WIN ² EDIH

Grant Agreement №101191647

Win-Win EDIH (WIN2EDIH)
Deliverable 10
Deliverable task 4.1

Guide to Grants

Work Package 4
Support to find investments

Deliverable type	R — Document, report
Version	1.3.
Date of issue	26.12.2025
Confidentiality level	Public
Lead beneficiary	USF
Document status	Done
Authors	Olena Voroshylova (USF)
Contributors	Dennis Ilnytskyy (KNEU), Natalia Kholiavko (CNPU)
Review status	Approved
Reviewers/approvers	Quality and Ethics Committee, Coordination Council

HISTORY OF CHANGES

Date	Author(s)	Version No.	Changes description
21.11.2025	Olena Voroshylova (USF)	1.1.	Initial document
01.12.2025	Dennis Ilnytskyy (KNEU), Natalia Kholiavko (CNPU)	1.2	Amendments provided
22.12.2025	Olena Voroshylova (USF)	1.3	Final version provided
26.12. 2025	Quality and Ethics Committee, Coordination Council	1.3	Reviewed and approved by the Quality and Ethics Committee, Coordination Council

LIST OF TABLES & FIGURES

LIST OF FIGURES		
Nº	**Figure Name**	**Page**

CONTENT

EXECUTIVE SUMMARY

The **Guide to Grants** is a comprehensive and practical guidance designed to support startups, innovative micro, small and medium-sized enterprises (SMEs), and public sector organizations in accessing national and international grant funding. It is tailored to meet the growing demand for strategic, non-equity-based financial support to foster innovation, drive sustainable growth, and scale impactful initiatives.

In today's competitive funding landscape, being aware of available grant opportunities—and knowing how to approach them—can be a game-changer. For many startups and SMEs, grant funding is a lifeline that allows them to launch, pilot, or expand their ideas without diluting equity or taking on debt. At the same time, public administrations can leverage grants to improve services, stimulate regional innovation, and foster cross-border collaboration.

This guide provides structured, actionable knowledge and tools to enhance grant-seeking capabilities. It aims to empower its readers with both the awareness and skills necessary to identify the right funding programs and submit successful, high-quality applications.

Objectives of the Guide are:

❖ To **increase awareness** of available grant funding opportunities at the national and international levels and help stakeholders understand how the funding ecosystem works to unlock strategic growth opportunities.

❖ To **equip** startups, SMEs and representatives of public institutions **with practical knowledge and skills on how** to prepare compelling, high-quality grant proposals to effectively navigate the complex world of grant funding to support their projects and initiatives.

❖ To **demystify the grant process** and promote a culture of professional grant writing and management, partner collaboration, and effective funding management.

❖ To **build stakeholder credibility** by drafting successful grant applications, thus strengthening an organization's reputation and building trust with partners.

Why This Guide Matters for Startups and Innovative SMEs?

Startups and SMEs often operate with limited financial and human resources. Grants offer an invaluable source of funding that can:

❖ Accelerate product development and innovation (e.g., through R&D grants);

- ❖ Facilitate market entry and internationalization;
- ❖ Enable collaboration with research institutions and industry partners;
- ❖ Strengthen competitiveness and scalability.

Mastering the funding landscape and learning how to submit strong applications enable startups and SMEs to unlock strategic growth opportunities, build credibility with stakeholders, and reduce their reliance on traditional investment sources.

What's Inside the Guide?

- ❖ **Introduction to grant funding** – Understanding how grant funding works and why it matters.
- ❖ **Types of grants** – A breakdown of available grant types, from innovation support to capacity-building and cooperation grants.
- ❖ **How to search for grants** – Tools, databases, and strategies to identify suitable opportunities.
- ❖ **The grant application process** – From initial concept to final submission, including partner search and budgeting.
- ❖ **Proposal writing** – How to structure a winning proposal, communicate impact, and meet grant authority expectations.
- ❖ **Common pitfalls and how to avoid them** – Real-world tips to boost your success rate.
- ❖ **Grant management essentials** – Practical advice on post-award obligations, financial reporting, and compliance.

Language and Accessibility

To ensure broader access and usability, *The Guide to Grants* will be available in **English and Ukrainian**, distributed in **PDF format**. This multilingual approach reflects our commitment to inclusive development and cross-border cooperation, especially for organizations working in or with Eastern European countries.

Whether you are a startup founder looking to fund your MVP, an SME aiming to scale your innovation, or a municipal agency exploring EU funding for regional development, this guide is your essential starting point.

1. ABOUT THE PROJECT

1.1. Project abstract

The Win-Win EDIH (WIN2EDIH) is a digital transformation hub dedicated to providing high-value services in testing, training, ecosystem networking, and funding support for SMEs, startups, and the public sector in Ukraine. With access to European best practices and leading technological players, WIN2EDIH operates within a dynamic and interconnected ecosystem, focusing on accelerating digital and green transformation in the Kyiv, Zhytomyr, and Chernihiv regions—areas that collectively contribute 33% of Ukraine's GDP.

Guided by the Quadruple Helix Model, the hub brings together academia, industry, public authorities, and the innovation community. The consortium includes Kyiv National Economic University (KNEU), Zhytomyr Polytechnic State University (ZPSU), and Chernihiv Polytechnic National University (CPNU) as academic leaders, alongside the Ukrainian Startup Fund (USF), Home of Startups Accelerator Limited Liability Company (HOS), Platform of Innovative Partnership (YEP), central players in Ukraine's innovation ecosystem. This collaboration bridges gaps in innovation infrastructure, fosters industry-academia partnerships, and addresses challenges such as limited R&D investment.

WIN2EDIH's primary mission is to boost digital transformation by leveraging advanced technologies like AI, IoT, HPC, and cybersecurity while aligning with key EU strategies, including the European Green Deal, Sustainable and Smart Mobility Strategy, and Food2030. The hub also focuses on deep tech smart specializations, covering sectors like smart mobility, manufacturing, food tech, education, public administration, energy, and healthcare. By integrating with the EU's European Digital Innovation Hubs network, WIN2EDIH strives to become a key player in driving innovation, sustainability, and economic growth in Ukraine and beyond.

Objectives of the Project

WIN2EDIH is a comprehensive initiative to support SMEs, startups, universities, and public administrations in Ukraine by facilitating digital transformation. Through collaboration with the Ministry of Digital Transformation and other stakeholders, the project addresses key challenges and leverages innovation and sustainable growth opportunities through the established objectives, in particular:

❖ Provide tools and resources for digital and green transformation.

❖ Strengthen collaboration between Ukrainian and EU innovation ecosystems.
❖ Enhance competitiveness and innovation capacity across sectors.

Context of the undertaken problems

While Ukraine has made significant progress in digitalization, driven by agents like the Ministry of Digital Transformation, systemic challenges remain:

❖ **Access to advanced technologies**
The limited availability of cutting-edge technologies like AI, cybersecurity, and IoT in many regions hinders innovation and global competitiveness.

❖ **Knowledge gaps**
Stakeholders often lack the expertise to implement digital solutions effectively or understand EU program opportunities.

❖ **Fragmented ecosystem**
Weak collaboration between universities, businesses, and public institutions leads to missed opportunities for co-innovation and commercialization.

❖ **Resistance to change**
Cultural and administrative inertia slow the adoption of new technologies and EU-aligned standards.

Project services and initiatives

WIN2EDIH focuses on technologies and sectors identified as strategic digital and green transformation priorities. The hub combines Digital Europe technologies with other advanced technologies to cater to diverse needs.

Table 1. Key sectors for Win-Win EDIH

Digital Europe Technologies	Other Technologies	Sectors
High-Performance Computing, AI, Cybersecurity, Advanced Digital Skills	Automation and Robotics, IoT, Additive Manufacturing, Cloud Services, Software Architectures, Virtual Reality, Internet Services, Communication Networks	Smart Mobility, Manufacturing and Processing, Smart Factories, Food Tech, Education, Public Administration, Energy, Health Care

In today's fast-paced and increasingly competitive innovation landscape, access to the right support infrastructure is essential for startups, small and medium-sized enterprises (SMEs), and research-driven organizations. To bridge the gap between ideas and market-ready solutions, a well-rounded ecosystem must offer more than just funding—it must foster experimentation, build capacity, and enable meaningful connections.

This initiative brings together a comprehensive set of services and opportunities designed to catalyze innovation and entrepreneurship:

- ❖ **State-of-the-art testing and experimentation facilities** provide innovators with access to the tools, environments, and technical support needed to prototype, validate, and refine their solutions in real-world conditions.
- ❖ **Training programs and hands-on workshops** equip entrepreneurs and teams with essential skills in business development, digital transformation, regulatory compliance, and more—ensuring they are prepared to navigate complex innovation processes.
- ❖ **Ecosystem networking platforms** promote local, national, and EU-level partnerships by connecting innovators with academic institutions, industry leaders, investors, and policymakers.
- ❖ **Mentorship and funding opportunities** are tailored to the needs of startups and SMEs, helping them scale their operations, attract investment, and unlock new markets.

Together, these pillars create an enabling environment where innovation can thrive—from initial concept to international collaboration.

The strategic focus of Win-Win EDIH is to empower stakeholders by providing tools, training, and connections to EU networks that bridge technological and knowledge gaps.

The expected impacts of the Project are:
- ❖ Enhanced competitiveness of Ukrainian SMEs and startups.
- ❖ Accelerated commercialization of university research.
- ❖ Improved public services aligned with EU standards.

1.2. Project expected outcomes

To assess WIN2EDIH's impact, we will monitor and analyze key indicators of regional and SME competitiveness, progress toward the Sustainable Development Goals, and collect success stories of digital and green transformations. WIN2EDIH will achieve its goals by offering **services in the following categories:**

- ❖ **Test before invest**: Helping stakeholders evaluate technologies before committing resources.
- ❖ **Training and skills development**: Building capacity in digital and green transformation.
- ❖ **Support to find investments**: Facilitating access to funding opportunities.
- ❖ **Networking and access to innovation ecosystems**: Connecting stakeholders across academia, industry, public sector, and community (Quadruple Helix model).

Expected Outcomes:

- ❖ By the end of the project, at least **600 micro, small, and medium-sized enterprises (MSMEs)** will benefit from EDIH services across all work packages. Additionally, **300 startups** will receive tailored support, and up to **72 public sector representatives** will be empowered through training, workshops, and dedicated support.
- ❖ The project will **catalyze at least EUR 1 million in new investments**.
- ❖ A minimum of **20 joint initiatives and collaborations** will be established with other EDIHs and EU stakeholders.
- ❖ At least **500 organizations** will improve their digital maturity, demonstrating measurable progress in digital capabilities.
- ❖ **72 events** will be organized to raise awareness, strengthen skills, and encourage collaboration.
- ❖ Awareness of EDIH services and benefits will grow among the target audience, resulting in increased engagement and an expanded social media community.

WIN2EDIH ensures sustainable benefits to the regions in focus by:

- ❖ **Maintaining state-of-the-art infrastructure** (e.g., advanced laboratories) for ongoing use.
- ❖ Continuing **deep tech educational programs**, enabling skill development for new participants.
- ❖ Supporting **access to finance and innovation ecosystems**, fostering an environment of sustainable growth.
- ❖ **Strengthening partnerships** with other digital innovation hubs, ensuring continued collaboration, resource sharing, and knowledge exchange.
- ❖ **Contributing to a favourable climate for entrepreneurship,** boosting regional competitiveness and innovation capacity.

1.3. Project partners

Table 2. Win-Win EDIH partners

No.	Partner organization name	Acronym	Role
1	Kyiv National Economic University named after Vadym Hetman https://kneu.edu.ua/en/	KNEU	COO
2	Innovation Development Fund https://usf.com.ua/en/	USF	BEN
3	Chernihiv Polytechnic National University https://stu.cn.ua/en/	CPNU	BEN
4	Home of Startups Accelerator Limited Liability Company https://vacu2m.com/en/	HOS	BEN
5	Zhytomyr Polytechnic State University https://ztu.edu.ua/en	ZPSU	BEN
6	Platform of Innovative Partnership https://www.yepworld.org/en	YEP	BEN
7	State Organization Institute for Economics and Forecasting Ukrainian National Academy of Sciences https://ief.org.ua/en	IEF	AP
8	Technology Transfer Office Up To Future https://www.uptofuture.org/	U2F	AP

2. FUNDRAISING

2.1. Fundraising, its objectives and types

In this section, we'll briefly explain about the **fundraising**, its main tool - **grant funding, what it is, how it is regulated** in Ukraine and in the EU, **what types of grants are** available, and who the **main participants** are and their roles in the grant funding process.

This section outlines the fundamental concepts of fundraising, grant funding, highlights the legal and institutional frameworks in both Ukraine and the EU, describes the main categories of grants, and clarifies who is involved at each stage — from applicants to funding bodies and implementing partners.

Fundraising — comes from the English words *"fund"* (meaning **money or financial resources**) and *"raise"* (meaning **to collect or gather**). There are numerous definitions of fundraising, but we would like to focus on the most accurate ones (in our opinion). So, *fundraising* is the process of attracting, collecting, or securing funding from various sources — such as donors, membership fees, and charitable contributions to support a project or organization.

It is important to distinguish **fundraising** in the context of **socially significant projects**, where it is a **professional activity** focused on mobilizing financial and other resources from various sources to implement non-profit initiatives. This type of fundraising requires specific knowledge and skills on the part of the fundraiser. At the same time, fundraising can also refer to **grant funding** supporting startups, small and medium-sized enterprises (SMEs), and other for-profit organizations. It is also essential to understand that **fundraising is not the same as attracting investments**. Donors should not be seen as investors — and vice versa. The donor's goal is to make the world a better place, while the investor's goal is to earn a profit.

When we talk about the essence of fundraising, we should always know the subjects and objects of fundraising.

The **subjects of fundraising activities are organizations and/or individuals** seeking funding and other necessary resources to implement their projects.

The **objects** of fundraising **are various categories of donors, including private and public funds, charitable foundations, private individuals, corporations and business structures, as well as government agencies.**

In most cases, **fundraising has the same objectives and among the most common** are the following:

1. Support of programs and projects:
  - ➢ **Secure resources for the implementation of specific initiatives** that directly contribute to the organization's mission and long-term impact.
  - ➢ **Maintain continuity of flagship programs** by piloting new initiatives, scaling up successful practices, and responding to emerging needs in the innovation ecosystem.
  - ➢ **Facilitate international cooperation and knowledge exchange** by funding cross-border projects, partnerships, and events that strengthen the organization's role within the global innovation community.

2. Financial goals:
  - ➢ **Raise a specific amount of money** for the implementation of targeted programs.
  - ➢ **Increase donor retention.** The goal is not just to acquire new donors but to build lasting relationships that lead to recurring contributions. A high donor retention rate indicates a healthy and sustainable fundraising program.
  - ➢ **Diversify funding streams.** A key objective is to seek out and secure funding from a range of sources, including individual donors, grants, corporate sponsorships, and events.

3. Relationship and community goals:
  - ➢ **Increase donor engagement**. It involves building a community of supporters who are actively engaged with and connected to the organization's mission through communication, volunteer opportunities, and events.
  - ➢ **Strengthen community connections.** Fundraising provides an opportunity to build and straighten relationships with the local community, businesses, and other stakeholders, which in turn can lead to increased support.

4. Awareness:
  - ➢ **Increase awareness of the cause/organization.** Fundraising activities can be a powerful tool for public relations and advocacy. A key objective might be to use a campaign or event to spread the word about the organization's mission and impact.

➢ **Promote recurring giving programs.** Encouraging donors to sign up for monthly or annual contributions helps create a predictable and stable income stream, which is vital for long-term planning and sustainability.

➢ Improving the organization's image and strengthening public trust in it.

➢ Strengthening the institutional capacity of the organization.

➢ Informing and educating the public about the issues that the organization addresses.

The above **tasks are implemented in the following areas:**

➢ grants from international charitable organizations and foundations;

➢ funds from the local budget;

➢ funds from other foundations;

➢ participation in state (or regional) targeted programs;

➢ appeals to commercial companies and banks;

➢ campaigns to collect private donations (from citizens, donors);

➢ social entrepreneurship;

➢ attracting other types of resources (membership fees, founding contributions, production of goods with symbols for sale, holding exhibitions-sales, show-meetings, auctions, lotteries, 'passing the hat' during mass events, postal collections, SMS collections, online collections).

Based on the above, **funding is provided in the following ways**:

Table 3. Fundraising typology

By attracting resources	By regularity	By purpose	By source
Internal resources (which we understand as resources owned by the organization, as well as those sought by members of the organization)	One-time fundraising – actions aimed at donations here and now, as a rule, occur emotionally.	Targeted fundraising – aimed at implementing a specific program/ Project.	Fundraising – participation in grant competitions of various private, corporate, state funds and/or granting authorities (e.g., European Commission, European Innovation Council, Ukraine – Moldova American Enterprise Fund, etc.).

External resources (which we understand to include not only the attraction of external resources but also the involvement of external consultants or professional fundraisers to find them).	Regular/recurring fundraising – actions aimed at long-term, regular interaction with the donor, as a rule, occur rationally.	Non-targeted fundraising – fundraising aimed at implementing the statutory activities of the organization as a whole and ensuring its viability (as a rule, it is a membership fee).	Corporate fundraising – interaction with charitable budgets of small, medium and large businesses.
			Public fundraising – collection of donations from private individuals.
			Volunteer fundraising – collection of funds by your volunteers, ambassadors, and other persons interested in your activities.

Types of fundraising

The most common **types of fundraising** should be defined as following:

1. Donations and Charitable Contributions.

2. Charity Events to Raise Funds.

3. Grants are the significant source of revenue for many nonprofits. It involves securing money from a foundation, corporation, or government agency for a specific project or for general operational support.

Key Characteristics:
- o **Application-Based:** Grants are not given freely; they are awarded through a formal, often competitive, application process. This typically involves submitting a detailed proposal that outlines the project's goals, budget, and expected outcomes.
- o **Specific Use:** Unlike general donations, most grants are restricted, meaning the funds can only be used for the purpose outlined in the grant proposal. Nonprofits must adhere to strict reporting and accountability standards.
- o **Credibility:** Receiving a grant, especially from a well-known foundation or government body, provides external validation of the organization's mission and effectiveness. This can make it easier to secure other forms of funding.

4. Corporate Sponsorships is a strategic, mutually beneficial business arrangement between a company and an organization (often a nonprofit). It's a form of marketing for the company, and a source of funding for the organization.

Key Characteristics:

- o **"Quid Pro Quo":** Unlike a charitable donation, a sponsorship is an exchange. The company provides financial or in-kind support in return for benefits, such as brand exposure, event logo placement, or access to the organization's audience.
- o **Tax-Deductible:** For the company, sponsorships are typically treated as business expenses for advertising and marketing, making them tax-deductible.
- o **Types:** Sponsorships can be monetary (a direct cash payment) or "in-kind" (providing goods or services, like a hotel donating rooms for event speakers or a printing company giving free flyers).

5. Peer-to-Peer Fundraising

This method leverages an organization's existing supporters by empowering them to fundraise on its behalf. Donors become active fundraisers, reaching out to their own networks of friends, family, and colleagues.

Key Characteristics:

- o **Personal Connection:** The core of peer-to-peer is the personal ask. People are more likely to donate when they are asked by someone they know and trust.
- o **Online Platforms:** This method is almost entirely digital, using online platforms where supporters can create personalized fundraising pages linked to the nonprofit's main campaign.
- o **Expanded Reach:** It allows the nonprofit to tap into a wider network of potential donors that they would not have been able to reach on their own.

6. Product Fundraising is also known as product sales; this method involves selling a product to raise money for a cause. The profit from the sales goes directly to the organization.

Key Characteristics:

- o **Tangible Return:** Donors receive a physical product in exchange for their contribution (e.g., a student selling candy bars for a school trip, a church selling branded T-shirts).
- o **Community-Focused**: This is a popular method for schools, local clubs, and small community groups, as it provides a clear, simple way for people to support a cause and get something in return.

o **Considerations:** Profit margins can be low, and the organization must manage the logistics of product ordering, distribution, and sales.

7. Crowdfunding – is the practice of raising money from a large number of people, usually through online platforms, to fund a project or venture. Instead of relying on a single large investor, creators gather small contributions from a wide audience, which allows new products, artistic projects, and startups to get off the ground. **The "Crowd"** refers to a group of people, while **"Funding"** refers to the money being raised. It's a collective effort to finance an idea. Beyond financial support, crowdfunding helps creators gauge public interest, get early feedback, and build a community before a project even launches. Contributions are generally voluntary and don't guarantee a direct financial return. Instead, donors often receive non-financial rewards like exclusive products, a mention in the credits, or early access to content.

Key features of crowdfunding:
o **Online Platforms:** Campaigns are hosted on specialized websites that provide tools for creating a campaign page, accepting donations, and sharing the project with a wide network.
o **Micro-donations -** the model relies on many individuals making small donations to reach a larger financial goal. This contrasts with major gift fundraising, which focuses on a few, very large contributions.
o **Urgency and Storytelling -** successful crowdfunding campaigns often feature a compelling story, a specific, time-sensitive goal, and clear incentives or rewards for donors.

Types of Crowdfunding
Crowdfunding has several basic approaches, which differ in the format of interaction between the project author and donors. The choice of crowdfunding type depends on the campaign's goal, the nature of the project, and the audience's expectations.

➢ **Donation-Based Crowdfunding:** Individuals give money to a cause without receiving anything tangible in return, often used for personal or charitable causes (e.g., medical expenses, disaster relief).

➢ **Rewards-Based Crowdfunding:** Donors receive a non-financial reward in exchange for their contribution. This is common for creative projects, where a donor might receive a T-shirt, a copy of an album, or an exclusive experience.

➢ **Investment crowdfunding**. Support for the project is provided in exchange for a share in the company or future profits. In this case, donors

effectively become investors. This type of crowdfunding is more commonly used for business start-ups and is regulated by financial legislation.

➢ **Credit crowdfunding**. People provide funds as a loan, expecting to receive the amount back with interest. This is a form of alternative lending that lets you avoid banks but requires a high level of trust in the borrower.

➢ **Conditional funding crowdfunding**. Funds are raised for a specific purpose — if the amount does not reach the set threshold by the deadline, contributions are not debited or are returned to donors. This approach encourages active communication with the audience and motivates creators to formulate their goals clearly.

Each of these approaches has its own advantages and is suitable for different types of projects. The choice of crowdfunding model significantly affects the success of the campaign and interaction with the community.

The most popular crowdfunding platforms

There are tons of platforms around the world, including in Ukraine, that help people with ideas raise money for their projects. Some are focused on charity and social initiatives, while others are more about launching tech startups or creative products. Let's check out the most popular Ukrainian and global crowdfunding sites.

Spilnokosht (Biggggidea, Ukraine)

The most famous Ukrainian crowdfunding platform specializing in social, cultural, environmental, and educational projects. A campaign is considered successful if the entire amount requested, or at least 50%, is raised. Spilnokosht takes a 10% commission on successful fundraising, and the maximum campaign duration is 100 days. The platform actively supports authors through consultations and informational support.

Moje Misto (Ukraine)

This is a regional fundraising platform for projects in Kharkiv, Odesa, and Dnipro. Project publication is free, with the main condition that projects must be socially oriented rather than commercial. More than 100 initiatives have been implemented on the platform, ranging from sorting stations to educational events. Moje misto also offers an educational program — a crowdfunding school for project authors.

KUB (Country of Successful Business, Ukraine)

This is a PrivatBank project created to support small and medium-sized businesses. Investors can finance Ukrainian entrepreneurs directly, and receive a return on their investment. The platform ensures financial transparency and provides deposit insurance, reducing investors' risks.

Ukrainian Charity Exchange (UBB)

This is an online platform for transparent fundraising for charitable projects. It works only with verified foundations and non-governmental organizations, thereby increasing donor confidence. UBB actively reports on how funds are used and allows you to choose a specific initiative to support.

WhyDonate (Netherlands)

WhyDonate is a leading crowdfunding platform in Europe and beyond, enabling individuals and organizations to launch impactful fundraising campaigns without platform fees. Primarily, WhyDonate is one of the best fundraising platforms for individuals in Europe. The Netherlands-based platform is specifically designed to raise money for any cause. Here, you can donate money or start fundraising for a charity yourself. It also supports private fundraising projects.

JustGiving (UK)

JustGiving offers a variety of fundraising categories, allowing support for causes such as direct aid, emergency response, organized charity events, and personal milestones. The platform connects users with over 25,788 charities, organizations, and schools. The platform fosters a culture of giving and participation in charitable activities. The platform also encourages broad outreach through sharing campaigns via email and social media.

Goteo (Spain)

Focused on socially important projects, the Goteo platform has a unique two-stage financing model: first, authors collect a minimum amount to launch, and then additional funds for development. Goteo also supports co-financing from public funds.

Booomerang (Denmark)

Another great option among the top crowdfunding sites is Booomerang. It is the first and largest reward-based crowdfunding platform in Denmark. Entrepreneurs, musicians, groups, and other artists can raise money from new and old networks through financial support. Booomerang is one of the largest crowdfunding platforms in Europe, founded four years ago.

Kickstarter (USA)

One of the world's most famous platforms for funding creative and technological projects. Kickstarter operates on an "all or nothing" model: if the project author fails to raise the stated amount by the deadline, all contributions are returned to the sponsors. The platform covers more than 13 thematic categories — from design, music, and film to games and technology. Kickstarter has supported more than 250,000 projects worldwide.

Indiegogo (USA)

Unlike Kickstarter, Indiegogo offers more flexible terms: the author can receive the collected funds even if they don't reach the full target amount. The platform is actively used to launch new technology products, startups, and social campaigns. Indiegogo also lets you pre-sell products and attracts your first customers.

GoFundMe (USA)

One of the world's largest platforms for raising charitable funds. Most often used to finance medical expenses, emergency assistance, educational initiatives, or personal needs. GoFundMe does not require rewards for donors and makes it easy to share campaigns through social networks.

StartEngine, Republic, WeFunder (USA)

These platforms specialize in investment crowdfunding. They allow individuals to invest in startups in exchange for a stake in the company. Such platforms operate in accordance with US financial law and enable startups to raise hundreds of thousands of dollars without the involvement of venture capital funds.

The ability to clearly articulate the goals, relevance, significance, and expected impact of an idea, project, or social initiative — along with defining clear expected results, measurable indicators, and showing how all these elements are connected — is key to successful fundraising.

2.2. Grant funding as a key fundraising tool

The goal of WIN2EDIH is to accelerate the digital and green transformation of startups, SMEs, and public institutions. As part of this, we see increasing awareness of **fundraising, in particular grant funding as its key tool** and an opportunity to diversify their funding sources on the way towards transforming to digital and green ones. It is an alternative to traditional credit financing, offering the opportunity to "repay" the provided funds not with money, as in the case of loans, but by investing their efforts and person-months in project implementation.

So, what does grant funding mean and why does it matter?

Grant funding is crucial for SMEs and startups as it provides non-dilutive capital, meaning it doesn't require giving up equity in the business. This allows founders to maintain full control while accessing essential resources for growth, innovation, and mitigating risks. Grants also enhance a startup's credibility and can attract further investment.

Among the key advantages of the grant funding, we would like to focus on the following:

- Grants offer a **financial cushion** to navigate uncertainties and experiment with different strategies without the pressure of immediate financial repercussions. They can help de-risk prototypes or pilot projects before seeking further funding.
- Grants serve as an **alternative to credit funds,** enabling startups avoid paying interest by replacing it with the efforts required to implement the grant project. In other words, a startup pays for funds by the time spent on the project (i.e., person/month)
- Grants don't involve giving up ownership in the company like venture capital. This **allows startups to retain full control and ownership** while accessing the funds they need.
- Grants provide the **financial resources needed for the diversified target,** particularly, to develop products, expand services, enter new markets, or invest in research and development.
- Winning a competitive grant can significantly **boost a startup's credibility with investors, customers, and partners**. It demonstrates that the business has been vetted and validated by external sources.
- Many grant programs offer more than just financial assistance. They can also provide **valuable mentorship, networking opportunities, and access to specialized expertise.** This can be particularly helpful for startups in niche industries or those focused on specific areas like sustainability or social impact.
- Grants are often **tailored to support specific types of businesses or projects.** For example, there might be grants for women-owned businesses, minority-owned businesses, or those in specific sectors such as technology or healthcare. This allows startups to target funding opportunities that align with their particular goals and needs.

Despite this list being quite long it is still not exhausted and depending on grant authority, grant targets and expected outcomes this list can become longer and shorter.

Under this circumstance, by clearly understanding the key advantages and approaches applied to the grant funding the startup can easily understand how to navigate grant funding opportunities, which options are relevant exactly for them and which are not. At the same time, by diversifying its financial resources startups can attract various investments knowing the peculiarities of them.

Grant funding terminology

To successfully secure grant funding, you need a solid understanding of the key terms and definitions used in the field. While many of these terms are common knowledge, others require further clarification.

Donor/Grant Authority/Development Partner – these two terms, "donor" and "grant authority," are often used interchangeably in general conversation, but in the context of professional fundraising and grant making, they have distinct and important meanings.

Donor	Grant authority	Development partner
an individual, corporation, or organization that makes a voluntary gift or contribution to a nonprofit organization. The key characteristic of a donor is that their contribution is typically an unconditional, voluntary transfer of money or assets, made with philanthropic intent and with no expectation of receiving goods or services of equal value in return.	An organization, such as a private foundation, corporate foundation, or government agency, that provides grant funding. Unlike a general donor, a grant authority awards funds for a specific, predetermined purpose and with strict conditions.	A foreign state, government and bodies or organizations authorized by the government of a foreign state, a foreign municipal body or an international organization that provide international technical assistance in accordance with international treaties of Ukraine (in terms of international projects which are considered as international technical assistance).

Applicant – is an individual or an organization that is applying for a grant. This is the role you have during the pre-award phase of the grant lifecycle. At this stage, you are actively seeking funding but have not yet received a formal commitment.

Grantee/Recipient – is an individual or organization that has been awarded a grant. This is the role you take on after a granting authority has approved your proposal and formally committed to providing the funding. The term "grantee" is the more common and official term in the grant world.

Partner – is an organization that collaborates with the beneficiary on the project. Their involvement can vary significantly, but they do not always have the same direct legal and financial relationship with the funder as the beneficiary (e.g., affiliated partner, associated partner, etc.).

Beneficiary & Coordinator – these are two distinct roles that often appear in multi-party grant projects, especially those with international or collaborative elements.

Beneficiary	Coordinator
The individual or group of people who are the ultimate recipients of the services, programs, or benefits provided by a grant-funded project. They are the target population the grant is intended to help. In EU projects Beneficiaries are usually called the party of the grant agreement which are the entities directly implementing the project.	A person or organization that oversees the management and implementation of a collaborative grant project, particularly one involving multiple partners or a complex set of activities. They act as the central point of contact and ensure all project components are aligned and on track. (e.g., in a grant for a research project involving three different universities, one university would likely be designated as the lead applicant and act as the coordinator).

Project Officer – a staff member at a foundation or government agency who is responsible for managing a specific grant program. They are the primary point of contact for grantees and potential applicants.

Stakeholder – is any person, group, or institution that can affect, be affected by, or have an interest in the project's outcomes, implementation, or sustainability.

Quadruple Helix Model – an innovation framework that emphasizes collaboration between four main sectors of society to drive research, development, and innovation:

1. **Academia (universities & research institutions)** – generate knowledge and research.
2. **Industry (business sector)** – transforms knowledge into products, services, and technologies.
3. **Government (policy makers & public authorities)** – provides regulations, funding, and support.
4. **Civil society (citizens, NGOs, media, cultural actors)** – ensures that innovation addresses societal needs and values.

Consortium – is a collaborative partnership of multiple organizations that come together to apply for and manage a grant. They typically pool their expertise and resources to tackle a complex project that a single organization couldn't handle alone. The term is most common in large-

scale, often international, grant-funded projects, especially in fields like research, technology, and public health.

Grant – is a sum of money given by a funding organization (a government agency, foundation, corporation, or trust) to a recipient (an individual, non-profit organization, educational institution, or business) for a specific purpose. Unlike a loan, a grant does not need to be repaid. It is a form of non-repayable aid, but it is not a gift without strings attached. The recipient of the grant is held accountable to use the funds for the purpose outlined in their application and to report on the results.

Project – a purposeful, time-limited activity aimed at creating a unique product or service (Project Management Institute).

Call for proposals/Request for Proposals (RFP) – is a document issued by a grant authority to publicly announce a grant opportunity. It provides all the necessary instructions for organizations to submit a proposal for a specific project, program, or research area. This includes the grant's goals, eligibility criteria, application process, and submission deadlines.

Proposal (application) – a written request to a grant authority asking for a grant to implement a project according to the call for proposals.

Grant writing – the art of writing grant applications based on the use of best practices, tools, and practical experience.

Grant agreement – is a legally binding contract between the grant authority and the grantee that governs the grant and outlines the terms and conditions under which the grant will be provided.

Consortium agreement – is a separate legal contract between all of the partners within a consortium that accurately describes its purpose, parties involved, key contents, and its relationship to the main grant agreement.

Letter of Inquiry/Intent (LOI) – a brief, initial letter submitted to a grant authority to gauge their interest in a potential project before a full proposal is submitted. It is a way to save time for both the applicant and the grant authority.

Notice of Award (NoA) – the official, legally binding document from the grant authority that confirms the grant award, the amount, and the terms and conditions that the grantee must follow.

Sustainability Plan – a section in a grant proposal that outlines how the organization will continue to fund the project after the grant period ends.

Grant authority wants to know that their investment will lead to a lasting impact.

Non-disclosure agreement – a legal contract between parties that defines how confidential information (e.g., project results, data, know-how) can be shared and protected. In EU projects, NDAs are often signed between partners or with external stakeholders to safeguard intellectual property and sensitive information (especially during proposal writing stage).

Financial Support of the Third Parties (FSTP) – a funding mechanism where an EU project consortium distributes part of its budget to external third parties (startups, SMEs, researchers, NGOs, etc.) through open calls or sub-grants to broaden participation and support innovation beyond the project consortium.

Lump Sum – a simplified funding scheme where the EU provides a fixed pre-agreed amount (instead of reimbursing actual costs). Payments are linked to the completion of work packages or milestones, not to detailed cost reporting. Designed to reduce administrative burden and improve financial management in EU projects.

Direct Costs – expenses that are directly attributable to a specific project or program. Examples include salaries for staff working on the project, supplies, and equipment.

Indirect Costs (Overhead) – expenses that are necessary for the general operation of the organization but cannot be easily tied to a specific project. This includes costs like rent, utilities, and administrative salaries. Many grants allow for an "indirect cost rate" to cover these expenses.

In-Kind Contribution – a non-cash donation of goods, services, or time. For example, a volunteer's time, donated office space, or free professional services. Donors often require a certain percentage of the total project budget to be met through in-kind contributions.

Budget Justification - a written explanation that accompanies the budget spreadsheet. It provides a narrative for each line item in the budget, explaining how the costs were calculated and why they are necessary for the project's success. This is a critical part of a grant proposal.

International Financial Aid/Assistance[1] – financial or technical support provided by international organizations, governments, or institutions (such as the **EU, UN, World Bank**) to countries, regions, or organizations.

---

[1] *International technical assistance - financial and other resources and services that, in accordance with international agreements of Ukraine, are provided by development*

- Can take the form of **grants, loans, technical cooperation, or humanitarian aid**.
- Aims to promote **economic development, stability, crisis response, or capacity building**.
- In the EU context, this often includes **pre-accession assistance, development cooperation, humanitarian aid, or neighborhood policies**.

Non-Reducible Targeted Financial Support – a **guaranteed form of funding** directed at a specific purpose, sector, or beneficiary group that cannot be decreased or diverted for other uses.

- Ensures **financial stability** for critical areas (e.g., social programs, research priorities, vulnerable groups).
- In EU projects, it may refer to **budget lines or grants that must remain fixed and dedicated** to their original purpose, regardless of external changes.

Logical Matrix – a visual tool used in grant proposals to show the relationship between the program's resources (inputs), activities, outputs, and outcomes. It demonstrates how the project will achieve its intended impact.

Inputs – the resources dedicated to a program, such as staff time, money, and equipment.

Outputs – the direct products or services of a program, such as the number of workshops held, people served, or materials distributed.

Outcomes – the short-term and long-term changes that result from the program's activities. Outcomes are the impact you are trying to achieve (e.g., increased literacy rates, improved health outcomes). The expected effects, over the medium term, of projects supported under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur shortly after the end of the project. ***Example***: *9 European airports adopt the advanced forecasting system demonstrated during the project.*

---

partners on a free and non-refundable basis in order to support Ukraine (Resolution of the Cabinet of Ministers of Ukraine No. 153 dated February 15, 2002 "On the establishment of a unified system for attracting, using and monitoring international technical assistance")

Impacts – wider long-term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work program expected impacts described in the destination. Impacts generally occur sometime after the end of the project.

Example: The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs.

Objectives – the goals of the work performed within the project, in terms of its research and innovation content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.

Evaluation – the process of systematically collecting and analyzing information to determine a project's effectiveness and impact.

Eligibility Criteria – the specific requirements an applicant and their project must meet to be considered for funding. This can include location, organizational status (e.g., nonprofit), target population, or project focus.

Interim Report – a progress report submitted to the grant authority during the grant period, often on a quarterly or semi-annual basis, to update them on the project's status and expenses.

Final Report – a comprehensive report submitted at the end of the grant period that details the project's activities, outcomes, challenges, and a final financial accounting of how the funds were used.

Milestone – control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project were, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.

Deliverable – a report that is sent to the Commission or Agency providing information to ensure effective monitoring of the project. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).

Work package – is a component of a project that groups together a set of related tasks. A work package is often assigned to a single project partner or team and has its own budget, timeline, and lead manager. In large grants, breaking a project into work packages makes it easier to plan, manage, and monitor progress across multiple partners.

Person Month – is a unit of measurement used to quantify the amount of effort or time a person will dedicate to a project. It represents one person working full-time for one month. This metric is used in grant budgets to calculate personnel costs. For example, a project might allocate 6 person-months for a researcher, which could mean one person working full-time for six months or two people working full-time for three months. Using this unit helps grant authority and grantees accurately estimate and track the labor costs for the project.

Due date – is the deadline for submitting a specific document or completing a particular task. In the context of a grant, this could refer to several important deadlines (e.g., proposal submission due date, deliverable due date, reporting due date, etc.)

Co-funding – the requirement that project costs are shared between the grant authority and the participating organizations (beneficiaries). The grant authority provides only part of the funding, while beneficiaries must contribute the remaining share through their own financial resources or in-kind contributions.

Funding rate – a percentage as the requirement from the grant authority that the grantee provide a certain percentage of the total project cost from other sources (e.g., other grants, donations, or organizational funds). This demonstrates co-funding approach applied to the project (for instance, funding rate is 80% means that 80% is supposed to be covered by the grant authority and the rest of 20 % by the consortium (beneficiaries).

Means of Verification - the sources and methods used to prove that a project's activities have been completed and its objectives and results have been achieved (e.g., signed attendance sheets from the workshop).

2.3. Types of grants

In both the European and Ukrainian contexts, grants serve as a crucial instrument for fostering innovation, supporting social development, and strengthening institutional capacity.

While European funding frameworks such as Horizon Europe, Erasmus+, or Digital Europe provide structured opportunities for research, education, and cross-border cooperation, Ukraine has also developed a growing ecosystem of grant-making initiatives aimed at supporting startups, civil society organizations, and regional development.

Understanding the main types of grants — by participants, donors, and objectives — allows stakeholders to navigate this landscape more effectively and align their projects with available funding opportunities:

❖ For funders, it helps them manage risks and ensure their money is being used for its intended purpose, which aligns with their mission.

❖ For applicants, it allows them to quickly find the right funding opportunities and avoid wasting time on applications they're not eligible for.

❖ Ultimately, clear classification ensures transparency, accountability, and effective use of funds, helping to build trust and achieve better results.

Since there is no unified legal framework regulating the classification of grants in Ukraine, multiple approaches are currently applied depending on the selected criteria.

For the purposes of this guide, we will focus on the most common classifications and provide a structured vision of how grants can be systematized within both the Ukrainian and international contexts.

Table 4. Grant types matrix

Grant Types Matrix		
Category	**Grant Type**	**Description**
By granting authority	Intergovernmental organizations	This group of donors includes UN agencies (United Nations Development Programme (UNDP), UNICEF, World Bank, Community-Based Local Development (CBLD) Project, etc.) and the European Union (European Commission, Council of Europe, OSCE). These grants are provided by international organizations or groups of states to support development, humanitarian aid, or other global initiatives. Funding is pooled from member countries or other sources. For example: ● The European Union (EU) provides grants to member states and partner countries for projects related to regional development, research, and environmental protection. ● The United Nations (UN) funds projects aimed at sustainable development, peacebuilding, and human rights. ● The World Bank offers grants to developing countries for large-scale infrastructure and social development projects. ● The Organization for Economic Cooperation and Development (OECD) supports projects that promote economic growth and trade.
	Government donors	These may be granting programs of individual foreign authorities (Canadian International Development Agency (CIDA), Swedish International Development Cooperation Agency (SIDA), German Federal Ministry of Economics and Technology (BMWI), etc.) or embassies of foreign countries in Ukraine (USA, Germany, Norway, etc.). These grants are funds allocated by a government agency—local, state, national, or regional—to support projects that serve the public interest. These grants are the primary tool for governments to implement public policy and meet public needs. The source of funding is taxpayer money, and grants are administered by various government departments or agencies.

By granting authority		These grants are funds provided by local organizations such as municipalities, community foundations, or local non-governmental organizations (NGOs) to support projects that directly benefit a specific geographic area or community. These grants are typically smaller in value than national or international grants, but can have a significant and immediate impact on the local population. State donors can be either national (e.g., German political party foundations – the Konrad Adenauer Foundation, the Ukrainian-Polish Cooperation Foundation – PAUCI, etc.) or international (e.g., PHARE – Democracy Program, the International Visegrad Fund). They are based on financial contributions from one or more countries and are accountable to those whose money they are.
	Private donors	This category includes donors of various sizes and types of activity, from large international organizations such as George Soros' International Renaissance Foundation and the Rockefeller Foundation to small family foundations (the Knut and Alice Wallenberg Foundation, the Raskob Catholic Activities Foundation). For example, the Bill and Melinda Gates Foundation, the Ford Foundation, Grants from private foundations are awarded by philanthropic organizations — non-governmental, charitable organizations founded by individuals, families, or corporations. These grants are determined by the specific mission and charitable goals of the foundation. They differ from government grants in that the funding comes from private donations.
	Corporate donors	implement social responsibility programs of large companies (IBM Foundation, Chivas Monsanto Company, Shell Unconventional Gas Institute). The most common source of additional resources for non-profit organizations and socially significant projects are charitable foundations, which, in turn, provide assistance in the form of grants. These grants are funds provided by commercial companies as part of their corporate social responsibility (CSR) initiatives. The goal is to support projects that not only benefit the community or a specific cause, but also align with the company's brand values, business interests, or mission.

	Budget fund administrators	In accordance with Resolution of the CABINET OF MINISTERS OF UKRAINE No. 867 of August 18, 2021, "On Approval of the List of Budget Grant Providers," the list of budget fund administrators is determined. Among them are the following: Ukrainian Cultural Foundation, Entrepreneurship Development Fund Ukrainian Youth Foundation, Ukrainian Veterans Foundation
	State Funds	Innovation Development Fund
By recipient	Individual Grants	These grants are awarded directly to individuals, such as artists, researchers, or students. They can include scholarships, fellowships, or grants for specific projects.
	Grant for organizations	These grants are intended for non-governmental organizations, start-ups, and SMEs.
		Grants for executive authorities
		Grants for local self-government bodies
		Grants for business representatives
		Grants for associations of co-owners of apartment buildings (support from the State Energy Efficiency Fund).
		Grants for political parties (Konrad Adenauer Foundation, Hans Seidel Foundation, Heinrich Böll Foundation, International Republican Institute (IRI), National Democratic Institute for International Affairs (NDI), etc.).
		Grants for religious organizations (Caritas)
		Grants for associations and charitable foundations
	Consortium/partnership grants	These grants are awarded to a group of organizations that have joined forces to work on a single joint project.
	Collective grants	A team within a single organization implements the project
By source of funding	Direct donor grants	Funds come directly from a foundation, government, or business.
	Pass-through/ intermediary grants (FSTP)	A donor gives funds to one organization, which then re-grants to others.

	Crowdfunding-based grants	Collected from multiple small donors (hybrid between donation and grant).
By grant amount	Micro	Up to 10 000 EUR
	Small	10 000 EUR to 100 000 EUR
	Middle	100 000 EUR – 1 mln EUR
	Big	More than 1 mln EUR
By funding mechanism	Lump-sum	Lump sum funding is a simplified financial approach adopted in various European Union (EU) programs to reduce administrative burdens and allow project teams to focus more on achieving their goals. Unlike traditional funding models, which reimburse specific expenses, lump sum funding allocates a fixed amount to cover the entire project. This model eliminates the need for detailed financial reporting, making the process more efficient for both beneficiaries and funding bodies.
	Installment grants	Funds are allocated in stages, often linked to milestones or reporting.
	Reimbursement grants	The grantee first spends their own funds and then receives compensation from the donor.
	Co-funded grants	A condition of such grants is the attraction of additional funding as a share for the implementation of the grant project.
By term of financing	Short-term	Cover a specific project with a limited time frame.
	Long-term	Funding is provided for several years, often with annual funding reviews.
By flexibility	Grants for statutory activities	Can be used at the discretion of the organization.
	Restricted grants	Must be spent only on pre-approved activities or items.
	Contingent grants	Depend on the achievement of certain results, performance targets, or compliance requirements.
By purpose	Scientific grants	For scientific or academic research. This could be a specific project, early-stage research, or a multi-year program.
	Grants for startups	For innovative projects, prototypes, commercialization, etc.

	Grants for capacity building	Designed to strengthen an organization's infrastructure and long-term sustainability. This may include funding for a new IT system, staff training, or strategic planning.
	Educational/training grants Scholarships	For study at another educational institution, covering travel and tuition For long-term study or internship programs
	Social impact grants	Inclusion, health care, environment
	Event/travel grants	Attending conferences, congresses, seminars
	General support grants	To support the organization's core activities (statutory activities)
	Targeted grants for projects	To implement a specific project or program.
	Capital grants	For capital expenditures (property, equipment, repairs)
	Prospective grants	Equal to the organization's statutory fund, paid in instalments.
By frequency	One-time competitions	Run once for specific goals.
	Cyclical competitions	Repeated regularly (e.g., once or twice a year).
	Permanent competitions	Applications accepted continuously, without deadlines.
By access form	Open	Available to all organizations that meet donor criteria
	Closed	Restricted to specific organizations (e.g., past grantees, regional NGOs).
By funding rate	Co-funded grants	A partially funded grant requires the mandatory involvement of other sources of funding. In turn, this type of grant can be divided depending on the origin of the co-financing amount: · grants in projects where co-financing is used with grant support from other donors; · grants in projects where own funds are provided; · grants in projects where sponsorship funds are involved;
	Grant with 100% funding rate	the donor provides 100% of the funds needed to implement the project

By grant form	Grants in cash	Most grants
	Grants in the form of consulting	Such support is provided by the EBRD, PUM Netherlands Senior Experts PUM, Senior Experts Service (SES)
	In-kind grants	Provided in the form of goods/services instead of money.
Depending on whether there is an intermediary between the donor and the grantee	Direct grants	Depending on whether there is an intermediary between the donor and the grantee (Global Women's Fund)
	Intermediary grants	Intermediary grants, which implements Global Women's Fund projects (Ukrainian Women's Fund)
By the speed of grant providing	Fast	From 10 to 30 days.
	Mid-waited	From 1 month to 3 months.
	Long-waited	From 3 to 8 months. (grants from the Horizon Europe)
Depending on whether the grant needs to be repaid	Non-repayable grant	A grant that does not need to be repaid.
	Partially repayable grant	Grant repayable to the budget in the form of taxes, mandatory payments, and fees

This list is not exhaustive and there a number of other variations of grants but these are the most common and widespread.

The diversity of grant types reflects the wide range of needs and objectives of both donors and recipients. By classifying grants according to participants, granting authority, purpose, funding mechanisms, goals, frequency, and access form, we believe it can make it possible to design and implement more effective funding strategies.

Such structured differentiation not only aims to help applicants identify the most suitable opportunities but also enables donors to target their resources more efficiently, ensuring maximum social, economic, and scientific impact.

2.4. Discovering the variety of donors

To effectively find grant funding, it's crucial to understand the diverse landscape of grant donors. While the process of securing a grant can seem daunting, identifying the right type of donor is the first and most critical step. This involves moving beyond the general concept of "grants" and focusing on the specific entities that provide them, as each type of donor has its own unique motivations, priorities, and application procedures.

Before we start navigating the donors landscape let us remind you who the donors and development partners are?

Grant donors are international organizations, government agencies, commercial structures, non-profit organizations (religious, scientific, etc.), private charitable foundations, or private individuals who provide citizens and organizations with non-commercial mostly on non-repayable basis the necessary additional resources of various kinds for purposes that are generally aimed at the benefit of society and the state economy as a whole.

In practice, there are several classifications of donors, which can be systematized as follows:

By type of assistance provided, donors are divided into those who:
- provide grants;
- award scholarships for education;
- provide expert (advisory) assistance;
- provide technology, equipment, etc.

By sphere of interests there are narrowly specialized or universal donors which provide grants for projects based on topics, such as ecology, democracy, or gender equality, or they consider applications on general issues.
By territorial scope, donors can be national and international.

Based on the source of capital, the following main groups of international donors are available to applicants from Ukraine:
1. Intergovernmental organizations. This group of donors includes United Nations agencies (United Nations Development Programme (UNDP), UNICEF, World Bank, Community-Based Local Development Project (CBLD), etc.) and the European Union (European Commission, Council of Europe, OSCE).
2. Government donors. These may be granting programs of individual foreign authorities (Canadian International Development Agency (CIDA),

Swedish International Development Cooperation Agency (SIDA), etc., or embassies of foreign states in Ukraine (USA, Germany, Norway, etc.).

3. Public donors can be both national (for example, German political party funds - K. Adenauer Foundation, F. Naumann Foundation, etc.) and international (for example, PHARE - Democracy Program, International Visegrad Fund). They are based on financial revenues from one or more countries and are obliged to report to those whose money they exist.

4. Private donors. This category includes donors of various sizes and types of activity - from such large international organizations as the International Renaissance Foundation of J. Soros and the Rockefeller Foundation to small family foundations (Knut and Alice Wallenberg Foundation, Raskob Foundation for the Promotion of Catholic Activities).

5. Corporate donors implement social responsibility programs of large companies (IBM Foundation, Shell's Unconventional Gas Institute). The most common source of additional resources for non-profit organizations and socially significant projects are charitable foundations, which, in turn, provide assistance in the form of grants.

6. Providers of the budget grants

According to the [resolution of the CABINET OF MINISTERS OF UKRAINE dated on August 18, 2021 No. 867 On approval of the list of budget grant providers](#) defines the list of the providers of the budget funds. Among them are the following funds:

Ukrainian Cultural Foundation

The Ukrainian Cultural Foundation is a state-owned institution created in 2017 in correspondence with the Law of Ukraine with aim to facilitate development of culture and arts in Ukraine, to provide favourable environment for development of intellectual and spiritual potential of individuals and society, wide access for the citizens to national cultural heritage, to support cultural diversity and integration of the Ukrainian culture into the world cultural space. The Ukrainian Cultural Foundation supports projects through a competitive selection process. Activities of the Ukrainian Cultural Foundation are guided and coordinated by **The Ministry of Culture and Strategic Communications of Ukraine.**

Business Development Fund

Business Development Fund (BDF): Originally founded as the "German-Ukrainian Fund," the BDF is a major Ukrainian funding institution for micro, small, and medium-sized enterprises (MSMEs). It works with partner financial institutions to provide access to loans, interest compensation payments, grants, and loan guarantees. A key program it implements is the

government's "Affordable Loans 5-7-9%" program, which offers low-interest loans to businesses.

Ukrainian Youth Foundation

The Ukrainian Youth Foundation (UYF) is a state institution created in 2023 to support the initiatives of Ukrainian youth through transparent competitions, as well as to fulfill certain tasks of youth policy related to promotion the development of the field of youth policy and youth work subjects in accordance with the needs of young people.

Ukrainian Veterans Foundation

The Ukrainian Veterans Foundation is a platform for the development of veteran opportunities. They are an institution under the management of the Ministry of Veterans Affairs of Ukraine and works for veterans and their families.

7. INNOVATION DEVELOPMENT FUND (Ukrainian startup fund) is a state-owned institution under the Ministry of Digital Transformation of Ukraine that supports early-stage tech startups through non-equity funding, capacity building, and ecosystem development. USF serves as the largest state instrument for direct financial support to startups in Ukraine.

Tips to help selecting relevant donor
The main parameters that must be taken into account when selecting a donor or development partner:
– funding areas;
– geography of interests;
– funded activities;
– type of grant recipients;
– possible items of expenditure.

Funding areas – the most general areas of activity. For example, science (natural, social, fundamental research), ecology and nature conservation (protected areas, species protection, pollution control), democratic reforms (economic transformation, development of the third sector), media communications, culture, art, etc. As a rule, the grantor finances projects of strictly limited topics (either on an ongoing basis or within the framework of a specific funding program).

Geography of interests – regions in which the donor finances any initiatives. We are primarily interested in grantors who have declared their interest in Ukraine (or the countries of the former USSR), Eastern Europe, or those that have international programs. It should be noted that most donors operate at the local level and finance projects only in their own country.

Funded activities – activities that the donor is willing to fund within the project if the proposed project corresponds to any of the priority areas of the grantor's activity. For example, holding conferences (seminars, training programs), research (field, laboratory, expeditions), publications (periodicals, one-off), training, etc.

Type of grant recipients. Different funding sources and programs within these sources typically limit the type of grant recipients, for example: individual researchers, students, non-governmental organizations, research institutes, etc.

There are wide **variety of items of expenditure (activities & expenses):**
- **General Support:** Funding for an organization's core activities.
- **Capital Expenses:** Items such as property, equipment, and renovations.
- **Programs and Projects:** Expenses for implementing a specific project or program.
- **Capacity Building:** Strengthening an organization's infrastructure, which may include staff training, a new IT system, or strategic planning.
- **Research:** Supporting scientific or academic research, from specific projects to multi-year programs.
- **Educational/Training:** Scholarships, fellowships, and other forms of support for training.
- **Travel and Events:** Costs associated with attending conferences, seminars, or organizing scientific gatherings.
- **Publishing:** Funds for covering publication costs.
- **Fieldwork:** Support for conducting field research or expeditions.
- **In-kind:** These grants are not monetary but are provided in the form of goods or services.

Today, there are a significant number of international and Ukrainian platforms providing information about grants, competitions and funding. In order not to get lost in the vast amount of information, we have collected proven sources that will help you find the most relevant grant programs.

1. European Commission Funding and Tenders portal

One of the most important resources for finding grant opportunities. This is the official portal of the European Union, which publishes current grant opportunities for various fields: science, education, culture, business, ecology and the public sector. On the platform, you can find both grant funding and opportunities to participate in tenders. In addition to the main functions on the portal, there is the ability to search for a partner and view

project results. It is recommended to check this resource regularly, as many programs have limited application deadlines.

⟨⟩ **Link here**

2. European Institute of Innovation and Technology

It's an independent body of the European Union that was created in 2008 to strengthen Europe's ability to innovate.

The EIT works by integrating education, research, and business to address some of the most pressing global challenges. It's a key part of the EU's Horizon Europe program.

⟨⟩ **Link here**

3. National Endowment for Democracy (NED)

The NED is an American foundation that funds projects aimed at promoting democracy, protecting human rights, freedom of speech, and civil society. Grants are provided to civil society organizations, journalists, activists, and research groups working on democratic reforms and protecting human rights. This fund provides funding for scientific research, innovative technologies, and international projects in the fields of security, biotechnology, cybersecurity, and STEM education. A special focus is placed on supporting Ukrainian scientists and engineers working on technological developments.

⟨⟩ **Link here**

4. CRDF Global

This fund provides funding for scientific research, innovative technologies, and international projects in the fields of security, biotechnology, cybersecurity, and STEM education. A special focus is placed on supporting Ukrainian scientists and engineers working on technological developments.

⟨⟩ **Link here**

5. National Agency for Academic Exchange (NAWA)

A Polish government organization that funds scholarships for students, internships for researchers, and academic programs for universities. If you are planning to study or research in Poland, this resource will be a great option for finding funding.

⟨⟩ **Link here**

6. Resource center "GURT"

This is one of the largest Ukrainian online platforms for public organizations, which regularly publishes information about new grant opportunities,

training programs and competitions. Here you can find offers from both Ukrainian donors and international organizations.

🔖 **Link here**

7. Hromadskii Prostir

An informational portal that publishes grant opportunities for the development of public initiatives, social projects and educational programs. A big plus is the availability of filters for searching for grants by topic and field of activity.

🔖 **Link here**

8. GetGrant

A platform that aggregates current grant competitions for businesses, public organizations, educational institutions and startups. GetGrant offers not only information about grants, but also analytics on funding opportunities in Ukraine and abroad.

🔖 **Link here**

9. Development Center "Chas zmin"

This is an online resource that publishes information about grant competitions, international programs to support businesses, public organizations, and educational initiatives. On the platform, you can find detailed descriptions of grants, application requirements, and deadlines.

🔖 **Link here**

10. GRANTY.org.ua

One of the leading Ukrainian resources for finding grants, helping organizations not only find funding opportunities, but also develop grant applications, manage projects, and report to donors.

🔖 **Link here**

Drawing on the detailed analysis of grant donors and practical advice, WIN2EDIH tried to empowers individuals and organizations in Ukraine with the knowledge on how the structure of donors look like. By transforming a complex vison into a clear, strategic one WIN2EDIH provides essential tools and insights to help applicants efficiently navigate the funding landscape. By systematically categorizing donors, WIN2EDIH provides actionable guidance that helps potential grantees confidently find and secure the resources they need for their projects.

2.5. The system of grants in different countries

2.5.1. The system of grants in Ukraine

The grant system in Ukraine is complex and multi-level, aimed at supporting scientific, educational, cultural, and other areas of activity. The Ukrainian grant system consists of national and international grants, which are distributed among various types of organizations and individuals.

National grants
National grants are provided by the Ukrainian government, various ministries, and other state bodies. They can be directed toward research projects, educational programs, cultural projects, entrepreneurship development, etc.

Examples of national grants include:
a) Grants from the Ministry of Education and Science of Ukraine for scientific projects;
b) Grants from the Ministry of Culture for cultural projects;
c) Grants from the Ministry of Youth and Sports for sports projects.

International grants
International grants can be provided by international organizations, institutions, foundations, and other donors. They can be directed at various areas of activity, including science, education, culture, ecology, public health, and more.

The main international grants for Ukrainians include:
a) Grants from the European Union (e.g., the Horizon Europe program for scientific research);
b) Grants from the Fulbright Program for students and teachers;
c) Grants from the Swiss government for students and researchers who want to conduct research in Switzerland;
d) Grants from DAAD (German Academic Exchange Service) for study and research in Germany;
e) Grants from the Swedish Institute for students who want to pursue higher education in Sweden;
f) Grants from the Erasmus+ program for academic exchange, cooperation between universities, joint master's programs, as well as the development of education and youth projects.

Private grants
Private grants may be provided by foundations, corporations, associations, and other non-profit organizations. They may cover various areas of activity,

such as science, education, culture, ecology, human rights, social justice, and others.

Examples of private grants include:
a) Grants from the Victor Pinchuk Foundation for Ukrainian students who want to study abroad;
b) Grants from the Rinat Akhmetov Foundation to support scientific, cultural, and social projects;
c) Grants from the Elena Pinchuk Anti-AIDS Foundation for projects related to health and the fight against HIV/AIDS.

Grants for individuals
There are also grants specifically designed for individuals – students, scientists, artists, etc. These grants can be awarded for study, research, participation in conferences, creation of art projects, and more.
Please note that the application process and requirements for candidates may vary significantly depending on the specific grant.

Here are some **tips to help you find and obtain grants:**
1. Do your research. Find grants that match your interests, qualifications, and needs. Use online resources, grant databases, open competition portals, and other information resources.
2. Study the selection criteria. Make sure you meet the selection criteria and grant requirements. Read the competition terms and conditions and applicant requirements in detail.
3. Prepare your application. Compile your application, including a cover letter, project proposal, work plan, budget, and other required documents. Ensure that your application reflects your goals and plans and highlights your strengths and achievements.
4. Meet deadlines. Submit your application on time, adhering to the established deadlines.
5. Be patient. Obtaining a grant can take a long time, and you may have to submit several applications before receiving funding. Contact grant recipients: getting advice and experience from those who have already received grants can be useful in preparing your application.

Successfully obtaining a grant can open up new opportunities and prospects for you in your studies, career, and development.

With this in mind, don't stop at one attempt and continue to improve your application and preparation.
1. **Get involved in networking**. Participate in networking events, conferences, and seminars related to your field of activity. This will help you

enrich your knowledge, make new contacts, and increase your chances of receiving a grant.

2. **Improve your qualifications**. Use this time to gain additional knowledge, skills, and experience that will make your application more competitive.

3. **Track your results**. After submitting your application, follow up on the results of the competition. This will help you analyse your strengths and weaknesses and make adjustments in future applications.

4. **Communicate with grantors**. Discover new grant opportunities and contact grantors to clarify requirements and application procedures. They can provide you with useful information and advice on preparing a successful application.

Obtaining a grant can be a long and complicated process, but it can be an important step in your professional and personal development. Don't hesitate to use all available resources, advice, and opportunities to prepare and submit an application for a grant that will help you realize your dreams and plans.

National grant system

The national grant system in Ukraine provides financial support from government agencies, ministries, and other state institutions. These grants are intended to support various areas of activity, such as science, education, culture, sports, entrepreneurship development, and others. National grants may be awarded to organizations or individuals.

There are some **key aspects of the national grant system in Ukraine**:

1. Diversity of areas of activity. Grants at the national level can cover various areas, such as scientific research, educational programs, cultural and sports projects, small and medium-sized business development, social and environmental initiatives, and more.

2. Different sources of funding. National grants may be provided by various government bodies, such as ministries, state agencies, councils, and committees.

3. Competitive programs. Most national grants are distributed through competitive programs, where applicants submit their projects or applications, which are then reviewed and evaluated by independent experts or commissions. Applications are usually selected based on criteria such as quality, relevance to the program's objectives, potential for development, and other factors.

4. Applications and documentation. Applicants are usually required to submit an application with a carefully developed project, a cover letter, a budget, an implementation plan, and other necessary documents, depending on the grantor's requirements. This helps grantors assess the project's potential, its significance, and its alignment with the program's goals.

5. Monitoring and reporting. Grant recipients are required to provide regular reports on the use of funds and the progress of the project. Grantors may require financial reports, interim or final reports on the results of the project. This allows them to monitor the project implementation process and ensures its transparency and compliance with the intended objectives.

6. Support and mentoring. National grantors may provide additional support to grant recipients in the form of consultations, training, seminars, or mentoring. This helps grant recipients develop their skills, ensure effective project implementation, and share their experience and knowledge with other program participants.

7. Support for regional development. Some national grant programs are specifically designed to support regional development and assist local communities. This may include grants for infrastructure development, job creation, small and medium-sized business development, and support for social projects at the local level.

8. Cooperation with international partners. The national grant system can cooperate with international partners, such as international organizations, foundations, and foreign governments, to expand funding and cooperation opportunities. This may include joint grant programs, exchange of experience and knowledge, and support for projects that promote international cooperation and integration.

9. Openness and transparency. The national grant system usually strives to ensure maximum openness and transparency in its work. This means that information about available grants, selection criteria, application procedures, and competition results should be accessible to the general public.

10. Adaptation to the needs of society. The national grant system should be flexible and adaptable to the needs of society, changes in the political and economic environment, and the development of new technologies. This may involve the creation of new grant programs, changes in selection criteria, or a review of financial conditions to ensure maximum effectiveness and relevance to the needs of the country.

In general, the grant system at the national level in Ukraine is aimed at supporting scientific, educational, cultural, and economic activities and the

development of local communities. Its success depends on the effective coordination of government agencies, grantors, and grant recipients, as well as ensuring openness, transparency, and adaptation to the changing needs of society.

The national grant system can create significant opportunities for citizens, organizations, and the state as a whole by stimulating innovation, development, and international cooperation.

At the national level in Ukraine, there are several types of grants that are provided by various government agencies, ministries, agencies, and other organizations.

There are some of the **main types of grants at the national level**:

➢ **Research grants**. These grants are aimed at supporting scientific research, technology development, and innovation. They can be awarded to researchers, scientific teams, universities, and other scientific institutions.

➢ **Educational grants.** Educational grants are designed to support educational projects, scholarships for students, professional development for teachers, and the development of educational infrastructure.

➢ **Cultural grants**. Cultural grants are intended to support the development of culture, art, literature, cinema, and other cultural projects. They can be awarded to artists, writers, filmmakers, and other representatives of the cultural sphere.

➢ **Social grants.** Social grants are intended to support projects aimed at improving people's lives, developing communities, and providing social assistance and support. They may cover areas such as healthcare, social protection, assistance to veterans, youth, and other vulnerable groups of the population.

➢ **Economic grants**. Economic grants are aimed at supporting entrepreneurship, creating new jobs, developing infrastructure, and ensuring sustainable economic growth. They can be provided to entrepreneurs, small and medium-sized enterprises, innovative projects, and regional initiatives.

➢ **Environmental grants**. These grants are aimed at supporting projects that seek to ensure environmental protection, support sustainable development, and combat climate change. They can be provided to researchers, organizations, and initiatives working to solve environmental problems.

➢ **Sports grants.** Sports grants are intended to support sports projects, develop sports infrastructure, train athletes, and hold sports competitions at various levels.

➢ **Grants for local self-government**. These grants are provided to local authorities for the implementation of projects that aim to improve local infrastructure, social services, community development, and other aspects of local self-government.

➢ **International grants.** These grants are designed to support projects that promote international cooperation, integration of Ukraine into European and global structures, as well as support cooperation with foreign partners. These grant categories may have subcategories or specialized programs that address specific needs and areas of activity.

When searching for grants at the national level, it is important to carefully study the selection criteria, funding conditions, and specifics of each program to find the one that best suits your needs and goals.

National grants can take various forms of funding, such as grants to cover project costs, co-financing, non-repayable funds, or technical assistance. They may also require certain conditions to be met, such as cooperation with partners, providing your own contribution, or complying with relevant standards.

Obtaining a grant at the national level requires careful preparation, a clear understanding of your goals and needs, and the ability to work with grantors and other stakeholders. To successfully obtain a grant, it is important to demonstrate your ability to achieve real results that meet the grantor's goals and benefit society as a whole.

Local grant system

The local grant system in Ukraine includes a number of opportunities for financing projects, initiatives, and programs that aim to develop communities, improve infrastructure, social services, and other aspects of local self-government.

Local grants can be provided by local authorities, foundations, public organizations, and other structures.

Types of local grants:

➢ **Community development grants**. These grants are aimed at supporting projects that promote the socio-economic development of communities, ensuring access to education, healthcare, culture, sports, and other areas of life for the population.

- **Infrastructure grants**. Infrastructure grants are provided to support projects aimed at developing local infrastructure, such as roads, energy supply, water supply, and other utilities.
- **Environmental grants**. Environmental grants at the local level are aimed at supporting projects that promote environmental conservation, sustainable development, and the fight against climate change within individual communities.
- **Social grants**. Social grants at the local level are designed to support projects that aim to improve people's lives, develop communities, and provide social assistance and support to vulnerable groups.
- **Grants for entrepreneurship**. These grants are aimed at supporting the development of entrepreneurship at the local level, creating new jobs, developing small and medium-sized enterprises, and supporting innovative projects.
- **Youth Grants**. Youth grants are intended to support projects and initiatives aimed at youth development, ensuring their social activity, professional orientation, education, and employment.
- **Grants for culture and the arts**. These grants are intended to support cultural and artistic projects, festivals, exhibitions, concerts, and other cultural events at the local level.

The conditions for receiving local grants may vary depending on the grantor, funding objectives, field of activity, and other factors. Typically, potential grant recipients must submit an application with a detailed description of the project, its objectives, expected results, budget, and other information necessary for evaluating the project.

To successfully obtain local grants, it is important to carefully study the requirements and selection criteria, as well as find grants that best suit your needs and goals. It is also necessary to ensure that the project is in line with local priorities and community needs, meet application deadlines, and provide all necessary documentation for project evaluation.

Work to strengthen relationships with grantors and other stakeholders, and keep an eye out for new opportunities and current grant programs at the local level.

Types of local grants may include:
- Grants to cover project costs. These grants are intended to finance specific costs associated with project implementation, such as staff salaries, purchase of equipment, materials, etc.

➢ Co-financing grants require the grantor to cover part of the project costs, with the remainder covered by the grant recipient or other partners.

➢ Non-repayable funds are provided in the form of cash sums that do not need to be repaid to the grantor.

➢ Technical assistance. This type of grant provides expert assistance, advice, training, or other types of support for project implementation.

Obtaining local grants can be an important tool for community development, ensuring the well-being of the population, and improving the quality of life.

Work on developing high-quality projects, research grant opportunities, interact with grantors, and ensure compliance with funding conditions for successful obtaining local grants.

After receiving a local grant, it is important to ensure proper project implementation and reporting on the results of the work. A responsible attitude towards project implementation and reporting can increase your chances of receiving further funding in the future.

There are some **tips for effective grant project management** at the local level:

1. Set clear project goals and expected outcomes so that you and your team have a clear understanding of what you need to achieve.

2. Develop a detailed action plan covering all stages of project implementation, responsible persons, and deadlines for completing tasks.

3. Monitor project implementation, control expenses, and make necessary adjustments if needed.

4. Ensure effective communication with the grantor, partners, and stakeholders. Keep them informed about your successes, challenges, and changes in the project.

5. Comply with the grantor's reporting and control requirements. Submit interim and final reports on project results and use of funds in a timely manner.

6. Summarize and analyze the project results. Learn from the experience and use it to improve future projects and initiatives.

7. Disseminate the project results to the local community, media, partners, and other stakeholders to ensure the visibility of your work and enhance your image as a reliable partner.

Use the experience and knowledge gained to seek new opportunities for funding, support, and partnerships at the local level. Strive to continuously improve your project management skills, learn from the successes and

failures of other organizations, and use this knowledge to develop your activities. Also consider the possibility of interaction and cooperation with other grantors, public organizations, local authorities and businesses. Joint projects and partnerships can provide additional resources and opportunities for the development of your organization and strengthen its position at the local level.

Successful management of grant projects at the local level can contribute to improving the quality of life of citizens, ensuring social, economic, and environmental stability, and community development. Continue to develop your knowledge, skills, and practices in grant management to get the most out of the funds you receive and achieve positive change in your community.

Grant system at the higher education institution level

The grant system at the higher education institution level includes financial support provided to students, teachers, and researchers to promote education, scientific research, and innovation. Grants may be used to cover expenses related to education, research, publications, conferences, projects, and other academic or scientific initiatives.

Recipients of grants at the higher education institution level can be students, teachers, researchers, and other employees of universities and other higher education institutions.

Types of grants at the higher education institution level may include:
  ➢ Education grants. These grants are designed to support students who need financial assistance to cover the costs of tuition, accommodation, meals, textbooks, etc.
  ➢ Research grants. These grants are intended to support researchers and teachers in conducting scientific research, developing new methods, techniques, and innovations in various fields of knowledge.
  ➢ Grants for conferences and publications. These grants are provided for participation in scientific conferences, seminars, and other events, as well as for the publication of articles, monographs, and other scientific materials.
  ➢ Grants for international programs. These grants help students and teachers participate in international exchange programs, internships, and joint research projects.

The conditions for granting grants at the level of higher education institutions may vary depending on the type of grant, funding objectives, and requirements of grantors.

Typically, **the conditions for granting grants may include**:

1. Submission of an application or project proposal describing the objectives, tasks, budget, and expected results of the project.

2. Compliance with selection criteria, which may relate to the academic achievements, experience, potential, or socio-economic status of applicants.

3. Conclusion of a grant agreement that defines the rights and obligations of the parties, terms, and conditions for the use of funds.

With regard to reporting, grant recipients are usually required to submit reports on the use of funds, the achievement of results, and the implementation of the project.

Reporting, as a rule, includes:

1. interim reports on the progress of the project, the use of funds, and the achievement of planned results.

2. a final report containing complete information on project implementation, achievement of objectives, costs, and impact on recipients and the interests of the parties.

3. audit reports, if required by the terms of the grant, confirming the correct use of funds and compliance with the grantor's requirements.

Effective grant management at the level of higher education institutions promotes the development of education, science, and innovation, supports talented students and researchers, and strengthens international cooperation and partnerships.

Grant recipients must take a responsible approach to the use of funds received, comply with the terms and conditions of grant providers, and continuously improve their qualifications and develop their professional skills.

For the successful receipt and management of grants at the level of higher education institutions, it is recommended to:

1. Regularly explore funding opportunities from universities, foundations, organizations, and other grantors that promote the development of education and science.

2. Study the requirements, selection criteria, and application process for grants in order to prepare high-quality and competitive project proposals.

3. Collaborate with colleagues, research groups, departments, and other structural units of the higher education institution to develop joint projects, exchange experience, and support academic and scientific activities.

4. Develop project management, planning, monitoring, and reporting skills to ensure the effective implementation of grant projects and the achievement of planned results.

5. Maintain project documentation, including reports on task completion, results achieved, expenses, and impact on target groups and stakeholders, to confirm the proper use of funds and compliance with the grantor's requirements.

The grant system at the higher education institution level contributes to the creation of a favourable environment for education, science, and innovation, supports the development of talented students and researchers, stimulates international cooperation, and strengthens ties between academic institutions, research centers, and industry.

Involving stakeholders such as government agencies, private foundations, businesses, and non-governmental organizations in the grant award process can help improve the quality of education and scientific research, expand opportunities for students and researchers, and ensure the implementation of strategic priorities for the development of the country and fields of knowledge.

Educational institutions can develop innovative mechanisms for awarding grants, such as idea competitions, project accelerators, business incubators, and other collaboration platforms that promote the development of creative, scientific, and entrepreneurial initiatives by students, teachers, and researchers, as well as attracting external partners, resources, and investments.

The grant system at the higher education institution level requires constant monitoring, analysis, and evaluation of results, impact, and sustainable changes that are made thanks to financial support for projects, educational programs, scientific research, and innovative solutions. This will help improve grant award mechanisms, take into account the needs and expectations of stakeholders, improve the quality and effectiveness of education and science, and contribute to the development of human capital, the creation of new knowledge and technologies, and the integration of the national higher education system into the global scientific and educational space.

Several other areas of development of the grant system at the level of higher education institutions may include:

1. Ensuring equal access to grants for students, teachers, and researchers from different regions, fields of knowledge, and socio-economic

groups, taking into account the needs and opportunities of different categories of recipients.

2. Developing information and advisory services that promote awareness, motivation, and competencies among students, teachers, and researchers in the field of grants and other forms of financial support.

3. Strengthening interdisciplinary cooperation that promotes the development of integrated projects that combine the knowledge, experience, and resources of different departments, faculties, and research groups.

4. Assessing the impact of grant support on the quality of education, research, innovation, and socio-economic development, with the aim of improving strategies, programs, and instruments for funding and partnerships.

5. Participation of higher education institutions in national and international networks, programs, and projects that promote the exchange of experience, resources, and opportunities in the field of grants and other forms of financial support.

The grant system at the higher education institution level serves as a motivating factor for students, teachers, and researchers in their academic and scientific endeavours, contributing to the development of skills, deepening of knowledge, and opening up new opportunities for careers and scientific research.

In addition, the grant system at the higher education institution level contributes to increasing the competitiveness of universities at the national and international levels by attracting talented students and researchers, developing educational programs and research projects in line with the needs of society and the labour market, and establishing effective partnerships with industry, government agencies, and civil society organizations.

As a result, the grant system at the higher education institution level is important for ensuring access to quality education, developing science and technology, building human resources, and creating conditions for the intellectual, cultural, and economic development of the country. Cooperation between higher education institutions, grantors, stakeholders, and grant recipients is a key factor in the success of this system and the achievement of its goals and priorities.

Grant system at the level of scientific institutions

The grant system at the scientific institution level refers to the process of providing financial support for scientific research, experiments, developments, and other activities related to the discovery and solution of scientific problems, the development of the scientific base and human resources potential, and the preparation and implementation of scientific projects, programs, and initiatives.

Types of grants at the scientific institution level may include:
  ➢ Fundamental grants aimed at supporting theoretical research that contributes to the development of scientific knowledge, methods, and approaches necessary to explain natural, social, and technical phenomena.
  ➢ Applied grants that support scientific research that has practical applications and can be used to solve specific problems in society, industry, and other spheres of activity.
  ➢ Innovative grants that promote the development of new technologies, products, processes, and services, as well as the commercialization of scientific ideas, developments, and solutions.
  ➢ Grants for interdisciplinary research that stimulate cooperation between scientists from different fields of knowledge and specializations to develop integrated projects that respond to complex challenges and needs of society.
  ➢ Grants for scientific cooperation that support international scientific projects, programs, and networks that promote the exchange of knowledge, experience, and resources between scientific institutions, specialists, and students from different countries.

Types of grants at the research institution level may include:
  ➢ Individual grants awarded to specific researchers to conduct research, develop their research careers, and enhance their research qualifications.
  ➢ Group grants that support collective research projects involving teams of researchers, students, and other participants from different fields of knowledge and departments of the institution.
  ➢ Group grants that support collective scientific projects involving teams of researchers, students, and other participants from different fields of knowledge and departments of the institution.
  ➢ Infrastructure grants aimed at improving the material and technical base, equipment, software, and other resources necessary for high-quality scientific research and the work of the scientific institution.

The conditions for granting grants at the level of a scientific institution depend on the requirements of grantors, the goals and priorities of scientific projects, the qualifications and experience of recipients, as well as the availability of funds, resources, and partners for the implementation of grant initiatives.

Usually, grants are awarded on a competitive basis, after evaluation of applications, projects, and budgets by scientists, experts, and representatives of grantors.

Recipients of grants at the level of a scientific institution can be scientists, teachers, graduate students, students, laboratories, departments, faculties, centres, and other structural units of the institution that are engaged in scientific research, development, publications, conferences, exhibitions, educational programs, innovative projects, and other scientific and educational activities.

Reporting on the use of grants at the level of a scientific institution requires compliance with the requirements and criteria of grantors, which may include the submission of periodic reports on the progress of the project, the achievement of goals and objectives, the use of resources and funds, ensuring the quality and effectiveness of research, project control and evaluation, as well as the submission of financial reports, audits, and verification of documents and evidence of the use of grant funds.

 It is important to note that the grant system at the level of scientific requires scientists and institutions to adhere to ethical standards and principles such as transparency, openness, honesty, objectivity, responsibility, mutual respect and mutual assistance, consideration of the interests and rights of grant project participants, and ensuring the quality and usefulness of scientific results for society and the development of science.

In the grant utilization report, the scientific institution is required to provide a detailed description of how the funds were used, the results obtained during the project implementation, and prove that the grant was used effectively and in accordance with the established goals and conditions.
Thus, the grant system at the level of scientific institutions plays a key role in developing scientific potential, supporting scientific research and innovation, strengthening the scientific reputation and competitiveness of institutions, creating conditions for career growth and professional development of scientists, and contributing to the scientific, technical, social, and cultural development of the country.

Furthermore, the grant system at the scientific institution level is important for establishing and maintaining cooperation with other scientific, educational, industrial, public, and international organizations, grantors, partners, and stakeholders. This includes preparing and submitting grant applications, preparing documents and contracts, planning and managing projects, coordinating and monitoring the activities of project participants, providing informational, methodological, technical, and consultative support, organizing and conducting scientific events (conferences, seminars, trainings, workshops, etc.), developing and implementing scientific research, experiments, publications, presentations, and other project results. In addition, the grant system promotes the development of scientific culture, ethics, competencies, critical thinking, creativity, initiative, independence, cooperation, leadership, adaptability, responsibility, trust, mutual understanding, and mutual support among scientists, students, staff, and partners of the scientific institution.

For the successful functioning of the grant system at the level of a scientific institution, a **number of important factors and conditions must be taken into account**, such as:

1. The existence of a clear grant strategy and policy that corresponds to the mission, goals, priorities, resources, and needs of the scientific institution.

2. Effective grant management that ensures the planning, organization, coordination, control, and evaluation of grant activities.

3. High professional qualifications and motivation of scientists, teachers, managers, consultants, administrators, partners, and other participants in grant projects.

4. Developed infrastructure and equipment that meet modern requirements for scientific research, technologies, and services.

5. Openness, transparency, accessibility, and competitiveness of the processes of selection, evaluation, implementation, and reporting of grant projects.

6. Continuous monitoring, analysis, evaluation, and improvement of the grant system based on feedback, experience, innovation, and best practices.

7. A favourable legislative, financial, social, and cultural environment that supports science, education, innovation, grants, cooperation, freedom of creativity, and academic rights and freedoms.

8. Public relations and communication with grantors, partners, the media, the public, students, parents, alumni, donors, volunteers, experts, authorities, businesses, non-profit organizations, international organizations, etc.

9. Understanding and taking into account the characteristics, trends, challenges, and opportunities of the scientific, educational, innovative, grant, technological, economic, social, cultural, environmental, and political context and dynamics.

10. Participation in scientific, educational, innovative, grant, professional, public, international networks, associations, partnerships, programs, projects, competitions, exhibitions, festivals, conferences, seminars, trainings, workshops, internships, visits, exchanges, volunteering, etc.

11. Support for scientific, educational, cultural, public, and international activities, initiatives, traditions, values, identity, image, reputation, brand, and influence of a scientific institution.

12. Research grants: These grants are provided for conducting scientific research in various fields. They may be aimed at developing new technologies, finding solutions to scientific problems, conducting experiments, etc.

13. Development grants: These grants are usually provided to support projects aimed at improving the infrastructure of a scientific institution, for example, to purchase equipment, upgrade laboratories, etc.

14. Training grants: These grants are provided to scientific workers to improve their qualifications, study in other countries, participate in conferences and seminars.

Thus, the grant system at the level of a scientific institution is a complex, dynamic, interdependent, adaptive process that requires a strategic approach, professional skills, knowledge, experience, innovation, resources, partners, motivation, control, reporting, evaluation, improvement, development, and consideration of all stakeholders, interests, priorities, goals, needs, challenges, opportunities, and constraints.

Ultimately, the grant system at the level of scientific institutions is an important part of the scientific, educational, innovative, and social development of society and the state, aimed at finding and solving scientific, technological, economic, social, environmental, cultural, and other important problems and challenges, improving the quality of life and well-being of people, strengthening national security and defense capabilities, supporting sustainable development and harmony with nature, and expanding the knowledge and horizons of humanity.

2.5.2. Grant system in Europe

European grant programs: concepts, types, principles, challenges, and prospects

The grant system in Europe is an important mechanism for financing scientific research, educational projects, cultural and social initiatives. It aims to support innovation, sustainable development, cooperation between European countries and regions, and the creation of a competitive environment. The key aspects of the grant system in Europe are the following:

➢ **Concept**: A grant is non-repayable financial assistance provided by institutions, organizations, or individuals for the implementation of specific projects or programs that meet certain objectives.

➢ **Types**: Grants can be provided in various fields, such as science, education, culture, social development, ecology, health, sports, and others. Depending on the nature of the funding, grants can be different, for example, institutional, project, program, or scholarship grants.

➢ **Forms**: Grants can be provided in various forms, such as cash, material and technical resources, intellectual property, information technology, etc.

➢ **Content**: Grants have a specific content, which includes the goals and objectives to be achieved as a result of the project or program, as well as the criteria for evaluating their effectiveness.

➢ **Participants**: There are a number of key participants in the grant system in Europe, such as donors (public and private organizations, foundations), implementers (research institutions, universities, non-profit organizations, enterprises), as well as beneficiaries (individuals and organizations that receive grant support to implement their projects).

The grant system in Europe is based on a number of principles and mechanisms, including:

❖ **Transparency**. Open information about grants, the conditions for their provision, and the criteria for selecting and evaluating projects and programs ensure a fair and equitable process for the distribution of grant funds.

❖ **Competition**. Grants are awarded on a competitive basis, which promotes the selection of the highest quality and most innovative projects and programs.

❖ **Monitoring and control.** Systematic monitoring and control of the use of grant funds ensures the effectiveness and efficiency of grant programs.

❖ **Reporting**. Participants in the grant system are required to provide timely and reliable information on the progress of projects and programs, as well as on the results achieved.

❖ **International cooperation**. The grant system in Europe promotes the development of international cooperation and the exchange of experience and knowledge between different countries and regions.

The **main challenges and prospects for the development of the grant system in Europe** include:

❖ Adaptation to global challenges. The grant system must respond to global challenges such as climate change, digital technologies, migration, etc. This may require the development of new grant programs and initiatives aimed at addressing these challenges.

❖ Ensuring inclusiveness and equality. The grant system should support projects and initiatives that promote gender equality, social justice and inclusiveness, as well as countering discrimination and inequality.

❖ Improving efficiency and effectiveness. The grant system should continuously improve the mechanisms for selecting, monitoring, and evaluating projects and programs to ensure the most effective use of resources and the achievement of desired results.

❖ Fostering innovation and entrepreneurship. The grant system should stimulate innovative projects and support entrepreneurship, which will contribute to the creation of new jobs and economic development.

❖ Strengthening international cooperation. The grant system should continue to develop international cooperation, exchange of knowledge and experience between countries and regions of Europe, as well as support joint projects and initiatives.

❖ Ensuring sustainability of funding. The grant system should ensure stability and sustainability of funding by attracting additional resources from public and private donors, as well as developing innovative funding mechanisms such as co-financing, partnerships, and investment funds.

❖ Promoting human capital development. The grant system should support projects and initiatives that promote the training of highly qualified personnel, the development of skills and knowledge, and the mobility of researchers, students, and professionals.

❖ Ensuring accessibility of information. The grant system should increase the accessibility of information about funding opportunities,

❖ selection and evaluation criteria, and ensure transparency and openness in the process of distributing grant funds.

❖ Development of regional cooperation. The grant system should promote regional cooperation and support regional projects and initiatives that meet the common needs and priorities of European regions.

❖ Ensuring sustainable development priorities. The grant system should contribute to the achievement of the Sustainable Development Goals by supporting projects and initiatives that meet environmental, economic, and social priorities.

The grant system in Europe has the potential for further development and adaptation to changing conditions and challenges. Ensuring the successful implementation of these prospects requires coordinated action and cooperation between donors, participants, beneficiaries, and other interested parties.

The **key areas for further development of the grant system in Europe** are:

❖ Expanding the network of partners. Intensifying cooperation between different donors, organizations, institutions, and other participants in the grant system in order to create a strong and effective network of partners.

❖ Integration and coordination of actions. Ensuring greater integration and coordination between different grant programs, initiatives, and projects in order to increase the efficiency and effectiveness of the grant system.

❖ Flexibility and adaptability. Developing flexible mechanisms to respond to changing needs and challenges, ensuring that the grant system adapts to new conditions and requirements.

❖ Introduction of innovations. Focusing attention on innovative projects and ideas that can make a significant contribution to the development of science, education, culture, the social sector, and sustainable development.

❖ Development of evaluation and control mechanisms. Improving methods for evaluating and controlling the use of grant funds, ensuring openness and transparency in this process.

Ensuring the effectiveness and efficiency of the grant system in Europe is an important task for achieving the strategic goals and priorities of the region. This requires concerted efforts and cooperation between various

stakeholders, including donors, governments, research institutions, educational institutions, enterprises, public organizations, and other participants in the grant system.

List of European grant programs

There are numerous grant programs in Europe that cover various fields of activity and support different goals.

Among **the most well-known grant programs** are:

1. As of December 2025, there are [41 active EU programmes](#) and initiatives, in particular: Horizon Europe (2021-2027) (the largest research and innovation funding program, aimed at supporting research and development infrastructure, developing new technologies, environmentally sustainable solutions, and societal development); Erasmus+ (EU program that supports cooperation, partnerships, and mobility in the fields of education, vocational training, youth affairs, and sports); Creative Europe (a program aimed at supporting the cultural and creative sectors, which helps to promote transnational cooperation and audience development); LIFE (a program that funds projects related to environmental protection, nature conservation, and the fight against climate change. European Social Fund (ESF) – a program aimed at improving employment, social inclusion, and equal opportunities in the labor market); Connecting Europe Facility (a program that supports the development of high-quality, sustainable, and accessible infrastructure in the transport, energy, and digital technology sectors). The complete list of the programs is available in the Annex 1. Each programme is meticulously designed to address specific challenges and opportunities, reflecting the EU's strategic priorities and its commitment to building a more resilient, competitive, and sustainable future.
2. [European Regional Development Fund (ERDF)](#) – a program that supports regional projects, promoting economic growth, job creation, and reducing regional disparities between different EU countries and regions.
3. [European Agricultural Fund for Rural Development (EAFRD)](#) – a program that supports the sustainable development of rural areas, environmental protection, and improving the quality of life of local communities.
4. [European Investment Bank (EIB)](#) – finances projects that promote sustainable economic growth, infrastructure development and employment in the EU and beyond.
5. [Nordic Council of Ministers (NMR)](#) – cooperation which supports projects in education, culture, research, environmental protection, and other areas.
In order to get funding from the Nordic Council of Ministers, the Nordic countries must be involved in the initiative. This means that at least three of

the following must be involved: Sweden, Denmark, Norway, Iceland, Finland, the Faroe Islands, Greenland, or Åland. One of these can be replaced by one or more countries from outside the Nordic Region.

6. Visegrad Fund – cooperation between the Czech Republic, Hungary, Poland, and Slovakia, which supports projects in regional development, culture, science, education, and other fields.

7. Eastern Partnership – cooperation between the EU and the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova, and Ukraine), which supports projects on the development of democracy, human rights, economic development, and integration.

8. European Climate Foundation – this foundation aims to combat climate change and supports projects that promote sustainable energy development and reduce carbon dioxide emissions.

9. The European Fund for Sustainable Development (EFSD) is a fund that supports projects in Africa, the Caribbean, and the Pacific, but also finances some projects in European countries.

10. The European Bank for Reconstruction and Development (EBRD) was originally established to help build a new, post-Cold War era in central and eastern Europe, but because of its success has now expanded operations into three continents. It has played a historic role and gained unique expertise in fostering change, with a particular focus on developing the private sector and in green investments. The Bank has invested more than €210 billion in over 7,500 projects.

These are just a few of the many grant programs available at the European level. In addition, there are many national, regional, and local grant programs available within the European countries.

Horizon Europe Office in Ukraine

Horizon Europe is the EU's key funding programme for research and innovation. Following the Multiannual Financial Framework Midterm Review (MTR) decision, the indicative funding amount for Horizon Europe for the period 2021-2027 is EUR 93.5 billion.

It tackles climate change, helps to achieve the UN's Sustainable Development Goals and boosts the EU's competitiveness and growth.

The programme facilitates collaboration and strengthens the impact of research and innovation in developing, supporting and implementing EU policies while tackling global challenges. It supports creating and better dispersing of excellent knowledge and technologies.

Taking into account the steadily growing success of Ukrainian participants in Horizon Europe projects, the Horizon Europe Office in Ukraine was officially launched on December 20, 2023. This was made possible thanks to the fruitful cooperation between the management of the National Research Fund of Ukraine and the Government of Ukraine with the European Commission, which resulted in the signing of a Grant Agreement between the European Union, represented by the European Commission, and the NRFU (Project HEOinUA-101132682).

Horizon Europe Office in Ukraine is established and functions as a department of the National Research Foundation of Ukraine. Its work aims to provide information and advisory support for the implementation of the Horizon Europe Programme to the National contact points, researchers, scientists, innovators, other stakeholders to strengthen cooperation in science, innovation and technology.

Following the global aims of the Programme, the Office is called upon to act as a strategic conduit for the integration of national research initiatives into the ERA.

In the context of its main purpose, *i.e.* to stimulate cooperation, knowledge exchange and synergies between Ukrainian researchers, innovators and their European partners, the Office will serve as a "navigator" in the implementation of the Programme, guiding all interested parties towards the opportunities available in the vast ocean of the EU's research and innovation.

Therefore, the Office's **mission** is to unleash the potential of Ukrainian scientists and innovators, along with shaping a society where science and innovation are based on the principles of sustainable environmental, economic and social responsibility.

Professing the core values of openness, transparency and the importance of joint action, the Office promotes the participation of Ukrainian researchers and innovators in the Programme, ensuring the achievement of the following **aims**:
- to increase the participation of Ukrainian researchers and innovators in the Programme;
- to ensure the sustainable development and resilience of Ukraine's research and innovation potential;
- to support a broad and strong network between research and innovation institutions in Ukraine and the EU;
- to deepen Ukraine's integration into the ERA.

Pursuant to the Office's mission and aims, its **key tasks** are as follows:

- promoting the development of an active and effective National Contact Point (NCP) network strategically focused on providing professional services to the research and innovation community in Ukraine;
- providing professional assistance to Ukrainian researchers and innovators, as well as other potential participants, guiding them in finding project opportunities and relevant European partners for the implementation of projects under the Programme;
- developing and presenting recommendations and proposals for the policymaking process aimed at Ukraine's integration into the ERA, focusing on strategic priorities that will facilitate smooth approximation to European standards and practices;
- regular monitoring the implementation of joint projects and dissemination of information on successful practices and their positive impact on the national research and innovation infrastructure;
- maximizing the synergy of the research and civil society dimensions, offering effective scientific solutions developed with the involvement of civil society to overcome current challenges.

National Contact Points

National Contact Points (hereinafter referred to as NCPs) is the main structure that provides guidance, advice on the practical aspects of participation and support for participants, potential participants and all stakeholders of the Horizon Europe Programme. The NCP network is established in all participating countries Horizon Europe Programme, in most of the associated countries and non-associated countries (so-called "third countries") that are not direct partners of the Programme.

The NCP network is established and funded directly by the participating countries and associate members of the Horizon Europe Programme, and its main goal is to be able to provide the most complete and reliable information related directly to the Horizon Europe Programme in the national language in the format of personalized support. The NCPs system can vary significantly from one country to another from highly centralized (all NCPs work in the same organization) to decentralized (NCPs represent different organizations, such as ministries, universities, research institutions, special agencies or consulting organizations) and can be located in different regions of the country.

Overall, NCPs network in all countries should be established and follow the NCP Guiding Principles agreed by all countries. In general, the following main tasks of the NCP can be distinguished:

1. Guidance on choosing relevant Horizon Europe topics and types of actions.
2. Advice on administrative procedures and contractual issues.
3. Training and assistance on proposal writing.
4. Distribution of documentation (forms, manuals, manuals, etc.)
5. Assistance in finding partners.

As the NCPs network is a national structure, the type and scope of services provided can often differ from country to country.

The Ministry of Education and Science informs about the list of National Contact Points (NCPs) of the EU's Horizon Europe Programme.

The NPCs network was established pursuant to a resolution of the Cabinet of Ministers of Ukraine about the Regulations on National contact points and the Coordination Center of Horizon Europe approved on February 27, 2024.
The Order of the Ministry of Education and Science of Ukraine about the list of NCPs № 838 from 13.06.2024.

NCP Guide. Minimum standards and guiding principles for setting up national contact point (NCP) systems (PDF, 15 pages)
List of the Horizon Europe and EURATOM National Contact Points in Ukraine

Country-specific programs in Europe

In addition to grant support from various European organizations and pan-European programs, there are programs offering internships and grants for Ukrainian scientists in various European countries, for instance:

United Kingdom
UK Research and Innovation (UKRI) – brings together several research councils that provide grants for research in various fields.
Information is available on the program's official website:
British Council – provides grants for cooperation and exchange in the field of education between representatives of the United Kingdom and other countries, including Ukraine. There is a separate program for teaching English in cooperation with the Ministry of Education and Science of Ukraine for Ukrainian teachers. Information about opportunities from the British Council in Ukraine is available on the official website: https://www.britishcouncil.org.ua/

Poland

A scholarship program launched in 2003 and funded by the Government of the Republic of Poland for young scientists from Ukraine, aims to support young scientists who are engaged in humanities research: history, economics, international relations, sociology, political science, psychology, management, law, and others.

The competition runs annually until March 1 and is announced at the beginning of the year. Information on submitting documents is available on the [website](#).

The competition is open to young scientists who are citizens of Ukraine, Belarus, Russia, and other countries of the Commonwealth of Independent States. Preference is given to applicants who can demonstrate their scientific achievements, accomplishments, publications, and confirm their active public activity.

The monthly scholarship is PLN 1,500. These funds are intended to cover the scholarship holders' living expenses, meals, and insurance policy. Applicants must be under 35 years of age.

[Polish National Agency for Academic Exchange (NAWA)](#) - Polish agency that provides grants for Ukrainian scientists to conduct research, internships, and training in Poland. The NAWA program covers various fields of science and research.

Germany

[DAAD (German Academic Exchange Service)](#) – provides grants for international students, researchers, and teachers, including those from Ukraine.

[The Alexander von Humboldt Foundation](#) provides grants to researchers in various scientific fields. Currently, the Humboldt Foundation offers the following support programs: programs for young scientists, programs for experienced scientists, and programs for scientists who are recognized internationally.

[Robert Bosch Stiftung](#) – a German charitable foundation that supports projects in the fields of health, science, education, international understanding, and civil society.

[Friedrich Ebert Foundation](#) – a German foundation that provides grants to Ukrainian students, scientists, and academics for study and research in Germany. The Foundation also supports Ukrainian students by concluding agreements for research or dissertation preparation in Germany.

France

Agence Nationale de la Recherche (ANR) is an organization that provides funding for scientific research in France.

École Normale Supérieure (ENS) is a prestigious university that provides grants for students and scientists.

Sorbonne University offers residency for Ukrainian scientists after the start of full-scale war in Ukraine.

Nordic Region

Ashoka Changemakers – this internationally renowned organization promotes social entrepreneurship and innovation by offering grants for projects that have a significant social impact.

Nordic Innovation – an organization that supports innovation projects in five Northern European countries: Denmark, Finland, Iceland, Norway, and Sweden.

Switzerland

The Swiss National Science Foundation (SNSF) provides funding for research in various fields of science. During the war in Ukraine the Swiss National Science Foundation has been actively supporting Ukrainian scientists in the context of the war.

ETH Zurich Excellence Scholarship – provides grants for master's and doctoral students studying at ETH Zurich.

Sweden

The Swedish Research Council (VR) provides funding for research in various fields. In light of the war, the Swedish Research Council has offered additional opportunities for Ukrainian scientists

Swedish Institute - is a public agency that builds interest and trust in Sweden around the world. As part of the cooperation in the Baltic Sea region, SI funds exchanges and joint projects for individuals, organizations and companies. By offering study grants, organizing leadership programmes and supporting local alumni networks, we build relationships with the world's young leaders of tomorrow and contribute to global development.

These are just a few examples of grant programs available to Ukrainian scientists in various European countries. Each program has its own requirements, deadlines, and application procedures, so it is worth contacting the organizations implementing these programs directly to obtain detailed and up-to-date information. It is important to note the increased support for Ukrainian scientists from all European countries in the context of the war. Detailed information is available on the official websites of individual universities and scientific institutions.

2.5.3. Grant system in the United States of America

Concepts, types, principles, challenges and prospects

The grant system in the United States plays an important role in the development of science, education, culture, social programs, and other areas. Grants are awarded to various types of organizations, researchers, and students, and represent financial support for the development of projects and ideas, in particular:

- Grants can be federal, state, local, or private. Federal grants are provided by the US government, state and local grants are provided by state and local authorities, respectively, and private grants can be provided by foundations, corporations, and other private organizations.
- Grants can be research, educational, cultural, social, and other types, depending on the field to which they relate.
- Grants can be provided in the form of cash payments, equipment, consultations, scholarships, services, and more.
- Grants can fund specific projects, programs, research, educational processes, cultural events, and other initiatives.
- Participants in the grant system can be government and non-governmental organizations, scientific institutions, educational institutions, non-profit organizations, researchers, and students.

The grant system in the United States stimulates the development of various areas of society, promotes innovation, and opens up new opportunities.

Grants are an important tool for providing financial support to projects and ideas that can have a significant positive impact on people's lives and the development of the state.

The main steps for obtaining a grant in the United States include:

- Identifying the need. Potential grant recipients should identify their needs and develop clear goals and objectives for their projects or initiatives.
- Search for grants. Interested parties should find grants that meet their needs, paying attention to requirements, selection criteria, and application deadlines.
- Prepare an application. To receive a grant, it is necessary to carefully prepare an application that should contain all the necessary information about the project, organization, budget, and expected results.
- Application submission. The grant application must be submitted in accordance with the requirements and deadlines of the specific grant program.

● Application evaluation. After submitting a grant application, it will be reviewed by experts who will assess its compliance with the selection criteria and decide whether to award or reject the grant.

● Reporting and monitoring. If the grant is awarded, the recipient must provide reports on the use of funds, project implementation, and results achieved, as well as comply with the grantor's control and monitoring requirements.

Successful receipt of a grant depends on the quality of the application, the clarity and persuasiveness of the arguments, and the project's compliance with the grantor's criteria and requirements. Obtaining a grant can provide the necessary resources for the development of projects and initiatives that promote positive social change, scientific discoveries, cultural development, and educational work.

The grant system in the United States offers a wide range of opportunities for different fields of activity and types of organizations. It is important to keep track of current grant opportunities, regularly update your knowledge and skills in the field of grant funding, and maintain relationships with grantors, which can help ensure success in the competitive environment of grant assistance. Receiving a grant in the United States can have a significant impact on the development of organizations and individual researchers.

Some practical tips that can help preparing and submitting a grant application:

❖ Research grantors, their priorities, and interests to better understand which grants you should apply for.

❖ Get to know other organizations and individuals who have experience obtaining grants and establish connections with them.

❖ Carefully study the grantor's criteria and requirements, make sure your project meets them, and clearly reflect this in your application.

❖ Your grant application should have a clear structure that reflects the problem, goals, objectives, methods, expected results, and implementation plan for the project.

❖ Be specific, use data and examples to support your claims.

❖ Demonstrate sustainability and potential. Donors want to see that your project has the potential for long-term development and sustainable results. Demonstrate how your project can have a lasting positive impact on your field of activity.

❖ Carefully check your application for grammatical errors and clarity. Ask colleagues or people who have experience in writing grant

applications to review your application and provide feedback. Ensure that your application meets all of the donor's requirements.

❖ Establish and maintain contact with the donor throughout the application process. This will help you stay informed of any changes in requirements or deadlines, and demonstrate your interest and commitment to the project.

❖ Obtaining a grant is a competitive process, and you may have to apply for several grants before receiving funding. A grant rejection does not mean that your project is unsuccessful. View rejection as an opportunity to review your application, get feedback from the grant provider, and improve it for next time.

❖ Reporting and evaluating results. After receiving the grant, ensure adequate reporting on the use of funds and the achievement of results. Regularly evaluate the success of your project and share this information with the grantor. This can help you establish a long-term relationship with the grantor and ensure support for future projects.

List of grant programs in the United States of America

There are numerous grant programs in the United States for various fields of activity and types of organizations, in particular:

1. **National Institutes of Health**. One of the largest federal agencies funding scientific research in the fields of medicine and biology.

2. **National Science Foundation**. A federal agency that funds research and education in science, technology, engineering, and mathematics.

3. **Department of Education**. A federal department that supports educational programs, research, and initiatives at various levels.

4. **Small Business Administration**. A federal agency that supports the development of small businesses through grants, loans, and other support programs.

5. **Environmental Protection Agency**. A federal agency that supports projects aimed at protecting the environment and conserving natural resources.

6. **Department of Agriculture**. A federal department that provides grants to support the development of agriculture, food, and other agricultural programs.

7. **Department of Energy**. A federal department that funds research and projects in the fields of energy, science, and technology.

8. **Department of Labor** supports projects and initiatives related to the labor market, vocational education, and workplace safety and health.

9. **Department of Justice** funds programs and projects related to justice, criminal policy, and improving the justice system.

10. **Department of Health and Human Services.** A federal department that supports projects and initiatives in the areas of health care, social security, and community development. These federal agencies provide grants through a number of programs, each with its own criteria and requirements.

In addition, **there are private foundations and charitable organizations**:

1. Ford Foundation. One of the largest private foundations that supports initiatives in the areas of social justice, community development, and education.

2. Bill & Melinda Gates Foundation. The largest private charitable foundation funding projects in the fields of health, education, and poverty alleviation on a global scale.

3. Rockefeller Foundation. A private foundation that funds projects in the fields of healthcare, agriculture, energy, and community development.

4. Robert Wood Johnson Foundation. A private foundation that focuses on supporting projects aimed at improving the health and well-being of the American nation.

5. Carnegie Corporation of New York. One of America's oldest grant making foundations, established in 1911 by Andrew Carnegie to promote the advancement and diffusion of knowledge and understanding. Today the foundation works to reduce political polarization through philanthropic support for the issues that Carnegie considered most important: education, democracy, and peace

6. Andrew W. Mellon Foundation. A private foundation that funds initiatives in higher education, cultural heritage, and the arts.

7. Open Society Foundations – a network of charitable foundations founded by George Soros that supports democracy, human rights, education, and social justice in more than 120 countries, including Europe.

International Renaissance Fund - is one of the largest Ukrainian charitable foundations that has been developing an open society in Ukraine since 1990 working on the development of Ukraine in which human rights are securely protected and positive changes work for the benefit of the citizens. The foundation was founded by the philanthropist George Soros and is part of the Open Society Foundations international network.

8. The John D. and Catherine T. MacArthur Foundation. A private foundation that funds initiatives in the fields of social justice, climate change, international security, and other important areas.

9. Wikimedia International Foundation – this foundation supports projects that expand free access to knowledge, in particular projects that increase the diversity of content on Wikipedia and other Wikimedia projects.

10. Google.org is the charitable arm of Google, which supports innovative projects in technology, education, inclusion, and humanitarian aid around the world, including Europe.

These are just a few of the many grant programs in the US that are available to various organizations and individual researchers. To find the most suitable grants for your project or organization, it is recommended that you carefully study the criteria, requirements, and priorities of each program and foundation.

Advantages and disadvantages of US grant programs Grant programs in the US have their advantages and disadvantages for applicants and grant recipients.

Advantages:
- Financial support.
- Non-commercial financing does not require repayment, which reduces financial pressure on organizations.
- Stimulating innovation.
- Developing partnerships.
- Recognition and reputation.

Disadvantages:
- Competition. Grant programs in the US are often highly competitive, and obtaining funding can be difficult.
- Complex application process. Preparing a grant application can be a labor-intensive process that requires time, effort, and resources.
- Restrictions on the use of funds. Grants often have strict requirements for the use of funds, which can limit an organization's flexibility in planning and implementing projects.
- Reporting and monitoring. Grant recipients are required to keep detailed records of the use of funds and the achievement of results, which can create additional administrative work and responsibility.
- Funding instability. Grant funding can be inconsistent, especially depending on the economic situation and changes in donor budgets.

Despite their shortcomings, grant programs in the United States continue to be an important source of funding for various sectors, including science, education, culture, and social development. Applicants and recipients of grants should be aware of the potential challenges and be prepared to work with them to ensure the successful implementation of their projects and initiatives.

2.6. Legal overview of the grants in Ukraine

2.6.1. Grant definition from the legal perspective

In Ukraine, there is no single definition of the term 'grant' at the legislative level. However, a number of relevant legislative acts contain definitions of the concept of 'grant', for example, in the fields of science, culture and book publishing, namely:

> ➢ Thus, according to paragraph 5 of Article 1 of Law No. 848 (Law of Ukraine 'On Scientific and Scientific and Technical Activity'), a grant is financial or other resources provided on a free and irrevocable basis by the state, legal entities, individuals, including foreign ones, and (or) international organizations for the development of material -technical base for scientific and scientific-technical activities, conducting specific fundamental and (or) applied scientific research, scientific-technical (experimental) developments, in particular for the remuneration of scientific (scientific-pedagogical) workers within the framework of their implementation, in the areas and on the terms determined by the grant providers.

> ➢ According to paragraph 3 of part 1 of Article 1 of Law No. 2778 (Law of Ukraine 'On Culture'), a grant is financial resources provided on a non-repayable basis to an entity operating in the field of culture for the implementation of a cultural and artistic project.

> ➢ The provisions of Article 1 of Law No. 601 (Law of Ukraine 'On State Support for Book Publishing in Ukraine') contain the following definition of a grant: a grant is money (financial resources) provided on a free, interest-free and non-repayable basis to businesses and individuals following a competitive selection process, for the implementation of programmes, projects and activities, as well as for institutional support to publishing entities regardless of their form of ownership.

2.6.2. Tax dimension

The Tax Code of Ukraine does not contain a definition of the term 'grant'. For tax accounting purposes, the definition of a budget grant provided for in subparagraph 14.1.2771 of paragraph 14.1 of Article 14 of Section I of the Tax Code of Ukraine is used, namely: a budget grant is targeted assistance in the form of funds or property provided on a free and irrevocable basis at the expense of state and/or local budgets, international technical assistance for the implementation of a project or programme in the fields of culture, tourism and the creative industries, sports and other humanitarian spheres in accordance with the procedure established by law.

In accordance with subparagraph 14.1.2771 of the Code, Resolution of the Cabinet of Ministers of Ukraine No. 867 of 18 August 2021 'On Approval of the List of Budget Grant Providers' approved the list of budget grant providers, which includes the Ukrainian Cultural Foundation, the Entrepreneurship Development Fund, the Ukrainian Youth Fund and the Ukrainian Veterans Fund.

Irrevocable financial assistance for taxation purposes is recognized, in particular, as the amount of funds transferred to the taxpayer under gift agreements, other similar agreements or without the conclusion of such agreements (sub-clause 14.1.257, clause 14.1 of Article 14 of the Code).

According to subparagraph 14.1.84 of the Tax Code, other terms for the purposes of Section III (income tax) shall be used in the meanings defined by the Law of Ukraine 'On Accounting and Financial Reporting in Ukraine', national accounting regulations (standards) of accounting and international financial reporting standards, enacted in accordance with the legislation.

According to International Accounting Standard 20 'Accounting for Government Grants and Disclosure of Government Assistance', government grants are government assistance in the form of the transfer of resources to an entity in exchange for past or future compliance with certain conditions related to the entity's operating activities. They do not include forms of government assistance whose value cannot be reasonably determined, nor do they include transactions with the government that cannot be distinguished from the entity's normal trading activities.

In the event that an income tax payer receives and uses non-repayable financial support in the form of grants that do not fall under the definition of budget grants, the Code does not provide for an adjustment of the financial result before taxation for such transactions.

Therefore, taxation of corporate profits when receiving grants that do not fall under the definition of budget grants is carried out in accordance with accounting rules.

If grants are provided within the framework of international technical assistance projects, enterprises may take advantage of income tax relief.

Article 3 of the Tax Code stipulates that if an international agreement, the binding nature of which has been approved by the Verkhovna Rada of Ukraine, establishes rules other than those provided for in the Code, the rules of the international agreement shall apply.

The procedure for obtaining the right to tax exemption for transactions carried out within the framework of international technical assistance projects is regulated by Resolution of the Cabinet of Ministers of Ukraine No. 153 of 15 February 2002 'On the creation of a unified system for attracting, using and monitoring international technical assistance' (hereinafter – Order No153). Paragraph 2 of Order No. 153 defines international technical assistance as financial and other resources and services provided by development partners on a free and non-repayable basis in accordance with Ukraine's international treaties for the purpose of supporting Ukraine.

According to paragraphs 11–13 of Order No. 153, projects (programmes) are subject to mandatory state registration. State registration of projects (programmes) is the basis for the accreditation of their implementers, as well as the exercise of the right to receive the relevant benefits, privileges and immunities provided for by the legislation and international treaties of Ukraine. State registration of projects (programmes) is carried out by the Secretariat of the Cabinet of Ministers of Ukraine.

According to paragraph 18 of Order No. 153, state registration of a project (programme) is confirmed by a registration card for the project (programme), drawn up in accordance with the form in Appendix 1 to Order No. 153. The registration card of the project (programme) of international technical assistance shall contain, in particular, a reference to the article of the international treaty of Ukraine regarding the benefits provided.

In accordance with para. 23 of the Order No. 153, if there is a need to exercise the right to tax benefits provided for by the legislation and international treaties of Ukraine, the Secretariat of the Cabinet of Ministers sends to the State Tax Service and the State Customs Service a copy of the project registration card and a copy of the procurement plan in electronic form within five days after the registration of the project in order to inform about the availability of tax benefits provided for by the legislation and international treaties of Ukraine within the framework of the implementation of projects.

A recipient exercising the right to tax benefits within the framework of transactions under these agreements shall submit in writing and electronically to the State Tax Service in which he/she is registered as a taxpayer every month by the 20th day of the month an information confirmation in the form in accordance with Annex 9 to the Order No. 153.

VAT

Transactions involving the supply of goods/services financed by International technical assistance (aid), within the framework of an international technical assistance project and within the limits of the approved plan for the procurement of goods, works and services supplied to the international technical assistance project contractor and/or subcontractor, are exempt from VAT provided that the conditions for the application of the tax exemption regime established by the following are met:1. an international agreement; 2.　clause 197.11 of the Tax Code of Ukraine; 3. Order No. 153.

The basis for applying the tax exemption within the framework of the implementation of the international technical assistance project is the registration card of the project (programme), drawn up in accordance with Order No. 153

Thus, if a non-resident provides services to the contractor and/or subcontractor of an international technical assistance project, the place of supply of which is determined in the customs territory of Ukraine, within the framework of such an international technical assistance project and within the limits of the approved plan for the procurement of goods, works and services purchased by contractors with international technical assistance funds, the price of such services is determined without VAT and, accordingly, the resident recipient of such services will not be obliged to accrue VAT liabilities or to prepare and register a tax invoice for such a transaction in the Unified Register of Tax Invoices.

However, the VAT exemption regime specified in paragraph 197.11 of the Tax Code of Ukraine does not apply to transactions for the supply of services under contracts concluded by the supplier with persons who are not contractors of international technical assistance projects and/or subcontractors.

In this case, if the place of supply of services is the customs territory of Ukraine, the taxpayer receiving such services from a non-resident is obliged to determine VAT liabilities and draw up and register a tax invoice in the Unified Register of Tax Invoices in accordance with paragraph 208.2 of the Tax Code of Ukraine. (Letter from the State Tax Service of Ukraine dated 04.08.2025 No. 22545/6/99-00-21-03-02-06)

2.6.3. International technical aid

International grants can be obtained for various projects. Most grants fall under Order No. 153. At the same time, there are grants, the procedure for granting which is regulated by other regulatory documents. The procedure for registering international scientific and technical programmes and projects carried out within the framework of international scientific and technical cooperation by Ukrainian scientists, as well as grants provided within the framework of such cooperation, was approved by Order No. 1507 of the Ministry of Education and Science of Ukraine dated 20 November 2017.

Thus, according to Order No. 153, international technical assistance (ITA) is financial and other resources and services that, in accordance with Ukraine's international agreements, are provided by donors on a free and non-repayable basis to support Ukraine.

Given the legal nature and objectives of grants, most of them fall under the regulation of Order No. 153 as international technical assistance, therefore the procedure for providing most international grants is regulated by it.

Types of international technical assistance
International technical assistance can be attracted in the form of:
- any property necessary to ensure the implementation of project (program) tasks, which is imported or acquired in Ukraine;
- works and services;
- intellectual property rights;
- financial resources (grants) in national or foreign currency;
- other resources not prohibited by law, including scholarships.

State registration of projects
Clause 12 of the Order No. 153 states that state registration of projects and programs (hereinafter referred to as projects) is the basis for accreditation of their executors, as well as the exercise of the right to receive the relevant benefits, privileges, and immunities provided for by the legislation and international treaties of Ukraine.

For state registration of projects, the recipient and the development partner or a person authorized by the development partner shall submit to the Secretariat of the Cabinet of Ministers of Ukraine in electronic and paper form the documents specified in paragraph 14 of the Order No. 153, namely:

1) a petition for state registration of a project (program);

2) a copy certified by the development partner or contractor contract concluded between the development partner and the contractor, or part of it, which defines the goals, objectives of the project (program), types of and the amount of international technical assistance provided for the purposes of project (program), estimated cost, term and stages of implementation project (program), a letter from the beneficiary about support and interest in the results of the project (program) and consent to carrying out the activities specified in the contract.

2-1) a plan certified by a development partner or an executor of procurement, which is drawn up in the form in accordance with Annex 5 to the Order (in if there is a need to exercise the right to tax benefits, provided for by the legislation and international treaties of Ukraine).

3) document (memorandum, statement of intent, activity plan, terms of reference, partnership agreement, etc.), which confirms the coordination of goals, objectives, activities under the project (program) between development partner or performer and recipient (beneficiary).

3-1) a recipient who has entered into a grant agreement with a development partner or by the executor, instead of the document specified in subparagraph 3 of para. 14 Order, submits a certified copy of such grant agreement.

3-2) the recipient who in the document provided for in subparagraph 1 of paragraph 14 of the Order, indicated information about his consent to the carrying out activities provided for by a contract concluded between development partner and contractor, does not submit the documents provided for subparagraphs 3 and 3-1 of paragraph 14 of the Order;

4) a letter of approval from the NASC in the event that the project (program) training, retraining, advanced training are provided civil servants of Ukraine.

5) a report on the results of the project (program) implementation in case of submission of documents for state registration of a project (program) in a period exceeding six months from the start of the project (programs).

In accordance with paragraph 16 of the Order No. 153, the Secretariat of the Cabinet of Ministers of Ukraine considers the documents submitted by all applicants within 10 working days from the date of receipt of the documents specified in para. 14 of the Order No. 153, and makes a decision on the state registration of the project.

According to clause 18 of the Order No. 153, the state registration of the project is confirmed by the registration card of the project (program), drawn

up in accordance with Annex 1 to the Order No. 153, which is issued to the applicant with the sending of a copy to the beneficiary within five working days from the date of the decision on the state registration of the project.

Simultaneously with the issuance of the project registration card, an appropriate entry is made in the register of projects (programs) of international technical assistance and the procurement plan is posted on the Unified Web Portal of Executive Authorities.

Use of international technical assistance
Clause 43 of the Order No. 153 states that the recipient ensures the targeted use of international technical assistance during the implementation of projects. The recipient ensures that the material assets received within the framework of the projects are credited to the balance sheet within 10 calendar days (para. 44 of the Order No. 153).

The recipient keeps records of the funds used within the framework of international technical assistance in the form of financial resources (grants), and the beneficiary, based on the results of monitoring in accordance with Annex 3 to the Order No. 153, supervises the intended use of international technical assistance.

Project monitoring
The Secretariat of the Cabinet of Ministers of Ukraine, together with the beneficiary and authorized representatives of the development partner (with consent), carry out ongoing monitoring during the implementation of the project and final monitoring at the final stage of implementation. To ensure current monitoring, the recipient submits to the beneficiary the documents specified in clause 25 of the Order No. 153.

According to the provisions of para. 26 of the Order No. 153, in order to ensure the final monitoring, the recipient submits to the beneficiary the results of the final monitoring in the form in accordance with Annex 3 to the Order No. 153. Moreover, the failure of the recipient to the beneficiary or beneficiary to the Secretariat of the Cabinet of Ministers of Ukraine of the documents specified in paragraphs 25 and 26 of the Order No. 153 is tantamount to unsatisfactory implementation of the project.

List of registered international technical assistance projects is available via link.

3. MASTERING THE ART OF GRANT WRITING

3.1. Selecting of the call for proposals

Why is it important to choose the right call for proposal?

When seeking grant funding, one of the most crucial decisions an organization must make is selecting the right **call for proposal**. While it may be tempting to apply to as many opportunities as possible, a more strategic approach ensures greater efficiency, higher success rates, and long-term sustainability. Choosing the right call for proposals is not only about increasing the likelihood of winning funds—it is about aligning mission, maximizing resources, and building meaningful donor relationships.

1. Alignment with mission and goals
The most successful proposals are those that are rooted in the mission of the organization and directly respond to donor priorities. When there is a strong alignment between the objectives and the funder's focus, the project naturally becomes more compelling. Donors want to invest in initiatives that clearly support their values, and demonstrating this alignment significantly improves your chances of success.

2. Efficient use of resources
Developing a grant proposal is a resource-intensive process. It requires staff time, data collection, project design, and often complex budgeting. Applying for calls that do not truly fit the organization's profile can waste valuable time and energy that could otherwise be invested in more promising opportunities. By carefully selecting the right calls for proposals, organizations ensure their limited resources are used wisely.

3. Increased chances of success
Competition for grants is intense. Funders typically receive far more applications than they can support. Submitting proposals to calls that are a poor match places you at a disadvantage from the start. On the other hand, choosing calls that fit your expertise and project focus allows the organization to demonstrate clear impact and measurable outcomes—making your proposal stand out to reviewers.

4. Building strong donor relationships
Strategic selection of calls for proposals also helps build long-term partnerships with donors. Funders are more likely to support organizations that consistently apply to relevant opportunities and demonstrate strong performance. Over time, this strengthens credibility, trust, and opens doors to future funding.

5. Supporting strategic growth

Every grant shape the future of an organization. By carefully selecting calls for proposals that align with the mission and long-term plans, the organization ensures that growth happens in the right direction. Instead of chasing funding for the sake of survival, your organization can focus on expanding its core strengths, enhancing its reputation, and achieving sustainable impact.

Tips for selecting the right call for proposals

Understanding how it is important to select the right call for proposal to apply for it is reasonable to have the clear guidance on this. This Guide to Grants provides essential tips to help the organization effectively navigates the landscape of available funding calls and identify the one that is the perfect fit for your specific proposal.

➤ **Alignment with your mission and goals**
  o Make sure the call's focus matches your organization's mission, vision, and long-term strategy.
  o If the match is weak, even a strong proposal is unlikely to succeed.

➤ **Understand donor priorities**
  o Review the donor's thematic focus (e.g., education, sustainability, innovation, social impact).
  o The closer your project is to helping them achieve their mission, the better your chances.

➤ **Check eligibility criteria**
  o Carefully read who is eligible (NGOs, universities, businesses, individual researchers).
  o Confirm any geographic restrictions (local, regional, international).

➤ **Funding amount & duration**
  o Consider whether the budget range and project timeframe fit your needs.
  o Avoid applying for calls that are too small (not worth the effort) or too large (beyond your capacity).

➤ **Application requirements & complexity**
  o Assess the level of detail required: some calls need short concept notes, others full proposals with financial reports.
  o Be realistic about the resources (time, staff, expertise) you can dedicate to preparation.

➤ **Success rates & competition**
  o If available, check statistics on how competitive the grant is.

- Highly competitive grants may be worth it only if your project is a perfect fit.
- ➢ **Partnership opportunities**
  - Some donors encourage or require partnerships.
  - Consider whether you can build strong collaborations that strengthen your application.

Call for proposals' checklist

To streamline the often-complex process of selecting the most appropriate call for proposals, a structured approach is essential. A call for proposals selection checklist can help to follow structured approach while considering participation in the relevant call for proposals.

The below mentioned checklist acts as a vital screening tool, ensuring that your organization moves beyond general interest and performs a rigorous, objective evaluation of each opportunity. This checklist is designed to help you quickly assess the core criteria—such as alignment with your mission, specific eligibility requirements, budget fit, and required technical scope—before committing significant time to a full proposal.

Utilizing this systematic checklist will not only save time but will dramatically increase the focus and quality of your final application.

Table 5. Call for proposals' checklist

Criteria	Question to respond?
Basic fit	Does the theme of the call align with your organization's mission and project idea? Does it target your sector (education, health, environment, etc.)?
Eligibility	Are you (or your organization) eligible to apply? Any restrictions on location, type of organization, or previous funding history?
Donor priorities	Does your project contribute to the donor's stated objectives? Is your impact measurable in ways they value?
Funding & duration	Is the available budget realistic for your project size? Does the project duration fit your timeline and capacity?
Requirements & complexity	What documents are required (concept note, full proposal, financial plan, partnerships)? Do you have the capacity (staff, time, expertise) to prepare them?
Competition level	How many applicants typically compete? What's the average success rate? (If known.)
Partnerships	Is collaboration required or strongly encouraged? Do you have strong potential partners ready?

Internal capacity check	Do you have the staff and systems to manage the grant if awarded (reporting, financial compliance)? Is your organization ready to scale up or expand if needed?
Strategic value	Beyond funding, does winning this grant strengthen your credibility, visibility, or partnerships? Is this donor a potential long-term partner?
Go / No-Go Decision	If at least **7 out of 10 boxes** are checked, the call is likely worth applying. If fewer, it may be better to save your energy for a better fit.

Beyond simply checking for alignment on scope and basic eligibility, you should consider several deeper, often overlooked factors when selecting a call for proposals, in particular:

Funder's true priorities:

Go beyond the title and topic. Thoroughly research the funder's **recent awards, annual reports, and strategic plan** to confirm the specific sub-topics, methodologies, or project types they are currently prioritizing. Does your proposal fit their subtle, underlying mission?

Relationship and history:
Investigate your organization's history with the funder. Have you received funding before? Were the prior projects and reports submitted on time and successfully completed? A negative or non-existent history might signal a higher barrier to entry.

Funder type and culture:
The nature of the funder matters. Government agencies (often emphasizing strict compliance and broad societal impact) have different expectations than private foundations (which may seek innovation or address specific niche needs). Choose a funder whose culture aligns with your own organizational values and style.

Financial fit (Budget Realism):
Evaluate not only the maximum award amount but also the **minimum/maximum percentage of total costs** they will cover and the **eligible vs. ineligible costs**. Can your organization cover the required co-funding/matching funds? Are their administrative cost caps manageable?

Internal expertise and time:
Objectively assess the capacity of your team. Do you have the specific **technical expertise, project management skills, and dedicated**

personnel required to execute the proposed work and manage the subsequent reporting?

Administrative burden:
Review the reporting requirements, audit rules, and compliance standards. Some calls for proposals have extremely detailed, time-consuming administrative duties (e.g., EU or large government grants) that can significantly stretch your organization's resources, even if the funding is secured.

Likelihood of success:
Research the typical number of submissions versus the number of awards granted (the **success rate**). A low success rate (e.g., 5-10%) may mean your resources are better spent on a call with less competition, even if the award amount is lower.

Hidden requirements/phases:
Be aware of multi-stage processes. Some calls require a preliminary **Concept Note** before inviting a Full Proposal. Ensure you can meet the requirements for all stages.

Partnership mandates:
If the call for proposals requires a **consortium or specific partnership type** (e.g., industry, international, community partners), confirm you have the capacity and time to build a strong, committed team *before* the deadline. A weak consortium can lead to immediate rejection.

'Long-Term impact and sustainability:
Consider the project's **sustainability plan** required by the funder. Does the call for proposals offer future funding rounds, or will you be left with a project that ends abruptly once the initial grant runs out?

Choosing the right call for proposal is a strategic decision that goes beyond securing immediate funding. It is about ensuring mission alignment, making the best use of organizational resources, and laying the foundation for future growth. Organizations that adopt a thoughtful, selective approach not only improve their chances of success but also build stronger relationships with donors and position themselves for lasting impact.

3.2. Grant concept and Consortium shaping

What is a Grant Concept?

Initially the grant concept is the highly strategic overview of the proposed project. It is the fundamental, often one to three-page document that crystallizes your idea, justifies the need for funding, and demonstrates alignment with a funder's mission.

In many multi-stage application processes, the Grant concept is submitted as a Concept note (or Letter of Inquiry/Intent) before the funder invites you to write the much more extensive full proposal. A grant concept is essentially a high-level sales pitch for the project. It must be clear, compelling, and concise.

The structure of a Grant Concept is designed to be highly focused and persuasive, acting as a concise outline for your full project idea. Since space is limited (typically 1–3 pages), the structure prioritizes impact and clear alignment. There are the essential components that should be definitely included in the grant concept, for instance:

- **Project name and logo.** Catchy, clear, and highlights the project's focus and target area to immediately capture attention and identify the project.
- **Executive summary.** 3-5 sentences that summarize the problem, your solution, and the anticipated major outcome to give reviewers an immediate, high-level understanding and convince them to read on.
- **Background/Problem statement.** Defines the specific problem using current data, statistics, and/or compelling evidence to establish urgency and demonstrate that the problem is significant and relevant to the funder.
- **Project objectives.** The high-level **Goal** and **SMART** (Specific, Measurable, Achievable, Relevant, Time-bound) **Objectives** (expected results). To clearly state *what* you intend to achieve and set measurable targets for success.
- **Expected outcomes & Impact.** The specific benefits for the beneficiaries and the broader community.
- **Project flow (Implementation).** A concise, high-level overview of the major activities or phases to briefly explain how the project will be carried out.
- **Target audience.** Identify your target audience relevant to the call for proposals outcomes and impact. Detail whom you're trying to reach and why they need your solution.

- **KPI/Deliverables.** Differentiate between Key Performance Indicators (KPIs), which measure success (e.g., "increase user engagement by 20%), and Deliverables, which are the tangible outputs (e.g., "a finished mobile application," "a final report"). Ensure KPIs are SMART (Specific, Measurable, Achievable, Relevant, Time-bound).
- **Project promotion.** Strategy for communicating and publicizing the project. Includes marketing tools, outreach channels, digital presence, stakeholder engagement, and branding.
- **Preliminary budget.** A high-level estimate of the total funds needed or the range of the request. To give the funder a sense of the financial scale before requesting a detailed budget.
- **Project timeline.** Break this down into phases (e.g., Initiation, Planning, Execution, Monitoring/Controlling, Closing). Include milestones and key decision points with associated months. Specify the start and end months of the overall project.
- **Partners.** Define the list of potential partners across the countries within geographical focus of the grant authority. Select the partners based on their capacities and experience that respond to the call for proposals requirements and would provide a strategic benefit to the project.

The draft grant concept is available in Annex 2.

By elaborating on your initial points and adding these critical areas, your project Concept will transform into a comprehensive and actionable plan ready for stakeholder review and approval.

Consortium shaping. Challenge or opportunity

The increasing complexity of global research and innovation demands integrated, multi-disciplinary solutions that often exceed the capacity of single institutions. Consequently, the formation of a **consortium** has become a strategic necessity, particularly within large-scale collaborative programs like Horizon Europe.

Crucially, many major international and national funding and grant programs formally require the pre-shaping of a complete consortium as a mandatory prerequisite for proposal submission, making the assembly of a team an eligibility requirement, not merely an option. However, the mere assembly of partners is insufficient; the success of these ambitious, high-stakes projects critically hinges on the **shaping of a well-balanced consortium**. This balance is not simply an administrative check-box, but a fundamental requirement ensuring the synergy of expertise, geographical reach, and stakeholder diversity needed to mitigate implementation risks,

achieve robust results, and maximize the project's long-term scientific and societal impact.

A "well-balanced" consortium is judged by the evaluators based on the following critical dimensions:

Functional & expertise balance

The consortium must demonstrate that all technical, scientific, and implementation tasks defined in the project's Work Packages (WPs) are fully covered by the partners' expertise. Each partner brings a unique, essential contribution. The partners collectively cover the entire innovation lifecycle, from fundamental research (e.g., Universities, Research & Technology Organisations - RTOs) to development, testing, and ultimately, exploitation and market uptake (e.g., SMEs, industry, end-users, public bodies).

Stakeholder diversity

A well-balanced consortium includes a mix of different types of organizations, which enhances the project's relevance and potential for societal impact. Quadruple Helix Model is widely used to cover all the types of stakeholders:

- **Academic:** Universities and RTOs for scientific excellence and knowledge generation.
- **Industry/Innovation:** Small and Medium-sized Enterprises (SMEs) and large industrial players for applied research, market exploitation, and innovation.
- **Societal/Policy:** Public authorities, hospitals, NGOs, and civil society organizations to ensure real-world relevance, user-centric testing, and policy alignment.

Geographical balance

A lot of grant programs has the geographical focus therefore the consortium must meet the minimum eligibility criteria (for instance for the EU programmes like Horizon Europe there is a criterion that at least one partner from an EU Member State and two others from different eligible countries must contain the consortia), but a "well-balanced" one goes further:

- It ideally includes partners from a diverse range of Member States and Associated Countries, especially those relevant to the project's scope, to ensure a broad European reach and dissemination.
- It avoids being heavily dominated by partners from just one or two countries unless specifically justified by the topic.

In summary, the consortium's role is to act as a credible, cohesive, and fully-equipped team where all parts are necessary and in proportion to the total

effort, proving to the European Commission that the project is executable and its results will be maximized across Europe.

To shape the well-balanced consortium, we highly recommend to keep in mind the following advice on how to build the successful consortium, in particular:

❖ Choose partners that can help you reach your project goals.

❖ The process of building a strong consortium can take long. One approach is to first assemble a core team and then expand the consortium around it.

❖ Use the European Commission's free tools to find partners, namely:

1. Funding & tenders portal- great to find partners for your project; you can search by topic, type of organization, or location.

2. Horizon Europe NCP portal - this network provides guidance on all aspects of participation in Horizon Europe, including partnerships.

3. Enterprise Europe Network - it's the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions and has a partnering tool, where potential partners can be searched by type of profile, country, sector, and more.

4. EURAXESS Partnering Portal – Register your institution so that others can find you

5. RADIANCE, former MSCA-NET (Only for Marie Skłodowska-Curie Actions projects) - in this platform you'll be able to find fellows, companies, supervisors and academic institutions.

6. Cordis website – select the partners based on the already funded projects to engage experienced and highly encouraged partners.

❖ Create a strong framework for project management

❖ Geographical distribution of partners, gender equality, and diversity in topics is crucial. Bringing together partners from various disciplines can significantly enhance the co-creation of better solutions.

❖ Avoid redundancy by engaging partners that have its own unique role.

While following the above-mentioned advice it is essential to know the key steps to shape the successful consortium:

I Pre-proposal phase
This phase focuses on defining the project's needs and strategically selecting the ideal partners. It's recommended to start this process 3-6 months before the call deadline.

Develop a **one-page Concept Note/Abstract** (including the call, key objectives, and the specific expertise/role you are seeking).

Focus on project functions. Thoroughly understand the expected outputs, outcomes, and impacts defined in the work program and call for proposals you can easily break down the entire project into the core functions required for successful execution and achieving impact (e.g., Technical Implementation, Core Research, Data Management, Dissemination & Exploitation, Policy Recommendations, Coordination, etc.). The goal is to build a team that perfectly matches the functional requirements, not just to involve past collaborators.

Define partner profiles and roles. Convert the needed functions into specific partner profiles and required expertise (e.g., "Dissemination Partner" needs science communication and media connections; "WP Lead" needs specific technical expertise and prior project management experience; Project Management & Coordination require identification of the strong coordinator with demonstrated capacity, experience in managing large-scale grants, and the administrative resources to lead the project).

Establish the core consortium that meet the minimum eligibility criteria (for instance, the consortium must include at least three independent legal entities, each established in a different EU Member State or Associated Country. At least one must be from an EU Member State). Start with 3-5 key partners who will help shape the project's scientific and conceptual vision.

Strategic partner diversity. Strive for a balanced consortium in terms of expertise/sector (a mix of academia (universities/RTOs), industry (SMEs/large corporations), and societal partners (NGOs, public bodies)); geographical spread; gender and interdisciplinary participation.

Clear roles and budget. Discuss and agree on the proposed tasks, budget allocation, and financial model (e.g., lump sum vs. actual costs) with all partners.

Formalize intent (optional but recommended). Consider a Letter of Intent (LoI) or a Confidentiality Agreement (NDA) to formalize commitment and protect shared information during the proposal writing stage.

Check that all potential partners have their administrative details (like their **PIC number**) and are in an eligible country (EU Member State or Associated Country) early to avoid last-minute delays.

II Post-award phase

Once the proposal is selected for funding, the focus shifts to negotiating and signing the legal agreements.

Grant agreement. This legally binding document defines the project's scope, activities, duration, total budget, donor contribution, and the rights and obligations of the beneficiaries *vis-à-vis* the donor.

Consortium agreement. The Grant Agreement (hereinafter - GA) mandates that beneficiaries must have internal arrangements to ensure proper implementation. The Consortium Agreement (hereinafter - CA) is this mandatory, legally binding contract *between the partners themselves*. The CA is typically negotiated and concluded **after** the project is selected for funding and **before** the GA is signed. The CA complements the GA and specifies the internal workings of the consortium, including crucial details like:
- Decision-making processes (e.g., voting rights in the Project Steering Committee).
- Procedures for transferring funds from the coordinator to partners.
- Rules for access rights, ownership, and exploitation of results ("Foreground") and pre-existing knowledge ("Background").
- Dispute Resolution and procedures for handling defaulting partners.

For the EU funded projects, the most CA is the DESCA model (Development of a Simplified Consortium Agreement), which is a flexible, non-binding template that can be tailored to the specific project. Template is foreseen in the Annex 7 to this Guide to grants.

3.3. Grant proposal

3.3.1. Structure of the grant proposal

It is important to emphasize that the structure and format of grant proposal templates may differ from one donor to another. While the titles and sequence of sections may vary, the underlying content requirements remain largely consistent across most donors.

As a rule, a **grant proposal is composed of several fundamental components**, namely:
- information about the participating partners,
- the substantive or content section,
- the budget, and
- annexes (where applicable).

This Guide to Grants provides an overview of the structure and content of grant proposals based on the templates used within the framework of Horizon Europe projects, particularly those related to Coordination and Support Actions (CSA). These templates are among the most commonly applied and widely recognized models within Horizon-funded initiatives. Moreover, selecting HE framework as the guiding one we have taken into account the Ukrainian stakeholders' focus on Horizon Europe projects as the programme with the highest number of successfully submitted applications.

Acquiring a solid understanding of how to complete the Horizon Europe proposal template is of great significance. Due to its comprehensive and detailed nature, it represents one of the more complex models of proposal preparation.

Consequently, mastering this structure equips applicants with the necessary knowledge and practical skills to efficiently adapt and complete grant proposal templates required by other donors, including various international organizations, research institutions, and diplomatic missions. In essence, familiarity with the Horizon Europe template serves as a strong foundation for successful proposal development across a broad range of funding programmes.

Before we proceed to explore the standard Horizon Europe grant proposal template (Coordination and Support Actions – CSA), it is essential to first **gain a broader understanding of the range of activities implemented under the EU Framework Programmes.** This contextual knowledge is important because the type of activity selected for participation directly influences the structure and content of the required proposal documentation. In other words, each category of activity within the EU Framework Programmes is accompanied by its own specific set of grant proposal templates. Understanding these distinctions will help ensure that applicants select and complete the appropriate templates for their particular project type.

Eligible activities are the ones described in the call conditions. applications will only be considered eligible if their content corresponds, wholly or in part, to the topic description for which it is submitted.

Research and innovation actions (RIA) — Activities that aim primarily to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution. This may include basic and applied research, technology development and integration, testing,

demonstration and validation of a small-scale prototype in a laboratory or simulated environment.

Innovation actions (IA) — Activities that aim directly to produce plans and arrangements or designs for new, altered or improved products, processes or services. These activities may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication.

Coordination and support actions (CSA) — Activities that contribute to the objectives of Horizon Europe. This excludes research and innovation (R&I) activities, except those carried out under the 'Widening participation and spreading excellence' component of the programme (part of 'Widening participation and strengthening the European Research Area'). Also eligible are bottom-up coordination actions which promote cooperation between legal entities from Member States and Associated Countries to strengthen the European Research Area, and which receive no EU co-funding for research activities.

Programme co-fund actions (CoFund) — A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies. Such a programme of activities may support: networking and coordination; research; innovation; pilot actions; innovation and market deployment; training and mobility; awareness raising and communication; and dissemination and exploitation. It may also provide any relevant financial support, such as grants, prizes and procurement, as well as 'Horizon Europe blended finance' means financial support for innovation and market deployment activities, consisting of a specific combination of a grant or reimbursable advance and an investment in equity or any other repayable form of support. or a combination thereof. The actions may be implemented by the beneficiaries directly or by providing financial support to third parties.

Innovation and market deployment actions (IMDA) — Activities that embed an innovation action and other activities necessary to deploy an innovation on the market. This includes the scaling-up of companies and Horizon Europe blended finance.

Training and mobility actions (TMA) — Activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines.

Pre-commercial procurement actions (PCP) — Activities that aim to help a transnational buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new

solutions that can significantly improve quality and efficiency in areas of public interest, while opening market opportunities for industry and researchers active in Europe. Eligible activities include the preparation, management and follow-up, under the coordination of a lead procurer, of one joint PCP and additional activities to embed the PCP into a wider set of demand-side activities.

Public procurement of innovative solutions actions (PPI) — Activities that aim to strengthen the ability of a transnational buyers' group to deploy innovative solutions early by overcoming the fragmentation of demand for such solutions and sharing the risks and costs of acting as early adopters, while opening market opportunities for industry. Eligible activities include preparing and implementing, under the coordination of a lead procurer, one joint or several coordinated PPI by the buyers' group and additional activities to embed the PPI into a wider set of demand-side activities.

For the **Coordination and support actions** the proposal contains two parts:

- **Part A** of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the [Funding & Tenders Portal](). The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal.
The **submission process consists of 6 steps:**

> Step 1: Logging in the Portal
> Step 2: Select the call, topic and type of action in the Portal
> Step 3: Create a draft proposal: Title, acronym, summary, main organization and contact details
> Step 4: Manage your parties and contact details: add your partner organizations and contact details.
> Step 5: Edit and complete web forms for proposal part A and upload proposal part B
> Step 6: Submit the proposal

Partners information - application form (Part A)

Part A of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal. The participants can update the information in the submission system at any time before final submission (except of the Acronym).

Part A is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.

Section 1 – General information

This section includes the general information of the project at the beginning, such as title, acronym, duration, and keywords. The abstract will be provided in this part, as well as Mandatory Declarations will be filled in this section. It can be completed only by contact with the project coordinator.

Section 2 – Participants

This section provides the list of participating organizations, as registered or validated on the European Commission Funding & Tenders Portal, linked to the given PIC number. In this section will be completed the information for the coordinator, including address, departments carrying out the proposed work, main contact person, researchers involved in the proposal (together with their career stage, identifier, and role), role of the organization in the project, five publications, five previous relevant projects, significant infrastructure and if a gender management plan will be taken into account.

Section 3 – Budget of the proposals

Section 3 indicates the project's costs, where each participant's estimated eligible costs are foreseen. The eligible costs for each participant can be covered by Eu contribution, income generated by the action, or other recourses that should be specified in the budget table. The estimated reasonable prices include personnel, purchases, subcontracting, and other expenses.

Section 4 – Ethics and Security

The ethics and security section includes a table of ethics issues and another table of security issues that do or do not concern our proposal. At the end of both tables, in case of any specific problems concerns our proposal, additional information should be provided in a special section.

Section 5 – Other questions

This section is designed for the 2-stage applications and should be completed in case of a substantial difference between the stage 1 and stage 2 project proposal, considering differences in budget, approach and partnership composition.

The template of the Part A with the explanatory notes is available in the Annex 4.

Proposal Content – application form (Part B)

This 3.3.3. subsection of the Section 3, particularly the description of the Project Proposal – technical description (Part B), has been meticulously structured and derived from the official Horizon Europe Programme Standard Application Form (HE CSA). Specifically, it adheres to the guidelines and framework outlined in Version 4.0 of the HE CSA project proposal technical description, which was most recently updated on 16/12/2024. This ensures that the structure, required information, and evaluation criteria align directly with the established standards and best practices of the Horizon Europe funding framework, providing a familiar and compliant basis for preparing your submission.

The structure of the Part B template must be followed when preparing your proposal. It has been designed to ensure that the important aspects of the planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion.

Proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

Technical requirements:
Page limit: The title, list of participants and sections 1, 2 and 3, together, should not be longer than 30 pages. For topics using lump sum funding, the limit is 33 pages All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit. The number of pages included in each section of this template is only indicative.

The page limit will be applied automatically. At the end of the document, you can see the structure of the actual proposal that you need to submit, please remove all instruction pages that are watermarked.

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible and will not be taken into consideration by the experts. The proposal is a self-contained document. Experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

The following formatting conditions apply:

- ➢ **Fonts types**: The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions). The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).
- ➢ **Font size**: The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables. Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.
- ➢ **Page size**: A4 and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).
- ➢ **Documents tags**: The template is tagged. Do not delete the tags; they are needed for our internal processing of information, mostly for statistical gathering. In that light, please do not move, delete, re-order, alter tags in any way, as they might create problems in our internal processing tools. Tags do not affect or influence the outcome of your application.

Use of Generative AI while preparing proposals

When utilizing Generative Artificial Intelligence (AI) tools in the creation of proposal—utmost caution and meticulous review are mandatory. There are several rules following which will help to be AI compliant.

- Before submission, all **AI-generated material must be rigorously reviewed** and validated by the authors to confirm its accuracy, appropriateness, and compliance with all intellectual property (IP) rights.
- Authors are required to **clearly document and disclose which specific AI tool(s) were used** and precisely how they were integrated into the document preparation process.
- **Verification of the factual accuracy**, validity, and suitability of all text, data, and claims generated by the AI tool.
- **Correct all errors**, inconsistencies, or factual misrepresentations discovered during the review.
- **Provide a complete list of all sources for content and citations**, including those identified or used by the AI tool.
- **Independently check every citation against the original** source to ensure they are accurate, traceable, and correctly formatted.
- **Be highly vigilant against potential plagiarism risks**, as AI tools may reproduce substantial text from copyrighted sources.
- The document must include a **statement acknowledging the inherent limitations of the AI tool used**, specifically noting the potential for bias, systemic errors, or knowledge gaps.

The individual or team submitting the document remains fully accountable for its entire content, irrespective of whether the text was produced by an AI tool.

TITLE PAGE

This is a starting point of the application form – Part B. The obligatory components should be listed on this page, in particular:

- ➢ Title of the proposal (project) including acronym which is obligatory for the purpose of the application form – Part A.
- ➢ List of participants. The same participant numbering and name should be used as that used in the administrative proposal forms (part A).
- ➢ The document is tagged and the tags are needed for processing (#@APP-FORM-HECSA@#). Be attentive and do not delete these tags to avoid technical troubles with reading the proposals by the evaluators.

➢ Follow the recommendation on the limit of pages offering for the relevant paragraph, section or chapter. It can help you to be compliant with the page limits established (e.g., Objectives #@PRJ-OBJ-PO@# [e.g. 1 page]).

➢ Complete the call identifier and relevant call name specified in the call for proposals and should be inserted in the header bar (for instance, Call: [insert call identifier] — [insert call name]. ***Example:*** *Call: HORIZON-JU-ER-2025-FA6-01 - REGIONAL RAIL SERVICES).*

SECTION 1 – EXCELLENCE

The Horizon Europe proposal consists of 3 fundamental sections: *Excellence, Impact and Implementation*. Each section has its unique requirements. As you work on your application, it is important to understand what is expected in these sections in order to write them successfully.

What is the 'Excellence section' in Horizon Europe?

The Excellence section is crucial because it defines *WHAT* your project intends to achieve. To write a compelling section, you must clearly present:

- Motivation and novelty by establishing the current knowledge gap in the field and demonstrate how your project goes "beyond the State of the Art" to bridge that gap. This is the section's most significant role.
- Objectives & Concept: Clearly state your project's goals.
- Methodology & Approach: Detail the plan for conducting the research.

Note: While the Excellence section defines *WHAT* (the goal), the Implementation section later addresses *HOW* the project will be executed.

For Coordination and Support Action (CSA) projects, sub-section 1.1 (Objectives and Ambition) is typically allocated two pages.

Objectives (CSA)

1. Align with the call topic (the Reviewer's lens). Be relevant by using the specific terminology, scope, and focus of the call topic when articulating your objectives. Reviewers are experts in the topic and will immediately look for this alignment.

2. Get straight to the point. Avoid lengthy background sections at the start. The best practice is to immediately declare the project's subject and main objectives within the opening one or two paragraphs of the application. Begin with a direct statement like: "The main objective(s) of this project is/are..." This instantly answers the reviewer's first question: "What is this project all about?"

3. Detail specific, measurable conceptual objectives. Beyond the overarching objective, list a set of specific, conceptual objectives (the 'bird's eye view' goals). The objectives must be clear, measurable, realistic, and

achievable within the project's duration. To make them more attractive and aid future monitoring, consider adding means of verification or indicators (like KPIs) that will be used to measure the objective's achievement and the overall project performance. Ensure these objectives logically flow into and support the Expected Outcomes and Impacts described in Section 2 (Impact).

> 4. Clearly Separate Conceptual vs. Operational Objectives

- Conceptual Objectives (Sub-section 1.1): These are the macro-level, strategic goals of the project as a whole.
- Operational/Technical Objectives (Sub-section 3.1 - Work Plan): These are the micro-level; tangible building blocks defined within the Work Packages.
- The Connection: Make it clear that the full achievement of all the detailed operational/technical objectives (the 'steps') will cumulatively lead to the successful achievement of the higher-level conceptual objectives (the 'destination').

When setting these objectives, it's important to use a framework like **SMART** to ensure they are:

- **S**pecific: Clearly defined.
- **M**easurable: Quantifiable with metrics.
- **A**ttainable: Realistic and achievable with available resources.
- **R**elevant: Aligned with the organization's overall mission.
- **T**ime-bound: Have a clear deadline.

Methodology (CSA)

Sub-section 1.2 of the Excellence section is where you present the project's concept, overall approach, and selected methodology. This crucial part serves as the bridge between the high-level goals of Excellence (Section 1 subsection 1.1) and the detailed technical plans of Implementation (Section 3).

The primary goal here is to convince reviewers that your project is founded on a novel concept and sound methods that will guarantee the successful delivery of the objectives. This is not about "ticking boxes"; it requires deep thought to showcase how you will "deliver the goods" and facilitate the novelty introduced earlier. Crucially, don't just list what you'll do; meticulously detail HOW each activity will be carried out and HOW this execution will directly and demonstrably lead to the achievement of your project's objectives (for example, the project is supposed to conduct the research, survey, expert interviews which will be described in the

implementation section of the Part B, but here you need to explain how you going to do this research, by which means (conducting survey, engaging external experts or conducting depth interviews, etc.). For Coordination and Support Action (CSA) proposals, the typical page allocation for this entire section is 6 pages.

Because this sub-section acts as the 'heart' of excellence and the 'bridge' to implementation, it must be written to be exciting, intriguing, highly competitive, and detailed. It should be dedicated to approximately two-thirds of this section (around 4 pages in CSA proposals) to presenting the core: the concept, approach, and methodology. The remaining pages are reserved for other elements discussed below.

The Concept of the Project

When detailing the overall project concept, you must clearly present and explain the main ideas, models, and underlying assumptions. The novelty of your project must be reflected here, necessitating a deep dive into the scientific reasoning behind the suggested concept. To fully justify your scientific novelty claim, you are encouraged to use visual aids such as diagrams, graphs, pathways, and to describe mechanisms, techniques, methods, or algorithms. Preliminary findings are also welcome. This is also the appropriate place to highlight any interdisciplinary aspects or to stress that your project is hypothesis-driven.

The Chosen Methodology for the Project

Following the concept, you must describe the overall methodology chosen for the project. Begin with an initial reference to the project's overall work plan and the reasoning for your chosen approach. Instead of prematurely diving into the "HOW" (which belongs in the Implementation section), use this part to elaborate on the scientific and, if applicable, technological methods, models, and assumptions that underpin your work. This sub-section should echo the innovative aspects presented in your objectives.

Interdisciplinarity

Interdisciplinarity is another key element expected in this sub-section. You must describe how expertise and elements from different disciplines will be used in a comprehensive and complementary way. This goes beyond a simple "list of disciplines"; you need to illustrate *why* this combination and collaboration is necessary and fitting to achieve the project's goals. Since this is a conceptual section, focus on the expertise associated with each discipline rather than their executive roles.

If you genuinely believe an inter-disciplinary approach is unnecessary, you must explicitly explain why. However, be aware that many Horizon Europe topics require combining several knowledge fields to fully cover the scope. It is recommended to dedicate up to half a page for this discussion.

Open science practices

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 [e.g. 1 page, including research data management]. If you believe that none of these practices are appropriate for your project, please provide a justification here.

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. Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

Data Management Plan
Proposals selected for funding under Horizon Europe will need to develop a detailed data management plan (DMP) for making their data/research outputs findable, accessible, interoperable and reusable (FAIR) as a deliverable by month 6 and revised towards the end of a project's lifetime. The DMP should describe how research outputs (especially research data) generated and/or collected during the project will be managed so as to ensure that they are findable, accessible, interoperable and reusable.

Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'. For guidance on open science practices and research data management, please refer to the relevant section of the HE Programme Guide on the Funding & Tenders Portal.

SECTION 2 – IMPACT

The Horizon Europe grant application is structured around three critical pillars: **Excellence, Impact, and Implementation**. While all are vital, the **Impact Section** often leads to initial confusion and misunderstanding. It is, however, an **exceptionally important section** that demands professional strategy and impressive writing, as it carries significant weight in the evaluation criteria.

Part 1: How to Approach the Impact Section
To successfully tackle this section, we must first address the most common misconception:

Misconception	Strategic Correction
Impact = Results	Impact = Value

Impact is more than just results. Presenting only the tangible results acquired during the project lifetime is a superficial approach that fails to meet the European Commission's expectations. Impact must **extend beyond the project's scope and lifetime**.

The correct formula to keep in mind is:
Impact > Project's Results

To truly capture the essence of Impact, highly recommended replacing the word "Impact" with the word **"Value"** during the drafting process.

This shift in perspective compels you to answer these crucial questions:
- **What is the inherent value of the project?**
- **How important and significant are the expected benefits?**
- **How widespread and far-reaching are these benefits?**

Horizon Europe is designed to fund novel, groundbreaking research that effectively tackles global challenges, meaning these projects must inherently possess **profound value (=impact)**.

The Impact Section is your ultimate opportunity to **"sell" the project** to reviewers by powerfully expressing its value and demonstrating its tremendous benefits. If this section is neglected, it severely undermines the entire application effort.

The impact-driven approach in Horizon Europe

In this respect, and in order to maximize the impact of Horizon Europe projects, an impact-driven approach for securing and communicating impact has been introduced. These are the three Key Impact Pathways broken down into nine key storylines. Introducing such an impact-driven approach, the European Commission's key goal is to better convey the impact of EU funding for Research & Innovation (R&I) to citizens, legislators and budget authorities.

As stated, there are three Key Impact Pathways (KIPs), with nine storylines, namely:

1. **Scientific Impact**: (1) Creating high-quality new knowledge; (2) Strengthening human capital in research and innovation; (3) Fostering diffusion of knowledge and Open source.

2. **Societal Impact**: (4) Addressing EU policy priorities and global challenges through research and innovation; (5) Delivering benefits and impact through research and innovation missions; (6) Strengthening the uptake of research and innovation in society.
   For example, provide open-source data models that help municipal governments improve urban air quality policies, potentially reducing air pollution-related hospital admissions by X%.

3. **Economic / Technological Impact**: (7) Generating innovation-based growth; (8) Creating more and better jobs; and (9) Leveraging investments in research and innovation. For example, develop a cost-effective sensor prototype that reduces operational energy

Part 2: The right team members for a successful impact section

Writing a highly competitive Impact Section, especially the commercialization plan, requires input from individuals with business and market expertise. Try to refrain from relying solely on Research and Development (R&D) personnel, as the necessary information for commercialization often lies elsewhere.

The ideal team members to involve in drafting the Impact Section are:

1. Commercial/Business Personnel (in Companies). The company's Business Development and/or Marketing managers. These individuals should be involved in the process, and ideally, they should be the ones to write the relevant impact text. They possess the market knowledge required for a competitive commercialization plan.

2. Technology Transfer Office (TTO) Personnel (in Academia). Staff from the University's Technology Transfer Office (TTO) or similar entities (e.g.,

patents office) are experts in setting up the commercialization of research outputs. They are familiar with the required processes, understand what a solid commercialization plan entails, and may possess relevant market data that should be incorporated into the application. Their involvement in writing the Impact Section is highly recommended.

Initial steps in this collaboration should include clearly defining the project's goals, overall concept, and its exact relation to the call text to ensure their plan is perfectly aligned with the funding opportunity.

Part 3: Preparing a Horizon Europe commercialization plan

Why a Commercialization Plan is Required?

The European Union's innovation policy officially instructs evaluators to seek out and assess a commercialization plan in grant proposals. Experience confirms that evaluators actively look for this documentation. Therefore, proposals that successfully present a solid, well-defined commercialization plan will significantly enhance their overall competitiveness.

The Researcher's Challenge: "Speaking" Business

Most researchers are comfortable with the scientific language but often view the language of business and commercialization as foreign. Consequently, many research proposals focus heavily on the science and fail to transition effectively towards a robust commercialization strategy.

The Key to Success - Leveraging Business Expertise

The critical step in curating a strong commercialization plan is finding the right business or marketing professionals (as previously recommended) who can assist. These individuals are essential for defining and elaborating the project's business case and the resulting commercialization plan. This specialized input is what ultimately yields the value (=impact) that is the core objective of the Horizon Europe Impact Section.

Project's pathways towards impact

This may be the most important sub-section describing the impact of the project. In the first sub-section **2.1. Project's pathways towards impact** 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. It is reasonable to describe the unique contribution the project results would make towards the outcomes specified in this topic, and the wider impacts, in the longer term, specified in the respective destinations in the work programme.

**Co-funded by
the European Union**

The project's pathways towards impact consist of the following 3 elements:

1. **Results** – These would be the immediate, short-term outputs of the project. Examples include: know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. The project's results must correspond to its objectives as well as to the scope defined in the topic description.

2. **Outcomes** – These are expected effects, over the medium-term, of projects supported under a given topic. The results of a project should contribute to these outcomes fostered, in particular, by the dissemination, communication and exploitation measures. The project's outcomes should directly correspond to the expected outcomes set in the topic description.

3. **Impacts** – These are wider, long-term effects on society (environment included), the economy and science, enabled by the outcomes of R&I investments. They generally occur sometime after the end of the project. Impacts should refer to the specific contribution of the project to the Work Programme's expected impacts described in the Destination under which the chosen topic is situated.

Under section 2.1, the proposal text should explain how all 3 elements will stem from the project's concept and work plan. The proposal should also demonstrate how each of these elements will contribute to the relevant expected impact(s), as illustrated in the following diagram:

Call/ topic text	Project proposal / Execution
Destination: Expected Impacts	← Long-term Impact
Topic: Expected Outcomes	← Medium-term Outcomes
Topic: Scope	← Results
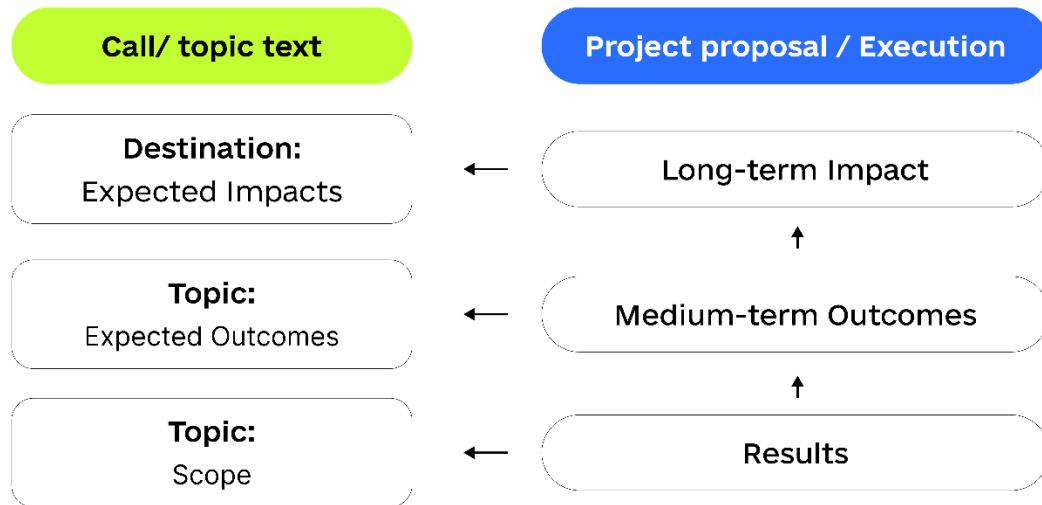
Figure 1. Diagram linking calls for proposals with the grant proposals

The overarching goal of the Impact Section is to **convince the reviewers** that your project is fully capable of meeting all the expectations set by the funding call across the three hierarchical levels of value creation:

1. **Results → Scope:** The project's immediate **Results** must directly correspond to the **requirements and scope** set out in the specific topic description.
2. **Results → Outcomes → Topic:** These results must then lead to the medium-term **Outcomes**, which, in turn, must correspond precisely to the **Expected Outcomes** detailed in the topic description.
3. **Outcomes → Impact → Destination:** Finally, these medium-term outcomes must lead to the wider, long-term **Impact**, which must align with the broader **Expected Impacts** set out in the relevant Work Programme **Destination**.

In essence, you must present a flawless, logical pathway that connects your project's short-term outputs to the EU's long-term strategic goals.

The sub-section **2.2. Measures to maximize impact – Dissemination, exploitation, and communication** is a kind of a first version of the 'plan for the dissemination and exploitation including communication activities that should be described. Such a plan should include three measures to realize the full impact potential: dissemination, communication and exploitation. It must be provided as a deliverable within 6 months from the signature date, and be periodically updated in alignment with the project's progress.

It is essential to keep in mind that this plan is an admissibility condition, unless the work programme topic explicitly states otherwise. In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities' will need to be provided as a mandatory project deliverable within 6 months after signature date. This plan shall be periodically updated in alignment with the project's progress. 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, e.g. standardization activities.

Your plan should give due consideration to the possible follow-up of your project, once it is finished. In the justification, explain why each measure chosen is best suited to reach the target group addressed. Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialize the innovations.
Describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.

Intellectual property rights

> ➤ Outline your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyrights, trade secrets, etc., and how these would be used to support exploitation.
>
> ➤ If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.).
>
> ➤ If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

The goal of sub-section 2.3 is to hand over an effective summary of the messages included in the 'Impact' section to the reviewers. In addition, there is a canvas dedicated to the logical framework that connects Target groups, outcomes, and Impact.

The practical examples of the needs, expected results, measures to be taken for results achievement, target groups, outcomes, and impact that can be considered as relevant for the Summary canvas:

Specific needs
What are the specific needs that triggered this project?
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.

D&E&C measures
What dissemination, exploitation and communication measures will you apply to the results?

Exploitation: Patenting the algorithmic model.
Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration.
Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.

Expected results
What do you expect to generate by the end of the project?

Publication of a scientific discovery on transparent electronics.
New product: More sustainable electronic circuits.
Three PhD students trained.

Target audience
Who will use or further up-take the results of the project? Who will benefit from the results of the project?

9 European airports: Schiphol, Brussels airport, etc.
The European Union aviation safety agency.
Air passengers (indirect).

Outcomes
What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?

Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.

Impact
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?

Scientific: New breakthrough scientific discovery on passenger forecasts modelling.
Economic: Increased airport efficiency
Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.

Tips on how to write up a compelling impact-focused proposal

➢ Provide a detailed, specific description of your project's expected outcomes and impacts, referring only to the effects of this specific project and not to general Research and Innovation (R&I) in this field.
➢ Clearly state the target groups that will benefit from your project. Segment these groups into specific, relevant interest groups or segments of society (e.g., small-to-medium enterprises in the renewable energy sector, specific patient populations, municipal policy-makers in urban areas).
➢ Give an indication of the scale[2] and significance[3] of the project's contribution to the expected outcomes and impacts, should the

---

[2] *Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time;*

[3] *'Significance' refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.*

project be successful. Provide quantified estimates where possible and meaningful.

➢ Explain the baselines, benchmarks, and assumptions used for these estimates. Use a single, consistent methodology for all estimates across regions/partners.

➢ Your estimate must relate to the project only - the effect of other initiatives should not be taken into account.

➢ 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; regulatory environment; targeted markets; user behaviour. 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.

➢ Involve a variety of stakeholders in the co-creation of your project plan from the beginning of the proposal writing.

➢ Include detailed measures to maximize impact through dissemination, exploitation and communication activities

What the European Commission is looking for is a specific contribution of your specific project to the topic's expected outcomes and the Destination's and Work Programme's wider, expected impacts.

SECTION 3 – QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

The **Implementation section** is dedicated to the detailed project's activities plans and the following **aspects should be taken into account**:
- quality and effectiveness of the work plan,
- assessment of risks, and
- appropriateness of the efforts 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 description should be detailed, including milestones and risks. This part as well should cover a justification description for the costs of the activities, that fall under "subcontracting" and "other costs" categories.

The paragraph 3.1 **Work plan and resources should include**:
- 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 (table 3.1a);
- a description of each work package (table 3.1b);
- a list of deliverables (table 3.1c);

Each work package should be a substantial part of the work plan, and the number of work packages should be proportionate to the scale and complexity of the project.

Once the wording description of the work plan and resources as well as graphical presentation (Gannt Chart or similar/Pert or similar) are completed the **description of the consortium should be provided across the lens of the questions** related to:

- "How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge?"
- How the members complement one another?
- 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.
- 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).

Only in the latter case, explain in this section of the proposal why the participation of the entity in question is essential to successfully carry out the project. Complementary to the above-mentioned it is essential to be attentive to the call for proposals requirements related to consortium shaping to explain why this consortium is the one can achieve the objectives and expected results established by the call for proposals.

Let's have a look to the Section 3, particularly tables that have to be completed in a more detailed way.

Table 6. List of work packages

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

Table 3.1a provides a concise, high-level summary of the key characteristics, responsibilities, effort, and duration for each distinct component of work (Work Package) within a larger project.

Work package No - the unique identifier (e.g., WP1, WP2, WP3.1) used to reference the specific work package throughout the project documentation.

Work Package Title - a descriptive name that summarizes the main objective or area of work covered by the package (e.g., "Software Development," "Dissemination and Communication," "Requirements Analysis").

Lead Participant No - the unique identifier (often a numerical code) of the specific organization or partner responsible for overseeing and coordinating the execution of this work package. It is important that this number should be the same as stated in the title page.

Lead Participant Short Name - the abbreviated name (acronym) of the organization that is the formal leader of this work package. This clearly indicates who is accountable for delivery.

Person-Months - the total effort (or resource allocation) planned for this work package, expressed as the cumulative number of months a full-time person would spend on the tasks. This is crucial for budgeting.

Start Month - the scheduled month (relative to the project start, e.g., Month 1, Month 3) when work on this specific package is planned to commence.

End Month- the scheduled month (relative to the project start, e.g., Month 12, Month 36) when all planned activities and deliverables for this work package are expected to be completed.

Table 7. Work package description

Table 3.1b: Work package description
For each work package:

Work package number	
Work package title	
Objectives	
Description of work *(where appropriate, broken down into tasks), lead partner and role of participants. For each task, quantify the amount of work. Provide enough detail to justify the resources requested and clarify why the work is needed and who will do it. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).*	

This table 3.1b is the primary tool used to justify the proposed work, allocate resources, and establish accountability for every major activity within the project. It provides the **bottom-up input for the entire project budget.**

Table 8. Work package description methodology

Section/ Column	Content and Requirement	Strategic Purpose
Work Package Number & Title	A unique ID (e.g., WP1, WP2) and a clear, concise title.	Provides a clear structure and numbering for referencing throughout the proposal.
Objectives	Specific, measurable goals for *this particular* Work Package. These must logically contribute to the overall project objectives.	Defines *what* the WP intends to achieve, setting the stage for the work to be described.
Description of Work (Broken down into **Tasks**)	A detailed narrative of the activities. It must be broken down into discrete **Tasks** (e.g., Task 1.1, Task 1.2, etc.).	Shows the evaluator *how* the objectives will be met. The tasks must be logical, concrete, and clearly necessary.
Lead Partner and Role of Participants	Identifies the single organization responsible for the WP (the Lead) and explains the specific involvement and contribution of *every* other participating partner.	Clearly assigns responsibility and demonstrates that the right partners with the necessary expertise are involved in the correct activities.
Quantify the Amount of Work	For *each task*, the effort required is quantified, typically in **Person-Months**	This is the critical step for justifying the requested budget. It must provide

Section/ Column	Content and Requirement	Strategic Purpose
	(PMs) per participating partner.	enough detail to show that the human resources are realistic and essential.
Narrative Justification	Detailed text that **clarifies why the work is needed** and **who will do it.**	Ensures the work is relevant, avoids duplication, and confirms that the allocation of tasks to partners is logical based on their competence.

The level of detail required in Work Package description transcends simple documentation; it is, in fact, the bedrock of the project's strategic argument.

First and foremost, the detailed planning provides the justification needed for the entire proposal. By rigorously quantifying the work and explicitly explaining "why the work is needed," the team clearly demonstrates that the proposed technical approach is both sound and absolutely necessary to achieve the overall project goals, thereby justifying the requested budget.

Secondly, it addresses feasibility. The meticulous breakdown shows evaluators and stakeholders that the project has been thoroughly planned from the ground up, providing assurance that the requested resources—measured in person-months—are fully commensurate with the actual effort required for execution.

Ultimately, the table serves as the definitive statement on clarity and project execution. It ensures every partner organization knows precisely their responsibilities and their timeline for completion, transforming a high-level vision into an organized, shared, and actionable plan.

Table 9. List of deliverables

Table 3.1c: List of Deliverables

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

This table 3.1c provides a high-level, contractual overview of the tangible outputs that the project will produce. This table serves as a project's output contract, summarizing all the specific, measurable outputs the consortium commits to producing and when they will be available.

Table 10. List of deliverables description

Column	Description of Content	Purpose & Significance
Number	A unique identifier, typically structured by Work Package (e.g., D1.1, D2.3).	Provides **unique traceability** for tracking progress and for reporting purposes.
Deliverable Name	The formal, descriptive title of the output (e.g., "Report on Requirements Analysis," "Prototype V2.0").	Clearly defines the **tangible output** that will be created.
Short Description	A concise, one-sentence summary explaining the content or function of the deliverable.	Provides **immediate context** without referring to the full Work Package description.
Work Package Number	The Work Package to which this deliverable is linked (e.g., WP1, WP2).	Establishes the **linkage between the effort (WP) and the result (Deliverable)**.
Short Name of Lead Participant	The acronym or short name of the specific organization responsible for the *delivery* of this output.	Establishes **clear accountability** for producing the item on time and to standard.
Type	Defines the nature of the deliverable using predefined codes (e.g., **R**=Report, **D**=Demonstrator, **DEC**=Websites).	Categorizes the output for **project management** and helps evaluators understand the mix of results.
Dissemination Level	Defines who can access the deliverable (e.g., **PU**=Public, **SEN**=Sensitive).	**Governs access and intellectual property**, ensuring compliance with grant rules on open science or confidentiality.
Delivery Date (in months)	The specific month in the project lifespan when the deliverable is due (e.g., M6, M18, M36).	Forms the **project timeline** and is essential for monitoring progress and potential delays.

The Deliverables List Table holds **extreme importance** for both **evaluators** assessing a proposal and the **project managers** running the execution.

In essence, this table acts as the project's **contractual roadmap for success**. It allows stakeholders to **measure the progress** of the work because each listed deliverable serves as a primary *proof point* that the activities and tasks outlined in the Work Packages have been successfully executed and completed.

Furthermore, it is the central tool for **timeline management**, providing all the contractual deadlines and due dates necessary for effective project oversight and mandatory reporting to the funding agency. Finally, by including fields for **Type** and **Dissemination Level**, the table is crucial for **ensuring compliance** with legal and contractual obligations, particularly those relating to research outputs, data sharing, confidentiality, and quality standards.

Table 11. List of milestones

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

This table 3.1d is distinct from the Deliverables List and the Work Package Description because it focuses on decision points and verification of progress, rather than just tangible outputs.

The Milestones List is a high-level project management tool that identifies critical achievements, decision points, or phase completions within the project lifecycle. They are used to gauge progress and ensure the project remains on track.

Table 12. List of milestones description

Column	Description of Content	Purpose & Significance
Milestone Number	A unique identifier (e.g., M1, M2). Milestones are typically numbered sequentially across the project.	Provides a clear reference point for project tracking and reporting.
Milestone Name	A concise, action-oriented name describing the achievement (e.g., "Architecture Defined," "Pilot Study Completed", etc.).	Defines the critical juncture or key phase completion being tracked.
Related Work Package(s)	The Work Package(s) (WP) which successful completion or progress leads to the achievement of this milestone.	Establishes a direct link to the work performed, showing which activities contribute to the major achievement.
Due Date (in month)	The specific month in the project lifespan when the milestone is expected to be achieved (e.g., M6, M12, M24).	Sets a non-negotiable deadline for the critical progress check.
Means of Verification	A clear, objective, and verifiable mechanism used to confirm that the milestone has been	Establishes proof of completion, transforming the

Column	Description of Content	Purpose & Significance
	successfully met (e.g., "Signed partner agreement," "Approved Requirements Report (D1.1)," "Successful Test Log").	milestone from a subjective goal into an objective, auditable event.

While both Milestones and Deliverables are essential tracking tools, they serve fundamentally different functions in a project. Deliverables are the tangible outputs—the things you actually *produce* and *deliver*, such as a final report, a piece of software code, or a physical prototype.

In contrast, **Milestones are the critical checkpoints or decision points used to verify that a significant project phase has been successfully completed**. A milestone marks an *achievement* rather than an item.

For instance, the Milestone 'M2: Design Finalized' is often met and confirmed only after the Deliverable 'D2.1: Final Design Specification' has been formally submitted and approved. Ultimately, the Milestone List Table is a vital part of the project plan because it provides evaluators and managers with assurance that the project is governed by strong internal control mechanisms and clear phase gates for monitoring progress and making key strategic decisions.

Table 13. Critical risks for implementation

Table 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

That table 3.1e is crucial because it demonstrates that the project team has proactively identified potential threats to success and developed credible strategies to manage them.

This table systematically documents the foreseeable threats to the project's successful execution, providing both an assessment of the potential impact and a clear plan to neutralize or minimize that impact.

Table 14. Critical risks for implementation description

Column	Description of Content	Strategic Purpose
Critical risks for implementation	A clear, concise statement describing the potential negative event or condition (e.g., "Key partner personnel leaves	Clearly defines the threat so all partners and evaluators understand what could go wrong.

Column	Description of Content	Strategic Purpose
	project," "Technical approach proves unfeasible," "Regulatory approval is delayed").	
Description of risk (Likelihood & Severity: Low/Medium/ High)	A two-part assessment: **(i) Likelihood:** The probability of the risk occurring. **(ii) Severity:** The negative impact on the project (scope, budget, timeline) if the risk occurs. Both are rated (L/M/H).	**Prioritization:** Allows the project manager to focus resources on risks that are both likely and severe (High-High risks). It shows that the team understands the vulnerability of the project.
Work package(s) involved	The specific Work Package(s) (WP) that would be directly affected by the occurrence of this risk.	Links the potential failure point back to the planned work structure, allowing for easier tracking and defining immediate accountability.
Proposed risk-mitigation measures	Concrete, feasible actions the consortium will take *before* (proactive) or *after* (reactive) the risk materializes to reduce either its likelihood or its severity.	This is the most critical part. It assures evaluators that the team is prepared. Mitigation measures might include having backup suppliers, redundant work plans, or cross-training key staff.

Far from being a mere checklist of potential problems, the Critical Risks Table functions as a powerful strategic tool that significantly **enhances the overall credibility of the proposal.** By detailing potential threats and planning for contingencies, the consortium effectively **demonstrates the competence** of the project management team. It provides tangible proof that the managers are experienced professionals who have thought critically and comprehensively about the complex challenges inherent in the proposed work. This foresight, in turn, is critical for **increasing confidence** among funding bodies. A well-defined risk management plan is seen as a strong signal that the entire project is structured and managed robustly, substantially increasing the likelihood of success even when the team faces unforeseen difficulties. Finally, the proactive nature of the mitigation strategies can be used to **justify specific resources**—for

example, dedicating a small, dedicated budget for contingency testing or redundant systems—thereby validating the financial requests within the work plan.

Table 15. Summary of staff efforts

Table 3.1f: Summary of staff effort

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

Summary of staff effort table 3.1f is one of the most critical components of any collaborative project proposal, as it directly ties the planned work (from the Work Package Descriptions) to the requested budget. It is typically presented as a **matrix** that provides a high-level, yet precise, overview of the entire human resource commitment across the whole consortium. This table is a financial and management tool that summarizes all personnel resources needed for the project, showing how the total effort is distributed among the project partners and across the different Work Packages (WPs).

Table 16. Summary of staff efforts description

Column/Row	Description	Strategic Purpose
Participant Number/Short Name (Rows)	Lists all organizations involved in the project, typically by their legal entity identifier or short name (e.g., P1, TechCorp).	Clearly shows who is contributing resources and verifies that the workload is reasonably distributed among all partners.
WPn, WPn+1, WPn+2… (Columns)	Represents each individual Work Package (e.g., WP1: Management, WP2: Development). The cells under these columns contain the **Person-Months (PMs)** committed by that specific participant to that specific WP.	Links the personnel cost directly to the technical activities described in the Work Package descriptions, justifying every expenditure.
Total Person-Months per Participant (Last Column)	The sum of all PMs committed by a single participant across all WPs.	This total is the basis for calculating the total personnel budget requested by each partner.
Total Person Months (Last Row)	The sum of all person-months committed by all	Shows the overall effort required for each phase of work, allowing managers to

119

Column/Row	Description	Strategic Purpose
	participants within that single WP.	see which WPs are the most resource-intensive.
Grand Total (Bottom-right cell)	The sum of the last row or the last column, representing the **Total PMs for the Entire Project**.	This single figure determines the overall human resource cost base for the entire project.

The Summary of Staff Effort table is subject to intense scrutiny by evaluators precisely because it validates the two most vital aspects of the entire proposal: budget and partnership.

Firstly, it serves as the definitive proof of **Budget Fidelity**. This matrix provides a direct, quantitative link between the technical work proposed and the funding requested. If the total person-months allocated to a partner or a Work Package do not align perfectly with the detailed task breakdown described elsewhere, the entire proposal risks being judged as poorly planned or fiscally unsound.

Secondly, the table confirms **Consortium Cohesion**. It offers a transparent view, ensuring that all partners are making a meaningful and balanced contribution to the project. This is crucial for demonstrating that resources are being allocated strictly on the basis of expertise and genuine work share, rather than being driven by financial interest alone.

Table 17. Subcontracting costs' items

Table 3.1g: 'Subcontracting costs' items

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

This table 3.1g is dedicated to declare the cost that the participant intends to spend on external entities (subcontractors) to perform specific, non-core tasks.

Description of tasks and justification is a clear, concise summary of what the participant with the engagement of the subcontractors will do and why the requested costs are necessary to achieve those tasks.

Only **limited parts** of the action may be subcontracted — unless explicitly allowed in the call conditions/GA. Limited parts means that subcontracting remains proportionate both in terms of share and type of subcontracted action tasks, as well as in terms of share in the eligible cost. The acceptable limit is assessed by the granting authority based on the nature of the action, which may vary between programmes and calls. Subcontracting costs must

be declared as actual costs. Regarding the calculation, the amount charged as eligible cost must correspond to the amount invoiced by the subcontractor.

A competitive selection of subcontractors should be the default approach since it is the safest way to ensure no conflict of interest, best value for money or lowest price through direct comparisons between offers.

Table 18. Purchase costs' items

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

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

This table 3.1h serves for the declaring of the budget category that covers travel and subsistence, equipment and other goods, works and services. Depending on the provisions in the GA, purchase costs must be declared as actual costs or unit cost.

Example: *If a project requires translation services, the beneficiary can either use a pre-defined unit cost for translation or declare the actual cost paid to an external translation agency.*

Information and justification for purchase costs of the following cost categories (per partner). The rule here is that each partner should provide details for the purchase costs that sum up over 15% of the personnel costs allocated to the partner. The sum of the remaining purchase costs that are below the 15% mark (of personnel costs) can be presented here without additional justifications.

The more details on how to calculate and budget this budget category are available in the Article 3.3.2. Budgeting of this Guide to Grants.

Table 19. Other costs categories' items

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

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

This table 3.1i of the cost reporting template is dedicated to detailing costs specifically focusing on "Internally invoiced goods and services." This

category tracks resources and services provided by one part of the organization to the project, which are then billed internally.

The table uses a three-column structure to capture the necessary information for auditing and justification:

- **Participant Number/Short Name:** This column is used to identify which specific project partner or internal department is incurring this cost or providing the internally invoiced item. This ensures accountability and clear tracking of costs back to the relevant entity.
- **Cost (€):** This column records the total monetary value (in Euros) of the internally invoiced goods or services being claimed. This represents the actual amount that needs to be recognized as a project cost.
- **Justification:** This crucial column requires a detailed explanation to support the claimed cost. The narrative must clearly describe what the goods or services were (e.g., internal legal support, use of a central lab facility, IT equipment from the internal inventory) and how their cost was calculated, demonstrating that the charges are based on the actual costs incurred and comply with the project's accounting standards.

Table 20. In-kind contributions

Table 3.1j: 'In-kind contributions' provided by third parties

Participant Number/Short Name			
Third party name	**Category**	**Cost (€)**	**Justification**
	Select between Seconded personnel Travel and subsistence Equipment, Other goods, works and services Internally invoiced goods and services		

This table 3.1j is devoted to the standard rule for most EU programmes according to which beneficiaries may use in-kind contributions provided by third parties, if necessary to implement the action, but they are not counted towards the project budget (not eligible costs).

Examples (in-kind contributions allowed but not eligible):
1. Civil servant working as a professor in a public university is also working on the action. His salary is paid not by the beneficiary (the university) but by the government (the ministry). It can therefore not be charged to the EU grant.
2. A entity providing learning spaces for free to the beneficiaries, for example a municipality for an NGO part of the project.
3. A graphic company providing for free the design of booklets.

In-kind contributions refer only to the case where a third party **makes available** some of its resources to a beneficiary **for free** (i.e. without any

payment; new for 2021-2027). In this case, the beneficiary itself makes no payment and there is therefore NO cost incurred by the beneficiary.

By contrast, if there is any **payment** by the beneficiary to the third party for the in-kind contribution provided, the beneficiary can declare the costs in the appropriate cost category:

- personnel costs for seconded persons *(see Article 6.2.A.3)*
- renting costs for equipment *(see Article 6.2.C.2) or*
- purchase costs for other goods, works and services *(see Article 6.2.C.3).*

For some EU programmes *(only HE)*, the Programme Regulation (basic act) allows in-kind contribution costs to be charged to the action.

Examples *(in-kind contributions eligible): Civil servant working as a professor in a public university is also working on the action. His salary is paid not by the beneficiary (the university) but by the government (the ministry). In Horizon Europe, the beneficiary may charge these costs to the grant, even if they are incurred by a third party (the ministry/government).*

The eligibility conditions for such costs are set out in Article 6.1. However, in kind contributions against payment ARE NOT a budget category: Depending on the type of cost, they must be declared in, and comply with, the fitting budget category (e.g. personnel costs, equipment).

Moreover, if in-kind contributions are charged to the action, the beneficiaries must also ensure that the bodies mentioned in Article 25 *(e.g. granting authority, the European Court of Auditors (ECA), the European Anti-Fraud Office (OLAF))* have the right to carry out checks, reviews, audits and investigations on the third parties, and in particular to audit their costs. If access is denied by the third party, the costs will be rejected.

The template of the Application form – Part B and Part B (budget) can be found in the Annexes 5, 6 to this Guide to Grants.

Once the proposal is finalized and all the obligatory information prepared the project proposal should be submitted electronically by the coordinator via Funding & Tenders Portal.

For those who would like to try using AI in grant writing we recommend to use the resources mentioned in the Annex 3.

BEST PRACTICES

Practice #1.

Work packages. One of the most common issues in Horizon Europe proposals arises when different work packages (and their tasks) are drafted independently by different partners. It is still quite common to ask each partner to write "their own" work package — but this approach often backfires.

The result is usually a work plan with questionable internal logic: poorly coordinated, full of gaps, and with unintended overlaps in activities. In more severe cases, the proposal ends up without a clear structural backbone, making the whole implementation concept fragile, inconsistent, and difficult to manage. The budget plan often exhibits the same weaknesses. In the worst scenario, the project becomes nearly impossible to execute.

Recommendations for creating work packages that ensure both competitiveness and feasibility:

● **Prioritize logic and coherence**
  o A unified, coherent logical framework is essential. Invest time in planning and shaping this framework. Request input from partners about their capabilities, resources, needs, and expectations — but do *not* ask them to write the work packages themselves.
  o A single, consistent "voice" should present one clear logical pathway for the entire plan.
  o Use the partners' input to structure the work plan.
  o Identify the central "backbone" of the project — the elements directly linked to the overall objectives and capable of driving the project towards the expected outcomes.
  o Break the work down into well-defined work packages that connect tightly to this backbone, avoiding both logical gaps and functional overlaps.

It is also useful to recall the recommendation regarding partner selection: choose partners based on their expected *role* in the project. With these functions in mind, revisit the partners' inputs and keep only the elements that align with the structure you have defined. All other components can be omitted — if needed, through negotiation. If something essential is still missing, consider assigning an additional role to an existing partner or bringing in a new one.

● **Dive into the details**

- o Ask partners to estimate the required time and resources for each task. In the work plan, this means specifying person-months per task, per partner, along with any associated costs.
- o Collaborate with partners to refine the timeline at the *task* level, ensuring clarity on how tasks interconnect and feed into each other. This detailed effort forces partners to think more deeply about their contributions and ultimately improves both the evaluation (how reviewers perceive the plan) and the execution (making implementation clearer and more feasible).
- o Even if some estimates are rough during proposal preparation, it is better to include approximate figures than none at all.

Practice#2.

Deliverables are essential tools for monitoring progress throughout the project's duration, and once included in the GA, they become formal contractual commitments. It is important to remember that deliverables are required *in addition to* the regular progress reports submitted to the European Commission during each reporting period.

A common and significant mistake is to include too many deliverables — both overall and within individual work packages. Many applicants assume that reviewers expect as many deliverables as possible. This is incorrect. What reviewers are actually looking for is a coherent and logical structure in the work plan, which naturally includes a *reasonable* and well-justified set of deliverables. This does not mean producing an extensive or inflated list.

Our recommendation for creating deliverables that are both feasible and supportive of your competitiveness is to include about **2–3 well-designed, meaningful deliverables per work package**. Experience shows that this number is rarely problematic; instead, it provides a solid basis for meeting expectations without creating unnecessary burdens. In most cases, it satisfies reviewers and helps prevent workload overload during project implementation.

Practice#3.

Milestones are essential for **progress assessment** and are **contractually binding** under the GA. Since they are closely monitored, the key objective is to **minimize their number**. A common error is submitting too many.

- **Optimal Number:** For a 3-year project, aim for **3 to 5** well-defined milestones. (For longer projects, add a maximum of 1-2 more).
- **Means of Verification:** The EC and reviewers require you to clearly demonstrate when a milestone has been reached. Any dedicated written evidence will generally suffice.

- **Efficiency Tip:** To create a built-in **Means of Verification** and save time, **link each milestone to one or more existing deliverables.** This avoids the need to produce extra documentation during project execution.

Practice#4.

Budgeting. While Horizon Europe projects can use two main budgeting methods:

- **Top-Down** - the total budget is **pre-split** by the coordinator and/or partners, and each partner manages the internal structure of their allocated share.)
- **Bottom-Up** - the budget (whether 'actual cost' or 'lump sum') is built based on the **specific, detailed requirements** of the project's work plan.

We strongly recommend adopting the Bottom-Up approach. This method is superior for both the **evaluation process** and the **execution phase** because it results in a budget that is more **realistic, accurate, reliable, convincing, and relevant**. Tightly linking the budget to the detailed work plan creates a positive and professional impression on **reviewers** and leads to a more **efficient** project budget during execution.

3.3.2. Budgeting

For any funding application, and especially within **Horizon Europe, the budget is not merely a number—it is a critical measure of the proposal's quality.** Reviewers use the proposed budget and requested grant amount to validate the overall work plan, spot potential weaknesses, and judge the project's strength. **They must be convinced that the allocated resources and implementation structure are both appropriate and justifiable for meeting the project objectives.**

Consequently, the budget presented must directly reflect the anticipated tasks and efforts in the work packages.

The budget of the Horizon Europe project is presented both in Part A and Part B of the Horizon Europe proposal. The budget table in Part A presents the 'bottom lines' for each partner, and the total for the entire project. It % includes all the project's direct costs and the additional 7% and/or 25% flat rate of indirect costs (only for the entitled direct costs).

The expected grant for a specific project is indicated in the information provided in the topic description. The budget presentation in Part B is more elaborated.

Budget presentation in Part A:

The budget table in Part A (in the electronic forms) presents only the budget's "bottom line" figures for each partner for the entire project duration, using a breakdown of the defined cost categories, as reflected in the Figure 5 to this Guide to Grants.

The table showing the **budget breakdown** for a Horizon Europe project beneficiary, likely part of a GA or proposal.

The table includes the following columns:
1. No. (Beneficiary Number)
2. Name of beneficiary
3. Country
4. Role (e.g., Coordinator, Partner)
5. Personnel costs /€
6. Subcontracting costs /€
7. Purchase costs - Travel and subsistence /€
8. Purchase costs - Equipment /€
9. Purchase costs - Other goods, works and services /€
10. Internally invoiced goods and services /€ (Unit costs - usual accounting practices)
11. Indirect costs /€
12. Total eligible funding costs /€
13. Funding rate
14. Maximum EU contribution to eligible costs /€
15. Requested amount EU contribution to eligible costs /€
16. Max grant generated by the action /€
17. Income generated by the action
18. Financial contribution
19. Own resources
20. Total estimated income

The row shown provides the budget line for the first beneficiary (e.g., Enspire Science Ltd. (Country: IL, Role: Coordinator)), with totals of 0.00 across all cost and income categories in this specific snapshot. A final row is reserved for the TOTAL consolidated budget.

3 - Budget

No.	Name of beneficiary	Country	Role	Personnel costs/€	Subcontracting costs/€	Purchase costs - Travel and substistence/€	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

Figure 2. Budget (Part A)

Budget presentation in Part B:

The budget of the project is more elaborately presented in Part B section 3.1. It starts with the detailed information provided in the "Description of work" in each of the work packages (Table 3.1b). The information in these work packages serves as the main justification text for the budget request. Then this is complemented by the information provided in the following four different tables:

Table 3.1f – A Summary of staff effort – the information about person-month allocations per partner and per work package should be summarized under this table (should perfectly reflect and summarize the information provided in the various work packages).

What is 'staff effort' (person-months) and how to calculate it?

'Staff effort' (person-months) is the metric for the time (effort) that the key personnel of an organization devote to a specific project.

An accurate calculation of 'staff effort' is dedicated to evaluate the relationship between the estimated work to be performed and the scale, type and number of activities and deliverables to be achieved during the implementation period.

Nota Bene*: estimated staff costs must correspond to normal salary rates (documented by salary grids, long-term work contracts, etc.) and cannot significantly exceed the rates generally applicable in the relevant geographical area and for the staff profiles in question (as required for the project).*

The total of the estimated costs by cost category in Part B (table 3.1f) must be consistent with the amounts in the 'budget overview table' in Part A.
The electronic submission system does not automatically reconcile the various budget tables in the proposal; it is the applicant's responsibility to ensure the consistency of the information provided across the whole proposal package.

How is it calculated?

General principles and formula The HE personnel unit cost[4] is based on the total expenditure of your organization for all your staff (not only personnel working on research and innovation actions), in the last closed full financial year.

---

[4] *chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/personnel-unit-cost-procedure_he_en.pdf*

The personnel unit cost shall be based on:
- the total expenditure of the beneficiary for all its staff (not only personnel working on research and innovation actions) and
- the number of staff of the beneficiary in annual work units (AWU), i.e. the number of persons who worked full-time in the last full financial year as defined in Article 5 of the Annex to Commission Recommendation concerning the definition of micro, small and medium-sized enterprises.

Costs for employees (or equivalent) are eligible as personnel costs, if they fulfil the general eligibility conditions and are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action.

They must be limited to salaries, social security contributions, taxes and other costs linked to the remuneration, if they arise from national law or the employment contract (or equivalent appointing act) and be calculated on the basis of the costs actually incurred, in accordance with the following method:

$$\text{Daily rate} = \frac{\boxed{\text{Total staff costs of the beneficiary in the last closed full financial year}} \Big/ \boxed{\text{Annual work units in the last closed full financial year}}}{215 \text{ days}}$$

Figure 3. Daily rate formula

For example,
Daily rate[5] = $\dfrac{(800\ 000\ \text{Euro}/20\ \text{FTE}[6])}{215[7]}$

Daily rate = 186.05 Euro
The number of day-equivalents declared for a person must be identifiable and verifiable.
The total number of day-equivalents declared in EU grants, for a person for a year, cannot be higher than 215

Personnel costs (PM rate) = $\boxed{\text{Daily rate for the person}} \times \boxed{\begin{array}{c}\text{Number of day-equivalents} \\ \text{worked on the action (rounded up} \\ \text{or down to the nearest half-day}\end{array}}$

Figure 4. PM rate formula

For example,

---

[5] *Please round to two decimal places*

[6] *one full-time employee equals 1 FTE*

[7] *215 is the official number of working days per calendar year, according to the EU (equivalent to 1,720 hours – 215 x 8hrs/day). Decision of 15 January 2024 authorizing the use of unit costs for personnel costs for actions under the Horizon Europe and Euratom Programmes.*

Personnel costs (Person month rate (PM)) = 186.05 Euro x 18[8] days
Personnel costs (PM rate) = 3 348.90 Euro

To calculate the total person-months per project, multiply the proportion of your effort associated with the project by the number of months of the appointment.

Total person-months = 0.4 x 12
Total PM = 4.8

In this formula,
1. 0.4 - proportion of your effort associated with the project - employee dedicates 40% of its time to this specific project (converted proportion to a decimal: 40% = 0.40)
2. 12-month period during which the employee contributes to the project implementation

This means that over the 12-month period, the relevant employee contributes the equivalent of 4.8 full months of work to the project.

Personnel costs per project per person = 3 348.90 Euro x 4.8
Personnel costs = 16 074.72 Euro

To ensure accuracy in resource planning and budgeting, it is highly recommended that participants first draft a separate, internal calculation table. This working document allows each partner to detail their effort estimations, from which the definitive, verified Person-Month figures will be extracted and finalized for inclusion in the official Summary of Staff Effort Table (see Fig.5)

---

[8] *if 1 year = 215 (working) days, then 1 month = 215/12 = 17.92 (working) days.*
So, 18 full working days for one person would be 18/17.92 = 1 person-months.

WP Task/partner								Total
WP1: Project Management and Coordination	Unit measure	P1	P2	P3	P4	P5	P6	
10,27%	PM	**5**	2	2	2	2	2	15,00
	€	37500	5200	11000	5900	14200	5000	78 800,00
	%	33,33%	13,33%	13,33%	13,33%	13,33%	13,33%	100,00%
WP2: Analysis of the deep tech landscape	Unit measure	P1	P2	P3	P4	P5	P6	
20,55%	PM	2	**10**	3	4	6	5	30,00
	€	15000	26000	16500	11800	42600	12500	124 400,00
	%	6,67%	33,33%	10,00%	13,33%	20,00%	16,67%	100,00%
WP3: Action plans validation	Unit measure	P1	P2	P3	P4	P5	P6	
21,23%	PM	4	6	**11**	3	4	3	31,00
	€	30000	15600	60500	8850	28400	7500	150 850,00
	%	12,90%	19,35%	35,48%	9,68%	12,90%	9,68%	100,00%
WP4: Piloting	Unit measure	P1	P2	P3	P4	P5	P6	
21,92%	PM	2	3	4	4	7	**12**	32,00
	€	15000	7800	22000	11800	49700	30000	136 300,00
	%	6,25%	9,38%	12,50%	12,50%	21,88%	37,50%	100,00%
WP5: FSTP scheme	Unit measure	P1	P2	P3	P4	P5	P6	
15,75%	PM	5	0	3	**10**	5	0	23,00
	€	37500	0	16500	29500	35500	0	119 000,00
	%	21,74%	0,00%	13,04%	43,48%	21,74%	0,00%	100,00%
WP6: Communication, dissemination and exploitation	Unit measure	P1	P2	P3	P4	P5	P6	
10,27%	PM	1,5	2	1,5	2	**6**	2	15,00
	€	11250	5200	8250	5900	42600	5000	78 200,00
	%	10,00%	13,33%	10,00%	13,33%	40,00%	13,33%	100,00%
Total	PM	19,5	23	24,5	25	30	24	146,00
	€	146250	59800	134750	73750	213000	60000	687 550,00

Figure 5. Summary of staff efforts

Nota Bene: *Person-month calculations must use each partner's monthly rate, denominated in Euros (for example, 37 500 Euro per 5 PMs during the implementation WP1 by P1 means that P1's monthly rate equals 7 500 Euro)*

This is a general practice applied to the calculation of the personnel costs. The more detailed description on how to calculate personnel costs is available in the Annotated Grant Agreement (Article 6.2A).

Table 3.1g – A table showing a description and justification of subcontracting costs for each participant – Each partner should describe the tasks that it is going to subcontract (if any) and proper justification for that, alongside the associated costs.

When working with Horizon Europe grants, every euro spent must be justified, documented, and easy to trace. Few budget categories attract as much auditor attention as subcontracting, and even small administrative oversights can lead to rejected costs. That's why careful planning and transparent procedures are essential long before any subcontractor begins work.

Subcontracting should never happen simply because it is convenient. It **is allowed only when the beneficiary genuinely lacks the internal capacity** or expertise to perform a task. The European Commission expects a clear

explanation for why specific work cannot be handled in-house. Whenever subcontracting is chosen for reasons other than necessity, the risk of ineligible expenses grows dramatically.

Equally important is ensuring that every **subcontracted task appears explicitly in Annex 1**—the Description of the Action. If a new need arises during the project, it must be formally added through an amendment. Many beneficiaries discover too late that unlisted subcontracting, even if perfectly reasonable, cannot be accepted.

The **principles of public procurement apply** to all beneficiaries, whether they are public or private organizations:
- ensuring best value for money
- equal treatment of bidders, and
- complete transparency.

Every step of the **vendor selection process must be well documented**: requests for quotes, evaluation criteria, comparisons of offers, and the justification for the final choice. Even informal or simplified procedures require a clear trace.

Conflicts of interest represent another critical risk area. Contracts should not be awarded to entities with family, financial, or other ties to project partners or staff members. If such connections exist, they must be disclosed and justified, and formal authorization must be obtained. Even the appearance of a conflict can jeopardize the eligibility of costs.

Once a subcontractor is selected, a **detailed written agreement is essential**. It should define the scope of work, deliverables, timelines, and the total price with payment conditions. This document becomes a cornerstone during audits, proving that the work was clearly defined and properly managed.

Throughout project implementation, **responsibility does not shift to the subcontractor**. The beneficiary must monitor progress, check deliverables, request clarifications when necessary, and approve work only after careful review. Keeping written evidence of this monitoring process—progress reports, acceptance notes, feedback—is indispensable.

Financial traceability is equally crucial. **Payments must align with the actual work performed**, be supported by itemized invoices, and correspond

to reasonable market prices. Lump-sum payments without a link to concrete deliverables raise immediate red flags.

Finally, **all documentation must be preserved for at least five years after the project's final payment**: contracts, invoices, proof of payments, selection records, correspondence—everything that shows the subcontracting process was fair, transparent, and compliant.

Well-managed subcontracting can bring valuable expertise into your Horizon Europe project. Poorly managed subcontracting, however, can result in rejected costs or even the need to repay funding. Strong documentation and full compliance are your best protection.

Table 3.1h – A list of 'Purchase costs'– Information and justification for purchase costs of the following cost categories (per partner): travel and subsistence, equipment and/or other goods, work and services. The rule here is that each partner should provide details for the purchase costs that sum up over 15% of the personnel costs allocated to the partner. The sum of the remaining purchase costs that are below the 15% mark (of personnel costs) can be presented here without additional justifications.

1. Travel and subsistence costs

This budget category covers travels and related accommodation and subsistence allowances needed for the action. This budget category should be calculated based on the methodology established by the Commission Decision of 12 January 2021 authorizing the use of unit costs for travel, accommodation and subsistence costs under an action or work programme under the 2021-2027 multi-annual financial framework (C (2021)35) as amended by Commission Decision C (2023)4928 of 26.07.2023. The costs must be **calculated**, for each travel and person travelling.

Travel costs
Unit costs amount for return air and combined air/rail journey

For calculating the '**distance**' between two points for land or air travel, beneficiaries must use the distance calculators available at the following website: [Calculate unit costs for eligible travel costs](#). All unit costs are an amount to cover a return trip. However, the calculation of the distance should be done on the basis of the 1-way distance between the points.

Distance Band (in km)[5]	Amount in EUR per return trip
400-600	340
601-1 600	365
1 601-2 500	429
2 501-3 500	541
3 501-4 500	743
4 501-6 000	857
6 001-7 500	1 021
7 501-10 000	1 250
10 001-Max	1 595

Figure 6. Travel costs

The specific amounts for intra-Member State return journeys by land, per return trip for inter-Member State land-based journeys with one-way distances of 50-399 km or 400-600 km (EUR) and amounts for land-based journeys between Member States and bordering countries are also established by the Commission Decision of 12 January 2021 authorizing the use of unit costs for travel, accommodation and subsistence costs under an action or work programme under the 2021-2027 multi-annual financial framework (C (2021)35) as amended by Commission Decision C (2023)4928 of 26.07.2023.

Accommodation costs

The formula for calculating the accommodation is:

Amount per unit [depending on country] × **Nights spent on travel**
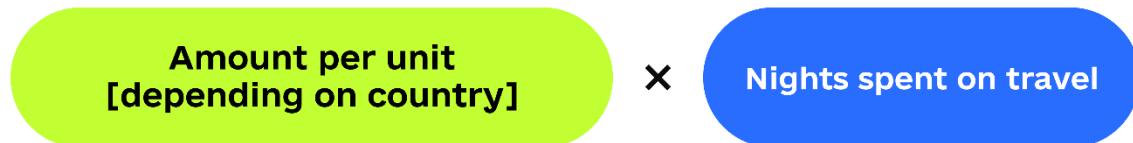
Figure 7. Accommodation costs

For the EU's outermost regions or OCTs, the rate for the relevant Member State can be used as a proxy amount *(— only relevant for calls with opening date before 31 July 2024; for calls with opening date as from 31 July 2024, specific unit costs for each OCT apply)*.

Subsistence

The amounts for subsistence costs continue to be based on the daily allowances set out in Article 13 of Annex VII to the Staff Regulations, as updated by Commission Delegated Regulation (EU) 2016/1611 (for EU Member States), and Commission Decision C (2002) 98 (for non-EU countries).

These daily allowances cover the costs of meals and other incidental expenses (such as local travel) incurred by EU officials on work trips outside their place of employment and are provided as an amount per 24-hour period for all countries covered.

P1- Ukraine Kyiv - Denmark Copernhagen			
WP1	**Cost/unit**	**Number of units**	**Total**
Travel costs	365	1	365
Accomodation costs	158	3	474
Subsistance costs	124	5	620
Total			**1459**
P2 - Slovakia Bratyslava - Denmark Copenhagen			
WP1	**Cost/unit**	**Number of units**	**Total**
Travel costs	365	1	365
Accomodation costs	158	3	474
Subsistance costs	124	4	496
Total			**1335**
P3 - Vienna Austria - Denmark Copenhagen			
WP1	**Cost/unit**	**Number of units**	**Total**
Travel costs	365	1	365
Accomodation costs	158	3	474
Subsistance costs	124	4	496
Total			**1335**
Total per project			**4129**

Figure 8. Subsistence costs

The unit costs can be used whenever subsistence costs are an eligible cost of the action and, when used, no additional subsistence costs can be reimbursed.

2. Equipment
A) Equipment costs (depreciation costs)

The beneficiaries/affiliated entities may charge 'Equipment costs' as depreciation costs. In this case, this budget category covers the depreciation costs of equipment, infrastructure or other assets used for the action. In addition, in some cases (e.g. infrastructure), it may also include the costs necessary to ensure that the asset is ready for its intended use (e.g. site preparation, delivery and handling, installation, etc).

If the beneficiary's usual practice is to consider durable equipment costs (or some of them) as indirect costs, these can NOT be declared as direct costs, but are covered by the flat rate for indirect costs (see Article 6.2.E). Any depreciation declared as a direct cost under the action must be a direct cost under the beneficiary's cost accounting practices (see Article 6.2).

The costs must be declared as actual costs and must comply with the eligibility conditions set out in Article 6.2.C.2. of the Annotated Grant Agreement.

They must be calculated according to the following principles:

❖ the depreciable amount (purchase price) of the equipment must be allocated on a systematic basis over its useful life (i.e. the period during which the equipment is expected to be usable). If the equipment's useful life is more than a year, the beneficiary can NOT charge the total cost of the item in a single year

Useful life' means the time during which the equipment is useful for the beneficiary. If the beneficiary does not normally calculate depreciation, it may refer to its national tax regulations to define the useful life of the equipment.

❖ depreciated equipment costs can NOT exceed the equipment's purchase price;

❖ if the beneficiary does not use the equipment exclusively for the action, only the portion used on the action may be charged (the amount of use must be auditable).

Example: *A large 3D printer was bought before the action started and was not fully depreciated. For 6 months in reporting period 1 it was used for the action for 50 % of the time and for other activities for the other 50 % of the time. Linear depreciation is applied according to the beneficiary's usual practices (depreciation over the expected period of use of the 3D printer):*

EUR 100 000 per year (EUR 50 000 for 6 months). Costs declared for the project: EUR 50 000 (6 months of use) multiplied by 50 % of use for the action during those 6 months = EUR 25 000.

❖ the beneficiary can charge depreciation in line with applicable audit standards and its usual accounting practices, i.e. normally at the earliest for periods as of the reception of the equipment and its availability for use (i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management).

Example: *A robot-supported equipment was bought on 15 November and received and set up for use as of 01 December. The reporting period ends on 31 December and the financial year also ends on 31 December. The maximum depreciation that the beneficiary may charge is 1 month (from 1 to 31 December); i.e. 1/12 of the annual depreciation. This applies even if the beneficiary recorded in its accounts at 31 December a full year of depreciation for the item.*

The depreciation costs must be calculated for each reporting period.

B) Equipment costs (full cost)

S*ometimes in HE, SMP, EU4H,* the beneficiaries/affiliated entities may charge 'Equipment costs' as full costs, if it is eligible under the GA.

In this case, the equipment costs cover the full capitalized costs for the equipment, infrastructure or other assets to the grant.
'Capitalized' costs mean recorded as assets in the beneficiary's balance sheet.

They may relate to:
- the full purchase costs and/or
- the full development costs

and must be recorded under a fixed asset account in the beneficiary's accounting records in compliance with international accounting standards and the beneficiary's usual cost accounting practices.

The costs must be **declared as** actual costs and must comply with the **eligibility conditions** set out in Article 6.2.C.2. of the Annotated Grant Agreement.
They must be **calculated** according to the following principles:

● correspond to the actual costs incurred in the purchase or for the development and

● ensure that there is no double charging of costs (in particular, no charging of depreciation costs for the prototype or pilot plant to the grant or another EU grant).

They cover the full purchase/development costs (not only the depreciation costs for the reporting period).

For those other options applied to the depreciation and full costs see specific cases in the Article 6.2.C.2 Equipment of the Annotated Grant Agreement.

*Nota bene: At this point, you need to **consult with the accountant or finance department** to correctly document the costs relevant to your project and budget. They can explain the specific accounting treatment required by **International Accounting Standards (IAS)**, the internationally recognized rules for comparable financial reporting.*

3. Other goods, works and services

Purchases of **other goods, works and services** must be calculated on the basis of the costs actually incurred.

Such goods, works and services include, for instance, consumables and supplies, promotion, dissemination, protection of results, translations, publications, certificates and financial guarantees, if required under the Agreement.

This budget category covers the costs for goods and services that were purchased for the action, such as:

– costs for consumables and supplies *(e.g. raw materials, office supplies);*
– communication and dissemination costs *(e.g. translation and printing costs or graphic designer fees for printed products such as leaflets or other promotional items in relation to communication activities; conference fees; costs for speakers and interpreters*);
– costs related to intellectual property rights (IPR) (*e.g. costs related to protecting the results such as consulting fees or fees paid to patent offices*);
– costs for certificates on financial statements (CFS) and certificates on methodology (CoMUC; where necessary);
– costs for financial guarantees (only if required by the granting authority; *see Data Sheet, Point 4.2*).

Best practice: If there is any doubt about whether a cost is eligible, or whether a cost is to be considered a purchase cost for other goods, works and services, the beneficiaries should contact the granting authority.

If it is the beneficiary's usual accounting practice to consider some of these costs (or all of them) as *indirect* costs, they cannot be declared as direct costs.

Costs of other goods, works and services must be **declared as** actual costs and must comply with the **eligibility conditions** set out in Article 6.2.C.3 Annotated Grant Agreement.

Regarding the **calculation**, the costs must correspond to the eligible costs actually incurred *(i.e. the amount paid by the beneficiary for the supply of the goods, works or services).*
Specific cases are available in Article 6.2.C.3 Other goods, works and services of the Annotated Grant Agreement.

Table 3.1i – A list of 'Other costs categories' – There are several 'other costs categories', in addition to the ones mentioned above, that can be added to the Horizon Europe project's budget. If one of these other cost categories is relevant to your project, a justification under table 3.1i should be provided.

If eligible under the GA, the beneficiaries/affiliated entities may charge costs under "Other cost categories".

Such cost categories exist in several EU programmes:
- Financial support to third parties (FSTP) *(all programmes except RFCS, EUAF, CUST/FISC, CCEI, PERI, TSI, UCPM; see Article 6.2.D.1 FSTP)*
- Internally invoiced goods and services *(HE, DEP, EDF; see Article 6.2.D.2 Internally invoiced goods and services)*
- HE Access to research infrastructure costs *(see Article 6.2.D.X HE_RI)*
- HE PCP/PPI procurement costs *(see Article 6.2.D.X HE_PCP/PPI)*
- HE ERC additional funding *(see Art. 6.2.D.X HE_ERC_Additional funding)*
- CEF Studies *(see Article 6.2.D.X CEF_Studies)*
- CEF Synergetic elements *(see Article 6.2.D.X CEF_Synergetic elements)*
- CEF Works in outermost regions *(see Art. 6.2.D.X CEF_Works in outermost regions)*
- CEF Land purchase *(see Article 6.2.D.X CEF_Land purchase)*
- LIFE Land purchase *(see Article 6.2.D.X LIFE_Land purchase)*
- AMIF EMN ad hoc queries *(see Art. 6.2.D.X AMIF_EMN ad hoc queries)*

Depending on the provisions of the specific cost categories, they must be declared as actual costs (or any other cost type, *e.g. unit cost, flat rate or lump sum*).

The costs must comply with the eligibility conditions set out in each specific cost category.

The calculation method will depend on the type of cost and the provisions of each specific cost category mentioned above.

Table 3.1j - In-kind contributions provided by third parties according to which beneficiaries may use in-kind contributions, if necessary to implement the action, but they are not counted towards the project budget (not eligible costs). More details are available in subparagraph 3.3.1. of this Guide to Grants.

Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.

INDIRECT COSTS

'Indirect costs' are costs that cannot be identified as specific costs directly linked to the performance of the action. In practice, they are costs whose link to the action can NOT be (or has not been) measured directly, but only by means of cost drivers or a proxy (i.e. parameters that apportion the total indirect costs (overheads) among the different activities of the beneficiary).

Where indirect costs are reimbursed as **flat-rate** *(e.g. budget category E. Indirect costs in the EU action grants)*, you do NOT need to calculate the indirect costs incurred for the action. They are covered by the flat-rate and automatically calculated by the IT system. Indirect costs (i.e. overheads) are **declared** as a fixed flat-rate *(except EDF)*. For most programmes the flat-rate is fixed at 7% of the eligible direct costs in accordance with Article 184(6) EU Financial Regulation 2024/250921; for some programmes, a higher rate (e.g., 25%) is foreseen in the Programme Regulation (basic act; *see specific cases below*)).

The costs must be **calculated** by applying the X% flat-rate to the eligible costs *(categories A-D, except volunteers' costs and exempted specific cost categories, if any)*. Which kinds of cost fall under direct or indirect cost **depends on the nature of the action** and may therefore vary between programmes and calls. Indirect costs for the PCP/PPI procurement costs and for the land purchase costs are NOT reimbursed.
Indirect costs will be reimbursed at the flat-rate of:
- 7% on all cost categories: eligible direct costs (categories A-D, except volunteers' costs and exempted specific cost categories, if any);

- 25% on eligible direct costs (categories A-D, except volunteers' costs, subcontracting costs, financial support to third parties and exempted specific cost categories, if any). For Horizon Europe, all specific cost categories except D.7 ERC additional costs are exempted (i.e. do NOT count for the flat-rate).

Example:
A public university is a beneficiary under a Grant Agreement and has incurred the following costs:
EUR 100 000 personnel costs
EUR 20 000 subcontracting costs
EUR 10 000 other goods and services (consumables).
Eligible direct costs: 100 000 + 20 000 + 10 000 = EUR 130 000
Eligible indirect costs: 25 % of (100 000 + 10 000) = EUR 27 500
Total eligible costs: EUR 157 500

3.3.3. Insights and recommendations

Financing models in Horizon Europe projects
Horizon Europe, the EU's primary research and innovation funding program, uses various grant types. The two most prevalent are the Actual Costs Grant and the Lump Sum Grant.

Table 21. Financing models

Feature	Actual Costs Grant (The Classic Model)	Lump Sum Grant (The Simplified Model)
Payment Basis	Based on actual, documented expenses incurred during the project.	Based on completing pre-defined outputs (WPs, deliverables, milestones).
Mechanism	Budget your costs (personnel, travel, etc.) and then claim reimbursement for each expense, providing proof (e.g., receipts, salary slips).	A fixed total amount is agreed upon upfront, and paid out in installments once specific results are delivered.
Focus	Financial accountability and detailed tracking of every euro spent.	Scientific and technical outcomes/results and delivery of the work plan.
Documentation	High administrative burden; requires rigorous, detailed evidence for *every* cost claimed.	Significantly lower administrative burden; documentation focuses on proving the work was completed.

Feature	Actual Costs Grant (The Classic Model)	Lump Sum Grant (The Simplified Model)
Availability	Often the default for many calls (and the only option in Horizon 2020).	A newer, growing option aimed at simplification and error reduction.
Example	if you spend €50,000 on a researcher's salary and €5,000 on lab supplies, you report those costs and get them covered (usually 100% for research action grants)	Payment is not based on actual spend, but on outputs. If you complete the tasks in Work Package 1 as promised, you get the pre-set sum for WP1, regardless of whether you spent a bit more or less doing the work.

It's important to note **you don't get to choose** the model freely. Each call for proposals will state whether it uses actual costs or lump sum.

Example: a call might be titled "XYZ (Lump Sum Pilot)" indicating its lump sum.

Whichever model you encounter, the proposal structure and evaluation criteria remain largely the same. The Commission will still check the budget is adequate and reasonable for the work planned.

How Actual Cost and Lump Sum Grants Align

Despite their differences in payment mechanics, both Actual Cost and Lump Sum grants are fundamentally similar in their expectations regarding project design and accountability:

1. Focus on Project Planning & Eligibility
- Identical Planning: Both models require the same rigorous upfront planning, including defining work packages, deliverables, and the necessary resources (personnel, equipment, etc.).
- Budget Justification: In both cases, the proposal's Part B must include a thorough justification of the required budget, explaining *why* resources (like person-months or equipment costs) are needed for each task.
- Underlying Eligibility: The principle of cost eligibility remains the same. A cost that would be ineligible for reimbursement under the Actual Cost model cannot be included in the estimated budget for a Lump Sum project.

2. Proposal Structure & Reporting

- Consistent Structure: The overall proposal format remains unchanged, divided into the administrative Part A and the detailed technical Part B.
- Common Reporting Triggers: Both schemes follow the standard Horizon Europe payment flow: a pre-financing payment upon signing, followed by interim/final payments triggered by the submission and approval of periodic reports.

3. Commitment and Accountability

- Delivery is Key: Both models ultimately hold beneficiaries accountable for delivering the promised work. The core requirement is to successfully execute the project activities as outlined in the GA.
- No Easy Route: Neither model is a free pass; failure to perform (e.g., missing major deliverables) can result in grant reduction or other actions by the Commission. The commitment to technical excellence is equally high in both scenarios.

Key Differences in Budgeting for Actual Costs and Lump Sum

1. Detailing Costs vs. Distributing a Fixed Sum

The primary difference between the two models lies in **how the costs are presented** in the formal proposal (Part A), although the underlying effort to calculate the budget remains similar.

Table 22. Key differences in budgeting for Actual costs and Lump sum

Feature	Actual Costs Grant	Lump Sum Grant
Presentation in Part A	**Detailed Line-by-Line:** The formal budget form (Part A) requires detailing the costs for **every category** (Personnel, Travel, Equipment, etc.) for **each partner**.	**Simplified Fixed Amounts:** The formal budget form (Part A) only shows a single **lump sum amount** allocated to each partner, or per Work Package.
Budget Justification	The detailed breakdown in Part A is justified/explained in the technical description (Part B).	The lump sum figure must be justified by submitting a confidential **Detailed Budget Table** as an annex (Excel file).
Purpose of Detailed Budget Table	N/A (The breakdown is in Part A).	Essential for evaluators to verify that the final lump sum is **reasonable, calculated**

Feature	Actual Costs Grant	Lump Sum Grant
		correctly, and follows the standard cost eligibility rules.
Analogy	**Building the budget brick-by-brick** *inside* the official proposal system.	**Calculating the budget offline** meticulously, then only reporting the final large chunks in the proposal.

Key Takeaway

The budgeting effort is similar, as both require meticulous background calculation based on cost categories and eligibility rules. The divergence is purely in presentation: Actual Cost requires **full transparency in the online form**, while Lump Sum requires **full transparency in an annex** for evaluation purposes only.

2. Flexibility in Budget Allocation

The two models offer different degrees of flexibility, particularly after the proposal is submitted and during the project lifecycle.

Actual Costs Grant
- Initial Adjustment: During the proposal phase, adjustments can be made granularly, tweaking specific cost categories (e.g., travel budget for Partner X).
- In-Project Flexibility: The final GA lists detailed categories. During project implementation, there is some inherent flexibility to move funds between cost categories (personnel, travel, etc.) within the agreed-upon total budget, provided the costs remain eligible and linked to the project.

Lump Sum Grant
- Initial Adjustment: Adjustments focus on changing the overall lump sum allocated to a specific partner or Work Package.
- Rigidity After Award: Once the lump sum amounts per Work Package are fixed in the GA, they become a fixed price for that defined work. This structure is generally rigid.
- No Budget Negotiation: Horizon Europe operates on a "no-negotiation" principle for budgets. While evaluators might suggest reducing an overall lump sum if it seems excessive, there is typically no standard negotiation phase to rework the underlying budget breakdown.
- Focus: The focus shifts entirely to delivering the WP outputs, as the associated payment is locked in regardless of minor cost fluctuations.

The Actual Costs model locks in budget categories but allows minor internal shifts during execution, while the Lump Sum model locks in the price per piece of work, making those specific amounts non-negotiable and fixed for the project's duration.

3. Part A vs. Part B emphasis

The difference in funding mechanisms alters the relative importance of the administrative figures (Part A) versus the technical narrative (Part B) during the evaluation process.

Actual Costs: Emphasis on Part A (The Numbers)

- The detailed figures entered in the administrative form (Part A), broken down by cost category, are highly significant because they directly represent the **maximum amounts eligible for subsequent reimbursement**.
- The technical narrative (Part B) primarily functions to **validate** that these detailed Part A costs are necessary and reasonable for the planned work.

Lump Sums: Extra Emphasis on Part B (The Story)

- Part A lists the single, total lump sum amount allocated per Work Package, which matters as it is the payment target.
- Since the detailed cost breakdown (personnel, travel, equipment) is **hidden from the main Part A form**, the Part B narrative must work harder. Applicants must use the technical description to provide a robust **"storytelling" justification**, detailing the *resources* (e.g., 50 person-months, specific equipment needs) required for each WP.
- The applicant must convincingly demonstrate that the total lump sum requested for a WP (e.g., €500k) is fully justified by the scope, tasks, and resources described, assuring evaluators that the figure is sound, not arbitrary.

Table 23. Actual costs vs. Lump sum in the context of Part A and Part B

Model	Primary Financial Focus in Proposal	Justification Burden
Actual Costs	**Part A figures** (detailed by cost category) are key to reimbursement limits.	Part B justifies the detailed costs shown in Part A.
Lump Sum	**Part B narrative** (describing resources needed for WPs) is key to proving the lump sum's value.	Part B must build a compelling case for the high-level lump sums shown in Part A.

How does project reporting and auditing differ?

In Actual Cost grants, you are required to submit a **Periodic Report** every reporting cycle, usually every 12–18 months. This report includes two main components:

- a **Technical Report**, which outlines the activities carried out, the results achieved, and the deliverables produced, and
- a **Financial Report**, which functions as a compilation of Financial Statements from each project partner. These statements list all expenses incurred during the reporting period, broken down by cost category. You must provide the real amounts spent on items such as personnel, travel, and equipment, and these figures are subject to eligibility verification. EU project officers—and sometimes external reviewers—will examine the financial statements to ensure that all costs comply with the funding rules. They may question any unusual entries or request clarification during the review.

A **Certificate on the Financial Statement (CFS)** must be included in the interim or final periodic report for any beneficiary whose costs exceed the applicable threshold. This threshold varies by EU programme and type of action. For the MFF 2021–2027 period, the standard threshold is **EUR 325,000** of requested EU contribution. The specific threshold for your project is stated in the GA and can be found under the "options" tab in the Latest Legal Data.

During an audit, you must provide supporting evidence for all declared costs—such as pay slips, invoices, timesheets, and purchase orders. Essentially, Actual Cost projects require documentation for every euro spent. If an auditor identifies an ineligible cost (e.g., an expense outside the project scope or lacking proper documentation), that amount may be rejected, resulting in a corresponding reduction of the grant.

In Lump Sum grants

Periodic reporting is more straightforward under a lump sum grant. You still prepare a Technical Report, describing progress, results, and any deviations from the plan. However, the Financial Report no longer includes any breakdown of costs. There is no section detailing expenditures such as "€X spent on travel."

Instead, the coordinator simply declares which work packages—or portions of them—were completed during the reporting period. The report may contain a table listing each work package alongside a checkbox or completion percentage. If, for example, WP1 and WP2 are marked as

completed and were assigned €200,000 and €500,000 respectively, then €700,000 is considered "achieved" and becomes eligible for payment. No receipts or financial documentation are required.

The European Commission explicitly states that beneficiaries in lump sum projects "do not have to report actual costs, and there are no financial declarations to be made or reviewed." Because lump sum grants remove the requirement to submit detailed cost reports, there is no contractual obligation to keep or submit financial records; the emphasis is entirely on verifying that the work packages have been completed as agreed. This means you do not need to maintain invoice files for submission to the Commission.

Traditional financial audits—reviewing accounts, invoices, or timesheets—are largely removed. According to the Commission, in Horizon Europe lump sum grants "there is no report of actual costs, and there are normally no financial checks, reviews, or audits." Instead, any audits focus on confirming that the work packages were properly carried out, rather than reviewing individual expenses.

This shift has significant consequences:

- **Administrative Burden**

Lump sum projects greatly reduce administrative workload. Project managers no longer need to chase partners for invoices or compile detailed financial reports. While you still need internal budget monitoring, none of this is reported to the EU. By contrast, actual cost grants demand substantial administrative effort for financial reporting and audit preparation.

- **Financial Flexibility**

In actual cost grants, spending must generally follow the predefined cost categories and budget plan. If you need to move substantial amounts between categories or partners, you may require an amendment or at least a strong justification.

In lump sum grants, because no cost categories are reported, you gain internal flexibility. You can overspend in one category and underspend in another as circumstances change—without informing the EU—as long as the work package is completed within the agreed lump sum. As the European Commission puts it: *"You can use the budget as you see fit as long as the project is implemented as agreed."* In other words, the Commission does **not** monitor how you distribute your spending internally, provided the expected deliverables are achieved on time and according to

plan. This is a major advantage, as it allows you to adapt the budget to real-life needs (for example, if travel costs increase while equipment costs decrease).

However, if the changes are so substantial that you cannot complete a work package with its fixed lump sum amount, this becomes an issue—because the lump sum cannot be adjusted.

- **Risk and Accountability**

In a **lump sum grant**, the **financial risk shifts primarily to the beneficiaries (the consortium)**. Unlike an **actual cost grant**—where you are reimbursed for valid expenses even if you slightly miss some Key Performance Indicators (KPIs)—lump sum payment is released *only* upon the **successful delivery of pre-defined Work Packages (WPs)**. If a WP is not fully completed, the corresponding payment may be withheld or reduced. Because payment depends entirely on *WP delivery* (not on cost claims or receipts), the consortium collectively bears the risk. The failure of one partner to deliver their part of a WP can jeopardize the entire group's payment. Therefore, robust project coordination and clear internal agreements are critical for lump sum consortia.

- **Audit Relief and Focus**

One of the greatest benefits of the **lump sum model is the significant reduction in the audit burden**, which eases the complexity and stress often associated with EU financial reviews. The European Commission confirms that lump sum grants **eliminate the need for detailed financial reporting and ex-post financial audits** because actual costs are no longer reported. Instead, all checks and reviews focus *exclusively* on **technical implementation**—verifying that the WPs were delivered as agreed. There is no need to verify invoices, timesheets, or specific cost categories for the EU.

Beneficiaries must still comply with national accounting laws and keep basic documentation (like lab notes or internal timesheets) as proof of activity, but this is for internal use or exceptional circumstances, *not* for EU cost justification. In essence, lump sum grants offer substantial administrative relief and reduce the risk of funding repayments due to minor accounting mistakes, while still maintaining strict accountability for project results.

Table 24. Pros and Cons of Funding Models

Pros and Cons of Funding Models	
Actual grants	
Pros	**Cons**
Familiarity. This is the familiar grant model: you spend money as needed and get reimbursed. It offers a sense of security (a "safety net"); if the project encounters difficulties, you are still paid for the valid work completed and costs incurred. As long as you followed the spending rules in good faith, you won't lose funding just because project goals were slightly missed.	**Heavy administrative burden.** This model imposes a significant administrative load. It requires meticulous tracking and documentation of every single cost: receipts, detailed timesheets, purchase orders, and depreciation calculations. This complexity is challenging for many beneficiaries, especially SMEs or newcomers.
Budget flexibility. During the project you have significant leeway to adjust spending within the overall approved budget. For instance, if you save €20k on equipment, you can often reallocate that money to hire more personnel or conduct additional experiments, provided the costs are eligible and support the project.	**High audit risk.** The looming possibility of a detailed financial audit and the fear of having to potentially repay funds (due to auditor findings) is a major downside. This often leads partners to adopt overly conservative spending practices, sometimes avoiding useful expenses because they are unsure of their eligibility.
Adapts to real-world changes. The grant adapts well to unforeseen realities. If prices increase or you need an extra travel day, you can claim those costs (within the maximum budget limit). You are not tied to a fixed sum that might become inadequate. Furthermore, if a partner drops out or underperforms, their tasks and budget can often be transferred to another partner via a formal amendment.	**No reward for efficiency.** If you complete the planned work for less money than budgeted, you are only reimbursed for what you actually spent. You cannot freely reallocate the saved funds to other work without approval, and any unspent budget remains with the Commission.

Lump sum	
Pros	**Cons**
Streamlined administration. The main benefit is administrative simplicity. The elimination of detailed financial reporting allows the project team to focus entirely on the scientific and technical work and overall coordination. This is a huge relief, especially for partners lacking large finance departments, potentially saving weeks or months of administrative work over the project duration.	**Increased upfront planning work**. The downside to less reporting during the project is a heavier workload during the proposal stage. The consortium must accurately calculate and justify every cost element in advance to determine the lump sum amount. This front-loaded effort is particularly challenging for less experienced applicants who may struggle with accurate cost estimation.
Significantly lower audit risk. By design, lump sum grants virtually eliminate the possibility of detailed financial audits ("no financial checks and audits"). The consortium can relax, knowing they are unlikely to face an audit requiring them to justify every invoice. While the EU may audit the delivery of the work, proving technical completion via deliverables and documentation is typically straightforward.	**Rigid financial structure**. While the total grant ceiling is fixed in both models, the lump sum structure is highly rigid once signed. The amount allocated to each WP is set in the Grant Agreement. If a WP is under-budgeted and costs more than expected, the consortium cannot easily transfer money into it from another WP. Unlike actual cost grants, lump sum allocations per WP are final.
Internal autonomy and budget flexibility. Lump sum grants give the consortium significant control over the project budget internally. The European Commission does not monitor cost details, so the team is free to optimize the use of funds. If an activity needs more resources, partners can adjust internal spending (e.g., repurposing travel savings for extra consumables) without needing to inform the Commission or seek	**All-or-Nothing payment risk per WP**. If a WP is not fully delivered, the EU may withhold the entire payment for that WP. While pro-rata payments for partially completed WPs (e.g., 80% done) are possible, they are discretionary and complex. This creates joint liability, meaning the entire consortium shares the risk if one partner fails to deliver their part of a WP. This can also create cash flow problems; if a key WP is delayed, the

permission, as long as all required outputs are delivered. Formal amendments are only needed for major shifts, such as reallocating the fixed lump sum amounts between partners or WPs.	corresponding interim payment is also delayed until the work is completed, forcing partners who relied on that funding to wait longer.
Incentive for efficiency and outcomes. This model strongly encourages teams to work efficiently. If the consortium completes a WP under the budgeted cost, they still receive the full lump sum amount for that WP. The "savings" can effectively be used to perform additional, quality-enhancing work on the project or simply kept by the partners. This fosters careful planning and discourages wasteful "use it or lose it" spending.	

Horizon Europe FAQ – Actual Costs vs Lump Sum Grants

1. How do I build a budget for a Horizon Europe lump sum grant?

Start by preparing your internal budget like you would for an actual cost grant, estimating personnel time, travel, equipment, subcontracting, etc. Then translate those figures into lump sum allocations per work package using the EC's Lump Sum Budget Table. While you won't report these costs later, evaluators still assess them upfront to ensure your lump sum estimates are realistic and justified.

2. Is the payment schedule different for lump sum grants?

The schedule (pre-financing, interim, and final payments) is the same as in actual cost grants. What changes is how payments are triggered. For actual costs, you're reimbursed for reported eligible expenses. In lump sum grants, you're paid based on completed work packages, regardless of actual spend.

3. How does pre-financing work in lump sum grants in Horizon Europe?

Pre-financing for lump sum grants in Horizon Europe depends on the number of reporting periods:
- One reporting period: typically, 80% of the total lump sum.

- Two or more: typically, 160% of the average lump sum per period (i.e. lump sum ÷ number of periods × 160%).

A small part is withheld for the Mutual Insurance Mechanism. The GA sets the amount, and the coordinator distributes it as per the CA.

4. When can payments be suspended in Horizon Europe lump sum grants?

Payments can be fully or partially suspended if beneficiaries breach the Grant Agreement (Article 28.1). Cost eligibility is not a reason for suspension in lump sum grants. Unaffected parts may still be paid, and any suspended final payment will close the action once resolved.

Common mistakes on budgeting to avoid

The budget should only be attended to and constructed once there is a clear understanding of the project's implementation plan, which fully respect and correspond to the project's idea, goal, concept, objectives and methodology.

When consolidating the Horizon Europe project budget, note the following additional tips:
- Avoid allocating more than 30% of the overall budget to a single partner (Coordinator included)
- Avoid allocating more than 40% of the overall budget to a single country (all partners from the same country put together)
- The budget allocated for coordination and project management activities (mostly by the coordinator) should range between 3% to 5.5% of the overall budget

To construct a strong a cohesive budget, consider three suggested steps:

Step 1: Follow one approach

There are two prevailing approaches for planning a budget in Horizon Europe grant applications. In this context, it is important to note that the approach will usually be chosen by the project's coordinator.
The two approaches are:
- **A top-down approach** where the overall project budget is divided a priori (many times equally) between the partners. In this case, each partner is instructed to create and elaborate its own budget within the limits of the share that was allocated to it.

- **A bottom-up approach** where the partners are requested to indicate their detailed budgetary needs for executing their tasks in the project, without pre-determined limits. Once detailed, all budgets are consolidated to form the overall project's budget.

The top-down approach has the advantage of being rather simple to many coordinators, as it puts most of the budget planning efforts on the partners. On the other hand, its main disadvantage is that this approach "forces" a budget structure that may not be as accurate and realistic as expected in these grants. As such, in many cases, it fails to reflect the expected efforts required from each partner in the project. In some cases, reviewers might perceive this budget presentation as too coarse or even artificial, which in turn may indicate a poor implementation plan. This is a conclusion we prefer to avoid entirely.

Different from the above is the bottom-up approach. This approach results in a more accurate and realistic Horizon Europe project budget description. While it may require more effort from all partners involved, this pays off during the project's evaluation since it enables to spot the exact role of each partner and the overall division of work needed to implement the project's work plan. It also conveys a strong message about the efforts invested in planning the implementation during the execution phase of the project. Therefore, while both approaches are entirely valid and legitimate, we recommend following the second approach over the first.

Step 2: Collect the required data

In this step, all partners must provide data according to their respective work packages. The type of data that should be collected includes:

- **Personnel costs (being the main segment of most projects):**
  - *Calculation of personnel costs*. When calculating the personnel costs for the project proposal the first element that we are interested in is the average monthly cost of employment of the personnel that is expected to participate in the project of each partner. The average monthly cost of employment should include the salaries alongside any additional employer's payments (such as social benefits, pension, etc.). There is no need to get into the fine details of all salaries and additional payments. The main focus here is the average cost of employment of relevant personnel. Normally, it is up to the financial department of the partner's institution to provide these required figures.
  - *Allocation of person-months per work package*. This next element will stem from the work assigned to each partner based on the

discussions on the expected role and tasks in the process of developing the work plan. In this process, each partner should estimate how many person-months it should allocate per task in the work packages. These allocations are then added up to the total amount of person-months per partner. The overall personnel charge per partner is essentially the average cost of employment (for the given partner) multiplied by the total of person-months allocation (for the said partner).

Nota Bene: the average cost of employment on one hand and the person-months allocation, on the other hand, are relevant mainly for the pre-award phase and the proposal evaluation process. Later on, in the post-award phase, during the project's execution, the personnel calculation is done using a different scheme which is based on the daily rate, which should be monitored carefully during the project's execution, and might be audited by the EC later on in potential financial audits. This may cause discrepancies between the early pre-award personnel charge calculations and the post-award personnel charge calculations. The complexity of these discrepancies is something to consult with the financial department in your institutions and get their support and approval for your personnel budget request, both for the pre-award and the post-award phases.

The detailed calculation approach is described in the subparagraph 3.3.1 of this Guide to grants.

- **Travel & subsistence costs:**
  - o Travel & subsistence costs can be associated with specific tasks or work packages, although it is not a must. It is perfectly fine to present a general travel budget (per partner) for the entire project.
  - o That being said, we recommend having some kind of breakdown. Since it is hard to predict the exact costs of future travel expenses, we recommend using an average cost of travel & subsistence and multiply it with the expected number of trips planned during the project. The average travel cost should include transport, accommodation and subsistence per person, for a period of 2-3 days.
  - o Travel is of course expected when implementing a Horizon Europe project. Still, we recommend not to overdo it. It is essential to keep the travel budget realistic and appropriate to the amount of involved personnel (per partner) and associated tasks.

The detailed calculation approach is described in the subparagraph 3.3.1 of this Guide to grants.

- **Equipment costs:**
  - o Any equipment required for the direct execution of the project is eligible for funding.

o   Horizon Europe equipment budget requests should typically be claimed based on their depreciation value according to the local tax regulations of each partner. The financial department in your institution should be able to assist in this regard.

The detailed approach is described in the subparagraph 3.3.1 of this Guide to grants.

- **Sub-contracting and 3rd parties:**

o   Any cost that might be directed towards sub-contractors should follow the guidelines of "best value for money" and be described and justified by the relevant partner. Make sure that the project's core tasks cannot be subcontracted.

o   Keep in mind that subcontracting costs are not eligible for the 25% flat-rate addition of indirect costs.

The detailed approach is described in the subparagraph 3.3.1 of this Guide to grants.

- **Other goods and services costs:**

o   Any other goods and/or services required for the direct execution of the project can be added to the requested budget.

o   In case a partner's total grant surpasses €430,000, a Certificate on Financial Statements (CFS) is required to be submitted once the project ends. A CFS is normally issued by an external auditor. The cost of producing the CFS is eligible and should be included in the partner's budget estimation under this category. After collecting all the necessary data, the next step is to organize it all in the most beneficial way.

The detailed approach is described in the subparagraph 3.3.1 of this Guide to grants.

Step 3: Make one big table, then split it into the requested sections

The fact that the budget appears in two different sections (Part A+B) of the proposal while using a set of various tables can create a loss of important information or inconsistency between the different parts. To best handle this issue, we recommend first create one consolidated table that collects and summarizes all the relevant data from all consortium partners.

This table is external to the proposal (usually created by the coordinator), and will only be used internally to ensure the budget is consistent and exhaustive. Once this table is set, and all the information makes sense together, you can begin filling out the budget sections of the proposal by splitting up the information in the manner requested throughout the various sections.

Step 4: Consolidating the Horizon budget

Once the data from all partners is in a table, the next step is to consolidate it into one unified project budge, most likely, the coordinator will be responsible for this task. First, it is necessary to add up all costs (per category) declared from all partners. This will reveal what the total project budget has amounted to.

If the total budget significantly exceeds the expected grant amount, it is necessary to revisit the input from the partners and consult with them regarding the reduction of the budget. The budget cut could be surgical (per partner) or horizontal (be that it is mutually agreed on).

Logical Framework Matrix

Before submitting a project to a grant competition or explaining and justifying its funding to a donor, it is important to understand the project yourself and see the big picture.

A Logical Framework is a matrix in which the intervention logic (overall objective, purpose, expected results and activities), assumptions, objectively verifiable indicators and sources of verification are presented.

- ❖ It is used as a management tool to improve the design of Interventions.
- ❖ ***It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their relationships, indicators, and the assumptions or risks that may influence the success or failure of a project.***
- ❖ It thus facilitates planning, execution and evaluation of a development Intervention, and is therefore present and used in different phases of the cycle of operations.
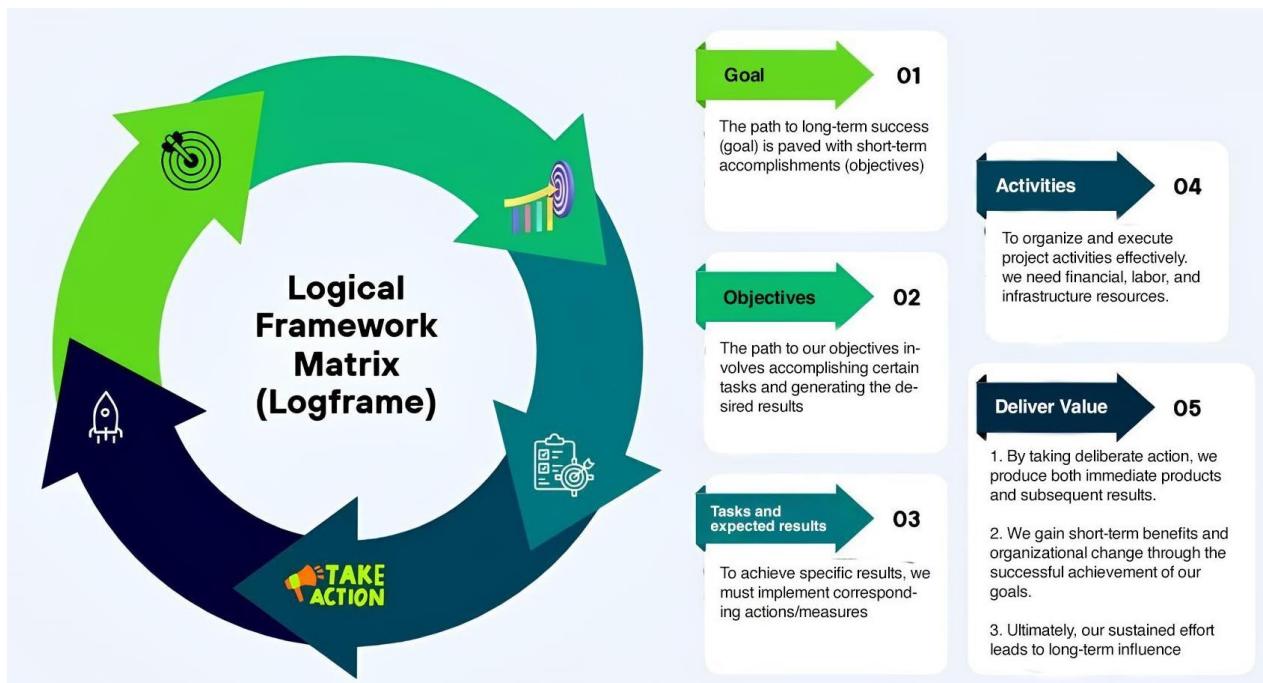
Figure 9. Log frame cycle

The cyclical process of the **Logical Framework Matrix (Log frame)** provides a structured approach to project planning and achieving long-term success. Log frame offers a clear narrative, tracing how effort leads to impact.

The Log frame Cycle - From Goal to Influence

The process begins with the ultimate **Goal (01)**. The path to long-term success is explicitly stated to be paved with short-term accomplishments, known as **Objectives**.

This overarching goal is broken down into specific **Objectives (02)**. The way to accomplish these objectives involves performing certain tasks and generating the desired results.

Moving towards execution, these objectives are translated into **Tasks and Expected Results (03)**. To achieve specific results, the process requires the implementation of corresponding actions or measures.

To enable these actions, the system identifies the necessary **Activities (04)**. Organizing and executing project activities effectively demands the commitment of essential resources: financial, labor (human resources), and infrastructure.

Finally, the execution of the activities culminates in the phase to **Deliver Value (05)**, which outlines the multi-stage benefits derived:

1. By taking deliberate action, the project produces both immediate products and subsequent results.
2. The successful achievement of the project's goals leads to short-term benefits and organizational change.
3. Ultimately, this sustained effort over time leads to the desired long-term influence.

Table 25. Log frame real-life example

Log frame real-life example

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL (IMPACT)			
To accelerate the national transition to renewable energy by demonstrating the technical and economic viability of decentralized storage for grid stability	1. 5% reduction in annual reported power outages in the target deployment region within 3 years. 2. 10 competing utilities or independent system operators (ISOs) adopt the core technology/standard within 5 years	Utility reliability reports; Public standards Documentation and licensing agreements	National policy incentivizes renewable integration; Grid regulators approve the new decentralized storage model
PROJECT PURPOSE (OUTCOME)			
Successfully integrate and pilot the new battery storage solution across 200 residential and/or commercial sites to prove its capacity for load balancing and peak shaving	1. 95% successful response rate to grid signals (load reduction during peak times) in the pilot area over 12 months. 2. 15% reduction in peak load demand measured in the pilot area during testing periods.	Real-time smart meter data and grid control system logs.	Participating sites maintain consistent energy consumption patterns; Grid signal communication remains reliable
OUTPUTS (DELIVERABLES)			

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
1. A production-ready, standardized hardware and software package for the battery storage unit	Final hardware design is certified by 1 accredited electrical safety body (e.g., UL); Software achieves 99.9% uptime in simulation.	Certification documents; Software test reports and uptime logs	Key components are available from stable supply chains; Unit costs achieve the target profitability margin
2. Publicly documented standard operating procedures (sops) and technical specifications for grid operators	Documentation is published and downloaded 500 times by external utility personnel within 6 months of release.	Website download metrics; External review feedback from 5 non-affiliated grid engineers.	Grid operators are actively seeking new storage solutions and standards
ACTIVITIES (incl. INPUTS)			
1. R&D and prototyping: finalize battery chemistry, design the inverter, and develop the ai-driven load management algorithm.	Prototype unit meets all performance specifications in the lab before moving to field testing (e.g., specific cycle life achieved). Staff time spent. Equipment used.	Laboratory testing reports; Algorithm performance analysis.	Key engineering talent remains on the project; Required specialized testing equipment is available.
2. Ecosystem engagement: secure pilot sites (residences and/or businesses) and finalize contracts with the local utility/grid operator.	Contracts signed for 200 sites and the utility interconnection agreement is approved by the final deployment date. Staff time spent. Equipment used.	Signed customer agreements; Utility regulatory approval documentation	Local residents/busines ses trust the technology and agree to participate; Interconnection bureaucracy is manageable

4. GRANT IMPLEMENTATION

4.1. Grant management in Horizon Europe projects

Effective grant management is essential to ensure that Horizon Europe projects are carried out in full compliance with EU rules, achieve their intended impact, and maintain transparency in both administrative and financial processes. This chapter provides applicants with key information on how grants are managed, implemented, monitored, and reported.

1. Legal base for the proper grant management

Grant agreement

Following the selection of a proposal for funding, the coordinator enters into a **Grant Agreement** (GA) with the European Commission. The GA is the binding legal document defining the framework for project implementation.
It specifies:

- Project objectives, methodology, and work plan
- Individual and collective budgets
- Eligible cost categories and reimbursement rates
- Reporting obligations and review processes
- Intellectual Property Rights (IPR) and Open Science rules
- Data protection and ethical compliance provisions

All beneficiaries accede to the GA before the project start date. It is important to note that submitted grant proposal (application) is the base for grant agreement in terms of project content, its objectives, deliverables, key performance indicators and terms. The GA lists the project partners (the 'beneficiaries') and specifies your project activities, the duration, budget, EU contribution, all rights and obligations. The detailed explanation on the grant agreement is available in the [Horizon Europe annotated model grant agreement](#).

For each project, there is a project officer who accompanies the consortium throughout the project implementation. If you are a project coordinator, the project officer is your main contact for any matters regarding your grant agreement and reporting on your project implementation. As the project coordinator you act on behalf of the consortium and steer the project activities.

In some cases, it might be necessary to amend your grant agreement, for example, if changes are needed for a successful project implementation. In these cases, the project coordinator submits a request through the Funding & tender portal's grant management service to sign the amendment electronically.

Consortium Agreement

In addition to the GA, beneficiaries must sign an internal **Consortium Agreement** (CA) to regulate project governance among partners (beneficiaries).

The CA usually includes:
- Decision-making structures (governance) and voting procedures
- Distribution of tasks and responsibilities
- Financial arrangements inside the consortium
- Internal communication and risk-management procedures
- Rules for handling data, results, and intellectual property

The CA must be concluded before the GA enters into force.

The DESCA (Development of a Simplified Consortium Agreement) template may be used as the Consortium Agreement. The Horizon Europe versions of DESCA reflect the requirements of the new EU Framework Programme, incorporate user experience with DESCA 2020, and account for recent legal developments. The DESCA template is provided in Annex 7.

2. Financial management

Sound financial management ensures the correct use of EU funds and minimizes risks during audits and reviews.

For the purpose of correct EU funds use the eligible costs applied, which should:
- Be incurred during the project duration
- Be directly linked to the funded activities
- Be reasonable, justified, and necessary
- Be recorded in the beneficiary's accounts
- Comply with national and EU regulations

Eligible cost categories typically include:
- personnel,
- subcontracting,
- travel,
- equipment depreciation,
- other direct costs, and
- indirect costs (calculated via a flat 7%, 25% rate).

More details on budgeting are available in paragraph 3.3.2. Budgeting of this Guide to Grants.

Most Coordination and Support Actions (CSA) are funded at **100% of eligible costs**, but the other funding rate is also applicable. It means that in case of

100% funding rate the project budget is fully covered by the European Commission. In other cases, co-funding is applicable, which means the obligatory requirement for the partners (beneficiaries) to co-fund the project in amount that is not covered by the European Commission (e.g., 50% funding rate means that 50% will be funded by the European Commission and the rest - by the project partners).

Grant payments in Horizon Europe

The EU grant is paid to the coordinator in several instalments: pre-financing, interim payment(s) and final payment. The coordinator is responsible for administering the grant and distributing it among the beneficiaries.

The coordinator receives the following payments from the European Commission/Funding Agency according to point 4.2 in the Data Sheet of the Grant Agreement (GA):

Table 26. Horizon Europe payment terms

Payment	Date of payment
Pre-Financing	Within 30 days of the entry into force of the GA or 10 days prior to the starting date of the action (whichever is the latest)
Interim Payment(s)	Within 90 days of receipt of the interim report by the EU Commission
Final Payment	Within 90 days of receipt of the final report by the EU Commission

The **pre-financing** payment is designed to ensure a cash flow for implementing the project. Its amount usually corresponds to the average grant amount for a reporting period. It remains the property of the EU Commission until the final payment.

The **interim payment(s)** and the **final payment reimburse** the **costs declared** in the relevant reporting period until the threshold of 90 percent of the maximum EU grant is reached (the exact rate is stated in the Data Sheet of the GA).

The grant is transferred to the account notified by the coordinator. The setting up of a separate **project account** is not obligatory according to the GA, but is required in many Consortium Agreements.

If the EU Commission/Funding Agency does not meet the specified payment deadlines without officially suspending the payment ("payment (deadline) suspension", Articles 29 and 30 of the GA), the consortium is entitled to **default interest**.

According to the GA, coordinators are obliged to forward the payments received from the European Commission to the other beneficiaries without delay. Beneficiaries can agree on a deviating rule in the so-called [Consortium Agreement](#) (e.g. in the form of a payment plan). Consequently, additionally to the GA, CA regulates when which payments are made to whom in the consortium.

The CA often provides that the amounts paid to the individual beneficiaries may not exceed the share allocated to them in the current version of the project budget. Any surplus remaining at the time of the final payment may be distributed among the beneficiaries who have spent more than their allocated share of the budget.

More information can be found in the Article 22 of the [Annotated Grant Agreement (AGA)](#).

Recommendations to mitigate risks related to financial management

Financial management under Horizon Europe requires discipline, documentation, and proactive monitoring. The recommendations below highlight *what you should actually do* during project implementation to avoid financial risks and ensure smooth reporting:

Set up a robust internal financial management system
- Create a **central project finance folder** with standardized subfolders (personnel, travel, subcontracting, invoices, timesheets, equipment, etc.).
- Assign a **dedicated financial manager** or administrator early in the project.
- Align internal procedures with the rules of the **GA** and **Annex 1 (DoA)**.

Manage personnel costs carefully (usually the largest budget category)
- Track personnel effort using **compliant timesheets** or monthly declarations.
- Verify that calculations follow the EC daily rate formula.
- Review payroll data monthly to ensure consistency between HR, finance, and project reporting systems.
- Ensure that job roles and responsibilities match the personnel categories in the GA.

Maintain strong documentation
- Keep **all original invoices**, contracts, proofs of payment, travel documents, and procurement records.

- Use a **document checklist** that matches Horizon Europe audit requirements.
- Store signed timesheets electronically in a version-controlled environment (e.g., SharePoint, OneDrive).

Monitor budget vs. actual expenditure monthly
- Compare planned vs. actual spending for each budget category.
- Flag deviations immediately and notify the coordinator if reallocation or amendment might be required.
- Use a simple dashboard (Excel, Power BI, or institutional tool) to visualize burn rate and spending progress.

Follow procurement and subcontracting rules strictly
- Apply your institution's **procurement procedures** and document every step (quotes, evaluations, justification of choice).
- Only use subcontracting for tasks **explicitly listed in Annex 1**.
- Avoid using subcontracting for personnel who are essentially project staff.
- For services not foreseen during proposal writing, request an amendment **before** contracting.

Manage travel and event expenses pragmatically
- Approve travel **only if directly necessary for project objectives**.
- Keep boarding passes, tickets, hotel invoices, travel reports or agendas.
- Choose cost-effective travel options (this matters for audits).

Prepare early for reporting & audits
- Prepare financial statements **continuously**, not only at the reporting periods.
- Hold internal pre-reporting checks to verify eligible costs, accurate timesheet records and correct allocation to work packages.
- Maintain a **clear explanation of the use of resources** for each cost category.
- Train staff on audit expectations (documentation, traceability, eligibility).

Collaborate closely with the project coordinator
- Participate actively in periodic review meetings.
- Communicate potential budget deviations or staffing changes early.
- Ensure alignment between your organization's financial reporting and the coordinator's technical reporting.

Common pitfalls to avoid

- ❌ Missing or inconsistent timesheets
- ❌ Ineligible subcontracting not listed in Annex 1 (DoA)
- ❌ Poor documentation of procurement procedures
- ❌ Over-claiming personnel time
- ❌ Booking travel not directly linked to project outcomes
- ❌ Late or inaccurate periodic financial statements

In a nutshell, to manage Horizon Europe project finances successfully maintain strong documentation, track personnel time accurately, monitor the budget proactively, follow procurement rules rigorously, prepare for audits from day one. If done well, financial reporting becomes straightforward and compliant.

3. Project implementation

Managing a Horizon Europe (HORIZON) project can be highly challenging, particularly for organizations and researchers who lack prior experience with European Commission (EC) rules or programme-specific requirements. This is especially true for research and innovation actions (RIAs), innovation actions (IAs), and coordination and support actions (CSAs), which involve numerous partners from different countries and require adherence to complex funding rules and contractual obligations. Combined with tight deadlines and the pressure to deliver high-quality, impactful research, the process can feel overwhelming. Therefore, having a well-structured implementation strategy from the very beginning is crucial.

Achieving success in EU-funded projects requires partners to follow certain essential guidelines for collaboration.

Effective implementation of a Horizon Europe project requires a systematic and well-coordinated approach, beginning with the **establishment of strong internal governance.** Each participating organization should set up a clear management structure with defined roles, such as Project Manager, Work Package Leaders, Financial Officer and Communication Lead. An internal project handbook should be developed to outline responsibilities, deadlines, templates and procedures, ensuring that all team members work consistently. Both internal and consortium-level kick-off meetings are essential to align understanding and expectations from the outset.

Figure 10. Project implementation components

A fundamental requirement during implementation is **to ensure that all activities remain fully aligned with the GA**, particularly Annex 1 (Description of Action), which serves as the core reference document. Any deviation from the planned activities must be communicated to the project coordinator promptly, as some changes may require a formal amendment. Regular monitoring of deliverables and milestones helps maintain progress and ensures timely completion of tasks.

Transparent communication within the consortium is critical to smooth project operation. **Active participation in meetings, the use of collaborative tools (such as Teams, Slack, Trello or Basecamp)** and systematic circulation of meeting minutes contribute to clarity and shared understanding. Partners should proactively report risks, delays or staffing changes to avoid cascading issues and maintain trust within the consortium.

To operationalize the planned activities, partners should **develop a detailed internal work plan that translates Annex 1 into a practical timeline with weekly or monthly tasks.** This includes assigning clear ownership for deliverables, milestones and reporting obligations, as well as regularly monitoring progress through dashboards, Gantt charts or project management tools.

Ensuring the quality and timeliness of project deliverables is another key priority. Internal deadlines should be set at least two to four weeks ahead of the official European Commission submission dates, allowing sufficient time for review and refinement. A peer-review process within the organization helps confirm the accuracy and compliance of deliverables, which must follow official Horizon Europe templates and formatting requirements.

Proactive risk management further strengthens project implementation. This involves maintaining an up-to-date risk register that covers technical, managerial, financial and legal risks, along with corresponding mitigation measures. Any significant risks should be communicated to the coordinator together with proposed solutions.

Compliance with financial and administrative rules must be ensured throughout the project. Personnel time needs to be recorded using compliant timesheets, and all expenses—including procurement, travel and subcontracting—must be documented in line with institutional and EC rules. Regular monitoring of budget consumption prevents both over- and underspending and supports technical progress.

Scientific and technical collaboration should be continuously nurtured. Sharing drafts, data and results early enable constructive feedback and strengthens the quality of outputs. **Joint publications, prototypes and datasets enhance scientific impact, while active preparation for review meetings ensures that progress and achievements are clearly demonstrated.**

Dissemination, communication and exploitation activities must also be prioritized. **The project's communication and dissemination plan should guide external engagement**, while websites, social media and public materials must be kept updated. Partners should identify and report exploitable results early, using available Horizon Europe tools such as the Horizon Results Platform.

Finally, preparation for reviews and audits should begin from day one. **All project activities**—including minutes, reports, drafts of deliverables and datasets—**must be properly documented and stored in an audit-ready manner.** Ahead of periodic reviews, partners should conduct internal assessments of milestone achievements, KPI progress, risk updates, financial statements and deliverable quality to ensure a coherent and accurate presentation of results.

In summary, proper implementation of a Horizon Europe project relies on strong internal governance, transparent communication, sound financial and administrative management, proactive risk mitigation, high-quality deliverables and strong scientific collaboration across the consortium. A structured and disciplined approach ensures compliance, efficiency and impactful project results.

Tips on how to manage the project

Collaborate with your partners
Encourage collaboration between your partners. Have a plan to handle possible disagreements and conflicts.

Build a strong team
Enrol people with diverse profiles, backgrounds, skills and training, and delegate tasks you may feel less comfortable with.

Master the resources and tools available that can help you manage your project.

Know your obligations when receiving EU funding. Get fully involved in its preparation and become familiar with your obligations.

Make the most of every meeting
Prepare well for the kick-off meeting and project review meetings. They are a good time to seek support, ask questions, discuss with your partners about anything related to your project, scientific or not.

Be ready for every scenario
Be prepared for audits by keeping track of your project's activities.

Communicate, disseminate and exploit results
Comply with the obligations to [communicate](#), [disseminate, and exploit](#) your research outcomes. The European Commission provides free-of-charge tools that can complement your communication, dissemination and exploitation efforts.

Report in time
Your grant reporting obligations are of key importance. Respect [your reporting periods](#). Report in due time and inform your EU project officer

about the progress made, possible delays, changes in your original plan or objectives and any struggle.

Follow ethics, security, and data protection rules

Applicants must ensure compliance with:

- Ethical principles governing research involving humans, animals, or sensitive data
- **GDPR** requirements for handling personal data
- EU security rules for dual-use, sensitive, or classified information.

4.2. Reporting

1. General provisions

During the project, you must submit reports documenting progress and expenditure in the Horizon Europe project.

Accounting periods in Horizon Europe projects usually cover 18 months. Within 60 days of each accounting period, the consortium must report to the European Commission the incurred, project-related costs and the progress of the project. The final reporting must also be completed no later than 60 days after the end of the project.

Reporting is conducted by all partners submitting their contributions to the technical reporting to the coordinator, as well as completing and signing the financial reporting, which is accessed through the European Commission's Funding & Tenders Portal. On behalf of the project consortium, the project coordinator submits all reports, payment requests, proof of deliverables and other documents through the grant management service (Funding & Tenders Portal). It is important to meet the deadlines. If you fail to do so, you will not receive your EU payment until the following reporting period.

Discover what Article 21 of the Grant Agreement really requires for your Horizon Europe project.

Article 21 can sound intimidating—but it's really just about keeping things clear, transparent, and fair for everyone. The EU gives you funding because they believe in your project, but they want to see, step by step, how things are going and how their money is being used.

What does this actually mean for you?

You're expected to check in regularly with the European Commission through "reports." Think of it like sharing progress updates at work, but with a few extra details and a standard format.

Remember, EU projects are funded with public money. That means the Commission must show how every euro is spent, not just for your project, but for all Horizon Europe projects across Europe. Reporting helps keep everything transparent. It also means you get paid on time, your project stays on track, and you build trust with funders—making it easier for your organization to join future EU projects.

What Are You Actually Reporting?

Technical progress:
- Did you do what you said you would do in your work plan?
- Have you achieved any big results, delivered any "deliverables" or hit any milestones?
- Are you facing problems, delays, or changes? If so, just be open about them.

Financial details:
- How much have you spent so far?
- Which partner spent what amount?
- Is everything justified with supporting documents (invoices, timesheets, contracts, etc.)?

Timelines:
- You're not expected to wait until the very end of the project.
- Article 21 splits your project into "periods" (often every 12 or 18 months), so you report regularly, not just once at the end.

What Happens If You Don't Report (or Do It Wrong)?

- Payments can be delayed or stopped.
- You might have to return some funding if things aren't justified properly.
- The Commission can ask for clarifications or extra information—which means more time and more paperwork for you.

What About Third Parties?

If your project includes linked third parties (other organizations involved in specific tasks), they also need to provide financial and technical information for the reports. Each beneficiary and linked party is responsible for their own numbers and evidence.

The format and structure for reports are always explained in the GA, and the Commission provides templates to make things clearer.

Article 21 just means you need to keep the Commission informed—with honesty, regularity, and good evidence. If you do that, you'll keep your funding secure and avoid last-minute reporting stress.

Types of Reports You Need to Submit

Article 21 of the Annotated Grant Agreement sets out the beneficiaries' obligations regarding reporting to the granting authority throughout the project lifecycle. It defines the types of reporting required, their content, and timing, ensuring effective monitoring of project implementation and proper use of EU funds.

The article primarily distinguishes between continuous reporting (ongoing submission of information on deliverables, milestones, and use of resources) and periodic reporting, which includes both technical reports (progress, results, and deviations) and financial reports (declared costs and justifications). In addition, it requires a final report at the end of the action, consolidating overall achievements, impacts, and final financial statements. Together, these reporting mechanisms provide transparency, accountability, and a structured basis for project review and payment.

Continuous Reporting

What is it?
Continuous reporting is the obligation for beneficiaries to provide regular, ongoing updates on the action's progress. This information is entered directly into the Portal Continuous Reporting tool.

What to Report:

- **Progress on Milestones:** Control points (e.g., kick-off meeting, prototype completion) that mark significant progress and may trigger the next work phase.

- **Deliverables:** Specific outputs to be produced and submitted to the granting authority (e.g., technical reports, diagrams, software components, brochures).

- **Response to Critical Risks:** Updates on plausible events or issues that could severely impact the action's objectives.

- **Programme-Specific Monitoring:** Information or indicators related to publications, communication, IPRs, Open Data, Training, Gender, etc., if required by the specific programme.

How & When:

- Reporting is done via the **Portal Continuous Reporting tool**.

- Deliverables and progress updates must be submitted according to the **schedule** and using the **templates** (if any) specified in the Deliverables screen on the Portal.

Periodic Reporting: Technical Reports and Financial Statements

What is it?

Periodic reporting is a comprehensive report required to request payments (additional pre-financing, interim, and final payments). It documents the technical and financial implementation of the action.

Structure of Payment Reports:
These reports (Additional Pre-financing Report or Periodic Report) are submitted by the Coordinator and consist of two main parts:

A. Technical Part

- An **overview of the action's implementation** and progress (e.g., work carried out, publishable summary, key performance indicators).

- Submitted using the template available in the **Portal Periodic Reporting tool**.

Note: These reports are separate from the specific deliverables and milestones reported under continuous reporting.

B. Financial Part

The Additional Pre-Financing Report consists of a concise statement explaining how the previous pre-financing payment was used. This report does not require detailed financial statements and serves primarily to demonstrate that the funds have been applied in line with the action's objectives.

The Periodic Report, submitted for both interim and final payments, is more comprehensive in scope. It includes individual and consolidated financial statements covering all beneficiaries and affiliated entities. In addition, it must provide a detailed explanation on the use of resources, outlining and justifying the costs incurred during the reporting period. Where the requested EU contribution exceeds the applicable threshold, the report must also be accompanied by Certificates on the Financial Statements (CFS), in accordance with Article 24.2 of the Grant Agreement.

Key Financial Rules:

- **Financial Statements (FS):** Must detail **all eligible costs and contributions** incurred for each budget category. For the final payment, **revenues** must also be declared (Article 22).

- **Declaration:** By signing the FS online, the beneficiaries confirm that the information is **complete, reliable, and true**, and that the declared costs are **eligible** and **substantiated** by adequate records.

- **Affiliated Entities:** Beneficiaries must also submit the FS for their affiliated entities, for which they are ultimately responsible (especially in case of recovery).

- **Cost Overruns:** Beneficiaries should declare **ALL eligible costs**, even if they exceed the estimated budget. This protects them if the granting authority later rejects some costs.

- **Adjustments:** Mistakes in previous financial statements can be corrected (positive or negative adjustments) in the subsequent periodic report.

- **Pre-financing Use:** An additional pre-financing payment will be reduced if **less than 70%** of the previous pre-financing has been used.

Currency for Financial Statements and Conversion into Euros

- Financial statements must be drafted in **Euros (€)**.

- **Conversion Rules (Costs Incurred in other Currencies):**

  - **Accounts in Euros:** Costs are converted according to the beneficiary's usual accounting practices.

  - **Accounts in other Currencies (Standard Option):** Costs must be converted into Euros using the **average of the daily exchange rates** published in the C series of the Official Journal of the European Union (ECB website) for the corresponding reporting period.

Adjustments may only be used for correcting errors (e.g. costs forgotten, too high/low), and not, e.g. for subsequently recalculating personnel costs.

Important: Every beneficiary (and any linked third party) submits their own financial information for their part of the project.

Tip: Think of the periodic report as a project "health check"—showing both what's going well and where you might need help or more time.

At the end of the project, the coordinator must prepare a **Final report** for the EU summarizing all achievements and long-term impacts of the project. The final report is both scientific and economic, and it should give an overview of the most significant results and the total consumption. Within 60 days of completion of the professional work, the coordinator must submit a final report to the EU. The report must contain both the scientific results and the final accounts for the project. The final report shall be submitted together with the last periodic report.

When do you submit it?
At the very end of the project—after your last periodic report.

What does it include?
- **Final technical report:**
  A summary of all your work and achievements across the whole project. Here you describe your main results, how they have made an impact, and what you have done to share, publish, or use your findings.
- **Final financial report:**
  The last and complete overview of all spending—making sure everything adds up and every euro is justified, with supporting evidence attached.

Tip: *The final report brings together everything you've already shared in the periodic reports, plus a big-picture view of your project's success and lessons learned.*

The reports submitted will be reviewed by the EU Commission and either accepted or rejected in full. If a report is rejected it must be resubmitted in its entirety. Once the EU has approved the final report, the final part of the EU Grant will be disbursed to the coordinator. The EU Commission will transfer the respective payment within 90 days of receiving the interim/final report and this deadline will be extended in the event of rejection of the report. The coordinator then distributes the grant to the project partners.

Consequences of Non-Compliance
- If a report does not comply, the granting authority may **suspend the payment deadline** (Article 29) or apply other measures.

- Serious breaches by the coordinator may lead to the **termination of the grant** or the coordinator's participation (Article 32).

Certificates Required for EU Grants

Article 24 of the Annotated Grant Agreement outlines the requirements for formal third-party certificates, which, when mandated, must be submitted by beneficiaries to verify the action's execution and financial claims.

Operational Verification Report (OVR)

This option is generally **Not Applicable** (Not activated by most programmes using the standard Grant Agreement model).

If Required (Future or Specific Programmes):

- **What:** A **Certified Operational Verification Report** is a document designed to ensure the action was **actually done** and implemented according to the Agreement's conditions. It acts as a verification of the technical implementation, potentially substituting or complementing a project review.

Certificate on the Financial Statements (CFS)

What is it?

The CFS is an essential certificate covering the actual costs and costs based on usual accounting practices declared in the financial statements. It is based on Agreed-Upon Procedures (AUP) (specifically, International Standard on Related Services (ISRS) 4400 (revised)).

When is it Mandatory?

- The CFS is required only **if explicitly mandated** by the Granting Authority.

- It is triggered by a **threshold** (e.g., often 325,000 / 430,000 EUR calculated based on the **requested EU contribution** to costs for the beneficiary/affiliated entity over the reporting period (or project lifetime).

  - The threshold is calculated **individually** for **each beneficiary/affiliated entity**.

  - Costs already covered by a Granting Authority audit are **excluded** from this threshold calculation.

Who Provides It?

- **Non-Public Bodies:** A **qualified, approved external auditor** who is independent and complies with EU Directive 2006/43/EC (or national implementing legislation).

- **Public Bodies:** A **competent independent public officer**.

Purpose of the Verification:

The auditor's verification must follow the highest professional standards to confirm that:

1. The financial statements comply with the provisions of the Agreement.

2. The declared costs are **eligible** and accurately recorded in the beneficiary's accounting system.

Submission & Timing:

- Submitted by the beneficiary (via the coordinator) as part of the **Periodic Report** (Article 21.2) for the relevant interim or final payment.

- The template must be the one published on the Portal.

Key Financial Rules:

- **Cost Eligibility (CFS):** The costs incurred for a **mandatory** CFS are **eligible costs** under the grant (typically under Category C.3 for services). Costs for a CFS that was **not mandatory** (e.g., submitted voluntarily when the threshold was not met) are **not eligible**.

- **Handling Discrepancies:** If the auditor finds a discrepancy (exception), the beneficiary should generally **exclude the non-eligible cost item** from the financial statement submitted to the Granting Authority.

- **No Prejudice to Audits:** Submitting a CFS **does not limit** the Granting Authority's right—or the rights of the European Court of Auditors (ECA), OLAF, or EPPO—to carry out their own subsequent checks, reviews, or audits (Article 25).

Granting Authority Oversight

The Granting Authority has the power to perform different levels of scrutiny—**Checks, Reviews, and Audits** to ensure the action is properly implemented and all contractual obligations are met. This scrutiny can occur at any time, even after the project has ended.

Internal Checks

What is it?

Internal Checks are the Granting Authority's basic, direct assessment of the grant's implementation and compliance. They are typically carried out by **internal staff** based on documents already submitted (like reports and deliverables).

- **Purpose:** To verify proper implementation, compliance, and assess costs, contributions, and reports.

- **Examples:**

    o Checking the consistency of submitted reports and deliverables against the agreed work plan (Annex 1).

    o Performing plagiarism checks on submitted documents.

    o Investigating allegations or external information regarding misconduct or non-compliance (e.g., IPR breaches).

- **Information Request:** If documents are unclear, the Authority may directly **request additional information** from the beneficiaries.

- **External Assistance:** Checks may be carried out with the assistance of **external experts** (who must sign a conflict-of-interest declaration).

Consequences: Findings that show ineligible costs or a serious breach of obligations may lead to **cost rejection, grant reduction, or recovery** (Articles 27, 28, 22.2). If a deeper investigation is necessary, the Authority may escalate the process to a full Review or Audit.

Project Reviews

What is it? Project Reviews are an **in-depth examination** of the action's progress and implementation. They are a more intensive form of scrutiny than a Check, often involving **independent, outside experts**.

- **Focus:** Reviews primarily focus on the **technical implementation** but can also cover financial, budgetary, and general compliance aspects. They typically concern the entire project.

- **Timing:** Reviews can be started **at any time** until the time-limit set in the Data Sheet (Point 6).

- **Notification:** They are formally notified to the coordinator (or the beneficiary concerned) and start on the date of notification.

Key Review Areas:
- **Progress:** The extent to which the work plan has been executed and deliverables completed.

- **Relevance:** Whether the action's objectives are still relevant.

- **Resource Use:** Whether resources were planned and used according to the principles of **economy, efficiency, and effectiveness**.

- **Impact (HE specific):** Assessment of the expected scientific, economic, and social impact, and plans for using/disseminating results.

Procedure & Cooperation:

- **Initiation:** An **invitation letter** is sent via the Portal, naming any independent experts involved. The consortium may object to an expert based on conflict of interest or commercial confidentiality.

- **Cooperation:** The coordinator/beneficiary must **diligently cooperate**, provide any requested information/data (even beyond submitted reports), and may be requested to **participate in meetings**.

- **On-the-Spot Visits:** The beneficiary must allow access to sites and premises for the experts.

- **Contradictory Procedure:** The Granting Authority produces a **Project Review Report**, which is formally notified to the coordinator. The coordinator has **30 days** to submit **observations**.

Consequences: A review may recommend **reorientations** to the action during its implementation. Findings of ineligible costs, errors, fraud, or non-implementation can lead to **suspension, termination, cost rejection, grant reduction, and recovery**.

Beneficiaries must ensure the Granting Authority can exercise its rights to conduct checks and reviews against all participants, including **affiliated entities, subcontractors, and FSTP recipients**. This must be achieved by including appropriate clauses in contracts with those third parties.

Audits by the Granting Authority

The Granting Authority (or its delegated service/external firm) has the right to conduct an audit to verify the **proper implementation of the action** and the beneficiary's **compliance with all obligations** under the Grant Agreement.

- **Scope:** Audits primarily focus on **financial and budgetary implementation** (checking eligible costs, financial statements, etc.). However, they can also cover **technical aspects** and general compliance.

- **Timing:** Audits can be initiated **at any point** during the project implementation and up until the time-limit specified in the Data Sheet.

- **Third Parties:** Beneficiaries must ensure that the Granting Authority can exercise audit rights over all other involved participants, including:

  - Subcontractors
  - Associated partners
  - Recipients of Financial Support to Third Parties (FSTP)
  - Third parties providing in-kind contributions.
  - **Exception (Affiliated Entities):** Affiliated entities are audited **directly** by the Granting Authority as if they were beneficiaries, handling all audit communication themselves. However, the affiliated beneficiary is notified of the audit launch and conclusions, as they are financially responsible for any subsequent recovery (Article 22.2).

The Audit Procedure

- The audit begins with a **formal notification (Letter of Announcement - LoA)** sent to the beneficiary (or affiliated entity) via the Portal.

- The audit is conducted by professional auditors (in-house or external firms).

- If an external firm is used, the beneficiary is notified and has the right to **object** on grounds of commercial confidentiality or conflict of interest.

- The beneficiary must **cooperate diligently** and provide all requested information (including complete accounts, salary statements, and personal data) within the specified deadline.

- For **on-the-spot visits**, the beneficiary must allow auditors (including external firms) access to sites and premises and ensure that all requested records and supporting documents are **readily available**.

- All provided information must be **accurate, complete, and in the requested format** (often electronic).

- Based on the auditors' findings, a **draft audit report is created**.

- The auditors formally notify the beneficiary of the draft report. The beneficiary has **30 days** to submit their **observations** (this is called the contradictory audit procedure).

- The **final audit report** takes the beneficiary's observations into account and is formally notified to the beneficiary, closing the audit procedure itself.

Post-Audit Steps

- **DO NOT take immediate action** to adjust costs based on the draft or final audit report findings.

- Any proposed adjustments will be analyzed by the Granting Authority and implemented at the **next payment stage**. The beneficiary will receive a separate communication (pre-information letter) and have **another chance to submit observations** regarding the implementation of the findings.

Consequences of Findings

If the audit uncovers ineligible costs, substantial errors, irregularities, fraud, or a serious breach of obligations, it may lead to:

- Rejection of costs
- Reduction of the grant amount
- Recovery of funds already paid
- Suspension or termination of the grant
- In severe cases, administrative and financial penalties.

Record-Keeping Requirement

Once an audit has been initiated, the beneficiary must **keep ALL records and supporting documents** until the entire audit procedure **and its follow-up** (including any litigation, recovery, or rejection) are fully completed.

For more information on what is being audited and how to prepare for an audit, you can find in **The European Commission's indicative audit programme (PDF)** and in the Article 21 of the Annotated Grant Agreement (AGA).

Common Reporting Mistakes

It's completely normal to feel a bit lost with Horizon Europe reporting, especially if you're new to EU projects. The truth? Even experienced teams make mistakes. Here are the most common ones we see—and how you can easily avoid them:

1. Waiting Until the Last Minute

A lot of teams put off reporting until the deadline is just around the corner. That's when panic sets in, documents go missing, and mistakes happen.

How to avoid it: Make a habit of updating your technical notes and uploading financial documents as you go. Little by little really does make a difference.

2. Missing Supporting Documents

You might have the numbers right, but if you don't have proof—like invoices, signed timesheets, or contracts—the EU won't accept your costs.

How to avoid it: Keep a digital folder just for supporting documents. As soon as you get an invoice or sign a contract, upload it straight away.

3. Vague or Incomplete Technical Reports

Writing "work completed" isn't enough. The Commission wants clear details about what you did, what results you achieved, and any problems you faced.

How to avoid it: Be as specific as possible. Mention deliverables, milestones, and key results—even if not everything went perfectly. Honest reporting is always better.

4. Not Getting Financial Statements Signed Off

Each partner needs to confirm their financial statements are correct. Sometimes teams forget, and this causes delays or rejections.

How to avoid it: Set reminders and make sure approvals are signed before you submit anything.

5. Ignoring Linked Third Parties

If you have linked third parties (like subcontractors or special partners), they also need to provide financial and technical information.

How to avoid it: Check early who needs to report and get their input in advance—don't leave it to the last week.

Remember: *Most reporting problems are totally avoidable with simple routines and a bit of digital help. If you stay organized, the Commission's reviewers will find your reports clear and easy to approve—and you'll get your payments faster!*

Project reporting in Horizon Europe can feel like a lot—especially if it's your first time. But you don't need to be an expert or a paperwork wizard to get it right. If you stay organized, keep your documents handy, and build a habit of updating your reports along the way, you'll avoid most problems before they even start.

Reporting isn't about being perfect. It's about being clear, honest, and showing the Commission how your work is making a difference. And if you make a mistake? Just fix it and keep going—every project team has been there.

4.3. Results dissemination and exploitation

What is dissemination and exploitation?

As a beneficiary of Horizon Europe funding, you have the legal obligation to carry out activities to increase the impact of your project results through:

- **Dissemination:** Sharing research results with people who can best make use of them: the scientific community, industry, commercial players, civil society and policymakers.
- **Exploitation:** Using results in developing, creating and marketing or improving a product, process, or service, or shaping a policy that could have a positive impact on the public's quality of life.

Why are dissemination and exploitation important?

There are at least **six reasons why you should share your findings and use research results**:

- Amplify the reach and resonance of your research.
- Transform your findings into a public asset that drives social, economic, and environmental progress.
- Empower the global research community to build upon your discoveries.
- Inform public policy through rigorous, evidence-based insights.
- Foster innovation by driving the creation of new products and services.
- Ensure full compliance with the statutory requirements of EU-funded projects.

Four ways sharing your findings can boost your research career

1. **Improve the relevance and quality of research**;
2. **Mobilize resources and support** to attract new funding opportunities and collaboration;
3. **Unlock new professional opportunities**, including in non-academic sectors, such as industry, government agencies, non-profit organizations, or private research institutions;
4. **Enhance career prospects**, increasing researchers' visibility and credibility as the experts in a specific area.

How to disseminate and exploit research results?

Among the most relevant ways to help share research findings with a broader audience, and empower not only fellow researchers, but also industry, policymakers and civil society we would like to focus on the main ones:

- ❖ Publish your results and data using open access resources.
- ❖ Present your research results at scientific conferences.
- ❖ Engage with your peers, stakeholders and potential users.
- ❖ Create roadmaps to facilitate the uptake of your work.
- ❖ Develop devices, prototypes, software or patents.
- ❖ Make use of the European Commission's free tools.

Disseminating and exploiting results

Effective dissemination and exploitation are vital for translating research into tangible outcomes. Dissemination goes beyond general communication by delivering specific knowledge to those who can utilize it, from civil society to commercial partners. Simultaneously, exploitation ensures that promising innovations reach the market through licensing, spin-offs, or industry partnerships. Through these pathways, we will enable the global research community to advance our work and contribute to the development of new services, ensuring our research benefits the economy and the planet in alignment with EU regulatory requirements.

Dissemination refers to the targeted transfer of knowledge and results to relevant stakeholders who can potentially make use of this e.g. scientists, industry/commercial players, civil society end-users and policymakers. The targeted transfer for use makes it different from communication, which raises general awareness and visibility of a project.

Exploitation means using results in developing, creating, marketing or improving a product, process or service. It also encompasses the commercialization of research results, ensuring that promising innovations reach the market and generate tangible economic and societal impact. This may include the creation of spin-offs, licensing agreements, or forming partnerships with industry to transform research into marketable solutions.

Key steps

While D&E is sharing and using results to generate impact, this effort can be supported by managing the knowledge generated by the project and strengthening the skills and capacities of researchers and research managers to apply this knowledge outside the peer community and beyond the project's lifetime.

- ❖ Choose the most suitable D&E tools to reach your audience.
- ❖ Identify your key results
- ❖ Highlight your main findings, technologies, or datasets especially those with potential beyond the project.

How can results be disseminated and exploited?

A good practice for achieving strong impact is to consider the potential use of your project results from the very beginning, ideally while writing your proposal and whenever identifying commercial or innovation prospects. Thinking early about who could benefit from your results, their needs and how to reach them, helps shape your outreach strategy and ultimately increases the likelihood of results being taken up, exploited and sustained beyond the project's lifetime.

1. Identify key users (e.g. scientists, companies, policymakers, citizens, etc.). e.g. develop an early adopter map to identify key targets or institutions that could be the first users of your results.

2. Develop key messages customized to different users: highlight the value, substantiating with facts on the impact of findings. e.g. create targeted newsletters highlighting the unique value proposition for each specific user identified.

3. Promote open access: make digital assets FAIR (findable, accessible, interoperable and reusable) and research outputs openly accessible where possible, considering commercial, intellectual property and security constraints, especially at higher technology readiness levels. e.g. publish articles in open-access journals and deposit datasets in publicly accessible repositories, while retaining certain rights for commercial exploitation. Patent applications and trade secrets need to be prioritized and agreed within the consortium.

Key tool at EU level: Register your results on the <u>Horizon Results Platform</u>, a matchmaking platform to showcase results of EU-funded projects and facilitate their chances of being picked up by interested stakeholders.

DISSEMINATION

Target audience identification ▶ Key messages ▶ Open access
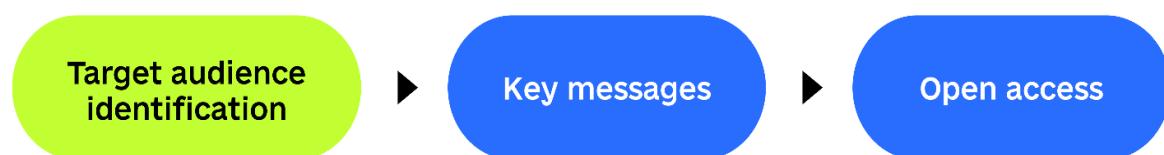
Figure 11. Dissemination pillars

Exploitation

Prioritize results: focus on the most impactful results, identify key exploitable results (KERs[9]). Determine how the KERs will solve the addressed challenges better than the current state of the art, who are the challenge/problem owners, their intended use and business model to ensure their availability beyond the project's lifetime. e.g. conduct a workshop with problem owners (e.g. waste water management company tasked to ensure water quality) to validate the proposed solution and work with results owners (e.g. consortium developing rapid diagnostic tool) on the exploitation intentions.

Enable uptake: Check whether each KER is ready and suitable for the market or other uses. Explore how the results could be used directly or indirectly by considering partner expectations, alternative solutions, value propositions and market potential, while consulting early adopters and end users. Managing intellectual assets (such as patents, data, know-how and other intangible assets) from the start helps identify which results have real market value. Go beyond simply identifying results and explore concrete paths to market, such as creating spin-offs, licensing, forming joint ventures or partnering with investors and companies.

EXPLOITATION

Figure 12. Exploitation

What activities can help maximize the outcomes of D&E?

Knowledge management helps capture, organize and share research outputs in ways that make them accessible and usable by diverse stakeholders beyond the project consortium. It is a key enabler for turning results into an innovation, ensuring continuity, visibility and uptake across sectors and regions.

There are **three steps intrinsic to sound knowledge management**:

1. Capture project results by setting up a sound monitoring system allowing timely identification of expected and unexpected results.

2. Categorize and store data in a structured manner for example by using common metadata standards, controlled vocabularies and interoperable repositories. This ensures that outputs are easy to find, open science– compliant, as well as usable and reproducible across disciplines.

3. Use (and re-use) and share the knowledge previously gathered and organized.

Knowledge creation and capture ▶ Organisation and storage ▶ Knowledge application, sharing and use
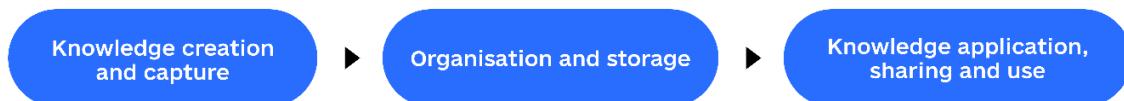
Figure 13. Knowledge management

Key tool at EU level:
Use the Knowledge Valorization Platform to exchange best practices and connect with stakeholders to maximize the value and uptake of your project results.

CAPACITY BUILDING (INTERNAL / EXTERNAL)

Capacity building is essential for ensuring that researchers have the skills, tools and networks to use results beyond the project's lifetime.

1. Collaborate: foster interdisciplinary, cross-sectoral and transnational partnerships to share knowledge and drive innovation.

2. Train and develop skills: enhance skills through targeted training for target groups within the consortium and stakeholders. For further information, visit research careers in the EU.

3. Strengthen organizations: Reinforce institutional capacity, management practices and internal processes to ensure long-term sustainability and impact. Stronger organizations, in turn, enable more effective partnerships and continuous skills development, completing the cycle.

**Partnership
and collaboration**

**Skills
development**

**Organisational
strengthening**
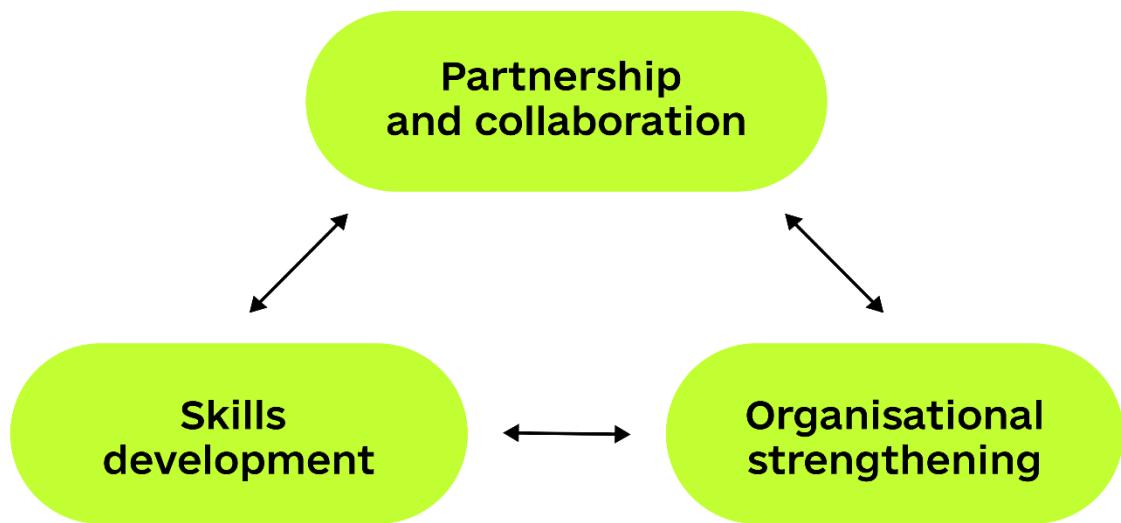
Figure 14. Capacity building to effectively disseminate and exploit results

<u>Key tool at EU level</u>: The four codes of practice for R&I actors can help build capacity and turn your knowledge into practical benefits. They can also serve as tools to facilitate networking and collaboration across R&I ecosystems, enhance knowledge management, support standardization and inform policy development.

How can I gain further insights and get help?

There are several resources apart from this starter kit that can guide you on how best to share results and their take-up. Here are some steps you can take:

1. FAMILIARISE YOURSELF WITH D&E BASICS
- ❖ <u>Introduction to D&E </u>from the European Research Executive Agency;
- ❖ <u>More information on Dissemination and Exploitation </u>Check out the Commission's dedicated page on D&E;
- ❖ <u>Exploitation and Dissemination Strategy for Horizon Europe </u>This factsheet gives an overview of the background, vision, mission, objectives, and activities of the Strategy;
- ❖ Check out the <u>starter kit on sharing scientific evidence with policymakers </u>for practical tips on bringing your project's results to the attention of policymakers.

2. TAKE INSPIRATION FROM OTHERS

- ❖ <u>ALUVIA PHOTONICS</u>, advanced cutting-edge research in integrated photonics. It established a startup with backing from the Marie Skłodowska-Curie Actions, the European Research Council and the European Innovation Council and demonstrated how projects can effectively exploit results, foster entrepreneurship, and reinforce Europe's leadership in next-generation photonics technologies.
- ❖
- ❖ <u>RECOPHARMA</u> developed innovative water treatment technologies to remove pharmaceutical pollutants and combined this with a strong awareness campaign targeting hospitals and regulators. It built capacity through hands-on training for researchers and established a pilot plant to demonstrate its application. It featured in <u>science is wonderful 2</u>020 and <u>European Open Science Forum conference 2</u>022.
- ❖ <u>EITHOS</u> built a centralized observatory system for identity theft, enabling real-time data sharing and intelligence dissemination among stakeholders. It focused on capacity building through specialized training and created a network for public and private actors.

3. FAMILIARISE YOURSELF WITH THE EU FRAMEWORK

<u>EU Valorization Policy</u> addresses all R&I actors, aiming to maximize the societal value of R&I results. The Commission developed <u>guiding principles</u> and four codes of practice to help projects exploit research results effectively:

- ❖ <u>Code of Practice on the Management of Intellectual Assets for Knowledge Valorization</u> to turn research outputs into practical innovations faster.
- ❖ <u>Code of Practice on Standardization in the European Research Area</u> to widen the take up of your results by embedding standards early on.
- ❖ <u>Code of Practice on Industry-Academia Co-Creation for Knowledge Valorization</u> to help build effective industry-academic partnerships that accelerate impact.
- ❖ <u>Code of Practice on Citizen Engagement for Knowledge Valorisation</u> to involve citizens meaningfully, boosting uptake and relevance of your work.

The complementary role of communication

<u>Communication</u> is about making your project, your activities, and results visible. Communication activities are also a requirement of the grant agreement.

COMMUNICATING ABOUT YOUR RESEARCH PROJECT
ON SOCIAL MEDIA

Why should you use social media?

Social media allows you to:

❖ Communicate right from the start of your project at low-cost.
❖ Make connections, build networks, and find like-minded partners.
❖ Amplify your project's results with a broader public.
❖ React in a timely manner to developments in research and beyond.
❖ Meet your EU grant agreement obligations for communication and dissemination.

Social media checklist

Select the right platform for your project

❖ With so many social media platforms available, research where your target audience spends their time.
❖ Focus on quality over quantity - you don't need to be everywhere. Choose the platform that best aligns with your audience's habits and tailor messaging and interactions accordingly.

Get the account up-and-running

❖ Decide whether to create a new account, leverage a partner organization's existing account, use a researcher's personal account, or team up with other projects to run a joint account.
❖ Organize who will post: it's best to have one person who coordinates your social media activities.

Manage your account

❖ Set up an editorial calendar to organize the timing of posts and link them to key milestones, events, and publications.
❖ Engage actively with your community: respond to comments, ask questions, and interact with related projects or stakeholders to build connections.
❖ Monitor the success of your posts to see what works - and what doesn't.

Learn to 'speak' social media

❖ Keep your message clear: avoid over-technical language and jargon.
❖ Make sure to vary content, post short videos, polls, showcase the human side of the project, highlight partnerships and promote events.

Make the most out of your account

❖ Post regularly to keep your audience engaged.

❖ 'Peak' times, such as the commuter hours in the morning or evening, tend to work well.
❖ Tag collaborators, relevant profiles, and EU accounts to expand your reach.

Tips on how to make communication more effective and results-driven
Tip 1: coherent messaging
❖ Align your messaging across all channels - including social media, website, newsletters - this builds trust and consistency.
❖ A unique visual identity and/or color palette are effective ways of doing this.

Tip 2: stay up-to-date with social media
❖ Social media are constantly changing and new platforms are regularly launched.
❖ Stay up-to-date with trends and understand how current platforms evolve to use them to your advantage.

Tip 3: accessibility
❖ Avoid replacing words with emojis.
❖ Use 'Camel Case' for hashtags: write #ResearchCareers not #researchcareers.
❖ Consider putting alt-text or captions on visuals to describe what they are.

Tag to keep the conversation going
@European Research Executive Agency
@EU Science, Research and Innovation
@REA_research
@EUgreeenresearch
@HorizonEU
@EU Science & Innovation
@eu_science
@scienceinnovation.ec.europa.eu
@EU Research Executive Agency
European Research Executive Agency

Check out our Guide on communication, dissemination and exploitation to better understand the differences between these three concepts and get acquainted with the different European Commission tools that can support your project.

COMMUNICATION, DISSEMINATION & EXPLOITATION
WHAT IS THE DIFFERENCE AND WHY THEY ALL MATTER

Table 27. Dissemination, Communication and Exploitation differences

Dissemination. Make knowledge and results publicly available free-of-charge				
For whom	**How**	**When**	**Why**	**Source**
For those who can learn and benefit from the results, such as: scientists, industry, public authorities, policymakers, civil society	Publishing results in: Scientific magazines Scientific and/or targeted conferences Databases	Anytime, as soon as results become available Up to four years after the end of the project	Maximize the impact of the action Allow other researchers to go a step forward Contribute to the advancement of world class knowledge Make scientific results a common good	Article 17 of Horizon Europe Grant Agreement
Communication. Inform, promote and communicate activities and results				
For whom	**How**	**When**	**Why**	**Source**
Citizens, stakeholders and the media	Having a well-designed strategy Conveying clear messages Using the right channels	From the start until the end of the action	Engage with stakeholders Attract the best experts Raise awareness of how public money is spent Show the success of European collaboration	Article 17 of Horizon Europe Grant Agreement
Exploitation. Make concrete use of results for commercial, societal and political purposes				
For whom	**How**	**When**	**Why**	**Source**
For those who can take the results forward or invest in them, such as: researchers, stakeholders, industry (also SMEs), public authorities, policymakers, civil society	Creating roadmaps, prototypes, software Sharing knowledge, skills, data	Towards the end of the action and beyond, as soon as exploitable results are available Up to four years after the end of the project	Lead to new legislation or recommendations For the benefit of innovation, the economy and society Help to tackle a problem and respond to an existing demand	Annex 5: Specific Rules and Article 16 of Horizon Europe Grant Agreement

EUROPEAN COMMISSION TOOLS TO SUPPORT COMMUNICATION, DISSEMINATION AND EXPLOITATION

Discover a range of tools designed to enhance the impact of your project results:

- ❖ The Booster: services offered to ongoing and completed EU projects to boost results impact;
- ❖ Horizon Results Platform: a platform for projects to valorize key exploitable results;
- ❖ Innovation Radar: identifies high-potential innovations and key innovators in EU-funded projects;
- ❖ Advice for EU projects: European Research Executive Agency tips on how to manage your project;
- ❖ European IP Helpdesk: offers free support on IP management and valorization for EU-funded projects.
- ❖ The Standardization Booster: supports beneficiaries in linking their research results to standardization activities;
- ❖ ResearchComp: supports the development of researchers' transversal skills, including in relation to aspects related to D&E;
- ❖ CORDIS: comprehensive information about EU R&I projects;
- ❖ Horizon Dashboard: provides interactive reporting and visualization tool of EU R&I project data;
- ❖ The WiderAdvanceFacility: free, tailored support for organizations in Widening countries and Outermost Regions to enhance participation and impact in the European Research Area;
- ❖ Open Research Europe | Open Access: an open-access publishing platform for Horizon-funded research, ensuring rapid and transparent dissemination;
- ❖ OpenDOAR: quality-assured global directory of academic open access repositories compliant to Horizon Europe open access rules;
- ❖ COST | European Cooperation in Science and Technology: a platform which focuses on building networks that move results to a higher level;
- ❖ Academy - EUIPO (European Union intellectual property office): provides all IPR learning and educational activities for the EUIPO's users, academia, and the public;
- ❖ Knowledge Valorization Platform: a platform for research and innovation actors across Europe to share best practices and lessons learnt to make the most of research results;
- ❖ Competence Centre on Technology Transfer offers expertise and services in technology transfer in the areas of capacity building, financing and innovation ecosystems.

5. CONCLUSION

Mastering the grant landscape is a transformative journey that evolves from understanding the basics of fundraising to successfully implementing high-level projects. For start-ups, SMEs and researchers, grants are more than just a financing tool: they are a strategic lever that builds credibility, fosters international collaboration and reduces the risks associated with breakthrough innovation.

By integrating an in-depth knowledge of donor landscapes in Ukraine, Europe and the United States with practical expertise in proposal development, organizations can move beyond a 'reactive' mindset.

This Guide to Grants provides the legal foundations and technical frameworks — including AI-enabled tools — necessary to translate visionary ideas into competitive, bankable projects. When theory is replaced by actionable budgeting and consortium-building skills, the complexity of the grant environment becomes a manageable and navigable path.

The true measure of success lies in what happens after the grant is secured. Effective project management is inseparable from strategic communication, dissemination and exploitation. Prioritizing stakeholder engagement and knowledge transfer from day one ensures that your project's results are sustainable and meaningfully contribute to broader digital transformation and global innovation goals.

Ultimately, navigating this ecosystem empowers you to:

- ❖ access non-dilutive funding to accelerate your roadmap;
- ❖ leverage the conditional 'Seal of Excellence' that comes with winning prestigious grants to attract future investors and partners.
- ❖ Integrate your organization within international networks.

Adopting this systematic, results-oriented approach means that you are no longer just applying for funding but architecting the future of the organization and contributing to the sustainable development towards the global society. It emphasizes the transition from theory to funding, establishing the guide as the essential bridge between 'having an idea' and 'getting funded'.

Understanding the grant ecosystem and successfully securing funding are the most critical hurdles for any start-up, SME or researcher. This guide was designed not just to inform, but to equip you with the knowledge helping to navigate the grant funding landscape.

In an increasingly competitive landscape, the difference between a rejected proposal and a funded project lies in the ability to apply these strategic frameworks with precision.

By mastering the donor landscapes described, you can avoid wasting resources on "low-probability" calls and focus the energy on opportunities that are highly aligned with the established goals.

Using the provided templates, AI tools and budgeting frameworks ensures that the project will be perceived by evaluators as low-risk and high-impact.

Mastering this enables startups and SMEs to reduce their reliance on traditional, dilutive investment, giving you more control over your vision while building international credibility. Success in grant funding is rarely about luck; it is about preparing for opportunities.

The WIN2EDIH team truly believes that by internalizing the principles within this comprehensive Guide to Grants, you will become a professional equipped to lead, not just a participant in the ecosystem. We are confident that this Guide to Grants will serve as your compass, helping you successfully navigate the world of grant funding opportunities and the complexities of international consortiums to ultimately secure the resources needed to drive digital transformation and global innovation.

6. SOURCES USED

1. https://givingtuesday.ua/statti/kraudfandyng-shho-cze-take-i-yak-vin-praczyuye/

2.   https://partfinder.ncbr.gov.pl/

3.   https://if.tax.gov.ua/media-ark/news-ark/752384.html - 2.4.4 https://whydonate.com/blog/top10-crowdfunding-platforms-europe/

4.   https://business.diia.gov.ua/entrepreneur-handbook/item/yaki_tipi_grantiv_nadayutsya

5.   https://futureneeds.eu/horizon-budget-actual-vs-lump-sum-grant-commonalities-and-differences/

6.   EU Funding & Tenders Portal

7.   Tax Code of Ukraine dated December 2, 2010, No. 2755-VI.

8.   Law of Ukraine "On State Support for Book Publishing in Ukraine" dated March 6, 2003, No. 601-IV.

9.   Law of Ukraine "On Scientific and Scientific and Technical Activities" dated 26.11.2015 No. 848-VIII.

10. Law of Ukraine "On Culture" dated 14.12.2010 No. 2778-VI.

11. Procedure for attracting, using, and monitoring international technical assistance, approved by Resolution of the Cabinet of Ministers of Ukraine No. 153 dated February 15, 2002.

12. Procedure for registering international scientific and technical programs and projects implemented within the framework of international scientific and technical cooperation by Ukrainian scientists, as well as grants provided within the framework of such cooperation, approved by Order of the Ministry of Education and Science of Ukraine dated November 20, 2017, No. 1507.

13. https://rea.ec.europa.eu/how-build-successful-consortium-horizon-europe-project_en

14. https://ec.europa.eu/newsroom/just/items/643967

15. https://www.emdesk.com/horizon-2020-horizon-europe-basics-guide/personnel-cost-calculator

16. https://enspire.science/horizon-europe-budget-preparation-guide/

17. https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf

18. https://enspire.science/the-excellence-section-section-in-horizon-europe-collaborative-project-proposals/

19. https://enspire.science/horizon-europe-impact-section-guide/

20. https://enspire.science/horizon-europe-implementation-structure-top-tips/

21. op.europa.eu

22. ec.europa.eu

23. ec.europa.eu

24. ec.europa.eu

25. https://wikis.ec.europa.eu/spaces/ExactExternalWiki/pages/33522333/Logical+Framework+-+Logframe

26. op.europa.eu

27. op.europa.eu,

28. ec.europa.eu

29. ec.europa.eu

30. ec.europa.eu

31. Horizon Europe "actual costs model" budget – check out our complete guide.

32. Lump sum model budget – check out our complete 'Lump sum' guide.

33. Horizon Europe annotated model grant agreement.

34. https://rea.ec.europa.eu/horizon-europe-grants-reporting_en

35. https://rea.ec.europa.eu/10-tips-successfully-managing-your-eu-project_en

36. https://rea.ec.europa.eu/horizon-europe-grants-reporting_en

37. https://ufm.dk/en/research-and-innovation/funding-programmes-for-research-and-innovation/eu-and-international-funding-programmes/horizon-europe/counselling/step-by-step-guide-to-financial-and-legal-issues/reporting

38. https://www.ffg.at/en/europe/heu/legal-financial/grant-payments

39. https://kronis.app/blog/how-to-master-project-reporting-horizon-europe-kronis/

40. https://op.europa.eu/en/publication-detail/-/publication/51daa317-afc0-11f0-b37f-01aa75ed71a1/language-en

41. https://op.europa.eu/en/publication-detail/-/publication/2f2b6228-9cf8-11f0-97c8-01aa75ed71a1

42. https://op.europa.eu/en/publication-detail/-/publication/58ad3394-0a63-11ee-b12e-01aa75ed71a1/language-en

43. https://granty.org.ua/uploads/posibnyk-grant-menedzhment-prosto-pro-skladne_2022.pdf?utm_source=sendpulse&utm_medium=email&utm_campaign=a360-pdpiska-za-posibnyk

44. https://dduvs.edu.ua/wp-content/uploads/files/Structure/science/plans/mg.pdf

45. https://journals.kymu.kyiv.ua/index.php/economy/article/view/57

46. REFERENCE BOOK OF INFORMATION RESOURCES FOR SEARCHING FOR GRANT COMPETITIONS (international, regional, and

national resources: Ukraine, Germany, Poland, USA, Great Britain, France, Switzerland) 3rd edition Lyudmila GULYAYEVA, 2024

47. http://www.dgma.donetsk.ua/docs/nauka/granty/%D0%93%D1%80%D0%B0%D0%BD%D1%82_%D0%BA%D0%B5%D1%80%D1%96%D0%B2%D0%BD%D0%B8%D1%86%D1%82%D0%B2%D0%BE_%D0%B4%D0%BE_%D0%B4%D1%96%D1%97_%D0%BF%D0%BE%D1%81%D1%96%D0%B1%D0%BD%D0%B8%D0%BA.pdf

48. https://initiative.org.ua/wp-content/uploads/2021/03/Posibnyk_Fond-2020_kor.pdf

7. LIST OF ANNEXES TO THE DOCUMENT

Annex 1. EU framework programmes and initiatives

Annex 2. Grant Concept Template

Annex 3. AI Tools for grant writing

Annex 4. Application form – Part A

Annex 5. Application form – Part B

Annex 6. Application form – Part B (Budget forms)

Annex 7. DESCA – Consortium Agreement Template

ANNEX 1 EU framework programmes and initiatives

The European Union is actively engaged in a vast and diverse portfolio of programmes and initiatives aimed at fostering cooperation, innovation, and development across the continent and beyond. This comprehensive network of activities spans a wide range of sectors, from research and technology to social cohesion and environmental protection. Each programme is meticulously designed to address specific challenges and opportunities, reflecting the EU's strategic priorities and its commitment to building a more resilient, competitive, and sustainable future.

As of December 2025, there are **41** active EU programmes and initiatives, in particular:

1. **Asylum, Migration and Integration Fund** (**AMIF2027**)
2. **Border Management and Visa Instrument** (**BMVI**)
3. **Business and Consumer Surveys Programme (BCS)**
4. **Citizens, Equality, Rights and Values programme** (**CERV**)
5. **Connecting Europe Facility** (**CEF2027**)
6. **Creative Europe** (**CREA2027**)
7. **Customs Control Equipment Instrument (**CCEI**)**
8. **Customs Programme** (**CUST**)
9. **Digital Europe Programme** (**DIGITAL**)
10. **Erasmus+ Programme** (**ERASMUS2027**)
11. **EU Anti-fraud Programme** (**EUAF**)
12. **EU External Action** (**RELEX2027**)
13. **EU Renewable Energy Financing Mechanism** (**RENEWFM**)
14. **EU4Health Programme (EU4H)**
15. **Euratom Research and Training Programme** (**EURATOM2027**)
16. **EUROPE DIRECT** (**ED**)
17. **European Defence Fund** (**EDF**)
18. **European Maritime Fisheries and Aquaculture Fund** (**EMFAF**)
19. **European Parliament (EP)**
20. **European Social Fund +** (**ESF**)
21. **European Solidarity Corps** (**ESC2027**)
22. **Fiscalis Programme** (**FISC**)
23. **Horizon Europe** (**HORIZON**)
24. **IMCAP** (**IMCAP2027**)
25. **Information Measures for the EU Cohesion policy** (**IMREG**)
26. **Innovation Fund** (**INNOVFUND**)
27. **Internal Security Fund** (**ISF**)
28. **Interregional Innovation Investments** (**I3**)
29. **Just Transition Mechanism** (**JTM**)
30. **Justice Programme** (**JUST2027**)
31. **Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI)**
32. **Pilot Projects Funds** (**PPPA2027**)
33. **Programme for Environment and Climate Action** (**LIFE2027**)
34. **Promotion of Agricultural Products** (**AGRIP2027**)
35. **Protection of the Euro against Counterfeiting Programme** (**PERI**)
36. **Research Fund for Coal and Steel** (**RFCS2027**)
37. **Single Market Programme** (**SMP**)
38. **Social Prerogative and Specific Competencies Lines Programme** (**SOCPL**)
39. **Technical assistance for ERDF, CF and JTF** (**ERDFTA**)
40. **Technical Support Instrument (TSI)**
41. **Union Civil Protection Mechanism** (**UCPM2027**)

For Ukraine currently there are available 27 programmes and initiatives (partially or in full scope respectively), namely:

1. **Horizon Europe** (**HORIZON)**
2. **Single Market Programme** (**SMP)**
3. **Citizens, Equality, Rights and Values programme** (**CERV)**
4. **Connecting Europe Facility** (**CEF2027)**
5. **EU4Health Programme (EU4H)**
6. **Euratom Research and Training Programme** (**EURATOM2027)**
7. **Digital Europe Programme** (**DIGITAL)**
8. **Erasmus+ Programme** (**ERASMUS2027)**
9. **Creative Europe** (**CREA2027)**
10. **Fiscalis Programme** (**FISC)**
11. **Customs Programme** (**CUST)**
12. **Justice Programme** (**JUST2027)**
13. **Social Prerogative and Specific Competencies Lines Programme** (**SOCPL)**
14. **Union Civil Protection Mechanism** (**UCPM2027)**
15. **Research Fund for Coal and Steel** (**RFCS2027)** (within the Horizon framework)
16. **European Defence Fund** (**EDF)** (only as the FSTP recipient, subcontractor and service provider)
17. **Programme for Environment and Climate Action** (**LIFE2027)**
18. **EU Anti-fraud Programme** (**EUAF)**
19. **Interregional Innovation Investments** (I3)
20. **Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI)** (within Ukraine Facility)
21. **European Maritime Fisheries and Aquaculture Fund** (**EMFAF)**
22. **European Parliament (EP)**
23. **European Social Fund +** (**ESF)**
24. **European Solidarity Corps** (**ESC2027)**
25. **EU External Action** (**RELEX2027)** (within Ukraine Facility)
26. **Customs Control Equipment Instrument (CCEI)**
27. **Business and Consumer Surveys Programme (BCS)**

ANNEX 2 Grant Concept Template

Grant Concept Template

Project Name	A clear, memorable title that reflects the project's essence. The acronym should be easy to pronounce and relevant to the theme
Project Logo	A visual symbol representing the project's identity, values, and purpose. Used for branding, presentations, and communication materials
Executive Summary	3-5 sentences that summarize the problem, your solution, and the anticipated major outcome to give reviewers an immediate, high-level understanding and convince them to read on.
Background/ Problem statement	A brief context explaining the problem, need, or opportunity the project addresses. Includes key facts, statistics, and justification for why the project is important.
Project Objectives	Specific, measurable goals the project aims to accomplish. These define what the project intends to change, improve, or deliver.
Expected Outcomes	Tangible changes or results anticipated at the end of the project. These can be social, economic, educational, technological, or organizational improvements
Impact	Long-term benefits or changes created by the project. This can include broader societal, community, institutional, or market-level effects.
Project Flow/ Implementation	A step-by-step description of activities, phases, and processes through which the project will be executed.
Target Audience	Groups who will directly or indirectly benefit from the project. May include participants, customers, communities, stakeholders, or industry sectors
Deliverables	Concrete outputs produced during or by the end of the project—reports, platforms, tools, training programs, events, etc.
Key Performance Indicators (KPIs)	Metrics used to evaluate progress and success. Should be measurable, time-bound, and directly linked to objectives.

Project Promotion	Strategy for communicating and publicizing the project. Includes marketing tools, outreach channels, digital presence, stakeholder engagement, and branding
Estimated Budget	Projected financial costs required for implementation. Often broken down by categories such as personnel, equipment, services, infrastructure, and operational expenses
Project Timeline	A schedule showing major phases, milestones, and deadlines. Often displayed as a Gantt chart or time table
Project Duration	Total length of the project—weeks, months, or years
Potential Partners	Organizations, institutions, companies, or experts who may support implementation through collaboration, expertise, or resources

ANNEX 3 AI Tools for grant writing

1. Grantable (Free Version)
This is an AI tool for writing grant applications, helping you to create drafts based on the data you enter. The free version enables you to work on straightforward applications using templates.
Link: https://www.grantable.co/

2. Grantboost (Free Version)
An AI-based platform that helps create structured grant applications. The free version offers basic features for writing and organizing applications.
Link: https://www.grantboost.io/

3. Evernote (Free Version)
A note-taking tool that helps organize research, draft grant applications, and set reminders for deadlines.
Link: www.evernote.com

4. ClickUp (Free Version)
A project management platform with templates for grant applications. It allows you to track progress, add comments, and automate tasks.
Link: https://clickup.com/blog/grant-proposal-templates/

5. Smartsheet (Free Templates)
Provides free templates for grant applications, including budgets, timelines, and reports. Helps structure your proposal.
Link: https://www.smartsheet.com/free-grant-proposal-templates

6. Venngage (Free Templates)
Offers free templates for creating visually appealing grant proposals. Allows you to add graphs, charts, and infographics.
Link: https://venngage.com/

7. Scite Assistant
Scite is an AI-powered platform that helps researchers discover and evaluate scientific literature through Smart Citations. AI for Research, Built on Evidence built on licensed access to the largest collection of peer-reviewed research
Link: https://scite.ai/

8. Jenni AI
The AI-powered workspace to help you read, write, and organize research with ease.
Link: https://jenni.ai

ANNEX 4 Application form – Part A

Horizon Europe Application forms (Part A)
Topic:
Type of action:
Type of Model Grant Agreement:
Proposal number: Proposal acronym:

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	
5	Other questions	

The forms must be filled in for each proposal in the submission system. Some data fields in the forms are pre-filled based on the previous steps in the submission wizard.

1. General information

Topi	Type of action
Call	Type of Model Grant

Acronym

Acronym is mandatory

Proposal title

Max 200 characters (with spaces). Must be understandable for non-specialists in your field.

Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &

Duration in months

Estimated duration of the project in full months.

Fixed keyword

Fixed keyword

Free keywords

Enter any words you think give extra detail of the scope of your proposal

(max 200 characters with spaces).

Abstract

The abstract should provide the reader with a clear understanding of the objectives of the proposal, how they will be achieved, and their relevance to the Work Programme. This summary will be used as the short description of the proposal in the evaluation process and in communications to the programme management committees and other interested parties. It must therefore be short and precise and should not contain confidential information. Use plain typed text, avoiding formulas and other special characters. If the proposal is written in a language other than English, please include an English version of this abstract in the Part B (technical description) of the proposal. .

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call? *A `similar' proposal or contract is one that differs from the current one in minor ways, and in which some of the present consortium members are involved.*	○ Yes	○ No
Please give the proposal reference or contract number	XXXXX-X	

Declarations

These declarations can be filled in by any coordinator contact(s). All declarations are mandatory.

1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal.	☐
2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions).	☐
3) We declare: – to be fully compliant with the eligibility criteria set out in the call – not to be subject to any exclusion grounds under the EU Financial Regulation 2018/1046 – to have the financial and operational capacity to carry out the proposed project.	☐
4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the Funding & Tenders Portal Terms & Conditions.	☐
5) We have read, understood and accepted the Funding & Tenders Portal Terms & Conditions and Privacy Statement that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits).	☐
6) We declare that the proposal complies with ethical principles (including the highest standards of research integrity as set out in the ALLEA European Code of Conduct for Research Integrity, as well as applicable international and national law, including the Charter of Fundamental Rights of the European Union and the European Convention on Human Rights and its Supplementary Protocols. Appropriate procedures, policies and structures are in place to foster responsible research practices, to prevent questionable research practices and research misconduct, and to handle allegations of breaches of the principles and standards in the Code of Conduct.	☐
7) We declare that the proposal has an exclusive focus on civil applications (activities intended to be used in military application or aiming to serve military purposes cannot be funded). If the project involves dual-use items in the sense of Regulation 2021/821, or other items for which authorisation is required, we confirm that we will comply with the applicable regulatory framework (e.g. obtain export/import licences before these items are used).	☐
8) We confirm that the activities proposed do not – aim at human cloning for reproductive purposes; – intend to modify the genetic heritage of human beings which could make such changes heritable (with the exception of research relating to cancer treatment of the gonads, which may be financed), or – intend to create human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer. – lead to the destruction of human embryos (for example, for obtaining stem cells) These activities are excluded from funding.	☐
9) We confirm that for activities carried out outside the Union, the same activities would have been allowed in at least one EU Member State.	☐
10) *[Additional option for LUMP SUM Grants:* For Lump Sum Grants with a detailed budget table: We understand and accept that the EU lump sum grants must be reliable proxies for the actual costs of a project and confirm that the detailed budget for the proposal has been established in accordance with our usual cost accounting practices and in compliance with the basic eligibility conditions for EU actual cost grants (see *AGA — Annotated Grant Agreement, art 6*) and exclude costs that are ineligible under the Programme. Purchases and subcontracting costs must be done taking into account best value for money and must be free of conflict of interest.*]*	☐

The coordinator is only responsible for the information relating to their own organization. Each applicant remains responsible for the information declared for their organisation. If the proposal is retained for EU funding, they will all be required to sign a declaration of honour.
False statements or incorrect information may lead to administrative sanctions under the EU Financial Regulation.

2. Participants
List of participating organizations

#	Participating Organisation Legal Name	Country
1		
2		
3		

Coordinator contacts have the rights to:

- *add, delete, edit and re-order partners in the consortium*
- *add, delete, edit and re-order contact points for those organisations*
- *edit all sections of the administrative forms*
- *upload, delete, view and download Part B and Annexes (when required for the call)*
- *view all the information in this screen, but not edit it*
- *edit only the section for their organisation in the administrative forms (including budget)*
- *view the entire administrative forms*
- *view/download the Part B and other Annexes*

You can manage the list of organisations and access rights of persons at Step 4 of the submission process. You may identify and give access to as many contact persons of the selected organisations as you wish. The identification is based upon the e-mail address of the person. When you add a contact person, you will be prompted to supply the contact details: name, e-mail, phone.

Person in charge of the proposal (main contact person): Each organisation needs to have one main contact person identified; the main contact person will have to fill in full contact details in the administrative form. The 'Main Contact Person' for the coordinating organisation (Participant no. 1) will become the primary contact person for the Services. Other contact persons may also be identified and may receive read-only or full access rights. Contact persons with full access rights of the coordinator (Participant no. 1) will be called 'Coordinator contacts' in the Funding & Tenders Portal, while for the other participants 'Participant Contacts'; contact persons with read-only rights will be called 'Team Members'. Other contact persons are listed with basic details in the administrative form.

Access rights: The main contact person and contact persons of the coordinator with full access rights have the same level of rights: they can manage the list of participants and contacts, edit any part of the administrative part of the proposal and upload any attachments (eg. Part B - technical description), and submit the proposal. Contact persons with read-only rights can only view/download the information. Participant contacts with full access rights can only edit their section of the administrative form and view all proposal data.
Access rights can be revoked by the Coordinating Organisation contacts. The person who created the proposal cannot be deleted.

Invitation: All contacts will receive an e-mail and a notification to the Portal about the invitation to the proposal upon saving the data at Step 4 of the submission process.

Organization data

The section shows the administrative data of the participating organisation as registered and/or validated in the central registry of organisations of the European Commission, linked to the given PIC number. Data in blue is read-only; modification is not possible in the proposal forms. For more information on how to modify this information, please visit the online manual on the participant register.

PIC	Legal name

Short name

Address of the organisation

Street

Town

Postcode

Country

Webpage

Specific legal statuses

Read more about legal statuses.

Public .... unknown unknown		Legal person	
Non-profit	unknown		
International organisation	unknown		
International organisation of European interest	unknown		
Secondary or higher education establishment	unknown		
Research organisation	unknown		

SME status

The enterprise data of the organisation is taken from the Participant Register. Changes to the self-declared or self-assessed SME data can be performed by the self-registrant or by the LEAR (Legal Entity Appointed Representative) in the Participant Register.

SME self-declaration status	unknown
SME self-assessment	unknown
SME validation	unknown

Based on the above details of the Participant Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

Departments carrying out the proposed work

The information serves mainly statistical purposes. For determining the eligibility of the proposal, the official address of the organisation is taken into account.

Department 1

Department name		☐ not applicable

☐ Same as organisation address

Street	*Please enter street name and number*

Town	

Postcode	

Country	

Links with other participants

Please indicate if there are dependencies with other participants of the proposal.

Two participants (legal entities) are dependent on each other where there is a controlling relationship between them:

* A legal entity is under the same direct or indirect control as another legal entity; or

* A legal entity directly or indirectly controls another legal entity; or

* A legal entity is directly or indirectly controlled by another legal entity.

Control:

Legal entity A controls legal entity B if:

* A, directly or indirectly, holds more than 50% of the nominal value of the issued share capital or a majority of the voting rights of the shareholders or associates of B, or

* A, directly or indirectly, holds in fact or in law the decision-making powers in B.

The following relationships between legal entities shall not in themselves be deemed to constitute controlling relationships:

(a) the same public investment corporation, institutional investor or venture-capital company has a direct or indirect holding of more than 50 % of the nominal value of the issued share capital or a majority of voting rights of the shareholders or associates;

(b) the legal entities concerned are owned or supervised by the same public body.

Type of link	*Participant*	
[Same group] [Controls] [Is controlled by]	*Select one participant from the list of participants*	

Main contact person

This will be the person the EU services will contact concerning this proposal (e.g. for additional information, invitation to hearings, sending of evaluation results, convocation to start grant preparation). The data in blue is read-only. Details (name, first name and e-mail) of Main Contact persons should be edited in step 'Participants' of the submission wizard.

Title   Gender ○ Woman   ○ Man   ○ Non binary

First name   Last name

E-mail

Position in org.   *Please indicate the position of the person*

Department   ☐ Same as organisation

☐ Same as organisation address

Street

Town   Post code

Country

Website

Phone 1   Phone 2

Other contact persons

First name	Last name	e-mail	Phone

Researchers involved in the proposal

Include only the researchers involved in the proposal, (see below definition of 'researcher'). You do not need to include in the table the identity of other persons involved in the proposal who are not researchers.

'Researchers are professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques instrumentation, software or operational methods. (Frascati Manual 2015)'

Include also the person in charge of the proposal if a researcher.

Title	First Name	Last Name	Gender	Nationality	E-mail	Career stage[10]	Role of researcher (in the project)	Reference Identifier	Type of identifier
			[Woman] *[Man]* *[Non-binary]*			[Category A – Top grade researcher] [Category B – Senior researcher] [Category C – Recognised researcher] [Category D – First stage researcher]	*[Leading]* *[Team member]*		*[ORCID]* *[Researcher Id]* *[Other – specify]*

---

[10] *Career stages as defined in Frascati 2015 manual:*

Category A – Top grade researcher: the single highest grade/post at which research is normally conducted. Example: 'Full professor' or 'Director of research'.

Category B – Senior researcher: Researchers working in positions not as senior as top position but more senior than newly qualified doctoral graduates (IsCED level 8). Examples:

'associate professor' or 'senior researcher' or 'principal investigator'.

Category C – Recognized researcher: the first grade/post into which a newly qualified doctoral graduate would normally be recruited. Examples: 'assistant professor', 'investigator' or

'post-doctoral fellow'.

Category D – First stage researcher: Either doctoral students at the IsCED level 8 who are engaged as researchers, or researchers working in posts that do not normally require a doctorate degree. Examples: 'PhD students' or 'junior researchers' (without a PhD).

Role of participating organization in the project *Applicants may select more than one option.*		Definitions
Project management	☐	*Click if your organisation will do project management activities (i.e. assigning the tasks, reporting and interface with the EC). These tasks are normally carried out by the coordinator, but other participants can also contribute.*
Communication, dissemination and engagement	☐	*Click if your organisation will be in charge of communication, dissemination and engagement. This can be centralised by one partner or split across the partners.*
Provision of research and technology infrastructure	☐	*Click if your organisation is providing a research facility or research equipment.*
Co-definition of research and market needs	☐	*Click if your organisation will be involved in the co-defining the research and market needs. Usually, it is a company that intends to later use the research results, or a NGO that will use the solution. This will help the project further tailor its results to respond to specific needs of the end user.*
Civil society representative	☐	*Click if your organisation belongs to civil society (NGO, association, organisation, consumer group, community group, charity, etc.).*
Policy maker or regulator, incl. standardisation body	☐	*Click if your organisation is a policy maker (local, regional, national, European level), regulator or a standardisation body.*
Research performer	☐	*Click if your organisation is in charge of performing the research during the project.*
Technology developer	☐	*Click if your organisation is in charge of developing the technology during or after the project.*
Testing/validation of approaches and ideas	☐	*Click if your organisation is in charge of testing/validating the approach and ideas.*
Prototyping and demonstration	☐	*Click if your organisation is in charge of developing the prototypes and performing demonstrations.*
IPR management incl. technology transfer	☐	*Click if your organisation is in charge of IPR management including technology transfer at the end of the grant.*
Public procurer of results	☐	*Click if your organisation (public authority, hospital, university, local government, etc) will be using the results afterwards.*
Private buyer of results	☐	*Click if your organisation (from the private sector) will be using the results afterwards.*
Finance provider (public or private)	☐	*Click if your organisation will be providing the financing for the exploitation during or after the end of the project.*
Education and training	☐	*Click if your organisation is in charge of educating and training researchers.*
Contributions from the social sciences or/and the humanities	☐	*Click if your organisation is in charge of contributing to the social sciences or/and the humanities dimension to the research project.*
Other Specify (50-character limit):	☐	

List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content.

Type of achievement	Short description
[Publication] [Dataset] [Software]	Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.

[Good] [Service] [Other achievement]	

212

List of up to 5 most relevant previous projects or activities, connected to the subject of this proposal	
Name of Project or Activity	**Short description**

Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work	
Name of infrastructure or equipment	**Short description**

5. Gender equality plan

Having a gender equality plan is an eligibility criterion for Public bodies, Higher education establishments and Research organisations from Member States and Associated Countries. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant agreement signature (applicable on calls with deadlines in 2022 and beyond). Does the organisation have a Gender Equality Plan (GEP) covering the elements listed below? **Minimum process-related requirements (building blocks) for a GEP** - **Publication**: formal document published on the institution's website and signed by the top management - **Dedicated resources:** commitment of resources and gender expertise to implement it. - **Data collection and monitoring:** sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators.	○ Yes	○ No
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers. **Content-wise, recommended areas** to be **covered** and addressed via concrete measures and targets are: - work-life balance and organisational culture; - gender balance in leadership and decision-making; - gender equality in recruitment and career progression; - integration of the gender dimension into research and teaching content; - measures against gender-based violence including sexual harassment.		

213

3. Budget for the proposal

No	Participant name	Country	D. Other cost categories										
			D.1 Financial support to third parties (Actual costs)	D.2 Internally invoiced goods and services (Unit costs – usual accounting	[D.3 Transnational access to research infrastructures (Unit costs)	[D.4 virtual access to research infrastructures (Unit costs)	[D.5 PCP/PPI procurement costs (Actual costs)	[D.6 Euratom Cofund staff mobility costs (Unit costs) (d5)]	[D.7 ERC additional funding (Actual costs) (d7)]]	D.8 ERC additional funding (subcontracting, FSTP and internally invoiced goods and services)			
1	Participant 1	NL											
2	Participant 2	LB											
	Affiliated Entity	LB											
3	Participant 3	DE											
	Associated Partner	AR											
Total													

**Co-funded by
the European Union**

WIN ² EDIH

4. Ethics and Security
Ethics issues table

This table should be completed as an essential part of your proposal. Please go through the table and indicate which elements concern your proposal by answering 'Yes' or 'No'. If you answer 'Yes' to any of the questions,
- *indicate in the adjacent box at which page in your full proposal further information relating to that ethics issue can be found, and*
- *provide additional information on that ethics issue in the Ethics Self-Assessment section.*

For more information on each of the ethics issues and how to address them, including detailed legal references, see the guidelines 'How to Complete your Ethics Self-Assessment'.

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS				Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		◌ Yes	◌ No	
If **YES**:	Will they be directly derived from embryos within this project?	◌ Yes	◌ No	
	Are they previously established cells lines?	◌ Yes	◌ No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	◌ Yes	◌ No	
Does this activity involve the use of human embryos?		◌ Yes	◌ No	
If **YES**:	Will the activity lead to their destruction?	◌ Yes	◌ No	
2. HUMANS				Page
Does this activity involve human participants?		◌ Yes	◌ No	
If **YES**:	Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	◌ Yes	◌ No	
	Are they healthy volunteers for medical studies?	◌ Yes	◌ No	
	Are they patients for medical studies?	◌Yes	◌ No	
	Are they potentially vulnerable individuals or groups?	◌ Yes	◌ No	
	Are they children/minors?	◌ Yes	◌ No	
	Are the other persons unable to give informed consent?	◌ Yes	◌ No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?		◌ Yes	◌ No	
If **YES**:	Does it involve invasive techniques?	◌ Yes	◌ No	
	Does it involve collection of biological samples?	◌ Yes	◌ No	

	Does this activity involve conducting a clinical study as defined by the Clinical Trial Regulation (EU 536/2014)? (using pharmaceuticals, biologicals, radiopharmaceuticals, or advanced therapy medicinal products)	◌ Yes	◌ No	
If **YES**:	Is it a clinical trial?	◌ Yes	◌ No	
	Is it a low-intervention clinical trial?	◌ Yes	◌ No	
3. HUMAN CELLS / TISSUES (not covered by section 1)				Page
Does this activity involve the use of human cells or tissues?		◌ Yes	◌ No	
If **YES**:	Are they human embryonic or foetal cells or tissues?	◌ Yes	◌ No	
	Are they available commercially?	◌ Yes	◌ No	
	Are they obtained within this project?	◌ Yes	◌ No	
	Are they obtained from another project, laboratory or institution?	◌ Yes	◌ No	
	Are they obtained from biobank?	◌ Yes	◌ No	
4. PERSONAL DATA				Page
Does this activity involve processing of personal data?		◌ Yes	◌ No	
If **YES**:	Does it involve the processing of special categories of personal data (e.g.: sexual lifestyle, ethnicity, genetic, biometric and health data, political opinion, religious or philosophical beliefs)?	◌ Yes	◌ No	
	If **YES**: Does it involve processing of genetic, biometric or health data?	◌ Yes	◌ No	
	Does it involve profiling, systematic monitoring of individuals, or processing of large scale of special categories of data or intrusive methods of data processing (such as, surveillance, geolocation tracking etc.)?	◌ Yes	◌ No	
Does this activity involve further processing of previously collected personal data (including use of preexisting data sets or sources, merging existing data sets)?		◌ Yes	◌ No	
Is it planned to export personal data from the EU to non-EU countries?		◌ Yes	◌ No	
If **YES**:	Specify the type of personal data and countries involved:			
Is it planned to import personal data from non-EU countries into the EU or from a non-EU country to another non-EU country?		◌ Yes	◌ No	

If **YES**:	Specify the type of personal data and countries involved		
Does this activity involve the processing of personal data related to criminal convictions or offences?		○ Yes	○ No

5. ANIMALS			Page
Does this activity involve animals?		○ Yes	○ No
If **YES**:	Are they vertebrates?	○ Yes	○ No
	Are they non-human primates (NHP)?	○ Yes	○ No
	Are they genetically modified?	○ Yes	○ No
	Are they cloned farm animals?	○ Yes	○ No
	Are they endangered species?	○ Yes	○ No

6. NON-EU COUNTRIES			Page
Will some of the activities be carried out in non-EU countries?		○ Yes	○ No
If **YES**:	Specify the countries:		
In case non-EU countries are involved, do the activities undertaken in these countries raise potential ethics issues?		○ Yes	○ No
If **YES**:	Specify the countries:		
Is it planned to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?		○ Yes	○ No
Is it planned to import any material (other than data) from non-EU countries into the EU or from a non-EU country to another non-EU country? For data imports, see section 4.		○ Yes	○ No
If **YES**:	Specify material and countries involved:		
Is it planned to export any material (other than data) from the EU to non-EU countries? For data exports, see section 4.		○ Yes	○ No
If **YES**:	Specify material and countries involved:		
Does this activity involve low and/or lower-middle income countries? (if yes, detail the benefit- sharing actions planned in the self-assessment)		○ Yes	○ No
Could the situation in the country put the individuals taking part in the activity at risk?		○ Yes	○ No

7. ENVIRONMENT, HEALTH and SAFETY			Page
Does this activity involve the use of substances or processes that may cause harm to the environment, to animals or plants (during the implementation of the activity or further to the use of the results, as a possible impact)?	○ Yes	○ No	
Does this activity deal with endangered fauna and/or flora / protected areas?	○ Yes	○ No	

Does this activity involve the use of substances or processes that may cause harm to humans, including those performing the activity (during the implementation of the activity or further to the use of the results, as a possible impact)?	○ Yes	○ No	

8. ARTIFICIAL INTELLIGENCE			Page
Does this activity involve the development, deployment and/or use of Artificial Intelligence based systems? (if yes, detail in the self-assessment whether that could raise ethical concerns related to human rights and values and detail how this will be addressed).	○ Yes	○ No	

9. OTHER ETHICS ISSUES			Page
Are there any other ethics issues that should be taken into consideration?	○ Yes	○ No	
Please specify: (Maximum number of characters allowed: 1000)			
I confirm that I have taken into account all ethics issues above and that, if any ethics issues apply, I will complete the ethics self-assessment as described in the guidelines 'How to Complete your Ethics Self-Assessment'.			

ETHICS SELF-ASSESSMENT

If you have entered any issues in the ethics issue table, you must perform an ethics self-assessment in accordance with the guidelines 'How to Complete your Ethics Self-Assessment' and complete the table below

Ethical dimension of the objectives, methodology and likely impact
Explain in detail the identified issues in relation to: — objectives of the activities (e.g. study of vulnerable populations, etc.) — methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.) — the potential impact of the activities (e.g. environmental damage, stigmatization of particular social groups, political or financial adverse consequences, misuse, etc.)
Compliance with ethical principles and relevant legislations
Describe how the issue(s) identified in the ethics issues table above will be addressed in order to adhere to the ethical principles and what will be done to ensure that the activities are compliant with the E U / national legal and ethical requirements of the country or countries where the tasks are to be carried out. It is reminded that for **activities performed in a non-EU country**, they should also be allowed in at least one EU Member State.

Security issues table

Please go through the table and indicate which elements concern your proposal by answering YES or NO. If you answer YES to any of the questions:
- *indicate in the adjacent box at which page in your full proposal further information relating to that security issue can be found, and*
- *provide additional information on this security issue in the Security self-assessment section below.*

For more information on potential security issues and how to address them, see the guidance How to handle security-sensitive projects and the programme-specific guidelines Classification of information in Horizon Europe projects.

1. EU classified information (EUCI)[11]				Page
Does this activity involve information and/or materials requiring protection against unauthorized disclosure (EUCI)?		○ Yes	○ No	
If **YES**:	Is the activity going to use classified information as background[12] information?	○ Yes	○ No	
	Is the activity going to generate EU classified foreground[13] information as results?	○ Yes	○ No	
Does this activity involve participants from non-EU countries which need to have access to EUCI?		○ Yes	○ No	
If **YES**:	Do the non-EU countries concerned have a security of information agreement with the EU?	○ Yes	○ No	
2. MISUSE				Page
Does this activity have the potential for misuse of results?		○ Yes	○ No	
If **YES**:	Does the activity provide knowledge, materials and technologies that could be channeled into crime and/or terrorism?	○ Yes	○ No	
	Could the activity result in the development of chemical, biological, radiological or nuclear (CBRN) weapons and the means for their delivery?	○ Yes	○ No	
3. OTHER SECURITY ISSUES				Page
Does this activity involve information and/or materials subject to national security restrictions?		○ Yes	○ No	
If yes, please specify: *(Maximum number of characters allowed: 1000)*				
Are there any other security issues that should be taken into consideration?		○ Yes	○ No	
If yes, please specify: (Maximum number of characters allowed: 1000)				

SECURITY SELF-ASSESSMENT
If you have answered YES for one or more of the questions indicated above, describe the measures you intend to take to solve/avoid them. For more information, see the guidelines Classification of information in Horizon Europe projects, Classification of information in Digital Europe projects, Classification of information in EDF projects.
Please specify *(Maximum number of characters allowed: 5000)*

---

[11] *According to the Commission Decision (EU, Euratom) 2015/444 of 13 March 2015 on the security rules for protecting EU classified information, "European Union classified information (EUCI) means any information or material designated by an EU security classification, the unauthorized disclosure of which could cause varying degrees of prejudice to the interests of the European Union or of one or more of the Member States".*

[12] *Classified background information is information that is already classified by a country and/or international organization and/or the EU and is going to be used by the project. In this case, the project must have in advance the authorization from the originator of the classified information, which is the entity (EU institution, EU Member State, third state or international organization) under whose authority the classified information has been generated.*

[13] *EU classified foreground information is information (documents/deliverables/materials) planned to be generated by the project and that needs to be protected from unauthorized disclosure. The originator of the EUCI generated by the project is the European Commission.*

5. OTHER QUESTIONS

Two-stage calls

The full stage-2 proposal must be consistent with the short outline proposal submitted to the stage 1 – in particular with respect to the proposal characteristics addressing the concepts of excellence and impact.

Are there substantial differences compared to the stage-1 proposal?	○ Yes	○ No

Questions showed only in answer is Yes:

Please list the substantial differences, and indicate the reasons

☐	Partnership	*List the substantial differences and indicate the reasons*
☐	Budget	*List the substantial differences and indicate the reasons*
☐	Approach	*List the substantial differences and indicate the reasons*

Proposal template Part B: technical description
(HE CSA)

TITLE OF THE PROPOSAL

[This document is tagged. Do not delete the tags; they are needed for processing.] #@APP-FORM-HECSA@#

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)		
2		
3		
…		

1.   Excellence #@REL-EVA-RE@#

1.1   Objectives #@PRJ-OBJ-PO@#

Insert here text for your proposal

#§PRJ-OBJ-PO§#

1.2   Coordination and/or support measures and methodology #@CON-MET-CM@# #@COM-PLE-CP@#

Insert here text for your proposal

#§CON-MET-CM§# #§COM-PLE-CP§# #§REL-EVA-RE§#

2.   Impact

2.1   Project's pathways towards impact

Insert here text for your proposal

2.2   Measures to maximise impact - Dissemination, exploitation and communication #@COM-DIS-VIS-CDV@#

Insert here text for your proposal

#§COM-DIS-VIS-CDV§#

2.3 Summary

KEY ELEMENT OF THE IMPACT SECTION

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?*
Insert here text for your proposal	Insert here text for your proposal	Insert here text for your proposal

TARGET GROUPS	OUTCOMES	IMPACTS
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?*
Insert here text for your proposal	Insert here text for your proposal	Insert here text for your proposal

#§IMP-ACT-IA§#

3. Quality and efficiency of the implementation #@QUA-LIT-QL@# #@WRK-PLA-WP@#

3.1   Work plan and resources

Insert here text for your proposal

3.2   Capacity of participants and consortium as a whole #@CON-SOR-CS@# #@PRJ-MGT-PM@#

Insert here text for your proposal

#§CON-SOR-CS§# #§PRJ-MGT-PM§#

Tables for section 3.1

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

Table 3.1b: Work package description

For each work package:

Work package number	
Work package title	

Objectives

Description of work

Table 3.1c: List of Deliverables

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

Table 3.1d: **List of milestones**

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

Table 3.1e: **Critical risks for implementation** #@RSK-MGT-RM@#

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

#§RSK-MGT-RM§#

Table 3.1f: **Summary of staff effort**

	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**

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

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

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)**

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

Table 3.1j: **'In-kind contributions' provided by third parties**

Participant Number/Short Name			
Third party name	**Category**	**Cost (€)**	**Justification**
	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		

#§QUA-LIT-QL§# #§WRK-PLA-WP§#

ANNEX 6 Application form – Part B (Budget forms)

Excel template: few instructions before starting

- We recommend to use Excel 2013 or a more recent version

- The currency used in the Excel template is **EURO**

- **Read the detailed instructions** on the first tab of the Excel file

- For your proposal, you must **always use the file provided in the online submission system**. For information only, the template is available on the Funding & Tenders Portal.

Fill in the beneficiaries list ('BE list' sheet)

- To **add a beneficiary**, double click on the **'Add BE'** button to generate an additional line to the table. You can add as many beneficiaries as needed.
- To **add an affiliated entity**, double click on the **'Add AE to BEx'** button on the line of the beneficiary to which the entity is affiliated.
- For each beneficiary and each affiliated entity, write the **name** and the **acronym** of the organisation and chose the correct **country** and **funding rate** from the drop-down menus.
- Once you have completed the 'BE list' sheet, you must double click the **'Apply changes'** button to generate the corresponding sheets in Excel workbook: one tab will be generated for each beneficiary.

Which funding rate to choose? The funding rate depends on the type of action you are applying to. RIA and CSA topics have a 100% funding rate. For IA topics, the funding rate is 70% (exceptionally 60%), except for non-profit legal entities, where a rate of 100% applies. Other funding rates may be specified in the work programme. For more information on the funding rates applying to your topic, please refer to the topic's specific conditions.

Fill in the work packages list ('WP list' sheet)

List of Work Packages		Add WP	Double click buttons :	Apply changes
WP number	**WP name**			
WP1	Analysis			
WP2	Technical part		Clear WP2	
WP3	Experiment 1		Clear WP3	
WP4	Experiment 2		Clear WP4	
WP5	Communication & dissemination		Clear WP5	
WP6	Project management 1		Clear WP6	
WP7	Project managmeent 2		Clear WP7	

- To **add a work package**, double click on the **'Add WP'** button to generate an additional line to the table. You can add as many work packages as needed. Follow the same order as in the Part B of your application.

- Once you have completed the 'WP list' sheet, you must double click the **'Apply changes'** button: one table per work package will be added to the beneficiaries' individual sheets.

European Commission

Fill in the individual beneficiary sheets ('BEx'tab)

			View Summary	
Beneficiary: BE3 - BUDGET SHEET				
			SME 1	
COST CATEGORY		**ITEMS**	**COST PER ITEM**	**BE TOTAL COSTS**
COSTS WORK PACKAGE 1: WP1 name				
A. DIRECT PERSONNEL COSTS				
A.1 Employees (or equivalent)				
SENIOR SCIENTISTS (or equivalent in the private sector)		5.0	7000	35000.00
JUNIOR SCIENTISTS (or equivalent in the private sector)		10.0	4900	49000.00
TECHNICAL PERSONNEL (or equivalent in the private sector)		5.0	5300	26500.00
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)				0.00
OTHERS				0.00
A.2 Natural Persons under direct contract				0.00
A.3 Seconded Persons				0.00
A.4 SME owners and natural person beneficiaries			4798	0.00
B. DIRECT SUBCONTRACTING COSTS				
				0.00
C. DIRECT PURCHASE COSTS				
C.1 Travel and subsistence		5.0	1500	7500.00
C.2 Equipment (complete 'Depreciation costs' sheet)				
Equipment		2.0	3000	6000.00
Infrastructure				0.00
Other assets				0.00
C.3 Other goods, works and services				
Consumables		1.0	7500	7500.00
Services for meetings, seminars				0.00
Services for dissemination activities (including website)				0.00
Publication fees				0.00
Other (shipment, insurance, translation, etc.)				0.00
D. OTHER COST CATEGORIES				
D.1 Financial support to third parties (if applicable in the topic specific conditions)				0.00
D.2 Internally invoiced goods and services				0.00
D.3 Transnational access to research infrastructure unit costs (if mentioned as eligible in the topic specific conditions)				0.00
D.4 Virtual access to research infrastructure unit costs (if mentioned as eligible in the topic specific conditions)				0.00
D.5 PCP/PPI procurement costs (if mentioned as eligible in the topic specific conditions)				0.00
TOTAL DIRECT PERSONNEL COSTS AND PURCHASE COSTS (A+C)				131500.00

Instructions | BE list | WP list | Lump sum breakdown | Person-months overview | Summary per WP | BE1 | BE3 | BE4 | BE5 | BE6 | Depreciation

- Complete **one 'BEx' sheet per beneficiary**. This sheet includes one separate section for each work package. For each work package in which the beneficiary participate, enter the cost estimations under each cost category used.

- Enter only the **number of items** and the **cost per item** for each cost category (yellow cells). The total costs per cost category are calculated automatically.

- For the cost per item, enter only **whole numbers** (integers)

- If the beneficiary does not contribute to a specific work package, leave the cells empty.

European Commission

225

Fill in the individual beneficiary sheets ('BEx' tab) – affiliated entities

Coordinator: BE1 - BUDGET SHEET	View Summary			BE1-AE2			
		University 1			Laboratory 1		
COST CATEGORY	ITEMS	COST PER ITEM	BE TOTAL COSTS	ITEMS	COST PER ITEM	AE TOTAL COSTS	BE+AE TOTAL COSTS
COSTS WORK PACKAGE 1: WP1 name							
A. DIRECT PERSONNEL COSTS							
A.1 Employees (or equivalent)							
SENIOR SCIENTISTS (or equivalent in the private sector)			0.00			0.00	0.00
JUNIOR SCIENTISTS (or equivalent in the private sector)			0.00			0.00	0.00
TECHNICAL PERSONNEL (or equivalent in the private sector)			0.00			0.00	0.00
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)			0.00			0.00	0.00
OTHERS			0.00			0.00	0.00
A.2 Natural Persons under direct contract			0.00			0.00	0.00
A.3 Seconded Persons			0.00			0.00	0.00
A.4 SME owners and natural person beneficiaries	5990		0.00	6685		0.00	0.00
B. DIRECT SUBCONTRACTING COSTS							
			0.00			0.00	0.00
C. DIRECT PURCHASE COSTS							
C.1 Travel and subsistence			0.00			0.00	0.00
C.2 Equipment (complete 'Depreciation costs' sheet)							
Equipment			0.00			0.00	0.00
Infrastructure			0.00			0.00	0.00
Other assets			0.00			0.00	0.00
C.3 Other goods, works and services							
Consumables			0.00			0.00	0.00
Services for meetings, seminars			0.00			0.00	0.00
Services for dissemination activities (including website)			0.00			0.00	0.00
Publication fees			0.00			0.00	0.00
Other (shipment, insurance, translation, etc.)			0.00			0.00	0.00
D. OTHER COST CATEGORIES							
D.1 Financial support to third parties (if applicable in the topic specific conditions)			0.00			0.00	0.00
D.2 Internally invoiced goods and services			0.00			0.00	0.00

- If a beneficiary has an affiliated entity, columns for this entity are generated automatically in the 'BEx sheet'.

- Enter the cost estimations of the affiliated entity in the same way as for the main beneficiary.

European Commission

Fill in the individual beneficiary sheets – personnel costs

	A	B	C	D
1	**Beneficiary: BE3 - BUDGET SHEET**		View Summary	
2			SME 1	
3	**COST CATEGORY**	ITEMS	COST PER ITEM	BE TOTAL COSTS
4				
5	**COSTS WORK PACKAGE 1: WP1 name**			
6				
7	**A. DIRECT PERSONNEL COSTS**			
8	A.1 Employees (or equivalent)			
9	SENIOR SCIENTISTS (or equivalent in the private sector)	5.0	7000	35000.00
10	JUNIOR SCIENTISTS (or equivalent in the private sector)	10.0	4900	49000.00
11	TECHNICAL PERSONNEL (or equivalent in the private sector)	5.0	5300	26500.00
12	ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)			0.00
13	OTHERS			0.00
14	A.2 Natural Persons under direct contract			0.00
15	A.3 Seconded Persons			0.00
16	A.4 SME owners and natural person beneficiaries		4798	0.00

- Enter the **total number of items and the average cost per item** for each category of personnel costs
- **1 item = 1 person-month**
- For 'A4. SME Owner and natural person beneficiaries', the cost per item is predefined
- Personnel costs will be evaluated by experts using the Horizon dashboard for lump sum evaluations, an orientation tool that shows the average monthly costs for personnel by country and organisation type
- If your personnel costs are higher than the values in the dashboard, you must **justify them in the 'Any comments' tab**

European Commission

Fill in the individual beneficiary sheets – subcontracting costs

17	B. DIRECT SUBCONTRACTING COSTS			
18		1.0	30000	30000.00

- There is one line for subcontracting per beneficiary and work package (i.e., the amount entered covers all subcontracting activities for the beneficiary in a work package).

- Enter the number of subcontracted tasks for a given beneficiary and a given work package as number of items. The cost per item will be an average of the costs of all subcontracted tasks. No more detailed information is required in the Excel file.

- The tasks to be subcontracted and their costs must be described and justified in the **table 3.1g in the part B of the application form**

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		

The costs entered here must match the costs entered in the Excel file

European Commission

Fill in the individual beneficiary sheets – direct purchase costs

3	COST CATEGORY	ITEMS	COST PER ITEM	BE TOTAL COSTS
19	C. DIRECT PURCHASE COSTS			
20	C.1 Travel and subsistence	5.0	1500	7500.00
21	C.2 Equipment (complete 'Depreciation costs' sheet)			
22	Equipment	2.0	3000	6000.00
23	Infrastructure			0.00
24	Other assets			0.00
25	C.3 Other goods, works and services			
26	Consumables	4.0	1000	4000.00
27	Services for meetings, seminars	1.0	3000	3000.00
28	Services for dissemination activities (including website)			0.00
29	Publication fees	2.0	1500	3000.00
30	Other (shipment, insurance, translation, etc.)			0.00

- Enter the **total number of items** and the **average cost per item** for each relevant cost category.

- The cost per item will be an average of the prices of all items in the given category for a given beneficiary and a given work package. No more detailed information is required in the Excel file.

- If purchase costs exceed 15% of the personnel costs of a given beneficiary, this beneficiary must complete table **3.1h of Part B of the proposal template**

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

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

Fill in the individual beneficiary sheets – depreciation costs list

TOOL: DEPRECIATION COSTS LIST										
BE nr	Beneficiary name	WP nr	Work Package name	Resource type	Short name of the investments	Date of purchase (real or planned date of purchase)	Purchase cost	% used for the project	% of useful life of the equipment in the project	Charged depreciation costs per investment	Justification: Needed info for depreciation
BE1	University 1	WP1	Work package 1	Infrastructures	Description of the infrastructure	22-04-2024	20000.00	100.00%	40.00%	€ 8,000.00	
BE3	SME 1	WP2	Work package 2	Equipment	Description of the equipment	01-02-2024	6000.00	100.00%	50.00%	€ 3,000.00	
										€ -	
										€ -	
										€ -	
										€ -	

- For the category 'equipment' (equipment, infrastructure, other assets) you must enter the **depreciation costs** in the individual beneficiary tabs.

- Use the '**Depreciation costs' tab** to calculate the depreciation costs:
  - Fill in the information about the beneficiary, the work package, the resource type, the name of the investment and the date of purchase
  - Encode the (estimated) price of the equipment in the column 'Purchase cost'
  - Encode the percentage of usage of the equipment for the project in the column '% used for the project'
  - Divide the period (in months) during which the equipment is used for the project by the depreciation period (in months) for the equipment. Multiply the results by 100%. Encode the result in the column '% use for lifetime of the investment'

- This amount is **NOT** automatically transferred to the respective 'BEx' tab. You have to **add manually** the depreciation costs in the dedicated section of the 'BEx' tab. If you have several items in the 'Depreciation costs' tab for one single section (same beneficiary, same work package and same resource type), you must enter the number of items and add the average of the depreciation costs as 'cost per item'.

- In certain cases, the Work Programme specifies that purchases of equipment, infrastructures and other assets can be declared as full capitalised costs. In that case, the full capitalised costs must be encoded in the section "C.2 Equipment".

Fill in the individual beneficiary sheets – other direct costs and indirect costs

3	COST CATEGORY	ITEMS	COST PER ITEM	BE TOTAL COSTS
31	**D. OTHER COST CATEGORIES**			
32	D.1 Financial support to third parties (if applicable in the topic specific conditions)	1.0	6000	6000.00
33	D.2 Internally invoiced goods and services			0.00
34	D.3 Transnational access to research infrastructure unit costs (if mentioned as eligible in the topic specific conditions)			0.00
35	D.4 Virtual access to research infrastructure unit costs (if mentioned as eligible in the topic specific conditions)			0.00
36	D.5 PCP/PPI procurement costs (if mentioned as eligible in the topic specific conditions)			0.00
37				
38	TOTAL DIRECT PERSONNEL COSTS AND PURCHASE COSTS (A+C)			134000.00
39	TOTAL DIRECT COSTS (A+B+C+D)			170000.00
40				
41	E. INDIRECT COSTS (25% * (A+C))			33500.00
42				
43	F. TOTAL COSTS (A+B+C+D+E)			203500.00

- Certain types of costs can be entered only if they are **explicitly allowed for in the specific conditions of your topic**:

  - Financial support to third parties
  - Transnational access to research infrastructure' and 'Virtual access to research infrastructures
  - PCP/PPI procurement costs

- Indirect costs are calculated automatically.

- Total costs are calculated automatically.

Summary tables

COST CATEGORY	ALL BENEFICIARIES (with affiliated entities)		
	ITEMS (TOTAL)	AVERAGE COST PER ITEM	TOTAL COSTS
COSTS WORK PACKAGE 1: Work package 1			
A. DIRECT PERSONNEL COSTS			
A.1 Employees (or equivalent)			
SENIOR SCIENTISTS (or equivalent in the private sector)	5.0	8000.00	40000.00
JUNIOR SCIENTISTS (or equivalent in the private sector)	2.5	5000.00	17500.00
TECHNICAL PERSONNEL (or equivalent in the private sector)	5.0	6400.00	32000.00
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)	13.0	7384.62	96000.00
OTHERS	0.0		0.00
A.2 Natural Persons under direct contract	0.0		0.00
A.3 Seconded Persons	0.0		0.00
A.4 SME owners and natural person beneficiaries	0.0		0.00
B. DIRECT SUBCONTRACTING COSTS			
	0.0		0.00
C. DIRECT PURCHASE COSTS			
C.1 Travel and subsistence	20.0	470.00	9400.00

TOTAL PERSON-MONTHS					
BENEFICIARIES \ WORK PACKAGES	WP1 Work package 1	WP2 Work package 2	WP3 Work package 3	Total	Pct %
BE1: University 1	7.50	0.00	8.00	15.50	17.32%
BE2: University 2	4.00	8.00	9.00	21.00	23.46%
> BE2-AE3: Laboratory 1	6.00	5.00	6.00	17.00	18.99%
BE4: Research Org 1	3.00	6.00	9.00	18.00	20.11%
BE5: Research Org 2	5.00	7.00	6.00	18.00	20.11%
Total:	25.50	26.00	38.00	89.50	100.00%
Percentage:	28.49%	29.05%	42.46%	100.00%	

- The 'Summary per WP' and 'Person-months overview' tables are produced automatically.

- They will be used by evaluators during the evaluation of your proposal.

Uploading the Excel file

- Once you completed the detailed budget table, **upload it in the online submission system**, as annex to the part B template.

Administrative forms (Part A)

Edit forms ✎ | View history | Print preview   ❓

Part B and Annexes

In this section you may upload the technical annex of the proposal (in PDF format only) and any other requested attachments. ❓

Part B		❓	Upload ☁
Annex – Detailed budget table		❓	Upload ☁

❮ BACK TO PARTICIPANTS LIST | VALIDATE | SUBMIT

The format of the Excel template is .xlsm because it uses macros. While you work on it, always save it as .xlsm.

Upload the Excel file in .xlsx or .xls format. For security reasons, you cannot upload the file in .xlsm format.

Always keep a copy of the original .xlsm file.

Consortium Agreement is the DESCA (Development of a Simplified Consortium Agreement)
[ACRONYM OF PROJECT] Consortium Agreement, version [X], [DATE]

Consortium Agreement

[ACRONYM OF PROJECT]

Version [X] – [DATE]
(Based on DESCA – Model Consortium Agreement for Horizon Europe, Version AP 2.0)

Change Records

Version	Date	Changes
Version AP	July 2022	For Horizon Europe projects in which Associated Partners are included as Parties of the Consortium Agreement – PDF Version with alterations in comparison to DESCA HE highlighted in green.
Version AP 2.0	August 2025	Based on DESCA HE 2.0 this new AP version offers options and sub-sections for Actual Cost Grants and Lump Sum Grants. Moreover, it includes section 5.3 (new) taking into regard alterations of Belgian law regarding the liability of auxiliary persons.

REMARKS

This Consortium Agreement model is created for projects which will be governed by the General Horizon Europe Model Grant Agreement or by the Horizon Europe Lump Sum Model Grant Agreement for collaborative projects, i.e. notably "Research and Innovation Actions" and "Innovation Actions". DESCA HE Version AP is specifically designed for projects in which Associated Partners (Art. 9.1. General MGA HE) play a major role in the implementation of the project and all Beneficiaries remain responsible for the proper implementation of the tasks towards the Granting Authority. A use for other types of projects will likely require adaptations.

In comparison to the regular DESCA HE, this document distinguishes between Beneficiaries, Associated Partners and the Parties of the Consortium Agreement. The AP Versions include appropriate modifications, such as: A Section 4.2 which introduces a special clause for Associated Partners, their role, obligations and special liability; Section 7 which is dealing with financial matters of the project does not apply to Associated Partners as they do not receive any funding from the Granting Authority; Section 6.2 which reflects these modifications.

The new DESCA HE AP 2.0 addresses the features of Horizon Europe Actual Cost Grants and Lump Sum Grants. Following the feedback of many stakeholders, the explicit aim of the update for Horizon Europe was to adapt where necessary and to keep the continuity of the DESCA 2020 text where possible.

The model should be adapted in order to suit the specific features of each single project.

In order to facilitate coordination and collaboration, this model provides for internal arrangements between Parties, governance of the project and financial issues.

In order to be as user-friendly as possible, the model and the elucidations focus on a "mainstream" project and are not intended to give all alternatives for a given situation. The wording aims to be accessible and easy to understand notably for non-lawyers.

The Horizon Europe Model Grant Agreements (MGAs) contain several options which will be adapted to the individual project. DESCA HE AP 2.0 is based on what we expect to be the "default setting" of the respective MGA options. The Horizon Europe Regulation, all MGAs, and the other related documents are available at: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON?selectedProgrammePeriod=2021-2027&selectedProgramme=HORIZON

It is strongly advised to read the respective MGA and the related documents, and it is important to be aware of the fact that DESCA is supplementary to the Horizon Europe

Regulation and the Grant Agreement. **Most items regulated there are NOT repeated here, but should be carefully taken into account and re-read in case of doubt.**

The DESCA HE 2.0 model is presented with two columns: the left side with legal text and the right side with elucidation, remarks and references to the respective Horizon Europe multi-beneficiary General Model Grant Agreement. This version as well as a version without elucidations is available on the website http://www.desca-agreement.eu. DESCA HE AP 2.0 is provided as a Word version with comments and is also available on the website.

DESCA provides a core text, modules and several options, which can be used as follows:

1. Core text: The main body of the text.
2. Two modules for the Governance Structure:
   Module GOV SP for Small and Medium-sized Projects:
   Simple governance structure: A General Assembly [Module GOV SP] (contained in the text). For Lump Sum Grants, the General Assembly is complemented by a Work Package Leaders Group. Module GOV LP for Large Projects:
   Complex governance structure: Two governing bodies, General Assembly and Executive Board [Module GOV LP] (contained in the Annex). For Lump Sum Grants, Work Package Leaders' responsibilities are included in the Executive Board´s tasks. If the project comprises just a modest number of work packages, and is not very complicated, the Module GOV SP will normally be fit for purpose.
   However, if the project is more complicated and requires an intermediary governance structure, the Module GOV LP, which includes an Executive Board, is advised.
3. Module IPR SC – special clauses for Software:
   If your project has a strong focus on software issues, you may wish to use the software module which provides more detailed provisions regarding software (sublicensing rights, open-source code software etc.) [Module IPR SC].
4. Alternatives and Options:
   This model provides options and sub-sections for lump sum grants, which are indicated in purple. The individual indication of the applicable text version [Actual Cost Grant / Lump Sum Grant] provides guidance and may be deleted in the final text. The core text contains different options in some clauses, especially in the IPR section. Any optional parts of the text are marked yellow; so are other items where variable numbers/data should be adapted to the project.
   Option 1 in the IPR clauses reflects the preference of most stakeholders (some industry sectors as well as universities and research organisations), where fair and reasonable remuneration for having access to other partners' project results for exploitation is foreseen.
   Option 2 in the IPR clauses reflects a situation preferred by some industries, where all project results are available for exploitation without any form of remuneration to the owners. Advice: A mix of Option 1 and Option 2 can in some cases lead to inconsistencies.

A note on Innovation Procurement:

For Pre-Commercial Procurement (PCP) or Public Procurement of Innovative Solutions (PPI) actions, there are specific rules in accordance with Article 26 of the Horizon Europe Regulation and the MGA (Annex 5). For this kind of innovation procurement projects, a Party may enter into a procurement procedure and will have to ensure that the specific rules will be taken into account. For the later tender processes, a separate procurement agreement is recommended.

Adapting the DESCA model:

The DESCA Core Group recognises that users of the DESCA Model Consortium Agreement may wish to adapt the original DESCA text to their own needs and accordingly invites them, in the interests of transparency and integrity, to freely and clearly indicate for their actual or potential partners the adaptations which they have made.

CONSORTIUM AGREEMENT

THIS CONSORTIUM AGREEMENT is based upon Regulation (EU) No 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation (2021-2027), laying down its rules for participation and dissemination (hereinafter referred to as "Horizon Europe Regulation"), and on the European Commission's General Model Grant Agreement / Lump Sum Grant Agreement and its Annexes, and is made on [Project start date // other agreed date], hereinafter referred to as the Effective Date

BETWEEN:

[OFFICIAL NAME OF THE COORDINATOR AS IDENTIFIED IN THE GRANT AGREEMENT],
[Coordinator short name with legal address ...], the Coordinator

[**OFFICIAL NAME OF THE BENEFICIARY AS IDENTIFIED IN THE GRANT AGREEMENT**
[Party short name], with legal address ...],

[**OFFICIAL NAME OF THE BENEFICIARY AS IDENTIFIED IN THE GRANT AGREEMENT**
[Party short name], with legal address ...],

[Insert identification of other Beneficiaries ...]

hereinafter [, jointly or individually,] referred to as ["Beneficiaries" or "Beneficiary"]

[**OFFICIAL NAME OF THE ASSOCIATED PARTNER AS IDENTIFIED IN THE GRANT AGREEMENT** [Party short name], with legal address ...],

[Insert identification of other Associated Partners ...]

hereinafter [, jointly or individually,] referred to as ["Associated Partners" or "Associated Partner"],

hereinafter Beneficiaries and Associated Partner(s), jointly or individually, referred to as "Parties" or "Party"

relating to the Action entitled

[NAME OF PROJECT]

in short

[**Insert: acronym**]

hereinafter referred to as "Project"

WHEREAS:

The Parties, having considerable experience in the field concerned, have submitted a proposal for the Project to the Granting Authority as part of Horizon Europe – the Framework Programme for Research and Innovation (2021-2027).

The Parties wish to specify or supplement binding commitments among themselves in addition to the provisions of the specific Grant Agreement to be signed by the Beneficiaries and the Granting Authority (hereinafter "Grant Agreement").

The Parties are aware that this Consortium Agreement is based upon the DESCA model consortium agreement.

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

1. Definitions

1.1. Definitions

Words beginning with a capital letter shall have the meaning defined either herein or in the Horizon Europe Regulation or in the Grant Agreement including its Annexes.

1.2. Additional Definitions

"Consortium Body"

Consortium Body means any management body described in Section 6.1 of this Consortium Agreement.

"Consortium Plan"

[Actual Cost Grant]

Consortium Plan means the Description of the Action and the related agreed budget as first defined in the Grant Agreement and which may be updated by the General Assembly.

[Lump Sum Grant]

Consortium Plan means the Description of the Action (Annex 1 of the Grant Agreement) and estimated budget (Annex 2 of the Grant Agreement) as defined and reallocated according to the amendments to the Grant Agreement.

"Defaulting Party"

Defaulting Party means a Party which the General Assembly has declared to be in breach of this Consortium Agreement and/or the Grant Agreement as specified in Section 4.3 of this Consortium Agreement.

"Granting Authority"

Granting Authority means the body awarding the grant for the Project.

"Internal Progress Report"

Internal Progress Report means a written report issued by each Party for each work package providing information to enable the monitoring of the status of completion of a work package.

"Lump Sum Contribution"

Lump Sum Contribution means the amount allocated to each Beneficiary per work package as stated in Annex 2 of the Grant Agreement.

"Needed"

Needed means:

For the implementation of the Project:

Access rights are Needed if, without the grant of such Access rights, carrying out the tasks assigned to the recipient Party would be technically or legally impossible, significantly delayed, or require significant additional financial or human resources.

For Exploitation of own Results:

Access rights are Needed if, without the grant of such Access rights, the Exploitation of own Results would be technically or legally impossible.

"Software"

Software means sequences of instructions to carry out a process in, or convertible into, a form executable by a computer and fixed in any tangible medium of expression.

"Work Package Leader"

Work Package Leader means a representative of the Party appointed to lead a work package according to Annex 1 of the Grant Agreement, who shall coordinate the completion of activities for the tasks in the relevant work package.

2. Purpose

The purpose of this Consortium Agreement is to specify with respect to the Project the relationship among the Parties, in particular concerning the organization of the work between the Parties, the management of the Project and the rights and obligations of the Parties concerning inter alia liability, Access rights and dispute resolution.

3. Entry into force, duration and termination

3.1. Entry into force. An entity becomes a Party to this Consortium Agreement upon signature of this Consortium Agreement by a duly authorized representative.

This Consortium Agreement shall have effect from the Effective Date identified at the beginning of this Consortium Agreement.

An entity becomes a new Party to the Consortium Agreement upon signature of the accession document (Attachment 2) by the new Party and the Coordinator. Such accession shall have effect from the date identified in the accession document.

3.2. Duration and termination. This Consortium Agreement shall continue in full force and effect until complete fulfilment of all obligations undertaken by the Parties under the Grant Agreement and under this Consortium Agreement.

However, this Consortium Agreement or the participation of one or more Parties to it may be terminated in accordance with the terms of this Consortium Agreement.

If

- the Grant Agreement is not signed by the Granting Authority or a Beneficiary, or
- the Grant Agreement is terminated, or
- a Beneficiary's participation in the Grant Agreement is terminated,

this Consortium Agreement shall automatically terminate in respect of the Party/ies concerned, subject to the provisions surviving the expiration or termination under Section 3.3 of this Consortium Agreement. If an Associated Partner´s participation in the Project is terminated, its participation in this Consortium Agreement shall be terminated subject to the provisions surviving the expiration or termination under this Consortium Agreement (Section 4.2 and Section 3.3).

3.3. Survival of rights and obligations. The provisions relating to Access rights, Dissemination and confidentiality, for the time period mentioned therein, as well as for liability, applicable law and settlement of disputes shall survive the expiration or termination of this Consortium Agreement.

Termination shall not affect any rights or obligations of a Party leaving the Project incurred prior to the date of termination, unless otherwise agreed between the General Assembly and the leaving Party. This includes the obligation to provide all necessary input, deliverables and documents for the period of its participation.

4. Responsibilities of Parties

4.1. General principles. Each Party undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time, all of the obligations under the Grant Agreement and this Consortium Agreement as may be reasonably required from it and in a manner of good faith as prescribed by Belgian law.

Each Party undertakes to notify promptly the Granting Authority and the other Parties, in accordance with the governance structure of the Project, of any significant information, fact, problem or delay likely to affect the Project.

Each Party shall promptly provide all information reasonably required by a Consortium Body or by a Work Package Leader to carry out its tasks. Beneficiaries shall responsibly manage the access of their employees to the EU Funding & Tenders Portal.

Each Party shall take reasonable measures to ensure the accuracy of any information or materials it supplies to the other Parties.

4.2. Specific responsibilities for Associated Partner(s). For the avoidance of doubt, the Associated Partner(s) do(es) not sign the Grant Agreement and do(es) not receive funding from the Granting Authority and therefore do(es) not have a right to charge costs or claim contributions from the Granting Authority. The Associated Partner(s) must ensure its/their own funding for the implementation of the Project. However, certain terms and conditions of the Grant Agreement and its Annexes are applicable to the Associated Partner(s). The Coordinator will share a copy of the signed Grant Agreement and information on any amendments with the Associated Partner(s).

The Associated Partner(s) hereby commit(s) to implement the Project tasks attributed to it/them in Annex 1 of the Grant Agreement and to respect the call conditions and Annex 5 of the Grant Agreement.

In addition, the Associated Partner(s) hereby commit(s) especially to the following articles of the Grant Agreement and related regulations of Annex 5:
- Proper implementation of the action (Article 11)
- Conflicts of interest (Article 12)
- Confidentiality and security (Article 13)
- Ethics and values (Article 14)
- Visibility (Article 17.2)
- Specific rules for carrying out the action (Article 18)
- Information obligations (Article 19)
- Record-keeping (Article 20)

The Associated Partner(s) support(s) the Beneficiaries regarding their Exploitation, Dissemination and Open Science obligations and commit(s) to contribute to the internal, technical and continuous reporting during and after the implementation of the Project. The Associated Partner(s) contribute(s) with complete, reliable and true information to the reporting requirements regarding the completion of work packages and proper implementation. Moreover, adequate records and supporting documents must be kept and provided by the Associated Partner(s) concerned upon request of the Granting Authority in accordance with the Grant Agreement.

Furthermore, the Associated Partner(s) hereby explicitly agree to cooperate with and grant access to bodies according to Article 25 of the Grant Agreement (the Granting Authority, the European Anti-Fraud Office (OLAF), the European Public Prosecutor's Office (EPPO), the European Court of Auditors (ECA)), so that these bodies can carry out checks, reviews, audits and investigations also towards the Associated Partner(s).

Any Associated Partner from a non-EU country undertakes to comply additionally with any other obligation arising from Art. 10.1 of the Grant Agreement.

In case of termination or being declared a Defaulting Party, an Associated Partner shall, within the limits specified in section 5.2 of this Consortium Agreement, bear any reasonable and justifiable costs occurring to the other Parties for performing this Associated Partners tasks and the costs for additional efforts necessary [to implement the Project / to complete the respective work packages].

Moreover, an Associated Partner is obliged to compensate the other Parties for any claim of the Granting Authority against them, caused by this Associated Partner´s actions or omissions during Grant Agreement preparation, Project implementation or after Project end. Regarding such claims, the Associated Partner´s special liability is limited to [Insert: once or twice] the [Insert: amount of its total budget as indicated in Annex 1 of the Grant Agreement / amount X € for AP1, amount Y € for AP2 (...)].

Should an Associated Partner be obliged to sign a separate agreement concerning its funding for the Project, it is the responsibility of this Associated Partner to ensure such agreement is not in conflict with this Consortium Agreement.

4.3. Breach. In the event that the General Assembly identifies a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement (e.g. improper implementation of the Project), the Coordinator or, if the Coordinator is in breach of its obligations, the Party appointed by the General Assembly, will give formal notice to such Party requiring that such breach will be remedied within 30 calendar days from the date of receipt of the formal notice by the Party.

If such breach is substantial and is not remedied within that period or is not capable of remedy, the General Assembly may decide to declare the Party to be a Defaulting Party

and to decide on the consequences thereof which may include termination of its participation.

4.4. Involvement of third parties. A Party that enters into a subcontract or otherwise involves third parties (including but not limited to Affiliated Entities or other Participants) in the Project remains responsible for carrying out its relevant part of the Project and for such third party's compliance with the provisions of this Consortium Agreement and of the Grant Agreement. Such Party has to ensure that the involvement of third parties does not affect the rights and obligations of the other Parties under this Consortium Agreement and the Grant Agreement.

4.5. Specific responsibilities regarding data protection. Where necessary, the Parties shall cooperate in order to enable one another to fulfil legal obligations arising under applicable data protection laws (the *Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data* and relevant national data protection law applicable to said Party) within the scope of the performance and administration of the Project and of this Consortium Agreement.

In particular, the Parties shall, where necessary, conclude a separate data processing, data sharing and/or joint controller agreement before any data processing or data sharing takes place.

4.6. Specific responsibilities regarding reporting and implementation

4.6.1 Internal Progress Reports. The Parties commit to continuously provide information on the progress of the implementation of the work packages. In particular, they shall issue an Internal Progress Report to the Work Package Leader upon request 14 days ahead of the relevant meeting of the [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board]. The Internal Progress Report provided should allow for an assessment of the status or completion of each work package in order to enable monitoring, e.g. through certain performance indicators as defined in Annex 1 of the Grant Agreement, if any.

4.6.2 Proper implementation. Each Party shall perform its tasks in accordance with the Consortium Plan and contribute to the completion of the work package.

If a work package cannot be completed, the Parties must collaborate to propose an amendment of the Grant Agreement for that work package via an alternative solution.

4.6.3 Termination reports. A leaving Beneficiary shall issue a termination report to the [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board] in accordance with Article 32 of the Grant Agreement on the activities implemented by it and completion of its work share in the work packages it is involved in for the period until its termination takes effect.

A leaving Associated Partner shall issue a termination report to the [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board] on the activities implemented by it and completion of its work share in the work packages it is involved in for the period until its termination takes effect.

4.6.4 Consequences of non-compliance. Improper reporting or implementation of the Project may lead to a breach procedure and termination of a Party's participation according to Section 4.3 of this Consortium Agreement. The Parties are aware that their implementation may affect the completion of tasks or work packages by other Parties and that improper implementation or reporting can lead to liability in accordance with Section 5 of this Consortium Agreement, e.g. in case of reduction or recovery of funding by the Granting Authority.

5. Liability towards each other

5.1. No warranties

In respect of any information or materials (incl. Results and Background) supplied by one Party to another under the Project, no warranty or representation of any kind is made, given or implied as to the sufficiency or fitness for purpose nor as to the absence of any infringement of any proprietary rights of third parties. Therefore,

- the recipient Party shall in all cases be entirely and solely liable for the use to which it puts such information and materials, and
- no Party granting Access rights shall be liable in case of infringement of proprietary rights of a third party resulting from any other Party (or its entities under the same control) exercising its Access rights.

5.2. Limitations of contractual liability. No Party shall be responsible to any other Party for any indirect or consequential loss or similar damage such as, but not limited to, loss of profit, loss of revenue or loss of contracts, except in case of breach of confidentiality.

A Party's general aggregate liability towards the other Parties collectively shall in case of Beneficiaries be limited to [Insert: once or twice] the Beneficiary's share of the total costs of the Project as identified in Annex 2 of the Grant Agreement and in case of Associated Partners to [Insert: once or twice] the [Insert: amount of its total budget as indicated in Annex 1 of the Grant Agreement / amount X € for AP 1, amount Y € AP 2 (....)]

A Party's liability shall not be limited under either of the two foregoing paragraphs to the extent such damage was caused by a willful act or gross negligence or to the extent that such limitation is not permitted by law.

5.3. Claims. No Party shall assert any claim for damages caused in connection with the performance or non-performance of an obligation under this Consortium Agreement against representatives, staff or other auxiliary persons of another Party. This shall however not exclude claims against auxiliary persons to the extent that the damage was caused by their willful act or to the extent that such exclusion is not permitted by law.

5.4. Damage caused to third parties. Each Party shall be solely liable for any loss, damage or injury to third parties resulting from the performance of the said Party's obligations by it or on its behalf under this Consortium Agreement or from its use of Results or Background.

5.5. Force Majeure

No Party shall be considered to be in breach of this Consortium Agreement if it is prevented from fulfilling its obligations under the Consortium Agreement by Force Majeure. Each Party will notify the General Assembly of any Force Majeure without undue delay. If the consequences of Force Majeure for the Project are not overcome within 6 weeks after such notice, the transfer of tasks - if any - shall be decided by the General Assembly.

5.6. [OPTION: Export control

No Party shall be considered to be in breach of this Consortium Agreement if it is prevented from fulfilling its obligations under the Consortium Agreement due to a restriction resulting from import or export laws and regulations and/or any delay of the granting or extension of the import or export license or any other governmental authorization, provided that the Party has used its reasonable efforts to fulfil its tasks and to apply for any necessary license or authorization properly and in time.

Each Party will notify the General Assembly of any such restriction without undue delay. If the consequences of such restriction for the Project are not overcome within 6 weeks after such notice, the transfer of tasks –if any – shall be decided by the General Assembly.]

6. Governance structure

[Module GOV SP]

6.1. General structure

The organisational structure of the consortium shall comprise the following Consortium Bodies:

The **General Assembly** is the decision-making body of the consortium.

The **Coordinator** is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

The Work Package Leaders Group is an assessment group of the Consortium without formal decision-making power. It shall assess the individual and overall implementation of the Project.

6.2. Members of the General Assembly

The General Assembly shall consist of one representative of each Party (hereinafter referred to as "Member"). Each Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Section 6.3.7 of this Consortium Agreement. The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly.

The Parties agree to abide by all decisions of the General Assembly.

This does not prevent the Parties from exercising their veto rights, according to Section 6.3.5, or from submitting a dispute for resolution in accordance with the provisions of settlement of disputes in Section 11.8 of this Consortium Agreement.

The Associated Partner(s) is/are excluded from voting on and vetoing the following decisions of the General Assembly (6.3.7) and therefore are not counted towards any respective quorum:

Financial changes to the Consortium Plan [Lump Sum Grant: delete this indent]

Distribution of the EU contribution among the Beneficiaries

Proposals for changes to Annex 2 of the Grant Agreement to be agreed by the Granting Authority. Decisions related to Section 7.1.4 of this Consortium Agreement

- [Insert further decisions in bullet points]

Regarding unanimity or majority decisions, only Members with voting rights regarding the item are taken into account (e.g. Section 6.3.2.5).

6.3. Operational procedures for the General Assembly:

6.3.1. Representation in meetings

Any Member:

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- and shall participate in a cooperative manner in the meetings.

6.3.2. Preparation and organization of meetings

6.3.2.1. Convening meetings. The chairperson shall convene ordinary meetings of the General Assembly at least once every six months and shall also convene extraordinary meetings at any time upon written request of any Member.

6.3.2.2. Notice of a meeting. The chairperson shall give written notice of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

6.3.2.3. Sending the agenda. The chairperson shall prepare and send each Member an agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting. Any agenda item requiring a decision by the Members must be identified as such on the agenda.

6.3.2.4. Adding agenda items. Any Member may add an item to the original agenda by written notice to all of the other Members no later than 7 calendar days preceding the meeting and 2 days preceding an extraordinary meeting.

6.3.2.5. During a meeting of the General Assembly the Members present or represented can unanimously agree to add a new item to the original agenda.

6.3.2.6. Meetings of the General Assembly may also be held by tele- or videoconference or other telecommunication means.

6.3.2.7. Decisions will only be binding once the relevant part of the minutes has been accepted according to Section 6.3.6.2.

6.3.3. Decisions without a meeting

Any decision may also be taken without a meeting if

 a) the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and

 b) the decision is agreed by 51 % of all Parties.

The Coordinator shall inform all the Members of the outcome of the vote.

A veto according to Section 6.3.5 may be submitted up to 15 calendar days after receipt of this information.

The decision will be binding after the Coordinator sends a notification to all Members. The Coordinator will keep records of the votes and make them available to the Parties on request.

6.3.4. Voting rules and quorum

6.3.4.1. The General Assembly shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the General Assembly shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

6.3.4.2. Each Member present or represented in the meeting shall have one vote. Associated Partners are excluded from certain decisions of the General Assembly according to Section 6.2.

A Party which the General Assembly has declared according to Section 4.3 to be a Defaulting Party may not vote.

6.3.4.3. Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

6.3.5. Veto rights

6.3.5.1. A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision.

6.3.5.2. When the decision is foreseen on the original agenda, a Party may only veto such a decision during the meeting.

6.3.5.3. When a decision has been taken on a new item added to the agenda before or during the meeting, a Party may veto such decision during the meeting or within 15 calendar days after receipt of the draft minutes of the meeting.

6.3.5.4. When a decision has been taken without a meeting, a Party may veto such decision within 15 calendar days after receipt of the written notice by the chairperson of the outcome of the vote.

6.3.5.5. In case of exercise of veto, the Parties shall make every reasonable effort to resolve the matter which occasioned the veto to the general satisfaction of all Parties.

6.3.5.6. A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

6.3.5.7. A Party requesting to leave the consortium may not veto decisions relating thereto.

6.3.6. Minutes of meetings

6.3.6.1 The chairperson shall be responsible for taking minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send draft minutes to all Members within 10 calendar days of the meeting.

6.3.6.2. The minutes shall be considered as accepted if, within 15 calendar days from receipt, no Party has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

6.3.6.3. The chairperson shall send the accepted minutes to all the Members, and to the Coordinator, who shall retain copies of them.

6.3.7. Decisions of the General Assembly

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority such as changes resulting from suggested reallocation of tasks and budget by the Work Package Leaders Group

The percentage of work package completion per work package as well as per Party to be reported to the Granting Authority based on the assessment by the Work Package Leaders Group regarding the individual performance of single Parties in case of non-completion of work packages

Changes to the Consortium Plan [Lump Sum Grant: delete this indent]

Modifications or withdrawal of Background in Attachment 1 (Background Included)

- Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)
- Additions to Attachment 4 (Identified entities under the same control)

Evolution of the consortium

- Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
- Proposal to the Granting Authority for a change of the Coordinator
- Proposal to the Granting Authority for suspension of all or part of the Project
- Proposal to the Granting Authority for termination of the Project and the Consortium Agreement

Breach, defaulting party status and litigation

- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party (Sections 4.2, 7.1.4)

Appointments

On the basis of the Grant Agreement, the appointment, if necessary, of:

– External Expert Advisory Board Members

In the case of abolished tasks as a result of a decision of the General Assembly, Members shall rearrange the tasks of the Parties concerned. Such rearrangement shall take into consideration any prior legitimate commitments which cannot be cancelled.

6.4. Coordinator

6.4.1. The Coordinator shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

6.4.2. In particular, the Coordinator shall be responsible for:

– monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement

– keeping the address list of Members and other contact persons updated and available

collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certification [Lump Sum Grant: delete this bracket]) and specific requested documents to the Granting Authority

preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings

preparing the meetings and preparing the agenda of Work Package Leaders Group meetings

transmitting promptly documents and information connected with the Project to any other Party concerned

– administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2

– providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims

– providing a copy of the signed Grant Agreement, its Annexes and information on any amendments to the Associated Partner(s).

If one or more of the Parties is late in submission of any Project deliverable, the Coordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Grant Agreement to the Granting Authority in time.

6.4.3. If the Coordinator fails in its coordination tasks, the General Assembly may propose to the Granting Authority to change the Coordinator.

6.4.4 The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement.

6.4.5. The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Grant Agreement.

6.5. Work Package Leaders Group

6.5.1. Members of the Work Package Leaders Group

The Work Package Leaders Group shall consist of the Coordinator and Work Package Leaders.

6.5.2. Meetings. The Coordinator shall chair all meetings of the Work Package Leaders Group, unless decided otherwise by a majority of the Work Package Leaders Group.

The chairperson shall convene ordinary meetings of the Work Package Leaders Group every three months and shall also convene extraordinary meetings (upon proposal of one member) at any time if needed for Project implementation.

Meetings of the Work Package Leaders Group are usually held by tele- or videoconference or other telecommunication means.

The chairperson of the Work Package Leaders Group meetings shall be responsible for taking minutes of each meeting. The chairperson shall send draft minutes to all members within 10 calendar days of the meeting.

The minutes shall be considered as accepted if, within 15 calendar days from receipt, no member has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

Minutes of Work Package Leaders Group meetings, once accepted, shall be sent by the Coordinator to the General Assembly Members for information.

6.5.3. Responsibilities

The Work Package Leaders Group shall be responsible for:

- Keeping track of the effective and efficient implementation of the Project, based on the Consortium Plan, particularly regarding the completion of the work package activities in tasks and deliverables of each Party (see Section 4.6);
- Evaluating suggestions of the Work Package Leaders for the reallocation of tasks and budget in work packages;
- Making suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the General Assembly, especially if restructuring is required to enable the finalisation of non-completed work packages or in case of termination of a Party;
- Assessing reports presented by each Work Package Leader, which have been compiled by the Work Package Leader based on the Internal Progress Reports;
- Assessing the status or completion of each work package and preparing the periodic reporting for the work packages together with the Coordinator;
- Jointly proposing payment instalments to the Coordinator according to the outcomes of these assessments (see Section 7.2.2).
- Supporting the Coordinator in preparing meetings with the Granting Authority and in preparing related information and deliverables;
- Supporting the Coordinator in the collection of information regarding the termination report and amendment procedures in case of termination of a Party's participation;
- Suggesting performance indicators for the determination of proper completion of work packages to the General Assembly.

6.5. [Optional, where foreseen in the Grant Agreement or otherwise decided by the consortium: External Expert Advisory Board (EEAB)

An External Expert Advisory Board (EEAB) will be appointed and steered by the General Assembly. The EEAB shall assist and facilitate the decisions made by the General Assembly.

The Coordinator will ensure that a non-disclosure agreement is executed between all Parties and each EEAB member.

Its terms shall be not less stringent than those stipulated in this Consortium Agreement, and it shall be concluded no later than 30 days after their nomination or before any confidential information will be exchanged/disclosed, whichever date is earlier.

[Optional: By way of exception to Section 6.4.4 above, the Parties hereby mandate the Coordinator to execute, in their name and on their behalf, a non-disclosure agreement (hereafter "NDA") with each member of the EEAB, in order to protect Confidential Information disclosed by any of the Parties to any member of the EEAB. The NDA for the EEAB members is enclosed in Attachment 5. The mandate of the coordinator comprises

solely the execution of the NDA in Attachment 5. The Parties shall receive a copy of each signed NDA.]

The Coordinator shall write the minutes of the EEAB meetings and submit them to the General Assembly. The EEAB members shall be allowed to participate in General Assembly meetings upon invitation but do not have any voting rights.]

7. Financial provisions
Section 7 of the Consortium Agreement does not apply to Associated Partners.
7.1. General Principles
7.1.1. Distribution of Financial Contribution
The financial contribution of the Granting Authority to the Project shall be distributed by the Coordinator according to:
- the Consortium Plan
- the approval of reports by the Granting Authority, and
- the provisions of payment in Section 7.2.

A Beneficiary shall be funded only for its tasks carried out in accordance with the Consortium Plan.

7.1.2. Justifying Costs / Justifying Lump Sum Contributions
[Actual Cost Grant]

In accordance with its own usual accounting and management principles and practices, each Beneficiary shall be solely responsible for justifying its costs (and those of its Affiliated Entities, if any) with respect to the Project towards the Granting Authority. Neither the Coordinator nor any of the other Beneficiaries shall be in any way liable or responsible for such justification of costs towards the Granting Authority.

[Lump Sum Grant]

Each Beneficiary contributes with complete, reliable and true information to all reporting requirements regarding the completion of work packages and proper implementation. Moreover, adequate records and supporting documents must be provided by the Beneficiaries concerned upon request of the Granting Authority in accordance with the Grant Agreement. Each Beneficiary is solely liable for justifying its Lump Sum Contribution or share.

7.1.3. Funding Principles
[Actual Cost Grant]

A Beneficiary that spends less than its allocated share of the budget as set out in the Consortium Plan or – in case of reimbursement via unit costs – implements less units than foreseen in the Consortium Plan will be funded in accordance with its units/actual duly justified eligible costs only.

A Beneficiary that spends more than its allocated share of the budget as set out in the Consortium Plan will be funded only in respect of duly justified eligible costs up to an amount not exceeding that share. However, a Beneficiary may receive an additional share of the budget, if at the end of the Project, the total claimed eligible costs allow for a reallocation of a part of the grant. This budget shift and its distribution shall be decided by the General Assembly as a change of the Consortium Plan.

[Lump Sum Grant]

Each Beneficiary is entitled to its Lump Sum Contribution as approved by the Granting Authority after completion of the respective work package. For work packages not completed at the end of the Project, the Coordinator distributes to each Beneficiary only the share of Lump Sum Contribution as approved by the Granting Authority at final payment

7.1.4. Excess payments
A Beneficiary has received excess payment

a) if the payment received from the Coordinator exceeds the amount declared or
[Actual Cost Grant]
if a Beneficiary has received payments but, within the last year of the Project, its real Project costs fall significantly behind the costs it would be entitled to according to the Consortium Plan.
b) [Lump Sum Grant]
if the [Module GOV SP: Work Package Leaders Group/ Module GOV LP: Executive Board] assessed that the performance of a Beneficiary regarding the completion of one or several work packages is significantly lower than foreseen in Annex 1 of the Grant Agreement and that the Beneficiary received more funding than approved by the Granting Authority.
In case a Beneficiary has received excess payment, the [Actual Cost Grant: Beneficiary] / [Lump Sum Grant: [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board]] has to inform the Coordinator and the Beneficiary has to return the relevant amount to the Coordinator without undue delay. In case no refund takes place within 30 days upon request for return of excess payment from the Coordinator, the Beneficiary is in substantial breach of the Consortium Agreement.
Amounts which are not refunded by a breaching Beneficiary and which are not due to the Granting Authority, shall be apportioned by the Coordinator to the remaining Beneficiaries pro rata according to their share of total costs / Lump Sum Contributions of the Project as identified in the Consortium Budget / Annex 2 of the Grant Agreement, until recovery from the breaching Beneficiary is possible. The General Assembly decides on any legal actions to be taken against the breaching Beneficiary according to Section [Module GOV SP 6.3.7 / Module GOV LP 6.3.1.2].

7.1.5. [Actual Cost Grant] Revenue
In case a Beneficiary earns any revenue that is deductible from the total funding as set out in the Consortium Plan, the deduction is only directed toward the Beneficiary earning such revenue. The other Beneficiaries' financial share of the budget shall not be affected by one Beneficiary's revenue. In case the relevant revenue is more than the allocated share of the Beneficiary as set out in the Consortium Plan, the Beneficiary shall reimburse the funding reduction suffered by other Beneficiaries.
[Lump Sum Grant: Delete 7.1.5 and re-number the following sub-sections]

7.1.6 Financial Consequences of the termination of the participation of a Beneficiary
[Actual Cost Grant]
A Beneficiary leaving the consortium shall refund to the Coordinator any payments it has received except the amount of contribution accepted by the Granting Authority [or another contributor].
In addition, a Beneficiary declared to be a Defaulting Party leaving the consortium shall, within the limits specified in Section 5.2 of this Consortium Agreement, bear any reasonable and justifiable additional costs occurring to the other Beneficiaries in order to perform this Beneficiary´s tasks and necessary additional efforts to fulfil them as a consequence of the Beneficiary leaving the consortium. The General Assembly should agree on a procedure regarding additional costs which are not covered by the Beneficiary declared to be a Defaulting Party or the Mutual Insurance Mechanism.
[Lump Sum Grant]
A Beneficiary leaving the consortium shall refund to the Coordinator any payments it has received except the amount of Lump Sum Contributions accepted by the Granting Authority [or another contributor] at termination.
After termination, this Beneficiary is entitled to receive its Lump Sum Contribution as foreseen in Annex 2 of the Grant Agreement and approved by the Granting Authority at

interim or final payment. The Coordinator will inform this Beneficiary accordingly upon payment of the final amount by the Granting Authority and distribute the amount due to the terminated Beneficiary.

In addition, a Beneficiary declared to be a Defaulting Party shall, within the limits specified in Section 5.2 of this Consortium Agreement, bear any reasonable and justifiable additional costs occurring to the other Parties in order to perform the leaving Beneficiary´s tasks as well as for additional efforts necessary to complete the respective work packages. The General Assembly should agree on a procedure regarding additional costs which are not covered by the Beneficiary declared to be a Defaulting Party or the Mutual Insurance Mechanism.

7.2. Payments

7.2.1. Payments to Beneficiaries are the exclusive task of the Coordinator

In particular, the Coordinator shall:

- notify the Beneficiary concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references
- perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts
- undertake to keep the Granting Authority's financial contribution to the Project separated from its normal business accounts, its own assets and property, except if the Coordinator is a public body or is not entitled to do so due to statutory legislation.

With reference to Article 22 of the Grant Agreement, no Beneficiary shall before the end of the Project receive more than its allocated share of the maximum grant amount less the amounts retained by the Granting Authority for the Mutual Insurance Mechanism and for the final payment.

7.2.2. Payment mode

[Actual Cost Grant]

The transfer of the initial prefinancing, the additional prefinancing (if any) and interim payments to the Beneficiaries will be handled in accordance with Article 22.1. and Article 7 of the Grant Agreement following this payment schedule:

[Option 1:]

Funding of costs included in the Consortium Plan will be paid by the Coordinator to the Beneficiaries after receipt of payments from the Granting Authority in separate instalments as agreed below:

Xx %	on receipt of prefinancing
Xx %..	...

Funding for costs accepted by the Granting Authority will be paid by the Coordinator to the Beneficiary concerned.

[end of option 1]

[Option 2:]

Funding of costs included in the Consortium Plan will be paid by the Coordinator to the Beneficiaries after receipt of payments from the Granting Authority without undue delay and in conformity with the provisions of the Grant Agreement. Costs accepted by the Granting Authority will be paid to the Beneficiary concerned.

[end of option 2]

The Coordinator is entitled to withhold any payments due to a Beneficiary identified by the General Assembly to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Beneficiary which has not yet signed this Consortium Agreement.

The Coordinator is entitled to recover any payments already paid to a Beneficiary declared to be a Defaulting Party except the costs already claimed by the Defaulting Party and accepted by the Granting Authority. The Coordinator is equally entitled to withhold payments to a Beneficiary when this is suggested by or agreed with the Granting Authority.

[Lump Sum Grant]

The Coordinator will transfer payments in accordance with Art. 7 and 22.1 of the Grant Agreement following this payment scheme. The initial prefinancing will be set in the instalment table (see below) at a fixed percentage and paid accordingly. Further prefinancing instalments will be paid by the Coordinator upon positive performance assessment of internal progress reports by the [Module GOV SP: Work Package Leaders Group/ Module GOV LP: Executive Board].

Prefinancing will be paid by the Coordinator to the Beneficiaries after receipt of payment from the Granting Authority in separate instalments as agreed below:

30 % of prefinancing	initial prefinancing on receipt of prefinancing by coordinator	without undue delay after receipt of prefinancing by Coordinator
15 % of prefinancing	further prefinancing	3 or 6 months after starting date of the project
15 % of prefinancing	further prefinancing	[…]
15 % of prefinancing	further prefinancing	[…]
…		

As interim payments, the Beneficiaries will receive, upon receipt of the interim payment by the Coordinator, the difference between the further prefinancing instalments already received and the Lump Sum Contributions approved by the Granting Authority. The initial prefinancing will not be taken into account for this calculation and remains as a float.

The Coordinator is entitled to withhold any payments due to a Beneficiary identified by the General Assembly to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Beneficiary which has not yet signed this Consortium Agreement.

The Coordinator is entitled to recover any payments already paid to a Beneficiary declared to be a Defaulting Party except its Lump Sum Contributions already accepted by the Granting Authority. The Coordinator is equally entitled to withhold payments to a Beneficiary when this is suggested by or agreed with the Granting Authority.

8 Results

8.1 Ownership of Results

Results are owned by the Party that generates them.

8.2 Joint ownership

Joint ownership is governed by Grant Agreement Article 16.4 and its Annex 5, Section Ownership of results, with the following additions:

[Option 1:]

Unless otherwise agreed:

- each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s).
- each of the joint owners shall be entitled to otherwise Exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to

sub-license), if the other joint owners are given: (a) at least 45 calendar days advance notice; and (b) fair and reasonable compensation.

The joint owners shall agree on all protection measures and the division of related cost in advance.

[end of option 1]

[Option 2:]

In case of joint ownership, each of the joint owners shall be entitled to Exploit the joint Results as it sees fit, and to grant non-exclusive licenses, without obtaining any consent from, paying compensation to, or otherwise accounting to any other joint owner, unless otherwise agreed between the joint owners.

The joint owners shall agree on all protection measures and the division of related cost in advance.

[End of Option 2]

8.3 Transfer of Results

8.3.1 Each Party may transfer ownership of its own Results, including its share in jointly owned Results, following the procedures of the Grant Agreement Article 16.4 and its Annex 5, section Transfer and licensing of results, sub-section "Transfer of ownership".

8.3.2 Each Party may identify specific third parties it intends to transfer the ownership of its Results to in Attachment (3) of this Consortium Agreement. The other Parties hereby waive their right to prior notice and their right to object to such a transfer to listed third parties according to the Grant Agreement Article 16.4 and its Annex 5, section Transfer of licensing of results, sub-section "Transfer of ownership", 3rd paragraph.

8.3.3 The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the Consortium Agreement and the Grant Agreement will not be affected by such transfer. Any addition to Attachment (3) after signature of this Consortium Agreement requires a decision of the General Assembly.

8.3.4 The Parties recognize that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give at least 45 calendar days prior notice for the transfer as foreseen in the Grant Agreement.

8.3.5 The obligations above apply only for as long as other Parties still have - or still may request - Access rights to the Results.

8.4 Dissemination

8.4.1 For the avoidance of doubt, the confidentiality obligations set out in Section 10 apply to all dissemination activities described in this Section 8.4 as far as Confidential Information is involved.

8.4.2 Dissemination of own (including jointly owned) Results

8.4.2.1 During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 17.4 of the Grant Agreement and its Annex 5, Section Dissemination, subject to the following provisions.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement by written notice to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is   permitted.

8.4.2.2 An objection is justified if

a) the protection of the objecting Party's Results or Background would be adversely affected, or

b) the objecting Party's legitimate interests in relation to its Results or Background would be significantly harmed, or

c) the proposed publication includes Confidential Information of the objecting Party.

The objection has to include a precise request for necessary modifications.

8.4.2.3 If an objection has been raised, the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

8.4.2.4 The objecting Party can request a publication delay of not more than 90 calendar days from the time it raises such an objection. After 90 calendar days the publication is permitted, provided that the objections of the objecting Party have been addressed.

8.4.3 Dissemination of another Party's unpublished Results or Background

A Party shall not include in any dissemination activity another Party's Results or Background without obtaining the owning Party's prior written approval, unless they are already published.

8.4.4 Cooperation obligations

The Parties undertake to cooperate to allow the timely submission, examination, publication and defence of any dissertation or thesis for a degree that includes their Results or Background subject to the confidentiality and publication provisions agreed in this Consortium Agreement.

8.4.5 Use of names, logos or trademarks

Nothing in this Consortium Agreement shall be construed as conferring rights to use in advertising, publicity or otherwise the name of the Parties or any of their logos or trademarks without their prior written approval.

9. Access rights

9.1 Background included

9.1.1 In Attachment 1, the Parties have identified and agreed on the Background for the Project and have also, where relevant, informed each other that Access to specific Background is subject to legal restrictions or limits.

Anything not identified in Attachment 1 shall not be the object of Access Right obligations regarding Background.

9.1.2 Any Party may add additional Background to Attachment 1 during the Project provided they give written notice to the other Parties. However, approval of the General Assembly is needed should a Party wish to modify or withdraw its Background in Attachment 1.

9.2 General Principles

9.2.1 Each Party shall implement its tasks in accordance with the Consortium Plan and shall bear sole responsibility for ensuring that its acts within the Project do not knowingly infringe third party property rights.

9.2.2 Any Access rights granted exclude any rights to sublicense unless expressly stated otherwise.

9.2.3 Access rights shall be free of any administrative transfer costs.

9.2.4 Access rights are granted on a non-exclusive basis.

9.2.5 Results and Background shall be used only for the purposes for which Access rights to it have been granted.

9.2.6 All requests for Access rights shall be made in writing. The granting of Access rights may be made conditional on the acceptance of specific conditions aimed at ensuring that these rights will be used only for the intended purpose and that appropriate confidentiality obligations are in place.

9.2.7 The requesting Party must show that the Access rights are Needed.

9.3 Access rights for implementation

Access rights to Results and Background Needed for the performance of the own work of a Party under the Project shall be granted on a royalty-free basis, unless otherwise agreed for Background in Attachment 1.

9.4 Access rights for Exploitation

9.4.1 Access rights to Results

[Option 1:]

Access rights to Results if Needed for Exploitation of a Party's own Results shall be granted on Fair and Reasonable conditions.

Access rights to Results for internal research and for teaching activities shall be granted on a royalty-free basis.

[end of option 1]

[Option 2:]

Access rights to Results if Needed for Exploitation of a Party's own Results shall be granted on a royalty-free basis.

[end of option 2]

9.4.2 Access rights to Background if Needed for Exploitation of a Party's own Results, shall be granted on Fair and Reasonable conditions.

9.4.3 A request for Access rights may be made up to 12 months after the end of the Project or, in the case of Section 9.7.2.1.2, after the termination of the requesting Party's participation in the Project.

9.5 Access rights for entities under the same control

Entities under the same control have Access rights under the conditions of the Grant Agreement Article 16.4 and its Annex 5, Section "Access rights to results and background", sub-section "Access rights for entities under the same control" [Optional:, if they are identified in [Attachment 4 (Identified entities under the same control) to this Consortium Agreement].

Such Access rights must be requested by the entity under the same control from the Party that holds the Background or Results. Alternatively, the Party granting the Access rights may individually agree with the [Beneficiary / Party] requesting the Access rights to have the Access rights include the right to sublicense to the latter's entity under the same control [listed in Attachment 4]. Access rights to an entity under the same control shall be granted on Fair and Reasonable conditions and upon written bilateral agreement.

Entities under the same control which obtain Access rights in return fulfil all confidentiality obligations accepted by the Parties under the Grant Agreement or this Consortium Agreement as if such entities were Parties.

Access rights may be refused to entities under the same control if such granting is contrary to the legitimate interests of the Party which owns the Background or the Results.

Access rights granted to any entity under the same control are subject to the continuation of the Access rights of the [Beneficiary / Party] with whom it is under the same control, and shall automatically terminate upon termination of the Access rights granted to such [Beneficiary / Party].

Upon cessation of the status as an entity under the same control, any Access rights granted to such former entity under the same control shall lapse.

Further arrangements with entities under the same control may be negotiated in separate agreements.

9.6 Additional Access rights

[Option 1:]

For the avoidance of doubt any grant of Access rights not covered by the Grant Agreement or this Consortium Agreement shall be at the absolute discretion of the owning Party and subject to such terms and conditions as may be agreed between the owning and receiving Parties.

[Option 2:]

The Parties agree to negotiate in good faith any additional Access rights to Results as might be asked for by any Party, upon adequate financial conditions to be agreed.

9.7 Access rights for Parties entering or leaving the consortium

9.7.1 New Parties entering the consortium

As regards Results developed before the accession of the new Party, the new Party will be granted Access rights on the conditions applying for Access rights to Background.

9.7.2 Parties leaving the consortium

9.7.2.1 Access rights granted to a leaving Party

9.7.2.1.1 Defaulting Party

Access rights granted to a Defaulting Party and such Party's right to request Access rights shall cease immediately upon receipt by the Defaulting Party of the formal notice of the decision of the General Assembly to terminate its participation in the consortium.

9.7.2.1.2 Non-defaulting Party

A non-defaulting Party leaving voluntarily and with the other Parties' consent shall have Access rights to the Results developed until the date of the termination of its participation.

It may request Access rights within the period of time specified in Section 9.4.3.

9.7.2.2 Access rights to be granted by any leaving Party

Any Party leaving the Project shall continue to grant Access rights pursuant to the Grant Agreement and this Consortium Agreement as if it had remained a Party for the whole duration of the Project.

9.8 Specific Provisions for Access rights to Software

For the avoidance of doubt, the general provisions for Access rights provided for in this Section 9 are applicable also to Software.

Parties' Access rights to Software do not include any right to receive source code or object code ported to a certain hardware platform or any right to receive respective Software documentation in any particular form or detail, but only as available from the Party granting the Access rights.

10. Non-disclosure of information

10.1 All information in whatever form or mode of communication, which is disclosed by a Party (the "Disclosing Party") to any other Party (the "Recipient") in connection with the Project during its implementation and which has been explicitly marked as "confidential" or "sensitive" at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure and has been confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party, is "Confidential Information".

10.2. The Recipient hereby undertakes in addition and without prejudice to any commitment on non-disclosure under the Grant Agreement, for a period of 5 years after

the final payment of the Granting Authority (the Coordinator notifies the Associated Partner(s) about the date of the final payment):

- not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- not to disclose Confidential Information without the prior written consent by the Disclosing Party;
- to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strict need-to-know basis; and
- to return to the Disclosing Party, or destroy, on request all Confidential Information that has been disclosed to the Recipient including all copies thereof and to delete all information stored in a machine-readable form to the extent practically possible. The Recipient may keep a copy to the extent it is required to keep, archive or store such Confidential Information because of compliance with applicable laws and regulations or for the proof of on-going obligations provided that the Recipient complies with the confidentiality obligations herein contained with respect to such copy.

10.3. The Recipient shall be responsible for the fulfilment of the above obligations on the part of its employees or third parties involved in the Project and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Project and/or after the termination of the contractual relationship with the employee or third party.

10.4. The above shall not apply for disclosure or use of Confidential Information, if and in so far as the Recipient can show that:

- the Confidential Information has become or becomes publicly available by means other than a breach of the Recipient's confidentiality obligations;
- the Disclosing Party subsequently informs the Recipient that the Confidential Information is no longer confidential;
- the Confidential Information is communicated to the Recipient without any obligation of confidentiality by a third party who is to the best knowledge of the Recipient in lawful possession thereof and under no obligation of confidentiality to the Disclosing Party;
- the disclosure or communication of the Confidential Information is foreseen by provisions of the Grant Agreement;
- the Confidential Information, at any time, was developed by the Recipient completely independently of any such disclosure by the Disclosing Party;
- the Confidential Information was already known to the Recipient prior to disclosure, or
- the Recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, subject to the provision Section 10.7 hereunder.

10.5. The Recipient shall apply the same degree of care with regard to the Confidential Information disclosed within the scope of the Project as with its own confidential and/or proprietary information, but in no case less than reasonable care.

10.6. Each Recipient shall promptly inform the relevant Disclosing Party by written notice of any unauthorized disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorized disclosure, misappropriation or misuse.

10.7. If any Recipient becomes aware that it will be required, or is likely to be required, to disclose Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order or - in the case of an Associated Partner - with a

reporting requirement from its national funding authority, it shall, to the extent it is lawfully able to do so, prior to any such disclosure.

– notify the Disclosing Party, and
– comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information.

11. Miscellaneous

11.1. Attachments, inconsistencies and severability

This Consortium Agreement consists of this core text and:

– Attachment 1 (Background included)
– Attachment 2 (Accession document)
– Attachment 3 (List of third parties for simplified transfer according to Section 8.3.2)
– Attachment 4 (Identified entities under the same control)
– Attachment 5 (NDA for External Expert Advisory Board agreed under Section 6)

In case the terms of this Consortium Agreement are in conflict with the terms of the Grant Agreement, the terms of the latter shall prevail. In case of conflicts between the attachments and the core text of this Consortium Agreement, the latter shall prevail.

Should any provision of this Consortium Agreement become invalid, illegal or unenforceable, it shall not affect the validity of the remaining provisions of this Consortium Agreement. In such a case, the Parties concerned shall be entitled to request that a valid and practicable provision be negotiated that fulfils the purpose of the original provision.

11.2. No representation, partnership or agency

Except as otherwise provided in Section 6.4.4, no Party shall be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium. Nothing in this Consortium Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the Parties.

11.3. Formal and written notices

Any notice to be given under this Consortium Agreement shall be addressed to the recipients as listed in the most current address list kept by the Coordinator.

Any change of persons or contact details shall be immediately communicated to the Coordinator by written notice. The address list shall be accessible to all Parties.

Formal notices:

If it is required in this Consortium Agreement (Sections 4.3, 9.7.2.1.1, and 11.4) that a formal notice, consent or approval shall be given, such notice shall be signed by an authorized representative of a Party and shall either be served personally or sent by mail with recorded delivery with acknowledgement of receipt.

Written notice:

Where written notice is required by this Consortium Agreement, this is fulfilled also by other means of communication such as e-mail with acknowledgement of receipt.

11.4. Assignment and amendments

Except as set out in Section 8.3, no rights or obligations of the Parties arising from this Consortium Agreement may be assigned or transferred, in whole or in part, to any third party without the other Parties' prior formal approval.

Amendments and modifications to the text of this Consortium Agreement not explicitly listed in Section 6.3.7 (SP)/ Section 6.3.1.2 (LP) require a separate written agreement to be signed between all Parties.

11.5. Mandatory national law

Nothing in this Consortium Agreement shall be deemed to require a Party to breach any mandatory statutory law under which the Party is operating.

11.6. Language

This Consortium Agreement is drawn up in English, which language shall govern all documents, notices, meetings, arbitral proceedings and processes relative thereto.

11.7. Applicable law

This Consortium Agreement shall be construed in accordance with and governed by the laws of Belgium excluding its conflict of law provisions.

11.8. Settlement of disputes

The Parties shall endeavor to settle their disputes amicably.

[Please choose an appropriate method of dispute resolution, possibly one of the options 1 (WIPO), 2 (ICC), 3 (Courts). Within option 1, please further choose, between 1.1. and 1.2]

[Option 1: WIPO Mediation Followed, in the Absence of a Settlement, by WIPO Expedited Arbitration or by Court Litigation]

Any dispute, controversy or claim arising under, out of or relating to this contract and any subsequent amendments of this contract, including, without limitation, its formation, validity, binding effect, interpretation, performance, breach or termination, as well as non-contractual claims, shall be submitted to mediation in accordance with the WIPO Mediation Rules. The place of mediation shall be Brussels unless otherwise agreed upon. The language to be used in the mediation shall be English unless otherwise agreed upon.

[Please choose one of the following options.]

[Option 1.1. WIPO Mediation Followed, in the Absence of a Settlement, by WIPO Expedited Arbitration]

If, and to the extent that, any such dispute, controversy or claim has not been settled pursuant to the mediation within 60 calendar days of the commencement of the mediation, it shall, upon the filing of a Request for Arbitration by either Party, be referred to and finally determined by arbitration in accordance with the WIPO Expedited Arbitration Rules. Alternatively, if, before the expiration of the said period of 60 calendar days, either Party fails to participate or to continue to participate in the mediation, the dispute, controversy or claim shall, upon the filing of a Request for Arbitration by the other Party, be referred to and finally determined by arbitration in accordance with the WIPO Expedited Arbitration Rules. The place of arbitration shall be Brussels unless otherwise agreed upon. The language to be used in the arbitral proceedings shall be English unless otherwise agreed upon.

The award of the arbitration will be final and binding upon the Parties.

Nothing in this Consortium Agreement shall limit the Parties' right to seek injunctive relief in any applicable competent court.

[Option 1.2. WIPO Mediation Followed, in the Absence of a Settlement, by Court Litigation]

If, and to the extent that, any such dispute, controversy or claim has not been settled pursuant to the mediation within 60 calendar days of the commencement of the mediation, the courts of Brussels shall have exclusive jurisdiction.

[Option 2: ICC Arbitration]

All disputes arising out of or in connection with this Consortium Agreement, which cannot be solved amicably, shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the said Rules.

The place of arbitration shall be Brussels if not otherwise agreed by the conflicting Parties.

The award of the arbitration will be final and binding upon the Parties.

Nothing in this Consortium Agreement shall limit the Parties' right to seek injunctive relief in any applicable competent court.

[Option 3: Settlement by Court Litigation]

All disputes arising out of or in connection with this Consortium Agreement, which cannot be solved amicably, shall be finally settled by the courts of Brussels.

12. Signatures

AS WITNESS:

The Parties have caused this Consortium Agreement to be duly signed by the undersigned authorized representatives in separate signature pages the day and year first above written.

[INSERT NAME OF PARTY]

Signature(s)

Name(s)

Title(s)

Date

[It is recommended to insert a new page for each signature.]

[INSERT NAME OF PARTY]

Signature(s)

Name(s)

Title(s)

Date

[INSERT NAME OF PARTY]

Signature(s)

Name(s)

Title(s)

Date

Attachment 1: Background included

According to the Grant Agreement (Article 16.1) Background is defined as "data, know-how or information (…) that is (…) needed to implement the Action or exploit the results". Because of this need, Access rights have to be granted in principle, but Parties must identify and agree amongst them on the Background for the Project. This is the purpose of this attachment.

PARTY 1

As to [NAME OF THE PARTY], it is agreed between the Parties that, to the best of their knowledge, [insert the relevant option here].

[Option 1 start]

the following Background is hereby identified and agreed upon for the Project. Specific limitations and/or conditions shall be as mentioned hereunder:

Describe Background	Specific restrictions and/or conditions for implementation (Article 16.4 Grant Agreement and its Annex 5, Section "Access rights to results and background", sub-section "Access rights to background and results for implementing the Action")	Specific restrictions and/or conditions for Exploitation (Article 16.4 Grant Agreement and its Annex 5, Section "Access rights to results and background", sub-section "Access rights for exploiting the results")

[Option 1 end]

[Option 2 start]

Option 2: No data, know-how or information of [NAME OF THE PARTY] is Needed by another Party for implementation of the Project (Article 16.1 and its Annex 5 Grant Agreement, Section "Access rights to results and background", sub-section "Access rights to background and results for implementing the action") or Exploitation of that other Party's Results (Article 16.1 and its Annex 5 Grant Agreement, Section "Access rights to results and background", sub-section "Access rights for exploiting the results").

[Option 2 end]

This represents the status at the time of signature of this Consortium Agreement.

[Same for PARTY 2, PARTY 3, etc]

Attachment 2: Accession document

ACCESSION

of a new Party to

[Acronym of the Project] Consortium Agreement, version […, YYYY-MM-DD]

[OFFICIAL NAME OF THE NEW PARTY AS IDENTIFIED IN THE Grant Agreement]

hereby consents to become a Party to the Consortium Agreement identified above and accepts all the rights and obligations of a Party starting [date].

[OFFICIAL NAME OF THE COORDINATOR AS IDENTIFIED IN THE Grant Agreement]

hereby certifies that the consortium has accepted in the meeting held on [date] the accession of [the name of the new Party] to the consortium starting [date].

This Accession document has been done in 2 originals to be duly signed by the undersigned authorized representatives.

[Date and Place] [INSERT NAME OF THE NEW PARTY] Signature(s) Name(s) Title(s)	[Date and Place] [INSERT NAME OF THE COORDINATOR] Signature(s) Name(s) Title(s)

Attachment 3: List of third parties for simplified transfer according to Section 8.3.2.
[Option: Attachment 4: Identified entities under the same control according to Section 9.5]
[Option: Attachment 5: NDA for External Expert Advisory Board agreed under Section 6]
[Option: Module GOV LP]

Governance structure for Medium and Large Projects

[To use the following paragraphs, it is recommended to do as follows:

(1) Select all the following clauses,

(2) use Ctrl+X to cut the text (it will be stored in a clipboard.),

(3) select all clauses in Section 6.1 to 6.5, and

(4) use Ctrl+V to insert.

Using this process preserves a consistent numbering throughout the document. Cross references within the text will remain as they are.

Please note that you have to choose between actual costs (6.3.2) and lump sum version (6.3.3). The automatic numbering will be maintained.

6. Governance structure

6.1 General structure

The organizational structure of the consortium shall comprise the following Consortium Bodies:

- The General Assembly as the ultimate decision-making body of the consortium
- The Executive Board_as the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly
- The Coordinator as the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

6.2 General operational procedures for all Consortium Bodies

6.2.1 Representation in meetings

Any Party which is appointed to take part in a Consortium Body shall designate one representative (hereinafter referred to as "Member").

Any Member:

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;

and shall participate in a cooperative manner in the meetings.

6.2.2 Preparation and organisation of meetings

6.2.2.1 Convening meetings:

The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

	Ordinary meeting	Extraordinary meeting
General Assembly	At least once a year	At any time upon request of the Executive Board or 1/3 of the Members of the General Assembly
Executive Board	[Actual Cost Grant] At least quarterly [Lump Sum Grant] quarterly (depending on work plan requirements)	At any time upon request of any Member of the Executive Board

6.2.2.2 Notice of a meeting

The chairperson of a Consortium Body shall give written notice of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
General Assembly	45 calendar days	15 calendar days
Executive Board	14 calendar days	calendar days

6.2.2.3 Sending the agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body an agenda no later than the minimum number of days preceding the meeting as indicated below.

General Assembly	21 calendar days, 10 calendar days for an extraordinary meeting
Executive Board	7 calendar days

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

6.2.2.4 Adding agenda items:

Any Member of a Consortium Body may add an item to the original agenda by written notice to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

General Assembly	14 calendar days, 7 calendar days for an extraordinary meeting
Executive Board	2 calendar days

6.2.2.5 During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda.

6.2.2.6 Meetings of each Consortium Body may also be held by tele- or videoconference, or other telecommunication means.

6.2.2.7 Decisions will only be binding once the relevant part of the minutes has been accepted according to Section 6.2.5.2.

6.2.2.8 *Decisions without a meeting.* Any decision may also be taken without a meeting if

a) the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and

b) the decision is agreed by 51 % of all Parties.

The Coordinator shall inform all the Parties of the outcome of the vote.

A veto according to Section 6.2.4 may be submitted up to 15 calendar days after receipt of this information.

The decision will be binding after the Coordinator sends a notification to all Members. The Coordinator will keep records of the votes and make them available to the Parties on request.

6.2.3 Voting rules and quorum

6.2.3.1 Each Consortium Body shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum).

If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

6.2.3.2 Each Member of a Consortium Body present or represented in the meeting shall have one vote. Associated Partners are excluded from certain decisions of the General Assembly according to Section 6.3.1.1.4.

6.2.3.3 A Party which the General Assembly has declared according to Section 4.3 to be a Defaulting Party may not vote.

6.2.3.4 Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

6.2.4 Veto rights

6.2.4.1 A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.

6.2.4.2 When the decision is foreseen on the original agenda, a Party may only veto such a decision during the meeting.

6.2.4.3 When a decision has been taken on a new item added to the agenda before or during the meeting, a Party may veto such decision during the meeting or within 15 calendar days after receipt of the draft minutes of the meeting.

A Party that is not appointed to participate to a particular Consortium Body may veto a decision within the same number of calendar days after receipt of the draft minutes of the meeting.

6.2.4.4 When a decision has been taken without a meeting a Party may veto such decision within 15 calendar days after written notice by the chairperson of the outcome of the vote.

6.2.4.5 In case of exercise of veto, the Members of the related Consortium Body shall make every reasonable effort to resolve the matter which occasioned the veto to the general satisfaction of all the Parties.

6.2.4.6 A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

6.2.4.7 A Party requesting to leave the consortium may not veto decisions relating thereto.

6.2.5 Minutes of meetings

6.2.5.1 The chairperson of a Consortium Body shall be responsible for taking minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 10 calendar days of the meeting.

6.2.5.2 The minutes shall be considered as accepted if, within 15 calendar days from receipt, no Member has sent an objection by written notice to the chairperson with respect to the accuracy of the draft of the minutes by written notice.

6.2.5.3. The chairperson shall send the accepted minutes to all the Parties and to the Coordinator, who shall retain copies of them.

6.3. Specific operational procedures for the Consortium Bodies

6.2.6. General Assembly

In addition to the rules described in Section 6.2, the following rules apply:

6.2.5.4. **Members of the General Assembly**

6.2.5.4.1. The General Assembly shall consist of one representative of each Party (hereinafter General Assembly Member).

6.2.5.4.2. Each General Assembly Member shall be deemed to be duly authorized to deliberate, negotiate and decide on all matters listed in Section 6.3.1.2 of this Consortium Agreement.

6.2.5.4.3. The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise in a meeting of the General Assembly.

6.2.5.4.4. The Parties agree to abide by all decisions of the General Assembly. This does not prevent the Parties from exercising their veto rights, according to Section 6.2.4.1, or from submitting a dispute to resolution in accordance with the provisions of Settlement of disputes in Section 11.8.

−	The Associated Partner(s) is/are excluded from voting on and vetoing the following decisions of the General Assembly (6.3.1.2) and therefore are not counted towards any respective quorum:

−	Financial changes to the Consortium Plan [Lump Sum Grant: delete this indent]
−	Distribution of EU contribution among the Beneficiaries
−	Proposals for changes to Annex 2 of the Grant Agreement to be agreed by the Granting Authority
-	Decisions related to Section 7.1.4 of this Consortium Agreement
-	[Insert further decisions in bullet points]

Regarding unanimity or majority decisions, only Members with voting rights regarding the item are taken into account (e.g. Section 6.2.2.8).

6.2.5.5. Decisions. The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, all proposals made by the Executive Board shall also be considered and decided upon by the General Assembly.

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

−	Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority such as changes resulting from suggested reallocation of tasks and budget by the Executive Board
−	the percentage of work package completion per work package as well as per Party to be reported to the Granting Authority based on the assessment by the Executive Board regarding the individual performance of single Parties in case of non-completion of work packages
−	Changes to the Consortium Plan [Lump Sum Grant: delete this indent]
−	Modifications or withdrawal of Background in Attachment 1 (Background Included)
−	Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)
−	[Additions to Attachment 4 (Identified entities under the same control)]

Evolution of the consortium

−	Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party
−	Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
−	Proposal to the Granting Authority for a change of the Coordinator
−	Proposal to the Granting Authority for suspension of all or part of the Project
−	Proposal to the Granting Authority for termination of the Project and the Consortium Agreement

Breach, defaulting party status and litigation

−	Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
−	Declaration of a Party to be a Defaulting Party
−	Remedies to be performed by a Defaulting Party
−	Termination of a Defaulting Party's participation in the consortium and measures relating thereto
−	Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party (e.g. Sections 4.2 and 7.1.4)

Appointments

On the basis of the Grant Agreement, the appointment, if necessary, of:

– Executive Board Members

– External Expert Advisory Board Members

[Actual Cost Grant]

6.2.6. Executive Board. In addition to the rules in Section 6.2, the following rules shall apply:

6.2.6.1. Members of the Executive Board

The Executive Board shall consist of the Coordinator and the representatives of the Parties appointed to it by the General Assembly.

The Coordinator shall chair all meetings of the Executive Board, unless decided otherwise by a majority of two-thirds.

6.2.6.2. Minutes of meetings

Minutes of Executive Board meetings, once accepted, shall be sent by the Coordinator to the General Assembly Members for information.

6.2.6.3. Tasks

6.2.6.3.1. The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly according to Section 6.3.1.2.

6.2.6.3.2. The Executive Board shall seek a consensus among the Parties.

6.2.6.3.3. The Executive Board shall be responsible for the proper execution and implementation of the decisions of the General Assembly.

6.2.6.3.4. The Executive Board shall monitor the effective and efficient implementation of the Project.

6.2.6.3.5. In addition, the Executive Board shall collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly.

6.2.6.3.6. The Executive Board shall:

– support the Coordinator in preparing meetings with the Granting Authority and in preparing related data and deliverables

– prepare the content and timing of press releases and joint publications by the consortium or proposed by the Granting Authority in respect of the procedures of the Grant Agreement Article 17 and Annex 5 Section "Communication, Dissemination, Open Science and Visibility" and of Section 8 of this Consortium Agreement.

6.2.6.3.7. In the case of abolished tasks as a result of a decision of the General Assembly, the Executive Board shall advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration any prior legitimate commitments which cannot be cancelled.

[Lump Sum Grant]

6.3.3. Executive Board. In addition to the rules in Section 6.2, the following rules shall apply:

6.3.3.1. Members of the Executive Board

The Executive Board shall consist of the Coordinator, Work Package Leaders and additional representatives of the Parties appointed to it by the General Assembly.

The Coordinator shall chair all meetings of the Executive Board, unless decided otherwise by a majority of two-thirds.

6.3.3.2. Minutes of meetings

Minutes of Executive Board meetings, once accepted, shall be sent by the Coordinator to the General Assembly Members for information.

6.3.3.3. Tasks

6.3.3.3.1. The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly according to Section 6.3.1.2.

6.3.3.3.2. The Executive Board shall seek a consensus among the Parties.

6.3.3.3.3. The Executive Board shall be responsible for the proper execution and implementation of the decisions of the General Assembly.

6.3.3.3.4. The Executive Board shall keep track of the effective and efficient overall implementation of the Project, based on the Consortium Plan, particularly regarding the completion of the work package activities in tasks and deliverables of each Party (see Section 4.6).

6.3.3.3.5. The Executive Board shall:

support the Coordinator in preparing meetings with the Granting Authority and in preparing related information and deliverables

prepare the content and timing of press releases and joint publications by the consortium or proposed by the Granting Authority in respect of the procedures of the Grant Agreement Article 17 and Annex 5 Section "Communication, Dissemination, Open Science and Visibility" and of Section 8 of this Consortium Agreement.

6.3.3.3.6. In addition, the Executive Board shall:

– evaluate suggestions of the Work Package Leaders for the reallocation of tasks and budget in work packages;

– make suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the General Assembly, especially if restructuring is required to enable the finalization of non-completed work packages or in case of termination of a Party;

– assess reports presented by each Work Package Leader, which have been compiled by the Work Package Leader based on the Internal Progress Reports;

– assess the status or completion of each work package and prepare the periodic reporting for the work packages together with the Coordinator;

– propose payment instalments to the Coordinator according to the outcomes of these assessments (see Section 7.2.2).

– support the Coordinator in the collection of information regarding the termination report and amendment procedures in case of termination of a Party's participation;

– inform the General Assembly of an alleged breach in performance or reporting (see Section 4.6) within the breach procedure under Section 4.3;

- suggest performance indicators for the determination of proper completion of work packages to the General Assembly.

6.3.3.3.7. In the case of abolished tasks as a result of a decision of the General Assembly, the Executive Board shall advise the General Assembly on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration any prior legitimate commitments which cannot be cancelled.

6.4. Coordinator

6.4.1. The Coordinator shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

6.4.2. In particular, the Coordinator shall be responsible for:

– monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement

– keeping the address list of Members and other contact persons updated and available

–   collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications [Lump Sum Grant: delete this bracket]) and specific requested documents to the Granting Authority

–   transmitting documents and information connected with the Project to any other Parties concerned

–   administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2

–   providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

–   providing a copy of the signed Grant Agreement, its Annexes and information on any amendments to the Associated Partner(s).

If one or more of the Parties is late in submission of any Project deliverable, the Coordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Grant Agreement to the Granting Authority in time.

6.4.3. If the Coordinator fails in its coordination tasks, the General Assembly may propose to the Granting Authority to change the Coordinator.

6.4.4. The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement.

6.4.5. The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Grant Agreement.

6.5. [Optional, where foreseen in the Grant Agreement or otherwise decided by the consortium: External Expert Advisory Board (EEAB)

An External Expert Advisory Board (EEAB) will be appointed and steered by the Executive Board. The EEAB shall assist and facilitate the decisions made by the General Assembly.

The Coordinator will ensure that a non-disclosure agreement is executed between all Parties and each EEAB member.

[Optional: By way of exception to Section 6.4.4 above, the Parties mandate the Coordinator to execute, in their name and on their behalf, a non-disclosure agreement (hereafter "NDA") with each member of the EEAB, in order to protect Confidential Information disclosed by any of the Parties to any member of the EEAB, either directly or through the Coordinator in the case where the concerned Party gave to the Coordinator its prior written approval for such disclosure. The NDA for the EEAB members is enclosed in Attachment 5. The mandate of the Coordinator comprises solely the execution of the NDA in Attachment 5. The Parties shall receive a copy of each signed NDA.] Its terms shall be not less stringent than those stipulated in this Consortium Agreement, and it shall be concluded no later than 30 calendar days after their nomination or before any confidential information will be exchanged/disclosed, whichever date is earlier. The Coordinator shall write the minutes of the EEAB meetings and submit them to the General Assembly. The EEAB members shall be allowed to participate in General Assembly meetings upon invitation but do not have any voting rights.]

[Option: MODULE IPR SC] Specific Software provisions for the Access rights Section 9.8 [To use the following paragraphs it is recommended to do as follows: (1) Select all the following clauses, (2) use Ctrl+X to cut the text (it will be stored in a clipboard), (3) select all clauses in section 9.8, including that section header, and (4) use Ctrl+V to insert. Using this process preserves cross references. These may need to be refreshed/updated]

6.6. Specific provisions for Access rights to Software

6.6.1. Definitions relating to Software. "Application Programming Interface" or "API" means the application programming interface materials and related documentation containing all data and information to allow skilled Software developers to create Software interfaces that interface or interact with other specified Software.

"Controlled License Terms" means terms in any license that require that the use, copying, modification and/or distribution of Software or another work ("Work") and/or of any work that is a modified version of or is a derivative work of such Work (in each case, "Derivative Work") be subject, in whole or in part, to one or more of the following:

　　a)　(where the Work or Derivative Work is Software) that the Source Code or other formats preferred for modification be made available as of right to any third party on request, whether royalty-free or not;

　　b)　that permission to create modified versions or derivative works of the Work or Derivative Work be granted to any third party;

　　c)　that a royalty-free license relating to the Work or Derivative Work be granted to any third party.

For the avoidance of doubt, any Software license that merely permits (but does not require any of the things mentioned in (a) to (c) is not under Controlled License Terms.

"Object Code" means Software in machine-readable, compiled and/or executable form including, but not limited to, byte code form and in form of machine-readable libraries used for linking procedures and functions to other software.

"Software Documentation" means Software information, being technical information used, or useful in, or relating to the design, development, use or maintenance of any version of a Software programme.

"Source Code" means Software in human readable form normally used to make modifications to it including, but not limited to, comments and procedural code such as job control language and scripts to control compilation and installation.

6.6.2. General principles. For the avoidance of doubt, the general provisions for Access rights provided for in this Section 9 are applicable also to Software as far as not modified by this Section 9.8. Parties' Access rights to Software do not include any right to receive Source Code or Object Code ported to a certain hardware platform or any right to receive Source Code, Object Code or respective Software Documentation in any particular form or detail, but only as available from the Party granting the Access rights.

The introduction of Software under Controlled License Terms in the Project requires the prior approval of the General Assembly to implement such introduction into the Consortium Plan.

[Option] In case of an [approved] introduction of Software under Controlled License Terms' in the Project, the Controlled License Terms shall prevail over any conflicting provisions of this Consortium Agreement for affected original and derivative Background and Results.

6.6.3. Access to Software. Access rights to Software that is Results shall comprise:

　　–　Access rights to the Object Code; and,

　　–　where normal use of such an Object Code requires an API, Access rights to the Object Code and such an API; and,

　　–　if a Party can show that the execution of its tasks under the Project or the Exploitation of its own Results is technically or legally impossible without Access rights to the Source Code, Access rights to the Source Code to the extent necessary. Background shall only be provided in Object Code unless otherwise agreed between the Parties concerned.

6.6.4. Software license and sublicensing rights

264

6.6.4.1. Object Code

6.6.4.1.1. Results – Rights of a Party. Where a Party has Access rights to Object Code and/or API that is Results for Exploitation, such Access shall, in addition to the Access for Exploitation foreseen in Section 9.4, as far as Needed for the Exploitation of the Party's own Results, comprise the right:

− to make an agreed number of copies of Object Code and API; and

− to distribute, make available, market, sell and offer for sale such Object Code and API alone or as part of or in connection with products or services of the Party having the Access rights; provided however that any product, process or service has been developed by the Party having the Access rights in accordance with its rights to exploit Object Code and API for its own Results. If it is intended to use the services of a third party for the purposes of this Section 9.8.4.1.1, the Parties concerned shall agree on the terms thereof with due observance of the interests of the Party granting the Access rights as set out in Section 9.2 of this Consortium Agreement.

6.3.2.3.6. Results - Rights to grant sublicenses to end-users. In addition, Access rights to Object Code shall, as far as Needed for the Exploitation of the Party's own Results, comprise the right to grant in the normal course of the relevant trade to end-user customers buying/using the product/services, a sublicense to the extent as necessary for the normal use of the relevant product or service to use the Object Code alone or as part of or in connection with or integrated into products and services of the Party having the Access rights and, as far as technically essential:

− to maintain such product/service;

− to create for its own end-use interacting interoperable Software in accordance with the Directive 2009/24/EC of the European Parliament and of the Council of 23 April 2009 on the legal protection of computer programs.

6.3.2.3.7. Background. For the avoidance of doubt, where a Party has Access rights to Object Code and/or API that is Background for Exploitation, Access rights exclude the right to sublicense. Such sublicensing rights may, however, be negotiated between the Parties.

6.6.4.2. Source Code. 6.6.4.2.1. Results - Rights of a Partyю Where, in accordance with Section 9.8.3, a Party has Access rights to Source Code that is Results for Exploitation, Access rights to such Source Code, as far as Needed for the Exploitation of the Party's own Results, shall comprise a worldwide right to use, to make copies, to modify, to develop, to adapt Source Code for research, to create/market a product/process and to create/provide a service. If it is intended to use the services of a third party for the purposes of this Section 9.8.4.2.1, the Parties shall agree on the terms thereof, with due observance of the interests of the Party granting the Access rights as set out in Section 9.2 of this Consortium Agreement.

6.6.4.2.2. Results – Rights to grant sublicenses to end-users. In addition, Access rights, as far as Needed for the Exploitation of the Party's own Results, shall comprise the right to sublicense such Source Code, but solely for purpose of adaptation, error correction, maintenance and/or support of the Software. Further sublicensing of Source Code is explicitly excluded.

6.6.4.2.3. Background. For the avoidance of doubt, where a Party has Access rights to Source Code that is Background for Exploitation, Access rights exclude the right to sublicense. Such sublicensing rights may, however, be negotiated between the Parties.

6.6.5. Specific formalities. Each sublicense granted according to the provisions of Section 9.8.4 shall be made by a traceable agreement specifying and protecting the proprietary rights of the Party or Parties concerned.