

# How to Write a Winning Project Proposal?

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# Agenda

## Grant Opportunities

- Grant options
- Eligibility criteria
- Funding sources

## Practical example



## Proposal Components

- Typical proposal
- Key sections
- Proposal's strength



## Common features



# Grant Opportunities





## Green goal

- To tackle with climate change and support of EU Green Deal, Paris agreement and UN 2030 Agenda
- To strengthen capacities, develop collaboration in the fields of climate change, EU Green Deal, energy transition, through offering innovation solutions

# Grant Options

## Grants

- EU Cross-border cooperation programmes
- IPA: European Union Instrument for Pre-Accession Partnership
- Horizon Europe
- Twinning
- Development cooperation
- Dedicated climate action programmes

## Loan

- European Bank for Reconstruction and Development (EBRD)
- European Investment Bank (EIB)
- World Bank (WB)

## International vs. Domestic sources

**BUILD RELATIONSHIPS**

**DEMONSTRATE IMPACT**

**BE PREPARED**

**TRIPLE-CHECK THE  
REQUIREMENTS**

**BENCHMARK**

**MAKE A BUDGET**

**ALIGN, ALIGN**



# Grant Options

- EUR 29 252 963 (ERDF and IPA III contribution).
- Border regions of Bulgaria and Turkey
- Eligible beneficiaries: legal entities of the cross border region, which are non-profit making organizations (i.e. local/ regional/ national authorities or their subsidiaries; national and regional agencies; administrations of protected areas, forestries; cultural institutions; community centres; NGOs; educational organizations; Euro regions; associations of two or more of the listed above).
- Possibility to engage out-of-area partners

# Grant Options

INTERREG Bulgaria – Turkey IPA CBC programme 2021-2027

- PO 2 A greener, lowcarbon Europe:
  - Promoting energy efficiency and reducing greenhouse gas emissions
  - Promoting the transition to a circular economy
- PO 5 A Europe closer to citizens:
  - Fostering the integrated social, economic and environmental development, cultural heritage
- ISO 2: A safer and more secure Europe:
  - Improving migration management

# Grant Options

## IPA III Programming Framework 2021-27



Window 1. Rule of law, fundamental rights and democracy

Window 2. Good governance, EU acquis alignment, good neighbourly relations and strategic communication

Window 3. Green agenda and sustainable connectivity

Window 4. Competitiveness and inclusive growth

Window 5. Territorial and cross-border cooperation

# Grant Options

IPA III	IPA II
One thematic strategy document 2021-27, the IPA III programming framework, with a possibility for a mid-term review; seven IPA III beneficiary strategic responses (for annual programming)	Eight strategy documents 2014-20 (one for each IPA II beneficiary and a multi-country strategy paper) with a mid-term review
Five thematic Windows encompassing IPA II sectors; a requirement for mainstreaming of horizontal priorities across all thematic Windows and alignment with the 'do no harm' principle	Eight sectors + territorial cooperation
The 2021-27 indicative financial envelope divided between five thematic Windows	The 2014-20 indicative financial envelope divided between each IPA III beneficiary and multi-country strategy
Policy-based approach building on an enhanced sector approach	Sector approach
Performance assessment embedded in the annual programming process	Performance assessment linked to one-time performance reward
Predictability/fair share decided annually as part of the annual programming process of bilateral actions	Predictability/fair share fixed in the country and multi-country strategy documents
Modulation of assistance linked to Fundamentals of the enlargement process	-
CBC programme between IPA III beneficiaries for 7 years, with one financing agreement. Specific yearly allocations committed through exchange of letters. Technical Assistance included in the CBC programmes.	CBC programme between IPA II beneficiaries for 7 years, with annual financing agreements. 3 annual action programmes/financing decisions allocating the funds in year 1 (together with the 7-year programme), years 2-4, and years 5-7. Technical Assistance not included in the CBC programme (with one exception).
Multi-annual operational programmes, with transition to ex-post controls	Multi-annual sector operational programmes with ex-ante controls
Financial Framework Partnership Agreements	Framework Agreements
Commitment to specific spending targets, notably to climate change	-
Commission annual assessment on implementation of the IPA III programming framework for the IPA III Committee	-
Biannual high-level geopolitical dialogue on IPA III with the European Parliament	Strategic dialogue with the European Parliament in preparing the mid-term review and before any substantial revision of IPA II programming documents



# Grant Options

## Türkiye - financial assistance under IPA

Indicative EU allocations for IPA 2014-2020: €3,533 million (not including the allocation for Cross-border Cooperation)

The priority sectors for funding in this period are:

- Democracy & governance
- Rule of law & fundamental rights
- Environment & climate action
- Transport
- Energy
- Competitiveness & innovation
- Education, employment and social policies
- Agriculture & rural development
- Regional and territorial cooperation



New Instrument for  
**Pre-Accession Assistance (IPA III)**

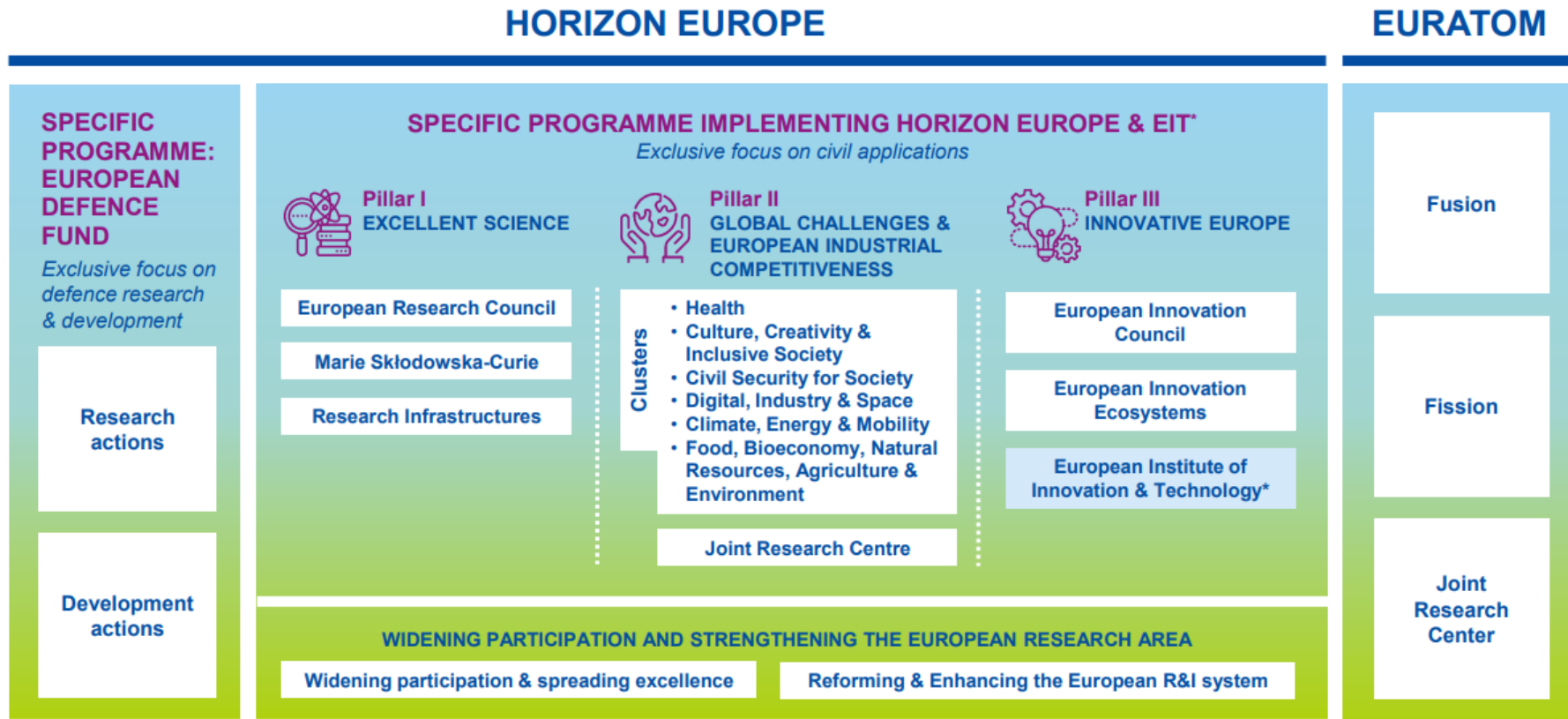
#EUBudget #FutureofEurope



# Grant Options



Horizon Europe  
2021-2027



\* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

# Grant Options



**Horizon Europe  
2021-2027**

## HORIZON EUROPE PILLAR II - Global challenges & European industrial competitiveness

CLUSTER 1: Health	CLUSTER 4: Digital, Industry & Space	CLUSTER 5: Climate, Energy & Mobility	CLUSTER 6: Food, Bioeconomy, Agriculture, ...
Innovative Health Initiative	Key Digital Technologies	Clean Hydrogen	Circular Bio-based Europe
Global Health Partnership	Smart Networks & Services	Clean Aviation	Rescuing Biodiversity to Safeguard Life on Earth
Transformation of health systems	High Performance Computing	Single European Sky ATM Research 3	Climate Neutral, Sustainable & Productive Blue Economy
Chemicals risk assessment	European Metrology (Art. 185)	Europe's Rail	Water4All
ERA for Health	AI-Data-Robotics	Connected and Automated Mobility (CCAM)	Animal Health & Welfare*
Rare diseases*	Photonics	Batteries	Accelerating Farming Systems Transitions*
One-Health Anti Microbial Resistance*	Made in Europe	Zero-emission waterborne transport	Agriculture of Data*
Personalised Medicine*	Clean steel – low-carbon steelmaking	Zero-emission road transport	Safe & Sustainable Food System*
Pandemic Preparedness* <i>Co-funded or co-programmed</i>	Processes4Planet	Built4People	
	Global competitive space systems**	Clean Energy Transition	
		Driving Urban Transitions	

- Institutionalised Partnerships (Art 185/7)
- Institutionalised Partnerships / EIT KICs
- Co-Programmed
- Co-Funded

\* Calls with opening dates in 2023-24  
 \*\* Calls with opening dates not before 2022

## PILLAR III - Innovative Europe

EIT (KNOWLEDGE & INNOVATION COMMUNITIES)	SUPPORT TO INNOVATION ECOSYSTEMS
InnoEnergy	Innovative SMEs
Climate	
Digital	
Food	
Health	
Raw Materials	
Manufacturing	
Urban Mobility	
Cultural and Creative Industries	

## CROSS-PILLARS II & III

European Open Science Cloud



# Grant Options



“...a European Union instrument for institutional cooperation between Public Administrations of EU Member States and of beneficiary or partner countries.”

- supports transposition, implementation and enforcement of the EU legislation (acquis)
- by building up capacities of beneficiary countries' public administrations throughout the accession process
- resulting in progressive, positive developments
- sharing good practices developed within the EU with beneficiary public administrations, fostering long-term relationships between administrations of existing and future EU countries

# Grant Options



**Priority 1: Development of local plans, strategies, roadmaps and/or preparation of decision-making tools (modelling, impact and vulnerability analysis, etc.) with regard to climate change**

- Developing local strategies, plans, roadmaps regarding climate change and sustainable development;
- Enabling local initiatives to support green economic development;
- Conducting preparatory studies to support policy making;
- Developing Local Climate Action Plans;
- Developing Voluntary Local Reviews (VLRs);
- Implementing programs localization of global agendas related environment and climate change.

# Grant Options



**Priority 2: Enhancing the capacity of local authorities and enabling exchange of adaptation know-how and experience among local authorities within Turkey and/or the EU for creation and/or implementation of climate change adaptation technologies and systems.**

- Developing and/or implementing technology and innovative tools for climate change adaptation;
- Creating networks and platforms for exchange of best practices related to climate and environment;
- Compliance with the effects of climate change in local and sectoral policies and strengthening capacity, interagency cooperation and coordination;
- Increasing the representation in European networks via joint actions;
- Identifying and monitoring the effects of climate change at the local level.

**Priority 3: Raising public awareness on climate and environment related issues, particularly actions targeting children and youth.**

- Actions targeting public awareness on climate change and environment focusing on different groups of the community;
- Raising awareness on the urgency and importance of adapting to climate change;
- Developing community-based adaptation measures to combat climate change.



# Grant Options

## **Development cooperation**

- EuropeAid
- USAid
- Japan Aid
- National development cooperation agencies (German International Cooperation Institution (GIZ), SIDA, etc.)



# Grant Options

## **Dedicated climate action programmes**

- International Climate Initiative (IKI) Germany
- GEF Small Grants Programme (SGP)



# Grant Options

## International Climate Initiative (IKI) Germany

### Areas of focus

The IKI funds projects in the following areas:

- Mitigating greenhouse gas emissions;
- Adapting to the impacts of climate change;
- Conserving natural carbon sinks with a focus on reducing emissions from deforestation and forest degradation (REDD+);
- Conserving biological diversity

### Country eligibility

IKI provides support for its partner/cooperation countries, among which some priority countries exist. The main criteria is to be an ODA DAC list country. Central Asia as a region is among IKI's list of partner/cooperation regions; and out of this region, the priority countries are: Turkey, Ukraine. The list of partner countries is subject to change from year to year.

# Grant Options

## **GEF Small Grants Programme (SGP)**

- GEF Small Grants Programme (SGP)
- Financial and technical support to communities and Civil Society Organizations to meet the overall objective of global environmental benefits secured through community-based initiatives and actions.

# Grant Options

## European Bank for Reconstruction and Development (EBRD)

Turkey is both a recipient and a donor of EBRD

EBRD strategic priorities in Turkey 2019-2024:

- strengthening resilience of the financial sector / developing domestic capital and financial markets;
- fostering Turkey's knowledge economy and higher value-added activities / promoting good governance;
- promoting economic inclusion and gender equality through private sector engagement;
- accelerating Turkey's green economy transition and regional energy connectivity.

# Grant Options

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# Grant Options

## EBRD activities

- Dedicated Green Economy Transition (GET) products such as Renewable Energy, Green Economy Financing Facility (GEFF) credit lines, Green Cities, sustainable transport, and advising clients on green technologies/ practices.
- Track record advising on and investing in bankable renewables projects.
- Track record of engagement with authorities towards competitive energy markets and PSP in energy sector.
- Direct and intermediated financing for renewable energy projects (wind, solar, hydro, geothermal, biomass and distributed generation).
- Support for implementation of the National Renewable Energy Action Plan (NREAP) and implementation support for the RE regulatory framework.
- Explore investments in alternative fuel sources (e.g. biofuel) and other green technology investments, and promote improvements to the regulatory environment.

# Grant Options

## **EBRD activities**

- Support for development of a carbon trading system and related monitoring, reporting and verification (MRV) and GHG accounting.
- Support for the implementation of the National Energy Efficiency Action Plan (NEEAP) and provide support for the regulatory framework on resource efficiency.
- Work with corporate clients directly and through intermediaries to improve energy and resource efficiency, climate resilience (incl. water and raw materials) and environmental performance through green investments (e.g. green technologies, High Impact Corporate Programme, Near Zero Waste Programme).
- Direct and indirect financing for energy efficiency, with a focus on industry, agriculture, transport and buildings sector – incl. promotion of green buildings, smart/green technologies and emissions-reduction initiatives under the Green Cities Framework.



## EBRD activities

- Uptake of sustainable finance management (i.e. accounting, tracking, eligibility and conditions) and dedicated financial instruments (e.g. green bonds).
- Support for circular economy and development of waste sector, incl. solid waste, wastewater treatment, waste recovery, and waste-to-energy solutions.
- Review of climate vulnerability of infrastructure and other assets, incl. at corporate level, and promote climate change mitigating measures (e.g. applying shadow water pricing in investment analysis).
- Support for enhanced energy storage capacity (e.g. electrification, batteries, pumped hydro, FSRU, underground gas storage).
- Support for network upgrade for the integration of renewable energy, enhancement of smart metering / smart grid systems, implementation of energy efficiency applications and regional interconnection.
- Support for investments in gas transmission and distribution networks and infrastructure connectivity, and engage selectively with public sector utilities to pursue reforms towards competitive energy markets.

# Grant Options

## European Investment Bank

- Candidate Countries and Potential Candidate Countries.
- EIB operations since 1977, mainly upgrading of public infrastructure.
- New fields:
  - healthcare
  - education
  - research and development
  - private sector development
- Close work with the European Commission, blending loans with EU grants to achieve an optimal financing package.
- Large project loans directly to public and private bodies.



# Grant Options



## Types of EIB projects

### - **Circular economy projects:**

- Circular design and production
- Circular use and life extension
- Circular value recovery
- Circular support

### - **The transition to circular cities**

- Long term vision.
- Financial support - Circular City Funding Guide.



# Grant Options



## World Bank

- “Turkey enjoyed high growth rates between 2002 and 2017 that propelled the country to the higher reaches of upper-middle-income status. But productivity growth slowed as reform momentum waned over the past decade, and efforts turned to supporting growth with credit booms and a demand stimulus, exacerbating internal and external vulnerabilities.”
- Goals: reduce vulnerabilities
- Country Partnership Framework (CPF) for Turkey (FY18-21) is aligned with the Turkey’s 10th Development Plan.

# Grant Options



World Bank: Turkey CPF

CPF objectives are grouped into three focus areas with nine CPF objectives.

**First Focus Area:** increased fiscal space, enhanced access to finance to underserved segments, enhanced competitiveness and employment in select industries.

**Second focus area:** Consolidation of Turkey's success towards achieving the twin goals, improving efficiency and effectiveness in social assistance, strengthening the evidence-base for policies aiming to narrow gaps between regions, ensure greater inclusion of vulnerable groups.

**Third focus area:** help address the SCD-highlighted challenge of reorienting growth towards a more green, resilient and sustainable pattern.

# Eligibility Criteria

Common features



**Organizational  
Status**

**Geographic  
Location**

**Funding  
Restrictions**

**Project  
Focus**

**Experience**

**Financial  
Capacity**

**Collaboration  
Requirements**

**Ethics, Security**

**Gender equality**

**Compliance with  
Regulations, Policies**

**Documentation  
Requirement**

**Timeline and  
Deadlines**

# Eligibility Criteria

## Technology Readiness Levels (TRL):

- TRL 1. Basic principles observed
- TRL 2. Technology concept formulated
- TRL 3. Experimental proof of concept
- TRL 4. Technology validated in a lab
- TRL 5. Technology validated in a relevant environment
- TRL 6. Technology demonstrated in a relevant environment
- TRL 7. System prototype demonstration in an operational environment
- TRL 8. System complete and qualified
- TRL 9. Actual system proven in an operational environment

TOOL

## **TRL selfassessment**

<https://horizoneuropencportal.eu/sites/default/files/2022-12/trl-assessment-tool-guide-final.pdf>

# Success story – practical example



**Project title “Increasing the Competitiveness of organization by Implementing Green Smart Technologies in Production and Creating the Innovative Product**

**The Goal of the Project** – to create innovative and competitive product by implementing green and smart information and communication (IC) solutions, strengthening long-term valuable Norwegian-Lithuanian partnership and significantly increasing organization competitiveness.

*Norway grants goal - to increase the competitiveness of Lithuanian organization in the field of green, information and communication technologies.*

# Eligibility Criteria

## Practical example



- Eligible applicants are **SMEs (private legal entities) established in the Republic of Lithuania.**
- Eligible **partners are private and public legal entities registered in the Republic of Lithuania or the Kingdom of Norway.** In projects, partnership is not mandatory, the project can be implemented without partners. In promoting the implementation of bilateral partnership projects, additional points may be awarded for the participation of the partners of the donor country in the project during the evaluation of the application.

# Eligibility Criteria

Practical example



Funding is **not allowed** to the applicant or partner:

- if it is classified as a **company in difficulty**;
- has not returned **previously received state aid, which was recognized as illegal and incompatible** with the internal market by the decision of the European Commission

Project activities **must be physically carried out on the territory of Lithuania**. If **consulting** is provided by a partner from Norway, **project activities can be carried out in Lithuania and Norway**. The place of implementation of project activities is determined taking into account where these activities are carried out by the project employees assigned to the implementation of these activities

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Practical example



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# Eligibility Criteria

## Practical example



The **duration** of project implementation must **not be longer than 12 months** from the date of signing the project implementation contract.

The project **cannot be implemented earlier than the decision of the Program operator to allocate financing** to the project.

Projects **must contribute** to the result of the Program - "Increasing the **competitiveness** of Lithuanian companies in **the fields of green industry innovations, including bioeconomy, and ICT**" and the result indicators.

The project and **project activities cannot be financed or funded from other state budgets and/or municipal budgets** of the Republic of Lithuania, other monetary resources available to the state and/or municipalities, financial support measures of the European Union or other international support funds and which are to be paid for by allocating funds under the Guidelines.

# Funding Sources

Common features



**Financial  
Statements**

**Budget  
Proposal**

**Financial  
Sustainability**

**Financial Management  
Policies Procedures**

**Risk  
Assessment**

# Funding Sources

Practical example



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The **maximum amount of funding** 600,000 Eur, the **minimum amount** 200,000 Eur.

**Co-financing** – maximum **70 %**.

# Funding Sources

## Practical example



Name of funding source	Sum, Eur	%
Funding sources	280,171	69.83
Sources	121,055	30.17
Project implementer and partener sources		
Public sources		
Government sources		
Municipalities sources		
Other sources		
Private sources	121,055	
Own sources	1,718	
Other sources	119,337	
<b>Total, Eur</b>	<b>401,226</b>	

# Proposal Components



# Typical Proposal

Common features



**4. MANAGE  
YOUR PARTIES  
AND CONTACT  
DETAILS**

**5. EDIT AND  
COMPLETE  
WEB FORMS  
FOR PROPOSAL**

**6. SUBMIT  
PROPOSAL**

**1. LOGIN IN  
PORTAL**

**2. SELECT THE  
CALL, TOPIC  
AND TYPE OF  
ACTION**

**3. CREATE A  
DRAFT  
PROPOSAL**

# Typical Proposal

Common features



**Executive  
Summary**

**Introduction  
Problem**

**Partnership**

**Methodology/  
Approach**

**Objectives,  
Activities**

**Timeline/Schedule**

**Budget**

**Deliverables**

**Evaluation/  
Assessment**

**Sustainability/Long-term  
Impact**

**Conclusion**

**Appendices**

# Typical Proposal



## Practical example

1. INFORMATION ABOUT THE PROJECT
2. INFORMATION ABOUT THE APPLICANT
3. PROJECT PARTNERS
4. **PROJECT DESCRIPTION: PROBLEM, GOAL, VALUE ADDED SOLUTION, COMPLIANCE WITH DOCUMENTS**
5. **MONITORING INDICATORS AND CONTINUITY**
6. **PROJECT IMPLEMENTATION PLACE AND TARGET GROUP**
7. **LOGICAL JUSTIFICATION OF THE PROJECT**
8. PROJECT IMPLEMENTATION SCHEDULE
9. JUSTIFICATION OF PROJECT COSTS
10. PROJECT BUDGET
11. **SOURCES OF FINANCING**
12. **PROJECT COMPLIANCE WITH HORIZONTAL PRINCIPLES**
13. PROJECT SUMMARY
14. DECLARATION OF APPLICANT AND PARTNER(S)
15. APPENDICES

# Key sections

Logical matrix common features



**Goal/Objective**

**Activities**

**Indicators**

**Output**

**Outcome**

**Impact**

# Key sections



## Practical example: logical matrix

**Goal** - to create innovative and competitive product by implementing green and smart information and communication (IC) solutions, strengthening long-term valuable Norwegian-Lithuanian partnership and significantly increasing organization competitiveness

Objective	Activity	Indicator	Unit of measurement	Output
Create an innovative product by implementing green and smart information and communication technology (ICT) solutions in production	Creation green and innovative product by implementing Green, smart, ICT technology	Green, smart, ICT technology and innovative product	package	1
Share project good practices	Organize publicity	Publicity plan	unit	1
Ensure project administration	Implement management	Management plan	unit	1

# Key sections

## Practical example: summary



Project experienced, competent partner **from Norway** will support to **find smart, green solutions for production process digitalization**, creates valuable inputs for developing innovative product .

The main benefits of partnership are as following: cooperation in “now-how” knowledge sharing for development of green smart manufacturing technologies and innovative products. **After that in strong partnership with Norway are planning commercialization activities of new developed innovative products.** Cooperation will bring excellent opportunities to extend Lithuanian company sales to the Norwegian market and popularizing the services in the Lithuanian market. Additionally, in long-term perspective is planning in valuable partnership extend sales in other European countries. Added value and achievements of partnership in the project between project partners **will be build long-term partnership and increase the competitiveness both partners.** For sustainability and continuation partnership after the project, actions to be continued are identified in the long-term cooperation agreement.

# Key sections

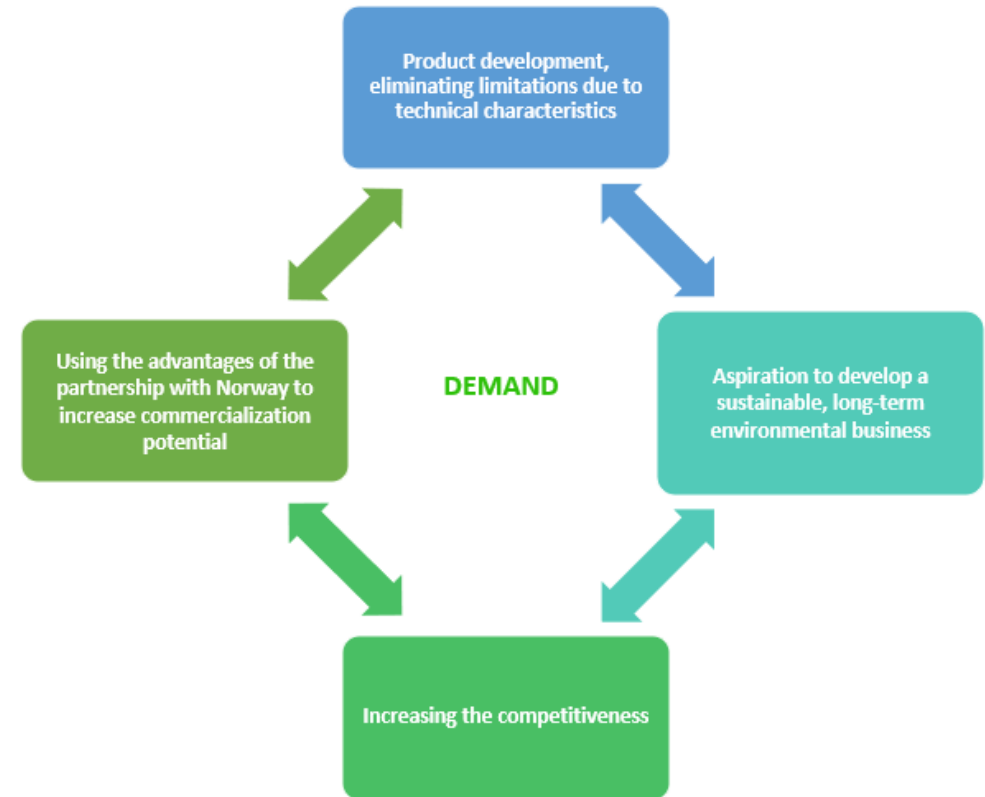


## Practical example: problem

Project implementation contributes to solve the following problems:

- company has a successful experience creating innovative products, however it is plagued, lately, by the problems related to obsolete technological process;
- lack of green, digitalization and automatization solutions, high production costs due to inefficient use of raw materials;
- Lack of green and more comfortable products in the market;
- the negative effects of Covid-19 made many foreign partners to leave the market, which, in turn, caused significant export reduction.

Project will have significant impact on reducing both economic and social differences in Lithuania, increasing Lithuanian furniture industry competitiveness, as well as having positive effect on life expectancy. **Creating innovative, green production by the project will bring great benefits to consumers to have ability use more healthy, green, cost-effective, comfortable products.**



## ***Persuasive justification***

*What is the major aim of the project? What problems will be solved and what benefits will it bring to the consumers/society at large?*

# Key sections



## Practical example: partnership

The partner from Norway, will actively and directly participate and significantly contribute to the implementation of the project, providing consultations in the field of innovative, smart, green ICT solutions.

Huge added value due to partnership in the project will be created to private organization for finding latest green, ICT solutions for innovative product creation, extension sales market, minimize costs for marketing of products and increase competitiveness.

**Project significantly will contribute bilateral cooperation between Norway and Lithuania presenting and organizing together innovative products marketing activities, promote partnership added value for other key stakeholders.**

Partner has valuable experience in implementing innovations in practice. In order to ensure a long-term significant partnership, a **cooperation agreement was signed**, which is submitted together with the application and business plan.



### ***Persuasive justification***

*What is the added value of partnership? How will partners contribute into achieving project results? If Norwegian-Lithuanian partnership is envisaged, how will the project contribute into strengthening bilateral cooperation?*

# Key sections



## Practical example: unique green solution



# Proposal's strength

## Excellence

Proposal is ambitious, goes beyond the state-of-the-art. It proves the proposed methodology, including the underlying concepts, models, assumptions are sound.

## Impact

Focuses on building credibility for the methods and procedures that will be used to achieve the expected results and impacts specified in the work programme. It also demonstrates the high plausibility of the estimated scale and significance of the project's contributions.

## Quality and efficiency

Quality and effectiveness of the work plan and the assessment of the risks. It needs to detail the appropriateness of the overall effort and resources assigned to the work packages.

**STRONG PROPOSAL**



**EXCELLENCE**



**IMPACT**



**QUALITY AND EFFICIENCY**

# Proposal's strength

## Offer (WHAT)

The product/service that solves problems/adds value.

## Audience (WHO)

FUNDER or target audience who will benefit from your offering.

## Value (WHY)

The recognizable benefits that matter most to the FUNDER.

## Differentiator (HOW)

The reason the FUNDER should trust you over someone else.

**STRONG PROPOSAL**



**VALUE PROPOSITION**

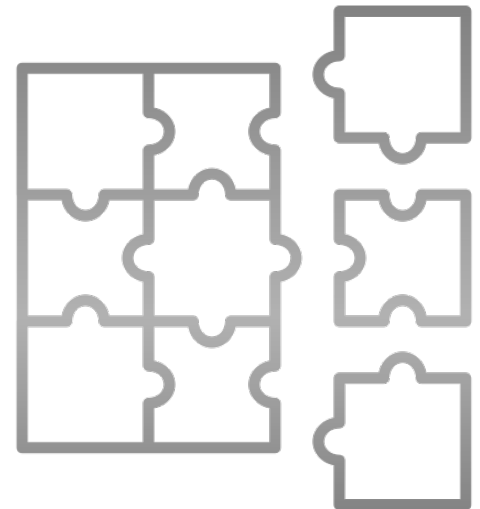


**UNIQUE SELLING POINT**



**“...i don’t’ just see the problem of climate change,  
I Also see an opportunity to solve it.”**

**BILL GATES**



# Contacts

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