Net4Mobility+

Network of the Marie Skłodowska-Curie Actions National Contact Points for the mobile scientific and innovation community

Deliverable 3.3.

MSCA-RISE Handbook 2020

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Disclaimer and Acknowledgements

Disclaimer:

This is an UNOFFICIAL document prepared by the Irish Marie Skłodowska-Curie Office as part of the EU-funded Project "Net4Mobility+" of National Contact Points (NCP) for the Marie Skłodowska-Curie Actions (MSCA).

- The information contained in this document is intended to assist and support, in an unofficial and practical way, anyone submitting a Proposal for the MSCA-RISE Call for the deadline 28/04/2020. It is therefore NOT a substitute of European Commission Documents, which in all cases must be considered as official and binding. **As such this document is to be used in conjunction with the RISE Guide for Applicants (GfA) 2020**.
- You should note that this document is susceptible to data corruption, unauthorised amendment and interception by unauthorised third parties for which we accept no liability. All reasonable precautions have been taken to ensure that this document neither contains nor transmits any viruses and we recommend that you ensure that your anti-virus programmes and procedures are up to date.
- This document may NOT be considered in any way as deriving from and/or representing the views and policies of the European Commission and the Research Executive Agency. Likewise, it may NOT be considered in any way as a document deriving from and/or representing the views and policies of the entities which are Beneficiaries to Net4Mobility+.

Acknowledgements:

- We thank Colleague-NCPs from the NCP-Project H2020 "Net4Mobility+" as well as EC / REA Staff and External Experts/ Scientists who acted as Evaluators for their valuable insights.
- A special acknowledgement goes to Miguel Ángel Villarroel, Katherine Skuratovich, Smadar Hirsh and Sandra Vidovic, who gave invaluable support in the revising of this handbook.

The orange text boxes include additional suggestions & guidance about certain proposal's section. Therefore, this advice should be considered neither prescriptive nor exhaustive.

The yellow "EU Policy Boxes" provide selected excerpts from EU. We advise referring to them, as appropriate, to highlight the link between your proposal and those policies.

Single line text boxes include strengths from Evaluation Summary Reports.

White boxes contain examples of common weaknesses from Evaluation Summary Reports (ESR) of unfunded applications which were on the reserve list.

A. Key changes in RISE 2020 as compared to 2019

The following changes should be noted by those re-submitting applications:

- Modification of the "academic sector" definition. See the Guide for Applicants (GfA), p 6.
- New example on RISE together with ongoing H2020 grant. See GfA, p 10.
- Clarification on the eligibility of Secondments from/to branches. See GfA, p 20.
- Elaboration on Budget flexibility. See GfA, p 28.
- Alignment on operational capacity. See GfA, p 34.
- Proposal Summary Check list update. See GfA, p 74.

B. Annotated Template

For the 2020 call, applicants must submit Part B of their proposal as two separate documents:

Part B1 (32 pages maximum)

- Start Page (1 page)
- 1. Table of Contents (1 page)
- 2. Excellence
- 3. Impact
- 4. Quality and Efficiency of the Implementation

MAX 30 PAGES SECTIONS 2-4

Part B2 (No overall page limit)

- 5. References
- 6. Capacities of the participating organizations
    - Data for non-academic beneficiaries
    - Beneficiaries (MS/AC) **1 page maximum**
    - Partner Organisations (TC) **0.5 page maximum**
- 7. Ethics Aspects
- 8. Letters of Commitment from Third Country Partner Organisations

MANDATORY FORMATTING REQUIREMENTS	
Body Text Font Size	11 points minimum
Table Font Size	9 points minimum
Page Margins	15 mm minimum (not including headers and footers)
Literature References	Please provide a numbered list in Section 5
Required Header	PROPOSAL ACRONYM
Page Number Format	Part B- Page X of Y

START PAGE

Marie Skłodowska-Curie Actions

Research and Innovation Staff Exchange (RISE)
Call: H2020-MSCA-RISE-2020

PART B

"PROPOSAL ACRONYM"

Use a memorable acronym – a real word – you can use online acronym generators to help. Check http://cordis.europa.eu/projects/home_en.html to see if an EU project with the same acronym already exists.

Proposal Title and Logo (if available)

Use this numbering format on all pages – number Parts B1 and B2 sequentially

Part B - Page X of Y

1. Table of Contents (Max 1 page)

Please insert a full table of contents with page numbers, including main headings and sub-headings. Include the sections from Document 1 and Document 2.

In drafting PART B of the proposal, applicants must follow the structure outlined below.

DOCUMENT 1 ***(MAX 32 PAGES)***

START PAGE (*MAX 1 page*)

1. TABLE of CONTENTS (*MAX 1 page*)

START page count (max 30 pages SECTIONS 2-4)

2. EXCELLENCE (*starting page 3*)

3. IMPACT

4. QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

STOP page count (MAX 30 PAGES Sections 2-4)

DOCUMENT 2 ***(NO OVERALL PAGE LIMIT APPLIED)***

5. REFERENCES

6. Capacities of the participating ORGANISATIONS

7. ETHICS ASPECTS

8. Letters of commitment of TC partner organisations

END PAGE (*1 page*)

Please note that:

- Applicants must ensure that document 1 does not exceed the total page limit of maximum 32 pages (1 start page + 1 table of content page + 30 pages for sections 2-4).
- No reference to the outcome of previous evaluations of this or any similar proposal should be included in the text. The expert evaluators will be strictly instructed to disregard any such references.

EU Policy Box 1

✓ **"Charter and Code": The European Charter for Researchers and Code of Conduct for their Recruitment,** https://euraxess.ec.europa.eu/jobs/charter .

The "Charter and Code" principles are mainstreamed into the MSCA.

Everyone applying for MSCA funding should read the C&C, and refer to it throughout the proposal.

Some principles which are particularly relevant to RISE (not exhaustive) are:

- Employers and/or funders of researchers should ensure that **the most stimulating research or research training environment is created** which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks. *Particularly relevant to the Excellence section and the Implementation section (4.3 Infrastructure)*

- Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a **specific career development strategy for researchers at all stages of their career**, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements. *Particularly relevant for sections 3.1 Enhancing the potential and future career prospects of the staff members and 4.1 Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources.*

- Employers and/or funders must recognise the value of **geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector** as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. Particularly relevant to the Excellence section (2.2. knowledge sharing among participants, 2.3. interaction between participants) and through the whole Impact section.

- Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution. *Particularly relevant to the Implementation section (4.2 management).*

2. Excellence

2.1 Quality and credibility of the research/innovation action; level of novelty and appropriate consideration of inter/multidisciplinary, intersectoral and gender aspects

Please develop your proposal according to the following lines:

2.1.1 Specific objectives and the relevance of the research and innovation action including its potential for scientific breakthroughs in relation to the "state-of-the-art". The methodology, transfer of knowledge, secondments, training, dissemination, work plan, etc. described in the rest of the proposal must relate to research and innovation objectives described in this section.

- Start with a short paragraph summarising the overall RISE programme, such as:

  "The overarching objective of this RISE programme is to form an international and inter-sectoral network of organisations working on a joint research programme in the fields of X and Y. The participants will exchange skills and knowledge which will allow them to progress towards key advances in Z, and strengthen collaborative research between different countries and sectors. Advances in Z will have potential market opportunities for non-academic participants in the project / have significant benefit for European society. The staff members who participate in the project will develop new skills, be exposed to new research environments and have their career perspectives widened"
- Outline the key specific **Research Objectives** of the programme (emphasising their novelty and multidisciplinarity). Use a bulleted list, text box or table to make them stand out.
- Describe how the objectives relate to the "**scope of the call**"
  - Why do you need to work together on this research?
  - How will the project "foster a shared culture of research and innovation" as outlined in the MSCA Work Programme 2018-2020?
  - Refer openly to the **innovative** elements of this project (topic, consortium, synergies...)
- Describe the **State-of-the-Art** and how the objectives relate to it. In what sense is your planned research an advancement compared to the state of the art?
- Include bibliographic references (to be fully listed in section 5)
  - Make sure to cite consortium members' work, so to show the high-level expertise within the consortium
  - Refer to results of former EU funded project(s) in the same or similar scientific field, as reference to your planned project.

2.1.2 Methodological approach: detail the research and innovation activities proposed and their originality.

Table B1: Work Package (WP) List[1]

Work Package No	Work Package Title	Activity Type (e.g. Research, Training, Management, Communication, Dissemination…)	Number of person-months involved	Lead Beneficiary	Start month	End month

The title of the scientific WPs should give a good idea of the scope of the research/innovation objectives of that WP.

- Insert Table B1 at the start of this sub-section.
- Break down the research programme into (typically) three or four discrete research Work Packages (WP) that relate to the Research Objectives described above. Each WP should be understood as a thematic container. Together, all your WPs should address the overarching research goal of your RISE, in an intersectoral and interdisciplinary fashion.
- Give a one-paragraph summary (aim for 10-12 lines of text) of each WP here – the corresponding full WP Table B2 should be in Section 4.1.
- Methodology: in the WP descriptions, ensure to describe in detail how the objectives in the research programme will be explored - equipment, techniques, assays, types of research etc. You need to show what is novel/interesting about your particular approach, and how it can be achieved through secondment of staff (and subsequent reintegration in their own organisation).

Section 2.1 Strengths:

- The introduction and the overview of the research programme are well articulated. This gives the research proposal credibility.
- Credibility of the network is good since the proposal involves some well known institutions with a good knowledge on the topic of the Research Programme.
- The state of the art is very well addressed. The innovative aspects of the proposed research in relation to materials and processing techniques are clearly pointed out.
- The interdisciplinary, intersectoral and multidisciplinary nature of the proposal is adequately demonstrated and necessary for achieving the scientific objectives.
- The gender aspects are well considered/adequately addressed/addressed well/addressed appropriately in the various project activities/sufficiently taken into account.

[1] A work package is defined as a major subdivision of the proposed project.

Section 2.1 Weaknesses in unfunded RISE applications:

- The innovative aspects of the proposed research are insufficiently articulated.
- The innovative nature of the project has not been explained thoroughly enough as the proposed research has not been fully linked to the state of art in the field.
- The level of novelty of the proposed methodology is relatively limited.
- The research method does not provide a clear explanation of the interaction between the different work packages, lacking of focus due to the large number of heterogeneous tasks and the significant dispersion of resources.
- Considering the wide scope of the activities to be carried out, the final objectives and outcomes of the project are not clearly specified.

2.1.3 Inter/multidisciplinary types of knowledge involved, where applicable.

- Clearly specify any inter- and multi-disciplinary aspects both in the **consortium** and in the **type of research** to be performed
- Evaluators are instructed to highly value inter/multidisciplinarity (i.e. this element should be included in all proposals)

EU Policy Box 2

✓ **Gender in Horizon 2020**

Gender equality is a cross-cutting issue in Horizon 2020 and shall be implemented across **all areas of Horizon 2020, including the MSCA**. This will extend to promoting the gender dimension in research and innovation content. Gender equality is also included in Horizon 2020 monitoring and evaluation exercises.

Key objectives include:

- **Gender balance in decision-making:** The aim is to reach the Commission's target of 40% of the under-represented sex in each group and panel. For Horizon 2020 Advisory Groups, the target is 50%.
- **Gender balance in research teams at all levels**: Applicants for funding are encouraged to promote equal opportunities and to ensure a balanced participation of women and men at all levels in research and innovation teams and in management structures. Gender balance in teams will also be taken into account when ranking proposals with the same evaluation scores.
- **Gender dimension in research and innovation content**: Gender is explicitly integrated into several topics across the Horizon 2020 Work Programme. Topics with an explicit gender dimension are flagged, to ease access for applicants, but all H2020 applications should take the gender dimension into account.

Gender

Factsheet:
https://ec.europa.eu/programmes/horizon2020/sites/horizon2020/files/FactSheet_Gender_2.pdf

Document: Gendered Innovations – How Gender Analysis Contributes to Research http://ec.europa.eu/programmes/horizon2020/en/news/%E2%80%9Cgendered-innovations-how-gender-analysis-contributes-research%E2%80%9D

Youtube video: Understanding gender dimension for MSCA projects: https://www.youtube.com/watch?v=Hq4eWo30RfY

Toolkit:
http://www.yellowwindow.be/genderinresearch/index_downloads.html

The European Commission sponsored the development of a Gender Toolkit for FP7 by Yellow Window Management Consultants. The documents include an overview of gender in research, a checklist for help in preparing grant applications, and detailed, discipline specific, documents examining the role of gender.

RRI Toolkit

A FP7 project, https://www.rri-tools.eu/, including Gender equality, https://www.rri-tools.eu/gender-equality.

European Institute for Gender Equality (EIGE)

EIGE is an autonomous body of the European Union, established to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, and the fight against discrimination based on sex, as well as to raise EU citizens' awareness of gender equality.

EIGE also assists EU institutions and the Member States in the collection, analysis and dissemination of objective, reliable and comparable information and data on equality between women and men. You may find useful statistics for use in your proposal at: https://eige.europa.eu/gender-statistics/dgs

2.1.4 Consideration will be made of how the proposed RISE project promotes gender equality by encouraging equal opportunities for male and female staff involved in teams and in decision making according to the policy goals in Horizon 2020 and (see EU Policy Box 2, above). Where applicable, gender aspects in research activities where human beings are involved as subjects or end-users, gender differences may exist. In these cases, the gender dimension in the research content has to be addressed adequately.

- In research activities, where human beings are involved as subjects or end users, gender differences may exist. If this applies to your research programme, you must briefly explain how you have taken gender into account in the research methodology described in 2.1.2 e.g. using animal models of both gender, separation of research subjects into male and female groups. Some examples of the gender dimension in different research areas are:
    - **Health:** Osteoporosis research in men https://genderedinnovations.stanford.edu/case-studies/osteoporosis
    - **Engineering:** Assistive Technologies for the Elderly http://genderedinnovations.stanford.edu/case-studies/robots.html
    - **Environment:** Public Transportation http://genderedinnovations.stanford.edu/case-studies/transportation.html
- Explain the gender balance in the secondment programme and at decision-making level in the project. Refer back to this section for details on gender balance in decision making when you are writing section 4.2.

EU Policy Box 3

✓ **"Charter and Code": The European Charter for Researchers and Code of Conduct for their Recruitment** (see EU Policy Box 1)

✓ **Europe 2020 Flagship Initiative – Agenda for new skills and jobs**

http://csdle.lex.unict.it/docs/labourweb/Europe-2020-flagship-initiative-An-Agenda-for-new-skills-and-jobs-A-European-contribution-towards-fu/245.aspx

The Agenda, published October 2010, presents a set of concrete actions that will help:

1. Stepping up reforms to improve flexibility and security in the labour market ('flexicurity')
2. Equipping people with the right skills for the jobs of today and tomorrow
3. Improving the quality of jobs and ensuring better working conditions
4. Improving the conditions for job creation

Key points relevant to RISE:

- Providing the right mix of skills
- Matching people's skills and job opportunities, and capitalising on Europe's potential jobs
- Enhancing geographical mobility throughout the EU
- Promoting entrepreneurship, self-employment and innovation

✓ **Europe 2020 Flagship Initiative – Youth on the Move**

http://europa.eu/youthonthemove/docs/communication/youth-on-the-move_EN.pdf

Youth on the Move is a comprehensive package of policy initiatives on education and employment for young people in Europe. Launched in 2010, it aims to improve young people's education and employability (specific focus on reducing youth unemployment) by:

- making education and training more relevant to young people's needs;
- encouraging more of them to take advantage of EU grants to study or train in another country;
- encouraging EU countries to take measures simplifying the transition from education to work.

Key points relevant to RISE (Section 2.1):

- Supporting a strong development of transnational learning and employment mobility for young people
- Supporting young entrepreneurs and self-employment

2.2 Quality and appropriateness of knowledge sharing among the participating organisations in light of the research and innovation objectives

Please develop your proposal according to the following line:

2.2.1 Approach and methodology used for knowledge sharing (secondments, workshops/trainings/conferences, etc.). It should be clear how the knowledge sharing will directly contribute to achieving the aims of the research and innovation activities described in section 2.1.

- Spell out the **knowledge-sharing objectives**, with reference to the research objectives, i.e. what knowledge will you share with each other and how will these help you achieve the research objectives?
- Describe the overall strategy for knowledge-sharing and explain why the elements of the strategy are appropriate to facilitate knowledge-sharing
    - Secondment programme
    - Networking events e.g. workshops/training/conferences
- Detail the Secondments which will take place
    - How will they contribute to the knowledge-sharing objectives?
    - Identify the knowledge provider and the recipient of the knowledge
    - Specify what knowledge will be transferred during each secondment
    - How will secondees transfer knowledge whilst on secondment, and how will they embed that knowledge into their home organisation when they return?
    - Tip: Make sure both ESRs (i.e. early stage researchers, pre-PhDs) and ERs (i.e. experienced researchers, mostly PhD holders) are doing secondments (longer visits >4 months for ESRs are preferred by evaluators)
    - "A picture tells a thousand words" – use a **diagram** to show the flow of people around the consortium
    - Could include a table of the type shown below to summarise all the information. Ensure that the numbering system used in Column 1 below to represent the individual staff members matches that in Table A3.1 in the Part A online form

Suggested 'Secondments' table' [while not inserted in a pink text box, it is an element only included in the handbook, and not in the RISE GfA]

Researcher Number and Type	From	To	Duration [months]	Timing [Mx – My]	Purpose	Transfer Mechanism	Reintegration Mechanism
[ER = Experienced researcher, ESR = Early stage researcher, MNG = Managerial staff, TECH=	Insert short name of sending organisation	Insert short name of hosting organisation				Suggested examples – not exhaustive	Suggested examples – not exhaustive

Technical staff, ADM = Administrative staff. See Definitions section in the Guide for Applicants for more information.]							
2 – ERº						Research work	Seminar open to Department
3 – MNG						Attending Workshop	Delivering workshop in sending organisation
4 – TECH						Demonstration of equipment	Return to role in sending organisation
5 – ESR						Research work	Workshop for research group

Section 2.2 Strengths:

- A proper approach ensuring adequate knowledge sharing is well explained, pertinent, and in line with the objectives, including a description of the knowledge and expertise delivered by the participating organisations.
- The knowledge sharing approach and methodology are well explained and appropriate. Proposed activities and instruments in knowledge sharing are adequate.
- The contribution of knowledge sharing between participating organisations to the objectives of the project is well thought-out and explained.
- The proposal includes a convincing approach for knowledge sharing among the organisations involved in the project.

Section 2.2 Weaknesses in unfunded RISE applications:

- The knowledge sharing strategy is not fully convincing.
- The participants' interactions are not sufficiently emphasized in terms of content and expertise provided to reach the project's objectives.
- The inter-sectoral dimension of the proposed networking activities is limited.
- The contribution of each participant in the planned activities is not properly outlined.
- There is an over-emphasis on exchanged ERs giving lectures, and on research tasks as opposed to transfer of knowledge objectives.
- The knowledge sharing among the participants is not sufficiently described, and does not provide enough detail regarding the specific activities to be developed by each secondment.
- The goals of the annual workshops are not sufficiently described in terms of networking and knowledge transfer.
- Limited information is provided on how the knowledge will be spread between the partners, since it does not explain the methodology used for knowledge sharing and the presentation of interactions is confusing and not sufficiently consistent.
- Knowledge sharing is not described sufficiently. It is stated in general terms only and is not linked to the research and innovation objectives.

2.3 Quality of the proposed interaction between the participating organisations

Please develop your proposal according to the following lines:

2.3.1 Contribution of each participating organisation in the activities planned and expertise provided to reach the action's objectives, with particular emphasis on the scientific objectives described in section 2.1.

- Clearly state what each participating organisation will contribute towards achieving the research and knowledge transfer objectives – use a table for brevity and clarity
- Include their expertise, their contribution to networking events, and their level of participation in the secondments

2.3.2 Justification of the main networking activities.

- Describe the networking activities that will be organised to share knowledge e.g. workshops, meetings, trainings, online networking and knowledge sharing
- Justify how these will contribute to the knowledge-sharing objectives – explain **why** you have chosen these particular activities
- Outline the benefits of the knowledge-sharing to the participating organisations

Section 2.3 Strengths:

- The interactions between the partners in the project are clearly detailed in the proposal/are well described; a good synergy is shown between them.
- The interactions between the participants are very detailed, relevant and necessary to achieve the objectives of the project.
- Main networking activities are well described.
- The contribution of all participants to the research activities, descriptions of areas of expertise, and justification of network wide activities is clearly described.
- The interaction described is of good quality (good amount of detail).

Section 2.3 Weaknesses in unfunded RISE applications:

- The justification of the networking activities lacks detail including specific actions and planning.
- The quality of interaction between the participating organizations is poorly addressed; (for instance: the justification of networking activities and the contributions in terms of content and expertise are not convincing).
- The quality of the interaction between the partners is not well presented in light of the scope of the project. Also, considering that the research programme involves several EU and one TC and both academic and industrial partners, the contribution for each participant is not sufficiently presented.
- The quality of the proposed interaction between the participating organisations is not convincing in the light of the overall scientific objectives.

3. Impact

3.1 Enhancing the potential and future career prospects of the staff members

Please develop your proposal according to the following line:

3.1.1 Describe how the action contributes to realising the potential of individuals and provides new skills, enhances their knowledge and career perspectives.

- **Overall aim is to show an understanding of how participating in the RISE project will help the Staff to enhance their potential and improve their career prospects**
- Present an analysis of how participating will affect the Staff, e.g.:
  - New knowledge gained (e.g. research skills, transferable skills)
  - Mobility to academic/non-academic sector and/or organisations outside Europe (i.e. experiencing different research environments); enhancement of their employability (due to intersectoral experience and international exposure).
  - Improved understanding of the benefits of international and/or cross-sectoral research
  - Opening their eyes to new career options, particularly outside academia
  - Raising their profile through networking, research outputs and communication activities to different target groups (including the media & general public)
- Make explicit the link between your programme's elements/objectives and EU policies about research careers/employability. Show that the whole programme (and not only its research components) is in line with EU needs, priorities and long-term goals. For further guidance, refer to the policy boxes.

EU Policy Box 4

✓ **Mobility of Researchers between Academia and Industry: 12 Practical Recommendations**

https://cdn5.euraxess.org/sites/default/files/policy_library/mobility_of_researchers_light.pdf

Although this document was published in 2006, it still contains recommendations that are relevant to researchers moving between academia and industry (non-academia).

Some recommendations relevant to RISE are:

1. Developing **joint training programmes** to better address future employers' needs
2. Preparing early stage researchers for a **career in both sectors**, including developing **entrepreneurial skills**.
3. Providing **supervision quality insurance**, in particular for early stage researchers.
4. Increasing **inter-sector mobility possibilities** for both early stage and experienced researchers.

Section 3.1 Strengths:

- The proposal precisely specifies how the planned activities will improve the career of the staff members. The skills to be obtained by the ESRs and the ERs during the project are clearly articulated and the presented training plan covers both professional and soft skills.
- Enhancement of the skills of individual staff members closely related to the project aims is very well documented.
- The opportunities for the staff involved to gain new skills and knowledge are very good / detailed and relevant.
- A concrete list of skills that will improve the career perspectives of the staff members involved is appropriately described.
- The proposal presents a very good description of scientific, soft and communication skills that will be acquired by seconded staff during the project.
- The skills and knowledge to be obtained by the individuals seconded are appropriately described and it is outlined how they will positively contribute to the improvement of career perspectives for staff involved.

Section 3.1 Weaknesses in unfunded RISE applications:

- The human resources development potential is described generically, without clear planning.
- 1 month long ESR secondments are deemed too short to create an impact in terms of providing new skills and career perspectives.
- It has not been convincingly described how the project will contribute to realising the potential of practitioners with new skills and career perspectives.
- The new career perspectives are not appropriately addressed, without a clear indication of what new opportunities in the job market will be result from this work.
- The proposal does not include adequate training for seconded early stage researchers to help them develop soft skills.

3.2 Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contribution to improving research and innovation potential at the European and global levels

Please develop your proposal according to the following lines:

3.2.1 Describe the development and sustainability of new and lasting research collaborations resulting from the intersectoral and/or international secondments and the networking activities implemented.

3.2.2 Describe how the project will generate knowledge transfer that will benefit the participating organisations in the long term.

- Explain how the secondments and networking activities and the **knowledge-transfer** achieved via those mechanisms will help to develop a lasting collaboration between the participants
- Outline your plans for building the collaboration and continuing it after the RISE project has ended
- Relate this to EU policies on international and inter-sectoral collaboration in Research & Innovation – pay particular attention to **EU Policy Boxes 4 & 5.**

3.2.3 Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide.

- Explain how the research programme and the Staff's activities (including dissemination/exploitation/communication/outreach activities) will contribute to Europe's economy and/or society
- Make a link to EU research/policy goals such as Horizon 2020 Societal Challenges or Industrial Leadership Pillar, Research Roadmaps, EU policies on e.g. health, immigrants, digital economy, etc. All can be found online by performing a Google search.
- Could your research contribute to the development of a new European Standard? If yes, describe this briefly here and explain the details in Section 3.3 under 'Exploitation'. See http://www.cencenelec.eu/research/Pages/default.aspx for details of European standardisation under Horizon 2020.
- Recall that ideally **35% of the H2020 budget will be spent on climate action** and **60% on sustainable development**. Can you make a realistic link to either or both of those areas?
- Climate Action includes:
    - mitigating climate change (helping to cut greenhouse gas emissions),
    - adapting to the impact of climate change by building resilience to phenomena such as flooding, droughts and other extreme weather events,
    - contributing to understanding the causes of climate change.

  Activities contributing to climate action are listed in the Horizon 2020 Online Manual (https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/climate-sustainable-development_en.htm)
- Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs within the planet's physical boundaries. Sustainable development has economic, social and environmental dimensions:
    - Economic - providing economic added value through new technologies, products, services, governance or business models that improve competitiveness and prosperity, and promoting job creation or safeguarding jobs, together with related policies.
    - Social - addressing and improving human health, quality of life, safety and security of individuals and populations, culture, skill formation, social integration and inclusion, poverty reduction, effective and democratic governance, and related policies.
    - Natural - protecting, reducing/preventing degradation of, or restoring natural resources and ecosystems (e.g. air, water, forests, soil), and the biodiversity that underpins them.
    - For more information, see the Horizon 2020 Online Manual. The image below outlines the 17 UN Sustainable Development Goals (http://www.un.org/sustainabledevelopment/sustainable-development-goals/.

Section 3.2 Strengths:

- The proposal presents in a very credible way how the proposed knowledge transfer actions contribute to enhancing the impact of the research and innovation results.
- The proposal clearly shows the short-term and long-term collaboration perspectives of the participants. The measures taken to sustain the long-term collaboration between participants through a sound sustainability plan are exceptionally well presented.
- The commitment of the consortium to achieving sustainable cooperation after the project's closure is vivid and very well detailed in the proposal.
- The project field is strategic for enhancing the European innovation potential and will positively impact the global knowledge.
- The proposal has great potential to impact the research and innovation capacity at the European and global level.

Section 3.2 Weaknesses in unfunded RISE applications:

- ESR secondments are deemed short to create an impact in terms of knowledge transfer (<4 months in duration).
- The lack of an industrial partner limits the potential impact on innovation in the academic environment.
- It is evident that some partners have been made to fit into the project but with a weak connection.
- As most of the partners have already participated in previous collaborations, the added value of the research, in the sense of the knowledge sharing, is not clearly articulated.
- The proposal does not demonstrate the potential for the extension of long-term collaborations beyond the existing ones.
- The establishment of new and additional collaborations beyond the already existing one is unclear, and is not supported by a comprehensive strategy that can adequately support the organisations to achieve it.
- The impact of the project on improving research and innovation potential at the European and global levels is weakly justified in the proposal, or is limited by too narrow a focus and lacks a more translational focus.
- The future/ sustainability of the new collaborations is weakly convincing, since it is described in a rather generic way.

EU Policy Box 5

✓ **Enhancing and focusing EU international cooperation in research and innovation: a strategic approach**
http://ec.europa.eu/research/iscp/index.cfm?lg=en&pg=strategy

This document outlines the EU's key objectives of international cooperation in R&I:

1. Strengthening the Union's **excellence** and attractiveness **in research and innovation** as well as its **economic and industrial competitiveness** – by creating win-win situations and cooperating on the basis of mutual benefit; by accessing external sources of knowledge; by attracting talent and investment to the Union; by facilitating access to new and emerging markets; and by agreeing on common practices for conducting research and exploiting the results;
2. Tackling **global societal challenges** – by developing and deploying effective solutions more rapidly and by optimising the use of research infrastructures;
3. Supporting the Union's **external policies** – by coordinating closely with enlargement, neighbourhood, trade, Common Foreign and Security Policy (CFSP), humanitarian aid and development policies and making **research and innovation** an integral part of a comprehensive package of external action. More information on EU external policies is available on web page of European External Action Service:
https://eeas.europa.eu/headquarters/headquarters-homepage/area/geo_en

EU Policy Box 6

✓ **Europe 2020 Flagship Initiative – Innovation Union**

http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=action-points

The Innovation Union, published in October 2010, outlines over 30 action points with the aim to do three things:

1. make Europe into a world-class science performer;
2. remove obstacles to innovation – like expensive patenting, market fragmentation, slow standard-setting and skills shortages – which currently prevent ideas getting quickly to market and
3. revolutionise the way public and private sectors work together, notably through Innovation Partnerships between the European institutions, national and regional authorities and business.

The 30 IU commitments are broken down into chapters:

1. Promoting excellence in education and skills development
2. Delivering the European Research Area
3. Focusing EU funding instruments on Innovation Union priorities
4. Promoting the European Institute of Innovation and Technology (EIT) as a model of innovation governance in Europe
5. Enhancing access to finance for innovative companies
6. Creating a single innovation market
7. Promoting openness and capitalising on Europe's creative potential
8. Spreading the benefits of innovation across the Union
9. Increasing social benefits
10. Pooling forces to achieve breakthroughs: European Innovation Partnerships
11. Leveraging our policies externally
12. Reforming research and innovation systems
13. Measuring Progress

It is clear that all commitments relevant to Horizon 2020 have been incorporated into the Horizon 2020 programme.

Specific IU Commitments which appear particularly relevant to RISE:

- #1: By the end of 2011, Member States should have strategies in place to **train enough researchers** to meet their national R&D targets and to promote attractive employment conditions in public research institutions.
- #2: The Commission will also support business-academia collaborations through the creation of **"Knowledge Alliances" between education and business** to develop new curricula addressing innovation skills gaps (see also commitment 3 on e-skills). They will help universities to modernise towards **inter-disciplinarity, entrepreneurship and stronger business partnerships**.
- #7: The Commission will design future EU research and innovation programmes to ensure simple access and **stronger involvement of SMEs**, in particular those with a high growth potential.
- #20: The Commission will promote **open access** to the results of publicly funded research. It will aim to make open access to publications the general principle for projects funded by the EU research Framework Programmes. The Commission will also support the development of smart research information services that are fully searchable and allow results from research projects to be easily accessed
- #21: The Commission will facilitate effective **collaborative research** and **knowledge transfer** within the research Framework Programmes **and beyond**.
- #31: The European Union and its Member States should treat **scientific cooperation with third countries** as an issue of common concern and develop common approaches. This should contribute to global approaches and solutions to societal challenges and to the establishment of a level-playing field (removing barriers to market access, facilitating standardisation, IPR protection, access to procurement etc.).

EU Policy Box 7

Note that the following section of the **European Charter for Researchers** refers specifically to dissemination - ensure that your plans align with these principles.

Dissemination, Exploitation of Results:

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

- Before writing discuss with all beneficiaries about their own dissemination and exploitation channels/mechanisms.
- Remember that Horizon 2020 is about bringing research "closer to the user", so activities in Section 3.3 and 3.4 must target a broader audience than just your peers in your own research area.
- Guidance on Dissemination and Exploitation can be found at:
  - https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm
  - https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

3.3 Quality of the proposed measures to exploit and disseminate the action results

Please develop your proposal according to the following lines:

3.3.1 Describe the dissemination strategy of the results - targeted at peers (scientific or the action's own community, industry and other commercial actors, professional organisations, policymakers) and to the wider research and innovation community - to achieve the potential impact of the action. Please provide adequate details and sufficient arguments for the choices of your planned activities.

- In Horizon2020, **dissemination** is sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers.
- Describe in detail what activities you will organise and participate in to disseminate the research results to this target audience.
- State in which target journals the results will be published & some quantitative targets (e.g. minimum number of expected publications).
- Mention the main conferences researchers are expected to attend.
- Describe activities targeted to other potential users e.g. attending trade shows to engage with industry, organising workshops for clinicians in healthcare-related projects, etc.
- If you will participate in the **Horizon2020 Open Data Pilot**, describe the potential impact of sharing your research data openly. See http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm for more details.

3.3.2 Elaborate on how results (when available) will be taken up/used (e.g. proposed exploitation, commercial application, dissemination measures).

- Describe the potential impact of disseminating to these audiences – it might be a different impact for each audience type. Describe the impact of learning about the research activities on the audience.
- Include quantifiable targets for measuring the impact of Dissemination Activities e.g. number of attendees at an event.

3.3.3 Expected impact of the proposed measures (e.g. addressing societal needs/challenges).

3.3.4 Indicate Intellectual property rights aspects (if applicable) and exploitation of results.

- In Horizon2020, **exploitation** is using results for commercial purposes or in public policymaking. There's a close link between dissemination and exploitation. Dissemination feeds into exploitation.
- Depending on the type of research area, the research results might be useful to business, to policymakers/society or to both.
- If the results are useful to **business**:
    - Outline plans to exploit any IP/commercial potential arising from the programme. Briefly describe the role of any Technology Transfer Office or similar in helping you to commercialise the results.
    - How have you decided to "allocate" IP in your consortium? The Model Grant Agreement outlines for the "MSCA rules" for IP. A simplified explanation is given in a short booklet offered by the IPR Helpdesk (https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020).
    - Remember that this is the Impact section. Describe the potential impact of exploiting the commercial potential of the research results.
- If the results are useful to **policymakers/the wider society**:
    - Outline what activities you will engage in to ensure that relevant policymakers/societal actors (community or voluntary sector) etc. will be informed about the research results, for example could you organise a special workshop or information event?
    - Don't forget your end users (for instance, patients in health-related projects, or migrant communities in migration-related projects).
- Remember that these points are also relevant to section 3.2.2 (therefore, these sections should refer to each other, as appropriate).
- Include quantifiable **metrics** for measuring the impact of IP/exploitation (e.g. number of patents, number of end users reached).

Section 3.3 Strengths:

- Targets for dissemination / exploitation of the project results are identified well, and the proposal convincingly and thoroughly addresses dissemination and outreach activities to the majority of potential target audiences.
- The dissemination strategy proposed is clear, professionally prepared and coherent with a number of appropriate measures.
- The proposal gives some indication on how research outputs are to be geared towards highly-rated scientific publications.
- The impact of the project's results on the society is well demonstrated.
- The proposal positively considers the importance to manage the IPR aspects within the project.

Section 3.3 Weaknesses in unfunded RISE applications:

- The proposed measures for dissemination are not described in a sufficient manner.
- Dissemination activities are listed but the proposal lacks a clear dissemination strategy.
- The proposal does not include enough details on the stakeholder groups to be targeted through the dissemination strategy.
- The plan for participation in conferences and publications in scientific journals is not sufficiently detailed.

3.4 Quality of the proposed measures to communicate the action activities to different target audiences

Please develop your proposal according to the following lines:

Communication is:

- *Targeted at multiple audiences, beyond the project's own community (including the media and the public).*
- *From the beginning of the project, to inform and reach out to society, show the benefits of research.*
- **Communication** is two-way from sender to receiver e.g. an article in a newspaper or on TV or radio
  - Describe the activities the consortium will perform to ensure media coverage about the programme and its results e.g. press releases to newspapers, feature articles in magazines. Is there any potential to have the programme featured on local/national TV or radio in any of the countries in the consortium?
  - Don't forget social media.
  - Explain who will help you with seeking media coverage e.g. Communications Office/Officer.
- **Public engagement** is meant to engage a large audience and to bring knowledge and expertise on a particular topic to the general public. **RRI Toolkit**, a FP7 project, https://www.rri-tools.eu/, Public Engagement https://www.rri-tools.eu/public-engagement
- Describe what activities the consortium will perform to engage the **general public** about the activities of the project:
  - Plan a range of activities (e.g. social media, school visits, lab "open days" public talks) targeted at multiple audiences
  - Talk to experts at your institution. See what local/national activities you can join in e.g. Pint of Science (http://totallydublin.ie/arts-culture/arts-culture-features/pint-of-science/), SFI Discover (http://www.sfi.ie/engagement/sfi-discover/ (these two examples are relevant to the Irish context) and the European Researchers' Night (https://ec.europa.eu/research/mariecurieactions/actions/european-researchers-night_en). Activities need to take place across the whole consortium, not just in Ireland, so ask your consortium participants for information on what activities they have in their organisation/region/country.
  - If applicable, explain who will help you with public engagement activities e.g. Education/Outreach Officer.
  - Details and suggestions for additional activities which you might include can be found at: http://ec.europa.eu/assets/eac/msca/documents/documentation/publications/outreach_activities_en.pdf

3.4.1 Describe the communication strategy of the project and its results, outreach plan and the activities envisaged to engage the public. Please provide adequate details and sufficient arguments for the choices of your planned activities.

3.4.2 Consider how activities will be targeted at multiple audiences, beyond the action's own community (including the media and the public).

3.4.3 From the beginning of the project, indicate which channel(s) will be used to inform and reach out to society, and to show the benefits of research.

EU Policy Box 8

✓ **ERA Communication 2012**

https://ec.europa.eu/research/science-society/document_library/pdf_06/era-communication-partnership-excellence-growth_en.pdf

This document refocuses the European Research Area policy into five key priorities:

1. More effective national research systems
2. Optimal **transnational co-operation and competition** (On common research agendas, grand challenges and infrastructures)
3. An open labour market for researchers (Facilitating **mobility**, supporting **training** and ensuring **attractive careers**)
4. **Gender** equality and gender mainstreaming in research (Encouraging gender diversity to foster science excellence and relevance)
5. Optimal circulation and transfer of scientific knowledge (To guarantee access to and uptake of knowledge by all)

Point 5 is essentially about **open access** to research publications and research data and is particularly relevant to sections 3.3 (Dissemination & Exploitation). A commitment to open access on behalf of all participants in the RISE project (after any necessary procedure to protect Intellectual Property) would be well received by the evaluators. Open access to publications (green or gold model) is acceptable, and open access to research data through the Open Research Data Pilot would be additive

https://www.openaire.eu/item/open-research-data-pilot-in-h2020

3.4.4 Elaborate on the expected impact of the proposed activities.

Important! The following sections of the European Charter for Researchers refer specifically to outreach and dissemination:

Communication

- What is the potential impact of media coverage about the activities?
- What is the potential impact of engaging the public in the activities of the RISE?
- Include **quantifiable targets** for measuring the **impact of communications & outreach/public engagement**
- Consider summarising these points in a table

Researchers should ensure that their research activities – both the action and, when available, its results – are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

EU Policy Box 9

Note that the following section of the **European Charter for Researchers** refers specifically to public engagement - ensure that your plans align with these principles.

Public Engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Before writing discuss with all beneficiaries about their own communication and public engagement channels/mechanisms.

In Horizon2020, Communication means promoting the programme and its results to multiple audiences (including the media and the public) in a strategic and effective manner. For more details see https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

Dissemination and exploitation

Section 3.4 Strengths:

- The communication strategy is very clearly elaborated. A list of good measures to communicate the project activities to different target audiences is included.
- The proposed communication strategy is well formulated and includes different activities necessary for effective communication with different target groups.
- The proposal envisions significant and effective measures to communicate the project activities to different audiences.
- The communication channels that would be used during the whole project lifetime to communicate results and their benefit to society are sufficiently defined.
- Expected impact of dissemination and communication activities are clearly explained.

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated (in line withH2020 open access policy) and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that

results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Section 3.4 Weaknesses in unfunded RISE applications:

- The communication strategy and the planned outreach activities envisaged to engage the public and enhance the impact of the proposed measures have not been elaborated in sufficient detail.
- The communication within scientific society and general public including school students is not quantitatively described and not supported by verifiable metrics.
- The plans for public engagement are not specific to the research project and the feasibility of accessing local and national media is not explained in enough detail.
- The proposal does not sufficiently detail its plans to engage the public to communicate on the project and its results, or to assess the impact of the proposed communication activities.
- There is an absence of clarity regarding the extent to which the project's activities are to be made available to minority language-users.

4. Quality and efficiency of the implementation

Please note that the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers promoting open recruitment and attractive working conditions are recommended to be endorsed and applied by all the funded participating organisations in the MSCA.

In all cases, the Beneficiaries must take all specific steps and measures to implement the principles set out in the European Charter for Researchers and the Code of Conduct for their Recruitment[2].

For further details, refer to EU Policy Box 1.

4.1 Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

Please develop your proposal according to the following lines:

4.1.1 Consistency and adequacy of the work plan and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).

4.1.2. Credibility and feasibility of the action through the activities proposed.

4.1.3 Credibility and feasibility of the allocation of secondments proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).

Important! Please read this section carefully as there is information on what is understood as WPs, tasks, deliverables, and milestones. Also, Tables provided to include as part of your description (Tables B2, B3a, B3b).

[2] Available at https://euraxess.ec.europa.eu/jobs/charter.

- Write a short opening statement to introduce the work-plan, explaining how:
  - E.g. it has been devised to allow active planning and management of achieving the project goals, and is based on good practice in managing other projects that you have been involved in.
  - Explain how gender balance has been taken into account in the planning of the activities (gender of secondees, attendees at networking events etc.) **NB**: refer back to section 2.2 for details
- Use the Tables provided to describe the Work Packages (WPs)
  - 3 -4 Research WPs (typically) as described in section 2.1
  - Management WP
  - Knowledge Transfer WP (i.e. secondments and networking events)
  - Impact WP (to include all Dissemination/Exploitation/Communication/Public Engagement activities)
- It is not mandatory but you can provide a Gantt Chart to illustrate timelines. Templates are available at http://www.hyperion.ie/templates.htm. Ensure the project is **well-timed** and feasible.

Table B2: Work Package Description

Work Package Number	**"X[3]"**		**Start Month – End Month[4]**		___ /___		
Work Package Title	(e.g. relevant title reflecting the R&I goals, Training, Transfer of knowledge activities, Management, Communication, Dissemination, etc.)						
Lead Beneficiary[5]							
Participating organisation Short Name[6]							
Person-months per Participating organisation:							
Objectives explain the main objectives of the WP (e.g. R&I, Training, Transfer of Knowledge (Through secondments, After secondments /Through reintegration)							
Description of Work and Role of Specific Beneficiaries / Partner Organisations s broken down and listed into numbered tasks including the following details:							

[3] Add a table for each work package with a number

[4] Start/End Month refers to months of the project not calendar months

[5] A "lead beneficiary" must be a beneficiary (= organisation established in a MS/AC) and cannot be a partner organisation

[6] The participating organisation short name and person-months allocated to each participating organisation should be coherent with the tables in Part A of the proposal.

Task "X.1"

- Total number of Person Months allocated to secondments= "_":
- Brief description of the task in terms of relevant information concerning the specific activity/goal, the leading organisation of the task, the role(s) of the participating organisation(s), the profiles of the involved staff members, etc.

Task "X.X"

- …

Here you can provide details on the methodology that were not described in Section 1.1 (e.g. specific tasks)

Role: Use org short names from Participants Table to indicate which org(s) are responsible for each Task e.g. NUIG, DLI

Indicate timescales for the Tasks (in months elapsed from the start of the project) e.g. M6, M12

Description of Deliverables

- provide a brief description of the planned deliverables that is consistent with the deliverables to be listed from all WPs in Table B3a

- i.e. consider consolidating the above listed tasks into a reasonable number of concrete outcomes (scientific and/or management, training and dissemination deliverables)

Deliverables List

Don't have an excessive number of deliverables. Remember you will have to actually deliver each Deliverable if the project is funded and implemented and too many Deliverables will make the admin workload very high. If successful, **Deliverables will be submitted to the REA Project Officer in PDF format**, so ensure that it would be feasible to package your Deliverables in this way.

A poor-quality Deliverable would be: Dx.x Dissemination and Communication Activities (Month 8-Month 44). This Deliverable is poor because:

a) it is not clear that this could be feasibly packaged in PDF format for submission to the Project Officer,

b) it has a broad range of delivery dates, making it impossible to discern when it will actually be delivered – at M8 or M44 or monthly between M8 and M44?

A high-quality Deliverable would be: Dx.x Report on Dissemination and Communication Activities (Month 20, Month 46). This is clearly feasible to send to the Project Officer in PDF format and has two fixed delivery dates at regular intervals during the project lifetime.

A **deliverable** is a distinct output of the action, meaningful in terms of the action's overall objectives and constituted by a report, a document, a technical diagram, a software, training, conference, etc. The number of deliverables in a given Work Package must be reasonable and commensurate with the Work Package content and the associated secondments. Deliverables shall be encoded in Table B3a. Table B3a requires that deliverables should be divided into (a) scientific deliverables (i.e. scientific and technical content specific to the action) and (b) management, training exploitation, dissemination and communication deliverables.

Important! The secondments encoded in Part A should NOT be entered in this deliverable Table B3a. Moreover, note that the Grant Agreement requires yearly reporting by the consortium to follow-up implementation and to process requests for payments. Please include these reports (e.g. for a 48 month-project, year 1 and 3 progress reports) as managerial deliverables.

Table B3a: Deliverables List

Scientific Deliverables						
Deliverable Number[7]	**Deliverable Title**	**WP No.**	**Lead Beneficiary Short Name**[8]	**Type**[9]	**Dissemination Level**[10]	**Due Date**[11]
Use the convention Dx.y where x is the Work Package number and y is the deliverable number, e.g. D1.2						
Management, Training, and Dissemination Deliverables						
Deliverable Number	**Deliverable Title**	**WP No.**	**Lead Beneficiary Short Name**[12]	**Type**	**Dissemination Level**	**Due Date**

[7] Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from Work Package 4.

[8] A "lead beneficiary" must be a beneficiary (= organisation established in a MS/AC) and cannot be a partner organisation

[9] Please indicate the nature of the deliverable using one of the following codes:

R = Document, report (excluding periodic and final reports); **ADM** = Administrative (ethics/legal/administrative related outputs); **PDE** = dissemination and/or exploitation of project results (website completion, patents filing, conference, etc.); **OTHER** = Other including coordination

[10] Please indicate the dissemination level using one of the following codes:

PU = Public: fully open, e.g. web; **CO = Confidential:** restricted to consortium, other designated entities (as appropriate) and Commission services;

CI = Classified: classified information as intended in Commission Decision 2001/844/EC.

[11] Measured in months from the project start date (month 1).

[12] A "lead beneficiary" must be a beneficiary (= organisation established in a MS/AC) and cannot be a partner organisation

Milestones List

Milestones are control points in the action that help to chart progress. Milestones may correspond to the completion of a key achievement, allowing the next phase of the work to begin. Milestone shall be encoded in Table B3.b. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the action where, for example, the consortium must decide which of several technologies to adopt for further development. In principle milestones should not be repetitions of deliverables already defined in Table B3a.

Milestones are major checkpoints for measuring progress e.g. all ESRs recruited, completion of training programme, delivery of doctoral degrees. Also, you must have some research milestones – major points in the work which need to be reached before further progress can be made.

Tip: You should have more Deliverables than Milestones. 6 or 8 Milestones covering major achievements in the lifetime of the project is sufficient.

Table B3b: Milestones List

Number	Title	Related WPs	Lead Beneficiary[13]	Due Date	Means of Verification[14]
Use the convention Mx.y where x is the Work Package number and y is the deliverable number, e.g. M1.2					

[13] A "lead beneficiary" must be a beneficiary (= organisation established in a MS/AC) and cannot be a partner organisation

[14] Show how the consortium will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype completed and running; software released and validated by a user group; field survey complete and data quality validated.

Section 4.1 Strengths:

- The work plan is clearly structured and appropriate, activities are credible and linkages between work packages are well addressed.
- The work plan is overall coherent with credible tasks and deliverables, thereby supporting the feasibility of the research.
- The activities proposed are concrete and credible, and their feasibility is sufficiently demonstrated.
- The work plan, linked secondments and how those secondments support the tasks and deliverables are coherent, explained thoroughly and clearly demonstrate feasibility.
- The workpackage descriptions are sufficiently detailed and allocation of tasks and resources is appropriate with clearly defined deliverables.

Section 4.1 Weaknesses in unfunded RISE applications:

- The role of every partner in each work package is not evident.
- The work packages and task leaders (persons in charge) are not clearly specified.
- Milestones are not considered in detail.
- The distribution of the secondments (person-months) is unbalanced with some partners assigned a high number of secondments without convincing justification.
- The mechanisms for the monitoring of the progress of the project are not sufficiently developed, and they do not address the milestones of the project. The number and timeliness of the deliverables are not sufficiently discussed.
- The work plan lacks some details concerning methodology (e.g. how the primary data will be collected).
- The reason for the non-academic partner to only receive secondments, but not make secondments is not sufficiently explained.
- The quality management is not supported by verifiable metrics, and the measures for risk management do not address specific research potential problems.
- The monitoring of the project progress is not supported by adequate milestones.
- Some secondments are not sufficiently justified in terms of duration or activities.
- The list of deliverables does not include tangible outputs, beyond minutes, plans, reports and data.
- The work plan contains too many generalities and/or approximations; absence of detail regarding the research process, the secondments themselves and the concrete specification of outputs are notable shortcomings. This raises some concerns over the credibility of the proposed research activities.

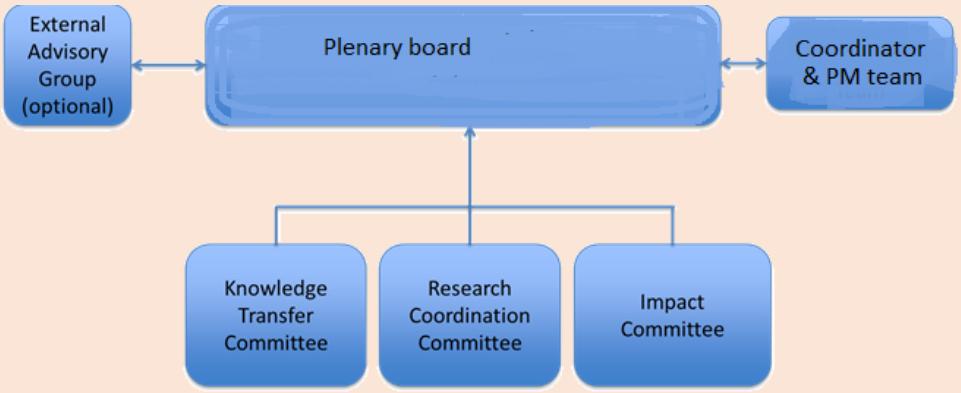
4.2 Appropriateness of the management structures and procedures, including quality management and risk management

Please develop your proposal according to the following lines:

4.2.1 Describe the action organisation and management structure, including any relevant elaborations of the role of the coordinator/WP leaders, financial management strategy, as well as the progress monitoring mechanisms put in place. [15]

Aim: explain who is responsible for what and how they have the skills/expertise to do it well:

- Describe your management structure (use a diagram – see the example below - to show links and reporting lines)
  - Outline the role and responsibility of the Coordinator and the Project Management Team
  - Make sure all participants are involved in decision making – it is typical to have a Plenary Board where all participants are represented and which oversees the whole programme, planning activities and discussing adjustments as appropriate (for example: approval of documents delivered to EC, approval of any changes in project and changes relating to the Consortium Agreement (CA), etc.)
  - Can have sub-committees for e.g. research, knowledge-transfer (secondments & networking activities), impact (dissemination, exploitation, communications, outreach) etc. We suggest to (briefly) describe the responsibilities of each sub-committee
  - Consider adding an External Advisory Group, so to enhance the transparency and quality oversight of the programme
  - All committees should be gender-balanced (no less than 40% of either gender on each)
  - Specify how frequent the meetings will be and what the decision-making procedures will be e.g. majority rules.



[15] https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020

4.2.2 Elaborate on quality management, relating to the availability of adequate resources of the coordinating organisation in support of the day-to-day management of the project in accordance with the obligations described in the Grant Agreement.

The tasks which should be carried out by the management structure include (list not exhaustive):

- Describe the **financial management** strategy – resource planning and allocation of finances. Ensure it is clear that the financial resources are allocated transparently and efficiently across the consortium so that the money is linked to the delivery of the programme. Include a description of which institutional departments will help with managing the programme (Finance, Research Office) and what their experience is e.g. number of FP7/Marie Curie/H2020 projects managed (NB for the Coordinator).
- Monitoring **progress and quality** – e.g. frequency of reports from the participants to the Plenary Board or sub-committees, frequency of interaction between the Staff members and the lead researcher in the organisation (especially during secondment). Address the issue of overall quality assurance – will there be external review/monitoring of the RISE by an independent panel/external advisory group?
- Strategy for dealing with **Scientific Misconduct**: What would you do if a participant accused another of Falsification, Fabrication or Plagiarism? What processes are in place in the participants to deal with misconduct? How will the consortium link with the individual beneficiaries' processes for investigating misconduct? State that the consortium will abide by the **European Code of Conduct for Research Integrity** (https://ec.europa.eu/research/participants/data/ref/h2020/other/hi/h2020-ethics_code-of-conduct_en.pdf).
- Describe the **internal communications strategy** to keep the consortium and the personnel involved in regular contact e.g. intranet or other document repository, regular face-to-face and/or virtual meetings.
- Describe how the rules for **Intellectual Property** across the consortium will be set down in the Consortium Agreement. Explain how you will monitor the creation of any IP, how you will exploit it and who in your institution will help with this e.g. Technology Transfer Office. Adhere to the IP rules in the MSCA Grant Agreement – summarized in a booklet from the IPR helpdesk (https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020).
- Describe the preparation and use of a **Data management plan** (only if participating in **Open Research Data** pilot.)
    - "Open Data: beneficiaries will engage in research data sharing by default, as stipulated under Article 29.3 of the Horizon 2020 Model Grant Agreement (including the creation of a Data Management Plan). Participants may, however, opt out of these arrangements, both before and after the signature of the grant agreement. Note that information related to Open Research Data provided in the proposal will not be subject to evaluation. In other words, proposals will not be evaluated negatively because they opt-out of the data sharing."
    - Concise information on the Data Management Plan and the Open Research Data pilot can be found in the Horizon 2020 Online Manual at https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm
    - Describe who will be responsible for preparing and maintaining the Data Management Plan – be sure to add the DMP as a Deliverable in Section 3.2
    - **RRI Toolkit**, a FP7 project, https://www.rri-tools.eu/, Open Access https://www.rri-tools.eu/open-access

4.2.3 Consider the risks that might endanger reaching the action's objectives and the contingency plans to be put in place should risk occur.

- Complete the table provided with research and project management risks. Be sure to include risks for all WPs, not just the management ones. It's important to show that you have considered the research risks.

Table B3c: Risk List

Risk No	Description of Risk	WP Number	Proposed mitigation measures
R1	e.g. delay in planned secondments		

Section 4.2 Strengths:

- Management structures, procedures, decision-making mechanisms and organisational structures are clear and fully appropriate for this multifaceted proposal.
- The roles and responsibilities of the coordinator, the steering committee and the plenary board are clearly presented and appropriate.
- The proposed governance arrangements that put a special emphasis on financial management are convincingly explained and fully appropriate. The past experience of the coordinator as manager of different EU grants adds credibility to its management capacity.
- The proposal convincingly demonstrates the capacity of coordinating institution to manage an international consortium funded by an EU grant.
- Very professional risk assessment is included in the proposal, and realistic solutions are provided.

Section 4.2 Weaknesses in unfunded RISE applications:

- The periodic reports are scheduled for only once per year, which is limited for the scale and duration of the project.
- The management structures and procedures are not sufficiently detailed. In particular, the measures to achieve efficient management communication are not adequately specified.
- The quality management issues are not adequately addressed. For example, the Management board is described and it is described how it intends to mediate in case of conflicts, but it is not discussed in sufficient detail how it intends to monitor the quality of the project in practice.
- The management procedures are described in inadequate detail, e.g. the frequency of meetings of the board is not specified.
- The involvement of the participants in managing and monitoring of the project is not adequately described, and processes for overall evaluation of progress are not sufficiently addressed. Responsibilities lie largely with the coordinator, without devolvement of duties to work package leaders, which is not appropriate for a consortium of this size.
- The decision-making mechanism and conflict resolution schemes are insufficiently detailed.
- The risk management and contingency plans lack detail or are missing. Personal, technical risks and associated contingency actions are not adequately identified. IPR issues are not properly addressed. Please note: It is not realistic to classify all the risks associated with the project as low risk.
- Arrangements for practical support for the detached and incoming staff are not sufficiently considered.
- The description of the managerial procedures is rather general, lacking the necessary information on, for example, administrative aspects, progress monitoring, and quality management.

4.3 Appropriateness of the institutional environment (hosting arrangements, infrastructure)

Please develop your proposal according to the following lines:

- Explain the availability of the expertise and human resources, to carry out the proposed research action as well as the hosting arrangements/infrastructure.
- Describe the necessary infrastructures and any major items of technical equipment (if required) relevant to the proposed action.

The aim here is to explain who is doing what, and show that they have the necessary infrastructure to do it.

- Section 6 will include a Capacities Table for each participant.
- This section should complement Sec. 6 not duplicate it (instead, refer to it as appropriate)
- Describe how the consortium has the necessary infrastructure (research and administrative) to implement all aspects of the programme (research, training, admin, communications, exploitation etc.).
- Describe how the participants provide an excellent environment for hosting and supporting the Staff who visit them such as help with finding accommodation, with immigration and other practical matters, including:
  - Affirming that the EURAXESS Service Centres will assist with mobility issues. There are >550 service centres in 40 countries. See https://euraxess.ec.europa.eu/information/centres/search Most HEIs are EURAXESS Local Contact Points and have a designated person who can help visiting researchers.
  - Have the organisations endorsed the Charter & Code – if yes, say so! List at https://euraxess.ec.europa.eu/jobs/charter
  - Have the organisations earned the "HR Excellence in Research" logo? If yes, state this and **include the logo in the Capacities Table**! List at https://euraxess.ec.europa.eu/jobs/hrs4r

- **If applicable, include and list in Table B3d** the beneficiaries/partner organisations that will participate together with other entities under a capital link and shortly describe the legal arrangement and the roles of each affiliated entity in the proposal (i.e. the tasks and the secondments allocated to affiliated entities should be included).

Table B3d – Secondments allocated to affiliated entities

WP	Task name	Staff member profile (ER/ESR/MNG/ADM/TECH)	Beneficiary /Partner organisation short name	Affiliated entity short name	Country of the affiliated entity	Person-months allocated

Section 4.3 Strengths:

- All the participants present adequate staff member profiles and appropriate number of available staff for the successful implementation of the project.
- The competences and experience of those involved is clearly presented and consistent with the aims and objectives of the project.
- All the participants have the appropriate facilities to carry out the work and to host seconded participants.
- Each partner university has appropriate research infrastructure that is necessary for implementing individual research projects of the seconded researchers.
- The necessary infrastructures and major items of technical equipment relevant to the proposed programme are well described.

Section 4.3 Weaknesses in unfunded RISE applications:

- The appropriateness of the institutional infrastructure has been insufficiently addressed.
- The infrastructures of some non-academic participants are only briefly described. Some necessary equipment is not fully described.
- The allocation of human resources is not sufficiently justified for some non-academic participants.
- It is not sufficiently demonstrated that the participating organisations possess sufficient breadth of expertise to achieve all of the scientific objectives.
- The relevant infrastructures for some of the participants are insufficiently described. This aspect negatively impacts on the feasibility of the project.

4.4 Competences, experience and complementarity of the participating organisations and their commitment to the action

Please develop your proposal according to the following line:

- *Describe the adequacy of the consortium to carry out the action by explaining how participating organisations' synergies and complementarities will be exploited*

NB: The individual members of the consortium are described in Section 6. There is no need to repeat that information in this section.

- Explain how the consortium is exceptionally well qualified to implement this programme by referring to:
  - Complementarities/synergies in expertise between all participants and how this complementarity allows them to successfully deliver the programme (if appropriate, use a diagram or table).
  - How their previous experience (and collaboration, if applicable) makes them suitable for their tasks here.
- Outline the commitment of each participant by showing that they are all highly active in the project – refer to earlier sections – use a table.
- For TC participants, refer to contents of Letters of Commitment from each TC participant – the **proposal text must match the Letter**.
- This is particularly important for high-income TC contributing their own budget – they should make a financial commitment in the letter.

Section 4.4 Strengths:

- The participating organisations demonstrate very good competencies and experience in the required areas.
- It is demonstrated that partners have a convincing capacity in managing and coordinating international projects.
- The composition of the consortium is excellent in terms of choice of partners, regional spread and expertise, with a clear demonstration of partners' commitment to the project. The partners' contribution for the achievement of the project's objectives is well identified and their complementarity is fully demonstrated.
- The synergies and complementarities of participants cover all scientific and technological aspects of the proposed work.
- The expertise of the participating partners is very well aligned with the proposed activities and all the beneficiaries are required to successfully carry out the proposed project.

Section 4.4 Weaknesses in unfunded RISE applications:

- The partnership brings complementary expertise to the project, however it is not sufficiently clear how the resulting synergies are to be exploited.
- Competences and experiences of the non-academic partner have not been specified in sufficient detail.
- The complementarity of the different partners is not sufficiently detailed.
- The proposal does not illustrate sufficiently the precise skill-sets and inputs from the non-academic partners.
- Complementarities of the beneficiaries needed to implement the activities proposed are not fully demonstrated/ sufficiently balanced/ explained in sufficient detail within the proposal.

STOP page count – MAX 30 pages

5. References

Add all relevant references in a standard scientific citation form.

6. Capacities of the participating organisations

Note that:

- *Any inter-relationship between different participating institutions or individuals (e.g. shared premises or facilities, joint ownership, financial interest, overlapping staff or directors, family-ties, etc.) must be declared and justified in this part of the proposal;*
- *All information provided (including table B4) must be based on current data, not on projections; for the annual turnover, approximations are acceptable and any other additional explanations to help assess operational capacity.*
- *The data provided relating to the capacity of the participating institutions will be subject to verification during the grant preparation phase;*
- *The absence of sufficient information in this section may be considered by the REA as a ground to disregard the participation of an organisation based on insufficient operational capacity.*

Table B4: Data for non-academic beneficiaries

Name	Location of research premises (city/country)	Type of R&I activities	No. of full - time employees involved in the project	No. of employees in R&I	Web site	Annual turnover (approx. in Euro)

Important! This table is mandatory to correctly assess the operational capacity of non-academic beneficiaries.

All organisations (whether Beneficiaries or TC Partner organisations) must complete the appropriate table below. Complete one table of maximum one page per Beneficiary and half a page per TC Partner organisation. The experts will be instructed to disregard content above this limit (Minimum font size: 9).

General Reasons for Failing Operational Capacity:

1. The proposal does not offer sufficient description and evidence of participants' operational capacity (including those of the project coordinator).
2. Participants' capacity to provide training on the topics outlined in the proposal is not substantiated.
3. The research work plan is insufficiently detailed.
4. Activities related to knowledge sharing are presented at a very basic level without necessary details.
5. Secondments are not appropriately shared amongst participants in alignment with the proposed research programme.
6. Secondments are not appropriately aligned with participant capacity, e.g. a beneficiary with small capacity has been allocated a high proportion of the total secondment person months.

Non-academic beneficiaries:

Many of the proposals which fail the operational capacity check do so owing to the failure of non-academic participants in the consortium. The operational capacity of non-academic beneficiaries can be questionable on the basis of:

1. ***A low number of employees/Inadequate human resources***.

   Who will supervise secondees during their secondment at the auspices of the company? In the case of a non-academic beneficiary with few fulltime employees, how will the company business be run when an employee from this beneficiary goes on secondment?
2. ***A low annual turnover***.

   In several cases the project budget allocated to a beneficiary was higher than the turnover of the company in one year.
3. ***A new company with no financial history.***

   A SME / start-up with an annual turnover of 0 will not pass the operational capacity check.
4. ***A lack of significant outputs in the relevant research field***.

   Non-academic beneficiaries should demonstrate that they have experience in the appropriate research area. Examples could include publications, patents, trade secrets or an actual product/service that is related to the research area.
5. ***Not enough space for all declared employees and secondees to work together.***

   Reviewers took note of the physical space of non-academic organisations (in sqm) and judged whether this could realistically support the proposed number of staff / secondees.
6. ***Lack of clarity with regards to independent research facilities***

Table B5: Organisations (beneficiaries and TC partner organisations) data

Beneficiary (Organisations in EU MS/AC) Legal Name	
General Description Include HR Excellence in Research and/or Athena SWAN logo here if applicable (https://www.ecu.ac.uk/equality-charters/athena-swan/athena-swan-resources/)	Add a general description of the beneficiary and a short description of the actual centre/department/school participating in the action.
Role and Profile of key people	Include names, qualifications of the person(s) supervising the action.
Key Research Facilities, Infrastructure and Equipment	Demonstrate that the team has sufficient resources and state-of-the art facilities to offer a suitable environment to seconded staff and to significantly contribute to the research/innovation activities proposed.
Independent research premises?	Please explain the status of the beneficiary's research facilities – i.e. are they owned by the beneficiary or rented by it? Are its research premises wholly independent from other beneficiaries and/or partner organisations in the consortium/Outside the consortium?
Previous Involvement in Research and innovation projects	Describe relevant research/ innovation projects in which the organisation took part
Current involvement in Research and Innovation projects	Describe relevant research/ innovation projects in which the organisation is currently participating
Publications and/or research/innovation products	Max 5 For non-academic organisations, do not leave this blank. It could be publications, patents, policy interventions, trade secrets, new products (including software) or processes etc.

Partner (Organisations in TC) Legal Name	
General Description	
Role and Profile of key people	As above
Key Research Facilities, Infrastructure and Equipment	As above
Do you have independent research premises?	As above
Previous Involvement in Research and innovation projects	As above
Current involvement in Research and Innovation projects	As above
Relevant publications and/or research/innovation products	Max 3 For non-academic organisations, do not leave this blank. It could be publications, patents, policy interventions, trade secrets, new products (including software) or processes etc.

7. Ethics Issues

To assist with preparing this section, please consult the "H2020 How to complete your Ethics Self-Assessment" guide at

https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

and the Ethics section of the Horizon 2020 Online Manual at https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ethics_en.htm.

If necessary, please consult with the ethics committee and/or data protection officer of your organisation before writing this section.

RRI Toolkit, a FP7 project, https://www.rri-tools.eu/, Ethics https://www.rri-tools.eu/ethics

All research activities in Horizon 2020 should respect fundamental ethics principles, including those reflected in the Charter of Fundamental Rights of the European Union[16]. These principles include the need to ensure the freedom of research and the need to protect the physical and moral integrity of individuals and the welfare of animals.

Research ethics is of crucial importance for all scientific domains. Informed consent and confidentiality are as important for a sociological study as they are for clinical research.

All proposals considered for funding will be submitted to an Ethics Review procedure.

Ethics Review is part of the overall H2020 Appraisal Scheme and Ethics Review concerns all proposals and actions including Ethics Screening and Ethics Assessment (if necessary). Under the H2020 Ethics Appraisal Scheme, Ethics Checks can be carried out during the action's implementation and for a period of up to two years afterwards.

When preparing a proposal, **it is required to conduct an Ethics Self-assessment** starting with the completion of an Ethics Issues Table (Part A). In this context, please be aware that it is the applicants' responsibility to identify any potential ethics issues, to handle the ethics aspects of their proposal, and to detail how they plan to address them. **Please refer to the Ethics Self-Assessment Guidelines under Horizon 2020**[17].

If you have entered any ethics issues in the ethics issues table in Part A of the proposal, you must submit an ethics self-assessment in Part B section 7. For more details on how to correctly address the ethics issues of your proposal, please refer to the Ethics Self-Assessment Guidelines under Horizon 2020[18].

Your self-assessment must:

1) Describe how the proposal meets the national legal and ethics requirements of the country or countries where the tasks raising ethics issues are to be carried out.

Should your proposal be selected for funding, you will be required to provide the following documents, if they are already in your possession:

- The ethics committee opinion required under national law;

[16] http://www.europarl.europa.eu/charter/default_en.htm

[17] http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

[18] http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

- The document that is mandatory under national law notifying activities raising ethics issues or authorising such activities.

Important! Note that according to the revised Art. 34.2 Grant Agreement, before the beginning of an activity raising an ethical activity, the appropriate ethics committee opinions required under national law or any notification/authorisation for activities raising ethical issues required under national and/or European law must be obtained. The documents must be kept on file and be submitted upon request to the Executive Agency. If they are not in English, they must be submitted together with an English summary which shows that the action tasks in question are covered and includes the conclusions of the committee or authority concerned.

2) Explain in detail how you intend to address the issues mentioned in the ethics issues table (Part A), in particular as regards:

- Research **objectives** (e.g. study of vulnerable populations, dual use, etc.);
- Research **methodology** (e.g. protection of any personal data collected, consent procedures, involvement of children, clinical trials, etc.);
- The potential **impact** of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use, etc.).
- Include a table explaining the task and the WP where the activities will be performed to fulfil the ethical requirements.

Make sure to follow the guidance provided in the ethics self-assessment guidance note when addressing the different issues raised by your proposal and keep in mind that all proposals selected for funding will undergo an ethics evaluation that will consider this section.

Important! Please indicate which WP, deliverable, and/or task concerns the ethical issue you describe to avoid any unnecessary confusion during the Ethics Evaluation process.

8. Letters of Commitment of Third Country partner organisations

Please use this section to insert scanned copies of signed letters of commitment from TC Partner organisations (see details Annex 4, point 2 of the Guide for Applicants). The letter of commitment must explicitly refer to the proposal (call and acronym) as well as to motivate/explain the engagement to implement the secondments planned in the proposal. Please note that the letter must be signed by the legal representative of the concerned institution. A template is provided in Annex 6 of the Guide for Applicants.

Ensure that the content of the Letters of Commitment from Partner Organisations match their stated tasks in the programme. Avoid generic letters.

The letter of commitment must explicitly refer to the proposal (call and acronym) as well as a commitment to implement the secondments planned in the proposal.

END PAGE

Marie Skłodowska-Curie Actions

Research and Innovation Staff Exchange (RISE)
Call: H2020-MSCA-RISE-2020

PART B

"PROPOSAL ACRONYM"