	-	SMP-COSME flat overhead	Two distinct overhead bases; no double-counted indirect cost

Declaration. The finance officer certifies that no cost charged under TÜBİTAK 1507 for months M13–M18 is or will be charged, in whole or in part, under any SMP-COSME instrument, and that EDIH services received by the company in the same period are in-kind advisory and not subject to double-funding exposure.

The BursaTek case is also a useful demonstration of a subtlety: the EDIH service row is included in the Matrix not because EDIH creates a double-funding risk (it does not), but because its inclusion forces the finance officer to name, in advance, why it is outside the grant-on-grant comparison. A row that is present and explained is safer than a row that is absent and assumed.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Document, for each phase of a multi-instrument project, that no cost is charged twice; signed by the finance officer	At each hand-off in the Pathway Planner, and at every reporting milestone	Finance officer of the coordinating entity	Chapter 3 Plays 1, 3, 4, 6; 4.3; 4.4; 4.7 Risk Card 1	TRHE Synergy Toolkit workspace → Cost-Separation Matrix

4.6 Seal Re-Router

A Seal of Excellence is not a consolation prize. It is a formal recognition from the European Commission that a proposal met the quality threshold of a competitive call but could not be funded because the budget was exhausted. The Seal opens specific paths in the Turkish funding system - KOSGEB and TÜBİTAK operate Seal-friendly schemes, Development Agencies will consider Seal-bearing cases for regional funding, and TTGV treats the Seal as a credibility signal for technology-transition finance. The Seal Re-Router is the single-page template that converts the original (unsuccessful) proposal into a new application to one of these channels. It is the operational artefact of Play 5.

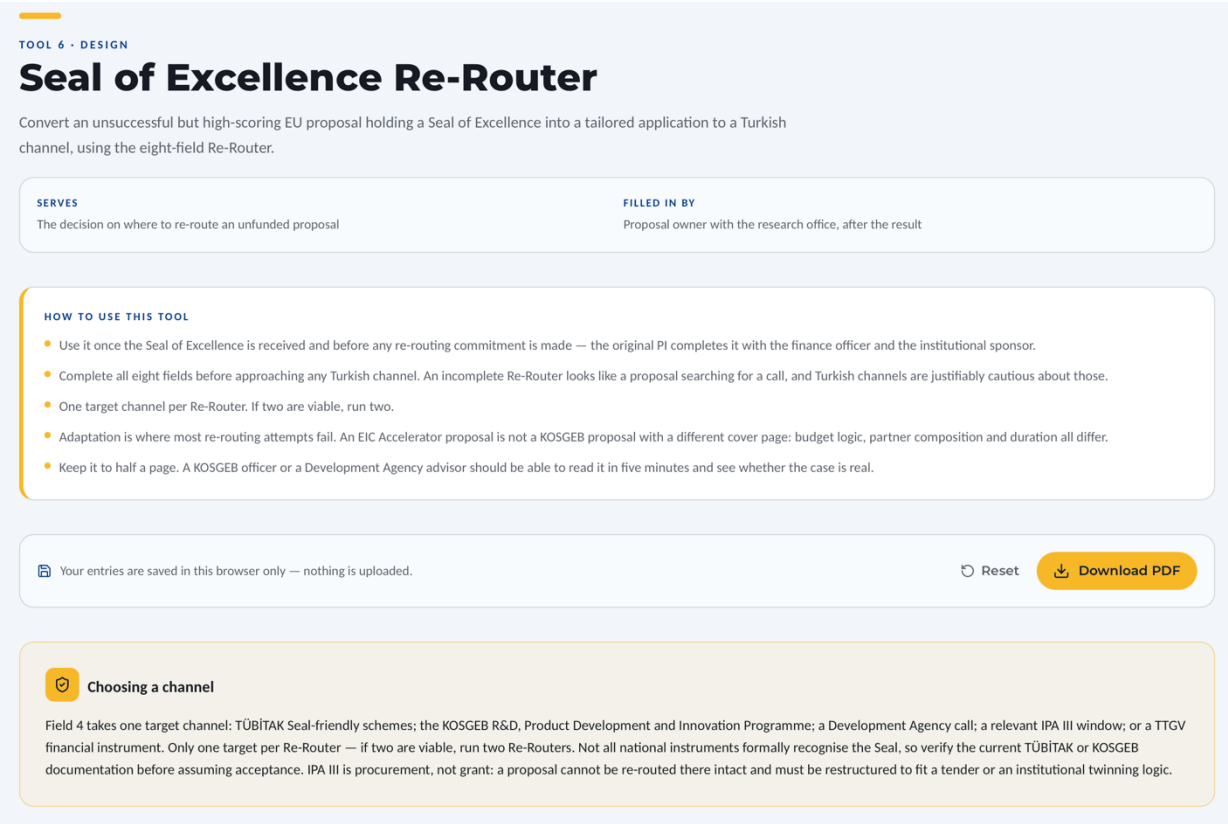


Figure 22: Seal Re-Router

4.6.1 Structure of the Re-Router

The Re-Router has eight fields. The discipline is to complete all eight before approaching any Turkish channel as an incomplete Re-Router looks like a proposal looking for a random call or opportunity, and Turkish channels are justifiably cautious about those.

Field	Content
1. Original proposal details	Call reference, topic, submission date, evaluation score (overall and per criterion), Seal of Excellence status (EIC Accelerator, ERC Proof of Concept, MSCA Individual Fellowship, Horizon Europe Pillar II topics where the Seal applies), evaluators' threshold versus funding line
2. Original abstract and objectives	150 words maximum; verbatim from the original proposal
3. Evaluation summary report findings	Evaluators stated strengths and weaknesses, verbatim where possible; in particular, any comment on the consortium, on the implementation plan, or on the budget
4. Target re-routing channel	Chosen from: TÜBİTAK Seal-friendly schemes; KOSGEB R&D, Innovation and Industrial Application Support Programme; a Development Agency call; a relevant IPA III window; a TTGV financial instrument. Only one target per Re-Router; if two are viable, run two Re-Routers

5. Adaptation required	What must change for the new channel: scope (reduced or re-focused); budget (eligible cost categories may differ); partner composition (if the channel requires Turkish-only or Türkiye-majority); duration (many national channels cap project duration below Horizon Europe norms)
6. Eligibility re-check	Each eligibility criterion of the new channel, confirmed or flagged as pending; the pending rows are the blocking rows before submission
7. Timeline for re-submission	Next call window (absolute date if published, target quarter if not); internal lead time to prepare the adapted proposal
8. Internal sign-off	Names of: original PI, financial officer, institutional sponsor; with date of sign-off

The Re-Router is structurally simple, but our experience has been that the adaptation field (5) is where most re-routing attempts fail. An EIC Accelerator proposal is not a KOSGEB proposal with a different cover page: the budget logic, the partner composition, and the duration assumptions are different, and an adaptation that fails to confront that will produce a weak application to a channel that had been open to a strong one.

4.6.2 Worked example - PharmaInnova Ege

Continuing the PharmaInnova Ege case from 4.4, the Re-Router below converts the EIC Accelerator Seal of Excellence into a KOSGEB R&D, Innovation and Industrial Application Support Programme application.

1. **Original proposal details**. EIC Accelerator cut-off 2025-10-08; topic open; evaluation score 13.8/15; threshold 13.0; Seal of Excellence issued 2026-01-15; funding line at 14.2 (11 proposals funded above PharmaInnova).
2. **Original abstract and objectives**. [150-word abstract of PharmaInnova Ege biosimilar development, regulatory filing path, pre-commercial manufacturing scope - reproduced verbatim from the EIC application.]
3. **Evaluation summary report findings**. Strengths: strong scientific rationale; clear regulatory strategy; experienced team. Weaknesses: commercial partner composition judged narrow (a single EU distribution partner); go-to-market plan underpowered for 30 EU member states.
4. **Target re-routing channel**. KOSGEB R&D, Innovation and Industrial Application Support Programme - Seal-friendly strand.
5. **Adaptation required.** Scope: narrowed to the biosimilar candidate and the Turkish manufacturing scale-up; EU market-entry activities moved to a parallel EEN advisory track, not in the KOSGEB budget. Budget: subcontracting cap revised to KOSGEB norms; indirect cost rate changed; IP protection costs moved outside the KOSGEB-funded scope. Partner composition: the EU distribution partner removed from the KOSGEB application (partner continues under a separate commercial agreement). Duration: 30 months (down from 36 on the EIC submission), aligned with KOSGEB Programme limits.
6. **Eligibility re-check**. SME status confirmed; sector eligibility confirmed; Turkish entity confirmed; prior KOSGEB support history compatible; de minimis ceiling checked; Seal of Excellence documentation in hand.
7. **Timeline for re-submission**. Next KOSGEB Seal-friendly cut-off: 2026-06-30. Internal lead time: 10 weeks. Submission target: 2026-06-20.
8. **Internal sign-off.** Original PI, finance officer and institutional sponsor named, with date of sign-off recorded before submission.

The Re-Router is a half-page document in printed form. It does not have to be a long text: a KOSGEB officer, a TÜBİTAK desk, or a Development Agency advisor should be able to read the Re-Router in five minutes and identify whether the case is real.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Convert an unsuccessful but high-scoring EU proposal (with a Seal of Excellence) into a tailored application to a Turkish channel	After Seal of Excellence is received and before any re-routing commitment is made	Original PI with finance officer and sponsor	Chapter 3 Play 5; 4.4 SCN; 4.5 Cost-Separation Matrix; 4.7 Risk Cards	TRHE Synergy Toolkit workspace → Seal Re-Router

4.7 Risk Cards: The Compliance Deck

The Risk Cards are the final tool in the toolkit and the one closest to the audit desk. Each card names a specific risk that cuts across plays, states where it typically surfaces, lists the warning signs and concrete mitigations, and names which of the four compliance boundaries it engages. The cards are standardised: every card uses the same format, so that a coordinator, a finance officer, or an auditor can read any card in under two minutes. There are nine cards in the Deck: Cards 1–7 address the rule- and governance-driven risks that cut across all plays; Cards 8 and 9 address two Türkiye-specific exposures - the IPA III re-entry trap and currency risk on mixed national/European pathways.

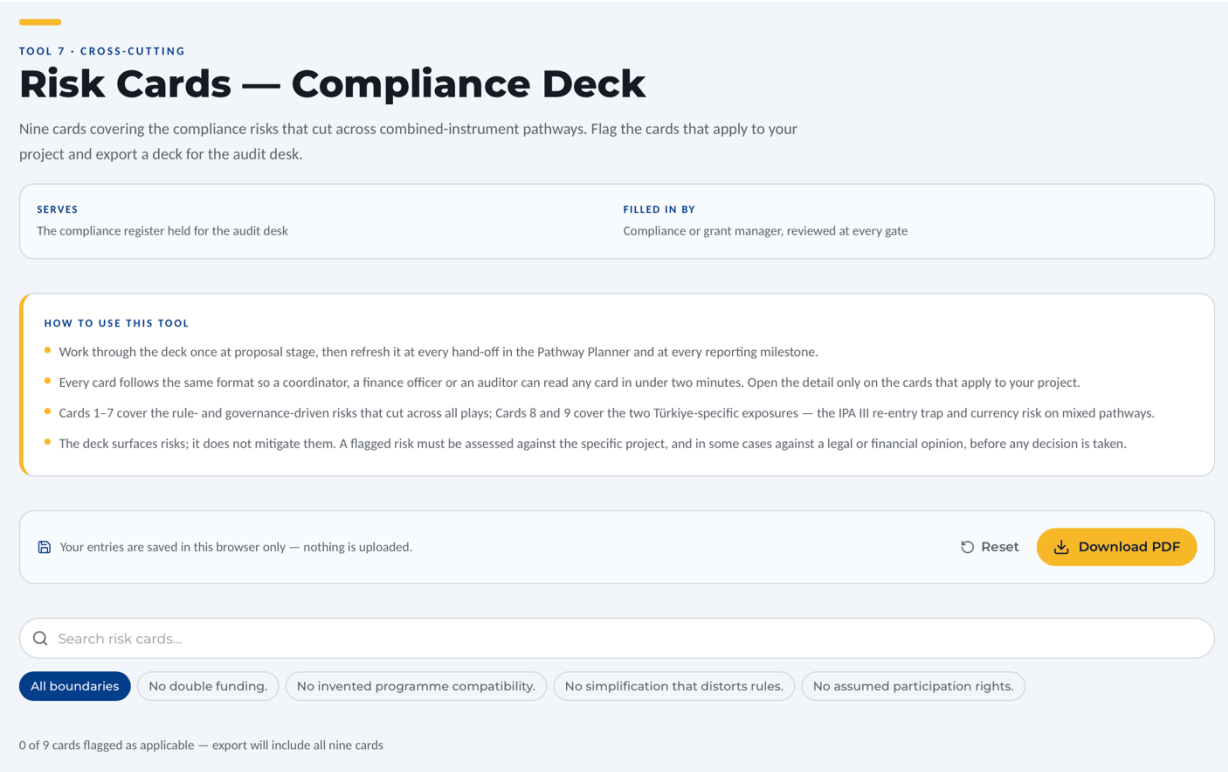


Figure 23: Risk Cards

The Deck does not itself mitigate risks; it surfaces them. A risk flagged on a card must be assessed against the specific project, and in some cases against a legal or financial opinion, before any decision is taken. The cards' value is that they bring risks into visibility before the project has committed to them; their limit is that no risk register replaces the responsible judgement of the people running the project.

4.7.1 Card 1 - Double-funding

Risk name. Double-funding.

Short description. The same cost - personnel time, equipment depreciation, a subcontract, overheads - is charged, in whole or in part, to two EU or combined EU–national sources. This is the single most serious and most common audit failure in combined-instrument projects, and it is typically inadvertent.

Where it typically surfaces. Any concurrent-instrument phase of Plays 1, 3, 4, 6; most acutely at hand-offs where one project is closing and another starting, and where personnel or equipment roll from one to the other. Also surfaces in shared overhead bases across projects in the same institution.

Warning signs. (i) A senior researcher appears on two project staffing plans without an explicit attribution rule. (ii) A piece of equipment purchased under one project is used principally for another, without a documented access arrangement. (iii) Overheads are absorbed as a flat rate on each project without a shared-base check

at the institutional level. (iv) The finance officer has not produced a cost-separation matrix (4.5) for the current phase.

Mitigation. (i) Complete and sign a Cost-Separation Matrix (4.5) at every hand-off and at every reporting milestone, not only at proposal stage. (ii) Enforce a timesheet discipline across all project staff, with attribution visible at the line-item level. (iii) Treat shared equipment under an intra-institutional access agreement that is documented and rate-card-priced, not assumed. (iv) Budget a periodic internal review by the audit function, independent of the project team.

Compliance boundary engaged. No double funding.

Cross-reference. 4.5 Cost-Separation Matrix; Cards 2 (state aid) and 6 (consortium governance) for overlapping exposures.

4.7.2 Card 2 - State aid

Risk name. State aid.

Short description. Public funding to an undertaking (in the EU state-aid sense - any entity carrying out an economic activity) exceeds the thresholds at which the support must be notified or must be structured under the General Block Exemption Regulation or must comply with the de minimis regulation. The risk is material in any Play that involves SME co-funding, industrial IAs, or public procurement of innovation - Plays 1, 3, 4, 5, 6.

Where it typically surfaces. EIC Accelerator cases; Horizon Europe IAs with SME participation; KOSGEB Seal-friendly schemes; IPA III procurement windows; SMP-COSME grants to SMEs. Particularly acute where two support measures apply concurrently to the same undertaking, even when each on its own is compliant.

Warning signs. (i) The project budget does not distinguish between economic and non-economic activities of a university partner with industrial spin-off activity. (ii) An SME co-applicant has received other de minimis support in the last three years that has not been declared. (iii) A pre-commercial procurement (PCP) mechanism is being treated as a grant, or vice versa. (iv) No state-aid check has been run since proposal submission.

Mitigation. (i) Request an early state-aid opinion (internal or external) before the proposal is finalised, not after award. (ii) Maintain a de minimis register for each SME partner, refreshed at each reporting period. (iii) Treat PCP under its own rules and never as a grant - the procurement–grant interface is Card 3's territory. (iv) Where GBER applies, document the applicable Article and thresholds; where de minimis applies, confirm the cumulative position across all supports.

Compliance boundary engaged. No invented programme compatibility.

Cross-reference. Card 1 (double-funding); Card 3 (procurement–grant interface); Chapter 3 Plays 1, 3, 5, 6.

4.7.3 Card 3 - Procurement–grant interface

Risk name. Procurement–grant interface.

Short description. A pathway uses both grant-funded and procurement-funded mechanisms (typically IPA III alongside Horizon Europe, or a public authority procuring a pilot that has been developed under a grant), and the boundary between the two is not clean. The two regimes have different eligibility rules, different cost rules, different audit trails, and different disqualification grounds for subsequent tenders.

Where it typically surfaces. Play 4 (cross-border demonstration with IPA CBC and Horizon Europe components); Play 6 (public-sector procurement and deployment of grant-developed solutions); Play 5 where a Seal is re-routed into an IPA III window.

Warning signs. (i) An actor moves from being a grant partner to being a bidder for a procurement on the same topic without a documented separation. (ii) The IP developed under a grant is being embedded in a procurement specification in a way that favours one bidder. (iii) The same personnel lead both the grant activities and the procurement bid preparation, without an information firewall.

Mitigation. (i) Establish an information firewall between grant-side and procurement-side roles at proposal stage, not at bid stage. (ii) Document the IP transfer pathway from grant to procurement and confirm the transfer does not disqualify the entity from bidding (or does, depending on which side the entity is on). (iii) Engage the contracting authority early - the Directorate for EU Affairs CBC unit and the Central Finance and Contracts Unit (CFCU) for IPA III - to confirm the structure. (iv) Treat dual-track projects as two projects, not one.

Compliance boundary engaged. No simplification that distorts rules.

Cross-reference. Card 2 (state aid); Plays 4, 5, 6.

4.7.4 Card 4 - Eligibility drift

Risk name. Eligibility drift.

Short description. The proposal scope, the partner composition, or the beneficiary profile changes during drafting in ways that silently break eligibility under the call's specific rules. The drift is typically small, accumulates across versions, and is often caught only at the pre-submission legal check - or not at all, and surfaces at audit.

Where it typically surfaces. Plays with unusual eligibility conditions - Play 2 (Widening country composition), Play 4 (CBC geographical eligibility), Play 5 (Seal-friendly channel adaptation), Play 7 (CSO-specific participation conditions).

Warning signs. (i) A partner is added or removed in the last two weeks before submission without a fresh eligibility check. (ii) The scope is broadened to accommodate a partner's interest, and the broadened scope no longer fits the call topic. (iii) The coordinator changes at a late stage. (iv) The call's sub-topic has been reinterpreted by the consortium in a way that is not obviously supported by the call text.

Mitigation. (i) Lock the eligibility profile at M-8 weeks before submission; any change after that triggers a mandatory re-check against the call's Annex A eligibility conditions. (ii) Maintain a single-source "eligibility sheet" for the proposal, updated with every structural change. (iii) Use the relevant NCP desk for a second-opinion eligibility check at M-4 weeks. (iv) Where Türkiye-specific conditions apply (DIGITAL SO limits, SMP-COSME strand limits), confirm in writing with the NCP that the intended role is compatible - Card 5 extends this.

Compliance boundary engaged. No assumed participation rights.

Cross-reference. Card 5 (participation-status drift); Card 6 (consortium governance); Plays 2, 4, 5, 7.

4.7.5 Card 5 - Participation-status drift (Türkiye-specific)

Risk name. Participation-status drift (Türkiye-specific).

Short description. Türkiye's participation in a specific instrument - Digital Europe limited to Specific Objectives 1, 2, 4, 5; SMP limited to the COSME strand; association status renewals across Horizon Europe and Erasmus+ cycles - changes, or is mis-assumed, or expires during the project. The consequence is that a Turkish partner becomes ineligible mid-project, or an instrument becomes unavailable at a call that was expected to be open.

Where it typically surfaces. Any project that relies on Digital Europe for a technology component (Plays 3, 6); any SME-focused project that assumes SMP support beyond COSME (Play 3); any project at the boundary of an association renewal cycle.

Warning signs. (i) A Digital Europe call is entered under a Specific Objective that is not in {SO 1, SO 2, SO 4, SO 5}. (ii) A project assumes SMP access beyond the COSME strand. (iii) An association renewal falls within the project period, and no contingency is in place. (iv) A Turkish partner's participation is not confirmed in writing against the current version of the participation conditions.

Mitigation. (i) Confirm in writing, at proposal stage, that each instrument in the pathway is open to Turkish entities under the specific conditions in force. (ii) Hold the Directorate for EU Affairs and the relevant NCP (or

Turkish National Agency, for Erasmus+) as Key Contacts named in the project risk register. (iii) Monitor association renewal timelines as part of the project's quarterly review, not only at project kick-off. (iv) For any pathway that crosses an association renewal cycle, plan a contingency - which instruments would the project fall back on if the renewal were delayed or modified.

Compliance boundary engaged. No assumed participation rights.

Cross-reference. Card 4 (eligibility drift); Card 7 (timing and sequencing breakdown); Plays 3, 6; Chapter 5.

4.7.6 Card 6 - Consortium governance

Risk name. Consortium governance.

Short description. Lead-partner disputes, IP collisions, partner exits, and role overlaps across concurrent instruments disrupt the consortium in ways that a well-drafted consortium agreement would have pre-empted. The risk is structural in any multi-partner, multi-instrument project and is underestimated because most consortium agreements are copied from earlier templates without re-examination.

Where it typically surfaces. Plays 1, 2, 4, 6, 7 - in short, any play where more than three partners work across more than one instrument.

Warning signs. (i) The consortium agreement is drafted after the grant agreement is signed, rather than before. (ii) IP ownership is stated in general terms and not mapped to specific anticipated outputs. (iii) A partner's role overlaps substantially with another partner's role, and the overlap has not been reconciled in writing. (iv) No exit-of-partner mechanism is specified. (v) Lead-partner succession is not provided for.

Mitigation. (i) Draft the consortium agreement in parallel with the grant agreement, not after. (ii) Map IP to specific anticipated outputs (not to categories) and specify ownership, access, and use rights for each. (iii) Reconcile role overlaps at the Partner-Role Definition Sheet stage (4.2.1), not at kick-off. (iv) Include exit-of-partner and lead-partner succession clauses as standard, not as optional additions. (v) Schedule a formal consortium review at M18 and M36 of any 60-month-plus project.

Compliance boundary engaged. No invented programme compatibility.

Cross-reference. Card 1 (double-funding); Card 4 (eligibility drift); 4.2 Consortium Builder Kit; Plays 1, 2, 4, 6, 7.

4.7.7 Card 7 - Timing and sequencing breakdown

Risk name. Timing and sequencing breakdown.

Short description. The pathway logic of a play requires hand-offs between instruments that have been scheduled against unrealistic call cut-offs, against internal lead times that the organisation cannot actually sustain, or against partner confirmation deadlines that the partners have not agreed to. The breakdown typically materialises at a hand-off and is catastrophic when it does.

Where it typically surfaces. All plays with a multi-phase Pathway Planner - in practice all seven. Most acute at the Phase 1 → Phase 2 transition, where the project must move from a single-instrument logic to a multi-instrument logic and the internal machinery has not always been prepared.

Warning signs. (i) A call cut-off referenced in the Pathway Planner is based on an assumption rather than a published date. (ii) Internal lead time for a major submission is under six weeks and no contingency is held. (iii) Partner confirmation for the next phase is not documented. (iv) The project's go/no-go gate is scheduled within two weeks of a submission deadline, leaving no room for a pivot. (v) A Seal re-routing is assumed to be achievable within the original project's cash-flow window without planning for the KOSGEB / TÜBİTAK / Development Agency cut-offs.

Mitigation. (i) In the Pathway Planner, mark call cut-offs as absolute dates only when published; otherwise as target quarters with a contingency quarter. (ii) Enforce a minimum 12-week lead time on any major submission;

where that is not achievable, flag the submission as an elevated-risk event. (iii) Confirm partner commitments for the next phase in writing at least eight weeks before the phase transition. (iv) Space go/no-go gates and submission cut-offs by at least four weeks, not two. (v) Where a Seal is a plausible outcome, pre-draft the Seal Re-Router (4.6) in parallel with the original proposal, not after the result.

Compliance boundary engaged. No simplification that distorts rules.

Cross-reference. Card 5 (participation-status drift); 4.3 Pathway Planner; 4.6 Seal Re-Router; all plays.

4.7.8 Card 8 - IPA III re-entry risk (procurement vs. grant logic)

Risk name. IPA III re-entry risk.

Short description. A grant-shaped project, typically a Seal-bearing proposal or a completed pilot, is “re-routed” toward IPA III as if IPA III were another grant window. It is not. IPA III is delivered primarily through procurement under PRAG rules, with a different application logic (a technical and financial offer against a tender), a different counterpart (CFCU or the EU Delegation as contracting authority), different IP outcomes (typically resting with the contracting authority), and a different role for the applicant (contractor, not beneficiary). A proposal cannot be transferred intact: it must be re-structured to fit a tender or twinning logic, and only content that matches the published programming priorities will find a window at all.

Where it typically surfaces. Play 5 Branch B (Seal re-routing toward IPA III Windows 3 and 4); Play 4 Phase 3 and Play 6 Phase 3, where a grant-funded pilot is scaled through an IPA III sector window; and any trajectory that treats IPA III as the “national fallback” for an unfunded European proposal.

Warning signs. (i) The re-routing plan reuses the grant proposal’s budget categories instead of a fee-based or lump-sum offer structure. (ii) No specific tender or twinning fiche has been identified; the plan assumes a window will exist. (iii) The applicant expects to retain IP ownership over outputs delivered under a service contract. (iv) The team preparing the offer has grant experience but has never worked under PRAG. (v) The timeline assumes grant-style pre-financing rather than payment against deliverables.

Mitigation. (i) Treat the re-entry as a new business decision: run the Seal Re-Router (4.6) and accept that the adaptation field will be heavier for IPA III than for any national channel. (ii) Map the proposal against the current IPA III programming for Türkiye and the published CFCU tender forecast before committing effort. (iii) Re-cost the work as an offer (fee rates, deliverable-based payments) and have it reviewed by someone with PRAG experience. (iv) Clarify the IP position in writing before submission. (v) Where the institutional-reform dimension dominates, consider whether a Twinning fiche is a more realistic entry than a service tender.

Compliance boundary engaged. No simplification that distorts rules.

Cross-reference. Card 3 (procurement–grant interface); 4.6 Seal Re-Router; Plays 4, 5, 6.

4.7.9 Card 9 - Currency and inflation exposure

Risk name. Currency and inflation exposure on multi-year national/European mixes.

Short description. A multi-year pathway combines instruments denominated in Turkish lira (TÜBİTAK, KOSGEB, Development Agencies) with instruments denominated in euros (Horizon Europe, Erasmus+, Interreg, financial instruments). Exchange-rate movement and domestic inflation change the real value of each leg at different speeds: a national budget fixed at submission can lose a substantial share of its purchasing power before the project ends, while the costs a euro grant must cover (salaries, equipment, services) inflate in parallel. A pathway that was financially coherent at design can become unbalanced in implementation; co-financing commitments, matching-fund obligations, and equipment budgets are the usual casualties.

Where it typically surfaces. Every play that mixes lira- and euro-denominated instruments over more than roughly 18 months; most acutely Plays 1, 2 and 6, where a national leg (1001, 1004, Development Agency co-financing) anchors a later European leg, and in Teaming-type cases where an institutional co-funding letter is signed years before the money is spent.

Warning signs. (i) A co-financing commitment is expressed as a fixed lira amount against a euro-denominated obligation. (ii) Equipment or construction lines in the national leg are budgeted at submission-date prices with no escalation assumption. (iii) Salaries charged to a euro grant are contracted in lira with no indexation policy. (iv) The finance officer cannot say which exchange rate applies to reporting on each instrument (the Commission's monthly accounting rate versus national rules). (v) Nobody has stress-tested the pathway against a meaningful depreciation scenario.

Mitigation. (i) State each instrument's currency and applicable exchange-rate rule explicitly in the Cost-Separation Matrix (4.5). (ii) Budget national legs with explicit escalation assumptions and revisit them at every decision gate in the Pathway Planner (4.3). (iii) Where the institution controls timing, schedule large lira-denominated purchases early in each budget period. (iv) Express co-funding letters in a form the institution can honour under depreciation (a percentage, or a capped dual-currency formulation) rather than a bare fixed amount. (v) Treat currency exposure as a standing item in the project's quarterly review, owned by the named risk owner.

Compliance boundary engaged. No simplification that distorts rules.

Cross-reference. Card 7 (timing and sequencing breakdown); 4.3 Pathway Planner; 4.5 Cost-Separation Matrix; Plays 1, 2, 6.

Tool purpose	When to use it	Who fills it in	Cross-reference	Digital companion link
Surface, assess, and mitigate the nine compliance risks that cut across combined-instrument projects	Once at proposal stage; refreshed at each hand-off in the Pathway Planner and at every reporting milestone	Project coordinator, finance officer, and named risk owner; reviewed by sponsor	4.3 Pathway Planner; 4.5 Cost-Separation Matrix; 4.6 Seal Re-Router; Chapter 5	TRHE Synergy Toolkit workspace → Risk Cards

05

Final Notes and Next Steps

Where to verify, who to ask, and how to keep a synergy pipeline audit-proof.

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5.0 Where to verify and get updates

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5.2 Keeping the synergy pipeline audit-proof

5.3 References and official sources

5 Final Notes and Next Steps

Where to verify, who to ask, and how to keep a synergy pipeline audit-proof.

This manual explains what funding opportunities exist (Chapter 2), how to combine them (Chapter 3), and how to execute and de-risk the combination (Chapter 4). What no manual can do is stay current on its own. This closing chapter therefore does three things: it names the places where rules and dates are verified, it explains how to work with the TÜBİTAK NCP network, and it condenses the audit-proofing discipline into a routine an organisation can actually keep.

5.0 Where to verify and get updates

Every funding decision should be checked against the official source on the day it is made. The table below lists the primary doors. If a statement in this manual and a call document ever disagree, the call document wins.

What you need	Primary Source
Horizon Europe calls, partner search, reference documents	EU Funding & Tenders Portal (ec.europa.eu/info/funding-tenders/opportunities/portal) and the TÜBİTAK Ufuk Avrupa portal (ufukavrupa.org.tr)
National R&I instruments (ARDEB, TEYDEB, BİDEB)	tubitak.gov.tr/tr/destekler
SME and entrepreneurship support	kosgeb.gov.tr; EEN Türkiye contact points (een.ec.europa.eu/local-contact-points/tr)
Erasmus+ and European Solidarity Corps	ua.gov.tr; erasmus-plus.ec.europa.eu
DIGITAL calls and EDIH services	digital-strategy.ec.europa.eu; dijitalavrupa.sanayi.gov.tr
Territorial cooperation calls	ipa-bgtr.mrrb.bg; blacksea-cbc.net; interregnextmed.eu; interregeurope.eu
IPA III tenders	cfcu.gov.tr; Funding & Tenders Portal (country filter: Türkiye); TED
Development Agency calls	ka.gov.tr; KAYS (kaysuygulama.sanayi.gov.tr)
Financial instruments	eib.org; eif.org; ebrd.com; and the TKYB and TSKB facility pages

5.1 Working with the TÜBİTAK NCP network

TÜBİTAK operates the National Contact Point system for Horizon Europe, organised by pillar and thematic cluster and reachable through the Ufuk Avrupa portal. The NCP desks provide call advice, eligibility checks, proposal pre-screening, partner-search support, and coordinator coaching, at no cost to the applicant. The Key Contacts box of each play in Chapter 3 names the desk most relevant to your specific targets.

The single most effective advice is to engage the relevant NCP early: eight to twelve weeks before a deadline for a partner role, longer for a coordination bid. An NCP contacted the week before a cut-off can only check eligibility; an NCP contacted three months earlier can help you improve the outcome.

5.2 Keeping the synergy pipeline audit-proof

Synergy strategies survive audits when the discipline is routine rather than heroic. Four habits cover most of the exposure:

- **One file per instrument.** Each instrument in a pathway keeps its own contract file, budget code, evidence base and financial records, from day one rather than retrofitted at reporting time.

- **A signed Cost-Separation Matrix (4.5)** at every hand-off and at every reporting milestone, naming which instrument funds which cost category.
- **A quarterly Risk Card review (4.7),** with Cards 8 and 9 watched closely on any pathway that mixes lira- and euro-denominated instruments or touches IPA III.
- **A live Synergy Concept Note (4.4).** When the strategy changes, the SCN changes; a board that approved version 1 should see version 2.

The four compliance boundaries (no double funding, no invented programme compatibility, no assumed participation rights, no simplification that distorts rules) are not obstacles to synergy. They are what makes a synergy defensible, and a defensible synergy is the only kind worth building.

5.3 References and official sources

The manual relies exclusively on official sources. The references below are the source families against which programme-level claims were verified; instrument-specific sources are given in the Primary source rows of Chapter 2 and the Sources rows of the Chapter 3 Key Contacts boxes.

- European Commission, Horizon Europe programme page: commission.europa.eu/funding-tenders/find-funding/eu-funding-programmes/horizon-europe_en
- EU Funding & Tenders Portal, List of Participating Countries in Horizon Europe (latest version): ec.europa.eu/info/funding-tenders/opportunities/portal
- Erasmus+ Programme Guide and eligible-countries pages: erasmus-plus.ec.europa.eu/programme-guide
- European Commission, List of participating countries in the Digital Europe Programme (latest version), and Digital Europe programme pages: digital-strategy.ec.europa.eu
- European Commission, Single Market Programme overview and list of participating countries (latest version): single-market-economy.ec.europa.eu
- Directorate for EU Affairs, Union programmes, IPA III and territorial cooperation pages: ab.gov.tr
- TÜBİTAK, EU Framework Programmes and national support programme pages: tubitak.gov.tr; ufukavrupa.org.tr
- Turkish National Agency, Erasmus+ and European Solidarity Corps pages: ua.gov.tr
- European Commission, Seal of Excellence: commission.europa.eu/funding-and-tenders/find-funding/seal-excellence_en
- European Commission (Regional Policy), Synergies between ERDF programmes and Horizon Europe (2022): ec.europa.eu/regional_policy
- European Research Executive Agency, Pathways to Synergies: rea.ec.europa.eu
- Erasmus+ Programme Guide, financial conditions on cumulative EU funding: erasmus-plus.ec.europa.eu/programme-guide/part-c

> **KEY PRINCIPLE**
>
> A call is temporary. A pathway is a strategy. Build the pathway first and let the calls serve it.

Design your route to funding through successful synergies.

Find and combine the best opportunities across territorial/interregional and European instruments.

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