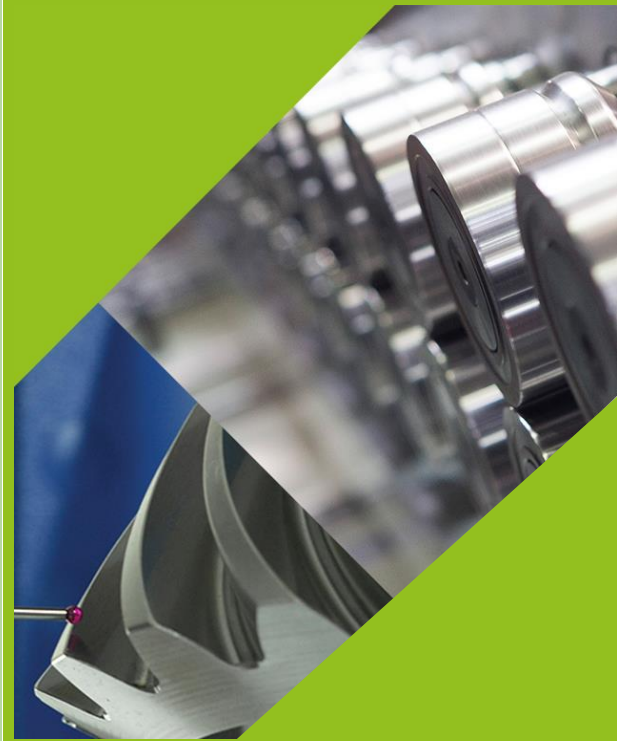


FPP -Proposer's Guide



SMART

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0. Preamble

The second step in the SMART evaluation procedure consists of submitting a Full Project Proposal (FPP), for those projects that have been accepted at PO (Project PO) level.

The FPP is an important document within SMART Call for Projects. It is used for the evaluation and the labelling of new SMART projects and is also the basis for the reporting and monitoring procedure if the project is given the SMART Label.

Notice:

The amounts or information given in the FPP must be adjusted to the needs of the SMART Organization and the requests of EUREKA as well as the involved Public Authorities. Specific information required by the individual Public Authority for funding purpose is not part of the FPP

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1. Introduction

This document provides guidance on how to prepare and submit a Full Project Proposal. For complementary information on the SMART program and rules please read:

- [Industrial Vision Statement](#)
- [SMART Rules and Regulations.](#)

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2. FPP format

Remember that to prepare and submit a SMART FPP proposal you should follow these steps:

1. Register on the [Proposal Submission Tool](#)
2. Fill in the FPP template that is available in the [Documents and Templates](#) section of the SMART website
3. Upload your proposal in pdf.

Consider that:

- The Project Outline must be written in English
- The proposer is recommended to fill in and adhere to the content's plan, as it is designed to ensure that all necessary information is collected and to allow a fair and equal comparison between proposals.

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3. SMART Key questions

Before writing a FPP, project partners are strongly recommended to ensure they have discussed the following key questions:

About technical aspects

- What are the main technical obstacles to be solved in order to ensure the success of the project?
- What is the competitive advantage of the proposed solution (performance, manufacturability, cost reduction, no other technical solution, etc.)?
- What are the technical threats?
 - Alternative technical solutions with their respective advantages and disadvantages,
 - Technical risks which may lead to failure of the project or product.
- Who will manufacture the device?
 - What are the existing facilities?
 - What additional investments are needed?

Can we consider sustainable issues in the proposal?

About the market

- Who are the competitors for the expected product?
- Who will be the end user(s)?
- How will they be involved in the project?
- What is the total market size?
- What is the accessible market for the partners?
- What is expected time to market?
- What is the time window before arrival of new technical solutions?
- What is the expected Return on Investment (RoI)?

Addressing these key questions will be very useful for writing a good FPP and will therefore increase its chances of success when evaluated by the SMART organization and the national funding organizations.

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4. Full Project Proposal content plan

1. Project one-page description (Max 1 page)

This part consists of a form to be duly completed, considering the following recommendations:

- Project reference: project number, acronym, submission date, full name, project coordinator, starting and duration and total costs.
- Consortium overview
- Proposal abstract: maximum 10 lines. It should provide a clear understanding of:
 - o The project's goal
 - o Steps to achieve it
- Correspondence to SMART Research and Innovation domains and sectorial Applications. Please refer to the [SMART Technology Roadmap](#)
 - o Core Research and Innovation domains (section 5 of [SMART Technology Roadmap](#))
 - o Application Sectors (section 3 of [SMART Technology Roadmap](#))

2. PROJECT OVERVIEW

2.1 RATIONALE OF THE PROJECT

2.1.1 Problem Statement and market value chain (MAXIMUM LENGTH 1 – 2 PAGES)

Introduce here the **problem that the project aims to solve**. Explain the current issues, limitations or bottlenecks of what currently exists, explain the needs you plan to satisfy or new demand that you intend to create.

Describe the societal, economic and/or technological challenges addressed by the project.

Also introduce the **market value chain(s)**. The market value chain is a representation of the various processes involved in producing products or services and delivering them to the market. It indicates where and how value is considered and created, and how the market actors in their respective markets can be profitable. It also describes the actors' strategies and relative positioning: it must show all the actors involved in designing, producing, distributing the products and/or services and the relationships among them. All the peripheral actors who can influence the market(s), through regulations, recommendations, indirect suggestions, etc., must also be included. Describe clearly the interfaces between these actors and define the customer – provider relationship(s) wherever relevant.

This subsection describes the context and background relevant to the project, in terms of technological and market status, not the project itself. It should convince evaluators that the project partners have a good understanding of the context in which they will be evolving, both technology- and business-wise

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2.2 Project innovation and technology value chain

(MAXIMUM LENGTH: 1 – 2 PAGES)

Describe the **specific objectives for the project**, which should be clear, measurable, realistic and achievable **within the duration of the project**. Objectives should be consistent with the expected exploitation and impact of the Project explained in following sections.

Present here a **brief view of the project innovations you are introducing: focus the description on novelty in terms of the state-of-the-art**. Innovation can include both technological, process, usage and business model innovations. Explain what the project brings to the table, how it differs from existing results and previous or current projects, products and services, how partners will be able to differentiate themselves from existing market actors and become competitive (or how they can create or reimagine a market). Remain concise in this section (cf. §2.2 and §2.3).

Introduce also the **technological value chain(s)**: main functions and building blocks required to create the new solution, as well as their interactions.

This subsection should convince evaluators of the novelty of the project proposal. It's expected to state how the described new project aligns with other EUREKA clusters or EU projects (ongoing or finished), if applicable.

2.1.3 Sustainability issues

(MAXIMUM LENGTH – 1 PAGE)

Information regarding sustainability issues should be included: how the results of the project will impact the final environmental impact ecosystem around the final product /process; which technology will impact on the sustainable results; any other issue relevant to stress the sustainable impact of the project.

2.2 TECHNOLOGY AND OUTPUTS

2.2.1 State of the Art (SoA) analysis

(LENGTH: UP TO 3 PAGES)

Describe the **current technological situation in the project domain with a technical state-of-the-art**, with regard to current products, prototypes and research results and trends, both on the industrial and academic sides.

It's also important to **relate to other similar projects, especially within EUREKA or EU (H2020)**. Evaluators may perform web searches about past or current projects being developed by the partners/other actors, with similarities to the submitted proposal. Therefore, it is recommended that the consortium makes a thorough revision of those projects providing a short description of how the proposed project relates to, and/or builds on and differentiates from them.

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It's also relevant to describe the **risk assessments derived from the technologies** tackled in the proposal and the actions/contingency plans to overcome them.

This subsection should convince evaluators that the project partners have detailed knowledge of the **technological background (and evolution)** in the targeted field. SMART considers the State-of-the-Art analysis as a key tool to clearly understand and steer innovation all along the project lifespan.

2.2.2. Technological Innovation regarding the SoA (LENGTH: UP TO 4 PAGES)

Clearly explain the **progress and technological innovation** proposed by your project, with reference to the current technology state-of-the-art. Explain what differentiates the project from other R&D efforts, how it builds on the SoA and which novelty it brings from a technological standpoint.

This subsection should convince evaluators that the consortium has sufficient insight into the **technological challenges** and proposes significant breakthroughs to further technological innovation and novelty.

2.2.3. Expected Outputs and quantified KPIs (LENGTH: UP TO 2 PAGES)

Detail the concrete final results of the project: give a clear description of what will be its actual set of outputs (novel algorithms, standards, open source libraries, implemented collaborative framework, demonstrator, product prototype, new service based on e.g software, a wearable device, etc.). The description should be detailed enough to give a clear picture of what will be generated, including the core functionalities and levels of maturity.

At the end of the project, the results will be confronted with the content of this subsection (potentially updated through Change Requests). **A poor description will be considered as a lack of expected results, or as significant uncertainty about what will be delivered: clarity is therefore highly recommended here.**

The requested description must focus on tangible, realistic and credible outputs that will be developed within the project (if the project extends existing solutions, then clearly clarify the specific contributions of the project) and available at project closure, i.e. demonstrated at the final project review.

The consortium will have to identify KPIs (Key Performance Indicators) that will be used to measure the achievements objectively. **These KPIs must be SMART (Specific, Measurable, Achievable, Relevant and Timely), must have an initial (State of the Art) value and a target value.**

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The KPIs will enable the consortium and evaluators to measure during the course of the project the progress achieved towards the goals.

Risks identification and assessment will be a key point at the FPP stage, so it is advisable to try **to identify relevant risks and provide mitigation measures to overcome them.**

This subsection should convince reviewers that a clear analysis and quantification of project progress will be possible during the project lifetime.

2.3 TARGETED IMPACT

2.3.1. Market Analysis

(LENGTH: UP TO 2 PAGES)

Present here a **detailed market analysis** that is focused on the actual markets targeted by the project partners. Present market trends (e.g. graphics and figures), main products, describe the landscape in terms of competing or alternative solutions (companies, products...), the situation in Europe vs. US and Asia, etc.; provide figures whenever possible. Use up-to-date data or comment on outdated information (e.g. forecasts of several years ago). Do not rely solely on current market situations but consider also predictions and estimates of future growth from the latest studies.

Describe the **existing or announced industrial products or services in the project domain**. Explain which competitive advantages the market leaders have and how differentiation could be achieved towards them.

Detail why smaller actors are restricted to low market share (e.g. targeting niche markets or competitiveness issue) and how volatile the market currently is (are there more and more actors or is it the opposite? In the latter case, does it derive from market consolidation or from competitors dying out?).

Present existing and potential and/or forecasted competitors (risk analysis). Do not hesitate to introduce Porter's five forces model of competition to describe (on top of the current industry competitors) not only suppliers and buyers, but also potential new entrants as well as threat of substitutes.

This subsection should convince evaluators that the project partners have a clear and detailed understanding of the market they are targeting, including not only the current situation but also the current trends, forecasted evolutions and potential threats.

2.3.2. Consortium Market Access

(LENGTH: UP TO 4 PAGES)

Describe how the introduced innovation will help achieve competitive advantage. Explain the expected business impact of the project with respect to the competition (see §2.3.1). Each of the

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partners (except for the academics and research centres) should clearly identify its markets, opportunities and how it intends to profit from them.

SMART projects are designed to enable organisations to achieve leadership positions in the value chains addressed as part of the programme. As such, **information should be provided in relation to potential IP, opportunities for company development (especially SMEs), along with an analysis of the market State-of-the Art and competitor positions in the market leading to an understanding of how the outcome of the programme will enable leadership in the applications or systems served.**

Detail **how the partners will exploit the actual project results after the project end.** When possible, briefly discuss a timeline for commercialising the project outcome (keeping in mind that funded projects may not directly develop products or services): indicate the most relevant technology deployment time range, i.e. short-term (less than two years after project closure), mid-term (two to four years) or long-term (five years or more) that can be expected.

NB: while ambition is at the core of competitiveness, it is also important to remain realistic and credible with regards to the partner targets and capabilities.

Detail also in this section the global strategy deployed towards achieving the exploitation goals, for instance (and when relevant) through:

- Standardisation: Standardisation should be seen as a way to enable exploitation plans, e.g. by enabling a market to take off, by helping integrators to embrace the proposed technology, by counterbalancing proprietary solutions of leading competitors, etc.
- Intellectual Property: An efficient and strategic knowledge management including the safeguarding and protection of the intangible assets through Intellectual Property Rights (IPR) and confidentiality is a critical part of exploitation.

Dissemination: Dissemination and exploitation measures should address the full range of potential users and uses including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training.

Consider here **dissemination towards customers, communities (industrial, scientific, etc.), incl. communications, seminars, workshops, conferences, papers, courses, etc.** Dissemination must be seen as a tool to make potential customers or partners aware of the project achievements and results, within and outside the organisations participating in the project.

Define and justify a dissemination strategy actually supporting and having impact on the project, i.e. justify the choices made (e.g. why selecting given workshops rather than others). Indicate how the project results will be disseminated in the course and at the end of the project, i.e. by means of (e.g.) presentations in workshops and conferences, publications, etc.

If fast exploitation is expected, explain what exactly is targeted, and how the consortium intends to achieve these goals.

This subsection should convince evaluators that the consortium is credible, legitimate and relevant to address the market and to exploit the project results (if successful) to generate business (i.e. that

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it can have an impact on the market). This subsection should be market oriented and should only focus on the long-term goals of the project (i.e. what is expected to be achieved thanks to the project outcomes, i.e. after the project closure).

2.3.3. Impact of the Project on the Overall Goals of SMART (LENGTH: UP TO 1 PAGE)

SMART has at its core the following goals:

- To reinforce and enhance existing strengths in Europe by focusing on areas where Europe has strong leadership
- To close gaps across the European value chain for the implementation of advanced manufacturing technologies, from technology providers to end users - thereby stimulating the European Manufacturing market as a whole.

The consortia should identify how the successful conclusion of the project will contribute towards some or all of these overall SMART goals.

2.4 CONSORTIUM OVERVIEW

2.4.1. Cooperation added value: Business level (LENGTH: UP TO 2 PAGES)

Position the consortium partners in the market value chains as described in §2.1.1. **Explain the business rationale behind the consortium composition, providing convincing elements regarding the consortium legitimacy in terms of the business:**

- describe the core idea motivating the partners to collaborate and explain how this consortium helps them achieve their business goals;
- describe the benefits foreseen for each partner, for each participating country;
- describe the potential return on investment (Investment in R&D, generated business-money & employment, production volumes, unit price...)
- describe how the cooperation is adding value;
- explain why the international collaboration (and in particular the SMART programme) is a good way to reach the targets;
- in the event that the consortium does not cover the whole value chain for the respective markets, explain why this is not an issue for the project, and how the consortium intends to overcome this missing link.

In any case, **it is strongly recommended to involve (directly or indirectly) end-users and potential future costumers in the project**, and to set up (whenever possible with these end-users) strong business cases which will derive in business-oriented demonstrations.

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This subsection should convince the evaluators that the consortium has enough business power to have an impact on the market and on the specific activity of the partners involved in the project.

2.4.2. Cooperation added value: Technology level

(LENGTH: UP TO 2 PAGES)

Describe **who among the partners will achieve the technological innovations and detail the technological added value of the consortium collaboration**. Focus on unique selling propositions that generate value.

Explain the **interactions between the key technology-oriented players**. Refer to the value chain explained in §2.1.2, and position the partners in that chain while underlying their specific role, added value and relevance here.

Explain the technological rationale behind the consortium composition:

- describe the core idea motivating the partners to collaborate and explain how this consortium helps them achieve their technological goals;
- describe what the key partners bring in, how their expertise is complementary, i.e. what makes them relevant partners.

Inactive, ‘sleeping’ partners must be avoided, both with respect to business and technological development.

This subsection should convince the evaluators that there is enough R&D competence in the consortium, the consortium appropriate, and that value will be created from a technological point of view.

2.5 PARTICIPANTS INFORMATION

2.4.1. Legal information and technical contact point for the Co-ordinating Partner

Fulfill the table (Form C) with the data corresponding to the Coordinating partner.

Stand-alone Form C template can be downloaded from the website. Please collect completed & signed Forms C as early as possible to have them reaching SMART Office on time

2.4.2. Legal information and technical contact point for Other Project Partners

Fulfill the table (Form C) with the data corresponding to each participating partner.

Stand-alone Form C template can be downloaded from the website. Please collect completed & signed Forms C as early as possible to have them reaching SMART Office on time

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2.5 CONSORTIUM TABLE

Complete the Consortium table providing the following data for each participant:

- Short Name
- Status (C: coordinator; P: partner; SC: subcontractor)
- Country: Origin country
- Type of partner: LE: Large company; SME: Small & medium Enterprise; RTD: research institution; U: University
- Main role in the Project: e.g. “System manufacturer”, “Component manufacturer”, “Technology provider”, “End User”, “System Tester”...

3 IMPLEMENTATION - DESCRIPTION OF PLANNED WORK

3.1 PROJECT STRUCTURE

(LENGTH: UP TO 2 PAGES)

Provide a **global overview of the technical work to be performed and of the Work Breakdown Structure (work packages) envisaged towards it**. Use diagrams where possible and do not hesitate to separate the hierarchical view (organisation of WPs and tasks in a tree) from the process view (e.g. interdependency between WPs, yearly processes, etc.).

Explain the interfaces and interactions between work packages, and between consortium members.

Justify how the project structure supports the project objectives. Provide a PERT graph or similar to represent this project structure.

Consider: gender issues. Is gender balance considered? Will this project impact gender equilibrium in the manufacturing industry?

This section should convince the reviewers that the project structure helps the consortium achieve its goals.

3.2 WORK PACKAGES OVERVIEW TABLE

Complete the WP table with information about:

- WP's number and title.
- WP Coordinator: name of the WP coordinating partner
- Person Months: total number of person months deployed for each WP by the participating companies.

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- Start month: date (M0, M1, M2...,) regarding the project starting date when each WP is expected to start.
- End month: date (MN) regarding the project starting date when each WP is expected to finish.

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3.3 WORK PACKAGES DESCRIPTIONS

(RECOMMENDED LENGTH: UP TO 24 PAGES)

For each Work Package (WP), **make use of the table provided (see next page)** and describe the following information in detail:

- the timeline;
- the starting point, objectives and expected results;
- the WP tasks;
- the detailed contributions of the partners involved in the WP;
- the type, content, confidentiality and planned delivery date of deliverables.

Deliverables can be:

- either textual deliverables, i.e. documents (pdf, docx, etc.) (cf. “Doc.” in the second column of the deliverable tables);
- or demonstrators, pilots, prototypes, designs, components, software, etc

Make sure deliverable titles (descriptions) are self-explanatory. Detail also in the appropriate tables the task descriptions, the contributions per partner (every partner that indicates costs and effort on a given WP should have a proper description of its contribution in the related table) as well as the WP deliverables.

Refrain from planning too many deliverables and look for quality and relevance rather than for quantity: avoid duplicating the textual deliverables with different versions and report in this proposal only deliverables that are relevant at the overall project level. It is thus recommended to avoid defining more than 20 textual deliverables (except when it is highly pertinent and properly justified) and to focus on a reasonable and limited set of deliverables.

It is highly recommended to provide during or at the end of the project a public deliverable consisting of an update/extension of the State-of-the-Art described in the project proposal.

This section should convince the reviewers that the planned work is precisely known and that the roles and contributions of each and every partner are clearly defined.

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WP DESCRIPTION

Work-package n°	WP	Duration ⁱ	[00]	Start month		Total person-months	
Title							
Participants (short name)							
Person-months per participant							

Objectives:

Description of the work (tasks level):

Task 1.1 (Task leader and task participants)

Task 1.2 (Task leader and task participants)

....

Deliverables

ITEM	Description	Due date
		T ₀ +
		T ₀ +
		T ₀ +

Milestones and expected results:

	Due date
	T ₀ +
	T ₀ +

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3.4 LIST OF MAIN MILESTONES

A milestone should represent a significant intermediate achievement, a date by which major results form the basis for a subsequent phase of work (e.g. integration of some key components, process simulation, monitoring system implementation, or end-user validation, etc.), or by which decisions are needed (for example, concerning which of several technologies will be adopted as the basis for a subsequent phase of the project).

Major demonstrations should also be considered as project milestones.

Use the following table for explaining the main milestones:

Milestone				
No	Milestone name	Related WP	Estimated date	Means of verification
			T ₀ +	
			T ₀ +	
			T ₀ +	
			T ₀ +	
			T ₀ +	

3.5 PROJECT PERIODIC REPORTS

Please, indicate in the table below due dates for submission of Project Periodic Reports to SMART.

Project Periodic Report	T _{0+y1}	T _{0+y2}	T _{0+y3}	T _{0+y4}
PPR1	xx.xx.xxxx			
PPR2		xx.xx.xxxx		
PPR3			xx.xx.xxxx	

T₀ = Planned Starting date of the Project

T_{0+yx} = T₀ + 1 Year from the previous report due date

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4 COST INFORMATION TABLE

Cost and relevant personnel effort per year and per partner must be presented with the requested breakdown (personnel, equipment, subcontracting). Costs must be preferably expressed in K€ (Thousand of EUROS) and personnel effort in person-months.

To avoid double work, use the provided excel template to complete the financial data and paste a copy of it in the word template. However, send the original Excel document together with your FPP

The figures in this section must match with those overview figures given in section 1 “Proposal One-Page Description

Subcontracted entities must appear as another partner with no values for labour or costs; those figures must be included in the subcontracting entity’s line within the “sub Contract K €” box. A separate explanation must be provided about the subcontracting breakdown in section 4.3.

5 CONTACT WITH NFAs

It is mandatory that all the applicants (coordinator and participating companies) contact their respective National Public Authorities representatives and Agencies, informing them about the intention to submit a FPP to the SMART Call and checking with them any particular national requirement that the national calls identifies.

It is also the responsibility of each consortium to check that any national eligibility criteria are conveniently accomplished.

SMART Cluster office can provide information and suggestions about the National Programme Coordinators, Agencies, National Calls and any other support requested by the applicants.

Information on NFAs and contact persons is available at <https://www.smarteureka.com/en/submit-your-proposal/funding-and-countries/>

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4. When to submit a Full Project Proposal?

There is no obligation to submit a FPP in the same call as the one in which the PO was submitted.

Also, it is possible to present a FPP without having gone previously through the PO Stage. If this is the case, the consortium must inform about this situation and before the FPP deadline, both to the SMART office and to the National Funding Agencies of the countries involved in the project.

Not all the EUREKA countries supporting SMART Cluster allow this direct FPP stage (without PO).

It is strongly recommended to those applicants willing to present a direct FPP stage, to check it first with the SMART office.

SMART Calls Calendar can be found on SMART website (www.smarteureka.com).

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5. How to submit a Full Project Proposal?

Proposers are requested to submit their Full Project Proposal (FPP) preferably as a Word document to projects@smarteureka.com.

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6. Original documents to be sent in parallel of the FPP

6.1 Participant Profile

Each partner within the project consortium has to provide this document in original form, duly signed by an authorized representative. Aim of this form is to ensure that all the information mentioned in the FPP (mainly when it is sent by e-mail) is exact and that legal representatives of the involved organizations have agreed on their participation into the project as described in the FPP.

This also applies for Associated Partners if any.

6.2. Declaration of Acceptance (for all SMART Partners)

Each of the consortium members participating to a SMART project has to sign a Declaration of Acceptance (DoA). By this DoA, the project partner confirms he accepts and will fulfil the SMART rules laid-down in the SMART Regulations Book if the project he is participating to, receives the SMART Label.

This also applies for Associated Partners if any.

Very important: These documents must be addressed to the SMART Office (with copy to the Project Co-Ordinator) as soon as possible and at least within 2 days after the FPP has been submitted.

6.3. Financial Template

The Excel Sheet used to fill in sections 4.1 and 4.2 of the FPP must be sent together with the FPP.

SMART

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7. Acknowledgement of receipt

Once a proposal has been received by the SMART Office, an acknowledgement of receipt will be sent to the coordinating contact person within the proposal who is requested to distribute a copy to his partners.

This acknowledgement of receipt contains the following information:

- Mode and date of reception by the SMART Office
- Confirmation of the call number in which the proposal has been submitted
- Date at which the proposal will be evaluated

Date at which evaluation results will be available

8. Key recommendations

Each SMART Project needs to fulfil the EUREKA criteria. A SMART project meets the EUREKA criteria if it:

- is a hi-tech, market-oriented R&D project
- involves at least 2 industrial partners from two different member countries of EUREKA
- aims to develop a cutting edge, civilian product, process or service
- is funded by the partners themselves, who receive public funding from their national governments.

It is also strongly recommended to have a financially well-balanced consortium: this means that the total budget for one country must not exceed 66 %.

9. Consortium Agreement

After the SMART labelling, a Project Consortium Agreement (PCA) must be signed by all partners. This document details the co-operation between the project partners (contractors and subcontractors, where applicable). For some Public Authorities, the PCA - signed by all partners – is a prerequisite for funding.

i In months

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