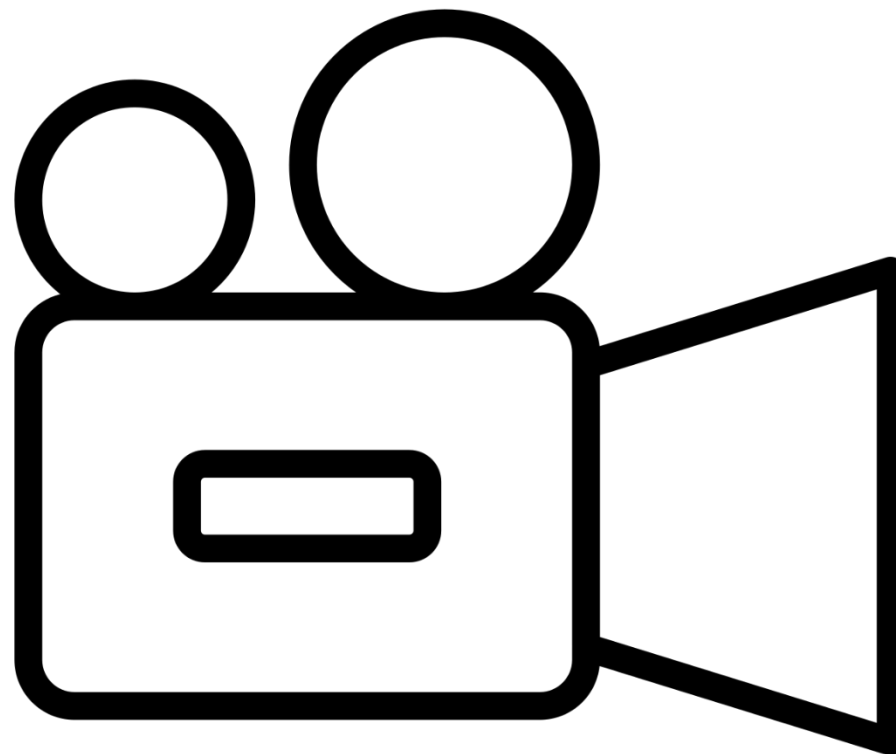




Attention: this session will be recorded







# REMOBILISE

REgrouping MOBILity clusters to develop Skills and Exchange

● ● ● ● ●  
REMOBILISE



Co-funded  
by the COSME programme  
of the European Union

# Agenda

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10:00 –  
10:15 **Welcome**

---

10:15 –  
11:15 **Theoretical Input**

---

11:15 –  
11:45 **Workshop**

---





11:45 –  
12:00 **Wrap-up**

---

From Identification of  
Funding Lines to Successfully  
Writing a Proposal



# Key benefits - you learn

-  How to scan the funding program landscape
-  How to develop a mature project idea
-  How to write a successful proposal
-  About the do's and don'ts in a proposal




# What is REMOBILISE?




**RE**grouping **MO**bility clusters to develop **S**kills and **E**xchange


How do we need to position ourselves as clusters to contribute to making mobility in our regions safer & more sustainable?



**Objective #1:**  
Enhancing collaboration, networking and learning of cluster organizations



**Objective #2:**  
Help cluster organizations acquire skills to explore and take up new solutions



**Objective #3:**  
Implementing the ClusterXchange mobility scheme

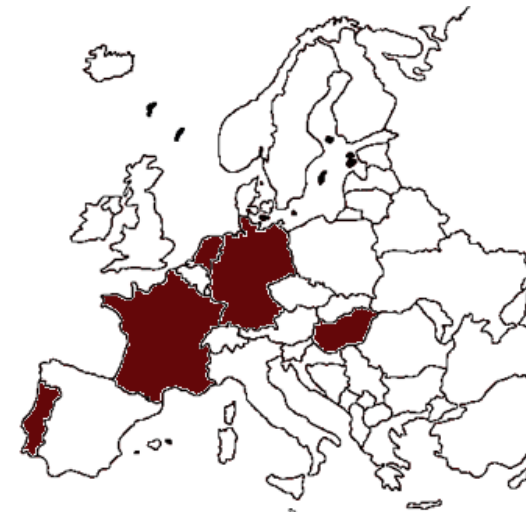
**Objective #4:**  
Outreach, awareness-raising activities





# What is REMOBILISE?

## 5 European Clusters



# REMOBILISE activities so far

---



- **27 Interviews** with cluster members ([see here](#))
  - Overall picture of the urban mobility ecosystem & evaluation of our cluster services



- **7 Training sessions** ([see here](#))

- **1 Matchmaking Event** on Horizon Europe ([see here](#))

- Certification of cluster partners with **European Cluster Excellence Label** (bronze-gold)



- Involvement of clusters, SMEs, service providers etc. in the **ClusterXchange "ERASMUS for organizations"** (grant up to 1100€)

- Cluster Mission Paris, Nov 22
- Mission Portugal, May 23
- Mission Hungary, Nov 23
- Etc.

**Invitation will follow!**





# Agenda

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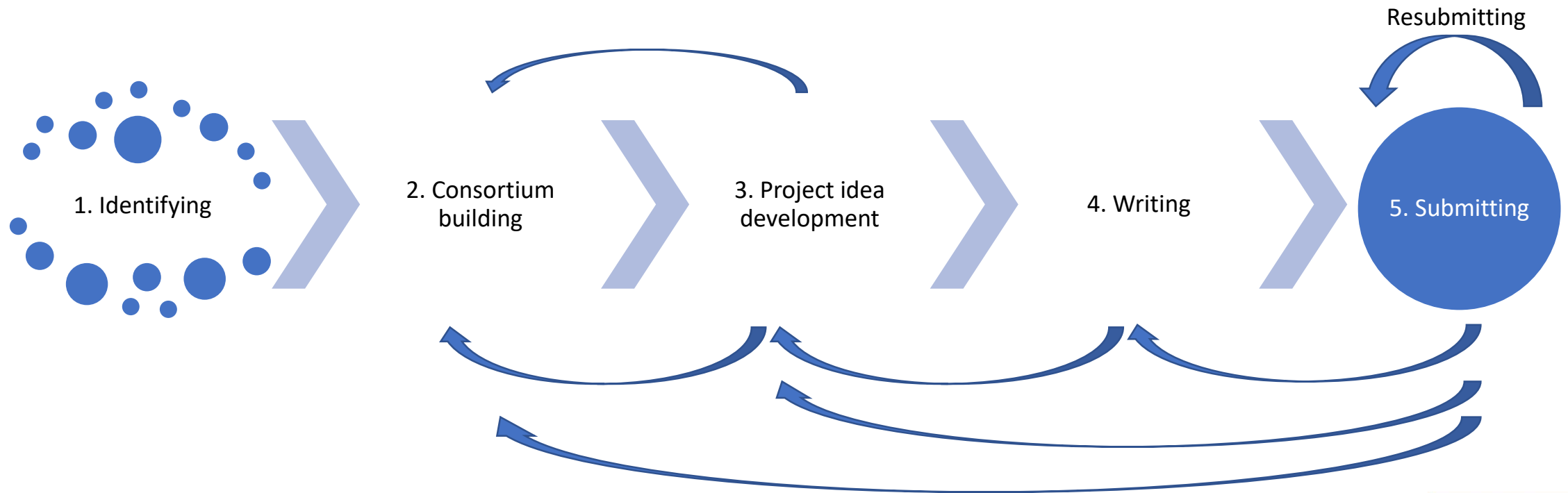
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From Identification of  
Funding Lines to Successfully  
Writing a Proposal

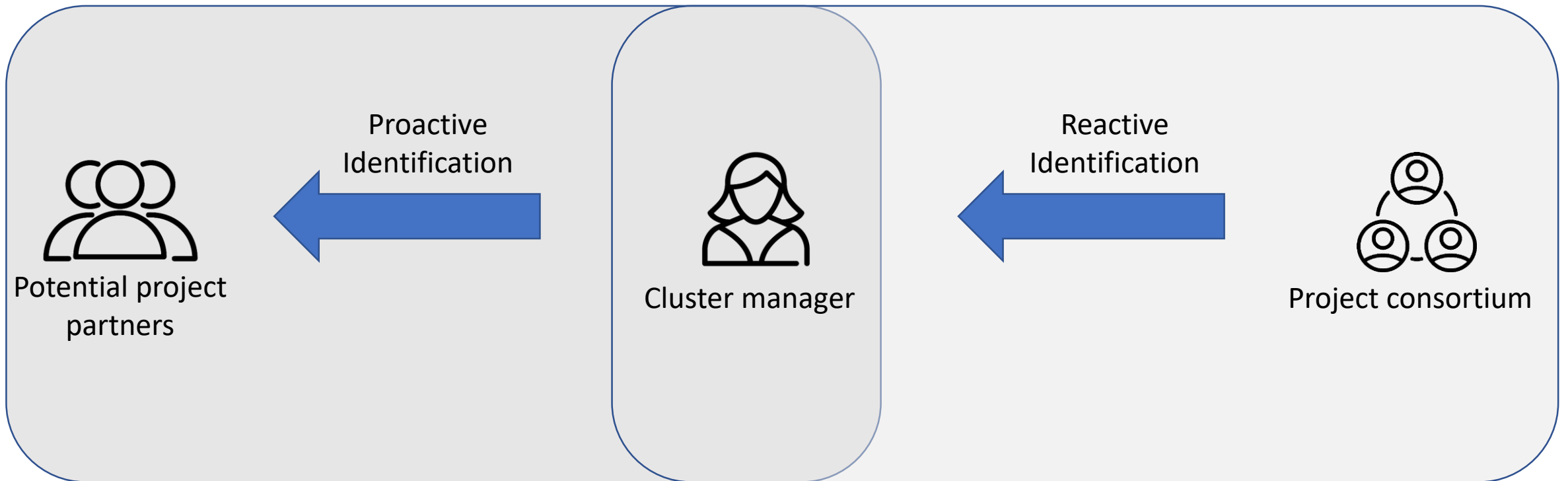


# Theoretical Input

5 Steps from identification of funding lines to successfully writing and submitting a proposal



# 1. Identifying: 2 Approaches for funding



# 1. Identifying: Proactive Identification



What are possible funding opportunities for your cluster?

Local

- E.g. Smart City calls Regensburg

Regional

- E.g. Bavarian calls

National

- E.g. German calls such as from Federal Ministry for Economic Affairs and Climate Action of Germany

International

- E.g. Horizon Europe

# 1. Identifying: Proactive Identification



What sources are there to stay up-to-date?

Newsletter

- Sign up for newsletter from various funding programs

Websites

- Regularly check the websites of the funding programs for new information

Webinars

- Sign up for webinars offered by funding programs about funding calls

Research consultants/  
institutes

- E.g. check out Bavarian Research Alliance for new information



# 1. Identifying: Proactive Identifi



What are the relevant funding programs/ca

Identify  
interesting calls



Summarize info  
for members



Add funding call to  
funding booklet

## Alternativer Antrieb von Bussen im Personenverkehr

### Gegenstand der Förderung

Beschaffung von Bussen mit alternativen Antrieben auf Basis von Batterie- und Brennstoffzellentechnologie sowie von Bussen, die zu 100 % mit aus Biomasse erzeugtem Methan betrieben werden. Unterstützung bei der Beschaffung von Lade- sowie Wasserstoff- und Methan-Betankungsinfrastruktur für den Betrieb der Busse und bei der Erstellung von Machbarkeitsstudien vorgesehen.

### Anwendungsfelder und Fokus

- › Die Beschaffung sowie die Umrüstung (sofern dies günstiger ist oder kein Modell am Markt verfügbar ist) von Bussen. Dabei werden folgende Systeme adressiert:
  - › Batterieelektrische Antriebe (Batteriebusse auch mit Brennstoffzelle als Range-Extender und Batterie-Oberleitungsbusse)
  - › Brennstoffzellenbasierte Antriebe (Brennstoffzellenbusse)
  - › Antriebe, die bilanziell zu 100 % mit aus Biomasse erzeugtem Methan betrieben werden (Gasbusse)
- › Die Beschaffung von nicht öffentlicher Infrastruktur zum Einsatz der in Nummer 2.1 genannten Fahrzeuge mit folgenden Eigenschaften:
  - › Infrastruktur, die das Aufladen der Batterieeinheiten gewährleistet
  - › Betankungsinfrastruktur zur Abgabe von Wasserstoff für die Brennstoffzellenbusse
  - › Betankungsinfrastruktur zur Abgabe von bilanziell zu 100 % aus Biomasse erzeugtem Methan für Gasbusse
  - › Wartungsinfrastruktur, die zusätzlich für den Betrieb der Busse mit alternativen Antrieben angeschafft werden muss
- › Die Erstellung von Studien und Analysen zu Einsatzmöglichkeiten von Bussen mit alternativen Antrieben

### Zuwendungsempfänger – wer ist förderberechtigt

- › Antragsberechtigt sind juristische Personen des öffentlichen Rechts und des Privatrechts sowie natürliche Personen, soweit sie wirtschaftlich tätig sind.
- › Antragsteller müssen zum Zeitpunkt der Auszahlung der Zuwendung eine Betriebsstätte oder Niederlassung in Deutschland haben

### Art, Höhe und Umfang der Förderung

- › Bei Investitionszuschüssen nach Nummer 2.1: Bemessungsgrundlage für Zuwendungen sind die zuwendungsfähigen projektbezogenen Ausgaben. Zuwendungsfähig sind die Investitionsmehrausgaben, die erforderlich sind, um den Umweltschutz zu verbessern
- › Bei Investitionszuschüssen nach Nummer 2.2: Bemessungsgrundlage für Zuwendungen sind die zuwendungsfähigen projektbezogenen Ausgaben. Dies sind diejenigen Mehrausgaben für die Infrastruktur, die durch die Beschaffung der geförderten Fahrzeuge in Nummer 2.1 gegenüber dem Einsatz konventioneller Technologie bedingt sind
- › Bei Zuschüssen für Umweltstudien nach Nummer 2.3: Bemessungsgrundlage für Zuwendungen sind die zuwendungsfähigen projektbezogenen Ausgaben. Dies sind die Ausgaben zum Erstellen der Studie nach Nummer 2.3.

### Verfahren

- › Projektträger: Forschungszentrum Jülich GmbH
- › Zweistufiges oder einstufiges Antragsverfahren je nach Gegenstand der Förderung
- › Frist: 31. Dezember 2025

### Bewertung

Folgende Kriterien:

- › Jährliche Laufleistung der Fahrzeuge
- › Anteil der Busse mit alternativen Antrieben an der Gesamtflotte
- › Lokale Wasserstoffherzeugung aus erneuerbaren Energien und regionale Erzeugung von Methan aus Biomasse
- › Personenbeförderungszahlen
- › Schadstoffminderungspotential durch Substitution vorhandener konventioneller Fahrzeuge
- › Effizienz des Fördermitteleinsatzes (notwendige Fördermittel)
- › und Einsatzbereich der Busse

### Link zum Förderaufruf

<https://www.bundesanzeiger.de/pub/publication/hb0lhvfyiwksdDQRhEx?0>

# 1. Identifying: Proactive Identification



Contact members for initial feedback

Direct communication

- Phone
- Email
- Online meeting



Indirect communication

- Newsletters
- Cluster member mailings
- Multiplicators
- Social media

# 1. Identifying: Reactive Identification

Consortium approaches us with  
project idea

Step 1: Reviewing project idea  
Step 2: Examining funding lines already in funding booklet  
Step 3: If one matches, then presentation to consortium  
Step 4: If none match, then search through regional and national funding programs and communication with funding authority

Cluster member or external person  
approaches us with project idea

Step 1: Repeat steps 1-4  
Step 5: Support in acquiring consortium partners

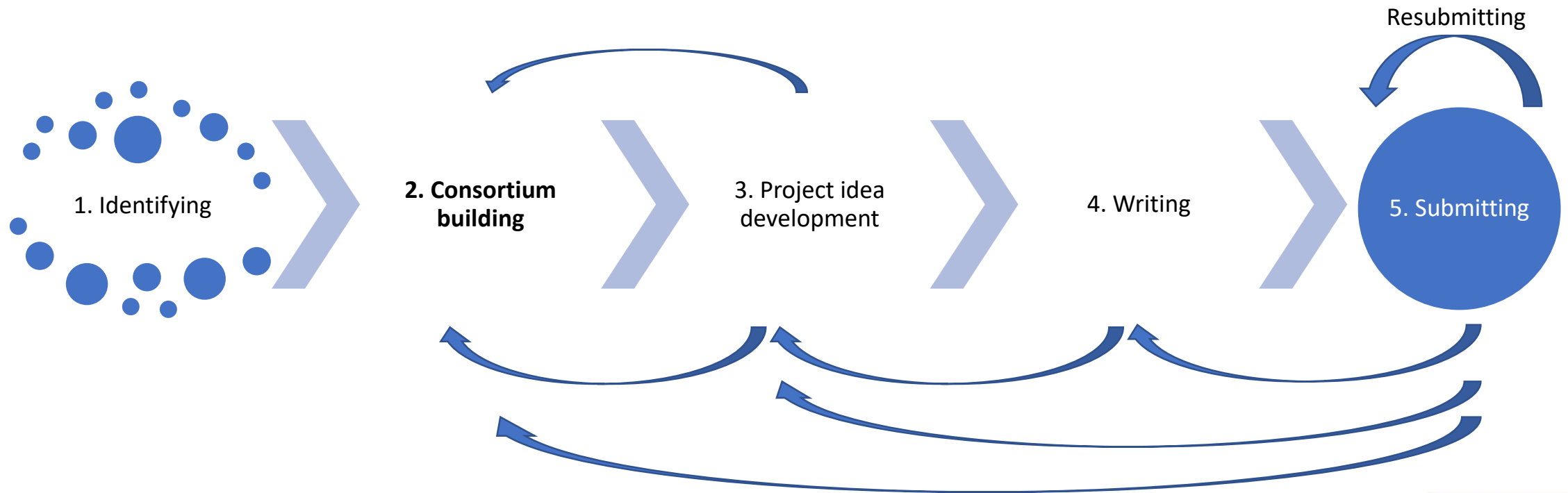
Cluster member or external person  
approaches us with funding call

Step 1: Support in acquiring consortium partners  
Step 2: Support with creation of project idea  
Step 3: Support in communication with funding authority



# Theoretical Input

5 Steps from identification of funding lines to successfully writing and submitting a proposal



## 2. Consortium building

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### Checklist



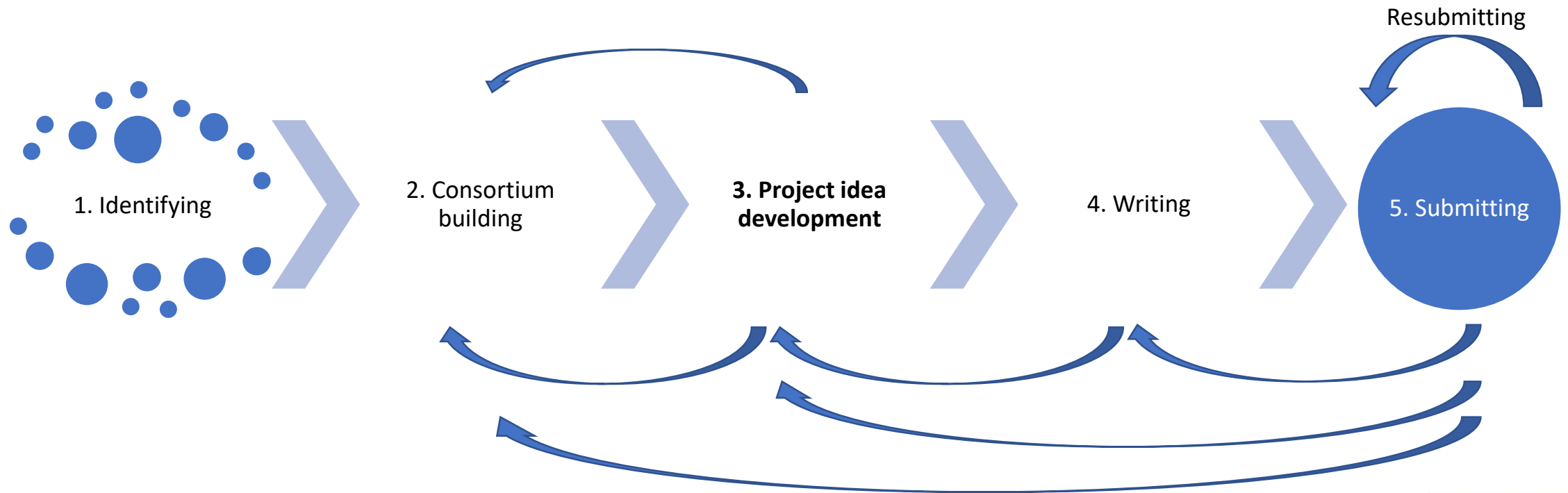
- Eligibility
- Experience with (EU)projects
- Experience in project management and coordination
- Evidence of required resources
- Complementary knowledge among partners to achieve project goals
- Involvement of users/customers (if applicable)



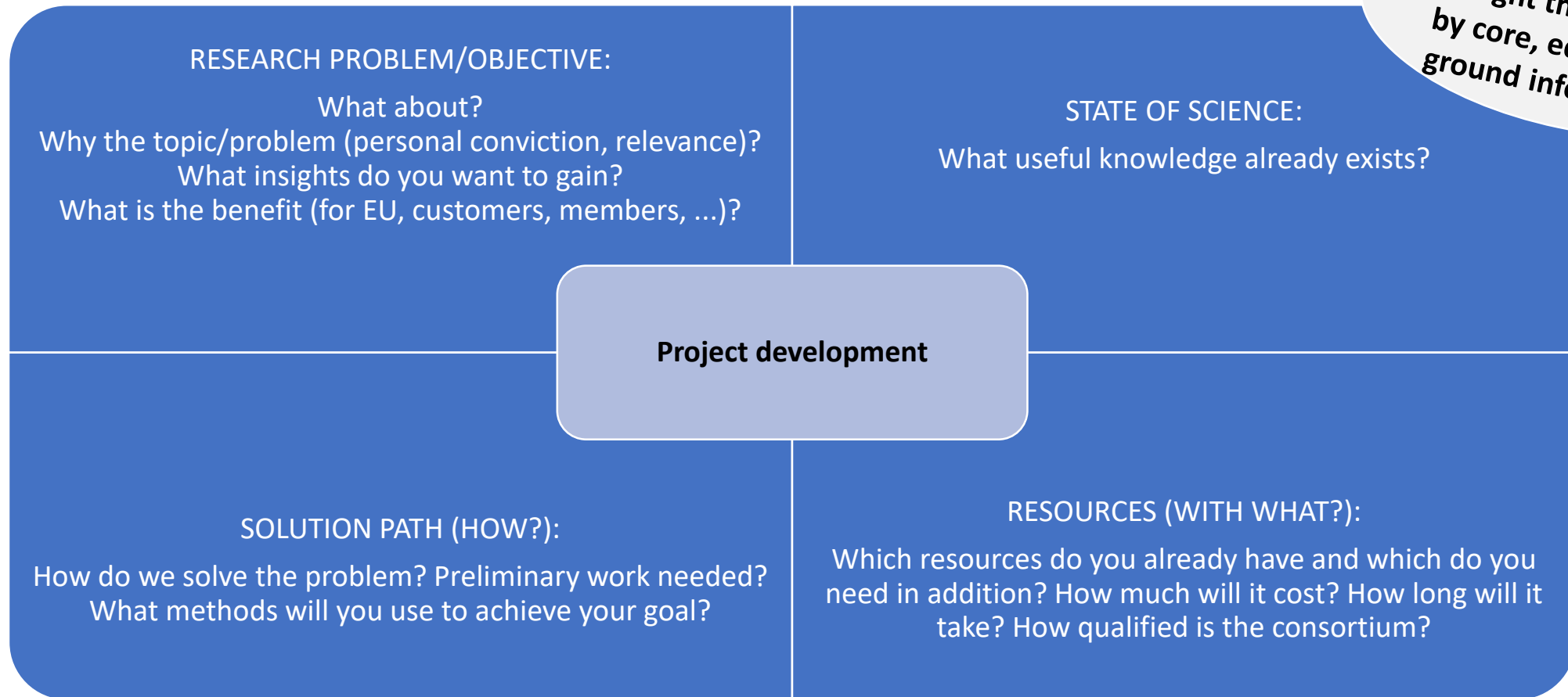


# Theoretical Input

5 Steps from identification of funding lines to successfully writing and submitting a proposal



# 3. Project idea development



→ No order:  
Weight the content  
by core, edge and back-  
ground information



# 3. Project idea development

---

## a. Prepare

- plan with proposal associated tasks—**master worklist**
- **involve employees** / project partners at an early stage (eg. plan initial meeting with potential consortium partners)
- ask for the **commitment** of potential partners
- define the **competences** of each potential partner
- plan **schedule and strategy for work**
- **seek advice** from experienced colleagues
- clarify which **supplementary documents** are necessary (e.g. cooperation letter, management plan)

→ Be prepared for changes



# 3. Project idea development

---

## a. Prepare

- **Get familiar with call - contact with funder**
  - What do funders want?
  - What are the geographical limits?
  - Who are the auditors/reviewers?
  - Can we meet the needs?
  - What are the spending restrictions, financial regulations?
  - What is/are the target group/s?

*→ Organize a call with the funding agency and get as many information as possible.*



# 3. Project idea development

---

a. Prepare

**b. Research state of art**

- Identify relevant topics and status quo
- Identify research gap (eg. further development of method or theory; collect, analyse, process new data material)
- Find suitable method
- Define adequate conceptual tools and terms (no synonyms, be as precise as possible)
- Consider possible objections to your argumentation

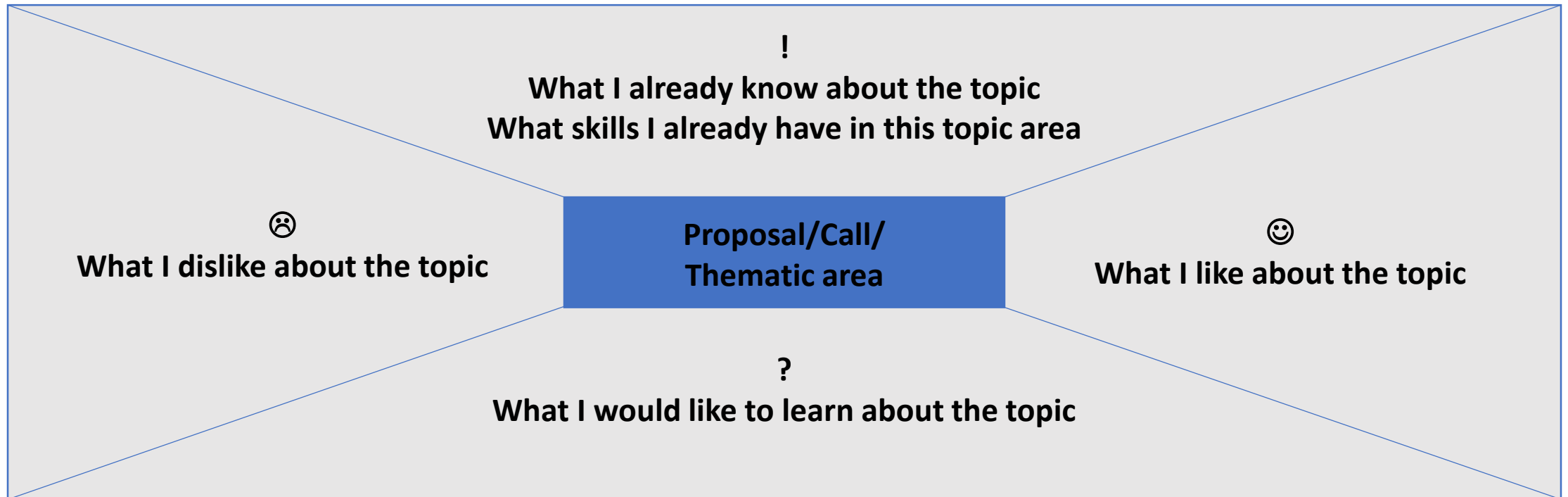




# 3. Project idea development

→ This will help you to structure your thoughts

## Perspective chart



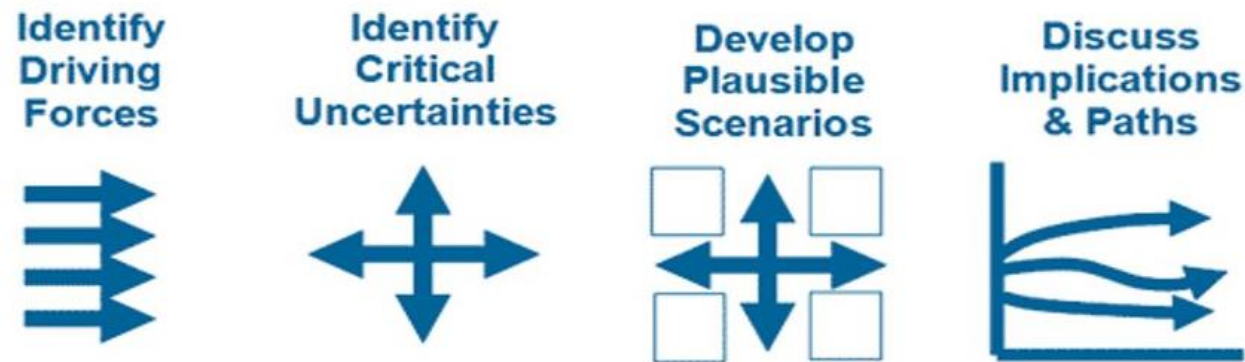
# 3. Project idea development

→ This will help you to understand the context

**Retrospective:** Training session “SCENARIO PLANNING” (07/12/2022)



→ [Here](#) you can find the full presentation.



Graphic taken from training session “SCENARIO PLANNING” (07/12/2022).



# 3. Project idea development

---

- a. Prepare
- b. Research state of art
- c. Formulate research objective**
  - derive from deficits
  - leave room for extension/successor application
  - objective assessment of the scope (what can you do?)
  - structure:
    - short and structured: 1., 2., ...
    - SMART goals: Specific, Measurable, Achievable, Relevant, and Time-Bound.
    - one or more goals, any subgoals?



# 3. Project idea development

---

- a. Prepare
- b. Research state of art
- c. Formulate research objective
- d. Define research design and method**
  - Choice of survey method appropriate to the problem  
Which concepts and designs, methods? With which persons to investigate the research question?
  - Define terms



## 3. Project idea development

---

- a. Prepare
- b. Research state of art
- c. Formulate research objective
- d. Define research design and method
- e. **Define expected outcomes & risks**
  - Sell your project: define your USP
  - What do you bring forward?
  - What socio-political contribution do you make?
  - What are risks for the project? What measures do you consider?





# 3. Project idea development

→ This will be the first part of your proposal

**What is the unique selling proposition of the project?**

What are the main goals? What are the challenges that are tackled?

Aspect	USP	Argument	Example/Reference
Economical			
Technical			
Human			
Organizational			
Ecological			
Social			
...			



# 3. Project idea development

---

- a. Prepare
- b. Research state of art
- c. Formulate research objective
- d. Define research design and method
- e. Define expected outcomes
- f. **Measures to maximize the impact**
  - Promotion and dissemination plan
  - Strategy for knowledge management and protection
  - Patents?
  - Market potential of products and services



# 3. Project idea development

---

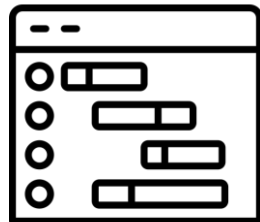
- a. Prepare
- b. Research state of art
- c. Formulate research objective
- d. Define research design and method
- e. Define expected outcomes
- f. Measures to maximise the impact
- g. **Project planning**



# 3. Project idea development

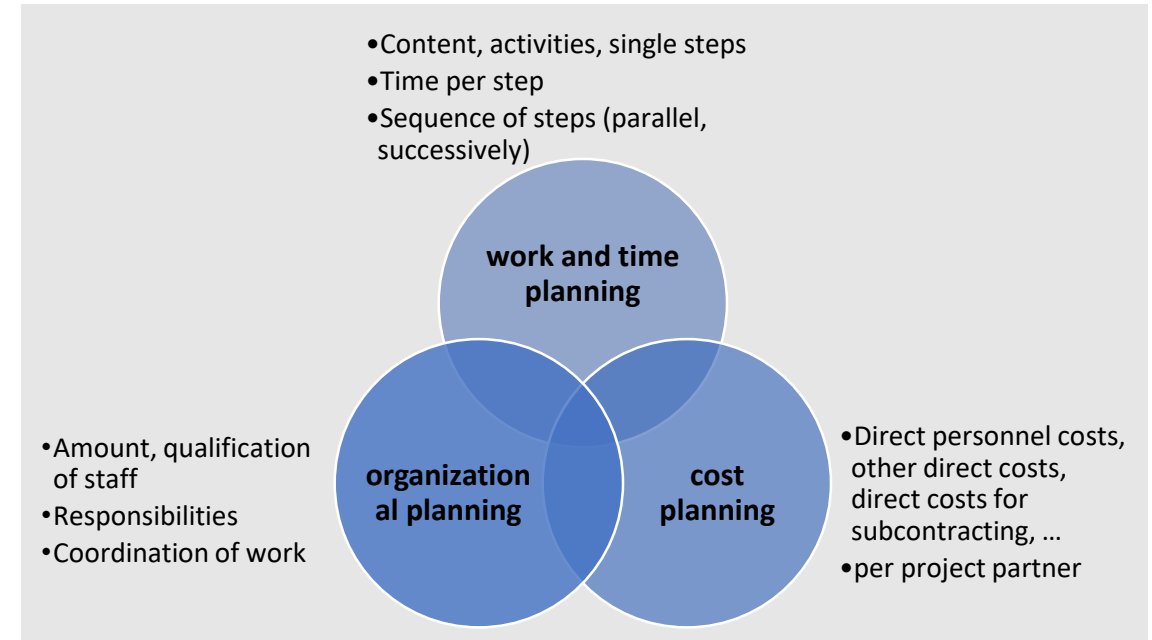
## g. Project planning

- Detailed planning
- Work packages planning
- Publication/Dissemination planning
- GANTT charts, tables
- Timetable with milestones



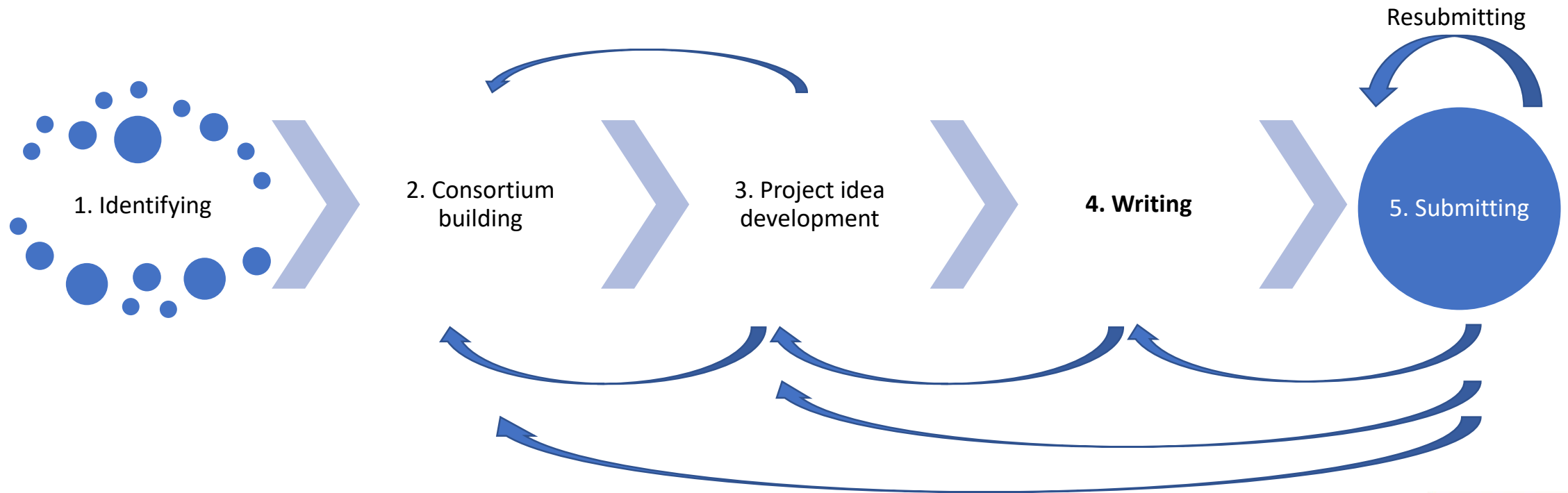
Can be up to 50% or the proposal → dependent on the call!

### Resource planning:



# Theoretical Input

5 Steps from identification of funding lines to successfully writing and submitting a proposal



# 4. Writing

---



Those who write well have advantages!

Writing is **safety**

→ you have time to think about what you do

Writing is **thinking**

→ during writing many correlations become clear

Writing is **deciding**

→ you decide which way you are going: straightforward, suprising, ...

Writing is **personal expression**

→ you have the possibility to express yourself:  
relationship vs. info level

Writing is **advertising**

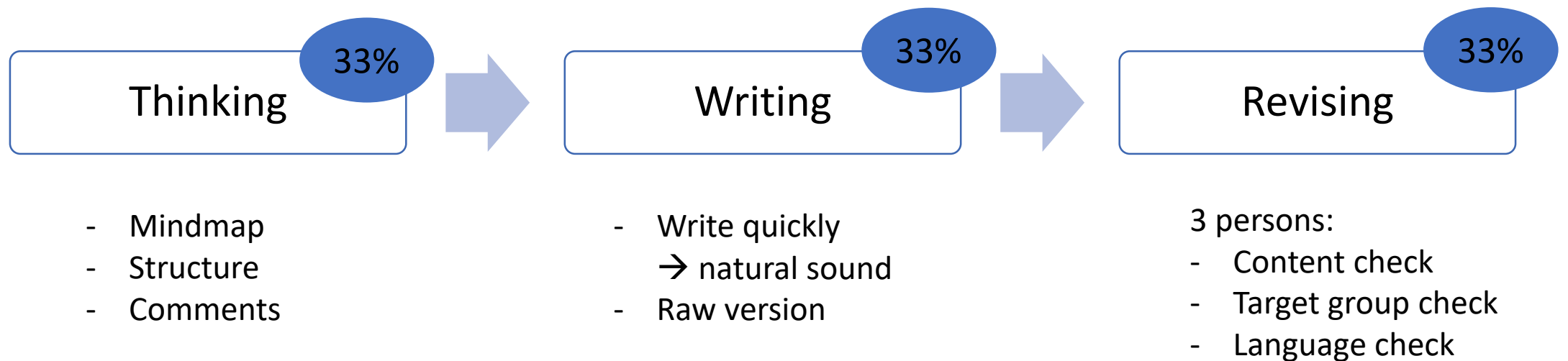
→ clearly define target group and consider what effect text should  
have: convince funding agency!



# 4. Writing



Take your time for the different phases of the writing process



### Tips for writing in groups:

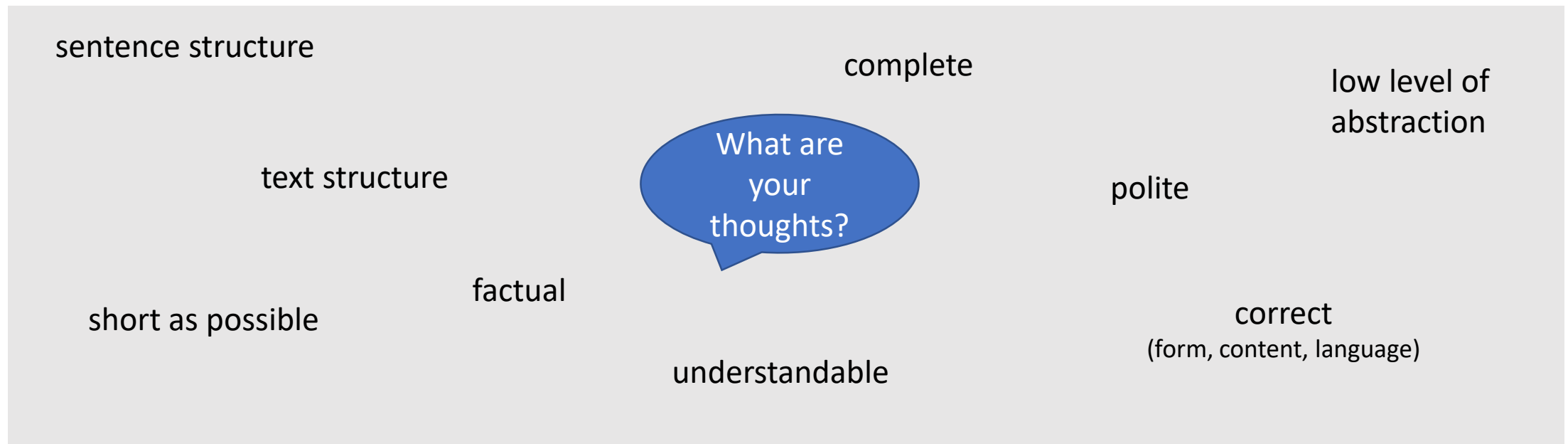
- Open access file for the group
- Main editor: Who? What? Why?
- Editorial guideline: terms, synonyms, abbreviations, spelling



# 4. Writing



Consider what makes your text a good one





# Writing

---



## Help the reader with writing understandable

- ✓ **Logical and clear outline:** reader should be able to distinguish between important and unimportant
- ✓ **Choice of words:** short, concrete, pictorial words, no synonyms, no words with different meanings
- ✓ **People/organizations:** do not hide actors behind passive phrases
- ✓ **Simple sentence structure, few filler words** (pretty, actually, of course...), positive writing (no unnecessary negations)
- ✓ **Word order, grammar and spelling**
- ✓ **“Understanding boosters”:** notes/reminders, examples, summaries, glossary, advance organizer (tune in to upcoming)



# Writing

---



## Help the reader with writing understandable

### Examples:

It is avoided to incur additional costs during the project period.

**?Rewrite:** No additional costs are expected during the project period.

The consortium expects no additional costs during the project period.

In the following sections the results, activities, delimitations and deliveries are described in detail in the single work packages.

**?Rewrite:** The following sections describe the results, activities, delimitations and inputs of the work packages.



# Writing

---



## Help the reader with writing understandable

- ✓ **Enumerations can help:** first, second, third
- ✓ **Question → answer style**
- ✓ **Lead contents through sentence connections:**
  - Trough content: old info + **new info** => **old info** + new info
  - Through conjunctions: and, or, but, however, because, before,...
- ✓ **Same subject through paragraph**
- ✓ **Convincing graphics:** also readable in black and white



# Writing

---



## Help the reader with writing understandable

- ✓ **Main contents in main sentences**
- ✓ **Change between short & long sentences**
- ✓ **Short subordinate clauses**
- ✓ **Keep chronological order**
- ✓ **Place verbs in front of a sentence**



# Writing

---



## Help the reader with writing understandable

### Examples:

Consortium partners, that are writing another proposal today, have worked together in a former project.

**?Rewrite:** Consortium partners have worked together in a former project – today they are writing another proposal.

The project management manual, which reads like a guide for consortium partners, is 30 pages long.

**?Rewrite:** The project management manual, 30 pages long, reads like a guide for consortium partners.



# Writing

---



Help the reader with writing understandable

## **Examples:**

This paper

- motivates the need for the implementation of the Architecture-Quality-Gate in large-scale projects
- sets out the context of the Architecture-Quality-Gate
- explains at which point the Architecture-Quality-Gate should be performed
- outlines the costs and benefits of the Architecture-Quality-Gate.

## **?Rewrite:**

This handbook describes the context, timing, costs and benefits of the Architecture-Quality-Gate.



# Writing



Help the reader with writing understandable



Take advantage of punctuation marks „;:;!?-“

- ✓ **“.” is still the nicest punctuation mark**
- ✓ **Break sentences by colon “:”**
- ✓ **Do not use brackets “(...)”**

Peter (grandma’s friend)	not important
Peter, grandmas friend,	neutral
Peter–grandma’s friend–	important



# Writing

---



Help the reader with writing understandable



Take advantage of punctuation marks „,:;!?-“

## The colon “:”

- ✓ Marks the beginning of a list

Follow these 3 steps to create a website:

1. ...
2. ...
3. ...

- ✓ Increases the reference or tension between sentences

The European Commission published the Horizon Europe program: consortia's can already prepare for upcoming calls.

- ✓ BE: lower case after colon
- AE: capitalization after colon





# Writing

---



Help the reader with writing understandable



Take advantage of punctuation marks .,:;!?-”

## The comma “,”

- ✓ In enumerations

... experiment, simulation, and desk research.

- ✓ Only if the subordinate clause comes before the main clause

*To create a new file*, select New from the file menu.

Select New from the file menu *to create a new file*.

- ✓ Only if it is explanatory relative clause; if content is indispensable no comma

The test procedure, which was carried out several times, showed a strong ...

...was the test procedure that applied the highest performance.



# Writing

---



Help the reader with writing understandable



Take advantage of punctuation marks .,:;!?-”

## The semicolon “;”

- ✓ Groups in enumerations

A LAMP system consists of Linux which is the operating system the Apache server which is the web server a MySQL database and a PHP interpreter.

- ✓ Semicolon separates two complete sentences that have been combined into a single sentence without conjunction

Do not make any changes to this file; the program generates it automatically.



# Writing

---



Help the reader with writing understandable



Take advantage of punctuation marks .,:;!?-”

## The semicolon “;”

- ✓ Groups in enumerations

A LAMP system consists of Linux, which is the operating system; the Apache server, which is the web server; a MySQL database; and a PHP interpreter.

- ✓ Semicolon separates two complete sentences that have been combined into a single sentence without conjunction

Do not make any changes to this file; the program generates it automatically.



# Writing

---



Help the reader with writing understandable



Take advantage of punctuation marks .,:;!?-”

## The dash “–”

- ✓ Sentence takes surprising turn after dash

We met in a trainings session—and decided to start a new project together.

- ✓ In English often no space before and after the dash



# Writing



Help the reader with writing understandable

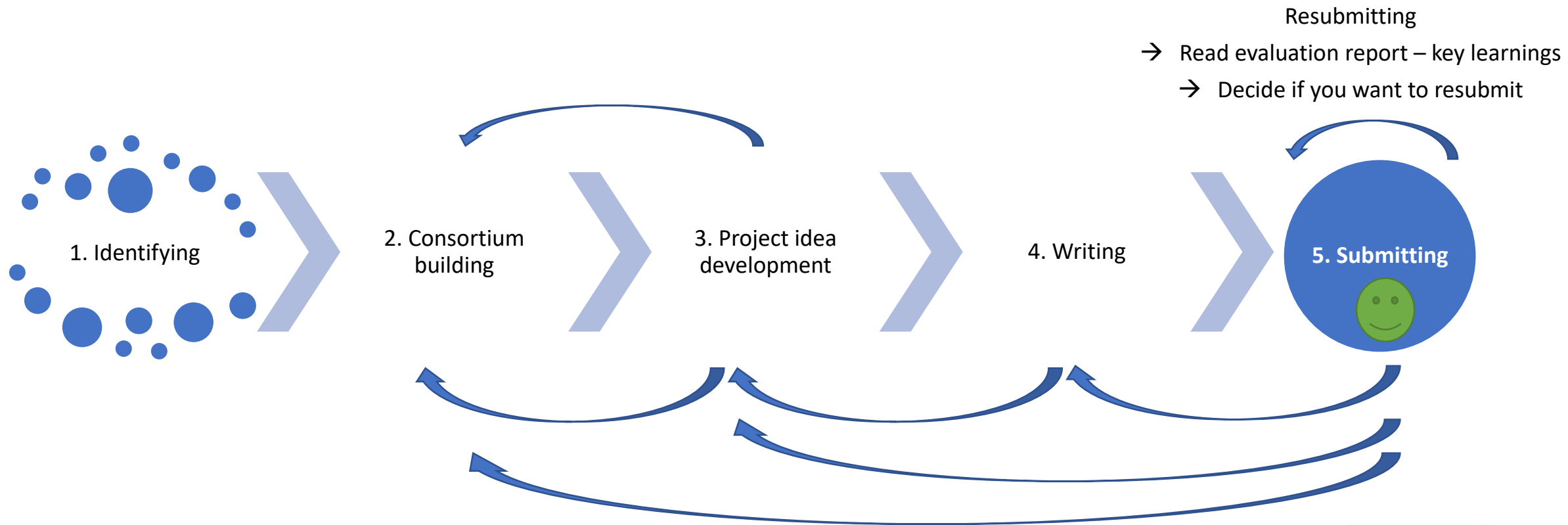
Take advantage of structuring your text according to the text goal and the needs of the readers

TITLE AND ACRONYM OF THE PROPOSAL .....	3
LIST OF APPLICANTS .....	3
1. AIMS AND OBJECTIVES OF THE PROJECT .....	5
1.1. General objective of the project (including description of results and benefits).....	5
1.2. Specific objective(s) of the project.....	5
2. WORK PLAN .....	5
2.1. Working methodology.....	5
2.2. Overview on work packages .....	5
2.3. Work package descriptions .....	6
2.4. Deliverables and reporting .....	7
2.5. Timetable or Gantt Chart.....	7
2.6. Project meetings table overview .....	7
3. ORGANISATION STRUCTURE AND MANAGEMENT.....	7
4. BUDGET.....	7
4.1. Estimated budget .....	7
5. PREVIOUS AND CURRENT EU FINANCIAL CONTRIBUTIONS .....	9
LIST OF ANNEXES TO PART B .....	9
ANNEX I. TEMPLATE REPORT ON SUBCONTRACTING .....	10



# Theoretical Input

## 5 Steps from identification of funding lines to successfully writing and submitting a proposal



# 5. Submitting

---



- Depending on:
  - Calls itself
  - one-stage or two-stage application procedure (1 or 2 deadlines, short and/or full proposal)
  - Given templates (Example for Horizon Europe application narrative part: [here](#))
- Check out the assessment systems
  - inform what is the threshold level, what are the weights of the different proposal parts
- In general 3 criteria/ proposal parts – **Excellence, Impact, Implementation**



# 5. Submitting

---

## Excellence - Introduction

- **Do's** 
  - Name title, call identifier
  - Use wording of the call
  - Describe approach, objectives, state of research, method, innovation potential, qualification of the team, involvement of stakeholders, connection to other initiatives/global challenges/ EU regulations & policies
  - Mention gender balance
- **Don'ts** 
  - superficial description
  - repetition of already done
  - hustle: bad proposals ruin good plans







# 5. Submitting

---

## (Expected) Impact

- **Do's** 
  - Describe how your project contributes to
    - Each of the related impacts mentioned in the work program/call
    - Any substantial impacts NOT mentioned in the work program/call (eg. enhance innovation capacity, create market opportunities, address climate change, benefits for society...)
  - Describe measures to maximize impact, dissemination and exploitation plan, communication activities per target group
  - Develop KPIs
  - Divide in sub-categories (see USP), eg. ecological, technical, economical
- **Don'ts** 
  - Impact is not well defined, quantified, relevant, real and is too optimistic
  - Only repetition of demanded impact of the call, with no reference to proposal
  - Copy paragraphs from former projects
  - Refrain from general weak competition/market analysis



# 5. Submitting

## Implementation

- **Do's** 😊
  - Show in tables/charts how tasks and resources are divided among partners
  - Be realistic
  - Define responsibilities
  - Describe relevant results per task
- **Don'ts** ⚡
  - Copy paragraphs from former projects
  - Involve partners without significant input
  - Forget plan B/ emergency measures

**Contents:**

- ✓ Work plan – work packages, deliverables, milestones
- ✓ Management structure and procedures
- ✓ Consortium as a whole



# Agenda

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10:00 –  
10:15 **Welcome**

---

10:15 –  
11:15 **Theoretical Input**

---

11:15 –  
11:45 **Workshop**

---

11:45 –  
12:00 **Wrap-up**

---

From Identification of  
Funding Lines to Successfully  
Writing a Proposal



# Workshop

---

1. Perspective chart - get to know the writer in you.



2. View selected text excerpts



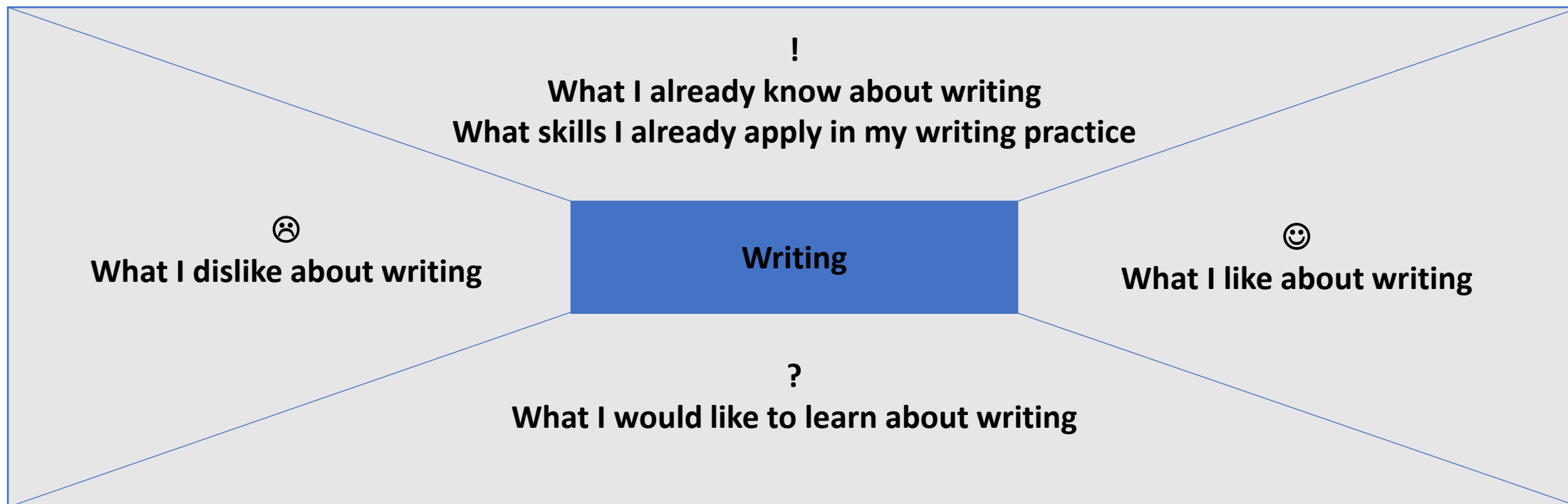
# Perspective chart



## Exercise:

- 5-10 min on your own
- volunteers may present

Get to know the writer in you!



## 2. Review selected text excerpt



- See word file

### Exercise:

- 10 min on your own
  - Read & review the text
  - Make comments
- 5 min volunteers may present



# Agenda

---

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11:45 –  
12:00 **Wrap-up**

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From Identification of  
Funding Lines to Successfully  
Writing a Proposal



# Key benefits - you learned

-  How to scan the funding program landscape
-  How to develop a mature project idea
-  How to write a successful proposal
-  About the do's and don'ts in a proposal



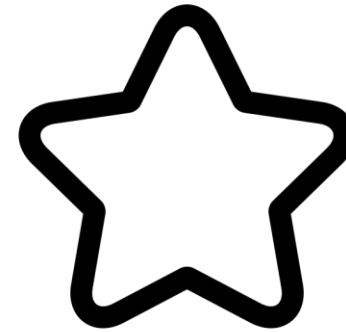


# Feedback

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I like ...



I wish ...



# Next Event

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- Online Training Session: **The Fundamentals of Design Thinking for Cluster Organizations**

**Date and time:**

Wednesday 25<sup>th</sup> January 2023 14h-16h

**Participation:**

Free & for all organisations from the mobility and related sectors

**Registration link:**

<https://forms.gle/bNunvvXdYo8m94De7>



## Key benefits – you learn

- what is the design thinking approach and how it can help clusters
- the key phases of design thinking (emphasize, define, ideate, prototype, test)
- practical examples:  
how to use design thinking in situations relevant for clusters



# Thank you for your attention

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R E M O B I L I S E

<https://remobilise.eu/>



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