Management of Proposal Writing and Interactive Exercise

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Modul 1:   Management of Proposal Writing

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1.2	From Project Idea to Partner Search
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1.4	Strategic Arguments
1.5	Management Strategy for a Strong Proposal
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3.2	Stakeholder Identification
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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

What is YGGDRASIL?

Symbol of the world-spanning ash-tree in the Nordic Saga, cradling all of human, animal and plant life. This notion corresponds to our holistic understanding of our services, research and training in environmental fields.

YGGDRASIL Projects

in Geology, Project Management, Trainings. Working in Germany and on cross-boundary projects. Business fields are sanitation and renaturation of abandoned mining and industrial sites.

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YGGDRASIL Trainings

YGGDRASIL offers trainings for professionals. The topics comprise Environmental-, Project-, Quality-, Time - Management and design and strategies of national and international projects.

From 1999, more than 7.000 customers from private business, research, management and administration have attended YGGDRASIL's courses. YGGDRASIL's expertise is based on more than 20 years experience in academia and more than 15 years experience in the private business.

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1 Management of Proposal Writing

1.1 From Project Idea to Funding Scheme

Idea:

- WHAT will I do?
- HOW will it work?
- WHAT will it EFFECT / IMPROVE?
- WHICH keywords fit?
- WHAT KIND: Research, application, pilot project, study, workshop, conference, exchance of personnel ? WHICH of the 10 topics fits?
- WHO am I exactly? SME, NGO, association, administration, community, university, private person?
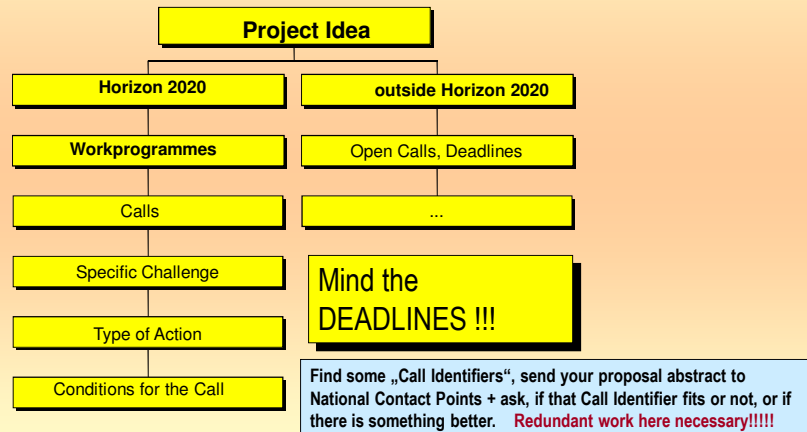
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1.1 From Project Idea to Funding Scheme

Project Idea

Horizon 2020 — **outside Horizon 2020**

Workprogrammes — Open Calls, Deadlines

Calls — ...

Specific Challenge

Type of Action

Conditions for the Call

Mind the DEADLINES !!!

Find some „Call Identifiers", send your proposal abstract to National Contact Points + ask, if that Call Identifier fits or not, or if there is something better.   Redundant work here necessary!!!!!

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1.2 From Project Idea to Partner Search (Strategies)

- Ask known partners, can they recommend partners ?
- EU-databases: actively search or inscribe as partner or coordinator (e.g. Cordis)
- Find conferences in the internet, search their lists of participants and presentations
- Search for approved project homepages, ask partners mentioned there
- Search Evaluator database (in CORDIS homepage)
- Attend events yourself

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1.2   From Project Idea to Partner Search (Strategies)

Project Draft and Partner-Search-Abstract :

- Draft of project idea, key words, maximum 1 page, which programme, call identifier, estimated duration, funding amount, **deadline**
- Estimated ressources needed (personnel, material, equipment)
- List of partners asked for participation + coordinator
- List of countries needed
- Interfaces
- Next steps: WHAT until WHEN interested partners have to do
- Send out Letter of Intent Form (LOI) to be signed and returned + all data to fill the A-forms, partners + addresses to fill in and return
- **Always give deadlines** for the expected homework

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1.3   From Project Idea to a successful Proposal

1.3.1   This is Vital!!

- Start early !! (At least 3 months prior to deadline)
- **Read the documents THOROUGHLY!! Also the small print parts!!!! Ask everything, do not leave anything out!!!**
- Create Project Plan and Time Management Plan
  (like in a real project)
- Let many people proof read, ask them, let it sit and mature!!
- Submit the latest version of the proposal!!
- Check completeness (make a checklist, tick it off)
- A-, B- Parts, stamps, signatures!!! (can take time to collect)
- Submit in time, to the minute, no excuse!!

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1.3 From Project Idea to a successful Proposal

1.3.2 Documents

- **Call Fiche (fast facts in one page)**
- **Workprogramme + Annexes**
- **Guide for Applicants**

- **Factsheets**
- **Approved Projects**

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1.3.2 Documents

Workprogramme and Guide for Applicants

Work through it, mark important text parts, when writing, repeat these parts in your proposal („cut & paste"), check and read EVERYTHING mentioned, ask, find, work with it, quote it, name it, absolutely vital!!!!

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1.3.2   Documents

Guide for Applicants

- Work **exactly** as told, each chapter must be assessed, never exceed the compulsory number of pages!!!!

- Watch out for footnotes, letter size, formats!

- The evaluators are thankful for every mistake that will give them space to throw you out during formality check.

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1.3.3   Language

- **English! Absolute advantage of the native speakers!**

- Best use the English documents directly (you will get used to the EU English).

- Copy & paste parts of the official documents.

- Search similar project homepages and be inspired by them.

- Professional translators are sometimes not scientific experts enough to translate nicely.

- English speaking colleagues often do not speak your language well enough to understand your text and to translate it into their mother tongue.

- <u>At any rate:</u> Translate as you write along your proposal, discuss tricky parts in both languages and translate in the group.

- Also check and proof-read the English text again and again.

- Use „Leo" and get inspired (www.leo.org)

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1.3.4   Look for and Accept Professional Help

- Come early!!!! (At least 3 months prior to deadline)

- Project Idea – Abstract: Advantages and disadvantages

- Ask, ask, ask ….!!! Do not allow them to get rid of you!!!

- Work redundantly!!

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1.4   Strategic Arguments
Actors in EU Policy and EU Programmes

Politicians

Policy

European Commission

Funding

Person, Researcher

Legislation

S. McCarthy: How to Write a Competitive Proposal for
Framework 7, Cork 2007

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Close the Gaps/ Take the Challenge!

| - Health,
- Demographic Change
- Clean Energy
- Food Safety
- Transport Challenge
- Inclusive Societies
- Secure Societies
- Innovative Societies | • Regions of Knowledge

• Research Potential | •Nano-/Biotechnology
•Advanced Materials
•Manufacturing
•I/C Technology
•Space
•Innovation in SMEs
•LEIT (Leadership and Industrial Technologies)
•Access to Risk Finance | ERC (European Research Council)
FET (Future and Emerging Technologies)
Marie-Sklodowska Actions
Research Infrastructure | - International Contracts

- Agreements

- Cooperations |

No gaps – no money!!!

		Economic Gap	Scientific Gap	International
Social Gap	Regional Gap	EU	EU	USA ASIA BRIC
Citizen	Region	Industrial Sectors	Research	
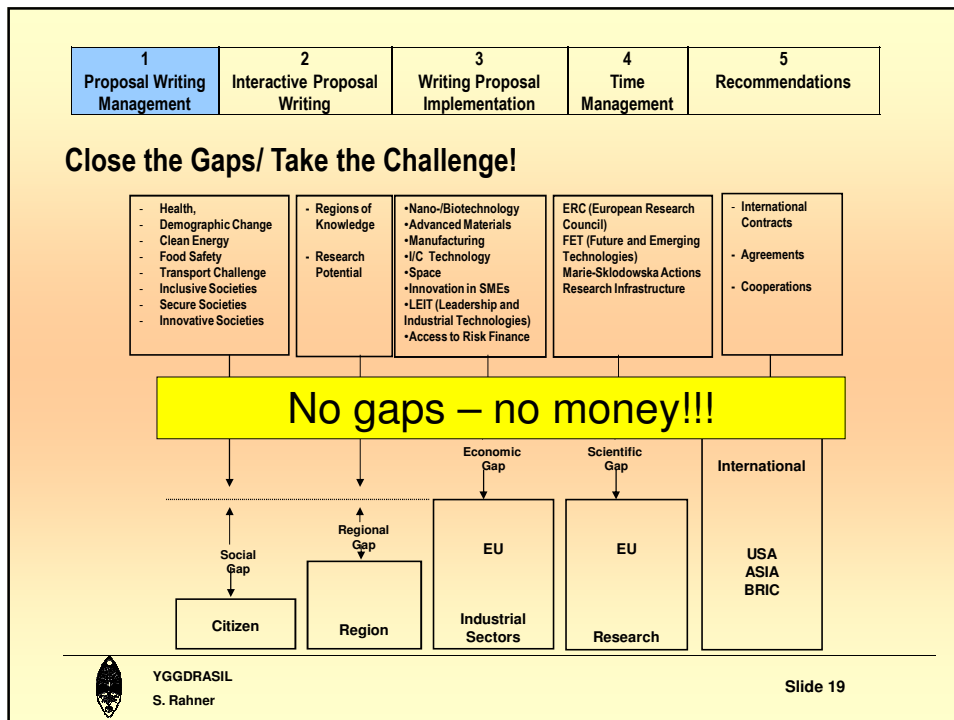
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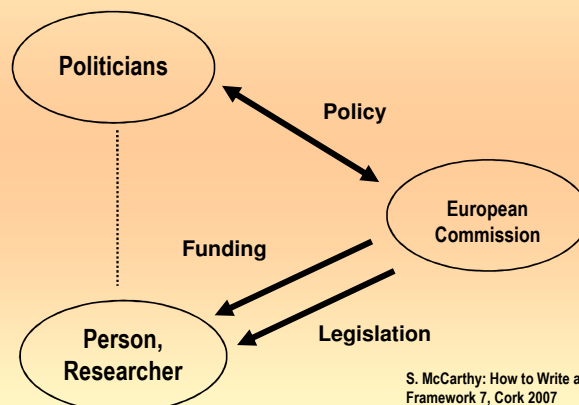**S. Rahner**

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Five Key Questions*

Why bother?	(Gaps, EU Policy)
Why at European level?	(EU Policy)
Solution already available?	(„Yes, but ...")
Why now?	(... and not in 100 years?...)
Why you?	(„Because I am the Best…!!!")

* S. McCarthy: How to Write a Competitive Proposal for Framework 7, Cork 2007

- **Help the European Commission to save money**

- **Demonstrate, how little your project will cost compared to the immense saving potential   „Value for Money"**

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1.5   Management Strategy for a Strong Proposal

- **Treat it like a proper (but internal) project, give it a name**
- **Create a proper project plan with necessary tools, <u>but slim</u> („KISS")**
- **Make work packages**
- **Make time table and Gantt chart**
- **Deadlines, milestones, objectives**
- **Responsibility matrix**
- **Commit and involve the partners**
- **Give small homeworks with strong completion criteria (reliability test)**
- **Delegate / outsource parts if you can**
- **Risk plan and contingency**
- **Work through everything (forward- and backward-pass technique)**
- **Find critical path, work proactively on it !!**

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1.6   Which Skills do we need for a Strong Proposal?

<u>Necessary Roles:</u>

Coordinator: Visionary, ideas, keeping the partners together, contact to National Contact Points, talent in project management, good English, good in delegation, communication, time management, <u>**MUST**</u> write the scientific part and most of the text

Assistant: Involved in everything, brainstorming, strategic questions, administrative, delegating

„Technician":   Tables, diagrams, graphs, technical things, cost calculations, computers, layout, EPSS

„Finisher":   Final control, quality management
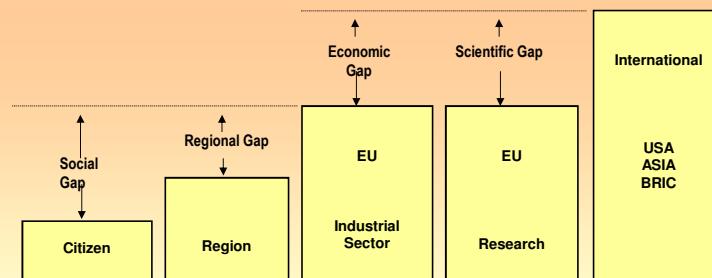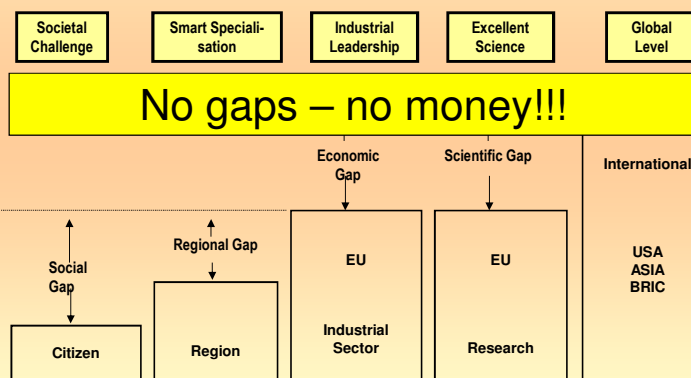
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2   Proposal Writing Exercise
2.1   One-Page-Proposal - Guiding Sentences

- **Title + acronym + programme + call identifier + contributions to expect + duration**
- In one **(this is the first!)** sentence: **What we want**
- „ In 2010 the new EU Directive …..launched,.....imposes this and that …." (EU Policy)
- „This results in …, Costs .... Thousands of Euros …., tight time schedule…, consequences.." „Impossible to ... meet the ambitious demands,... **Gaps (!!!)** open.....
- „**Objective** of our proposal: Contribution to closing the gaps....
- „Development of the new xy will cost about z Euros ...…"
- „Application and using the new xy within Europe will save for the EU z*1000 (the more the better) Euros, speed up procedures, developments ….."
- „**Result**: x times better.., y times faster.., z times more healthy...., w times more employment,.., Lead Market ! ......Compared to USA, Asia, BRIC, **China**….."
- „with this brilliant consortium ….. So good, innovative, experts, so strategically balanced geographically and with diversified scientific background … **perfect Team**……."

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2.2 Close the Gaps/ Take the challenge!

GAP1   Societal challenge (demographic change, health gap, employment gap)

GAP2   Smart Specialisation/ Regional gap

GAP3   Industrial Leadership / Economic gap

GAP4   Excellent Science / Scientific gap

GAP 5   Global Level

No gaps – no money!!

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3 Implementation

- **Management Structures and Procedures**
- **decision-, responsibility matrixes, communication plans, meetings, boards, how to involve stakeholders**
- **Individual participants**
- **Consortium as a whole (Key Question No. 5, „Why you?", „because we are the best...…")**
- **Country balance, a few strategic countries, e.g. New Member States, R&D/SMEs Balance, Research – Demonstration – Pilot – Testing – Standards – Interest groups**
- **Ressources to be committed** (incl. the complimentary ressources)

Watch out: all the figures must be consistent horizontally and vertically through your proposal !! (A lot of work, but very important!!)

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3.1 Workpackage Matrix

No WP / Tasks	Workpackages (WP)	Part. 1 (Uni)	Part. 2 (Uni)	Part. 3 (Uni)	Part. 4 (SME)	Part. 5 (SME)	Part. 6 (SME)	Part. 7 (SME)	Part. ... (Uni)
1	**WP 1 Title**	WPL							
1.1	Task 1.1	●	●	●	TL	n.i.	O	O	.....
1.2	Task 1.2	●	TL	n.i.	n.i.	n.i.	n.i.	n.i.	.....
1.3	Task 1.3	●	TL	n.i.	n.i.	n.i.	n.i.	n.i.	.....
1.4	Task 1.4	●	O	O	●	O	TL	●	.....
2	**WP 2 Title**						WPL		
2.1	Task 2.1	O	O	TL	O	O	O	O	.....
2.2	Task 2.2	●	n.i.	●	●	TL	●	O	.....
2.3	Task 2.3	●	n.i.	O	O	●	O	O	.....
3	**WP 3 Title**			WPL					
3.1	Task 3.1	O	n.i.	TL	●	●	●	●	.....
4	**WP 4 Title**					WPL			
4.1	Task 3.1	●	n.i.	●	TL	●	●	●	.....
4.2	Task 3.2	TL	n.i.	O	●	●	●	O	.....
5	**WP 5 Title**				WPL				
......		......	......	......	......	......	......	......	......
......		......	......	......	......	......	......	......	......
Total Workload									
WPL		2	0	1	1	1	1	1	1
TL		3	2	5	4	1	3	3	4
●		12	2	10	8	4	8	6	8
O		8	4	8	10	11	7	9	10
n.i.		2	17	2	3	9	7	7	3
WPL	Work Package Leader				●	mainly involved			
TL	Task Leader				O	partly involved			
					n.i.	not involved			

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3.2 Stakeholder Identification

Example: Stakeholder Evaluation Sheet

Institute:

Project Name:

Name	Description	Involvement	Influence	Motivation	Support	Remarks

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3.2 Stakeholder Identification

Conflict Potential

Legend:
4: customer
3: department a
2: subcontractor b
1: department c

Influence

low   high

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3.3 Risk Management Plan

Example Risik Management Table

Content

- Risk Title and definition
- Damage Size (fatal, large, small)
- Condition for Risk
- Consequences
- Probability of Occurrence (%)
- Response Strategy (Budget, Time, Stakeholders, Team, Philosophy, What else?..)

Risk Title	Damage (fatal, large, small)	Condition	Consequence	Probability of Occurrence (%)	Response Strategy

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3.4 Example Staff Effort Balance

Table 1.3d: Summary of Staff Effort

Partici-pant No.	Short Name	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	WP11	Total person months
1		2,7	3	0	0	4,25	28	2	0	1	3	7	45,25
2		16,6	0	0	1	0	15	0	2	1	1	0	36,6
3		0 0 4	2 2 0	6,5 6,0 0	1,5 0 0	7,5 7,5 0	0 0 0	7,4 7,0 0	3,5 1,0 0	2 2 0	1 0 0	0 2,5 1,5	29,4 26,6 5,5
4		6,6	4	0	1,5	0	0	0	0	0	1,0	1,5	14,4
5		0	3	0	1,5	1,5	15	6,6	2,5	4	1	2,5	34,6
6		0	0	3	1,5	0	0	0	0	0	1	3	8.5
7		0	0	6,0	0	17,7	0	0	1	0	0	0	24,7
8		0	0	3	1,5	0	0	0	0	0	1	3	8,5
9		0	0	1	1,5	0	13	0	0	1	0	9	25,5
10		0	0	0	1,5	1	15	5	2,5	1,5	1	0	27,5
11		0	0	0	0	1,5	0	0	0	0	0	0	1,5
12		0	0	0	1,5	0	0	3	2	1	1	0	8,5
13		0	0	0	0	2,4	0	0	0	0	0	0	2,4
14		0	0	0	1,5	0	0	9	2,5	1,5	0,5	0	15
15		0	0	0	2	1	2	3	0	0,5	0,5	2	11
16		0	0	0	0	0	0	6	0	0	0	0	6

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

3.4   Example Budget / Work Balance

Activity Who	WP1 pm	WP2 pm	WP3 pm	WP4 pm	Total pm	Budget K-Euro	Budget/pm	Country
P1	21	9	37	0	67	536	8000	France
P2	23	8	2	12	45	558	12.400	Sweden
P3	10	2	2	3	17	500	8500	UK
P4	19	2	3	6	30	150	5000	Slovenia
P5	32	1	0	2	35	315	9000	Ireland
P6	**20**	**0**	**67**	**46**	**133**	**1.064**	**8000**	**Luxembourg**
P7	22	36	4	12	74	997	13.470	Germany
P8	24	2	0	6	32	256	8000	France

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

4   Time Management for Proposal Writing

The ultimate responsibility of the coordinator in proposal preparation is:

"Press the Submit-Button in Time"

All activities and fights with the unexpected are succumbed to this goal. If the manager fails here, there is no excuse. Achieving this goal in due time, in due quality, is a long, sometimes painful track with numerous time-consuming activities. They all have to fit into and to be put on top of the everyday schedule of the SME or RTD institution.

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| | 1 Proposal Writing Management | 2 Interactive Proposal Writing | 3 Writing Proposal Implementation | 4 Time Management | 5 Recommendations |

4.1 Proposal Types

	FP7 ENV 2007	INTERREG IIIB 2005	FP7 - IAPP 2009
Call	ENV.2007.4.1.1.2.	Neighbourhood Programme 4th Call	Marie Curie - People
Titel	Contribution to Global Biodiversity	Contribution to Flora, Fauna Habitat Sites	Networking for Solutions in Habitat Mapping by Airborne Laser Scanning
	Small to Medium Collaborative Project		
Duration	4 years	1,5 years	4 years
EU-Contribution	3,0 Mio Euros	950.000 Euros	1,5 Mio Euros
Partners	16	13	8
Countries	9	7	4
	AT, BG, DE, HU, PL, RO, SK, SRB, UK	BG, CZ, DE, GR, IT, PL, SK	AT, DE, HU, PL
SMEs	8	7	4
Universities	4	3	4
Research Institutions	1	2	0
NGOs	2	1	0
Industry	1	0	0

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| | 1 Proposal Writing Management | 2 Interactive Proposal Writing | 3 Writing Proposal Implementation | 4 Time Management | 5 Recommendations |

4.2 Time Management Techniques used in YGGDRASIL

Daily Documentation

- project-allocated steps

- no project-allocated steps (overhead)

Occasional Documentation

- detailed time records broken down in minutes of reference dates („random sampling", „Stichtagsmessung")

- continual documentation of steps

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

4.3   Proposal Activities and Personnel

4.3.1   Four Phases Clearly Distinguished

I.   Ideas Generation and Partner Search Phase
more than ¾ year prior to concept phase, lobby work,
finding partners, visiting, networking, finding the proper call

II.   Proposal Concept Phase
week 1 – 8 after call publication

III.   Proposal Finalising Phase
week 9 – 13, end of this phase is the submission

IV.   After-Deadline Phase
after submission, tidy up, document, lessons learned,
post project review

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

4.3.2   Proposal Activities

IAPP 2009

FP7 ENV 2007
INNTERREG IIIB 2005

IAPP 2009	FP7 ENV 2007 / INNTERREG IIIB 2005
Emails	Emails
Email Management	Personal Partner-Communication, Visits
Personal Partner-Communication, Visits	Research in Internet
Research in Internet	Creative Planning I (Work Packages, Steps)
Creative Planning I (Work Packages, Steps)	Text Writing
Text Writing	Brainstorming
Conference	Delegation
Delegation	Technical Tasks for Graphs
Technical Tasks for Graphs	Proof Reading and Corrections
Proof Reading and Corrections	Creative Planning II (Costs and Budget)
Creative Planning II (Costs and Budget)	Cost Tables
pdf+Layout	EPSS
EPSS	Tidy up, Post Project Review
Tidy up, Post Project Review	Workshop
Workshop	
Reading	

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1	2	3	4	5
Proposal Writing Management	Interactive Proposal Writing	Writing Proposal Implementation	Time Management	Recommendations

Total Workload FP7 ENV

Call

Sub-mission

I   II   III   IV

Hours — Weeks

Ideas Partner Search

Conceptualisation

Finalising

After Deadline Phase

Legend:
- Emails
- Personal Partner-Communication, Visits
- (Research in Internet)
- Creative Planning I (Work Packages, Steps)
- (Text Writing)
- Brainstorming
- Delegation
- Technical Tasks for Graphs
- Proof Reading and Corrections
- Creative Planning II (Costs and Budget)
- Cost Tables
- EPSS
- Tidy up, Post Project Review
- Workshop

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1	2	3	4	5
Proposal Writing Management	Interactive Proposal Writing	Writing Proposal Implementation	Time Management	Recommendations

Total Workload INTERREG IIIB

Call

Sub-mission

I   II   III   IV

Hours — Weeks

Legend:
- Emails
- Personal Partner-Communication, Visits
- Research in Internet
- Creative Planning I (Work Packages, Steps)
- Text Writing
- Brainstorming
- Delegation
- Technical Tasks for Graphs
- Proof Reading and Corrections
- Creative Planning II (Costs and Budget)
- Cost Tables
- EPSS
- Tidy up, Post Project Review
- Workshop

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1	2	3	4	5
Proposal Writing Management	**Interactive Proposal Writing**	**Writing Proposal Implementation**	**Time Management**	**Recommendations**

Total Workload FP7-IAPP

Call

Sub-mission

I II III IV

Hours

Weeks

Legend:
- Emails
- Email Management
- Personal Partner-Communication, Visits
- Research in Internet
- Creative Planning I (Work Packages, Steps)
- Text Writing
- Conference
- Delegation
- Technical Tasks for Graphs
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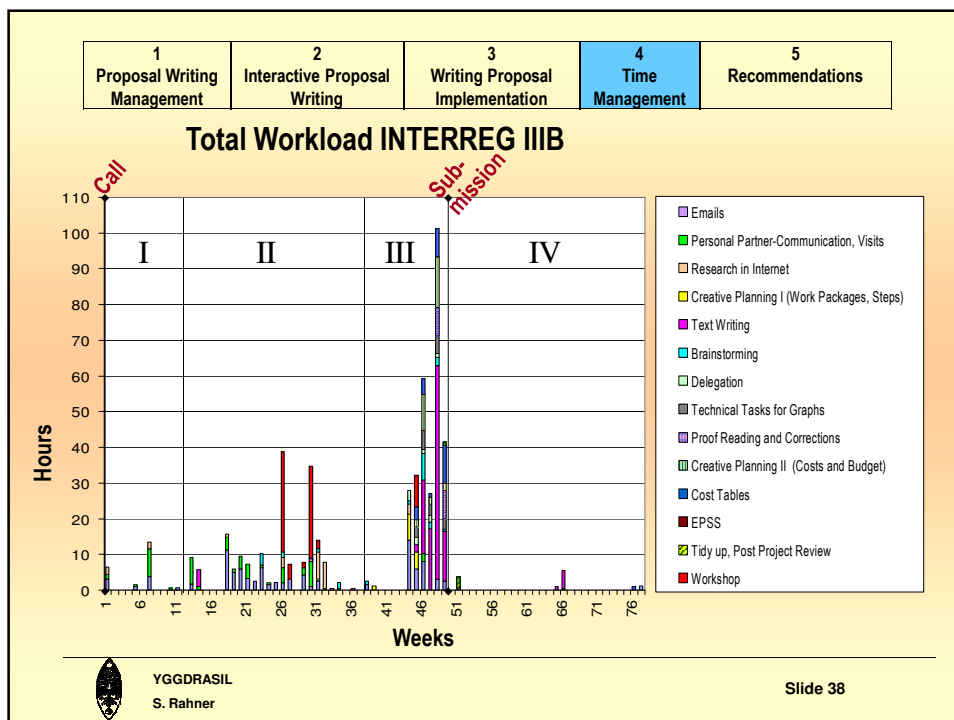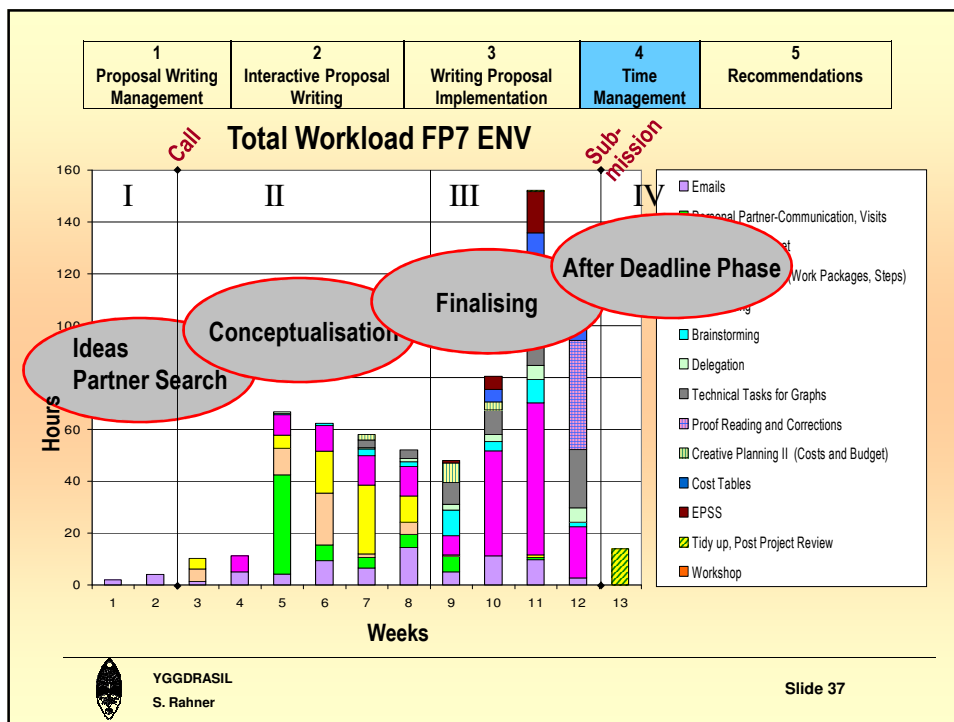- Tidy up, Post Project Review
- Workshop
- Reading

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1	2	3	4	5
Proposal Writing Management	**Interactive Proposal Writing**	**Writing Proposal Implementation**	**Time Management**	**Recommendations**

Activities Time/%

FP7 ENV

11%, 9%, 6%, 9%, 27%, 4%, 3%, 10%, 8%, 2%, 5%, 4%, 2%

INTERREG IIIB

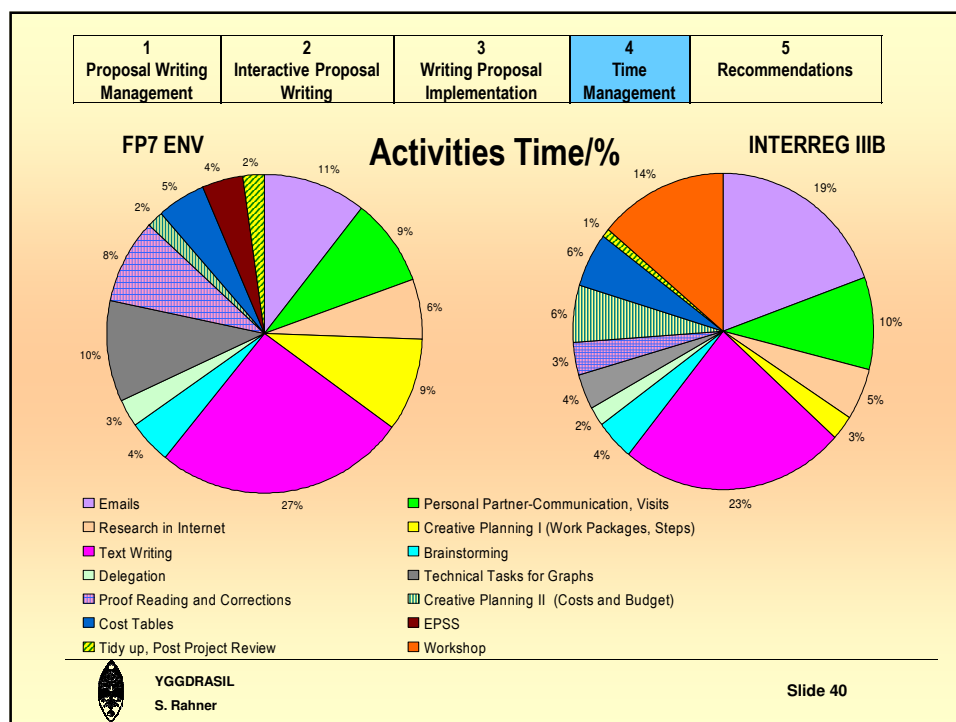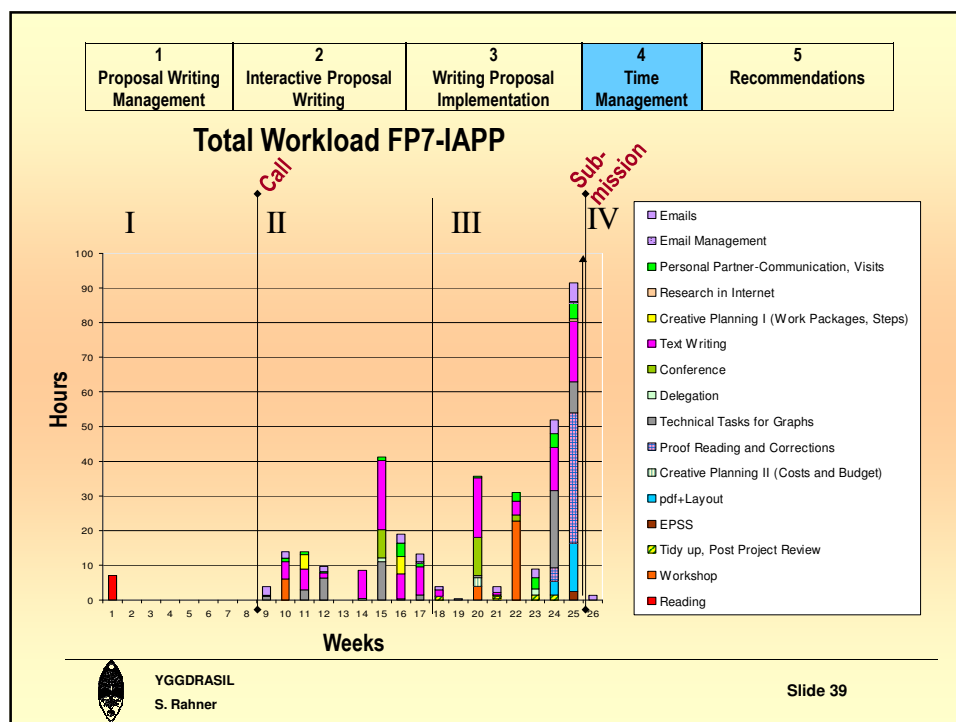14%, 1%, 6%, 6%, 3%, 4%, 2%, 4%, 23%, 3%, 5%, 10%, 19%

Legend:
- Emails
- Personal Partner-Communication, Visits
- Research in Internet
- Creative Planning I (Work Packages, Steps)
- Text Writing
- Brainstorming
- Delegation
- Technical Tasks for Graphs
- Proof Reading and Corrections
- Creative Planning II (Costs and Budget)
- Cost Tables
- EPSS
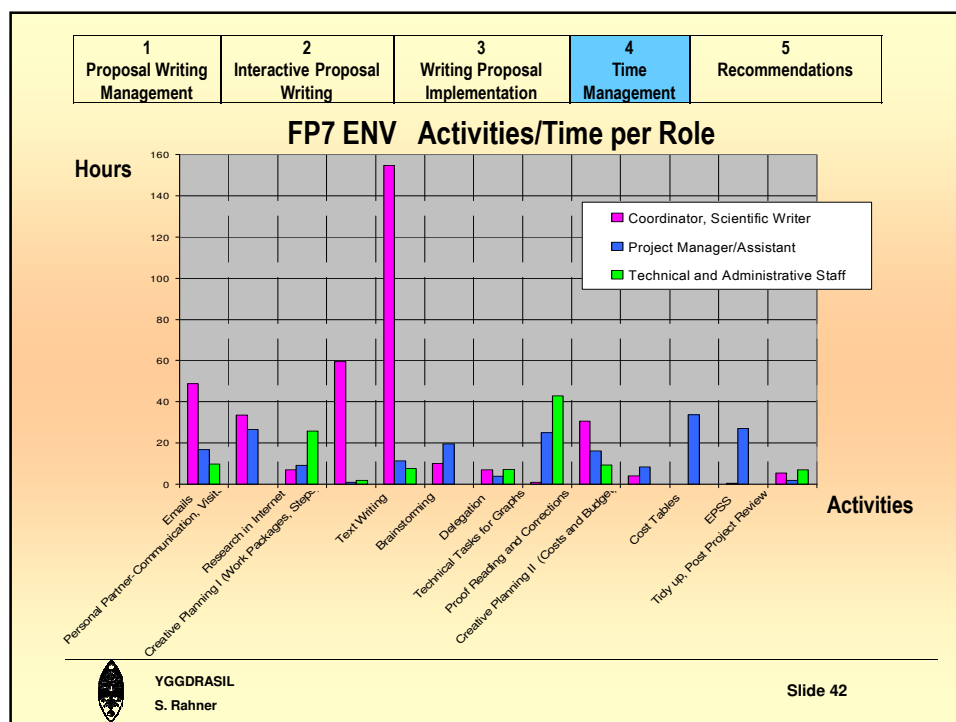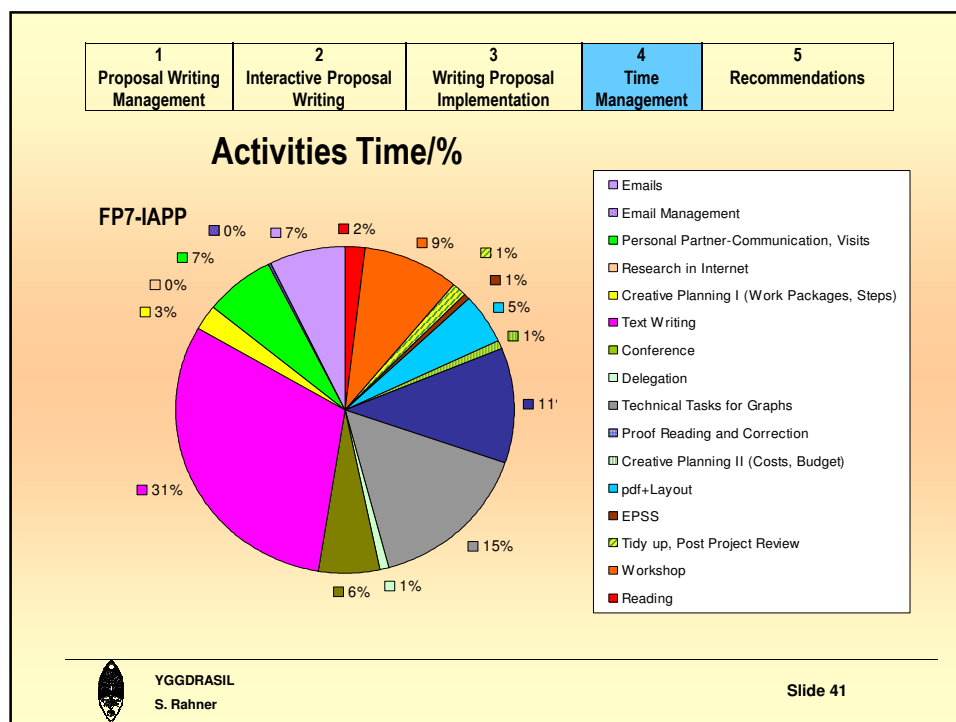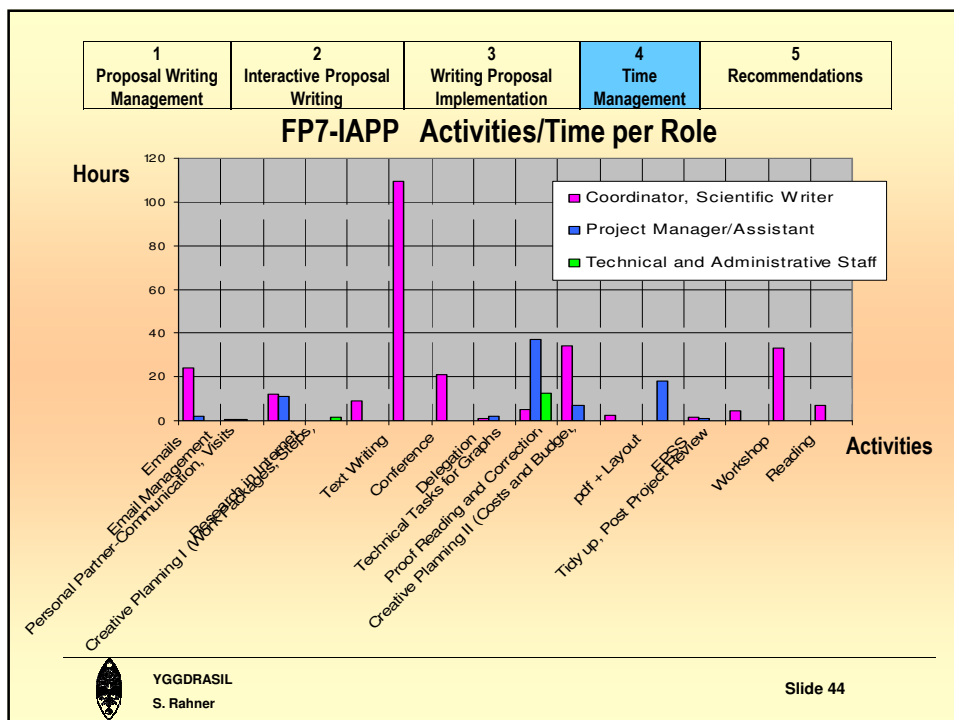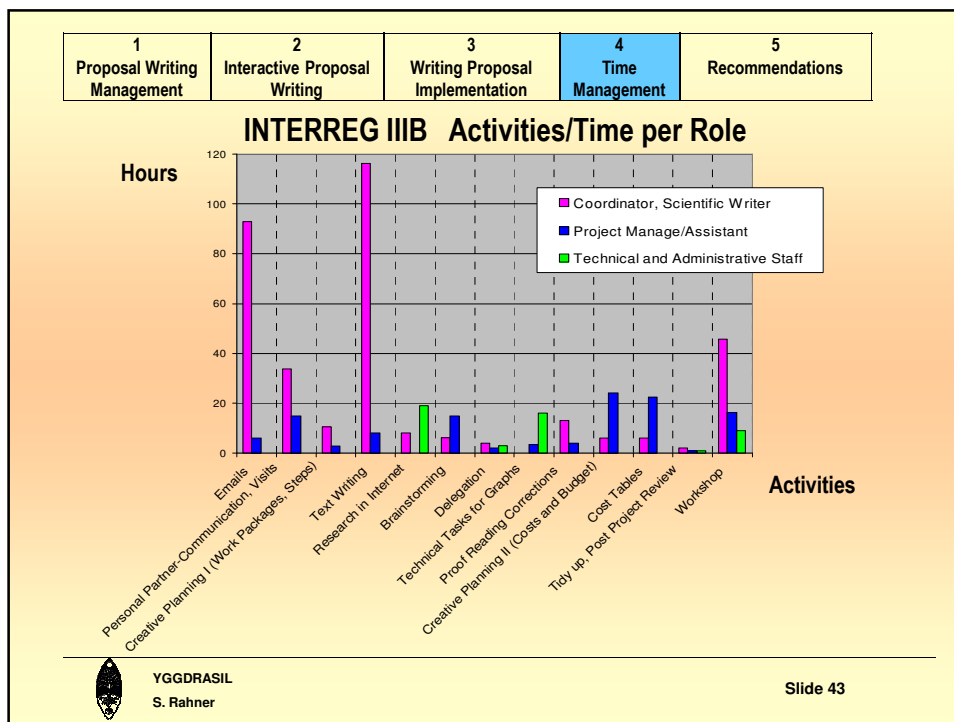- Tidy up, Post Project Review
- Workshop

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

INTERREG IIIB   Activities/Time per Role

Hours

- Coordinator, Scientific Writer
- Project Manage/Assistant
- Technical and Administrative Staff

Activities

Emails
Personal Partner-Communication, Visits
Creative Planning I (Work Packages, Steps)
Text Writing
Research in Internet
Brainstorming
Delegation
Technical Tasks for Graphs
Proof Reading Corrections
Creative Planning II (Costs and Budget)
Cost Tables
Tidy up, Post Project Review
Workshop

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

FP7-IAPP   Activities/Time per Role

Hours

- Coordinator, Scientific Writer
- Project Manager/Assistant
- Technical and Administrative Staff

Activities

Emails
Email Management
Personal Partner-Communication, Visits
Creative Planning I (Work Packages, Steps)
Research in Internet
Text Writing
Conference
Delegation
Technical Tasks for Graphs
Proof Reading and Correction
Creative Planning II (Costs and Budget)
pdf + Layout
FP5S
Tidy up, Post Project Review
Workshop
Reading

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4.4 Roles in Proposal Preparation

At least three different roles in proposal preparation necessary:

1. **Coordinator, Scientific Writer**

2. **Project Manager/Assistant**

3. **Technical and Administrative Staff**

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4.5 Costs

	FP7 ENV	Euros/h	Costs FP7	INTERREG IIB	Euros/h	Costs INTERREG	FP7-IAPP	Euros/h	Kosten FP7-IAPP
Workload Sum/h	670			570			360		
Workload Coordinator	370	70	25.900	350	70	24.500	266	70	18.620
Workload Project Manager	200	55	11.000	150	55	8.250	80	55	4.400
Workload Technical Staff	100	35	3.500	70	35	2.450	14	35	490
Personnel Costs			40.400			35.200			23.510
60% Overhead			24.240			21.120			14.106
Proposal Preparation Costs			64.640			56.320			37.616

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1	2	3	4	5
Proposal Writing Management	Interactive Proposal Writing	Writing Proposal Implementation	Time Management	Recommendations

4.6 Planner for Proposal Conceptualising and Finalising

Step No	Step	Person in Charge	Start week	Deadline Week
1	Emails (writing + administration)	Coordinator	continually	continually
2	Partner Talks	Coordinator	pre-phase (8/14)	pre-phase (9/17)
3	Creative Planning I (Tasks, WBS, Matrix)	Coordinator	5 (3)	7 (8)
4	Text Writing	Coordinator	8 (cont.)	12 (cont.)
5	Brainstorming Meetings	Coordinator	9 (7; 12)	11 (7; 12)
6	Data Search	Technical Staff	3 (-)	8 (-)
7	Delegations / Explanations	Coordinator + Project Manager	8 (7; 15)	12 (7; 15)
8	Creative Planning II (Budget)	Project Manager	7 (12)	10 (12)
9	Cost Tables	Project Manager	10 (3; 16)	12 (7; 17)
10	Graphs, Diagrams, Technical Tasks	Technical Staff	9 (3; 18)	12 (7; 17)
11	Proof reading, Corrections	Coordinator + Project Manager	11 (16)	12 (17)
12	EPSS	Project Manager	10 (11)	12 (17)
13	Tidy up, Lessons Learned	all	-	12+ (17+)

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1	2	3	4	5
Proposal Writing Management	Interactive Proposal Writing	Writing Proposal Implementation	Time Management	Recommendations

5 Conclusions and Recommendations

5.1 Structuring the Project Idea for Partner Search

- **Proposal Title, Call No, Budget, Deadline, Duration, Partners**
- **Objectives**
- **Steps in the Project**
- **Expected Results**
- **Interfaces**
- **Resources (Personnel and Equipment)**
- **List of Partners asked for Participation**
- **Next Steps for interested Partners**

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

5.2 Traps in Proposal Writing

- Begin too late
- First text written, then documents read
- No people asked for comments
- EPSS tried out too late
- No specific tasks given to partners
- No deadlines for partner tasks
- Not consistent with partner deadlines (always accepting excuses)
- Consortium always open to influx of new partners
- Change management not documented
- No risk management plans
- Only 1 person as email contact per partner (sick, holidays, catastrophe)
- No second info track opened except email (e.g. telefone, skype, fax)
- Proposal only saved in one spot (must be on: stick, internet, at home, CD)
- „felt" speed
- Original documents vs. pdf-documents

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

5.3 Hints and Tricks

- **Close the gaps, tackle the challenges,**

- **See it with the eyes of the evaluator,**

- **Results: relate to the direct user („Next User"),**

- **Allocate the work load logically: in all your partner countries, give small partners small tasks,**

- **Not: 1 Partner alone in a work package, all partners in all work packages,**

- **Ideal: Once work package leader, 2 – 3 times involved in other work packages.**

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

5.4   Stay up-to-date and find Support

Workshops:
- **National Contact Points**
- **Brussels**
- **Universities**
- **Associations**

Conferences

Newsletters

Websites

Join networks, associations

National Contact Points and others:

- **There are contact persons to advise for specific topics.**
- **Experts at Universities**
- **EU Support Units at Universities**
- **Enterprise Europe Network (EEN)**

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1 Proposal Writing Management	2 Interactive Proposal Writing	3 Writing Proposal Implementation	4 Time Management	5 Recommendations

5.4   Stay up-to-date and find Support

Attend conferences, networks, fairs:

- **Listen, network, present yourself, exhibit**

- **Earn a reputation as an expert yourself: Nationwide, in networks, in Brussels**

- **Become an evaluator in the EU database**

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"After the submission is before the submission"

Thank you for your Attention

and

Good Luck with your Proposals!

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