

# Horizon Europe: Session 2 Building a strong proposal

17<sup>th</sup> March 2026

# Welcome and housekeeping

# Focus Areas – Session 1

- How to find funding topics for Energy R&D in Horizon Europe
- Understand the rationale for Horizon Europe funding
- How to build a network and raise your profile
- Laying the foundation for Session 2 (Proposal Writing)

# Focus Areas – Session 2

- The proposal writing process
- Using practical examples, templates and insights from evaluators
- How to transform an initial idea into a fundable Horizon Europe proposal

# Structure of today's session

- Quick Poll
- Scoring Matrix
- Impact
- Excellence
- Implementation
- Legal & Financial Top Tips - Błażej Thomas, Legal & Financial National Contact Point for Academia
- Q&A

# Menti Questions

# National Contact Points

UK NCP network - support for each area of Horizon Europe



**Informing, awareness raising** – on Horizon Europe and other EU programmes



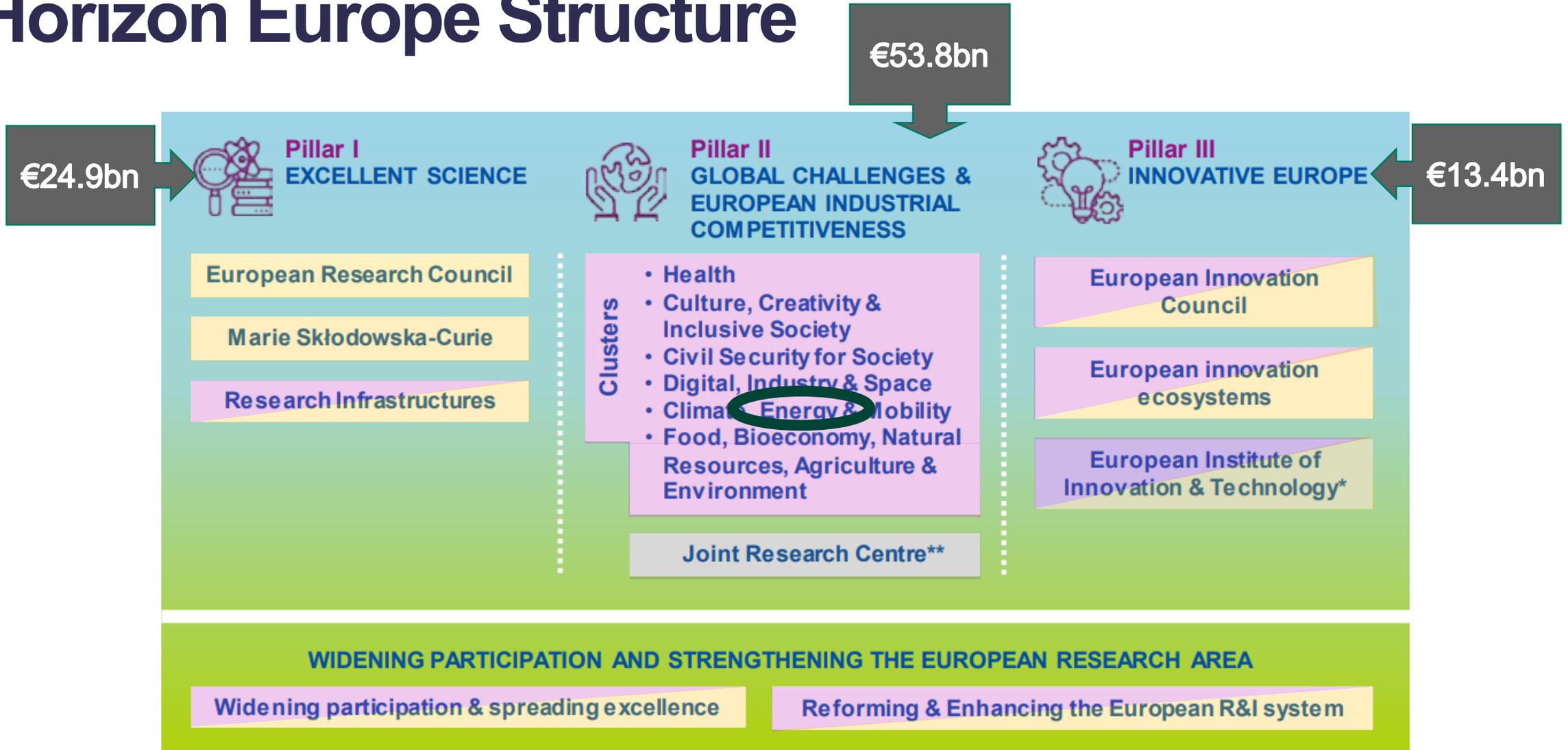
**Assisting, advising and training** – to improve the quality of Horizon Europe proposals



**Signposting and cooperation** – direct to relevant support and work with each other to support consortium development

# Setting the scene

# Horizon Europe Structure



**Key:**

- Open to all research and innovation fields
- Challenge driven – must solve the problem posed – not bottom-up idea driven



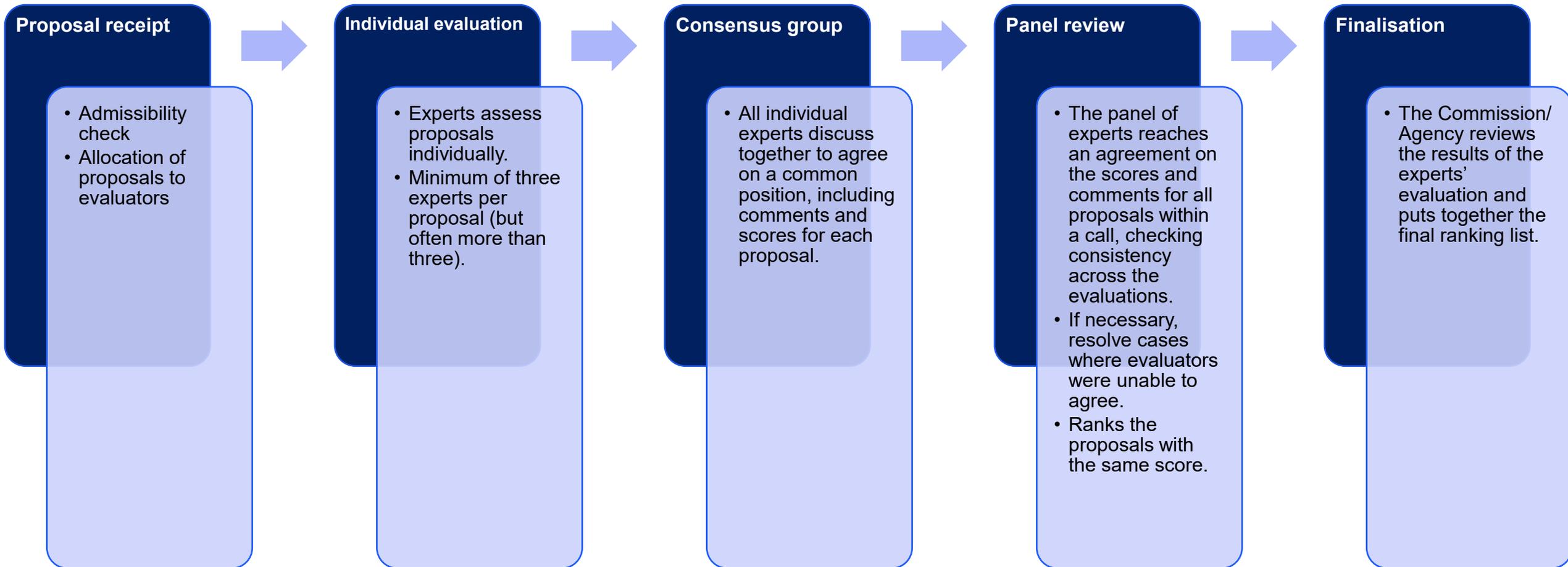
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# **Horizon Europe Masterclass: The proposal evaluation process**

# Principles

- Proposals are awarded scores for Impact, Excellence and Implementation (up to 5 in each area)
- Need minimum score of 3 in each evaluation criteria
- For full applications, each criterion will be scored out of 5
- The overall threshold, applying to the sum of the three individual scores, will be 10
- Proposals that pass the individual threshold AND the overall threshold will be considered for funding, within the limits of the available call budget.

# Evaluation process



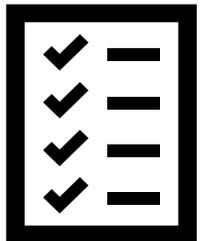
# Evaluation scale

Scoring must be in the range from 0-5. Half-marks may be given.

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

# Definition of score descriptors

- A '**minor shortcoming**' is an issue that relates only to a marginal aspect of the proposal with respect to the criterion and/or can easily be rectified (it will not impact the scoring).
- A '**shortcoming**' is a problem that relates to an important aspect of the proposal. It impacts the scoring but does not render the proposal inappropriate for funding, i.e. the proposal is still expected to lead to useful results with positive impact.
- A '**weakness**' means that the proposal addresses the criterion in a limited and/or not sufficiently effective way (will lower the score below threshold). This can also be the case when the proposal includes a **large number of shortcomings**, each one of them not rendering the proposal inappropriate for funding, though all together make the proposal not addressing the criterion sufficiently in an effective way





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# **Excellence**



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# Objectives

- Understand what evaluators look for
- Learn how to avoid hidden pitfalls
- Gain practical steps to increase your Excellence score

# What Excellence Means

- Under Horizon Europe, Excellence addresses:
  - Clarity and pertinence of objectives
  - Soundness of the concept and credibility of the methodology
  - Ambition and innovation potential
  - Interdisciplinarity and integration of Social Sciences & Humanities/Gender
  - Quality of Open Science practices

Your job: Convince evaluators your project is the best possible route to new knowledge, new solutions, and European-scale impact.

# Evaluator Reality

- Evaluators are:
  - Overloaded
  - Time-limited
  - Human: clarity, structure and signposting matter
- Your proposal must feel both ambitious and credible

# Objectives

- Your objectives must be:
  - Clear and concise
  - Outcome-based
  - Measurable - with explicit success criteria
  - Fully aligned with the Destinations & Expected Outcomes
- Evaluator test: “Can I clearly see what will change for Europe if they succeed?”

# Scoring Criteria – focus on Excellence

Assess the project's objectives:

- Are they clear and pertinent to the topic?
- Are they measurable and verifiable?
- Are they realistically achievable?
- Is the proposed work ambitious and goes beyond the state-of-the-art?
- Is the R&I maturity of the proposed work in line with the topic description?

# Scoring Criteria – focus on Excellence

Assess the scientific methodology:

- Is the scientific methodology (i.e. the concepts, models and assumptions that underpin the work) clear and sound?
- Is it clear how expertise and methods from different disciplines will be brought together and integrated in pursuit of the objectives?
- If applicants justify that an inter-disciplinary approach is unnecessary, is it credible?
- Has the gender dimension in research and innovation content been properly taken into account?
- Are Open Science practices implemented as an integral part of the proposed methodology?
- Is the research Data Management properly addressed?
- For topics indicating the need for the integration of Social Sciences and Humanities, is the role of these disciplines properly addressed?

# State of the Art

- You must show:
  - A critical, objective review of current knowledge and solutions
  - Quantified evidence of the knowledge gap
  - Why alternative approaches are insufficient
  - A logical progression from:

State of the Art → Need → Objectives → Innovations

- Avoid: Overclaiming novelty and vague descriptions

# Methodology

- A 5/5 methodology is:
  - Logical & sequential
  - Complete (no missing steps)
  - Risk-aware, with mitigation strategies
  - Interdisciplinary where needed
  - Very clearly linked to WP Expected Outcomes

# Open Science

- Open Science is a scoring criterion
- To get full marks:
  - Describe open access publishing policy
  - Explain FAIR principles (Findable, Accessible, Interoperable, Reusable)
  - Detail your Data Management Plan approach
  - Address reproducibility, open source, pre-registration (where relevant)
  - Include data sharing platforms, repositories, and interoperability standards
- Weak Open Science statements = automatic weakness

# Common Weaknesses – feedback themes from evaluators

- “Objectives are too broad and lack measurable indicators.”
- “The innovation beyond the state of the art is not sufficiently justified.”
- “The methodology does not clearly describe the scientific techniques.”
- “Risks and mitigation measures are superficial.”
- “The SSH dimension is missing or underdeveloped.”



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**Impact**

# The Importance of Impact in Horizon Europe

- Impact is an essential element and a mandatory requirement of Horizon Europe project proposals
- Impact must be planned out at the earliest opportunity
- Impact must be a credible part of your proposal, and your Impact Strategy must be clearly defined at the proposal stage
- Your Impact Strategy should be guided by the Work Programme, i.e.
  - The "Expected Impacts" of the destination - should be your general goals
  - The "Expected Outcomes" of the call topic - should be your specific goals
  - The above are not your projects objectives, but they do inform your objectives

# The Key Elements of Impact in Horizon Europe

- The main elements of the Impact Strategy in your proposal are:
  - The scientific impact – to **create** more research
  - The societal impact – to **improve** the daily life of citizens and their communities
  - The technological/economic impact – to achieve beyond state-of-the-art
  
- When should Impact happen?
  - Short (During the project)
  - Medium (End of the project)
  - Long term ( Post project)

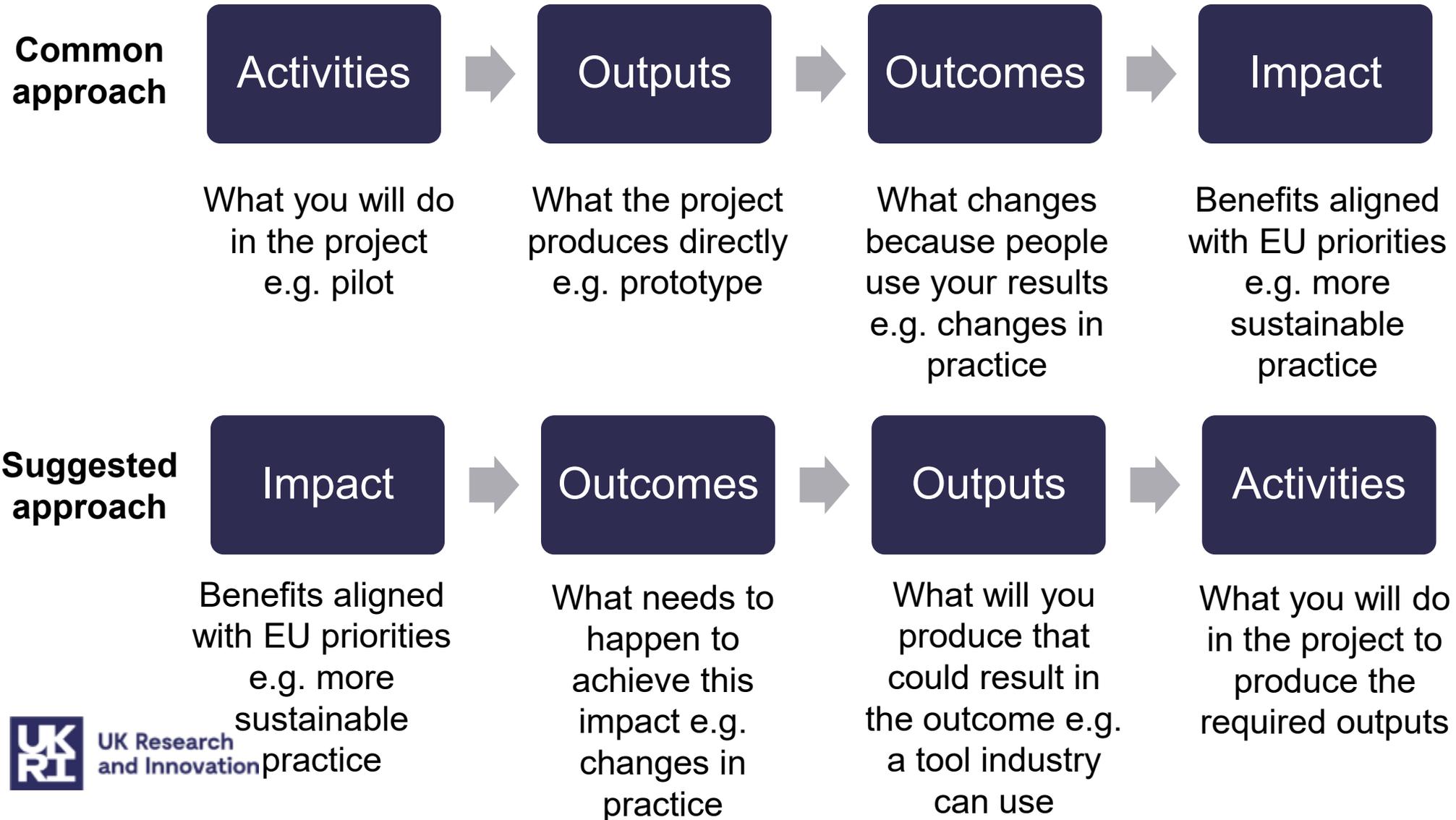
# Planning your proposal

## Evaluators will consider whether:

- The logic from activities to impacts is convincing.
- The outcomes are realistic for this type of project.
- The right actors involved to make uptake happen.
- Dissemination, exploitation, and communication are aligned with the pathway.
- A strong impact pathway shows you've thought beyond "good research" to actual change.

**Summarising your project idea:** Through [project activities], the project will deliver [outputs], which will be taken up by [target users] as a result of [dissemination activity], leading to [outcomes] and contributing to [expected impacts] under the Horizon Europe Key Impact Pathways.

# Preparing your Impact pathway



# The pathway towards impact in Horizon Europe

The impact pathway:

- explains how your project's work will lead to real-world change.
- is a mandatory, logical framework for proposals that outlines how your project outputs (results) will lead to specific outcomes and long-term, systemic impacts aligned with EU priorities i.e. scientific, societal and economic.

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<i>What are the specific needs that triggered this project?</i>	<i>What do you expect to generate by the end of the project?</i>	<i>What dissemination, exploitation and communication measures will you apply to the results?</i>
TARGET GROUPS	OUTCOMES	IMPACTS
<i>Who will use or further <u>uptake the results of the project</u>? Who will benefit from the results of the project?</i>	<i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i>	<i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected outcomes outlined in the respective work programme topic?</i>

# Pathway toward impact template (1)

## Part 2.3 Impact canvas: summarise the impact elements of the project research/work

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p>What are the specific needs that triggered this project?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>What need <u>you</u> are <u>addressing</u> and why it is important.</p> <p>For example, something that is:</p> <ul style="list-style-type: none"><li>• Faster</li><li>• Smaller</li><li>• More effective</li><li>• More efficient</li><li>• Improved</li><li>• More cost-effective</li></ul> <p>Important to:</p> <ul style="list-style-type: none"><li>• Know what is out there now (state of the art)</li><li>• Do your research</li><li>• Provide evidence that you know the present situation (section 1.1)</li></ul>	<p>What do you expect to generate by the end of the project?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>What will your project achieve that is beyond the state of the art?</p> <p>For example:</p> <ul style="list-style-type: none"><li>• New service</li><li>• New product</li><li>• New training model</li><li>• New system</li></ul> <p>Important to:</p> <ul style="list-style-type: none"><li>• Explain what will be different after the project</li><li>• Evidence why something new is needed</li></ul>	<p>What dissemination, exploitation and communication measures will you apply to the results?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>About your D &amp; E &amp; C plan.</p> <p>Exploitation:</p> <ul style="list-style-type: none"><li>• Patenting a new model or product</li><li>• Offering licences to companies</li></ul> <p>Dissemination:</p> <ul style="list-style-type: none"><li>• How you will inform the scientific community of your project results <u>e.g. scientific publication</u></li><li>• Informing relevant end-users <u>e.g. project developers, police, border force</u></li></ul> <p>Communication:</p> <ul style="list-style-type: none"><li>• How will you inform a wider target audience to explain how the results are relevant to them <u>e.g. events, newsletters, attending conferences</u></li></ul> <p>Important to:</p> <ul style="list-style-type: none"><li>• Understand the difference between D &amp; E &amp; C measures</li><li>• Tailor the measures to reach specific target groups</li></ul>

# Pathway toward impact template (2)

TARGET GROUPS	OUTCOMES	IMPACTS
<p>Who will use or further uptake the results of the project? Who will benefit from the results of the project?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>Who will benefit from your project?</p> <ul style="list-style-type: none"> <li>• Project developers</li> <li>• Companies/industry</li> <li>• Policy makers</li> <li>• Public servants</li> <li>• Scientific community</li> </ul> <p>Important to:</p> <ul style="list-style-type: none"> <li>• Consider which groups are referred to in the Call topic</li> <li>• Consider which policy documents are relevant</li> <li>• Identify the groups who need to use your results in their work to achieve the impacts you outline.</li> </ul>	<p>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>What you expect the outcomes will be e.g.</p> <p>End-users:</p> <ul style="list-style-type: none"> <li>• Uptake of the new product, service or system within an operational environment</li> </ul> <p>Scientific community:</p> <ul style="list-style-type: none"> <li>• Use of the results for further research or development i.e. incremental innovation</li> </ul> <p>Important to:</p> <ul style="list-style-type: none"> <li>• Be bold but realistic about your expectations, taking account of your D &amp; E &amp; C plans</li> <li>• Make this a joint effort between partners</li> <li>• Ensure you are addressing the expected outcomes set out in the Call topic</li> </ul>	<p>What are the expected wider scientific, economic and societal effects of the project contributing to the expected outcomes outlined in the respective work programme topic?</p> <p><b><u>TELL THE EVALUATOR</u></b></p> <p>What you expect the impacts will be e.g.</p> <p>Scientific:</p> <ul style="list-style-type: none"> <li>• Lead to further developments in technology</li> </ul> <p>Economic:</p> <ul style="list-style-type: none"> <li>• Increased efficiency</li> <li>• Reduction in costs</li> </ul> <p>Technological:</p> <ul style="list-style-type: none"> <li>• New market</li> </ul> <p>Societal:</p> <ul style="list-style-type: none"> <li>• Improved living conditions</li> </ul> <p>Important to:</p> <ul style="list-style-type: none"> <li>• Quantify your expected impacts wherever possible</li> <li>• Be bold but realistic about your expectations, taking account of your D &amp; E &amp; C plans</li> <li>• Make this a joint effort between partners</li> <li>• Ensure you are addressing the expected impacts of the destination and Call topic</li> </ul>

# Impact: Dissemination, Exploitation & Communication

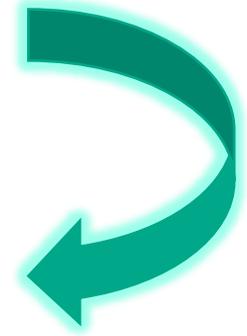
- Dissemination, Exploitation and Communication is a contractual obligation
- Results/Data produced by your project must be made available to others to generate impact
- Dissemination and Exploitation
  - Facilitates the project's pathway towards impact
  - Advances knowledge production and circulation
  - Supports more robust evidence-based policy making
- Communication
  - Promotes the project
  - Ensures visibility of the project and fosters future collaborations
  - Showcases the value of the project to diverse audiences



# Impact - Where to Start?

**HOW TO APPROACH  
IMPACT WITHIN YOUR  
PROJECT**

**Ask these questions**



QUESTION	ANSWER
Who will want the results/data that my project has produced?	Your target group
How will I inform the target group about the project results?	Through your Dissemination Plan
How do you envisage your target groups using these results?	Through your Exploitation Plan
How will I promote my project to the outside world?	Through your Communication Plan
What will happen by diffusion of results to target groups	Generation of Further Impacts
How will I know when the IMPACT has happened	Through monitoring
What further steps are needed to build upon the project IMPACT?	Pathway to Market



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# Implementation

# From the Template:

## Quality and efficiency of the implementation – aspects to be considered

- 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 brings together the necessary expertise

Template contains very detailed instructions.



# Evaluating the Quality of implementation (1/2)

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

Assess the proposed work plan, and the effort and resources:

- Is the work plan of good quality and effective?
- Does it include quantified information so that progress can be monitored?
- Does it follow a logic structure (for example regarding the timing of work packages)?
- Are the resources allocated to the work packages in line with their objectives and deliverables?
- Are critical risks, relating to project implementation, identified and proper risk mitigation measures proposed?



# Evaluating the Quality of implementation (2/2)

Assess the quality of participants and the consortium as a whole:

(Note that important information on role of individual participants and previous experience is included in part A of proposal)

- Does the consortium match the project's objectives and bring together the necessary disciplinary and inter-disciplinary knowledge?
- Does the consortium include expertise in open science practices, and gender aspects of R&I, as appropriate?
- For topics flagged as SSH relevant, does the consortium include expertise in social sciences and humanities?
- Do the partners have access to critical infrastructure needed to carry out the project activities?
- Are the participants complementing one another (and cover the value chain, where appropriate)?
- In what way does each of them contribute to the project? Does each of them have a valid role, and adequate resources in the project to fulfil that role (so they have sufficient operational capacity)?
- Is there industrial/commercial involvement in the project to ensure exploitation of the results?

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

# A typical ESR – scored 4 for Implementation

- The quality and efficiency of the work plan and the appropriateness of resources overall are **very good**.
- The work packages are clearly described and well aligned with the proposed project's objectives. The timing of work packages and tasks and their interrelations are generally credible.
- However, some tasks run for too long without appropriate justification (e.g. T16.1). In addition, the dependencies between some WPs are not clearly justified. For instance, the dependencies between the architecture work in WP5 and the development in WPs 6 and WP7. **This is a shortcoming**.
- The dissemination level of deliverables is not appropriate, as only four of the technical deliverables are marked as “public,” which is inconsistent with Open Science practices. **This is a shortcoming**.

# Do's and don't: Implementation



1. Work plan & resources
2. Capacity of participants & consortium as a whole

- Provide a **precise planning** with well-timed tasks and activities
- **Justify the resources distribution** overall and among partners
- Plan **adequate resources** for horizontal tasks such as CDE<sup>1</sup>, data management, ethics, etc...
- Demonstrate the **complementary expertise** of the consortium

- Work packages not in line with **objectives** and not clearly interlinked
- Work plan not sufficiently **detailed** and allocation of resources not adequately **justified**
- Consortium composition not in line with **objectives & methodology**

# Key Resources for Proposal Writers in Cluster 5

- [Annotated RIA/IA Template](#)
- Greenet
  - [Partner Search](#)
  - [Stakeholder Directory](#)
  - [Strategic Documents Repository](#)
  - [Funding Factsheets](#)
- NCP High-Level Proposal Review
- NCP Detail check with Commission



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# Legal & Financial Top Tips

**Błażej Thomas**

UK National Contact Point (Academia)

Legal & Financial Matters

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# Legal framework

## Grant Agreement (GA)

- Signed by the EC and consortium partners (beneficiaries)
- Sets out rights and obligations of the parties
- Includes description of the work (Annex 1) and budget table (Annex 2)
- [Annotated Grant Agreement](#) (AGA) provides useful guidance on cost eligibility conditions that should be read before costing bids!

## Consortium Agreement - tailor it to your needs!

- An **internal document** of the consortium, NOT signed by the EC
- Cannot include provisions that contradict the Grant Agreement
- Should include provisions that complement the GA (esp. budget distribution, non-performance, additional rules on IP ownership, etc.)
- Most commonly used version is the [DESCA Model CA](#)

# Actual costs vs lump sums

## Actual costs

- Individual costs items which must meet the general and specific conditions to be eligible (e.g. incurred directly by the beneficiary, during the project's duration, etc.)

## Lump sums

- A global amount set by the EC and paid at the end of a completed task/ Work Package, regardless of the actual costs incurred.
- **No EC financial audits!**

## Unit costs

- Set amount per unit (e.g. per month in M... The relevant amount is multiplied by number of... with the amount... on the actual number of units.

## Flat rates

- Percentage... to other... types of costs. Indirect costs - 25% flat rate on direct eligible... ts.

# Actual costs – budget categories

## Actual costs

- Individual costs items which must meet the general and specific conditions to be eligible



**Personnel costs**



**Subcontracting costs**



**Purchase costs**

- Travel and subsistence
- Equipment
- Other goods, works and services



**Other costs**

- Financial support to third parties
- Transnational/virtual access to Research Infrastructures
- Internally invoiced goods and services...

# Actual costs – general eligibility conditions

## Actual costs

- Individual costs items which must meet the general and specific conditions to be eligible
- actually incurred by the beneficiary
- incurred during the action duration set out in Article 4 (with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards)
- declared under one of the budget categories set out in Annex 2
- incurred in connection with the action as described in Annex 1 and necessary for its implementation
- identifiable and verifiable
- in compliance with applicable national laws on taxes, labour and social security
- reasonable, justified and must comply with the principles of sound financial management, in particular regarding economy and efficiency

# Actual costs – ineligible costs

## Actual costs

- Individual costs items which must meet the general and specific conditions to be eligible

- debt and debt service charges
- provisions for future losses or debts
- currency exchange losses
- interest owed
- excessive or reckless expenditure
- bank costs charged by the beneficiary's bank for transfers from the granting authority
- deductible or refundable VAT (including VAT paid by public bodies acting as public authority)
- costs incurred or contributions for activities implemented during grant agreement suspension.
- costs related to return on capital and dividends paid by a beneficiary

# Lump sums – costing bids

## Lump sums

A global amount set by the EC and paid at the end of a completed task/ Work Package, regardless of the actual costs incurred.

**No EC financial audits!**

- You must provide cost estimations for each cost category per beneficiary/affiliated entity and per work package in a special **Excel budget table/online budget table for some topics**
- 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 reasonable and in line with your usual practices
  - ❖ must be in line with and necessary for your proposed activities
- The cost estimations are used to generate a **breakdown of fixed lump sum shares per work package and per participant**.

No CFS (audit certificate) in lump sum grants!

# Lump sums – budget allocation (Annex 2)

## Lump sums

A global amount set by the EC and paid at the end of a completed task/ Work Package, regardless of the actual costs incurred.

**No EC financial audits!**

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
Beneficiary A	250.000			50.000	300.000	250.000		300.000	1.150.000
Beneficiary B		250.000	350.000	50.000			100.000	150.000	900.000
Beneficiary C	100.000	100.000		50.000		280.000			530.000
Beneficiary D		120.000		50.000			100.000	150.000	420.000
Total	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 WP

Lump sum  
=  
Maximum grant  
amount

Once the lump sum per WP is fixed in the Grant Agreement, it will not be questioned if the actual costs change later.

You can **use the budget as you see fit** as long as the project is implemented as agreed.  
**The actual distribution of the lump sum is invisible to the Granting Authority!**

# Lump sums – Reporting and payment

## Lump sums

A global amount set by the EC and paid at the end of a completed task/ Work Package, regardless of the actual costs incurred.

**No EC financial audits!**

- The coordinator declares **work packages as Completed or Not Completed**. This should be justified by the technical periodic report.
- An **incomplete work package can be completed and paid in a subsequent reporting period**.
- **At the final reporting period, it is possible to declare Partially Completed work packages**, and to enter the percentage of completion.

Status of completion

Number	Title	Lead Beneficiary	Status of Completion	Completion %
WP1	wp1	AST GmbH	Partially Completed	60.00
WP2	wp2	AAA	Completed	100.00
WP3	wp3	AST GmbH	Partially Completed	50.00
WP4	wp4	AAA	Not Completed	0.00
WP5	wp5	AST GmbH	Not Completed	0.00

# Lump sums – keeping records

## Lump sums

A global amount set by the EC and paid at the end of a completed task/ Work Package, regardless of the actual costs incurred.

**No EC financial audits!**

## You need (e.g.)

- Technical documents
- Publications, prototypes, deliverables
- Documentation required by good research practices such as lab books
- ...any document proving that the work was done as detailed in Annex 1

*Same as for all Horizon Europe grants*

## You don't need

- Time-sheets
- Pay-slips or contracts
- Depreciation policy
- Invoices
- ...any documents proving the actual costs incurred

Source: European Commission

# Resources available

One 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 participants](#)
- [Lump sum briefing slides for experts](#)

## Reference documents

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

## Studies

- [European Commission assessment](#) (October 2021)
- [European Parliament \(STOA\) study on lump sums in Horizon 2020](#) (May 2022)

## Events

- Future events
- Past events and recordings

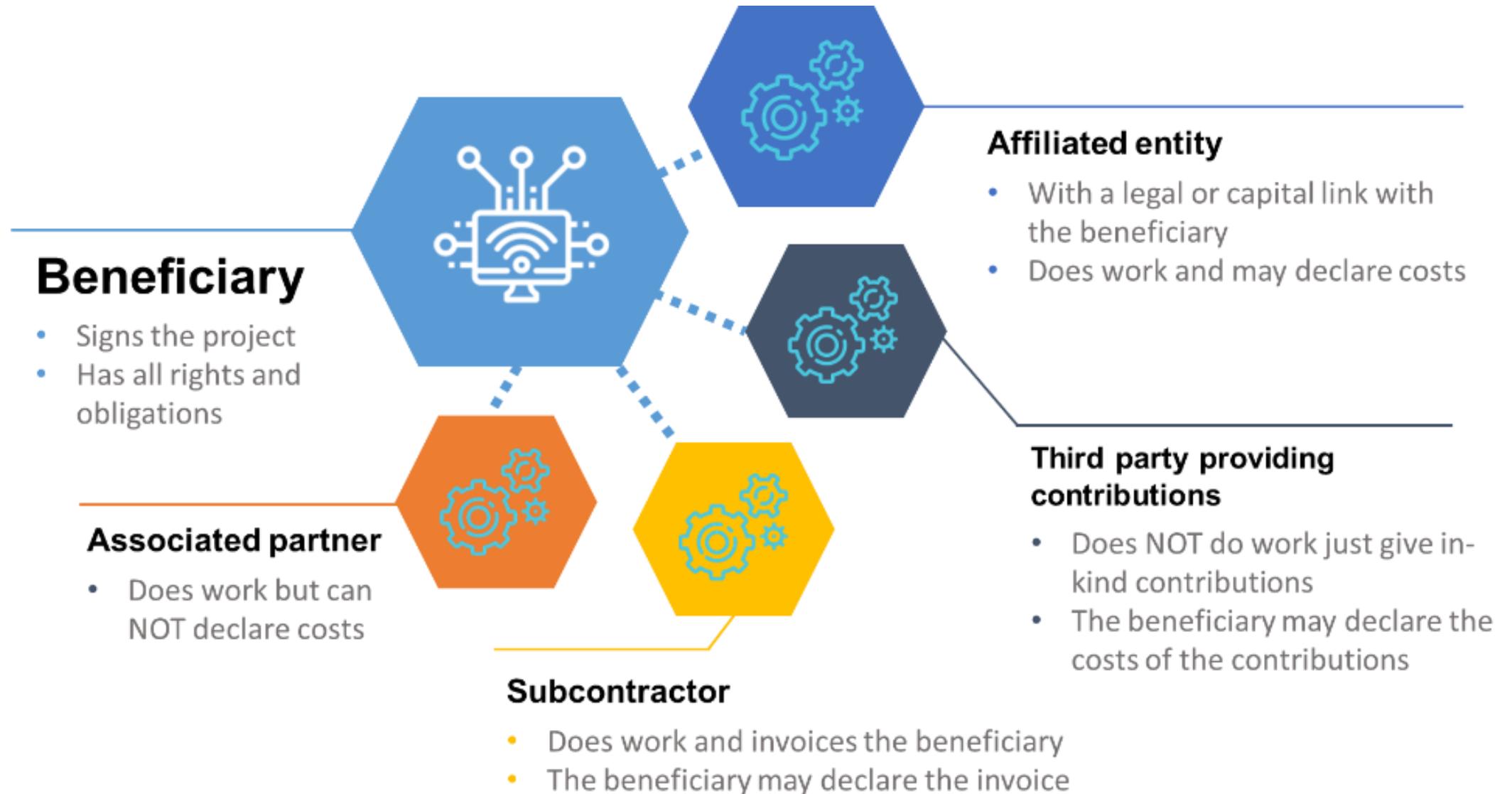
## Funding opportunities

- List of Horizon Europe topics using lump sum funding



Source: European Commission

# Participation options



# Third parties in Horizon Europe

## Third parties

Subcontractors

Affiliated  
Entities

Associated  
Partners

Implement action tasks = perform  
core project activities identified in  
Annex 1

Contractors  
(goods, works  
and services)

Third parties providing in-kind  
contributions

~~Free charge~~

Against  
payment

Do not implement action tasks but **enable**  
the beneficiary to do so

# Third parties in Horizon Europe

## Third parties

Subcontractors

Affiliated  
Entities

Associated  
Partners

Contractors  
(goods, works  
and services)

Third parties providing in-kind  
contributions

Free of charge

Against  
payment

Always codify the participation of third parties in your project using  
one of the relevant articles from the GA!

# Subcontracts vs contracts for goods, works...

## Subcontracts

- **Subcontracts concern the implementation of 'action tasks'** described in Annex 1.
- The price for the subcontracts will be declared as 'Subcontracting costs' in the financial statement.

In principle, you should not include the name of the subcontractor in your Horizon Europe proposal!

## Purchases

- Purchases concern any other contracting cost (travel, equipment, catering, translations, CFS...) that are necessary for the beneficiaries to implement the work **but do not constitute by themselves an action task described in Annex 1**
- The price for these contracts will be declared in one of the 'Purchase costs' columns in the financial statement.

# Factsheet: HEU Legal & Financial Basics



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Factsheet

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## UKRO Factsheet – Legal and Financial Basics of Horizon Europe

This factsheet offers an overview of the most important legal and financial rules of Horizon Europe.

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### Related content

[⇒ Horizon Europe factsheets](#)

### Documents



**[UKRO Factsheet - Legal and Financial Basics of Horizon Europe](#)**

PDF, 362 KB

If you cannot open or read this document, you can ask for a different format.

<https://www.ukro.ac.uk/publications/legal-and-financial-basics>



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and Innovation

**Thank you**



**UK Research  
and Innovation**

# Questions?

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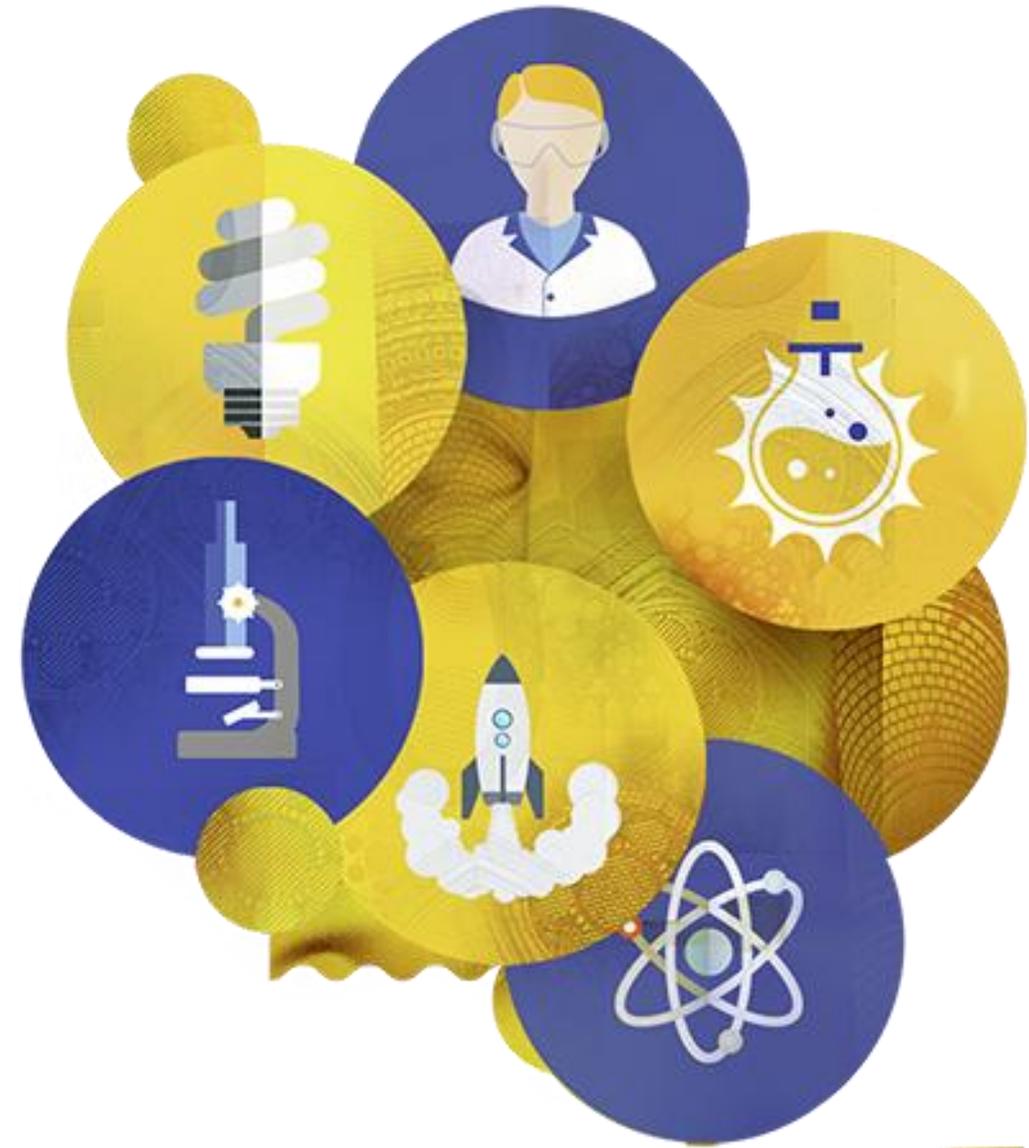
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# Q & A



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# Helpful Tools



# Novelties in Work Programme 2026/27

## WHAT:

Changes in the application process (page limits etc.) and criteria (impact section etc.) in WP 2026-27

## WHY:

Support your competitive proposal planning by understanding up-to-date application expectations

## WHERE:

[Novelties in the 2026-2027 Horizon Europe work programme \(20 January 2026\) \(video and slides\)](#)



# European Intellectual Property (IP) Helpdesk

## WHAT:

European IP Helpdesk providing helpline, training and IP resource library (fact sheets, guides, case studies etc.)

## WHY:

Free-of-charge IP support to help European SMEs and beneficiaries of EU-funded research projects manage their IP in the context of transnational business or EU research and innovation programmes

## WHERE :

[European IP Helpdesk](#)



**HORIZON EUROPE**

# Social Sciences & Humanities European

WHAT: Guide to the importance of SSH across Horizon Europe

WHY: SSH disciplines address:

- Why communities accept or reject innovation
- How regulation and markets shape technology uptake
- How transitions affect vulnerable groups
- What incentives or governance models work

WHERE : [SSH Integration: Support Tools & Services](#)



# Open Science in Horizon Europe – obligations

## WHAT:

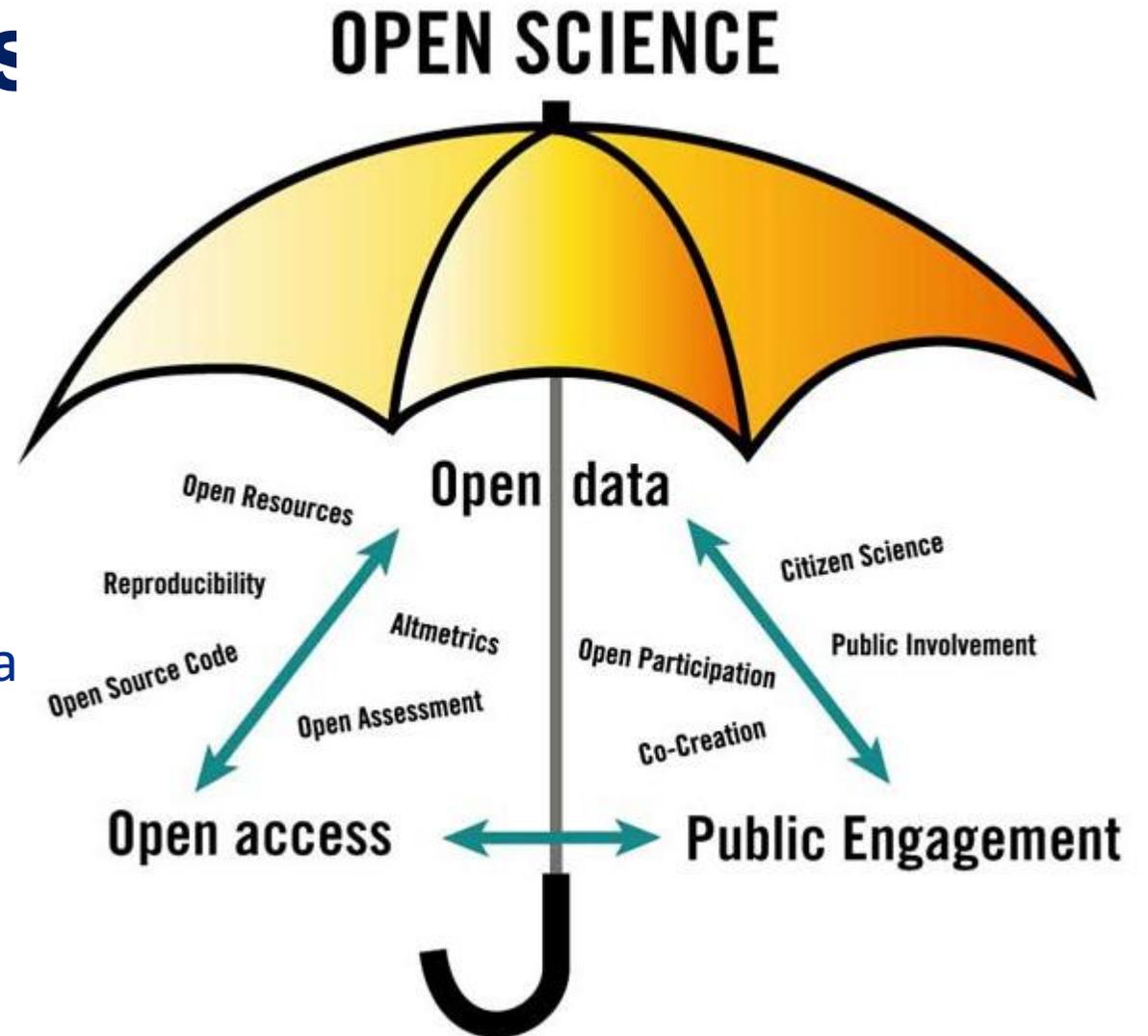
Explainer on mandatory Open Access and FAIR data with practical Q&As

## WHY:

Raises Excellence and Implementation by clearly articulating OS practices (data management, repositories, reproducibility)

## WHERE :

Open Science



# Horizon Europe Programme Guide

## WHAT:

Authoritative explainer of programme logic, Open Science, exploitation, ERA, etc.

## WHY:

Clarifies cross-cutting requirements (Open Science, D&E, SSH, gender) evaluators expect across sections, lifting Excellence and Impact

## WHERE :

[Horizon Europe Programme Guide \(v5.1, 2025\)](#)



**HORIZON EUROPE**

# EU Funding & Tenders – Online Manual

## WHAT:

Official step-by-step guide for registration, submission, grant preparation and management

## WHY:

Ensures teams follow the exact process, avoid admissibility pitfalls and use the latest topic-specific instructions—cleaner, compliant submissions

## WHERE:

[Online Manual](#)



**HORIZON EUROPE**

# CORDIS

## WHAT:

Community Research and Development Information Service (CORDIS)

## WHY:

Find projects that have been funded already (and the organisations that have done them) to ensure you are building on previous work and not trying to repeat

## WHERE:

[CORDIS](#)



**HORIZON EUROPE**

# General Annexes

## [Work programme (2026-27)]

### WHAT:

Legal backbone for award criteria, thresholds, documents and procedures

### WHY:

Allows teams to reverse-engineer the scorecard and tailor the narrative to what is benchmarked—more consistent marks across criteria

### WHERE :

[Horizon Europe Work programme \(2026-27\) - General annexes](#)



**HORIZON EUROPE**

# Evaluation forms (RIA/IA & CSA, 2025)

## WHAT:

The exact forms evaluators complete for RIA/IA & CSA

## WHY:

Use for internal mock panels; align phrasing to each bullet;  
target a 0.5–1.0 uplift per criterion by fixing noted gaps

## WHERE :

[Evaluation forms \(RIA/IA, 2025\)](#) & [Evaluation forms \(CSA, 2025\)](#)  
(also see: [Proposal Evaluation - Standard Briefing slides](#))  
(also consider: [Register as an Evaluator \(Expert\)](#))



**HORIZON EUROPE**

# Technology Readiness Level (TRL) assessment

## WHAT:

This BRIDGE2HE tool analyses with examples the TRLs depending on what your solution is

## WHY:

Helps you to have a more accurate approach in defining your current and future TRL through the course of the project

## WHERE :

[TRL Assessment](#)



# European Commission Info Days (2026)

- Cluster 5: Climate, Energy and Mobility – 15 Jan



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