



Preparing a successful proposal

2023 CEF Energy Call – PCI Studies and Works

Virtual Info Day – 12 May 2023

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Overview

- Terminology
- Quality of proposal – tips and examples
- Applicant's Checklist

Terminology



TEN-E Regulation of
2013 and 5th PCI List

- **PCI:** Project of Common Interest - Energy infrastructure projects located on one of the 11 priority corridors. Ex: **10.12** Green Switch
- **Project:** The term ‘project’ used in the call text/application form synonymous to the term ‘action’ used in the CEF Regulation (article 2)
 - Article 2 (CEF Regulation 2021/1153): “action” means any activity which has been identified as financially and technically independent, has a set time-frame and is necessary for the implementation of a project.
- **Work Package:** a Work Package (WP) is a major subdivision of the project
 - Ex: Project Management, Preparation of Detailed Design and Tender Documents, Construction of substation
 - WPs can run in parallel and/or be sequential

Terminology

Part B of application form

Section 6: WORK PLAN, WORK PACKAGES AND TIMING

Work Package 1: WORKS: Construction of OHL between A and B					
Ensure consistence with: STUDIES: EIA studies					
Duration:	M X - M X	Lead Beneficiary:	1-Short name		
Objectives Describe the objective of the work package and how it contributes/relates to the overall and specific objectives of the project. State if there are links to other work packages (or conversely that there are no links to any other work package).					
▪					
Activities (WP description) Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task. Provide quantitative information (dimensions, capacity of infrastructure, etc). Mention for each task links with tasks planned under other work packages. Flag tasks which are on the critical path. Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating in bold the task leader. Add information on other participants' involvement in the project e.g. subcontractors. Complete the column on subcontracting. Subcontracts must be awarded using your usual purchasing practices – provided that they ensure best value for money and no conflict of interests. If you are a public procurer ('contracting authority/entity' within the meaning of the EU Directives on public procurement), you must also comply with the applicable national law on public procurement." Note: The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		Subcontracting (Yes/No and Percentage of the task that will be subcontracted).
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	WORKS: Detailed design documentation				Yes (100%)
T1.2	STUDIES: EIA decision for substation				Yes (80%)

- **Task:** contracts
 - You need to estimate percentage of subcontracting per task
 - Recommendation: do not define sub-tasks

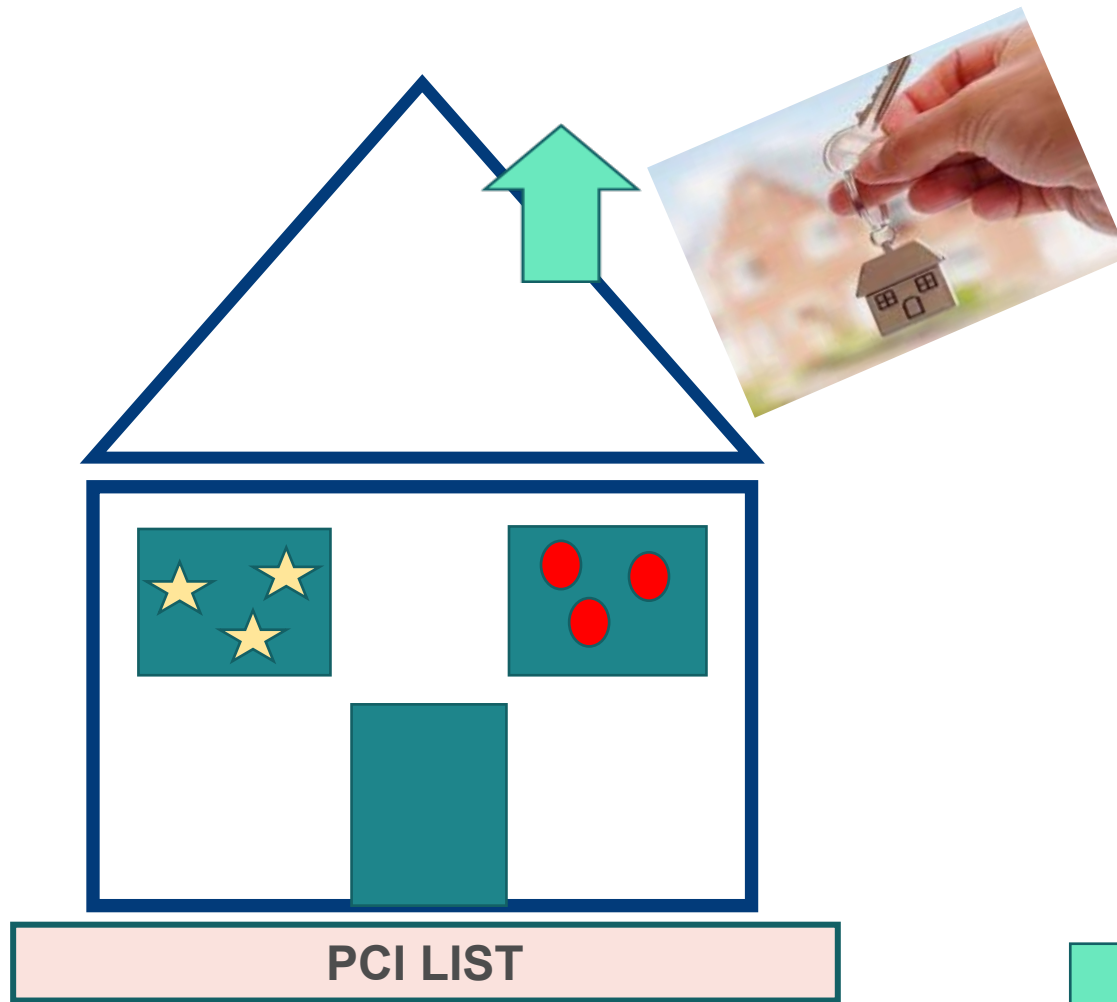
Terminology



- **Milestone:** major control points in the project that help to chart progress
 - **Works:** publication of a tender, signature of contract
 - **Studies:** start of EIA procedure, approval of OHL design
- **Deliverable:** project output (may not be linked to Milestones)
 - **Works:** engineering design, commissioning of the transmission line
 - **Studies:** final detailed design, building permits issued by competent authority



It's like building a house!



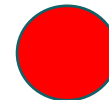
Project



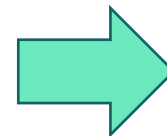
Work Package: Construction of OHL, EIA, Preparation of Tender Documents



Tasks: hardware updates, technical supervision services



Milestones: Launch of tender for X, contract signature for Y



Deliverable: engineering design, commissioning of the transmission line

Quality of proposal

Who will read your application?

- Evaluators:
 - will have many proposals to evaluate
 - they are usually not English native speakers
 - may have limited background on your proposed project



Quality of proposal

What is the reader looking for?



1. Simple language

- Be concise. Avoid jargon and do not take any background knowledge for granted.

2. Clear and specific

- Clearly demonstrate how your proposal addresses the award criteria as indicated in the call text. Be as specific and clear as possible. No assumptions or requests for additional information will be made.

Quality of proposal



3. Consistent

- Information in one part of the application matches the information in another (annexes)
- Gantt chart is consistent with the work package dates, milestones etc.
- Information is presented in a logical way and avoid repetitions

Ex: administrative procedures are presented in chronological order in the work package table. The EIA precedes the permit for construction, basic study finalised before design study starts

Quality of proposal

Project's Scope

What

- What is the Project about?
 - Works:** Construction of OHL, Construction of a substation
 - Studies:** Feasibility Study, Preparation of permitting documents
- What are the technical parameters of the project?
 - Works:** +/-100km of 320kV double circuit OHL between X and Y,
 - Studies:** technical feasibility study for the CO2 transport infrastructure capable of delivering over X Mt/y of CO2 from emission sources

How

- How will the Project's objectives be reached?
 - WPs, Tasks, Milestones, Deliverables

Quality of proposal

Project's Scope

Who

- Who will carry out the project?
 - tasks will be carried out by internal and external resources.
 - Subcontracting per WP (Public Procurement)

Why/Results

- What are the expected results of the project?
 - **Works:** the construction of a double circuit 320 kV OHL
 - **Studies:** final procurement documents, approval of permitting documents.

Quality of proposal

Work Packages

What

- What are the objectives of the WP?
Works: commissioning of substation
Studies: preparing the documentation for EIA

Clear WP name matching its description



Tasks, Milestones and Deliverables

- What are the tasks in the WP?
 - **Works:** Supervision of the construction
 - **Studies:** EIA decision for substation
- What are the Milestones?
 - **Works:** signature of contract
 - **Studies:** start of EIA procedure
- What are the deliverables?
 - **Works:** report on the completed construction works
 - **Studies:** building permits issued by competent authority

Quality of proposal - examples

Milestones

3 Rules of thumb



1. Each work package should have at least 2 milestones START → END.
2. Work packages lasting >1 year, ideally at least one milestone every 12 months.
3. Means of verification should be reliable and realistic.
 - Ex: Written notification of the contractor to the beneficiaries, Publication of the notice of the tender in the OJEU, Contractor's progress report approved

Quality of proposal

Part B of application form

Section 6: WORK PLAN, WORK PACKAGES AND TIMING

Milestones – Example (Studies)

Work Package 1: Preparation and submission of planning application to competent authority	
Duration: M1 - M12	M1 - M12
Lead Beneficiary:	X

Each Work Package should have at least 2 milestones START → END.

Milestone No (continuous numbering not linked to WP)	Milestone Name	WP No.	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	Start of the preparation of planning application to the competent authority	1	X	The beneficiary kick starts the procedure for the start of the preparation of the planning application	M1 01/01/2023 START	Minutes of meeting by beneficiaries
MS2	Submission of the planning application to the competent authority	1	X	The beneficiary submits the planning application to the competent authority	M12 31/12/2023 END	Receipt of acknowledgement by competent authority

Quality of proposal

Part B of application form

Section 6: WORK PLAN, WORK PACKAGES AND TIMING

Milestones – Example (Works)

Work Package 1: Construction of 320 kV transmission line between X and Y	
Duration:	M1 - M24
Lead Beneficiary:	X

WP lasting >1 year

Ideally at least one milestone every 12 months

Milestone No (continuous numbering not linked to WP)	Milestone Name	WP No.	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	Kick-off meeting on implementation of 320kV line	1	X	The beneficiary holds a kick-off meeting	M1 01-01-2023 START	Management Board minutes
MS2	Start of tendering procedure	1	X	The tender documentation was approved by the beneficiary. The procedure in the OJ was launched	M12 01-01-2024 INTERMEDIATE	Publication of the notice of the tender in the appropriate media
MS3	Commissioning of the 320kV transmission line	1	X	The construction contractor informs the beneficiary that 100% of the works have been done	M24 01-01-2025 END	Signature of the deed

Public procurement



To keep in mind

- **All** contracts must comply with EU law (sound financial management, best value for money, no conflict of interests, transparency, equal treatment etc.)
- Depending on your status (public or private): to establish whether a proposed project is to be implemented in compliance with EU law on public procurement. Check relevant Directive.
- Be aware:
 - procurement is verified at payment stage
 - non-compliance leads to rejection of costs or reduction of support.

Public procurement (II)

Part B of application form

Section 2: Maturity

Section 6: WORK PLAN, WORK PACKAGES AND TIMING

2.2 Status of contracting procedures and authorisations, approvals and permits

6.2 Work packages and activities

Contracting procedures
Procurement in general <i>Indicate the project maturity in terms of procurements needed.</i>
Insert text Present
Contracts awarded before submission of the proposal <i>For each work package/task, explain the contracts already awarded, their typology and status. For public procurers, specify which procurement method has been selected (e.g. EU-wide or national; open, restricted or negotiated, etc). For private companies, please specify best value for money. Where applicable, indicate the starting dates of the awarded contracts.</i> ⚠ Please note that we do not check or validate the procurement method you chose. The procurement must be in compliance with the provisions set out in the Grant Agreement and compliance may be checked later on (in checks, reviews, audits or investigations).
Insert text Past
Contracts planned during implementation <i>For each work package/task, explain the contracts planned, their typologies and status. For public procurers, please specify which procurement method will be selected (open, restricted, negotiated, EU wide or national). For private companies, please specify best value for money. Where applicable, please indicate the start dates of the awarded contracts.</i> ⚠ Please note that we do not check or validate the procurement method you chose. The procurement must be in compliance with the provisions set out in the Grant Agreement and compliance may be checked later on (in checks, reviews, audits or investigations).
Insert text Future

+ Work Package 1: [Name, e.g. Project management and coordination]					
<i>Ensure consistence with the detailed budget table per WP/calculator (if applicable) (n/a for pre-fixed Lump Sum Grants)</i>					
Duration:	M X - M X	Lead Beneficiary:	1-Short name		
Objectives <i>. Describe the objective of the work package and how it contributes/relates to the overall and specific objectives of the project. State if there are links to other work packages (or conversely that there are no links to any other work package).</i>					
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Task No (continuous numbering linked to WP)	Task Name	Description	Participants		Subcontracting (Yes/No and Percentage of the task that will be subcontracted).
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1					
T1.2					

Permitting

Part B of application form

Section 2: Maturity

2.2 Status of contracting procedures and authorisations, approvals and permits

Authorisations, approvals and permits (for Works topics)			
<i>Indicate the general project maturity in terms of authorisations, approvals and permits needed.</i>			
Insert text			
Authorisations, approvals and permits (including environmental)			
<i>For each work package/task, list the authorisations or approvals needed (at governmental, regional, local level, including environmental approvals, right-of-way, state aid notification/decision, etc.) and their status and expected timeline.</i>			
<i>Risk factors and mitigating measures (alternative solutions) if the authorisations are not obtained in time should be described in section 3.4.</i>			
Task No	Type and Description	Status	Date of award
T1.1	Authorisation for ... from XXX for task XXX	planned/requested/ received	[MM/YYYY]
Building permits			
<i>For each work package/task, provide information on the building permits which must be obtained.</i>			
<i>Describe what the permit is for, the authority concerned, the size (land surface) and the kind of works concerned.</i>			
<i>Indicate their status timeline.</i>			
<i>Risk factors and mitigating measures (alternative solutions) if the permits are not obtained in time should be described in section 3.4.</i>			
Task No	Type and Description	Status	Date of award
T1.1	Permit for ... from authority XXX for task XXX	planned/requested/ received	[MM/YYYY]

Past and Present

Future

Resources


3. QUALITY

3.1 Cost effectiveness and financial management

Cost effectiveness *(n/a for prefixed Lump Sum Grants)*

Describe and justify the level of resources needed for implementing the project.

Justification of Resources

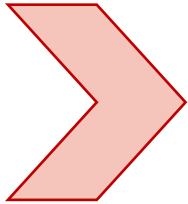
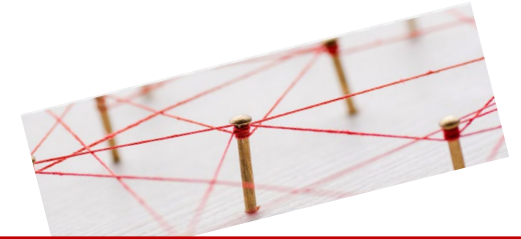
- Ensure the resources are proportionate to the WPs that are being carried out
- Project management costs should not exceed 10% of total project costs 
- Clarity on decision making processes, readiness of the company to implement the project. Show that the team, accountancy, financial controlling and budgetary execution are all established.

Risks

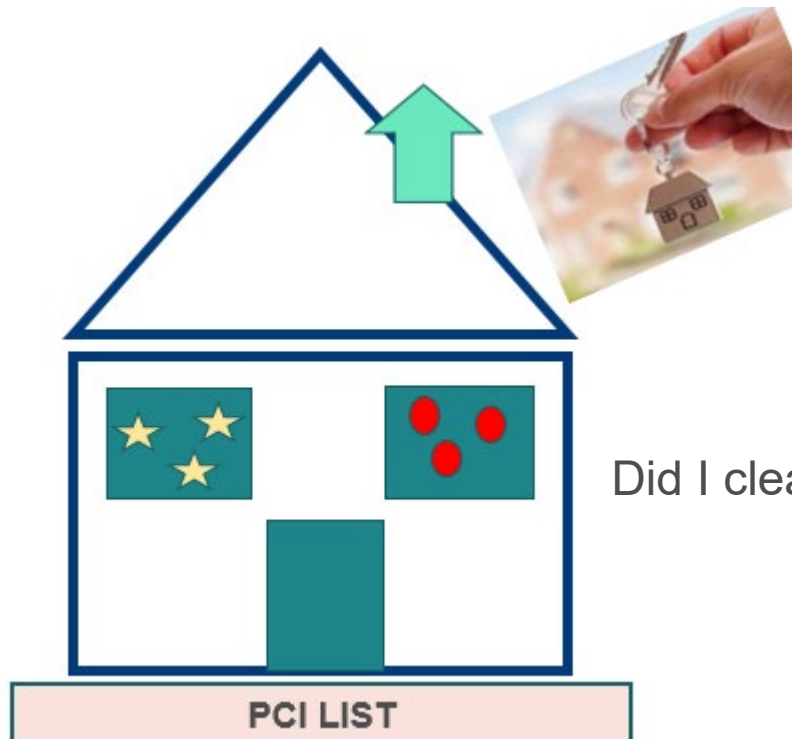
Clearly identify risks and mitigating measures targeted to the project concerned

Risk assessment grid			
<i>Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them. Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures. Note: Uncertainties and unexpected events may occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.</i>			
Risk No.	Description	WP No	Proposed Risk Mitigation Measure
1	Increase cost of building materials	WP1, WP2, WP3	Carry out market analysis and ensure appropriate contractual provisions. Likelihood: High
2	Delays may be experienced due to the severe weather conditions	WP2	Carry out regular reviews of planning schedules and adjustment to the conditions Likelihood: Low
3	Delays in procurement procedures caused for example by appeals made by bidders.	WP1, WP2, WP3	Ensure to prepare tendering documentation which is as clear and precise as possible, in order to minimize likelihood of questions from the bidders. Generally, there are no other possible actions to be taken in order to decrease duration time. Likelihood: Medium
etc			

Quality of proposal



Make sure that a "common thread" runs through your proposal combining objectives, WPs, resources and planning in a way that is coherent with achieving the stipulated deliverables.



Did I clearly answer the questions asked?



Applicant's checklist



- **Scope:** Does your proposal fit in the scope of the 2023 call for proposals for which you are applying?
 - *Check that your proposed project indeed addresses the objectives and results expected from the call. Consult the call text.*



- **Deadline:** Are you on track to submit your proposal by 5 September 2023 at 17:00.00 (Brussels time)?
 - *Don't forget to submit your application before the deadline, verify that your proposal was correctly submitted - the status of the application must be "submitted".*

Applicant's checklist

STUDIES & WORKS

Completeness of documents + Annexes

Application Form Part A — structured data introduced directly on Funding & Tender portal
Application Form Part B — Word document to be filled in and uploaded as pdf (contains the technical description of the project)
Detailed budget table per WP (Excel to be filled in and annexed)
Timetable/Gantt chart
Agreement by the concerned Member States (Letter of support)
Environmental compliance file (applicable for works and studies with physical intervention , to be completed in full) (for studies without physical intervention: please only click the relevant option and upload the document)
TEN-E compliance form (Compliance with EU Law on Energy Infrastructure)
Latest PCI annual report in accordance with Article 5(4) of the TEN-E Regulation (Report to ACER)
Annual activity reports
List of previous projects (key projects for the last 4 years)



Not needed for public bodies, Member State organisations, certified TSOs and international organisations

Applicant's checklist

Additional checklist for works:

Electricity and Gas PCIs (Corridors 1-4 and 5-8), except hydro-pumped electricity storage	Smart grids and cross border carbon dioxide networks PCIs (Corridors 10 and 12)
<p>Full CBA (Project specific cost-benefit analysis, consistent with ENTSOG/ENTSO-E methodology and pursuant to Article 12(3)(a) of the TEN-E Regulation, which provides evidence concerning the existence of significant positive externalities, such as security of supply, solidarity or innovation)</p>	
<p>Project specific legally valid cross-border cost allocation (CBCA) decision pursuant to Article 12 of the TEN-E Regulation (not applicable for projects under categories in Annex II.1(c))</p>	<p>Business plan and other assessments carried out, demonstrating the existence of significant positive externalities</p>
<p>Business plan and other assessments showing that the project is commercially non-viable</p>	

Applicant's checklist



- Proof read your proposal
 - *Do one last check to ensure that your proposal is clear and easy to follow and explain issues, including local context, that may be evident to you*
 - *External evaluators can only assess your proposal on the basis of provided information and no assumptions will be made*
 - *Make sure that your proposal is precise, clearly responds to the questions asked, and demonstrates the added value of CEF Energy funding*



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Thank you



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