Applying for Public Funding: Why, When and How to Write Project Proposals

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Why applying for external funding?

Money

General network building for interdisciplinary research

Entering in otherwise closed scientific communities

Developed networks usually leads to students/postdocs exchanges -> new competencies acquired.

Professional growth (development of managerial capabilities)

More publications, of higher level

Why? - 2

Research is expensive.

Average research costs in Europe for research activities

Resource type	Cost (€)
PostDoc	50.000
Medium size instrument	20.000
Consumables per year (3 people chemical laboratory)	15.000
Travels	10.000
Publications	5.000
Total costs for a three-postdocs lab/yr	**200.000**

Money is the first reason for applying for funding

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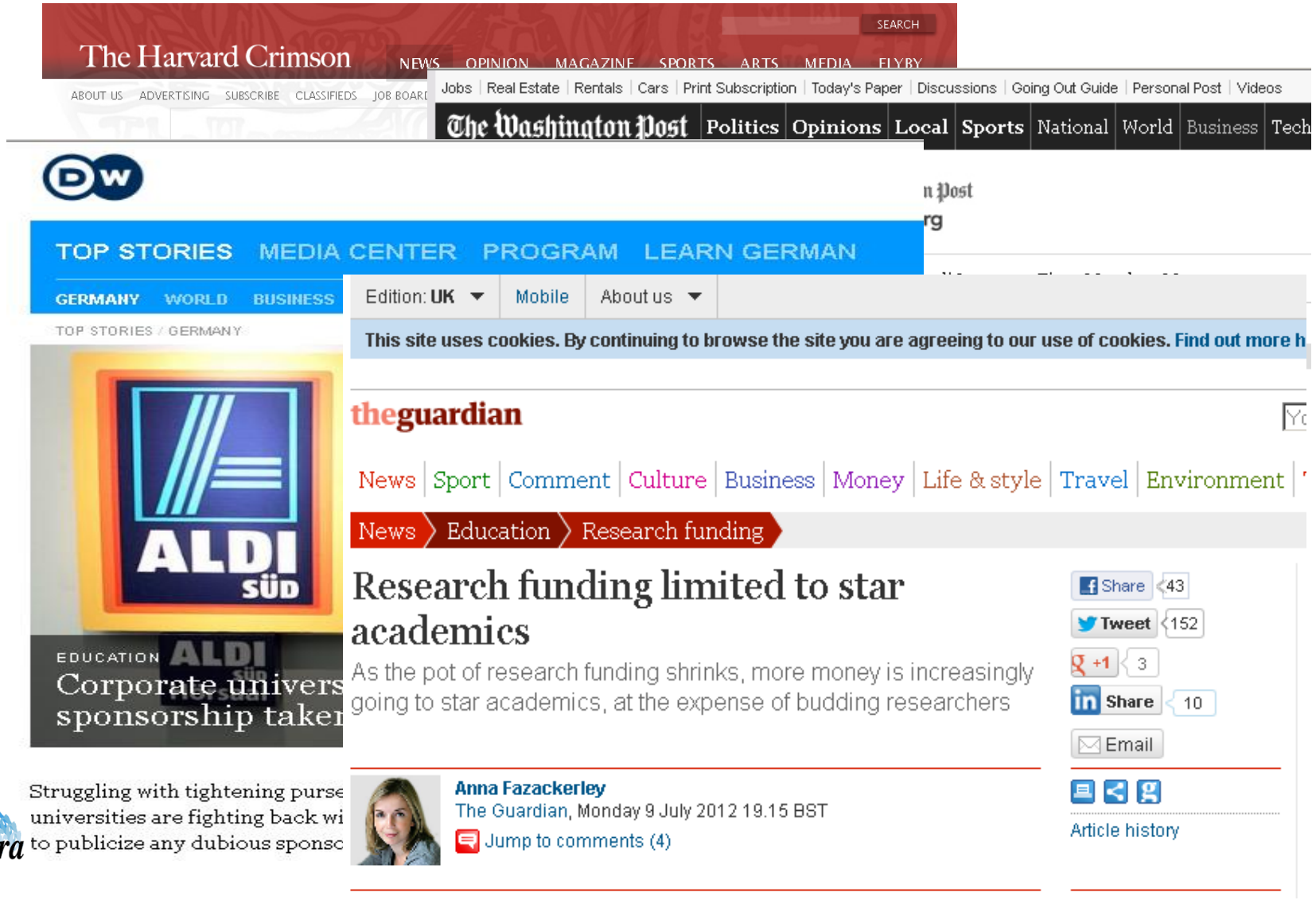
Why? - 3

Cuts in standard public funding progressively increasing



Why? - 4

Side effects of participating to research projects:

- higher interdisciplinarity of the scientific work (usually this generates a **higher number of publications, and an increased level of the same**);

- possibility of **students mobility** among the project partners;

- **expanding collaboration networks** (the collaborators of my collaborators have good chances of becoming my further collaborators);

- establishing/consolidating **ties with industries** (usually projects include industrial participations); this has a number of positive outcomes, like higher rates of students placement after the degree/PhD, generation of virtuous cycles for the development of innovative industry, political-positive evaluation (politicians appreciate the generation of innovative local industries, hence they are usually benign towards universities/research centres which have an attitude in collaborating with industries);

- **a good research project manager is, overall, a good manager**.

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When is convenient to apply for external funding?

Easy answer:

ALWAYS

When? - 2

Second best answer (a bit more of reflection)

Some particular funding time windows are more favourable than others.

One has to identify time windows of funding opportunities.

In addition, some time windows are better then others.

For example, **when a frame funding program is about to expire** (see for example the european FP7 by these days) it is often verified that **the allocated budget needs to be completely expended**. In these conditions the success rate will be inevitably increased.

Another example: **the first call of a funding program has also, in general, a higher success rate than the following ones**, for a series of reasons (the evaluation criteria need to be tuned; it is not clear which will be the average participation, so the public authorities does give in the first round more generously than in the subsequent calls; at the first call not many consortia are ready to present the proposals).

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When? - 3

When one is too busy it is not a good idea to start writing a project

A golden rule for a good project manager is

“Do only what you know you can take care of in your normal working time”.

The unsaid complement of this rule is: “Do not take on tasks you know you can’t carry out in your normal working time”.

Projects always demand much more time than one can initially foresee, hence even observing the previous recommendation results in being almost always overwhelmed by project-related, routine work.

Writing a project can be a very demanding activity. Therefore, when one is too busy (already ongoing projects in closure, peaks of academic activity, personal businesses, etc) it is not a good idea to write a new project.

Remember, it is always possible to win the funding, in which case an additional amount of your time will be needed to manage the new project.

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How to apply for external funding?

First things first

If you have to apply for a project grant, **be sure of the following**:

- **look for topics in which you have a strong background**;

- **look for strong partners**, with a track record in the chosen field at least good as yours, preferably better;

- **focus on innovative ideas**;

- **get in contact with your local project authorities** (project officers) for technical help, hints on how to write down the proposal, useful discussion.

Last but not least, be aware that coordinating a project is a very demanding activity. **Sometimes it is more convenient to be a simple project partner** (but then you need to find a coordinator, if nobody has asked you to join an existing network).

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You decided you want to apply.
How do you start from?

Second things second

-Read **carefully** the project call;

- **lay down the project master plan**:
  - the list of partners and their competencies;
  - a first project overview (what to do, who will do what, a tentative deliverables list);
  - a first project activities subdivision by partner;
  - a first, tentative time schedule organizing the foreseen activities.
- check the consistency between the call you want to apply for and your master plan.

First steps in writing the project - 1

- **Choose a charming title**, based on a convenient acronym
(for example, the project title could be **PERFUME**, for **P**erforming **E**nvironmental **R**esonators **F**or h**U**midity **M**onitoring and **E**valuation)

- **Write down a project summary** (with an index!!!)

This MUST include:

- **project background** (both scientific and technological) and state-of-the-art
- **objectives** (in rather abstract terms, like “the project will bring tremendous advances in the field thanks to the innovative approahc to the problem that will solve this, this and that challenges up to now still unaddressed”)
- **methodology to be used** (work subdivision, planning and monitoring strategies, managing and communication strategies)
- **timeframe** (how your project develops in time)
- **expected results** (deliverables, practical items expected as output of the project).

- **Leave the needed resources (money) determination as the final project step.**

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First steps in writing the project - 2

Once you have your summary ready,

E X P A N D I T

but before, have your project toolbox ready.

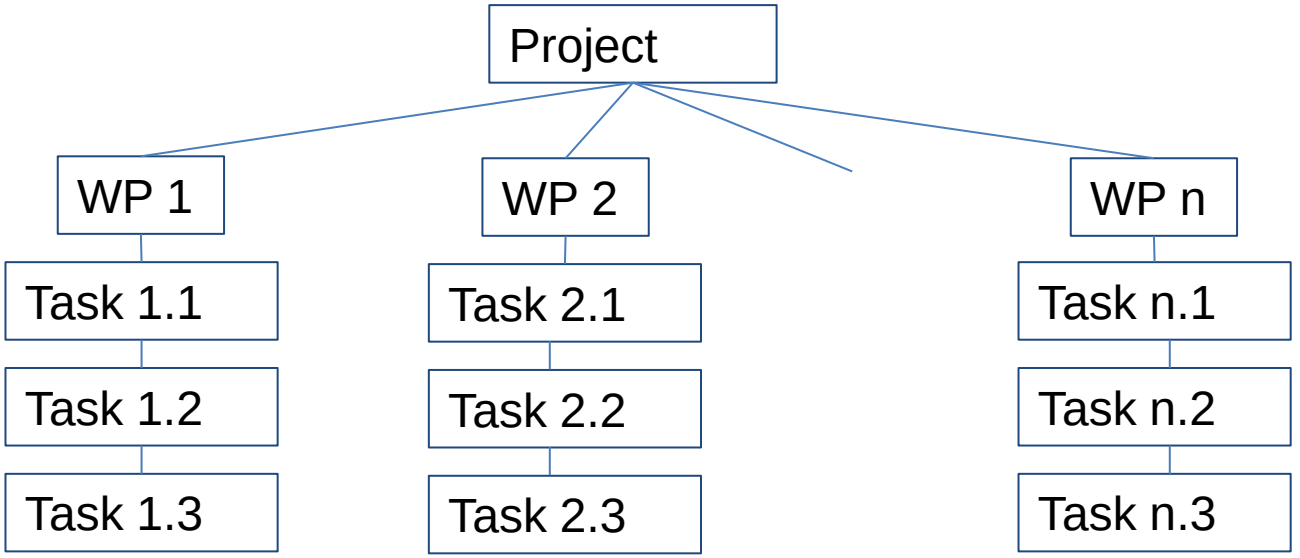
To perform a good work always requires
to use proper instruments.

Project planning and monitoring tools - 1

The Work Breakdown Structure (WBS)

The WBS is a deliverable-oriented decomposition of a project into smaller activities.

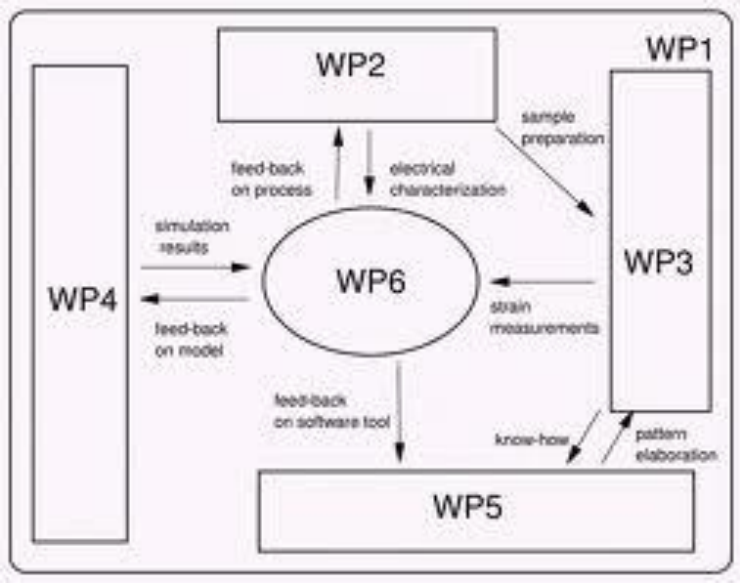
The WBS is generally used in research projects to define a two-levels structure, with the first level known as “workpackage” (WP) and the second level as “Task”. It is possible to explode also a third level (“subtask”), but for these projects such a level of detail is uncommon.



Project planning and monitoring tools - 2

The PERT (Project Evaluation and Review Technique) chart

In order to **evidence the relations between different parts of a project**, a very useful tool is the PERT diagram. The PERT diagram shows clearly and concisely how each part of a project (usually parts like WPs, defined by a previous WBS) relates with the other ones in functional terms, i.e. which part needs to deliver physical or abstract products to another one. **This helps in finding weak points in the project, or inconsistencies**, hence to improve its overall logical structure.



Project planning and monitoring tools - 3

The partners effort table (sorry, no fashionable acronym for this)

When dealing with projects with several partners, it is useful to **lay down each partner's effort (usually in terms of man/months) along each WP in the form of a table**. This effort table gives a series of very interesting and useful information at a glance:

- the ratio between the effort of the project coordinator and those of the other partners;
- the subdivision of the efforts of the partners among the different WPs;
- when the WPs are of different nature (for example, administrative, R&D, dissemination, demonstration), the effort table gives indications about the correct balance between the partners efforts.

Part. short name	MGT	RTD	RTD	RTD	RTD	RTD	RTD	TOT
	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	
1	12.0	26.0	12.0	0.0	38.0	0.0	4.0	**92.0**
2	1.0	10.0	0.0	0.0	10.0	43.0	3.0	**67.0**
3	1.0	50.0	8.0	0.0	6.0	0.0	3.0	**68.0**
4	1.0	0.0	24.0	15.0	5.0	10.0	15.0	**70.0**
5	1.0	0.0	40.0	15.0	6.0	0.0	3.0	**65.0**
6	1.0	0.0	10.0	25.0	0.0	9.0	3.0	**48.0**
7	1.0	0.0	0.0	0.0	0.0	44.0	3.0	**48.0**
8	1.0	32.0	0.0	0.0	0.0	0.0	3.0	**36.0**
TOT	**19.00**	**118.00**	**94.00**	**55.00**	**65.00**	**106.00**	**37.00**	**494.00**

Finally, **the effort table gives a very fast and reliable method to balance the partners budgets for the project**.

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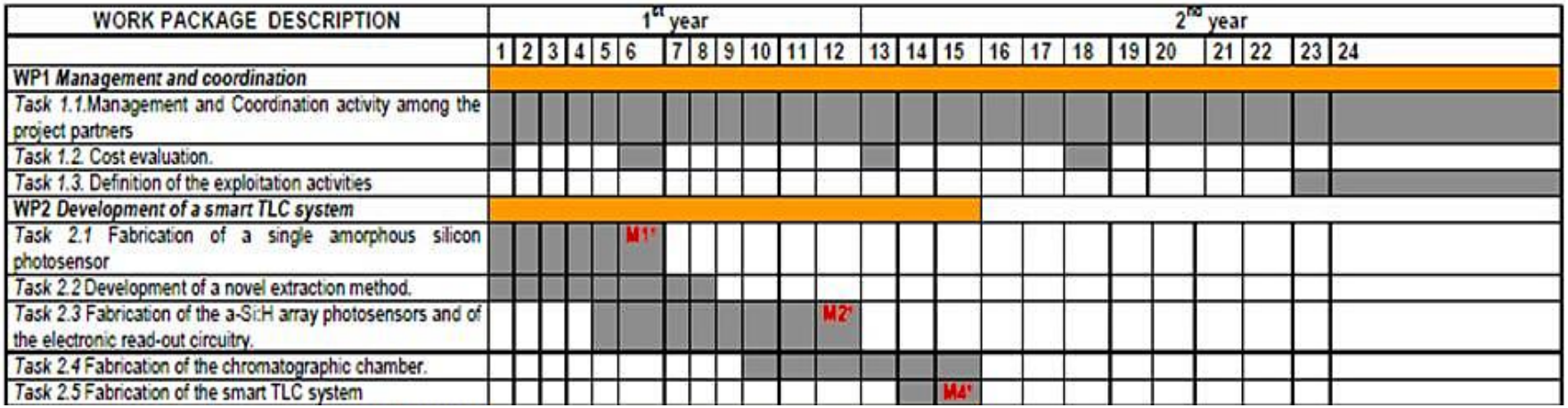
Project planning and monitoring tools - 4

The Gantt chart

One of the most important project planning tools is the Gantt chart (invented by Henry Gantt, an american mechanical engineer), which **allows you to monitor the timely development of the project activities.**

More info about designing a Gantt chart:

http://www.gantt.com/index.htm



Project planning and monitoring tools - 5

The SWOT analysis

In order to have a clear view of the project riskiness, it is possible to chart a view of its main Strengths, Weaknesses, Opportunities and Threats (SWOT chart).
This analysis, far from being exhaustive, is very useful to **allow a first glance evaluation of your project risks**, hence it is appreciated by evaluators.

	Positive	Negative
Internal	**Strengths** 1. Strong need 2. Grassroots support 3. Political support 4. Funding 5. Strong, creative leadership 6. Collaborative process	**Weaknesses** 1. FHWA tends to be large, slow government 2. Mega projects are very complex 3. Mega projects are very costly 4. Mega projects are likely to present many unforeseen problems 5. Mega projects always have environmental impacts
External	**Opportunities** 1. Opportunities Improve the economy of the effected area 2. Improve safety for those that live in the area 3. Conserve the environment by eliminating other impacts	**Threats** 1. Environmental constraints 2. Limited funding 3. Scope creep 4. Time - delays increase costs 5. Politics - People use large projects to satisfy personal needs 6. Opposition - People hate change

Project planning and monitoring tools - 6

The budget tables (I)

A budget table can have several different layouts, depending on the project needs.
However, a few points should be always considered:

- the **foreseen expenses per participant**;
- the **subdivision of these expenses by category** (personnel, consumables, travels, instruments, etc) and by WP;
- the **ratios between the various expenses types**.

Usually the most important table is that by expenses category.

A3.1	Type of Activity							
	RTD	Demonstration	Training	Coordination	Support	Management	Other	Total
Personnel costs	2,448,050.00	-	-	-	-	89,350.00	-	2,537,400.00
Subcontracting	95,000.00	-	-	-	-	22,500.00	-	117,500.00
Other direct costs	832,144.28	-	-	-	-	2,500.00	-	834,644.28
Indirect cost	1,599,327.30	-	-	-	-	52,034.60	-	1,651,361.90
Total budget	4,974,521.58	-	-	-	-	166,384.60	-	5,140,906.18
Requested EC contribution	3,730,891.19	-	-	-	-	166,384.60	-	3,897,275.79

Project planning and monitoring tools - 7

The budget tables (II)

However, in order to keep a good accounting of the project expenses, the Coordinator should always have at hand the table by partner and that by WP.

Partner ID	Total costs								EC contribution
	RTD	Demonstration	Training	Coordination	Support	Management	Other	Total	
1	835,800.00	-	-	-	-	89,680.00	-	925,480.00	716,530.00
2	576,745.60	-	-	-	-	10,480.00	-	587,225.60	443,039.20
3	568,960.00	-	-	-	-	10,080.00	-	579,040.00	436,800.00
4	784,480.00	-	-	-	-	9,600.00	-	794,080.00	597,960.00
5	601,600.00	-	-	-	-	12,800.00	-	614,400.00	464,000.00
6	744,586.98	-	-	-	-	13,404.60	-	757,991.58	571,844.84
7	402,349.00	-	-	-	-	8,340.00	-	410,689.00	310,101.75
8	460,000.00	-	-	-	-	12,000.00	-	472,000.00	357,000.00
TOT	4,974,521.58	-	-	-	-	166,384.60	-	5,140,906.18	3,897,275.79

BUDGET details		MGT	RTD	RTD	RTD	RTD	RTD	RTD	TOTAL
Cost Type		WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	
	Effort	*19.00*	*118.00*	*94.00*	*55.00*	*65.00*	*106.00*	*37.00*	**494.00**
Personnel costs		89,350.00	590,900.00	454,200.00	310,000.00	284,000.00	631,700.00	177,250.00	**2,537,400.00**
Subcontracting		22,500.00	-	80,000.00	-	-	-	15,000.00	**117,500.00**
Other direct costs	Travels	2,500.00	120,000.00	-	-	-	-	37,500.00	**160,000.00**
	Consumables	-	189,500.00	-	-	-	-	-	**189,500.00**
	Equipment	-	227,573.50	-	-	-	-	-	**227,573.50**
	Other	-	228,070.78	-	-	-	-	29,500.00	**257,570.78**
Indirect costs		52,034.60	655,841.10	269,566.00	178,615.00	170,400.00	192,881.40	132,023.80	**1,651,361.90**
Total costs		**166,384.60**	**2,011,885.38**	**803,766.00**	**488,615.00**	**454,400.00**	**824,581.40**	**391,273.80**	**5,140,906.18**

Hints for good (project) writing - 1

ABSOLUTELY AVOID THE FOLLOWING:

- **be excessively verbous** (avoid repetitions, redundancy, too much detailed and boring descriptions, extremely long periods, using ten words when you can use one for defining a concept, explaining several times the same topic, writing very elegant and full of dependent sentences in which you say almost everything you believe to be fundamental for the description of our wonderful project even though this writing style could make your text barely readable by anybody, especially by an evaluator at his tenth project… ach!!! this latter was vary hard to read, wasn't it?

- **write in first person**, saying that everything you do is magnificent and that anything else on Earth cannot stand the comparison with your project and your achievements, not to mention your laboratories, your personnel and your bright and uncomparable ideas; remember that the referee could well be one of your scientific competitors, so always concede to your peers the benefits of making a work at least as good as yours.

- **write in very tiny fonts** to stuff more text into the given forms. It is very annoying for reviewers to read these minuscule text pieces, and it will not stimulate them to give you high marks.

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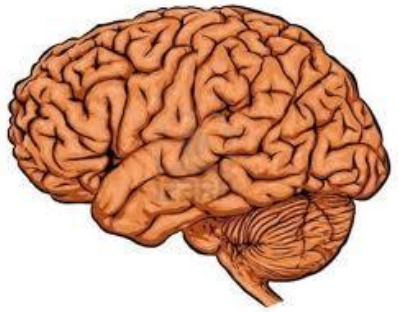
Hints for good (project) writing - 2

DO THE FOLLOWING (I):



- **Think before you write**

It may seem obvious, but **clear writing starts with, and depends on, clear thinking**.

So**, before doing everything else, have your project summary ready, and be sure it contains all the points previously mentioned.**

After that, **check the summary for the following points**:

- Is there any **irrelevant repetition** in the document?
- Does it transmit a **clear and unequivocal message**?
- does it have **any evident logical or technological/scientific gap**?
- Is it **understandable even by a non-hyperspecialist**? (tip: pass it on to a colleague of yours and ask her/him an opinion. Usually you get a notable improvement from this step).
- **MOST IMPORTANT: is it understandable by a person that has, in the best case, a few hours to read it, understand it and evaluate it?** A few expedients can help in improving this aspect of your proposal: use bold, italic, underlined fonts and draw boxes for highlighting the most important parts of your project, use tables and diagrams instead of plain text.

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Hints for good (project) writing - 3

DO THE FOLLOWING (II):

- **Since you have to write, do it with style**

- KISS (Keep It Short and Simple): remember, the Evaluators won't appreciate your 20-pages document section when they will realize that you could have written it in 10. Use simple words where possible, thay will not make you seem less learned or elegant, they will make you more credible and less boring.

- Think Positive! Whenever possible, use positive sentences rather than negative ones. For example, "It is not uncommon for applications to be rejected, so do not complain unless you are sure you have not completed yours incorrectly" may be rephrased as "It is quite common for applications to be rejected, so complain only if you are sure you have completed yours correctly."

- Give your sentences strong endings: that's the bit evaluators will most remember. For example, the sentence "Complete institutional reform is advocated by the report in most cases." can be rephrased as "In most cases, the report advocates complete institutional reform."

- Be active! Active verbs are both more clear and better remembered than passive ones. For example, compare "New guidelines have been laid down by the President in the hope that the length of documents submitted by DGs will be restricted to 15 pages." with "The President has laid down new guidelines in the hope that DGs will restrict the length of documents to 15 pages."

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Hints for good (project) writing - 4

DO THE FOLLOWING (III):

- **Wording is an important part of the job**

  - Before expanding your project summary **re-read the complete call, and take note of the keywords**.

For example, see this text:

> The objective of the topic is to exploit the possibilities of **biomass** of plant origin (including **aquatic plants** and seaweed) in order to develop new innovative added value products from plant based nanosystems, such as **glycopolymers**, nanocrystals and nanofibres. These systems will, after **self-assembly** at **nano-scale** and **functionalisation**, present high added value properties, e.g. for flexible organic electronics, smart papers and surfaces, nanocomposites, glycosensors, **self-healing materials**, **high thermal insulation materials** etc.

The found keywords should be used and evidenced in the proposal text, so to strengthen it and to give the Evaluator the feeling of reading a proposal very coherent with the call.

- The objective of any research project is to go beyond the current state of the art in a given field. Therefore, **use words like improve, strenghten, facilitate, realize, beyond the state-of-the-art, etc wherever appropriate** (of course, do not exceed).

Writing the project, practically - 1

Now that you have the right tools, you are ready to expand your summary.
For doing so at best, keep in mind that your text must answer a series of questions the Evaluator will have about your proposal. It is then good to anticipate them writing the answers in your text.

Project background:

- which is the state-of-the-art in the field?
- is it widely diffused or geographically localized (for example, LED displays are manufactured mainly in Asia; or ethanol production from sugar cane is an excellence in Southern America)?
- is it possible to identify any key competencies/patents/knowledge bases in the field? Which opportunities can arise if these bases are improved?
- which are the still unsolved problems/issues?
- how the project proposal is willing to tackle these problems/issues?

Whenever possible, refer to existing relevant data for your affirmations (publications, patents, databases, etc).

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Writing the project, practically - 2

Project objectives:

- which are the main objectives of the project (i.e., why are you implementing the project? which results you want to obtain in general terms? For example, “the project aims to improve the efficiency of the hydrogen generation from water using novel and nanotechnology-based catalyst, which are environmentally friendly and producible on a mass scale at low cost”.
- are the proposed objectives realizable in the project timeframe? The proposed objectives must be ambitious but reachable, and must clearly represent a marked improvement with respect to the current state-of-the-art in the field.
- are the proposed objectives coherent with the overall project? For example if your project deals with the agroindustrial aspects of ethanol from sugar cane, an objective like the development of a general industrial procedure for the biofermentation of sugar cane residues will be credible, while one like the development of a new automobile engine able to burn ethanol won’t be.

Take care of not stating concrete deliverables among the objectives.

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Writing the project, practically - 3

Project methodology (I):

- **how are you planning to organize your project to reach the specified objectives?** Lay down your project structure, definie workpackages (WPs) and tasks (or analogous work subdivisions), generally using a Work Breakdown Structure (WBS, see it better in a while);

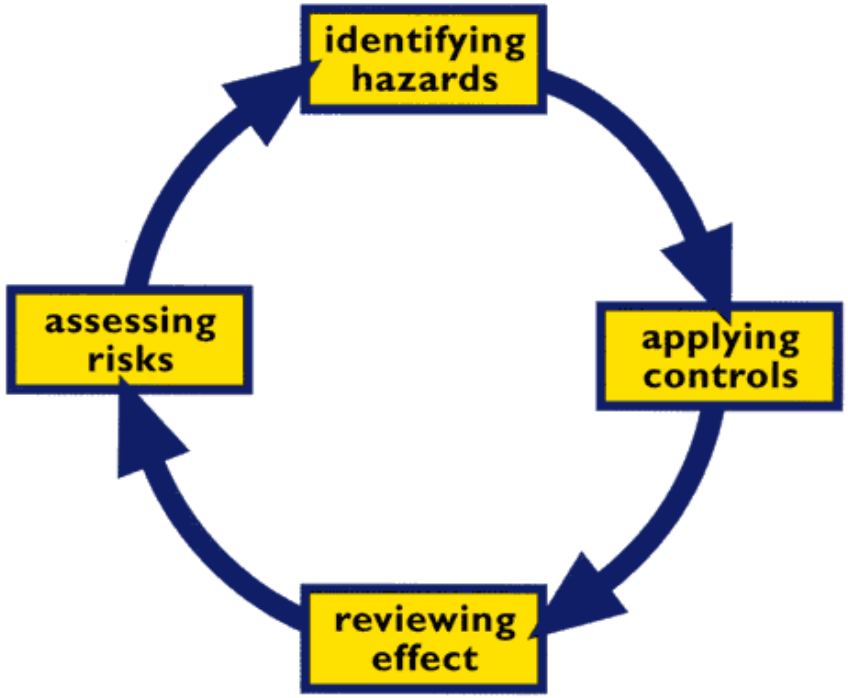
- **how is your project methodology adequate for achieving the desired objectives?** Describe each task/workpackage, and the role of each partner in these activities.

- **How is each partner's contribution valorized within each single task?** Describe why choosing this partner rather than that for the considered activity will contribute to the success of the project (underline the competencies, instrument availability, etc).

Writing the project, practically - 4

Project methodology (II):

-**how are you planning to tackle possible unforeseen events to keep the project on its track?** You will have to lay down a risk assessment table/section stating not only the possible risks, but also the parts of the project affected by the risk (i.e., the tasks/WPs) and the foreseen countermeasures for each risk, with the reference to the partners more involved in the risk assessment and containment.



Writing the project, practically - 5

Project methodology (III):

- **how are you planning to follow the project developments?** Here you will have to use professional instruments for project planning,. i.e. Gantt and PERT charts, SWOT schemes, etc. You will also insert your plans for communicating with the partners, for keeping them synchronized and updated about the consortium achievements, etc.
- **how will you measure the success of the project, keeping track of it along the way?** You will need to identify a series of deliverables (usually distributed along the WPs) and Milestones (see Expected Results).

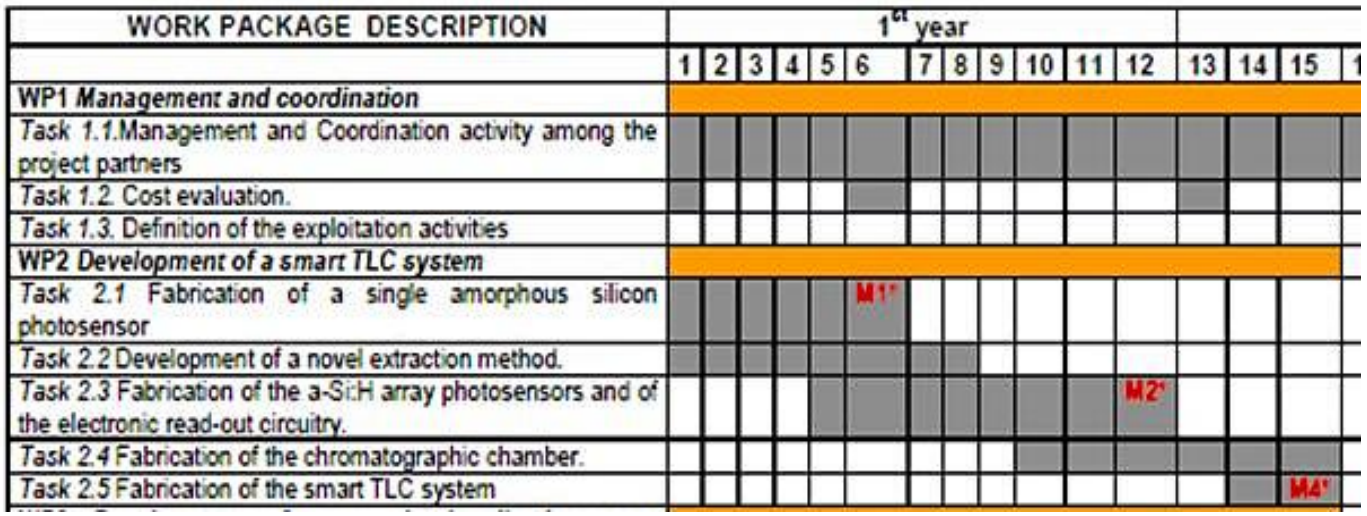
Writing the project, practically - 6

Timeframe:

- **how are you going to develop your project during its estimated duration?**

For this point you will need to use a Gantt chart. A practical approach is to:

- number the WPs with consecutive numbers, ordering them accordingly with their execution in time;
- number each WP's Task with the same criterion;
- lay down the so-ordered tasks as the ordinate axis of a Gantt chart (in abscissa: time);
- check carefully for the consequentiality of each Task with respect to the prevoious ones (for example, if Task A requires some material/prototype from Task B, Task A MUST come after Task B is completed)



WORK PACKAGE DESCRIPTION	1st year															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
WP1 *Management and coordination*																
*Task 1.1.*Management and Coordination activity among the project partners																
Task 1.2. Cost evaluation.																
Task 1.3. Definition of the exploitation activities																
WP2 *Development of a smart TLC system*																
Task 2.1 Fabrication of a single amorphous silicon photosensor						M1'										
Task 2.2 Development of a novel extraction method.																
Task 2.3 Fabrication of the a-Si:H array photosensors and of the electronic read-out circuitry.												M2'				
Task 2.4 Fabrication of the chromatographic chamber.																
Task 2.5 Fabrication of the smart TLC system															M4'	

Writing the project, practically - 7

Expected results (I):

- **how are you going to demonstrate that you achieved the project objectives?**

You will have to identify deliverables, i.e. practical project outcomes (mostly reports, but also prototypes, softwares, demonstrators, workshops, etc) that the funding bodies can ask for, also physically. In an average project, two-three deliverables should be identified per each WP, but this may vary upon the project nature and complexity.

Ensure that the deliverables are all concrete entities.

Aways choose reachable deliverables, don't be too ambitious.

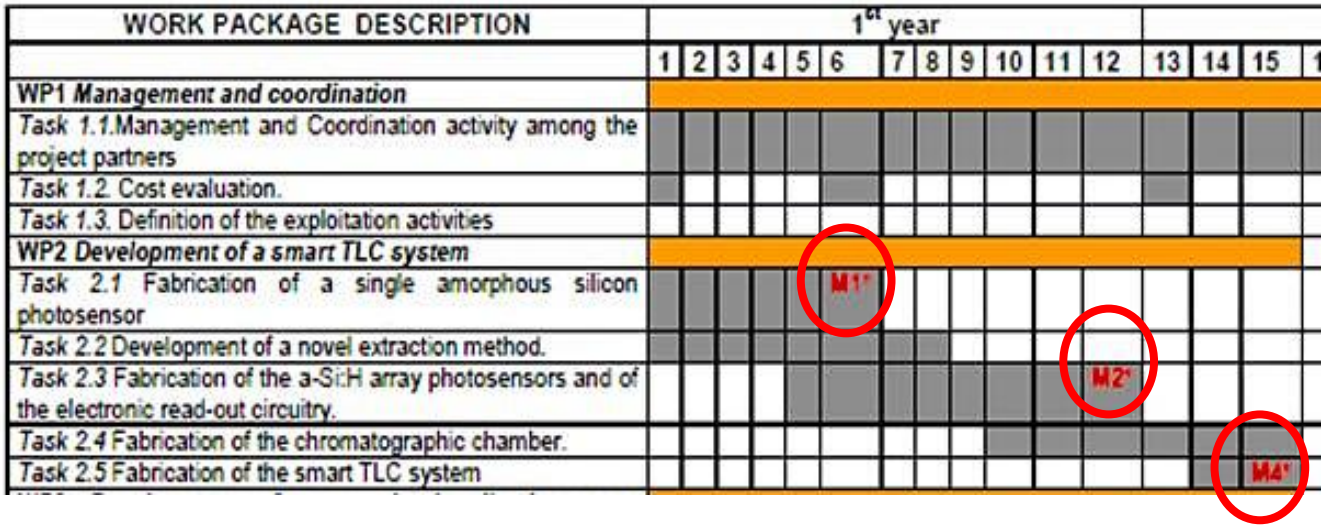
Remember: the deliverable must be delivered, so it must be something you think you can obtain even if several problems in the project arise.

Writing the project, practically - 8

Expected results (II):

- **how are you going to demonstrate that your project is on track with respect to the planned route?**

You will have to foresee a few Milestones, i.e. deliverables that mark the most important points of your project. A Milestone is set so that without it the project cannot proceed further, unless change of schedule/work direction. Example: in a project for implementing a new software, a milestone is the realization of a working routine. If you won't realize such a routine, your project won't go further. Milestones are usually set at the end of a Task, but it is wiser to place them in the middle of the Task, so if something goes wrong there is still room for corrections.



Writing the project, practically - 9

Now you have your project almost finished.
Time to **define the resources** (the most delicate task of all).

First, **check the call once again to verify the maximum funding available**.
Then check :
- **possible call constraints** (for example, max. 75% of funding with respect to actually beared costs for research entities, max 50% for companies).
- the **availability for co-funding among all partners** (typically, companies do not have much room for co-funding, unless they are large ones); failing to do so could result in some companies leaving the consortium due to an excessive co-funding load;
- finally, **lay down a tentative draft budget keeping in account the above mentioned points**. The draft budget will read something like: ”Total available: 3 M€; Partner 1 (Cooridnator) 800 K€; Partner B: 400 K€; Partner C: 175 K€; etc”:

Now it’s time to **gather data about the available man-months from each partner**.

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Writing the project, practically - 10

Get back to the partners effort table.

Part. short name	MGT	RTD	RTD	RTD	RTD	RTD	RTD	TOT
	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	
1	12.0	26.0	12.0	0.0	38.0	0.0	4.0	92.0
2	1.0	10.0	0.0	0.0	10.0	43.0	3.0	67.0
3	1.0	50.0	8.0	0.0	6.0	0.0	3.0	68.0
4	1.0	0.0	24.0	15.0	5.0	10.0	15.0	70.0
5	1.0	0.0	40.0	15.0	6.0	0.0	3.0	65.0
6	1.0	0.0	10.0	25.0	0.0	9.0	3.0	48.0
7	1.0	0.0	0.0	0.0	0.0	44.0	3.0	48.0
8	1.0	32.0	0.0	0.0	0.0	0.0	3.0	36.0
TOT	19.00	118.00	94.00	55.00	65.00	106.00	37.00	494.00

You wil fill the table with all the data you gathered from your partners about their availability in terms of man/months. After filling, **check for consistency between the actual data and the prospected work assigned to each partner** (if, for example, Partner 8 in the table is expected to carry out the most of the work, then it makes no sense it has the least of man/months).

The project partners will be assigned a WP leadership based on i) their man/month effort in the WPs and ii) their competencies with respect to the WP main objective.

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Writing the project, practically - 11

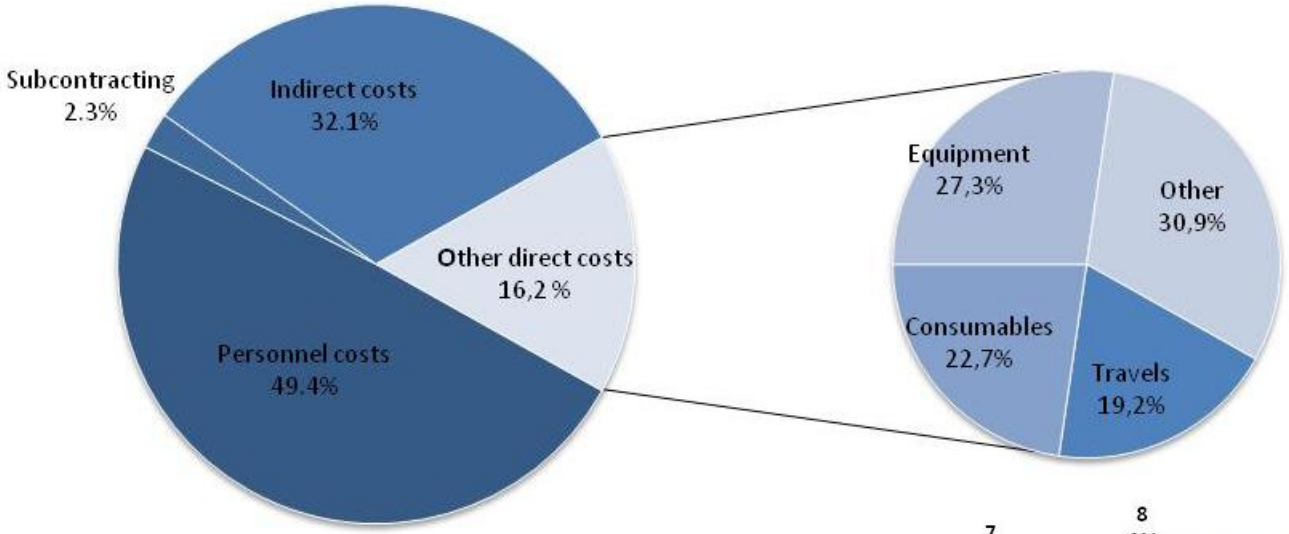
Now that you have your effort table filled, and the WP leaderships assigned, it's almost finished.

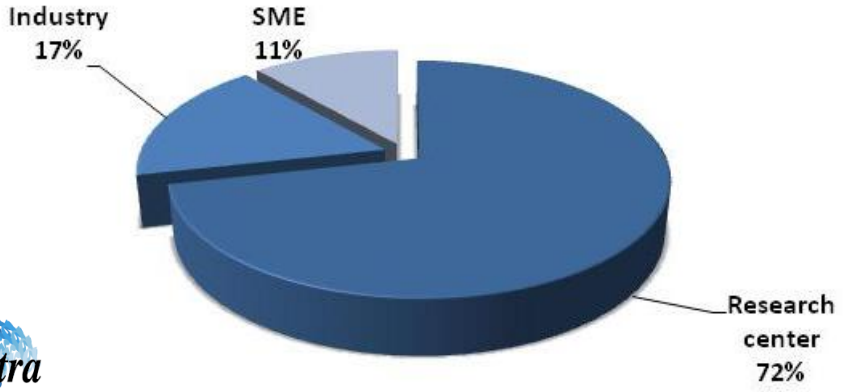
- **Match the man/months with the monthly costs for each partner**;
- **Add each partners additional costs** (instruments, consumables, travels, etc) to the budget table;
- **sum up everything and fill in the budget tables**.

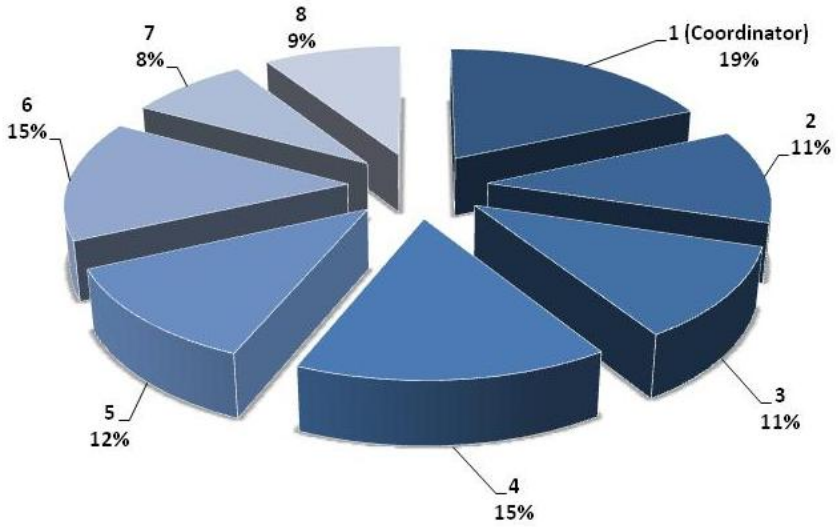
BUDGET details		MGT	RTD	RTD	RTD	RTD	RTD	RTD	TOTAL
Cost Type		WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	
	Effort	*19.00*	*118.00*	*94.00*	*55.00*	*65.00*	*106.00*	*37.00*	**494.00**
Personnel costs		89,350.00	590,900.00	454,200.00	310,000.00	284,000.00	631,700.00	177,250.00	**2,537,400.00**
Subcontracting		22,500.00	-	80,000.00	-	-	-	15,000.00	**117,500.00**
Other direct costs	Travels	2,500.00	120,000.00	-	-	-	-	37,500.00	**160,000.00**
	Consumables	-	189,500.00	-	-	-	-	-	**189,500.00**
	Equipment	-	227,573.50	-	-	-	-	-	**227,573.50**
	Other	-	228,070.78	-	-	-	-	29,500.00	**257,570.78**
Indirect costs		52,034.60	655,841.10	269,566.00	178,615.00	170,400.00	192,881.40	132,023.80	**1,651,361.90**
Total costs		**166,384.60**	**2,011,885.38**	**803,766.00**	**488,615.00**	**454,400.00**	**824,581.40**	**391,273.80**	**5,140,906.18**

Writing the project, practically - 12

Finally, **lay down a few graphics evidencing the balance between the different project expenses**.







You now have a project: submit it in due time

The whole project writing is a very time-intensive task, especially as a coordinator. Usually partners are not reactive in giving feedbacks, sending text and so on.

Therefore **START YOUR PROJECT WRITING WELL BEFORE THE DEADLINE.**

ESPECIALLY THE BUDGET DEFINITION IS A VERY LONG PROCESS, AND YOU MAY END UP IN HAVING A WONDERFUL PROJECT YOU CAN'T SUBMIT DUE TO A DEADLINE YOU ARE NOT ABLE TO FULFILL.

Last remarks

While writing a project can be very demanding, carrying out a project is far more demanding.
It takes care, you have to keep good accounting of your expenses, of your activities, of the interactions between partners.
In case you win it, be prepared to work harder than you did while writing it.
A project is a very intense and demanding endeavour, and requires you extreme attention and dedication, but it will give back a lot in terms of satisfaction, professional growth, increased visibility and networking.

Thanks for the attention, and

have a good project planning, writing and executing!

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