

The CNRS logo, consisting of the letters 'cnrs' in a dark blue, lowercase, sans-serif font, enclosed within a white circle. The background of the slide features a yellow-to-blue gradient with a halftone dot pattern on the right side.

cnrs

Funding of the research through calls for proposals : stage 2 – Proposal Preparation

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2nd Research Management & Administration Workshop –
TWIN-RELECT project (GA N° 101160314)



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the European Union



UK Research
and Innovation

01

Structure of a project proposal



Importance of a well structured proposal

Meeting the Requirements of the Call for Projects

- **Compliance with the Criteria:** Calls for proposals often specify precise criteria that proposals must comply with. Good structure ensures that all these criteria are addressed systematically.
- **Ease of Evaluation:** Evaluators use criteria grids to score proposals. A clear structure allows each criterion to be answered precisely, making the evaluators' work easier and increasing the chances of success.

Great idea → Download a proposal form (if available) from the funder's website

The screenshot displays the 'Funding: Submission Serv' interface from the European Commission. It is divided into two main sections. The left section, titled 'Start submission', provides instructions on how to access the Electronic Submission Service and offers two options for selecting the type of submission: 'HORIZON TMA MSCA Postdoctoral Fellowships - European Fellowships [HORIZON-TMA-MSCA-PF-EF]' (selected) and 'HORIZON TMA MSCA Postdoctoral Fellowships - Global Fellowships [HORIZON-TMA-MSCA-PF-GF]'. Each option has a 'Start submission' button. The right section contains a 'Deadline' box indicating '11 September 2024 17:00:00 Brussels Local Time' with '56 days left until closure'. Below this is a 'Call data' box listing the 'Call: HORIZON-MSCA-2024-PF-01', 'Topic: HORIZON-MSCA-2024-PF-01-01', 'Type of action: HORIZON-TMA-MSCA-PF-EF', and 'Type of MGA: HORIZON-AG-UN'. A warning message states: 'Topic and type of action can only be changed by creating a new proposal.' At the bottom, there is a 'Download Part B templates' section with a download icon and the text 'Download part B templates'.

Application form

Generally, the proposal consists of two parts (for example, and Horizon Europe projects):

- ✓ **The part A** (online) is generated by the computer system. It is based on the information entered by participants via the submission system

- ✓ **Part B** is the narrative section of the project. It must be uploaded in PDF format using the template downloaded by the applicants from the submission system for the relevant call.



General structure of a proposal

Horizon Europe - RIA and IA (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 - Dissemination, exploitation and communication

2.3 Summary (Key element of the Impact Section)

3. Quality and Efficiency of the Implementation

3.1 Work plan and resources

3.2 Capacity of participants and consortium as a whole

Expected writing styles

Horizon Europe - RIA and IA (Part B)

1. Excellence

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narrative style> technical / scientific

narrative style> persuasive / journalistic

summary style > elements of the Excellence & Impact sections presented in the form of an action plan

Part 1 EXCELLENCE

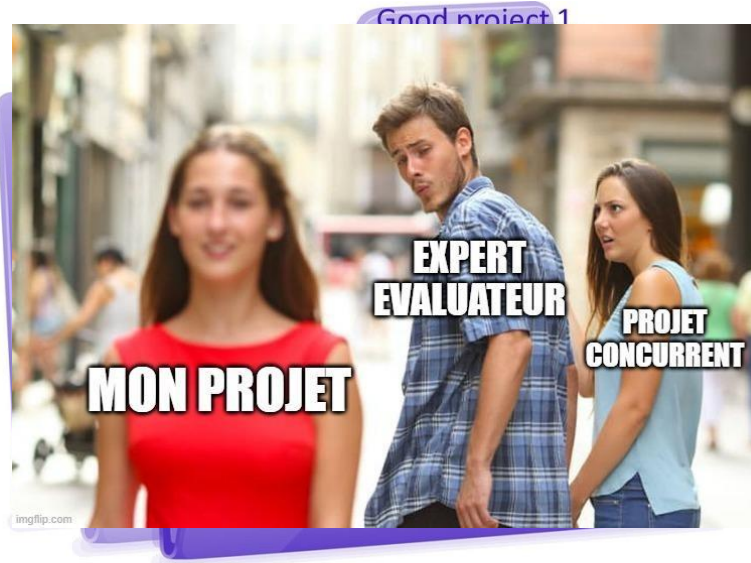
1.1. Project objectives

1.2. Methodology

The importance of the first few pages

Choose a clear title for your project, define your objectives and structure your project

- Ensuring the quality of your scientific project
- Differentiate your project from other high-quality projects.



Only 1/3 of good projects are funded (for a funding rate of 10-12%)

Unique selling point = main outcome + main asset

Everybody dreamed about my Main outcome

But it was not reachable because of
methodological limitations

But now I can do it
because I have the Main methodological
asset X, Which I
created/developed/contributed to develop

Main outcome of your approach

We deliver your pizza in 30 minutes or it's free



Main methodological asset, which enables the main benefit

Thanks to a logistics chain inspired from Formula one

Select the main benefit & corresponding asset



Compare your methods with existing methods

	Stability	Control of nanostructure	Green process	Functionalization
Prussian blue NPs without stabilizing agent [this project, see prelim data]	High	High	Yes	Yes
Synthesis in micelles	High	Poor	No	No
Synthesis with organic stabilizer	Yes	Poor	No	Difficult

→ Allows you to identify the obstacle(s): current approaches, lack of stability, control of nanoparticle size, green process and functionalisation.

→ Select the main 1-2!

Select the main benefit & corresponding asset

What is the contrast with other studies/projects?

Main outcome of your approach

1) My approach can synthesize the PB Nanoparticles which could be easily functionalized,

Limited outcome of current approaches

2) whereas existing approaches can only prepare the nanoparticles with no access to the modification of their surface

Main methodological asset

3) This is because I can manipulate the precursors in controlled conditions leads by self precipitation of NPs,

Methodological limits of current approaches

4) whereas existing approaches are based only on use of stabilizers

Select the main benefit & corresponding asset

What is the contrast with other studies/projects?

Main outcome of your approach

My approach can determine why Phenomenon X is caused by Z,

because I'm an expert in my field



This is not an asset, it makes no difference compared to others

My approach will lead to major advances in my field



Can't be your outcome, because non-experts can't judge

Project title → Highlight your approach and outcomes

Added value

Assessing air quality in real time
using ultrafast mass spectroscopy

why you can do this

"Fund me, I'm sexy"

An innovative approach to assessing air quality

Informative wins over sexy all the time



Tip: Make USP understandable by non-experts

Adjectives to show the added value of your methodology

Dynamical

Unbiased

Rapid-cycle

3D

Qualitative

Real-world

Standardized

Cost-effective

Realistic

Static

Biased

Slow-cycle

2D

Quantitative

Simulated

Non-standardized

Uneconomical

Unrealistic



A verb (combining, integrating, leveraging, informed by ...)

main benefit

Elaborating a **general theory** of X

corresponding methodological asset

by **combining** *approaches X and Y*

Project objectives

These are the first pages read by the evaluators, so you have to be convincing and make them want to read the rest.

- the objectives must be logical and memorable
- they must show a balance between gain and risk

- | | |
|-----------|-------------------------|
| 1. DESIGN | We will design X |
| 2. BUILD | We will build X |
| 3. TEST | We will test X |

If the project is thematic, make sure to fully understand the political context in which the call for proposals is situated, so that the objectives of your proposal are aligned with and embodied in that context.

Project objectives

Your objectives must be SMART



Specific
Measurable
Achievable
Relevant
Time-bound

SMART objectives

Example: Acculturate pupils to the practice of debate thanks to the X platform

Specific: increase the number of students trained in debating (target: increase from 400 to 1,200 students)

Measurable: thanks to the X platform used for the debate, the research team will be able to know the number of pupils taking part.

Achievable: the objective is achievable because the number of lower and upper secondary schools involved is greater than in Study 1.

Relevant: the practice of debate can promote learning and critical thinking among pupils

Temporally defined: experimentation carried out over the next 12 months

State of the art

Structure your position on the state-of-the-art in relation to your objectives

Objectives

objective 1

objective 2

objective 3

Background

State-of-the-art for objective 1
Justification of objective 1

State-of-the-art for objective 2
Justification of objective 2

State-of-the-art for objective 3
Justification of objective 3

Context: we need that ...
Details

Positioning: our model enables us to... Detail

Objectives

objective 1

objective 2

objective 3

State of the art

Overall objective (greater why)

Project Objectives (WHY !)

Intended results (what)

Activities (how)

Resources (how much)

State of the art answers to WHY this needs to be done. The objectives answer WHAT will be done and the methodology HOW it will be done

Methodology: Each objective can correspond to a Work Package (WP)

3 objectives

We **will synthesise** drug candidates, **identify** the most active ones and then **validate** them *in vivo*.

WP1 : Drug **synthesis**

WP2: **Identification** of active drugs synthesised in WP1

WP3: **Validation** of *in vivo* drugs identified in WP2

Use key words from the objectives to help evaluators navigate your project

ABSTRACT

CØPEPØD aims at deciphering these algorithms by addressing three questions:

- **Q1: Mating.** How do male copepods follow the pheromone trail left by females?
- **Q2: Finding.** How do copepods use hydrodynamic signals to 'see'?
- **Q3: Feeding.** What are the best feeding strategies in turbulent flow?

BACKGROUND

Q1: Mating

How do male copepods follow the pheromone trail left by females?

For copepods, finding a mate is a difficult task on its own (Buskey, 1998). If they were to rely on random walk, encounters with mates would be extremely rare. To enhance encounter rate, some copepod species use *chemical trail following*: swimming females release a chemical element,

METHODOLOGY

Objective 1 Mating

(Years 1 - 3, 1 PhD, 3 years of postdoc)

We will determine how male copepods follow the pheromone trail left by females.

FSI – Turbulence and advection-diffusion of chemicals will be modelled with fast methods.

We will model the turbulent flow with 'kinetic simulations', whose principle is to describe the flow field as a superposition of travelling waves with a turbulent power spectrum (Kraichnan, 1970;

Methodology

Each work package can be divided into tasks corresponding to the following stages techniques

WP2 : Identification of active drugs synthesised in WP1

- Task 2.1: Drug monitoring in cancer cells by X
- Task 2.2: Evaluation of toxicity by X technique

Methodology - cross-disciplinary aspects

- ✓ Include a **Work Package (WP) on Coordination or Management** in your project to explain how it will be managed.
- ✓ Include a **Work Package on Communication and Dissemination** that applies an **open science** strategy to the project methodology (open access to project results), and describe the **data management strategy**: what types of data will be generated and how they will be managed by the consortium, keeping in mind the FAIR principles (Findable, Accessible, Interoperable, Reusable). The goal is to explain how adopting open science practices will increase the project's impact.

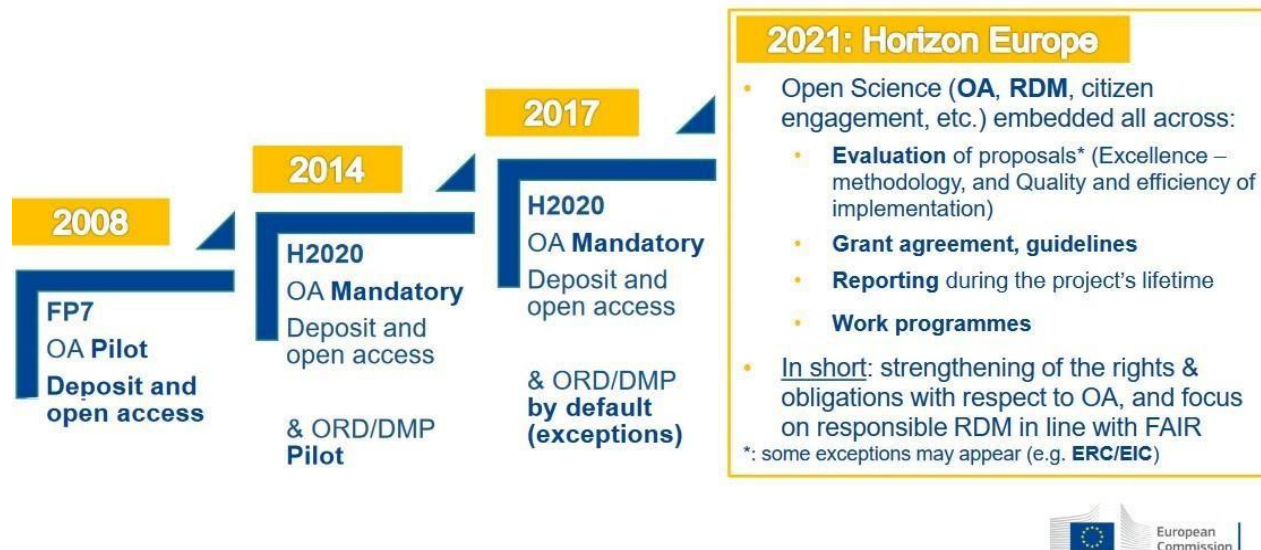


Excellence - Cross-cutting themes



Open Science

From FP7 to Horizon Europe

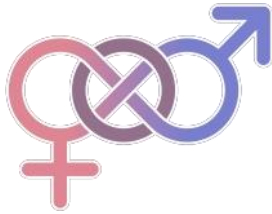


➤ Open Science practices under Horizon Europe :

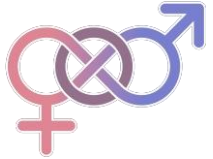
- ✓ Open access to research as early as possible (reports, pre-prints, etc.)
- ✓ Mandatory data management plan (in line with FAIR* principles)
- ✓ Open access to research outputs (publications, software, models, algorithms, etc.) through online repositories:
 - *Embargo periods are no longer allowed*
 - *Intellectual property rights must be retained by the authors (publications under a CC-BY or equivalent license) in open archives (e.g., HAL, Zenodo...)*
 - *Costs are eligible only for publications in fully Open Access journals (preferably following the “diamond” model, i.e., without Article Processing Charges – APCs).*

Methodology - cross-disciplinary aspects

- ✓ Include a Work Package (WP) on Coordination or Management in your project to explain how it will be managed.
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- ✓ Integrate the **gender dimension** into the content of the research project (if applicable);



Excellence - Cross-cutting themes



Gender dimension

- Be informed about gender studies and the debates related to the project's application sector.
- Involve, if necessary, a partner capable of conducting gender-related research
- Explain why a certain number of men and women will be involved in the project activities
- Define how and by whom the innovations will be tested

Examples of how to incorporate the gender dimension in R&I content:

- ✓ *Does it make sense to study cardiovascular diseases only on male animals and on men, or osteoporosis only on women ?*
- ✓ *Does it make sense to design car safety equipment only on the basis of male body standards ?*
- ✓ *Is it responsible to develop AI products that perpetuate gender and racial biases due to a lack of diversity in the data used to train AI applications?*

Methodology - cross-disciplinary aspects

- ✓ Include a Work Package (WP) on Coordination or Management in your project to explain how it will be managed.
- ✓ Include a Work Package on Communication and Dissemination that applies an open science strategy to the project methodology (open access to project results), and describe the data management strategy: what types of data will be generated and how they will be managed by the consortium, keeping in mind the FAIR principles (Findable, Accessible, Interoperable, Reusable). The goal is to explain how adopting open science practices will increase the project's impact.
- ✓ Integrate the gender dimension into the content of the research project (if applicable);
- ✓ Include **ethical considerations** in the methodology: ensure that ethical aspects and compliance with applicable legislation are properly addressed. Depending on your situation, you may rely on the lab's ethics officer and the prevention service.
- ✓ Highlight **interdisciplinarity** and explain the added value of an interdisciplinary approach in achieving the project's objectives. Interdisciplinarity is understood as the integration of information, techniques, methodological approaches, theories, *etc.*, from at least two scientific disciplines.

Excellence - "Do Not Significant Harm Principle"

➤ Principle of harmlessness: projects must not significantly harm the environment:

- ✓ Mitigation of climate change
- ✓ Sustainable use and protection of water and marine resources
- ✓ Pollution prevention and control
- ✓ Adapting to climate change
- ✓ Transition to a circular economy
- ✓ Protecting and restoring biodiversity and ecosystems



Excellence

Show how the project goes beyond the state-of-the-art

- ✓ Do not neglect the bibliographic research.
- ✓ Build on existing projects that have already been funded in the field (at the national, European, or international level).

Setting ambitious objectives

- ✓ Adopt a **SMART** approach:
 - Specific
 - Measurable
 - Acceptable
 - Realistic
 - Time-defined

Demonstrate the project's innovative potential

- ✓ Indicate the project's level of technological maturity.
- ✓ Highlight the added value of the project in terms of European competitiveness.

Emphasise the multidisciplinary nature of the project

- ✓ Describe the methodology for the project
- ✓ Involvement of the various of the various stakeholders (expertise, complementarity).

Consideration of cross-cutting themes

- Gender, Open Science, SHS, International Cooperation, *etc.*

Part 2 IMPACT

2.1. Project's pathways towards impact

2.2. Measures to maximise impact - Dissemination, exploitation and communication

Understanding the "Impact" criterion

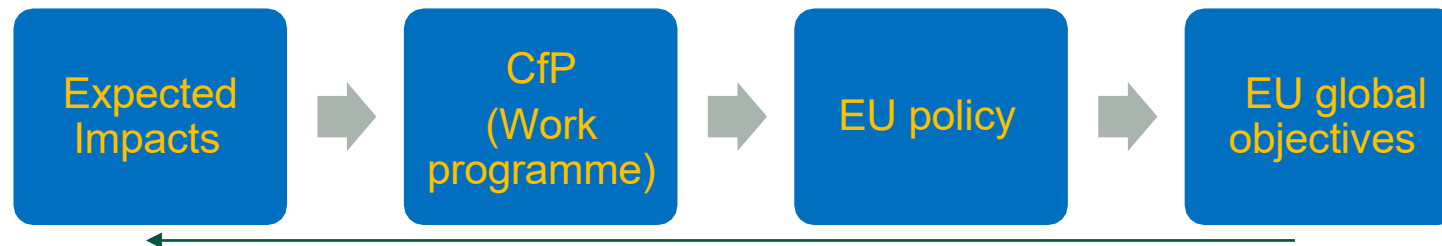
Results = everything that is generated during the implementation of the project (intellectual property that can be protected by IP rights or shared).

Outcomes = Changes promoted by the funded projects that the funder expects to see in the medium term (notably through successful dissemination and exploitation of results).

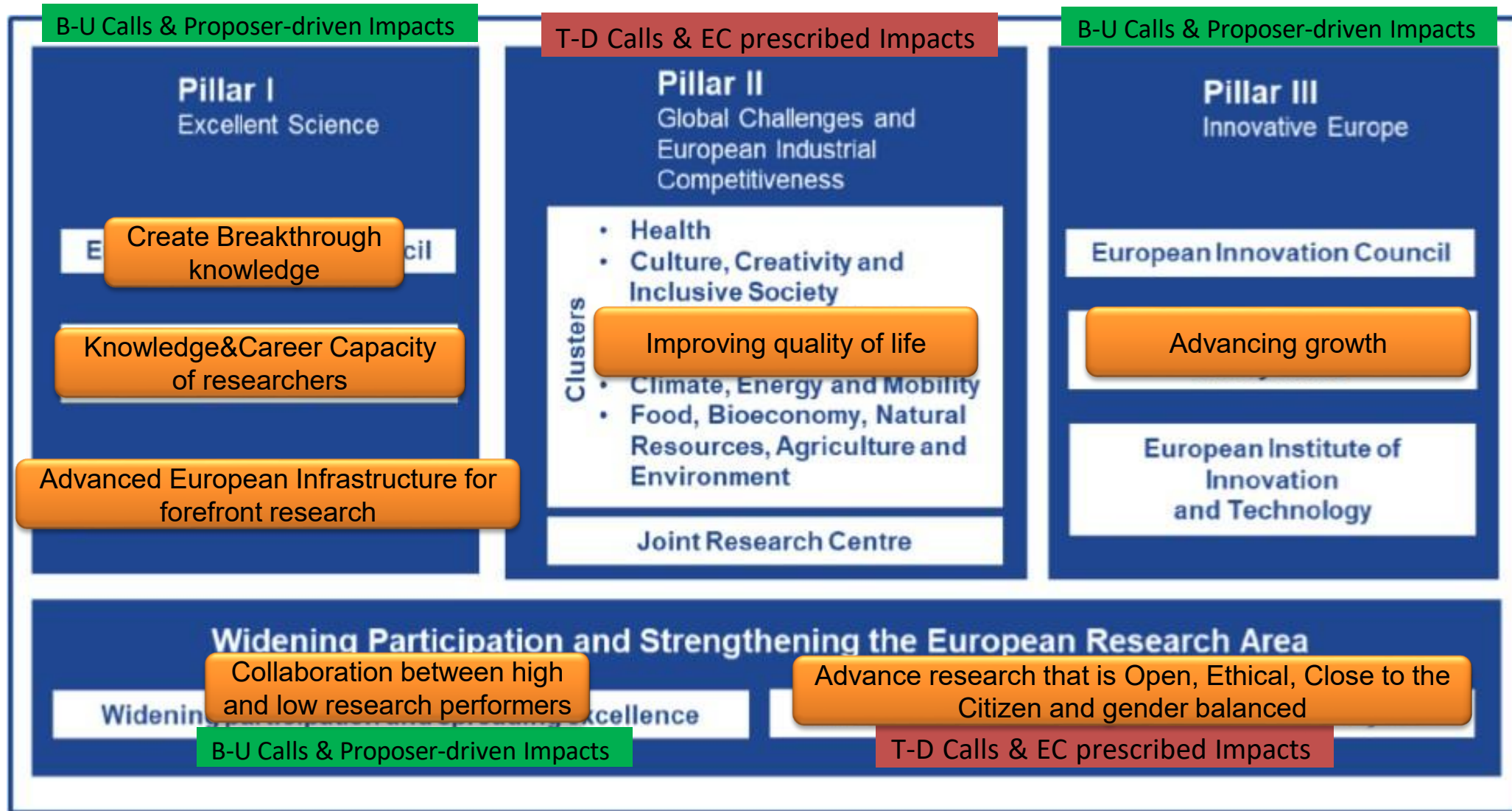
Impact (Impact) = effects generated by R&I investment on:

- Science: creating new knowledge, strengthening human capital in R&I, promoting the dissemination of knowledge and open source.
- Society (including the environment): address national or EU priorities and global challenges, improve quality of life of citizens, strengthen the use of R&I results by society
- Economy/technology: generate growth based on innovation, create more jobs, leverage effect
- The European Research Area (for MSCA projects)

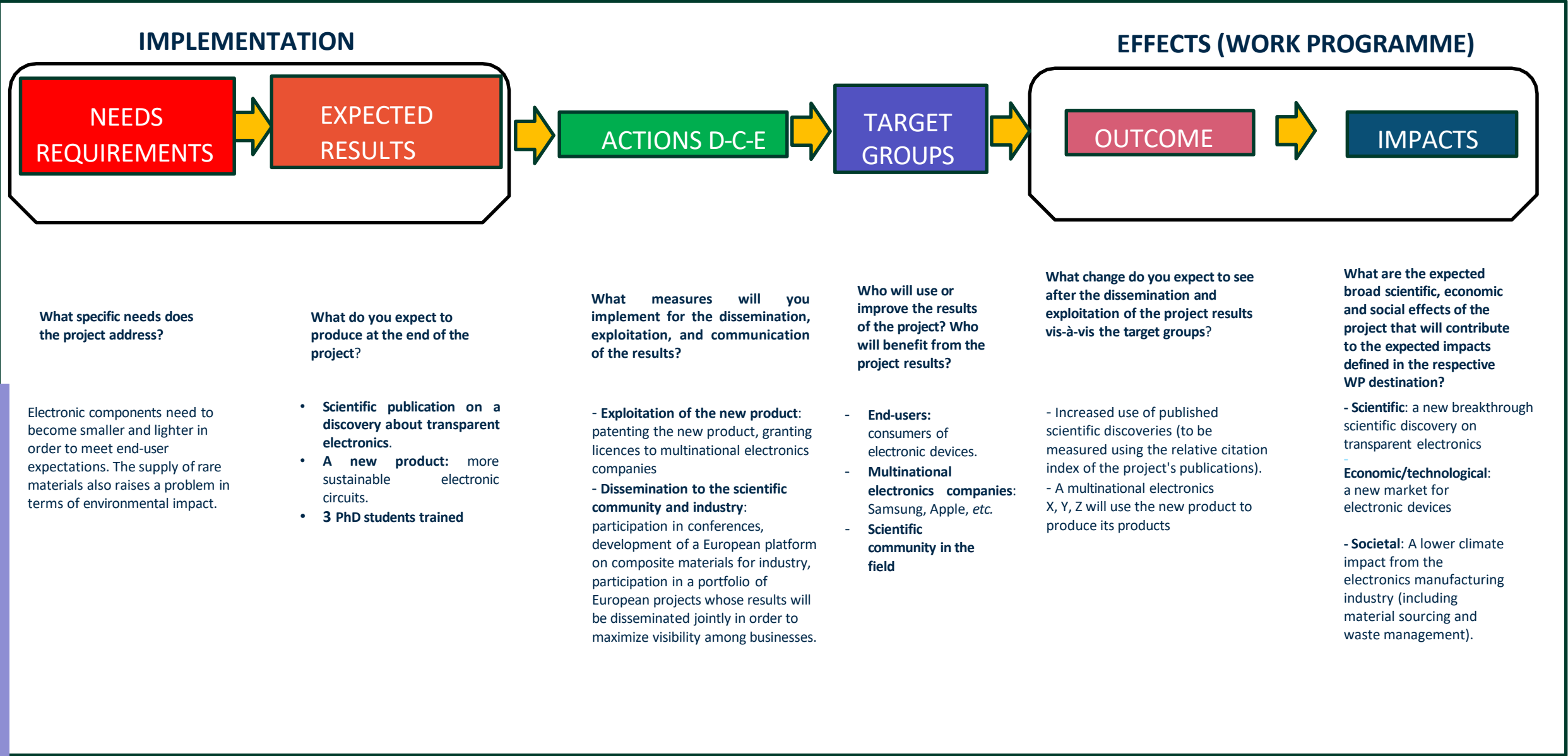
These effects occur in the long term (after the end of the project).



Horizon Europe Structure and Impact



Key "pathway to impact" elements of the project

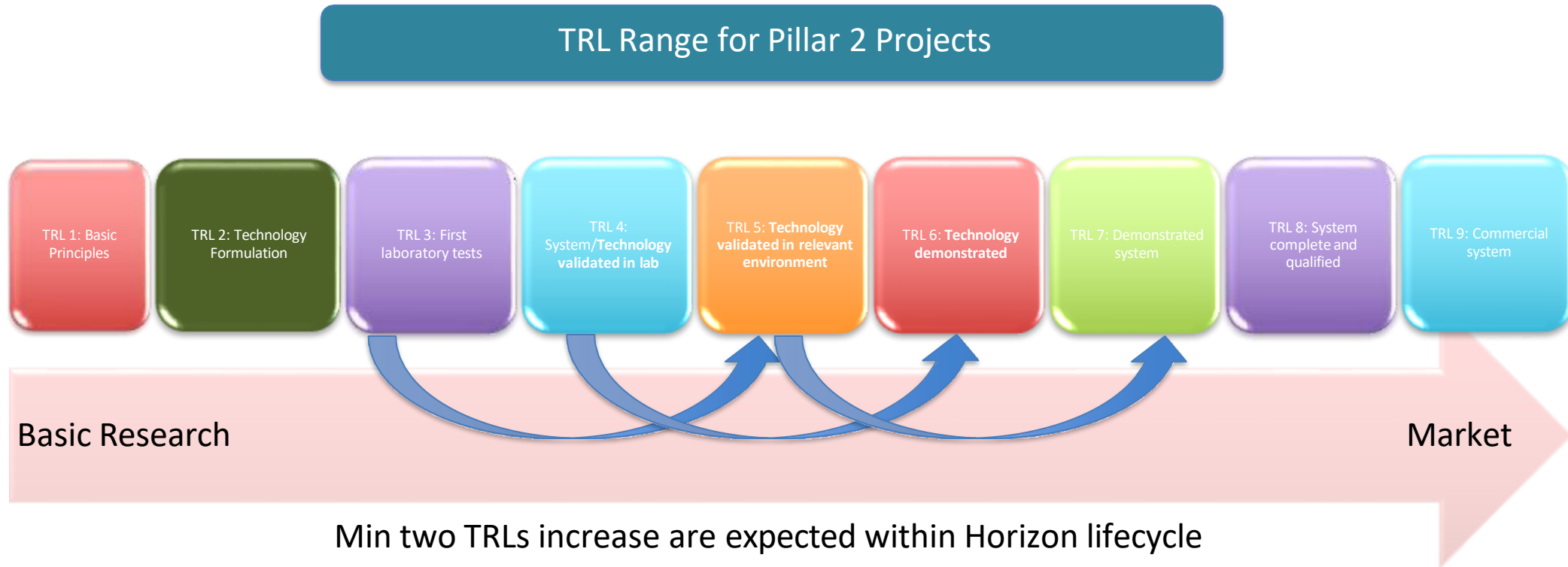


Measurable short-term and long- term impacts (for CfP Pilar II or III)

- **Short-term impacts** are the **expected outcomes** (See call topic) that should be achieved **by project end**
- **Long term impacts** are the **expected impacts** (See destination) that should be achieved within **5 years** after project end
- **Impacts** (short-term and long-term) are measured/evaluated based on **two indicators** (See proposal template)
 - **Scale**: How **many end-users** to be affected from each project result?
 - **Significance**: How **much these end-users** will be affected from each project result?
 - **Magnitude** (MSCA): How many from each target group will be affected/benefit?
 - **Importance** (MSCA): How much each of those target groups will be affected/benefit?



Horizon Europe Pillar 2 Clusters and TRLs





Societal Readiness Levels

You may wish to consider **Societal Readiness Levels** also, i.e. how mature is a solution/finding so that to accepted by society and achieve the expected impact, more at https://innovationsfonden.dk/sites/default/files/2019-03/societal_readiness_levels_-_srl.pdf and also more at [Source](#)

1. **SRL 1** – identifying problem and identifying societal readiness to deal with this problem
2. **SRL 2** – formulation of proposed solution(s) and its **potential impact**, expected societal readiness by the end of the project; identifying relevant stakeholders for the development of project solution.
3. **SRL 3** – initial sharing of the proposed solution (Solution not developed yet) with relevant stakeholders (e.g. through visual mock-ups, focus groups, workshops) and **first positive feedback on the expected impact** and **validation of the current expected societal readiness**; a limited group of the society (Just the involved stakeholders) knows about the solution
4. **SRL 4** – Solution validated through pilot testing in **controlled environments** to **substantiate proposed impacts and current societal readiness**; a limited group of the society (Just the involved societal actors) has confirmed the expected impacts
5. **SRL 5** – Solution validated through pilot testing in real or realistic environments and by relevant stakeholders in order to **validate the expected impacts**; All the involved societal actors in the pilot testing have confirmed the expected impacts
6. **SRL 6** – solution(s) demonstrated in relevant environment and in co-operation with relevant stakeholders to **gain initial feedback on potential impact of the demonstrated solution and related applications in whole society** (beyond the societal actors involved in the demonstration)
7. **SRL 7** – Refinement of the solution and, if needed, retesting in real world environments with much larger group of relevant stakeholders; the society is ready to adopt or accept the solution
8. **SRL 8** – proposed solution(s) as well as **a plan for whole societal adaptation** complete and qualified
9. **SRL 9** – actual project solution(s) **proven in relevant societal environment after launch on the market**; the **society is using the solution available on the market**

Addressed in
proposal
preparation

Addressed
during
project
execution,
fully aligned
if applicable
with the
project TRLs

Measures to maximise impact

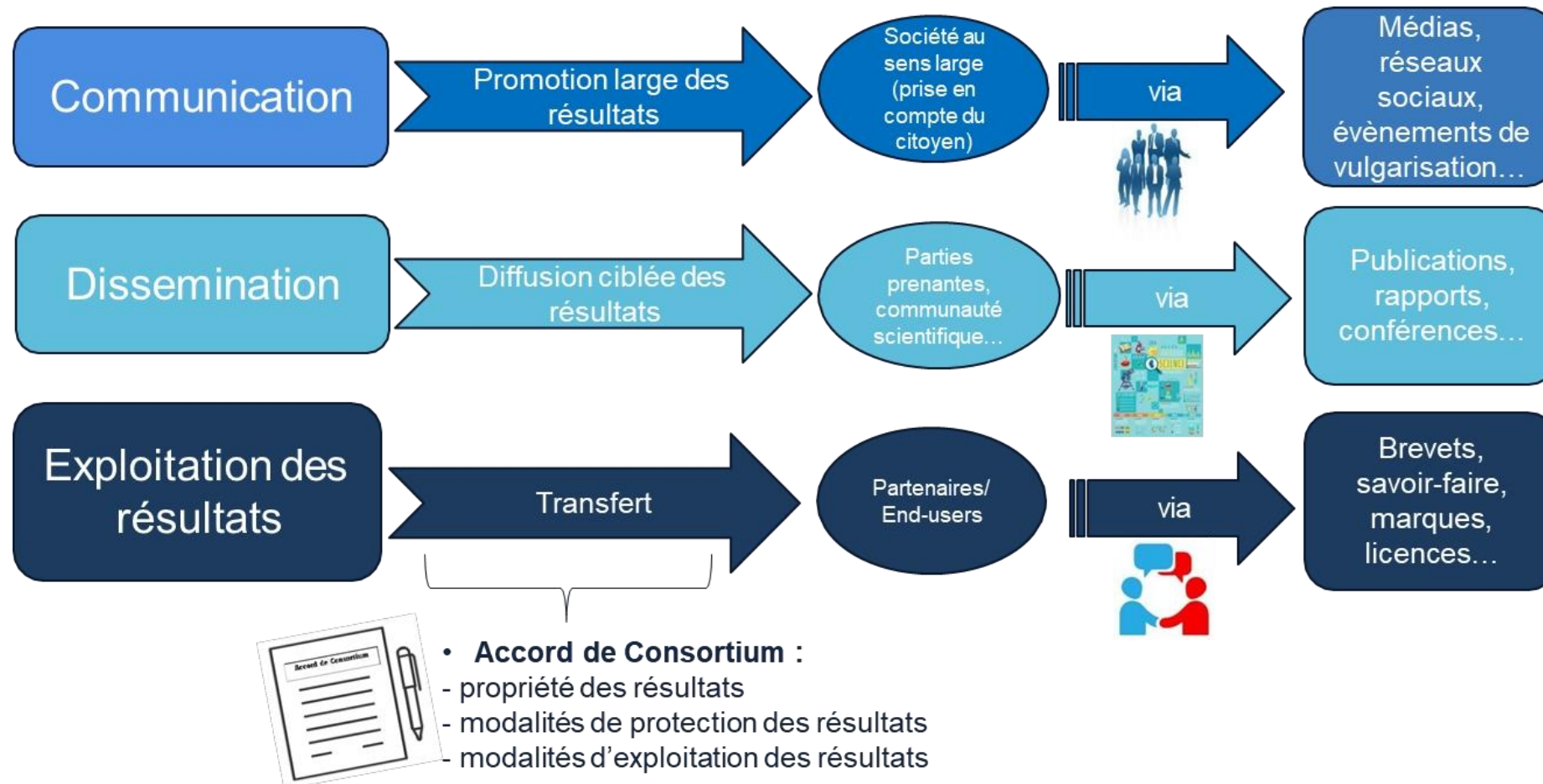
Communication, dissemination, exploitation

- Exploitation: Use of the project results. May be commercial, but also for research or teaching purposes, reflects the impact on society of the R&I activity carried out.
- Dissemination: Promotion and Raising awareness about project results.
Mesures: Strategy/plan based on promoting and raising awareness about **project results** and advancing their use by the stakeholders and related end-users
- Communication: Promotion and Raising awareness about the project public info (project info, expectations, achievements, activities, etc).
Mesures: Strategy/plan for raising awareness **about the project** to all targeted groups **plus to general public**.

Targeted end-users	Dissemination/exploitation action	Desired outcomes
Scientific community	Publications	X researchers are aware of the project results
	Conferences	X researchers use it
	Seminars	X researchers contribute to its further development and improvement
	Supervision of PhD students	
Decision-makers	Policy briefs	X decision-makers are informed of the project's results, and understand our messages;
	Workshops with decision makers	
	Publications	X decision makers integrate them in their strategies.
Private stakeholders (including SMEs)	Stakeholder dialogue	X Enterprises use our results;
	Creation of expert user group	X Enterprises contribute to its further development;
	Presentations of results relevant stakeholders at dedicated workshops	There is a possible technology transfer and start-up creation

Impact - Focus on Communication, Dissemination & Exploitation

Who are the audiences targeted by the scientific, economic, environmental and societal impacts?
Actions to reach the targets?



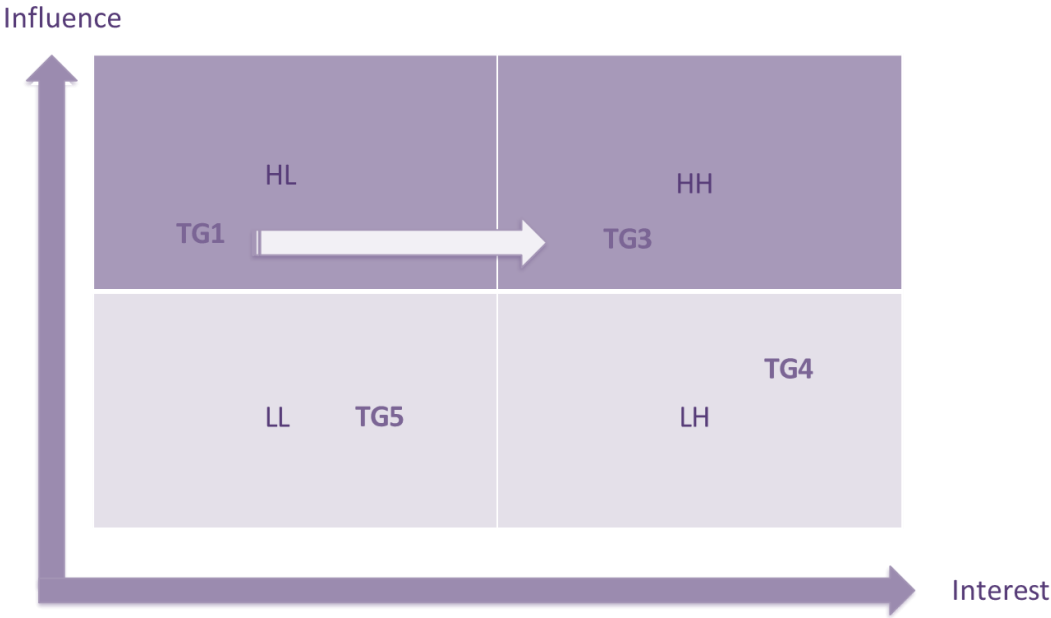
IPR Principles

In order to disseminate and allow the use of project results during and after the project, first one factor should be clarified/clear:

1. The Ownership Model (or Intellectual Property Rights - IPR):
Who owns what from the project results and under which conditions

Identifying tangible project target

- Who has interest in our research?
- Who can contribute to our work?
- Who would be **interested** in learning about the project’s findings?
- Who could or will be affected directly by research outcomes?
- Who are not directly involved, but could have **influence**?
- Is the audience well defined? E.g. not the “general public” but female citizens that [...]” or not “decision makers” but “Europarlamentarians involved in the design of the new [...] policy 2030



Include the following table for describing how to engage the target groups:

Name	Type	Role	Potential position in the project	Influence level	Interest level	Measures to engage	Engagement indicators

A few tips for telling the impact story

- a) Focus exclusively on the outcomes and impacts to which the project can make **a direct** and **significant contribution**
- b) Pay attention to the **various levels of expected impact**
- c) Include **a "Dissemination and Communication"** work package in your work plan, with activities designed to **achieve the various levels of expected impact**
- d) Justify **the role of each partner** in the dissemination, communication activities.
- e) Don't forget **the measurability** of the expected outcomes and impacts
 - An indication of the *scale* and *significance* of the project's contribution to the expected outcomes and impacts
 - Provide quantified estimates
 - Explain the references (*baseline*) you are using to make these estimates

Specific Needs	Expected Results	DEC 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?
Need / Challenge 1	Result 1 (R1)	D&E Activity 1 D&E Activity 2 Communication Activity 1 (if R 1 is publicly accessible)
Need 2, Challenge 3	Result 2 (R2)	D&E Activity 2 D&E Activity 3 Communication Activity 2 (if R 2 is publicly accessible)
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?
TG 1 to benefit/use R 1 TG 2 to benefit/use R 1 TG 3 to benefit/use R 1	Quantified Outcome 1	Quantified expected scientific/Economic/Societal impact 1
TG 1 to benefit/use R 2 TG 4 to benefit/use R 2	Quantified Outcome 2, Quantified Outcome 3	Quantified expected scientific/Economic/Societal impact 2

Impact

Be aware of the context of the call for projects

Distinguish between the project's objectives and its impacts

Provide impact assessment indicators and a schedule for their evaluation

What are the targets?

✓ What policies gave rise to this call for projects?

✓ What are the expected impacts of your project?

✓ What are the short-, medium-, and long-term results?

✓ Who are the target audiences?

✓ What are the issues/challenges in the context of this topic?

✓ How will they contribute to the expected outcomes of the call for proposals (in particular to the 'Destinations')?

✓ How will they be evaluated?

✓ What dissemination, exploitation, and communication actions will be implemented to reach these audiences?

Pathway to impact

- Scientific, economic, environmental, societal impact...
- Don't forget the end-users and the general public!

Part 3 IMPLEMENTATION

3.1. Work plan and resources

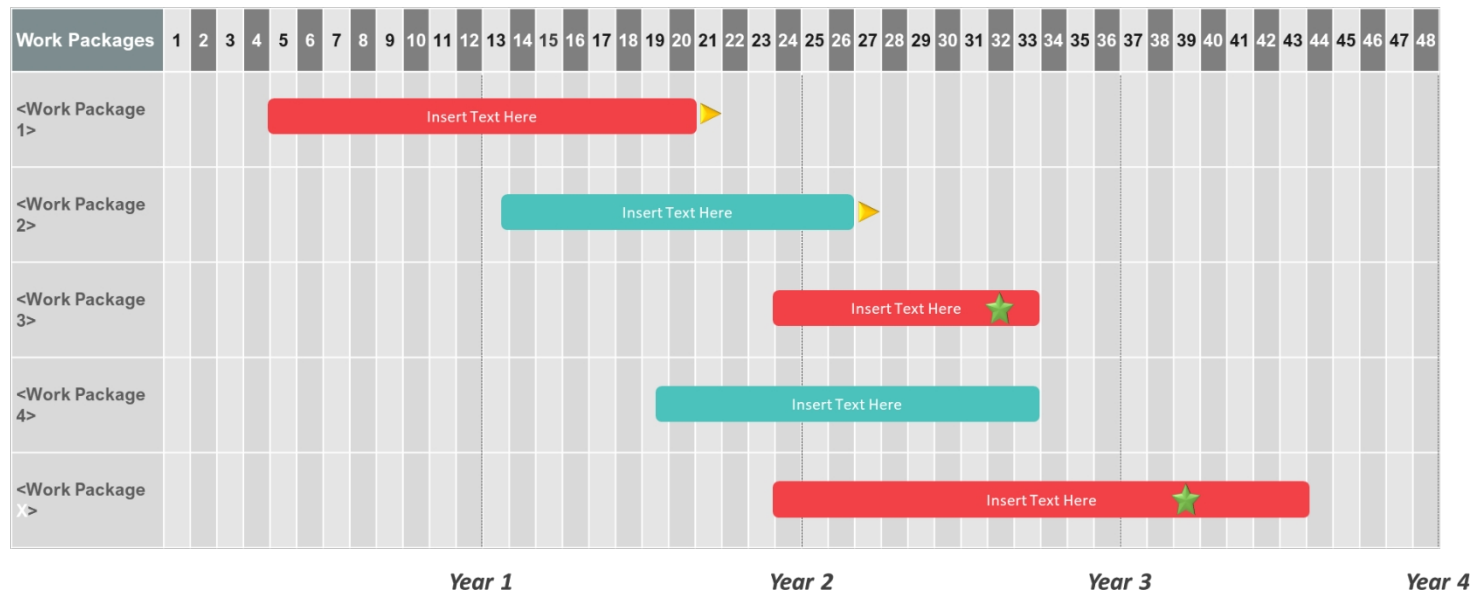
3.2. Capacity of participants and consortium as a whole

A clear and concise action plan

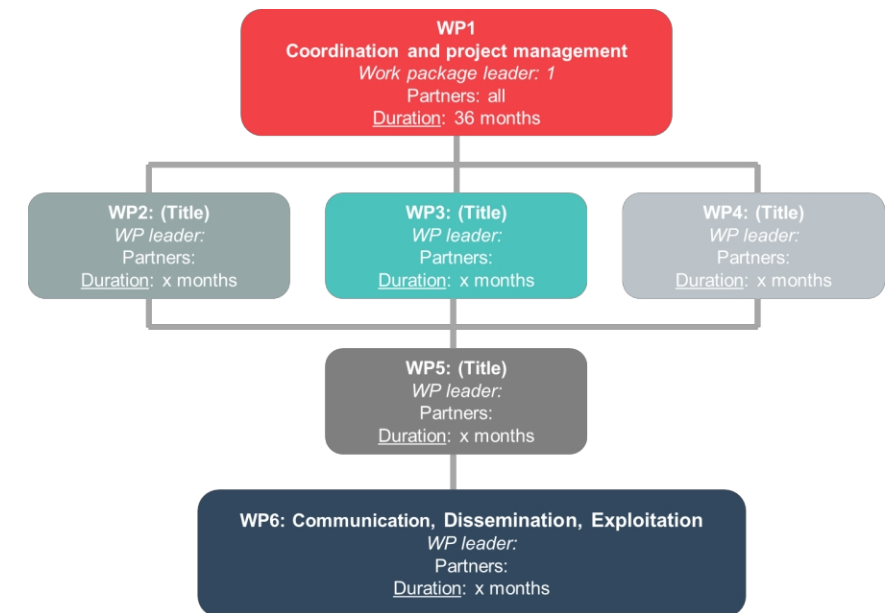
In this part, you need to use scientific and management language. We don't want a narrative style.

- The **action plan** should be presented **in summary form**. Project activities should be presented step by step. You can use Gantt or Loss diagrams to better explain the sequence of WPs in your project.

Gantt chart



Loss diagram



Describe 5Ws for each task

What:	Explain method
Why:	Justify choice of method
How:	Describe methodology
When:	Timeline
Who:	You, student, postdoc, collaborators?

Consortium presentation

« Consortium quality" sub-section: present the role and expertise of each partner, and explain to what extent the consortium as a whole (or yourself for individual projects) has the expertise needed to achieve the project's objectives.



Jane Doe
Coordinator
Laboratory Utopy

Presentation of the Scientific Coordinator

PhD in Comparative Mythology, specialized in imaginary civilizations and invisible societies. With over 13 years of experience analyzing vanished civilizations whose existence has never been conclusively proven, Jane Doe employs innovative approaches to map Atlantis. She has solid expertise in the documentation of lost civilizations. Her work has been recognized both nationally and internationally (AnthropoMytho Award). She has participated in 5 ANR-funded projects (including 1 as coordinator), as well as several projects funded by the Occitanie Region. She has published over 140 articles and is co-inventor on 6 patents. As the scientific lead for this project, Jane Doe will dedicate 30% of her time to its implementation. It should be noted that the consortium members already have strong collaborative ties.

...

Presentation of the Partners and Their Complementarity in Achieving the Objectives

Partner 1 : GRWM

...

Partner 2 : DIY

...

Partner 3 : ASAP

...



Implementation - Work plan

➤ Be sure to complete the tables requested by the funder

Table 3.1.a - list of scientific work packages, but also cross-cutting work packages (management, communication, dissemination, innovation, ethics)

Table 3.1.b - description of each work package Table 3.1.c - list of deliverables (report, software, conference, website, etc.)

Table 3.1.d - list of milestones (milestones used to measure the progress of the project and adopt corrective measures)

Table 3.1.e - critical risks

Table 3.1.f - summary of staff efforts (breakdown of man-months by partner according to allocated tasks)

Methodology - risk management

Assessing possible risks to WP and actions to control them

WP	Risk	Rating	Action Plan
2- Identification of active medicines	Evaluation of toxicity by X technique	Medium risk / medium gain	1) Choice of another technique ; 2) Change of measurement protocol

Avoid: objective 1 is very risky → jeopardises the whole project

Implementation

Propose an appropriate work plan and the necessary resources

- ✓ Establish a work plan aligned with the objectives set in the project.
- ✓ Build it by Work Packages (tasks, milestones, deliverables...).
- ✓ List the partners involved (WP leaders, person-months...).
- ✓ Include a GANTT chart.

Provide a well-justified risk management plan

- ✓ What are the identified risks?
- ✓ What mitigation measures are planned?

Demonstrate the synergies between partners

- ✓ Identify each partner's role
- ✓ What are their areas of expertise and complementarities?

Justify the requested resources

- ✓ Justification of expenses consistent with the proposed budget

Consistency and efficiency of the project

- Think through the implementation of the project (in terms of WP, resource allocation, etc.)
 - Do not have any "ghost" partners!
 - Assessing your needs

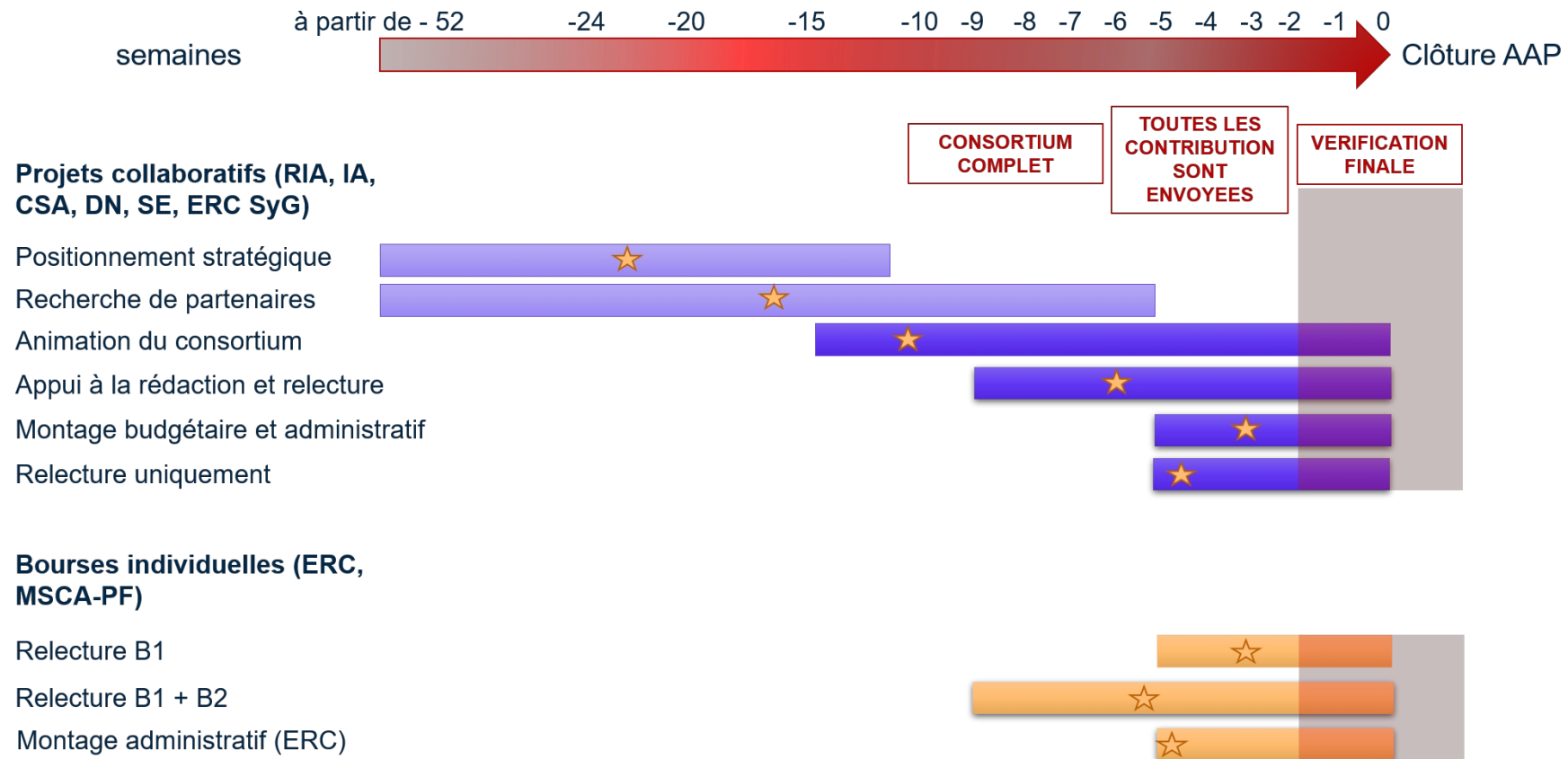
02

Methodology for proposal writing

Before you start

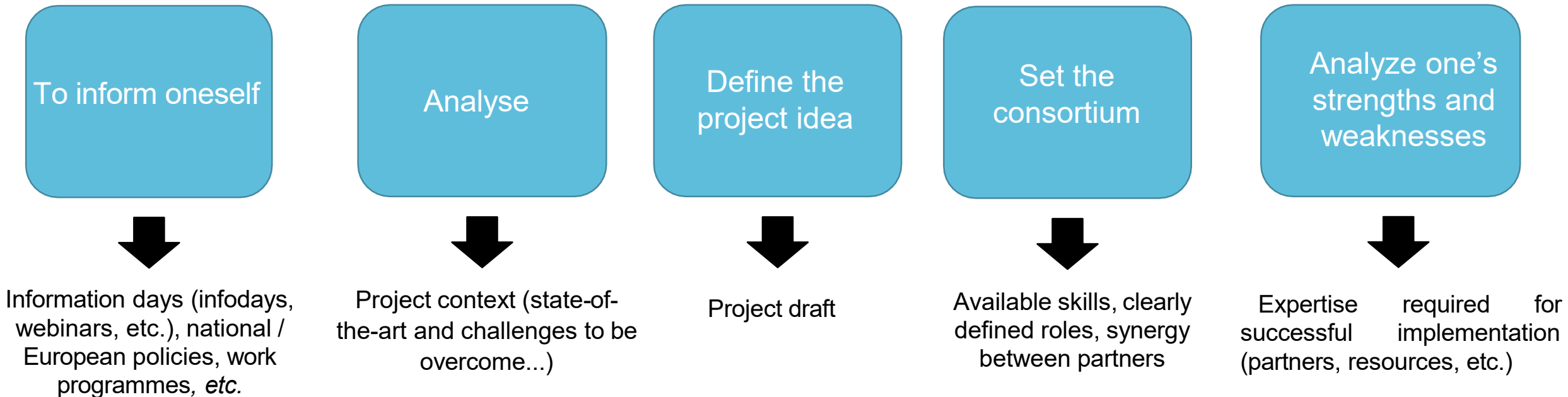
Writing a proposal is a project in itself!

- Define a timetable to be adapted according to the type of project (between 6 and 12 months)
- Preparation phase (exchange of ideas and project development), followed by writing.



Before you start

- Identify the call for projects
- Analyse the documents related to the topic



- Informing the administrations of your institution and of the partners
- Implement the NDA, LOU, MOU for confidentiality

Scientific framework

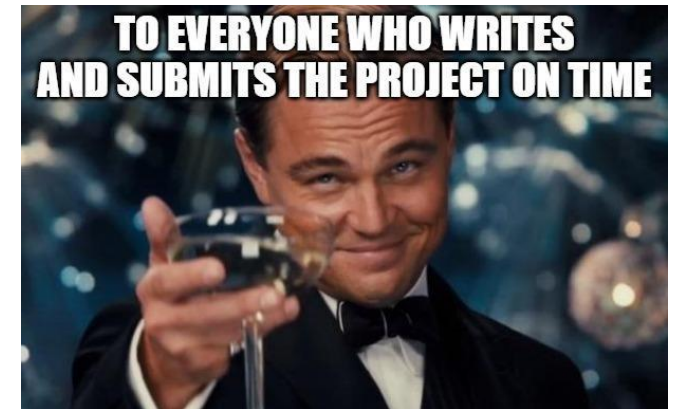
3 main sections: Excellence, Impact, Implementation

- Do not exceed the page limit
- Do not change the structure or order of the template sections
- Do not delete tags
- Make the proposal easy to read
- Keep the evaluation criteria in mind when writing the proposal.

If you are the coordinator, it is important to rework the template to indicate to the partners where their input is expected. Define the WP Leader who can lead the working groups.

Submitting the application

- Check the general conditions for submission for each CfP
- Respect the number of pages specified in the call text
- Applications must be complete, legible, accessible, and printable, and include a plan for the exploitation and dissemination of results, unless otherwise specified in the specific conditions of the call
- Do not submit your project on the last day before the deadline.



03

Few sticky notes to improve your proposal

Strategy to strengthen the proposal

Clarity and conciseness

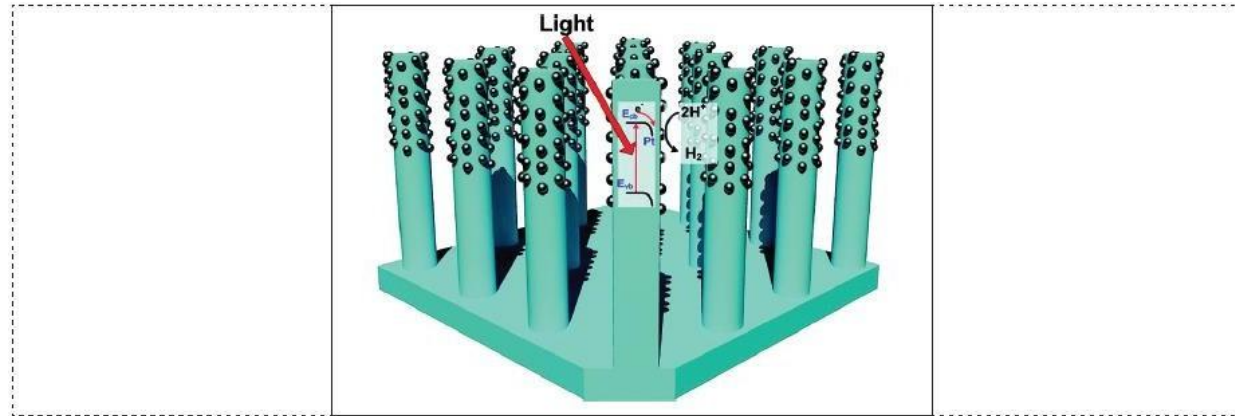
- Structure the proposal well, with a logical progression of ideas. Each section should flow naturally and allow evaluators to easily follow the reasoning.
- Use subtitles to organize the sections, making navigation through the document intuitive.
- Use simple and direct language, avoiding overly long and complex sentences.
- Use professional language and avoid specific terms, for example: qualification or national degree in France (HDR).

External feedback

- Have the proposal reviewed by colleagues or external experts to obtain constructive feedback.
- Incorporate feedback critically and proofread after corrections to ensure consistency and final quality.

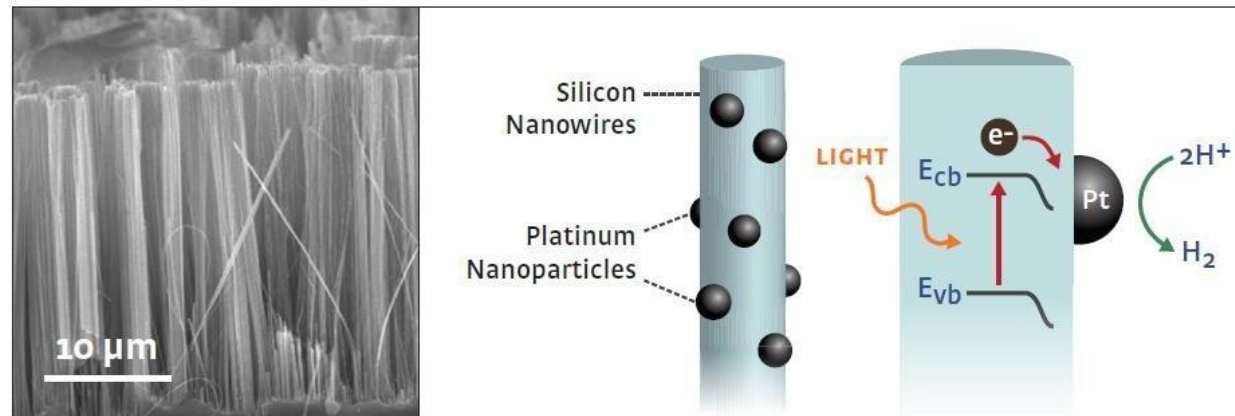


Use clear and precise figures



ORIGINAL

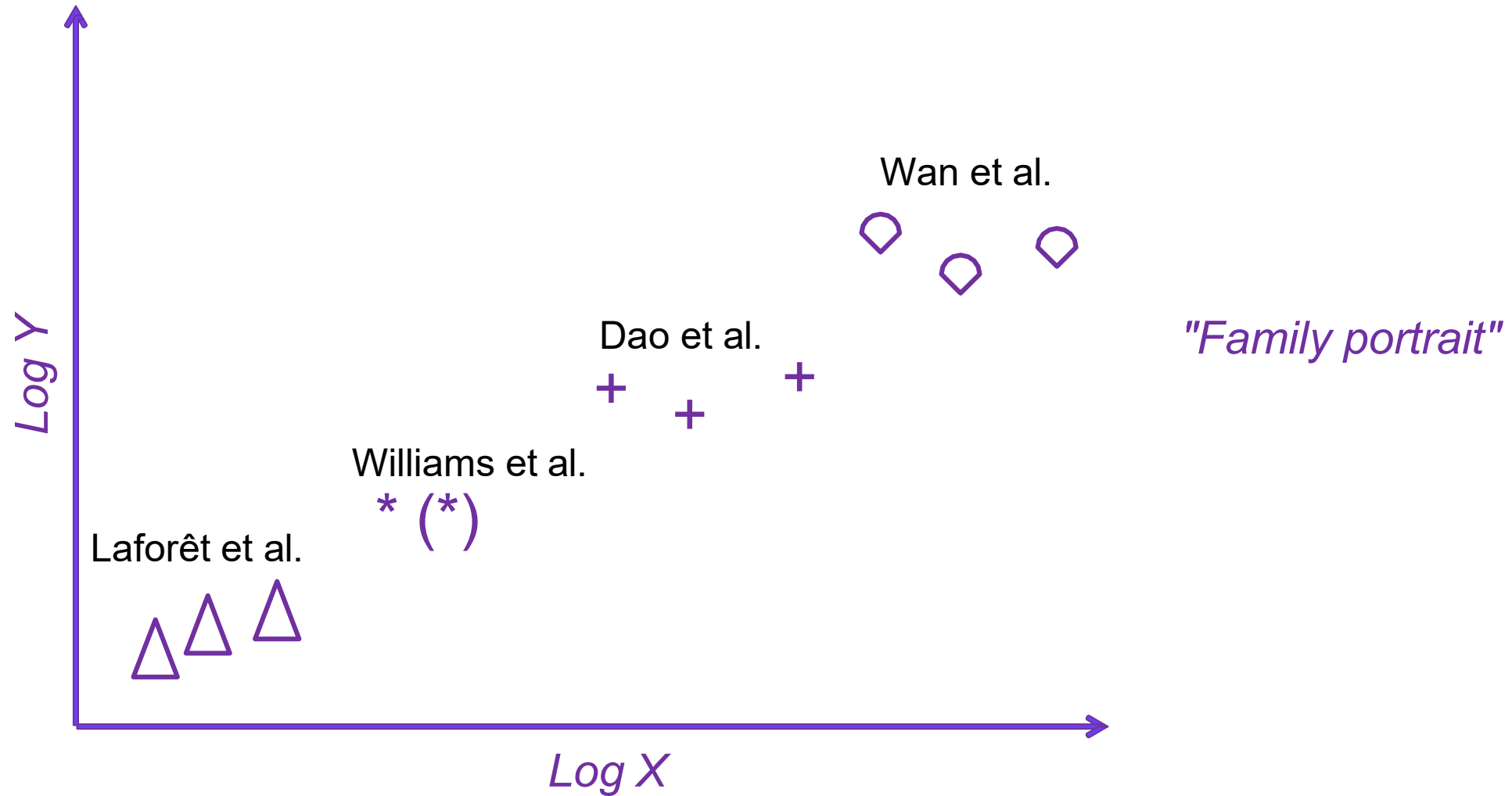
Too cluttered—also, interior diagram too small to be legible.



REDESIGNED

Figure 1. Original and Redesigned Graphical Abstract. The original GA (Oh et al. 2012, reprinted with permission from the American Chemical Society, copyright 2012) shows a schematic of a silicon nanowire array. When exposed to light, the array photoelectrochemically generates hydrogen. In the original GA, this reaction is difficult to see, due to its small scale. The revised GA uses larger close-up views that are more legible. The larger array is still shown, but with an instrument image.

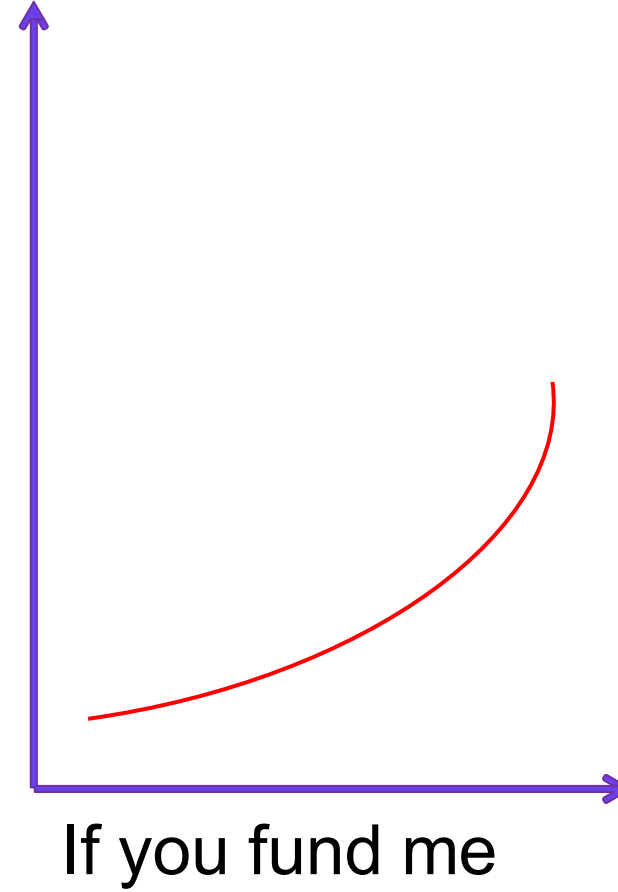
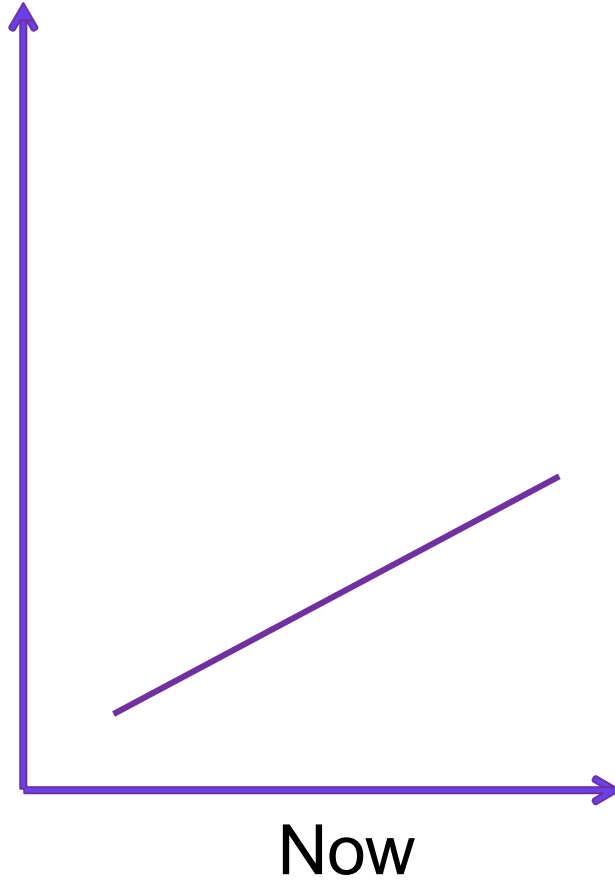
Use the figures/tables in the "State-of-the-art" section



Use the figures/tables in the "State-of-the-art" section

	Fast (ms)	Multi-shot	Replenishable	Cool (4°C)
Our Method	✓	✓	✓	✓
Method X	✓			✓
Method Z		✓	✓	

Use before/after figures



How to make your project read faster

To facilitate the reading process for expert evaluators and prevent them from getting lost in the text:



DO

- ✓ **Structure** clearly with numbered titles.
- ✓ **Break up the text** for better readability.
- ✓ Place **important information** at the beginning of paragraphs.
- ✓ Use simple numbering for lists:

1. —	1) —
2. —	2) —
3. —	3) —



AVOID

Using too much bold or underlined text
Using too many different fonts *or hard-to-read fonts*
Including too much information in a single paragraph
Failing to organize ideas hierarchically

1.1.2.3.5.a) Objectifs scientifiques

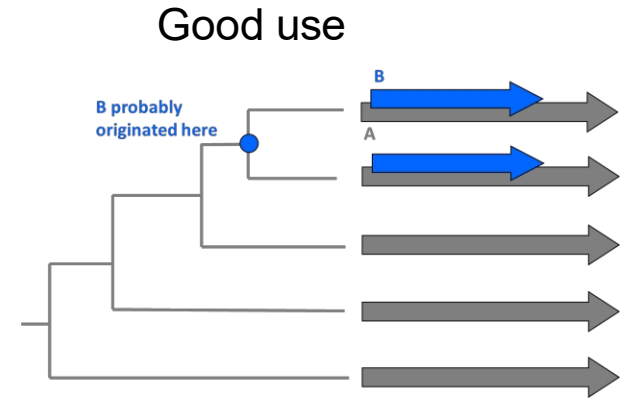
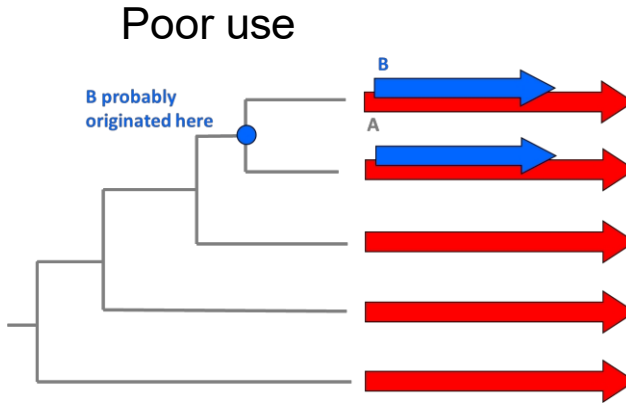
i) ii) iii) Méthodologie

How to make your project easier to read

Using colours to highlight certain elements of your project

Which element **catches** your eye?

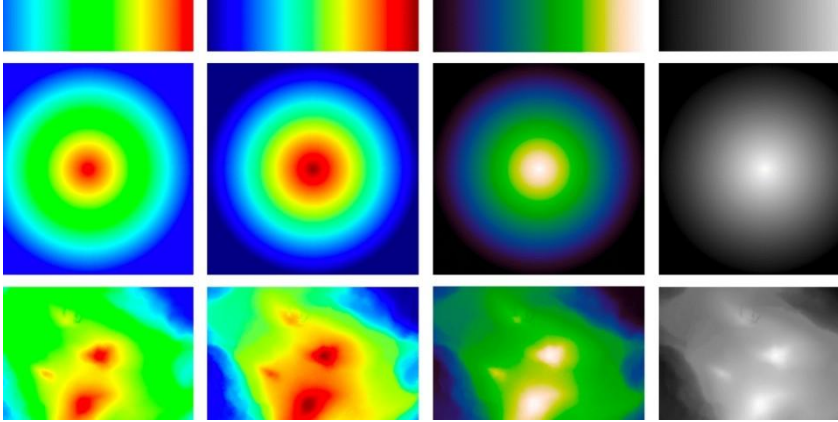
However, beware of overloading: too much colour kills the message.



Beware also of the colour palette

Focus colour palette

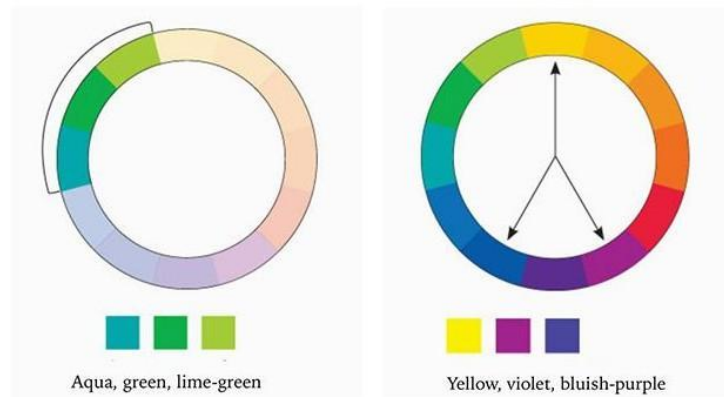
1. Avoid rainbows and saturated colours



- Rainbow colour maps mask and over-emphasise small differences between data, distorting our understanding of the underlying relationships between data.

P. Samuel Quinan et al, Examining Implicit Discretization in Spectral Schemes Computer Graphics Forum (EuroVis), 38(3): 363-374, doi:10.1111/cgf.13695, 2019.

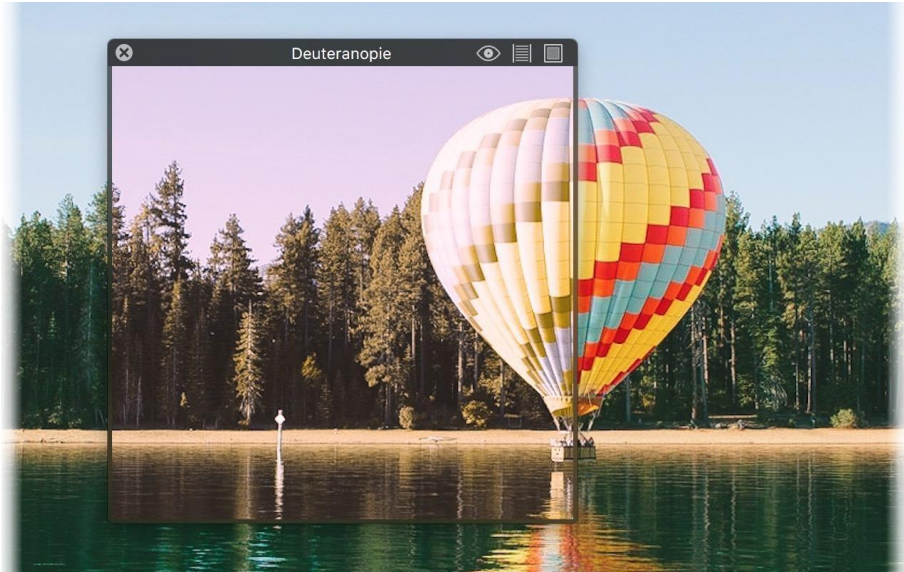
2. Think harmony



Choose colour combinations with a pleasing visual harmony, such as **analogous triads** or **complementary triads**.

Focus on the colour palette

1. Avoid rainbows and saturated colours
2. Think harmony
- 3. Think accessible**



Assess whether your graphic is legible for reviewers with colour blindness, monochromia, *etc.*

Various tools are available, for example [Coblis](#)

04 Budget

BUDGET

The budget is an important element of the proposal. It reflects the financial needs of the project, as well as the planning and feasibility of the project.

A well-structured budget helps justify the funding request, ensures that resources are allocated efficiently, and meets the funder's requirements.

Budget Construction

- Gather and analyze needs, keeping in mind the objectives and expected outcomes
- Assess the current resources available (staff, equipment, etc.)
- Take into account the funder's eligibility rules, as well as the financial rules of the institution managing the project
- Consider the funding rate
- Ensure financial balance



Contact the relevant departments in your organisations

BUDGET - HORIZON EUROPE



The European Commission provides 4 forms of reimbursement which vary according to the instruments.

Actual costs :

Costs actually incurred during the project, traceable, identifiable, auditable, etc.

Unit costs :

Amount per fixed unit, defined by the EC (e.g., MSCA), or average personnel costs (e.g., self-employed SME manager).

Lump sums :

Flat rate covering one or more budget categories, based on estimated costs and not on actually incurred expenditure (e.g. Lump Sum project).

Flat rate :

A percentage of eligible costs (e.g. 25% indirect costs)

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- Travel and subsistence
- Purchases of goods and services
- Equipment depreciation costs
- Sub-contracting costs
- Internally invoiced goods / services

Costs must be :

- Incurred by the beneficiary
- Incurred **during the term of the contract**
- **Provided** in the estimated budget
- Be **traceable**, identifiable and **verifiable** in the beneficiary's management system
- **Comply** with national legislation (tax, labour, social security, etc.)
- Be **reasonable**, justified and comply with the principle "best value for money"

ELIGIBLE INDIRECT COSTS



Indirect costs are costs that are not directly linked to the implementation of the project and cannot be directly attributed to it.

In HORIZON EUROPE, indirect costs are eligible on the basis of a flat rate of 25% of eligible direct costs (excluding sub-contracting and internal invoicing).

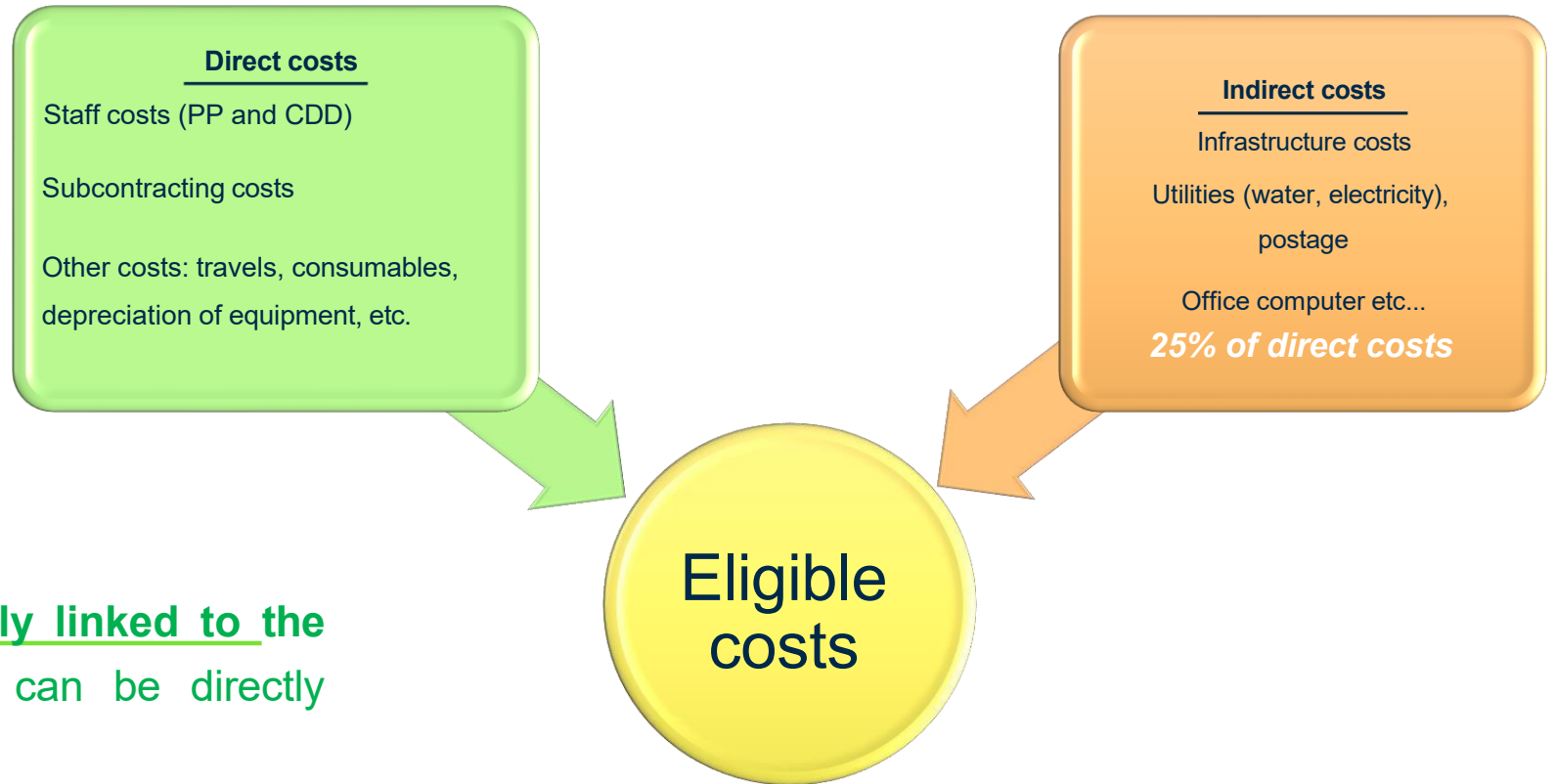
Here are a few examples:

Building rental, office supplies, cleaning service, telephone, heating, electricity, office computers, bonuses, vacations, etc....

Horizon Europe: Indirect costs= (eligible direct costs - subcontracting costs - internal invoicing costs) x 25%.

Please note: Indirect costs depend on the direct costs being properly justified.

COSTS - HORIZON EUROPE



Direct costs are costs that are directly linked to the implementation of the action and can be directly attributed to it.

Drafting a project in Lump Sum

- In this detailed budget table, you provide **estimated costs for each cost category by beneficiary** (and affiliated entity if applicable) and by workpackage: Staff costs, Travel and subsistence, Equipment, Other goods, works and services, Subcontracting costs
- Cost estimates must be **an approximation of your actual costs**:
 - They are subject to the same eligibility rules as grants for actual costs.
 - They must be in line with your usual practices
 - They must be reasonable / not excessive
 - They must be consistent with and necessary for the activities you are proposing.
- These cost estimates are used to generate, in the detailed budget table, a **breakdown of lump sum budget by workpackage (WP) and by beneficiary**

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
Beneficiary A	250.000			50.000	300.000	250.000		300.000	1.150.000
Beneficiary B		250.000	350.000	50.000			100.000	150.000	900.000
Beneficiary C	100.000	100.000		50.000		280.000			530.000
Beneficiary D		120.000		50.000			100.000	150.000	420.000
Total	350.000	470.000	350.000	200.000	300.000	530.000	200.000	600.000	3.000.000

Breakdown of lump sums by WP

Breakdown of lump sums by beneficiary

Design of the project in Work packages

- Division of the project into work packages
- As many as necessary, but no more than is manageable
- A work package (WP) is a major subdivision of the project **work plan**
- It is not :
 - ✓ A single activity
 - ✓ A single task
 - ✓ A % of progress (e.g. 50% of tests)
 - ✓ A period of time (for example, year 1 activities).
- Work packages of long duration ("Management", "dissemination and exploitation of results" etc...) **can be split into several parts corresponding to the reporting periods.**
- In this way, the activities concerned can be paid for at the end of the reporting period concerned.

Workpackage splitting example

- A single long-term workpackage:

WP no	WP name	YEAR 1												YEAR 2												YEAR 3												YEAR 4																	
		Reporting Period (RP) 1																		Reporting Period (RP) 2																		Reporting Period (RP) 3																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48						
WP1	Management																																																						



Split *

- Split workpackages with the same content:

WP no	WP name	YEAR 1												YEAR 2												YEAR 3												YEAR 4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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- ✓ Splitting WPs according to reporting periods allows activities to be reimbursed at the time of interim payments.
- ✓ The resulting WPs may contain the same tasks (e.g. project management). In this case, it is not necessary to repeat the same description for each split work package in the proposal (part B, table 3.1b).

Thank you for your attention

The CNRS logo, consisting of the letters 'cnrs' in a dark blue, lowercase, sans-serif font, enclosed within a white circle.An illustration of a large, detailed fish, possibly a sea bream, swimming upwards towards the top right. It has a silver body with a yellowish-gold stripe along its side and a yellowish-gold fin. A light blue speech bubble with a tail pointing to the fish's mouth contains the text 'Let's start the project'. In the background, several smaller, darker fish are swimming in the same direction against a deep blue background with a bright light source at the top left, creating a sunburst effect.

Co-funded by
the European Union



UK Research
and Innovation

Under the Grant Agreement N° 101160314. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. The European Union can not be held responsible for them.

→ 15/09/2026

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- **Staff costs**
- Travel and subsistence
- Purchases of goods and services
- Equipment depreciation costs
- Sub-contracting costs
- Internally invoiced goods / services

Horizon Europe allows for the reimbursement of staff involvement in funded projects. This reimbursement is based on strictly regulated documentation, as timesheets

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- **Travel and subsistence**
- Purchases of goods and services
- Equipment depreciation costs
- Subcontracting costs
- Internally invoiced goods / services

Travel, meals and accommodation directly related to the project.

Missionaries must be clearly identified in the project.

EU support must be mentioned on all communication and dissemination materials.

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- Travel and subsistence
- **Purchases of goods and services**
- Equipment depreciation costs
- Subcontracting costs
- Internally invoiced goods / services

Purchases related to the specific needs of the action, in accordance with the provisions set out in the articles of the Grant Agreement (GA).

These expenses may include, for example: consumables, dissemination costs, costs related to the protection of results, translations, publications, etc.

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- Travel and subsistence
- Purchases of goods and services
- **Equipment depreciation costs**
- Sub-contracting costs
- Internally invoiced goods / services

Any purchase that will be capitalized and depreciated in the accounting records is considered equipment.

The European Commission finances the depreciation portion on a pro-rata basis according to its use in the project, and not the purchase cost.

Depreciation is calculated according to the beneficiary's internal regulations.

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- Travel and subsistence
- Purchases of goods and services
- Equipment depreciation costs
- **Sub-contracting costs**
- Internally invoiced goods / services

It is possible to use a subcontractor for the implementation of part of the tasks described in the technical annex of the project.

Subcontracting may only concern a **limited part of the project**.

Subcontracting agreements must be **directly related** to the research and **innovation tasks described in the technical annex**.

PLEASE NOTE :

- Tasks relating to the coordination of the action may not be subcontracted.
- Expenditure on subcontracting does not generate the 25% indirect costs.

ELIGIBLE DIRECT COSTS



Expenditure directly linked to carrying out the project.

- Staff costs
- Travel and subsistence
- Purchases of goods and services
- Equipment depreciation costs
- Subcontracting costs
- **Internally invoiced goods / services**

Costs invoiced for goods and services that the beneficiary itself has produced or supplied for the project.

These costs may be eligible under certain conditions:

- They must be necessary for the implementation of the action
- In the form of a unit cost
- Calculated according to its usual accounting method, which will exclude any element attributable to indirect costs or ineligible costs.

Some examples:

- Access to shared equipment or platforms (electronic microscope, large IT equipment)
- Premises to house specimens used for the project (animal house, greenhouse, aquarium)