



HORIZON EUROPE

#HorizonEU

THE EU
RESEARCH &
INNOVATION
PROGRAMME 2021 – 27



PROPOSAL WRITING CAMP

Reflection on day 1

1. Funding and Tender portal
2. Application
3. Evaluation



Example: Evaluation Summary report

Criterion 3 - Quality and efficiency of the implementation

The following aspects will be taken into account:

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

Example: Evaluation Summary report

Criterion 3 - Quality and efficiency of the implementation

The work plan is coherent and effective, with a logical sequence from design to implementation, validation, and sustainability; interdependencies are clear; milestones and deliverables are monitorable. Secondments are operationalised (matching logic, timing windows, supervision/reporting, learning outcomes) and feed directly into toolbox validation and replication.

The allocation of resources to work packages is clearly defined and in accordance with objectives.

The use of Financial Support to Third Parties (FSTP) is coherent with the topic's scope. It targets mobility/secondments and replication pilots with clear objectives and expected results, and the compulsory annex provides the budget envelope and the distribution/management arrangements required by the topic. However, the process is very complex and will require strong project management to maintain efficiency and the necessary follow-up. This is a minor shortcoming.

Risk management is adequate with respect to ownership and mitigation. However, likelihood and severity are underestimated. In addition, limited attention is given to operational risks linked to the mobility framework. In this regard, the risk register does not sufficiently cover legal-entity set-up and governance. This is a shortcoming.

The work plan foresees coordination with sibling actions funded under this topic, including participation in annual status seminars where work plans are presented.

This meets expectations for project-to-project collaboration during implementation.

The consortium does not sufficiently cover the value chain of knowledge valorisation. Partners have limited involvement in actual research and innovation knowledge valorisation, which reduces direct access to new knowledge and practical valorisation pathways. This is a shortcoming.

Criterion 3 - Quality and efficiency of the implementation

Score: **4.00** (Threshold: 3 / 5.00 , Weight: -)

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

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.

- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

The work plan is coherent and effective, with a logical sequence from design to implementation, validation, and sustainability; interdependencies are clear; milestones and deliverables are monitorable. Secondments are operationalised (matching logic, timing windows, supervision/reporting, learning outcomes) and feed directly into toolbox validation and replication.

The allocation of resources to work packages is clearly defined and in accordance with objectives.

The use of Financial Support to Third Parties (FSTP) is coherent with the topic's scope. It targets mobility/secondments and replication pilots with clear objectives and expected results, and the compulsory annex provides the budget envelope and the distribution/management arrangements required by the topic. However, the process is very complex and will require strong project management to maintain efficiency and the necessary follow-up. This is a minor shortcoming.

Risk management is adequate with respect to ownership and mitigation. However, likelihood and severity are underestimated. In addition, limited attention is given to operational risks linked to the mobility framework. In this regard, the risk register does not sufficiently cover legal-entity set-up and governance. This is a shortcoming.

The work plan foresees coordination with sibling actions funded under this topic, including participation in annual status seminars where work plans are presented. This meets expectations for project-to-project collaboration during implementation.

The consortium does not sufficiently cover the value chain of knowledge valorisation. Partners have limited involvement in actual research and innovation knowledge valorisation, which reduces direct access to new knowledge and practical valorisation pathways. This is a shortcoming.

PROPOSAL WRITING CAMP

Decoding the Call

1. How to understand and analyse a call
2. How to deconstruct a call text
3. Group work: Practical exercise on call decoding

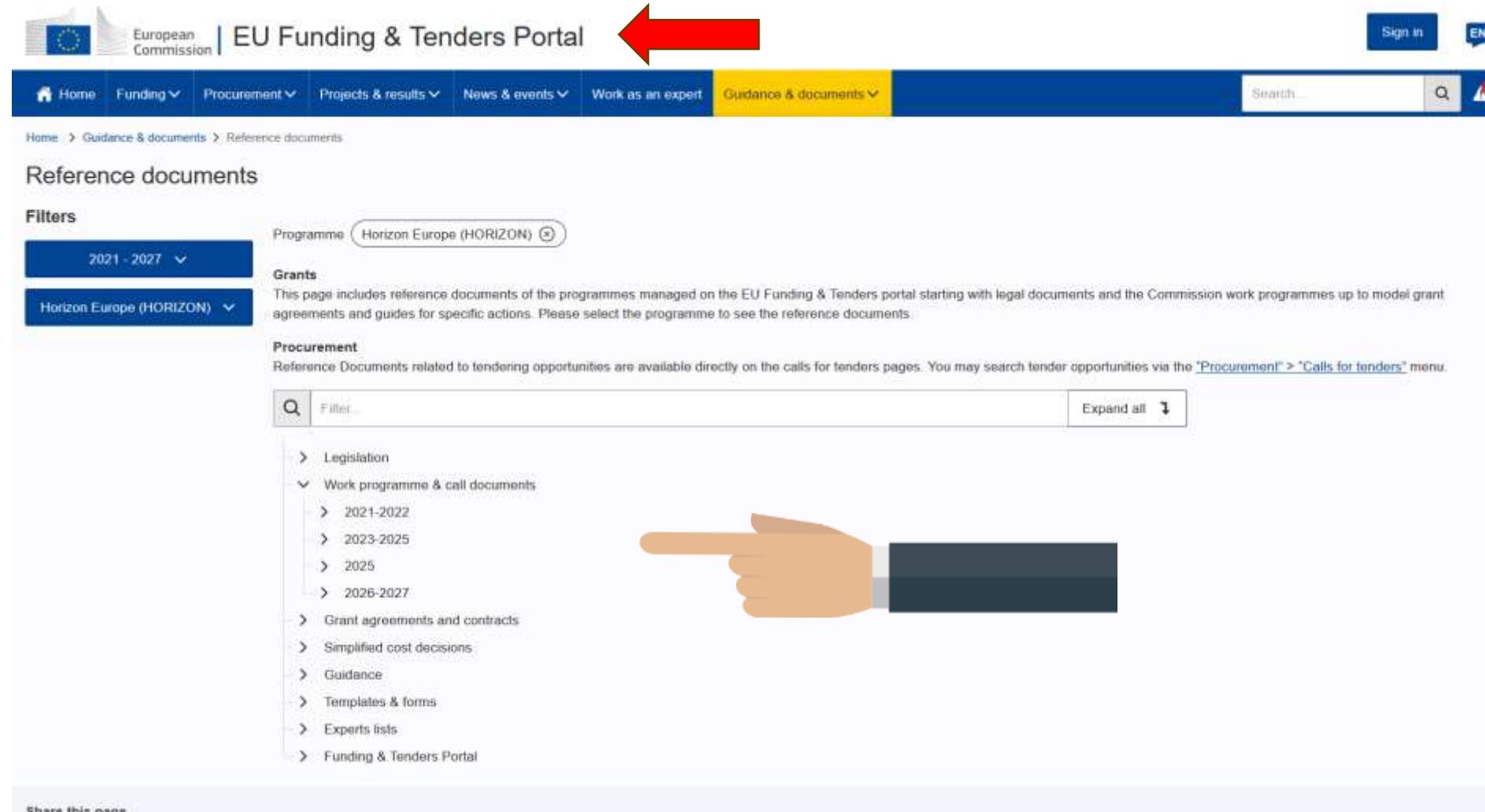


Horizon Europe – Work Programmes

- Work Programmes are essential for finding Horizon Europe Calls for Research and Innovation (R&I) projects at an early stage
- Work Programmes list specific topics & call conditions (budget, deadline, one-stage or two-stage submission, etc.)
- They are available for the clusters of Horizon Europe (e.g. Cluster 1 Health, Cluster 4 Digital, Industry and Space) and sub-programmes
- Work Programmes are available at the EU Funding and Tenders Portal and at the website of the European Commission Directorate for Research and Innovation (DG R&I)
- Work Programmes 2026-27 were published in December 2025

Where to find HE – Work Programmes?

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents?programmePeriod=2021-2027&frameworkProgramme=43108390>



European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert **Guidance & documents** Sign in EN

Search

Home > Guidance & documents > Reference documents

Reference documents

Filters

Programme **Horizon Europe (HORIZON)**

2021 - 2027

Horizon Europe (HORIZON)

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

Procurement
Reference Documents related to tendering opportunities are available directly on the calls for tenders pages. You may search tender opportunities via the "Procurement" > "Calls for tenders" menu.

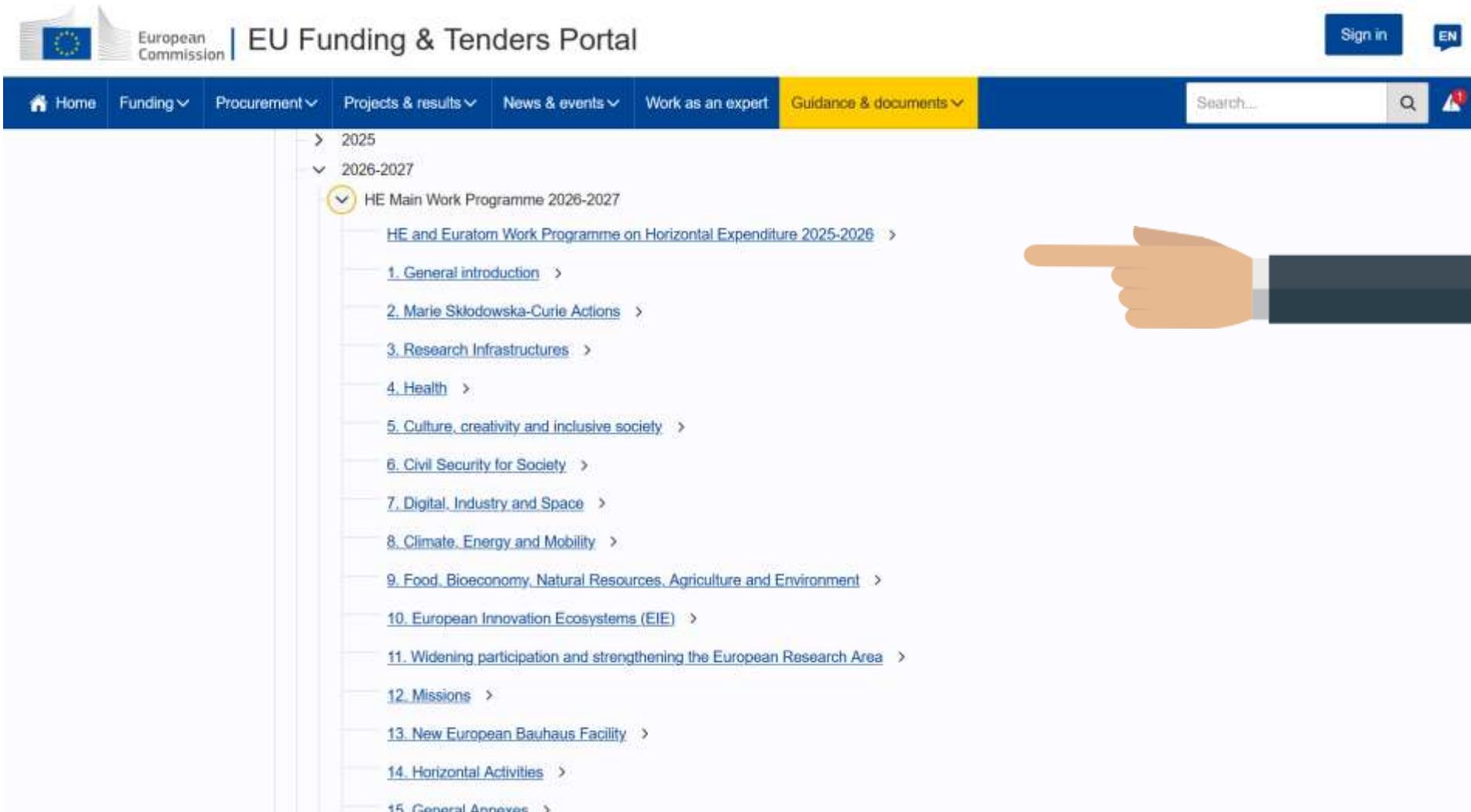
Filter... Expand all

- > Legislation
- > Work programme & call documents
 - > 2021-2022
 - > 2023-2025
 - > 2025
 - > 2026-2027
- > Grant agreements and contracts
- > Simplified cost decisions
- > Guidance
- > Templates & forms
- > Experts lists
- > Funding & Tenders Portal

Share this page

Where to find HE – Work Programmes

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents?programmePeriod=2021-2027&frameworkProgramme=43108390>



The screenshot shows the EU Funding & Tenders Portal homepage. The navigation bar includes links for Home, Funding, Procurement, Projects & results, News & events, Work as an expert, and Guidance & documents. The Guidance & documents link is highlighted in yellow. A search bar and a sign-in button are also present. The main content area displays a hierarchical menu for the HE Main Work Programme 2026-2027, with the first item, "HE and Euratom Work Programme on Horizontal Expenditure 2025-2026", highlighted with a yellow circle. A large orange hand icon points to this highlighted link.

- 2025
- 2026-2027
 - HE Main Work Programme 2026-2027
 - [HE and Euratom Work Programme on Horizontal Expenditure 2025-2026](#) >
 - [1. General introduction](#) >
 - [2. Marie Skłodowska-Curie Actions](#) >
 - [3. Research Infrastructures](#) >
 - [4. Health](#) >
 - [5. Culture, creativity and inclusive society](#) >
 - [6. Civil Security for Society](#) >
 - [7. Digital, Industry and Space](#) >
 - [8. Climate, Energy and Mobility](#) >
 - [9. Food, Bioeconomy, Natural Resources, Agriculture and Environment](#) >
 - [10. European Innovation Ecosystems \(EIE\)](#) >
 - [11. Widening participation and strengthening the European Research Area](#) >
 - [12. Missions](#) >
 - [13. New European Bauhaus Facility](#) >
 - [14. Horizontal Activities](#) >
 - [15. General Annexes](#) >

HE Work-Programmes 2026-27

- Example HE Cluster 6: Food, Bioeconomy, Natural Resources, Agriculture and Environment



EN

Horizon Europe

Work Programme 2026-2027

9. Food, Bioeconomy, Natural Resources, Agriculture and Environment

(European Commission Decision C(2025) 8493 of 11 December 2025)

*Horizon Europe - Work Programme 2026-2027
Food, Bioeconomy, Natural Resources, Agriculture and Environment*

Destinations	46
Destination - Biodiversity and ecosystem services	46
2026.....	48
Consolidating biodiversity knowledge for nature and society.....	48
HORIZON-CL6-2026-01-BIODIV-01: Understanding and tackling the decline of insects.....	48
HORIZON-CL6-2026-01-BIODIV-02: Developing methods to assess the presence, functions and sensitivity of groundwater ecosystems.....	50
HORIZON-CL6-2026-01-BIODIV-03: Pushing the frontier of knowledge and conservation action for deep sea ecosystems.....	53
Restoring ecosystems for resilient society and economy.....	55
HORIZON-CL6-2026-01-BIODIV-04: Ensuring continuous effectiveness of protected areas in conserving habitats and species while facing intensifying drivers of biodiversity loss.....	55
Transformative change towards a nature positive economy.....	57
HORIZON-CL6-2026-01-BIODIV-05: Advancing integrated scenarios and prediction models for informing transition to a nature positive society.....	58
Biodiversity friendly practices in agriculture.....	60
HORIZON-CL6-2026-01-BIODIV-06: Boosting agrobiodiversity for food security and sustainable competitiveness.....	60
Restoring ecosystems for resilient society and economy.....	63
HORIZON-CL6-2026-01-BIODIV-01-two-stage: Living labs for co-creating solutions for the restoration of ecosystems.....	63
HORIZON-CL6-2026-01-BIODIV-02-two-stage: Open topic: Uncovering the causes of specific species' rapid decline and exploring actionable solutions.....	66
HORIZON-CL6-2026-01-BIODIV-03-two-stage: Unlocking the potential of citizen action for nature protection and restoration.....	68
Transformative change towards a nature positive economy.....	70
HORIZON-CL6-2026-01-BIODIV-04-two-stage: Mainstreaming and scaling-up evidence-based Nature-Based Solutions towards a nature positive and climate-resilient economy ... 2027.....	70
2027.....	73
Consolidating biodiversity knowledge for nature and society.....	73
HORIZON-CL6-2027-01-BIODIV-01: Integrating Remote Sensing and in-situ observations of Biodiversity, towards a fully interoperable observation and data framework.....	73
HORIZON-CL6-2027-01-BIODIV-02: Science-policy support to the implementation of EU and global biodiversity policies and strategies.....	76
Restoring ecosystems for resilient society and economy.....	79
HORIZON-CL6-2027-01-BIODIV-03: Technical innovation to protect ecosystems and to scale up their restoration.....	79
HORIZON-CL6-2027-01-BIODIV-04: Living Labs for the eradication and/or management of invasive alien species.....	81
Transformative change towards a nature positive economy.....	84

Part 9 - Page 3 of 356

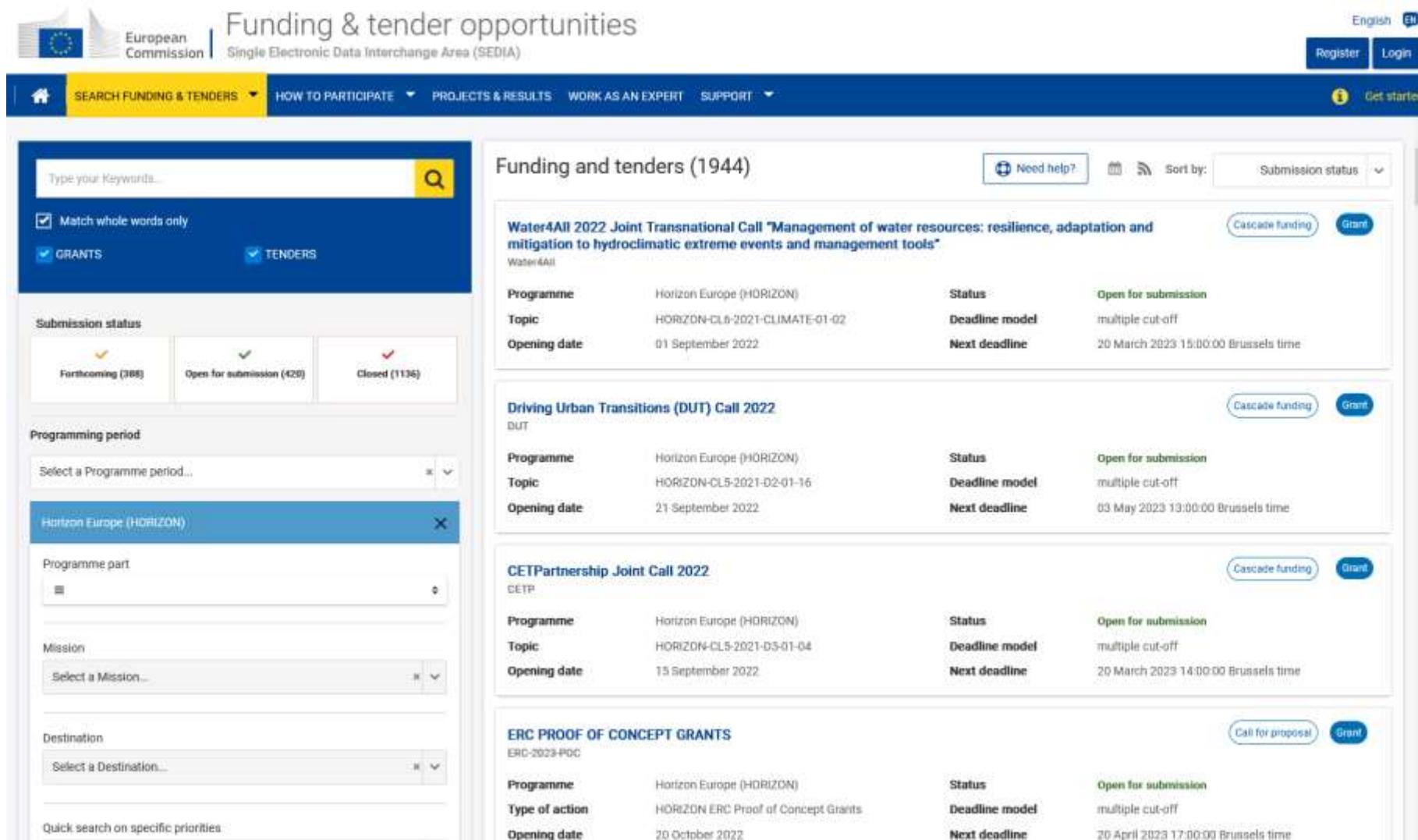


HE Work-Programmes 2026-27

- Check table of contents for possibly interesting calls
- Search with keywords for topics & calls of interest
- Check different Work Programmes, e.g. climate calls are in Cluster 5 and Cluster 6 Work Programmes
- Take the call code and search then the funding and tenders portal for the call – access partner search, FAQ, documents, submission system, etc.

1. Finding, understanding and analysing a call

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



The screenshot shows the European Commission's Funding & tender opportunities portal. The top navigation bar includes links for 'SEARCH FUNDING & TENDERS', 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', 'SUPPORT', 'Get started', 'Register', and 'Login'. The main content area displays a list of opportunities under 'Funding and tenders (1944)'. Each opportunity card includes details such as Programme (e.g., Horizon Europe (HORIZON)), Topic (e.g., HORIZON-CL6-2021-CLIMATE-01-02), Status (e.g., Open for submission), Deadline model (e.g., multiple cut-off), and Next deadline (e.g., 20 March 2023 15:00:00 Brussels time). The portal also features a search bar, filters for 'GRANTS' and 'TENDERS', and dropdown menus for 'Submission status' (Forthcoming, Open for submission, Closed) and 'Programming period' (Horizon Europe (HORIZON)).

Opportunity	Programme	Topic	Status	Deadline model	Next deadline
Water4All 2022 Joint Transnational Call "Management of water resources: resilience, adaptation and mitigation to hydroclimatic extreme events and management tools"	Horizon Europe (HORIZON)	HORIZON-CL6-2021-CLIMATE-01-02	Open for submission	multiple cut-off	20 March 2023 15:00:00 Brussels time
Driving Urban Transitions (DUT) Call 2022	Horizon Europe (HORIZON)	HORIZON-CL5-2021-02-01-16	Open for submission	multiple cut-off	03 May 2023 13:00:00 Brussels time
CETPartnership Joint Call 2022	Horizon Europe (HORIZON)	HORIZON-CL5-2021-03-01-04	Open for submission	multiple cut-off	20 March 2023 14:00:00 Brussels time
ERC PROOF OF CONCEPT GRANTS	Horizon Europe (HORIZON)	HORIZON-ERC Proof of Concept Grants	Open for submission	multiple cut-off	20 April 2023 17:00:00 Brussels time

Considerations before you start

WHY TO PARTICIPATE

- Budget vs wide-scale impact that is crucial
- Multi-country, multi-stakeholder and interdisciplinary partnerships
- Boosting scientific excellence and innovation capacity

KEY TO SUCCESS

- Ambitious project **advancing the state-of-the-art**
- **Innovation potential** (e.g., ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)

TIPS BY EUROPEAN COMMISSION

- The project must be within the scope of a work programme topic
- Demonstrate interdisciplinarity, gender dimension, open science practices
- Clearly outline the pathway to impact
- Demonstrate the quality work plan resources and participants

From where to start?

- Call text
- Team
- Consortium
- Have there been similar calls and funded projects before (CORDIS database)?
- ✓ Topics
- ✓ Set-up of the consortia
- ✓ Budget



The image shows the header of the CORDIS website. It features the European Commission logo (a blue rectangle with yellow stars) and the text "European Commission" next to a graphic of grey wavy lines. To the right is the CORDIS logo with the text "CORDIS EU research results". On the far right, there is a language selection box with "English" and "EN". Below this is a navigation bar with six items: "HOME" (highlighted in yellow), "RESULTS PACKS", "RESEARCH*EU MAGAZINES", "NEWS & MEDIA", "PROJECTS & RESULTS", and "ABOUT US".

Call example

Advancing bio-printing of living cells for regenerative medicine

HORIZON-HLTH-2027-03-TOOL-02

Call

Cluster 1 - Health (Single stage - 2027/2) (HORIZON-HLTH-2027-03)

Type of action
HORIZON-RIA HORIZON Research and Innovation Actions

Type of MGA
HORIZON Action Grant Budget-Based [HORIZON-AG]

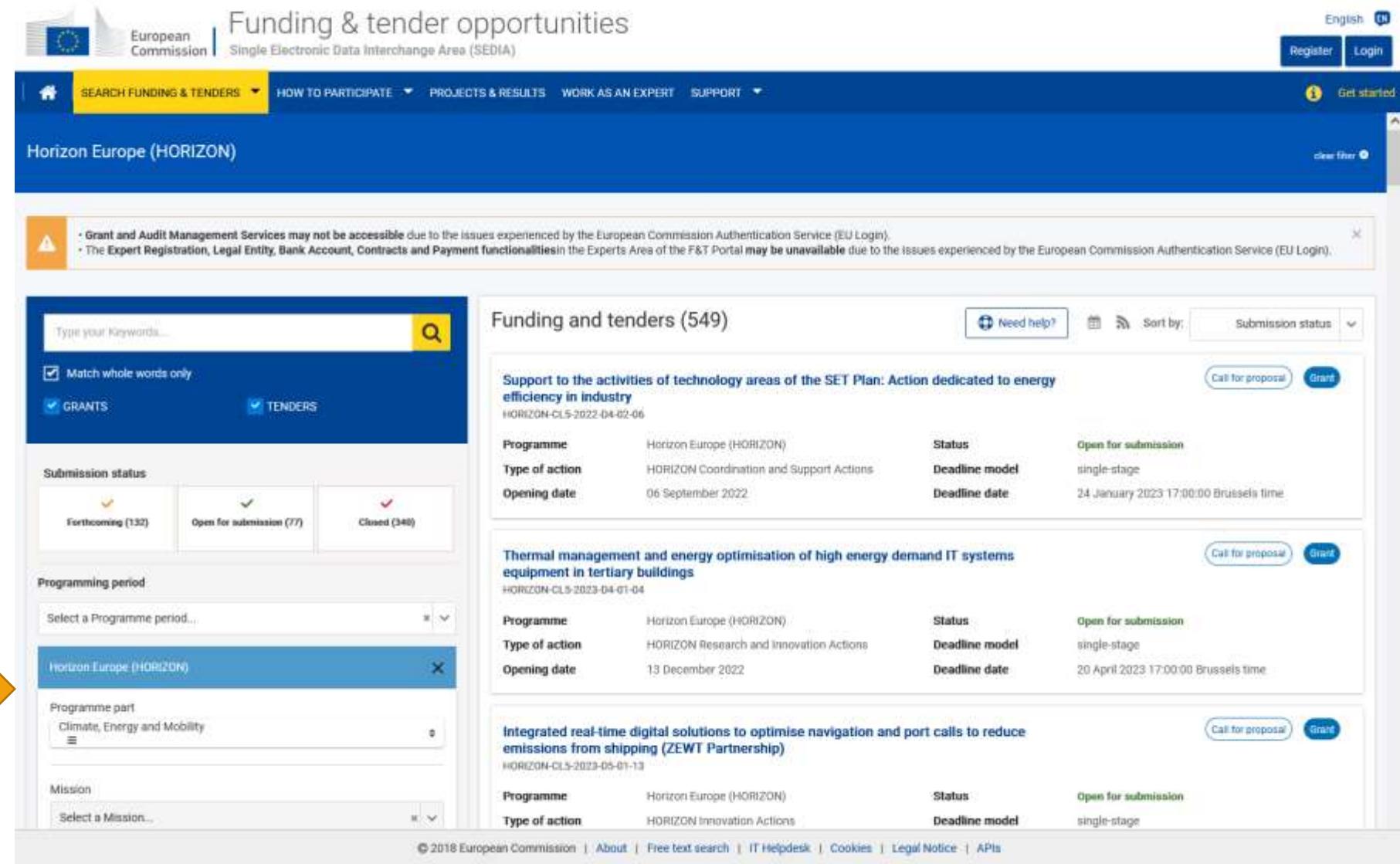
 Forthcoming

Deadline model
single-stage

Planned opening date
03 June 2027

Deadline date
22 September 2027 17:00:00
Brussels time

Funding & Tenders Portal (FTP) – How to find a call? (I)



European Commission | Funding & tender opportunities | Single Electronic Data Interchange Area (SEDIA)

SEARCH FUNDING & TENDERS | HOW TO PARTICIPATE | PROJECTS & RESULTS | WORK AS AN EXPERT | SUPPORT | Get started | Register | Login | clear filter

Horizon Europe (HORIZON)

Funding and tenders (549)

Support to the activities of technology areas of the SET Plan: Action dedicated to energy efficiency in industry

HORIZON-CL5-2022-04-02-06

Programme	Horizon Europe (HORIZON)	Status	Open for submission
Type of action	HORIZON Coordination and Support Actions	Deadline model	single-stage
Opening date	06 September 2022	Deadline date	24 January 2023 17:00:00 Brussels time

Thermal management and energy optimisation of high energy demand IT systems equipment in tertiary buildings

HORIZON-CL5-2023-04-01-04

Programme	Horizon Europe (HORIZON)	Status	Open for submission
Type of action	HORIZON Research and Innovation Actions	Deadline model	single-stage
Opening date	13 December 2022	Deadline date	20 April 2023 17:00:00 Brussels time

Integrated real-time digital solutions to optimise navigation and port calls to reduce emissions from shipping (ZEWET Partnership)

HORIZON-CL5-2023-05-01-13

Programme	Horizon Europe (HORIZON)	Status	Open for submission
Type of action	HORIZON Innovation Actions	Deadline model	single-stage

Left hand menu:

- 1) Select a programme – **Horizon Europe**
- 2) Programme part

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

2. How to find a call? (II)

What information do thematic work programmes provide?

- Introduction
- Overview of the scheduled call(s)
- **Description of the topics**
- **Call Key data:**
 - Opening date, deadline
 - Type of Action (RIA, CSA, IA, etc)
 - indicative budget per Topic/Call
 - one-stage/two-stage procedure
 - indicative date for evaluation outcome & grant signing
- Budget



EN

Horizon Europe

Work Programme 2023-2024

8. Climate, Energy and Mobility

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON>

Reference Documents

Grants

This page includes reference documents of the programmes managed on the EU Funding actions.

Please select the programme to see the reference documents.

Procurement

Reference Documents related to tendering opportunities are published on [TED eTendering](#)

Filter

- + Legislation
- Work programme & call documents
- + 2021-2022
- 2023-2024**

HE and Euratom Work Programme on Horizontal Expenditure 2023-2024 >

1. General introduction >
2. Marie Skłodowska-Curie Actions >
3. Research Infrastructures >
4. Health >
5. Culture, creativity and inclusive society >
6. Civil Security for Society >
7. Digital, Industry and Space >
8. Climate, Energy and Mobility >
9. Food, Bioeconomy, Natural Resources, Agriculture and Environment >
10. European Innovation Ecosystems (EIE) >
11. Widening participation and strengthening the European Research Area >
12. Missions >
13. General Annexes >
- + EIC Work Programme 2023
- + ERC Work Programme 2023
- + Grant agreements and contracts
- + Simplified cost decisions
- + Guidance

Partner Search TOOLS

- Use **existing contacts with experience** of EU funding programmes
- Use **Partner Search** on the Funding and tenders portal:
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search>
- Search the **CORDIS database** for participants in similar projects in FP7/H2020/HE: http://cordis.europa.eu/projects/home_en.html
- Use **social media** (e.g. LinkedIn forums)
- European NCP networks, **National NCPs, COST actions...**
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp>
<https://www.cost.eu/cost-actions-event/browse-actions/>

HORIZON EUROPE PWC

How to decode a call text



Deconstructing a call text

- **Specific Conditions:** main information about the call
- **Expected Outcomes:** what is supposed to be achieved
- **Scope:** presents what exactly is expected to be done



Example:

Topic ID

HORIZON-CL6-2021-BIODIV-01-11: What else is out there? Exploring the connection between biodiversity, ecosystems services, pandemics and epidemic risk

Specific Conditions

Expected EU contribution per project: between EUR 4 and 6 Million

Indicative budget: Total budget for the topic is EUR 12 Milion

Type of Action: Research and Innovation Action

Eligibility conditions: see Annex B

Technology Readiness Level: Activities are expected to achieve TLR 3-5

Expected Outcome

Successful proposal will contribute to European Green Deal priorities and the EU biodiversity strategy for 2030, whilst supporting the EU's response to the coronavirus and other zoonotic outbreaks, in the context of EU's goal of leading just digital, economic and ecological transitions that will leave no one behind, One Health approaches, and the future European Health Union. **Projects results** are expected to contribute to [...]

Scope

Wildlife microbiomes, whether symbiotic, commensal or pathogenic, and their potential to spread by crossing interspecies barriers, eventually reaching humans via transitional interfaces (e.g. peri-urban, farming areas), are still largely unknown. [...] The impacts of land use and climate change on biodiversity, ecosystem services and pandemics should be also taken into account, as well as any recent IPBES reports on the links between biodiversity and pandemics [...]

Example 2: ICT-46-2020, H2020 (3 mil EUR)

- **Specific Challenge:**
- While robots originated in large-scale mass manufacturing, they are now spreading to more and more application areas. In these new settings, **robots are often faced with new technical and non-technical challenges**. The purpose of this topic is to address such issues in a modular and open way and **reduce the barriers that prevent a more widespread adoption of robots**. **Four Priority Areas (PAs) are targeted: healthcare, inspection and maintenance of infrastructure, agri-food, and agile production**.
- **In each of these** PAs it is critical to develop appropriate autonomous capability that has impact on the efficiency of key applications in the PAs and moves beyond the current state of the art. This capability is built from core technologies and is proved and tested through pilot demonstrators that embed within real or near real environments.
- **User needs, safety, ethical, gender, legal, societal and economic aspects** should be addressed in order to **raise awareness and take-up by citizens and businesses**. **Privacy and cybersecurity issues, including security by design and data integrity** should also be addressed, where appropriate.

Example 2

- Coordination and Support Action (CSA) - Robotics
- Proposals should address issues concerning the **whole European robotics community** and provide support actions **that develop awareness and knowledge transfer**.
Proposals should consider the development of a **high-level stakeholder forum and an associated communication strategy**; the development of mechanisms that create a continuing discussion around legal and societal issues concerning **AI-based robotics** technology that leads to strategic **development and the dissemination of best practice to robotics stakeholders and particularly to developers and policy makers**.
- Proposals should address the issues of **socio-economic analysis, cyber-security, data protection, ethical and privacy issues that arise from the increased deployment of robotics to ensure that there is relevant and effective strategic development and best practice advice available to robotics stakeholders**.
- Proposals should address the **public understanding of robotics** through the development of **news articles, public and media engagement and awareness activities**.

Project concept developed



Deconstructing a call text

- **Specific Conditions:** main information about the call
- **Expected Outcomes:** what is supposed to be achieved



Outcomes ...→ Impact

- **Scope:** presents what exactly is expected to be done



Research & Innovation
Work to be done



Consortium

→ Check Destination as additional /background information

Group Work



How to deconstruct a call text?

- Read carefully the *Horizon Europe topic* chosen as an example for the hands-on exercise;
- Sort the information and highlight all words and sentences according to the colour code

Challenges

Work/ Activities

Consortium

Impact

Budget

What goes where in the proposal?

1. Excellence

- Challenges underpinning the call
- Must be explained in the Excellence and will define the Objectives of the project.
- What is the challenge we must solve as a result of the project?

2. Impact

- **Short-term impacts** under the Expected outcomes section
- **Long-term impacts** under the Destination description
- NB! Analyse the overlaps between the expected target groups and consortium partners. Target groups need to be explained in the Impact section.
 - Pay attention to the wording:
 - ✓ Activities vs results vs impact
 - ✓ What must change as a result of the project?

3. Implementation

- **Work** – activities that you plan to have in the project
- **Consortium** – partners/representatives of the target groups whom you should have as consortium partners
- **Budget (Part A and B)**
- Work Programme document and/ or under the call text published online in the Funding and Tenders portal
- Budgetary must be presented in Part A (Funding and Tenders Portal) and Part B – Resources to be committed

Decoded call

POLITICAL PERSPECTIVES FOR THE EASTERN NEIGHBOURHOOD AND THE WESTERN BALKANS

TOPIC ID: HORIZON-CL2-2023-DEMOCRACY-01-08

Deadline: 14 March 2023 17:00 Brussels time

Budget: The Commission estimates that an **EU contribution of between EUR 2.00 and 3.00 million** would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts. The **total indicative budget for the topic is EUR 9.00 million**.

Type of action: Research and Innovation Actions

Eligibility conditions: The conditions are described in General Annex B. The following exceptions apply: The following additional eligibility criteria apply: In order to achieve the expected outcomes of the action, the consortium must include at least one entity from the following countries: Georgia, Republic of Moldova or Ukraine.

PROJECTS SHOULD:

Projects should contribute to all of the following expected outcomes:

- **Improvement of the European Union's neighbourhood policy and accession process**, thanks to a clear vision for the political agenda of the European Union towards the Eastern Neighbourhood countries and the Western Balkans, based on a **deep and nuanced analytical basis**.
- **Forecast and scenarios of the geopolitical ambitions of Russia, China, and other countries towards the countries of the Eastern Neighbourhood and accession candidates**.
- **Strengthened resilience and foreign policy arsenal of the European Union against military threats on the European continent** thanks to **policy recommendations**.

SCOPE:

The political and economic consequences of the Russian invasion of Ukraine go well beyond Ukrainian borders. The European Union had to change overnight from a neighbourhood policy focused on incremental reforms to one that is about the survival of some Eastern Neighbourhood countries as **independent, self-determined states**. Ukraine's application for European Union membership has been immediately replicated by Georgia and Moldova. Russian and Chinese influence in some accession candidate countries is on the rise. This opens crucial questions about the European Union's enlargement strategy, requiring not only political answers but also academic reflection and expertise. Therefore, proposals are expected to analyse the European Union's current neighbourhood and enlargement strategy and toolbox in the light of the new situation where military aggression or the threat with it and political exploitation of economic dependencies are once more used as foreign policy tools in Europe. Based on this, they should provide innovative perspectives on the origins and evolutions of policies aimed at stabilising and democratising the Eastern Neighbourhood along with evidence-based policy options to adapt this strategy to the new state of play.

Furthermore, in the context of the accession process, there is need to strengthen mechanisms of compliance with the acquis in the area of social policies and to strengthen social cohesion to avoid brain drain and care drain in Eastern Partnership and Western Balkans countries.

Proposals are invited to take this dimension into account when developing **robust evidence-based, forward-looking visions for the political agenda of the European Union towards the Eastern Neighbourhood and the Western Balkans**.

In addition, the Russian ambition to have a sphere of influence in the former Soviet Union countries puts governments in the Eastern Neighbourhood in a **much more vulnerable position**. It increased their dependencies on big geopolitical powers, be it the West, China, or Russia. It also highlighted Russia's ambition to play an even more decisive political role in the larger region, including the power to install governments of its choice through a return to Cold War tactics. Is this shift back to brutal military intervention the sign of a new age in international relations and new geopolitical blocks? Proposals are expected to analyse and forecast possible scenarios regarding Russia, but also China and other countries' geopolitical ambitions towards the countries of the Eastern Neighbourhood, grounded in a historical perspective. Based on sound and robust analyses, they should provide policy recommendations, scenarios and options to strengthen the Union's resilience and diplomatic arsenal in a potential new era of military intervention on the continent. They are also expected to provide evidence-based advice on whether the European Union should factor military interventions into its foreign policy toolbox, and offer perspectives as to what implications that would entail.

Proposals are strongly encouraged to **involve stakeholders**, including non-state actors and citizens, from **the countries in the topic scope**. The consortium must include at least one entity from the following countries: Georgia, Republic of Moldova or Ukraine. Legal entities from these countries must take part in the project as **beneficiaries**.

Participation of Ukrainian researchers in exile with refugee status and employed by eligible beneficiaries is strongly encouraged and would be an asset.

International cooperation & strategic synergies

Proposals are encouraged to network with and build on previously funded projects under the Horizon Europe call¹, Horizon 2020 or other EU programmes, e.g. Global Europe², as appropriate. Clustering and cooperation with other selected projects under this topic and other relevant projects are strongly encouraged. **Transnational cooperation** might influence also your consortium.

¹In particular HORIZON-CL2-2022-DEMOCRACY-01-09: Global governance for a world in transition: Norms, institutions, actors, HORIZON-CL2-2021-DEMOCRACY-01-04: Democratic politics in the EU's neighbourhood, as well as other relevant projects funded under other clusters and pillars of Horizon Europe

²https://ec.europa.eu/international-partnerships/global-europe-programming_en

DESTINATION

Innovative research on democracy and governance (2023/24)

The invasion of Ukraine by Russia, which unfolds ominously while this work programme is prepared, has **deep and extraordinary consequences on European security, international relations, as well as trust in democratic systems and in the media**. However, it cannot be seen as an isolated event. It is part of an accelerated and ever intensifying movement of **rejection and challenge of democracy** and of the liberal international order. Indexes and reports measuring the overall situation of democracies in the world confirm their **increased fragility and vulnerability** over the last years: a process labelled as a "long democratic recession", a shift in the nature of "autocratisation" or a "global expansion of authoritarian rule", which quantitatively translates into the increase of the number of countries moving towards authoritarianism and the overall decline of the quality of democracies. [Cf. the latest reports from Freedom House or the V-Dem Institute:

<https://freedomhouse.org/report/freedom-world/2021/democracy-under-siege>;
<https://freedomhouse.org/report/freedom-world/2022/global-expansion-autoritarian-rule>
http://www.v-dem.net/static/website/files/dr/dr_2021.pdf

https://v-dem.net/media/publications/dr_2022.pdf

Interdisciplinary research on the past and present challenges to and facilitators of democracy can help to understand them better, with a view to **strengthen their resilience and stability**. It will also help to counter the shift from governance based on expertise, rules-based multilateralism and consensual policymaking towards majoritarianism, unilateralism, nationalism, populism and polarisation. It will **foster democracy's further development** with a view to enhancing representation, participation, openness, pluralism, tolerance, the effectiveness of public policy, non-discrimination, civic engagement, the protection of fundamental rights and the rule of law. These reflect the European Union's values as defined in Article 2 of the EU Treaty[[Consolidated version of the Treaty on European Union, Title 1 "Common Provisions", Article 2: "The Union is founded on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are common to the Member States in a society in which pluralism, non-discrimination, tolerance, justice, solidarity and equality between women and men prevail."]].

Expected impact:

Proposals for topics under this destination should set out a credible pathway to contributing to the following expected impacts of the Horizon Europe Strategic Plan:

- Democratic governance is reinvigorated by improving the accountability, transparency, effectiveness and trustworthiness of rule-of-law based institutions and policies and through the expansion of active and inclusive citizenship empowered by the safeguarding of fundamental rights.

The implementation of the research activities of the destination will assist in the **re-invigoration and modernisation of democratic governance**. The aim is to develop evidence-based innovations, policies and policy recommendations, as well as institutional frameworks that expand political participation, social dialogue, civic engagement, gender equality and inclusiveness. Activities will also contribute to enhancing the transparency, effectiveness, accountability and legitimacy of public policymaking. They will help improving trust in democratic institutions, safeguarding liberties and the rule of law and protecting democracy from multidimensional threats. Rich historical, cultural and philosophical perspectives, including a comparative dimension, will set the frame for soundly understanding present developments and help to map future pathways. In the medium to long term, the knowledge, data, scientifically robust recommendations and innovations generated will enhance decision-making on all aspects relevant to democratic governance. As the Destination aims directly at **citizen engagement** and at producing **lasting change**, it is of particular importance that the **research and innovation actions** promote the highest standards of transparency and openness. Where applicable, it is encouraged to **open up the process**, criteria, methodologies and data to **civil society** in the course of the research.

Work Consortium Impact Budget

HORIZON-HLTH-2022-DISEASE-06-03-two-stage: Vaccines 2.0 - developing the next generation of vaccines

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 8.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 40.00 million.
<i>Type of Action</i>	Research and Innovation Actions

Work Consortium Impact Budget

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several expected impacts of destination 3 “*Tackling diseases and reducing disease burden*”. To that end, proposals under this topic should aim for delivering results that are directed, tailored towards and contributing to all of the following expected outcomes:

- The scientific and clinical communities use the increased knowledge on pathogens and better understanding of the immune system's role in infectious diseases to develop vaccines with improved efficacy.
- Vaccine manufacturers use more innovative and sustainable manufacturing technologies and improved GMP manufacturing know-how for producing the next generation of vaccines.
- A diversified portfolio of vaccine candidates ready for testing in clinical trials help policy makers and funders to make informed decisions about support to vaccine development.
- New innovative and improved design of preclinical/clinical studies that match the features of the next generation of vaccines is available for clinical community and regulators, and will shorten vaccine development time.

Scope: Infectious diseases, including antimicrobial resistant (AMR) infections, remain a major threat to health and health security in the EU and globally. The availability of more effective, accessible and affordable vaccines would provide the most cost-effective preventive measure against the health threat of epidemics and AMR pathogens. Vaccines against diseases, such as AIDS, tuberculosis (TB), malaria, neglected tropical diseases, hepatitis C and water-borne diseases are essential to achieve the WHO targets to control the spread of infectious diseases. The first generation of vaccines against some of the pathogens have proven to be suboptimal and not effective enough to protect the population. Many viruses of pandemic potential are variable in their surface antigen composition, and novel technologies are required to develop

efficient vaccines against each new variant efficiently and in a short timeframe. To ensure that more effective, accessible and affordable vaccines against all major infectious diseases become a reality, it is essential to sustain a diverse and modernised vaccine development pipeline.

Proposals should aim to diversify and accelerate the global vaccine research and development pipeline, and to strengthen the current leading role of the EU in vaccine research and development. Proposals should cover those pathogens, which still lack vaccines of sufficient efficacy, but where earlier efforts have already produced promising vaccine candidates.

The proposals should address several of the following areas:

- Innovation and integration of expertise and capabilities, including alignment of preclinical and clinical models, biomarker studies and new vaccine approaches from discovery to late stage development, from bench-based research to clinical development of promising preventive candidates.
- Application of iterative processes (including cross-learning, back-translation steps, integrative analysis of data) to allow exploitation and integration of novel findings between clinical, preclinical and discovery research and development.
- Deciphering mechanisms of protection of candidates, new approaches to antigen discovery and immunogen engineering, reverse vaccinology, evaluation of vaccines in novel platforms and technologies, novel adjuvants, innovative vaccine manufacturing approaches, relevant animal models, evaluation of alternative vaccine delivery routes.
- Effective, evidence-based decision-making for progression of vaccine candidates in the pipeline based on transparent and objective portfolio management. Regulatory requirements be considered. Sex, gender, age and socio-economic factors should be taken into account.

Work Consortium Impact Budget

HORIZON-HLTH-2022-DISEASE-06-03-two-stage: Vaccines 2.0 - developing the next generation of vaccines

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 8.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 40.00 million.
<i>Type of Action</i>	Research and Innovation Actions

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several expected impacts of destination 3 “*Tackling diseases and reducing disease burden*”. To that end, proposals under this topic should aim for delivering results that are directed, tailored towards and contributing to all of the following expected outcomes:

- The scientific and clinical communities use the increased knowledge on pathogens and better understanding of the immune system’s role in infectious diseases to develop vaccines with improved efficacy.
- Vaccine manufacturers use more innovative and sustainable manufacturing technologies and improved GMP manufacturing know-how for producing the next generation of vaccines.
- A diversified portfolio of vaccine candidates ready for testing in clinical trials help policy makers and funders to make informed decisions about support to vaccine development.
- New innovative and improved design of preclinical/clinical studies that match the features of the next generation of vaccines is available for clinical community and regulators, and will shorten vaccine development time.

Scope: Infectious diseases, including antimicrobial resistant (AMR) infections, remain a major threat to health and health security in the EU and globally. The availability of more effective, accessible and affordable vaccines would provide the most cost-effective preventive measure against the health threat of epidemics and AMR pathogens. Vaccines against diseases, such as AIDS, tuberculosis (TB), malaria, neglected tropical diseases, hepatitis C and water-borne diseases are essential to achieve the WHO targets to control the spread of infectious diseases. The first generation of vaccines against some of the pathogens have proven to be suboptimal and not effective enough to protect the population. Many viruses of pandemic potential are variable in their surface antigen composition, and novel technologies are required to develop efficient vaccines against each new variant efficiently and in a short timeframe. To ensure that

more effective, accessible and affordable vaccines against all major infectious diseases become a reality, it is essential to sustain a diverse and modernised vaccine development pipeline.

Proposals should aim to diversify and accelerate the global vaccine research and development pipeline, and to strengthen the current leading role of the EU in vaccine research and development. Proposals should cover those pathogens, which still lack vaccines of sufficient efficacy, but where earlier efforts have already produced promising vaccine candidates.

The proposals should address several of the following areas:

- Innovation and integration of expertise and capabilities, including alignment of preclinical and clinical models, biomarker studies and new vaccine approaches from discovery to late stage development, from bench-based research to clinical development of promising preventive candidates.
- Application of iterative processes (including cross-learning, back-translation steps, integrative analysis of data) to allow exploitation and integration of novel findings between clinical, preclinical and discovery research and development.
- Deciphering mechanisms of protection of candidates, new approaches to antigen discovery and immunogen engineering, reverse vaccinology, evaluation of vaccines in novel platforms and technologies, novel adjuvants, innovative vaccine manufacturing approaches, relevant animal models, evaluation of alternative vaccine delivery routes.

Effective, evidence-based decision-making for progression of vaccine candidates in the pipeline based on transparent and objective portfolio management. Regulatory requirements be considered. Sex, gender, age and socio-economic factors should be taken into account.

PROPOSAL WRITING CAMP

Coffee break?



PROPOSAL WRITING CAMP

Introduction to proposal's main parts



Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

Part A (online form)

- Administrative forms

Part B (to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Quality and efficiency of implementation

->additional Annex with information on financial support to third parties (if applicable)

Proposal table of contents



RIA (Part B)

1. Excellence

- 1.1 Objectives and ambition
- 1.2 Methodology

2. Impact

- 2.1 Project's pathways to impact
- 2.2 Measures to maximise impact
- Dissemination
- Exploitation and Communication
- 2.3 Summary

3. Quality and efficiency of the implementation

- 3.1 Work plan and Resources
- 3.2 Capacity of participants and consortium as a whole

\ PROCESS OF THE PROPOSAL DEVELOPMENT

Part B

- 1 Idea concept (abstract) and set up of the consortium
- 2 Leading the proposal development process
- 3 Writing the proposal (narrative part)

- Idea development
- Objectives and ambition, concept and methodology
- Activities – work packages, deliverables and milestones
- Budget
- Impact

Part A

- 4 Filling in the forms in the portal and submission

The submission process consists of 6 steps:

- Step 1: **Log in the Portal**
- Step 2: **Select the call**,
- Step 3: **Create a draft proposal**
- Step 4: Add your **partners**
- Step 5: Complete the web forms (part A) and upload proposal part B
- Step 6: Submit the proposal

NB! Open the project account as early as possible

PROPOSAL WRITING CAMP

Intro – Guidance on AI tools for proposal preparation



AI tools for proposal preparation

Guidance on the use of generative AI tools for the preparation of the proposal

When considering the use of generative artificial intelligence (AI) tools for the preparation of the proposal, it is imperative to exercise caution and careful consideration. The AI-generated content should be thoroughly reviewed and validated by the applicants to ensure its appropriateness and accuracy, as well as its compliance with intellectual property regulations. Applicants are fully responsible for the content of the proposal (even those parts produced by the AI tool) and must be transparent in disclosing which AI tools were used and how they were utilized.

Specifically, applicants are required to:

- Verify the accuracy, validity, and appropriateness of the content and any citations generated by the AI tool and correct any errors or inconsistencies.
- Provide a list of sources used to generate content and citations, including those generated by the AI tool. Double-check citations to ensure they are accurate and properly referenced.
- Be conscious of the potential for plagiarism where the AI tool may have reproduced substantial text from other sources. Check the original sources to be sure you are not plagiarizing someone else's work.
- Acknowledge the limitations of the AI tool in the proposal preparation, including the potential for bias, errors, and gaps in knowledge.

Use of generative AI tools



- If using generative artificial intelligence (AI) tools for proposal preparation, exercise **caution and careful consideration**.
- AI-generated content should be **thoroughly reviewed and validated** to ensure its appropriateness, accuracy and compliance with IP regulations.
- Applicants are **fully responsible for the content** of the proposal (even those parts produced by the AI tool) and must be transparent in disclosing which AI tools were used and how they were utilized.
- Be aware of the potential for **plagiarism** where the AI tool may have reproduced substantial text from other sources.

Main parts of the Horizon Europe proposal

Section 3. Quality and efficiency of the implementation

PROPOSAL WRITING CAMP

Implementation - Workplan



Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

Part A (online form)

- Administrative forms

Part B (to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Quality and efficiency of implementation

->additional Annex with information on financial support to third parties (if applicable)

Proposal table of contents



RIA (Part B)

1. Excellence

1.1 Objectives and ambition

1.2 Methodology

2. Impact

2.1 Project's pathways to impact

2.2 Measures to maximise impact

Dissemination

Exploitation and Communication

2.3 Summary

3. Quality and efficiency of the implementation

3.1 Work plan and Resources

3.2 Capacity of participants and consortium as a whole

B3. Quality and efficiency of the implementation

3.1 Work plan and Resources (14 pages including all tables / 19 pages for topics using lump sum funding)

3.2 Capacity of participants and consortium as a whole (3 pages)

Award criteria – aspects to be taken into account

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

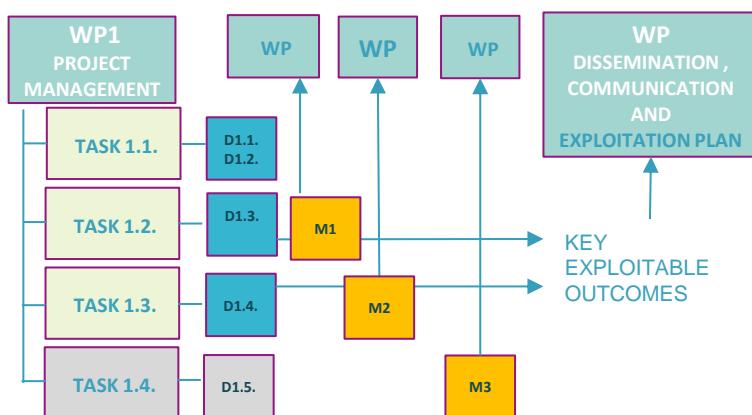
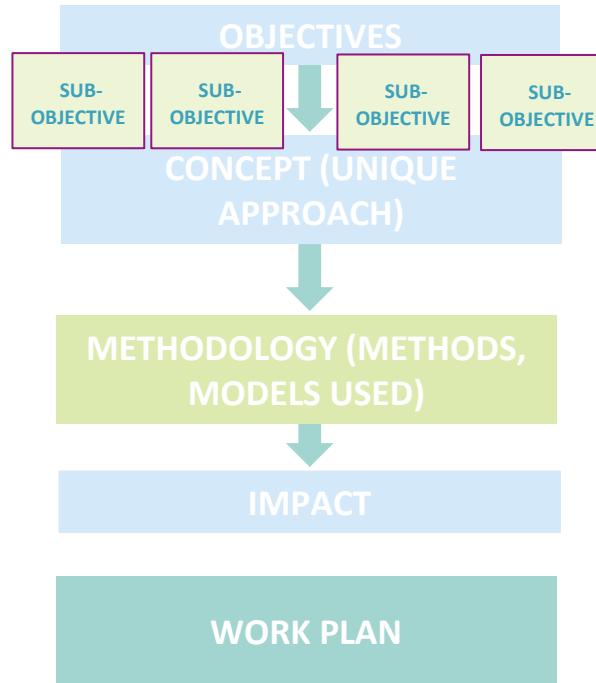
B3.1 Work plan and Resources

Content:

- brief presentation of the **overall structure of the work plan**;
- **timing of the different work packages and their components** (Gantt chart or similar);
- **graphical presentation** of the components showing how they inter-relate (Pert chart or similar).
- detailed work description, i.e.:
 - a list of work packages (tables 3.1a);
 - a description of each work package (table 3.1b);
 - a list of deliverables (table 3.1c);



WORK PLAN (Implementation, section 3.1)



DEFINITIONS

- **Work Package (WP)** - a major subdivision of the proposed project, divided into **Tasks (T)**
- **Deliverable (D)** - a distinct output of the project, report, a document, a technical diagram, a software etc
- **Milestone (M)** - control points in the project that help to monitor progress.

3.2 CAPACITY OF PARTICIPANTS AND CONSORTIUM AS A WHOLE

- **Expertise and capacity** of the consortium partners

Award criteria – aspects to be taken into account

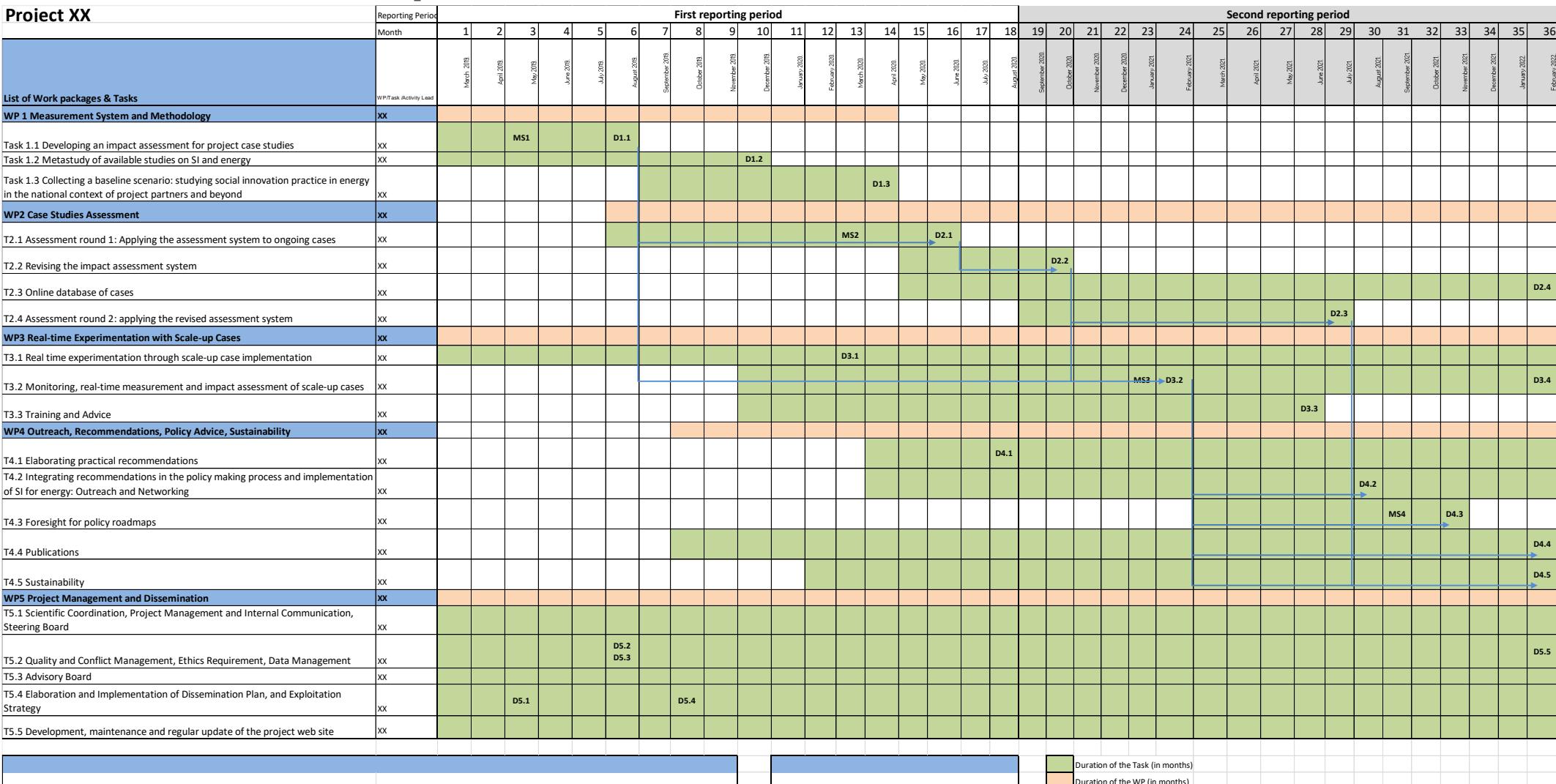
- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

3.1 WORK PLAN AND RESOURCES

- Outline the Work Packages and Tasks, set the aim and short description for each; Risks
- Focus on the outcomes of each task (public or confidential)
- Use **PERT chart** for intro to the Work Packages
- Use **GANTT chart** for timeline
- **Length of the Implementation section:** 14 pages including all tables / 19 pages for topics using lump sum funding)

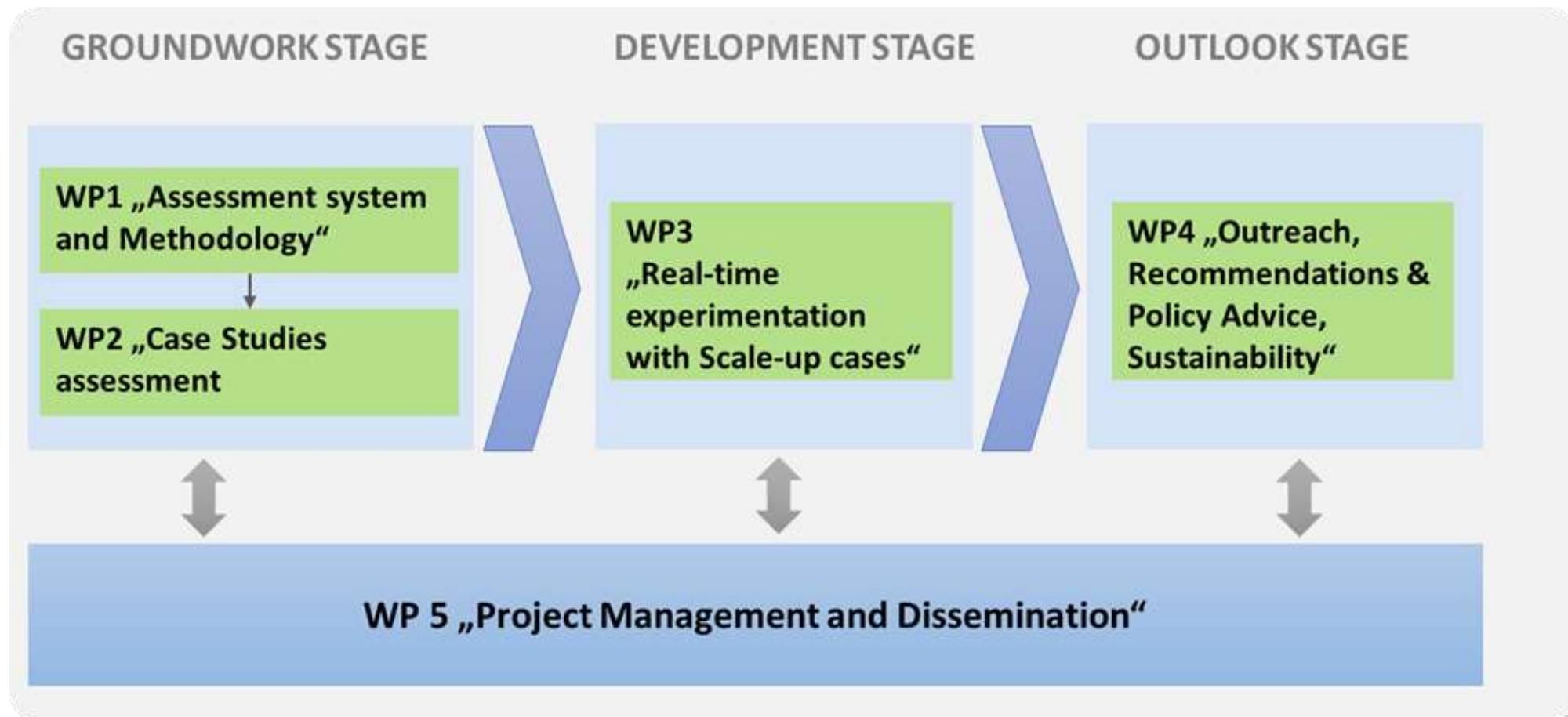
B3.1 Work plan and Resources

GANTT chart - example:



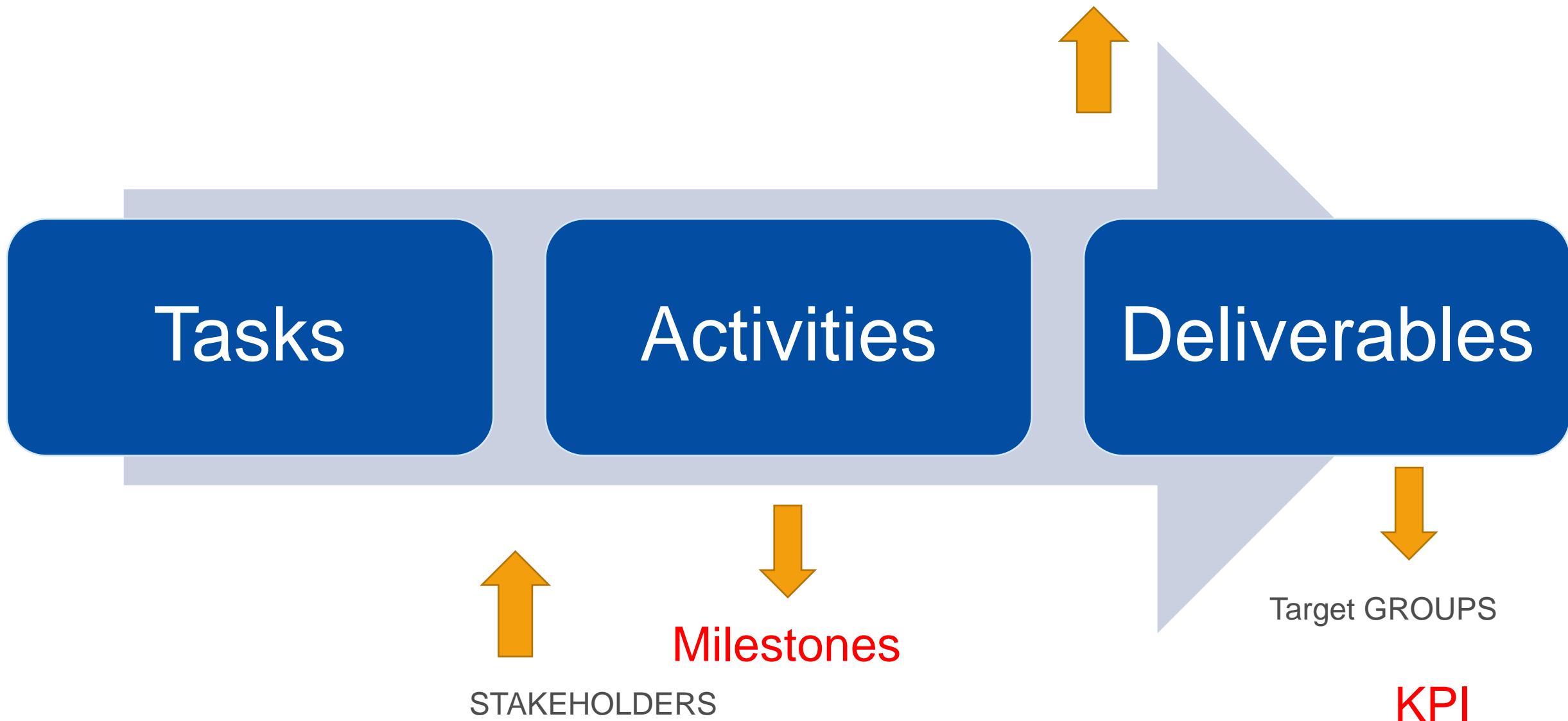
B3.1 Work plan and Resources

PERT chart - example:



Workpackage

IMPACTS (short, medium, long-term)



B3.1 Work plan and Resources (2)

Content:

- a list of milestones (table 3.1d);
- a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e);
- a table showing number of person months required (table 3.1f);
- a table showing description and justification of subcontracting costs for each participant (table 3.1g);
- a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.1i);
- if applicable, a table showing in-kind contributions from third parties (table 3.1j).

B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

Tables for section 3.1

⚠ Use plain text for the tables in section 3.1. If the proposal is invited to start Grant Agreement preparation, these tables will have to be encoded in the grant management IT tool, where no graphics or special formats are supported.

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

Table 3.1b: Work package description

For each work package:

Work package number	
Work package title	

⚠ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

x O Complete

B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

Table 3.1c: List of Deliverables²

Only include deliverables that you consider essential for effective project monitoring.

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

KEY

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

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

Type:

Use one of the following codes:

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

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

DATA: Data sets, microdata, etc.

DMP: Data management plan

B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

Table 3.1f: Summary of staff effort

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

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

3.2 Consortium as a whole



B3.2 Capacity of participants and consortium as a whole

- **Describe the consortium.** How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate. Include in the description affiliated entities and associated partners, if any.
- **Show how the partners will have access to critical infrastructure needed to carry out the project activities.**
- **Describe how the members complement one another** (and cover the value chain, where appropriate)
- **In what way does each of them contribute to the project?** Show that each has a valid role, and adequate resources in the project to fulfil that role.

B3.2 Capacity of participants and consortium as a whole (2)

- If applicable, **describe the industrial/commercial involvement in the project to ensure exploitation of the results** and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).
- **Other countries and international organisations:** If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

Group Work

Drafting a work plan



GROUP WORK

- Outline a structure of work-packages (WPs), related to the call you are interested in /or to the call discussed in the proposal writing camp. Prepare drafts of the work-packages.
- Work in small groups
- Establish the WP draft with
 - WP number & title,
 - objectives,
 - contents / description of work (core part of WP), tasks
 - partners,
 - timing,
 - deliverables.
- Presentation of draft work-packages & analysis in the group

Follow the instructions from the application form

To do: PREPARE A WORKPLAN DESCRIPTION (see template)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA); V3.2 – 15.11.2022

Table 3.1b: Work package description

For each work package:

Work package number	
Work package title	

⚠ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants.
Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

HOMEWORK

- Continue elaborating the Work-Package (WP) draft/s until the next session on Wednesday.
- Focus on refining WP drafts of
 - **objectives** ,
 - **task descriptions**: contents / description of work, broken down into several tasks (e.g. 4-5 per WP, depending on complexity of a project). This is the core part of a WP, and needs to be detailed.
 - **deliverables** (e.g. specify one per task).
- You may coordinate and do the work jointly with colleagues, who also participate in the Proposal writing Camp.
- Send the drafts of your WP/task descriptions per e-mail on Tuesday afternoon before the next session to the trainers. Certain colleagues will be asked to present briefly the result at the feedback session (Wednesday morning).
- **Follow the instructions in the application form. See chapter 3 Quality and efficiency of the implementation as of page 32 standard application form:**
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-ria-ia_en.pdf

PROPOSAL WRITING CAMP

Excellence



Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

Part B
(to be uploaded
as pdf PDF)

- 1. Excellence
- 2. Impact
- 3. Quality and efficiency of implementation

->additional Annex with information on financial support to third parties (if applicable)

STRUCTURE OF PART B (RIA)

RIA (Part B)

1. Excellence

1.1 Objectives and ambition

1.2 Methodology

2. Impact

2.1 Project's pathways to impact

2.2 Measures to maximise impact Dissemination Exploitation and Communication

2.3 Summary

3. Quality and efficiency of the implementation

3.1 Work plan and Resources

3.2 Capacity of participants and consortium as a whole



**PAGE LIMIT! 45
pages (RIA) /
50 pages for topics
using lump sum
funding
(including title page and list of
participants)**

B1. Excellence

1. Excellence

1.1 Objectives and ambition (4 p.)

1.2 Methodology (14 pages)

Excellence – aspects to be taken into account

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

B1.1 Objectives & Ambition

- Overall aim =>**Short introductory paragraph answering 5 KEY QUESTIONS**
 - Which problem are you trying to solve?
 - Is it a European priority or could it be solved at national level?
 - Is the solution already available?
 - Why now?
 - Why you? Are you the best consortium to do this work?
- **2-3 OVERALL OBJECTIVES**
- **Specific objectives (not more than 5)**

Objectives ≠ activities!

- The right question:
 - **What do I plan to achieve?**
- The wrong question:
 - **What am I going to do?**

SMART OBJECTIVES

S specific, concrete

- What **exactly** are you going to achieve?
- Is the objective written in a clear and **comprehensible** way?

M measurable

- How can you tell if the objective is reached?
- Are there clear **indicators** or **parameters** to measure the objective?

A acceptable

- Acceptance of project results by stakeholders?
- Do the objectives provide an **acceptable solution** to the problem?

R realistic

- Is the objective **achievable**, given the time and resources committed?

T timely

- **When** will the objectives be achieved?

B1.1 Objectives and Ambition (4 pages)

- Objectives should be consistent with the **expected/identified** exploitation and **impact** of the project
- Describe the specific objectives for the project, which should be **clear, measurable, realistic and achievable** within the duration of the project.
- Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models.
- Describe where **the proposed work is positioned in terms of R&I maturity** (i.e. where it is situated in the spectrum from ‘idea to application’, or from ‘lab to market’). Where applicable, provide an indication of the **Technology Readiness Level**, if possible distinguishing the start and by the end of the project.
- Describe the **ground-breaking nature of the objectives**, concept , trans-disciplinarily considered, **innovation potential...**

Methodology...

- The right question:
 - **How will the objectives be reached?**
- The wrong question:
 - **What exactly and when will it be done?**

1.2 Methodology (14 pages)

- Describe and explain the overall methodology, including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them.
- Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established; =**EXPLOITABLE RESULTS**
- Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives. If you consider that an inter-disciplinary approach is unnecessary in the context of the proposed work, please provide a justification.
- For topics where the work programme indicates the need for the integration of social sciences and humanities, show the role of these disciplines in the project or provide a justification if you consider that these disciplines are not relevant to your proposed project.

1.2 Methodology (14 pages)

- Describe how the **gender dimension** (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content. If you do not consider such a gender dimension to be relevant in your project, please provide a justification.
- Describe **how appropriate open science practices** are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives. If you believe that none of these practices are appropriate for your project, please provide a justification here.

1.2 Methodology (14 pages)

- **Research data management and management of other research outputs**
- **Types of data/research outputs** (e.g. experimental, observational, images, text, numerical) and their estimated size
- **Findability of data/research outputs:** Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.
- **Accessibility of data/research outputs:** IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.
- **Interoperability of data/research outputs:** Standards, formats and vocabularies for data and metadata.
- **Reusability of data/research outputs:** Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation /re-use.
- **Curation and storage/preservation costs; person/team responsible for data management and quality assurance.**

Excellence

Open Science

Mandatory practices : Open access to publications and research data; research data management in line with 'FAIR' principles. Additional obligations specific to certain topics.

→ **Lower score if not sufficiently addressed**

Recommended practices: e.g. early and open sharing of research; open peer-review; involving all relevant knowledge actors e.g. citizen science.

→ **Evaluated positively if convincingly addressed, as appropriate for projects.**

Gender dimension

Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's R&I content.

Different from the gender balance in the proposal team.

[Gender in EU research and innovation - European Research Executive Agency](#)

If not mandatory, explicitly in Topic text:
In this topic the integration of the gender dimension (sex and gender analysis) in research and innovation content is not a mandatory requirement.

Social sciences and humanities

If required by the topic, show the role and integration of social sciences and humanities in the proposal.

Check topic text.

[SSH integration - Research and innovation - European Commission](#)

More on [Open science](#)
Video [how to evaluate OS](#)

Open Science

Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Including active engagement of society

Mandatory immediate Open Access to publications: beneficiaries must retain sufficient IPRs to comply with open access requirements;

Data sharing as ‘open as possible, as closed as necessary’: mandatory Data Management Plan for FAIR (Findable, Accessible, Interoperable, Reusable) research data

- Work Programmes may incentivize or oblige to adhere to **open science practices** such as involvement of citizens, or to use the **European Open Science Cloud**
- Assessment of open science practices through the **excellence award criteria** for proposal evaluation. Under **quality of participants** previous experience on open sciences practices will be evaluated positively.
- Dedicated support to **open science policy actions**
- **Open Research Europe** publishing platform

LINKS:

[Data Management Plans](#)
[OPEN SCIENCE](#)

Gender Dimension

Addressing the gender dimension in research and innovation entails taking into account sex and gender in the whole research & innovation process.

The integration of the gender dimension into R&I content is mandatory, unless it is explicitly mentioned in the topic description

Why is gender dimension important?

- Why do we observe differences between women and men in infection levels and mortality rates in the COVID-19 pandemic?
- Does it make sense to study cardiovascular diseases only on male animals and on men, or osteoporosis only on women?
- Does it make sense to design car safety equipment only on the basis of male body standards?
- Is it responsible to develop AI products that spread gender and racial biases due to a lack of diversity in the data used in training AI applications?
- Is it normal that household travel surveys, and thus mobility analysis and transport planning, underrate trips performed as part of caring work?
- Did you know that pheromones given off by men experimenters, but not women, induce a stress response in laboratory mice sufficient to trigger pain relief?
- And did you know that climate change is affecting sex determination in a number of marine species and that certain populations are now at risk of extinction?

- LINKS: <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>
- https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024-democracy-and-rights/gender-equality-research-and-innovation_en

Annotated HE templates – NCP portal

- https://horizoneuropencpportal.eu/store?f%5B0%5D=theme_facet%3A44
- <https://horizoneuropencpportal.eu/sites/default/files/2025-05/update-29042025-care4bio-ria-ia-annotated-template.pdf>

The screenshot shows the 'Tools' section of the NCP Portal. The page title is 'Tools' with a subtitle 'Tools and services developed by NCPs that are useful for participating in Horizon Europe'. A search bar and a 'Showing 1 - 12 of 14' message are visible. On the left, there are two filter dropdowns: 'Theme' and 'Published By'. The 'Theme' dropdown is expanded, showing categories like 'Pillar 1 (11)', 'Pillar 2 (53)', 'Pillar 3 (19)', 'Widening participation and strengthening the European Research Area (9)', 'Key processes for proposals in Horizon Europe (14)', 'Cross cutting elements within Horizon Europe (11)', and 'Horizon Europe Programme (7)'. The 'Published By' dropdown is also expanded, showing 'NCP Portal Management (6)', 'EIC & EIE (2)', and 'European Commission (1)'. The main content area displays 12 cards, each with a logo and a brief description. The cards are arranged in two rows of six. The first row includes: 'NCP4MISSIONS' (How to (not) use AI in grant proposal writing (Netherlands Enterprise Agency)), 'EU Missions in HE', 'Net4society' (1st Integration of Social Sciences and Humanities in Horizon Europe Monitoring Report), and 'HORIZON academy' (Swiss applicants to Horizon Europe). The second row includes: 'Cluster 2', 'NCP Portal Management', 'HORIZON academy' (EU Missions in HE), 'Access2EIC' (National Contact Points for Innovation), and the European Commission logo.

Tools and services developed by NCPs that are useful for participating in Horizon Europe

NCP Portal / Tools

Showing 1 - 12 of 14

Search

Theme

- Pillar 1 (11)
- Pillar 2 (53)
- Pillar 3 (19)
- Widening participation and strengthening the European Research Area (9)
- Key processes for proposals in Horizon Europe (14)
- Cross cutting elements within Horizon Europe (11)
- Horizon Europe Programme (7)

Published By

- NCP Portal Management (6)
- EIC & EIE (2)
- European Commission (1)

NCP4MISSIONS
How to (not) use AI in grant proposal writing (Netherlands Enterprise Agency)

Net4society
1st Integration of Social Sciences and Humanities in Horizon Europe Monitoring Report

HORIZON academy
Swiss applicants to Horizon Europe

EU Missions in HE

Cluster 2

NCP Portal Management

HORIZON academy
EU Missions in HE

Access2EIC
National Contact Points for Innovation

European Commission

Group Work Excellence



Group exercise

Writing the excellence part (RIA)

- **Objectives & ambition**

discuss in the group session possible objectives for the call you are addressing during the Proposal writing camp. Put down 3-4 objectives to be reached in the frame of the project.

Homework: Develop text around the objectives, add details to make the objectives more concrete.

- **Methodology**

Homework: if time allows, think of methodology to be applied, consider gender and data implications of your project

Evaluation exercise (if time allows)

- Scoring of the excellence drafts – each group evaluates the draft of another group

PROPOSAL WRITING CAMP

Impact

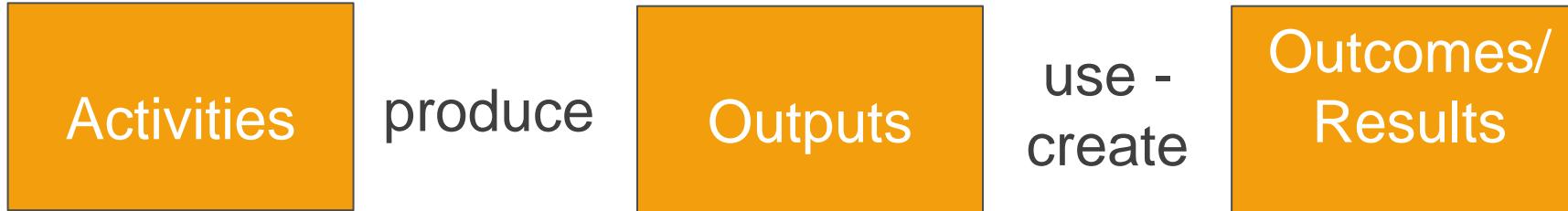
General information on impact

Impact in Horizon Europe

Group work: Define the impact of your proposal



From Activities to Impacts



OUTCOME/RESULT = what happens, if our **target group uses** our outputs!

- they become more knowledgeable (enlightenment!) or
- produce better products or
- reduce the ecological footprint

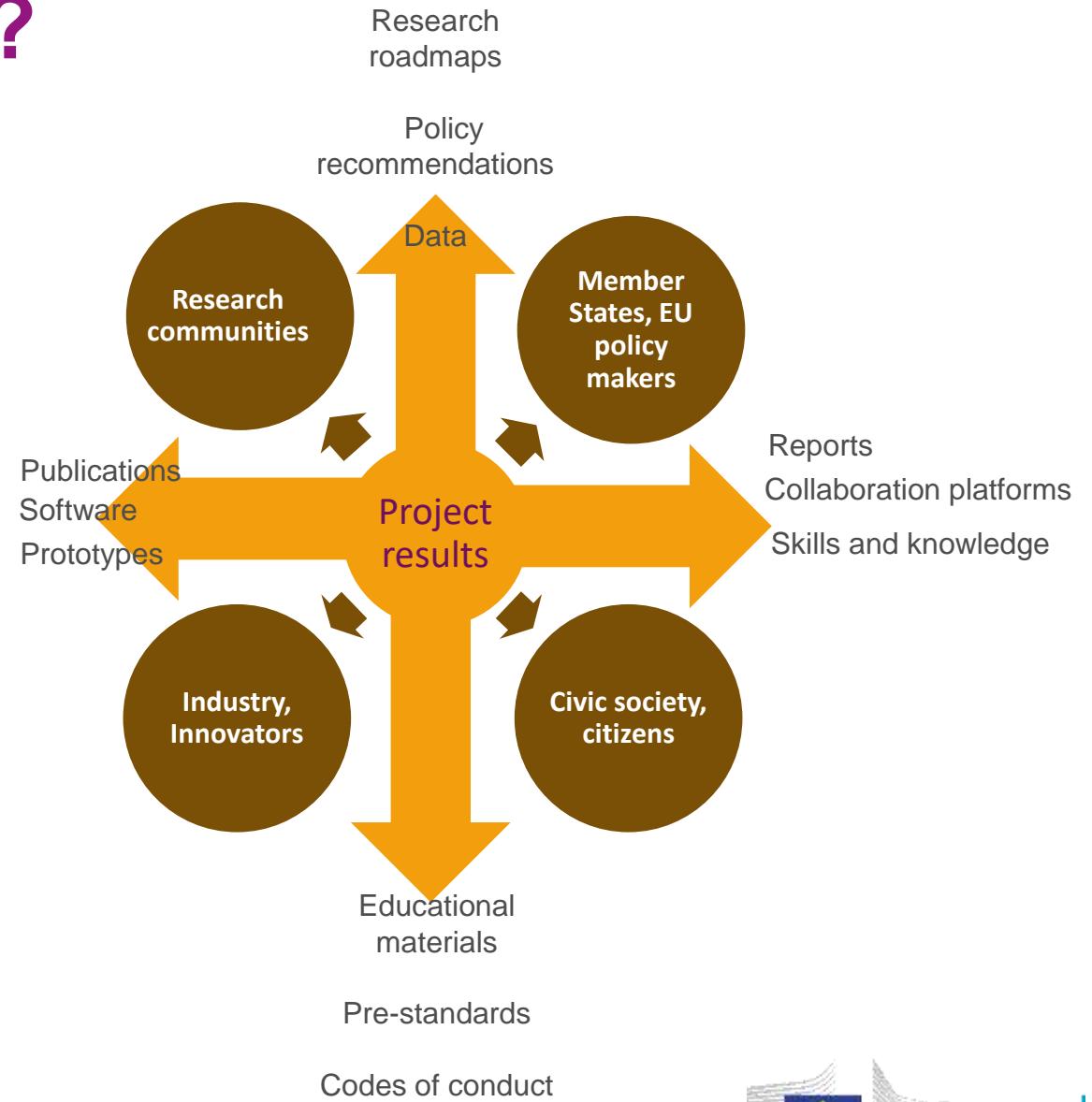
IMPACT = what happens **by use or non-use** of others than our primary target group (i.e. a 'secondary' or even 'not-intended audience')

What are project results?

Results

Any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected.*

- Key exploitable results are the **outputs generated during the project which can be used and create impact**, either by the project partners or by other stakeholders
- Project results can be reusable and exploitable (e.g. inventions, prototypes, services) as such, or elements (knowledge, technology, processes, networks) that have potential to contribute for further work on research or innovation



*http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

Types of effects / impacts

Results-oriented impacts: usually quantitative measurable results

- creation of jobs
- publications
- patents

Behavioural impacts:

- changes in the (social, economic, ...) behaviour (e.g. changes concerning innovative behaviour)
- change of environmental behaviour
- change of images & awareness etc

Various categories of impacts

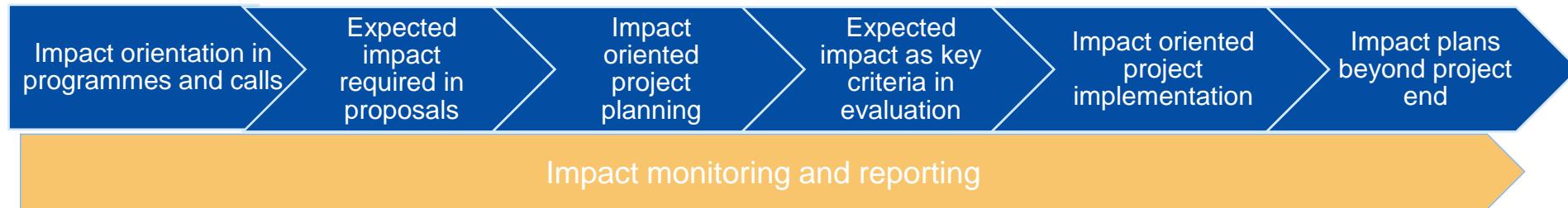
- **Scientific/Academic/Research:** This avenue generally focuses on the possible publications, conferences, or any other opportunities that can arise as a result of this project to promote the research field.
- **Socio-economic:** Here, researchers often touch on the new possibilities for job creation, important policy outputs, and overall social benefits of their project.
- **Environmental:** Such applications mostly refer to policy papers or guidance documents produced as a result of the research project.
- **Public engagement:** In this selected avenue, researchers describe varying ways to publicly engage through communication strategies, education, media or social media outlets, and user groups.

Dimensions of the impacts

Science impacts: Knowledge, Research activities, Training	Organization impacts: Planning, Work organization, Administration, Human resources
Technology impacts: Products, Processes, Services, Know-how	Health impacts: Public health, Health systems
Economy impacts: Production, Financing, Investments, Commercialisation, Budget	Environment impacts: Management of natural resources and the environment, Climate and meteorology
Culture impacts: Knowledge, Know-how, Attitudes, Values	Symbolic impacts: Legitimacy/credibility/visibility
Society impacts: Welfare, Discourses and actions of groups	Training impacts: Curricula, Pedagogical Tools, Qualifications, Graduates, Insertion into the job market, Fitness of training/work, career, use of acquired knowledge
Policy impacts: Policymakers, Citizens, Public programs, National security	

Source: Godin and Doré, 2006

Impact orientation in all stages



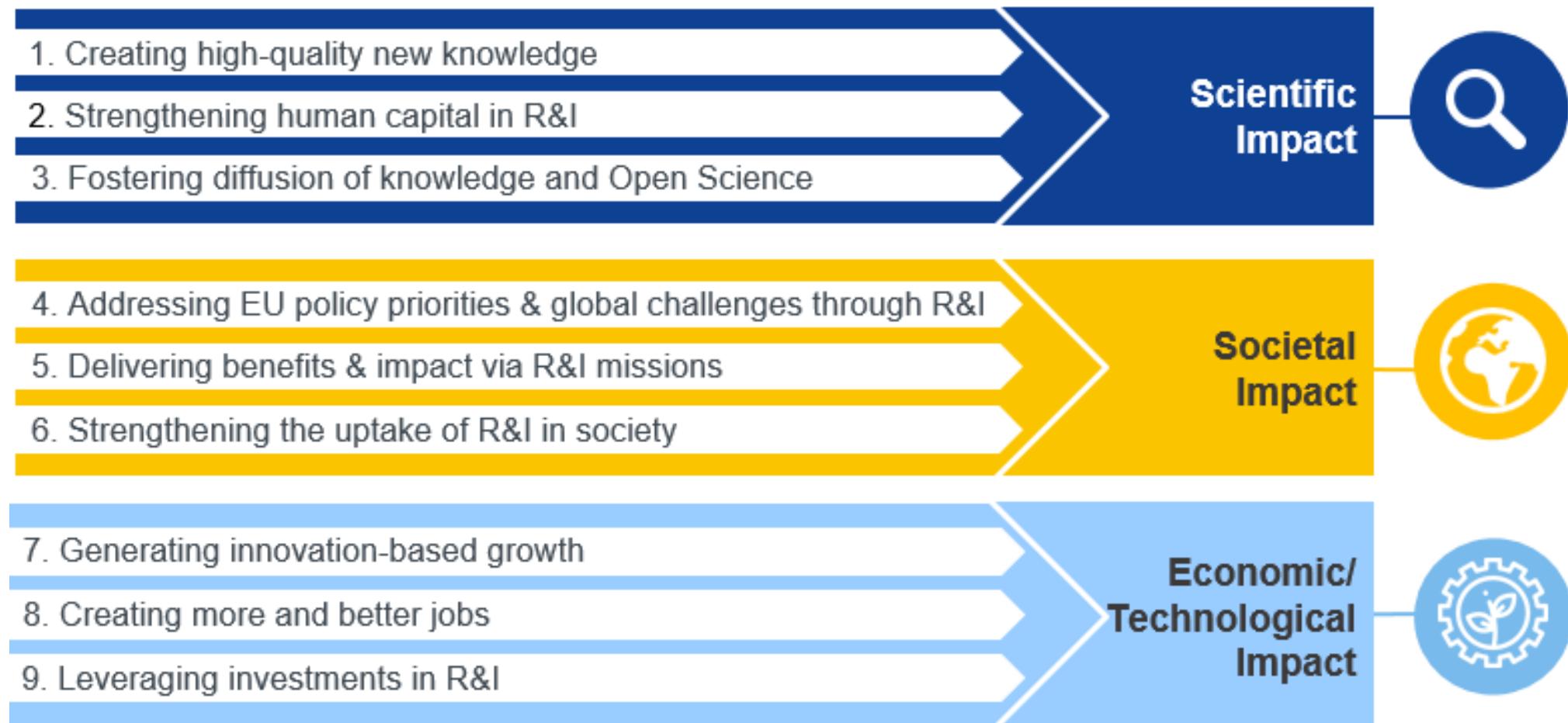
- Most programmes have an impact-oriented approach
- Horizon Europe balances research and innovation and aims to drive competitiveness/growth and to tackle societal challenges (e.g., through missions)
- Many programmes encourage collaboration between different stakeholders (researchers, industry including SMEs, public sector organisations and citizens)
- Expected impacts are crucial for successful proposals and projects
- Aspects of the project (activities, partnership, open access of results, etc.) intend to maximise potential impacts

PROPOSAL WRITING CAMP

Pathway to impact



Impact pathways in HE - EXAMPLES

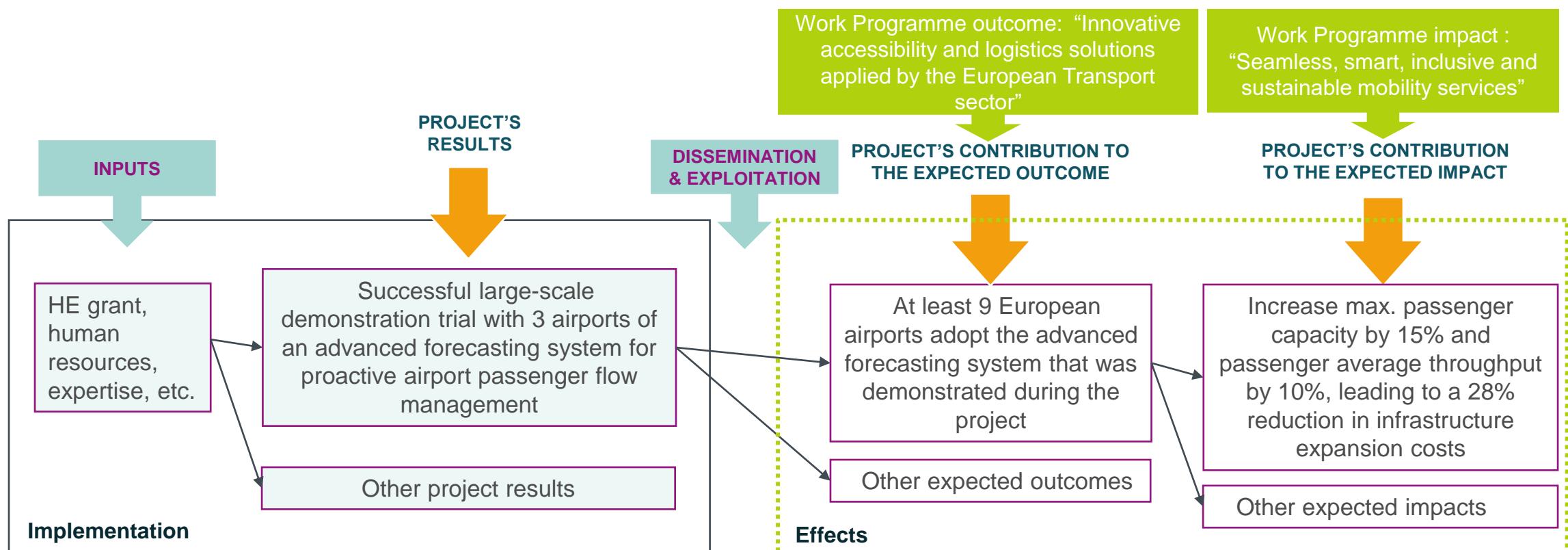


Source: EC



Project's pathway towards impact

...by thinking about the specific contribution the project can make to the expected outcomes and impacts set out in the Work Programme.

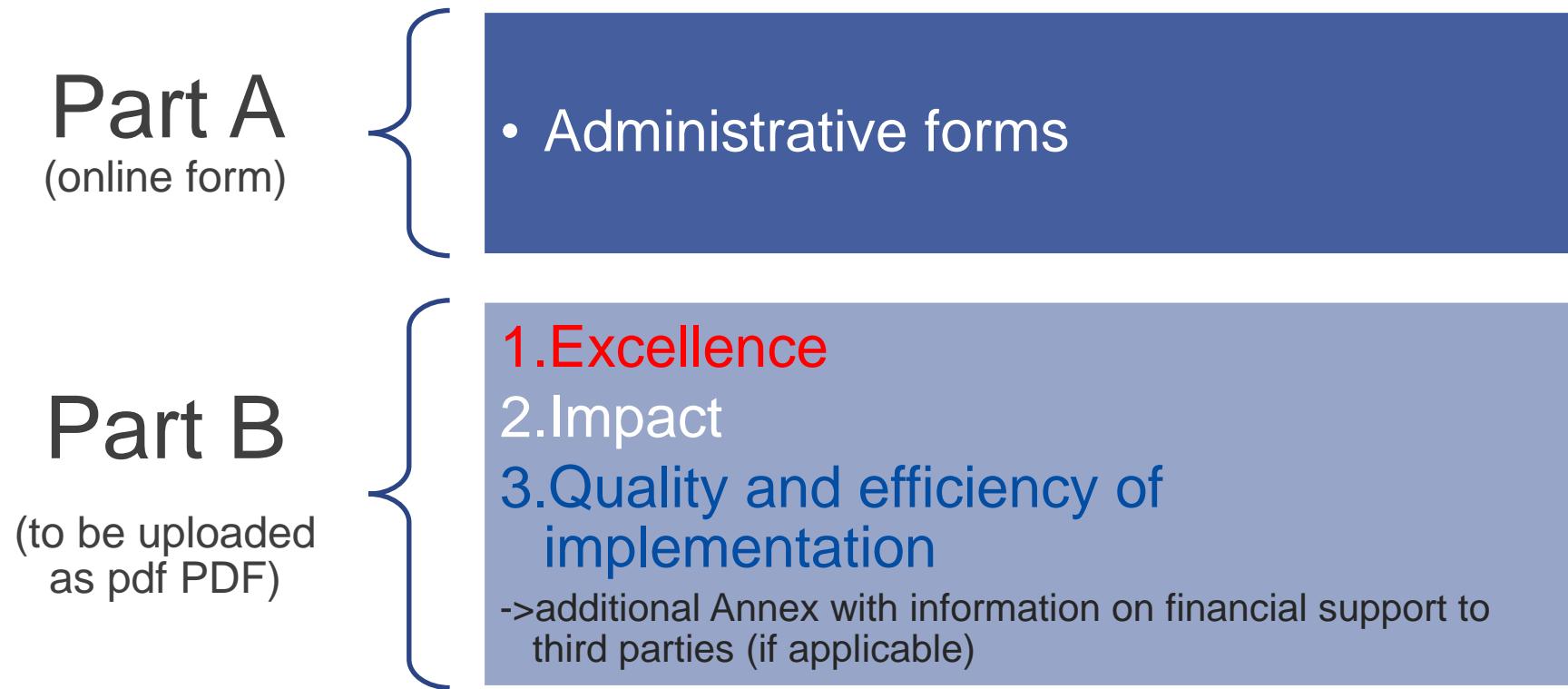


Source: EC

Example of framework conditions for impact

- 1. **Employment**
 - 75% of the 20-64 year-olds to be employed
- 2. **R&D**
 - 3% of the EU's GDP to be invested in R&D
- 3. **Climate change and energy sustainability**
 - greenhouse gas emissions 20% (or even 30%, if the conditions are right) **lower than 1990**
 - **20% of energy from renewables**
 - **20% increase in energy efficiency**
- 4. **Education**
 - Reducing the rates of early school leaving below 10%
 - at least 40% of 30-34–year-olds completing third level education
- 5. **Fighting poverty and social exclusion**
 - at least 20 million fewer people in or at risk of poverty and social exclusion

Example: structure of impact (RIA)



What are the evaluators looking for?

The evaluators pay particular attention to:

- Expected impacts described for the topic of the project
- Key performance indicators (KPIs) including target values
- Enhancing innovation capacity and integration of new knowledge
- Strengthening competitiveness and growth of industrial partners by developing and delivering innovations meeting market needs
- Other environmental or social impacts...

They evaluate effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project...

RIA (Part B)

1. Excellence
 - 1.1 Objectives and ambition
 - 1.2 Methodology

2. Impact

- 2.1 Project's pathways to impact**
- 2.2 Measures to maximise impact Dissemination
Exploitation and Communication**
- 2.3 Summary**

3. Quality and efficiency of the implementation

- 3.1 Work plan and Resources
- 3.2 Capacity of participants and consortium as a whole

B2. IMPACT

2.1 Project's pathways to impact (4 pages)

2.2 Measures to maximise impact Dissemination
Exploitation and Communication (5 pages)

2.3 Summary

Impact – aspects to be taken into account.

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

B2.1 Project's pathways towards impact

Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.

- Describe the unique contribution your project results would make towards (1) the outcomes specified in this topic, and (2) the wider impacts, in the longer term, specified in the respective destinations in the work programme.

B2.1 Project's pathways towards impact (2)

- Give **an indication of the scale and significance of the project's contribution to the expected outcomes and impacts**, should the project be successful. Provide quantified estimates where possible and meaningful.
- Describe **any requirements and potential barriers** - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe, etc. Indicate if these factors might evolve over time. **Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.**

B2.2 Measures to maximise impact - **Dissemination, exploitation and communication**

- Describe the planned measures to maximise the impact of your project by providing a first version of your ‘plan for the dissemination and exploitation including communication activities’.
- Describe the dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large).
- Outline your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.



Dissemination, exploitation and communication

To include a draft plan in the proposal is an admissibility condition, unless the work programme topic explicitly states otherwise.

All measures should be **proportionate** to the scale of the project, and should contain **concrete actions** to be implemented both **during and after** the end of the project

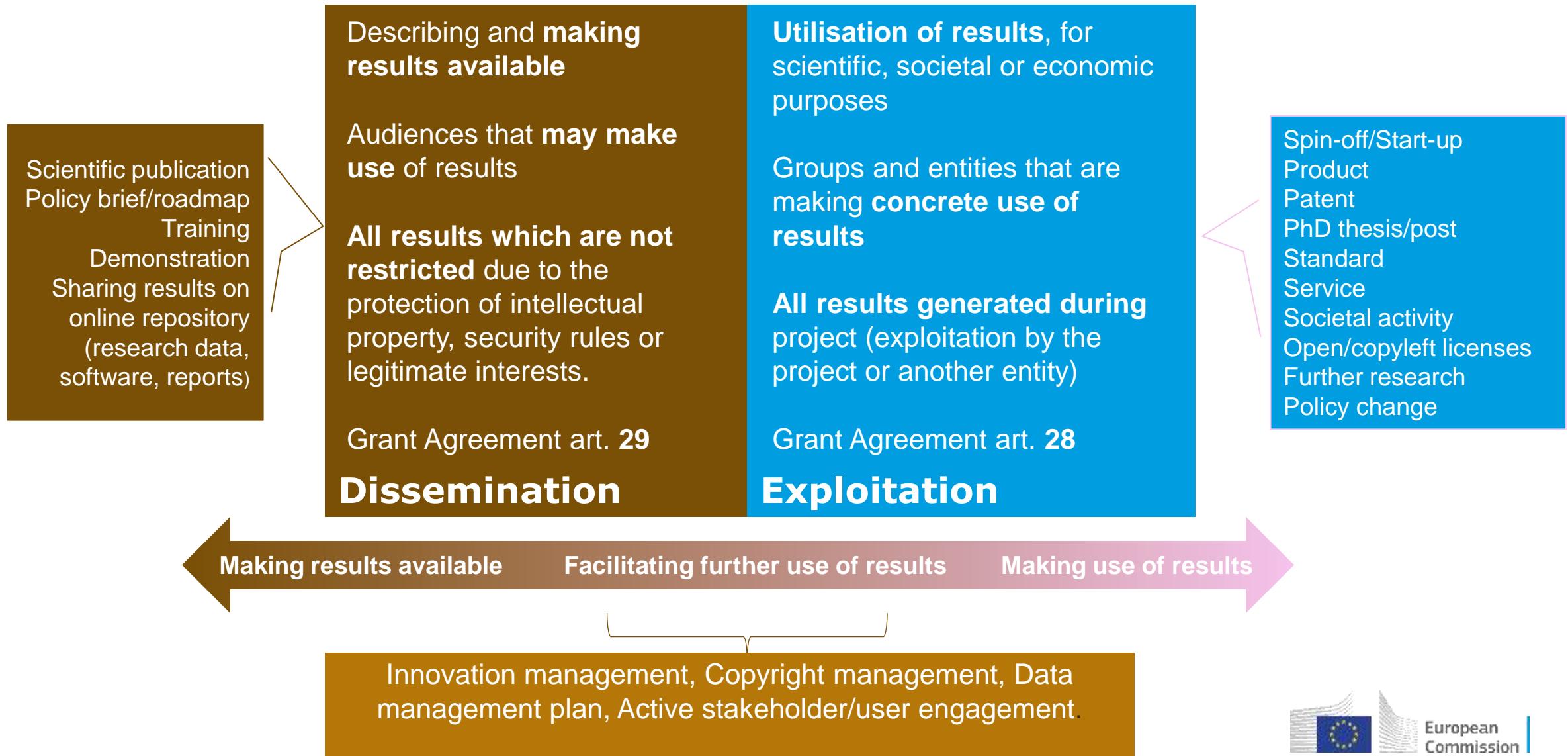
Elements of the D&E&C plan

- **Planned measures** to maximise the impact of projects
- **Target groups** (e.g. scientific community, end users, financial actors, public at large) and **proposed channels** to interact
- **Communication measures** for promoting the project and its findings throughout the full lifespan of the project
- **Policy feedback** measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions
- Follow-up plan to foster **exploitation/uptake** of the results
 - Comprehensive and feasible strategy for the **management of the intellectual property** (the provision of a results ownership list is mandatory at the end of the project)
 - If exploitation is expected primarily in non-associated third countries, give a convincing justification that this is still in the Union's interest.

What is the difference Communication - Dissemination?



What is the difference Dissemination - Exploitation?



B2.3 Summary

- Provide a summary of this section by presenting in the canvas below the key elements of your project impact pathway and of the measures to maximise its impact.

B2.3 Summary

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p>Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p>Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p><i>What do you expect to generate by the end of the project?</i></p> <p>Example 1 Successful large-scale demonstrator: Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p>Algorithmic model: Novel algorithmic model for proactive airport passenger flow management.</p> <p>Example 2 Publication of a scientific discovery on transparent electronics.</p> <p>New product: More sustainable electronic circuits.</p> <p>Three PhD students trained.</p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p>Example 1 Exploitation: Patenting the algorithmic model.</p> <p>Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration.</p> <p>Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p>Example 2 Exploitation of the new product: Patenting the new product; Licensing to major electronic companies.</p> <p>Dissemination towards the scientific community and industry: Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.</p>

B2.3 Summary

TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p>Example 1 9 European airports: Schiphol, Brussels airport, etc.</p> <p>The European Union aviation safety agency.</p> <p>Air passengers (indirect).</p> <p>Example 2 End-users: consumers of electronic devices.</p> <p>Major electronic companies: Samsung, Apple, etc.</p> <p>Scientific community (field of transparent electronics).</p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p>Example 1 Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p>Example 2 High use of the scientific discovery published (measured with the relative rate of citation index of project publications).</p> <p>A major electronic company (Samsung or Apple) exploits/uses the new product in their manufacturing.</p>	<p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p> <p>Example 1 Scientific: New breakthrough scientific discovery on passenger forecast modelling.</p> <p>Economic: Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.</p> <p>Example 2 Scientific: New breakthrough scientific discovery on transparent electronics.</p> <p>Economic/Technological: A new market for touch enabled electronic devices.</p> <p>Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>

Group Work Impact



GROUP WORK

Follow the instructions from the application form

Group Work: Describe how your project will contribute to...

- Each of the **impacts** mentioned in the work programme, under the relevant topic; impacts that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
- Describe any **barriers/obstacles**, and any framework conditions (such as regulation, standards, public acceptance, workforce considerations, financing of follow-up steps, cooperation of other links in the value chain), that may determine whether and to what extent the expected impacts will be achieved.

Homework: Continue your work on impact section...

- Refine impact pathways
- Think of and outline a few appropriate communication/dissemination/exploitation measures
- Prepare the summary tables 2.3 – see templates at next slides

Exercise – Preparation of the summary 2.3

Specific needs	Expected results	D&E&C measures
What are the specific needs that triggered this project?	What do you expect to generate by the end of the project?	What dissemination, exploitation and communication measures will you apply to the results?

Exercise – Preparation of the summary 2.3

Target groups	OUTCOMES /RESULTS	D&E&C measures
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?	What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

Budget



\ COST CATEGORIES



A. PERSONNEL COSTS

- A.1 Employees
- A.2 Natural persons under direct contract
- A.3 Seconded persons
- A.4 SME owners and natural person beneficiaries



B. SUBCONTRACTING COSTS



C. PURCHASE COSTS

- C.1 Travel and subsistence
- C.2 Equipment
- C.3 Other goods, works and services



D. OTHER COST CATEGORIES

- D.1 Financial support to third parties
- D.2 Internally invoiced goods and services
- [D.3 Transnational access to research infrastructure unit costs]
- [D.4 Virtual access to research infrastructure unit costs]
- [D.5 PCP/PPI procurement cost]
- [D.6 Euratom Cofund staff mobility costs]
- [D.7 ERC additional funding]
- [D.8 ERC additional funding (subcontracting, FSTP and internally invoiced goods and services)]



E. INDIRECT COSTS

Flat-rate of 25% of the eligible direct costs

Except of subcontracting costs, financial support to third parties, internal invoicing



European Commission

\ SECTION 3.1 WORK PLAN AND RESOURCES

Information in resources section must match the costs as stated in the budget table in section 3 of the administrative proposal forms (in the Funding Portal), and the number of person months, shown in the detailed work package descriptions.

4 tables to be filled in:

- 1) **Summary of staff effort** (table 3.1f) – number of person months required
- 2) **'Subcontracting costs' items** (table 3.1g) – description and justification of subcontracting costs for each participant
- 3) **'Purchase costs' items** (travel and subsistence, equipment and other goods, works and services) (table 3.1h) – for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)
- 4) **'Other costs categories' items** (e.g. internally invoiced goods and services) (table 3.1i) – *if applicable*

Table 3.1f: Summary of staff effort

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

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name	Cost (€)	Description of tasks and justification
Subcontracting		

\ COSTS TABLES

Table 3.1h: ‘Purchase costs’ items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for ‘travel and subsistence’, ‘equipment’, and ‘other goods, works and services’) exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs are below 15% of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: ‘Other costs categories’ items (e.g. internally invoiced goods and services)

Please complete the table below for each participants that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
...		

\ SECTION 3.1 WORK PLAN AND RESOURCES

Information in resources section must match the costs as stated in the budget table in section 3 of the administrative proposal forms (in the Funding Portal), and the number of person months, shown in the detailed work package descriptions.

4 tables to be filled in:

- 1) **Summary of staff effort** (table 3.1f) – number of person months required
- 2) **'Subcontracting costs' items** (table 3.1g) – description and justification of subcontracting costs for each participant
- 3) **'Purchase costs' items** (travel and subsistence, equipment and other goods, works and services) (table 3.1h) – for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)
- 4) **'Other costs categories' items** (e.g. internally invoiced goods and services) (table 3.1i) – *if applicable*

Table 3.1f: Summary of staff effort

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

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name	Cost (€)	Description of tasks and justification
Subcontracting		

\ COSTS TABLES

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services') exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs are below 15% of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participants that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
...		

Part A

3 - Budget

No.	Name of beneficiary	Country	Role	Personnel costs/€	Subcontracting costs/€	Purchase costs - Travel and subsistence/€	Purchase costs - Equipment/€	Purchase costs - Other goods, works and services/€	Internally invoiced goods and services/€ (Unit costs- usual accounting practices)	Indirect costs/€	Total eligible costs	Funding rate	Maximum EU contribution to eligible costs	Requested EU contribution to eligible costs/€	Max grant amount	Income generated by the action	Financial contributions	Own resources	Total estimated income
1	Enspire Science Ltd.	IL	Coordinator							0,00	0,00	100	0,00	0	0,00				0,00
	TOTAL			0	0	0	0	0	0	0,00	0,00		0,00	0	0,00	0	0	0	0,00

Group Work

Drafting a budget



Thank you!

#HorizonEU

<http://ec.europa.eu/horizon-europe>

Matthias Wurch and Sander van der Molen

eu-eap_sticooperation@servicefacility.eu