

**Actual Cost vs Lump Sum:**  
Mastering Horizon Europe  
Finances from Budgeting to  
Audit

**5-6 October 2026**  
**Barcelona, Spain**

## AGENDA

## DAY 1

- 08:45 – 09:00**      **Arrival and registration**
- 09:00 – 09:30**      **Event opening and introduction to the course**
- 09:30 – 10:15**      **Understanding the Financial Logic: Actual Cost vs Lump Sum Models**  
*Krisztina Toth, Managing Director, Europa Media Training Ltd.*
- Principles and legal background to understand why the Commission uses both models and when each makes sense.
  - What changes between models — and what does not
  - Financial risks for coordinators and beneficiaries
  - Key myths & misconceptions
  - Case examples from Horizon Europe proposals
- (10:15 – 10:30 Coffee break)*
- 10:30 – 11:30**      **Building Compliant & Realistic Budgets - The eligibility rules**  
*Gabor Kitley, CEO, Europa Media Group Plc.*
- Basic financial principles in theory and practice
  - Form of Grants, Forms of Costs
  - Eligible and non-eligible costs with comparison and all exceptions
  - Direct and indirect costs
  - Introducing the cost categories
  - Personnel costs categories
  - Subcontracting, purchase costs, travel, equipment
- (11:30 – 11:45 Break)*
- 11:45 – 13:00**      **Strategic Differences in Planning: Actual Cost vs Lump Sum**  
*Krisztina Toth, Managing Director, Europa Media Training Ltd.*
- Organising budget planning with partners
  - Cost-effectiveness and internal allocation strategies
  - Common budgeting mistakes & pitfalls
  - Budget under Lump Sum: what matters if no reporting of actuals?
  - Balancing risk in Lump Sum (WPs, distribution, payment triggers)
  - How to design a lump-sum Work Package structure that works
  - Detailed introduction to the Detailed Budget table
  - Examples of well-structured vs problematic budgets
- (13:00 – 14:00 Lunch break)*
- 14:00 – 15:30**      **Budgeting Workshop: Actual Cost & Lump Sum**
- Participants are divided into small groups will:
- Build a detailed budget for a sample Horizon Europe project
  - Prepare both an Actual Cost and Lump Sum version
  - Identify cost risks, missing information, and compliance issues
  - Break down a Work Package for a Lump Sum proposal
- (15:30-15:45 Coffee break)*

**15:45 – 16.45**

**Workshop Assessment**

*Krisztina Toth and Gabor Kitley*

Each group presents:

- Key choices they made
- Challenges encountered
- Differences between AC and LS versions
- Trainer feedback and group discussion

**16:45**

**Wrap-up and end of first day**

**AGENDA****DAY 2****09:00 – 09:45      How Evaluators Assess Budgets in Horizon Europe: Actual Cost vs Lump Sum Proposals**

*Krisztina Toth, Managing Director, Europa Media Training Ltd.*

- What parts of the budget evaluators review (and how deeply)
- How evaluation differs between Actual Cost and Lump Sum proposals
- What budget issues trigger concern, lower scores, or requests for justification
- What mistakes evaluators regularly see — and how to avoid them
- Extracts from Evaluation Summary Reports (ESRs)

(09:45 – 10:00 Coffee break)

**10:00 – 11:30      Financial Reporting rules in Horizon Europe**

*Gabor Kitley, CEO, Europa Media Group Plc.*

- Reporting eligible costs
- Introduction to personnel cost calculations
- Justifications, documentation, and common errors
- Step-by-step guide on how to report costs, deal with deviations, and
- Handling the EC requests for clarification, suspension of payments and other issues with hands-on approach

(11:30 – 11:45 Break)

**11:45 – 12:30      Lump sum project management and reporting**

*Krisztina Toth, Managing Director, Europa Media Training Ltd.*

- Payment schedule – Partial payments
- How to amend your lump sum grant
- How to report your lump sum project: Periodic reporting
- How to deal with partially completed work packages.
- How to report deviations in your lump sum projects
- Showcasing a lump sum performance monitoring system
- Keeping records – what to actually keep

(12:30 – 13:30 Lunch break)

**13:30 – 15:00      Financial reporting workshop – Reporting vs Budgeting**

In this hands-on exercise, participants will work with a full set of financial documents from a fictional Horizon Europe project, including: Timesheets, Salary slips, Employment contracts (summary), Invoices & purchase documents, Travel reimbursement forms etc. Participants will be required to:

- Calculate eligible Actual Costs based on the Horizon Europe rules.
- Prepare a mock financial statement for a partner.
- Identify deviations between: the budget they created on Day 1, and the actual eligible costs derived from the documentation.
- Flag risks, cost items that cannot be claimed.
- Make a short written justification for deviations or unclaimed costs.

(15:00 – 15:15 Break)

15:15 – 16:00

### Workshop Assessment: What Reporting Reveals About Budgeting Mistakes

*Krisztina Toth and Gabor Kitley*

**Each group will present:** Their calculated eligible costs; The deviations between their Day 1 planned budget and actual reported costs; The cost items they excluded and why; Documentation gaps or compliance issues spotted; Their justification for unforeseen costs.

**The trainers will then analyse the results and highlight:**

**Typical budgeting mistakes** that become visible only during reporting

- Overestimated personnel effort vs realistic timesheets
- Wrong assumptions about daily/monthly rates
- Under-budgeting travel or purchase costs
- Over-optimistic subcontracting estimates
- Partner allocations that do not match real work distribution
- Costs that were “forgotten” in the budget
- Unrealistic WP timing impacting eligibility

**How these mistakes affect:** financial reporting, audit exposure, project cash flow, and credibility during review meetings.

*(16:00 – 16:15 Break)*

16:15 – 17:00

### Audit-Readiness: How to Survive EC Audits

*Krisztina Toth and Gabor Kitley*

- Differences between financial audits of actual cost grants and the technical audits of lump sum projects.
- Documentation you must have (and what you don't need)
- Internal audit file setup: templates & practical examples
- Case studies from real audits
- Risk-based selection of beneficiaries

17:00

### Wrap-up and end of course