












The evaluation process

- The evaluation is carried out by the **“Research Executive Agency”** (REA) on behalf of the European Commission (EC)
- Proposals are **“evaluated as they are”**
- **Check** done by REA: is the proposal **admissible & eligible** ?
- All eligible proposals are **evaluated under 8 major areas of research** (“panels”) - ranking for EF-ST and GF according to the panels, for EF-CAR, EF-RI and EF-SE multidisciplinary ranking lists.



Evaluation Panels

	Chemistry (CHE)
	Physics (PHY)
	Mathematics (MAT)
	Life Sciences (LIF)
	Economic Sciences (ECO)
	ICT and Engineering (ENG)
	Social Sciences & Humanities (SOC)
	Earth & Environmental Sciences (ENV)
	Career Restart Panel (CAR)
	Reintegration Panel (RI)
	Society and Enterprise Panel (SE)

EF: 8 scientific panels

GF: 8 scientific panels

CAR + RI + SE: multidisciplinary panels

- Choose from 1 of the 8 panels
- Choose your descriptors (3 at least)
 - ✓ 1 and 2: specific panel
 - ✓ 3-4-5: any of the scientific panels
- Descriptors will help matching the proposal evaluators with adequate expertise
- A list of Descriptors = Guide for Applicants

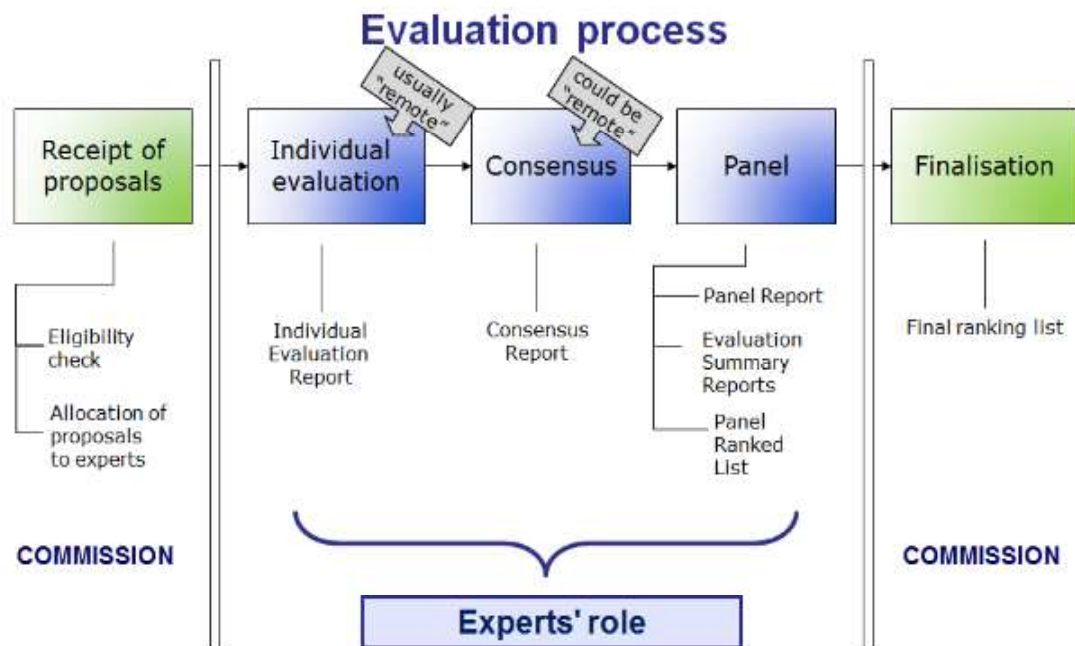
Evaluators

- **Scientific experts**
- Balanced composition with respect to skills, geographical diversity, gender, public-private sector balance
- Rotation of experts is ensured
- experts are remotely briefed and sign a contract, including a **declaration of confidentiality & absence of conflict of interest**
- They evaluate the proposals against the award criteria set out in the Work Programme (Excellence, Impact, Implementation)
- Plus: **Independent Observer**



Evaluation Process

The diagram below depicts the main steps of the evaluation process and highlights at which stages the experts intervene.



FULL REMOTE EVALUATION

- 3 evaluators per proposal;
- 2 Vice-Chairs (VCs) of which 1 is rapporteur, and 1 cross-reader;
- **SEP Hands-on Training** for VCs;
- **Improved briefing for experts:** web-briefing (unconscious bias added), Q&A chat sessions, evaluators guide, SEP guidance movie;
- **SEP workflow and functionalities** adjusted to ease the remote consensus discussion;
- **Minority views:** Specific slots for teleconferences will be foreseen in order to solve critical cases remotely, before the central phase.

- 3 experts with very different expertise
- You need to "sell" your project while keeping the technical information right



Ethical Review

- Ethics experts, briefed by REA
- Ethics screening for proposals in main or reserve list
- Fully remote
- Following requirements and recommendations will be taken into account during grant preparation



Individual Evaluation Report (IER)

- Each expert draft a IER (individual evaluation report) for each proposal assigned
- List **strengths and weaknesses** in bullet point format
- Under each sub-criterion
- For each criterion (excellence, Impact and Implementation)

1. EXCELLENCE	
Quality, innovative aspects and credibility of the research (including inter-disciplinary aspects)	
Strengths: +... +...	
Weaknesses: -... -...	
Clarity and quality of transfer of knowledge/training for the development of researcher in light of the research objectives	
Strengths: +... +...	
Weaknesses: -... -...	
Quality of the supervision and the hosting arrangements	
Strengths: +... +...	
Weaknesses: -... -...	
Capacity of the researcher to reach or re-achieve a position of professional maturity in research	
Strengths: +... +...	
Weaknesses: -... -...	
Score (out of 5) 4,2	



How are IF proposals scored?

Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.	5		Excellent
Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are present.	4	4.9 ↕ 4.0	Very Good
Good. The proposal addresses the criterion well, but a number of shortcomings are present.	3	3.9 ↕ 3.0	Good
Fair. The proposal broadly addresses the criterion, but there are significant weaknesses.	2	2.9 ↕ 2.0	Fair
Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses.	1	1.9 ↕ 1.0	Poor
The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.	0		



Evaluation Process



Criteria	Weight	Priority (ex.aequo)
Excellence	50%	1
Impact	30%	2
Implementation	20%	3



- Each proposal is scored remotely by 3 different remote evaluators. Their review form has the same headings as the proposal template.
- Each evaluator gets approx. 8 proposals to assess in a short timeframe. Clarity and readability of the proposal, both from a content and a formatting point of view, is vital.
- Each remote evaluator scores the Excellence, Impact and Implementation criteria out of 5. A “Vice-Chair” acts as rapporteur, and puts together the comments of the remote evaluations, to deliver the draft Consensus/Evaluation Summary Report back to the remote evaluators for discussion.
- The strengths, weaknesses and scores in the draft Consensus Report are discussed and agreed by the 3 remote evaluators online, through a chat-like system called “SEP”. The starting score is often the average of the 4 scores for each criterion. The Vice –Chair makes sure the comments match the score, i.e. 3 is Good, 4 is Very Good, 5 is Excellent.
- Proposals scoring above 70% are discussed and ranked by a panel of Vice-Chairs in Brussels.

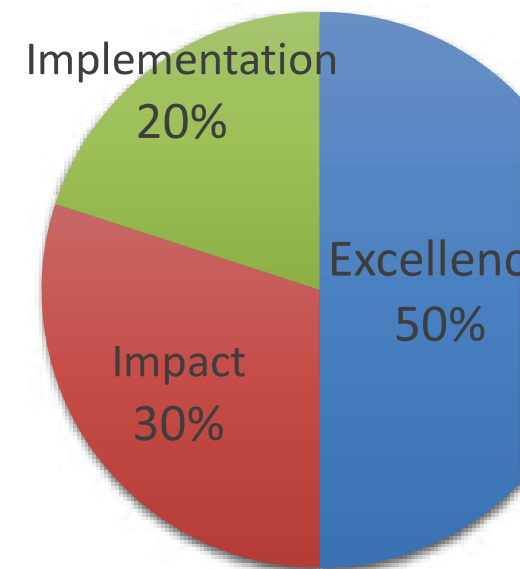
IF - Marie Skłodowska-Curie Individual Fellowships

Excellence	Impact	Quality and efficiency of the implementation
Quality and credibility of the research/innovation project; level of novelty, appropriate consideration of inter/multidisciplinary and gender aspects	Enhancing the future career prospects of the researcher after the fellowship	Coherence and effectiveness of the work plan, including the appropriateness of the allocation of tasks and resources
Quality and appropriateness of the training and of the two way transfer of knowledge between the researcher and the host	Quality of the proposed measures to exploit and disseminate the project results	Appropriateness of the management structure and procedures, including risk management
Quality of the supervision and of the integration in the team/institution	Quality of the proposed measures to communicate the project activities to different target audiences	Appropriateness of the institutional environment (infrastructure)
Potential of the researcher to reach or re-enforce professional maturity/independence during the fellowship	Why	How

What



Evaluation criteria weight



■ Excellence ■ Impact ■ Implementation

Now, 90% of you will focus on 80% of your initial energy on this part that counts 50% of the total proposal

Is that a smart strategy?

A typical Individual Fellowship

- **Individual research project:** training-through-research under the direct supervision of the supervisor / key staff of the institution.
- **Hands on training:**
 - for developing scientific skills (new techniques, instruments, etc.)
 - For developing and acquiring transferable skills:
 - Proposal preparation to request funding
 - Patent applications, management of IPR, take up and exploitation of results,
 - Action management, task coordination, how to properly communicate
 - Gender issues, research integrity, Open Science, etc.
- **Intersectoral or interdisciplinary** transfer of knowledge (**secondments...**)
Secondments can take place in MS / AC .
- Organization of scientific / Training / dissemination events
- Communication, outreach activities, public engagement

Parts of a proposal

Part A (electronically PDF online)

Form	Title	Content
Section 1	General Information about the Proposal	e.g. Acronym, Title, Selection of Evaluation Panel, Project Duration...
Section 2	Data on Participating Organisations	e.g. PIC, legal name, contact details, name of <i>person-in-charge at the host organisation</i>
Section 3	Budget	Request for funding in terms of researcher months
Section 4	Ethics Table	Yes/No answers to series of questions re. ethical issues
Section 5	Call specific question	Open access



Parts of a proposal

Part B1 (PDF upload)

- 1. Excellence
- 2. Impact
- 3. Implementation



- **10 pages** total
- No section page limit
- excess pages will automatically be disregarded

NO COVER PAGE AND NO TABLE OF CONTENTS!

Part B2 (PDF upload)

No overall page limit applied

- 4. CV of the experienced researcher (maximum length: 5 pages)
- 5. Capacities of the participating organisations (1 page for the overview and 1 page for each participating organisation)
- 6. Ethical aspects
- 7. Letter of commitment of the partner organisation (for GF only)



MSCA IF 2019: proposals' first glance

Title and Acronym

- Self-explanatory
- Memorable

Abstract (Part A)

Help matching with evaluators, and evaluators accept a proposal

- Be concise
- Provide enough technical/research information to help REA officers and evaluators understand the scope of your proposal
- Reflect the whole proposal including:
 - Overall research theme
 - Research objectives
 - Training objectives
 - Potential Impact, including career paths for the ESRs

Panel

matching with a set of evaluators

CHE Chemistry	SOC Social Sciences and Humanities	ECO Economic Sciences	ENG Information Science and Engineering	ENV Environmental and Geosciences	LIF Life Sciences	MAT Mathematics	PHY Physics
------------------	---	-----------------------------	--	---	-------------------------	--------------------	----------------

Descriptors

will help matching with evaluators

Can add up to five (minimum three) descriptors **in order of importance**:

- The **1st** and **2nd** descriptors must be chosen from the list provided for the scientific panel you have chosen.
- The **3rd** (4th and 5th) descriptor(s) can be chosen from any of the eight scientific panels.

Before writing the proposal

- Start with your **goal –career** and research
- Analyse your **CV**
 - What are your strengths
 - What do you need to improve
- **Read** one (or more) **successful applications**
- Work on getting a **good** and convincing **abstract**
- Try to find an **acronym** that sticks



Excellence

1.1 Quality and credibility of the research/innovation project; level of novelty, appropriate consideration of inter/multidisciplinary and gender aspects

Provide an introduction, discuss the state-of-the-art, specific objectives and give an overview of the action.

Discuss the research methodology and approach, highlighting the type of research / innovation activities proposed.

Explain the originality and innovative aspects of the planned research as well as the contribution that the action is expected to make to advancements within the research field. Describe any novel concepts, approaches or methods that will be implemented.

Discuss the interdisciplinary aspects of the action (if relevant).

Discuss the gender dimension in the research content (if relevant). 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 as an integral part of the proposal to ensure the highest level of scientific quality.



Multi- /Interdisciplinarity aspects

Multidisciplinarity

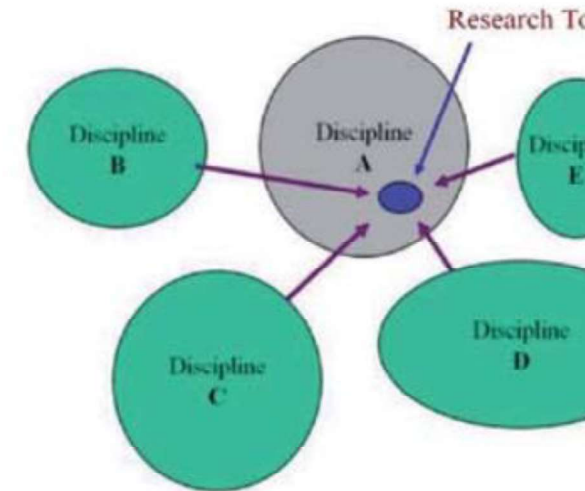
is concerned with the study of a research topic within one discipline, with support from other disciplines, bringing together multiple dimensions, but always in the service of the driving discipline. Disciplinary elements retain their original identity. It fosters wider knowledge, information and methods.

Examples

Research Topic: Discovery of a particular drug

Host discipline: Pharmacology

Complementing disciplines: Biochemistry, Chemistry, Medicine.



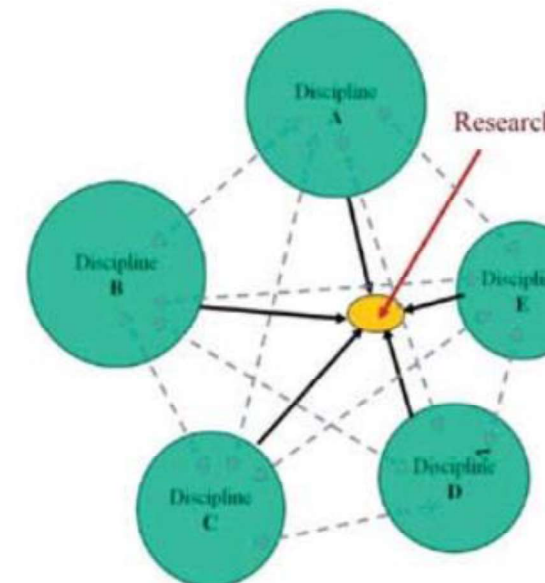
Interdisciplinarity

is concerned with the study of a research topic within multiple disciplines, and with the transfer of methods from one discipline to another. The research topic integrates different disciplinary approaches and methods.

Example

Research Topic: Robotics

Host versus complementing disciplines: this has changed over the years and with the expansion of the field, there could be different host(s) and complementing disciplines from Mechanical, Electrical and Computer engineering, Mathematics, Informatics and Computer Science, Neuroscience or Psychology.



Gender dimension



1949: Test dummies were first developed for the U.S. Air Force.

• **1966: The VIP (Very Important People) group of test dummies** was developed. This group consisted of 3 dummies, modeling the 5th percentile woman, 50th percentile man, and 95th percentile man. • **1972: The Hybrid II**, a new generation of dummy, was developed by General Motors to model the 50th percentile male body. New generations of dummies consistently innovated using the midsize adult male as the norm.

• **1980s: Test dummies modeled children** (3 and 6 years of age).

• **1996: A pregnant crash test dummy** was created • **2012: Pregnant crash test dummies are not yet used in government-mandated auto safety testing** in the U.S. or by the European New Car Assessment Programme (NHTSA, 2008)

[\(http://genderedinnovations.stanford.edu/\)](http://genderedinnovations.stanford.edu/)

Excellence

1.2 Quality and appropriateness of the training and of the two way transfer of knowledge between the researcher and the host

- Outline how a **two-way transfer of knowledge** will occur between the researcher and the host institution(s):
 - Explain how the experienced researcher will gain new knowledge during the fellowship at the hosting organisation(s).
 - Outline the previously acquired knowledge and skills that the researcher will transfer to the host organisation(s).
- For **Global Fellowships** explain how the newly **acquired skills and knowledge in the Third Country** will be transferred back to the host institution in Europe (the beneficiary) during the incoming phase.



Excellence

1.3 Quality of the supervision and of the integration in the team/institution

- Describe the **qualifications and experience** of the supervisor(s). Provide information regarding the supervisors' level of experience on the research topic proposed and their track record of work, including main **international collaborations**, as well as the level of **experience in supervising**/training especially at advanced level (PhD, postdoctoral researchers). Information provided should include participation in projects, publications, patents and any other relevant results.
- Describe the **hosting arrangements**. The application must show that the experienced researcher will be well-integrated within the team/institution so that all parties gain maximum knowledge and skills from the fellowship. The nature and the quality of the **research group**/environment as a whole should be outlined, together with the **measures taken to integrate** the researcher in the different areas of expertise, disciplines, and international networking opportunities that the host could offer.



Excellence

1.4 Potential of the researcher to reach or re-enforce professional maturity/independence during the fellowship

- Researchers should **demonstrate** how their existing professional experience, talents and the proposed research will contribute to their development as independent/mature researchers, **during the fellowship**.
- Explain the new competences and skills that will be acquired and how they relate to the researcher's existing professional experience.
- Please keep in mind that the fellowships will be awarded to the most talented researchers as shown by the proposed research and their track record (Curriculum Vitae, section 4), in relation to their level of experience.

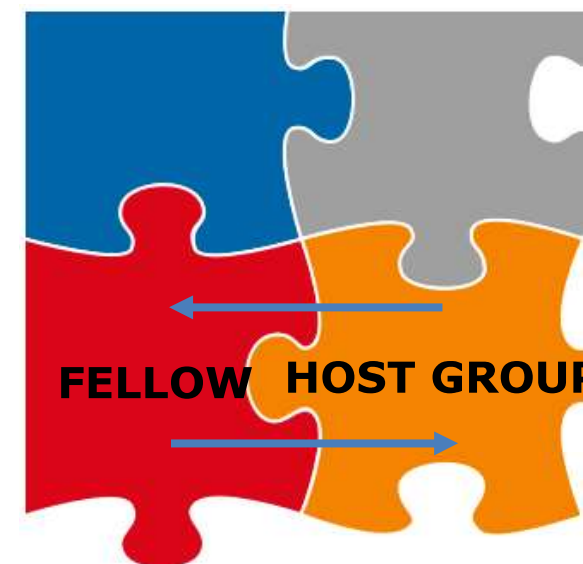


Excellence

- **Introduction and objective(s) very important,**
 - clearly described, focussed, WOW-factor
 - Understandable for the “Can evaluate if necessary”-expert
 - Use illustrations, tables, charts, diagrams
 - Why is it an important problem?
 - Why should this project be financed?

A **Career Development Plan** should not be included in the proposal, but will be part of the action's implementation in line with the European Charter for Researchers. The Plan should be established jointly by the supervisor(s) and the researcher. In addition to research or innovation objectives, this plan comprises the researcher's training and career needs, including training on transferable skills, teaching, planning for publications and participation in conferences.

**RESEARCH
PROJECT**



**Is the researcher and
the host a good
match?**

Excellence Section: strenghts and weaknesses



The **state-of-art in the field is adequately reviewed**; the proposed approach and research methodology are clear and sound.

The high quality of the **training program** proposed to the researcher and **the two way transfer of knowledge** are convincingly demonstrated in the proposal.

The host institution has a **recognized experience in supporting the development of researchers**, and offers a good collaborative environment and opportunities for international networking.

The supervisor is **fully appropriate** to manage the proposed project.

The researcher has a **strong experience** in materials science and ******* *******, is highly motivated, has published many excellent scientific papers and has experience in (co)supervising MSc and PhD students.



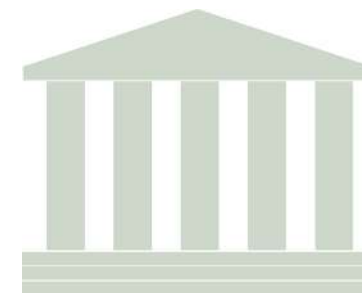
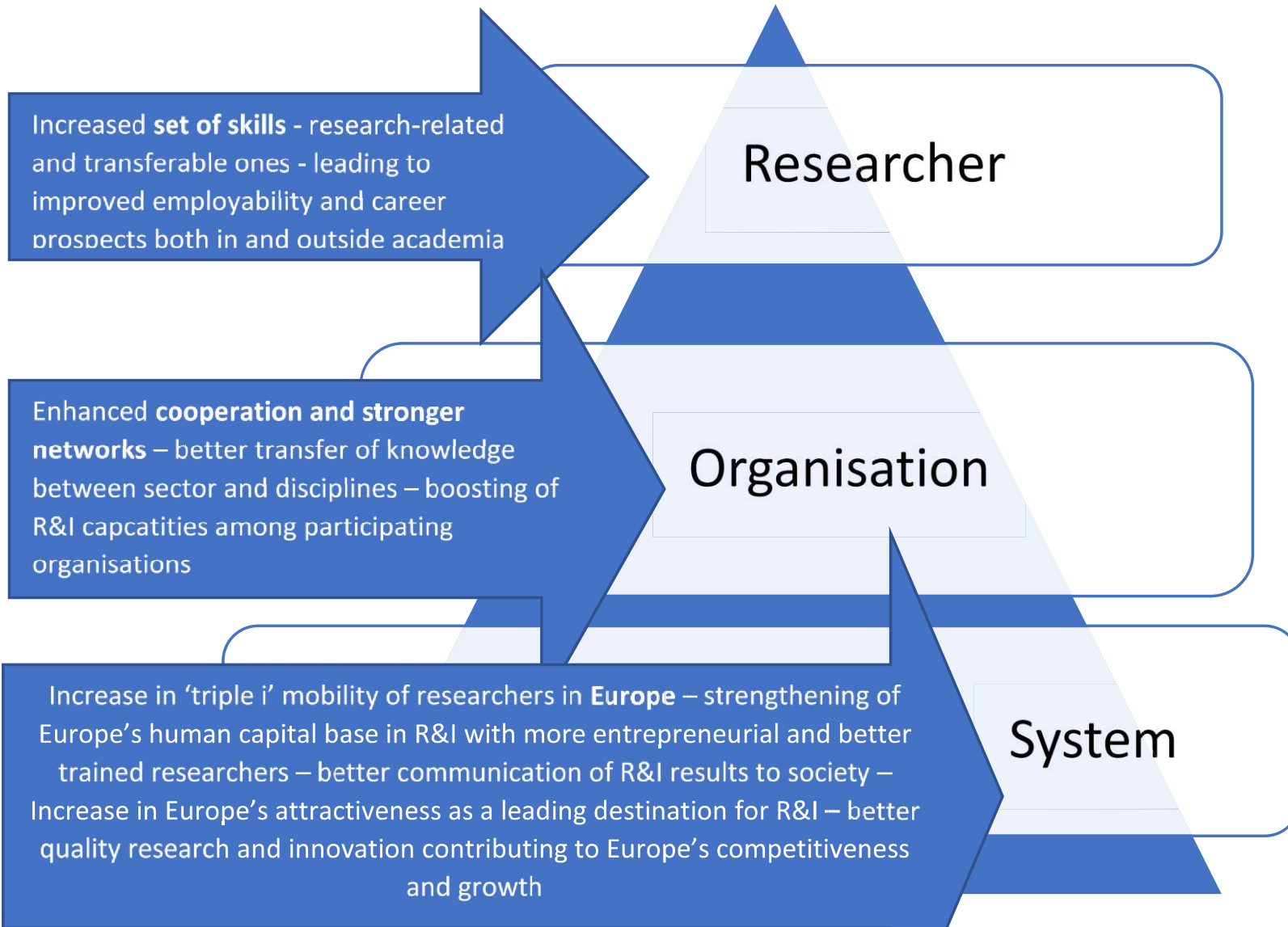
The **state-of-the-art presented is incomplete and does not adequately acknowledge previous work on *******. Besides, the specific research gaps that need to be addressed, including the approach (******* *******) that the researcher proposes to investigate, are not clearly discussed.

The proposal does not sufficiently demonstrate that the project involves significant innovative content. Some of the claimed **novelties are rather overstated**

The transfer of knowledge from the researcher to the host organization is not sufficiently described in the proposal.

The hosting arrangements are described in a too general way and the **efficient integration** of the fellow into the host team and institution is not enough demonstrated.





IMPACT

2.1 Enhancing the future career prospects of the researcher after the fellowship

- Explain the expected impact of the planned research and training (i.e. the added value of the fellowship) on the future career prospects of the experienced researcher **after the fellowship**. Focus on how the new competences and skills (as explained in 1.4) can make the researcher more successful in their long-term career.



Impact 2.1 (future career prospects)

- Explain the **expected impact** of the planned **research and training** (i.e. the added value of the fellowship) on the future career prospects of the experienced researcher **after the fellowship**.
- Focus on how the **new competences and skills** (as explained in 1.4) can make the researcher more successful in their **long-term** career.
- Explicitly outline the **career goals** of the experienced researcher.



Writing tips

- Logical next step after 1.4: Be specific, explain **HOW the fellowship will help your career advance**. What do you undertake why to get where?
- Explain specifically **how the fellowship will help you** to reach the **next step** (e.g. applying for a specific grant)
- Triple-I dimension: Don't forget the transferable skills and intersectoral/international collaborations
- Describe the **added value of the fellowship** for your career in the mid- and longterm (specific career goals)
- **No repetition of Part 1**, but focus on the impact of the your training/transfer of knowledge



Common mistakes

- **A mere repetition** of 1.4
- **Not enough details** – if you wish to become a leader in your field, which steps will have which impact?
- **No mentioning** of the **networks** you will build up
- **Unspecific career goals**, too ambitious or not ambitious enough plans



IMPACT

2.2 Quality of the proposed measures to exploit and disseminate the project results

- Describe how the new knowledge generated by the action will be disseminated and exploited, and what the potential impact is expected to be. Discuss the strategy for targeting peers (scientific, industry and other actors, professional organisations, policy makers, etc.) and to the wider community. Also describe potential commercialisation, if applicable, and how intellectual property rights will be dealt with, where relevant.
- For more details refer to the "Dissemination & exploitation" section of the H2020 Online Manual.
- Concrete planning for exploitation and dissemination activities must be included in the Gantt chart.



Impact 2.2 (exploitation/dissemination)

- Describe how the **new knowledge generated** by the action will be **disseminated and exploited**, and what the potential impact is expected to be.
- Discuss the **strategy for targeting peers** (scientific, industry and other actors, professional organisations, policy makers, etc.) and to the wider community.
- Also describe **potential commercialisation**, if applicable, and how intellectual property rights will be dealt with, where relevant.
- Concrete planning must be included in the **gantt chart**
- For more details refer to the "Dissemination & exploitation" section of the H2020 Online Manual.



Exploitation, Dissemination, Communication

	Exploitation	Dissemination	Communication
What	Utilisation of the project results in further activities in research, development or standardisation	The disclosure of the project results to the public	Process aiming at promoting the action and its results
When	When results are available	When results are available	From the project start on
Why	Showing society the impact and benefits of EU-funded R&I activities	Transfer knowledge and results to enable the use and take up of results	Effectively use project results, turning them into concrete value and impact for society
How	Make concrete use of research results (not just commercial)	Describe and ensure results available for others to USE	Inform and promote the project AND its results/success
To whom	Stakeholders who make concrete use of the project results	Audiences with interest in the potential use of the results, e.g. scientific community, policy makers	Audiences beyond the project's community, e.g. media, broad public
Legal basis	Grant Agreement Art. 27	Grant Agreement Art. 29	Grant Agreement Art. 38.1



Writing tips

- 2 sections: one for dissemination, one for exploitation
- Develop a **dissemination strategy** (what – who – when – why – how), and give examples on **which journals** you target, which conferences you will attend, with which (preliminary) results
- Show the measures you will undertake to appropriately use your project's results – commercial vs. non-commercial
- Mention **Open Access** and open data strategy (DMP Month 06!)
- Outline **plans to exploit any IP** arising from the programme, per WP
- Keep an eye on **potential IP issues**, liaise with the technology transfer services (do not forget the secondment host)



Common mistakes

- **A mix** of communication and dissemination
- **Unclear** (unspecific) dissemination actions in a vague timeframe
- **No** mentioning of **IP issues**
- **No** mentioning of **Open Access**
- **No** mentioning of **potential collaboration** with the secondment host



IMPACT

2.3. Quality of the proposed measures to communicate the project activities to different target audiences

- Demonstrate **how the planned public engagement activities** contribute to **creating awareness** of the performed research. Demonstrate how both the research and results will be made known to the public in such a way that they can be understood by non-specialists.
- The **type of outreach activities** could range from an Internet presence, press articles and participating in **European Researchers' Night** events to presenting science, research and innovation activities to students from primary and secondary schools or universities in order to develop their interest in research careers.
- For more details, see the guide on Communicating EU research and innovation guidance for project participants as well as the "communication" section of the H2020 Online Manual.
- Concrete planning for communication activities must be included in the **Gantt chart**.



Exploitation, Dissemination, **Communication**

	Exploitation	Dissemination	Communication
What	Utilisation of the project results in further activities in research, development or standardisation	The disclosure of the project results to the public	Process aiming at promoting the action and its results
When	When results are available	When results are available	From the project start on
Why	Showing society the impact and benefits of EU-funded R&I activities	Transfer knowledge and results to enable the use and take up of results	Effectively use project results, turning them into concrete value and impact for society
How	Make concrete use of research results (not just commercial)	Describe and ensure results available for others to USE	Inform and promote the project AND its results/success
To whom	Stakeholders who make concrete use of the project results	Audiences with interest in the potential use of the results, e.g. scientific community, policy makers	Audiences beyond the project's community, e.g. media, broad public
Legal basis	Grant Agreement Art. 27	Grant Agreement Art. 29	Grant Agreement Art. 38.1



Writing Tips

- Who is your **target audience**, which key message (what kind of results) do you have for them, when do you disseminate the results, **where** and why? And how do you **measure** whether you reached your audience (key performance indicators)?
- Engage a large audience, bring knowledge to the general public and imply interaction between sender /receiver
- Possible Activities: **Open Doors**, Public Talks, articles, E-newsletters, multimedia releases, European Researchers' Night, Marie Curie Alumni Association (MCAA), MSCA "Fellow of the Week" on Facebook...



Common mistakes

- **Unspecific** communication measures
- **No** key performance **indicators**
- **Unrealistic** time planning (providing content takes time)
- Communication measures only towards the end of the project.

- N.B. Communication can start from the beginning of your project!



Impact section: strenghts and weaknesses



"The proposal **clearly describes** how the completion of the project and the acquired skills will improve **the career prospects** of the applicant."

"The proposal demonstrates convincingly how the **fellowship will contribute to the development of the applicant's career**, particularly in terms of international links and potential future international collaborations."

"The relevance and quality of additional research training as well as of transferable skills offered are clearly demonstrated."

"The **outreach activities are described in detail** and include knowledge transfer to undergraduate students, press articles and workshops."



"Much of the work to be done is a continuation of previous work of the applicant, which **limits its impact on** their career."

"It is not comprehensively explained in the proposal how the training provided **will influence the researcher's career development.**"

"The relevance and quality of transferable skills offered are not substantiated."

"The outreach plan is rather vague and lacks detail **of how the public would be engaged** through each activity."



Quality and efficiency of the implementation

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

Describe how the work planning and the resources mobilised will ensure that the research and training objectives will be reached. Explain why the **number of person-months** planned and requested for the project is appropriate in relation to the proposed activities.

Additionally, a **Gantt chart** must be included in the text listing the following:

- **Work Packages** titles (there should be at least 1 WP);
- Indication of major **deliverables**, if applicable;
- Indication of major **milestones**, if applicable;
- **Secondments**, if applicable.

The schedule should be in terms of number of months elapsed from the start of the action.



Writing Tips

- Here you **describe** your **work packages**, tasks and resources
- A work package (WP) is a sub-part of the main project
- **Each WP** has resources, tasks, milestones and deliverables
- **Deliverables** and **milestones** should be provided in a **list**
- Complete the required **Gantt Chart** to illustrate timelines
- Not only research Work Packages, include, e.g.: **Management, Dissemination, Exploitation and Public Engagement, Training & Transfer of Knowledge**



Common Mistakes

- **Unstructured work packages** (not clearly linked to research goals)
- Only scientific work packages
- Too many/little deliverables
- Too little/many milestones
- No milestones/deliverables for the non-scientific workpackages
- Too many workpackages
- Tasks not clearly described
- Resources not well justified



Gantt Chart

Work Package	Title	Year 1												Year 2												Year 3													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36		
WP1	Management						D1.1																	M1.1															M2, D1.2
WP2	Data collection						M2.1									D2.1																							
WP3	Field work						M3.1														M3.2	D3.1																	
WP4	Research part x																		M4.1, D4.1																		M4.2, D4.2		
WP5	Research part y																								M5.1, D5.1														
WP6	Dissemination and communication					D6.1					D6.2				D6.3						D6.4																		
WP7	Secondments																																				M7.1		
...	...																																						

Legend
 Milestone M
 Deliverable D



Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Work Package 1 – [redacted] studies and data collection																									
[redacted] l models																									
Data collection and analysis																									
Work Package 2 – [redacted] systematic studies and interpretation																									
Systematic studies																									
[redacted] implementation																									
[redacted] implementation																									
Influence of [redacted]																									
Influence of [redacted]																									
Cross-disciplinary interactions																									
Comparison of [redacted] and [redacted] distribution in simulations																									
Training/transfer of knowledge																									
Training/transfer of knowledge																									
Career development plan																									
Intensive collaboration with [redacted] members																									
Project management																									
Milestones																									
Progress monitoring, activity reports																									
Risk management																									
Communication and result dissemination																									
Communication and result dissemination																									
Public website																									
Conferences and workshop																									
Seminar at [redacted]																									
Public engagement																									
Writing publications																									

Table 1: Gantt chart



Quality and efficiency of the implementation

3.2 Appropriateness of the management structure and procedures, including risk management

- Describe the **organisation and management structure**, as well as the progress monitoring mechanisms put in place, to ensure that objectives are reached. Discuss the **research** and/or **administrative risks** that might endanger reaching the action objectives and the **contingency plans** to be put in place should risk occur.
- If applicable, discuss any involvement of an entity with a capital or legal link to the beneficiary (in particular, the name of the entity, type of link with the beneficiary and tasks to be carried out).
- If needed, please indicate here **information on the support services** provided by the host institution (European offices, HR services...).



Writing Tips

- Contact your Host Institution (EU Project Office), realistic **Project structure for 24-36 months**. Include Person-Months
- **Joint collaboration** is the key for success.
- Deliverables and Milestones must be included in the Gantt Chart
- The **project organization** and management structure, including the **financial management** strategy and the progress monitoring mechanism
- Remark possible **risks** for project objectives and concrete contingency plan and **mitigation actions**.
- Explain secondments foreseen during the project implementation, the role of the Partner Organization. **Main tasks and commitments** of the beneficiary and partner organization with the project.
- Remark the **infrastructure, logistics, facilities** offered to the fellow for the good implementation of the action



Writing Tips

- Outline the **organisation and management structure** (e.g. budget management). Who supports you with what?
- Show (e.g. in a graphic) the **management structure**: You and the supervisor are the main managers, but will be supported by the organization's structures and processes.
- Add information on the **support services** of the host institutions/s (e.g. HR, TTO, ...)
- Include **management of IP rights**, if applicable (also data management)
- Explain how you will monitor progress (e.g. link back to the CDP, or separate KPIs)
- **Assess the risks** (including administrative risks!)
- Evaluators want to know if your project is realistic and feasible



Common Mistakes

- Unspecific risk assessment
- Unspecific organisational procedures
- Secondment host organisational procedures applying during your stay not outlined



Risk Management Plan 2014

At least every three months risk management meetings will be held. The objective of these meetings is to identify present and possible future difficulties and develop the necessary action plan. The risk management meetings are held to ensure that the proposed milestones in the Gantt chart are delivered in time. Specific risk management actions include but not restrict to:

- Additional experimental measurements or specific material characterization.
- Short-term complimentary research at other institutions.
- Meetings and discussions with fellow researchers in the field (by videoconference, Skype, etc.).



Risk Management

Risk Management Plan 2016

Table 3.3.3: Risk Management Plan		
Risk	Risk level (Probability)	Contingency Measures / Mitigation Plan
WP1: Difficulty to implemented MNM and/or obtain material parameters.	Low (5%): WP1 is an extension of previous work ^{Error! Bookmark not defined.} using more recent and molecularly-based MNM that quantitatively describe stress development in non-homogeneous flow fields with identifiable and extractable chain orientation and stretch variables. WP1 is related to Goals 2 & 3.	Use more simplified network models (e.g. UCM, PTT, Giesekus) to facilitate the implementation into the network model and thus in the final FE package.
WP2: Limitations to extend molecular dynamics modelling and multi-scale simulations technique to include ATT.	Low/Medium (20%): The extension is straightforward assuming that anisotropy in TC is due to chain orientation. However, previous attempts show discrepancies with experimental results. This WP opens the opportunity to further develop the fundamental understanding of TC in polymers. Partial completion of WP2 will still provide useful guidelines WP3&4. WP2 is related to Goals 1 & 3.	Implementation of less complex physics or simplified systems. Furthermore, the research initiated at the NTU Athens can be continued at the UBU where the required molecular modelling tools are also available. Dr. Cuesta López, leader of the Advanced Materials Research Group of the UBU, and expert in multi-scale modelling and molecular simulations of metallic and biological materials, has offered his support.
WP3: Difficulty to transfer or coarse grain the molecular theory into a mathematical description for implementation in a macroscopic model.	Medium/High (25%): WP3 depends on WP1 and WP2 . However, the same methodology has been demonstrated before ¹¹ . Furthermore, risk is justified by the highly valuable gains derived from WP3 : Molecular theory confirmation of the STR universality will facilitate simulations in systems with no experimental data available to predict melts behaviour and product properties. WP3 is related to Goal 2.	WP3 can be partially accomplished (less complex physics) and completed through a time extension in follow-up projects . Partial completion of WP3 will still complement the other WPs and will justify funding for further research.
WP4: Difficulties in the FE implementation for simulation of non-isothermal flows with a molecularly-based MNM for ATT.	Low/Medium risk (15%): WP4 will benefit from all WP's, but it is only limited WP1 . The level of industrial relevance of the results expected from WP4 is linked to WP3 , making it medium risk. WP4 is related to Goal 4 and would be highly attractive for companies in the polymer industry (See <i>Section 2.2</i>)	Use a simplified model from WP1 , if a molecularly sound model from WP3 is not available. A simpler model ⁶ that predicts the main features of the experimental data can be used for the completion of WP4 . The industrial relevance of WP4 will motivate follow-up projects using the knowledge from WP1-3.

Quality and efficiency of the implementation

- **3.3 Appropriateness of the institutional environment (infrastructure)**
- The active contribution of the beneficiary to the research and training activities should be described.
- For Global Fellowships the role of partner organisations in Third Countries for the outgoing phase should also appear.
- Give a description of the main tasks and commitments of the beneficiary and all partner organisations (if applicable).
- Describe the infrastructure, logistics, facilities offered insofar as they are necessary for the good implementation of the action.



Writing Tips

- Describe the **host's** active **contribution** and **commitment for research and training**
- What are their main tasks, how do they show commitment?
- Describe the **infrastructure, logistics, facilities** offered as they are necessary for the implementation of the action for research AND administrative support
- Explain **why** the project has a maximum chance of **success** if carried out **there**



Common Mistakes

- Unspecific risk assessment
- Unspecific organisational procedures
- Secondment host organisational procedures applying during your stay not outlined



Implementation section: strenghts and weaknesses



The work programme is clearly divided into logical work packages, **effectively supporting the progression** of the project's goals

Deliverables and milestones are very well planned and realistic; resources and number of person month are appropriately identified

The progress **monitoring plan is carefully prepared** to ensure that the research and training monitoring are achieved

“The work plan is well laid out, detailed, very clear and feasible.”

The institutional environment and active participation of the beneficiary in the action are very well described and will facilitate the progress of project.



The work plan is minimalist, providing an **insufficient description of the work packages**. This is particularly true for the training events, which are not presented in detail.

The public engagement actions reported in the work plan **are not fully coherent** with those indicated in the proposal.

The risks associated with the proposed studies are not **sufficiently considered** and the contingency plan is largely insufficient, as mainly referring to a single specific problem.

The work package descriptions lack important details about the connection between the methodologies and the actual steps taken.



The abstract

- **Write the abstract** and choose the **keywords last!**
- The **abstract** and **keywords** are **used to select the evaluators**
- The abstract can be **max. 2000 characters** including spaces
- It should **NOT** be the **usual scientific abstract**
- It **should sell your project** by **grabbing** the **evaluator's attention**
- It should be **understandable** to the **generalist**



Abstract- specifics

- 1-2 sentences that put your project into context

"In the EU, 25,000 people die each year as a result of infection by multidrug resistant bacteria, at an estimated cost to healthcare systems of €1.5 billion per year."

Your objective

"This project aims to understand the role of a newly discovered bacterial cell messenger, a-b-c, in conferring drug resistance in bacteria."

- Background information on the state of the art
- Specific aims and details of your project plan

"The XYZ project aims to: 1) understand the role of a-b-c as a cell messenger, and 2) assess a-b-c as an antibiotic target. The role of a-b-c will be studied in a strain of the human pathogen S. resistus. RNA sequencing and proteomics will be used to identify the cellular responses to different a-b-c levels..."



Main take-home messages

Your proposal is **not a research proposal** as such, but a proposal for training in research

The **weighting of criteria** is 50% -30% -20%. You need to perform at close to 100% on each

Your **employability** after the fellowship is key

Your CV doesn't have to be perfect, but the **training should mend any shortcomings**

Follow the template –the evaluators need to find all key points

- You cannot start too early on drafting your proposal
- The Guide for Applicants is a must-read
- **Don't be over-ambitious** –it's a common flaw that the work plan is not realistic
- Don't be boring
- Your **reviewers** may **not** be **specialists** in your field
- There may be exceptions from the above advice –seek help from people with experience!