



EM TRAININGS



Europa Media Trainings

Lump sum proposals: Hands-on tips for Part B and Budgeting

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Lump sum Proposals in Horizon Europe
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General aspects of lump sum budgets

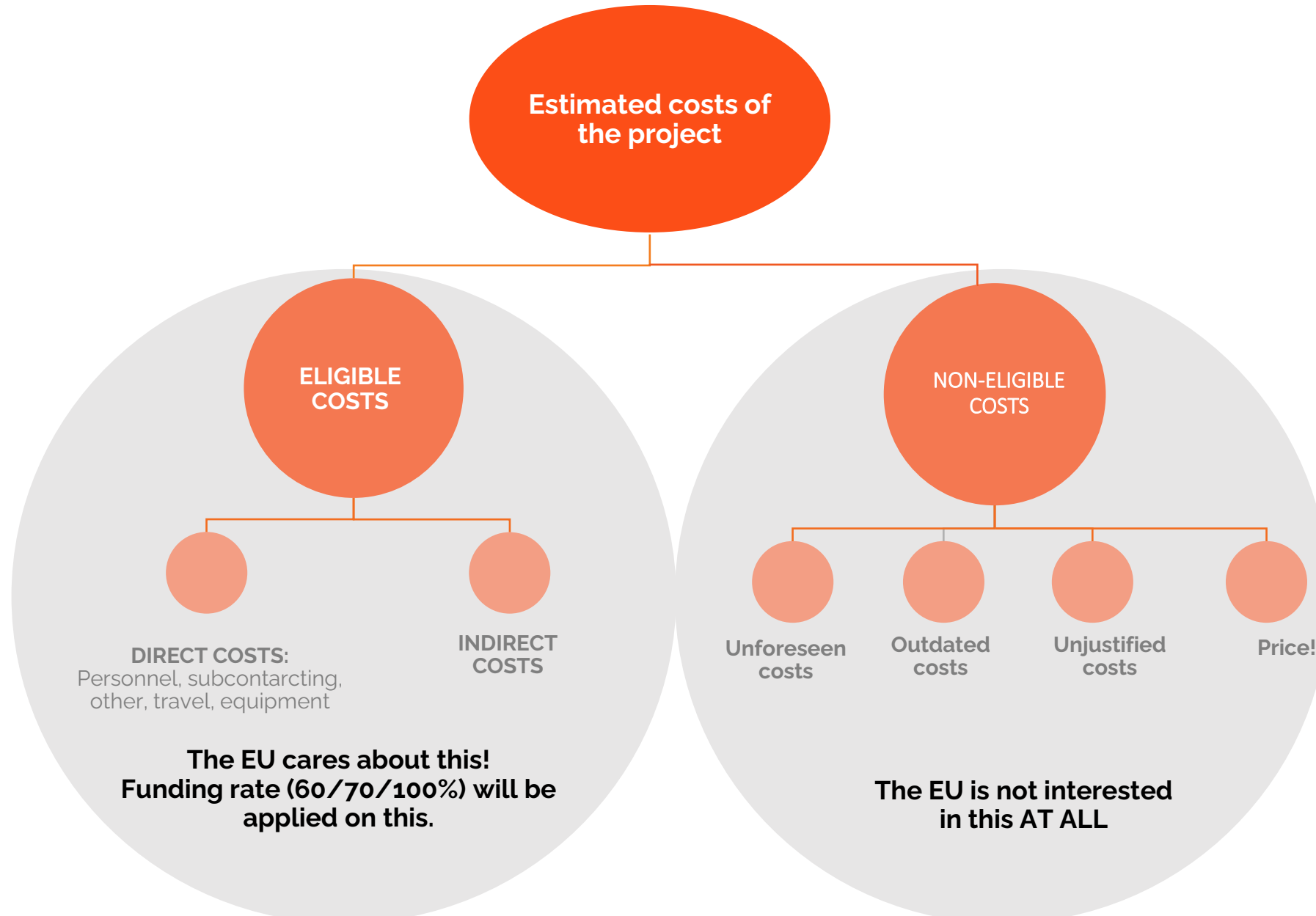
Basic facts

- **Form of grant:** lump sum grant for the completion of work packages
- **Budget is an estimation** (see HE Lump Sum MGA Art.5.4): you need to try to foresee all costs
- **Eligibility** still applies both at budgeting and reporting
- **Budget flexibility** is not applicable

Type of MGA HORIZON Lump Sum Grant [HORIZON-AG-LS]
Deadline date 05 March 2024 17:00:00 Brussels time



Project budget vs. Eligible budget



Direct Cost Categories

- **Personnel costs (A)**
 - as actual costs
 - as unit costs
- **Subcontracting (B)**
 - as actual costs only!
- **Purchase costs (C)**
 - Travel costs – as actual costs only! (C1)
 - Equipment and infrastructure costs- as actual costs only! (C2)
 - Other goods and services – as actual costs only! (C3)
- **Other costs (D)**
 - Financial support to Third Parties (FSTP) (D1)
 - Internally invoiced goods and services (D2)
 - Transnational access cost to Research Infrastructure (D3)
 - Virtual access cost to Research Infrastructure (D4)
 - PCP/PPI (D5)
 - Euratom Cofund staff mobility costs (D6)
 - ERC Additional funding (D7)
 - ERC Additional funding – SC, FSTP, IIGS (D8)



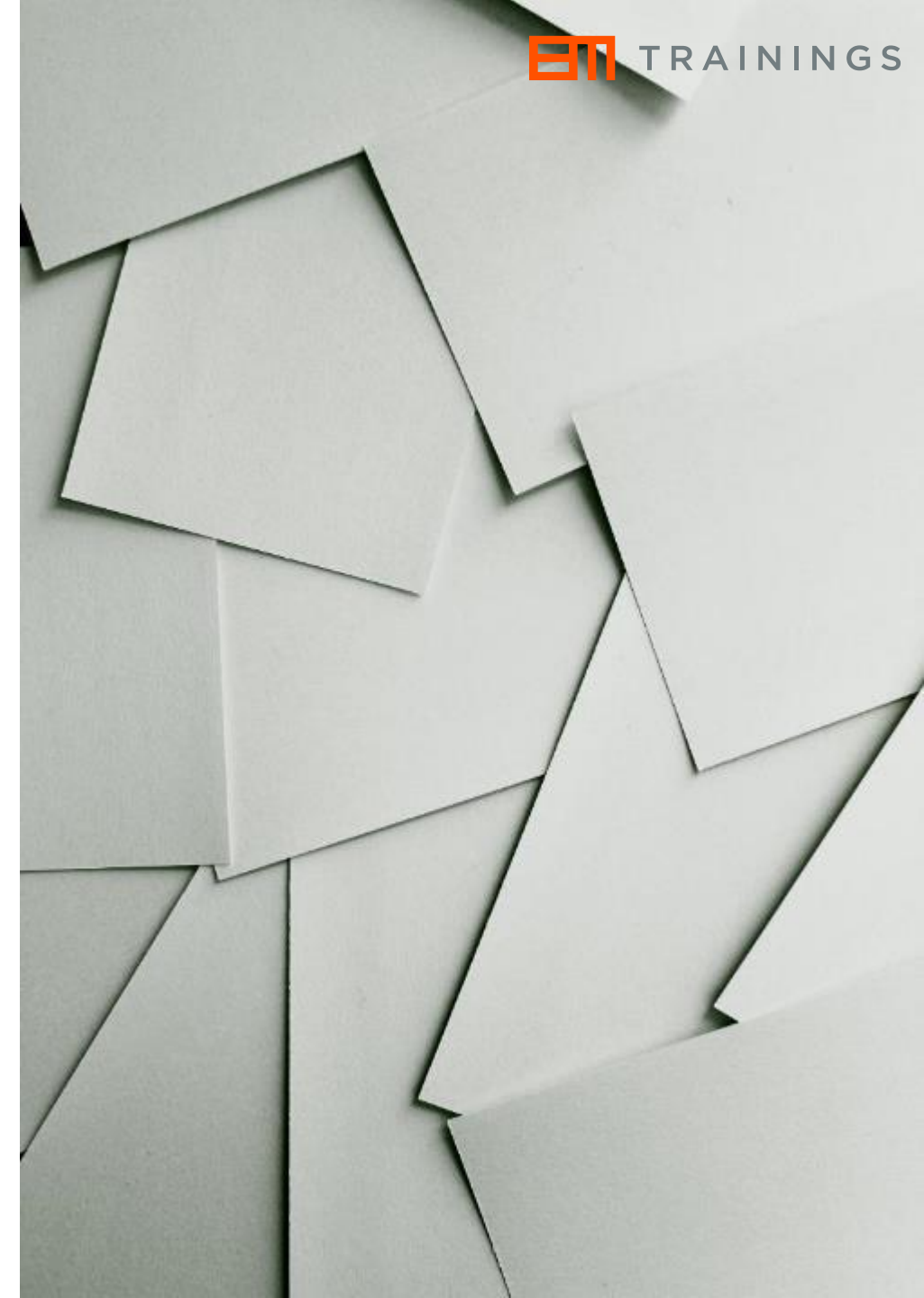
Indirect Costs

FLAT-RATE overheads

For all beneficiaries: **25%** on the top of the **total direct eligible costs**, excluding:

- Subcontracting
- Costs of in-kind contribution to third parties which are not used on the beneficiary's premises
- Costs of providing financial support to third parties
- Lump-sums or unit costs including indirect costs
- Specific cost categories (including internally invoiced goods and services)

It's automatically added to the direct costs.



Funding rates

“One project – One Rate” principle

- **100%** reimbursement for all in **Research and Innovation Actions (RIA)** and in **Coordination and Support Actions (CSA)**
- **70%** reimbursement in **Innovation Actions* (IA)** with the exception of:
 - ⚠ 100% funding for **non-profit** entities in IA

* Further exceptions to funding rates may apply in specific calls (e.g. 50%/60%)



Planning of lump sum proposals

Budgeting at the proposal phase

- The budget is also important for you
- The **detailed lump sum budget** estimation will help in the implementation
- **Evaluators** will assess the budget (unlike in actual cost grants) – both **quantitatively** (€) and **qualitatively** (resources)
- Need to demonstrate a **stronger link** between implementation and budget
- **More time** needed for budget preparation



Budget Preparation Process

- Overseen by the Coordinator
- Bottom up vs. top-down approach
- Asking for data for the detailed budget:
 - Average monthly salary per staff category; number of person-months (units) needed to conclude the planned work in the work packages
 - Purchase costs per WP
- Draft version
- Revision
- Balancing (by the Coordinator)
- Final version



Updates in proposal templates

Part A - Declarations

10) For Lump Sum Grants with a detailed budget table: We understand and accept that the EU lump sum grants must be reliable proxies for the actual costs of a project and confirm that the detailed budget for the proposal has been established in accordance with our usual cost accounting practices and in compliance with the basic eligibility conditions for EU actual cost grants (see [AGA - Annotated Grant Agreement, art 6](#)) and exclude costs that are ineligible under the Programme. Purchases and subcontracting costs must be done taking into account best value for money and must be free of conflict of interest. *



Part B – Implementation

3.1 Work plan and resources [e.g. 14 pages (19 pages for topics using lump sum funding) – including tables]

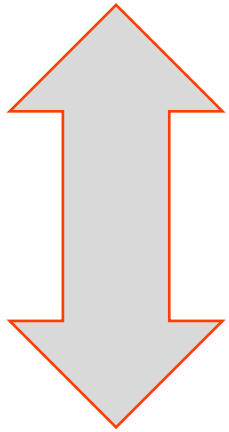
RIA/IA → Total page limit: 50 pages

3.1 Work plan and resources [e.g. 10 pages (13 pages for topics using lump sum funding) – including tables]

CSA → Total page limit: 33 pages

Budget and Resources

Budget → Part A – 3. Budget + Detailed lump sum budget (**Excel file** to be uploaded)



→ **Mandatory attachment**

Resources → **Part B** of the proposal
Section 3.1: Work plan and resources

Lump sum budget in Part A

3 - Budget

No	Name of Beneficiary	Country	Role	Requested grant amount
1	Geonardo Environmental TechnologiesLtd	HU	Coordinator	213 375.00
2	International Iniziative For A Sustainable Built Environment Italia Research And Development Srl	IT	Partner	585 312.50
3	Felicity-tools Informatikai Szolgaltato Kft	HU	Partner	333 187.50
4	Centro De Investigaciones Estrategicas Y De Desarrollo Economico Y Social De Malaga Ciedes	ES	Partner	244 042.50
5	Hochschule Fur Angewandte Wissenschaften Munchen	DE	Partner	550 000.00
6	Ceske Vysoke Uceni Technicke V Praze	CZ	Partner	362 187.50
7	University College Cork - National University Of Ireland, Cork	IE	Partner	299 375.00
8	Comune Di Torino	IT	Partner	160 312.50
9	Envirobat-bdm	FR	Partner	350 325.00
10	Granlund Oy	FI	Partner	257 550.00
	Total			3 355 667.50

Lump sum budget in the GA

Project: [insert number] — [insert acronym] — [insert call identifier]

EU Grants: [JUST/REC Lump Sum MGA — Multi & Mono]: V1.0 – 01.06.2021

ANNEX 2

ESTIMATED BUDGET

ANNEX 2 XXXX LUMP SUM MGA — MULTI & MONO

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

	Estimated EU contribution											Maximum grant amount
	Estimated eligible lump sum contributions (per work package)											
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP DOX	
Forms of funding	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	/Lump sum contribution / Financing not linked to costs /	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												



[insert programme name (acronym)]

Model Grant Agreement

Lump Sum Grants


[JUST/REC Lump Sum MGA — Multi & Mono]

Version 1.0
01 June 2021

Disclaimer

This document is aimed at assisting applicants. It shows the full range of provisions that may be applied to this type of agreement, and is provided for information purposes only. The legally binding agreement will be that which is signed by the parties in the system.

Lump sum – Detailed budget table (1/2)

A	B	C	D	E	
1		Horizon Europe Programme			
2		<div>Generate the Excel file in macro-free format Ready for the online submission system</div>			
3					
4					
5		Detailed lump sum budget			
6	Instructions				
7	Go to Beneficiaries and Affiliated Entities list	<i>! Double click buttons !</i>	Go to Work packages list		
8					
9	GENERAL INSTRUCTIONS	<p>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.</p> <p>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.</p> <p>We recommend using Excel 2013 (Windows) / Excel 2016 (Mac OS) or more recent.</p> <p>The only currency used in this workbook is EURO (€).</p> <p>You must complete the following sheets: 'BE list' – 'WP list' – 'BEx' (one sheet for each beneficiary) – 'Depreciation costs' (if any). The appropriate number of individual beneficiary sheets ('BEx') will be generated automatically with data from the 'BE list' and 'WP list' sheets.</p> <p>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').</p>			Lump sum funding under Horizon Europe
10					Lump sum funding - what do I need to know
11					
12					
13		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.			
<div>Instructions BE list WP list Lump sum breakdown Person-months overview Summary per WP BE1 Depreciation costs Any comments +</div>					



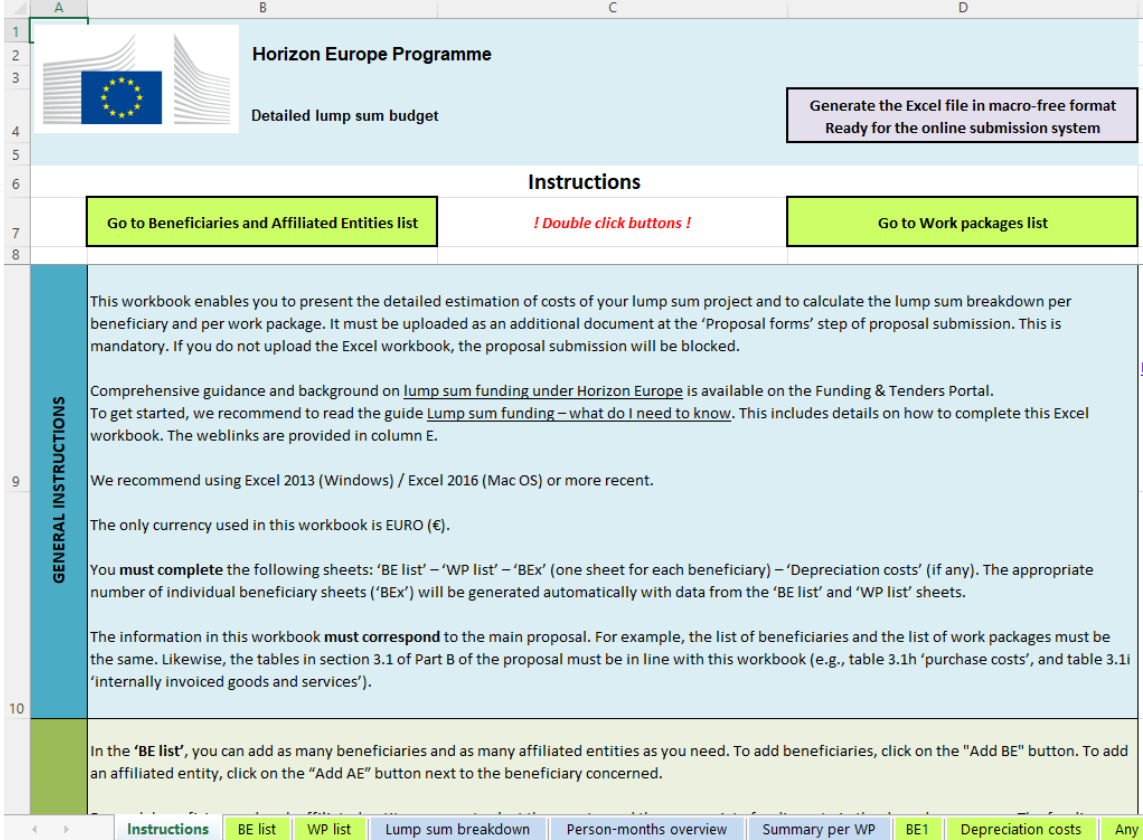
- Save as **.xlsm**
- Submit as **.xlsx** or **.xls**
- Keep the original files

Download the detailed LS budget template here:

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

Lump sum – Detailed budget table (2/2)

- Read the **instructions** carefully
- Table to be filled in **per beneficiary**, providing a **breakdown** of all applicable cost categories **per WP**
- “**Units**” are defined only for personnel costs → person-month (PM)
- PM rates should be specified per **staff category**
- Estimated costs must follow the **eligibility** rules
- Costs must be realistic, value for money, and needed for implementation
- Additional details can be provided in the last tab “**Any comments**”



The screenshot shows the 'Horizon Europe Programme Detailed lump sum budget' Excel workbook. The interface includes a header with the European Union flag and a button to 'Generate the Excel file in macro-free format Ready for the online submission system'. Below this is a section titled 'Instructions' with two buttons: 'Go to Beneficiaries and Affiliated Entities list' and 'Go to Work packages list'. A red warning text states '! Double click buttons !'. The main content area is titled 'GENERAL INSTRUCTIONS' and contains detailed guidance on how to use the workbook, including instructions on currency (EURO), required sheets, and how to add beneficiaries and affiliated entities. The bottom of the screen shows a tabbed interface with tabs for 'Instructions', 'BE list', 'WP list', 'Lump sum breakdown', 'Person-months overview', 'Summary per WP', 'BE1', 'Depreciation costs', and 'Any'.

BENEFICIARY CALCULATION SHEET

summary		BENEFICIARY 1: Europa Media		
COST CATEGORY		UNITS	COST PER UNIT	BE TOTAL COSTS
COSTS WORK PACKAGE 1: Project Management and Coordination				
A. DIRECT PERSONNEL COSTS				
A.1 Employees (or equivalent)				
SENIOR SCIENTISTS (or equivalent in the private sector)		3.00	7500.00	22,500.00
JUNIOR SCIENTISTS (or equivalent in the private sector)		2.00	4500.00	9,000.00
TECHNICAL PERSONNEL (or equivalent in the private sector)				0.00
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)				0.00
OTHERS				0.00
A.2 Natural Persons under direct contract				0.00
A.3 Seconded Persons				0.00
A.4 SME owners and natural person beneficiaries			3,657.60	0.00
B. DIRECT SUBCONTRACTING COSTS				
				0.00
C. DIRECT PURCHASE COSTS				
C.1 Travel and subsistence		4.00	1050.00	4,200.00
C.2 Equipment (complete 'Depreciation costs' sheet)				
Equipment				0.00
Infrastructure				0.00
Other assets				0.00
C.3 Other goods, works and services				
Consumables				0.00
Services for meetings, seminars		1.00	3000.00	3,000.00
Services for dissemination activities (including website)				0.00
Publication fees				0.00
Other (shipment, insurance, translation, etc.)				0.00

Page 1

Any comments			
nr	BE ref	WP ref	Comments
1	1	1	Room rent and catering services for the 1st progress meeting
2	1	1	Travel cost unit rate for 1 person/2-night trip to project meeting/review meetings (4 units in total)

Units and unit costs

WP1 Project Management and Coordination	EM	EM
	P1	P1
Kick-off meeting M1, Estonia	2 100,00 €	2
1st Progress meeting M7, Hungary during Untold Stories Conference 2023	- €	0
2nd progress meeting M12, Slovenia during PODIM 2024	- €	0
3rd Progress meeting M17, Poland during Wolves Summit 2024	- €	0
Final meeting M24, Slovenia, during PODIM 2025.	- €	0
Review meeting 2024 - Brussels (M13)	1 050,00 €	1
Review meeting 2025 - Brussels (M24)	1 050,00 €	1
TOTAL WP1	4 200,00 €	4,00 €

	Airfare	Per diem	Accomm.	Nights	Pax	Total	
EM	600	75	150	2	1	1050	1pax/partner1



- What is the unit?
- Unit cost calculation
- Justification in comments if needed
- Differentiation potentially between partners and/or work packages as relevant

Part B – Resources

Table 3.1f: Summary of staff effort

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

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

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

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

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

Table 3.1g: 'Subcontracting costs' items

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

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

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

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

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

Table 3.1f: Summary of staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	WP11	WP12	Total
BE1	9,5	9	0,5	1,5	1,5	2	5	6	5	4	4,5	4,5	53
BE2	1	1	9,5	9,5	6,5	4,5	5,5	1	0,5	1	0,5	0,5	41
BE3	2	1	14	5	5,5	4	4	2	2	2	1	1	43,5
BE4	0,5	0,5	2	4,5	1,5	5,5	15	1,5	1,5	3	2	2	39,5
BE5	0,5	0,5	1	2	2,5	3	13	2	1	1,5	2	1,5	30,5
BE6	1	1		2	2	1	2	1	8	7,5	2,5	2,5	30,5
BE7	1	1	3	7,5	6	4	5	0,5	0,5	1,5	3,5	2,5	36
BE8	1	1		1	2	1,5	2	13	4	4	2,5	2	34
BE9	0,5	0,5	1	4	4	4	7,5	0,5	2,5	2	2,5	3	32
BE10	1	1	7	9	7	3	2	1,5	2	0,5	2	1	37
BE11	0,5	0,5	0,5	4,5	2	4	8	2,5	1	1	2,5	1	28
BE12	0,5	0,5	0,5						0,5	0,5	2	2	6,5
BE13	0,5	0,5	0,5						0,5	0,5	2	2	6,5
BE14	0,5	0,5	0,5						0,5	0,5	2	2	6,5
Total	20	18,5	40	50,5	40,5	36,5	69	31,5	29,5	29,5	31,5	27,5	424,5

Table 3.1g: 'Subcontracting costs' items

9/		
	Cost (€)	Description of tasks and justification
Subcontracting	30.000	WP2 - Conduct a study on best practices and return on experiences on buildings and neighbourhoods involved in our assessment schemes BDM and QDM (20.000EUR) WP3 - experts in facilitation of working group and subcontracting of experts on risk management and adaptation in urban planning (10.000EUR)

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

P10/	Cost (€)	Justification
Travel & s	30.600	ChaRL and ABM Training and supervision x 3, Participatory training and design, MGMT meetings
Other g/w/s	15.000	ABM library/coding modules service, CFS
Total	45.600	

Unit: 1 travel to ChaRL and ABM Training

Comments in the budget (A):
 Flight ticket 500 EUR, per diem 60 EUR/day,
 accommodation 120 EUR/night – 2 night trip for 2
 people = 2x860 EUR/person = 1720 EUR
 Or
 2 people travelling for 2 nights to Berlin = 1720 EUR

Tips for Part B

- Higher number of **WPs** (split but don't artificially modify)
- More **details** on the division of responsibilities among partners within WPs and tasks
- Less complex **work plan** with fewer interdependencies
- Different/tailored **project management** structure (consider under section 3.2: Consortium as a whole)
- Deliverable/milestone **schedules** to be aligned and cross-checked
- More **precise wording** of tasks, deliverables, milestones
- Cross-check the figures in the Excel and Part B for **consistency**

Potential problems

- Overinflated budget (abnormal PM rate, excessive cost items)
- Unjustified budget (poor/missing explanation in Part B / Comments)
- Unclear responsibilities
- WP descriptions not allowing to identify completion
- Domino effect due to failure in WPs (non-performing partners or technical issues)




Evaluation of lump sum proposals

Assessment of the lump sum budget and resources

- The lump sum budget to be evaluated under the criterion “**quality of implementation**” (Section 3 of Part B)
- **Quantitative** assessment: are the figures reasonable?
- **Qualitative** assessment: are the planned resources necessary and justified?
- Experts will be able to make **recommendations** on the budget and resources
- *Significant shortcomings* in the lump sum budget may lead to a lower **score**



Horizon dashboard for lump sum evaluations



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<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon/lump-sum/dashboard>

Case study:

What would an actual cost grant look like as a lump sum grant?

List of work packages – Before

WP No.	Work Package Title	Lead Participant No.	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project management and coordination	1	GEO	36	M1	M36
WP2	Baseline assessment and Mapping	2	IUNG	56	M3	M24
WP3	Stakeholder Engagement	5	CSCP	102.5	M1	M36
WP4	E-solutions for Sustainable governance and green transition	1	GEO	71.5	M3	M36
WP5	Knowledge Transfer and Capacity Building	10	WR	116.5	M6	M36
WP6	Policy and roadmaps for national bioeconomy strategies and action plans	9	ULS	104.5	M12	M36
WP7	Dissemination and Project sustainability	3	G!E	63.5	M1	M36

List of work packages – After

WP No.	Work Package Title	Lead Participant No.	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project management and coordination RP1	1	GEO	16	M1	M18
WP2	Project management and coordination RP2	1	GEO	20	M19	36
WP3	Baseline assessment and Mapping	2	IUNG	56	M3	M24
WP4	Stakeholder Engagement	5	CSCP	30	M1	M6
WP5	National bioeconomy hubs	6	CLuBE	72.5	M6	M36
WP6	E-solutions for Sustainable governance and green transition	1	GEO	71.5	M3	M36
WP7	Knowledge Transfer and Capacity Building Strategy	10	WR	43	M6	M18
WP8	Knowledge Transfer and Capacity Building Actions	7	RISE	73.5	M12	M36
WP9	Policy and roadmaps for national bioeconomy strategies and action plans	9	ULS	104.5	M12	M36
WP10	Dissemination and Project sustainability RP1	3	GIE	30	M1	M18
WP11	Dissemination and Project sustainability RP2	3	GIE	33.5	M19	M36

4 WPs to be completed in RP1

Changes:

- WP scopes
- WP durations
- WP leaders
- Effort distribution

WP No.	Work Package Title	Lead Participant No.	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project management and coordination RP1	1	GEO	3616	M1	M1836
WP2	Project management and coordination RP2	1	GEO	20	M19	36
WP32	Baseline assessment and Mapping	2	IUNG	56	M3	M24
WP43	Stakeholder Engagement	5	CSCP	102,530	M1	M36
WP5	National bioeconomy hubs	6	CLuBE	72.5	M6	M36
WP64	E-solutions for Sustainable governance and green transition	1	GEO	71.5	M3	M36
WP75	Knowledge Transfer and Capacity Building Strategy	10	WR	116.543	M6	M1836
WP8	Knowledge Transfer and Capacity Building Actions	7	RISE	73.5	M12	M36
WP96	Policy and roadmaps for national bioeconomy strategies and action plans	9	ULS	104.5	M12	M36
WP107	Dissemination and Project sustainability RP1	3	G!E	63.530	M1	M1836
WP11	Dissemination and Project sustainability RP2	3	G!E	33.5	M19	M36

Gantt chart

Before

[illegible]

Gantt chart

After

Gantt Chart - Work Plan	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
WP1: Project Management and Coordination RP1																																				
T.1.1 Monitoring progress and quality control																																				
T.1.2 Reporting to the European Commission																																				
T.1.3 Intra-consortium communication and coordination																																				
T.1.4 High-level liaison with the Commission services																																				
T.1.5 Data Management																																				
WP2: Project Management and Coordination RP2																																				
T.2.1 Monitoring progress and quality control																																				
T.2.2 Reporting to the European Commission																																				
T.2.3 Intra-consortium communication and coordination																																				
T.2.4 High-level liaison with the Commission services																																				
T.2.5 Data Management																																				
WP3: Baseline assessment and mapping																																				
T.3.1 Baseline assessment, stay of play in CEE2ACT countries																																				
T.3.2 Definition of sustainability criteria and performance indicators																																				
T.3.3 Evaluation of options to be included in bioeconomy strategies / Mapping																																				
WP4: Stakeholder engagement																																				
T.4.1 Stakeholder mapping																																				
T.4.2 Development of the stakeholder engagement plan																																				
WP5: National bioeconomy hubs																																				
T.5.1 Establishment of national bioeconomy hubs																																				
T.5.2 Engagement of stakeholders through national bioeconomy hubs																																				
T.5.3 Impact evaluation																																				
WP6: e-solutions for sustainable governance and green transition																																				
T.6.1 Online-inventory of good practices for establishment of bioeconomies and green transition																																				
T.6.2 Self-assessment tool for bioeconomy promotion																																				
T.6.3 E-learning platform for promoting bioeconomy and sustainable governance																																				
T.6.4 CEE2ACT B2B matchmaking tool																																				
WP7: Knowledge transfer and capacity building strategy																																				
T.7.1 Knowledge transfer strategy for the bio-economy																																				
T.7.2 Decision making; adapting to target countries																																				
WP8: Knowledge transfer and capacity building actions																																				
T.8.1 Transferring knowhow/tech																																				
T.8.2 Evaluating & drawing guidance																																				
WP9: Policy and roadmaps for national bioeconomy strategies and action plans																																				
T.9.1 Common protocols and methods for the preparation of the bioeconomy strategy																																				
T.9.2 Guidelines for new collaboration and organizations																																				
T.9.3 National-level roadmaps for the bioeconomy strategy in CEE2ACT target countries																																				
T.9.4 SWOT analysis for implementation of strategies																																				
WP10: Dissemination, Communication and project sustainability RP1																																				
T.10.1 Communication, Dissemination & Exploitation Plan																																				
T.10.2 Communication, Dissemination and Awareness Raising Activities.																																				
T.10.3 Policy engagement and uptake.																																				
WP11: Dissemination, Communication and project sustainability RP2																																				
T.11.1 Communication, Dissemination & Exploitation Plan																																				
T.11.2 Communication, Dissemination and Awareness Raising Activities.																																				
T.11.3 Policy engagement and uptake.																																				
T.11.4 Exploitation and project sustainability																																				

[illegible]

Focus on deliverables – Before

WP6: E-solutions for Sustainable governance and green transition (M6-36)

D.6.1 Inventory of good practices for establishment of bioeconomies and green transition (M8)

D.6.2 Self-assessment tool for bioeconomy promotion (M9)

D.6.3 E-learning platform for promoting bioeconomy and sustainable governance (M12)

D.6.4 CEE2ACT B2B matchmaking online tool (M12)

Focus on deliverables – After

WP6: **Development** of E-solutions for Sustainable governance and green transition (M6-12)

D.6.1 Inventory of good practices for establishment of bioeconomies and green transition (M8)

D.6.2 Self-assessment tool for bioeconomy promotion (M9)

D.6.3 E-learning platform for promoting bioeconomy and sustainable governance (M12)

D.6.4 CEE2ACT B2B matchmaking online tool (M12)

WP7: **Demonstration** of E-solutions for Sustainable governance and green transition (M13-36)

D7.1 Report on the demonstration of E-solutions (M36)



Examples of lump sum projects

The screenshot shows the CORDIS EU research results portal. The top navigation bar includes the European Commission logo, the CORDIS logo, and a search bar. Below the navigation bar, there are tabs for HOME, RESULTS & FILTERS, RESEARCHER & MANAGER, PROJECTS & NEWS, PROJECTS & RESULTS, and ABOUT US. A search bar is prominently displayed with a search icon and a 'Search' button. Below the search bar, there are filters for 'Collection: Projects', 'Framework Programme: Horizon 2020', and 'Funding scheme: Innovation action Lump Sum'. The search results section shows three project listings, each with a 'HORIZON 2020' label and a 'PROJECT' tag.

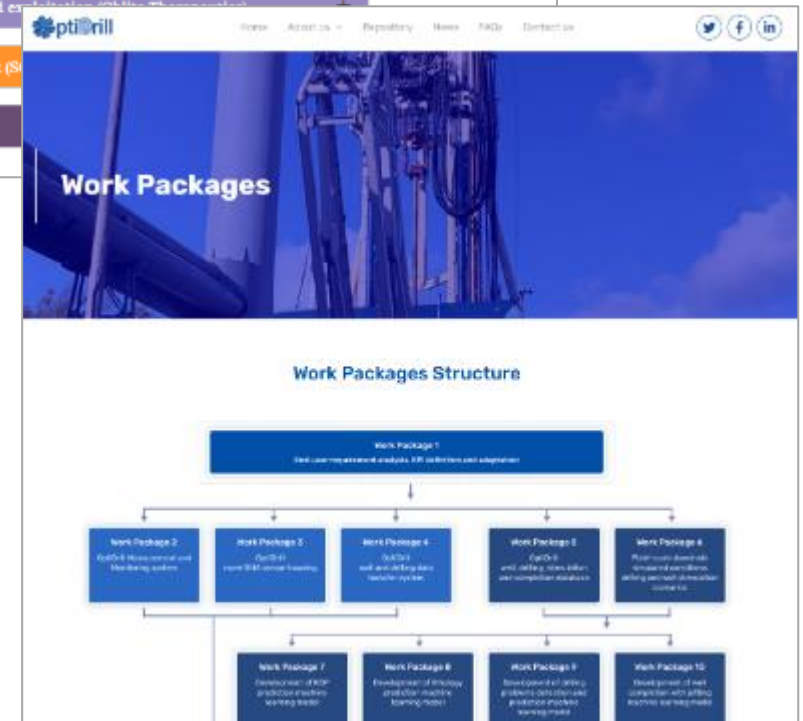
REBALANCE future mobility values AND Culture
ID: 101007019
From: 1 December 2020 to: 30 November 2022
REBALANCE will conduct an open deliberative forward looking exercise towards a transformative transport policy in favour of a paradigm shift in mobility. It will push for the more effective consideration of emerging social values not yet fully considered in transport...
Coordinated in: Italy
Programme: SOCIETAL CHALLENGES - Smart, Green And Integrated Transport
Last update: 6 September 2022

MARKET4.0 A Multi-Sided Business Platform for Plug and Produce Industrial Product Service Systems
ID: 822004
From: 1 November 2018 to: 30 April 2022
The objective of MARKET4.0 is to define, develop and validate an open multi-sided marketplace, based on a trusted P2P data sharing infrastructure for Industry 4.0, that brings together Industrial Product Service Systems (IPSS) providers (supply side) and OEMs as their...
Coordinated in: Belgium
Programme: INDUSTRIAL LEADERSHIP - Leadership in enabling and industrial technologies - Advanced manufacturing and processing, INDUSTRIAL LEADERSHIP - Leadership in enabling and industrial technologies - Advanced materials, Technologies for Factories of the Future
Last update: 18 September 2022

ORCIDYD Novel Drilling Technology Combining Hydro-Jet and Percussion for ROP Improvement in deep geothermal drilling
ID: 101000762
From: 1 January 2021 to: 31 December 2023
Deep geothermal reservoirs are being targeted for renewable energy supply worldwide. However, while international research efforts are stepping up to the challenge of overcoming the low efficiency of heat recovery from depth to the surface, the showstopper remains the slow...
Coordinated in: France
Programme: SOCIETAL CHALLENGES - Secure, clean and efficient energy, Low-cost, low-carbon energy supply
Last update: 28 October 2022

The screenshot shows the TT4CL website. The top navigation bar includes the TT4CL logo and links for About TT4CL, About Leishmaniasis, Partners, Publications, News & Events, Links, and Contact. Below the navigation bar, there is a list of work packages, each with a colored bar and a plus sign to its right.

- WP 1 & 2 : ex vivo efficacy studies in an endemic country (TUMS)
- WP 3 & 4 : in vivo studies (LSHTM)
- WP 5 to 7 : Chemistry, manufacturing & Controls (CMC) (Avivia)
- WP 8 to 10: Phase I trial (EKUT and SGUL)
- WP 11 to 13 : Dissemination and exploitation
- WP 14-16: Project Management (S)
- Work Package leaders



Case study:

A real lump sum proposal budget
under Horizon Europe

A black clothespin is hanging a white rectangular card from a thin, dark string. The card is centered in the frame and features the word "QUESTIONS?" in a bold, orange, sans-serif font. The background is a light gray, textured surface.

QUESTIONS?

Thank you

for your attention

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