



U.S. - Israel Center of Excellence

in

Energy, Engineering and Water Technology

(The U.S. – Israel Energy Center)

Call for Proposals
Submission Procedures Handbook

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The U.S. – Israel Energy Center
Main Milestones and Due Dates
in the Call for Proposals

Events / Milestones	Dates
Recommended deadline for draft <u>Executive Summary</u> submission for EC staff review (optional):	July 26, 2019 (optional)
Submission deadline for questions (optional):	August 15, 2019 (optional)
Submission deadline for draft <u>Full Proposal</u> for EC staff review (optional):	September 2, 2019 (optional)
Submission deadline for <u>final Full Proposals</u>:	September 16, 2019
Expected date for notification of <u>awardees selection</u> :	November / December, 2019

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LIST OF ACRONYMS AND ABBREVIATIONS

BIRD	(US-Israel) Bi-National Research & Development (Foundation)
CM	Consortium Member
CMA	Agreement / Contract between all Consortium Members
DOE	Department of Energy of the U.S.
EBW	Excel Budget Workbook
EC	U.S.-Israel Center of Excellence in Energy, Engineering and Water Technology
ECCP	Energy Center's Assigned Contact Person
ECEC	Energy Center Executive Committee
ECFA	Energy Center Funding Agreement
EGR/EOG	Enhanced Gas / Oil Recovery
ES	Executive Summary (of the Proposal)
FP	Full Proposal
G	Grant Award Payments
G&A	General and Administrative (Expenses)
IIA	Israel Innovation Authority
IL	Israel
ILB	Total Budget of all Israel Consortium Members
ILL	Israel Lead Consortium Member
IP	Intellectual Property
LNG	Liquified Natural Gas
MOE	Ministry of Energy of the State of Israel
N	Number of (6 months) segments
ONG	Oil and Natural Gas
R&D	Research and Development
U.S.	United States of America
USB	Total Budget of all U.S. Consortium Members
USL	U.S. Lead Consortium Member

1 Establishment Evolution, Impetus and Goals of the Energy Center

1.1 The Impetus for Establishment of the Energy Center

The Department of Energy of the United States of America (henceforth: "DOE") and the Ministry of Energy of the State of Israel (henceforth: "MOE") cooperate in the field of energy and water under a bilateral agreement signed in 2000 (hereinafter: the "Cooperation Agreement"), which was subsequently amended.

In 2016, the Israeli Government approved the expansion of the U.S. - Israel energy cooperation to be jointly funded and managed by the MOE and the Israel Innovation Authority (henceforth: "IIA"). The U.S. Consolidated Appropriations Act of 2018, which became law in March 2018, allocated \$4M for the U.S.-Israel Center of Excellence in Energy, Engineering and Water Technology (hereinafter: the **Energy Center or "EC"**), for the first year, with additional funding dependent upon Congressional Appropriations. An additional \$4M for 2019 has been allocated for the EC by the U.S. Congress. Israel has committed to allocating matching amounts on an annual basis. The private sector in both nations will also contribute a 50% cost share.

The U.S. Secretary of Energy, Rick Perry, and the Israeli Minister of Energy, Dr. Yuval Steinitz, signed an Implementation Agreement on June 25, 2018 to establish the EC, which aims to accelerate development and deployment of critical and innovative technologies for natural gas, cyber and physical security of energy infrastructure, the energy-water nexus, energy storage, and other areas of energy that are needed to diversify energy supply and promote higher efficiency.

1.2 The Goal of the Energy Center

The **goal** of the Energy Center is to promote energy security and economic development through the research and development (R&D) of innovative energy technologies, while facilitating cooperation between U.S. and Israeli companies, research institutes and universities.

The Energy Center will facilitate joint R&D on energy areas by teams of scientists and engineers from the U.S. and Israel and related joint activities in energy R&D. Initial priority areas to be addressed are specifically defined in section 2.

2 Topic Areas of Research Priorities

2.1 Introduction

The 4 research topics of priority to be addressed by the proposing consortia are:

1. Fossil energy;
2. Energy storage;
3. Energy cyber and physical security in critical infrastructure;
4. Energy-water nexus.

Note: If there is uncertainty whether a proposed R&D project can be defined and included within any of these 4 research topics of priority, please contact and consult the BIRD Foundation.

Related joint efforts shall focus on, but not be limited to:

- Development, validation and optimization of functionality, durability and cost-effectiveness of new methods and technologies;
- Resource, infrastructure and economic analysis to inform investment decisions, operational strategies and action plans;
- Development and implementation of decision support tools for use by government decision-makers, business and technical partners and other stakeholders; and
- Sharing best practices by facilitating: (a) access to R&D infrastructure, (b) technology transfer practices from academic institutions and National Laboratories for application by industry in the United States and Israel, (c) workforce training and educational programs, and (d) student and postdoctoral exchange.

2.2 Topic Area #1: Fossil Energy

2.2.1 Cross-Cutting Research

- Research includes work in advanced materials, computational science / big data learning and advanced analytical tools, with particular attention to high pressure / high temperature applications.
- Research consists of economically feasible and reliable multi-sensing sensors, capable of detecting temperature, gas species and pressure that - with additional development and scale-up by industry – could, ultimately, be capable of providing real-time measurements critical to the operation, optimization, reliability and efficiency of the next-generation of fossil fueled power systems.

2.2.2 LNG Optimization and Safety

- Analyze and develop technical solutions that will enhance the development of liquefied natural gas (LNG) export and import operations. Research will chiefly focus on: (1) Enabling the feasibility and optimization of LNG technologies, efficient operational processes and reliable transportation methods (i.e., LNG transport by rail) and (2) Identification and mitigation of the safety risks associated with LNG operations.
- Additional research could focus on development of small and / or mid-scale LNG projects that could be developed and deployed without extensive onshore infrastructure development.

2.2.3 Basin-Specific Research Strategies / Subsurface Science

- Increase ultimate recovery – i.e., fundamental shale science, understand reservoir behavior, develop / utilize next generational enhanced recovery methods for oil and gas, including EOR / EGR (i.e., CO₂-EOR); permeability manipulation; resource characterization, improve wellbore integrity; well stimulation techniques and advanced modeling of geophysical and geochemical signals in the subsurface.
- Increase long term operational and recovery efficiency of oil and gas resources through field research and / or field observatories and/or test sites in varying basins to capture data before, during, and after operations.

2.2.4 Offshore Safety and Risk Mitigation

- Focused specifically on oil spill prevention through maintenance of well-control during drilling and production operations.
- Identify offshore sub-surface geologic hazards.
- Optimize drilling and completions – i.e., minimize the impacts of metocean effects on surface and sub-sea infrastructure, reduce vulnerabilities of offshore surface facilities.
- Increase reliability of sub-sea processing systems – i.e., advance sub-sea monitoring and surveillance systems, increase reliability of sub-sea processing systems.
- Improve surface systems and umbilicals – i.e., improve intelligent well-control systems and equipment, minimize and mitigate risks of deep-water flow assurance, rapid detection and in-situ characterization (detecting kick at the drill bit).

2.2.5 Transportation and Storage

- Expand applicability of pipeline inspection & repair.
- Develop smart sensors for pipeline operational efficiency.
- Accelerate advanced materials research.
- Enhance leak detection & monitoring – i.e., for underground gas storage facilities, compressors and remote sensing of super-emitters.

2.2.6 Eliminate Produced Water Disposal / Water Quality and Availability

- Water constituent characterization (water quality).
- Optimize use of water treatment and water management technologies – water treatment technologies deployed at the well-pad or basin (i.e., membranes), development of water data management tools, reducing freshwater use and increasing wastewater use, beneficial use & reuse of produced / flowback water (i.e., for irrigation).
- Enhance well-bore integrity.

2.3 Topic Area #2: Energy Storage

2.3.1 Innovative Technologies

Developing new energy storage technologies that increase capacity, lengthen storage time, reduce system cost and lower installed cost, improve round-trip efficiency and improve lifetime.

2.3.2 Energy Storage Analysis

Developing or improving existing tools that identify where energy storage can be most beneficial to the power system. The tools should consider:

- The variety of services energy storage can provide to the grid, and their impact on both the transmission and distribution systems;
- A variety of important time scales (e.g. seconds, minutes, hours, days);

- Cost or potential future cost savings as a result of storage implementation programs in cities, regions, or countries;
- Using energy storage to support operational resilience.

2.3.3 Energy Storage and Management Hybrid Systems

Applicants should consider developing optimization algorithms for energy storage that can minimize cost and optimize value when used on the power system in combination with:

- Photovoltaic systems
- Electric vehicle charging
- Residential or commercial buildings
- Electricity grid
- Virtual energy power
- Cloud-based control of pool of distributed energy resources

Selected applications will develop technologies that are interoperable, scalable, and readily manageable. They will include a strategy for transitioning solutions into practice throughout the energy sector through commercialization or by making the solution available through open source, where applicable.

2.4 Topic Area #3: Energy Cyber and Physical Security in Critical Infrastructure

Applicant submissions must include plans for the demonstration of newly developed cybersecurity technology or tool at a relevant end-user site to validate a clear path to industry acceptance. Selected applications will involve advanced tools technologies that are interoperable, scalable, and readily manageable. They will also include a strategy for transitioning solutions into practice throughout the energy sector through commercialization or by making the solution available through open source.

2.4.1 Development of Tools and Technology

R&D to deliver game-changing tools and technologies that help utilities secure today's energy infrastructure from advanced cyber threats. Design next-generation future systems that are built from the start to automatically detect, reject, and withstand cyber incidents, regardless of the threat. Subtopics may include:

- Cybersecure cloud-based technologies in the Operation Technology (OT) environment;
- Innovative technologies that enhance cybersecurity in the energy sector;
- Redesign for cyber-resilient architecture – Electric and Oil and Natural Gas (ONG) subsectors;
- Cybersecurity for the ONG environment.

2.4.2 Use of Tools and Technology

Strengthen the energy sector's cybersecurity posture by leveraging and demonstrating already developed and vetted tools, guidelines, outreach, training and technical assistance in novel and improved ways.

2.4.3 Emergency Preparedness and Response

Pursue enhancements to the reliability, survivability and resiliency of energy infrastructure. Facilitate faster recovery from disruptions to energy supply, including management and oversight of petroleum reserves.

2.5 Topic Area #4: Energy Water Nexus

Historically, water infrastructure has been made up of systems that were designed independently to treat and convey particular water resources for a particular use. The vision for energy-smart water infrastructure is to flexibly match water supply and demand across a variety of uses and achieve efficient and productive use of water and energy resources through integrated, data-informed operations.

Proposals must feature 3-5 testbeds that take advantage of existing infrastructure. The testbeds must include sensor system design, infrastructure system configuration, and supporting data analytics for monitoring, control, diagnostics and management. At least one testbed must be in the U.S. and one in Israel. For each testbed, applicants must clearly describe an energy-water problem or issue to be addressed, with a desired outcome; the hardware configuration (including existing infrastructure and added sensors, devices, and equipment); a plan for data collection, management, quality control and analytics; and a plan to test the system.

Across testbeds, possible energy-water target outcomes include but are not limited to: reduction in system losses of water and embedded energy, increased energy efficiency through process control and / or pumping optimization, reduced energy cost and/or operational resilience through flexible operations, energy recovery and water reuse optimization, energy-efficient regional water resource management, and water use optimization in energy systems.

Collected data sets will be shared with MOE / IIA, DOE and the public.

Energy-water domains of interest for the testbeds include:

- Drinking water
- Municipal wastewater
- Seawater and / or brackish water desalination
- Oil and gas operations
- Thermoelectric power plant operation

See Table 1 for more details on areas of potential interest for sensing and analysis. Note that the outlined areas are for illustrative purposes. Applicants are not limited to the contents of the table. Testbeds could also include multiple domains, such as delivery of treated municipal wastewater to a thermoelectric power plant for cooling.

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	Water Attributes to be Measured	Complementary Data / Information	Targets for Diagnostics, Analytics and Control
Drinking water	Flow, Pressure, Contaminant levels	<ul style="list-style-type: none"> Water resource levels and forecast Water demand and forecast Quality requirements Electricity market conditions 	<ul style="list-style-type: none"> Leak detection Contaminant monitoring and process response Flexible electricity demand
Municipal wastewater	Flow, Pressure, Nutrient concentration (N, P, K), Contaminant levels	<ul style="list-style-type: none"> Water re-use quality requirements Energy recovery rate Pathogen risks Electricity market conditions 	<ul style="list-style-type: none"> Leak detection Energy efficient plant operation Flexible electricity demand Flow control for water reuse
Desalination	Flow, Pressure, Salinity, Contaminant levels	<ul style="list-style-type: none"> Water quality requirements Electricity market conditions Demand level 	<ul style="list-style-type: none"> Flexible electricity demand Energy efficient plant operation
Oil and gas operations	Flow, Pressure, Salinity, Contaminant Levels	Treated water quality requirements	<ul style="list-style-type: none"> Water efficient operations Energy efficient water treatment
Thermoelectric power plant	Flow, Pressure, Contaminant Levels, Temperature	<ul style="list-style-type: none"> Plant operating constraints Plant operating condition Environmental constraints 	<ul style="list-style-type: none"> Total water use Blowdown timing Thermal management

Table 1: Illustrative Sensing and Analytical Needs for Water Infrastructure

3 Grant Awards Model of the Energy Center

3.1 Overview

Any **two** or more entities from **each** country, registered in Israel or in the U.S., may jointly apply for financial support from the EC, as long as they have the combined capability and infrastructure to develop an innovative product and / or technology by conducting R&D activities as described in section 2.1, above, referred to as "**the Program**". The partnering entities are collectively referred to as "**the Consortium**". One key criterion is that each Consortium Member (henceforth: "**CM**") has the demonstrated ability to carry out its part of the Technology's joint development program, referred to as "**the Proposal**". The Proposal will present the joint R&D activities of the U.S.-Israel Consortium and their cost, referred to as the Proposal's "**Budget**".

3.2 The Award Applicants – A Consortium

- A **proposal** should be submitted by a U.S. - Israel **Consortium** of at least two (2) entities from each country, including commercial companies and / or research institutes and / or universities (the Israel participants must include at least one commercial company).
- The Consortium must have one (1) **U.S. Lead** (henceforth: "**USL**") and one (1) **Israel Lead** (henceforth: "**ILL**"), which may be a research institution or a commercial company.

- The ILL / USL will be responsible to the Consortium and to the EC for the management and reporting of both the technical and fiscal (the Budget) activities of their CMs, accordingly.
- A given Consortium may submit **only one (1) Proposal** per the research topic areas stated in sections 2.2 – 2.5. (A given Consortium can submit several proposals, but for one of these research topic areas.)
- The CMs all agree to **share risk** involvement in the Proposal and rewards. The nature of the business relationship between the CMs is that of **sharing** - both in the technology's development program (the Proposal) and in the revenues derived from its subsequent commercialization.
- If applicable, at least one of the CMs should possess **intellectual property rights** to the Technologies being developed;
- The ILL / USL have responsibility for **managing sub-contractual arrangements** with CMs from their respective countries.
- Changes in Consortium membership require prior approval by the EC.

3.3 Proposal Characteristics

- The Proposal should be based on **close R&D collaboration** between the U.S. and Israeli entities;
- The Proposal should include **novel** concepts, products and / or Technologies;
- The Proposal should show how the proposed activities provide potential for **accelerating development, technology transfer** and **deployment** of advanced Technologies in the areas of interest. Preferably, the Proposal should lead to **demonstration or implementation of the Technologies / activities** in relevant environments;
- The Proposal's **effective date** (start date) may be as early as the 1st day of the month following the approval of the Proposal by the EC. Proposal duration may be as long as **5 years**, if deemed necessary for reaching significant Technological advancement / achievements.
- The Proposal **may include** activities such as workforce training, student and postdoctoral exchange, as stated in Section 2.1;
- The Proposal should include **detailed provisions for conducting and managing** the cooperation, and shall cover such matters as technical scope, work plan, staffing requirements, funding sources and Budget, protection and allocation of intellectual property, exchange of proprietary information, and any undertakings, obligations or conditions necessary to the proposed activity;

3.4 Funding Sources and Scope of Awards

- The Energy Center (EC) is funded by the **DOE** and the **MOE**, jointly with the Israel Innovation Authority (**IIA**) and managed by the U.S. - Israel Binational Research and Development Foundation (**BIRD**), **acting** as the EC **Secretariat**.
- The EC will participate in the Program's development cost (the Proposal Budget, described in section 3.5, below) with the Consortium, by funding **up to 50%** of the **consolidated** (total) **Budgets** of all U.S. CMs (henceforth: "**USB**") and the consolidated (total) **Budgets** of all Israel CMs (henceforth: "**ILB**"), referred to as the "**Award**";

- Dependent on satisfactory performance and progress of the proposal's execution, the Award will be extended separately to the ILL and USL on a **semi-annual basis**, who will distribute them among the CMs under their management, based on the **Consortium Agreement / Contract** between all CMs (henceforth: "**CMA**")
- **Four (4) awards** will be made, one (1) in each of the 4 research / technology areas of focus (see section 2, above);
- Each consortium will receive a **five (5) year award**, subject to funding availability and performance of the awardees, which will be reported semi-annually and reviewed annually;
- The maximum award for a single Consortium is **\$10M** (planned minimum: \$8M) **for a period of 5 years** (\$2M per year per Consortium), subject to the availability of funding. The grant will be divided between the USL and the ILL according to their respective workshares (see section 3.5.), to be **further distributed** between their respective CMs.

3.5 The Proposal's Budget

- The Proposal **Budget** is estimated by the Consortium and is submitted as part of the Proposal in the application process. It should include all development expenses to be incurred during the course of the Program that the Consortium wants to be included in the Proposal, including direct labor and its associated overhead, materials, subcontractors, consultants, travel and depreciation on new or used equipment employed.
- The **USB** and **ILB** (see section 3.4. above) will be presented in the Full Proposal, covering the **entire duration** of the Proposal (maximum 5 years). In addition, each CM will include its Proposal Budget in the Full Proposal. The USB and ILB will be managed throughout the Proposal execution by the USL and the ILL, respectively, including the reporting to the EC of the budgets' status vs. actual expenditures.
- To receive the **maximum award**, the minimum approved Proposal Budget of the Consortium (USB+ILB) for a period of 5 years will be **\$20M** (\$4M per year). This budget will include the **maximum \$2M annual award** to the Consortium plus the minimum 50% cost share.
- **Cost share:** The USB should include the minimum 50% cost share from the U.S. CMs, **in aggregate**. The ILB should include the minimum 50% cost share of the Israel CMs, **in aggregate**.
- All CMs should contribute and share their technological expertise and intellectual property in execution of the joint Proposal. The task assignments should be divided in such a way that the relative workshare is expected to be approximately 50% / 50% between all the U.S. and all the Israel awardees, accordingly. Well justified exceptions will be considered, but no deviations more than 60% / 40%. Thus, neither the U.S. nor Israel CMs portion in the total Consortium Proposal Budget (USB +ILB) should be less than **40%**.

3.6 Funding Contracts and Consortium Agreement

- The BIRD Foundation, as the EC Secretariat, will **negotiate and sign** separate **funding contracts / agreements** (henceforth: "ECFA") with the U.S. Lead Awardee (USL) and with the Israeli Lead Awardee (ILL).
- The approved USB and ILB will include an **Overhead Allowance** of 2.5% of the Budgets, to reflect the cost of the management role of the USL / ILL. This Overhead Allowance is on top of the 25% Labor Overhead Allowance and the 5% General & Administrative (G&A) Expenses Allowance that is included in the Budget of each CM.

- The ECFA will include substantive milestones, budget, reporting and other requirements, as well as payments due to the Consortium by the EC.
- The EC will **monitor the progress** of the Consortium awardees, consistent with the contracts.
- A **Consortium Agreement / Contract** between all CMs (henceforth: "**CMA**") needs to be defined, signed and submitted to the EC for review prior to signing of the ECFA. This agreement is not an EC document and the BIRD Foundation is not a party to this agreement. The CMA should address issues relating to the development Proposal Tasks and responsibilities of each CM, to the Tasks execution timetable, to the periodic technical and fiscal (expenses) reporting to the EC, to the intellectual property ownership of the developed Program, etc.

4 Program Progress and Review

4.1 Semi-Annual (Periodic) Review

- The Consortium will submit to the EC one **semi-annual technical report**, covering the R&D progress made since the last report relative to the most updated approved Program plan.
- The USL and the ILL will each submit to the EC a separate **semi-annual** fiscal report, covering the cumulative actual Program expenditures compared to the updated approved USL / ILL Budgets.
- The formats of the technical and fiscal reports are described in a separate document.
- The amount of the next periodic **grant payment** extended by the EC to the USL / ILL will be based on the semi-annual technical and fiscal reports.

4.2 Annual Review

- In addition to the reports mentioned in section 4.1, each Consortium will submit to the EC an **Annual** Technical and Fiscal Summary Report / Presentation This report / presentation will be due by August 31st (this deadline may change).
- With the Summary Report / Presentation, the Consortium will submit an updated ILL / USL Budget Proposal and GANTT for the following year.
- The EC Executive Committee (henceforth: "**ECEC**") will review the Annual Summary Report during its annual meeting and will decide whether to accept the Report and the updated ILL / USL Budgets and GANTT.
- The ECEC may discontinue the Award at any time if it will be dissatisfied with the performance of the Consortium.
- Changes in Consortium membership require prior approval of the ECEC. A request for Consortium membership change should be submitted as soon as possible, preferably during the annual reporting process.

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5 Proposal Selection Criteria

Proposals are evaluated based on consideration of the following factors. All sub-criteria are of varying weights.

5.1 General

The selection criteria are comprised of the following 4 components:

- Scientific and technical merit;
- Technical approach, management plan, and understanding of project objectives; (Preference is given to proposals with sound plans for leading to technology transfer from academia to industry and moving technology to market.)
- Applicant / team capabilities, experience, organization, facilities and management capabilities;
- Program policy factors, such as level of U.S.-Israel cooperation and presented synergy.

5.2 Criterion #1: Scientific and Technological Merit, Innovation, and Impact (50%)

5.2.1 Technological Merit and Innovation

- Extent to which the proposed program is innovative and has the potential to advance the state of the art; Awareness of commercial and emerging technologies and processes, in case relevant;
- Soundness of the concept; and
- Clarity and persuasiveness of the presentation and ideas including prior art, data, and analysis.

5.2.2 Impact of Technology Advancement

- How the projects support the topic area objectives, and their impact on the relevant market within the area objectives;
- Extent to which the plan can contribute to bridging knowledge gaps in both countries; and
- Extent to which the plan contributes to the establishment of strong knowledge centers;

5.3 Criterion #2: Work Packages and Team (35%)

5.3.1 Research Approach and Work Plan

- Degree to which the problem statement, approach and critical path have been clearly described and thoughtfully considered;
- Degree to which the tasks are coherent, effective, timely, appropriately allocated and well balanced between the parties, resulting in a high likelihood that the proposed work plan will succeed in meeting the project goals; Degree to which the tasks descriptions are clear and detailed;
- Potential of the knowhow transfer from academy to industry;

- Degree to which the proposed activities lead to demonstration of the technologies in relevant environments, and can be later scaled and implemented, when relevant;
- Appropriateness of the management structure and procedures (e.g., for monitoring and controlling project scope, cost and schedule);
- Reasonableness of budgets and spend plan for proposed project and objectives.

5.3.2 Identification of Technical Risks

Discussion and demonstrated understanding of the key technical, process and commercialization risk areas involved in the proposed work and the quality of the mitigation strategies to address them, in case relevant.

5.3.3 Baseline, Metrics, and Deliverables

- The level of clarity in the definition of the baseline, metrics and milestones and their relevance;
- Relative to a clearly defined baseline, the strength of the quantifiable metrics, milestones and mid-point deliverables defined in the application, such that meaningful interim progress can be demonstrated.

5.3.4 Commercialization (when relevant)

- Identification of target market, competitors and distribution channels for proposed Program, along with known or perceived barriers to market penetration;
- Initial commercialization plan, including identification of potential paths towards commercial deployment.

5.3.5 Team

- The capability of the consortium and the proposed team to address all aspects of the proposed work with a good chance of success. Qualifications, relevant expertise and time commitment of the individuals on the team;
- Plan for the management team to technically integrate the various components of the work and adapt in response to successes and setbacks;
- The sufficiency of the facilities to support the work;
- Degree to which the proposed consortium demonstrates the ability to facilitate and expedite further development and commercial deployment of the proposed technologies;
- Degree to which the proposed consortium management demonstrates effective coordination and communication between the project team members and other project participants, including technical, business, financial, and other parties; Including prior experience in managing projects of similar type, size, and complexity.

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5.4 Criterion #3: Collaboration (15%)

- Extent to which the plan encourages collaboration and demonstrates synergies between the U.S. and Israel Consortium members;
- Extent to which the plan encourages collaboration in mutual access to R&D infrastructure, including for the industrial development of technology, knowledge as well as student and post-doctoral exchange;
- How the plan supports cooperation in the development of human resources with expertise in applications of innovative technologies and their industrial applications;
- Added value of the consortium compared with independent research of the parties (complementarity of the participants within the consortium). Researchers plans to leverage the experience and expertise of other organizations in the consortium.

6 The EC Proposal Application Process and Timetable

Following is a description of the EC Proposal application process and timetable. This **8-step process** begins with the initial introduction of the potential Proposal to the BIRD staff (acting on behalf of the EC) by (informal) representatives of the planned Consortium and is completed when the EC transfers the first award payment to the Consortium. The process is illustrated in Fig. 1, below.

6.1 Step 1: Introduction of Potential Project to the EC

BIRD strongly recommends to Israeli and U.S. companies that are considering applying for funding from the EC with respective U.S. and / or Israeli partners, to **meet with a BIRD representative** as soon as possible, to introduce their company or organization, their innovative technology, and their intention to submit a Proposal to the EC as part of a Consortium. This **introductory meeting**, which can be held even before all the Consortium participants have been identified or recruited, can assist the companies / organizations to better understand the EC's criteria for Consortium qualification, innovative Technologies considered for development, suitable partnering relationships, and characteristics of the planned Proposal considered for submittal.

Note: Based on the accumulated experience by the BIRD staff, it is estimated that at least **8 weeks** are required to prepare a comprehensive Full Proposal. Thus, the date of the above meeting, referred to as the "**kick-off meeting**" or "**process start**" should be targeted for at least 8 weeks from the EC's announced and published **Deadline for Full Proposal Submittal**.

Typically, either the planned U.S. Lead (USL) or Israel Lead (ILL) will initially approach BIRD for the Proposal's funding support. Ideally, the ILL should contact a staff member at BIRD's Israel headquarters, and the planned USL should approach its regional U.S. BIRD representative. It is recommended that the ILL or the USL be represented by at least one Executive who is familiar with both the technical and business (commercial) aspects of the proposed Proposal.

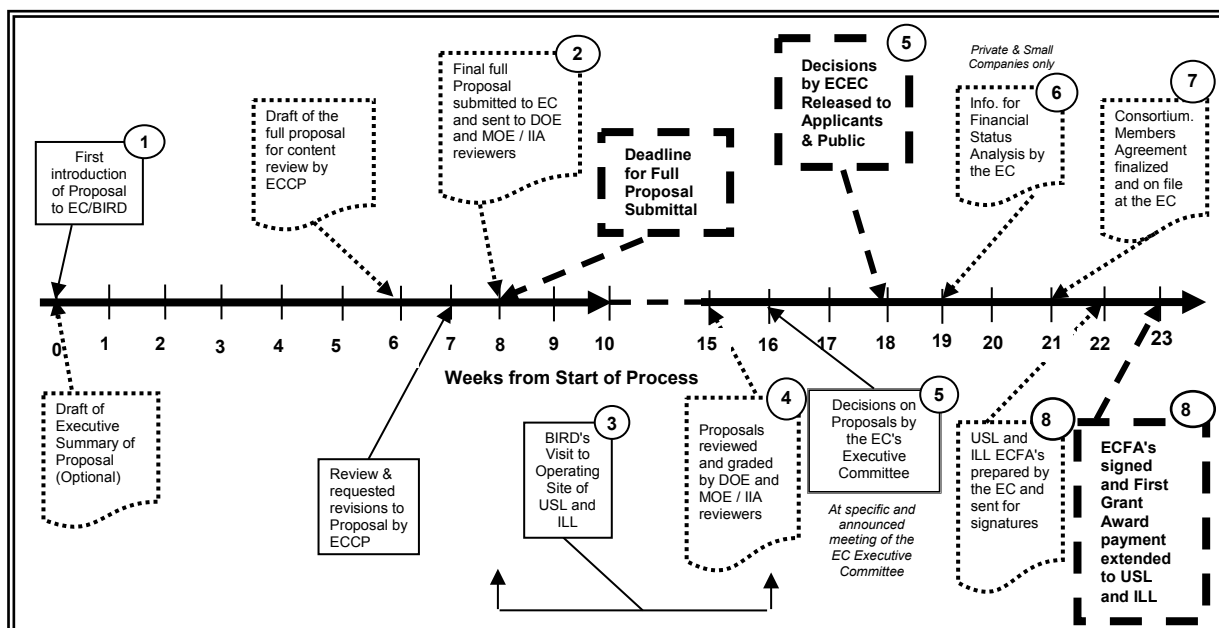


Fig. 1: Flowchart of the 8 steps in the EC Proposal application process and timetable (Note: the timetable is subject to change)

When both the ILL and USL of the planned Consortium have been identified and the general scope of their joint Proposal has been defined, the issues and topics that are typically discussed at the introductory meeting are:

- **Company / Organization Background:** Technical, commercial and financial assets, as well as the relevant strengths of each company / organization for the successful completion and commercialization of the proposed development Proposal. These include the characteristics and qualities possessed by each company that would make it a good development partner to the Consortium.
- **The Innovation:** Description of the Program to be developed, including its uniqueness, innovation and the solution it provides for current, unmet market and/or social needs.
- **Proposed Plan:** Description of the proposed activities to achieve the objectives of the program, including potential transfer of technology from academia to industry, demonstration of technologies in relevant environments and other activities.
- **The Proposal Scope:** An estimate of the approximate total development Budget for both the Israel and the U.S. portion of the Proposal tasks throughout the (maximum) 5 years duration of the Proposal.
- **Collaborative Relationship:** Description of the anticipated role of each participant in the Consortium during project development and commercialization. This should include division of the development Budget between the Consortium participants, non-EC financing sources for project expenses and the arrangement between the participants regarding any revenue / profit sharing and other benefits expected to be derived from subsequent commercialization.
- **Commercial Potential:** Description of the estimated market size and growth rate for the products to be derived from the developed Program, by main applications, of the current and expected future competitive technologies, and of the potential routes to market entry.

It is recommended, though it is not essential, that prior to the introductory meeting, the representative participants submit to the EC a draft of the Executive Summary of the Proposal (see section 7.5, ahead), which, in essence, relates to the same 6 issues listed above.

Note: The Executive Summary template can be downloaded from BIRD's website (File #1 in <https://www.birdf.com/energycenter-procedures-submission-forms/>)

At the introductory meeting, the BIRD representative will acquaint or update the Consortium representatives with the EC application procedures and timetables, as well as with the grant payment procedures, as requested.

6.2 Step 2: Preparation and Submittal of the Full Proposal

The Consortium participants will jointly prepare a **Full Proposal** document (henceforth: "**FP**"), following the detailed instructions given in section 77, below.

There is a **formal deadline** in the Proposal application process. The upload system will close on the deadline date specified on EC/BIRD's website. In order to ensure that a Proposal be approved at the scheduled meeting of the EC's Executive Committee (ECEC) (see Step 5, below), the Proposal needs to be submitted prior to the specified deadline. Furthermore, failing to comply with all the instructions and requirements set forth for the preparation of the Proposal will cause the **rejection of the Proposal** and it will not be considered a candidate for the EC support.

Optional but **strongly recommended**, a draft of the proposal may be pre-reviewed by the EC's assigned **Contact Person** (henceforth: "**ECCP**"), to ensure adherence to the EC's Proposal Preparation Guidelines, including completeness, clarity and consistency of its contents. The draft Proposal must be submitted using The EC's Upload System. After incorporating all changes and enhancements recommended by the ECCP, the Consortium must upload the final proposal to the EC's Upload System. A hard (unbound) copy must be sent to the EC's headquarters in Israel, where it will be filed.

The FP is sent by the EC, as is, to both the DOE and MOE/IIA **professional reviewers** for a thorough review (see step 4, below).

Note: The Full Proposal template can be downloaded from BIRD's website (File #2 in <https://www.birdf.com/energycenter-procedures-submission-forms/>)

6.3 Step 3: BIRD's Site Visit to the U.S. and IL Leads

It is intended that, as a step in the application process, a BIRD representative, acting on behalf of the EC, will meet (separately) with relevant management and with **key technical and business executives** from both the USL and the ILL participating in the Consortium who are familiar with the submitted Proposal. This will be done during a scheduled visit to one of the **development or operating sites** of the USL and the ILL. The site visit will usually take place between the date of submittal of the Full Proposal (FP) (see Step 2, above) and the week preceding the Executive / Selection Committee meeting (see Step 8, below).

Usually, the purpose of a company / organization site visit is to introduce The EC (1) to the Proposal's details, (2) to the other IL or U.S. Consortium participants and their role in the Proposal, (3) to the USL/ILL relevant personnel, and (3) to answer questions the USL/ILL might have regarding the EC's assistance model, procedures and timetable. It also provides BIRD the opportunity to better understand the USL/ILL capabilities and commitment to the Proposal, as well as its role in the development and commercialization of the Proposal.

6.4 Step 4: Proposal Review and Evaluation by the DOE and MOE / IIA Reviewers

Both the assigned **Professional / Technical Reviewers** from the Israel Ministry of Energy (MOE) and the Israel Innovation Authority (IIA), who may be two different reviewers, and the Reviewers from the U.S. (may be multiple merit reviewers from various U.S. agencies; see Step 2, above), will receive a copy of the Full Proposal (FP) for review and evaluation. The reviewers are independent professionals with specific technological background relevant to the reviewed Proposal.

6.4.1 The review by the MOE / IIA

The reviewers from the MOE / IIA will contact the ILL and schedule a **formal meeting**, usually at the ILL's relevant operating site. The reviewer will advise the ILL what background material / presentation should be prepared by the ILL for presentation during the visit.

The MOE / IIA reviewers might request from the ILL to **clarify and expand on topics not sufficiently covered in the FP or during the visit**. This request will be conveyed to the ILL in writing by the reviewer after the visit, who will be asked to promptly respond in writing to the specific questions / comments.

6.4.2 The review by the DOE

The DOE-assigned merit reviewers will base the review and evaluation **solely on the FP**. Thus, the reviewer might request from both the USL and ILL to **clarify and expand on topics not sufficiently covered in the FP**, or to relate to comments raised by the reviewer. This request will be conveyed to the USL / ILL in writing by the assigned ECCP from BIRD. The USL / ILL will be asked to promptly respond in writing to the specific questions / comments.

6.4.3 The Evaluation of the Proposal by the Reviewers

Both the DOE and the MOE / IIA will submit to the EC Executive (Selection) Committee (**ECEC**) the review summary and their recommended evaluation of the proposal. The Proposal's evaluation from the DOE and the MOE / IIA will be presented to the ECEC and will serve as supporting material for the ECEC in the Proposal approval process.

The Consortium participants will not receive the review summary and the evaluation of the Proposal by neither reviewers nor from the EC.

6.5 Step 5: Decision on the Proposal by the EC's Executive / Selection Committee

The EC's Executive / Selection Committee (ECEC) will convene for a meeting (or several meeting sessions), at specified dates, to act upon all award applications that have successfully completed steps 1-4, above.

The ECEC is comprised of members from the DOE and from the MOE / IIA. The members of the ECEC or their acting designees are listed in the EC/BIRD website. The ECEC includes two representatives of BIRD's Board of Governors (one U.S., one IL), in an advisory capacity.

The ECEC will act on the Proposals submitted by the various applying Consortia by making one of the following decisions for each Consortium:

1. **Approve** a Grant Award for a **specified sum** to the IL Consortium members and another Grant Award for a specified sum to the U.S. Consortium members (both totaling at most 50% of the Proposal's Budget);
2. **Not approve** a Grant Award to the applying Consortium.

Note: The ECEC will approve a **maximum total of 4 Grant Awards for 4 Approved Proposals submitted by the various Consortia**. The ECEC may select additional **alternate awardees** in each research topic.

The ECEC's decision will be conveyed in writing to both the USL and ILL of each applying Consortium **within four (4) weeks** after the ECEC meeting sessions.

If a Grant Award has been approved, the Consortium applicants, represented by the USL and ILL, will have up to **four (4) months** to materialize this approval by signing with the EC the **Energy Center Funding Agreement (ECFA)**, as described in Step 8, below.

6.6 Step 6: Financial Status and Funding Resources Clearances

If either the ILL or the USL is a relatively **young and small private company**, the EC will usually conduct a **short financial analysis** of the company, to determine the following:

1. Current (2019) tangible financial resources available to the company;
2. Financial ability of the company to cover the expenses associated with its overall operation (and not only the expenses stemming from the EC-supported program) for a future period.

The financial analysis is based on a **short questionnaire** completed by the company.

Should the company **not** be able to substantiate item (2), above from the availability of current tangible financial resources (described in (1), above) within 3 months from the Grant Award announcement, the company's owners will be asked to provide the EC with **financial assurances**. Failure to provide satisfactory assurance for item (2), above, may prevent the signing of the ECFA and payment of the EC grant award.

6.7 Step 7: Consortium Members Agreement (CMA)

The EC requires that, prior to the signing of the ECFA's (see Step 8, below), an agreement be in place between **all** the Israel and U.S. companies / organizations participating in the Consortium. A copy of this "**Consortium Members Agreement** (henceforth: "**CMA**") should be submitted to the EC. Please note that, in so far as concerns the EC, in any instance in which a provision of the CMA contradicts a provision of any of the ECFA's, the provision in the ECFA shall prevail.

While the EC is not part of the CMA, nor is the EC involved in formulating and negotiating this agreement, at least the following topics should be addressed and covered in it. Agreement on these issues prior to initiation of the joint development **is critical** to maintaining the **cohesiveness of the affiliation** between the CMs throughout all phases of cooperation:

- The **ownership arrangement** between the CM of any of the **Intellectual Property (IP)** evolving from the jointly developed Program throughout the duration of the Proposal execution period.
- The **revenues and profit-sharing arrangement** between the CM for the jointly developed Program;

- The arrangement between the CM regarding preparation and timely submission of the **periodic fiscal and technical reports** to the EC throughout the development period of the Proposal.
- The arrangement between the CM regarding the distribution and forwarding of the **Grant Award payments** extended periodically by the EC to the ILL and to the USL.

Failure of the CM to agree on and to submit to the EC a CMA within 3 months from the Grant Award announcement will prevent the signing of the ECFA and payment of the EC grant award.

Note: It should be understood by all CMs that, as the EC is not a party to the CMA, this agreement does not, in any way, affect any clauses in the ECFA's signed between BIRD, as EC Secretariat, and the USL / ILL.

6.8 Step 8: Preparation / Signing of the ECFA's; Extension of First Grant Award Payment

6.8.1 Preparation of the ECFA's by the EC

BIRD, representing the EC, is responsible for the preparation of the **two (2) ECFA's** for each approved Consortium Proposal, which are signed by the USL or the ILL as one side (referred to in the ECFA's as "**the Proposer**") and BIRD on the other side.

The preparation of the ECFA's commence after the Proposal is approved by the ECEC (see Step 5, above). Although it is a **standard-form agreement**, it is customized to any specific Consortium based on information found in the FP (Step 2, above), including:

- The Effective Date (**Proposal start date**) of the agreement, taken from the Proposal cover page;
- The project **duration** (taken from the Proposal cover page);
- The project **title** (taken from the Proposal cover page);
- The Proposal **managers** from both the USL and ILL (taken from Section H of the FP);
- **Mailing and office addresses** of both companies (taken from the Proposal cover page);
- The **Program plan** (GANTT chart), which constitutes Annex D of the ECFA (taken from Section D of the FP);
- The **Budgets** of the IL and the U.S. CMs, which constitutes Annex A of the ECFA (taken from Section L of the FP).

Notes: (1) If the approved Grant Award is less than 50% of the total Budget in the Proposal, the USL and ILL are asked to submit to the EC (in softcopy, as an Excel workbook) revised Budgets for the Israel and U.S. CMs, totaling **exactly twice** the amount of the approved Grant Award. The CMs are **free to select** which expense items in the Budgets are to be partially included or excluded completely in the revised Budgets, provided that the revised budget of the US side or the Israeli side is **not less than 40%** of the combined revised Budgets.

(2) The revisions of the Budgets do not, in any way, change the obligation of the CMs to carry out all the work as described in the FP.

6.8.2 Signing the ECFA's by the USL and the ILL

The standard ECFA will be posted on BIRD's website.

[Back](#)

Upon completion of the two ECFA's preparation by the EC / BIRD and execution of Steps 6 and 7 of the application process (see above), the EC will send 2 copies of each ECFA's to the ILL and USL for an authorized signature, respectively. Once signed, the ILL and USL will each return the two copies to the EC / BIRD. After being signed by **BIRD's Executive Director** (representing the EC), a fully signed copy will be returned to the ILL and to the USL.

6.8.3 First Payment to the ILL and USL of the Consortium

The signing of the two ECFA's by the 2 parties to each agreement (the ILL and BIRD and the USL and BIRD, respectively) is a **pre-requisite** for transferring of the **first grant award payment** by the EC to both USL / ILL, which is an advance (down-payment).

Grant Award Payments (G) are made after receipt and approval of a joint technical report and a separate fiscal report, submitted by both the ILL and USL at the end of each one of (N) segments (every **6 months**). These reports cover the development progress and the actual expenses incurred during the segment. For the sake of cash flow planning, grantees can assume N+1 equal payments of \$G/(N+1) every 6 months, the first one extended immediately after the ECFA is signed by all parties.

All grant payments are an advance (down-payment) to cover expected expenses during the upcoming segment. It should be emphasized that the payments are subject to periodic audits, and the Consortium may have to refund overpayments to the EC.

7 Proposal Preparation Guidelines

7.1 Introduction

Discussions in meetings by the Consortium representatives with the BIRD staff (acting on behalf of the EC) about the participants, objectives, challenges, characteristics, expected duration and costs of the Proposal usually precede submission of a formal Proposal. The EC encourages and recommends that at least one such meeting be held prior to the engagement in the preparation of the Proposal. However, while impressions gained from these contacts are important, in the final analysis, the formal evaluations and decisions are based on the formal Proposal submitted by the Consortium. The following Proposal preparation guidelines are to be followed and adhered to.

Note: The EC / BIRD's dealings with the Consortium are **treated confidentially**, both by the EC/BIRD staff and by the Professional Reviewers appointed by the DOE, the MOE and the IIA, the three organizations responsible for conducting such reviews (see the EC/BIRD website for a typical Confidential Disclosure Agreement).

The Consortium may submit to the EC (through the EC's on-line upload system) a **draft Proposal** prior to the submission of the final Proposal, to be reviewed by the EC Contact Person (ECCP). The purpose of ECCP's review is to ensure that the proposal is sufficiently detailed to enable the outside reviewers to perform a meaningful and critical evaluation of the proposed program. This "internal" review process, strongly encouraged and recommended by the EC, will be carried out promptly only if the Consortium submits the draft Proposal by a specified deadline, which is typically about 2 weeks prior to the **Proposal submission deadline**.

Note: The Full Proposal (FP) template, containing some MS-WORD and Excel files required in the specific FP sections, can be downloaded from the BIRD website (File #2 in <https://www.birdf.com/energycenter-procedures-submission-forms/>)

7.2 The Proposal Structure and Contents

There are four parts to the Proposal, the contents of which are included in 14 Sections (A-N):

1. **Research / Program description** and the innovation in the Program / concepts (Section D).
2. Description of Proposal **program execution** and the **cooperation** between the Consortium members (CMs) – proposed approach, tasks and milestones (Section E); program plan in Gantt Chart format (Section F); cooperation between the CMs (Section I); project organization and management (Section J); the CMs and their resources (Section K); the Program's Budget (Section L) and the Proposal's risk analysis (Section M).
3. The **marketing and commercialization plan** and prospects (Sections G and H).
4. **Registration / contact** information – cover page (Section A), table of contents (Section B) and sundry information (Section N).

The EC expects the CMs to **fully comply** with the instructions, including provision of all the information requested, full compliance with the template and format, with section numbering / designation and section captions / titles.

The following is a detailed description of the required contents of each Proposal section:

7.3 Section A: Proposal Cover Page

The format and content of the Proposal cover page is given in Fig. 2, below. It should be the **1st page** in the Proposal and must be **signed** by an **authorized official** from both the ILL and the USL.

Note: The Proposal Cover Page form is included in the downloadable FP template.

Energy Center Procedures (Submission)
F5-May 27, 2019

Proposal Cover Page

To: U.S. - Israel Center of Excellence in Energy, Engineering and Water Technology
From: Israel Lead Organization: _____

Office Address - _____ Mailing Address (if different from office address) - _____

Telephone No. _____

From: U.S. Lead Organization: _____

Office Address - _____ Mailing Address - (if different from office address) - _____

Telephone No. _____

Proposal Title: _____

Topic area of Research	<input type="checkbox"/> Fossil Energy	<input type="checkbox"/> Energy Storage
	<input type="checkbox"/> Energy Security	<input type="checkbox"/> Energy-Water Nexus

Program Duration: ____ years + ____ months **Program Budget:** \$ _____⁽¹⁾

Submitted by: **Israel Lead Organization** **U.S. Lead Organization**
 Authorized Company Official **Authorized Organization Official**

Signature: _____ _____
Printed Name: _____ _____
Title: _____ _____
E-mail: _____ _____
Date Submitted: _____ _____

Preferred date (month / year) for start of Proposal funding: ⁽²⁾ _____

⁽¹⁾ Program Budget – the total budget for all participants in the Consortium, for the entire duration of the Proposal program
⁽²⁾ Preferred date for start of Proposal funding – Can only be 1st day of the month. Do not request a start date prior to the date of the final Proposal submission

Fig. 2: Format & Content of Proposal Cover Page

7.4 Section B: Table of Contents

The table of contents should include reference only to the main Proposal sections (A-N). The section numbering must be adhered to and the page number of each section specified.

7.5 Section C: Executive Summary

As in any detailed technical document, the Executive Summary (henceforth: "ES") should address all the major topics of the Proposal, as specified below. Since it is strongly

recommended that the ES section be no longer than **6 pages in length** (including the tables included below), special attention should be given to its concise and clear wording.

The ES should start with Table 2 , below, defining the topic area of research (only **1 area** can be chosen), the Proposal title (name), the total Proposal Budget, and the total Proposal duration.

Note: The info in Table 2 should be exactly the same as in the Cover Page in section A, above.

Topic area of research	<input type="checkbox"/> Fossil Energy	<input type="checkbox"/> Energy Storage
	<input type="checkbox"/> Energy Security	<input type="checkbox"/> Energy-Water Nexus
Proposal title		
Proposal total budget	\$ _____	
Proposal duration	_____ years and _____ months	

Table 2: Proposal Summary Table at top of the ES

Description	Israel Lead Organization (ILL)	U.S. Lead Organization (USL)
Full company / organization name (as appears on the Certificate of Incorporation)		
Registration # (ILL); Duns # (USL)		
Co. / org. location (state, country)		
Company / organization website		
Year established	_____	_____
Revenues in 2018 fiscal / calendar year (as applicable)	\$ _____ million	\$ _____ million
Total number of employees	_____	_____
Ownership (Public / Private)		
Relationship of the companies (ILL / USL)	<input type="checkbox"/> Parent / Subsidiary <input type="checkbox"/> No common relationship <input type="checkbox"/> Common Other <input type="checkbox"/> Ownership	

Table 3: Summary info of the Lead Co./Org. of the Consortium at the top of the ES

Description	Value
Reporting to / supervised by Lead Co. / Org. in:	<input type="checkbox"/> Israel <input type="checkbox"/> U.S.
Full company / organization name (as appears on the Certificate of Incorporation)	
Registration # (ILL); Duns # (USL)	
Co. / org. location (state, country)	
Company / organization website	
Year established	_____
Total number of employees	_____
Ownership (Public / Private)	

Table 4: Summary Info in the ES of Each Non-Lead Consortium Member

The ES should continue with Table 3, above, to be completely filled-out by the Israel Lead Organization (ILL) and the U.S. Lead Organization (USL) of the Consortium.

Directly below Table 3, the ES should continue with Table 4, to be filled out consecutively **by each one** of the remaining CMs.

Following the 3 Tables above, the ES should continue with a concise description of the following 6 main topics, following the guidelines below:

1. **Abstract:** A summary describing the Technological essence of the Proposal, the problem it is challenged to solve and its expected outcome, the CMs and their contribution and the eventual commercial potential. The abstract should be self-explanatory to someone who has no previous knowledge in the field.
2. **Lead Company / Organization Background:** Describe the major technical, marketing and financial assets and strong-points of each one of the two **Lead** Companies / Organizations (the ILL and the USL) that are relevant to the successful completion of the proposed Program. Describe the characteristics and qualities possessed by each company / organization that would make it a good development partner to the other company / organization. In addition, both the ILL and the USL should identify and describe the characteristics, resources and other added values and responsibilities of all other CMs under its management during the Program.
3. **The Innovation:** Provide a concise description of the Technology(ies) / Product(s) to be developed within the Proposal Program, including its uniqueness, its innovation, and their potential impact in the relevant markets.
4. **Proposed Plan:** Provide a concise description of the proposed activities to achieve the objectives of the program, including potential transfer of technology(ies) from academia to industry, demonstration of technologies in relevant environments and other activities.
5. **Collaborative Relationship:** Describe the anticipated role of each CM during the **development and commercialization** (when relevant) **phases** of the Proposal Program. Indicate how the development **Budget will be split** between the CMs by including and referring to Table 5 (see below), and from where the non-EC portion of the Program's expenses will be obtained. Describe the expected general basis and arrangement between the CMs regarding sharing of profits and other benefits during commercialization.

#	Name of Consortium Member	Israel Consortium Members		U.S. Consortium Members	
		Total Program Budget (K\$)	% of total Program Budget	Total Program Budget (K\$)	% of total Program Budget
1	Company A	7,000	35.0%		0.0%
2	Company B		0.0%	5,000	25.0%
3	Company C	2,000	10.0%		0.0%
4	Organization A		0.0%	3,000	15.0%
5	Organization B	3,000	15.0%		0.0%
6			0.0%		0.0%
7			0.0%		0.0%
8			0.0%		0.0%
		=====	=====	=====	=====
	Total Program Budget (K\$)	12,000	60.0%	8,000	40.0%
			20,000		

Table 5: Total Program Budget Split between Consortium Members (example)

- 6. Commercial Potential:** Describe the major commercial applications (when relevant) expected to be derived from the Program development, and the expected **year** in which commercial sales can be expected (the "time to market"). State the estimated relevant **market size** (in volume and value) at the year of first commercialization for the developed Program for 2-3 major and representative applications (products), and the expected market share after 3-5 years of commercialization. (Please indicate the sources employed in deriving this forecast). Use Table 6 (or similar), below, to estimate the **total volume and the total \$** value of **direct sales revenue** expected to result by beneficiaries from the developed Program over the first 5 years of commercialization.

Description	Calendar Year				
	2025	2026	2027	2028	2029
First calendar year of commercial sales	2025	2026	2027	2028	2029
Year of commercialization	1	2	3	4	5
Definition of units:	MWH				
Annual units sold (Units)	50,000	60,000	70,000	80,000	100,000
Cumulative units sold (Units)	50,000	110,000	180,000	260,000	360,000
Product price (\$/unit)	500.00	500.00	500.00	500.00	500.00
	=====	=====	=====	=====	=====
Annual product sales revenue (M\$)	25	30	35	40	50
Cumulative product sales revenue (M\$)	25	55	90	130	180

Table 6: Sales Revenue Estimate for 1st 5 Years of Commercialization (example)

Note: The Executive Summary template can be downloaded from BIRD's website (File #1 in <https://www.birdf.com/energycenter-procedures-submission-forms/>). It includes the forms of all 5 tables above (Table 2 to Table 6).

7.6 Section D: The Innovative Technology

This section should address the following two main issues: How are things done in this area today? What is the current state-of-the-art for the target markets?

- What is the state-of-the-art? Is this a unique technology? Why do you believe it will be successful? How will the technology differ from those in the market today?
- What are the limitations of the current technologies in the market? This is your opportunity to elaborate on the shortcomings that exist in the proposed Program and product area as a prelude to the description of the innovation and how it overcomes these shortcomings. Current limitations could include: high cost, non-optimal performance, lack of attention to specific market segments, i.e., poor suitability to high- or low-end markets, size, compatibility, nonconformance to standards, etc.
- What is the technology / product concept? Sketches, diagrams and tables should be included to help describe the innovation. This description should clearly identify in which way the innovation overcomes current limitations.
- What is the patent situation, including background patents and the potential for new patents?
- Which regulatory and technical standards are relevant to the developed technology? Will the proposed Program meet current and / or emerging standards?

7.7 Section E: Proposed R&D Program

This section of the Proposal is to be organized in two parts: (1) Analysis of the Problem and (2) Proposed Approach:

7.7.1 Analysis of the Problem

The purpose of this sub-section is to establish a credible basis for the proposed program, with the intent of identifying specific problem areas. These are the problems or difficulties which need to be solved / overcome in order to achieve the Program objectives. For example, at the start of the EC Program, the CMs are at Position A, which relates to the current limitations previously highlighted in Section D of the Proposal. By the end of the Program, the Consortium expects to be at Position B. What specific problems must be solved or overcome in order for the Consortium to reach Position B, consistent with the Proposal's budget and timetable? Clearly, these problems and their resolutions should be considered by the Consortium in formulating its Proposed Approach and in defining the Program Plan.

The problems may focus on a variety of technical issues: In some cases, the problems may relate to the need for fundamental technological breakthroughs in order to develop a currently non-existing Technology / product. In others, the Technological problems may be relatively straightforward, with key issues relating to product integration into an existing line or management of a complex, inter-disciplinary, multi-task project. Items to be addressed in this sub-section include:

- Definition of the required properties and functions of the developed technology that will be used in the market environment. Often, this is referred to as the "spec. sheet". This is the Position B referred to previously in this section. What market input has contributed to formulating the end-product characteristics?
- Identification and description of the challenges associated with realizing the required properties and functions. This is an in-depth discussion of the Technological issues that must be addressed in order to achieve the Program's objectives. The Consortium should indicate here the Technological resources it has at its disposal to accomplish this.

7.7.2 Proposed Approach

The proposed approach starts by outlining a general plan of the proposed effort, setting the stage for the following, more detailed task descriptions. This overall plan includes the **milestones** that need to be reached in order to realize the Program's objectives; in other words, "what has to be done". These should be straightforward descriptions, with no discussions, as yet, of how the Consortium anticipates tackling the problems in order to get from Position A to Position B, including:

- Description of the techniques and methods to be used for developing the Program. This should include relevant experience in developing similar Technologies, to illustrate the existence of a valid experience base.
- Any technical or economic constraints in realizing the Proposal's program.
- Discuss alternate approaches to resolving problems and the basis for selecting the preferred solution. Even if a preferred solution has not yet been identified, the various alternatives should be reviewed, along with their pros and cons.

Describe, for each Task (see next sub-section), the specific approach that will be employed, i.e., how to get from Position A to Position B. Detail the specific techniques to be used to solve the previously identified problems. Thus, in this sub-section, the Consortium demonstrates that not

only is it aware of the state-of-the-art in the industry and the limitations of current practices, but it also has an innovative idea, it understands the challenges associated with developing the idea to, at least, the level of **Technology demonstration**, and knows how to deal with the major obstacles. For each task, provide supporting information which justifies the specific approach, where appropriate.

Since the final objective is technology leading to products or processes, Tasks defined should include **compliance to standards**, prototyping, regulatory approvals, lab and beta testing, documentation, etc. For those tasks relating to "testing", for example, details should be given as to what is to be tested, how many tests are needed, test objectives, test methodology, expected results, etc., rather than writing "tests will be performed".

7.7.3 Definition and Detailed Description of Program Tasks

This sub-section is the heart of the technical part of the proposal, in which **specific and measurable Tasks** are defined, stating the objective and contents for each Task, the resources required and the CMs with primary responsibility for carrying out the Task.

The Tasks should include **Annual Reviews** in which, once a year, the status of the program is presented to the EC with the participation of all CMs.

Following are the guidelines for the detailed description of the Tasks:

1. Define up to 25 tasks to be carried out throughout the (maximum of) 5 years comprising the development period of the Program. Number and name each one of the Tasks.
2. Any specific task can be carried out by **1 or more CMs**, whether from IL or from the U.S., which have to be identified.
3. Each Task must have a specific starting and ending date, specified by **calendar month/year**. Thus, Tasks start at the beginning of the month and end at the end of the month. The duration of each Task **is not limited in time**.
4. The following information is to be supplied for each Task, using the form given in Table 7, below:
5. Task # and name
6. Task starting and ending dates (in MM/YYYY format) and Task Duration
7. Consortium members participating in each Task, their responsibilities (roles) within the Task and their total Task Budget
8. Major Task objectives
9. Task description, approach to Task execution and potential difficulties in reaching the Task objectives
10. Measurable milestones to be achieved in the Task

Notes: (1) There must be **complete consistency** in the numbers, names, starting and ending dates and assignment of the Tasks listed here and those listed in the Program Plan (see Section E, below) and Program Budget (see Section L, below).

(2) The "Detailed Task Description Form" in Table 7 is included in the downloadable FP template.

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Task #			
Task name			
Task duration (months)			
Start date (month/year)		End date (month/year)	
#	Consortium Member Name	Budget (K\$)	% of Task Budget
		=====	=====
	Total for Task:		100%
Objective of Task			
Task Description			
<i>(This field can be expanded or contracted, as needed)</i>			
Approach to Task Execution and Potential Difficulties			
<i>(This field can be expanded or contracted, as needed)</i>			
#	Description of Responsibilities within Task Among Consortium Members		
Milestones to be achieved	<i>(This field can be expanded or contracted, as needed)</i>		

Table 7: Detailed Task description Form

7.8 Section F: Program Plan (GANTT)

The Program Plan should consist of a chronological schedule of program activities, defined as **Tasks** and presented in graphical form (**GANTT chart**). The chart should indicate clearly only the following information:

- a. The Task # and name
- b. The start and finish dates of each task (in MM/YYYY format)

- c. The duration of each task (in months)
- d. The time axis should have a **resolution of quarters** (not more detailed) and should extend over a **5 years period**
- e. Each Task is to be classified according to 1 of the following 3 classifications, and the GANTT chart should distinguish visually (graphically) between the 3 classifications:
 - Task assigned to U.S. Consortium members (CMs) only
 - Task assigned to Israel CMs only
 - Task assigned to both U.S. and Israel CMs

If the Program Plan Chart comprises several pages, only a 1 page summary GANTT chart should be included here. An example of a GANTT chart with the required details is illustrated in Fig. 3, below:

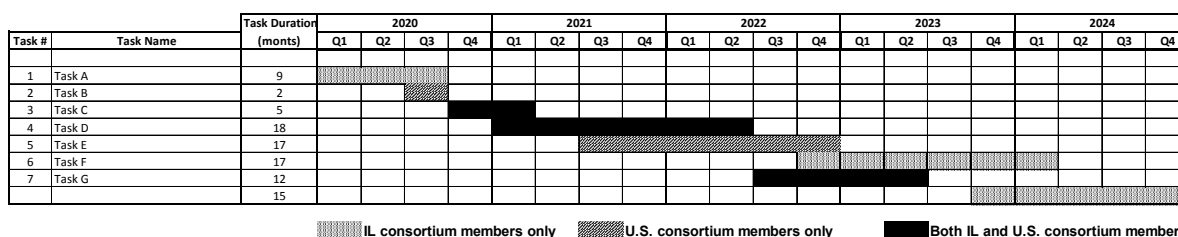


Fig. 3: Details Required in Program Plan GANTT Chart (example)

Notes: (1) The Tasks listed in the Program Plan GANTT Chart should coincide with those described in Section E, above, both in assigned number, name, start and finish dates and duration.

(2) It is strongly recommended to generate the GANTT chart using **Microsoft Project®** only. The GANTT Chart file generated by this software should be included in the Uploads to the EC/BIRD website (see section 8, ahead).

7.9 Section G: The Market

Although we are aware of the uncertainties implicit in predictions of future markets and possible competition for any new product or process, the Consortium should make an **analysis of the market** and its current trends. Such an analysis will typically include the following considerations, which should be addressed in this section of the Proposal:

- Which market needs are served? Are any CMs currently active in developing, manufacturing and selling products based on the developed technology in this market? What is the basis for those market needs?
- What performance features and **selling price**, and hence manufacturing cost, must be achieved to penetrate this market? Provide the basis for the **manufacturing cost** and enough information to enable the reviewers to determine the likelihood of achieving the target cost. How does this cost compare with those of other, similar products developed and sold by any CM? Identify any key aspects of the technical development which could adversely affect realization of the target manufacturing cost and describe the fallback options. If the technology is part of a system not to be developed within this Proposal's Program, indicate the leverage afforded for sales of the overall system by the proposed Program, and include a comparison of the manufacturing cost of the proposed innovation to that of the entire commercial system.

- What is the total **currently available market** for the 1-2 most likely application products based on the developed technology (in physical units and in US \$)? What is the current position (**market share**) of the companies in this market? What is the expected **growth rate** of this market over the effective sales window of the technology being developed and what is the basis for this projection? What events could significantly alter this projection?
- What **market share** is expected to be captured in the first year of market entry (commercialization) and over the product sales lifetime? How many units does this represent in each year of sales? What is the **unit selling price** (to third parties) of the most likely product to be developed based on the Program? How will the unit sales price change from the year of the product launch to subsequent years?
- Additional pertinent market information, such as product brochures, expressions of interest from potential customers in the products or processes to be developed, marketing agreements, etc., should be included.
- What **competition** exists or can be expected? Who are the companies, what are their products, performance and prices? Provide an evaluation of the impact of competition on the commercialization of the proposed Program.

This is not a complete list. The CMs should present whatever additional market information it considers relevant. The quantitative estimate of the annual market size, sales revenue and market share for a representative (typical) product based on the developed technology should be summarized in Table 8, below (should be identical to the estimate presented in the Executive Summary in Section C, above):

Description	Calendar Year				
	2025	2026	2027	2028	2029
First calendar year of commercial sales	2025	2026	2027	2028	2029
Year of commercialization	1	2	3	4	5
Definition of units:	MWH				
Market annual growth rate (%)	5.0%				
Market size (K Units)	5,000	5,300	5,600	5,900	6,200
Market share (%)	1.0%	1.1%	1.3%	1.4%	1.6%
Annual units sold (Units)	50,000	60,000	70,000	80,000	100,000
Cumulative units sold (Units)	50,000	110,000	180,000	260,000	360,000
Product price (\$/unit)	500.00	500.00	500.00	500.00	500.00
	=====	=====	=====	=====	=====
Annual product sales revenue (M\$)	25	30	35	40	50
Cumulative product sales revenue (M\$)	25	55	90	130	180

Table 8: Forecast of Annual Market Size and Share and of Sales Revenue for a Representative Product (example)

Note: The "Forecast of Annual Market Size and Share and Sales Revenue" in Table 8 is included as an Excel sheet in the downloadable FP template.

7.10 Section H: Commercialization – Plans and Prospects

In addition to a promising market potential, a **commercialization program** needs to be planned and implemented. Some of the questions to be discussed are:

- Describe the main challenges and milestones required to reach commercialization.
- Which of the CMs will be engaged in the commercialization efforts?
- Which CMs will be engaged in production? What are the existing **manufacturing** facilities?
- Do any of the CMs currently have a suitable **sales and service network**? If there is such a network, it should be described. Alternatively, does such a network need to be created from scratch? If so, describe the process by which the Consortium plans to establish such a network and the resources required.
- To what extent are the necessary resources – financial or otherwise – available within the Consortium? If any additional resources will be required, how will they be mobilized? Describe all relevant potential sources.

7.11 Section I: Cooperation, Economic and Social Benefits

Previous sections dealt with the proposed division of tasks between the CMs. Please summarize here the projected mode and extent of **cooperative activity in areas of R&D**, including the sharing of R&D infrastructure, the industrial development of technology, etc.

- Describe the **synergies** between the U.S. and Israel CMs, the plans to leverage experience and expertise of other organizations in the Consortium and the added value of the Consortium.
- Describe the **risk-sharing** by CMs during the Program development stage and during the potential commercialization.
- Also of importance is the **benefit to Israel and the U.S.**, such as new export markets, new employment opportunities, new capital formation, productivity improvements, etc., including social contributions of the program outcome.

7.12 Section J: Organization and Management Plan

This section should contain a presentation of the proposed **management procedures** for the Program, including the **internal review procedures** and overall management plan that will ensure, barring unforeseeable circumstances, implementation according to design specifications, on schedule and within Budget.

- Describe the procedures to be implemented to maintain **timely communications** between the Program team of each CM. Indicate the role of review meetings (when, where, or what purpose, with whom) during the Program.
- Provide an **organization chart** for the Program, identifying the Program Manager of each Consortium member, the Israel Lead (ILL) and U.S. Lead (USL) Program Managers and the overall Consortium Program Manager (if such a manager is appointed by the Consortium) and indicate the relationship of this ad hoc organization to the formal hierarchies in the organizations of CMs. For each CM, identify the Program's **key personnel and their responsibilities**.
- Regarding staff – For each CM, indicate **positions to be filled by new employees** and identify the status of these staff.

- Identify the role of **key consultants and subcontractors** on the organization chart of each Consortium member and indicate if a relationship between the consultants / subcontractors and the CMs currently exists. **Resumes of key consultants** should be included.
- For each CM, attach short **resumes** (up to one page each) of **key personnel** who will work on the Program project. The resumes should include each individual's role in the Program (i.e., project manager, senior software engineer, field engineer, etc.). Include the person's current company affiliation, job title, relevant job experience and significant accomplishments, starting from the most current position. Indicate higher education and degrees and list professional affiliations and committee memberships.

Note: In the final analysis, the determining factors in the successful commercialization of innovations are **the people and the companies** involved. The reviewers of the proposal need to see that the experience, education and capabilities of the professional staff are commensurate with the R&D tasks to be performed.

7.13 Section K: The Consortium Members and Their Resources

Please provide information about **each Consortium Member (CM)**, including the following:

- The year in which the co. / org. was established, the **ownership** and the **principal business**.
- The capability of the CM and its proposed team to address all aspects of the proposed work, with a good chance of success.
- Recap of the specific parts of the program that the CM is expected to contribute / is responsible for.
- **Record of performance in similar / related undertakings** - Describe the extent to which Technologies / products similar or related to the proposed innovation have been developed and commercialized by the co. / org. Describe the track record or history of the co. / org. that also substantiates a positive prognosis for this proposed Program's successful commercialization.
- Degree to which the proposed Program can be absorbed into the existing structure of the co. / org. To what extent are the staff, equipment, facilities, etc., available for the Program? Identify the need to hire staff, obtain (purchase, lease or rent) capital equipment, or expand manufacturing operations.
- Description of previous projects for which the co. / org. received **BIRD funding**. Indicate the program scope, program duration and outcome in commercial terms, i.e., **revenues from commercialization** of the BIRD product and repayments to BIRD. Also indicate the future commercial potential of products previously developed in BIRD projects.
- Relationship of the proposed Program to other co. / org. projects that receive / have **received financial support** from any outside agency for development of the proposed Program, such as the **IIA, the MOE, the NIH, the NIST, the DOE, DHS, MOPS**, etc.
- Financial information validating that the co. / org. **has the resources available**, not only for contributing their share of the Program's cost, but also to cover the commercialization phase. Public companies can submit annual and quarterly reports rather than specially prepared information. At a minimum, **annual revenues expected** during the current fiscal year and realized during each of the last two fiscal years should be given, in addition to an indication of the profitability of the co. / org. during this period.
- **Number of employees** at the home country, at field locations and abroad should be given, along with an indication of changes in the employment picture during the past two years.

- Description of relevant **facilities, equipment, infrastructure**, etc., which are expected to be utilized during the development Program and during commercialization.

7.14 Section L: The Budget

7.14.1 Introduction and General Guidelines

- All **development expenses** directly associated with the Proposal Program, to be incurred by each Consortium member throughout its entire development phase (maximum 5 years), should be included in the Budget (and not only those expenses falling within the scope of work of the EC-sponsored portion of the development).
- The EC's funding of the Program, if approved, begins from the **effective date** (start date) of the Proposal Program, which may be as early as the 1st day of the month following the approval of the Proposal by the EC, signed by an authorized official of both the ILL and the USL. Expenses incurred by any CM prior to the effective date (start date) cannot be recognized by the EC.
- A **separate Budget** should be presented for each CM's activities. In addition, the Proposal should also present, in **summary form only** (see below):
 1. the **combined Budget** of the ILL and all other **Israel** CMs under its responsibility / management (the **ILB**);
 2. the **combined Budget** of the USL and all other **U.S.** CMs under its responsibility / management (the **USB**);
- Before starting the Budget-building process, the Consortium should **already have available**:
 1. The definition of up to **25 major tasks** (activities), including the **number and name** (short textual description) of each task, which should completely coincide with the tasks defined and described in Section E of the Proposal, above.
 2. The **start and finish dates** of each task (in **MM/YY format**), or as a default, the **duration (in days) of each task**, which should completely coincide with the assignments in Section E of the Proposal and the GANTT chart presented in the section "Program Plan" (Section F), above.
- The task number, task name, start and finish dates and duration of all (up to 25) tasks **are the same** for all CMs, but the Budgets of each Task are, obviously, **different** for each CM.
- The **Total Budget** of each CM is prepared by estimating the development expenses of the CM for each task, called the **Task Budget**, and summing it for all tasks (in a "bottom-up" approach).

Note: The detailed Budget components, the calculation of these components and the presentation of the Budget in different formats and detail levels (see section 7.14.2, below) have been incorporated in an **Excel Budget Workbook** (henceforth: "**EBW**"). This workbook is available to the Consortium and can be downloaded from BIRD's website (File #3 in <https://www.birdf.com/energycenter-procedures-submission-forms/>). It is essential that all Budget Tables / Reports required in the Proposal (see section 7.14.2, below) be prepared in the Proposal and submitted to the EC **using this EBW**.
- The **expense components** of the **Task Budget**, an example of which is given in Table 9, below, as well as of all other Budget Tables / Reports required in the Proposal (see section 7.14.2, below), are defined by the following **functional categories**:

- i. Labor
 - ii. Equipment
 - iii. Expendable Materials and Supplies
 - iv. Travel
 - v. Subcontracts
 - vi. Consultants
 - vii. Other Expenses
- In the Proposal, each CM should prepare its Budget in detailed form, using, as starting point, the same EBW, in which the following info has been entered (filled-in) for all defined Tasks (each Task is a different worksheet in the EBW, an example of which is given in Table 9, below):
 - a. Task number (from 1 to 25)
 - b. Task name (up to 35 characters long)
 - c. Task start date (in MM/YY format)
 - d. Task finish date (in MM/YY format)
 - e. Task duration (which is **calculated automatically** in the EBW but can be inserted manually, as an override)

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Org. Name: **Company A** Task #: **1** Task name: **Task 1**
 TASK BUDGET From date: **01/20** MM/YY To date: **10/20** MM/YY
 Task duration: **300** days or: **10** months

Description		Details				Cost (\$)	Total (\$)
I. Direct Labor							
Employee's Name (TBD if yet unknown)	Employee's Profession	Employee Location	Gross Annual Salary* (\$)	% on Task	No. of Days in Task	Cost to Project (\$)	
Empl. 1:	Employee A	Profession 1	IS	100,000	50%	300	41,667
Empl. 2:	Employee B	Profession 2	US	150,000	95%	300	118,750
Empl. 3:				-		300	0
Empl. 4:				-		300	0
Empl. 5:				-		300	0
Empl. 6:				-		300	0
Empl. 7:				-		300	0
Empl. 8:				-		300	0
Empl. 9:				-		300	0
Empl. 10:				-		300	0
Empl. 11:				-		300	0
Empl. 12:				-		300	0
Empl. 13:				-		300	0
Empl. 14:				-		300	0
Empl. 15:				-		300	0
Empl. 16:				-		300	0
Empl. 17:				-		300	0
Empl. 18:				-		300	0
Empl. 19:				-		300	0
Empl. 20:				-		300	0
Total, Direct Labor							160,417
Overhead @ 25%							40,104
Subtotal, Direct Labor + Overhead							200,521
II. Equipment							
Purchased Equipment Description	Purchased Cost (\$/unit)	No. of Units	% On Task	% Annual Depreciation	Depreciation (\$)		
Item 1	Equipment A	500,000	1	20%	33.3%	27,397	
Item 2	Equipment B	200,000	2	40%	33.3%	43,836	
Item 3:		-	-		33.3%	0	
Item 4:		-	-		33.3%	0	
Item 5:		-	-		33.3%	0	
Item 6:		-	-		33.3%	0	
Item 7:		-	-		33.3%	0	
Item 8:		-	-		33.3%	0	
Item 9:		-	-		33.3%	0	
Item 10:		-	-		33.3%	0	
Item 11:		-	-		33.3%	0	
Item 12:		-	-		33.3%	0	
Item 13:		-	-		33.3%	0	
Item 14:		-	-		33.3%	0	
Item 15:		-	-		33.3%	0	
Subtotal, Purchased Equipment							71,233
Leased Equipment Description	Monthly Lease Cost (\$/unit)	No. of Units	% On Task	Total Leasing Cost (\$)			
Item 1	Equipment C	10,000	1	50%	50,000		
Item 2:		-	-		0		
Item 3:		-	-		0		
Subtotal, Leased Equipment							50,000
Subtotal, Purchased or Leased Equipment							121,233
III. Expendable Materials & Supplies							
Description	Cost (\$)						
Item 1	Materials 1	10,000					
Item 2	Materials 2						
Item 3:							
Item 4:							
Item 5:							
Item 6:							
Item 7:							
Item 8:							
Item 9:							
Item 10:							
Item 11:							
Item 12:							
Item 13:							
Item 14:							
Item 15:							
Subtotal, Expendable Materials & Supplies							10,000

Table 9: Content & Format of the Task Budget (example)

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Co. Name:

PROPOSED TASK BUDGET (cont.)

Task #: Task name:

Description	Details					Cost (\$)	Total (\$)
IV. Travel							
Foreign Travel							
Destination	Purpose	Cost Per Person Per Trip (\$)	No. of Trips	No. of People Per Trip	Duration Per Trip (days)	Cost (\$)	
Dest. 1	Destination A (USA)	Purpose A	4,000	2	1	7	8,000
Dest. 2	Destination B (Israel)	Purpose B	6,000	1	2	10	12,000
Dest. 3			-	-	-	-	0
Dest. 4			-	-	-	-	0
Dest. 5			-	-	-	-	0
Dest. 6			-	-	-	-	0
Subtotal, Foreign Travel			3				20,000
Domestic Travel							
Destination	Purpose	Cost Per Person Per Trip (\$)	No. of Trips	No. of People Per Trip	Duration Per Trip (days)	Cost (\$)	
Dest. 1	Destination C (USA)	Purpose C	2,000	3	2	3	12,000
Dest. 2			-	-	-	-	0
Dest. 3			-	-	-	-	0
Subtotal, Domestic Travel			3				12,000
Subtotal, Travel							32,000
V. Subcontracts							
Service to be Performed		Name of Subcontractor		Cost (\$)			
Subcont. 1	Service 1	Subcontractor A		35,000			
Subcont. 2	Service 2	Subcontractor B		60,000			
Subcont. 3				-			
Subcont. 4				-			
Subcont. 5				-			
Subcont. 6				-			
Subtotal, Subcontracts							95,000
VI. Consultants							
Service to be Performed		Name of Consultant	Hourly Rate (\$/Hr.)	No. of Hours	Cost (\$)		
Consult. 1	Service C	Consultant A (USA)	200	50	10,000		
Consult. 2	Service D	Consultant B (IL)	150	100	15,000		
Consult. 3			-	-	0		
Consult. 4			-	-	0		
Consult. 5			-	-	0		
Consult. 6			-	-	0		
Subtotal, Consultants							25,000
VII. Other Expenses							
Description						Cost (\$)	
Item 1	Other expense A					30,000	
Item 2	Other expense B					60,000	
Item 3						-	
Item 4						-	
Item 5						-	
Subtotal, Other Expenses							90,000
Subtotal task budget, before G&A Expenses							573,754
General & Administrative Expenses (G&A) @ 5%							28,688
Total Task Budget							602,441

Table 10: Content & Format of the **Task Budget** (continuation) (example)

Note: In all the EBWs, only the cells highlighted in yellow are the **input cells**.

7.14.2 Budget Reports / Tables Required in the Proposal

The following budget-related reports / tables, all generated by the Excel Budget Workbook (EBW), must be included in the proposal:

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- **Total Budget** Table, required for each CM - Example of the Budget components, the structure and the format of the Total Budget of each CM is given in Table 12. It is the sum total of the Budgets of all the Tasks (up to 25 Tasks) in which the CM has an involvement.
- **Budget Summary** Table, required for each CM – Example of the summary of the CM's Budget, by functional category, for each Task is given in Table 11, below.
- **Budget Summary by Country** (Israel or U.S.) Table – The summary of the Budgets of all CMs belonging to either **Israel** (the **ILB**, under the management of the ILL) or to the **U.S.** (the **USB**, under the management of the USL). It is identical in content and in format to the Budget Summary Table, given in Table 11, below.

Organization Name:

Task #	Task Name	Task Duration (days)	Cost Components of Tasks (\$)									Total Task Cost
			Direct Labor	Labor Overhead (25%)	Equipment	Expendable Materials & Supplies	Travel	Sub-contracts	Consultants	Other Expenses	G&A Overhead (5%)	
1	Task 1	300	160,417	40,104	121,233	10,000	32,000	95,000	25,000	90,000	28,688	602,441
2	Task 2	180	66,000	16,500	117,534	0	32,000	135,000	0	11,593	18,931	397,559
3	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0
Total for project			226,417	56,604	238,767	10,000	64,000	230,000	25,000	101,593	47,619	1,000,000

Table 11: Content & Format of the **Budget Summary** of each CM or of all IL / US Members, Generated by the EBW (example)

Note: In all the EBWs, only the cells highlighted in yellow are the **input cells**.

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TOTAL BUDGET

Consortium Name: Consortium A
 Country: IS
 Organization name: Company A
 Project duration: 60 months

Description		Details				Cost (\$)	Total (\$)
I. Direct Labor							
Employee's Name (TBD if yet unknown)	Employee's Profession	Employee location	Gross Annual Salary* (\$)	% on Project	Cost to Project (\$)		
Empl. 1:	Employee A	Profession 1	IS	100,000	14%	71,667	
Empl. 2:	Employee B	Profession 2	US	150,000	21%	154,750	
Empl. 3:					0%	0	
Empl. 4:					0%	0	
Empl. 5:					0%	0	
Empl. 6:					0%	0	
Empl. 7:					0%	0	
Empl. 8:					0%	0	
Empl. 9:					0%	0	
Empl. 10:					0%	0	
Empl. 11:					0%	0	
Empl. 12:					0%	0	
Empl. 13:					0%	0	
Empl. 14:					0%	0	
Empl. 15:					0%	0	
Empl. 16:					0%	0	
Empl. 17:					0%	0	
Empl. 18:					0%	0	
Empl. 19:					0%	0	
Empl. 20:					0%	0	
Total, Direct Labor						226,417	
Overhead @ 25%						56,604	
Subtotal, Direct Labor + Overhead							283,021
II. Equipment							
Purchased Equipment Description	Purchased Cost (\$/unit)	No. of Units	% On Project	% Annual Depreciation	Depreciation (\$)		
Item 1	Equipment A	500,000	1	8%	33.3%	68,493	
Item 2	Equipment B	200,000	2	9%	33.3%	60,274	
Item 3:				0%	33.3%	0	
Item 4:				0%	33.3%	0	
Item 5:				0%	33.3%	0	
Item 6:				0%	33.3%	0	
Item 7:				0%	33.3%	0	
Item 8:				0%	33.3%	0	
Item 9:				0%	33.3%	0	
Item 10:				0%	33.3%	0	
Item 11:				0%	33.3%	0	
Item 12:				0%	33.3%	0	
Item 13:				0%	33.3%	0	
Item 14:				0%	33.3%	0	
Item 15:				0%	33.3%	0	
Subtotal, Purchased Equipment						128,767	
Leased Equipment Description	Monthly Lease Cost (\$/unit)	No. of Units	% On Project		Total Leasing Cost (\$)		
Item 1	Equipment C	10,000	1	18%	110,000		
Item 2:				0%	0		
Item 3:				0%	0		
Subtotal, Leased Equipment						110,000	
Subtotal, Purchased or Leased Equipment							238,767

Table 12: Content, Structure and Format of the Total Budget of each CM, Generated by the EBW (example)

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TOTAL BUDGET (cont.)						
Organization name: <input type="text" value="Company A"/>						
Description	Details				Cost (\$)	Total (\$)
III. Expendable Materials & Supplies						
	Description					Cost (\$)
Item 1	Materials 1					10,000
Item 2	Materials 2					0
Item 3						0
Item 4						0
Item 5						0
Item 6						0
Item 7						0
Item 8						0
Item 9						0
Item 10						0
Item 11						0
Item 12						0
Item 13						0
Item 14						0
Item 15						0
Subtotal, Expendable Materials & Supplies						10,000
IV. Travel						
Foreign Travel						
	Destination	Purpose	Cost Per Person Per Trip (\$)	No. of Trips	No. of People Per Trip	Duration Per Trip (days) Cost (\$)
Dest. 1	Destination A (USA)	Purpose A	4,000	3	1	7 12,000
Dest. 2	Destination B (Israel)	Purpose B	6,000	3	2	10 36,000
Dest. 3				0		0
Dest. 4				0		0
Dest. 5				0		0
Dest. 6				0		0
Subtotal, Foreign Travel						48,000
Domestic Travel						
	Destination	Purpose	Cost Per Person Per Trip (\$)	No. of Trips	No. of People Per Trip	Duration Per Trip (days) Cost (\$)
Dest. 1	Destination C (USA)	Purpose C	2,000	4	2	3 16,000
Dest. 2				0		0
Dest. 3				0		0
Subtotal, Domestic Travel						16,000
Subtotal, Travel						64,000
V. Subcontracts						
	Service to be Performed	Name of Subcontractor	Country Service Given	Cost (\$)		
Subcont. 1	Service 1	Subcontractor A	USA	75,000		
Subcont. 2	Service 2	Subcontractor B	Israel	155,000		
Subcont. 3				0		
Subcont. 4				0		
Subcont. 5				0		
Subcont. 6				0		
Subtotal, Subcontracts						230,000
VI. Consultants						
	Service to be Performed	Name of Consultant & Country Service Given	Hourly Rate (\$/Hr.)	No. of Hours	Cost (\$)	
Consult. 1	Service C	Consultant A (USA)	200	50	10,000	
Consult. 2	Service D	Consultant B (IL)	150	100	15,000	
Consult. 3				0	0	
Consult. 4				0	0	
Consult. 5				0	0	
Consult. 6				0	0	
Subtotal, Consultants						25,000
TOTAL BUDGET (cont.)						
Organization name: <input type="text" value="Company A"/>						
Description	Details				Cost (\$)	Total (\$)
VII. Other Expenses						
	Description					Cost (\$)
Item 1	Other expense A					41,593
Item 2	Other expense B					60,000
Item 3						0
Item 4						0
Item 5						0
Subtotal, Other Expenses						101,593
Subtotal budget, before G&A Expenses						952,381
General & Administrative Expenses (G&A) @5%						47,619
Total Proposal Budget for Organization						1,000,000
Projected Expenditure, by Segment						
Segment #	Segment Duration (months)	% of Total Budget	Projected Expenditure (\$)			
1	6	40%	400,000			
2	6	60%	600,000			
3	6		0			
4	6		0			
5	6		0			
6	6		0			
7	6		0			
8	6		0			
9	6		0			
10	6		0			
Total:	60	100%	1,000,000			

Table 13: Content, Structure and Format of the **Total Budget** of each CM, Generated by the EBW (continuation) (example)

7.14.3 Step-By-Step Explanation on Budget Preparation

1. Proceed to build each CM's Budget using the EBW. You can start the process with any of the Tasks and in any order, by activating the corresponding worksheet labeled "Task 1" through "Task 25" (see Table 9, above, for the format of "Task Budget:"). You are asked to **relate only to the input data cells, colored yellow**.

Note: Instructions and comments related to specific expense components and data items in the EBW are given for items colored light green. You can read the comments by pointing to the specific cell. The instructions and comments are also given below.

2. Whenever there is a need to define the name of a specific expense, such as the name and profession of a specific employee (in direct labor), the name and purchase cost of a specific equipment item, the name of a specific expendable material, etc., enter the definition in the appropriate location (always in a yellow-colored cell) of the "**Total Budget**" worksheet. The information you enter in the "Total Budget" worksheet will be copied to and will appear in all the Task worksheets.

Note: If the formats of specific input cells do not provide you enough space to insert a meaningful description of the expense items, please attach an appendix to the budget form containing the referenced full-length description of these expense items.

3. After defining a specific expense, return to the Task worksheet you have started to work on and complete the input information concerning the specific expense (again, by entering data only in the yellow-colored cells). Repeat this sequential procedure for all the expense categories relevant to the Task.
4. Follow the procedure described in items 2 and 3, above for all the Tasks in your Proposal Program. The total cost of a Task will be calculated at the bottom of the Task worksheet (including all built-in overhead allowances) and will also appear in the "**Tasks Report**" summary worksheet, itemized by expense type (see Table 11, above).
5. The **cumulative values** of all the expense components in all Tasks will appear in the "Total Budget" worksheet, at the corresponding location of the expense component in the Tasks worksheets.

Note: Only the 2 pages of the "Total Budget" worksheet (see Table 12 and Table 13, above) for each CM should be included in Section L ("The Budget") of the Proposal. Please **do not attach** the budget worksheets of the individual Tasks to the Proposal document. The complete EBW softcopy of the "Task Budget", which includes the individual Budgets of each Task, **should be uploaded** to the EC/BIRD upload system, in parallel with the submittal of the hardcopy.

7.14.4 Guidelines for Each Functional Expense in the Budget

I. Direct Labor

The Gross Annual Salary, an input item, is the actual current salary plus social ("fringe") benefits of employees expected to work on the Program. The maximum annual salary (including social benefits for a full-time position) currently recognized is **\$100,000** for Israeli organizations and **\$150,000** for U.S. organizations. Typically, in addition to the engineering and technical personnel, the staff includes prototyping, R&D documentation and marketing personnel. NOT to be included are corporate executives, secretarial staff, legal staff, administrative staff or staff engaged in selling activities. Such expenses are included in the **overhead allowance**.

The % on Program, an input item, is the average portion of any given worker's time spent directly on the Program throughout the entire duration of the Program (maximum 5 years), given as a percent.

The Cost to Project, a computed item, is the product of the Gross Annual Salary (including social benefits) x % on Program x number of months on the project / 12.

Overhead (O/H), at the rate of **25% on the total direct labor**, is a computed item and includes all indirect labor overhead expenses.

II. Equipment

Depreciation – This Budget item refers to depreciation allowance on capital equipment employed and not to capital expenditures. The depreciation allowance equals the purchase cost of the equipment item being employed (an input item given in \$/unit) x number of units employed (an input item) x % of the time in which the equipment is employed on the project (an input item) x the annual depreciation rate (in % per year). **The annual depreciation rate currently allowed is 33.3%.**

The Leasing Cost equals the monthly lease cost or rental cost of capital equipment (an input item given in \$/unit/month) x the number of units leased / rented (an input item) x % of the time in which the leased / rented equipment is employed by the Program (an input item) x project duration (in months).

III. Expendable Materials & Supplies

List and describe each major item or groups of related items categorized as expendable materials and supplies.

Note: For any item that is over **\$50,000**, please provide a breakdown and more detail.

IV. Travel

Travel expenses should be classified as either **foreign or domestic travel**. In either case, the trips should be itemized by the destination and the purpose of the trip, which should be described in a few words.

The cost (\$) is the cost per person per trip (an input item in \$) x the number of people per trip (an input item) x the number of trips of the same kind taken throughout the Program (an input item). The duration per trip (in days) is just an informative data item.

V. Subcontractors

Please identify each subcontractor, the service to be performed, the country in which the service will be given and the cost for each service.

Note: For any item that is over **\$50,000**, please provide a breakdown and more detail.

VI. Consultants

Please identify each consultant, the nature of the consulting activity, the country in which the service will be given, the hourly rate upon which the charge will be made (an input item given in \$/hr.) and the estimated number of consultant hours (an input item).

Note: For any item that is over **\$50,000**, please provide a breakdown and more detail.

VII. Other Expenses

Typical "Other Expenses" include items such as exhibits, regulatory activities, standards certifications, field trials, patent registration, market surveys or other miscellaneous development-related expenses not covered by any of the previous expense categories.

Please note that **patent registration** costs are allowable at up to **\$20,000 per patent**, subject to a maximum of \$25,000 per registration in two continents, with a maximum of two patents (\$40,000 or \$50,000) per Program.

Note: For any item that is over **\$50,000**, please provide a breakdown and more detail.

General & Administrative Expenses (G&A), computed at **5% of the subtotal budget**, represents all operating overhead items such as secretarial services, legal staff, rent, utilities, etc.

Projected Expenditure, by Segment

The overall Program period (duration) is organized in **equal segments of 6 months each**, for the purpose of monitoring, reporting and payment of the conditional grant funds. For each segment in the Program, please specify the segment duration (**6 months, unless otherwise approved by the EC/BIRD**) and the estimated relative expenditures for the segment (given as % of the total budget). Please note that the total segments duration must equal the total overall project duration and that the % of total budget for all segments must sum to 100%.

7.14.5 Summary of the Total Budgets of the IL and the U.S. CMs

The **consolidated (total) Budgets** of all U.S. CMs (the **USB**) and the consolidated (total) **Budgets** of all Israel CMs (the **ILB**) (see sections 3.4. and 3.5, above), are presented in the Full Proposal, covering the **entire duration** of the Proposal (maximum 5 years).

To the sum of the Total Budgets of the IL and of the U.S. CMs are added (automatically) a "lead overhead Budget allowance" of **2.5% of the total combined budgets**, as can be seen in the Combined Budgets Classified by **Tasks** in Table 14, by **CMs** in Table 15 and by equal **Program Segments** of 6 months each in Table 16, below:

Country:

Task #	Task Name	Task Duration (days)	Cost Components of Tasks (\$)									Total Task Cost	Total Task Cost Incl. ILL/USL Overhead
			Direct Labor	Labor Overhead (25%)	Equipment	Expendable Materials & Supplies	Travel	Sub-contracts	Consultants	Other Expenses	G&A Overhead (5%)		
1	Task 1	12	192,607	48,152	51,288	1,860,000	25,000	2,110,000	25,000	159,449	223,575	4,695,071	4,812,448
2	Task 2	12	150,000	37,500	54,575	95,000	60,000	200,000	60,000	100,000	37,854	794,929	814,802
3	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0
Total for Country			342,607	85,652	105,863	1,955,000	85,000	2,310,000	85,000	259,449	261,429	5,490,000	5,627,250
ILL/USL overhead allowance:			2.5%	8,565	2,141	2,647	48,875	2,125	57,750	2,125	6,486	137,250	
Total for Country Incl. ILL/USL Overhead:			351,172	87,793	108,510	2,003,875	87,125	2,367,750	87,125	265,936	267,964	5,627,250	

Table 14: Summary of the **Combined Budgets of all CMs** in IL / U.S., classified by **Tasks** (example for the ILB).

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Country:

Org.	Organization Name	Cost Components of Tasks (\$)										Total Task Cost
		Direct Labor	Labor Overhead (25%)	Equipment	Expendable Materials & Supplies	Travel	Sub-contracts	Consultants	Other Expenses	G&A Overhead (5%)		
A	Company A	142,607	35,652	52,932	25,000	15,000	60,000	15,000	130,000	23,810	500,000	
B	University A	200,000	50,000	52,932	130,000	70,000	250,000	70,000	129,449	47,619	1,000,000	
C	Contract Research Co. A	0	0	0	0	0	2,000,000	0	0	100,000	2,100,000	
D	College A	0	0	0	1,800,000	0	0	0	0	90,000	1,890,000	
E	E	0	0	0	0	0	0	0	0	0	0	
Total for Country		342,607	85,652	105,863	1,955,000	85,000	2,310,000	85,000	259,449	261,429	5,490,000	
ILL / USL overhead allowance:		2.5%	8,565	2,141	2,647	48,875	2,125	57,750	2,125	6,486	137,250	
Total for Country Incl. ILL/USL Overhead:		351,172	87,793	108,510	2,003,875	87,125	2,367,750	87,125	265,936	267,964	5,627,250	

Table 15: Summary of the **Combined Budgets** of all CMs in IL / U.S., classified by **CMs** (example for the ILB)

Country:		Total ILL/USL Budget (\$)		Name of Organization		Name of Organization		Name of Organization		Name of Organization		Name of Organization	
Segment #	Segment Duration (months) ^(*)	% of Total ILL/USL Budget	Without Overhead Allowance	With Overhead Allowance	Percent of Total Budget (%)	Projected Expenditure (\$)	Percent of Total Budget (%)	Projected Expenditure (\$)	Percent of Total Budget (%)	Projected Expenditure (\$)	Percent of Total Budget (%)	Projected Expenditure (\$)	Percent of Total Budget (%)
1	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
2	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
3	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
4	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
5	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
6	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
7	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
8	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
9	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
10	6	-	0	0	0%	0	0%	0	0%	0	0%	0	0%
Total:	60	0%	0	0	0%	0	0%	0	0%	0	0%	0	0%

(*) As reported by Company A

Table 16: Summary of the Combined Budgets of all CMs in IL / U.S., classified by Project Segments (of 6 months each)

To obtain the sum of the Total Budgets of all the Israeli and of all the U.S. CMs (the **ILB** and the **USB**, accordingly), which are calculated in the EBW and presented in the Proposal by **functional classification**, follow the procedure below:

- Rename the EBW file of any Israel CM: **Member A - budget.xlsx**, **Member B – budget, etc.**, and store them in the file directory named: **E:\EC**
Likewise, Rename and store the EBW file of any U.S. CM as in item 1, above
- Download from BIRD's website (<https://www.birdf.com/energycenter-procedures-submission-forms/>) "File #4 – EC Proposal Budget Summary for ILL & USL (25 tasks)" and store it in the same file directory as in 1, above (**E:\EC**)
- Open / run the Excel worksheet that was downloaded in 2, above (File-4-EC-Proposal-Budget-Summary-for-ILL-USL-25-tasks-12-06-19.xlsx")

Copy / Paste Tables 14-16 (three tables for the ILB and three for the USB) from the Excel worksheet in (3) to the Full Proposal.

7.15 Section M: Risk Analysis

Use Table 17, below, to describe the **main risks** of the Program:

TABLE A: Identify at most **5 main risks**. Number the risks and give each one a short identification name. Keys for probability ranking and for evaluating impacts are provided in the 4 boxes, hereinafter.

TABLE B: Describe each of the identified risks concisely. Use additional space, if needed for clarity. Assign a "type" to each risk. Risks can be of different types, as exemplified in the (*) explanation to the table. Other types may be used by adding them to the explanations.

Notes: (1) The "Risk Analysis" template (Table 17) is included in the downloadable FP template.

(2) Do not make any changes in format or structure to the template.

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TABLE A

Risk #	Name/Description	Ranking	Impact		
			Duration ¹	Budget ²	Commercialization Potential ³
1					
2					
3					
4					
5					

TABLE B

Risk #	Name/Description	Type*
1		
2		
3		
4		
5		

*Type: Technical (T), Project Management/Resources (M), External to the Project (E)

Ranking	Probability of Risk Occurring
High	Above 50%
Medium	30 – 49%
Low	10 – 29%
Very Low	1 – 10%

<u>Duration</u>	
Impact	Duration ¹
High	Above 2 years
Medium	Up to 1 year
Low	Up to 6 months

<u>Budget</u>	
Impact	Budget ²
High	Above 20% increase
Medium	10% to 20% increase
Low	Below 10% increase

<u>Commercialization Potential</u>	
Impact	Commercialization Potential ³
High	Above 50%
Medium	30% to 50%
Low	1% to 29%

References above:

1. **Duration** of Program extended by the amount given in the above box.
2. **Budget** - Cost of the Program increases by the % given in the above box.
3. **Commercialization Potential** - Forecasted sales in the first 3-5 commercialization years reduced by the % given in the above box

Table 17: Risk Analysis Template

7.16 Section N: Sundry Information – Mandatory

To enable the EC to prepare the ECFA on a timely basis following approval of the grant application by the ECEC, please provide the following information in the Proposal itself:

3. **Certificates of incorporation** – of each CM, to be provided on separate pages each.
4. Contact information of the ILL and the USL:

	Israel Lead Organization (ILL)	U.S. Lead Organization (USL)
Company / Organization Name(*)		
Venue for the applicable law governing the ECFA	Israel	(choose one of the U.S. States)
Program Manager		
Full name and title		
Position in Co. / Org.		
Email address		
Direct telephone number		
Mobile telephone number		
Fiscal Information Official		
Full name and title		
Position in Co. / Org.		
Email address		
Direct telephone number		
Mobile telephone number		

(*) As it appears on the Certificate of Incorporation

5. **Details of bank accounts** - to enable the EC to transfer the payments to the ILL / USL

	Israel Lead Organization (ILL)	U.S. Lead Organization (USL)
Name of Account		
Account Number		
Name of Bank		
Branch number		(not relevant)
Complete bank address		
IBAN number		
ABA Routing number	(not relevant)	
SWIFT number	(not relevant)	

Note: The above two "Sundry Information" tables are included in the downloadable FP template.

8 Procedures for Proposal Submissions and Grant Award Decisions

8.1 Procedures and Guidelines for Proposal Submissions

The following sequential procedures and guidelines should be adhered to by the Consortium in the Proposals submission process:

- This "Call for Proposals **Submission Procedures Handbook**" can and should be downloaded from BIRD's website (<https://www.birdf.com/energycenter-procedures-submission-forms/>) and reviewed by all CMs.
- Mark down the **Submission deadline for final Full Proposals**, published in BIRD's website (<https://www.birdf.com/energycenter-deadlines/>) and in several other media.
- It is recommended to either or both the USL and ILL to meet with a BIRD representative at least **8 weeks prior** to the submission deadline for final Full Proposals, to introduce the entities planning to form the Consortium, their innovative technology and the essence of their planned Proposal.
- As soon as a decision is made to form a Consortium and submit a Proposal to the EC, both the ILL and the USL should register at BIRD's website (<https://ec-upload.birdf.com>), including the Consortium name and Proposal title.
- It is recommended (yet, it is optional) to prepare and submit to the EC (<https://ec-upload.birdf.com>) a draft **Executive Summary (ES)** for EC staff review, before the deadline for draft ES submission (see <https://www.birdf.com/energycenter-deadlines/>). Based on this draft ES, recommendations and guidelines will be given by the EC staff on the preparation of the Full Proposal (FP). The ES form (see Table 18, below) can be downloaded from BIRD's website (File #1 in <https://www.birdf.com/energycenter-procedures-submission-forms/>)
- The **Full Proposal (FP)** should be prepared following the format and guidelines of Section 7 of the "Submission Procedures Handbook". Specific WORD forms and EXCEL worksheets to be included in the FP (see Table 18, below) can be downloaded from BIRD's website (File #2 in <https://www.birdf.com/energycenter-procedures-submission-forms/>).
- It is recommended (yet, it is optional) to submit to the EC (<https://ec-upload.birdf.com>) a draft of the Full Proposal (FP) for EC staff review, before the deadline for draft FP submission (see <https://www.birdf.com/energycenter-deadlines/>). Comments and recommendations by the EC staff on missing information and on improvements to the for FP will be forwarded to the Consortium within 1 week from the receipt of the draft FP.
- The final FP document, including all complementary / supporting documents, must be submitted electronically to the EC (see <https://ec-upload.birdf.com>) by the **Submission deadline for final FP** (see <https://www.birdf.com/energycenter-deadlines/>). Email notification will be sent by the EC to both the USL/ILL acknowledging receipt of all FP documents submitted.

File #	File Name	File Type	Form Description and Content
1	EC Proposal - Executive Summary Template	Word	Executive Summary template (as in independent document), including Tables 2-6 and required content of subsections 1-6
2	EC Proposal - Full Proposal Template	Word	Full Proposal template, including Tables 2-8, Table 15 and Section N tables
3	EC Proposal – Budget Template	Excel	Task Budget Form (Tables 9-10), Total Budget Form (Tables 12-13), Budget Summary by Tasks (Table 11)
4	EC Proposal – Budget Summary for ILL & USL	Excel	Summary of the combined Budgets of all CMs, classified by country and expense type, for the ILL/USL only (Tables 14-16)

Table 18: Templates and Tables that can be Downloaded for Preparation of the Executive Summary and of the Full Proposal

8.2 Procedures and Guidelines for Grant Award Decisions

The following main sequential procedures and events related to the EC grant award decisions are expected following the FP submission process:

- Following submission of the final FP, the ILL will be contacted separately (by email and/or phone) by an MOE reviewer and an IIA reviewer to schedule a **review meeting** date with the ILL, usually at the ILL's relevant operating site. All reviewers will forward the ILL the expected meeting agenda and their requirements for background info / presentations to be prepared by the ILL in advance of the review meeting.
- Following submission of the final FP, the USL may be contacted separately (by email and/or phone) by a BIRD representative, to schedule a meeting date with the USL, usually at the USL's relevant operating site. If so, the BIRD representative will forward the USL the expected meeting agenda and the requirements for background info / presentations to be prepared by the USL in advance of the review meeting.
- The notification (by email) on the decision by the EC's Executive / Selection Committee (ECEC) whether to approve / reject a given submitted Proposal by a given Consortium will be made simultaneously to the ILL and USL. The approval notifications will include the decision on the **grant sum** awarded to each Consortium. Alternate awardees may be selected.
- The Consortiums which Proposals were rejected by the ECEC will not be able to submit a rebuttal to the EC for Proposal decision re-consideration.
- Subsequent to the ECEC approval / rejection decision notification to both the ILL / USL of all Consortiums which submitted FPs, the EC will publish (in several media) a notification of the grant awardees, including, for each Consortium, the names of the ILL/USL entities, the title and short description of the proposal, and the maximum grant award sum. Identities of Consortiums which Proposals were rejected by the ECEC will not be published.

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