



# HORIZON EUROPE

## CLUSTER 6

### FOOD, BIOECONOMY, NATURAL RESOURCES, AGRICULTURE & ENVIRONMENT

**BROKERAGE**  
21 January 2026

**INFO DAYS**  
22-23 January 2026



**#HorizonEU**

**INFO DAYS**

**CLUSTER 6**

**FOOD, BIOECONOMY,  
NATURAL RESOURCES,  
AGRICULTURE &  
ENVIRONMENT**

22-23 January 2026

# KEY TO SUCCESS

THE ESSENTIALS FOR PREPARING  
A SUCCESSFUL PROPOSAL



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# KEY TO SUCCESS : The essentials for preparing a successful proposal

## Welcome & introduction

**Agata PIENIADZ**

Department B “Green Europe”  
Research Executive Agency



# Agenda – Key to Success

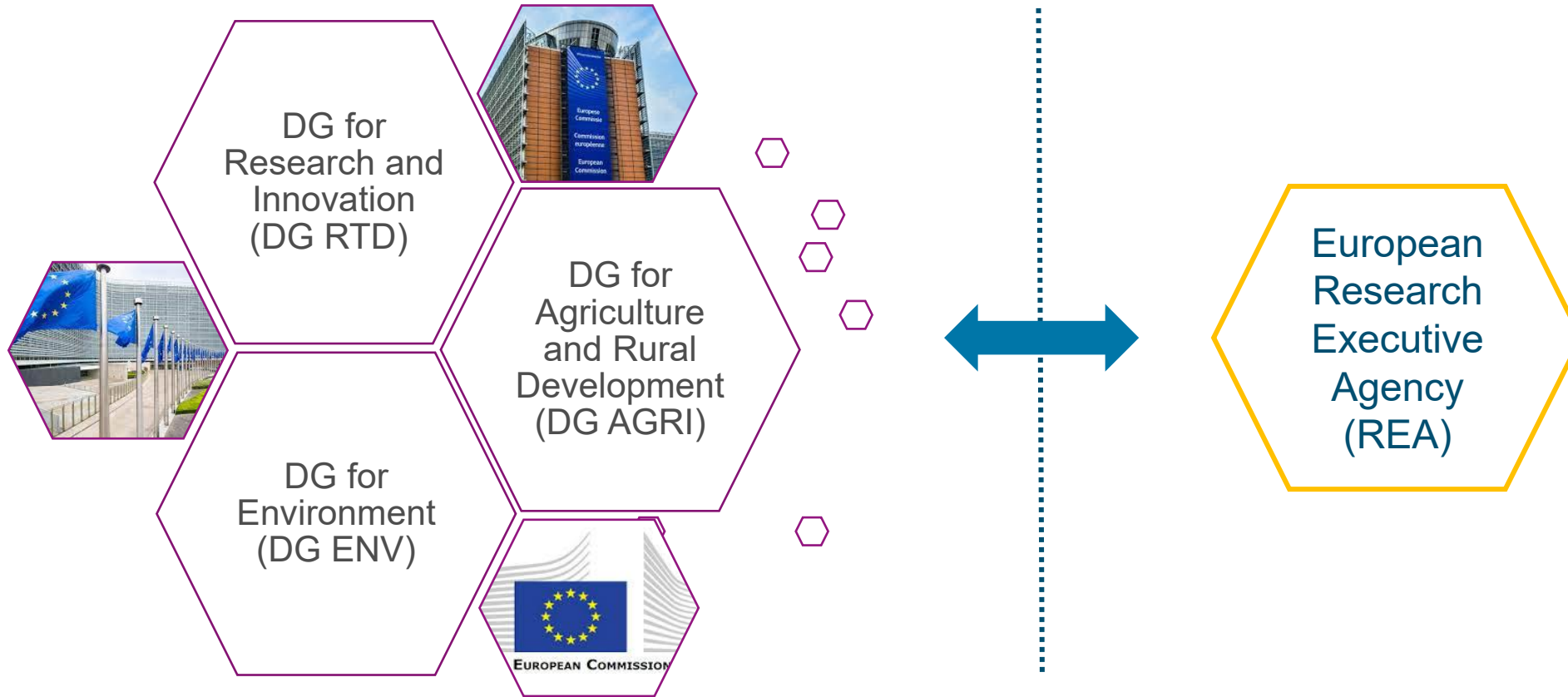
- Introduction
- Evaluation process and criteria
- International Cooperation

## Q&A

- Multi-actor approach
- Blind evaluation
- Lump sum
- Financial Support to Third Parties
- Ethics
- Tips and hints

## Q&A

# EC services involved



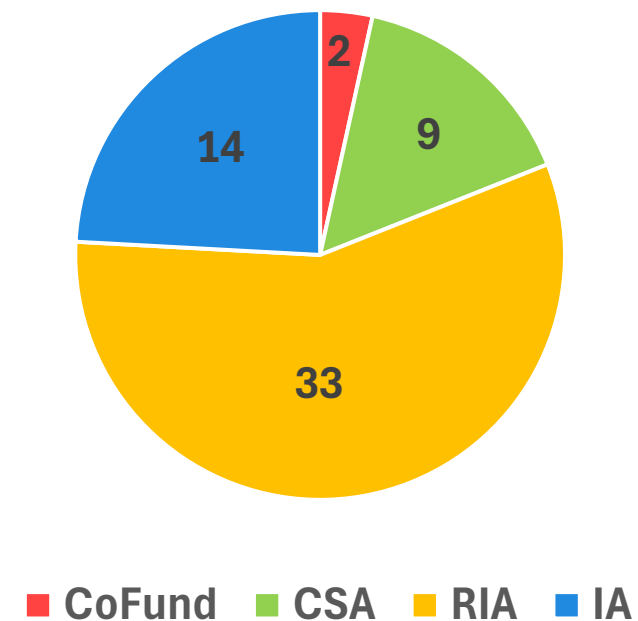
**Directorate-General (DGs): Policy  
Co-chairs of Horizon Europe Cluster 6**

**Evaluation and  
Grant management**

## Cluster 6 WP 2026: key figures

Destinations	# Topics	Budget (M EUR)	# Expected grants
D1 'BIODIV'	10	130.00	23
D2 'FARM2FORK'	16	164.10	30
D3 'CIRCBIO'	13	129.00	27
D4 'ZEROPOLLUTION'	4	56.00	8
D5 'CLIMATE'	2	16.00	3
D6 'COMMUNITIES'	1	11.80	2
D7 'GOVERNANCE'	12	184.50	19
<b>TOTAL</b>	<b>58</b>	<b>691.40</b>	<b>112</b>

WP 2026  
Type of Action (# topics)



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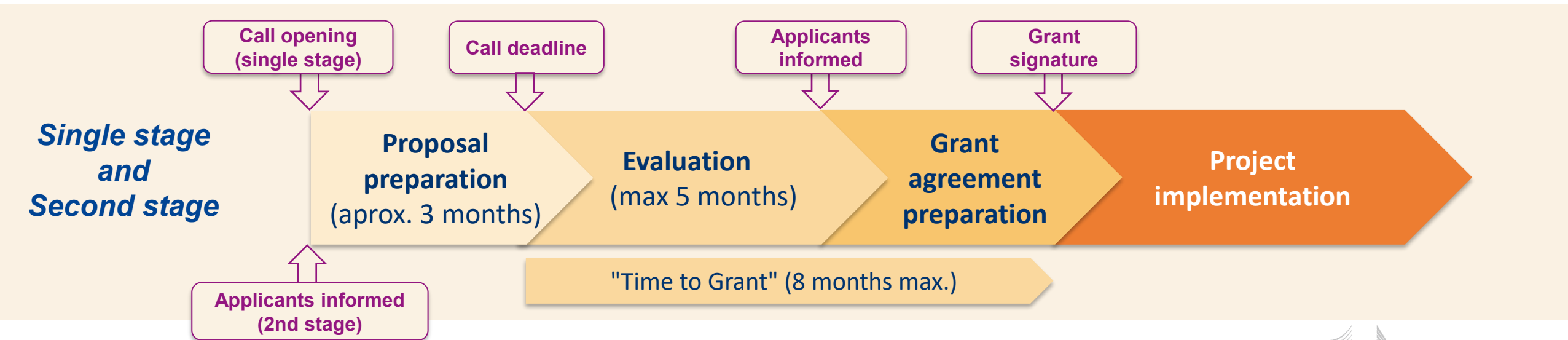
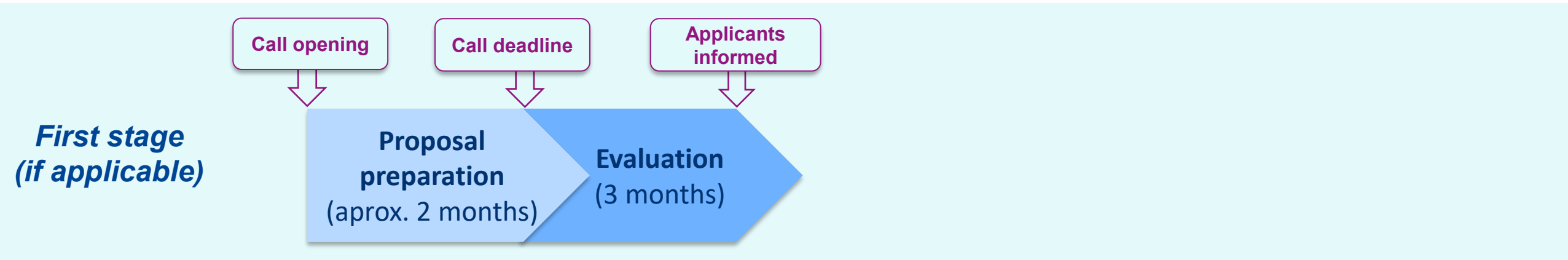
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## Evaluation process & criteria

**Dácil UNZUÉ BELMONTE**  
Department B “Green Europe”  
Research Executive Agency



# Timeline - Evaluation



# Call deadlines 2026

14 Apr 2026

15 Apr 2026

17 Sep 2026

26 Nov 2026

## SINGLE STAGE CALLS

HORIZON-CL6-2026-03 (GOV) – 10 topics

HORIZON-CL6-2026-02 (F2F, CLIM, COMM) – 17 topics

HORIZON-CL6-2026-01 (BIODIV, CIRCBIO, ZEROPOL) – 20 topics

HORIZON-CL6-2026-04 (GOV) – (AgData)

14 Apr 2026

15 Apr 2026

16 Apr 2026

23 Sep 2026

30 Sep 2026

## TWO STAGE CALLS

HORIZON-CL6-2026-01-two stage (BIODIV, CIRCBIO, ZEROPOL) – 7 topics

HORIZON-CL6-2026-03-two stage (GOV) – 1 topic

HORIZON-CL6-2026-02-two stage (F2F) – 2 topics

# Topic text – several components

<b>HORIZON-CL6-2024-GOVERNANCE-01-7: Enhancing working conditions and strengthening the work force through digital and data technologies – the potential of robotics and augmented reality in agriculture</b>	
<b>Specific conditions</b>	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 5.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 15.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Eligibility conditions</i>	The conditions are described in General Annex B. The following exceptions apply:  The following additional eligibility criteria apply: The proposals must use the multi-actor approach. See definition of the multi-actor approach in the introduction to this Work Programme part.
<i>Technology Readiness Level</i>	Activities are expected to achieve TRL 7-8 (according to the activity) by the end of the project – see General Annex B.
<i>Legal and financial set-up of the Grant Agreements</i>	The rules are described in General Annex G. The following exceptions apply:  Beneficiaries may provide financial support to third parties. The support to third parties can only be provided in the form of grants. The maximum amount to be granted to each third party is EUR 60 000.
<u>Expected Outcome:</u> In line with the farm to fork strategy, the common agricultural policy post 2022, and the headline ambition of a Digital Age, a successful proposal will contribute to transition to a fair, healthy and resilient agriculture. It will therefore also directly and/ or indirectly contribute to the enhancement of the sustainability performance of the sector,	

including social sustainability, and competitiveness in agriculture through research and innovation which will support the further deployment of digital and data technologies as key enablers.

Project results are expected to contribute to all of the following expected outcomes:

- Enhanced working conditions in agriculture (including increased safety of workers and reduced drudgery) through innovative digital solutions exploiting the potential of augmented reality.
- Lowered environmental impacts and productions costs and increased product quality in and through the use of digital technologies, through robotics and augmented reality in particular<sup>521</sup>.
- Reduced share of risky or unattractive actions/tasks to be performed by workers through automation-based solutions.
- Mitigated shortage of work force in agriculture in some sub-sectors through automation-based solutions.

Scope: Digital and data technologies can facilitate the work in agriculture, enhance working conditions<sup>522</sup> and mitigate the challenge of a lack of work force, by which some branches and regions are affected. They have the potential of making farm-related jobs more attractive, including for younger generations, and to make them safer. Digital and data technologies can increase the effectiveness and efficiency of applications, including for instance through a higher level of precision, and thus increase the sustainability and competitiveness of the sector. Automation is increasingly used in agriculture; frequently, the cost-effectiveness of innovative digital and data technologies still presents a bottleneck to their use in the sector, particularly in fields where their application is not primarily relevant for increasing process efficiency and effectiveness. Technical solutions based on augmented reality approaches offer many opportunities to facilitate and enhance the use of digital technologies in agriculture, to enhance the performance of digital tools, and to provide remote assistance, which is important for remote businesses, particularly in rural areas.

Proposals should address the following:

- Development of augmented-reality based solutions to improve working conditions, safety and failure avoidance, and to further increase robotic performance.



# Novelties in the 2026-2027 Horizon Europe work programme

- **Update in application forms (proposal template - part B; reduction in page limits)**
- **Update of evaluation criteria (Impact)**
- **Reduction of overall time to grant in two-stage calls (by 3 Months)**
- **Economic security (participation of entities established in China)**
- **Newly associated countries**

More info:

[Horizon Implementation day – Novelties in the 2026-2027 Horizon Europe work programme \(20 January 2026\)](#)

# Novelties 2026 – Application Form



## For all application templates:

- tags are removed for all standard templates.
- Section 2.1. **No longer need to explain the general scientific, economic and societal expected impacts** as they are already taken into account in the topic expected impact.
- Section 2.1 “Project’s pathways towards impact” was simplified and the subpoint b) asking a detailed indication of the **scale and significance of project contributions was removed from the template**. We now ask only to “Provide quantified estimates when possible and relevant”
- **Table 3.1h “Purchase costs” has been simplified and it now only covers equipment costs.**
- **Tables 3.1i “Other costs categories”, and table 3.1j “In kind contributions” have been removed.**

## For actual cost proposals:

These tables would need to be added during GAP to the retained for funding proposals. (The DoA template has been updated accordingly)

- As a consequence of the above-mentioned changes, **the maximum page limit of the standard templates has been reduced by 5 pages**



# Type of actions

	Eligible activities	Maximum funding rate	Page limit (single stage and second stage)
<b>Research and Innovation Action (RIA)</b>	Activities to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution.	100%	40 pages <b>LS:</b> 45 pages  First stage: 10 pages
<b>Innovation Action (IA)</b>	Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.	70% (non-profit legal entities: 100%)	40 pages <b>LS:</b> 45 pages  First stage: 10 pages
<b>Coordination and Support Actions (CSA)</b>	Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities	100%	25 pages <b>LS:</b> 28 pages  First stage: 10 pages
<b>Programme Co-fund Actions (CoFund)</b>	A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies.	Between 30% and 70%	65 pages

# Who is eligible to participate?

## General eligibility rule

- Any legal entity, regardless of its place of establishment, including legal entities from non-associated third countries is eligible to participate (with specific exceptions, see below).
- Specific limitations to participation may be laid down in the call/topic conditions

Check [HE Programme Guide](#) and [WP General Annexes](#) for updated information

# Type of participants

## Beneficiaries

- **Sign the grant agreement**
- Full rights and obligations
- Contribute to reach minimum eligibility requirement

## Affiliated entities

- **Legal or capital link** with a beneficiary
- Participate with similar rights and obligations to the beneficiaries
- **Do not sign** the grant agreement

## Associated partners

- Participate in the action
- **Do not sign** the grant agreement
- Cannot charge costs or claim contributions

- **Hungary:** Following the [Council Implementing Decision \(EU 2022/2506\)](#), as of 16 December 2022, Hungarian public interest trusts established under the Hungarian Act IX of 2021 or any entity they maintain - can **not** participate in any funded role (beneficiaries, affiliated entities, subcontractors, recipients of FSTP, etc.)
- **Other countries (e.g., China, Russia)** – details later in 'International Cooperation' presentation

# Who is eligible for funding?



## EU COUNTRIES

- Entities from Member States (MS) including their outermost regions
- Entities from Overseas Countries and Territories (OCTs) linked to the MS.



## NON-EU COUNTRIES

- Entities from the 21 countries associated to Horizon Europe (AC)
- Entities from countries with a provisional application of Association
- Entities from Low- and Middle-income countries: See [HE Programme Guide](#)
- Entities from other countries when **announced in the call** – or exceptionally if their participation is essential



## SPECIFIC CASES

- EU bodies
- International Organisations (IO):
  - International European Research Organisations are **eligible** for funding.
  - Other IO are **not eligible** – unless announced in the call or exceptionally if participation is essential

# Exceptional funding

Entities from 3rd countries and International Organisations are not automatically eligible for funding.

By default, they should participate at their **own cost**.

They may however request **exceptional funding**.

In that case, evaluators will assess whether the entity participation is **essential** for the action i.e. if there are clear benefits for the consortium, such as:


- *outstanding competence/expertise*
- *access to research infrastructure*
- *access to particular geographical environments*
- *access to data.*



If participation is **NOT** deemed essential, the participant will **NOT** receive EU funding. It is then expected to participate as Associated Partner, at own costs.


**Anticipate this scenario.**

### Who is eligible for funding?




**EU COUNTRIES**

- Entities from Member States (MS) including their outermost regions
- Entities from Overseas Countries and Territories (OCTs) linked to the MS.




**NON-EU COUNTRIES**

- Entities from the 19 countries associated to Horizon Europe (AC)
- Entities from 4 countries with a provisional application of Association (EG, MA, KR, CH)
- Entities from Low- and Middle-income countries: See [HE Programme Guide](#).
- Entities from other countries when **announced in the call** – or exceptionally if their participation is essential



**SPECIFIC CASES**

- EU bodies
- International Organisations (IO):
  - International European research organisations are **eligible** for funding.
  - Other IO are **not eligible** – unless announced in the call or exceptionally if participation is essential



# Joint Research Centre (JRC)

- Check eligibility conditions in the topic: "The Joint Research Centre (JRC) **may participate** as member of the consortium selected for funding as a beneficiary with zero funding, or as an associated partner".
- BUT the JRC **does not take part in any applying consortium, nor in the preparation of proposals** by any applicant.
- Applicants will indicate the contribution that the JRC could bring to the project.
- After the evaluation process, the JRC and the consortium selected for funding **may come to an agreement** on the specific terms of the participation of the JRC.
- If an agreement is found, the JRC may accede to the grant agreement as beneficiary requesting zero funding or participate as an associated partner.
- Know more about the JRC via their [website](#)

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## Admissibility & eligibility





# Application form (proposal template)

The proposal contains two parts:

- **Part A** (web-based forms) 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.
- **Part B** 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 available in the submission system** for the specific topic.
- **Annexes (if applicable):**
  - Lump Sum (detailed budget table)
  - Financial Support to Third Parties
  - Annual work programme (Cofund topics)
  - Clinical studies

# Admissibility: general conditions

## Applications must:

- be **submitted before the call deadline**.
- be submitted **electronically** via the Funding & Tenders Portal submission system.
- be submitted using the forms provided **inside** the submission system.
- be **complete** and contain **all parts and mandatory Annexes** and supporting documents.
- include a **plan for the exploitation and dissemination** of results including communication activities, unless provided otherwise in the specific call conditions.

For topics in **blind evaluation (1<sup>st</sup> stage)**: applicants must not disclose their organisation names, acronyms, logos or names of personnel neither in Part B nor in the abstract of the 1st-stage proposal. → Blind evaluation information later

# Eligibility: general conditions

## Collaborative projects such as RIAs, IAs, CoFund

Consortium must include, as **beneficiaries**, three legal entities independent from each other and each established in a different country as follows:

- **at least one** independent legal entity established in a **Member State**; and
- **at least two** other independent legal entities, each established in different **Member States or Associated Countries**.

## Coordination and Support Actions (CSAs)

- At least **1 legal entity** established in a MS, AC or, if provided for in the specific call conditions, in another third country.
- Entities established in **non-associated 3rd countries cannot participate as beneficiaries, except** if mentioned otherwise in the topic description.

# Eligibility: general conditions

## Ensure the proposal is within scope of the call

The application must relate to the subject matter, objectives, themes and priorities and the types of activities that can be financed according to the call and topic conditions

**Scope:** Proposals should address the following activities:

- Connect advisors possessing a broad and extensive network of foresters across all EU Member States in an EU advisory network dedicated to forestry, including forestry techniques which support a higher level of sustainability, with a view to sharing experiences on how to best tackle the issues, building on the outcomes of the EIP-AGRI Focus Groups and Workshops as well as the Horizon 2020 Thematic Networks related to forestry.
- Share effective and novel approaches among the EU advisory network on forestry, which are sustainable in terms of economic, environmental and social aspects.
- Gather or develop short-, mid- and long-term strategic visions for forests and forestry in the EU, taking into account regional differences, regional policy frameworks, climate change, supply and demand, monitoring needs, etc.

# Eligibility: additional conditions

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 5.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 10.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Eligibility conditions</i>	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>The Joint Research Centre (JRC) may participate as member of the consortium selected for funding as a beneficiary with zero funding, or as an associated partner. The JRC will not participate in the preparation and submission of the proposal - see General Annex B.</p> <p>The following additional eligibility criteria apply: The proposals must apply the multi-actor approach. See definition of the multi-actor approach in this work programme part.</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).</p> <p>The following additional eligibility criteria apply: due to the specific challenge of this topic, in addition to the minimum number of participants set out in the General Annexes, consortia must include at least three independent legal entities established in an African Union member state*.</p>

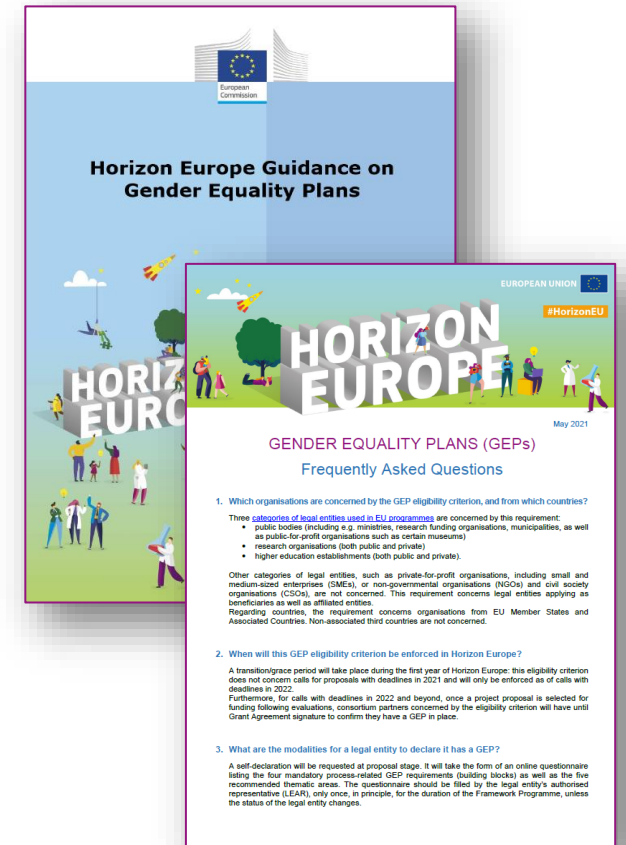


**Please refer to the eligibility conditions in the topic description**

# Gender equality plan (GEP)



- EC commitment to gender equality in research and innovation.
- Having a GEP is a **requirement to be eligible for funding** (for beneficiaries and affiliated entities).
- 3 categories of entities in **Member States** and **Associated Countries**:
  - **public bodies**
  - **research organisations** (public and private)
  - **higher education establishments**
- 4 mandatory requirements (public document; dedicated resources; data collection & monitoring; staff training) 5 recommended thematic areas.
- **Self-declaration** in submission system. No document upload.
- More information:
  - [HE guidance on gender equality plans](#)
  - [GEPs frequently asked questions](#)



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**Evaluation criteria**



# Standard evaluation process





# Evaluation criteria (RIA, IA and CoFund)

## EXCELLENCE

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

## IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

## QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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



# Evaluation criteria (CSAs)

## EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**.
- ✓ Quality of the proposed coordination and/or support measures, including soundness of methodology.

## IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

## QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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



# Evaluation criteria (1st stage)

## EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**, and the extent to which the proposed work is ambitious, and goes beyond the state-of-the-art.
- ✓ Soundness of the proposed **overall methodology (\*)**.

(\*) Including all aspects mentioned in the first stage proposal template, which also include the integration of the **gender dimension** in research and innovation content as well as **open science practices**.

## IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme.



## Novelties 2026 - Updated criterion RIA, IA, CSA, COFUND

**Criterion 2, Impact**, has been updated for RIA, IA, CSA and COFUND type of actions.

The "**likely scale and significance of the contributions from the project**" is no longer part of the evaluation of impact.

The updated impact criterium reads:

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

**Excellence and Implementation criteria are unchanged.**



# Interpretation of scores

- 5** **Excellent.** The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.
- 4** **Very Good.** The proposal addresses the criterion very well, but a small number of shortcomings are present.
- 3** **Good.** The proposal addresses the criterion well, but a number of shortcomings are present.
- 2** **Fair.** The proposal broadly addresses the criterion, but there are significant weaknesses.
- 1** **Poor.** The criterion is inadequately addressed, or there are serious inherent weaknesses.
- 0** The proposal **fails to address the criterion** or cannot be assessed due to missing or incomplete information.

**Above  
threshold**

**Below  
threshold**

*Half-points used*

# Scoring thresholds



## Single stage and second stage

Criteria	Threshold	IA factor (ranking)
Excellence	3/5	--
Impact	3/5	x 1,5
Implementation	3/5	--
<b>TOTAL</b>	<b>10/15</b>	--

## First stage

Criteria	Threshold
Excellence	4/5
Impact	4/5
<b>TOTAL</b>	Cut at 'as close as possible to three times the available budget, and not less than two times the available budget.'

# Excellence

## Open Science

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

—> ***Lower score if not sufficiently addressed***

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

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

## Gender dimension

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

Different from the gender balance in the proposal team.

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

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

## Social sciences and humanities

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

Check topic text.

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

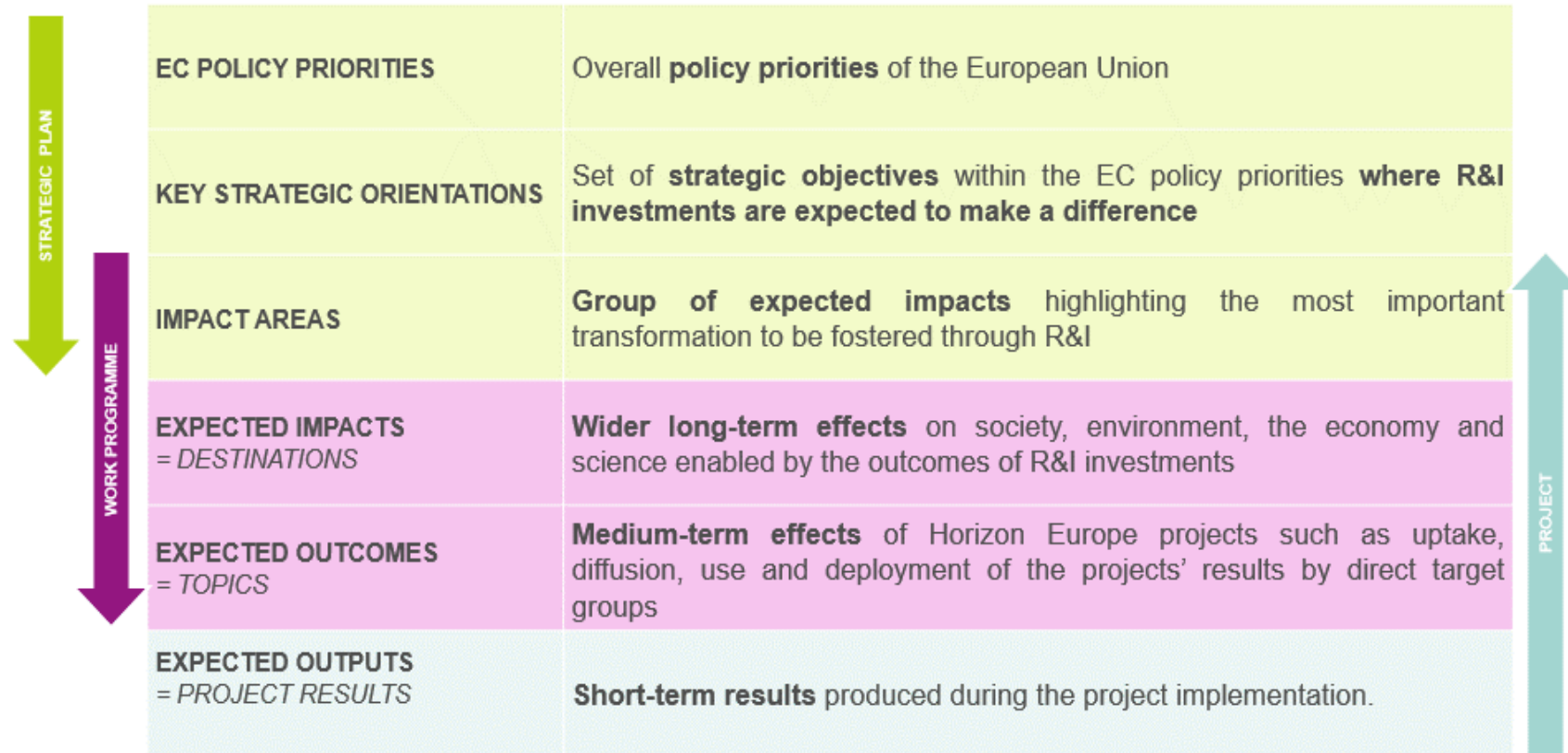
More on [Open science](#)  
Video [how to evaluate OS](#)

# Impact

Pathways to achieve the expected outcomes and impacts: **explain how your proposal would make a difference** in terms of:

- **Expected outcomes**  
=> set at topic level
- **Expected Impacts**  
=> set at destination level
- Do not confuse expected **outputs** (= project results) with expected **outcomes**

Identify **potential barriers**





## Measures to maximise impact

### Dissemination, exploitation and communication

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

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

### Elements of the D&E&C plan

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

# Communication, dissemination & exploitation

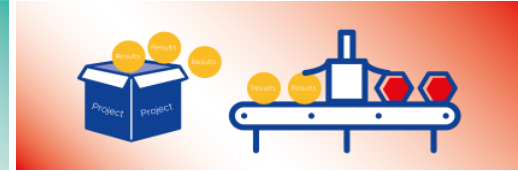
## Communication






## Dissemination



## Exploitation



<p><b>Reach out to society and show the impact and benefits</b> of EU-funded R&amp;I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</p>	<p><b>Transfer knowledge &amp; results</b> with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</p>	<p><b>Effectively use project results</b> through scientific, economic, political or societal exploitation routes aiming to turn R&amp;I actions into concrete value and impact for society.</p>	 Objective
<p><b>Inform</b> about and promote the project AND its results/success.</p>	<p><b>Describe</b> and <b>ensure results available</b> for others to <b>USE</b> → focus on results only!</p>	<p><b>Make concrete use</b> of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project's own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential <b>USE</b> of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</p>	 Target Audience

[More information](#)

# Implementation: consortium composition

- Applicants **must demonstrate** that they have the expertise, qualifications and resources to successfully implement their tasks in the project
- Applicants should provide sufficient and relevant information:
  - description of the consortium participants and its capacity (part B); **and**
  - for each participant (part A):
    - identity of **researchers involved in the proposal** (through the researchers table);
    - up to five **most relevant publications**, widely-used datasets, software, goods, services, or any other achievements relevant to the call content;
    - up to five most **relevant previous projects or activities**, connected to the subject of this proposal; and
    - description of **any significant infrastructure** and/or any major items of technical equipment, relevant to the proposed work.

# Implementation

Ensure consistency

- **Work packages:** group all project activities in a logical, consistent and structured way. For each work package, describe the:
  - objective(s)
  - activities to be implemented and outputs to be produced.
  - lead partner and role of participants.
- Distinguish between **milestones** and **deliverables**:
  - Milestones = control points
  - Deliverables = outputs of the project
- **Financial Support to Third Parties (FSTP):**
  - **ONLY** if allowed in topic text
  - Submit corresponding Annex

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## **International cooperation A global approach to R&I**

**Lorna SCHREFLER**

International Cooperation  
Directorate General for Research and Innovation  
European Commission



# Horizon Europe's openness

- Horizon Europe '**by-default**' as open as possible to almost all countries
- Almost any **project consortium can include an entity from a third country partner** (with or without EC funding) unless specified otherwise in the call text.
- **Countries' Association to Horizon Europe** is the deepest form of integration. Entities in these countries participate under almost the same conditions as EU Member State entities and are funded directly by the programme.
- Association it is **not a prerequisite** for participating to the Programme.

# Countries associated to Horizon Europe

## 21 Associated Countries:

- EEA EFTA: **Iceland and Norway**
- Enlargement countries: **Albania, Bosnia and Herzegovina, Georgia, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Türkiye, Ukraine**
- European Neighbourhood Policy countries: **Armenia, Israel, Tunisia**
- Other third countries fulfilling certain criteria : **Canada, Faroe Islands, New Zealand, South Korea, Switzerland, United Kingdom.**

## Future Association:

- **Japan:** negotiations concluded in December 2025. Preparation of signature of agreement in 2026.
- **Egypt:** agreement signed in October 2025, final steps to be completed.

# International Cooperation in Cluster 6

Over 30% of all topics in Cluster 6 WP 2026-2027 encourage international cooperation.

These include:

- Certain topics that require international cooperation (eligibility condition), notably 2 Africa topics in 2026
- Certain topics that specifically encourage international cooperation with certain countries/ regions (though not exclusively!)
- Remember that proposals on any topic can include international partners.

# Access to EU funding and modalities

Automatically eligible for EU funding (“Beneficiaries”)

- Low- and middle-income third countries (see [General Annex B](#))
- Countries associated to Horizon Europe

Other third countries are not (automatically) eligible for EU funding ( can participate as “Associated partners”):

- Exceptions on a case-by-case basis + specified in topic calls
- **Complementary funding mechanisms (CFM):** Guide on CFM on the Funding &Tenders Portal: [Complementary funding mechanisms in third countries and territories](#) (e.g. Australia, Brazil, India, Japan, China, Monaco, Taiwan)

# Limitation to participation



- Work Programme 2026-2027: **prohibition** of participation by legal entities established in **Russia, Belarus, or non-government-controlled territories of Ukraine**
- Exceptions on case-by-case basis for justified reasons:
  - Note **newly introduced China-specific restrictions** (Art. 22.6) with expanded scope. These restrictions **cover all IAs and (new) all RIAs for one CL6 Destination** (Circular Economy).
  - Art 22.5: **entities controlled by China, are now ineligible** to participate in **innovation actions related to critical technologies** (AI, semiconductors, biotechnology, and quantum technologies).

**'Any capacity'** : includes participation as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Check [HE Programme Guide](#) and [WP General Annexes](#) for updated information

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# KEY TO SUCCESS : The essentials for preparing a successful proposal

- Multi-actor approach
- Blind evaluation
- Lump sum
- Financial Support to Third Parties
- Ethics
- Tips and hints



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**KEY TO SUCCESS** : The essentials for preparing a successful proposal

## The Multi-actor approach

**Agata GULISANO**

Research & Innovation

Directorate General for Research and Innovation

European Commission



# Multi-Actor Approach → Interactive Innovation Model



- A form of responsible R&I that aims to make the R&I process and its outcomes more **reliable, demand-driven and relevant to society**.
- Focused on **co-creating, testing, developing and scaling up** solutions together
- Ensures the **genuine and sufficient involvement of a targeted array of actors**, which serves the objectives of the topic.
- It also aims to have these **outcomes shared more extensively**. This entails more than just widely disseminating a project's results, or listening to the views of a board of stakeholders.

# Actors include...

researchers

advisors

citizens

farmers / farmers' groups  
& associations

foresters / foresters' groups  
& associations

fishers / fishers' groups  
& associations

aquaculture producers



food and bioeconomy  
businesses

other businesses

consumer associations

local communities

government representatives

civil society organisations  
incl. NGOs

# Actors involvement

- Which **key actors** are **relevant...** depends on the proposal's **objective** .
- They are essentially the **(end-)users of the project results** who are backed up by any other **useful intermediaries** and **actors who can contribute with further expertise and innovative ideas** relevant to the topic's objectives, and **support communication and dissemination**.
- The **genuine and sufficient** involvement of such actors should take place **all over the whole course of the project**:



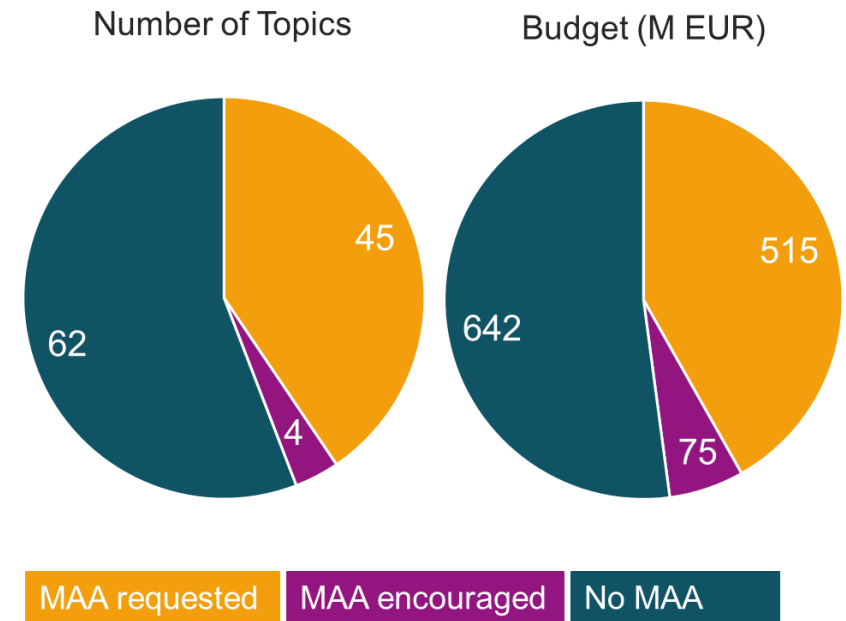
Where appropriate, it is **strongly recommended** to involve interactive innovation groups such as the **EIP-AGRI Operational Groups** funded under the CAP.

# Multi-Actor Approach in a nutshell

## Definition and requirements

- ✓ Pages 17-19 of WP 2026-2027
- ✓ 7 key requirements
- ✓ +1 requirement for 'practice abstracts' (projects related to agriculture, forestry and rural areas).
- ✓ Recommendation to involve EIP-AGRI Operational Groups

## MAA topics in Cluster 6 WP 2026-2027



## Support to MAA proposal preparation



<https://premiere-multiactor.eu/>



# MAA: 7 requirements

1. **Needs** / challenges / opportunities for results' **end-users**.
2. Balanced **consortium** of relevant **actors with complementary knowledge and skills**.
3. **Cross-fertilisation** of practices and tacit knowledge, for solutions to be widely applied.
4. Facilitate the **multi-actor engagement** process during the whole project.
5. **Demonstrate added value for end-users** vs. existing research and best practices.
6. **Practical results** (knowledge, tools, products...) understandable and accessible for end-users.
7. Results **widely disseminated** in channels most consulted and trusted by end-users.

# MAA dissemination: Practice Abstracts

- **MAA projects:** Mandatory “**practice abstracts**” in dedicated EIP-AGRI format for projects related to EIP-AGRI and CAP (--> agriculture, forestry and rural development)
- **Variable number**, depending on project's specificities.

Concise summaries **explaining results** and **practice-oriented solutions** to practitioners.

- Accessible language– no scientific jargon
  - Select information relevant for the reader (e.g. farmer/advisor/SME/ forester/stakeholder)
  - NOT summary of events organized by the project/ research methodologies/ goals of the project
- Must be uploaded to a database accessible via the [EU CAP Network website](#)
  - Can be uploaded also on the [EU-Farmbook platform](#)



**For other MAA projects** outside EIP-AGRI or Common Agricultural Policy (CAP) objectives:

Other similarly effective solutions should be sought to ensure EU wide dissemination.

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**KEY TO SUCCESS** : The essentials for preparing a successful proposal

## Preparing for blind evaluations

**Francisca CUESTA SANCHEZ**  
Department B “Green Europe”  
Research Executive Agency



# Key facts

- It only concerns the **first stage application** of two-stage calls (6 out of 10 topics in CL6 WP 2026).
- First-stage proposals of two-stage submissions are evaluated '**blindly**'
  - Part A is not transmitted to evaluators.
  - **Part B and abstract:** applicants **must not disclose their organisation names, acronyms, logos nor names of personnel in Part B and abstract.** Otherwise, the proposal will be **inadmissible** and rejected.

**Admissibility  
criterion!**



**No identification data** can be mentioned by applicants in the proposal's **Part B and abstract**, otherwise **inadmissible proposal**



# References to publications

The proposal can include references to participants' own publications if there is **no emphasis** that the publication is authored by one or more of the applicants.

For example, the following statement will **not be admissible**:

*'For climate impact, we will use greenhouse gas emission intensities, following a methodology developed previously by a project partner (Dalín et al.)'*

but the following would be acceptable:

*'For climate impact, we will use greenhouse gas emission intensities, following the methodology described in Dalín et al.'*



# References to R&I activities

- **Names of past projects** can be mentioned, but it cannot be explicitly indicated that the proposal is a continuation of these projects or that the partners from the past projects overlap with project partners of the current proposal.
- If the applicant would like to **refer to other R&I activities as their own**, then the name of the past/on-going project cannot be mentioned, and the project should not be identifiable through its description.
- The **name of the city and its characteristics** can be mentioned, provided that there is no explicit indication in the proposal that any of the applicants are from this location (even if this would be in reality the case). Otherwise, if the participant wants to mention that one of project partners is coming from/ is closely connected with the given city, then the city name should not be mentioned and the city should be only vaguely described by its characteristics, which would not allow for its identification.

# Examples of statements resulting in inadmissible proposals

- ‘Partner 3 is the leading company in [country name] for wind turbine installation’
- ‘Our current research expands our previous findings described in a recently published article ([author name] et al, 2022)’
- ‘The consortium consists of leaders in the high-tech industry, including the biggest in terms of capital constructor of micro chips ‘
- ‘The coordinator organisation was the one who first introduced the concept of m-RNA in vaccines’
- ‘The consortium consists of 2 research centers (including an international one based in Geneva) and the oldest university in [country name]’

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**KEY TO SUCCESS** : The essentials for preparing a successful proposal

## Applying for lump sum funding

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Department B “Green Europe”  
Research Executive Agency



# Structure of a Lump Sum Proposal

48 out of 58 topics in CL6 WP 2026

## Part A

## Part B

## Excel: detailed lump sum budget

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	

Call: [\[insert call identifier\]](#) – [\[insert call name\]](#) EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

⚠ Fill in the title of your proposal below.


TITLE OF THE PROPOSAL

⚠ The consortium members are listed in part A of the proposal (application forms). A summary list should also be provided in the table below.

[This document is tagged. Do not delete the tags; they are needed for processing.] #@APP-FORM-HERIAA@#  
List of participants [e.g. 1 page]

Participant No. *	Participant organisation name	Country
1 (Coordinator)		
2		
3		

\* Please use the same participant numbering and name as that used in the administrative proposal forms.



Horizon Europe Programme

Detailed lump sum budget

Generate the Excel file in macro-free format  
Ready for the online submission

**Instructions**

Go to Beneficiaries and Affiliated Entities ! Double click buttons ! Go to Work packages list

**GENERAL INSTRUCTIONS**

This workbook enables you to present the detailed estimation of costs of your lump sum project and to calculate the lump sum breakdown per beneficiary and per work package. It must be uploaded as an additional document at the 'Proposal forms' step of proposal submission. This is mandatory. If you do not upload the Excel workbook, the proposal submission will be blocked.

Comprehensive guidance and background on [lump sum funding under Horizon Europe](#) is available on the Funding & Tenders Portal. To get started, we recommend to read the guide [Lump sum funding – what do I need to know](#). This includes details on how to complete this Excel workbook. The weblinks are provided in column E.

We recommend using Excel 2013 (Windows) / Excel 2016 (Mac OS) or more recent.

The only currency used in this workbook is EURO (€).

You **must complete** the following sheets: 'BE list' – 'WP list' – 'BE' (one sheet for each beneficiary) – 'Depreciation costs' (if any). The appropriate number of individual beneficiary sheets ('BE') will be generated automatically with data from the 'BE list' and 'WP list' sheets.

The information in this workbook **must correspond** to the main proposal. For example, the list of beneficiaries and the list of work packages must be the same. Likewise, the tables in section 3.1 of Part B of the proposal must be in line with this workbook (e.g., table 3.1h 'purchase costs', and table 3.1i 'internally invoiced goods and services').

**BE LIST**

In the **'BE list'**, you can add as many beneficiaries and as many affiliated entities as you need. To add beneficiaries, click on the "Add BE" button. To add an affiliated entity, click on the "Add AE" button next to the beneficiary concerned.

For each beneficiary and each affiliated entity, you must select the country and the appropriate funding rate in the drop-down menus. The funding rates are used in the automatic calculation of the lump sum breakdown. For RIA and CSA topics, the funding rate is always 100%. For IA topics, the funding rate is 70% (except for non-profit legal entities, where a rate of up to 100% applies). For more information on the funding rate, please refer to your topic description.

Once you have completed the 'BE list' sheet, click the "Apply changes" button to generate the corresponding sheets in the Excel workbook.

To delete a beneficiary from the 'BE list', click the "Clear BE" button next to it. Likewise, to delete an affiliated entity, click the "Clear AE" button next to it. The first beneficiary BE1 cannot be deleted, but its details can be modified. Click "Apply changes" to delete the corresponding sheets from the workbook. Deleted beneficiary sheets then appear as a backup and are excluded from the calculation. Data of deleted affiliated entities are not saved as a backup.

# Writing a lump sum proposal: detailed budget

- You need to provide **cost estimations for each cost category** per beneficiary (and affiliated entity if any) and per work package.
- The cost estimations must be an **approximation of your actual costs**. They:
  - are subject to the same eligibility rules as in actual costs grants
  - must be in line with your normal practices
  - must be reasonable / non-excessive
  - must be in line with and necessary for your proposed activities.
- The cost estimations are used to generate in the detailed budget table a **breakdown of lump sum shares** per work package and per participant.

# Implementation: number and duration of WPs

In GA, one lump sum share is fixed for each WP:



- Payments do not depend on a successful outcome, but on the **completion of activities**.

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
<b>Beneficiary A</b>	250.000			50.000	300.000	250.000		300.000	1.150.000
<b>Beneficiary B</b>		250.000	350.000	50.000			100.000	150.000	900.000
<b>Beneficiary C</b>	100.000	100.000		50.000		280.000			530.000
<b>Beneficiary D</b>		120.000		50.000			100.000	150.000	420.000
<b>Total</b>	350.000	470.000	350.000	200.000	300.000	530.000	200.000	600.000	<b>3.000.000</b>

Shares of the lump sum per beneficiary

Share of the lump sum per WP

Lump sum = Maximum grant amount

# Project design – Work packages

## Work package distribution



As many as needed but no more than what is manageable

A work package (WP) is a major sub-division of the work plan of the project.

- A single activity is not a WP
- A single task is not a WP
- A % of progress is not a WP (e.g. 50 % of the tests)
- A lapse of time is generally not a WP (e.g. activities of year 1)

Work packages with a **long duration** may be split along the reporting periods (e.g., Management, Dissemination and Exploitation, etc.). In this way, the relevant activities can be paid at the end of the reporting period.

# Evaluation of a lump sum proposal

- Cost estimations assessed against the proposed activities under the **implementation** criterion.
- Experts will:
  - ensure that cost estimations are **reasonable and non-excessive**
  - evaluate whether the proposed resources and the split of the lump sum **allow completing the activities described in the proposal.**
- If the experts find overestimated costs, they make **concrete recommendations** on the budget that are recorded in the Evaluation Summary Report. This will be reflected in a modified lump sum amount in the grant agreement.
- Cost estimations that are clearly overestimated or underestimated lead to a **decreased score** under the implementation criterion.

# Resources

A dedicated [lump sum page](#) on the Funding & Tenders Portal with:

## Guidance documents

- [What do I need to know? & Quick guide](#)
- [Frequently asked questions](#)
- [Detailed guidance for applicants and beneficiaries](#)
- [Best practices for lump sum grants](#)
- [Lump sum briefing slides for experts](#)
- [Lump sum videos for experts and applicants](#)

## Reference documents

- [Model Grant Agreement Lump Sum](#)
- [Decision authorising the use of lump sum contributions under the Horizon Europe Programme](#)

## Events

- Past events and recordings
  - [Lump Sum Funding in Horizon Europe: How does it work? How to write a proposal?](#) (March 2025)
- Future events
  - [Lump Sum Funding in Horizon Europe: Quick Overview of the Main Features](#) (June 2025)



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**KEY TO SUCCESS** : The essentials for preparing a successful proposal

## Financial Support to Third Parties (FSTP)

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Department B “Green Europe”  
Research Executive Agency





# Financial Support to Third Parties (FSTP)

- FSTP also called 'cascade funding' (beneficiaries of the EU grant provide financial support to third parties, in response to a call organised by the consortium).
- WP 2026: 17 topics (+2 COFUND).
- **Do not include FSTP in your proposal if not allowed by the topic.**



**HORIZON-CL6-2025-02-FARM2FORK-08: Exploring the potential of controlled environment agriculture (CEA)**

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 6.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 6.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Legal and financial set-up of the Grant Agreements</i>	<p>The rules are described in General Annex G. The following exceptions apply:</p> <p>Eligible costs will take the form of a lump sum as defined in the Decision of 7 July 2021 authorising the use of lump sum contributions under the Horizon Europe Programme – the Framework Programme for Research and Innovation (2021-2027) – and in actions under the Research and Training Programme of the European Atomic Energy Community (2021-2025) <sup>3</sup>.</p> <p><b>Beneficiaries may provide financial support to third parties (FSTP). The support to third parties can only be provided in the form of grants. The maximum amount to be granted to each third party is EUR 60 000.</b></p>

Annex with [information on FSTP](#):

- Download it from the Submission System;
- Upload it as a separate annex to the proposal part B in the submission system.



# FSTP key elements in proposal

Applicants must clearly describe in their proposal the **objectives** and the **expected results**, including the following elements listed in the application template:

- the **maximum amount of FSTP for each third party**. Generally, up to 60k EUR, unless explicitly mentioned in the topic.
- the **criteria** for calculating the exact amount of the financial support
- the different **types of activity** that qualify for financial support (closed list).
- the **persons or categories of persons** that may receive financial support, and
- the **criteria** for giving financial support

Check in topic description if other conditions apply - if so, consider them.

*See articles in the AGA (Articles 6.2.D.1 and 9.4) and in the HE General annexes (e.g. wide call publication, incl. on the F&T Portal; call opened for 2 months; publication of the outcome of the call).*

# Where / how is FSTP evaluated?



## Evaluation criteria (RIAs and IAs)

### EXCELLENCE

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

### IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

### QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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

FSTP

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

- If information in FSTP annex is insufficient: this may contribute to down-scoring.
- Lump Sum: if applicants request FSTP but not allowed by topic: amount deducted from max EU grant amount

# Entities excluded from FSTP



- **In any action type:** Legal entities established in **Russia, Belarus**, or in **non-government controlled territories of Ukraine** are **not eligible** to participate in any capacity.
- In **IAs and selected RIAs:** legal entities established in **China** are **not eligible** to participate in any capacity (Art. 22.6).
- **In any action type:** **Hungarian** public interest trusts established under the Hungarian Act IX of 2021 or any entity they maintain.

Check [HE Programme Guide](#) and [WP General Annexes](#) for updated information

# FSTP implementation



The following conditions must be fulfilled:

- Projects must publish their **open calls widely** and adhere to EU standards of **transparency, equal treatment, conflict of interest** and **confidentiality**;
- Calls (...) must be **published on the F&T Portal** and **on the beneficiaries' websites**;
- Calls must remain **open for at least 2 months**;
- If a call deadline **changes**, beneficiaries must **immediately announce** it and inform registered applicants;
- Projects must **publish the outcome of the calls** without delay, including a description of third-party **projects**, the **date of the award**, the **duration**, and the **legal name of the third party** and **country** of establishment;
- Calls must have a clear **European dimension**.

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# KEY TO SUCCESS : The essentials for preparing a successful proposal

## Ethics

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Department B “Green Europe”  
Research Executive Agency



# Ethics

Ethics issues table to be completed.

If issue mentioned, perform **ethics self-assessment**.

Guidelines 'How to complete your ethics self assessment'.

Application Forms		
Proposal ID XXXXXXXXX	Acronym XXXXXXXX	
<b>4 – Ethics and Security</b>		
<b>Ethics issues table</b>		
<p>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:</p> <ul style="list-style-type: none"> <li>Indicate in the adjacent box at which page in your full proposal further information relating to that ethics issue can be found, and</li> <li>provide additional information on that ethics issue in the Ethics Self-Assessment section.</li> </ul> <p>For more information on each of the ethics issues and how to address them, including detailed legal references, see the guidelines: <a href="#">How to Complete your Ethics Self-Assessment</a>.</p>		
<b>1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS</b>		Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?	<input type="radio"/> Yes <input type="radio"/> No	
<b>IF YES:</b> Will they be directly derived from embryos within this project?	<input type="radio"/> Yes <input type="radio"/> No	
Are they previously established cells lines?	<input type="radio"/> Yes <input type="radio"/> No	
Are the cell lines registered in the European registry for human embryonic stem cell lines?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve the use of human embryos?	<input type="radio"/> Yes <input type="radio"/> No	
<b>IF YES:</b> Will the activity lead to their destruction?	<input type="radio"/> Yes <input type="radio"/> No	
<b>2. HUMANS</b>		Page
Does this activity involve human participants?	<input type="radio"/> Yes <input type="radio"/> No	
<b>IF YES:</b> Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	<input type="radio"/> Yes <input type="radio"/> No	
Are they healthy volunteers for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
Are they patients for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
Are they potentially vulnerable individuals or groups?	<input type="radio"/> Yes <input type="radio"/> No	
Are they children/minors?	<input type="radio"/> Yes <input type="radio"/> No	
Are they other persons unable to give informed consent?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?	<input type="radio"/> Yes <input type="radio"/> No	
<b>IF YES:</b> Does it involve invasive techniques?	<input type="radio"/> Yes <input type="radio"/> No	
Does it involve collection of biological samples?	<input type="radio"/> Yes <input type="radio"/> No	
Version of template used	Page 17 of 24	Last saved: dd/mm/yyyy HH:mm
This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the Funding and Tenders Portal Submission Service.		

Application Forms	
Proposal ID XXXXXXXXX	Acronym XXXXXXXX
<b>ETHICS SELF-ASSESSMENT</b>	
<p>If you have entered any issues in the ethics issue table, you must perform an ethics self-assessment in accordance with the guidelines: <a href="#">How to Complete your Ethics Self-Assessment</a> and complete the table below.</p>	
<b>Ethical dimension of the objectives, methodology and likely impact</b>	
<p>Explain in detail the identified issues in relation to:</p> <ul style="list-style-type: none"> <li>objectives of the activities (e.g. study of vulnerable populations, etc.)</li> <li>methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.)</li> <li>the potential impact of the activities (e.g. environmental damage, stigmatisation of particular social groups, political or financial adverse consequences, misuse, etc.)</li> </ul>	
<b>Compliance with ethical principles and relevant legislations</b>	
<p>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 EU/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 countries, they should also be allowed in at least one EU Member State.</p>	
Version of template used	Page 21 of 24
Last saved: dd/mm/yyyy HH:mm	
This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the Funding and Tenders Portal Submission Service.	



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# KEY TO SUCCESS : The essentials for preparing a successful proposal

## Tips & hints

**Dácil UNZUÉ BELMONTE**  
Department B “Green Europe”  
Research Executive Agency





# Frequent shortcomings

## Excellence

- Objectives not fully pertinent to the call and/or not well articulated
- Proposal not ambitious enough and/or not going beyond the state of the art – or... overambitious!
- Requirements not fully addressed (i.e. Multi-Actor Approach)

## Impact

- Proposal not convincingly demonstrating its contribution to all expected outcomes (i.e. pathways to expected outcomes and impacts are not credible, not quantified)
- Communication, exploitation and dissemination are not differentiated

## Implementation

- Work packages not in line with objectives and not clearly interlinked.
- Work plan not sufficiently detailed and allocation of resources not adequately justified
- Operational capacity not demonstrated



## Preparation tips (1)

- **Read carefully** the Work Programme (+relevant annexes) and topic text.
- **Check the criteria** by which your proposal will be assessed.
- Use the **templates available in the Submission system**; read carefully instructions (number of pages, font, ...).
- **Check relevant projects** already funded (CORDIS); build on previous research results.
- Contact your **NCP** for guidance.
- **Avoid recycling former proposals or project partners** with no specific contribution.
- Look for **potential partners** → partner search on F&T Portal + Brokerage event.



## Preparation tips (2)

### Format

- Write **clearly and concisely**. Explain your research in **simple terms** and **avoid jargon**.
- **Respect the format** (page limit, size, fonts, margins)
- Help evaluators finding easily information, by linking all the parts of the proposal, referring to specific work packages, milestones etc.

### Partners

- **All members of consortium** should be **involved** in the drafting of the proposal and should be aware of the full workplan not only the work packages they are involved in
- Select carefully the partners covering all expertise needed for horizontal tasks including for **Communication Dissemination and Exploitation, data management...**



# Preparation tips (3)

## Content

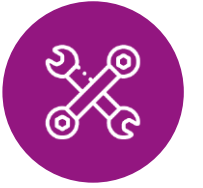
- Set out what you are going to do, how you are going to do it, what the **outcome** will be and why you are the best people to do the work.

## Budget

- Don't underestimate the **budget needed for horizontal tasks including Communication Dissemination and Exploitation, collaboration, data management, ethics if relevant ...**
- Make sure that the **cost/benefit ratio is sound.**

## Before final submission

- Ask for a 'fresh eye' and impartial colleague to **proof read.**
- Submit your proposal a **few days before the call deadline.**



# Use of generative AI tools

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

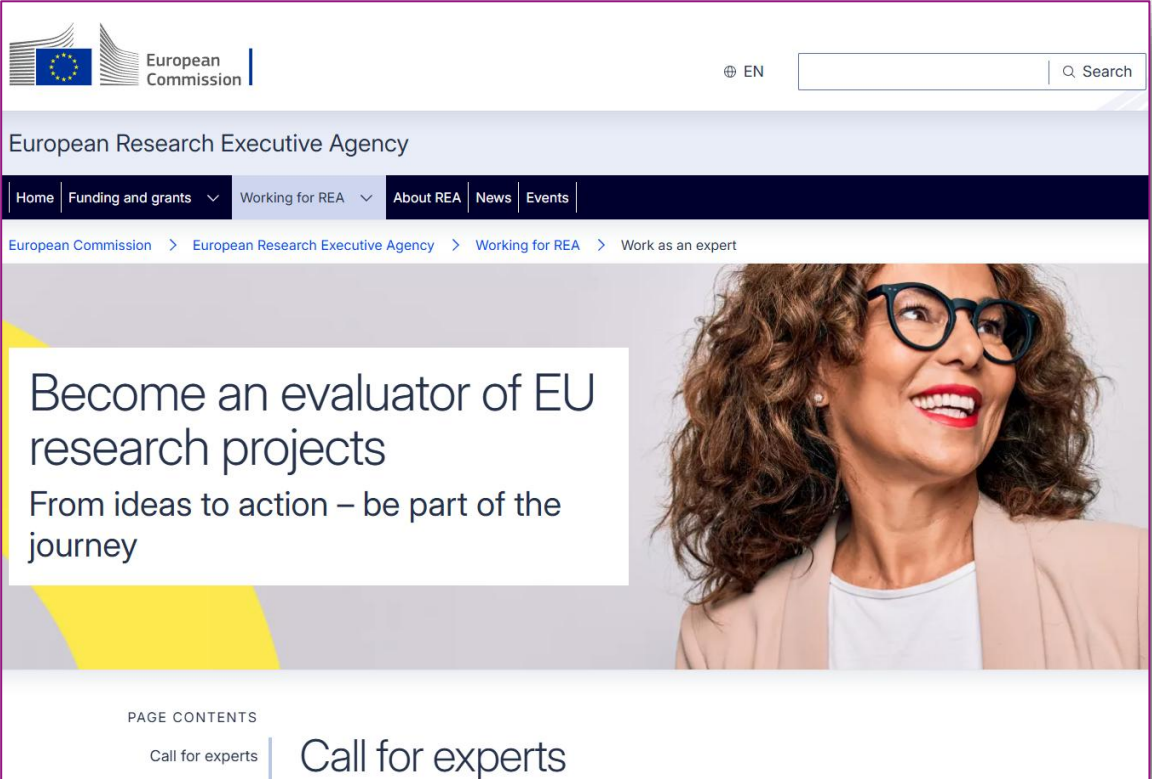
# Become an expert

Experts wanted:

- Peer-review funding proposals
- Monitor funded projects

Which expertise are we looking for  
& how to register?

<https://europa.eu/!mRBWjy>



The screenshot shows the European Research Executive Agency (REA) website. At the top left is the European Commission logo. To the right is a search bar with 'EN' and a search icon. Below the logo is the text 'European Research Executive Agency'. A navigation menu includes 'Home', 'Funding and grants', 'Working for REA', 'About REA', 'News', and 'Events'. A breadcrumb trail reads 'European Commission > European Research Executive Agency > Working for REA > Work as an expert'. The main content area features a large image of a smiling woman with glasses. Overlaid on the image is the text: 'Become an evaluator of EU research projects' and 'From ideas to action – be part of the journey'. At the bottom, a 'PAGE CONTENTS' section lists 'Call for experts'.

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**THANK YOU!**

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