Writing EU Proposals

Hector C. Pagan

Lead Project Writer

University of Tartu





Project Proposal Life Cycle





• Inputs / Resources

• Available or must be obtained to carry out activities

Activities / Actions

• Will be taken to yield the desired outputs

• Objectives / Outputs / Outcomes

• Results of project activity that clearly demonstrates you have achieved your short term project purpose

• Purpose

• What you hope to achieve by the end of the project? (and will help reach the long term goal)

• Long Term Goal

• The ultimate reason for the project (might not be achievable in reality) (might be set by the funder)

- 1. Identify what you want to do
- 2. Study the call documents to understand better what the funder is looking for in the particular call
- 3. Modify your idea to conform with the interests of the funder this might require deemphasizing or even removing elements that you consider important or rewriting them to better fit
- 4. Your goal is to create a coherent narrative that logically presents why and how what you want to do will satisfy the funders interests

Examples of Funding Opportunities

HORIZON 2020:

https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/index.html

LC-SC3-EE-11-2018-2019-2020: Aggregation - Project Development Assistance

LC-SC3-EE-1-2018-2019-2020: Decarbonisation of the EU building stock: innovative approaches and affordable solutions changing the market for buildings renovation

LC-SC3-EE-2-2018-2019: Integrated home renovation services

LC-SC3-EE-4-2019-2020: Upgrading smartness of existing buildings through innovations for legacy equipment

LC-SC3-EE-17-2019: European City facility - European Cities as key innovation hubs to unlock finance for energy efficiency

LC-SC3-RES-4-2018: Renewable energy system integrated at the building scale

LC-SC3-RES-21-2018: Development of next generation biofuels and alternative renewable fuel technologies for road transport

LC-SC3-EC-1-2018-2019-2020: The role of consumers in changing the market through informed decision and collective actions



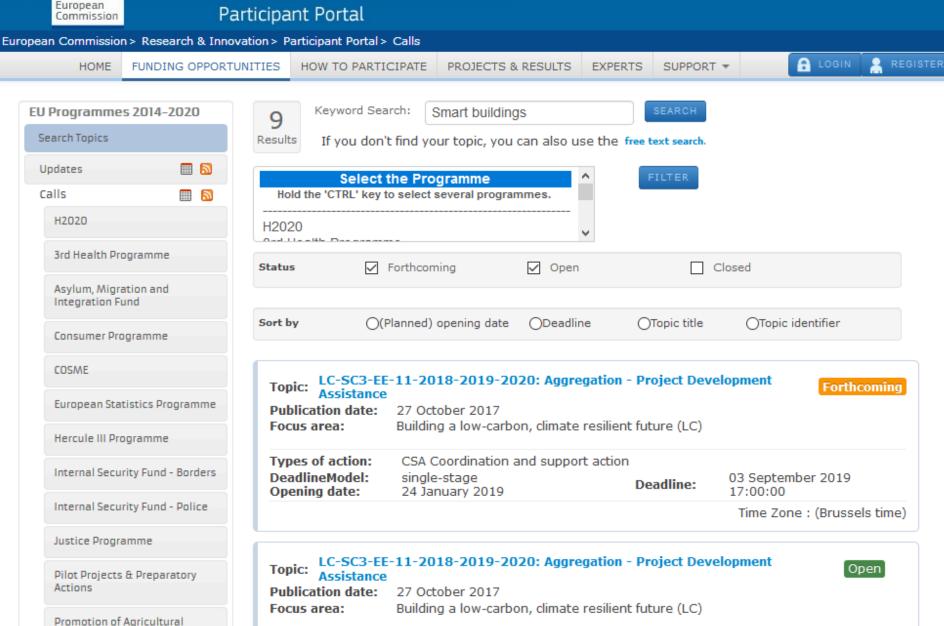
Products

RESEARCH & INNOVATION

Types of action:

Search





CSA Coordination and support action

Look for:

- Open, Closed, Forthcoming
- Deadline
- How many stages
- Type of Action

http://ec.euro pa.eu/researc h/participants /docs/h2020tundingguide/grants/ applying-fortunding/finda-call/whatyou-need-toknow en htm What to do when calls don't fit you perfectly, or your organization is too small and you are afraid it won't be competitive

Partner with

- A larger or 'sexier' organization
- An organization that has access to different funds (i.e. a university)

What do you 'bring to the table'?

- Access to a specific group?
- Technical Expertise?
- Connection to organizations in a particular region/area?
- Ability/time to write the proposal?

Partnering with another organization can help you broaden the scope of your potential proposals – such as by linking two issues together

• Promotion of cycling to reduce cars and CO2 also addresses health issues

Widen scope – serve additional populations that are affected by your issue – Building Owners, Construction Companies, Energy Auditors

Deepen scope – serve additional needs of a specific group (local governments need access to financing, but they also need technical skills/training)

How do you want to characterize your approach?



Projects that Solve Problems - What is the biggest problem facing the community/organization?

- The one that negatively affects the most people / stakeholders
- One that most severely affects people / stakeholders
- The problem that should be addressed first before other problems can be addressed
- A problem that affects a specific group of people in particular
- Limitations in productivity or capability?
- High levels of inefficiency?

Projects that take advantages of opportunities - New technology

- Unfilled market demand
- New knowledge or expertise
- New funding opportunities

What brings the most benefit? A comparison of the potential project costs vs.:

- Lots of new customers / people helped
- Brings in the most revenue
- Saves the most money

Useful to ensure that everyone is in agreement on what the problem is

Description of the problem/opportunity Describes the problem to be solved, the deficiency that's been discovered, or the opportunity that could be exploited. It might also describe how the need was discovered.

Impact or effects of the problem The types of difficulties encountered because of the problem or because the opportunity has not been addressed.

Identification of who or what is affected by the problem Individuals, departments, or organizations

Impact of ignoring the problem or opportunity What will happen if the need is not addressed, also known as **inaction risk.**

What is the gap between where you are now and where you want to be? What obstacles prevent easy movement to close the gap?

Work Programme: Indicates what the plans are for the next year or two regarding the funding programme you are interested in

Call Document: Gives key details regarding objectives and purpose of the call

Financial Guidelines: Relevant financial and programmatic information

Application Form: Word/page limits, specific questions to address, you must conform your logic to theirs

FAQ's: Prepared for some funding calls based upon questions that other applicants have asked.

Do we meet their minimum standards? Can we be rejected for any reason?

- Admissibility requirements
- Eligibility criteria (eligible applicants and application; eligible activities)
- Exclusion criteria
- Selection criteria (financial capacity, operational capacity)
- Do they give preference to lowest bidder?

What is the Timetable for starting the project

- Date the call will be published
- Proposal due date
- Estimated decision date
- Start of the project

- What is the total available budget for the programme or call?
- Are there minimum or maximum grant amounts?
- How many proposals will they fund?

What is the review process?

- Single or two stage?
- Concept note then proposal?
- Will the call be issued again?
- Who will review the proposal (an expert? a group of experts?)
- Commonly they will rank proposals, and have a minimum threshold

What are the purposes, priorities, and selection or award criteria?

EU Funds do not cover:

Organizations that

- have not paid social security contributions or taxes
- are bankrupt (or their finances are administered by courts, have an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters)
- are currently subject to an administrative penalty of the EU

Key organizational staff (i.e. leaders) have been convicted of

- an offence concerning their professional conduct by a Member State
- fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity, where such an illegal activity is detrimental to the EU's financial interests

- Public body (such as national, regional and local authorities or public employment services)
- For-profit firm grants typically cannot produce a profit
- Non-profit-making organizations
- International organisations whose registered headquarters are outside the eligible countries are also eligible

Lead Organization must have stable and sufficient sources of funding to maintain their activity throughout the project period

Organizations participating in several projects shall have sufficient financial capacity to implement multiple projects

Financial capacity check of the coordinator

- Most recent financial statements with balance sheet and profit & loss
- Audit by an approved external auditor (only if funding is very high)
- % dependency on EU financing
- Liquidity, solvency and profitability ratios
- Financial Viability self Check:
 https://ec.europa.eu/research/participants/portal/desktop/en/organisations/lfv.html#

If financial capacity is not satisfactory, EU may:

- Request further guarantees
- Reduce or give no pre-financing or require a bank guarantee covering the amount
- Reject the application

Organization must also have sufficient operational and professional capacities, those participating in several projects shall have sufficient operational capacity to implement multiple projects

- CVs of key staff involved in the project
- Lists of publications/projects/infrastructure
- Annual technical/narrative reports for the last available year

Eligible Countries? EU member states? Associated Countries?

Number of Partners / Countries

- E.g. at least 3 EU countries
- E.g. 4 partners with at least one in an EU Member States and at least one in a 'candidate' country (such as Macedonia (fYRoM), Albania, Montenegro or Serbia)
- Why do EU programmes typically require more than one country applying?
 - Allows learning across borders
 - Promotes Europeanization
 - OPleases more people



BREAK



How well does your project fit the objectives and priorities of the call? Works on at least three levels:

- EU level priorities Europe 2020 strategy https://ec.europa.eu/info/business-economy-euro/economic-andfiscal-policy-coordination/eu-economic-governance-monitoringprevention-correction/european-semester/framework/europe-2020strategy_en
- Programmatic level <u>Building a low-carbon, climate resilient</u> <u>future (LC)</u>
- Call level https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/lc-sc3-ee-1-2018-2019-2020.html

Relevance of the issues addressed by the project (level of need, how current it is)

- Are they more concerned about reaching as many people as possible or having the biggest impact possible on each person served?
- EU level impact i.e. contribution to implementation of EU law and policies and to wide public awareness about the rights deriving from it
- Contribution to the elaboration and dissemination of best practices or its potential to create practical tools and solutions that address cross-border or Union-wide challenges - <u>Cross-border collaboration</u>
- Where national projects are eligible, projects that have a transnational impact often are more favorably assessed than projects whose scope is purely limited to one Member State

- How appropriate are the expected results to achieve the objectives of the action?
- Is there a long-term impact of these results on the target groups and/or the general public?
- How sustainable are your results after EU Funding ends?
- Is there a clear, targeted and appropriate dissemination strategy, which will ensure that the results and/or lessons learnt will reach the target groups and/or the general public?
- Call specific impacts?
- Legislative or Policy Support? Which ones?
- Societal Benefit? Who? Where?

OUTPUTS: Quantifiable amounts of an activity

i.e. "50 people receive counseling services"

OUTCOMES: A change in state of target groups based upon your intervention

i.e. "10 women leave abusive spouses"

DELIVERABLES: Tangible things produced by the end of the project

i.e. "1 Guidebook: Dealing with Domestic Violence with 300 copies printed"

INDICATORS: Refers to the ways in which objectives are measured

Also known as 'Key Performance Indicators' (KPIs)

MILESTONES: Events that occur during the project that signify whether objectives are being achieved on schedule

Specific. Clear and well defined so anyone with a basic knowledge of the project area can understand them. They must precisely define what the project will and will not do.

Measurable. Must be defined in measurable (typically quantitative) terms. To be successful, you must be able to measure and report on the progress.

Agreed upon. The project manager and all stakeholders must agree on the project objectives.

Realistic. Must be possible to achieve, given the available resources, knowledge, skills, and time. It might take some time and energy to negotiate project objectives that are realistic.

Time (cost) limited. The objectives need to be framed within clear time (cost) goals. Define how much time (budget) is available and if there is any flexibility.

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Goal (Long	This is usually broad and is not som	nething that would be achieved during t	the lifetime of the project.									
Term)	(Often linked to EU level priorities and programme goals)											
Purpose		ve <u>during the life of your project</u> .										
(Short Term)												
Project structure	Description	Objectively Verifiable Indicators (by Month)	Means of Verifications									
	How do we know if we have reached our purpose?	Data that shows the output//outcome has been achieved	How we will measure progress towards OVI.									
Objectives Outputs Outcomes Deliverable	Via pre-determined <u>outputs</u> or <u>outcomes</u> such as <u>Deliverables</u> .	 Indicators can be quantitative: How much How often 	What evidence can we provide (tangible or otherwise)									
	 Achieving these demonstrates that we have reached our purpose or at least have made progress towards it. 	Increase or decreaseIndicators can be qualitative:How well	What actions must we take to gather this evidence?									
	An output is typically a physical product like a website or a book.	 Satisfaction, opinions Decision-making ability Changes in attitude. 	Some evidence is better than others									
	•	 They should be objective Should be measurable so all people can agree with them Not subjective opinions. 	If you indicators are quantitative then you want to have systems in place for counting.									

	CE
	Verification
Objectively Verifiable Indicators (Milestones – When?)	(Evidence)
 Indicators should be tied to 	○ If your
• target group (who)	indicators
• time/duration (when / how long)	are
• location (where)	qualitative,
 OVIs can be direct or indirect: Direct = effect on project participants related to activity i.e pre-and-post testing of kids for an afterschool literacy project Indirect = logically connected to project activity i.e. the number of books borrowed from the school library for a literacy programme 	then you have to figure out ways to measure it objectively— i.e. pre/post
 Indirect OVIs are used when direct ones are not available or difficult to measure, such as "quality of life" or are too expensive to measure 	testing.

What does the funder want? Implementation

Does the funder value stability, innovation or creativity?

Is your project idea unique? Does it fill a gap that currently exists?

Submit in exactly the format they specify – your #1 goal is to eliminate any reason for being rejected other than content of the idea

Methodology for implementing the activities

- Organization of work
- Allocation of resources and time schedule
- Appropriateness of activities

What does the funder want? Implementation

Strategy for monitoring the project implementation

Identification of risks and measures to mitigate them

Methods of evaluation, including measures to assess the success of the activities and the indicators to be used

Identification of ethical issues and proposed actions to address them

Strength of the partnership

What technical expertise do you have?

What positions will you identified to run the project? Project Coordinator, Project Manager, Project Assistant, Financial Manager, WP Leaders, ??

How will communication within the project be managed?

What structures will you create to oversee the project- i.e. Steering Committee – what will its functions or duties be?

What rules will govern the SC and consortium in general?

- Consortium Agreement?
- Quorum and voting rules?

How will the SC monitor progress?

Have a logic for how your WPs fit together

	WP1 MANA	AGEMENT	
WP2 Development of	WP3 Improv	ement of Data	WP4 Develop
Existing and New	Collection, S	Sampling and	Research
Research Methods	Monitoring	Techniques	Infrastructure
WP5 Inc. case EMU's Research Profile in Aq		Education	ove Aquatic Ecology and Awareness and Research Results

- For Each WP, Identify a WP leader responsibility should be balanced
- Workload and budget for each WP should be balanced
- Tasks within WP's should lead to specific outputs and logically fit together
- Number tasks, set time-frame for major tasks and if possible identify responsible partners

WP Number	WP7	M1 – M48	CE
WP Title	Dissemination, Exploitation and P	ublic Engagement	1990
Lead Beneficiary	UT		

Objectives The main objective of WP7 is to engage with different target audiences to increase the impact of SCI-GEM research. It will do so by disseminating the results of SCI-GEM ESR research widely throughout the international scientific community using a range of different mechanisms. It will also identify how the results of SCI-GEM ESR research could be exploitable by industry. Finally, it will engage the general public (including policy makers and youth) to demonstrate the importance of satellite/GEM research on human well-being and to encourage young people to enter the field. UT's ESTCube project received large national and international media, as well as society's attention which makes it well suited to lead this WP.

Description of Work and Role of Partners

- T7.1 (UT). Creation of Dissemination and Engagement Plan
- T7.2 (ISIS, BSS, CS, ICEYE, KZ). Form Exploitation Advisory Committee
- T7.3 (UT) Design, Launch and Maintain SCI-GEM ETN Website and update with ESR research
- T7.4 (UT, SU). Communications Training (including Presentation of research results, Reproducible research, Scientific writing & Communicating with non-scientists)
- T7.5 (BSS, ICEYE, CS, NOC). Commercial Training as part of network-wide training (Innovation, Market research, Intellectual property management, Risk Management, Start-ups, Spin outs and collaborations) T7.6 (UT, ELTE). Arrange for Participation/Presentations in Academic Conferences
- T7.7 (UT, ELTE, UoE). Technical Support for open access publishing and open data sharing
- T7.8 (ISIS, BSS, CS, ICEYE, KZ) Develop Exploitation Recommendations
- T7.9 (all) Work with the communications departments of beneficiaries to contact local, national and international press as well as with social media (Facebook, Twitter) about the project
- T7.10 (UT) Create a policy paper on how space technology and GEM research can be better integrated via national and international funding schemes/legislative environments
- T7.11 (all) Visit secondary and undergraduate schools to raise awareness of the topic as a field of study
- T7.12 (all) SCI-GEM fellows Participation in Researchers Night T7.13 (all) Beneficiaries host SCI-GEM open lab days
- T7.14 (all) End of project dissemination conference with scientists, entrepreneurs, policy makers and media invited to learn about the results of SCI-GEM research

Description of Deliverables D7.1 Dissemination / Engagement Strategy (M6)

- D7.2 Website with ESR research and results (M18)
- D7.3 Exploitation Recommendations (M20)
- D7.4 1 Policy Paper how space technology and GEM research can be better integrated (M21)
- D7.5 Fifteen academic societies joined by ESRs (M23)
- D7.6 At least 30 presentations made at relevant academic conferences ESRs (M43)
- D7.7 At least 15 articles submitted to high impact journals (M45)
- D7.8 At least 15 articles submitted to open source journals (M45)
- D7.9 At least 45 articles on SCI-GEM Network research topic (M45)
- D7.10 Visit at last 40 schools to promote topic with students (M45)
- D7.11 End of project dissemination event with at least 125 participants (M46)
- D7.12 Dissemination, Exploitation and Engagement Progress Report (M12, M24, M36, M47)

- What is the sequence of activities?
- What are the deadlines for specific actions?
- Who is responsible for the task?
- When do specific milestones occur during the project?
- Gantt chart can be used to show the project timeline
 - Can also show other information as well
 - Such as SC meetings or
 - Indicate who is responsible for what



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Duration of the project (in months)	1 2	3 4	5 6	7 8	9	10 11	. 12	13 1	4 15	16	17	18	19	20	21 22	23	24	25 2	26 2	7 28	29	30	31	32 33	34	35	36
Work package 1: Management	K		N				M					M					М					M				М	
WP2 R & D of RDW technology																											
WP2.1 Experimental methodology																											
WP2.2 Tether factory Technology																											
WP2.3 Prototype of truss device																											
WP2.4 RDW space bonder																											
WP3 R&D of RDW compatible CubeSat																											
WP3.1 System Requirements																											
WP3.2 RDW capable CubeSat bus																											
WP3.3 Cold-gas propulsion system																											
WP3.4 Tether experiment																											
WP3.5 Space bonder EM																											
WP4 On-ground and in-space testing																											
WP4.1 Methodology for evaluating																											
WP4.2 Ground experiments with RDW																											
WP4.3 Ground AIT of RDW and satellite																											
WP4.4 Test RDW components in space																											
WP5 Future Applications of RDW																											
WP5.1 Scientific applications																											
WP5.2 Commercial exploitation																											
WP5.3 Promote RDW potential uses																											
WP6 Dissemination																											
WP6.1 Communicate Project Activities																											
WP6.2 Engage with Key Audiences																											

- Know your key themes
- Repeat them throughout the proposal
- Answer questions as asked, not as you think is most logical
- Answer in the same order as the question is asked
- Use bolding or highlighting when possible (But don't overdo it the key is to bring out the most important points)

If the call documents indicate that there is something to do – refer to it in your proposal, even if it is not asked

• For example: "Our project will comply with the EU's guidelines on publicity as described in***"

Link what you are proposing to do with both the specific indicated objectives of the call as well as broader EU issues

- Why is Poland's problem a problem for Europe? Or put another way
- How can solving Poland's problem benefit the rest of Europe?
- Use short sentences (I try to not use more than 20 words in a sentence)
- Have a non-expert look at your proposal draft
- Make sure sections fit and that there are not contradictions in your text
- Obey word and page limits
- Use keywords but explain them
- If you are presenting concepts that might not be clear explain or define them
- Cite EU documents that demonstrate your project's connection to EU goals

Link costs to activity – How much resources are devoted to different tasks

- Identify tasks that are too expensive in relation to their importance to the project.
 - If 75% of costs are used in acquiring and maintaining space to give classes that may be a problem. (In London or Hong Kong, maybe that's the cost of doing business)
- If a task costs too much, 3 options:
 - find a way to reduce its cost
 - remove the task
 - if it is needed, then account for it elsewhere in the budget

Measure cash flow – Link costs to when they will be incurred

• Enables estimating how much money will be needed at different stages of the project

<u>Link costs to deliverables</u> – How much does each OOOD 'cost'?

- Like with tasks, determine the percentage of total cost for each deliverable and make sure it conforms with its relevant importance to the project
- Especially important in meeting funder expectations
 - If your project has 5 major deliverables, one of them probably should not take up 80% of the budget

Manage "budget balance"

- How much does each WP cost?
 - In general, having 90% of the money in 1 WP out of 5 WPs is not a good idea
- How much goes to each partner?
 - Does one partner get the majority of the money? How is that justified?
- How much goes to different cost categories?
 - i.e. Staffing, Equipment, Travel

Project Costs



Funders perspective, they typically prefer paying for your project (Direct Costs) and not overhead (Indirect).

- Thus, if 80% of my project is indirect expenses, the funder won't be happy.
- Many funders set a limit on indirect expenses
 - Usually as a percentage of total costs
 - May have specific rules on what can and cannot be classified as direct or indirect expenses.

From the organization running the project viewpoint,

- Projects should pay their 'fair share' of the total indirect/overhead expenses of the org.
- If the project consumes 17% of organizational/administrative resources but only pays for 10% of them, then the project is losing money for the organization
- Low paying projects
 - Have additional opportunity costs
 - Put a burden on other projects and activities
 - Often results from low bids submitted by the organization
 - The organization probably must reduce the share of indirect expenses to maintain a standard of quality

Direct Costs: Expenses attached directly to your project.

Staff – Total costs (all taxes paid)

Equipment – Including repairs and/or maintenance

Investments – Not relevant for most non-business projects

Travel – For staff doing project activities, includes flight, accommodations, per diems

Meetings – Hosting, food, include project meetings for large multi-partner projects

Supplies – Printing, marketing materials, office supplies etc.

Rent – For space used for project (or % of larger space)

Subcontracts – Services performed by another firm/organization – typically are not preferred by funders for key activities why?

Expenses not specific to the project, in other words, the expenses are shared among projects.

Typically not tracked during the project (although might be examined during an audit)

Often applied as a percentage of staff time (or of project related costs).

If indirect costs are based upon staff time – then what should you probably do?

All costs must either be direct or indirect.

- Most funders do not like to be the only supporter of a project.
- They often ask for **matching funds**, money donated to the project from other sources (or allocated by the applicant organization).
- Typically between 10 and 25% of the total project costs
- The cost of these matching funds must be included in the total project
- These matching funds must be paid by the organization's own resources or a third party
- With very few exceptions, matching funds cannot come from EU sources
- Some funding programmes require an actual cash transfer to demonstrate matching (one approach is to use Indirect funds)
- Another approach is to put a staff person on the budget who is already paid from other sources (whether they work or not on the project)

It demonstrates a broader range of support from multiple stakeholders It is a way of spreading risk for the funder

It demonstrates COMMITMENT to the success of the project – by the applicant and stakeholders

It gives funders more "bang for their buck"

- I can fund 4 projects at 250,000 each or 1 project for 1 million.
- This is especially valuable to governmental funders who often prefer to 'share or spread' the wealth

<u>DON'T FORGET TAXES (including VAT) when making estimates – another reason that estimating conservatively is useful</u>

Remember Inflation if multi-year projections are being done

Read Guidelines –

- some funders put limits on indirect costs,
- how much can be spent in different lines,
- what are considered eligible and ineligible costs?

Unknown Risks – Cannot be planned or budgeted for. We must respond to them with 'workarounds'

Known Risks

- With predictable outcomes Can be budgeted and prepared for
- With uncertain outcomes This makes budgeting more difficult

Constraint Related Risks – Limits what your team can do in terms of time, cost, resources, or quality i.e. loss of project staff, lack of skills or limited time to train staff; vendor delays; equipment failure;

Task-related risks –things that affect your team from to carrying out each individual task.

Risk Categories

Internal Risks – Can be prevented or reduced with contingencies

- **Technical Risks** Associated directly with the knowledge being used and it's technical aspects including understanding or reproducibility
 - Has it Ever Been Done Before? Have you ever done it before?
- **Project Management Risks** Problems from planning, breakdowns in communication in team, issues with oversite of team, problems with reporting or other administrative tasks
- Site-Related Risks Problems with the location and facilities of the project might overlap with technical risks if advanced equipment is involved
- Stakeholder Risk Related to vendors, customers, clients, other partners

External Risks – Outside the control of the project team –cannot be prevented, but impact can be reduced or you can create contingencies:

- Political Issues
- Legal Issues
- Environmental issues
- Social Issues

- 1. Identify all potential risks
- 2. Categorize them
- 3. Assess them based upon the likelihood to occur and strength of impact
- 4. Develop Risk Response strategies to
 - 1. prevent the risk event from occurring or
 - 2. limit the damage it causes

Avoiding / Preventing –

Take steps in your planning that prevents the risk from happening

Some solutions are relatively easy to do, so they should be done

However, these solutions can sometimes cause other problems, like be more expensive or time-consuming

Should be done if the risk is likely to occur and would have a major impact

Accepting –

Either wait for the risk to occur and then deal with it (most appropriate for low impact less likely risks) OR

Create a contingency plan to deal with the risk

- What you do should it occur
- One way to deal with this to build in extra time and budget reserve funds (contingency fund)

Transferring –

The risk is given to a 3^{rd} party – i.e. insurance.

Subcontracts with vendors can also be written in such a way that risk is transferred to them.

Mitigating –

Reduce the impact or likelihood of the risk.

If a task as currently planned has a major effect on the project, alter the plan to an option that would have less of a negative effect. Plan your event for summer to ensure that it doesn't snow (although it still might rain).

Risk Response Strategy Table

Risk	Category	Response Strategy (Avoid/Accept Transfer/Mitigate)	Description
	External		
	Technical		
	Project Mgmt.		
	Site Related		

If the budget allows – always include more countries than the minimum Have a rationale or explanation for your partnership

- Countries from all sections of the EU "Develop universal solutions applicable throughout Europe"
- Post-Soviet Countries "Western European solutions don't work here"
- Countries with similar problems (such as countries with high youth unemployment or large numbers of refugees)
- Countries at different levels of dealing with a problem

Whatever your rationale is – emphasize it throughout your proposal!

Where would you look for partners for your proposal?

Previous partners – being able to say that you have a prior relationship is a way to minimize risk from the funder's perspective

Local/regional organizations that do something different than you do

Organizations that have successfully obtained funding from the funder you are approaching

Networks or membership organizations focused on the issue

- CEESEN: https://ceesen.org/
- Participant Portal:

https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h202 0/topics/lc-sc3-ee-11-2018-2019-2020.html **Applicant** - the organization responsible for submitting the application

Partner - member organization of the partnership other than the applicant

Associate Partners - organization that plays an active role in the action but which cannot benefit from funding under the grant

Sub-Contractor - organization contracted by the beneficiary or its partner(s) in accordance with the appropriate procedures in order to execute specific tasks in implementing the action

End User – the people or groups who directly benefit from the project

Dissemination Target – groups who you will seek to inform about the project (includes all of the above as well as others such as policy makers)

Assessing Project Roles

Stakeholder	Role in Project*	How do they affect Implementation	How do they affect Results	Method of Involvement	Barriers to Involvement	Methods to Overcome Barriers
1						
2						

*Project Roles:

- Sponsor/Funder
- Partner
- Supplier/Subcontractor

- Associate Partner
- Supporter
- Client/End User
- Dissemination Target

Project idea name and acronym

Project Timeframe: Estimated start month and duration

Overall budget/Specific Call/Co-financing Rate

Specific need to be addressed

Structure of Project

- Outputs /Deliverables
- Work Packages (Leaders)
- Broad Activities

Proposed Partnership: Including Lead partner, associate partners, etc.