

SEVENTH FRAMEWORK PROGRAMME  
for research and technological development

PROJECT MANAGEMENT

# ESSENTIAL PROCEDURES FOR PREPARING FP7 PROPOSALS

ELECTRONIC VERSION TO BE DISTRIBUTED FREELY – 8H/4

(Updated versions available to subscribers)


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**EDITION**

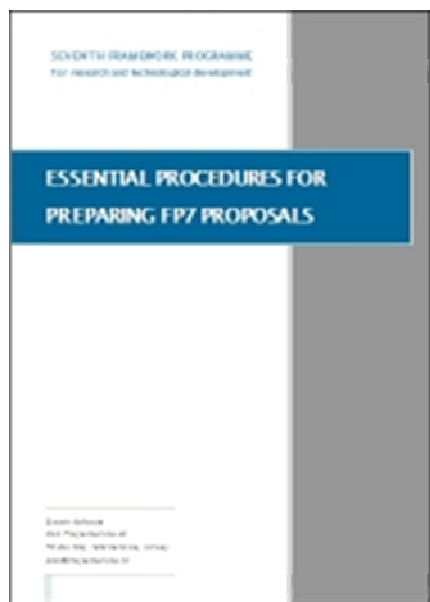
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### **ESSENTIAL PROCEDURES FOR PREPARING FP7 PROPOSALS**

#### **PART ONE — STRATEGIC PHASE (BEFORE A CALL FOR PROPOSALS)**

Assessing the Opportunities  
Developing Conceptual Project Ideas  
Potential Consortia

#### **PART TWO — PLANNING PHASE (AFTER THE CALL FOR PROPOSALS)**

Establishing the Consortium  
Creating a Project Prospectus and Consultations

#### **PART THREE — WRITING PHASE (PUTTING IT ALL TOGETHER)**

Writing Part B and Filling In the A forms  
Proofreading  
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# **ESSENTIAL PROCEDURES FOR PREPARING FP7 PROPOSALS**

**Dedicated to Project Coordinators,  
Work Package Leaders and Project Partners**

## INTRODUCTION

The purpose of this publication is to outline the essential procedures for preparing FP7 proposals. It is intended primarily for research organisations and research-intensive enterprises that are planning to take advantage of the funding opportunities provided by FP7. This publication may be useful to both beginners and the more experienced who are looking for a strategic approach to creating successful project proposals.

A common mistake among inexperienced proposal writers is to ignore the strategic aspects of preparing a project proposal. Rather than trying to fully understand the driving forces behind the opportunities, and creating relevant project ideas with appropriate partners, inexperienced proposal writers wait for a call and then start writing the proposal immediately — without planning the writing phase at all. This type of approach tends to result in project proposals that fail to meet the evaluation criteria.

This publication consists of three parts:



FIG. PHASES

S = START OF ALL PROCEDURES, E = END OF ALL PROCEDURES  
M1 = CALL FOR PROPOSALS, M2 = START OF PROPOSAL WRITING

- *Part One — Strategic Phase (before a call for proposals)* describes a series of management procedures for the very early stages of preparations. This phase is the longest and may take 10 – 22 weeks to complete
- *Part Two — Planning Phase (after the call for proposals)* provides descriptions of management procedures appropriate for planning the writing phase. This phase is the shortest and should take 3 – 5 weeks to complete
- *Part Three — Writing Phase* gives descriptions of a series of procedures for the actual writing of a proposal. This final phase should be completed in 6 – 10 weeks.

*Parts One, Two and Three* are structurally similar to each other. All the activities in each procedure are summarised in separate tables. The tables highlight what each activity involves, how the activity is performed, when it takes place, and the expected time it takes to complete. Each activity is supplied with a list of general advice.

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## 1. PART ONE — STRATEGIC PHASE (BEFORE A CALL FOR PROPOSALS)

*Some proposal writers begin their strategic preparations and analyses more than a year before a relevant call. Indeed, this homework can be more fun than the proposal writing itself. Looking for opportunities and playing with research ideas can be fascinating. Ideally, the strategic phase should be completed well ahead of a relevant call for proposal, as there is little time for strategic considerations once a call has been published.*

▼ Below: Procedures in the Strategic Phase



**FIG. PROCEDURES IN THE STRATEGIC PHASE**

S = START OF STRATEGIC PHASE. E = END OF STRATEGIC PHASE  
(EXPECTED DURATION: 10 – 22 FULL WEEKS)

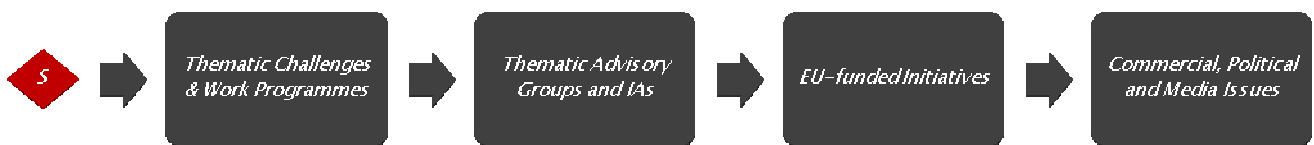
OBJECTIVES	DELIVERABLES	BENEFITS
<i>To create a portfolio of relevant project ideas and to establish a provisional network of project partners for several project ideas</i>	<i>Strategic Phase Summary Report</i>	<i>An invaluable flying start for a whole set of project proposals</i>

**TABLE. PHASE SUMMARY TABLE**

## A. ASSESSING THE OPPORTUNITIES

The Thematic Challenges and Work Programmes must be appreciated and understood in a wide perspective for all relevant competencies. One must appreciate the research concerns of the Thematic Advisory Groups and Industrial Associations, and understand the driving forces behind related research initiatives from the EU. But perhaps most importantly, one must study the media. How they deal with the appropriate research topics may provide popular insight into societal and even political priorities.

▼ Below: Activities in the Procedure for Assessment of Opportunities



**FIG. PROCEDURE FOR THE ASSESSMENT OF OPPORTUNITIES**

S = START OF ALL PROCEDURES  
(EXPECTED DURATION: 2 – 4 FULL WEEKS)

### **THIS PROCEDURE WILL**

1. *Give an excellent understanding of the Thematic Challenges and Work Programmes*
2. *Help to give an overview of who's who in the "business"*
3. *Provide a good insight into what is happening on the European research stage*
4. *Render a wide perspective on societal issues*
5. *Create an invaluable platform for creating good project ideas*

**TABLE. FIVE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. THEMATIC CHALLENGES AND WORK PROGRAMMES

Each of the ten thematic priorities within the Cooperation Programme has defined a specific set of Thematic Challenges and a Work Programme. The priorities are: (1) Health; (2) Food, Agriculture and Fisheries, and Biotechnology; (3) Information and Communication Technologies; (4) Nanosciences, Nanotechnologies, Materials and new Production Technologies; (5) Energy; (6) Environment (including climate change); (7) Transport (including Aeronautics); (8) Socio-economic Sciences and Humanities; (9) Security; (10) Space.

It is important to read and understand the Thematic Challenges and the priorities in the Work Programmes. All this information is available on CORDIS and should be studied at the very beginning of the Strategic Phase.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<ol style="list-style-type: none"> <li>1. Get an overview of the current (and relevant) thematic challenges and the contents of the work programme</li> <li>2. Understand the current priorities of FP7</li> </ol>
<i>How</i>	Explore CORDIS directly (i.e. <a href="http://www.cordis.eu">www.cordis.eu</a> ) or Google CORDIS with appropriate search words (e.g. cordis fp7 health work programme) . Take personal notes for future reference
<i>When</i>	At the beginning of the Procedure for Assessment of Opportunities
<i>Time</i>	1 - 3 full days

---

TABLE. ACTIVITY SUMMARY TABLE

## 2. THEMATIC ADVISORY GROUPS AND INDUSTRIAL ASSOCIATIONS

Advisory groups exist for each of the ten thematic priorities. Their mission is to help the Commission in preparing and developing the work programmes. Drawn from a variety of European research establishments and industry, each advisory group is made up of 20 to 30 independent experts. They provide advice to the Commission on strategy, relevant objectives, and scientific and technological priorities — and the topics on which proposals are to be invited.

Another group of influencers is represented by the Industrial Associations. There are a large number of these all over Europe — and many of them have offices located in Brussels. On behalf of their member organisations, these associations promote research by lobbying individuals and advisory groups associated with FP7. It is worth studying who's who (and their priorities) in the advisory groups and the Industrial Associations.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<ol style="list-style-type: none"> <li>1. Get an overview of the priorities of the key institutions and individuals who are represented in the advisory groups and industrial associations</li> <li>2. Learn about the relevant priorities and look for emerging research issues</li> </ol>
<i>How</i>	Explore CORDIS directly (i.e. <a href="http://www.cordis.eu">www.cordis.eu</a> ) or Google CORDIS with appropriate search words (e.g. cordis fp7 health work programme). Also Google for associations (e.g. international association wind energy). Take personal notes for future reference
<i>When</i>	After studying the Thematic Challenges and Work Programme
<i>Time</i>	3 – 5 full days

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**TABLE. ACTIVITY SUMMARY TABLE**

### 3. EU-FUNDED INITIATIVES

The EU funds a large number of different support activities aimed at increasing participation in EU-funded research projects. Identifying and studying these activities can be very helpful. Firstly, they are gateways to useful information and key individuals. Secondly, they may assist in finding alternative sources of research funding.

Support and Coordination include two types of actions: (1) Support aimed at contributing to the implementation of FP7, and (2) Coordination (or networking) aimed at coordinating research activities and policies. Research is supported by neither action.

Another type of initiative is the European Technology Platforms. These provide frameworks for stakeholders, led by industry, to define research and development priorities, timeframes and action plans on strategically important issues. Between 30 and 40 platforms have been established so far in FP7. Find out if any of them provide useful information.

Then there are the Joint Technology Initiatives (JTIs). These are long-term public/private sector partnerships initiated by European Technology Platforms. Their mission is to support large-scale multinational research activities in areas of major interest for European competitiveness and in issues of high social relevance. Six JTIs have been identified at the present juncture in FP7.

And finally, there are the ERA-NETs. These initiatives support the cooperation and coordination of research activities carried out at national level. There are many active ERA-NETs from FP6 and FP7.



FIG. THIS ACTIVITY (DARK GREY)

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<ol style="list-style-type: none"> <li>1. Get an overview of the relevant Support and Coordination actions, European Technology Platforms, Joint Technology Initiatives, and ERA-NETs</li> <li>2. Get to know relevant key institutions, individuals, priorities and EU-funded initiatives</li> </ol>
<i>How</i>	Explore CORDIS directly (i.e. <a href="http://www.cordis.eu">www.cordis.eu</a> ) or Google the internet with appropriate search words (e.g. terminology and "buzz words" used in the work programmes such as technology platform food). Take personal notes for future reference
<i>When</i>	After studying the priorities of the Thematic Advisory Groups and Industrial Associations
<i>Time</i>	3 - 5 full days

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TABLE. ACTIVITY SUMMARY TABLE

#### 4. COMMERCIAL, POLITICAL AND MEDIA ISSUES

Good research is about finding real solutions to real problems. So explore how the media deal with problems, and take note of the journalistic rhetoric and angles of approach. In addition to the opinion-makers and well-branded media (e.g. the Financial Times, CNN, the BBC), try the pan-European online services of The Brussels Journal, EurActiv, Courrier International, Deutsche Welle, EU Business, European Voice, The Parliament, New Europe, and EUobserver.



FIG. THIS ACTIVITY (DARK GREY)

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##### ACTIVITY SUMMARY TABLE

<i>What</i>	<ol style="list-style-type: none"> <li>1. Acquire a commercial and political overview and research how the media deals with issues</li> <li>2. Learn the non-scientific rhetoric and societal driving forces</li> </ol>
<i>How</i>	Explore EUROPA directly (i.e. <a href="http://www.europa.eu">www.europa.eu</a> ) or Google the internet with appropriate search words (e.g. financial times research global climate). Take personal notes for future reference
<i>When</i>	After studying the EU-funded Initiatives
<i>Time</i>	2 - 4 full days

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TABLE. ACTIVITY SUMMARY TABLE

## B. DEVELOPING CONCEPTUAL PROJECT IDEAS

Some research ideas spring from accidental scientific or technological discoveries. One may, for example, decide to find out why a harmless substance seems to inhibit the growth of certain bacteria. Other research project ideas may be conceived as a result of a visionary aspiration. For example, one may decide to find the most effective cure for a specific physiological disorder.

The objectives and deliverables can usually be easily defined for both approaches. However, the benefits and potential impact are always trickier to define. Care should be taken in the development of project ideas, because “potential impact” is one of the evaluation criteria that many project proposals fail to pass.

Equally important are the competencies required to produce the expected deliverables. Developing project ideas without a complete overview of the required competencies can prove to be very difficult indeed.

▼ Below: Activities in the Procedure for Developing Conceptual Project ideas



**FIG. PROCEDURE FOR DEVELOPING CONCEPTUAL PROJECT IDEAS**  
(EXPECTED DURATION: 2 – 8 FULL WEEKS)

### **THIS PROCEDURE WILL**

- 1. Create a selection of relevant project ideas**
- 2. Provide an understanding of the driving force behind each idea**
- 3. Establish an excellent framework for each idea**
- 4. Map out which competencies one must acquire from external partners**
- 5. Give an platform for identifying potential consortiums**

**TABLE. FIVE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. PROJECT IDEA NAMES

Once a research idea has been conceived and sufficiently elaborated, an appropriate name is needed. A suitable name creates enthusiasm, and will give the idea an identity. But finding a good name is as difficult as naming a child.

Catchy names with emotional relevance are often invented spontaneously by someone not directly associated with the research. Unfortunately, most research projects have introvert, scientific names, or use artificially constructed or misleading acronyms.

Avoid the latter types of names, and invite people who are not associated with the project idea to suggest a name. Ideas for good names may be found in the text of the thematic challenges or work programme, or by looking at the terminology used by the industrial associations, politicians or press.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Find catchy names with emotional relevance</i>
<i>How</i>	<i>Have fun. Invite people who are not associated with the project idea to suggest catchy names</i>
<i>When</i>	<i>At the beginning of the Procedure for developing Conceptual Project Ideas</i>
<i>Time</i>	<i>1 - 2 full days</i>

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TABLE. ACTIVITY SUMMARY TABLE

## 2. OBJECTIVES, DELIVERABLES AND BENEFITS

As mentioned above, ideas with catchy and relevant names are easy to refine and define. However, properly defining an idea for it to become a real project concept requires project management skills. In doing so, make sure the objectives described in the thematic challenges and work programme are addressed. And be specific when it comes to defining the deliverables. Use the deliverables as “guiding stars”.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Define the objectives, deliverables and benefits for each project idea</i>
<i>How</i>	<i>Arrange joint workshops with researchers and research managers</i>
<i>When</i>	<i>After finding suitable Project Idea Names</i>
<i>Time</i>	<i>2 - 4 full days</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

### 3. PROJECT FRAMEWORK

Formulating a Project Framework is all about structuring the project to produce the deliverables within a budgetary framework, a draft timeframe and resource estimates.

One approach is to create a table and itemise the list of deliverables in chronological order (i.e. the first deliverables at the top of the list and the final deliverables at the end). Describe briefly the efforts necessary to produce the deliverables in the second column (i.e. competencies, man-months, equipment). Then in the subsequent columns insert the actual manpower costs, the cost of equipment and a description of the necessary activities including expected durations.



**FIG. THIS ACTIVITY (DARK GREY)**

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Create Project Frameworks</i>
<i>How</i>	<i>Make a simplified work breakdown structure to create a framework (i.e. a draft budget, a draft time schedule and resource estimates). Indicate the competencies required</i>
<i>When</i>	<i>After refining and defining the objectives, deliverables and benefits</i>
<i>Time</i>	<i>1 day per project idea</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

#### 4. PROJECT IDEAS–COMPETENCIES MATRIX

It is rare that a research institution has all the expertise necessary to complete a EU–funded research project. With a portfolio of project ideas, a Project Ideas–Competencies Matrix will provide a master overview of all the required competencies for each project idea. To create the matrix, simply make a list of all the project ideas and competencies required. Take great care in defining the competencies. Apply sufficiently broad definitions, and use international standards if possible. Consult other scientific personnel on the actual definitions. The table below shows an example of a Project Ideas–Competencies Matrix.

▼ Below: Project Ideas–Competencies Matrix

	<i>Comp. I</i>	<i>Comp. II</i>	<i>Comp. III</i>	<i>Comp. IV</i>	<i>Comp. V</i>	<i>Comp. VI</i>	<i>Comp. VII</i>
<i>Project Idea I</i>	<i>In-house</i>	<i>External</i>	–	<i>External</i>	<i>In-house</i>	–	<i>External</i>
<i>Project Idea II</i>	<i>In-house</i>	–	–	<i>External</i>	–	<i>External</i>	–
<i>Project Idea III</i>	<i>In-house</i>	–	–	<i>External</i>	<i>In-house</i>	–	–
<i>Project Idea IV</i>	<i>In-house</i>	<i>External</i>	<i>External</i>	<i>External</i>	<i>In-house</i>	<i>External</i>	<i>External</i>

**TABLE. PROJECT IDEAS–COMPETENCIES MATRIX**

(IN-HOUSE = HELD WITHIN THE ORGANISATION, EXTERNAL = MUST BE ACQUIRED FROM AN EXTERNAL PARTNER)

Try to analyse the example matrix above. It shows that Competencies I and V are available in-house. All the other competencies must be acquired through partners. Note that Competency IV is required for all projects. Clearly, access to this competency is of key importance in order to proceed with the project proposals.



**FIG. THIS ACTIVITY (DARK GREY)**

#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Create an Project Ideas–Competencies Matrix</i>
<i>How</i>	<i>Create a table showing all the project ideas and competencies required to form a basis for finding research partners for consortiums</i>
<i>When</i>	<i>After creating the Project Frameworks</i>
<i>Time</i>	<i>1 – 3 days</i>

**TABLE. ACTIVITY SUMMARY TABLE**

## C. POTENTIAL CONSORTIUMS

Most research institutions and research-intensive enterprises have a network of trusted partners; sometimes through formalised collaboration agreements, and sometimes through informal individual networks across organisational borders.

Surveying these networks can be a very useful exercise and can be helpful in the procedure of creating a Network-Competencies Matrix. This matrix will provide a master overview of all the available competencies within easy reach. Any gaps needs to be filled by finding additional partners by other means. Lining up all the potential consortium members by earmarking them for each project idea is fundamentally important and must be done before the call for proposals.

▼ Below: Activities in the Procedure for Identifying Potential Consortiums



**FIG. PROCEDURE FOR IDENTIFYING POTENTIAL CONSORTIUMS**  
(EXPECTED DURATION: 4 – 8 FULL WEEKS)

### **THIS PROCEDURE WILL**

- 1. Give a good overview of all the competencies available within existing networks**
- 2. Help to draft provisional consortiums**
- 3. Create a portfolio of realistic project ideas**
- 4. Assist in establishing effective consortiums**
- 5. Prepare the organisation for a flying start into EU-funded research opportunities**

**TABLE. FIVE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. NETWORK–COMPETENCIES MATRIX

Ask a top research manager to show you his organisation’s list of potential collaboration partners. You will be surprised — he probably does not have one. Network management is a neglected area in many research organisations. One way of improving this situation is to create a Network–Competencies Matrix. But first one must produce an overview of the potential partners in the available networks. Look at institutional as well as individual networks at research level. Refer to the Project Ideas–Competencies Matrix and map out the competencies of the potential partners. Then create the Network–Competencies Matrix. The table below is an example.

▼ Below: Network–Competencies Matrix

	<i>Comp. I</i>	<i>Comp. II</i>	<i>Comp. III</i>	<i>Comp. IV</i>	<i>Comp. V</i>	<i>Comp. VI</i>	<i>Comp. VII</i>
<i>Own organisation</i>	Yes	–	–	–	Yes	–	–
<i>Partner A</i>	–	–	–	–	–	Yes	–
<i>Partner B</i>	Yes	–	–	Yes	Yes	Yes	–
<i>Partner C</i>	–	Yes	–	–	–	Yes	–
<i>Partner D</i>	–	Yes	–	–	–	–	–
<i>Partner E</i>	Yes	–	–	Yes	–	–	–
<i>Partner F</i>	–	–	–	–	–	Yes	–

**TABLE. NETWORK–COMPETENCIES MATRIX.**

The matrix above reveals that none of the partners possess Competencies III and VII, so additional partners are necessary. Without these competencies, it will be impossible to do Project Ideas I and IV (refer to the Project Ideas–Competencies Matrix).



**FIG. THIS ACTIVITY (DARK GREY)**

### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Get an overview of external institutional and personal networks within the organisation — and the competencies of each network member</i>
<i>How</i>	<i>Personal interviews with managers and individuals who are likely to have external networks</i>
<i>When</i>	<i>At the beginning of the Procedure for Identifying Potential Consortiums</i>
<i>Time</i>	<i>3 – 5 full days</i>

**TABLE. ACTIVITY SUMMARY TABLE**

## 2. NETWORK–PROJECT IDEA MATRIX

Once the Network–Competencies Matrix has been made, a draft list of consortium members can be established for each project idea. Follow the two–step method below to create the matrix:

- 1) Start with Project I and continue with the other projects one by one
- 2) Fill in the columns with the necessary competencies available for each project

The table below shows an example of a Network–Competencies Matrix.

▼ Below: Network–Project Idea Matrix

	<i>Project I</i>	<i>Project II</i>	<i>Project III</i>	<i>Project IV</i>
	<i>Comps. I, II, IV, V, VII</i>	<i>Comps. I, IV, VI</i>	<i>Comps. I, IV, V</i>	<i>Comps. I, II, III, IV, V, VI, VII</i>
<i>Own organisation</i>	<i>Comps. I, V</i>	<i>Comp. I</i>	<i>Comps. I, V</i>	<i>Comps. I, V</i>
<i>Partner A</i>	–	<i>Comp. VI</i>	–	<i>Comp. VI</i>
<i>Partner B</i>	<i>Comps. I, IV, V, VII</i>	<i>Comps. I, IV, VI</i>	<i>Comps. I, IV, V</i>	<i>Comps. I, IV, V, VI</i>
<i>Partner C</i>	<i>Comp. II</i>	<i>Comp. VI</i>	–	<i>Comps. II, VI</i>
<i>Partner D</i>	<i>Comp. II</i>	–	–	<i>Comp. II</i>
<i>Partner E</i>	<i>Comp. I</i>	<i>Comps. I, IV</i>	<i>Comps. I, IV</i>	<i>Comps. I, IV</i>
<i>Partner F</i>	–	–	–	<i>Comp. VI</i>

**TABLE. NETWORK–PROJECT IDEA MATRIX.**

The example matrix shows that Partners B and E are qualified to participate in all projects. Clearly, these are potential VIP partners that should receive special attention and early consideration when it comes to establishing consortiums. Note that there is no one to provide Competencies III and VII. These are required for Projects I and IV. Without additional partners, Projects I and IV can be ruled out altogether.



**FIG. THIS ACTIVITY (DARK GREY)**

### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Create a draft list of consortium members for each project idea. (Do not invite them at this juncture)</i>
<i>How</i>	<i>By following a two–step method and the information in the Project Ideas–Competencies Matrix and the Network–Competencies Matrix</i>
<i>When</i>	<i>After creating the Network–Competencies Matrix</i>
<i>Time</i>	<i>2 – 4 full days</i>

**TABLE. ACTIVITY SUMMARY TABLE**

### 3. ONE-PAGE PROPOSAL

A One-Page Proposal for each idea can get the process moving forward quickly, and helps to cut through the clutter and to reach a decision quickly. With concise and precise brevity, One-Page Proposals should express all the facts, reasoning and conditions surrounding the projects. They should propose a specific course of action for each idea and use persuasive language to build a case for approval. The One-Page Proposals should be designed to encourage the readers, whose time is limited, to see each project through the eyes of the writer who originated the idea.

At this juncture, all the pieces of information necessary to create the One-Page Proposals are available to the proposal writer.

A suitable structure for the One-Page Proposal is:

- *Project Idea Name (including slogan if available)*
- *Reference to the Work Programme*
- *Background (including publicised priorities, and commercial and political statements)*
- *Objectives, Deliverables and Benefits (including potential impact)*
- *Project Framework (including the draft time schedule and budget)*
- *Competencies Required*
- *Project Consortium and Roles of Partners (if specified)*



**FIG. THIS ACTIVITY (DARK GREY)**

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Create One-Page Proposals</i>
<i>How</i>	<i>Use all the information from the Strategic Phase</i>
<i>When</i>	<i>After creating the Network-Project Idea Matrix</i>
<i>Time</i>	<i>5 - 8 full days</i>

---

**TABLE. ACTIVITY SUMMARY TABLE**

#### 4. CONTACTING POTENTIAL CONSORTIUM MEMBERS

Building international partnerships is part of taking part in EU research programmes. Once the Network–Project Idea Matrix has been created and the One–Page Proposals have been written, it is time to start building real project consortiums. Clearly, consideration should be paid to tactical aspects in this process. Typical tactical aspects to be considered are:

- Who to contact first (i.e. which potential partner)
- Level of contact (i.e. top management, middle management, research level etc.)
- How to contact (i.e. telephone, email, letter etc)
- What to suggest (i.e. personal meeting, telephone conference, read through the One–Page Proposal etc.)
- Window of opportunity (i.e. time limit for asking another potential partner)



FIG. THIS ACTIVITY (DARK GREY)

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##### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Building international partnerships for real project consortiums</i>
<i>How</i>	<i>Contacting potential consortium members, using the One–Page Proposals. Agree on a date for the Kick–off meeting</i>
<i>When</i>	<i>After writing the One–Page Proposals</i>
<i>Time</i>	<i>10 – 20 full days</i>

---

TABLE. ACTIVITY SUMMARY TABLE

## 2. PART TWO — PLANNING PHASE (AFTER THE CALL FOR PROPOSALS)

*Calls for proposals usually remain open for 10 to 15 weeks. The first few weeks should be spent on preparations. A lot of preparatory work must be done before the actual writing can begin. Firstly, the Consortium needs be properly constituted and the One-Page Proposal must be elaborated with additional details. Then the project idea must be discussed with external individuals and officials.*

▼ Below: Procedures in the Planning Phase



**FIG. PROCEDURES IN THE PREPARATORY PHASE**  
 S = START OF PLANNING PHASE. E = END OF PLANNING PHASE  
 (EXPECTED DURATION: 3 – 5 FULL WEEKS)

OBJECTIVES	DELIVERABLES	BENEFITS
<i>To establish a well-understood framework for the project idea and a structured plan for writing the project proposal</i>	<i>A Final Project Prospectus with opinions, feedback and testimonials from external institutions and expert individuals</i>	<i>An excellent foundation for writing a competitive project proposal</i>

**TABLE. PHASE SUMMARY TABLE**

## D. ESTABLISHING THE CONSORTIUM

During the course of the Planning Phase, the Consortium must be constituted and charged with the task of preparing the project proposal. Each partner in the Consortium must commit themselves to the project and nominate a representative who is authorised to make the necessary commitments on behalf of his organisation. A Work Plan for the Proposal Writing must be made, and the nominated representatives must approve the work plan for all the activities leading up to the appropriate deadline for submitting the project proposal.

▼ Below: Activities in the procedure for Establishing the Consortium



**FIG. ACTIVITIES IN THE PROCEDURE FOR ESTABLISHING THE CONSORTIUM**  
(EXPECTED DURATION: 1 – 2 FULL WEEKS)

### **THIS PROCEDURE WILL**

1. *Facilitate management control and formulate a sound plan for writing the project proposal*
2. *Create formal commitment from each member of the Consortium*
3. *Give the proposal writer satisfactory working conditions for creating a competitive proposal*

**TABLE. THREE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. WORK PLAN FOR THE PROPOSAL WRITING

A Work Plan for the Proposal Writing must be made well ahead of the kick-off meeting. This plan is a vital tool in ensuring that everyone knows exactly what to do in the weeks ahead.

Many people are uncomfortable in creating a Work Plan. Usually this is because the project has not been well defined. The One-Page Proposal will be helpful in making the Work Plan for the Proposal Writing.

Consider using the following timetable for the Work Plan:

<i>WORK TO BE COMPLETED</i>	<i>DEADLINE</i>
<i><u>The Planning Phase</u></i>	
<i>Consortium established</i>	<i>1 - 2 full weeks after the Call</i>
<i>Project Prospectus and Consultations finished</i>	<i>3 - 5 full weeks after the Call</i>
<i><u>The Writing Phase</u></i>	
<i>Part B and the A forms finished</i>	<i>3 full weeks before submission</i>
<i>Proofreading completed</i>	<i>2 full weeks before submission</i>
<i>Pro Forma Evaluation completed</i>	<i>1 week before submission</i>
<i>Submission</i>	<i>1 - 2 full days before deadline</i>

**TABLE. WORK PLAN STRUCTURE.**



**FIG. THIS ACTIVITY (DARK GREY)**

### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Create a Work Plan for the Proposal Writing</i>
<i>How</i>	<i>Make a list of activities, milestones and deliverables — including deadlines</i>
<i>When</i>	<i>At the beginning of the Planning Phase</i>
<i>Time</i>	<i>3 full days</i>

**TABLE. ACTIVITY SUMMARY TABLE**

## 2. DECLARATION OF COMMITMENT

A template for the Declaration of Commitment must be made well ahead of the kick-off meeting. The purpose of the declaration is to obtain a pledge from each consortium member that they are committed to collaborate on the project proposal. In a general sense, the declaration should substantiate the nominee's psychological attachment to the project. Use a standard template for the declaration.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Get commitment from each consortium member</i>
<i>How</i>	<i>Use a template for the Declaration of Commitment</i>
<i>When</i>	<i>After creating the Work Plan for the Proposal Writing</i>
<i>Time</i>	<i>2 full days</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

### 3. KICK-OFF MEETING

A well-planned kick-off meeting sets the tone for creating a successful project proposal. Such an event is a unique opportunity to share views and plan the actual writing of the project proposal. Take full advantage of this one-off chance to energise the group, set proper expectations, and establish guidelines that will help to complete the project proposal on time. Failure to prepare for this meeting will put the project proposal at risk right from the start. It is important that a nominee from each consortium member participates in the kick-off meeting. Send a communication to each nominee with the preferred time and date and include options in case they are unavailable. Even if someone is out of town, he or she can participate by phone. Send to each partner a set of meeting papers including:

- A) *Meeting time and date with call-in phone number*
- B) *Meeting agenda (proposed):*
  1. *Welcome note and formalities. Roll call (who is present), appointment of chairman of the meeting, who is taking notes and writing minutes from the meeting, approval of agenda*
  2. *Presentation of the project idea. Use the One-Page Proposal. Discussion*
  3. *Presentation of the Work Plan for Proposal Writing. Discussion*
  4. *Appointment of proposal writer and a core management group*
  5. *Signing the Declaration of Commitment*
  6. *Presentation of URF, EPSS, Part B, A forms (A1, A2, A3.1, A3.2)*
- C) *Contact information of all nominees*
- D) *Work Plan for the Proposal Writing*
- E) *Declaration of Commitment*
- F) *A forms (A1, A2, A3.1, A3.2)*



**FIG. THIS ACTIVITY (DARK GREY)**

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Kick-off meeting to agree on the roles and responsibilities, and to plan the weeks up to deadline for submitting the project proposal</i>
<i>How</i>	<i>Physical meeting — perhaps with a supplementary social agenda</i>
<i>When</i>	<i>After creating a template for the Declaration of Commitment and the Work Plan for the Proposal Writing</i>
<i>Time</i>	<i>1 full day for the meeting, plus social agenda if applicable</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

## E. CREATING A PROJECT PROSPECTUS AND CONSULTATIONS

A Project Prospectus is an extended summary of the project idea. It is supplementary to the information provided by the One-Page Proposal. But it is not a full project proposal, nor does it need to be based on the standard proposal structure. Simply consider the Project Prospectus to be an intermediary step between the One-Page Proposal and the full project proposal.

When writing the Project Prospectus, the proposal writer should imagine himself as a salesman and consider the evaluators as customers. The whole purpose of the Project Prospectus is to address unclear issues in the One-Page Proposal and areas that might give rise to scepticism among the evaluators. This exercise will hone the mindset of the proposal writer and make him better prepared to create a competitive project proposal.

▼ Below: Activities in the procedure for Creating a Project Prospectus and Consultations



**FIG. PROCEDURE FOR CREATING A PROJECT PROSPECTUS**  
(EXPECTED DURATION: 2 – 3 FULL WEEKS)

### ***THIS PROCEDURE WILL***

- 1. Hone the mindset of the proposal writer and empower him to write a competitive project proposal***
- 2. Create consensus within the Consortium***
- 3. Provide useful opinion, feedback and testimonials — and leverage competitiveness for the project proposal***

**TABLE. THREE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. DRAFT PROJECT PROSPECTUS

The Draft Project Prospectus should describe all the knowledge, thinking and provisions concerning the project. It should use persuasive language to build a case for the approval of a specific course of action. Three to five pages is a suitable length for the Project Prospectus.

The structure of the prospectus may be similar to that of the One-Page Proposal, but it should elaborate on the context surrounding the deliverables. Use the deliverables as “guiding stars”. Seek to explain why there are no alternative solutions already available, and thus highlight the gaps in the current situation. And describe the users and how they may benefit from the deliverables.

The prospectus should also seek to justify why the project has a European dimension. Timing is also relevant, and the prospectus should seek to explain why the project needs to be started now rather than at some point in the future. Finally, the prospectus should justify the composition of the Consortium and seek to explain in convincing terms why the partners are an ideal match for the project.

Remember that the Commission selects evaluators from a variety of sources. Do not expect any of them to be experts within the scientific area of the project. While many evaluators are researchers by training, some of them may have moved to general management. Others may have spent their entire career in industry with no research background at all. For these reasons, the prospectus should take extra care to justify the appropriateness of the management structure and procedures. Seek to explain the reasoning behind the time schedule, the budgets and the resources to be committed.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Write a Draft Project Prospectus</i>
<i>How</i>	<i>Expand on the One-Page Proposal by addressing issues that are of concern to the evaluators</i>
<i>When</i>	<i>At the beginning of the procedure</i>
<i>Time</i>	<i>2 - 4 full days</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

## 2. FINAL PROJECT PROSPECTUS

Once the Draft Project Prospectus has been completed, it should be distributed to each Consortium member for review. Their views and opinions should be collected within one week. Changes that will improve the prospectus should be made without delay, and the final version of the Project Prospectus should then be sent to the Consortium for information purposes only.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Write the Final Project Prospectus</i>
<i>How</i>	<i>Conduct a review and make amendments to the prospectus</i>
<i>When</i>	<i>After distributing the draft version to each Consortium member</i>
<i>Time</i>	<i>2 - 4 full days</i>

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TABLE. ACTIVITY SUMMARY TABLE

### 3. EXTERNAL CONSULTATIONS, LOBBYING AND TESTIMONIALS

Once the Final Project Prospectus is completed, the project must be discussed with external institutions and individuals. The principal objective is to get feedback on the project concept in relation to the call and the work programme. Secondly, it is important to get feedback on the objectives, deliverables and benefits (including the expected potential impact). All the feedback should be considered and the project proposal should be adjusted accordingly.

Written feedback regarding the project idea from potential users can prove invaluable. Consider collecting testimonials from end users (e.g. industry, SMEs, the public sector) and obtain permission to reproduce them in the project proposal. In the eyes of the evaluators, such testimonials add credibility to the project and will be a boon to the proposal. Make sure the testimonials are used in the beginning of the project proposal.



**FIG. THIS ACTIVITY (DARK GREY)**

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Collect opinions, views, feedback and testimonials from external institutions and individuals</i>
<i>How</i>	<i>Contact willing institutions and individuals and ask them to review the Final Project Prospectus</i>
<i>When</i>	<i>After the completion of the Final Project Prospectus</i>
<i>Time</i>	<i>5 - 10 full days</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

### 3. PART THREE — WRITING PHASE (PUTTING IT ALL TOGETHER)

*With a well-structured work plan, the entire Writing Phase should take no more than ten weeks. If the Strategic and Planning Phases have been executed well, the writing of Part B and filling in of the A forms should take no more than three to six weeks. A draft version of Part B for review should be feasible within the first two weeks. At this juncture it is a good idea to consult an independent expert or evaluator. Allow sufficient time for the proofreading of the scientific content, management issues, rhetoric and English. Ask one or two experienced evaluators to evaluate the project proposal towards the end. Plan to submit the proposal one to two days before the deadline. The proposal writer and the core management group should cooperate closely throughout the entire Writing Phase.*

▼ Below: Procedures in the Writing Phase



**FIG. PROCEDURES IN THE WRITING PHASE**

S = START OF WRITING PHASE. E = SUBMISSION OF PROPOSAL  
 (EXPECTED DURATION: 6 – 10 FULL WEEKS, DEPENDING ON DEADLINE)

OBJECTIVES	DELIVERABLES	BENEFITS
<i>To write a successful proposal and submit it within the deadline</i>	<i>A complete project proposal, including Part B and the A forms</i>	-

**TABLE. PHASE SUMMARY TABLE**

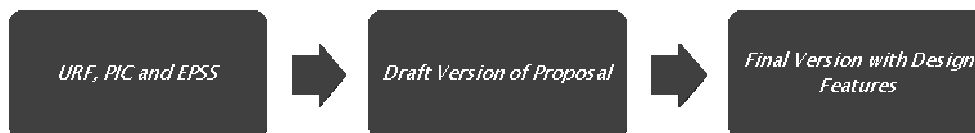
## F. WRITING PART B AND FILLING IN THE A FORMS

To avoid repeated requests for legal and financial information regarding proposals and contract negotiations, the Commission requires all partners to register their organisation's data in the Unique Registration Facility (URF). After registration, partners will receive a Participant Identification Code (PIC) to use in all subsequent submissions and negotiations.

Once access to the Electronic Proposal Submission Service (EPSS) has been granted, the partners need to fill in the A forms appropriately and save them on the EPSS server. Depending on the type of call, Part A usually comprises forms A1, A2, A3.1 and the summary A3.2. For the proposal content (Part B), only one PDF file comprising the complete project proposal can be uploaded. Further files or additional information will be rejected.

Writing Part B is more than just writing the proposal. It must be appealing to the reader and have an attractive design. Many proposal writers cram too many words into the text in order to take full advantage of the maximum permissible length. Rather than writing as much as possible and thus tiring the evaluators needlessly, focus on the essentials and consider "less is more" as a relevant motto.

▼ Below: Activities in the procedure for Writing Part B and Filling In the A forms



**FIG. PROCEDURE FOR WRITING PART B AND THE A FORMS**

(EXPECTED DURATION: 3 – 6 FULL WEEKS)

### ***THIS PROCEDURE WILL***

- ***Provide guidance through the URF, PIC and EPSS registrations***
- ***Assist in writing Part B and filling in the A forms***
- ***Emphasise the importance of using an attractive design***

**TABLE. THREE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. URF, PIC AND EPSS

It is a requirement that all partners register their organisation's data in URF (Unique Registration Facility). A PIC (Participant Identification Code) to use in EPSS (Electronic Proposal Submission Service) will be issued after registration in URF. The entire process is quite straightforward, and technical problems are quickly resolved by the EPSS Help desk.

EPSS contains all the tools, templates and guidance notes necessary to write Part B and to fill in the A forms. Download and study the instructions for drafting Part B of the proposal. Also download the A forms (i.e. A1, A2, A3.1 and the summary A3.2).

General questions on submitting proposals should be addressed to the National Contact Points (NCPs). The NCP network is the main provider of advice and individual assistance in all Member States and Associated States. Since NCPs are appointed for each of the areas of FP7, when seeking support one should contact the NCP relevant to the area of interest.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Obtain access to EPSS and its tools, templates and guidance notes</i>
<i>How</i>	<i>Register in URF and EPSS</i>
<i>When</i>	<i>At the beginning of the Writing Phase</i>
<i>Time</i>	<i>1 - 3 full days</i>

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**TABLE. ACTIVITY SUMMARY TABLE**

## 2. DRAFT VERSION OF PROPOSAL

Forms A1, A2, A3.1 and the summary A3.2 are mandatory for most calls. It is advisable to fill in and finalise the A forms before filling in the financial and resource tables in Part B (e.g. the cover page tables, the work package and deliverables lists, the work package description, the summary of staff effort and the list of milestones)

▼ Below: The A forms

	<i>TITLE</i>	<i>KEY ISSUES</i>	<i>FILLED IN BY</i>
<i>A1</i>	<i>Content</i>	<i>Proposal title, project duration, activity codes, keywords, project abstract</i>	<i>The Coordinator</i>
<i>A2</i>	<i>Participants</i>	<i>Organisation name, participant and organisation type, address, headcount, basic financial data, contact details</i>	<i>Each Partner</i>
<i>A3.1</i>	<i>Budget</i>	<i>Detailed cost breakdown structure for each participant</i>	<i>Each Partner</i>
<i>A3.2</i>	<i>Budget</i>	<i>Aggregated cost breakdown structure for the project showing details for each participant</i>	<i>Generated automatically</i>

**TABLE. THE A FORMS**

The list below shows the standard structure of Part B. It contains five sections, each with sub-sections.

1. *Scientific and/or technological excellence, relevant to the topics/activities addressed by the call*
2. *Implementation*
3. *Impact. The potential impact through the development, dissemination and use of the project results*
4. *Ethical Issues*
5. *Consideration of gender aspects*

Once the draft version of the proposal is ready, it is a good idea to consult an independent expert or evaluator. His input will be extremely valuable, removing obstacles and perhaps suggesting a list of relevant success factors. Amend the proposal based on this feedback and send it to each partner for a quick review.



**FIG. THIS ACTIVITY (DARK GREY)**

### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Write a draft version of the proposal (Part B and the A forms).</i>
<i>How</i>	<i>Use EPSS to produce the required documents. Aim for the A forms to be 100% finished and for Part B to be 95% ready.</i>
<i>When</i>	<i>After registering in URF and EPSS</i>
<i>Time</i>	<i>2 - 3 full weeks</i>

**TABLE. ACTIVITY SUMMARY TABLE**

### 3. FINAL VERSION WITH DESIGN FEATURES

At this juncture, Part B should be 95% complete and the A forms 100% complete. Now it is time to fine-tune the technical content, layout and design.

On one of the first pages, make sure you clearly explain why the project is likely to produce groundbreaking results for Europe as a whole. Get straight to the point. Think like a salesman and try to create a sense of enthusiasm in the reader, but minimise the use of jargon and keep the language sober. Avoid the use of superlatives. Use illustrations to explain concepts and ask a skilled designer to create them. Relevant and professional-looking illustrations will enhance the proposal considerably. But be careful — excessive use of illustrations to explain complicated concepts must be supplemented with facts and figures. Another point to remember is to check that the deliverables are verifiable and that they move science beyond the current state of the art. “If you can’t measure it, you can’t manage it”. Explain clearly and definitely how the users will benefit from the project results. Think of the users as customers and describe them concisely. Try to quantify how many users are expected to take advantage of the results.

(Some proposal writers add a few non-critical deliverables. These can be traded away at a later stage if the Commission suggests reducing the project budget during contract negotiations.)

It is a good idea to consult a graphic designer concerning the layout and design of the proposal. An appropriate choice of font and layout principles is likely to enhance the overall impression of quality. Consider the use of graphical elements to enhance the look and feel of the proposal.

Send the final version of the proposal to each partner for a quick review.



FIG. THIS ACTIVITY (DARK GREY)

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#### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Write the final version of the proposal (i.e. Part B)</i>
<i>How</i>	<i>EPSS. Consult a designer</i>
<i>When</i>	<i>After the partners have provided feedback on the draft version of the proposal</i>
<i>Time</i>	<i>1 - 3 full weeks</i>

---

TABLE. ACTIVITY SUMMARY TABLE

## G. PROOFREADING

Traditionally, a proofreader checks the text and marks any errors using standard correction marks. Proofreading is considered a specific skill that must be learned. Someone not trained in proofreading may not see errors such as missing words or the incorrect usage of specialist terms and expressions.

But before the proofreading can begin, the scientific content, management issues and rhetoric must be crosschecked by someone who has not been directly involved in the proposal writing. Try to simplify and clarify important issues (e.g. the current state of the art, potential impact, user definitions and work breakdown structure).

▼ Below: Activities in the procedure for Proofreading



**FIG. ACTIVITIES IN THE PROCEDURE FOR PROOFREADING**  
(EXPECTED DURATION: 2 – 3 FULL WEEKS)

### *THIS PROCEDURE WILL*

- *Provide quality assurance*
- *Improve the proposal*
- *Make it ready for a pro forma evaluation*

**TABLE. THREE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. SCIENTIFIC CONTENT, MANAGEMENT ISSUES AND RHETORIC

The quality assurance of scientific content and management issues should be undertaken by the proposal writer in close collaboration with the core management group. Summon everyone for a full day's meeting for a detailed walk-through of the proposal. The purpose of the meeting is to ensure the involvement and commitment of the core management group. In doing so, the proposal writer can exercise management leverage as well as make the core management group properly accountable for the proposal.

After the meeting, the proposal writer should make the appropriate changes and contact a journalist for suggestions concerning the rhetoric in the proposal. Use someone with insight into "Brussels English". Alternatively, find someone with past work experience from inside the Commission. He or she is highly likely to suggest invaluable improvements to the proposal.



**FIG. THIS ACTIVITY (DARK GREY)**

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Quality assurance of the Scientific Content, Management Issues and Rhetoric</i>
<i>How</i>	<i>Use the core management group and a qualified journalist</i>
<i>When</i>	<i>At the beginning of the proofreading procedure</i>
<i>Time</i>	<i>1 - 2 full weeks</i>

---

**TABLE. ACTIVITY SUMMARY TABLE**

## 2. ENGLISH PROOFREADING

Once the quality assurance of scientific content, management issues and rhetoric has been completed, the proposal should be checked by a trained and qualified proofreader whose mother tongue is English. Missing words or the improper usage of specialist terms and expressions are difficult to see for someone not trained in proofreading. Ask the proofreader to check the spelling, grammar, linguistic flow and pedagogy. He or she is likely to suggest many linguistic improvements to the proposal.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Check spelling, grammar, linguistic flow and pedagogy</i>
<i>How</i>	<i>Use a qualified proofreader whose mother tongue is English</i>
<i>When</i>	<i>After quality assurance of Scientific Content, Management Issues and Rhetoric</i>
<i>Time</i>	<i>1 full week</i>

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TABLE. ACTIVITY SUMMARY TABLE

## H. PRO FORMA EVALUATION

At this juncture, Part B and the A forms should be 100% complete. The proposal writer and the core management group should be absolutely confident that there is no more they can do to improve the proposal. Some proposal writers insist on a written statement of approval from the core management group as this will make them collectively accountable for the project proposal.

Before submission, however, the proposal should be evaluated by one or two experienced evaluators. Give them one day to read through the proposal, ask them each to fill in an IAR (Independent Assessment Report) and to write an ESR (Evaluation Summary Report).

Use the ESR to make final amendments to the proposal. Send the ESR together with the proposal to the partners before submission. Make sure the proposal is submitted one to two days before the deadline.

▼ Below: Activities in the procedure for Pro Forma Evaluation



**FIG. PROCEDURE FOR PRO FORMA EVALUATION**

E = END OF ALL PROCEDURES (I.E. READY FOR SUBMISSION)  
(EXPECTED DURATION: 1 WEEK)

### **THIS PROCEDURE WILL**

- ***Make the core management group collectively accountable for the project proposal***
- ***Facilitate a full-scale evaluation and provide feedback for final amendments***
- ***Enable the proposal to be submitted before the deadline***

**TABLE. THREE GOOD REASONS FOR FOLLOWING THIS PROCEDURE**

## 1. PRO FORMA EVALUATION

The pro forma evaluation is the final quality assurance of the project proposal. Use one or two experienced evaluators and ask them each to produce a pro forma IAR (Individual Assessment Report) and a pro forma ESR (Evaluation Summary Report) for the proposal.

On the IAR, the evaluators must write his comments under each sub-criterion and provide a score for each criterion. The IAR should contain the individual opinions of each evaluator. As the evaluation criteria are different from one funding scheme (type of project) to another, the IAR are also different according to the type of project. Make sure the evaluators use the correct IAR.

The ESR reflects the consensus reached by the evaluators, their comments and marks on each criterion, and the overall score for the proposal. It also provides overall comments and the grant recommended by the evaluators to be granted for the proposal. Should the proposal be retained for negotiation, the ESR also provides recommendations for modifications to the proposal. Make sure the evaluators hold a consensus meeting and produce a comprehensive ESR on the project proposal.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>A full-scale evaluation to provide feedback for final amendments</i>
<i>How</i>	<i>Use one or two experienced evaluators. Ask them each to produce a pro forma IAR and a pro forma ESR.</i>
<i>When</i>	<i>At the beginning of the Pro Forma Evaluation Procedure</i>
<i>Time</i>	<i>1 full day</i>

---

TABLE. ACTIVITY SUMMARY TABLE

## 2. FINAL AMENDMENTS BEFORE SUBMISSION

The pro forma ESR (Evaluation Summary Report) will provide suggestions for final amendments to the proposal.

The suggestions in the pro forma ESR may not reflect the views of all evaluators. Remember that evaluators are drawn from a large and diversified pool of expertise. Many of them are scientists, researchers from universities and research organisations. Others are business people or managers from companies. Their views and sentiments vary and a pro forma ESR may not end up exactly like a real ESR. For this reason it is worth assessing the suggestions carefully before making the final amendments.



FIG. THIS ACTIVITY (DARK GREY)

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### ACTIVITY SUMMARY TABLE

<i>What</i>	<i>Improve the proposal, based on the feedback from the full-scale pro forma evaluation</i>
<i>How</i>	<i>Update the document and then convert it to PDF</i>
<i>When</i>	<i>After the Pro Forma Evaluation</i>
<i>Time</i>	<i>1 - 2 full days</i>

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TABLE. ACTIVITY SUMMARY TABLE