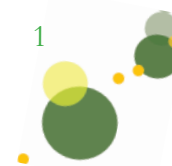# Main weaknesses, their improvement possibilities and main strengths highlighted by evaluators
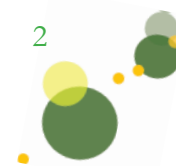
Criterion: Excellence

Main weaknesses in proposals	How to improve	Main strengths in proposals
• Lack of novelty • Lack of originality • Lack of clear objectives • Lack of credibility of the proposed approach • Ambition • Poor description of the state-of-the-art • Lack of precise indications of the advancements proposed • Low TRL • Lack of clear cost calculations • Not fully covered scope of call • Relation to the call • No link to industrial activity • Short explanations • Lack of tangible previous results specification • Repetition of already researched areas	• Elaborate on evaluation criteria • More interdisciplinary expertise • More clear description • More emphasis on impacts of technical features to business model • Close cooperation with NCPs • Wider point of view of excellence • Include more sub-criteria under excellence • Encourage new ideas • To have business or market related persons involved in writing • Feasibility study should be attached • To be more innovative • More focus on the state-of-the-art and proof of concept • Shorter writing and more precise information • Better guidelines on how to understand the scope of the call • Having the practical experience and know how in the field	• Objectives and methodology • Partnerships • Very detailed information - Relevant goals • Transdisciplinary considerations • Innovation potential • State of the art • Clear stated technical issues • High quality and linkages with previous or existing initiatives • The links with the Environmental EU / global challenges on energy/climate change • Ability to complement across countries and institutions • Concise, accurate and complete presentation

Criterion: Impact

Main weaknesses in proposals	How to improve	Main strengths in proposals
• Lack of quantification of the expected impacts. All the expected impacts described in the topic not taken into account. • The impacts are not relevant and real. • Expected impacts are not derived and justified on previous results. • Lack of credibility, very optimistic impact section. Not focusing enough, using general descriptions. • Doubtful effectiveness of the proposed measures to exploit and disseminate the project results. • Dissemination of project results is not addressed adequately and not clearly explained. Sometimes dissemination confused with communication or exploitation. • Repetition of required impact from the call without development appropriate to the proposal contents. • Not understand that the impact is related to the particular concept, nor to the call fiche. • Weak elaboration of business and market perspectives, e.g. potential market volumes. • Lack of financial figures and business models. • Lack of credible exploitation through a convincing commercialisation plan.	• Plan very concretely and precisely. • Include more sub-criteria. Give more detailed explanations about the criteria. • Define all relevant details in objectives with e.g. three headlines: technical, commercial/financial and market issues. • Quantify the impact. • Use financial figures. • Use clearer expectations for impact dimensions (clearer "cause-impact" relations). • Justify as much as possible the relevant characteristics of the solution, using also quantified data, clearly presented, as for example costs vs the other solutions. Indicate e.g. clear sales expectations/profits/investments/jobs for the next 3 to 5 years. • Prepare an excellent dissemination plan (with diverse dissemination measures). • It is not sufficient to reference a part of the work programme but to point out which particular effect will be generated by the project. • Avoid copy paste of call fiche impact topics and concentrate on the impact of the proposed development.	• Accurate, sharp and clear structure. • Clear outcomes and benefits of projects and targets definition. • Some proposals (higher TRL levels) showed clear business plans. • The expected impacts listed in the work programme under the relevant topic (Call impact). • Dissemination, communication and exploitation section well elaborated. • Dissemination plan is clear with many avenues for dissemination (i.e. not just publications). • Well-planned and diverse dissemination measures. • Usually the proposals are well addressed to a necessary impact. • Proposals generally seem to be aware of what a genuine impact is. • A good management structure with WPs/deliverables/milestones that are well explained. • Environmental impacts are almost always well written. • Most of the proposals attempt to maximize their impact by cooperating with a wide and large partnership, over multicentre areas.

Criterion: Impact (continuation)

Main weaknesses in proposals	How to improve	Main strengths in proposals
• The local /regional end users are not identified and the cooperation with them is not planned from the beginning of the project. • Relatively low implication of policy makers and/or SMEs in the proposal, which has the potential of negatively affect the applicability of the projects. • Lack of suggestions for changes in policies. • Lack of effective measures on territory/decision making processes. • Strengthening the competitiveness and growth of companies is rarely addressed in the proposals missing market details: which markets, size of specific product group concerned, pricing details, missing global focus or details. • Weak analysis of competition, segmentation and poor business plan to justify the potential growth. • Insufficient concrete information about the environmental savings (i.e. kWh less electricity consumption, less waste products in tonnes / year, less amounts of water in m3, etc.). • The European dimension is typically rather weak. • Vague IPR management.	• Industrial uptake of research results is good to describe at greater length. • Include collaboration with international institutes and SMEs, important is also collaboration with industry representatives. • Discussions on impacts should be more firmly grounded with direct references to industrial processes that may utilize the outputs of the project. • KPI's should be jointly developed with industry; only industry (e.g. the PPP or JTI industry circles) is able to estimate market impacts. • Is good to involve someone of the business or sales areas in the company (or external advice) in the writing of the proposal and not just researchers. • Encourage suggesting specific actions and policies to be implemented by governments and political institutions. • Ask for evaluation of impacts (by professionals). • Ask NCPs for cooperation and consultations. • See guidelines and specialized trainings (e.g. IPR Helpdesk).	• Regarding SC5 in SME instrument: the business impact for the companies is typically very well described. • Analysed every single impact of the call. • The direct link with the environmental EU and Global policies; impact expected on making energy cheaper/more efficient/sustainable technologies, impacting in the future the quality of citizens life, contributing to improve the values of the democracy through the balanced access to the energy. • Those proposals which focus on limited impact categories and/or addressing very important societal problems. • The criterion covers all aspects of impacts (scientific, social, economic, etc.) • Technical references, like IP, patents etc. are clearly given in proposal.

Criterion: **Implementation**

Main weaknesses in proposals	How to improve	Main strengths in proposals
• Risk management and analysis • Weak/complicated management (copy-paste management structures should be adjusted to projects real needs) • Consortium composition, geographical coverage and multi disciplinarily • Does not address the call very well • Open data, public deliverables missing • Too ambitious/ modest proposals. Better less things, but well accomplished. • Work plan is not realistic and there is no flexibility (e.g. some activities very dependent on one partner) • Budget issues (poor description, unbalanced) • Confusion what is meant under implementation - results in generic answers. At the same time too much text and details result also in failing to address the criterion.	• Clearly correlate this Section/ Criterion to the contents of the two previous ones. • Provide integrated tables highlighting the allocation of tasks and resources per Beneficiary/ Partner and indicating the responsible(s) for each Objective of the Project. • Realistically define the durations of the phases of implementation of each task/ activity. • Clearly allocate/ assign activities to Beneficiaries and analyse the correlations between Work-Packages and Tasks. • Describe tangible Deliverables and correlate them in a balanced way between tasks/ activities. • Provide specific Milestones and allocate them in a balanced way throughout the phases/ duration of the project. • Provide precise Person-Months and time-allocation for each Beneficiary, matching well their respective tasks/ activities within the project. • Describe contingency measures for potential risks/ adversities • Detail and justify costs of resources/ human-power/ instrumentation per Beneficiary. • Utilize well-adopted "project management practices", such as "well-defined roles of Coordinator and WP/Task Leaders", "Meetings", "Advisory Groups", "Steering Committees", etc.	• Clear and concrete description of Work-Packages, Tasks and activities, with clear and balanced allocation to the Consortium. • Highlighting of the complementarity and synergies of the Beneficiaries and partners in the Consortium. • Clear, balanced and justified allocation of budget and resources. • Showcasing the proper expertise of the participating persons and teams for each task/ activity. • Description of a dedicated "Project Management" Work-Package, as well as other dedicated WPs to Dissemination, Communication, etc.