



TECHNOLOGY
CENTRE PRAGUE

TWINNING: GENERAL CONDITIONS, OBJECTIVES, DEMANDS. CONSORTIUM IN TWINNING.

International Information Day Twinning
Petra Fedorová, WIDERA and ERC NCP
27 February 2026



TWINNING 2026

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INTRODUCTION, GENERAL CONDITIONS,
OBJECTIVES AND DEMANDS.

AIM

- To enhance networking activities **between the research institutions and research infrastructures of the Widening countries** by linking it with **at least two internationally leading research institutions** from two different EU Member States or Associated Countries.
- To raise the **research profile of the institution from the Widening country and its staff**, including strengthening the **research management capacity**.



Type of action: CSA
Funding rate: 100% (lump sum)
Project duration: 3 years
Indicative number of projects: 210
Call budget: 264.5 M€
Project budget: 0,8 – 1,5 M€
Call opening: 8. 1. 2026
Call closing: 9. 4. 2026

SPECIFIC CONDITIONS

ELIGIBILITY

- Participation as **coordinators** is limited to legal entities established in **Widening countries**.
- **Gender equality plan** is an eligibility criterion.

FINANCIAL AND LEGAL

- Eligible costs take the form of a **lump sum – BUT: there will be only ONE reporting period (after the project completion), so no need for more Work Packages.**

EXPECTED **OBLIGATORY** OUTCOMES

1. **Improved research excellence and capacities** in Widening countries closing the research and innovation gap within the European Union;
2. **Enhanced strategic collaboration** between the research institutions or higher education establishments of the Widening countries and at least two internationally leading research institutions or higher education establishments at European Union level;
3. **Raised reputation, research profile and attractiveness** of the **coordinating** institution, and improved research profile of its staff;
4. **Strengthened research management capacities** of the **coordinating** institution;
5. **Development of novel approaches in R&I collaboration** with increased mobility (inwards and outwards) of researchers.

PROPOSAL CONTENT I

- Clearly outline the **strategy** for stepping up and stimulating scientific excellence and innovation capacity **in a defined area of research and innovation** as well as the scientific excellence of the partners.
- **Components of the strategy:**
 - ✓ arrangements for formulating **joint research/innovation activities/projects** in the scientific area of choice,
 - ✓ description of how Twinning will take this research to a new level.
- **Include a comprehensive set of activities** such as (but not limited to):
 - ✓ short-term staff exchanges, expert visits and short term on-site or virtual trainings, workshops, conference attendance, organisation of joint summer schools, dissemination and outreach activities,
 - ✓ as far as appropriate these activities should take into account the **GEPs** of the participants.

PROPOSAL CONTENT II

- Focus on **strengthening the research management capacities** of the coordinating institution
 - ✓ in a **dedicated work package or task**, in view of helping the staff of the coordinating institution to improve their broader research management capacities as defined in the **European Competence Framework for Research Managers (RM Comp)**;
 - ✓ **establishing/upgrading a dedicated team** within the coordinating institution;
 - ✓ fully utilising the **experience and best practices** of the internationally leading partners;
 - ✓ **expected to be a concrete deliverable.**

PROPOSAL CONTENT III

- Illustrate **quantitatively and qualitatively the expected impact** of the twinning exercise **within the coordinating institution** (and possibly **at regional/national level**) **based on indicators** such as:
 - ✓ scientific production and peer recognition,
 - ✓ collaboration agreements with the non-academic sector,
 - ✓ attracting and mobilising investments from the private sector,
 - ✓ intellectual property developed,
 - ✓ new innovative products or services,
 - ✓ number of international students,
 - ✓ number of female scientists and their roles in the research institutions.
- Describe how the **leading scientific institutions** in the consortium will contribute in terms of **provision of access to new research avenues, creativity and the development of new approaches**, as well as acting as a **source for increased gender equality, inclusiveness and mobility** (inwards and outwards) of qualified scientists and young researchers including doctoral candidates.

PROPOSAL CONTENT IV

WP1: RESEARCH COMPONENT

- A research and innovation component **not exceeding 30%** of the total Horizon Europe grant (including the indirect costs) may be included, which should be presented in a **dedicated work package (WP1) entitled 'Research component.**
- At least **50% of the budget for this component should be allocated to the coordinator.**
- A research and innovation component may involve:
 - ✓ development and implementation of **new ideas, methods, or technologies,**
 - ✓ advances the current state of the art in a particular field by pushing the **boundaries of knowledge and creating novel solutions.**
- **All trainings related to R&I that advances beyond the state of the art** should be budgeted and included in this work package.

PROPOSAL CONTENT V

Possibly 8 Work Packages (WP1 + 5 obligatory expected outcomes + 2)

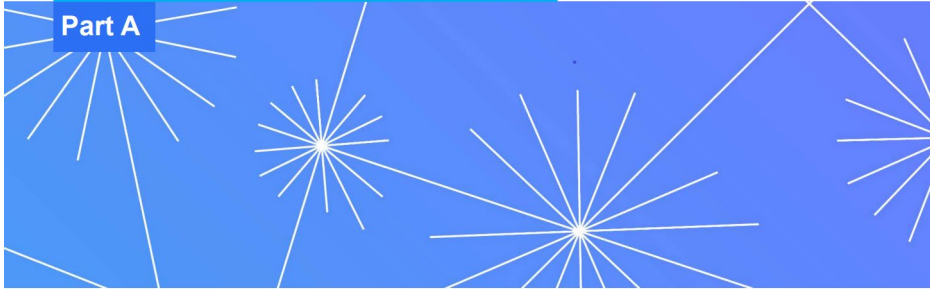
- ✓ **WP1 – Research Component**
- ✓ Improved excellence capacity and resources
- ✓ Enhanced strategic networking activities
- ✓ Raised reputation, research profile and attractiveness
- ✓ Strengthened research management capacities
- ✓ Improved creativity (new approaches in R&I collaboration, increased mobility)
- ✓ Management
- ✓ Dissemination, Exploitation, Communication

CSA STANDARD TEMPLATE

Administrative Forms

ncpwideranet.eu

Part A



Part B: Structure

TITLE OF THE PROPOSAL

List of participants (table)

1. Excellence
 - 1.1 Objectives
 - 1.2 Coordination and/or support measures and methodology
2. Impact
 - 2.1 Project's pathways towards impact
 - 2.2 Measures to maximise impact - Dissemination, exploitation and communication
 - 2.3 Summary KEY ELEMENT OF THE IMPACT SECTION
3. Quality and efficiency of the implementation
 - 3.1 Work plan and resources
 - 3.2 Capacity of participants and consortium as a whole



Instructions, please remove
Horizon Europe Programme

Standard Application Form (HE CSA)

Project proposal – Technical description (Part B)

Version 5.0
5 November 2025

28 pages limit for Part B!

CHANGES IN GENDER BALANCE CRITERION SINCE 2025 (GENERAL ANNEXES)

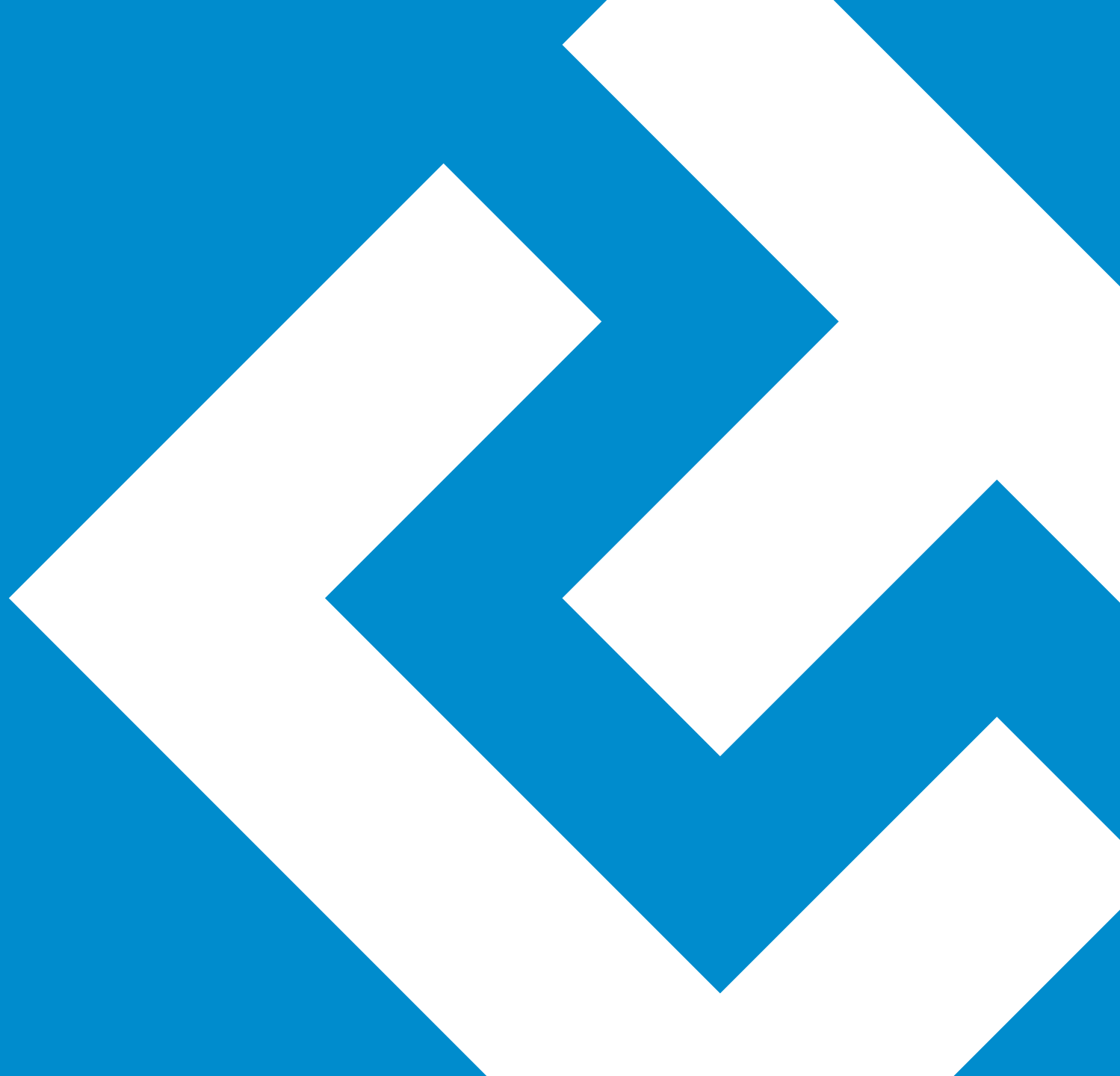
- Annex F (Procedure) for WP 2023-2024 states "*...the gender balance among the **researchers** named in the researchers table in the proposal will be used as a factor for prioritisation;*"
- Annex F (Procedure) for WP 2025 states "*... the gender balance among the **researchers with a leading role** named in the researchers table in the proposal, will be used as a factor for prioritisation.*"
- The change to the gender balance in lead researchers (in the project, calculated for the whole consortium) applies to **calls under WP 2025 and onwards**. **The leading role could be both the task leader and work package leader, as long as they are declared as having a leading role in the researchers table in the proposal template Part A.**

GUIDANCE ON THE USE OF GENERATIVE AI

- When considering the use of generative AI tools for the preparation of the proposal, it is imperative to exercise caution and careful consideration. **The AI-generated content should be thoroughly reviewed and validated by the applicants to ensure its appropriateness and accuracy, as well as its compliance with intellectual property 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.**
- **Specifically, applicants are required to:**
 - ✓ **Verify the accuracy, validity, and appropriateness** of the content and any citations generated by the AI tool and correct any errors or inconsistencies.
 - ✓ **Provide a list of sources used to generate content** and citations, including those generated by the AI tool. Double-check citations to ensure they are accurate and properly referenced.
 - ✓ **Be conscious of the potential for plagiarism** where the AI tool may have reproduced substantial text from other sources. Check the original sources to be sure you are not plagiarizing someone else's work.
 - ✓ **Acknowledge the limitations of the AI tool in the proposal preparation**, including the potential for bias, errors, and gaps in knowledge.

TWINNING 2026

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CONSORTIUM



LOOKING FOR COORDINATORS? BE ACTIVE!



POTENTIAL PARTNER – JRC



EC JOINT RESEARCH CENTRE

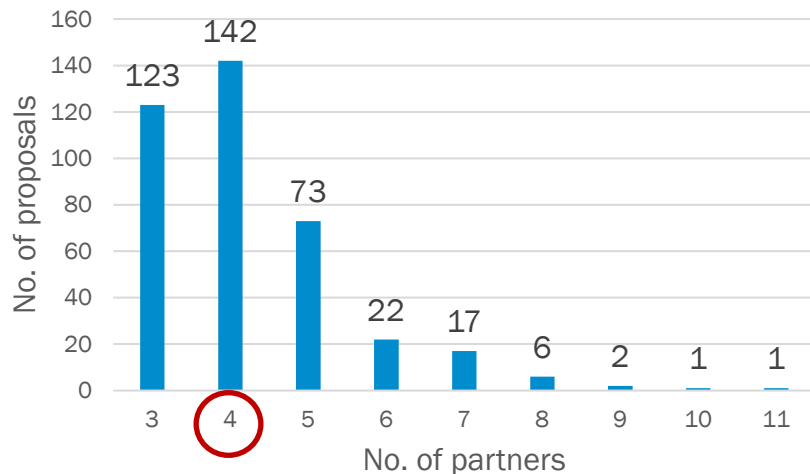
- JRC can contribute with **specific expertise**, where relevant, for:
 - **development of R&I strategies** depending on the R&I domain chosen by the project,
 - **technology transfer & IPR management**
 - linking up to **regional smart specialisation strategy**.
- JRC is the EC's widely recognised and independent evidence-based science and knowledge service.

INFORMATION

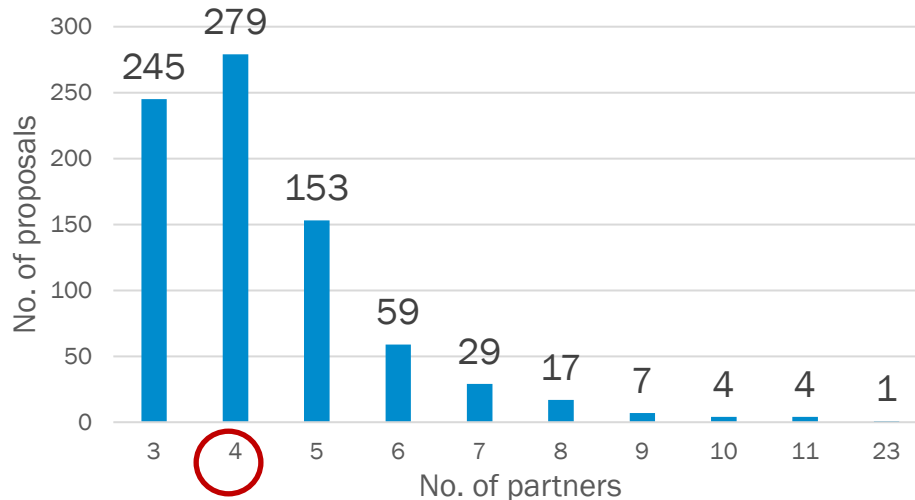
- **How to involve JRC as a partner** – described in [General Annexes to the WP 2026-2027](#) (p. 6) and in more details in the FAQ on FTOP from 29 March 2023 ([What are the rules of the JRC's involvement in the Horizon Europe calls/topics?](#))
- **In a proposal phase, the JRC may not participate in drafting and submitting the project proposal.**
- **Why to choose JRC as a partner** – evaluators pay attention to JRC involvement in the proposals submitted to the relevant calls and usually make positive comments in the Evaluation Summary Reports.

CONSORTIUM – SOME STATISTICS

HORIZON-WIDERA-2021-ACCESS-03



HORIZON-WIDERA-2023-ACCESS-02



Additional partner(s) from widening countries in funded consortia in 2021 and 2023 calls

Call	Additional Widening Partners	Funded Projects
HORIZON-WIDERA-2021-ACCESS-03 (Twinning)	0	80
	1	23
	2	2
	3	1
HORIZON-WIDERA-2023-ACCESS-02 (Twinning Bottom-Up)	0	47
	1	24
	2	3
	3	1
Twinning Green Deal	14	1
	0	11
	1	6
	2	3
TOTAL		202

Source: eCORDA, 12/2025

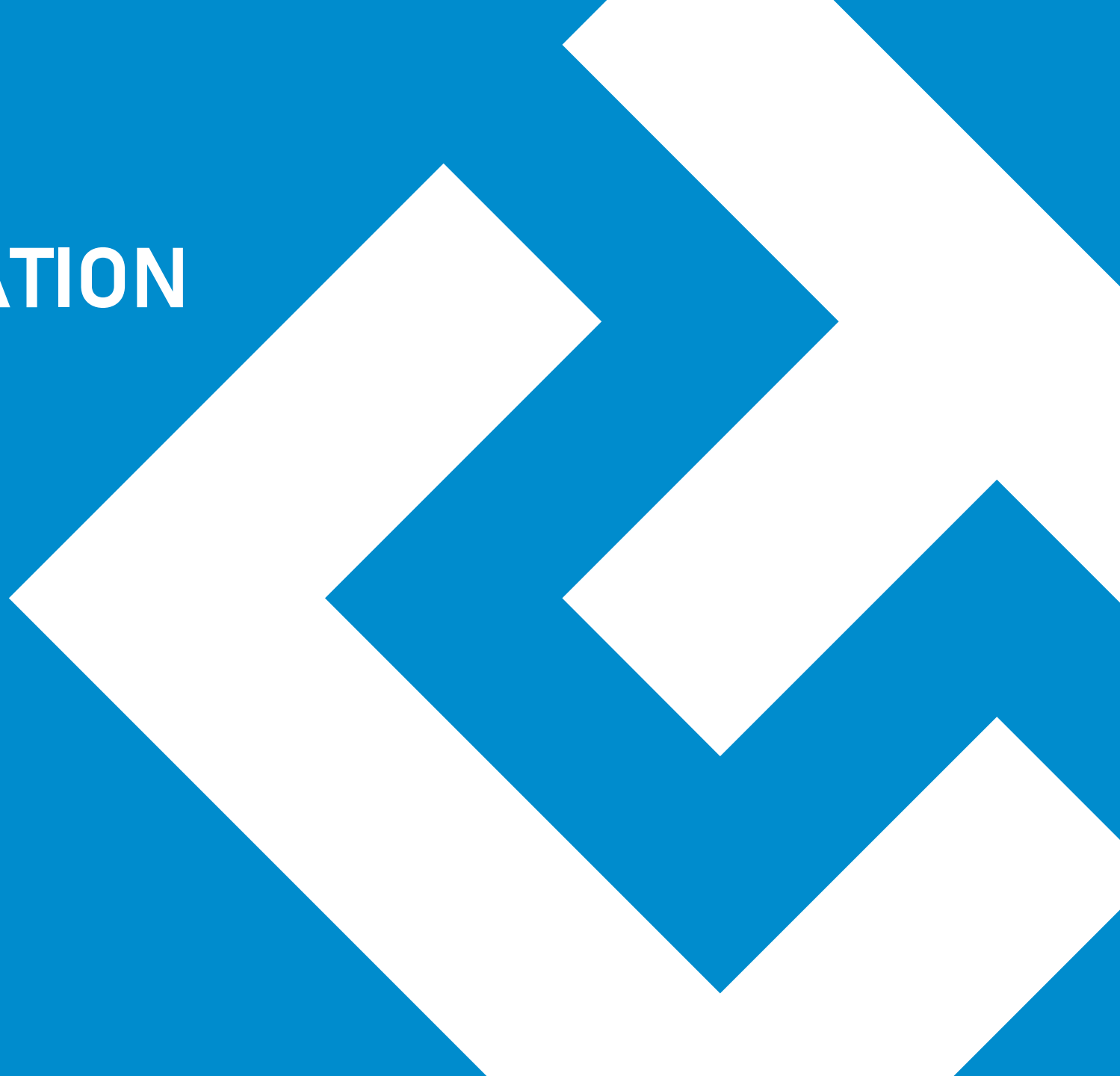


FINAL RECOMMENDATIONS

- **Describe the current status quo in your institution – a SWOT analysis is the basis of a good proposal.**
- **Be self-critical and concentrate on the weaknesses & threats = the main reason why you prepare the proposal.**
- Do not forget to take them fully into account in the Work plan/WPs, tasks ...
- Objectives must be well described and must correspond to the text of the call & the introduction of the WP.
- **Choose catchy acronym and title, and pay attention to the formulation of the abstract.**
- Text: clear & concise, use simple short sentences & short paragraphs, avoid buzzwords & unnecessary words, do not repeat passages, limit the use of abbreviations – help the evaluators to orientate easily in the text.
- **Stress the added value of the project to your region, country, EU and even the world.**
- Refer to national and regional RIS3, EU or global strategies.
- Communication and dissemination: provide detailed info on activities targeting different stakeholder groups, organise a press conference (WP C&D) as a side event to the project kick off meeting (WP Management).
- Updated website of the institution (at least basic English version necessary, funded European/international R&I projects easily searchable).
- **DO NOT CHANGE THE STRUCTURE OF THE TEMPLATE and use the terminology of the call.**
- Always **have the proposal read by someone outside the consortium** (colleagues, NCPs...).

USEFUL INFORMATION

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Learn key facts & figures on Horizon proposals, projects and participants with an interactive tool with filter options by theme, geography, organisation profile, and more



[EU Research and Innovation data at your fingertips](#)

USEFUL INFORMATION I

CORDIS

- project basic data including abstracts and objectives, reporting and results

2021 TWINNING projects

2023 TWINNING projects

USEFUL INFORMATION II

■ **EC Infoday on Widening 2026 – 2027**

When: 22 January 2026 09:30 – 15:30

Where: Brussels online

Presentations, recording – morning, afternoon

■ EC standard briefing for evaluators (1/12/2025)

■ REA recommendations for quality proposal preparation (9/2/2023)

■ **Dissemination, Exploitation, Communication:**



Disseminating and Exploiting results

A starter kit for EU-funded research and innovation projects

EUROPEAN COMMISSION



10 steps to reach and inform policymakers



EUROPEAN UNION

COMMUNICATING ABOUT YOUR RESEARCH PROJECT ON SOCIAL MEDIA

1

Why should you use social media?

Social media allows you to:

- ✓ Communicate right from the start of your project at low-cost.
- ✓ Make connections, build networks, and find like-minded partners.
- ✓ Amplify your project's results with a broader public.
- ✓ React in a timely manner to developments in research and beyond.
- ✓ Meet your EU grant agreement obligations for communication and dissemination.



2

Ready, set, share: a social media checklist!

Select the right platform for your project

- ✓ With so many social media platforms available, research where your target audience spends their time. Focus on quality over quantity - you don't need to be everywhere. Choose the platform that best aligns with your audience's habits and tailor your messaging and interactions accordingly.

Get the account up-and-running

- ✓ Decide whether to create a new account, leverage a partner organisation's existing account, use a researcher's personal account, or team up with other projects to run a joint account.
- ✓ Organise who will post: it's best to have one person who coordinates your social media activities.

Manage your account

- ✓ Set up an editorial calendar to organise the timing of posts and link them to key milestones, events, and publications.
- ✓ Engage actively with your community: respond to comments, ask questions, and interact with related projects or stakeholders to build connections.
- ✓ Monitor the success of your posts to see what works - and what doesn't.

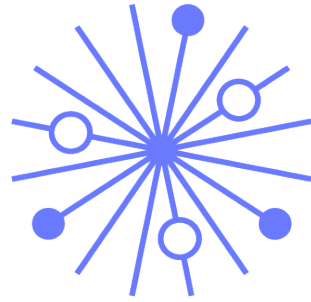
Learn to 'speak' social media

- ✓ Keep your message clear: avoid over-technical language and jargon.
- ✓ Make sure to vary content, post short videos, polls, showcase the human side of the project, highlight partnerships and promote events.

Make the most out of your account!

- ✓ Post regularly to keep your audience engaged.
- ✓ 'Peak' times, such as the commuter hours in the morning or evening, tend to work well.
- ✓ Tag collaborators, relevant profiles, and EU accounts to expand your reach.





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Proposal pre-screening guide

NCP GUIDE



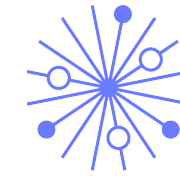
ncpwideranet.eu



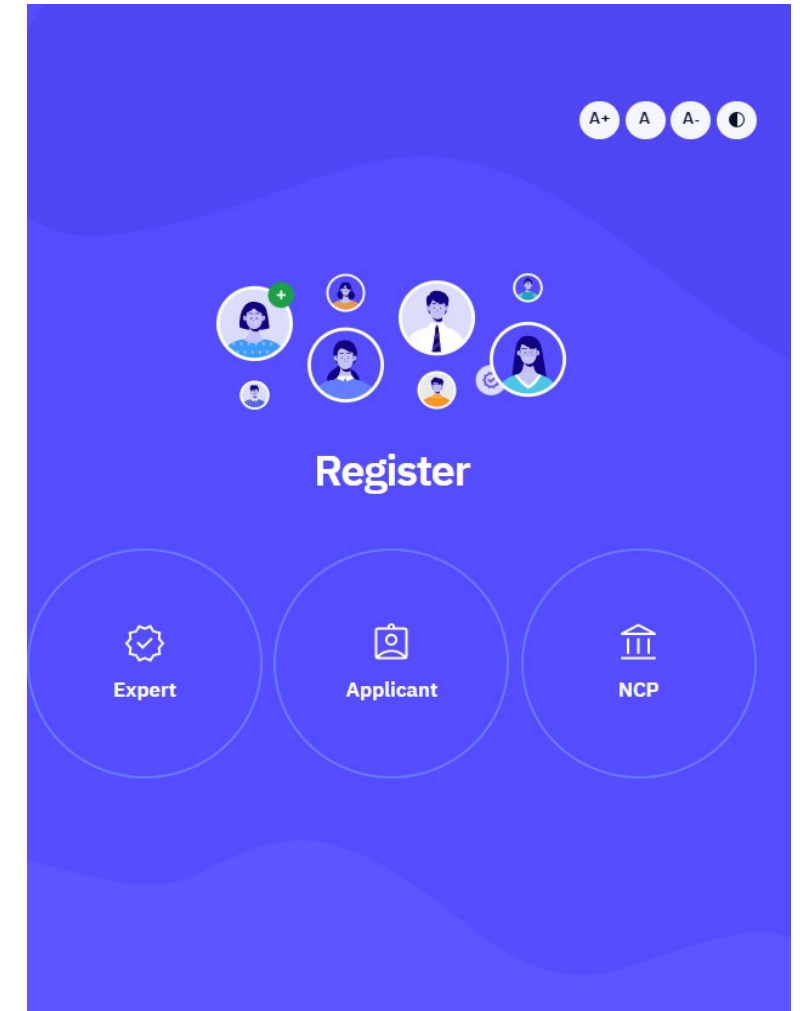
- Transnational Network of National Contact Points (NCPs) for Widening Participation and Strengthening the ERA.
- Supports the capacity and effectiveness of the WIDERA NCPs in low performing Member States and Associated Countries.
- Aims to support **international networking and coordination** (incl. sharing of best practices).
- Aims to **raise the standard of support** provided by NCPs to applicants and to **improve the quality of proposals** through the matchmaking portal for pre-screening.

PROJECT PROPOSAL PRE-SCREENING

- **Wideraexperts.eu** is a free-of-charge portal that facilitates the matchmaking of experts with applicants preparing proposals (as **Coordinator or WP Leader**) to the following HE calls: **Widening, ERA, Pillar II clusters, Institutionalised European Partnerships and EIC Pathfinder and Missions** schemes under Horizon Europe.
- **To ensure the quality of proposals thanks to the feedback from independent experts/evaluators.**
- Anyone from **an eligible Widening country** preparing a project can register as an applicant.
- A summary description of this service including the **User Guide** is **here**.



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QUESTIONS? DON'T HESITATE TO CONTACT ME!

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