

# How to write a good proposal

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20 April 2023



## Get prepared to submit a proposal...

Study the  
call documentation

Select your  
partners

Plan your project  
and prepare the  
**Technical  
Description**  
(Template Part B)

# Horizon Europe + CBE JU requirements

## Horizon Europe (HE) conditions

HE Programme Guide

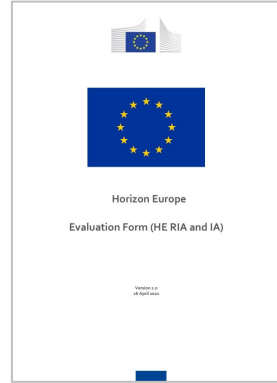
HE Online Manual

HE General Annexes

HE Annotated Model Grant Agreement



## Evaluation criteria

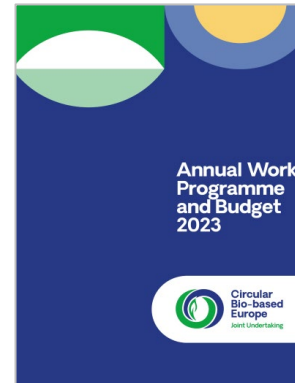
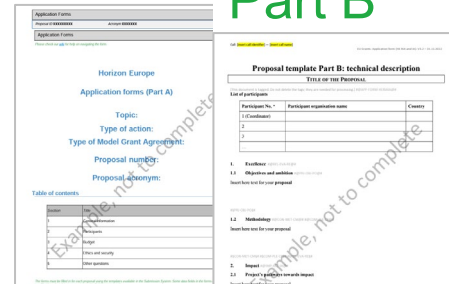


## Annual Work Programme 2023

- Topics
- **Specific requirements**
- **Cross-cutting elements**
- Budget

## Proposal structure

Part A Part B



# Topic - Proposal - Evaluation

## Topic

Scope

Expected  
outcomes

## Proposal – Part B

### 1. Excellence

- 1.1 Objectives and ambition
- 1.2 Methodology

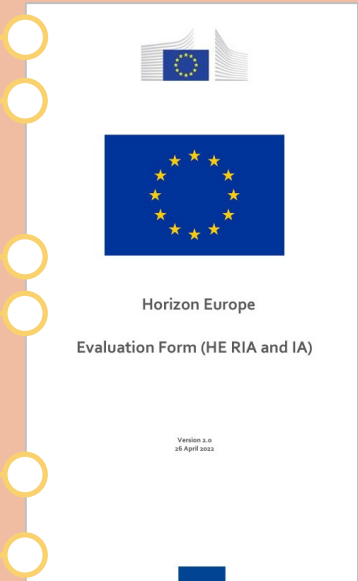
### 2. Impact

- 2.1 Project's pathways towards impact
- 2.2 Measures to maximise impact

### 3. Implementation

- 3.1 Work plan and resources
- 3.2 Capacity of participants and consortium as a whole

## Evaluation



# 1. Excellence



## Proposal – Part B

Excellence

1.1 Objectives and ambition

1.2 Methodology

Impact

2.1 Project's pathways towards impact

2.2 Measures to maximise impact

Implementation

3.1 Work plan and resources

3.2 Capacity of participants and consortium as a whole

Are the **objectives**

- *clear?*
- *pertinent to the topic?*
- *measurable and verifiable?*

**Tip!** Provide quantified targets whenever possible and meaningful.

Is the **state-of-the-art** well presented? Is it clear to what extent the proposal goes **beyond** the state-of-the-art?

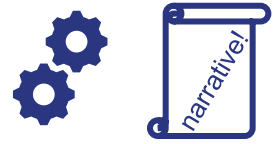


Is the proposed work **ambitious** enough to be innovative, but not so ambitious that it is unrealistic?

Is the initial and targeted Technology Readiness Level (**TRL**) properly described and realistically achievable within the proposed project?

**!** The targeted TRL of a topic is required for at least the **core** technology, process or product developed.

# 1. Excellence



## Proposal – Part B

- 1.1 Objectives and ambition
- 1.2 Methodology

- 2.1 Project's pathways towards impact
- 2.2 Measures to maximise impact

- 3.1 Work plan and resources
- 3.2 Capacity of participants and consortium as a whole

Does the proposal show that the proposed **methodology** is appropriate and effective for achieving the objectives (incl. overcoming challenges)?

**! New!** If **AI-based** systems/techniques are used, is their **robustness** demonstrated?



Does the proposed work comply with the **Do No Significant Harm principle**?



Is the **feedstock** to be used in the scope of CBE JU and in respect food-first & cascading principles?

Does the proposal demonstrate improved **environmental performance** of the proposed processes/products? (sustainability, circularity and, if applicable, carbon removal)



CBE specific requirement

CBE specific requirement

CBE specific requirement

Excellence

Impact

Implementation

# 1. Excellence



## Proposal – Part B

Excellence

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Are **relevant initiatives** identified (incl. BBI/CBE projects) and, when meaningful, appropriate interactions considered?

**IOIO IOIO** Are relevant **digital technologies** used?

Are relevant **interdisciplinary approaches** taken?

Are social, economic, behavioural, institutional, historical and/or cultural dimensions of the proposed innovations considered, e. g. via contributions from **Social Sciences and Humanities**?

*(only for IA incl. Flagship topics and selected RIA and CSA topics)*

 Does the proposal describe how key actors will be involved via the so-called **multi-actor approach**?

In case of R&I activities with a relevant **gender dimension**: has it been considered in the proposal?



CBE cross-cutting element

CBE cross-cutting element

CBE specific requirement

# 1. Excellence



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Does the proposal demonstrate **open science** practices?

⚠ In HE, 'open science' is more than 'open access': It is an approach to science based on open, cooperative work and sharing of knowledge and tools as early and widely as possible.

*(only for IA incl. IA-Flagship topics)*

Does the proposal's open science strategy include the **publication of LC(S)A output**?



Does the proposal provide details on **data management** in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable)?

⚠ In the grant, there will be mandatory deliverables "Data Management Plan".



CBE specific requirement



## 2. Impact



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Is it clear which **unique contributions** would be made to:

- the **outcomes** specified in the topic text?  
(medium term) ✓ scientific
- the wider **impacts** beyond the immediate scope and duration of the project?  
(longer term) ✓ economic / technological  
✓ societal

Is it clear which **target groups** will benefit?

Have the **scale** and **significance** of the contribution been indicated?

**Tip!** Provide quantified estimates whenever possible and meaningful.

Have relevant **requirements** and potential **barriers** to outcome and impact been determined?

Have appropriate **mitigating measures**, within or beyond the project, been described?

⚠️ ≠ *management risks (3.1 Work plan and resources)*

## 2. Impact



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⚠ First version of the Dissemination, Exploitation and Communication plan = **admissibility criterion**  
(In the grant, there will be mandatory D&E&C deliverables.)



Is the plan to **disseminate** results to audiences who might use the results appropriate?

**Tip!** Provide quantified targets whenever possible and meaningful.

Are actions included to **communicate** project activities and results to multiple audiences (beyond project's community)?

⚠ Targeted D&C: Increasing awareness of potential benefits of bio-based solutions.

CBE cross-cutting element

Is the strategy to **exploit** the project's results appropriate? (incl. management of IPR)

⚠ Describe the main background IPR needed to carry out the project.

## 2. Impact

CBE specific requirement



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*(for RIA topics)*

Is an assessment of the **economic viability** of the products and processes to be developed included?



*(for IA topics)*

Is a **business case** presented? Does it specify an inclusive **business model** that covers all actors of the value chain?

*+ (only for IA Flagship topics)*

Is a detailed preliminary **business plan** included as separate annex?

**Tip!** Provide quantified measures, targets whenever possible and meaningful.

## 2. Impact



### Proposal – Part B

Excellence

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- + 2.3 Summary

Implementation

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Specific needs	Expected results	D&E&C measures
What are the specific needs that triggered this project?	What do you expect to generate by the end of the project?	What dissemination, exploitation and communication measures will you apply to the results?

Target groups	Outcomes	Impacts
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?	What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

# 3. Implementation



## Proposal – Part B

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Does the **work plan** have a good and clear structure?



Have the different **work packages** (WP) been scheduled and linked appropriately?  
Are their inter-dependencies clear?

Are **milestones** and **deliverables** well defined and appropriately timed?

Are the WPs and associated tasks **sufficiently described** to provide a good understanding of the work involved and justify the proposed resources to be allocated?

- Table 3.1a List of work packages
- Table 3.1b Work package descriptions
- Table 3.1c List of deliverables
- Table 3.1d List of milestones
- Table 3.1e Critical risks for implementation
- Table 3.1f-j Staff effort, Different costs, Contributions

# 3. Implementation



## Proposal – Part B

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Are the described organisational **structure** and decision-making **mechanisms** appropriate to the scale and complexity of the project?



Are the **management procedures**, including quality management and conflict resolution, appropriate to the scale and complexity of the project?

Are critical **internal and external risks** related to project implementation described with appropriate mitigation measures and severity/probability estimates?



- Table 3.1a List of work packages
- Table 3.1b Work package descriptions
- Table 3.1c List of deliverables
- Table 3.1d List of milestones
- Table 3.1e **Critical risks for implementation**
- Table 3.1f-j Staff effort, Different costs, Contributions

# 3. Implementation



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Is an **ex-post assessment** of environmental sustainability and circularity planned, incl. improvements compared with benchmark(s), of all the developed products/processes?

CBE specific requirement

*(for RIA topics)* **Task** to use **early-stage data** to assess improvement of environmental performance

CBE specific requirement

*(for IA topics)* **WP** or **task** to assess environmental impacts and circularity using:

- *(IA)* life-cycle assessment (**LCA**) methodologies
- *(IA-Flagship)* life-cycle-sustainability assessment (**LCSA**) methodologies?

CBE specific requirement

⚠ LCA and LCSA methodologies should be based on widely used **standards** and certifications and use accepted and validated approaches.

⚠ Open science: **Publication** of LC(S)A output is important!

# 3. Implementation



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Does the work plan include an action to develop **recommendations to targeted stakeholders**, such as:

- *policymakers*
- *national/regional stakeholders*
- *investors*
- *brand owners ...*

CBE specific  
requirement





# 3. Implementation



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Does the consortium bring together the necessary **expertise** for the project?

Has the **complementarity** of the participants been convincingly described?

Does **each partner** have a valid role and adequate resources (both effort and budget) to fulfil that role?

**⚠** If a participant requesting funding is based in a **third country** not eligible for funding: Is clearly explained why participation by this entity is essential to carry out the project?

# Build a strong consortium

Map elements of Topic (Scope) and Part B (Excellence) to individual partners in the consortium.

- Are there any **competence** gaps in the consortium?

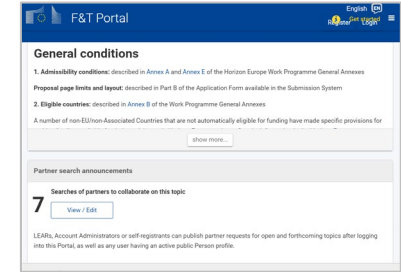


Use the **networking opportunities** offered by the Funding & Tenders Opportunities Portal, CBE JU and BIC

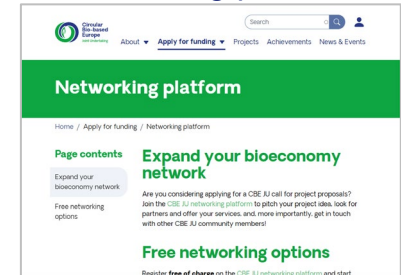
During proposal writing:

- Significant level of upfront **commitment** from all partners is crucial, as costs are not eligible before project start.
- High level of **confidence** between partners is key.
- Talk early about handling of **IPR** – these will need to be confirmed formally in the Consortium Agreement before signature of the Grant Agreement.

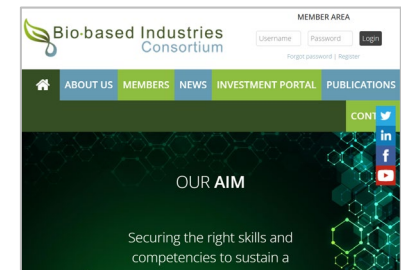
ec.europa.eu/info/funding-tenders/opportunities/portal



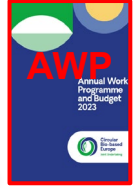
cbe.europa.eu/networking-platform



biconsortium.eu



# Annexes



CBE specific  
requirement

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*(IA topics incl. Flagships)*

- **BIC membership certifications**
- *optional and indicative during evaluation phase, required only upon Grant Agreement Preparation: **IKAA plan** 'Overview of the total Additional Activity investments planned by participants and third parties to this action that are BIC members'*

*(IA-Flagship topics)*

- Detailed **business plan**

CBE specific  
requirement

*(CSA, only if applicable)*

- Template '**Financial Support to Third Parties**'

# Aim for total “Topic eclipse”



Topic+ = Topic text + HE requirements + CBE JU specific requirements + CBE JU cross-cutting elements

every single word in topic text counts!



every requirement & cross-cutting element counts!

# Thank you for your attention!



**Circular  
Bio-based  
Europe**  
Joint Undertaking

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