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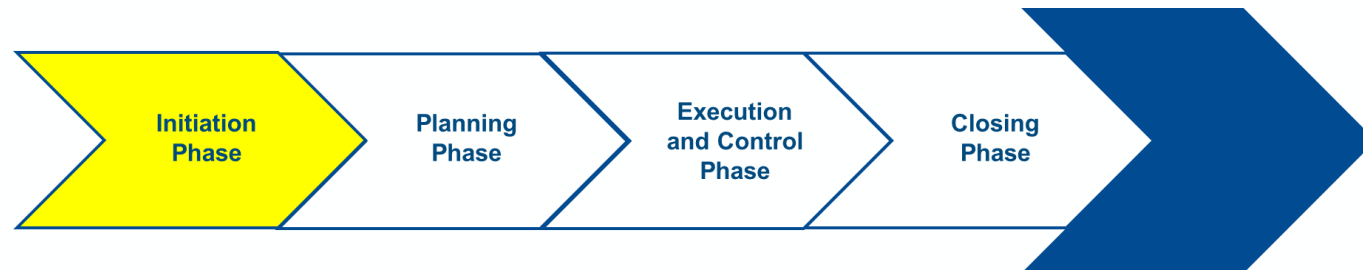


Module 2: Horizon Europe Project Life Cycle - Initiation Phase + Planning Phase

Giles Brandon (Intelligentsia Consultants), Project Management Training, Wednesday 11th June 2025

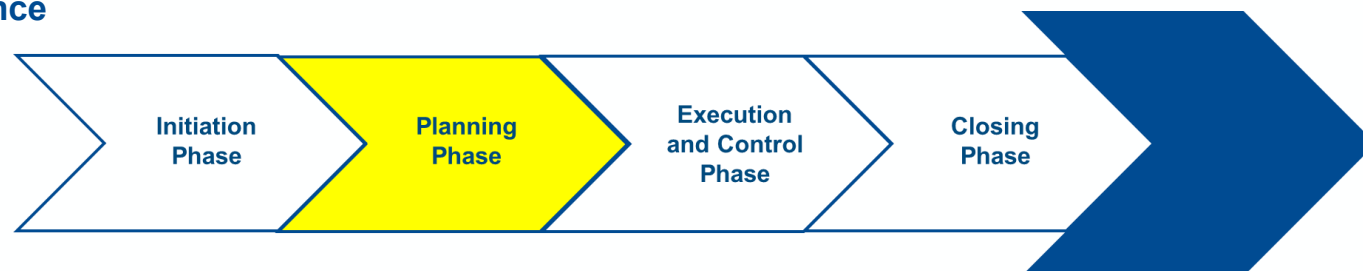
1. Initiation Phase

- i. Registering to the EU funding and tenders portal
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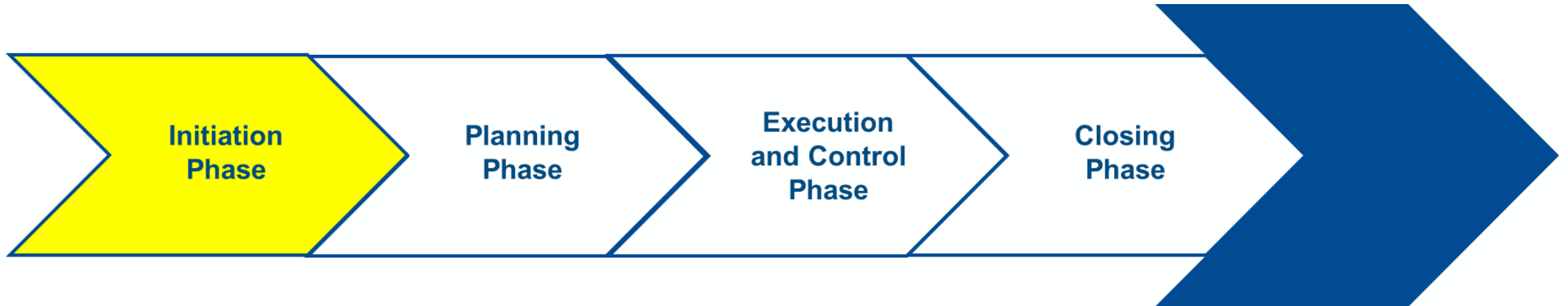


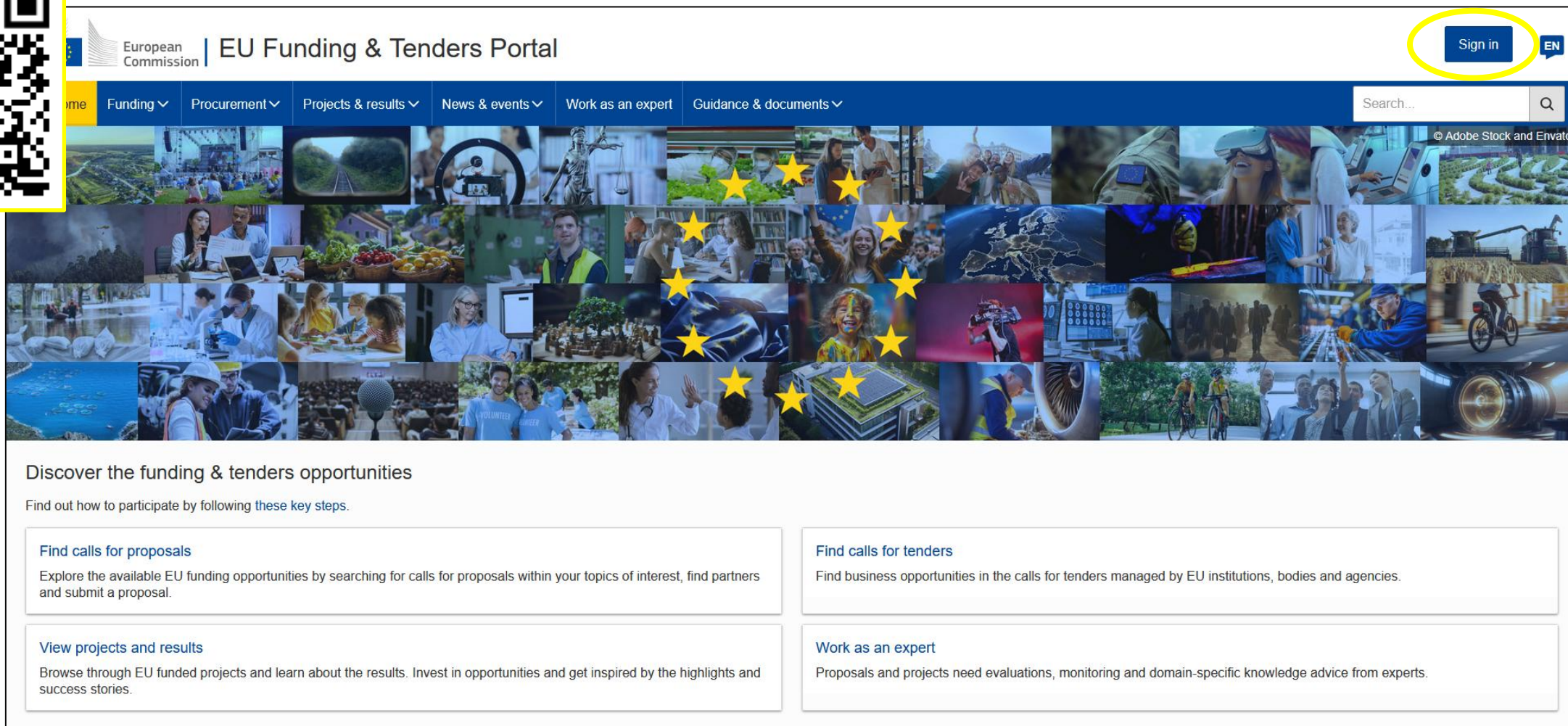
2. Planning Phase

- i. Standard application forms
- ii. Drafting the proposal Part B: Section 1. Scientific Excellence
- iii. Drafting the proposal Part B: Section 2. Impact
- iv. Drafting the proposal Part B: Section 3. Implementation
- v. Resource allocation (personnel, financial, ...)
- vi. Proposal submission
- vii. Proposal evaluation
- viii. Grant agreement preparation
- ix. Consortium agreement



1. Initiation Phase

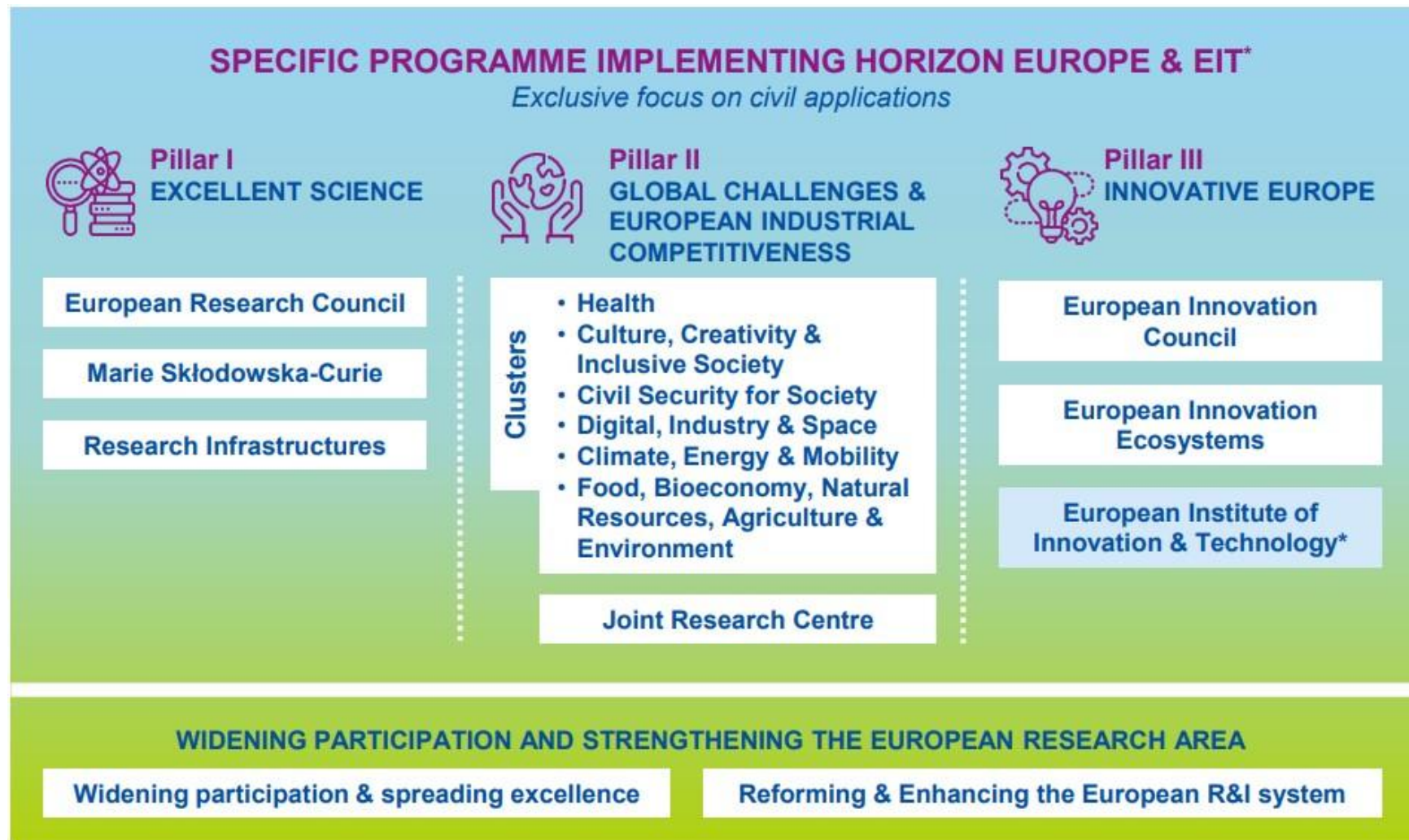


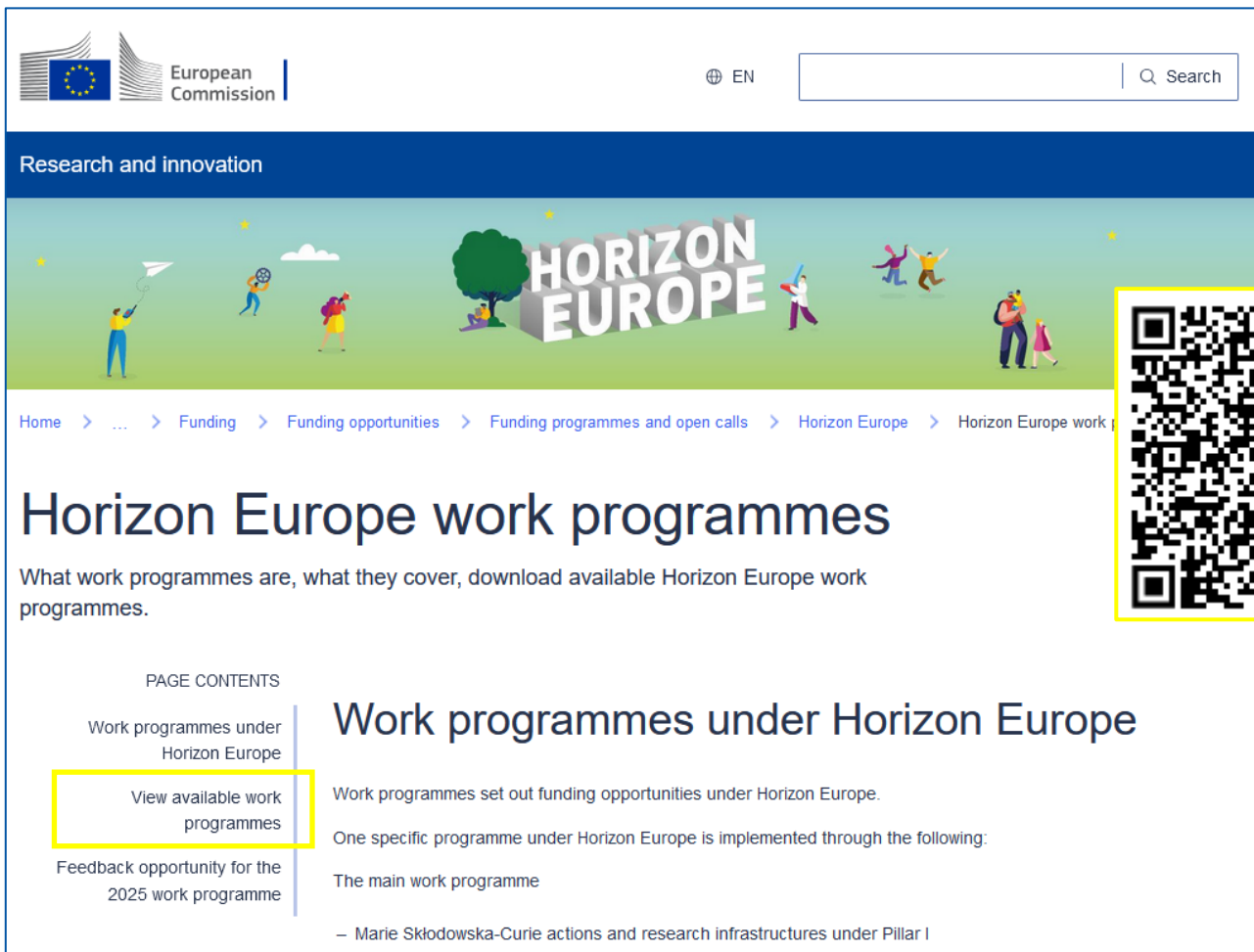
The screenshot shows the homepage of the EU Funding & Tenders Portal. At the top left is the European Commission logo. The main navigation bar includes links for Home, Funding, Procurement, Projects & results, News & events, Work as an expert, and Guidance & documents. A search bar is located on the right side of the navigation bar. A 'Sign in' button is highlighted with a yellow circle in the top right corner. Below the navigation bar is a large banner image featuring various scenes of people working, studying, and using technology, with several yellow stars overlaid. Below the banner, the text 'Discover the funding & tenders opportunities' is followed by a sub-heading 'Find out how to participate by following these key steps.' There are four key steps listed in a grid:

- Find calls for proposals**: Explore the available EU funding opportunities by searching for calls for proposals within your topics of interest, find partners and submit a proposal.
- Find calls for tenders**: Find business opportunities in the calls for tenders managed by EU institutions, bodies and agencies.
- View projects and results**: Browse through EU funded projects and learn about the results. Invest in opportunities and get inspired by the highlights and success stories.
- Work as an expert**: Proposals and projects need evaluations, monitoring and domain-specific knowledge advice from experts.

- **Budget:** €95.5 billion
- **Duration:** 2021-2027
- **Structure:** Three pillars: (1) Excellent Science, (2) Global Challenges and European Industrial Competitiveness, and (3) Innovative Europe
- **Support:** Supports a wide variety of projects and initiatives, from fundamental science to close-to-market activities.



Make sure to download the latest Horizon Europe work programmes for the area you are interested in e.g. Maria Skłodowska-Curie Actions



European Commission

EN Search

Research and innovation

Horizon Europe work programmes

What work programmes are, what they cover, download available Horizon Europe work programmes.

PAGE CONTENTS

- Work programmes under Horizon Europe
- View available work programmes**
- Feedback opportunity for the 2025 work programme

Work programmes under Horizon Europe

Work programmes set out funding opportunities under Horizon Europe.

One specific programme under Horizon Europe is implemented through the following:

The main work programme

– Marie Skłodowska-Curie actions and research infrastructures under Pillar I



will also have have a separate work programme.

Work programmes under Horizon Europe

View available work programmes

Feedback opportunity for the 2025 work programme

View available work programmes

2023 - 24

- 31 MARCH 2023
Horizon Europe Work programme (2023-24) - General introduction
English (1.48 MB - PDF) [Download](#)
- 31 MARCH 2023
Horizon Europe Work programme (2023-24) - EU Missions
English (1.69 MB - PDF) [Download](#)
- 31 MARCH 2023
Horizon Europe Work programme (2023-24) - Cluster 1
English (1.97 MB - PDF) [Download](#)
- 6 DECEMBER 2022
Horizon Europe Work programme (2023-24) - Cluster 2
English (1.53 MB - PDF) [Download](#)

- Make a keyword search of the text in work programme to identify potential matches with your interests.
- Check “Conditions for the Call” (**call deadline**, budgets, EU contribution per proposal, ...).
- Read carefully “Expected Outcome”, “Scope”, ...



EN


Horizon Europe

Work Programme 2023-2025

2. Marie Skłodowska-Curie Actions

(European Commission Decision C(2024) 2371 of 17 April 2024)




EU Funding & Tenders Portal

[Sign in](#) EN

Home
Funding
Procurement
Projects & results
News & events
Work as an expert
Guidance & documents

Home > Funding > Calls for proposals

Calls for proposals

Calls for proposals are funding opportunities issued by the European Union institutions, agencies and bodies. These are direct financial contributions, known as grants, that are awarded to third-party beneficiaries (e.g., research organisations, public entities, non-governmental organisations, and private companies) to engage in activities that serve EU policies.

[More details](#)

Filters

Quick search

Programming period

Horizon Europe (HORIZON)

Call

Submission status

All filters

123 item(s) found

Programme Horizon Europe (HORIZON)

European Researchers' Night and Researchers at Schools 2026-2027

HORIZON-MSCA-2025-CITIZENS-01-01 | Call for proposal

Opening date: **17 June 2025** | Next deadline: **22 October 2025** | Single-stage

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON Coordination and Support Actions**

Forthcoming

MSCA COFUND 2025

HORIZON-MSCA-2025-COFUND-01-01 | Call for proposal

Opening date: **23 January 2025** | Next deadline: **24 June 2025** | Single-stage

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON TMA MSCA Cofund Postdoctoral programme**


Forthcoming

Teaming for Excellence

HORIZON-WIDERA-2025-ACCESS-01-01-two-stage | Call for proposal

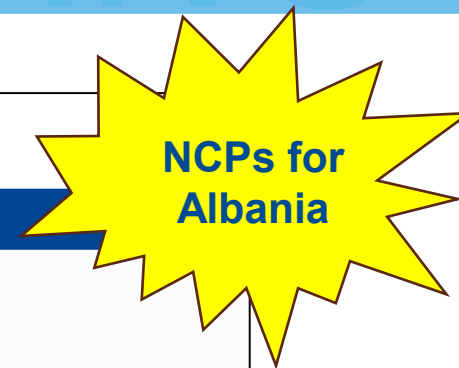
Opening date: **03 December 2024** | Next deadline: **10 April 2025** | Two-stage

Forthcoming



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8



European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents

Home > Guidance & documents > Helpdesk & support > National Contact Points for Horizon Europe

National Contact Points for Horizon Europe

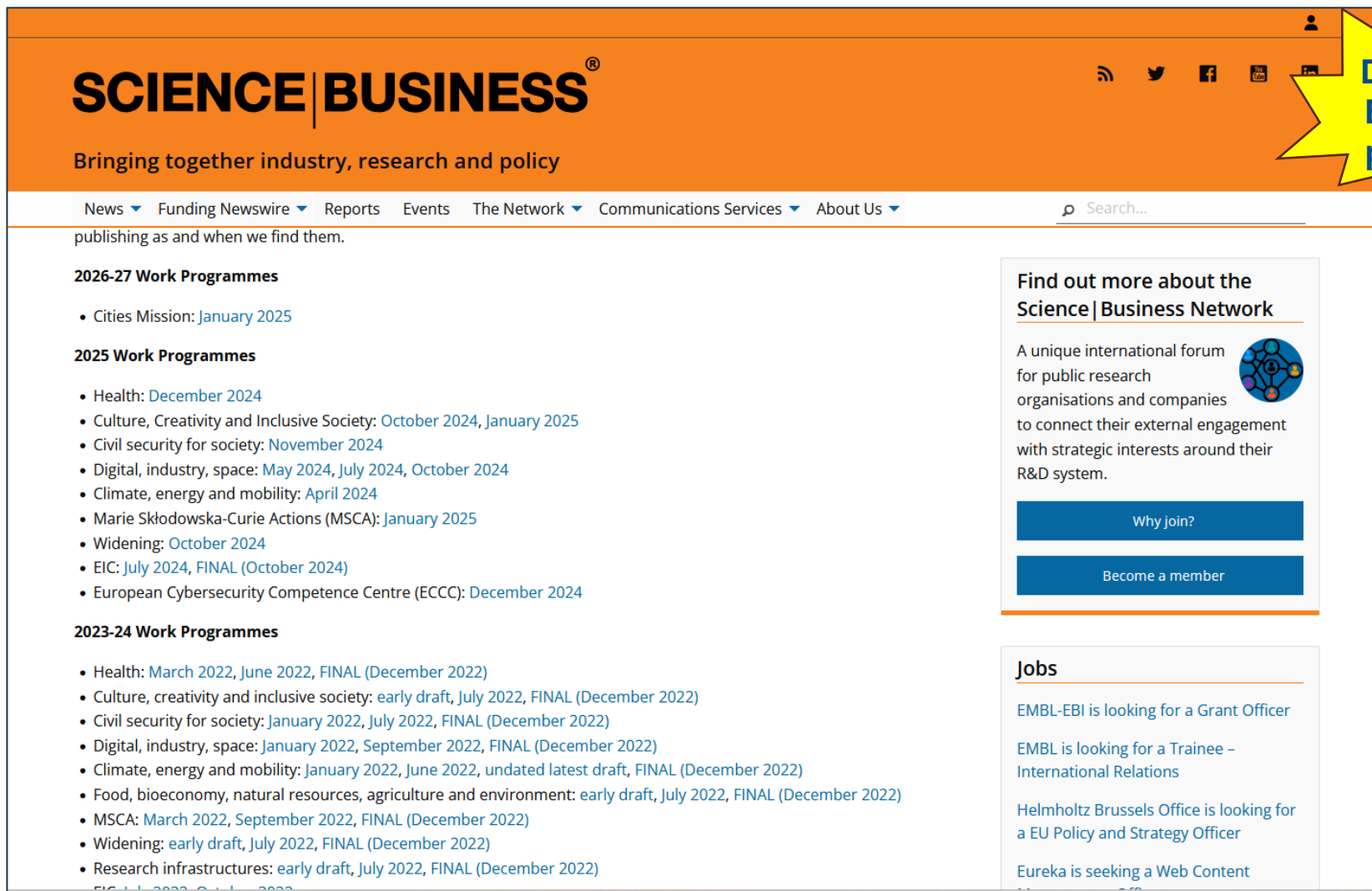
The network of National Contact Points (NCPs) is the main structure to provide guidance, practical information and assistance on all aspects of participation in Horizon Europe. NCPs are also established in many non-EU and non-associated countries ("third countries").

Filters: Albania, Function

17 results found

Sort by...

<p>Klodiana GORICA Albania European Institute of Innovation and Technology (EIT) Updated on 11-Jun-25</p> <p><input type="button" value="Contact NCP"/></p>
<p>Institute for Sustainable Development Environment and Tourism Rr. Him Kollë, nr 46 - 1001 Tirana - Albania Tel +355692206923 https://inset.al</p>
<p>Genta Rexha Albania Digital, Industry and Space (including related partnerships) Updated on 11-Jun-25</p> <p><input type="button" value="Contact NCP"/></p>
<p>Polytechnic University of Tirana Bul. "Dëshmorët e Kombit", Sheshi "Nënë Tereza" - 1010 Tirana - Albania Tel +355686260839 upt.edu.al</p>

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publishing as and when we find them.

2026-27 Work Programmes

- Cities Mission: [January 2025](#)

2025 Work Programmes

- Health: [December 2024](#)
- Culture, Creativity and Inclusive Society: [October 2024](#), [January 2025](#)
- Civil security for society: [November 2024](#)
- Digital, industry, space: [May 2024](#), [July 2024](#), [October 2024](#)
- Climate, energy and mobility: [April 2024](#)
- Marie Skłodowska-Curie Actions (MSCA): [January 2025](#)
- Widening: [October 2024](#)
- EIC: [July 2024](#), [FINAL \(October 2024\)](#)
- European Cybersecurity Competence Centre (ECCC): [December 2024](#)

2023-24 Work Programmes

- Health: [March 2022](#), [June 2022](#), [FINAL \(December 2022\)](#)
- Culture, creativity and inclusive society: [early draft](#), [July 2022](#), [FINAL \(December 2022\)](#)
- Civil security for society: [January 2022](#), [July 2022](#), [FINAL \(December 2022\)](#)
- Digital, industry, space: [January 2022](#), [September 2022](#), [FINAL \(December 2022\)](#)
- Climate, energy and mobility: [January 2022](#), [June 2022](#), [undated latest draft](#), [FINAL \(December 2022\)](#)
- Food, bioeconomy, natural resources, agriculture and environment: [early draft](#), [July 2022](#), [FINAL \(December 2022\)](#)
- MSCA: [March 2022](#), [September 2022](#), [FINAL \(December 2022\)](#)
- Widening: [early draft](#), [July 2022](#), [FINAL \(December 2022\)](#)
- Research infrastructures: [early draft](#), [July 2022](#), [FINAL \(December 2022\)](#)

Find out more about the Science | Business Network

A unique international forum for public research organisations and companies to connect their external engagement with strategic interests around their R&D system.

[Why join?](#)

[Become a member](#)

Jobs

- EMBL-EBI is looking for a Grant Officer
- EMBL is looking for a Trainee – International Relations
- Helmholtz Brussels Office is looking for a EU Policy and Strategy Officer
- Eureka is seeking a Web Content



Project type	Direct costs (€)	Indirect costs (€)	Total costs (€)	Funding rate	Grant amount (€)
Research and Innovation Actions (RIA); Coordination and Support Actions (CSA)	100.-	25.-	125.-	100 %	125.-
Innovation Actions (IA) - regular rate	100.-	25.-	125.-	70 %	87.50
Innovation Actions (IA) - rate for non-profit organisations	100.-	25.-	125.-	100 %	125.-

- **RIA** are collaborative projects funding research activities upstream of a commercial product or service (technology readiness levels TRLs 2-6). Enable exploration of new technologies, methods, products, or improvement of existing ones.
- **IA** are collaborative projects funding research activities closer to a commercial product or service (TRLs 6-8).
- **CSA** improve cooperation to strengthen the European Research Area including standardisation, dissemination, awareness-raising, communication and networking activities, policy dialogues, mutual learning or studies.

TECHNOLOGY READINESS LEVEL (TRL)

RESEARCH	9	ACTUAL SYSTEM PROVEN IN OPERATIONAL ENVIRONMENT
	8	SYSTEM COMPLETE AND QUALIFIED
	7	SYSTEM PROTOTYPE DEMONSTRATION IN OPERATIONAL ENVIRONMENT
DEVELOPMENT	6	TECHNOLOGY DEMONSTRATED IN RELEVANT ENVIRONMENT
	5	TECHNOLOGY VALIDATED IN RELEVANT ENVIRONMENT
	4	TECHNOLOGY VALIDATED IN LAB
DEVELOPMENT	3	EXPERIMENTAL PROOF OF CONCEPT
	2	TECHNOLOGY CONCEPT FORMULATED
	1	BASIC PRINCIPLES OBSERVED

HORIZON-CL4-2023-DIGITAL-EMERGING-01-50: Next generation quantum sensing and metrology technologies

1. Specific Conditions

- Expected EU contribution per project, Indicative budget, Type of action (RIA, IA or CSA), Eligibility conditions (e.g. call is limited to Member States, associated countries, OECD and Mercosur countries), Technology readiness level (e.g. start at TRL 2-3 and finish at TRL 4-5), legal and financial set-up of the grant agreements

2. Expected Outcome


- Typically, several paragraphs of text identifying the expected outcomes the proposal is expected to contribute to.

3. Scope

- Typically, extensive text describing the scope of the call.

- Check out the EC's CORDIS project database.




 **Download projects as open data**

Datasets of all projects and participating organisations funded under Horizon Europe or Horizon 2020

[Download all Horizon Europe projects](#)


[Download all Horizon 2020 projects](#)


[Download all FP7 projects](#)

 **Visualisation and analysis tools**

A powerful analytical tool to explore project and proposal data and other related statistics

[Access the Horizon Dashboard](#)



 **Horizon projects and results**

Search and filter all Horizon projects, along with their related report summaries, deliverables and publications

[See all HORIZON EUROPE projects](#)

[See all Horizon 2020 projects](#)

[See all FP7 projects](#)

[See all projects and results](#)

- Check out the EC's CORDIS project database.



CORDIS - EU research results

Home Thematic Packs Projects & Results Videos & Podcasts News Databab Search

Home > Search

Search

Filter by

sustainable nanosensors

Include archived content

Active filters: 2

3 results for 'sustainable' AND 'nanosensors'

Collection (1) +

Domain of Application +

Language +

Programme (1) +

Last updated +

PROJECT

Acronym / ID +

Field of Science (EuroSciVoc) +

Start/End date +

Total cost +

EU contribution +

Call ID +

Topic ID +

ORGANISATION

Name +

Country / Territory +

Region +

SUSNANO Twinning to boost the scientific and innovation capacity of the Universiteti i Tiranës to develop sustainable nanosensors for water pollution detection

ID: 101059266

From: 1 September 2022 to: 28 February 2026

SUSNANO's overall aim is to boost the scientific excellence and innovation capacity in sustainable nanosensors for water pollution detection of Universiteti i Tiranës (UT) and its high-quality Twinning partners: Fundació Institut Català de Nanociència i Nanotecnologia...

Coordinated in: Albania

Programme: [Twinning, Widening participation and spreading excellence](#)

Last update: 21 May 2025

Add to my booklet

NANAQUA Application, effects and fate of nanomaterials in water treatment

ID: 101189530

From: 1 October 2024 to: 30 September 2028

NANAQUA emerges at the forefront of addressing the global water crisis, leveraging nanotechnology and nano(functionalized) materials (NMs) for cutting-edge water treatment solutions. In tackling the societal challenge posed by contaminants of emerging concern (CECs), NANAQUA...

Coordinated in: Belgium

Programme: [Marie Skłodowska-Curie Actions \(MSCA\)](#)

Last update: 6 September 2024

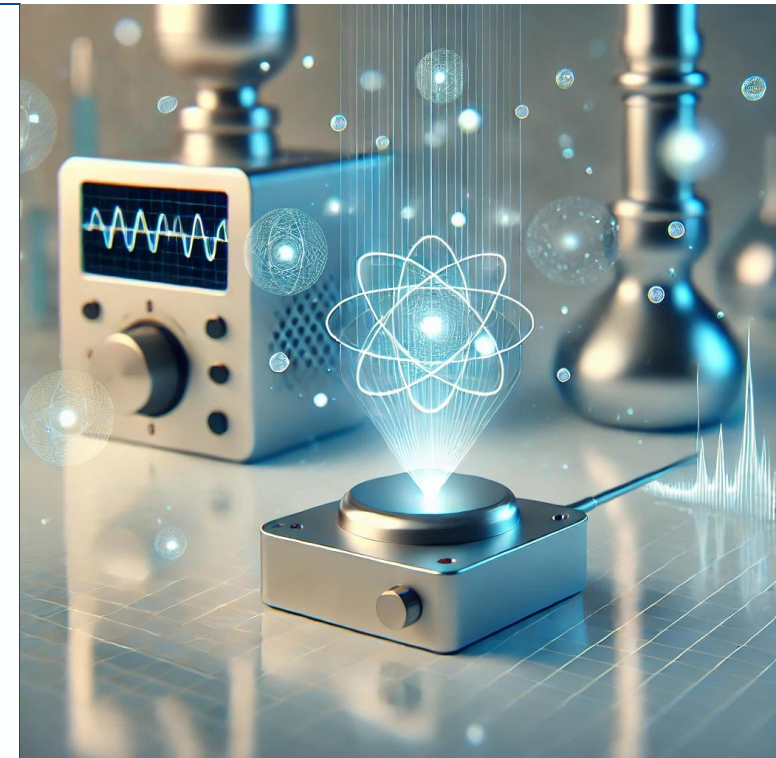
Add to my booklet

- **Document project initiation by creating a *Project Charter*:**

- A ***Project Charter*** (also referred to as ***Project Abstract***) serves as an informal contract between the project team and the sponsor, and outlines the scope, objectives, stakeholders, and key deliverables of the project.

- **Case Study: Next generation quantum sensing and metrology technologies**

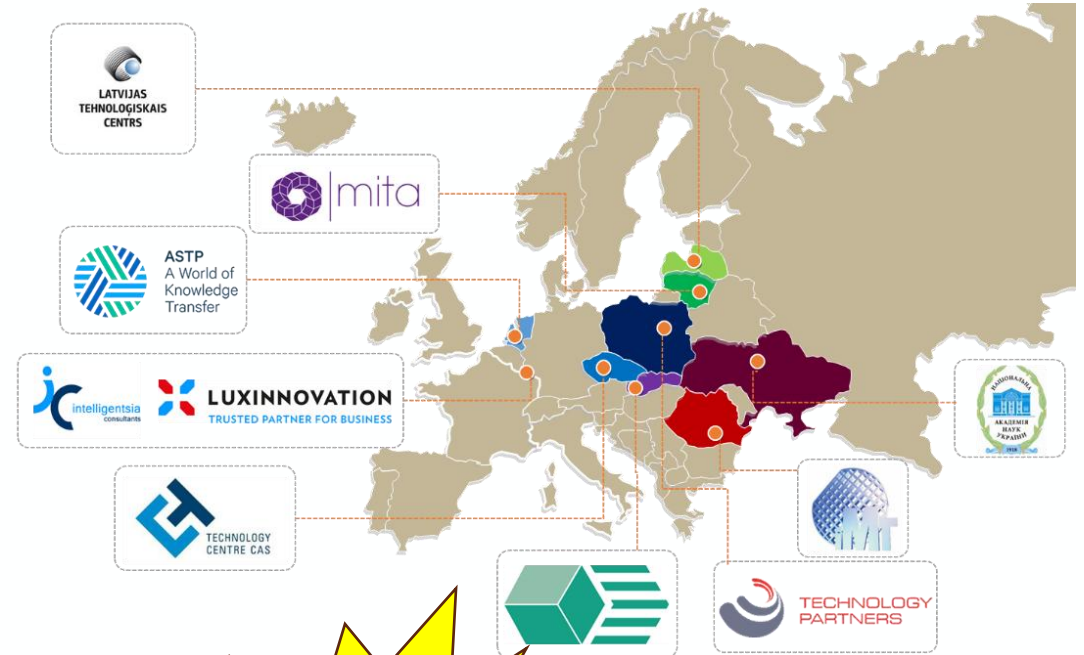
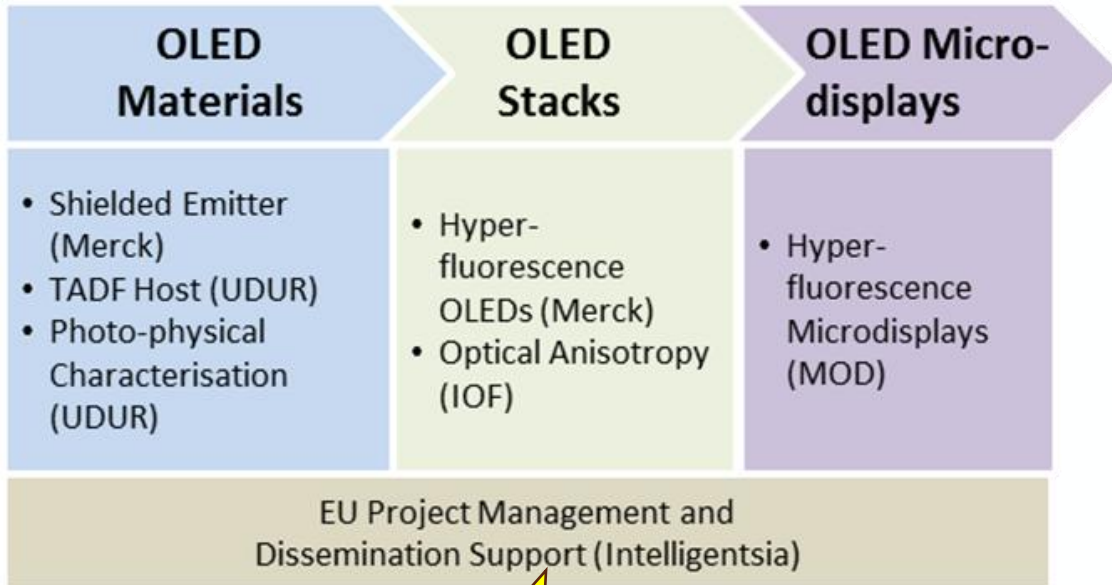
- **Project Title:** "Quantum Sensing and Metrology Breakthroughs for Extreme Precision Applications"
- **Project Objectives:** a) Develop advanced quantum sensors with enhanced accuracy, sensitivity, and noise control; b) Build and demonstrate lab prototypes (TRL 2-3 to 4-5) for key applications (e.g., medical diagnostics, navigation); c) Optimize quantum software using machine learning and statistical methods.
- **Key Stakeholders:** Project team, EU Commission, Quantum Technologies Flagship, Research institutions, metrology experts, and industry partners, End users (healthcare, aerospace, and IoT).
- **Expected Deliverables:** Functional lab prototypes demonstrating performance gains, Optimized quantum software for detection applications, Noise suppression methods and protocols.
- **Preliminary Timeline:** 3 years from the project's start date (Project Kickoff: M0-M3; Design & Development M4-M12; Prototype Construction M13-M24; Integration & Testing M25-M36).



A suggested practical approach on how to prepare a project charter (if you find the process difficult):

1. **Print the key pages:** Print out the key sections of the call from the work programme. Highlight key terms and phrases. Keep the pages accessible on your desk for easy reference and review.
2. **Extract important text sections:** Copy the “expected outcome” and “scope” sections from the call text into a Word document. Break up the text into simpler bullet points/short paragraphs and insert in a table with rows of tick boxes (so you can tick off each of the requirements as you prepare your charter).
3. **Share the call text:** Distribute the relevant pages of the call text to your experienced colleagues and potential consortium partners.
4. **Brainstorm and sketch ideas:** Begin outlining your project idea on paper or visualise your thoughts using thought bubbles on a whiteboard or Powerpoint.
5. **Engage key partners:** Arrange an online meeting with the core consortium partners to review the call text and discuss the initial project concept.
6. **Draft an initial version:** Write a first draft of your project charter.

- Check carefully the call text to identify the minimum consortium requirements (e.g. at least three independent legal entities from three different Member States or Associated Countries).
- Typically, 5-10 partners in an RIA and IA with a €3-6m budget.
- Identify an initial “critical mass” of partners e.g. 5+ partners.
- Identify who will be the proposal coordinator and who will be the lead proposal writer (not necessarily the same person!)
- Organise meeting(s) with the “critical mass” to structure the proposal
 - Ideally, face-to-face with a white board
 - Alternatively, online with one person good at editing MS Powerpoint



Important to include companies across value chain!

Important to have a "nice" geographical spread!



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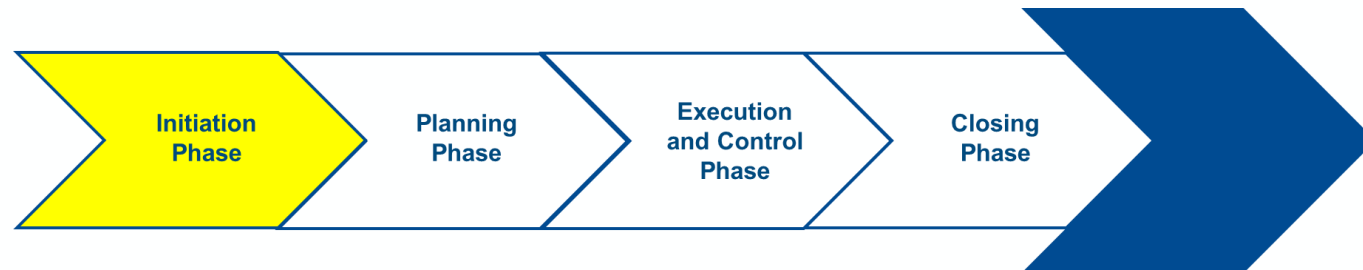


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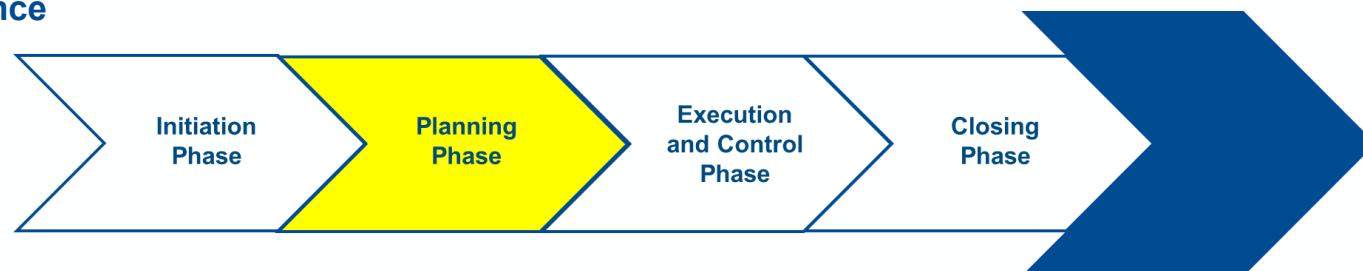
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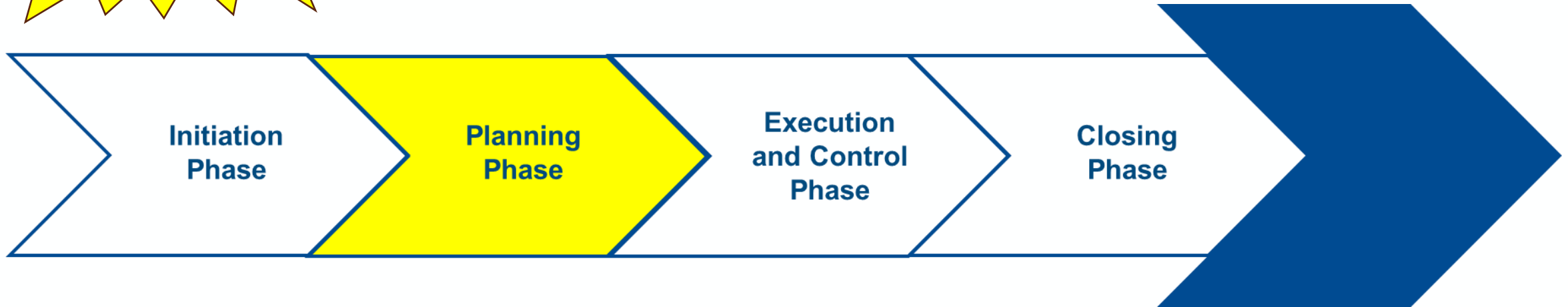
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The Planning Phase is mainly concerned with proposal writing!

2. Planning Phase





The EC regularly updates the application forms – make sure to have the latest version!



Horizon Europe Programme

Standard Application Form (HE RIA, IA)

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

Version 8.0
4 April 2024

RIA and IA
application forms

Horizon Europe Programme

Standard Application Form (HE CSA)

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

Version 10.0
4 April 2024

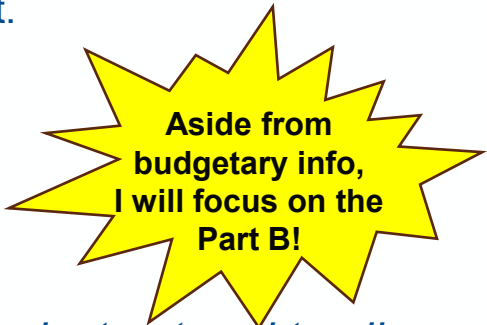
CSA application
forms

- **Part A: Administrative Information**

- *Generated by the EC's IT System: Part A is created through the EC's Funding & Tenders Portal's submission system, based on data entered by the participants.*

- **Content Includes:**

- General information about the proposal, such as the title, acronym, abstract, and duration.
- Details of participating organizations, including legal names, contact information, and roles within the project.
- Declarations and ethical considerations, ensuring compliance with eligibility criteria and ethical standards.
- **Budgetary information**, outlining the estimated costs and requested EU contributions.

A yellow starburst callout with a black border, containing the text: "Aside from budgetary info, I will focus on the Part B!"

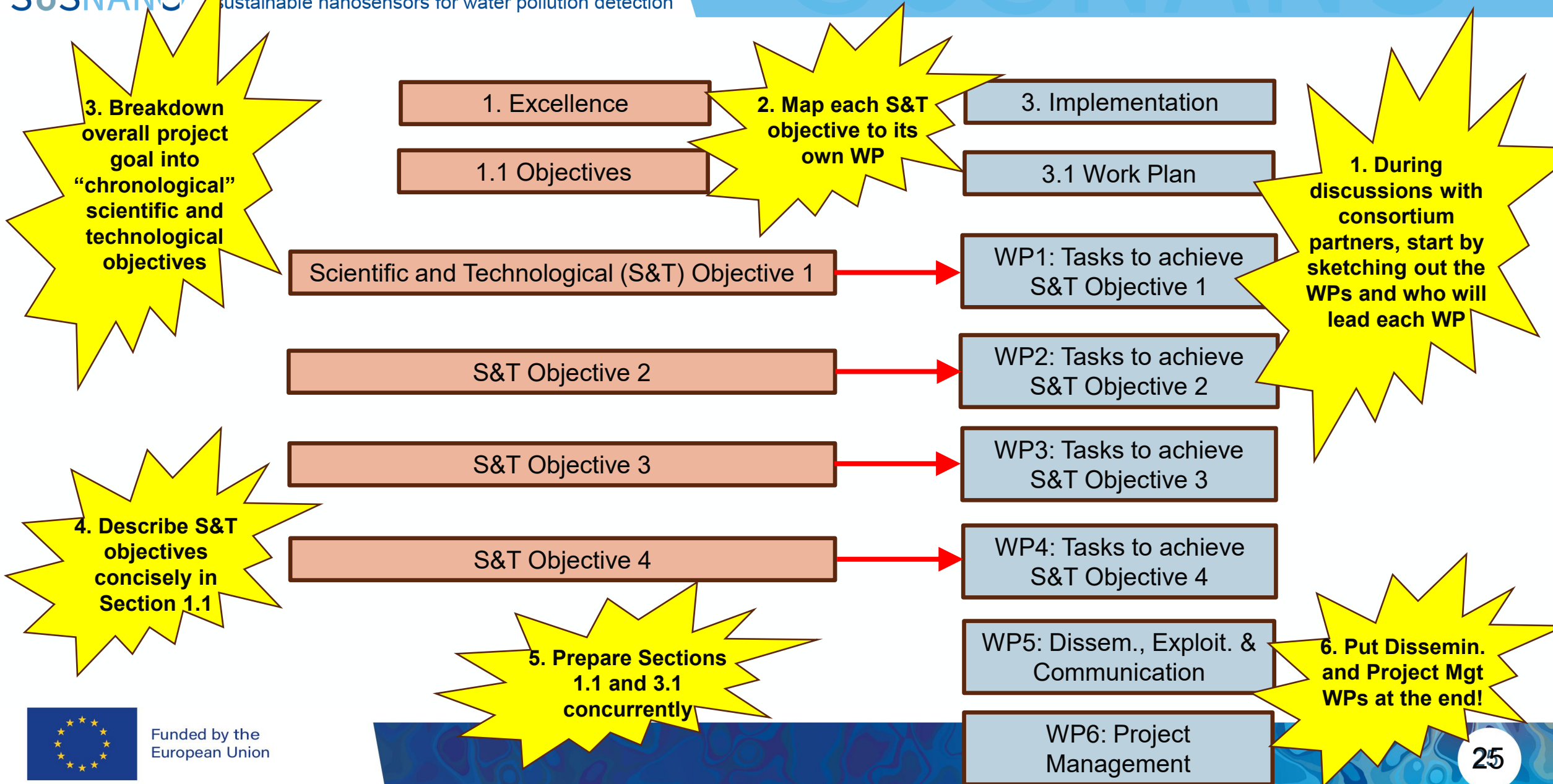
Aside from budgetary info, I will focus on the Part B!

- **Part B: Technical Description**

- *Narrative Component: Part B is a detailed narrative that addresses the core aspects of the proposal, structured to align with evaluation criteria. Applicants must upload Part B as a PDF document*

- **Content Includes:**

- **Section 1. Excellence:** Clear objectives, relevance to the work programme, and soundness of the proposed methodology.
- **Section 2. Impact:** Expected outcomes, dissemination strategies, and potential societal or economic benefits.
- **Section 3. Implementation:** Work plan details, including work packages, timelines, and management structures.



Example

1. Excellence

1.1 Objectives

3. Implementation

3.1 Work Plan

S&T Objective 1: Screen potential ICT-TADF and Exciplex-TADF compounds with theoretical models

WP1: Modelling

S&T Objective 2: Synthesise the most promising ICT-TADF and Exciplex-TADF model compounds

WP2: Synthesis

S&T Objective 3: Characterise and select the best ICT-TADF and Exciplex-TADF synthesised compounds

WP3: Characterisation

S&T Objective 4: Design white stack units employing the selected TADF based emitter and block materials

WP4: Emitter Layer Design and Stack Integration

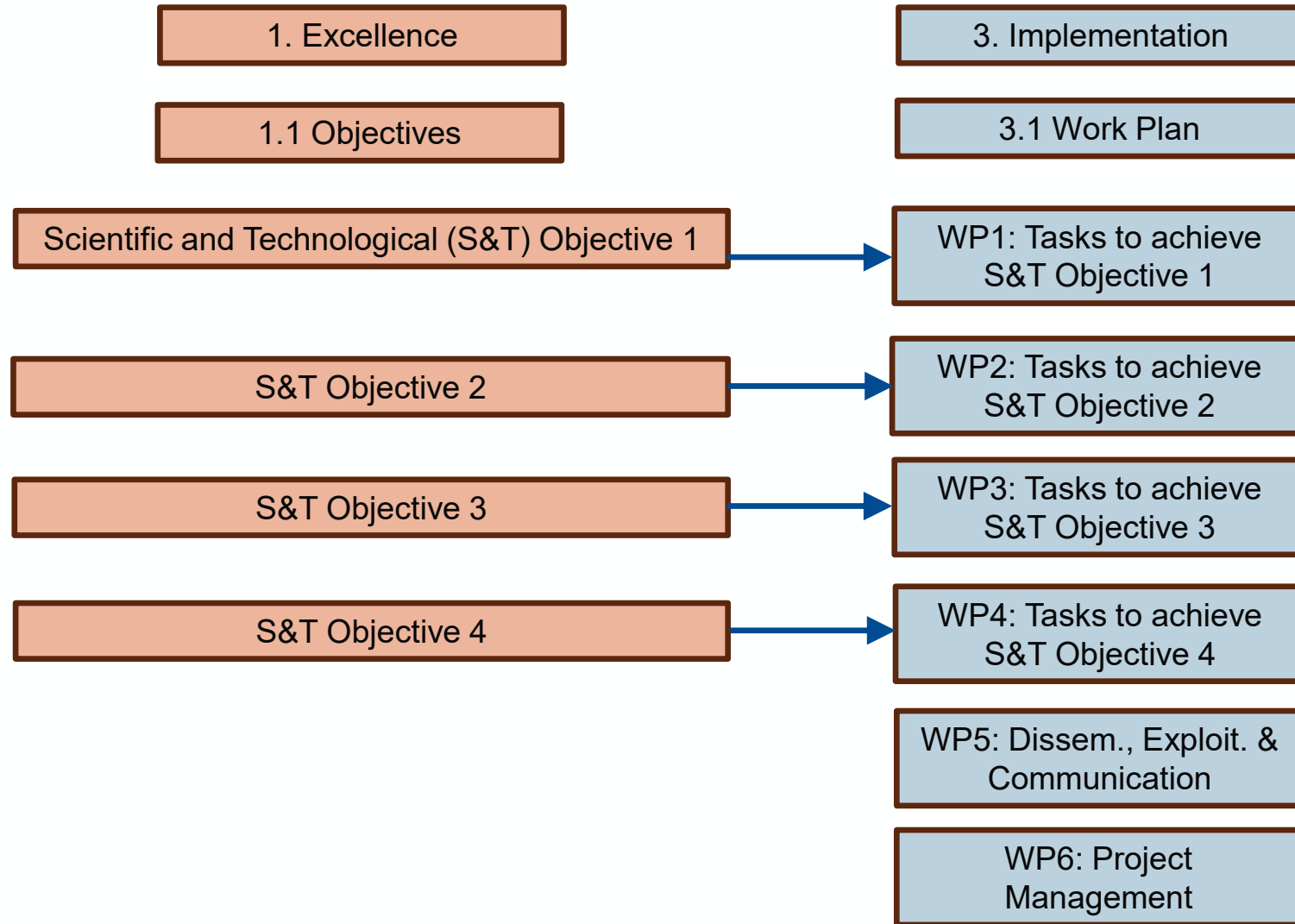
S&T Objective 5: Design close-to-production OLED lighting panel demonstrators

WP5: OLED Lighting Panel Demonstrators

WP6: Dissem., Exploit. & Communication

WP7: Project Management

Each WP leader should describe/elaborate the S&T objective for their WP (½ - 1 page)



Section 1.1: Objectives and ambition: “Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic?”

Create a table with each key requirement from the call text. Then, concisely explain how your proposal addresses each of them

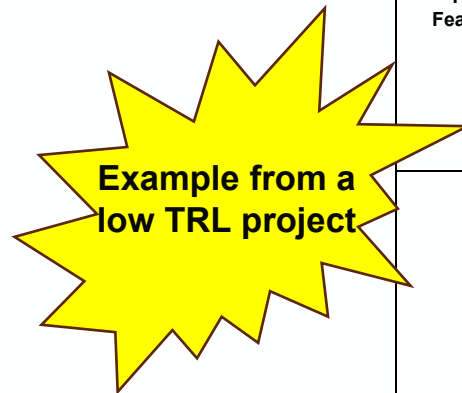
Topic addressed by the Call	SIFIS-Home relevance
SU-ICT-02-2018-2020: Building Blocks for Resilience in Evolving ICT Systems	This is the centre of gravity of the SIFIS-Home project, which especially focuses on solutions for security, privacy and accountability for Smart-Home networked systems.
<i>Algorithms, software and hardware systems must be designed having security, privacy, data protection and accountability in mind from their design phase in a measurable manner.</i>	<p>The planned work in the project is structured in order to successfully fulfil this requirement from the start. In fact, from a logical and chronological point of view:</p> <ol style="list-style-type: none"> 1. The work starts with defining an architecture and related security & privacy goals (WP1). This will keep in mind a “measurable approach” from the start. 2. Building on previous results, guidelines/methods/tools for assessing quality and legal aspects will be developed in WP2 throughout the project. 3. Building on previous results, technical solutions such as algorithms and methods, as well as software and hardware systems will be designed and developed in WP3 and WP4. <p>Measures will be produced on testbed level (WP5) and use case level (WP6), as to performance, requirement fulfilment, usability and user experience, as well as perceived and achieved security & privacy level.</p>
<i>Relevant challenges include: (a) to develop mechanisms that measure the performance of ICT systems with regards to cybersecurity and privacy and</i>	<p>Challenge (a) will be especially tackled through the work in WP2, by developing and providing methods, techniques, metrics and tools for performing an evaluation at IoT software level and at IoT infrastructure level.</p> <p>Performance indicators of interest include, but are not limited to: level of security and privacy provided to end users, as to the effectiveness in fulfilling the intended security requirements; impact on infrastructure, system and network functioning; risk of vulnerability exploitation.</p>

Section 1.1: Objectives and ambition: *“Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious”*

**Example from
a computation-
in-memory
related project**

Table 1a: MNEMOSENE anticipated performance improvements relative to state-of-the-art
Improve the energy-delay product by factor of 100X to 1000X
Improve the computational efficiency (#operations / total-energy) by factor of 10X to 100X
Improve the performance density (# operations per area) by factor of 10X to 100X

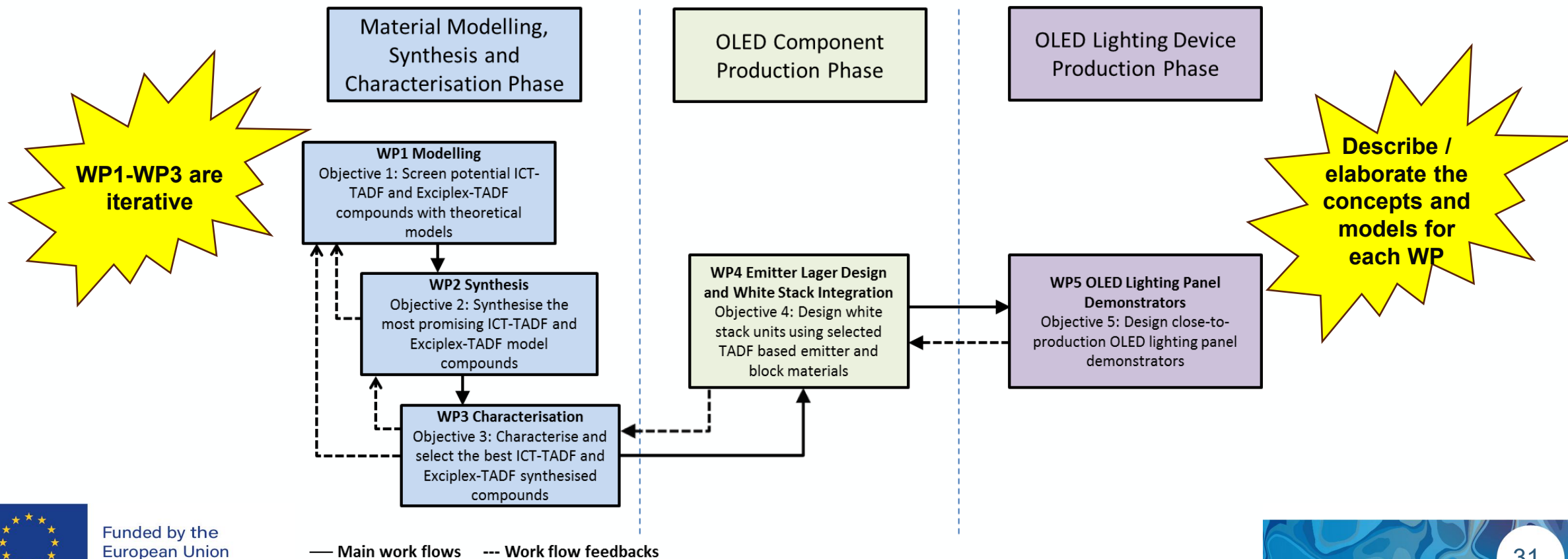
Section 1.1: Objectives and ambition: “Describe where the proposed work is positioned in terms of R&I maturity”



Level of Development	TRL No.	TRL Definition	Means of Verification	Timing
Basic Technology Research	TRL 1	Basic principles observed	Research papers and patents.	Completed
	TRL 2	Technology concept formulated	<ul style="list-style-type: none"> The concept of CIM will be developed and demonstrated using real crossbar and memristive devices and by performing experiments and measurements. Different memristive device technologies (e.g., PCM, RRAM) will be explored for CIM concept. 	To be done during project
Research to Prove Feasibility	TRL 3	Experimental proof of concept	<ul style="list-style-type: none"> The potential of the CIM die combined with a conventional CPU will be demonstrated using full simulation and emulation. Results of tests performed will be used to measure parameters of interest and compare to analytical predictions. Potential practical applications will be defined and evaluated that will significantly benefit from such architecture. Calibrated models (micro and macro level) will be provided that can be used to build different optimised versions of the architecture and experimented with it for specific applications. 	To be done during project
Technology Development	TRL 4	Technology validated in laboratory environment	<ul style="list-style-type: none"> The CIM dies will be integrated with a conventional CPU on a single chip to establish and validate the fact that when combined together on a single die they can deliver the expected system functionality and performance for a range of applications. The key parameters of the intended approach will be measured and identified (e.g. power/energy, frequency/performance and chip size). Insights (based on measurements) will be provided on how the architecture can be further refined and optimised for different applications. Partners will consider potential bilateral spin-outs to ensure optimal knowledge transfer and valorisation. 	Within 3 years of project completion. Partners envision a follow-up RIA project (TRL 4-7) involving additional industry partners.
	TRL 5	Technology validated in industrially relevant environment	<ul style="list-style-type: none"> The basic technological components (CIM die integrated with a CPU, compiler, etc.) will be combined with supporting elements (DRAM, I/O, etc.) so that the whole architecture and its software components can be tested and simulated in an industrial environment. This will mimic a new computer based on the new architecture operating in a real application/ in field. Insights will be obtained based on the experiments on problems - if any - and how to address them to further improve and refine the new CIM based computing system and realize the overall system goals. 	Within 3 years of project completion. Partners envision a follow-up RIA project (TRL4-7) involving additional industry partners.

Section 1.2: Methodology: “Describe & explain the overall methodology, including the concepts, models & assumptions that underpin your work”

Example: The methodology underpinning the PHEBE project is based on a new technology development process that is broken down into phases, each with its own set of work packages and objectives. Indeed, the work packages dealing with scientific and technical activities have been defined so that they correlate very closely with the objectives described in Section 1.1. Graphically the technology development process with its phases looks as follows:

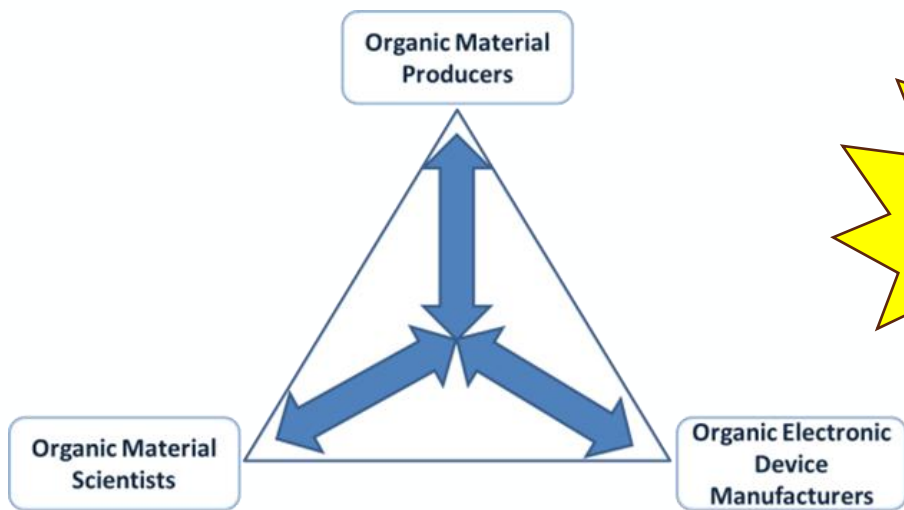


Section 1.2: Methodology: *“Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established.”*

Initiative / Project	Duration	Reason for link with the ERA Chair
ECHO	2019-2022	TalTech is a partner in this European network of Cybersecurity centres and competence Hub for innovation and Operations. The ERA Chair will utilise this network as a source of partners and project ideas for EU proposals.
TOOP	2017-2020	TalTech is coordinating this H2020 project involving 20 EU Member States and two Associated Countries. One pilot addresses the introduction of ship and crew e-certificates.
Cyber-MAR	2019-2022	Cyber-MAR is a H2020 innovation action developing an innovative “cyber range” to support the maritime logistics value chain. The ERA Chair will use their expertise for Research Sub-Topic 2: Human Aspects of Cyber Security.
ENISA	2019-	The European Union Agency for Cybersecurity (ENISA) organises cyber exercises and cybersecurity education relevant for the ERA Chair.
EMSA	2018-	The European Maritime Safety Agency (EMSA) offers a course on Awareness in Maritime Cybersecurity relevant for the ERA Chair’s Cyber Hygiene training.

Example from a maritime cybersecurity proposal!

Section 1.2: Methodology: *“Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives.”*



Figures are always nice to help clarify

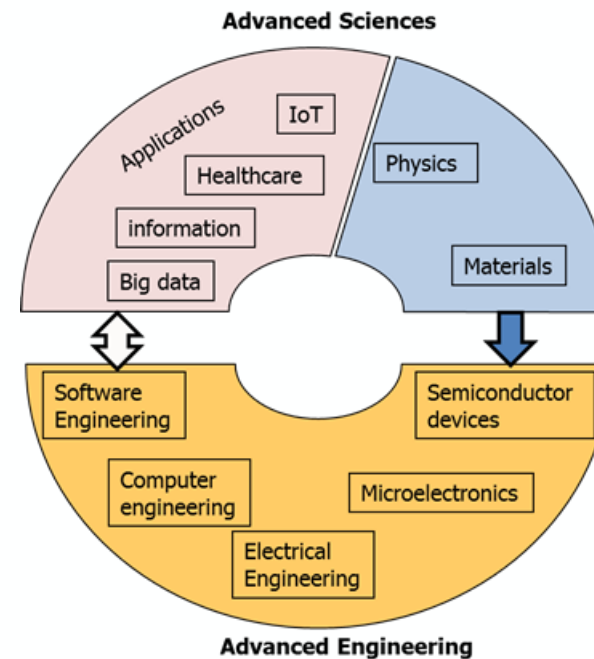


Figure 1d: MNEMOSENE' Interdisciplinarity

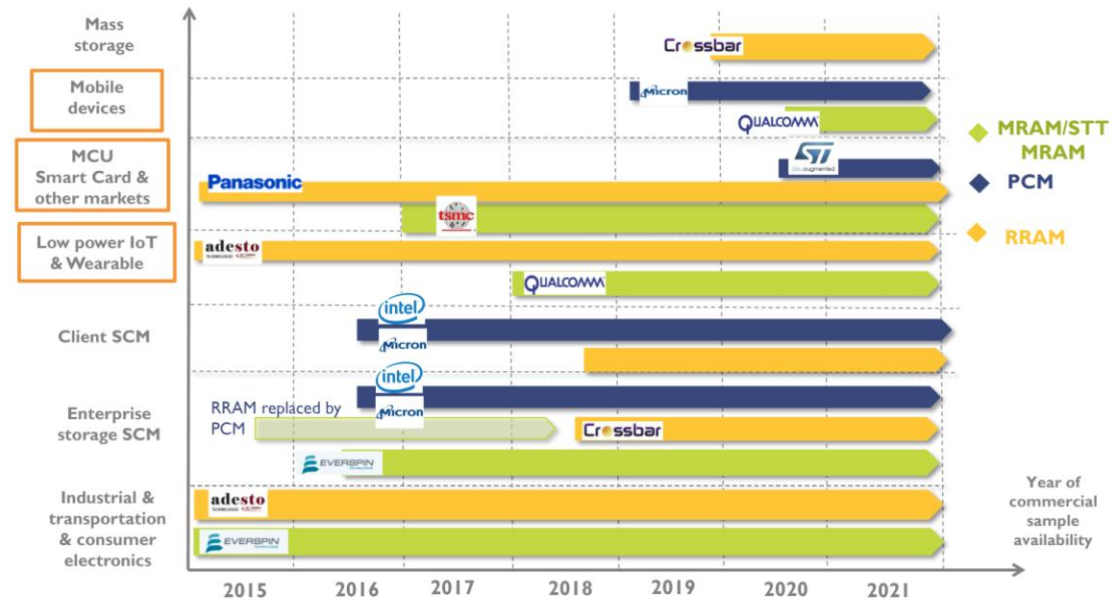
Example: Based on the interdisciplinary character of the proposed programme, there will be knowledge integrated from **three main expert groups: organic material scientists, organic material producers and organic electronic device manufacturers.**

Example: MNEMOSENE is a highly interdisciplinary R&D project and collaboration; a cross and deep synergy is needed between different advanced sciences and cutting edge engineering disciplines in order to turn the ideas presented in this project to viable basis for a radically new computation paradigm for data-intensive applications. Figure 1d illustrates the different disciplines involved in this project.

Section 2.1: Project's pathways towards impact: *“Describe unique contribution of project results towards (1) topic outcomes and (2) wider impacts”*

Write in a narrative and engaging style (e.g. Marketing)

2.1.2 Helping to double economic value of semiconductor component production in Europe within 10 years
 MNEMOSENE is focused on CIM and memristors which are disruptive technologies that are expected to create vast economic returns over the coming years. MNEMOSENE will assist European organisations to enter and maintain a position in this rapidly evolving technology market place and thereby support the Electronics Leaders Group's target of doubling the economic value of semiconductor component production in Europe within the next 10 years. The anticipated explosive growth for CIM and memristors is reflected in recent market reports. [Yole Development](#) forecasts the emerging market for memristor-based non-volatile memory (NVM) will surge from \$56 million in 2015 to \$4.6 billion by 2021. Similarly, [Allied Market Research](#) valued the global memristor market at \$3.2 Million in 2015 and expected it to reach \$79.0 million by 2022.



Section 2.1: Project’s pathways towards impact: *“Indicate the scale and significance of the project’s contribution to expected outcomes and impacts”*

Expected outcomes – see text of call topic

Expected Outcomes	WP	Performance Indicators	Target
Outcome 1: Support the “Economic & Investment Plan” and “Innovation Agenda” for WBC by spurring economic recovery, supporting green and digital transition, fostering regional integration & EU convergence.	1, 2, 3, 4 and 5	• Preparatory research project on sustainable nanosensor on water pollution	1
		• Sustainable nanosensors developed to detect different water pollutants	3
		• Rivers and lakes in Albania where sustainable nanosensors are demonstrated	8
		• Joint research papers published in international peer-reviewed journals	9+
		• Joint research papers presented at international conferences	9+
		• SUSNANO workshops for private and public organisations in Albania	3+
		• Info-days and networking sessions attended about EU calls for proposals	5+
		• Joint research proposals submitted for EU funding (e.g. Horizon Europe)	3+
		• Patents submitted by UT researchers involved in SUSNANO	2+
		• Collaboration agreements between UT and Albanian private companies	3+
Outcome 2: Improved excellence capacity and resources in WBC enabling to close the still apparent research and innovation gap within Europe.	1, 2, 3 and 5	• UT experienced researchers trained in Research Sub-Topics A, B and C	5
		• UT early-stage researchers trained in Research Sub-Topics A, B and C	10
		• Summer schools hosted by UT, ICN2 and UPO	3
		• Joint PhD programme	1
		• Joint research papers published in international peer-reviewed journals	9+
		• Joint research papers presented at international conferences	9+
		• Increase in average H-Index of UT researchers involved in SUSNANO	>15%
		• Patents submitted by UT researchers involved in SUSNANO	2+
• Collaboration agreements between UT and Albanian private companies	3+		

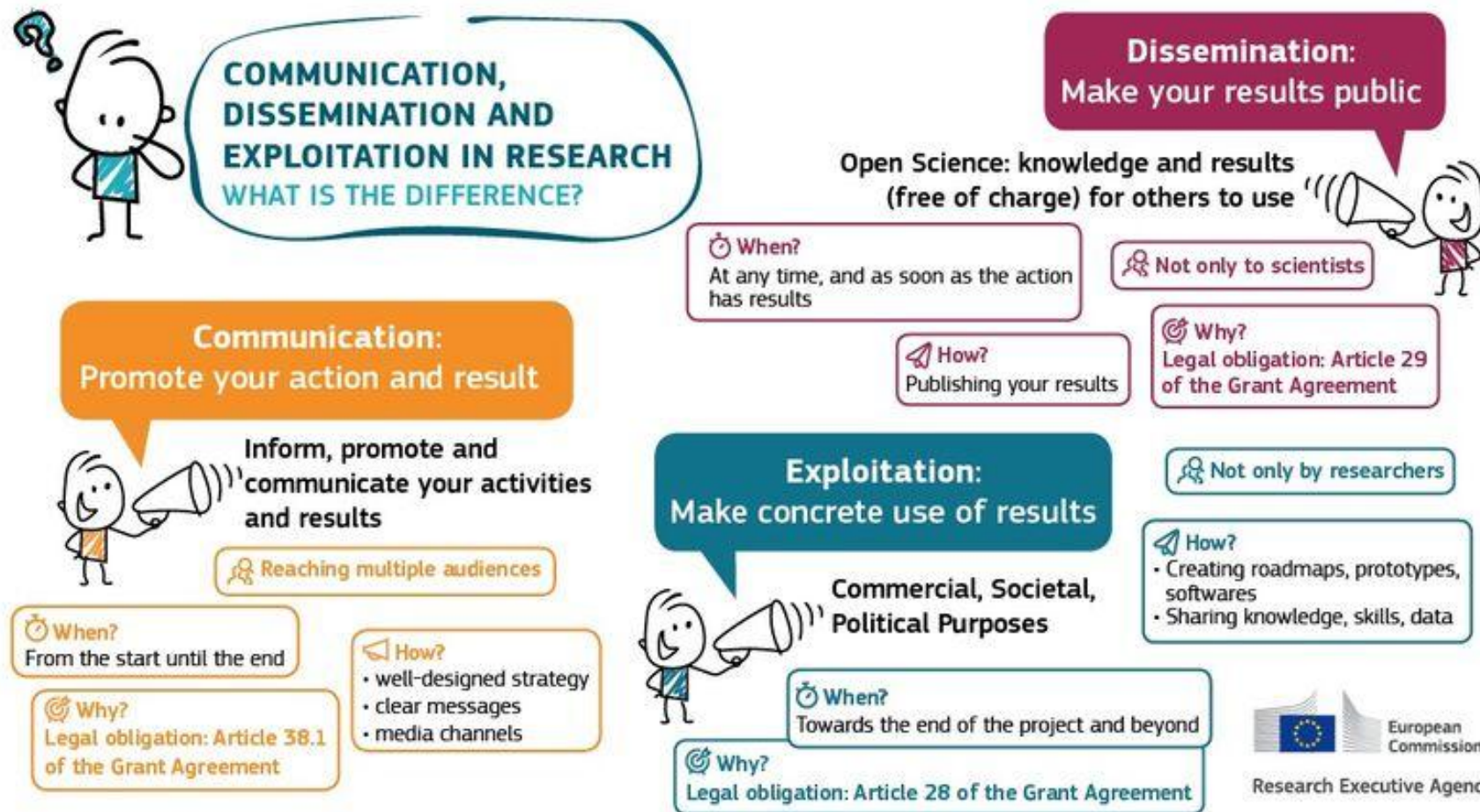
Section 2.1: Project's pathways towards impact: *“Describe any requirements and potential barriers”*

**Identify
challenges /
barriers in EU
Strategic
Research
Agendas**



**European Cybersecurity
Strategic Research and
Innovation Agenda (SRIA)
for a contractual
Public-Private Partnership
(cPPP)**

Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication



Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication: *“Provide 1st version of plan for dissemination, communication & exploitation”*

Project Results	Dissemination, Comm. & Exploitation Measures	Target Audiences					KPIs
		Industry (SMEs & MNEs)	Academia (PROs & HEIs)	EU Initiatives	Policy Makers	General Public	
Project website	Publish project summary, regular news and event updates	■	■	■	■	■	2500+ visitors 30+ news
Project leaflet and poster	Distribute during conferences (e.g., EQTC , etc.), workshops, summer schools and outreach	■	■	■	■	■	300+ leaflets 30+ posters
Project press-releases	Supply press-releases to science channels e.g., Alpha Galileo	■	■	■	■	■	3+ press releases
Social media	Publish news on Twitter/LinkedIn	■	■	■	■	■	20+ Tweets
Short project film	Publish film on YouTube and project website	■	■	■	■	■	1+ video 1000+ views
Industry workshops	Hold workshops with industry to facilitate QRC adoption	■		■			1+ / year
Summer Schools / Lecture Courses	Run summer schools & lectures for young researchers on QRC		■				1+ / year
Open days / Research Nights	Promote and explain QRC during open-day events					■	2+ / year
School visits	Promote QRC during school visits					■	2+ / year
Scientific results concerning QRC	Publish results in international open journals (e.g., Nature , etc.)	■	■	■			9+ journal papers
Scientific results concerning QRC	Present results at international conferences (e.g., EQTC , etc.)	■	■	■			9+ conf. papers

Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication: “*Outline strategy to manage intellectual property*”

Capture initial strategy for Foreground Knowledge

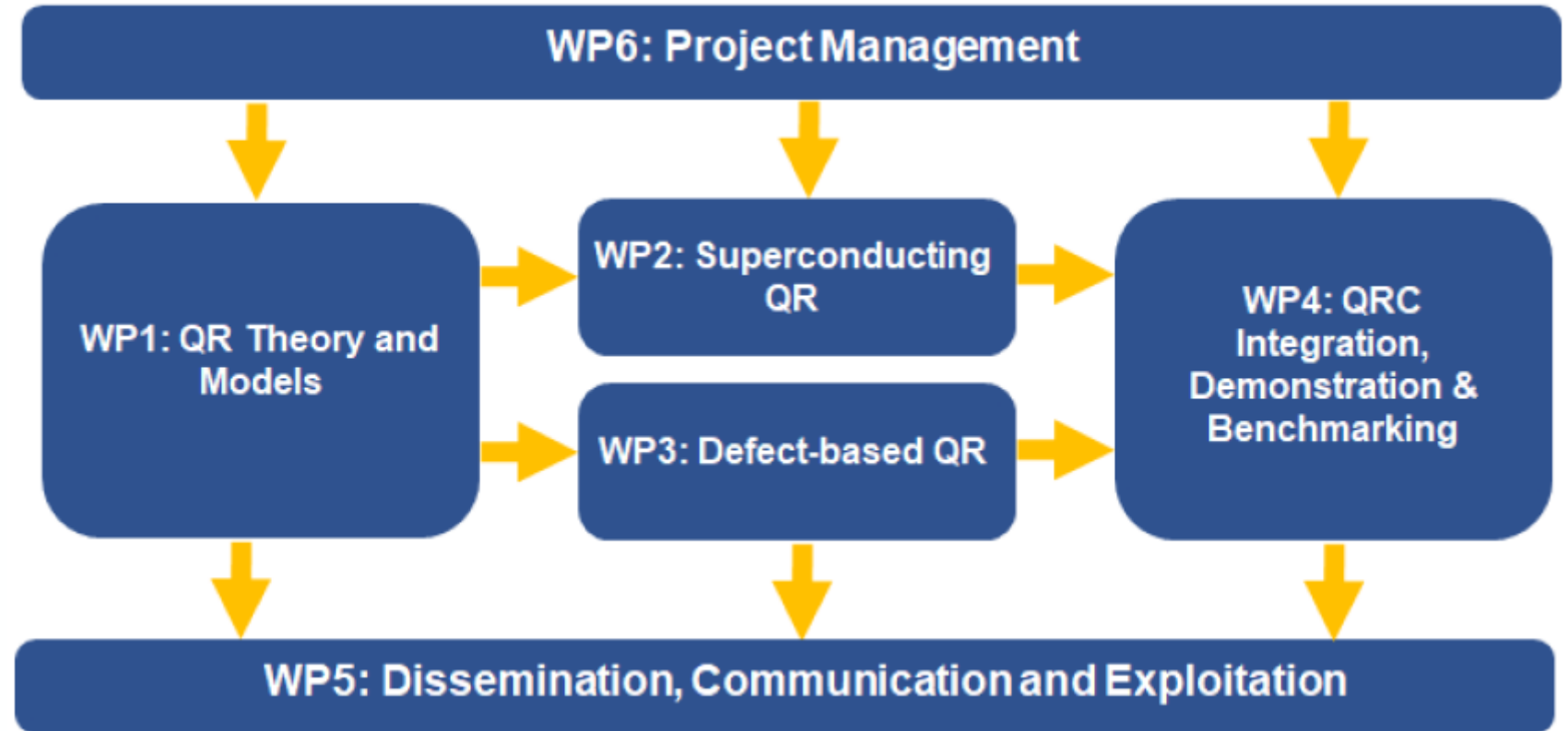
IP Ownership Tables		
Expected Foreground Knowledge	Lead Partner Concerned	Other Partners claiming Ownership Rights
Related to WP1		
New algorithms to tackle problems related to data analytics that are optimized for implementation in a CIM-based architecture	IBM, TUD, ARM	TUE
New algorithms to tackle problems related to healthcare and database applications that are optimized for implementation in a CIM-based architecture	TUD	TUE
Related to WP2		
2-D SIMD programming element	TUE, INRIA	ETHZ
Macro-programming interface for CIM tiles	TUE, INRIA	ETHZ
Portable programming model for CIM-accelerated kernels	TUE, INRIA	ETHZ
Related to WP3		
CIM macro architecture	TUE	TUD, ETHZ and ARM
Embedded circuits and energy-efficient digital/analogue interfacing between resistive compute units and external digital compute units	TUE, ARM	TUD, ETHZ
Related to WP4		
Models to enter into the micro-architecture simulator	IMEC, RWTH	-
CIM microarchitectures	IMEC	RWTH, ARM, IBM, TUD
PCM-based logical and arithmetic operations that can be implemented in a CIM module	IBM	-
Designs for parallel bit-wise and arithmetic operations within the crossbar	TUD	RWTH
Related to WP5		
Data collected based on measurements of crossbars (CIM)	TUD, RWTH	TUE, ETHZ, ARM, IBM,
Full CIM simulator	TUD	All

Section 2.3: Summary: *“Canvas showing key elements of the project’s impact pathways and measures to maximise its impact”*

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p>ELTE’s SWOT analysis shows threats and weaknesses needing to be addressed with respect to their R&I for quantum reservoir computing (see Section 1.2.1).</p>	<p>See Key Performance Indicators for Objectives 1, 2, 3, 4 and 5 in Section 1.1.1</p>	<p>Dissemination: Research papers presented at international conferences. Exploitation: Workshops involving experts from the HunOuTech Consortium, European Quantum Industry Consortium and Quantum Community Network. Tech-transfer and IP management training for ELTE’s Faculty of Science administration. Communication: News releases via Press conferences, Project website, Social media, Podcasts, and Youtube videos.</p>
<p>Need to develop quantum technologies to deliver life-changing benefits for EU citizens in healthcare, energy and cybersecurity (see Sections 1.2.2 and 2.1.4 and EC’s Strategic Research Agenda on Quantum Technologies).</p>	<p>Development of a quantum reservoir computing (QRC) system based on silicon carbide (SiC) defect qubits (WP1).</p>	
TARGET GROUPS	OUTCOMES	IMPACTS
<p>ELTE: Institute of Physics and Astronomy, Education Support Office and Research Support Office. European Public Organisations: e.g. Quantum Community Network European Industry: e.g. European Quantum Industry Consortium European Initiatives: e.g. QuMicro, QuantERA, Quantum Flagship European Policy Makers: e.g. Joint Research Council General Public: Hungary</p>	<p>See Expected Outcomes 1, 2, 3, 4 and 5 listed in Section 2.1.2.</p>	<p>HE Widening Destination “Improved access to excellence”: Increased science and innovation capacity of ELTE in Hungary (HU); Structural changes leading to a modernised and more competitive R&I system in HU; HU’s higher participation success in Horizon Europe. HE Cluster 4 Destination “Digital & Emerging Technologies for Competitiveness and Fit for the Green Deal”: Further develop quantum technologies and their applications in quantum computing, simulation, sensing and communication in HU and EU.</p>

Section 3.1: Work plan and resources: *Pert Diagram*

Each WP leader should describe/elaborate the S&T objective for their WP description (½ -1 page)



Section 3.1: Work plan and resources: *Work Package Descriptions*

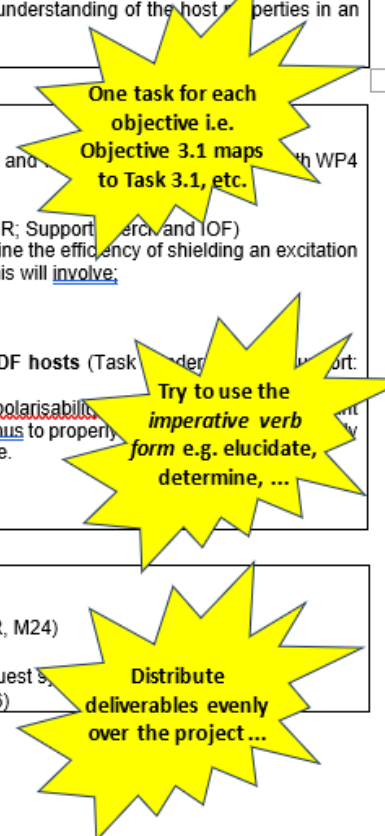
Work package number	3		Start Date or Starting Event	M1	
Work package title	Photo-physical Characterisation				
Participant number	1	2	3	4	5
Short name of participant	Merck	MOD	IOF	UDUR	INT
Person/months per participant:	8	0	8	54	0



Objectives
 Objective 3.1: Elucidate the photo-physics of shielded emitters including full energy level determination, fluorescence efficiencies and the effect of shielding structure and strategies on the emitter efficiency in regard to excitation and charge quenching.
 Objective 3.2: Determine the photo-physical and energetic characteristics of each new TADF host material to aid proper design of hosts that efficiently couple to a dopant emitter, including detailed understanding of the host properties in an environment of other host molecules.

Description of work
 This WP will provide full photo-physical characterisation of materials from WP1 and ... with WP4 to optimise guest host hyperfluorescence emitter layer structures.
Task 3.1 Elucidate photo-physics of shielded emitters (Task Leader: UDUR; Support: Merck and IOF)
 The main aim of this task is to design and undertake measurements to determine the efficiency of shielding an excitation on a shielded emitter to other excitations and charges in an OLED context. This will involve:
 Etc
Task 3.2 Determine photo-physical and energetic characteristics of TADF hosts (Task Leader: UDUR; Support: Merck and IOF)
 As described in the state-of-the-art section, the host 'environment' in terms of polarisability, ... role in the photo-physical and energetic characteristics of any TADF material, thus to properly couples to a dopant emitter, careful characterisation of any host must be made.
 Etc ...

Deliverables
 D3.1: Report on TADF host tuning by the bulk host (UDUR, M12)
 D3.2: Report on the photo-physics of first generation shielded emitters (UDUR, M24)
 D3.3: Report on improved shielding strategies (UDUR, M30)
 D3.4: Report on energy and electron transfer in TADF host shielded emitter guest systems (UDUR, M36)
 D3.5: Report on microcavity effects on energy transfer in OLEDs (UDUR, M36)



One task for each objective i.e. Objective 3.1 maps to Task 3.1, etc.

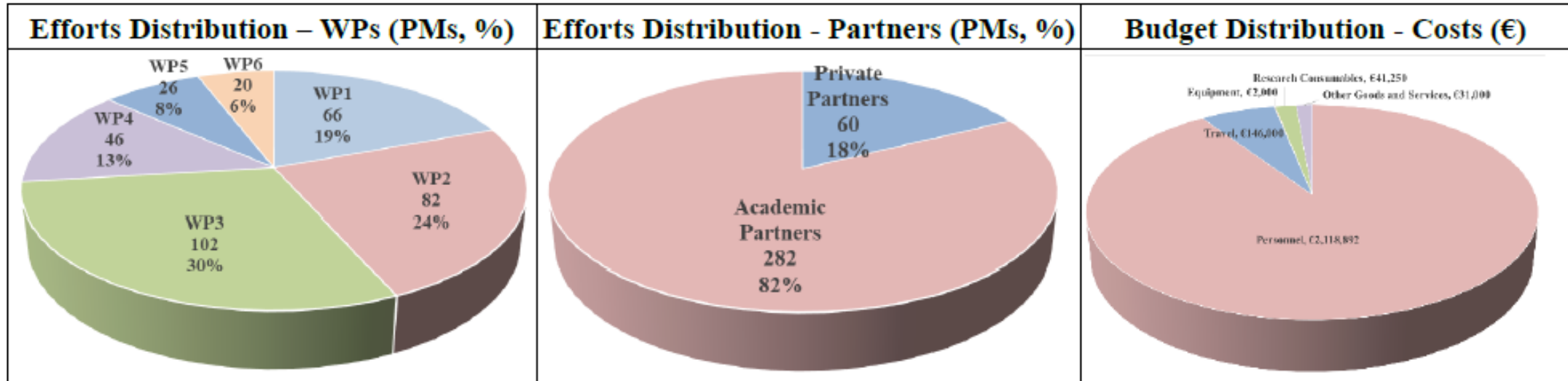
Try to use the imperative verb form e.g. elucidate, determine, ...

Distribute deliverables evenly over the project...

Section 3.1: Work plan and resources: *Critical Risks*

Description of Risk	WP(s) involved	Proposed risk-mitigation measures
Quantitative models for the SiC-based quantum reservoir prove unreliable (Likelihood: Low, Severity: High)	WP1	Use independent, complementary theoretical approaches to develop models e.g. Keldysh-Nambu-Gorkov diagrammatic tech. vs hierarchy of master equations for density matrices.
Fail to produce a SiC-based quantum reservoir (Likelihood: Medium, Severity: High)	WP1	Use established and tested methods of design and fabrication e.g. focused ion beam technique.
SiC-based quantum reservoir does not perform optimally (Likelihood: Medium, Severity: Medium)	WP1	Base design on accurate WP1/T1.1 theoretical models that allow tuning of the parameters of the reservoir across broad limits.
Low generalisation/complexity of QR (Likelihood: Medium, Severity: Medium)	WP1	Increase the number of qubits in the QR.
Poor reliability of the QR read-out (Likelihood: Medium, Severity: Medium)	WP1	Leverage WP1/T1.1 theoretical models to quantitatively assess and optimise the effects of noise on QRC performance.
Travel restrictions due to Covid-19 pandemic prevent exchanges of ERs, ESRs and Administrative Staff (Likelihood: Medium, Severity: Medium)	WP2-WP7	Provide online training courses covering theory, fabrication, testing and optimisation of defect-based QRCs, as well as project management, proposal writing, IP handling and scientific communication.
Potential conflicts among consortium partners (e.g. IPR ownership) (Likelihood: Low, Severity: Medium)	W1-WP9	PC and WP leaders to try to resolve issue through discussion and ad-hoc meetings. If issue cannot be resolved within 3 weeks, then follow rules defined in the consortium agreement.
Research results ignored by industry (Likelihood: Medium, Severity: Medium)	WP1, W8	Key experts from industry in QUEST's Advisory Board to advise on QRC exploitation strategies.
Difficulty to organise summer schools and attract participants (Likelihood: Low, Severity: Medium)	WP4, WP5	1. MSc and PhD students will be involved in organisation and promotion of summer schools. 2. Adverts and website articles will be disseminated at appropriate time before the events.

Section 3.1: Work plan and resources: *Efforts (person-months) + Budget*



- Bulk of the project's efforts are in WP2 (82PMs, 24%) and WP3 (102PMs, 30%) reflecting the intense laboratory work required to develop the two types of QR. Meanwhile, WP3 efforts significantly exceed those of WP2 due to the current earlier-stage of development of defect-based QR.
- Project management effort (20PMs, 6%): Within the typical range for EU projects (5-7%).
- Project's focus on early-stage technology development (TRLs 1-4) explains the large share of effort allocated to academic partners compared to private partners (282PMs:60PMs; 82%:18%).
- No partners have other direct costs exceeding 15% of their personnel costs.

Section 3.2: Capacity of participants and consortium as a whole

Example: Project's scientific and tech. objectives perfectly aligned with the consortium partners' capabilities, contributions and complementarities:

No.	Scientific and Technical Objectives	Partner's Capabilities, Contributions and Complementarities
1	Develop new algorithmic solutions for targeted applications for CIM architecture	<p>IBM (WP leader) is a pioneer of cognitive computing. The company has formed a new business unit called IBM Watson in 2014 offering services for data analytics and IoT.</p> <p>TUD (Task leader) has a strong record in developing and optimising healthcare (genomics and DNA sequencing) and data science algorithms for accelerated multi-core platforms.</p>
2	Develop and design new mapping methods integrated in a framework for efficient compilation of the new algorithms into CIM macro-level operations	<p>INRIA (WP leader) has extensive experience with the design and implementation of aggressive optimizations and analyses, including production compilers like Clang/LLVM and domain-specific code generators.</p> <p>TUE (Task leader) is specialised in research on low power single and multi-processor architectures, their programmability, and the predictable design of soft- and hard real-time systems.</p>
3	Develop a macro-architecture based on the integration of group of CIM tiles	<p>TUE (WP leader) is specialised in research on low power single and multi-processor architectures, their programmability, and the predictable design of soft- and hard real-time systems.</p> <p>ETHZ (Task leader) has a proven track record of working on novel processor and memory architectures.</p>
4	Develop and demonstrate the micro-architecture level of CIM tiles and their models	<p>RWTH (WP leader) has one of the World's leading groups on the process technology and basic physical-chemical understanding of functional oxide thin films w.r.t future integrated nanoelectronic devices, especially redox-based resistive switching memories (70+ papers, 3000+ citations).</p> <p>IMEC (Task leader) has past experience to lead the development of memristor crossbar-based logic/ arithmetic and memory circuit design and simulation.</p>
5	Design a simulator and FPGA emulator for the new architecture in order demonstrate its superiority	<p>ARM (WP leader) is a world-renowned semiconductor IP company with around 3000 employees. ARM partners have shipped over 50 billion ARM microprocessors. The company has a strong track record on embedded processors, IoT devices, power-efficient server and HPC chips.</p> <p>TUD (Task leader) has a research focus on In-Memory Computing and targets the development, design and demonstration of new architecture paradigms to enable low energy and/or high throughput computing. TUD has a proven track record of implementing demonstrators.</p>

- **Lump Sum Funding versus Reimbursement of Actual Costs**

- **Lump sums grants** are defined **per work package** in the grant proposal and fixed in the grant agreement. Funds are triggered upon completion of the activities in work packages. The payment of lump sums follows the usual EC payment schedule (prefinancing, interim, final payment).
- **Reimbursement grants** are defined according to eligible costs (personnel, travel, equipment, etc.). Funds are triggered upon submission of financial statements showing actual costs (Period 1, Period 2, ...). The payment reimbursement grants follows the regular EC payment schedule (prefinancing, interim, final payment).

- **Personnel costs:**

- **Actual costs:** Gross monthly salary + Employer’s contributions to social security and pension.
- **Unit costs:** Used by beneficiaries who calculate average rates for their staff as part of their analytical cost accounting system.
- **SME owners (who don’t receive a salary):** Monthly rate = 5.080€ x country-specific coefficient (e.g. 98.3% for Germany).

- **Subcontracting costs:**

- Double-check to see if the cost is really a “subcontracting cost” or a “purchase cost”.
- Try to keep total subcontracting costs below 5% total direct costs.
- Remember to complete Table 3.1g “Subcontracting costs” in the proposal:

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

- Purchase costs:**

- If **purchase costs > 15% personnel costs**, then need to provide cost breakdown and justifications in Table 3.1h “Purchase costs” in the proposal.

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

- **Travel and subsistence:** Provide a cost breakdown (Twinning proposals).

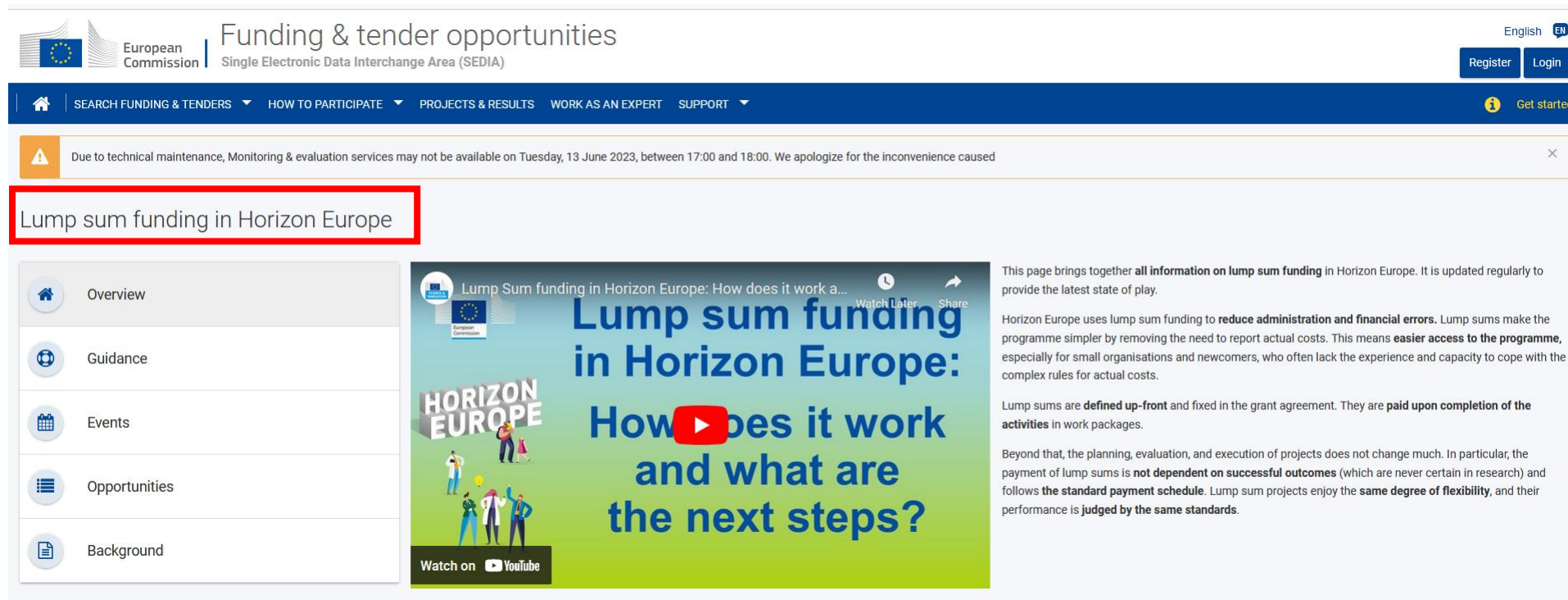
1 / UT	Cost (€)	Justification
Travel	143,700	<ul style="list-style-type: none"> • 24PMs of training exchanges involving approximately 11 different ESRs to ICN2 & UPO for WP3/T3.1 and T3.2 [(€70/day x 30-day trip duration x 24 trips) + (€400/flight x 24 flights) = €60,000]; • 12PMs of exchanges of involving approximately 5 different ERs to ICN2 & UPO for WP2/T2.1 and T2.2 [(€130/day x 15-day trip duration x 24 trips) + (€400/flight x 24 flights) = €56,400]; • Short trips involving approximately 4 different UT administrative staff members to receive EU research training and networking for WP4/T4.4 [(€130/day x 3,75-day trip duration x 12 trips) + (€400/flight x 12 flights) = €10,650];

- **Equipment:** Can claim **depreciation of equipment**, but not the cost.
- **Other goods:** Research consumables (itemise), works and services (e.g. catering).

- **Other cost categories:**

- If there are any internally invoiced goods and services, then need to complete Table 3.1i in the proposal.

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

The screenshot shows the European Commission website page for 'Lump sum funding in Horizon Europe'. The page title is highlighted with a red box. The page content includes a navigation menu, a warning banner about technical maintenance, and a main section with a video player and text explaining the funding mechanism.

Lump sum funding in Horizon Europe

Overview
Guidance
Events
Opportunities
Background

Lump sum funding in Horizon Europe: How does it work and what are the next steps?

This page brings together **all information on lump sum funding** in Horizon Europe. It is updated regularly to provide the latest state of play.

Horizon Europe uses lump sum funding to **reduce administration and financial errors**. Lump sums make the programme simpler by removing the need to report actual costs. This means **easier access to the programme**, especially for small organisations and newcomers, who often lack the experience and capacity to cope with the complex rules for actual costs.

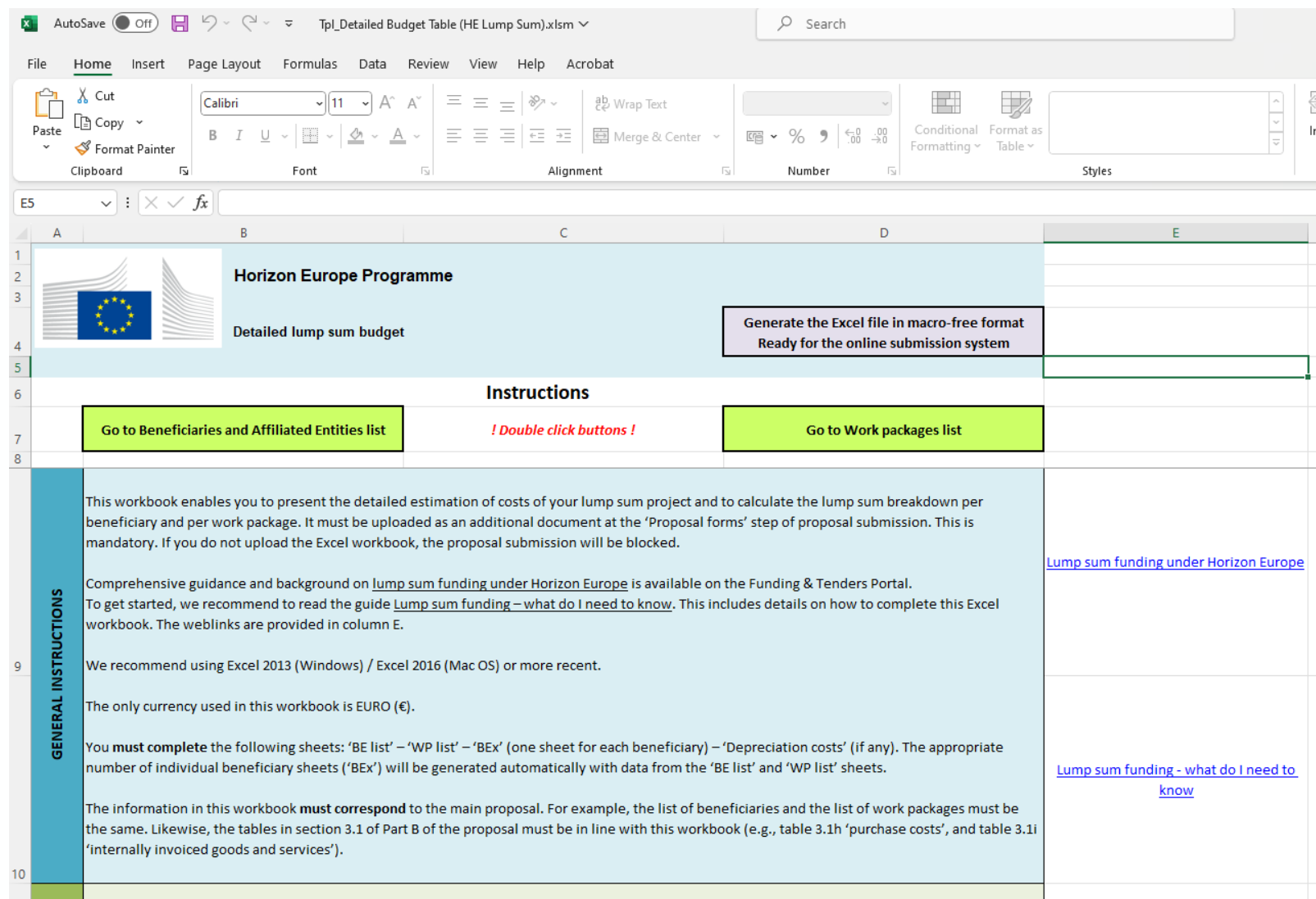
Lump sums are **defined up-front** and fixed in the grant agreement. They are **paid upon completion of the activities** in work packages.

Beyond that, the planning, evaluation, and execution of projects does not change much. In particular, the payment of lump sums is **not dependent on successful outcomes** (which are never certain in research) and follows the **standard payment schedule**. Lump sum projects enjoy the **same degree of flexibility**, and their performance is **judged by the same standards**.

- European Commission website where Lump Sum Funding is explained in detail – see QR code.
 - Training Video
 - Training Presentations
 - Excel budget tool



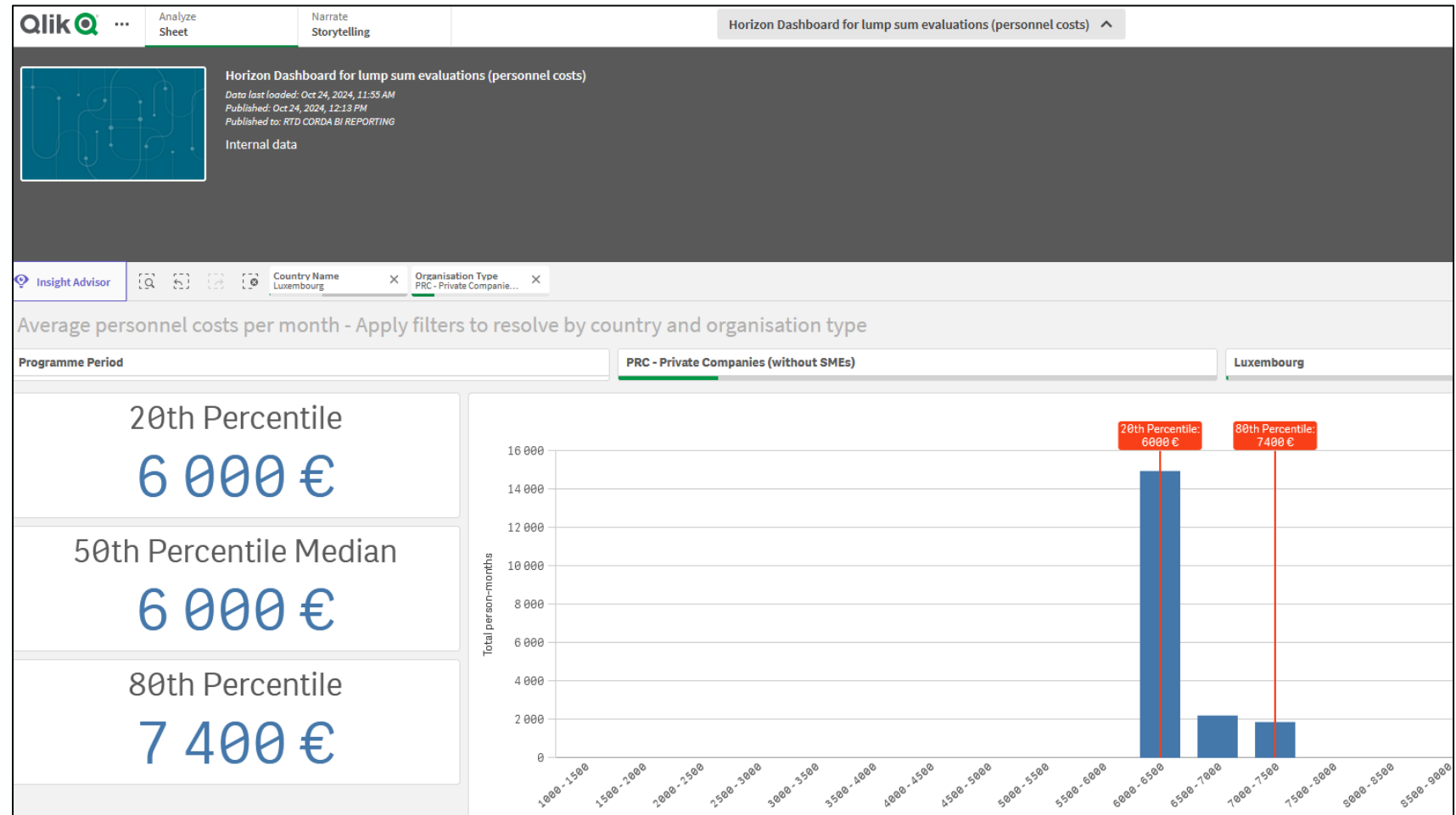
- **European Commission's Lump Sum Funding Excel budget tool (see QR code)**
 - Warning: But make sure to download the Excel budget tool provided for the Horizon Europe call that you are applying to!
- **Completed Lump Sum Funding Excel budget tool must be uploaded with a proposal to the European Commission's portal.**



The screenshot shows the Microsoft Excel interface for the 'Tpl_Detailed Budget Table (HE Lump Sum).xlsm' file. The ribbon includes File, Home, Insert, Page Layout, Formulas, Data, Review, View, Help, and Acrobat. The Home ribbon is active, showing options for Clipboard (Paste, Cut, Copy, Format Painter), Font (Calibri, size 11, bold, italic, underline, text color, background color), Alignment (wrap text, merge & center), Number (percentage, currency, decimal places), and Styles (conditional formatting, format as table). The spreadsheet area shows columns A through E and rows 1 through 10. Row 1 contains the Horizon Europe Programme logo and the title 'Horizon Europe Programme'. Row 2 contains 'Detailed lump sum budget'. Row 3 contains a button 'Generate the Excel file in macro-free format Ready for the online submission system'. Row 4 contains the title 'Instructions'. Row 5 contains two buttons: 'Go to Beneficiaries and Affiliated Entities list' and 'Go to Work packages list'. Row 6 contains a warning: '! Double click buttons !'. Row 7 contains a section titled 'GENERAL INSTRUCTIONS' with detailed text about the workbook's purpose, guidance, and requirements. Row 8 contains a link to 'Lump sum funding under Horizon Europe'. Row 9 contains a link to 'Lump sum funding - what do I need to know'. Row 10 contains a link to 'Lump sum funding - what do I need to know'.



- **Horizon dashboard for lump sum evaluations.**
- **Purpose & Target Group:** The dashboard is designed for experts evaluating lump sum proposals, providing an objective benchmark for **personnel costs** in Horizon Europe grants to ensure budgets are reasonable.
- **Displayed Data:** It shows funded person months at different costs, broken down by country and organisation type, with cost distributions between the 20th and 80th percentiles.
- Be prepared to write a **short justification** why a partner's personnel costs fall outside these percentiles.



Estimated EU contribution										
Estimated eligible lump sum contributions (per work package)										Maximum grant amount ¹
WP1 Exploratory Research Project	WP2 Short-term staff exchanges and trainings for experienced researchers – M1-M15	WP3 Short-term staff exchanges and trainings for experienced researchers – M16-M36	WP4 Research internships and trainings for early-stage researchers – M1-M15	WP5 Research internships and trainings for early-stage researchers – M16-M36	WP6 Research Management and Administration Skill Development – M1-M15	WP7 Research Management and Administration Skill Development – M16-M36	WP8 Dissemination, Exploitation, Communication and Outreach	WP9 Project Management		
Forms of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h	i	$j = a + b + c + d + e + f + g + h + i$
1 - ELTE	192 250.00	21 000.00	29 500.00	66 000.00	123 000.00	29 875.00	35 500.00	79 000.00	22 500.00	598 625.00
2 - LIU	57 000.00	23 250.00	37 000.00	44 500.00	89 500.00	15 250.00	21 750.00	37 250.00	8 750.00	334 250.00
3 - JM	47 625.00	6 875.00	6 875.00	9 000.00	9 000.00	0.00	0.00	9 000.00	0.00	88 375.00
4 - INT	0.00	0.00	0.00	0.00	0.00	44 250.00	58 500.00	22 500.00	20 000.00	145 250.00
5 - Aalto	0.00	0.00	0.00	26 910.00	25 365.00	0.00	0.00	0.00	0.00	52 275.00
6 - Lboro										
Σ consortium	296 875.00	51 125.00	73 375.00	146 410.00	246 865.00	89 375.00	115 750.00	147 750.00	51 250.00	1 218 775.00

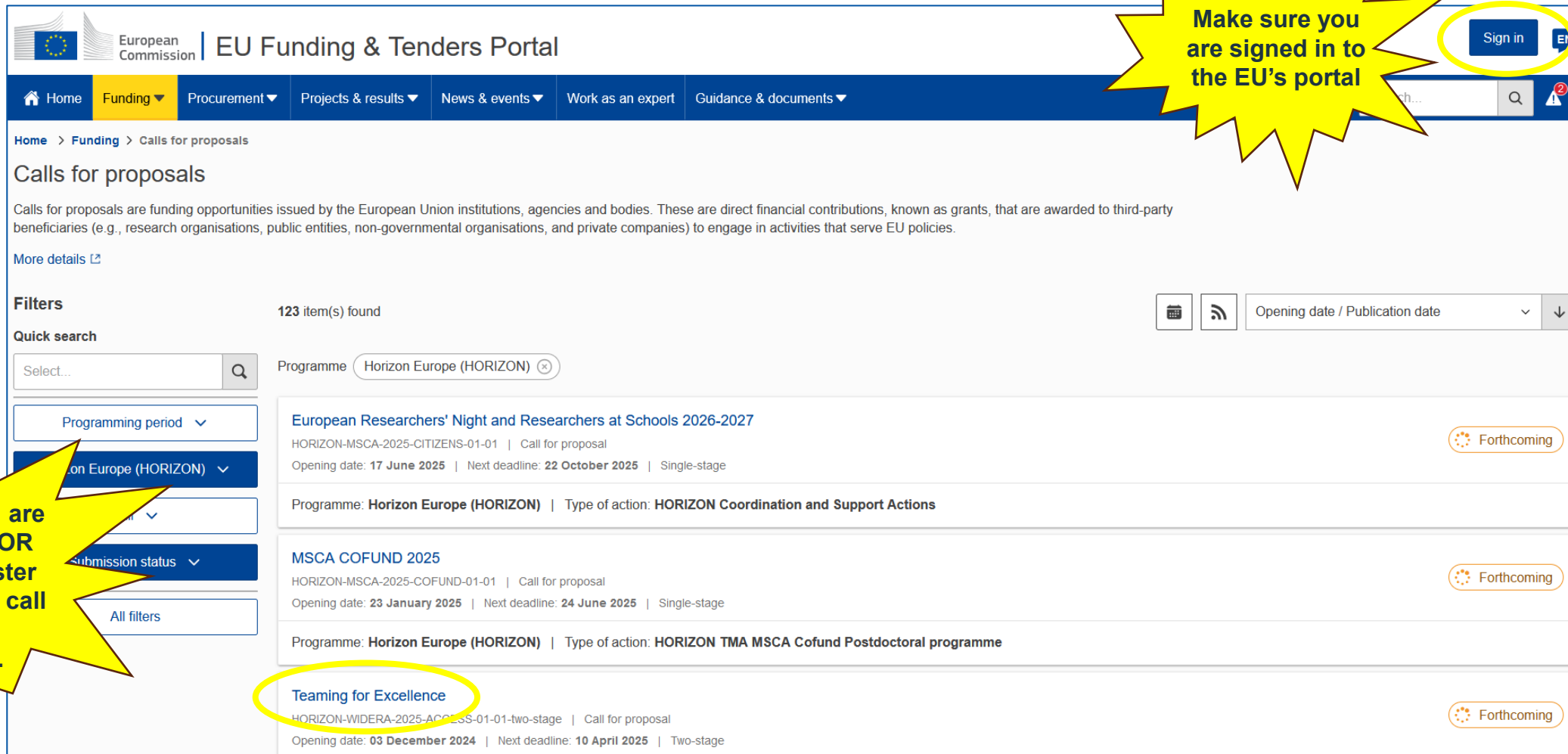
A	B	C	D	E	F	G	H	I
1	Part. Shortname	Partner 1						
2								
3								
4	Personnel Costs		Subcontracting			Other direct costs		
5								
6	Person-Month Rate (euro)	6764				Travel	25000	
7								
8	Work Package	Person-Months				Durable equipment - give short item description and justification		
9	1	15				Consumables - give short description and justification (books and articles, publications, RA laptop, external hard drives)	7125	
10	2	9				Other goods and services (including audit certificates)	5000	
11	3	0						
12	4	12						
13	5	3						
14	6	3						
15								
16								
17	Total	42						
18								
19								
20								
21								
22			Totals					
23	Personnel costs		284088					
24	Subcontracting		0					
25	Other direct costs		37125					
26	Indirect costs		80303.25					
27			Total costs	401516.25				
28	Maximum allowable EC		401516.25					
29	Requested EC contribution		401516.25					
30	Receipts		0					
31								
32								
33								
34								
35								
36								

- Consortium uses its own Excel file to calculate their proposal budget
 - Some Excel files are quite basic, some more sophisticated

Forms of funding	Estimated eligible ¹ costs (per budget category)									Estimated EU contribution ²				
	Direct costs							Indirect costs	Total costs	EU contribution to eligible costs			Maximum grant amount ⁶	
	A. Personnel costs		B. Subcontracting costs	C. Purchase costs			D. Other cost categories	E. Indirect costs ³		Funding rate % ⁴	Maximum EU contribution ⁵	Requested EU contribution		
	A.1 Employees (or equivalent)	A.2 Natural persons under direct contract	A.3 Seconded persons	A.4 SME owners and natural person beneficiaries	B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	D.2 Internally invoiced goods and services	E. Indirect costs				
Actual costs	Unit costs (usual accounting practices)	Unit costs ⁷	Actual costs	Actual costs	Actual costs	Actual costs	Actual costs	Unit costs (usual accounting practices)	Flat-rate costs ⁸					
a1	a2	a3	b	c1	c2	c3	d2	e = 0,25 * (a1 + a2 + a3 + c1 + c2 + c3)	f = a + b + c + d + e	U	g = f * U%	h	m	
1 - IPHT	444 276.00	0.00	0.00	0.00	20 000.00	0.00	26 000.00	0.00	122 569.00	612 845.00	100	612 845.00	612 845.00	612 845.00
2 - LIU	367 728.00	0.00	0.00	0.00	18 000.00	0.00	10 000.00	0.00	98 932.00	494 660.00	100	494 660.00	494 660.00	494 660.00
3 - UM	222 600.00	0.00	0.00	0.00	21 000.00	0.00	15 000.00	0.00	64 650.00	323 250.00	100	323 250.00	323 250.00	323 250.00
3.1 - CNRS	104 000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26 000.00	130 000.00	100	130 000.00	130 000.00	130 000.00
4 - JM	242 000.00	0.00	0.00	0.00	7 000.00	4 000.00	3 125.00	0.00	64 031.25	320 156.25	100	320 156.25	320 156.25	320 156.25
5 - INT	152 000.00	0.00	0.00	0.00	12 000.00	0.00	4 000.00	0.00	42 000.00	210 000.00	100	210 000.00	210 000.00	210 000.00
6 - Aalto	0.00	226 200.00	0.00	0.00	22 000.00	3 000.00	7 000.00	0.00	64 550.00	322 750.00	100	322 750.00	322 750.00	322 750.00
7 - ELTE	76 000.00	0.00	0.00	0.00	8 000.00	1 500.00	1 500.00	0.00	21 750.00	108 750.00	100	108 750.00	108 750.00	108 750.00
8 - Lboro														
Σ consortium	1 608 604.00	226 200.00	0.00	0.00	108 000.00	8 500.00	66 625.00	0.00	504 482.25	2 522 411.25		2 522 411.25	2 522 411.25	2 522 411.25



Make sure you are signed in to the EU's portal

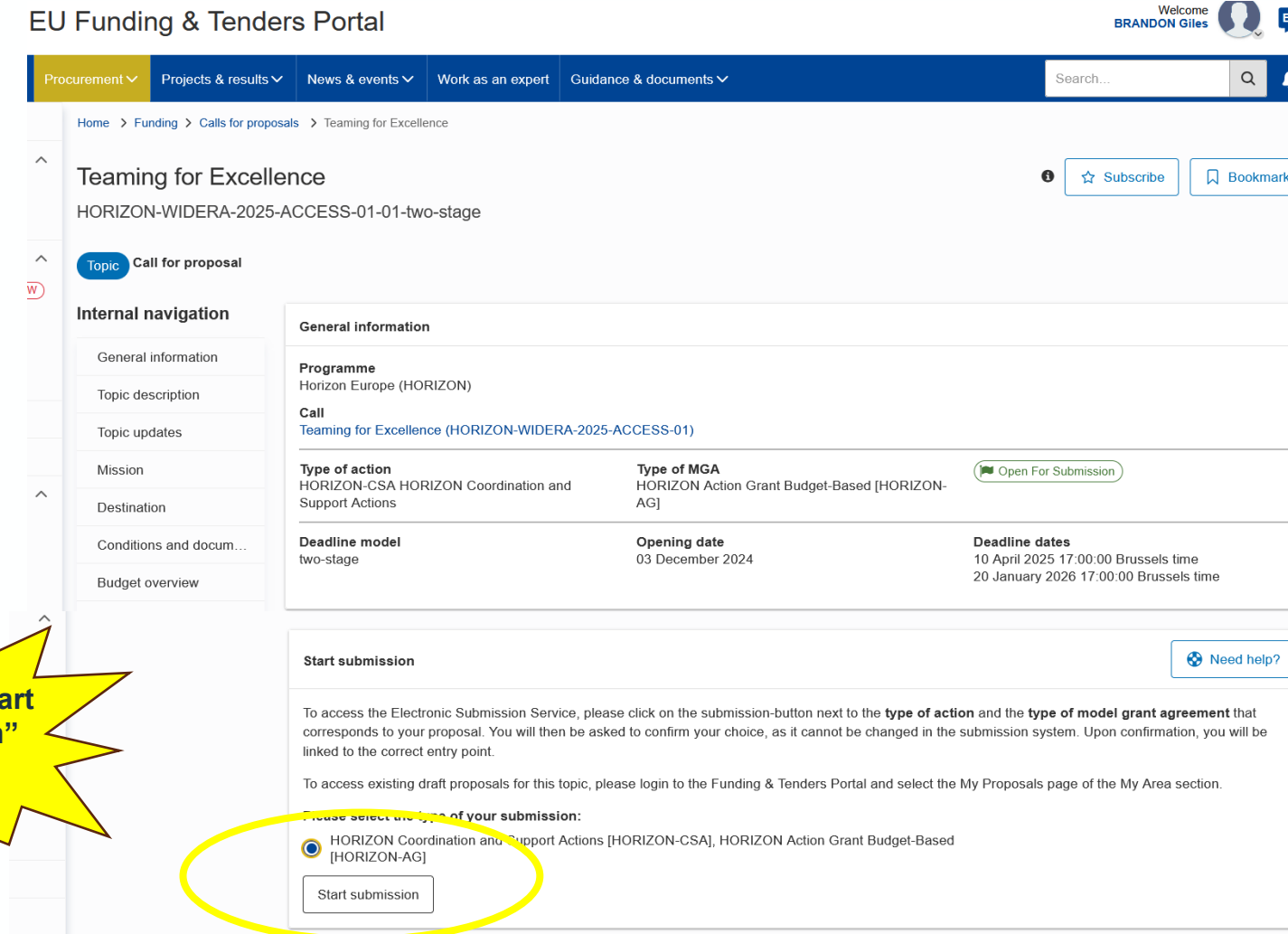


The screenshot shows the 'EU Funding & Tenders Portal' with the 'Calls for proposals' section. A search filter for 'Horizon Europe (HORIZON)' is applied, resulting in 123 items found. Three results are visible:

- European Researchers' Night and Researchers at Schools 2026-2027** (Forthcoming): HORIZON-MSCA-2025-CITIZENS-01-01 | Call for proposal | Opening date: 17 June 2025 | Next deadline: 22 October 2025 | Single-stage
- MSCA COFUND 2025** (Forthcoming): HORIZON-MSCA-2025-COFUND-01-01 | Call for proposal | Opening date: 23 January 2025 | Next deadline: 24 June 2025 | Single-stage
- Teaming for Excellence** (Forthcoming): HORIZON-WIDERA-2025-ACCESS-01-01-two-stage | Call for proposal | Opening date: 03 December 2024 | Next deadline: 10 April 2025 | Two-stage

The 'Teaming for Excellence' title is circled in yellow. A 'Sign in' button is also circled in yellow in the top right corner of the portal interface.

Let's imagine you are the COORDINATOR and wish to register and submit to the call "Teaming for Excellence" ...



EU Funding & Tenders Portal

Welcome BRANDON Giles

Procurement Projects & results News & events Work as an expert Guidance & documents

Home > Funding > Calls for proposals > Teaming for Excellence

Teaming for Excellence

HORIZON-WIDERA-2025-ACCESS-01-01-two-stage

Topic Call for proposal

Internal navigation

- General information
- Topic description
- Topic updates
- Mission
- Destination
- Conditions and docum...
- Budget overview

General information

Programme
Horizon Europe (HORIZON)

Call
Teaming for Excellence (HORIZON-WIDERA-2025-ACCESS-01)

Type of action HORIZON-CSA HORIZON Coordination and Support Actions	Type of MGA HORIZON Action Grant Budget-Based [HORIZON-AG]	Open For Submission
Deadline model two-stage	Opening date 03 December 2024	Deadline dates 10 April 2025 17:00:00 Brussels time 20 January 2026 17:00:00 Brussels time

Start submission [Need help?](#)

To access the Electronic Submission Service, please click on the submission-button next to the **type of action** and the **type of model grant agreement** that corresponds to your proposal. You will then be asked to confirm your choice, as it cannot be changed in the submission system. Upon confirmation, you will be linked to the correct entry point.

To access existing draft proposals for this topic, please login to the Funding & Tenders Portal and select the My Proposals page of the My Area section.

Please select the type of your submission:

HORIZON Coordination and Support Actions [HORIZON-CSA], HORIZON Action Grant Budget-Based [HORIZON-AG]

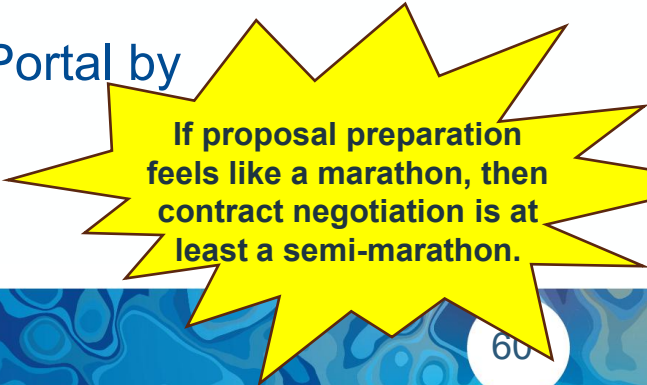
[Start submission](#)

Click the "Start Submission" button

- During call registration, you need to give the PIC (Participant Identification Code) for your organisation.
- Once registered to the call, then need to:
 - Enter administrative data for consortium partners for the Part A.
 - Upload a .pdf file containing the Part B technical proposal.
 - Upload budget data.
 - Run the online proposal validation check.
 - Press submit button.

- **Admissibility & Eligibility Check:** Ensures proposals meet submission rules and eligibility criteria.
- **Expert Review:** Independent evaluators (typically three) assess proposals based on three criteria:
 - Excellence (scientific/technical merit, innovation).
 - Impact (potential benefits, dissemination, and exploitation).
 - Implementation (work plan, resources, risk management).
- **Scoring:** Evaluators assign scores (0–5) for each criterion. Overall score out of 15.
- **Scoring thresholds:** Typically, 3/5 for each criterion and 10/15 for overall score.
- **Consensus & Ranking:** Evaluation summary report (ESR) is prepared based on reviewer consensus. Contains scores and summary of evaluators' qualitative comments (strengths and weaknesses) for each of the three scoring criteria. 2-4 pages in length.
- **Funding Decision:** Top-ranked proposals receive funding offers. Rare for proposals to be funded with Excellence score below 4.5/5 and overall score below 13.5/15.
- **Timing:** Typically, evaluation summary reports distributed 4-5 months after the call deadline.

- **Invitation to Prepare the Grant Agreement:** Selected proposals receive an official notification via the Funding & Tenders Portal.
- **Grant Agreement Data Collection:** Beneficiaries provide legal, financial, and administrative details.
- **Budget & Work Plan Finalisation:** Ensure alignment with the evaluated proposal, including any recommended changes. EC are often quite pedantic on this finalisation process, and it can take the coordinator/consortium multiple iterations before the Description of the Action (Part A and B) for the grant agreement is finalised.
- **Consortium Agreement:** See next slide.
- **Financial & Legal Validation:** The European Commission verifies eligibility, financial capacity, and legal status.
- **Ethical & Security Review:** If applicable, projects undergo ethics and security assessments.
- **Signing the Grant Agreement:** Electronic signature via the Funding & Tenders Portal by the coordinator.
- **Timing:** Normally, process complete within 3 months of invitation to negotiations.

A yellow starburst callout with a jagged, multi-pointed border, containing text.

If proposal preparation feels like a marathon, then contract negotiation is at least a semi-marathon.

- **Purpose:** Defines internal collaboration rules, rights, and responsibilities among consortium partners.
- **Mandatory for Multi-Beneficiary Projects:** **Required** unless stated otherwise in the call conditions.
- **Key Elements:**
 - **Governance Structure:** Decision-making processes, roles, and responsibilities.
 - **Financial Management:** Budget distribution, payment terms, and cost eligibility.
 - **Intellectual Property (IP) & Data Management:** Ownership, access rights, and exploitation of results.
 - **Liability & Conflict Resolution:** Rules for dispute resolution, liability, and risk-sharing.
 - **Publication & Dissemination Rules:** Guidelines for sharing project results while protecting IP.
- **Timing:** EC demand that the Consortium Agreement is signed before the Grant Agreement is signed.
- **Pragmatic Tips:**
 - Use established templates (**e.g., DESC model**) to save time and ensure completeness.
 - Clarify financial and legal responsibilities early to avoid misunderstandings.
 - Ensure all partners actively review and agree on terms before finalisation according to deadlines.





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Thank You - End of Training Presentation!

Giles Brandon (Intelligentsia Consultants)