



How to write a successful proposal in Horizon 2020

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Horizon 2020

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APRE*





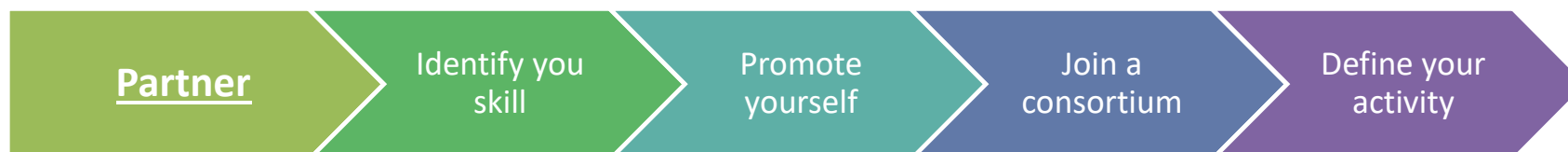
AGENDA

1. Define your idea
2. Define objectives, results and activities
3. How to write a successful proposal
(according to the 3 criteria)



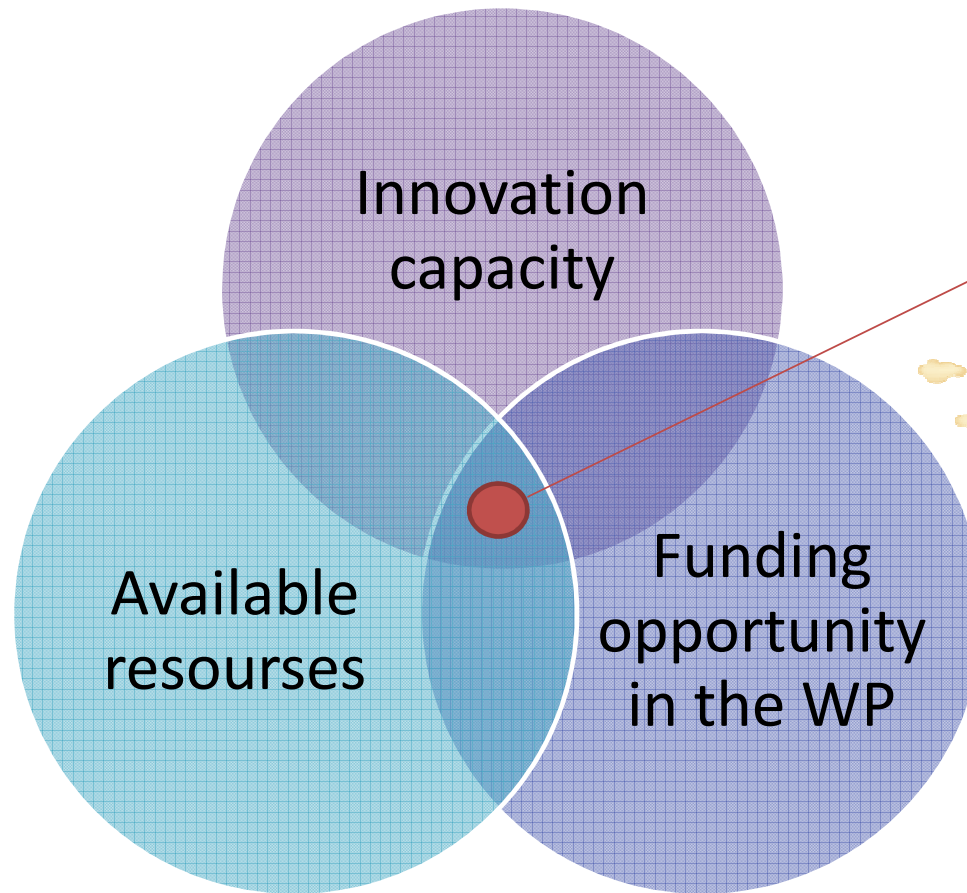


I want to be...





Identify the project idea



Your Idea





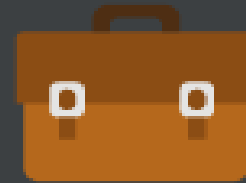
**YOUR PROJECT
MUST BE
INNOVATIVE**

Get a clear view of the state-of-the-art



**Patent
databases**

<http://www.epo.org/searching/free/espacenet.html>



**IPR
helpdesk**

<https://www.iprhelpdesk.eu/>



**FP7 & H2020
projects**

http://cordis.europa.eu/projects/home_en.html

**Check on these databases whether
somebody has already developed your
same idea and to what extent.**



Suggestion: Keep in mind

- ✓ ...proposal must be **relevant to your institutional plans** and direction
- ✓ ...**available resources** for sound preparation?
- ✓ ...proposal by **researchers that never worked together?**
 Never met before?
- ✓ ...proposal must be **relevant to EU strategies / EU level**



Suggestion: Keep in mind

Get in touch to talk about the project with:

- Your **research team**
- **Grant office** in your university
- **National Contact Points**
- potential project **partners** (remember the confidentiality)





Define your idea: **ABSTRACT** one page proposal

Topic	
Title/ACRONYM	
Objective	The aim of the proposal is to... The key research question/challenge is to...
Background/short description	<ul style="list-style-type: none"> • Why bother? What problem are you trying to solve? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
Results/impact	<ul style="list-style-type: none"> • Expected results - what will come out of the project? Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? • What will be changed? Post project situation
Activities/phases (science part)	
Project consortium	pippo , pluto...
Duration/cost	3, 4 anni...





WRITING

Clear objectives (SMART) and concept,
transdisciplinary

Periodic Meetings

Think on evaluation criteria

Remember you may get support: NCP & EC
officers

External reviewers



How to write a successful proposal (according to the 3 criteria)



Criterion 1

Scientific and Technological Excellence





Excellence – 4 Subcriteria to adress

1. Objectives
2. Relation to the work programme
3. Concept and approach
4. Ambition





Objectives: WHY?

Define the objectives in the European political contest

General Objectives

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize ...

Specific Objectives

To be realized during the project implementation

Clinically Testing, pilot studies, develop new knowledge, ...

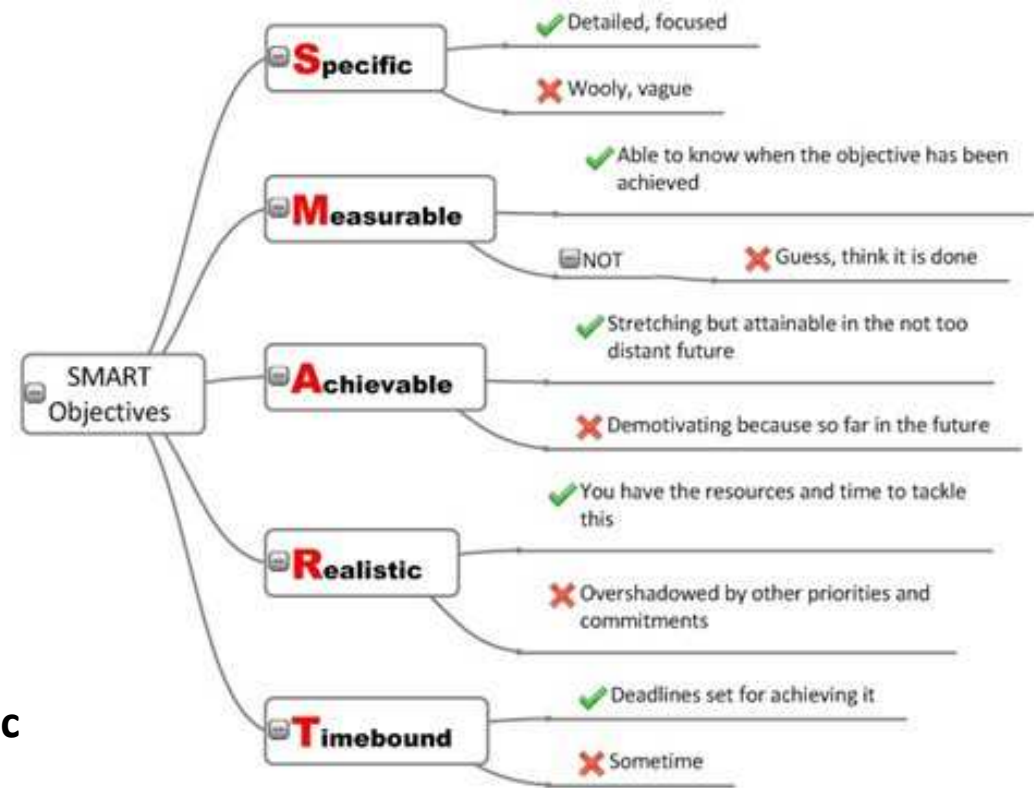




1.1 Objectives

What is advised

- There is usually **one** main, overarching goal ("overall objective") and **several subordinate**, more specific goals ("specific objectives"). You should list both.
- The **project objectives are usually already included in the topic text** (see: *specific challenge, scope, expected impact.*), sometimes explicitly listed, sometimes more implicit.
- The objectives are a **result of the selected topic and the concept and approach** the consortium has chosen for its project.





1.2 Relation to the work programme

“Your proposal must address a work programme topic for this call for proposals.”

Template: *“Indicate the work programme topic to which your proposal relates, and explain **how your proposal addresses the specific challenge and scope** of that topic, as set out in the work programme.”*

There are different ways and structures how to answer this, often this section is about **1/3 to ½ page**. Many proposals just make a **table**, list all relevant elements of the topic text and then show how they plan to deal with them in the project.

Note: the right question is: **How does the proposal address the issues raised?**
And not: how exactly is the approach?



1.3 Concept and approach

What is advised

- ✓ Show the evaluators **how your project connects to the rest of the world.**
- ✓ EC and evaluators want to make sure that with the public funding money, **you are not going to reinvent the wheel**, but that you cross-fertilize with recent and ongoing projects in the field.
- ✓ Best, if **partners in the consortium have already close links to these other projects**, e.g., because they participate there as well, and that exchange of know-how will be realized.
- ✓ If not, **create a plan how this could be done** (e.g. take other projects in your advisory group etc.).





1.3 Concept and approach

What is advised

- Here, it is NOT about **gender balance** in the consortium, but about SCIENCE.
- What would be **scientific/ medical reasons for having a closer look at gender?**
- Is the condition you are going to work with known for **gender differences**, e.g., in symptoms, treatment options, mortality, success rates etc. ? Or do you have a hypothesis?
- **How are you going to address this** in your approach and methodology?





1.4 Ambition - 1

What the EC expects

“Describe the **advance** your proposal would provide **beyond the state-of-the-art**, and the extent to which the proposed work is ambitious. Your answer could refer to the ground-breaking nature of the objectives, concepts involved, issues and problems to be addressed, and approaches and methods to be used.”

“Describe the **innovation potential** which the proposal represents. Where relevant, refer to **products and services** already available on the market. Please refer to the results of any patent search carried out.”





Messages for applicants



1. Many applicants have difficulties to formulate their objectives.
2. **Ask yourself: does chapter 1 of the proposal create curiosity and stimulates to carry-on reading?.**
3. Does the **layout** encourage reading (with pleasure)?.
4. Check **consistency** across chapter 1, and across entire proposal.
5. Are **abbreviations** explained (when first occurring)?.
6. Are **figures** self-explanatory (applicants tend to have too many figures in chapter 1, and also the wrong figures!).
7. Take an Helicopter view on the proposed project: **do you get all required information? What is missing? What is overdone?.**





Messages for applicants

8. **Do not write a scientific paper for a high-ranked peer reviewed journal** (but list them as references, if you have).
9. Remember for whom you're writing – with very broad topics, the evaluation panel will be mixed with **different experts that may not know the particular condition**, treatment or technology in detail.
10. Take the readers by the hand and **guide them through the proposal**.
11. Help evaluators go through your proposal quickly; **follow the template and address all points** at the place they are expected to be.
12. Create a logical **link between objectives, workpackages and deliverables**.
13. **Do not work to fill the 70 pages!** Work to get your ideas across!





Practical example





Topic: New avenues for treatment and prevention of cancer

Challenge: Incidence rate of cancer is still raising; early diagnosis is either too expensive, not applicable or not existing

Scope: improvement of early diagnosis; use of „big-data“ approach; focus on common cancer ; transdisciplinary approach

Expected Impact: - fast and easy diagnosis of cancer in early stages;
- impact on health care systems





Your Project: development of early diagnosis program for skin cancer

1.1 Objectives:

Overall objective: reduction of incidence of skin cancer in Europe

Objectives:

1. 3 new validated and easy to measure Biomarkers for skin cancer
2. Draft program for early diagnosis of skin cancer which could be applied all over Europe





1.2 Relation to the work programme:

Example:

Topic says	Project plans
<i>Rising incidence rates of cancer</i>	<i>Incidence rates of skin cancer extremely high</i>
<i>Early diagnosis not existing</i>	<i>For skin cancer, no cheap and early diagnosis</i>
<i>Contribute to early diagnosis</i>	<i>The project will pave the way for establishment of a early diagnosis system</i>
<i>Big-data approach</i>	<i>Validation of new biomarkers will be done via genomics, transcriptomics and proteomics</i>
<i>Focus on common cancer</i>	<i>Skin cancer is one of the most common cancers in EU</i>
<i>Transdisciplinary</i>	<i>Biochemical Validation, technological development of diagnosis system, and HTA (economical assessments) will be necessary</i>



1.3 Concept und approach: Concept:

- Skin cancer has risen dramatically over the last decade, yet an affordable **early diagnosis is lacking**
- Recent findings indicate that **early diagnosis is possible via biomarker**
- 1 biomarker may not be sufficient, but **combining 3 markers will enhance sensitivity and diagnostic value**

Our consortium has therefore gathered expertises in the areas of X, y, z and is outstanding with regards to ...

Members of the consortium have access to ... (infrastructure) and are also members in project A, B, C respectively in the steering board of initiative X and editorial board of (journal)

As skin cancer has a 20% higher incidence rate in women, we will take this into account ...





1.3 Concept und approach: Approach:

- biomarker will be identified **using –omics approach**
- 3 biomarkers will be **investigated and validated each, and in combination in a clinical study**
- Based on these findings, a **new program for early diagnosis of skin cancer will be developed**, in collaboration with *health care providers* and *policy makers*

Methodology used:

-omics,

MRT, whatever (groundbreaking)





1.4 Ambition:

- A combination of 3 easy measurable Biomarkers is new and has never been applied so far (for skin cancer/ cancer/ etc.).
- The chance to diagnose skin cancer in a very early stage will dramatically change the treatment of skin cancer
- The test kit combining 3 validated markers will be highly innovative and has so far not been patented (we have Freedom to operate); opportunity for own patent application (develop patent strategy)
- High market volume envisaged.





Criterion 2

Impact





Template Part B

2. Impact

1. Expected impacts
2. Measures to maximize impact
 - a) Dissemination and exploitation of results
 - b) Communication activities

} 1st stage

} 2nd stage





Subcriteria evaluated under Impact

2. Impact

Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:

- **The expected impacts listed in the work programme under the relevant topic;**
- Enhancing innovation capacity and integration of new knowledge;
- Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets, and where relevant, by delivering such innovations to the markets;
- Any other environmental and socially important impacts;
- Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant.

Comments:





Impact – expectations from the EC

2.1 Expected impacts

Describe how your project will contribute to:

- the expected impacts set out in the work programme, under the relevant topic

Example

PHC 10 – 2014: Development of new diagnostic tools and technologies: in vitro devices, assays and platforms

Expected impact:

- Innovative, more accurate, more reliable and cost effective in vitro diagnostic tools and technologies for earlier disease diagnosis, patient stratification and/or prognosis of disease outcome leading to improved clinical decisions and health outcomes.
- Contribution to the sustainability of health care systems.
- Growth of the European diagnostics sector, in particular for SMEs.





Messages for applicants

- **What is the benefit of your project?** (the benefit for SMEs becomes more and more important!).
- Think about the expected **impact in the topic text / work programme**.
- Who are the **users of your results?**
- How will your **project/results strengthen the competitiveness?**
- What is the **social / societal benefit?**
- How will the project **support EU-policies?**. (in particular for research, innovation, health, biotech, environment, society, etc.):
 - *Did you consider those political aspects that are announced in the work programme?*
 - *How will the project help to contribute to the goals for the Europe 2020 strategy?*
 - *Why will Europe need the project? What is the added value?*

Please consider enough time and discussion for all the different aspects around this task





Impact part 2.2

What the EC expects

2.2 Measures to maximize impact



a) Dissemination and exploitation of results

○ Provide a draft **'plan for the dissemination and exploitation of the project's results'** (unless the work programme topic explicitly states that such a plan is not required). Path to deliver the innovations to the market. Business Plan (where relevant).

○ Dissemination and exploitation measures should **address the full range of potential users and uses** including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training.





Impact – Dissemination & Exploitation

What is advised

- Dissemination & Exploitation as **own Work Package**
- **Dissemination plan**: which steps are required to bring your results to the community?

Clear structure about "**What would you like to disseminate?**"

- To whom (= target group)?
- Why (= rationale)?
- How (= dissemination plan)?
- When (= time schedule)?



www.apre.it





Impact - Communication

Ways for communication:

- When to disseminate what (flexibility in the beginning!) -> **attract attention in the beginning, sell results at the end of the project!**
- Don't forget about **collaboration with other (related) projects.**
- Language might be **adapted depending on target group.**
 - **Where to promote the project?** (fairs, conferences, workshops, summer schools,...).
 - **How to promote via internet?** (website, newsletter, webinars, blogs, new social media,...).
 - **Material to be generated:** flyers, articles,...





Messages for applicants

- **Academic applicants** often have huge problems with section 2.2.
- If there are **commercial partners involved (SMEs)**, they should get **involved early** (coordinators often hesitate to involve too many partners in the proposal preparation phase), especially for section 2.2.
- **For RIA's**, projects will most likely not cover demonstration or market replication activities, but still they have to see the full picture/ think about the final commercialisation (**as a vision – route to market**).





Criterion 3 Implementation





Research Proposal (Part B) - Structure

3. Implementation

- 3.1 Work plan — Work packages, deliverables and milestones (tables)
- 3.2 Management structure and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed

Single or
2nd stage





Feedback Evaluators - ESRs

- The proposed **work packages are not fully detailed.**
- Work packages xx **miss details** on user selection criteria, and ... Work package xx do **not sufficiently address** software design and development.....
- WP xx is **overloaded with tasks and resources**
- Some task descriptions have **not been sufficiently elaborated**
- **Project timing is problematic.** There are some tasks built on each other running almost in parallel and overlapped.
- **Resources allocated for equipment and material are not fully justified**
- The **decision making** in their organization structure is not convincingly presented.
- The proposal lists **only 4 milestones, which seems too few for a 4 year project**
- The **contingency planning** does not completely target all risks of all planned complex tasks





Implementation - Evaluation criteria

Coherence and effectiveness of the **work plan**, including appropriateness of the **allocation of tasks and resources**

Complementarity of the participants within the consortium (when relevant)

Appropriateness of the **management structures** and procedures, including **risk and innovation management**



Work plan/work packages

→ Establish plans / structures
for the whole project

Lead questions:

- What do I want to do?
- What do I need for which task?
- What to do when?
- How much do I need of what?



Workplan and Workpackages

Partner responsibilities

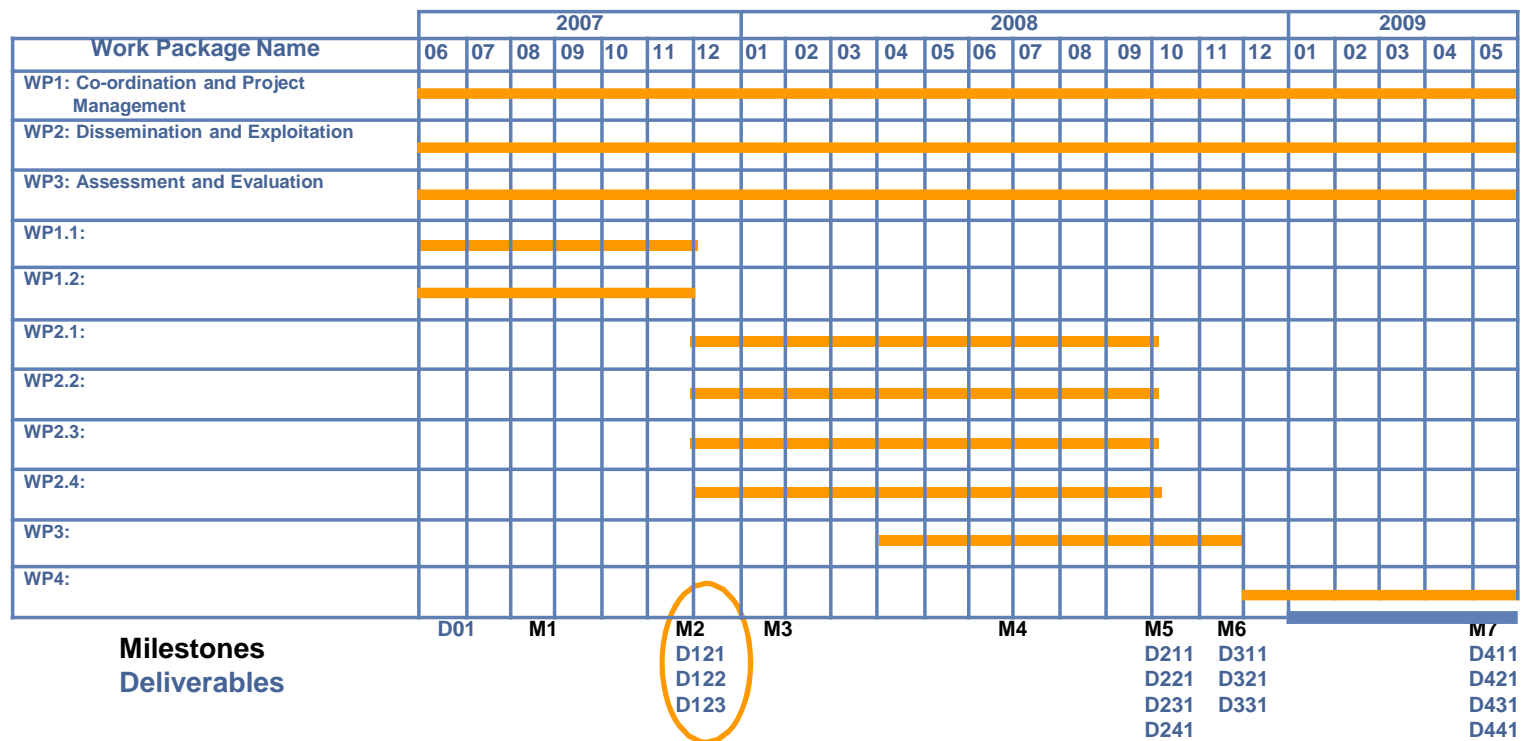
Time planning

Resource planning



Work plan – Timing => Gantt Chart

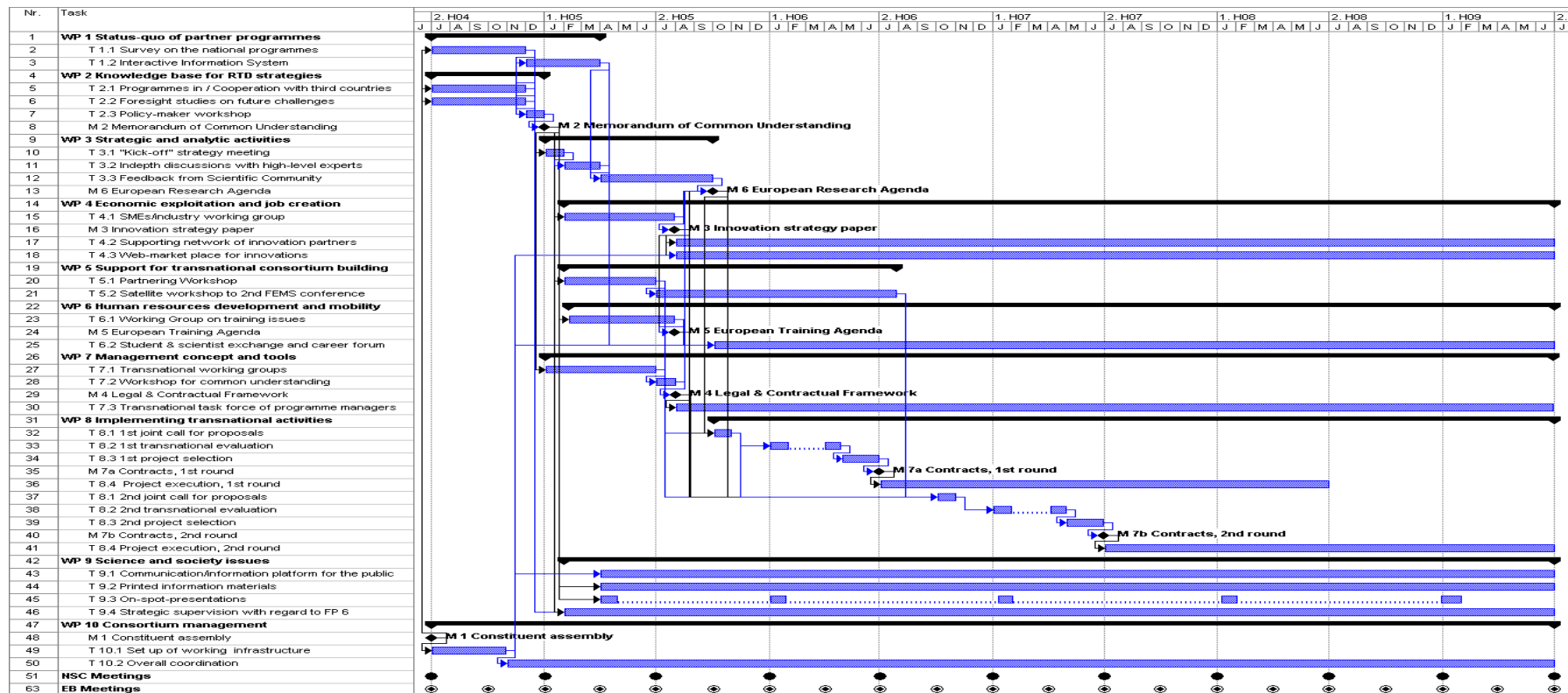
from simple/Excelsheet.....





Work plan – Timing => Gantt Chart

....to complex management tools....





Work plan – Work packages

Tip: Maximum 3 pages per Workpackage!

Table 3.1a: Work package description (For each work package):

Work package number		Start Date or Starting Event					
Work package title							
Participant number							
Short name of participant							
Person/months per participant:							
Objectives	SMART, short Bulletpoints, in line with objectives in Part 1!!!						

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

Detailed description of tasks (with Taskleader!) to achieve objectives

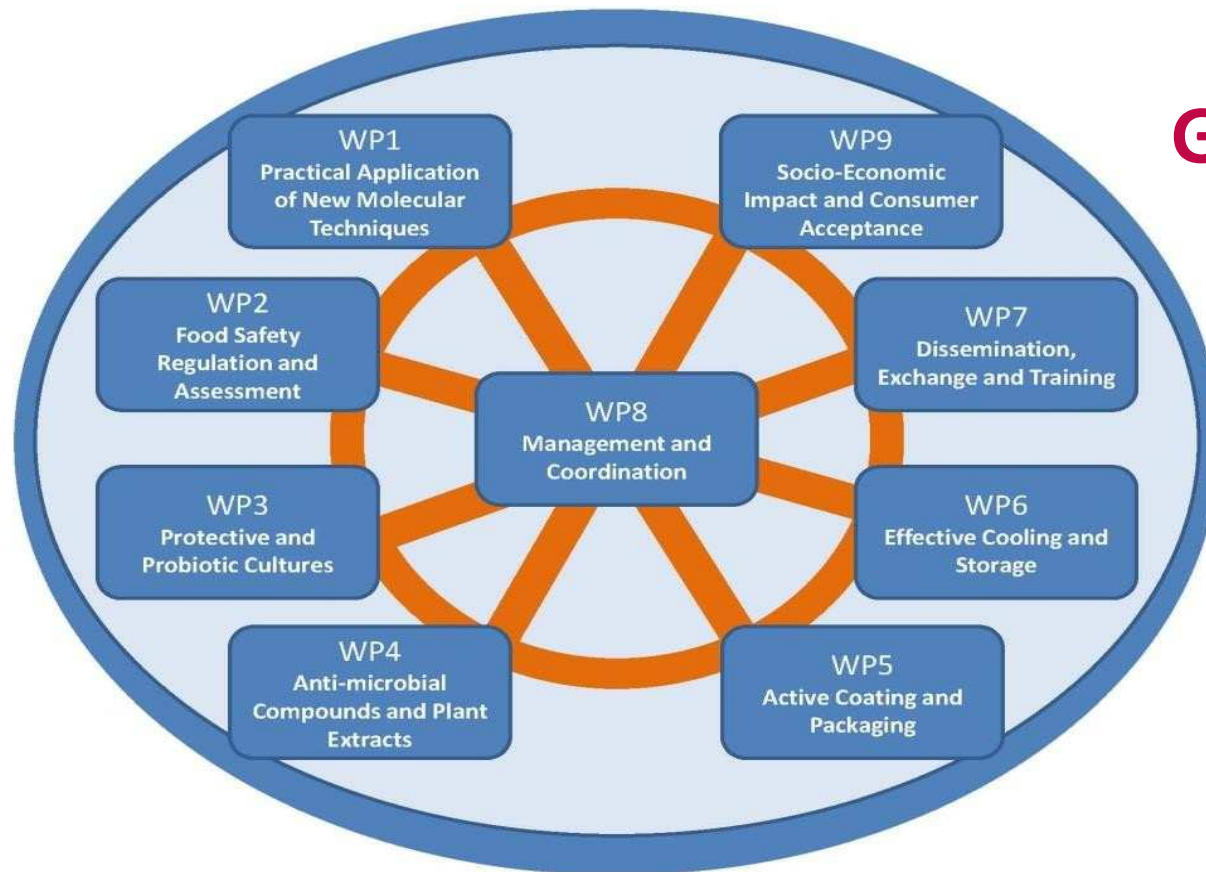
Deliverables (brief description and month of delivery)

Results of the tasks, optimal 1 Deliverable per Task



Work plan – Pert Diagram

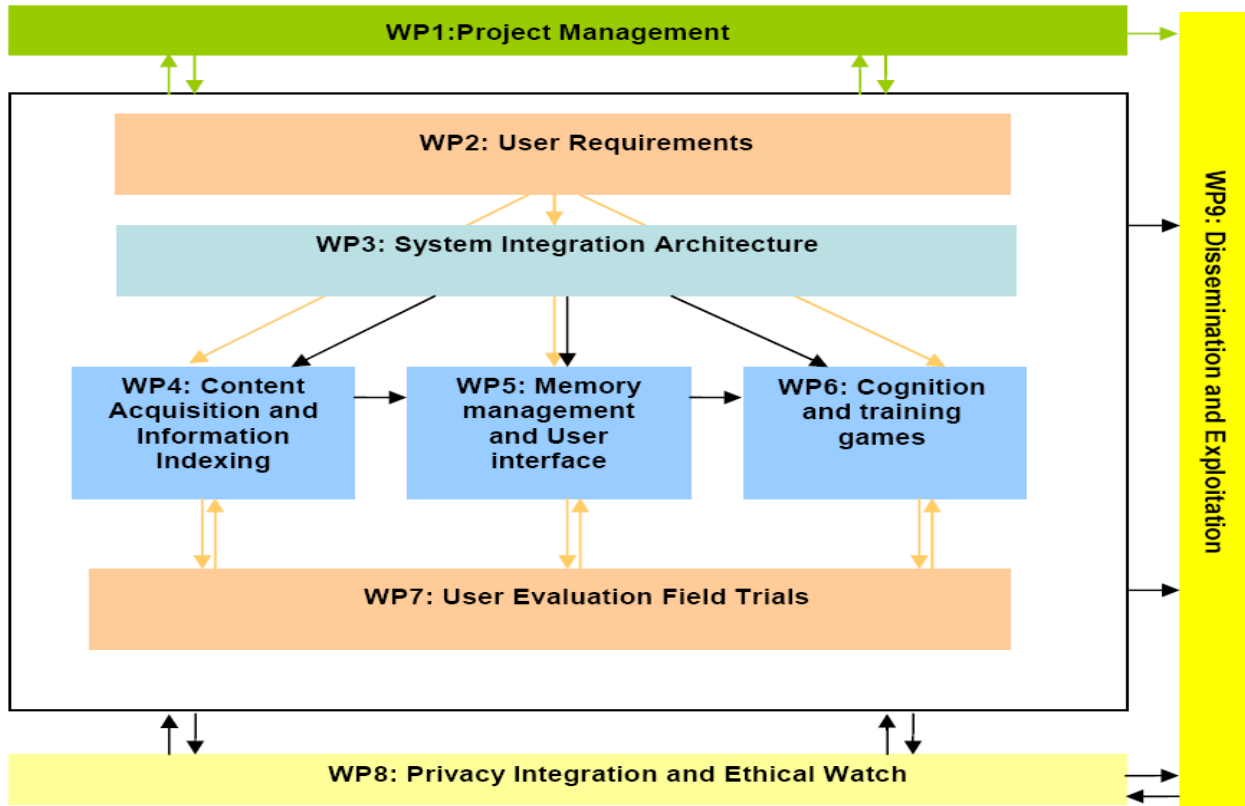
PERT - Programme Evaluation and Review Technique



Good or Bad?

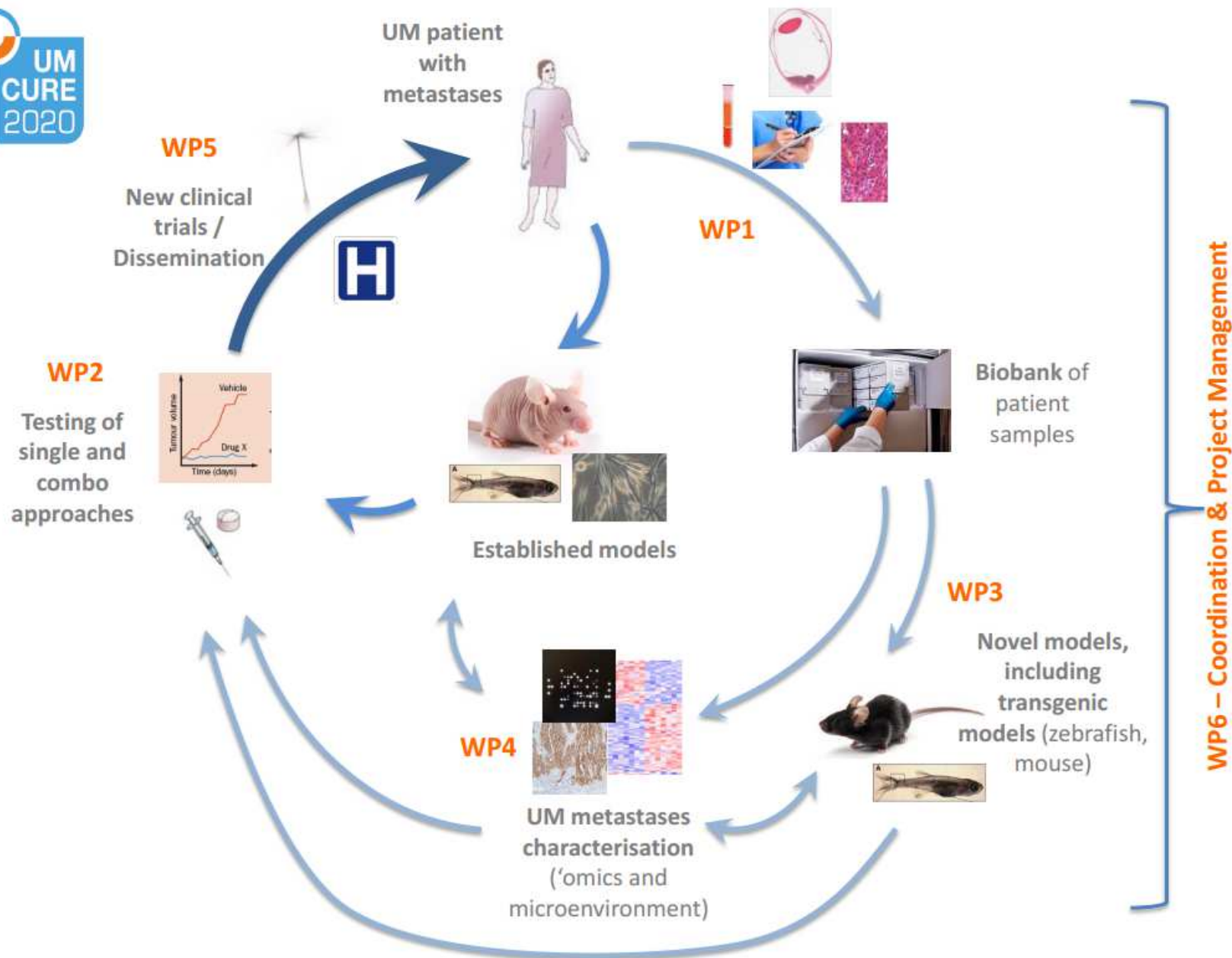


Work plan – Pert Diagram



Good or Bad?

Figure 3: PERT Diagram





Consortium as a whole



Questions to ask and describe:

- Describe how the consortium as a whole will **achieve the project aims**.
- Describe **why these partners** are necessary to achieve the project aims.
- Describe the **partner's special skills** relevant to the project.
- Describe the **complementarity** of the partners.
- Describe the **balance** of the consortium.
- Describe how **many SME/industry partners** are involved: tasks, status, budget
- Describe how the **(commercial) exploitation of results** will be ensured.
- Describe (if applicable) why **partners from other industrial or third countries** need to be involved – especially if you are asking for funding for third country partners!.





Roles in the project



Official roles

Coordinator
Partner

Practical roles

Technology/solution
Developer
End user
Training specialist
Project manager
Dissemination expert
Clinical
..





Consortium as a whole – Skills matrix

	Coordinator	Partner 2	Partner 3	Partner 4
Project Management	X			
Technology Domain 1	X		X	
Technology Domain 2		X		
Technology Domain 3			X	X
Technology Domain n				X
Dissemination	X	X	X	X





MNG STRUCTURE/PROCEDURES GOVERNANCE

- **Decision making** and/or executive bodies, **composition**
- **Competencies** (coordination, monitoring, decision-making) procedures for appointment
- **Timing** and modalities for meetings,
- **Voting rules** (unanimously, majority)

- **Procedures for GA/CA revision**
- **Decisions related to defaulting or leaving parties, access of new beneficiaries**





GOVERNANCE BODIES

GENERAL ASSEMBLY

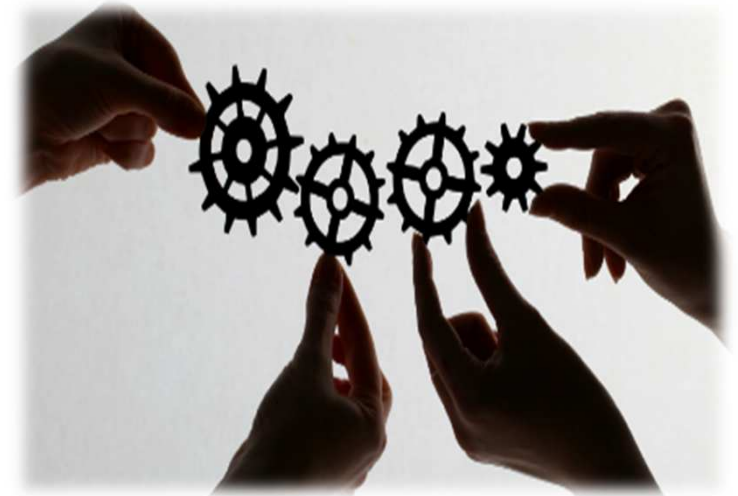
(all partners; the “consortium” in the GA)

EXECUTIVE COMMITTEE (or Management Board)

(coordinator+ WP leaders)

OTHER SPECIFIC BOARDS***

(IPR; GENDER; ETHICAL aspects etc.)





Messages for applicants

In most cases, the **formally required minimum number of partners** is **not enough to fully address and investigate the topic**. Always take the requirements of your project idea as a guiding principle!

Consider involving partners from **'Third Countries'**, i.e. countries that are not EU Member States or Associated countries. A [list of countries](#) eligible for funding is available on the Participant Portal.

Do not build 'artificial partnerships' just to meet formal criteria. Select partners who are truly dedicated, and **make sure** that all partners have the **necessary expertise and support from their organizations** from the start.



Risk Management



The risks will be controlled by:

- The coordination responsibility within large WPs being clearly divided up between WP Leaders and Task/Sub-task Leaders that represent the special excellence in the field of the particular tasks.
- Regular intercommunication, review and reporting on progress within WPs (by WP Leaders and Task/Sub-task Leaders);
- The identification and prioritization of risks inherent in the project;
- Selecting the appropriate risk management approaches and avoiding risks that the project is not competent to or willing to manage;
- Implementing controls to manage the remaining risks;
- Learning from experience and making improvements to the project.

Example

Specific risks and contingency plans:

<i>Possible risk</i>	<i>Contingency plans</i>
<i>Under- or over-estimate work load.</i>	Management team discussion and adaptation of the work plan, in agreement with the scientific officer, for deliverables and milestones.
<i>Insufficient communication and data/and material delivery between partners.</i>	Improved communication infrastructure. Extra meetings (face-to-face, telephone, Skype conferences).
<i>Conflicts within the Consortium.</i>	Evaluated reasons and try to resolve. If necessary, use of a mediator from outside to solve disagreements.
<i>Trial site and personnel changes</i>	Commitment letter undersigned by partners. Management team discussions. Reorganization of project activities in agreement with the scientific officers.
<i>SMEs interests and economical</i>	Careful selection of SME Partners replacing some of





What should I consider when forming a consortium?

The most important criteria are **excellent qualifications and experience of your partners** in their field of research.

- Just like the project itself, the **consortium needs to demonstrate its European dimension**. Try to **avoid strong geographic asymmetries**, i.e. the majority of partners coming from one particular country. However, **don't just add partners for reasons of regional coverage**.
- The **individual partners** need to have **clearly defined roles and tasks within the project**. Their **expertise and skills** should be **crucial and complementary** rather than additive.
- Depending on the **challenges and requirements** of the project, a **successful team** should consist of **partners from different backgrounds (academia, industry, research)** to **maximize impact**.
- Where **relevant, cross cutting aspects**, such as **gender dimensions** or the **integration of social sciences and humanities** should be taken into account.



5. Ethics and Security

5.1 Ethics

If you have entered any ethics issues in the ethical issue table in the administrative proposal forms, you must:

- Submit an ethics self-assessment, which:

describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;

explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:

research objectives (e.g. study of vulnerable populations, dual use, etc.)

research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)

the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use , etc.).

- Provide the documents that you need under national law (if you already have them), e.g.:

an ethics committee opinion;

the document notifying activities raising ethical issues or authorising such activities



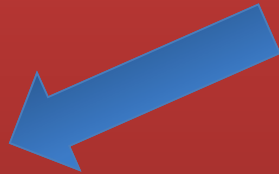


ETHICS => Chapter 5

PARTE A

- 1) General Information
- 2) Participants & Contacts
- 3) Budget
- 4) Ethics

Template pdf online on the Participant Portal



PARTE B

- 1) Excellence
 - 1.1) Objectives
 - 1.2) Relation to the Work Programme
 - 1.3) Concept and Approach
 - 1.4) Ambition
- 2) Impact
 - 2.1) Expected impacts
 - 2.2) Measures to maximize the impact
 - Dissemination and exploitation of results
 - Communication activities
- 3) Implementation
 - 3.1) Work plan — Work packages, deliverables and milestones
 - 3.2) Management structure and procedures
 - 3.3) Consortium as a whole
 - 3.4) Resources to be committed
- 4) Members of the consortium
 - 4.1) Participants (applicants)
 - 4.2) Third parties involved in the project (including use of third party resources)
- 5) Ethics and Security

Word Document downloadable from the Participant Portal



70 pages



Proposal Part A

Section 4 'Ethics Issues Table' – 10 Questions:

European Commission – Research – Participants
 Proposal Submission Forms
 Directorate-General for Research and Innovation

Proposal ID _____ Acronym _____

4 - Ethics issues table

1. HUMAN EMBRYOS/FOETUSES ⁱ		Page
Does your research involve Human Embryonic Stem Cells (hESCs) ?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Does your research involve the use of human embryos?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Does your research involve the use of human foetal tissues / cells?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
2. HUMANS		Page
Does your research involve human participants?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Does your research involve physical interventions on the study participants?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Does it involve invasive techniques?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
3. HUMAN CELLS / TISSUES		Page
Does your research involve human cells or tissues? If your research involves human embryos/foetuses, please also complete the section "Human Embryos/Foetuses" [Box 1].	<input type="radio"/> Yes <input checked="" type="radio"/> No	
4. PROTECTION OF PERSONAL DATA ⁱⁱ		Page
Does your research involve personal data collection and/or processing?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Does your research involve further processing of previously collected personal data (secondary use)?	<input type="radio"/> Yes <input checked="" type="radio"/> No	
5. ANIMALS ⁱⁱⁱ		Page
Does your research involve animals?	<input type="radio"/> Yes <input checked="" type="radio"/> No	

If 'yes' for any questions, ethic-self assessment to be completed in Part B





Proposal Part A

Section 4 'Ethics Issues Table' – 10 Questions:

1. Human embryo*/foetuses
2. Humans*
3. Human cells/tissues*
4. Protection of personal data (collection, recording, storage, deleting)
5. Animals (favour alternative methods – 3 R's: Replacement, Reduction, Refinement)
6. Non-EU countries* (prohibited in EU, exploitation, risks)
7. Environment, Health, Safety (fauna/flora, humans, research staff)
8. Dual-use (military application!?)
9. Exclusive focus on civil applications
10. Misuse (malevolent use of research results)
11. Other ethics issues

} * Informed consent/Information sheet

[How to complete your Ethics self-assessment](#)






Proposal Part B

Section 5 'Ethics and Security' (no page limit)

Please refer to submission system for the definitive template for your call

Section 5: Ethics and Security


 *This section is not covered by the page limit.*

5.1 Ethics

If you have entered any ethics issues in the ethical issue table in the administrative proposal forms, you must:

- submit an ethics self-assessment, which:
 - describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;
 - explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:
 - research objectives (e.g. study of vulnerable populations, dual use, etc.)
 - research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)
 - the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use, etc.).

- provide the documents that you need under national law (if you already have them), e.g.:
 - an ethics committee opinion;
 - the document notifying activities raising ethical issues or authorising such activities

 *If these documents are not in English, you must also submit an English summary of them (containing, if available, the conclusions of the committee or authority concerned).*

 *If you plan to request these documents specifically for the project you are proposing, your request must contain an explicit reference to the project title.*

To be completed if
'yes' for any questions
 in ethics issues table
 part A



Provide
 appropriate
 documents as
 evidence

If not, timeframe for approvals/
 authorizations





Concludendo...





Wrap up!

1. Excellence

- 1.1 Objectives
- 1.2 Relation to work programme
- 1.3 Concept and approach
- 1.4 Ambition

2. Impact

- 2.1 Expected impacts
- 2.2 Misure to maximise impact
 - a) Dissemination and exploitation of results
 - b) Communication activities


3. Implementation

- 3.1 Work plan – work packages, deliverables and milestones
- 3.2 Management structure and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed

4. Members of the consortium

5. Ethics and Security

And cover page!
 • Title of proposal and
 • List of participants



**Proposal template
(technical annex)**

*Research and Innovation actions
Innovation actions*

Please follow the structure of this template when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion for a full proposal.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

First stage proposals: In two-stage submission schemes, at the first stage you only need to complete the parts indicated by a bracket (i.e. { }). These are in the cover page, and sections 1 and 2.

Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The page limit for a first stage proposal is 15 pages.

If you attempt to upload a proposal longer than the specified limit, before the deadline you will receive an automatic warning, and will be advised to shorten and re-upload the proposal. After the deadline, any excess pages will be overprinted with a 'watermark', indicating to evaluators that these pages must be disregarded.

Please do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

