Net4Mobility

Horizon 2020 Programme

the MSCA-NCP-Net4Mobility's...

SURVIVOR'S GUIDE

to MARIE SKŁODOWSKA-CURIE ACTIONS
Individual Fellowships (IF)
(Call: H2020-MSCA-IF-**2016**)

July 2016

Net4Mobility WP2 Quality Development
Task 2.4 Newcomers Welcome Package

"SURVIVOR'S GUIDE" to MSCA-IF

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DISCLAIMER:

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The information contained in this document and any others transmitted or attached to the same **is intended to assist and support, in an unofficial and easy-&-practical way, the researchers interested in submitting a Proposal for the Individual Fellowships (IF) Call with Deadline on 14/09/2016**. It is therefore **NOT a substitute of European Commission Documents**, which **in all cases must be considered as official and prevailing**.

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ACKNOWLEDGEMENTS:

This is an unofficial document prepared by the MSCA-NCP, beyond 'red-tape' and customized to the needs of young post-doc proposers. For it to materialize, the following acknowledgments are due:

- Colleague-NCPs from the NCP-Project H2020 "Net4Mobility" (http://www.net4mobility.eu), for the valuable international experiences and exchange of views.
- EC / REA Staff, as well as External Experts/ Scientists who acted as Evaluators, for their valuable insights, experiences and hints-&-tips.
- All previous Proposers, who entrusted the MSCA-NCP with 'prescreening', for contributing to growing experience and confidence in the process.

NOTE BY THE NCP:

Dear Friends,

The First and Second Editions of the "Survivor's Guide", in August 2014 and June 2015, were very well acknowledged by MSCA-IF Applicants and their Supporters as "*most useful*" documents during Proposal preparation.

Maintaining our will and efforts to support and assist MSCA-IF Applicants, we have prepared this Third Edition of July 2016, which entails updated links to all websites, portals and documents; it addresses all updated formats of online forms and of templates; it includes remarks from real Evaluations of past years.

All images/ illustrations are either free, or through Microsoft Office, or through European Commission material or otherwise indicated (as for example in the case of www.123rf.com, from where images bear its watermark).

With the above, we **welcome you to the Third Edition of the "Survivor's Guide"..!**

Table of Contents

"What to Pack"
Essentials for *IF-Survival*

As soon as you decide to engage in the endeavour of preparing, drafting and submitting a **Marie Skłodowska-Curie 'Individual Fellowships (IF)' Proposal**, we suggest that you consider the following 'Essentials' for 'Survival':

✓ **Supervisor who has been informed, and has agreed to host / support you**

This is not mentioned jokingly: several applicants have the misconception that the IF is just another post-doc funding, and that they may apply to a target-University and wait for its answer on a potential supervisor of their post-doctoral research. This is not the case; you do not have the luxury to 'wait' for such an answer → you **must** have a designated Supervisor in the Host where you aim to go, who will contribute actively to the formation and submission of the Proposal, and who will **mentor** you! Some Hosts require that their responsible Office/Unit/Service for EU Grants also checks the Proposal.

✓ **Good internet connection | ECAS – account | Host's PIC**

This is also not a joke: don't let these "technicalities" become an obstacle to a smooth and timely submission, thus unnecessarily increasing your stress and frustration. Ensure you have your ECAS and PIC (see *Lexicon* herein) early on, so as to create the Proposal profile on the Participant Portal. Also, do yourself a favour and stick to the 'good old' desktop or laptop computers with a good and stable internet connection. Please also mind the browser you will be using.

✓ **Guide-for-Applicants (GfA)**

This is **THE must-read document**. **Read the whole of it** because: the GfA contains the rules and conditions for the Call, drafting instructions for Parts A and B, as well as a Template for Part B (the able-to-work-on Template in ".rtf" format may be downloaded as soon as you are logged in). You may find the GfA at: http://ec.europa.eu/research/participants/data/ref/h2020/other/guides_for_applicants/h2020-guide-appl-msca-if_en.pdf.

✓ **"Survivor's Guide" | Communication with the NCP**

Or good Communication with the NCP and the "Survivor's Guide"… ☺ Anyway, ensure you have contacted **the NCP of the Country of your Host** and that you have initiated a communication flow which will entail useful guidance (meetings, emails, etc), documents, and "hints & tips. The host country's NCP might have even more information or be able to offer a precheck of your proposal. Contact them early on! For Contact Details, please refer to the respective Chapter in this Guide. **The present Guide is intended to unofficially provide you with 'quick & dirty, nitty-gritty' support in this IF endeavour**.

✓ **Patience, Perseverance and Positivity…**

Well, they may seem redundant; however we honestly do consider them essential!

And in any case, as **Madame Marie Skłodowska-Curie herself** expressed it:

"Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something, and that this thing, at whatever cost, must be attained…!"

As quoted in "Madame Curie: A Biography", (1937) by Eve Curie Labouisse, Part 2, p. 116

(Photo: http://www.nobelprize.org/nobel_prizes/chemistry/laureates/1911/marie-curie-facts.html)

"Briefing before Operations" the Policy Background

A couple of "truths" to realize before starting:

- The IF Call is published by the EC, but it is evaluated by invited external expert Evaluators (who are researchers like you, but who receive relevant guidance).

  Thus, you need both 'audiences' and, in order to receive funding, you need to **strike a 'balance' in your Proposal between: proving the "good science" in it** (but NOT making it though like a Paper/ Article for a Journal) **and at the same time making it a good "marketing / sales" pitch of your research**!

- Now, remember: the EC has vast experience in this, for quite a few years, quite a few framework programmes for funding research and technological development.

Therefore, there are particular policy and mandate backgrounds, with particular terminology / jargon / language, structure, and processes.

→ Artfully **presenting your 'good science' against the background of the underlying EU 'political priorities and mandates', and how your Proposal addresses both, is a good "points-scorer"**, especially when it comes to the 'prioritization of Proposals in the ranking list' and 'winning in the details'.

→ So, **you need to have a good understanding of which 'policies' apply here for your IF Proposal**.

▶ **Recalling from the 2016 – 2017 Work Programme for MSCA[1] (pages 4, 5 11 and 12of70):**

MSCA in general (http://ec.europa.eu/research/mariecurieactions):

- The Marie Skłodowska-Curie Actions (MSCA) ensure **excellent and innovative research training** as well as **attractive career and knowledge-exchange opportunities** through cross-border and cross-sector mobility of researchers, to better prepare them for current and future societal challenges.

- MSCA support researchers to establish themselves on a more stable career path and to ensure that they can achieve an appropriate work/life balance, taking into account their family situation. The principles of the "**European Charter for Researchers and Code of Conduct for the Recruitment of Researchers" ("Charter & Code")**[2], promoting open recruitment and attractive working and employment conditions, are recommended to be endorsed and applied by all the funded participants.

- Mobility is a key requirement in MSCA. Researchers receive funding on the condition that they move from one country to another to **broaden or deepen their competences**.

- MSCA pay particular attention to **gender balance**. In line with the "Charter & Code", all MSCA Proposals are encouraged to take appropriate measures to facilitate mobility and counter-act gender-related barriers to it. Equal opportunities are to be ensured in the implementation of the actions by a balanced participation of women and men, both at the level of supported researchers and that of decision-making/supervision/management structure. In research activities where human beings are involved as subjects or end-users, gender differences may exist. In these cases the

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[1] Available at http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-msca_en.pdf.
[2] Commission recommendation of 11 March 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers, C(2005) 576 of 11.3.2005.

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. As training researchers on gender issues serves the policy objectives of Horizon 2020, applicants may include in their Proposals such activity.

- To further enhance dissemination and public engagement, beneficiaries of MSCA are **required to plan suitable outreach activities**.

IF in particular:

- The goal of IF is to enhance the creative and innovative potential of experienced researchers wishing to ***diversify their individual competence in terms of skill acquisition through advanced training, international and intersectoral mobility***.

- A ***Career Development 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, planning for publications and participation in conferences. ***[Please see our suggestions in this Guide, for Subsection 1.4 of Part B]***

- IF ***Expected Impact***:
  At researcher level:
  - Increased set of **skills, both research-related and transferable ones**, leading to **improved employability and career prospects both in and outside academia**.
  - Increase in **higher impact R&I output**, more knowledge and ideas converted into products and services.
  - Greater contribution to the knowledge-based economy and society.

  At organisation level:
  - Enhanced cooperation and **stronger networks**.
  - **Better transfer of knowledge between sectors and disciplines**.
  - **Boosting of R&I capacity** among participating organisations.

  At system level:
  - Increase in **international, interdisciplinary and intersectoral mobility** of researchers in Europe.
  - Strengthening of Europe's human capital base in R&I with more entrepreneurial and better trained researchers.
  - Better communication of R&I results to society.
  - **Increase in Europe's attractiveness as a leading destination for R&I**.
  - Better quality research and innovation contributing to **Europe's competitiveness and growth**.

► List of 'Policies' to Consider:

You should try to address any **"policies" related to your particular research**, in terms of Communications, Directives, Strategic Documents, Position Papers, White Papers, Green Papers, etc.

Additionally, in order to ensure that you will address all the abovementioned regarding:
==research training and career development, skills acquisition and diversification / broadening / deepening of competencies, inter/multi-disciplinarity, international and/or intersectoral mobility, gender issues, public engagement to research (results), favourable employment and working conditions for researchers, strengthening networking capacity, and contributing to the European Research Area and the knowledge-based economy/ society==

Please consider the following "policies":

- **European Charter for Researchers and Code of Conduct for the Recruitment of Researchers" ("Charter & Code")**. It is very important and excerpts are frequently quoted even within the Template of Part B. Refer also to the Lexicon here in this Guide, and to find more, please go to the EURAXESS Portal, at: http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter.

- **Innovation Union Flagship Initiative**. It is the more-pertinent-to-research Flagship Initiative of the "Europe 2020 Strategy". Refer also to the Lexicon here in this Guide, and to find more, please go to the EC's website at: http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=home.

- **European Research Area**. It advocates a unified research area, within which there is "free circulation (mobility)" of researchers, scientific knowledge and technology. Refer also to the Lexicon here in this Guide, and to find more, please go to the EC's website at: http://ec.europa.eu/research/era/index_en.htm. The relevant 'ERA Communication': "COM(2012) 392 final" is found at: http://ec.europa.eu/research/era/pdf/era-communication/era-communication_en.pdf.

- **Agenda for New Skills and Jobs Flagship Initiative**. It is of interest for references on equipping researchers with the right skills, improving the quality of (research) jobs and ensuring better working conditions (in research). Refer also to the Lexicon here in this Guide, and to find more, please go to the EC's website at: http://ec.europa.eu/social/main.jsp?langId=en&catId=958. Kindly note that on **10 June 2016, the European Commission adopted also the "New Skills Agenda for Europe"**, available at: **https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/1-2016-381-EN-F1-1.PDF**, which aims at boosting human capital, employability and competitiveness.
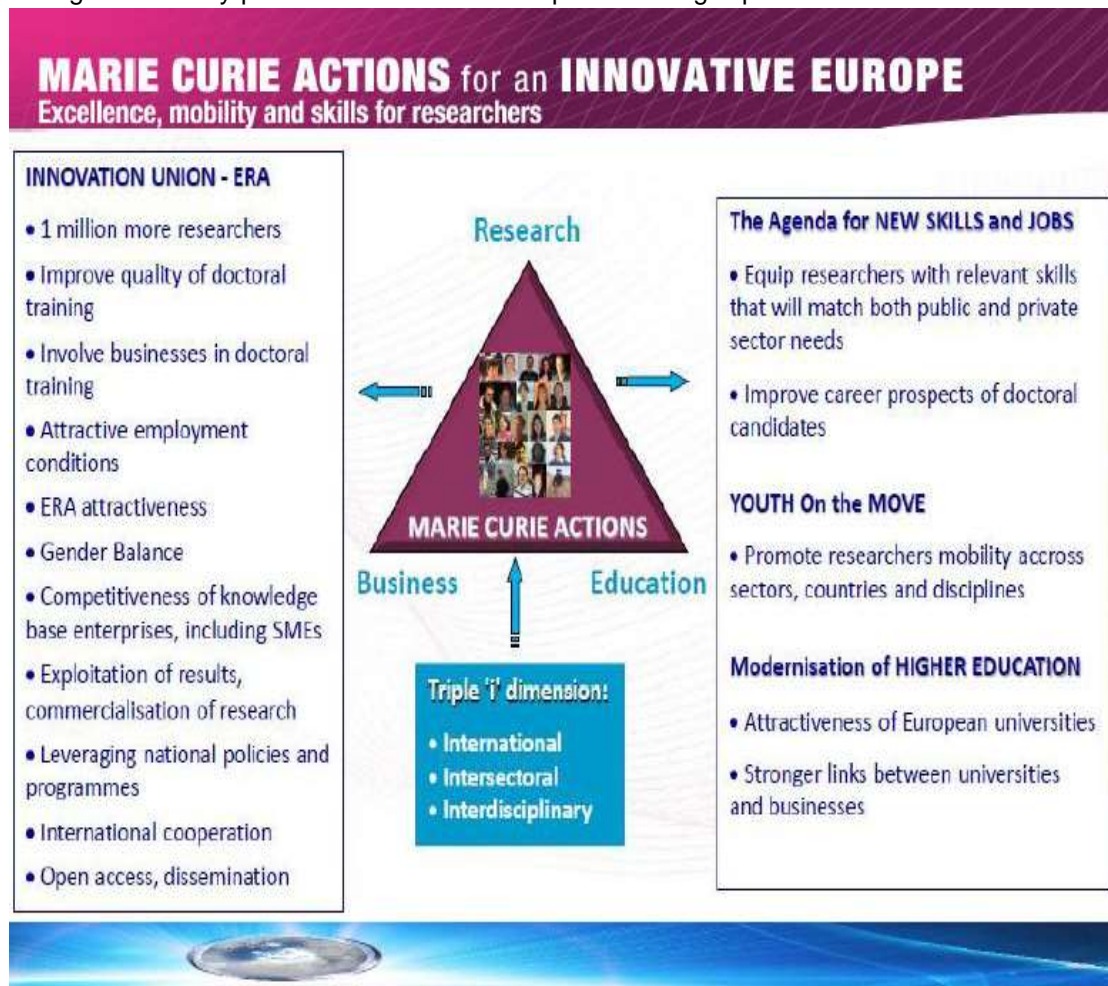
  - **"The Three Os"**. In April 2016, The Commissioner for Research, Science and Innovation, Carlos Moedas, announced his vision for an EU approach to Open Science: "*O*pen Innovation, *O*pen Science, *O*pen to the World" ("the Three Os"). More on "Open Science" is available at: http://ec.europa.eu/research/openscience/index.cfm, while the conceptual insights and highlight actions are presented in a relevant downloadble book at: http://bookshop.europa.eu/en/open-innovation-open-science-open-to-the-world-pbKI0416263/.

- **EURAXESS Policy Library**. The **'library' of the EURAXESS portal** offers a nice list of policy documents and reports, regarding mobility and research careers. More may be found at http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies.

→ Here is also a visual overview of the "Knowledge Triangle" and the "Triple 'i' Dimension" for MSCA, connecting to basic key-points of the relevant Europe 2020 Flagship Initiatives:

MARIE CURIE ACTIONS for an INNOVATIVE EUROPE
Excellence, mobility and skills for researchers

INNOVATION UNION - ERA
- 1 million more researchers
- Improve quality of doctoral training
- Involve businesses in doctoral training
- Attractive employment conditions
- ERA attractiveness
- Gender Balance
- Competitiveness of knowledge base enterprises, including SMEs
- Exploitation of results, commercialisation of research
- Leveraging national policies and programmes
- International cooperation
- Open access, dissemination

Research

Business   Education

MARIE CURIE ACTIONS

Triple 'i' dimension:
- International
- Intersectoral
- Interdisciplinary

The Agenda for NEW SKILLS and JOBS
- Equip researchers with relevant skills that will match both public and private sector needs
- Improve career prospects of doctoral candidates

YOUTH On the MOVE
- Promote researchers mobility accross sectors, countries and disciplines

Modernisation of HIGHER EDUCATION
- Attractiveness of European universities
- Stronger links between universities and businesses

"The Battlefield"
Formulating and Writing the IF - Proposal

At last now, after having located all the useful background policy documents, and having browsed / read / studied them, you reach the point of building your Proposal.

➔ You need to immediately take the **Guide for Applicants (GfA)** and place it next to you! See the Lexicon here and also download from: http://ec.europa.eu/research/participants/data/ref/h2020/other/guides_for_applicants/h2020-guide-appl-msca-if_en.pdf

➔ Pay attention to the drafting instructions for Parts A and B1-B2 in Annexes 3 and 4, respectively, of the GfA.

➔ Remember who **You** are…
Remember your **Objectives**…

➔ Take a deep breath…aim…and be **SMART**

Successful Proposals are...

S Specific

M Measurable, verifiable

A Achieveable

R Relevant

T Timely

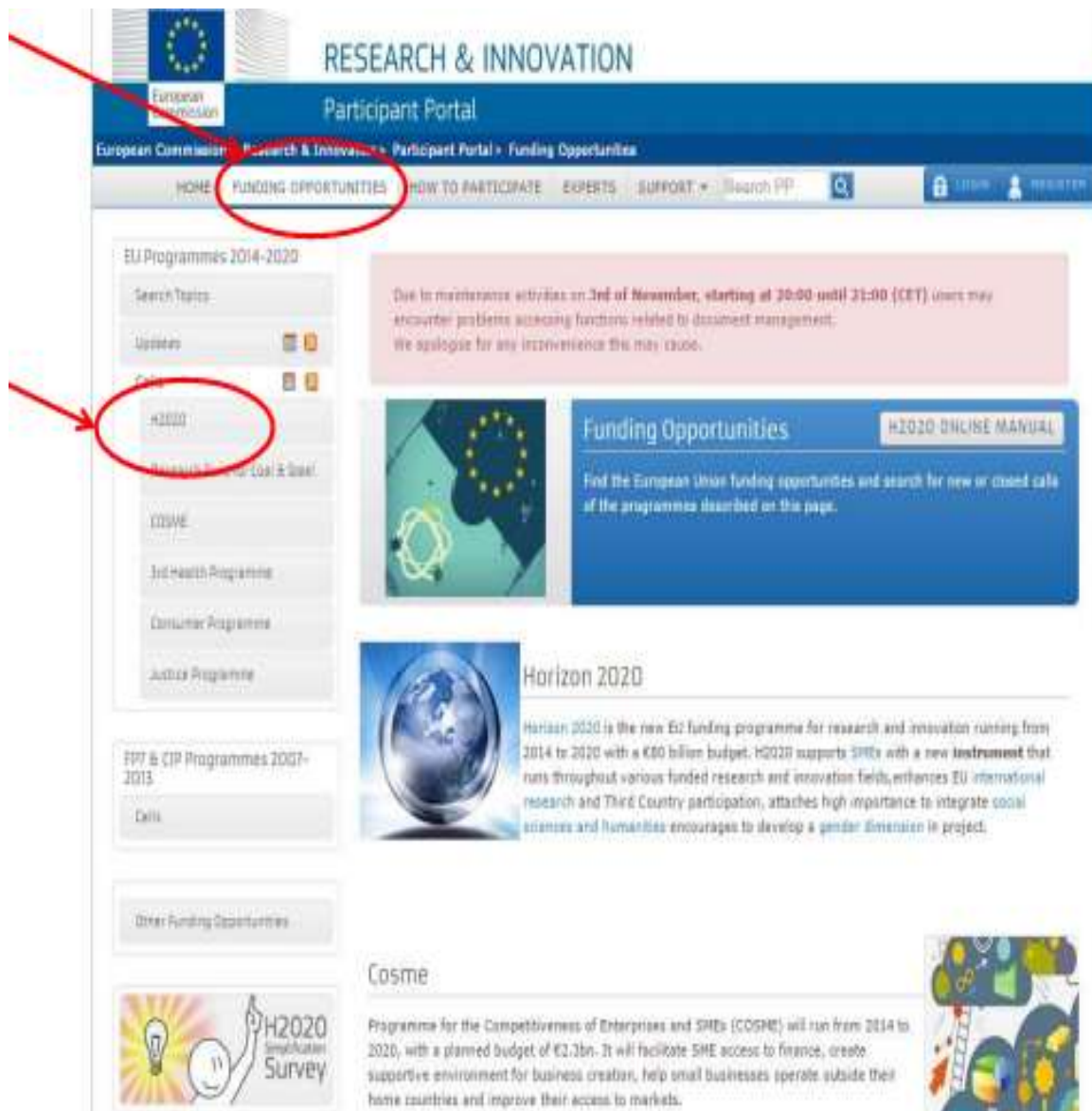## ► Participant Portal and Part A ("*Rear of the Deployment*")

Part A constitutes an integral part of your Proposal; it is the part of the Proposal, where you will be asked for certain **administrative details** that will be used in the evaluation and further processing of your Proposal. For drafting instructions please refer to Annex 3 of the GfA.

This is where you will need also the **PIC** number for, and where you will need to carefully choose **Keywords-descriptors** and fill in the **Abstract**.
➔   for the **PIC** and a relevant link to the Beneficiary Register see Lexicon in this Guide.

Part A has the following sections: Section 1 – General information about the Proposal (including the abstract), Section 2 – Data on participants and contacts, Section 3 – Budget, Section 4 – Ethics issues table, and Section 5 – Call specific questions.

Go to the Participant Portal (which is found through the EC's website, at the link: http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/index.html) and locate IF, as in the following screenshots (from a MOCK Proposal by the NCP):

In the IF-specific pages, locate the **Topic Description** and **Topic Conditions and Documents tabs**, to identify the Objective, the Scope, the Expected Impact and the necessary Documents to download:

Then locate the option for the **Submission Service**. Choose the appropriate Option of schemes and link to the **Submission Service** (*please note that the NCP's Mock here is for Standard EF*).

Once done correctly, the system will prompt you for your **ECAS account**. See Lexicon in here for **ECAS**.

Once "logged in", you will be able to see your **Proposal's Profile**, where you provide your **Host's PIC** number, you designate your **Role** in the Proposal, you note the Proposal's **Acronym**, you select the **Scientific Area** (see GfA page 35of66), and your provide an **Abstract** of up to 2000 characters (including spaces).
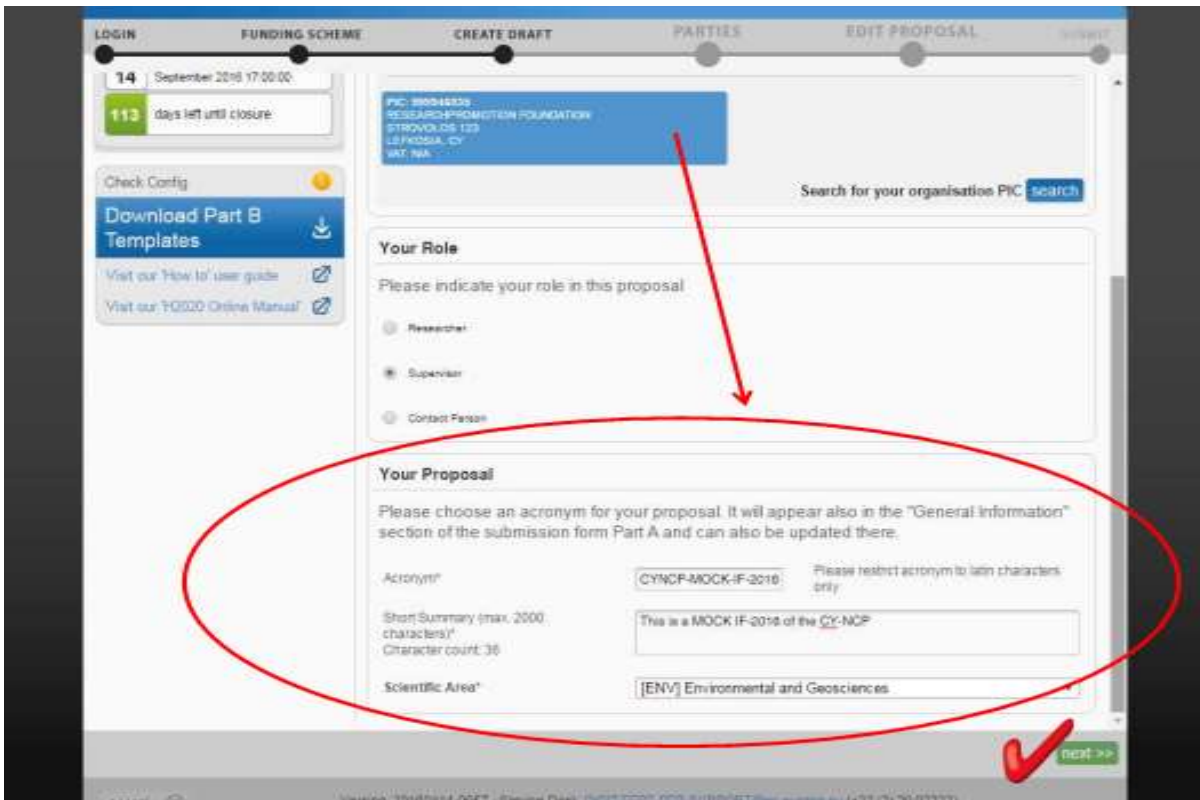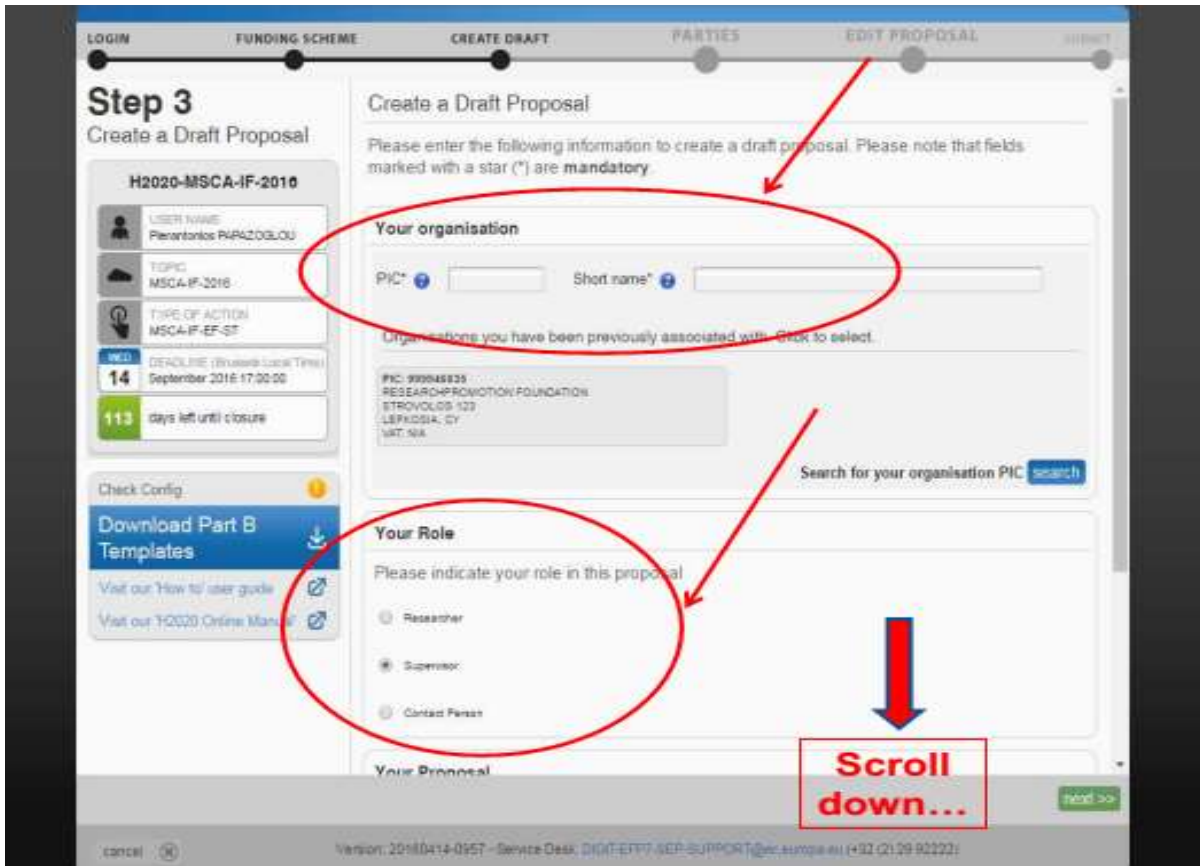
For your **Acronym**, you may "*google*" some tools to create it. A couple of examples are: http://acronymcreator.net/ or http://acronymify.com/. Ensure that the Acronym is **short, easy to pronounce, easy to remember by the Evaluators**, and that it does **not allude to "funny" or "foul" meanings** in English or your native language or the Host's native language.

Now, the **Abstract** is **a very important part**, despite its little size. It **should be stressed that you CAN** change this later and you do not need to write the Abstract before the Proposal itself, just to get through registration.

Writing good Abstracts is a challenging task. There are many hints-&-tips out in "google", which you may seek and consult. You could also consult the CORDIS projects' database to look at some abstracts. Here, please find a few bullets we consider pertinent "**for the Evaluators to clearly see in-a-nutshell**":

- Why bother? Why are you doing this research? What problem are you trying to solve?

- Is it a European priority? Does it contribute to European added value and the competitiveness of European science/research?

- Why now? What are the advantages of taking up this project now? What is the timeliness of the subject in terms of what is considered cutting-edge now in your field?

- Why you? Are you the best to do this work? Will the project further develop you to the point of addressing the philosophy/objectives of the IF – Action?

- "So..What?" if we go ahead with your Proposal?

Some hints-&-tips:

→ try to use your most important keywords and keyphrases.

→ "advertise truthfully": do not promise/ mention in the Abstract something that is not there in the rest of the Proposal.

→ try to avoid background information, literature references, abbreviations; anything that potentially needs further explaining and that would cost you valuable space.

→ use the third person narrative, and try to avoid the passive (e.g. it is better to write "the research project will investigate..." rather than "it will be investigated by the research project...").

→ summarise all aspects of the Fellowship: research, training, impact, dissemination, communication, etc. 'Allocate' what and how much you write in the Abstract proportionally to the extent you give within the rest of the text.

In the previous "screenshot", after you hit "next" and you accept the "Warning" and "Disclaimer" that will appear, you should **receive a message informing you about the creation of your draft Proposal**:

and then you should be able to find yourself on "**Step 5**", for editing your Proposal.
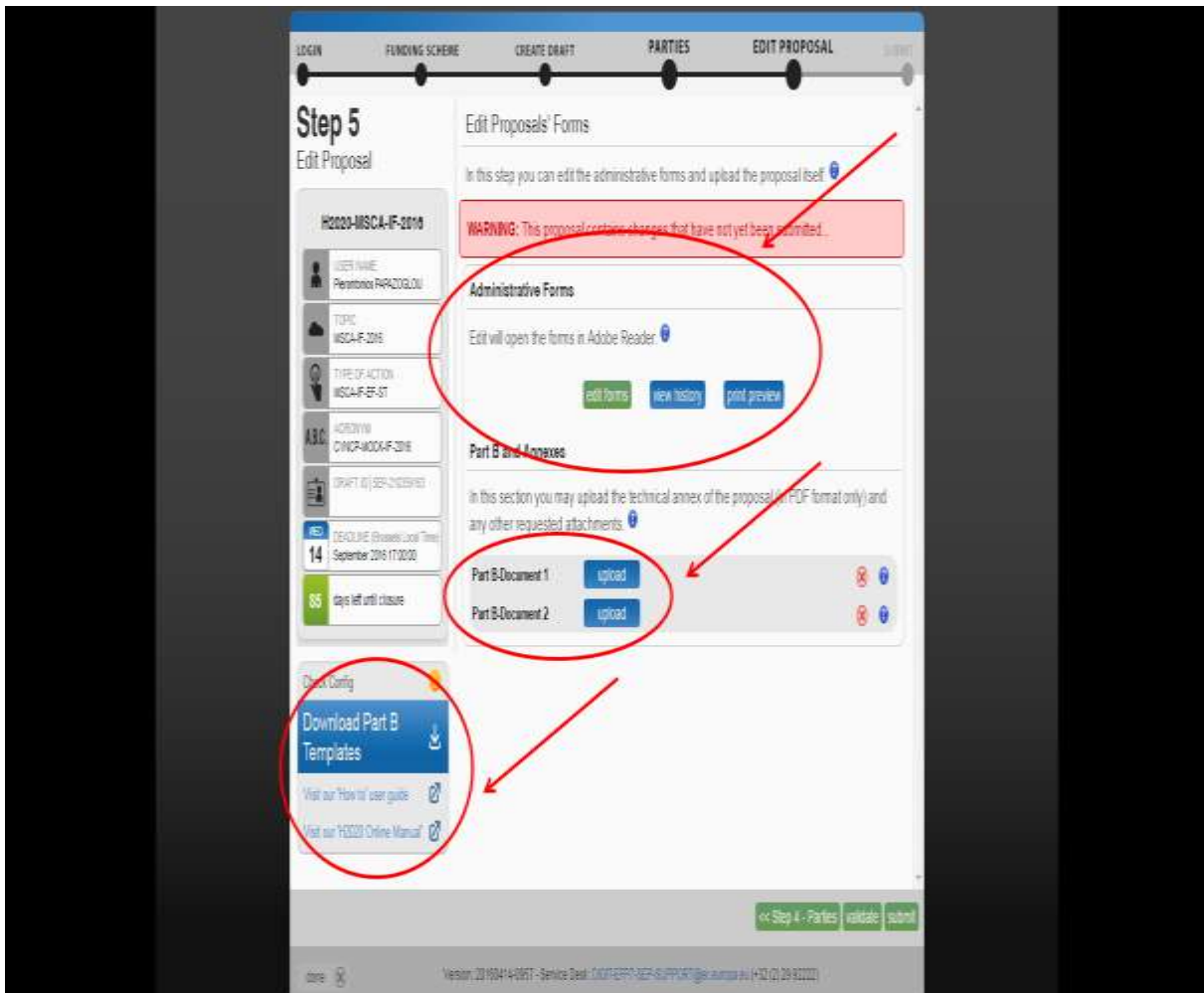
➔ Note that from this "Step 5" you may **edit your Part A – Administrative Forms**, and you may **download the Template of Part B in ".rtf" format** (which you may download anyway also earlier).

➔ Remember that **to submit the Proposal, the two documents (Sections 1-3 and Sections 4-7) of Part B** (see page 19 here) **should be uploaded in PDF format**. Please note that as Researcher/ Fellow you may prepare and edit the Proposal profile, however, as stated on page 11 of 66 of the Guide-for-Applicants: the **submission of the Proposals falls under the full responsibility of the applicant organisation represented by the main Supervisor, and it must be made with the agreement of the main Supervisor**.

➔ Section 2 of Part A: Administrative data of participating organisations:

Take particular care in filling in the "**Qualifications**" part of the information related to the "Researcher", as well as the part entitled: "**Place of activity/place of residence (previous 5 years - most recent one first)**". This information is a base for the EC to check **your eligibility as a Researcher**, and it also serves for **checking the fulfilment of the Mobility rule**.

Qualifications		
University Degree	Date of award (DD/MM/YYYY)	
Doctorate (in progress)	Date of award (DD/MM/YYYY)	
Doctorate	Date of award (DD/MM/YYYY)	
Full time postgraduate research experience	Number of months	
Other Academic qualifications	Date of award (DD/MM/YYYY)	

Place of activity/place of residence (previous 5 years - most recent one first)

Indicate the period(s) and the country/contries in which you have legally resided and/or had your main activity (work, status, ..) during the last 5 years up until the deadline for the submission of the proposal. Please fill in this section without gaps, until the call deadline (10/09/2015).

Period from	Period to	Duration (days)	Country	
	10/09/2015			Add / Remove
	Total			

Please **ensure that what you state here completely coincides/ correlates to the CV-Section of Part B** (Section 4) and of course with whatever you mention throughout your Proposal. All information should be coherent!

➔ Section 3 – Budget of Part A will be automatically filled in from the information you provide.

➔ Section 4 – Ethics Issues Table (EIT) in Part A:

Note that all Proposals from the Main and Reserve Lists (after Evaluation) are verified by Ethics Evaluators. Thus, already from Proposal-phase, please ensure that you have carefully analysed any potential ethics issues, which may arise in the proposed research, **before** the Ethics Issues Table (EIT) is completed. For more information, consult the Ethics-section on the Research Participant Portal, which comprises the **Ethics Self-Assessment Guidelines** and an Ethics-Issues-Table Checklist, at: http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ethics_en.htm.

Remember that if you flagged one or more ethical issue/s in the Ethical Issues Table in Part A of the Proposal, you are also asked to submit an Ethics Self-Assessment in **Part B – Section 6**.

➔ "Open Research Data Pilot in Horizon 2020" in Part A:

After Section 5 of Part A, there is a Section on the "Open Research Data Pilot". You do not have to be "afraid" of what is mentioned there. Read carefully and you will notice that the voluntary basis for this is clearly mentioned and it is clearly stated that: "*Proposals will not be evaluated favourably because they are part of the Pilot and will not be penalised for not participating*". However, if you do choose to participate in the "Open Research Data Pilot", then you will be required to deliver a "Data Management Plan".

Regardless of whether you have participated in the "Open Research Data Pilot", you may include a Data Management Plan in your Proposal, if it is pertinent to your research.

Open Research Data Pilot in Horizon 2020

If selected, all applicants have the possibility to participate in the Pilot on Open Research Data in Horizon 2020[1], which aims to improve and maximise access to and re-use of research data generated by actions. Participating in the Pilot does not necessarily mean opening up all research data. Actions participating in the Pilot will be invited to formulate a Data Management Plan in which they will determine and explain which of the research data they generate will be made open.

We wish to participate in the Pilot on Open Research Data in Horizon 2020 on a voluntary basis	○ Yes	◉ No

Participation in this Pilot does not constitute part of the evaluation process. Proposals will not be evaluated favourably because they are part of the Pilot and will not be penalised for not participating.

[1] According to article 43.2 of Regulation (EU) No 1290/2013 of the European Parliament and of the Council, of 11 December 2013, laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" and repealing Regulation (EC) No 1906/2006.

Data management activities

The use of a Data Management Plan (DMP) is required for projects participating in the Open Research Data Pilot in Horizon 2020, in the form of a deliverable in the first 6 months of the project.

All other projects may deliver a DMP on a voluntary basis, if relevant for their research.

Are data management activities relevant for your proposed project?	○ Yes	◉ No

► Part B ("the First Line of Fire")

"Part B" is the part of the Proposal which contains the details of the proposed research and training programme along with the practical arrangements planned to implement them. These will be used by the Evaluators to undertake their assessment.

Part B has very specific drafting instructions and a very specific Template. For these, please refer respectively to **Annex 4 (instructions) and Annex 5 (Template)** of the GfA. As mentioned above, note that Part B Templates in ".rtf" format are downloadable from the Participant Portal once you have created your Proposal's profile.

➔ **Henceforth, in light-blue highlight you will find a Template's "Question"/ Requirement and then below it suggestions/ hints-&-tips to address it. In yellow: examples or text-suggestions. In grey: some "Evaluators' Eyes" remarks that have been recorded in actual Evaluation Summary Reports from past years.**

➔ To "get you in the mood", before starting to address Part B Section-by-Section (Criterion-by-Criterion), please find below some **general Hints-&-Tips along the lines of the CY-NCP's "*Triangle of MSCA-IF Proposal Writing*": "Common Errors", "What Evaluators Expect" and "General Good Practice".**
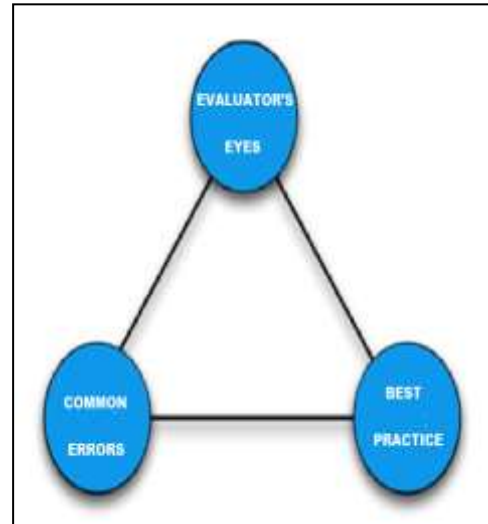
→ **Common Errors**
- Proposal written as Scientific Paper
- Objectives and "state-of-the-art" are elaborate and in-depth, but Implementation/ Methodology, "beyond-the-state-of-the-art" and Impact are under-developed
- Unclear Aims and Objectives
- Over-ambitious
- Not enhancing training/ career
- CV not properly presented or...not matching Part A...
- Off page limits...! Template/ structure not followed!
- Essential parts disregarded
- Not-final...Wrong draft submitted...!

→ **What Evaluators expect**

- Well-organised, "flowing" text. Proposal should make the Evaluator's "life" easier: consistent, well-written, following guidelines/templates.

- Proposal should help the Evaluators score it more easily: "built" around the Evaluation Criteria.

- Proposal has to convince that it will add value in the specific field, for the **Career Development** of the Researcher and the EU at large.

- Clear description of the **content and structure of the Training Programme**, as well as of the **Quality of the Supervision**.

- Clear Work Plan with **Contingency Planning**, **IPR management considerations**, and **Outreach/Dissemination Plans**.

- Evaluators don't have too much time... Keep it simple and concise

- Always revisit the Criteria-questions... Stay within "Scope"
  (→ copy from Documentation and work around it)

- No duplications of previous works/projects, but... building on them

- Clear language and organised contents

- Explain abbreviations / Use Glossary

- Use tables and diagrams (relevant and easily understandable)

- Use Structure and Table-of-Contents from Templates...Use Headings and subheadings from Templates...

General "Good Practice"

Use Margins and Font Size / Page-Numbering / Page Limits set in Templates…!

- Accurate, Verifiable and Professional content (refer. where needed)

- Professional CV according to Section 4 guidelines and matching Part A data…!

- No "emphatic" statements and claims that are unsubstantiated

- Consistent in UK English throughout. NO jargon or slang.

- Write for the "non-specialist" – educate te Evaluator to understand what you want to do and why it's worth the funding… !

- No typos, no inconsistencies, no obvious cut-&paste, no numbers which don't add up, no missing pages…

- Proof – Read at the end…

Formatting

The GfA, in Annex 4, provides very specific formatting / drafting guidelines; follow them:

➔ Page size is **A4**, and all (top, bottom, left, right) **margins should be at least 15 mm** (not including any footers or headers).

➔ Minimum allowed **font size is 11 points**. Font chosen should be clearly readable (e.g. Arial or Times New Roman). **Line Spacing must be single**.

➔ For the **Gantt Chart and any Tables** you will use, the minimum **font size is 8 points**.

➔ Literature **references should be listed in footnotes, font size 8 or 9**. All footnotes **will count** towards the page limit.

➔ Each page carries **as a header the Proposal acronym and the implementation mode** to which you are applying (i.e. Standard EF, CAR, RI, SE or GF).

➔ **All pages should be numbered** in a single series on the footer of the page to prevent errors during handling. **Use the numbering format "Part B - Page X of Y"**.

➔ **Document 1: Sections 1 to 3** have a strict limit of ten (10) pages!
    There is no formula here… however suggestions could be:
    - Excellence – Impact – Implementation: 5-3-2
    - Excellence – Impact – Implementation: 5-2-3
    - Excellence – Impact – Implementation: 4-2-4
    - Excellence – Impact – Implementation: 4-3-3
    ➔ we personally feel that "Excellence" cannot be less than 4, while "Implementation" cannot be less than 3, but **the distribution is up to you**. **The above are only ideas**.

➔ **PLEASE be ATTENTIVE of the Instruction-Note on page 38of66 in the GfA…!!!**

NEW: For the 2016 call, applicants must submit Part B of their proposal as _two separate documents_:

Document 1: must include the Start Page, the Table of Contents, the List of Participating Organisations and then Part B sections 1-3. **The maximum total length for this document is 13 pages.** The Start Page must consist of **1 whole page**. The Table of Contents as well must consist of **1 whole page**. The List of Participating Organisations **must consist of 1 whole page. Section 1 must start on page 4 of the document**. Of the **maximum 10 pages applied to sections 1, 2 and 3**, applicants are free to decide on the allocation of pages between the sections. However, the overall page limit will be strictly applied and applicants must keep the proposal within the limits. **Experts will be strictly instructed to disregard any excess pages above the 13 page limit**. Such **excess pages will be watermarked.**

Document 2: must consist of Part B sections 4-7. No overall page limit will be applied to this document, but applicants should respect the instructions given per section (e.g. in section 5, a maximum of one page should be used per beneficiary and one page per partner organisation).

Note that applicants will not be able to submit their proposals in the submission system unless both documents 1 and 2 are provided.

DOCUMENT 1 (13-PAGE LIMIT APPLIED)

START PAGE (1 page)

LIST OF PARTICIPATING ORGANISATIONS

START PAGE COUNT (MAX 10 PAGES SECTIONS 1-3)

1. **EXCELLENCE**
2. **IMPACT**
3. **QUALITY AND EFFICIENCY OF THE IMPLEMENTATION**

STOP PAGE COUNT (MAX 10 PAGES SECTIONS 1-3)

DOCUMENT 2 (NO OVERALL PAGE LIMIT APPLIED)

4. **CV OF THE EXPERIENCED RESEARCHER**
5. **CAPACITIES OF THE PARTICIPATING ORGANISATIONS**
6. **ETHICAL ASPECTS**
7. **LETTER OF COMMITMENT OF PARTNER ORGANISATION (GF ONLY)**

Please note that:

- *Applicants must ensure that document 1 does not exceed the total page limit of 13 pages. The Start Page must consist of 1 whole page. The Table of Contents must consist of 1 whole page. The List of Participating Organisations must consist of 1 whole page. Section 1 must start on page 4 of the document. Expert evaluators will be instructed to disregard any excess pages above the 10 page limit. Such excess pages will be watermarked.*

- *No reference to the outcome of previous evaluations of a similar proposal should be included in the text. Experts will be strictly instructed to disregard any such references.*

List of Participants

Please provide a list of all participants.

→ Mention the Beneficiary and the Partner Organisations if applicable (e.g. in GF as Outgoing Host, or in EF/GF for Hosting Secondment).

→ Indicate the Legal Entity, the Department carrying out the work and the Supervisor of the action.

→ Note that for **non-academic beneficiaries**, you should provide additional data in a separate table (also found in the Part B Template, if necessary).

→ Please find a **Mock table** filled in below **as an example**.

Participants	Legal Entity Short Name	Academic (tick)	Non-academic (tick)	Country	Dept./ Division / Laboratory	Super visor	Role of Partner Organisation
<u>Beneficiary</u>							
University of Good Research	UoGR	√		Green Country (MS/AC)	Dept. of Good Knowledge	Prof. Knowit all	
<u>Partner Organisation</u>							
Excellent Outside Europe University	EOEU	√		Coutry Outside Europe (TC)	Dept. of Excellent & Advanced Research	Prof. Topsci entist	Host of the Outgoing Phase → GF
Hands-On SME	HO-SME		√	Sunny Country (MS/AC)	Unit of Real Applications	Dr. Enterp	Host of Secondment

DOCUMENT 1 (13-PAGE LIMIT) 10-PAGES-SECTION   START PAGE COUNT

1.   Excellence

1.1   *Quality and credibility of the research/ innovation action (level of novelty, appropriate consideration of the inter/multidisciplinary and gender aspects)*

- **Introduction, state-of-the-art, objectives and overview of the action**

→ Why is this project now important?

→ Why is it "hot" and cutting-edge scientifically?

→ What current "policy" issues does the Proposal try to address? Did you check any references to your field and/or similar, which are included in the "Europe 2020" Strategy, the "Innovation Union" Flagship Initiative, the "Agenda for New Skills and Jobs", the "Youth on the Move", and any other Communications, White Papers, Green Papers, etc relevant?

→ Is the proposed research appropriate and relevant against the state-of-the-art?

→ Is it clearly stated how the project/ fellowship will contribute to enhance European scientific excellence?

→ Are the scientific, technological or socio-economic reasons for carrying out research in the field covered by the Proposal, clearly described?

→ Are the goals/objectives of the project clearly stated?

→ Are the research objectives outlined against the background of the state-of-the-art and the expected results? Is their importance obvious?

→ Is there a particular subsection dedicated to the state-of-the-art (up to date and referenced[3]) and the progress beyond-the-state-of-the-art?

→ Are the multi/ interdisciplinary and/or intersectoral aspects of the Proposal showcased?

- **Research methodology and approach**:

→ Have you highlighted the type of research and innovation activities proposed?

→ Is the methodological approach explained for each Objective-stated-above?

→ Is this approach appropriate and justified in relation to the overall project objectives?

→ In your proposed novel approaches / methods / techniques, have you explained the advantages and disadvantages?

- **Originality and innovative aspects of the research programme**:

→ Have you fully explained the contribution that the project is expected to make as **advancement beyond-the-state-of-the-art** within your field?

→ Are there **novel concepts, approaches or methods** described in the Proposal and shown how they will be implemented?

- **Gender dimension (if relevant)**:

→ To properly address this, please consider what is included on the Participant Portal:

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/gender_en.htm

→ For more on promoting Gender Equality in Research and Innovation, please check:

https://ec.europa.eu/programmes/horizon2020/en/h2020-section/promoting-gender-equality-research-and-innovation

- **Interdisciplinarity (if relevant)**:

→ Showcase how your Proposal contributes to potential uses/ applications/ progress also in fields and disciplines beyond that which is "strictly" yours.

- **Career Possibilities and Collaboration Opportunities**:

→ Showcase how your Proposal points towards potential for career advancements and how at the same time the host organisation(s) will open up to potential new collaborations.

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[3] Literature references should be listed in footnotes, font size 8 or 9. All literature references will count towards the page limit.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 1.1**, recorded in Evaluation Summary Reports of past years:

● as "**Strengths**":

- The Proposal provides a good overview of the main objectives of the project.

- The state-of-the-art is presented in a clear and concise manner and the research objectives are convincingly explained.

- The objectives of this relevant project are clearly defined and outlined against the state-of-the-art of the background.

- Sufficient bibliographical references are provided to place each research objective in the context of the general state-of-the-art.

- The state-of-the-art is introduced in a comprehensive and timely overview taking into account the most recent developments and controversies.

- The Introduction, state-of-the-art, objectives and overview of the action are very well defined and clearly described.

- The Proposal tackles an innovative, interesting, timely and policy relevant question.

- The project is multidisciplinary in nature, involving different sampling protocols together with analytical techniques and data process applied.

- The interdisciplinary aspects of the research programme are well-addressed

- The methodological approach proposed in the project is credible and consistent in respect of the research objectives.

- The proposed research has a sound scientific design insofar as the applicant associates it with a coherent methodological approach.

- Several innovative and interdisciplinary aspects of the proposed project are clearly highlighted.

- The originality and innovative aspects of the research are shown with respect to the state of the art in the research.

- The project is not only original in its scope but innovative in the different analytical methods to be applied to the study.

- The innovative nature of the project is clearly demonstrated by its objectives, hypothesis, and research activities.

● as "**Weaknesses**":

- The Proposal does not give a sufficient description of the state of the art in the field.

- The Proposal describes the adopted methodological approach to achieve the expected goals, without focusing in detail on the interdisciplinary aspects.

- The methodological approach is not elaborated in sufficient detail.

- The originality of the research concept is not put forward strongly enough with a clear discrimination between this Proposal and former or current projects at the host institution or collaborators.

- The innovative aspects of the research are not fully demonstrated: the planned approach is not really new in the field.

- The definition of an "ABC" is very interesting but extremely challenging theoretically and conceptually: the candidate does not provide sufficient elements to judge whether the methodology to be followed will be appropriate for such a demanding task.

- The Proposal does not describe in depth the methods that will be employed for estimating the parameters for "XYZ".

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

→ This subsection calls for the description of "a two way transfer of knowledge"

→ Review / read again the **GfA** in its section **6.1.b, page 18 of 66**.

→ You should show how the Experienced Researcher will gain new knowledge from the hosting organisation(s) during the fellowship through training.

→ Primarily indicate how you receive **training-through-research** under the direct supervision of the supervisor and other members of the scientific staff of the host organisation(s), by the means of an **individual personalised action** (*hint…hint: this should be part of your Personal Career Development Plan…and whatever you do should be pertinent and customised to what YOU need for further development…*)

→ Are your training objectives/ goals in the Proposal explained in detail? The training objectives should show that the researcher will receive **scientific – research – technological competencies** that he/she did not have before or were not as developed in his/her skillset: new methodologies, techniques, approaches, equipment/ instruments, experiences, etc.

→ Is there an explanation provided on how these training objectives can be beneficial to the development of an independent research career?

→ The training objectives should also mention that **complementary – transferable skills** will be conveyed to the researcher.

→ **Some examples of "complementary / transferable / soft" skills for you to consider:**

→ You could also take a look into what the USA National Postdoctoral Association http://www.nationalpostdoc.org/publications/competencies mentions, or what the UK–Vitae International Programme https://www.vitae.ac.uk/researchers-professional-development promotes.

- Research project management

- Entrepreneurship and Research Innovation

- Presentation skills, communication of research results to the non-specialists/media/wide public

- Grant / Proposal Writing for competitive (EU) Funds

- Principles of the Peer-review process for Journals

- (Advanced) Scientific Writing

- Grants Negotiation Skills

- Scientific Networking

- Team Leadership / Team Management / Task Coordination / Conflict Resolution in Research Teams

- Ethics in Research

- Training for Gender Issues (in Research Teams and as Considerations in the Research Outputs)

- Training for Intellectual Property Rights Management and Patenting

- Data Protection and Open Access

- Training / Seminars on Interview Skills for (Tenureship) Positions/ Jobs

- CV and Resume Preparation and Submission / Self-marketing Strategies and Techniques

- (Advanced) Qualitative / Quantitative Methods

- (Advanced) Experimental Design

- Statistical Analysis for Data Processing (e.g. learning SPSS, Mathematica….)

- Learning/ Application of a research-specific Software/ computer-Language/ Model/ Tool

- Language Courses

- Teaching Methods (in Higher Education) / Tutoring and Mentoring Methods

- Techniques for Presentation and Moderation

- **Outline the previously acquired knowledge and skills that the researcher will transfer to the host organisation(s).**

→ You need to showcase the transfer-of-knowledge and contribution **to** the Host.
→ Use 'punch-lines' like: "*the researcher will transfer knowledge/ expertise to the host, stemming from his/her experience and work in….*"
→ Don't forget that the Researcher has his/her own networks/ contacts of collaboration, which can be beneficial to the Host
→ 'Enrich' this with some 'stronger' notes…which *'gap'* exactly is the Researcher filling in…is there a particular *'spot'/'niche'* that his/her previous experience is contributing to…a *'puzzle-piece'* fitting in…

→ For **GF** explain how the (new) acquired knowledge / skills / experiences / contacts in the TC will be transferred (back) to the Host institution in Europe.
→ For **GF**, remember that you also can contribute to the Outgoing Host…you are a European Researcher…contacts from 'over here'…knowledge in the funding mechanisms of Europe…

To better showcase the above, please find below some actual remarks by Evaluators, regarding 1.2, recorded in Evaluation Summary Reports of past years:

- as "**Strengths**":

- The envisaged transfer of knowledge is of good quality: the involved institutions can provide a strong contribution to the researcher's activities.

- The researcher will gain additional transferable skills in dissemination, communication and teaching.

- A good research and complementary training plan is provided, indicating for each activity the relevance of the host institution and supervisor.

- How the project will provide the applicant with new knowledge through training are well addressed and convincing; i.e. Proposal writing, deliver high-quality research papers, interview skills, programming training, etc.

- Transfer of knowledge for the development of the researcher is in line with the research objectives and is convincingly presented.

- The training for the researcher is clearly elaborated, of very good quality and closely related to the research objectives.

- The candidate will acquire new and valuable analytical skills through the training.

- The transfer of knowledge will be of high quality. The applicant will be trained and mentored by renowned scientists with top experience. On the other hand, the host will benefit out of the prior experience of the applicant.

- The host organization will benefit from the transfer of knowledge from the expertise of the researcher reinforcing its research capacity in the relevant field. A fruitful cooperation within the scope of the proposed fellowship is expected involving joint participation in national and international consortia and future research initiatives.

- as "**Weaknesses**":

   - A structured training programme with the indication of the ways to obtain the knowledge and skills is missing from the Proposal.

   - The Proposal has not managed to outline a convincing set of training objectives.

   - Insufficient information is given on how the supervision will be performed, how some of the scientific training objectives and additional research training like management and communication skills will be delivered.

   - The description of a two-way knowledge transfer presented by the proponent lacks detail.

   - The Proposal describes inadequately how the project will provide the applicant with new knowledge through training.

   - The transfer of knowledge from the researcher to the beneficiary in the return phase is insufficiently discussed.

   - The planned transfer of knowledge and training activities are not clearly related to the research objectives, and their usefulness for the researcher's career is addressed in only a quite general way.

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

- **Qualifications and experience of the supervisor(s)**

→ Name this: "1.3.1 Qualification and experience of the supervisor(s)"
→ Demonstrate Supervisor's publication record and main networks/ contacts of international collaboration,
→ Demonstrate Supervisor's track record of work and previous achievements. Also indicate experiences in training researchers, especially at an advanced level (post-Docs, PhDs) within the Proposal's field.
→ Demonstrate Supervisor's participation in grants/ projects, preferably from FP6/ FP7 and of course H2020, or other funded projects, patents and any other relevant results.
→ In case of a GF…you have to do this for both Supervisors…

- **Hosting Arrangements**

→ Name this: "1.3.2 Hosting Arrangements".
→ Do not describe here the infrastructure of the Host (which should be described in the "Implementation" section), but rather point out the "integration of the Researcher to his/her new environment in the premises of the Host".
→ Show how well integrated you will be within the Host organisation(s). Outline the nature and quality of the Host(s) "environment" as a research group and as a whole, and how you will be integrated in what the Host(s) can offer as opportunities to you in its different areas of expertise, disciplines and international networking.
→ For the "environment" of the host as a whole, remember to refer also to the **Charter-&-Code**…(see Lexicon here in this Guide). Highlight whether the Host is an **Endorser of the "European Charter for Researchers", and more importantly if it has been awarded by the European Commission the "Human Resources Excellence in Research" – logo**. Here's a text suggestion for this:

   - Note that there are "X" institutions in "Country-of-Host" and "Y" institutions Europe-wide that have been awarded the "HR-Logo"; an accreditation identifying the institutions and organisations as providers and supporters of a stimulating and favourable working environment for researchers. Note that it is a good idea to indicate / "educate" the latter to the Evaluators.

→ To check if your Host has a Declaration of Endorsement of the C-&-C: http://ec.europa.eu/euraxess/index.cfm/rights/charterAndCode
→ To check if your Host is within the "Human Resources Excellence in Research" – Logo Accredited Institutions: http://ec.europa.eu/euraxess/index.cfm/rights/strategy4ResearcherOrgs

→ Ok. Now "build on" the above to argue that the Host will obviously have arrangements for you to be "well integrated" and "feel at home", which will ensure that all parties will gain the maximum knowledge and skills from the Fellowship.

→ Refer to any support from the Host's services in terms of accommodation, administrative issues, entry and/or work permits, health/ insurance issues, family support, etc. You might want to look into where is the nearest-to-your-Host EURAXESS Centre and how they relate (note: quite a few Universities are EURAXESS Centres themselves).

→ Argue how you will come into an **international**, **multi/inter-disciplinary environment** that is non-discriminatory and **transparent in recruitment and professional advancement**, that ensures appropriate **working conditions** abiding also to the national legislations on **health-and-safety and labour ethics**, that provides a fair and attractive **remuneration package** (salary, social security, sickness benefits, etc), that respects **research freedom and Intellectual Property Rights**, and that promotes appropriate **mentoring/ supervisory mechanisms** and **career development**

→ For **GF**…both phases should be described…!

1.4 Capacity of the researcher to reach or re-enforce a position of professional maturity/ independence

→ This subsection indicates "*…that the fellowships will be awarded to the most talented researchers as shown by the proposed research and their track record (CV Section 4), in relation to their level of experience*".

→ So, the tactic is: "*…this is who I have been in the past (briefly) and therefore I can do it even better in the future through this Fellowship…*", so that you demonstrate how your research and personal experience – as also shown in your CV in Section 4 – can contribute to your professional development as independent/ mature researcher.

→ You could include a brief description of your major achievements, highlighting any activities reflecting leadership/ independent thinking/ management qualities.

→ Then, you could demonstrate why your already acquired skills/ knowledge are a match for the proposed project.

→ Then, finally, you could briefly outline how new knowledge/ skills and future development will be possible through this project and particularly how your host will contribute, hence leading to a reinforced and more mature research position.

→ **DEFINITELY** mention how you will have a **customized Personal Career Development Plan (CDP)** in place…! You **do not need to add the actual entire CDP** to the Proposal, but you should mention that you will establish it together with your Supervisor at the beginning of the Fellowship. Here's a text suggestion for this:
In accordance with the "European Charter for Researchers", it is ensured that the researcher will enjoy research freedom, fulfilment of contractual and legal obligations, good relations with the supervisor, and continuing professional development. Regarding the latter, the Host and the Supervisor ensure the formulation, in cooperation with the researcher, of a **customized Personal Career Development Plan** for him/her; this will define: the mentoring scheme and the availability of the Supervisor and Host's services, as well as describe the short and long-term objectives for career development, such as:
- expected publications and participation to conferences/ workshops/ seminars,
- expected participation and fulfilments of trainings on scientific and complementary skills,
- other professional training such as course-work/ tutoring, teaching
- anticipated research management activities such as fellowships or other funding applications planned (*indicating name of award if known*), including fellowships with entire funding periods, grants written/applied for/received, professional society presentation awards or travel awards, etc.
- anticipated networking opportunities and research communication enhancement,
- planned public engagement activities, and any other activities of professional advancement.
Note that you could include the Personal Career Development Plan as a Deliverable and a Milestone as well.

→ You could also argue that the Host will examine all possible opportunities for a more permanent integration of the researcher, through a potential extension of his/her research contract and of course consideration for potential tenure-track positions that might open.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 1.3 and 1.4**, recorded in Evaluation Summary Reports of past years:

- as "**Strengths**":

- The supervisor has extensive experience on the topic of the proposed research, as documented by international collaborations, participation in projects, publications, etc.

- The supervising scientist has extensive experience in industry and academia and a strong track record of publications, as well as a high level of experience on the research topic proposed.

- The qualifications of the supervisor and the advisory committee match well the objective of the planned research.

- The Proposal well demonstrates high qualification and experience of the supervisor, providing information on research field, main research projects, international collaborations and publications.

- The host holds international reputation and its expertise in training junior researchers in the field are justified, while the hosting arrangements (administrative and "settling-in" support) are detailed.

- The hosting arrangements for the researcher are well described: the researcher will be well integrated within the host`s team and all parties will gain maximum knowledge and skills.

- The working experience of researcher is described adequately. Furthermore the researcher's leadership quality is presented.

- The Proposal outlines well the strong match between the researcher's experience and the proposed area of analysis.

- The applicant earned the PhD degree recently and has not had the time to publish, but reveals good capacity to reach or re-enforce a position of professional maturity in research.

- The researcher has the right profile and experience to successfully complete the training and the proposed research.

- The provided CV adequately enumerates job activities, fieldwork experience, fellowships and awards, and participation to conferences. The activities in the CV clearly attest the independent thinking of the researcher.

- as "**Weaknesses**":

- The host's quality of supervision and capacity to supervise postdoctoral students is not fully demonstrated.

- The match of the supervisors experience and expertise, as provided, to the major purposes of the project is not convincing.

- It is not clear how the supervisor's experience is linked to this Proposal.

- No particular hosting arrangements are evident from the Proposal as for example concrete measures to ensure the integration of the fellow into the host department.

- There is no clear evidence of the researcher's scientific publication record, as a large number of mentioned publications are "under review" or "in preparation".

- The researcher's independent thinking and leadership qualities are not described thoroughly.

- The candidate does not demonstrate to a sufficient extent capacities which promise the attainment of a position of professional maturity in research.

- Record of publications of the researcher is very good but not outstanding, considering time in research.

- The Proposal does not match successfully the researcher's profile with the proposed project. Previous experience is only partially linked with the proposed issue.

- The Researcher has not achieved publications in well-established international journals in the area.

2.   Impact

2.1   *Enhancing the potential and future career prospects of the researcher*

In this section the Template requires you to "*explain the expected impact of the planned research and training on the career prospects of the Experienced Researcher* and it also asks you about *which new competences will be acquired*.

→ **What you have to do here in a nutshell is:**
-    Articulate clearly the advantages of this fellowship for your personal career development.
-    Demonstrate to what extent competences acquired during the fellowship, including any secondments, will maximise the impact on the researcher's future career prospects.

→ **Consider overall:** What's the next step in your career? What do you learn in the IF to get there?
- What will you have achieved after the project?
- What transfer of knowledge do you bring to the Host Institution / different Research environment?

→ **More specifically:**
- Describe the impact of both the scientific and complementary competencies/dexterities/skills acquired during the project (which you must have described before in Section 1.2) on the prospects for your reaching/ reinforcing a position of professional maturity and independence.
- Are both the new-scientific and the complementary skills that will be provided clearly described and appropriate to the researcher? Are there explanations on how the training provided will contribute to the addition of different / complementary competencies to the researcher's career? How do these help broaden – diversify the researcher's career and skillset?
- Present the way in which the fellowship will contribute in the medium and long term to the development of the researcher's career.

2.2   *Quality of the proposed measures to exploit and disseminate the action results*

→ Revisit the Charter-&-Code (see Lexicon here in this Guide), as the Template here 'quotes' a particular excerpt from it, on 'Dissemination, exploitation of results'.
- Dissemination of the research results

→ Mention the preparation/ submission of papers for international peer-reviewed journals (Preferably high impact). Name some target-journals.

→ Participation to (international) Conferences for presenting your work. Name some pertinent to your field, which you are targeting.

→ Don't forget, where possible, things like LinkedIn, Academia.edu, ResearchGate, etc.

→ **Make sure** you consult the "H2020 Online Manual" section on: "**Dissemination & Exploitation of Results and Open Access**". This may be found at:
http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm.
- Exploitation of results and intellectual property

→ **Please refer** to the document: "EU-IPR-Helpdesk FactSheet: IP Management in Horizon 2020 Marie Skłodowska-Curie Actions", at: https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020.

→ **Please also refer to**: "EU-IPR-Helpdesk FactSheet: IP Management in Horizon 2020: project Proposal", at: https://www.iprhelpdesk.eu/IP_Management_in_Horizon_2020_at_the_Proposal_stage. There are some good suggestions for **Potential Forms of Exploitation**:

Form	Description
Further internal research	• These research activities must be beyond the project. • Relevant for research organisations and research intensive companies.
Collaborative Research	• The results used as background of future collaborative research projects. • Relevant for research organisations and research intensive companies.
Internal product development	• Results used in developing, creating and marketing a product/process. • Relevant for companies.
Internal service creation	• Results used in creating and providing a service. • Relevant for companies.
Licensing	• Results exploited by other organisations through out-licensing. • Relevant for all participants, but care should be taken to comply with Horizon 2020 rules.
Assignment	• Results exploited by other organisations by the transfer of ownership. • Relevant for all participants, but care should be taken to comply with Horizon 2020 rules.
Joint Venture	• Results used as background of a joint venture. • Relevant for all participants, but care should be taken to comply with Horizon 2020 rules.
Spin-off	• A separate company established in order to bring to the market technology resulting from the project. • Relevant for all participants, but care should be taken to comply with Horizon 2020 rules.
Standardisation activities	• Results used either to develop new standardisation activities, or to contribute to on-going standardisation work. • Relevant for all participants, but care should be taken to comply with Horizon 2020 rules.

Here's a text suggestion for you to consider as pertinent to your research/ field:

The Host, in accordance with the "European Charter for Researchers", confirms that the researcher will secure the benefits of the exploitation (if any) of R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.

According to the Host's practice, National Legislation and the recommendations of the European IPR Helpdesk (https://www.iprhelpdesk.eu/), upon commencement of the Fellowship, along with the researcher's Work Contract, a specific Agreement on Collaboration and IPR will also be prepared. This will specify:

- the foreground and background intellectual property (e.g. materials, datasets, publications, patents…) entailed and the relevant ownership and access rights of the researcher and the Host (including external commercial or industrial organisations),
- the identification and protection of results (including the allocation of a staff member to be an intellectual property rights manager, through the use of laboratory/ field/ research notebooks…),
- the tackling of confidentiality issues (e.g. through Confidentiality Agreements, Memoranda of Understanding, Non-Disclosure Agreements for yet-unprotected invention-patents-results (*see the EU-IPR-Helpdesk's library for models of these at https://www.iprhelpdesk.eu/library/useful-documents*), and
- the routes of further exploitation (*depending on the research field, the types of results, the technology readiness levels, etc*), which for this project will be… (*see potential ones above…*).

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

→ Revisit the Charter-&-Code (see Lexicon here in this Guide), as the Template here 'quotes' a particular excerpt from it, on 'Public engagement'.

→ **Make sure** you consult the "Communicating EU research and innovation guidance for project participants". This may be found at:
http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf.

→ **Make sure** you consult the "Communication" part of the H2020 Online Manual". This is found at:
http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm.

→ Make sure you consult the document: "**Outreach and Communication Activities in the MSCA under Horizon 2020**", available at:
http://ec.europa.eu/research/mariecurieactions/documents/documentation/publications/outreach_activities_en.pdf

- Communication and public engagement strategy of the action

→ Define activities of outreach to the wide public…you can use your imagination…it also helps to see what such activities (or concrete plans) your Host(s) have and to show how you will 'fit in' these.
→ Pay attention to the definition of audiences and proposed messages/ content, as well as the appropriateness of tools respective to the audiences.
→ Take care to show the 'measurability of the impact' of the messages/ outreach.
→ Some **examples** of "Public Engagement / Outreach" activities for you to consider:

- **Marie Skłodowska-Curie Ambassadors**: Marie Curie fellows acting as "Ambassadors" visit schools, universities, community organisations, etc. to promote their research field to students and public audiences. They also assist teachers in preparing and delivering teaching materials. **Consider**: Approximately how many students will be involved? What do they already know about research, science, the EU approach to research and about Marie Curie, the person and scientist? What are they going to be told? Will changes in their attitudes towards research be measured e.g. by a questionnaire?
- **Workshop Day**: A workshop/activity day in areas related to the raising of scientific awareness, for school students and their parents and university students. **Consider**: as above.
- **Summer-School Week**: Students spend one week in a summer school where they receive a first-hand experience from the Marie Curie fellows about their current research activities or wider scientific issues through specific activities, lectures and experiments. **Consider**: as above.

- **Marie Skłodowska-Curie Project Open Doors**: Students/ general public visit research institutions or labs and receive a first-hand experience or lectures. Such an event is typically organised as a continuation of project meeting (e.g Mid-Term Review meeting; the responsible Project Officer from REA can attend the event and follow up the different activities and their impact). **Consider**: as above. In addition: local media invited for interviews with the fellows?
- **Public talks, TV/Radio - interviews, podcasts and articles in Newspapers**: Marie Curie fellows give a public talk, TV/Radio interview or write an article in the newspaper about the results of the project and how these results could be relevant to the general public. **Consider**: What is the audience for the article or programme? Is the publication or TV/Radio station favourable towards science? What do they already know about research, about Marie Curie? Does the researcher have a real story to tell? What level of interest is there likely to be?
- **E-Newsletters**: Marie Curie fellows develop a web-based document to be released on internet to the attention of the public at large (e.g. Wikipedia). **Consider**: What is the audience for the document? Does the researcher have a real story to tell? Level of interest?
- **Multimedia releases**: Marie Curie fellows make video-clips to be released on internet, in spaces open to the public at large. **Consider**: What is the audience for the video-clip? Does the researcher have a real story to tell? Level of interest? How much resources will it take to make?
- **Web 2.0 / Social Media**: LinkedIn, Facebook (for example MSCA "Fellow of the Week"), Twitter, Academia.edu, ResearchGate.net. **Consider**: as above for multimedia.
- Please also consider **European Researchers' Night Events**, **EC Events-Conferences-Open Days**, **Marie Curie Alumni Association** activities, and **EC Campaigns**. Check for such activities and events near you (or in your Host) and how you could be involved.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 2.1, 2.2 and 2.3**, recorded in Evaluation Summary Reports of past years:

• as "**Strengths**":

- The potential impact of the outcome of the research, the additional competencies/transferable skills, which the researcher will gain during the proposed stay, and the close collaboration with experienced research partners will positively contribute to an enhancement of the research and innovation-related human resources.

- The measures for communication, dissemination and exploitation of the results are very well addressed and are feasible. The Proposal clearly describes the impact of research and training on the researcher's career.

- The Proposal includes a good plan for advertising the research activities and results to a wider public, considering different kinds of target public. The researcher provides a good dissemination plan also to a specialised public.

- The fellowship will significantly contribute to the candidate's personal development and provide new career perspectives. It will support learning of new and complementary techniques and tools. The benefits that will be obtained in the research area at European level are clearly defined and are potentially significant.

- The candidate's potential for acquiring new skills and competences and to strengthen existing skills is satisfactorily demonstrated in the Proposal.

- The communication strategy and the dissemination plan is well prepared and fully in line with the potential audience expectations. Moreover the Researcher would act as a Marie Curie Ambassador, so as to engage in communications to the media to promote the project research.

- The results will be disseminated via several channels, trainings, conferences, seminars, websites, podcasts, social media direct contact, and scientific publications in high impact journals.

- In accordance with the European Charter for Researchers proper arrangement regarding intellectual property rights will be made.

• as "**Weaknesses**":

- The communication and dissemination is broadly presented and does not include sufficient specifics regarding precise dissemination outlets and strategies.

- The Proposal does not exhaustively describe how exploitation of results and intellectual property will be managed, providing generic information on a specific Agreement which will be provided by the host institution.

- The specific impact of the researcher's activities for enhancing European science and economy are insufficiently delineated.

- No sufficient attention is paid to share the research findings with the academic community (publications, international presentation, etc).

- Although a wide variety of dissemination activities are envisaged (collection of essays, public presentations, discussions, workshops, a conference, an online database, a documentary film), these are not integrated into a coherent strategy.

- The communication strategy foresees actions (public presentations, workshops, etc.) to be held in academic environment which is not particularly suited to reach a wider audience of non-specialist.

- There is a confusing overlap in the proposed strategies for communication and dissemination between scientific dissemination and communicating with the general public.

- Concerning communication and public engagement, no sufficient details are included for a better understanding of which kind of initiatives will be realized.

- The proposed plan of dissemination of the research results is overly ambitious and thus its effectiveness may be reduced. It is not clear how the research results will be exploited.

- The management of Intellectual Property Rights that may arise from the research project is not adequately presented.

- Academic dissemination plans lack specificity and are not sufficiently geared towards achieving excellence.

- The description of the project's benefits for human resources and new career perspectives is too vague. The communication and dissemination plans lack specificity.

- There is insufficient detail to evidence the ways in which this fellowship would realize the potential of the applicant's career.

- The applicant enumerates a list of journals in which he/she would like to publish, but does not specify or explain this in more detail.

3. Quality and Efficiency of the Implementation

3.1   Coherence and effectiveness of the work plan

→ Describe your Work Plan. 'Break it down' to Work Packages. Provide Deliverables and Milestones.

   • Work Packages titles;

→ Provide a list of Work Packages in titles.

   • List of major deliverables;[4]

→ Provide a list of Deliverables. Name them as in footnote 4 here, then in your Gantt Chart, in the respective line of the particular Work Package, you could just place DX.Y in the cell of the month when you deliver it.D1.1 = 1st deliverable of the 1st WP, D3.2 = 2nd deliverable of 3rd WP….and so on…

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[4] Deliverable = a distinct tangible output of the action, meaningful in terms of the action's overall objectives and may be a report, a document, a technical diagram, a software, etc. Deliverable numbers ordered according to 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.

- List of major milestones;[5] → Same approach as above for Deliverables. M1, M2…M*x*. ..etc

- Secondments if applicable.

→ If you do have Secondment(s), you need to describe here how you plan it: "where" and "when", and of course "how" they correlate to your whole research and training programme and "what" is the added value for including them.

→ After you have finished with WP-titles, Deliverables and Milestones, you should include the Gantt Chart. Follow the Template's example as pertinent; it does mention that you may "*Delete rows and columns that do not apply*".→ Here is JUST an INDICATIVE (and not complete) EXAMPLE…!

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
WP1 Project Management						M1						D1.1						M2						D1.2
WP2 Training and Career Development	D2.1 M2																							
WP3 Dissem.& Public Engag.		D3.1 News				D3.2 Semin						D3.3 (Conf.) D3.4 Paper					D3.5 MC Ambas						D3.6 (Conf.) D3.7 Paper	
WP4 abcdef ("Research Objective 1")								D4.1																
WP5 gheijkl ("Research Objective 2")																	D5.1							
WP6 mnopqrs ("Research Objective 3")																								D6.1
Secondment																								

In case you wish to create your own, there are numerous "Gantt Chart makers" also available on line for free, or you can find tutorials on how to create one in word, excel, powerpoint, etc.

3.2   Appropriateness of the allocation of tasks and resources

→ Describe how you plan your work to take place and how resources will be mobilised towards the reaching of the objectives for research and training.

→ Provide a short description of each Work Package (WP) that you mentioned as titles in 3.1. Don't over-do it…by now you must be facing serious…space-problems…So, the tactic is to be a bit more 'telegraphic' here. Anyway, most of the content you have already described in previous sub-sections or you will describe further on.

→ To elucidate a bit more, let's say that "How" you will do your work in a "scientific and methodological way", you must have described already in Section 1.1. Here, you need to describe "How" you will break down your work "administratively". For example:

- In a WP for "Dissemination and Public Engagement", you wouldn't need to repeat what you have anyway mentioned in 2.2 and 2.3, but simply to tell the Evaluators that work-plan-wise this will be the WP dedicated to these activities, to indicate the particular time allotted and the particular Deliverables – Milestones.

- Respectively, in a WP for "Project Management', you will not describe in detail what is going to be include in 3.3, but you will mention that this is the WP dedicated to the management of the project, that it will entail all the meetings, communication and progress monitoring activities along with the reporting to the REA, as well as the contingency planning.

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[5] Milestones = control points in the action that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. 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 researcher must decide which of several technologies to adopt for further development.

- In your "scientific / technical" Work Packages, you do not have to repeat the overarching methodological approaches/ concepts (which you described in 1.1), but you outline the various 'steps' of your methodology.

- You could include a specific WP for the Training / Career Development, where then you would include the trainings, seminars, etc that you will attend for the skills, techniques etc.

- For each WP, mention how many person-months you will allocate and justify why the number is appropriate according to the activities proposed. The idea is to justify why the amount of person-effort proposed is the appropriate one and that it corresponds to what is being proposed to be done.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 3.1 and 3.2**, recorded in Evaluation Summary Reports of past years:

- as "**Strengths**":

- A clear and detailed workplan is provided that is appropriate for the proposed research. The workplan includes a description of workpackages, deliverables and milestones.

- The overall coherence of the work plan is good: a Gantt chart and an adequate description of the Work Packages are provided, including milestones and deliverables.

- The deliverables and milestones have been clearly described, the roadmap is clear, timelines and deliverables make sense.

- The Gantt chart includes the deliverables and the milestones of the project and is detailed.

- The proposed work plan is very well articulated. It is visualized in a Gantt Chart where appropriate work packages and deliverables are presented.

- The work plan, including the allocation of tasks and resources is well documented. Work packages are well organized and coherently arranged.

- The work packages are described in adequate detail. The deliverables are accurately defined and suitable to document the project's progress. The milestones allow an efficient project monitoring and decision making in case of failure or delays. The task definition of the secondment and its relevance for the project progress is described clearly.

- A credible work plan with WPs, tasks, milestones and deliverables is well displayed. A management plan including financial issues appears as one of the WPs and is well structured.

- Project organisation and management structure, including the financial management strategy, and the progress monitoring mechanisms are comprehensively and sufficiently presented.

- as "**Weaknesses**":

- The distribution of the activities throughout the relevant calendar is unclear, therefore their feasibility is not fully convincing. The task allocations and responsibilities are not sufficiently explained.

- The work plan is not wholly convincing. Although it is sufficiently broken up into small units, the allocation of time for individual tasks is not always fully convincing.

- Insufficient information about the secondment: Time for secondment is reserved but still not decided where it will take place.

- The tasks are not presented in sufficiently detail; resource allocation per task and the tasks' relevance for achieving the scientific objectives is not adequately outlined in the Proposal.

- The Proposal provides insufficient detail in relation to the proposed tasks listed in the Gantt chart.

- In the secondment, the partner organisation's field of activity is purely managerial with no clearly outlined connection to the core of the project.

- The work plan is superficially outlined, with only general description of allocation of tasks and resources, and with unclear spread of the milestones. Therefore it is not sufficiently credible.

3.3 *Appropriateness of the management structure and procedures,* including risk management

- Organisation and management structure, as well as the progress monitoring mechanisms put in place, to ensure that objectives are reached;

→ Provide information on the implementation and management of the fellowship.

→ Describe practical arrangements that have an impact on the feasibility and credibility of the project.

→ Describe the Decision-Making process and the Communication Flow; who decides for administrative and scientific issues? The Supervisor with you? How often do you meet? Have you mentioned this adequately explaining the mentoring scheme and the progress monitoring mechanism (times of meetings and content, etc)?

→ Also recall that you will have a designated Work Package on Management of the Project, in the Work Plan in 3.2, while mention also that you will have a Contingency Plan in place, which you will describe in the next subsection.

→ How is the monitoring of your overall progress being made in the scientific and training goals? Recall the formulation (in cooperation with your Supervisor) of a customized Personal Career Development Plan that you showcased in 1.4.

→ Are you going to receive assistance in Administrative and Financial issues also from other Units/Departments of the Host? Which are these in the particular Host? Mention them.

→ Are you going to have something like an informal "Advisory Committee/ Group", consisting e.g your Supervisor along with max.2-3 other experienced academics and/or experts, whose role will be to advise you / give you insight and feedback every e.g. 4 or 6 months, so as to ensure quality outputs?

- Research and/or administrative risks that might endanger reaching the action objectives and the contingency plans to be put in place should risk occur.

→ Mention the formulation, in cooperation with your Supervisor, of a **Contingency/ Risk Management Plan**. This plan could also be a Milestone and a Deliverable.

→ Identify some of the risks (both scientific and administrative) in your Proposal; e.g. data availability, equipment failure, delay of permits, etc.

- rate them; e.g. high-medium-low.
- suggest contingency measures.
- this could also be done in form of a table.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 3.3**, recorded in Evaluation Summary Reports of past years:

- as "**Strengths**":

- Project organisation and management structure are very well addressed in the Proposal and described in considerable detail.

- Risks that can occur during the development of the project are clearly described and explanations on how to overcome them are convincingly addressed.

- The appropriateness of the management structure and procedures, including mentoring activities and financial strategy, is clearly demonstrated.

- The presented risk management procedure is convincing in most of its parts for its quality and effectiveness.

- The project has been designed to minimize risks. For each potential difficulty, an alternative response is proposed. Plan for monitoring the progress of the project is also explained.

- The project management arrangements, management structure and the progress monitoring mechanisms are credibly discussed overall.

- Risks that might endanger reaching project objectives and contingency plans are very well formulated. Convincing examples and details about the risk management are provided. A possible risk that might arise is the data unavailability. In such case, risk analysis has been appropriately carried out, including measures to overcome possible problems, i.e. use of alternative resources and data.

- The management structures are fully elaborated and the host can offer a very good set of opportunities devoted to the progress quality checks.

- • as "**Weaknesses**":

- The Proposal does not provide a comprehensive contingency plan to be implemented should risks occur.

- Contingency planning for the risks associated with the work is totally inadequate.

- The management structure and procedures lacks detail.

- It is unclear how Quality Assurance policy will be ensured.

- Several risks connected to experimental activities are not entirely elaborated.

- Risks are identified, but lack credibility e.g.: 'poor data' may indicate poor design and would not be remedied by recruiting more participants.

- The issue related to computer resources availability with regards to the time frame of execution of this Proposal is inadequately addressed.

- The risk management is rudimentary and lacks detail and substance.

- The contingency plans are not highlighted strongly enough with respect to the identified risks to secure a timely progress of the project in case of constraints.

- Progress monitoring mechanisms are inadequately presented. No information is provided on the way of cooperation with the supervisor, and on the frequency of meetings.

- Quality management related issues are not discussed with sufficient detail.

- Although some possible risks are identified, a structured risk management plan to avoid potential threats that could occur during the empirical research phase is not evident in the Proposal.

- Insufficient information is provided on the potential risks that might endanger the project and related contingency plans: e.g. availability of the samples; the inherent risk of collaborating with a high number of partner institutions during a limited time-frame.

- The discussion of risk management is too limited. Apart from dealing with the risk linked with travels, it does not discuss the degree to which archival access is needed or assured, or the risks arising if potential interviewees refuse to be interviewed, etc. The risk of limited internal travel, even if getting to the capital city will be possible, in some of the proposed cases is also inadequately discussed whatsoever.

3.4 Appropriateness of the institutional environment (infrastructure)

The active contribution of the beneficiary to the research and training activities should be described. Give a description of the main tasks and commitments of the beneficiary and all partner organisations (if applicable). Describe the infrastructure, logistics, facilities offered in as far they are necessary for the good implementation of the action.

→ Describe the Host(s) briefly, in terms of overall size of research community and infrastructure.

- The "University XYZ" is the 2nd largest in the country; it is public/ private, has XXXX students and YYYY academic and research staff, who perform their activities in ZZ departments with WW research centres and groups.

→ Then describe particularly the Department/ Centre/ Unit/ Group where you will join.

→ Do **NOT just "copy-paste"** what institutions have on their websites! Adapt to your own Proposal!

→ Highlight the **particular infrastructure and facilities pertinent to your project** and argue that you will have **access to all necessary equipment and facilities, laboratories, libraries, collections, etc**, as well as that you will **receive all necessary administrative and logistics support**.

→ Describe their experience in hosting mobile researchers/ visiting academics and of course showcase their experience in (international) research projects (competitively funded preferably).

→ Demonstrate the Host(s) experiences in structured training programmes for researchers and (junior) scientists (post-Docs, PhDs).

→ If pertinent, describe how committed the **hosts-of-secondment** are; what they are going to provide/ contribute as infrastructure, equipment, office-space/ amenities, training and supervision. Here particularly showcase the specific skills developed, which are actually why the researcher is seconded there anyway, hence underlining the complementarity and synergy with the Host.

→ Argue **how appropriate the institutional environment is** for the fellowship to have the maximum chance of a mutually beneficial accomplishment of the Fellowship by recalling from section 1.3.2 that the Host is an Endorser of the "European Charter for Researchers" / an accredited institution by the Commission with the "HR-logo", thus **its institutional environment should be considered as stimulating to research and working conditions, as well as training and networking**.

→ **For GF**, the role of partner organisations in Third Countries for the outgoing phase should appear. You should elaborate here also on the 'Outgoing Host' and its commitment. What you mention here should also reflect in Section 7 – Letter of Commitment.

- You should specify what the Partner Organisation (Outgoing Host) will contribute: how and with how many resources. Highlight what they are going to commit in terms of training and supervision, infrastructure, equipment, office-space/ amenities and any other 'hosting arrangements', hence underlining the complementarity and synergy with the Return Host.

→ For GF…Note that it is a good idea not to include verbatim the content of the Letter of Commitment that you are going to include in Section 7. Here, in 3.4, present in paragraph-format how competent, experienced and committed the Outgoing Host is to the project.

→ For Overall…what you are going to present in the Tables of Section 5 is a bit more "telegraphic". Here, in 3.4, you should elaborate the abovementioned in paragraph-style.

To better showcase the above, please find below some **actual remarks by Evaluators**, **regarding 3.4**, recorded in Evaluation Summary Reports of past years:

- as "**Strengths**":

- The Proposal convincingly explains the appropriateness of the research facilities and of the support infrastructures at the host institution. All these facilities and infrastructures guarantee the fellowship a maximum chance of a successful outcome.

- The applicant well describes the commitment of the beneficiary to the programme, also in the perspective of a future development of the research project after the end of the fellowship.

- The host possesses all necessary infrastructure needed to run the proposed research. Work is proposed at a leading university as host and hospital as secondment, which have invested significant resources and physical infrastructure and staffing.

- The applicant, the supervisor and the collaborating researchers have a unique blend of competences, solid background and vast experience on the research domain of interest. The host institution's infrastructure is of high quality and extremely relevant for carrying out the proposed research project, while the supervisor is internationally recognized in the field.

- Experience of the host in international projects and collaborations demonstrates their commitment to the research area of the Proposal. The host organization has infrastructure and facilities that correspond to the needs set out for the execution of the proposed research.

- The successful implementation of this research project will depend on the synergy between four of the five units at the host, making the host institution the ideal Organization for the hosting this fellowship. In addition, the strong ties between host and the two major universities in the city will allow the researcher to follow training courses as needed.

- The institutional environment and the infrastructure provided are appropriate for the successful realisation of the project. The benefits of the fellowship for the researcher are described in detail.

- The host institution possesses appropriate infrastructure, instrumentation, and equipment for a successful execution of the research project. The complementarity of competences and the commitment of the host and partner organisation are evidenced adequately.

- The institutional environment is perfectly appropriate to carry out the project. The adequateness of the other partner, particularly the scientific institution, is also justified.

- The participating institutions were brought together for their complementarity and their interoperability in successfully realizing the objectives of the project. The commitment of beneficiary and of partner organizations to the candidate's project application is clearly substantiated.

- • as "**Weaknesses**":

- The appropriateness of the institutional environment is under-specified, in terms of its relevance to this Proposal. The Competences and experience of applicant and host are under-specified, and their complementarity is insufficiently clear.

- The complementarity of the participating organisations' competence and experience are not presented in sufficient detail.

- The description of the hosting institution is very generic and does not add useful information in order to understand a real appropriateness.

- The partner organisations' field of activity is purely managerial with no clearly outlined connection to the core of the project.

- The benefits from broader research relations with academic or non-academic partners are not fully demonstrated. The commitment of the host to the proposed research programme is not convincingly described.

- The Proposal has failed to address the unique research assets that would lead to the foreseen scientific and public added value of the proposed research.

STOP PAGE COUNT – MAX 10 PAGES

"*After all, science is essentially international, and it is only through lack of the historical sense that national qualities have been attributed to it*"
— Marie Curie

'Memorandum by Madame Curie, Member of the Committee, on the Question of International Scholarships for the advancement of the Sciences and the Development of Laboratories', League of Nations, *International Committee on Intellectual Co-operation: Sub-committee of Experts for the Instruction of Children and Youth in the Existence and Aims of the League of Nations. (Recommendations. Preamble): Issue 5, Issues 9-13* (1926), 12."

DOCUMENT 2

4.   CV of the Experienced Researcher

The CV is intrinsic to the evaluation of the whole Proposal and is assessed throughout the 3 evaluation criteria.

This section **should be limited to maximum 5 pages** and should include **the standard academic and research record.** Any research career gaps and/or unconventional paths should be clearly explained so that this can be fairly assessed by the independent evaluators.

The *Experienced Researchers* must provide a list of achievements reflecting their track record, and this <u>may</u> include, <u>if applicable</u>:

1. **Publications** in **peer-reviewed scientific journals, peer-reviewed conference proceedings and/or monographs** of their respective research fields, indicating also the number of citations (excluding self-citations) they have attracted.

2. Granted **patent(s).**

3. **Research monographs, chapters** in collective volumes and any translations thereof.

4. **Invited presentations** to peer-reviewed, internationally established conferences and/or international advanced schools.

5. **Research expeditions** that the *Experienced Researcher* has led.

6. **Organisation of International conferences** in the field of the applicant (membership in the steering and/or programme committee).

7. Examples **of participation in industrial innovation.**

8. **Prizes and Awards**.

9. Funding received so far

10. Supervising, mentoring activities, if applicable.

→ The Template here is pretty straightforward. Follow it and address whatever is pertinent/ applicable. The Template mentions you must provide a list of achievements reflecting your track record.

→ Please note that what you mention here **will also be considered by the Evaluators in relation to Section 1.4** of "Document 1" of Part B.

→ Ensure that what you write here, in terms of sequence of where you have been and when, matches what you have stated in Part A (Section 2…Place of Activity in past 5 years).

→ This should be in a professional / scientific style, so no photos, no emphatic statements, etc.

5. Capacity of the Participating Organisations

Beneficiaries and Partner Organisations must complete the appropriate table below. Complete one table (min font size: 9) of maximum <u>one page per beneficiary and one page per partner organisation</u>. The expert evaluators will be instructed to disregard content above this limit.

Beneficiary X → write here the full name of the Host	
General Description	
Role and Commitment of key persons (supervisor)	*(names, title, qualifications of the supervisor)*
Key Research Facilities, Infrastructure and Equipment	*Demonstrate that the team has sufficient facilities and infrastructure to host and/or offer a suitable environment for training and transfer of knowledge to recruited Experienced Researcher* → List "telegraphically" the particular infrastructure and/or equipment available to you and your project, along with the facilities and amenities that will be offered to you for your training and transfer of knowledge.
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 entities?* → The principle here is that each beneficiary has premises, owned or rented, to host the fellows. An established University/Department/Company,etc. does of course have independent research premises. On the contrary, for example, a newly established campus company/university spin-off, that neither owns nor rents premises yet, would not be considered to have independent research premises. On the other hand again, a company in an incubator-facility made available free-of-charge would also be considered to have independent research premises.
Previous Involvement in Research and Training Programmes	*Detail any (maximum 5) relevant EU, national or international research and training actions/ projects in which the beneficiary has previously participated* → Previous Research Projects, Grants, Awards. → Previous Training Networks and/or Coalitions/ Partnerships.
Current involvement in Research and Training Programmes	*Detail the EU and/or national research and training actions in which the beneficiary is currently participating* → Current Research Projects, Grants, Awards. → Current Training Networks and/or Coalitions/ Partnerships.
Relevant Publications and/or research/innovation products	*(Max 5) Only list items (co-)produced by the supervisor*
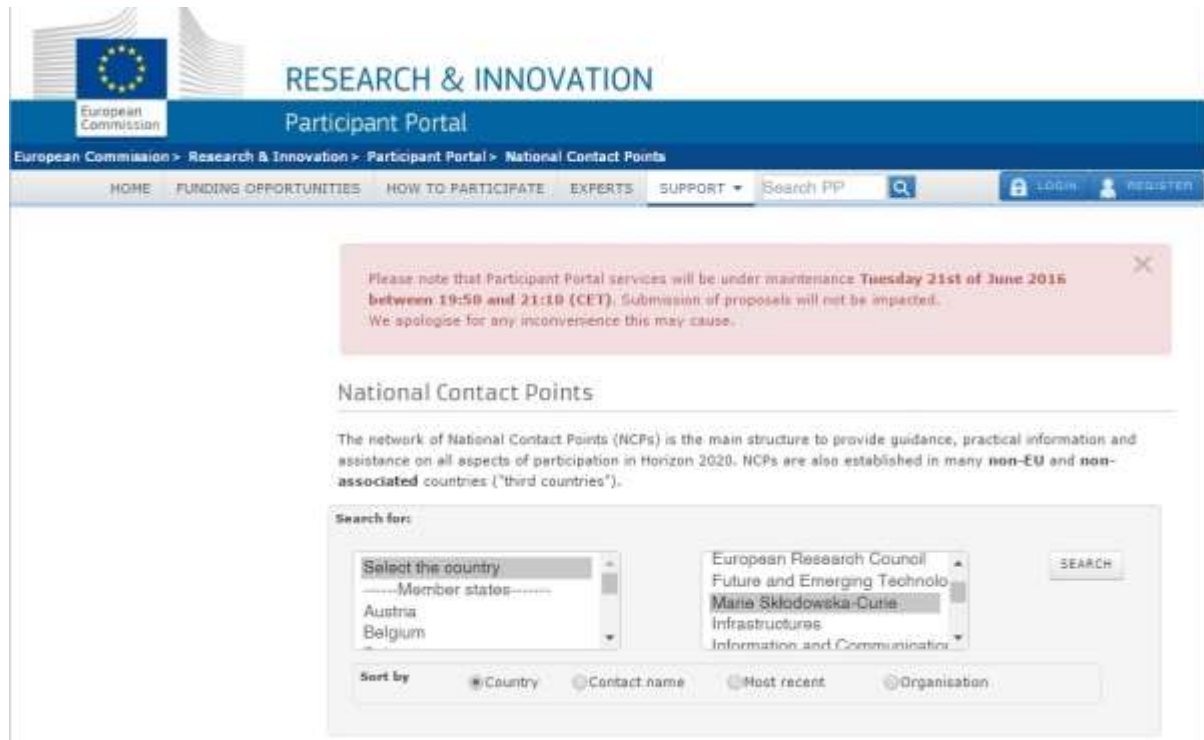
Partner Organisation Y → write here the full name of your Outgoing Host (if in GF) or the name of the Host-of-Secondment	
General description	
Key Persons and Expertise (supervisor)	→ Same approach as respective 'field' for the Beneficiary above
Key Research facilities, infrastructure and equipment	→ Same approach as respective 'field' for the Beneficiary above
Previous and Current Involvement in Research and Training Programmes	→ Same approach as respective 'field' for the Beneficiary above
Relevant Publications and/or research/innovation product	*(Max 3)*

6.   Ethical Issues

→ As mentioned on page 15 here in this Guide: if you entered one or more ethical issue/s in the Ethical Issues Table in Part A of the Proposal, then you also have to submit an Ethics Self-Assessment here in Section 6 of **Part B.**

→ The Template here does not limit you with pages and **is very descriptive in what is asked. Follow it**.

→ **Make sure** you consult the H2020 Online Manual's Section on **Ethics**, which is available at:

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ethics_en.htm.

→ **Make sure** you consult the document: "**Guidance How to Complete your Ethics Self-Assessment**", which is available on the Participant Portal, at:

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

→ It is also a good suggestion to visit the document: "Research, Risk-Benefit Analyses and Ethical Issues: A Guidance Document for Researchers Complying with Requests from the European Commission Ethics Reviews", available at:

http://ec.europa.eu/research/swafs/pdf/pub_research_ethics/KI3213113ENC.pdf.

→ If you don't have Ethics Issues, then you should still use this heading and just mention that exactly the Proposal doesn't pose any such issues…or something along those lines.

7.   Letter of Commitment of Partner Organisations (GF only)

→ This is for **Global Fellowships**.

→ Insert a scanned copy of the **Letter of Commitment from the 'Outgoing Host' in the TC.**

→ The Template poses the following **minimum requirements**:
- Heading or stamp from the institution;
- Up-to-date (i.e. issued after the call publication, 12 April 2016);
- The text must demonstrate the will to actively participate in the proposed action and the precise role;
- Signed by the legal representative.

→ **Be attentive of the note** that Proposals failing to comply with the above-mentioned requirements will be declared inadmissible.

→ Addressing the above, please consider the following **"tips"**:
- Use paper with Letterhead of the Organisation.
- Specify the exact tasks to which the Partner Organisation (Outgoing Host) will contribute (how and with how many resources).
- Name the project clearly and avoid any generalisms, such as "*we contribute to this MSCA-IF – with kind regards, XYZ*", but showcase and demosnstrate the "will to actively participate"…: "*We commit to project XYZ under the MSCA IF Global. We plan to host Dr. X as an Experienced Researcher for Y months in the period Year1 – Year2. Dr. X shall carry out YXABC tasks and research, under the supervision of Dr. QWERTY, in order to achieve goal(s) ABC*", etc.
- Give the correct date on the letter!!! Sometimes people just take old letters of former submissions… and Evaluators do not appreciate that.
- Even if electronically submitted, a proper scan with a real signature is considered "good form".
- Get someone with "authority" to sign the Letter, as indicated by the Template.

"Communications Protocol"
How to Contact and Communicate with the NCP

► Participant Portal / Support / National Contact Points

The contact details of All **NCP for MSCA**, per Country, may be found via the Participant Portal, under the section "Support":

► The EU-funded Project of the MSCA-NCP: "Net4Mobility"

Please also keep a constant eye on the website of the Network of MSCA NCP, at
http://net4mobility.eu/
The website contains numerous useful downloadable documents and Hints-&-Tips at:
http://www.net4mobility.eu/ncp-doc.html.

You are invited to also check out our **Social Media** presence! (Twitter, Facebook, LinkedIn, YouTube).

► Lexicon of Abbreviations, Concepts and Terms

Kindly note that the following abbreviations, concepts and terms are presented here because of their use throughout this unofficial Guide, and the official documents and templates for the "Individual Fellowships" Call, as well as in the communications (verbal and written) with the NCP.

For a general 'Glossary' of reference terms in "HORIZON 2020", please refer to: http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html.

Abbreviation / Concept / Term	Description / Meaning
AC	Associated Country. Verbally we pronounce "Associated Country. ". Associated Country" means a country that is associated to Horizon 2020, not FP7. Each Framework Programme has its own association agreements, which are independent: http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/3cpart/h2020-hi-list-ac_en.pdf. Please note that for the IF-2016-Call, Switzerland IS considered an Associated Country. In any case, see the General Annexes to the MSCA 2016-2017 Work Programme: http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-msca_en.pdf
Agenda for New Skills and Jobs	It is one of the Flagship Initiatives of the Europe 2020 Strategy. More may be found on the EC's website at: http://ec.europa.eu/social/main.jsp?langId=en&catId=958. In a nutshell, the Agenda presents a set of concrete actions: to improve flexibility and security in the labour market ('flexicurity'); to equip people with the right skills for the jobs of today and tomorrow; to improve the quality of jobs and to ensure better working conditions, as well as to improve the conditions for job creation. The document of the Communication "COM(2010) 682 final – An Agenda for new skills and jobs: A European contribution towards full employment" may be downloaded from the EUR-Lex website at: http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:52010DC0682. Kindly note that on **10 June 2016, the European Commission adopted also the "New Skills Agenda for Europe"**, available at: https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/1-2016-381-EN-F1-1.PDF, which aims at boosting human capital, employability and competitiveness.
Beneficiary	The Host Organisation who recruits, supervises and provides training for the Researcher, taking complete responsibility for executing the proposed action.
CAR	Career Restart Panel. We pronounce "Car (…as in the automobile) Panel". It is a multidisciplinary panel of the EF, which provides financial support to individual researchers who want to resume research in Europe after a career break (e.g. after parental leave, working outside research etc.). Please check page 12of66 of the GfA.
Charter & Code	The **European Charter for Researchers and Code of Conduct for the Recruitment of Researchers**. These two-in-one documents, addressed to researchers as well as to employers and funders, in both the public and private sectors, are key elements in the European Union's policy to make research an attractive career, which is a vital feature of its strategy to stimulate economic and employment growth. Particularly the European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers. The aim of the Charter is to ensure that the nature of the relationship between researchers and employers or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers. The Charter also recognizes the value of all forms of mobility as a means for enhancing the professional development of researchers. More on this very important document for MSCA – IF may be found on the EURAXESS portal, at http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter. It is important to mention that the Host Organisation of your Proposal is an Endorsing Institution of the Charter & Code (it is more important if it is an HR-Logo accredited one → see below at "HR-Logo"), so to check whether it is you may refer to:

	http://ec.europa.eu/euraxess/index.cfm/rights/charterAndCode.
EC	European Commission. Verbally we pronounce the two letters separately: E..C. It is one of the main institutions of the European Union. It represents and upholds the interests of the EU as a whole. It drafts Proposals for new European laws. It manages the day-to-day business of implementing EU policies and spending EU funds. You say also: http://europa.eu/about-eu/institutions-bodies/european-commission/index_en.htm.
ECAS	European Commission Authentication Service. Pronounced εkas. It is the system for logging on to a whole range of web sites and online services run by the Commission. Once you've used ECAS to log on to a website or service, you won't have to identify yourself again as long as you leave your browser open. Every time you want to use a website that requires ECAS authentication, you'll automatically be transferred to the ECAS page, where you will be asked to enter your username and password. Never enter your ECAS password on any page other than the special ECAS page. And don't divulge it to anyone else - even system administrators and support staff don't need to know it and shouldn't ask you for it! If you don't have an ECAS account, you may sign up for one at: https://ecas.ec.europa.eu/cas/eim/external/register.cgi?loginRequestId=ECAS_LR-9987817-d1BbGIqlMdSxzxO8VyDsZBekeRzye2E1Pa8KboXoZ1Rhkf4kX7i6BpQ5rNRoZzwL5lnom6jBF7tXVRY76IhF7BW-Jj71zxYb8yrNeMANZsmWI4-rtDvlo1noRrg3lt2FezazZj6bQFeYB6zqCMKWUcrzrzVG.
EF	Standard European Fellowships. We pronounce "European Fellowships" or just the two letters separately: E..F. It is the scheme of IF that entails mobility from a MS/AC to another MS/AC (e.g. UK to Cyprus, Italy to Switzerland, Greece to Spain, Israel to Croatia…)
ERA	European Research Area. It is a unified research area open to the world based on the Internal market, in which researchers, scientific knowledge and technology circulate freely. Through ERA, the Union and its MS will strengthen their scientific and technological bases, their competitiveness and their capacity to collectively address grand challenges. You may find more on the EC's website: http://ec.europa.eu/research/era/era_communication_en.htm. Key documents for the ERA may be found at http://ec.europa.eu/research/era/key-documents_en.htm.
EURAXESS	It is a pan-European Network of Support Service Centres in 40 countries. It aims to remove the barriers to free movement of knowledge within Europe, to strengthen cross-border mobility of researchers, students, scientists and academic staff and to provide researchers with better career structures. Its main task is to provide personalised support to mobile researchers and their families regarding: entry/visa formalities, work permits, accommodation, childcare/schooling, recognition of diplomas, healthcare/insurance, taxation, pension rights, and other practical issues concerning the mobility. It also provides information on research job vacancies in the 40 countries of the Network (as posted by Organisations), while it offers individual researchers the opportunity to post their CV on a highly viewed database. More may be found at the Cypriot EURAXESS National Portal: www.euraxess.org.cy, or at the EURAXESS Portal: http://ec.europa.eu/euraxess/#. The pan-European Portal includes references on the Charter & Code and the 'Human Resources Strategy for Researchers', in its 'Rights' section at: http://ec.europa.eu/euraxess/index.cfm/rights/index, while it also hosts a comprehensive 'Policy Library' with documents on mobility and research careers at: http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies.
Europe 2020 Strategy	It is the EU's growth strategy for the coming decade. You may find more on the EC's website, at: http://ec.europa.eu/europe2020/index_en.htm. Five Headline Targets have been set for the EU to achieve by the end of 2020. These cover employment; **research and development**; climate/energy; education; social inclusion and poverty reduction. The objectives of the strategy are also supported by seven Flagship Initiatives, providing a framework through which the EU and national authorities mutually reinforce their efforts in areas supporting the Europe 2020 priorities such as **innovation**, the digital economy, employment, youth, industrial policy, poverty, and resource efficiency. You may find more on the Flagship Initiatives on the EC's website at the link: http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/flagship-initiatives/index_en.htm.
Evaluators	Independent Experts used by the REA in the evaluation of the Proposal. Practically, you need to consider them as the expert scientific reviewers for your Proposal. They will be selected by the REA based pretty much on the Keywords/ Descriptors and Abstract you submit in your Part A of the Proposal. Each Proposal will be assessed independently by at least three experts. Experts perform evaluations on a personal basis, not as representatives of their employer, their country or any other entity. They are required to be

	independent, impartial and objective, and to behave throughout in a professional manner. They sign an expert contract, including a declaration of confidentiality and absence of conflict of interest, before beginning their work. For more please refer to Annex 2 of the GfA.
Experienced Researcher	The applicant person, the Fellow. As defined in the GfA, it is someone who at the deadline for the submission of Proposals, is in possession of a doctoral degree or has at least four years of full-time equivalent research experience. For the latter and how to measure it, please refer to page 5of66 of the GfA.
GF	Global Fellowships. Verbally we pronounce "Global Fellowships". It is the scheme of IF that entails mobility from MS/AC to a TC for up to 2 years and a return phase of 1 year to MS/AC (e.g. go to USA and return to Belgium, irrelevant where I started from)
GfA	Guide for Applicants. It is the most important document at Proposal phase (along with the Work Programme). It contains the rules and conditions for the Call, such as: Purpose and Scope, Participants, Structure of the Fellowships, Duration and Typical Activities, Financial Aspects. It also contains useful Annexes, such as the Evaluation Criteria, drafting Instructions for Parts A and B, as well as a Template for Part B. The GfA may be found at: http://ec.europa.eu/research/participants/data/ref/h2020/other/guides_for_applicants/h2020 -guide-appl-msca-if_en.pdf.
HR - Logo	The 'HR Excellence in Research' Logo. It stems from the application of the Human Resources Strategy for Researchers. More may be found on the EURAXESS Portal at http://ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher. The HR-Logo is an accreditation by the EC awarded to Academic/Research institutions Research institutions who are providers of a stimulating and favourable work environment for researchers. The logo also conveys to researchers the commitment of the institutions to fair and transparent recruitment and appraisal procedures. It is a 'points-scorer' to mention that the Host Organisation of your Proposal is an HR-Logo accredited institution. To check whether it is, you may go to http://ec.europa.eu/euraxess/index.cfm/rights/strategy4ResearcherOrgs.
IF	Individual Fellowships. Verbally we pronounce the two letters separately: I..F. It is the MSC Action providing support for Experienced Researchers (usually post-Docs) of any nationality in their international (and optionally intersectoral) mobility.
Innovation Union	It is one of the Flagship Initiatives of the Europe 2020 Strategy. More be found on the EC's website at: http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=home. A pdf of the "Communication COM(2010) 546 final – Europe 2020 Flaghsip Initiative Innovation Union" is available through the EURAXESS Portal's Policies Library at: http://ec.europa.eu/euraxess/pdf/research_policies/Communication_Innovation_Union.pdf, while a pdf of a "Pocket Guide to the Innovation Union" may be downloaded from: http://bookshop.europa.eu/en/innovation-union-pbKI3213062/. In a nutshell, Innovation Union aims to create an innovation-friendly environment that makes it easier for great ideas to be turned into products and services that will bring our economy growth and jobs. More specifically, it aims to make Europe into a world-class science performer; to remove obstacles to innovation, and; to revolutionise the way in which the public and private sectors work together. Practically, it is the more pertinent to research; consider that the "Horizon 2020 Programme" (http://ec.europa.eu/programmes/horizon2020/en) is the financial instrument implementing the Innovation Union Flagship Initiative.
IPR	Intellectual Property Rights. We pronounce the three letters separately: I..P..R. It is a term that refers to types of property that result from creations of the human mind (the intellect). In a broad sense, it comprises patents, copyright and related rights, trade marks, know how, trade secrets, industrial designs, designs, drawings, reports, methods of research and developments, documented data, and description of inventions and discoveries. For this stage of your preparation, please refer to the document: "EU-IPR-Helpdesk FactSheet: IP Management in Horizon 2020: project Proposal", found at: https://www.iprhelpdesk.eu/IP_Management_in_Horizon_2020_at_the_Proposal_stage
MS	Member State. We pronounce as "Member State". One of the 28 Member States of the European Union.
NCP	National Contact Point. Verbally we pronounce the three letters separately: N..C..P. Provider of Information about the Programme/ Action and of Assistance/ Guidance in Proposal Writing. Please see page 41 of the guide for contacts of NCP per Country.
Part A (of the	It is the part of the Proposal, where you will be asked for certain administrative details that will be used in the evaluation and further processing of your Proposal. Part A constitutes an

Proposal)	integral part of your Proposal. This is where you will need also the PIC number for, and where you will need to carefully choose Keywords-descriptors and fill in the Abstract. For drafting instructions please refer to Annex 3 of the GfA.
Part B (of the Proposal)	It is the part of the Proposal which contains the details of the proposed research and training programme along with the practical arrangements planned to implement them. These will be used by the Evaluators to undertake their assessment. Part B has very specific drafting instructions and a very specific Template. For these, please refer respectively to Annex 4 (instructions) and Annex 5 (Template) of the GfA. Also note that Part B Templates in ".rtf" format are downloadable from the Participant Portal once you have created your Proposal's profile. **Attention: Part B in 2016 has two (2) Documents!**
Partner Organisation	Entities participating in the whole concept of your Proposal, but who do <u>not</u> sign the Grant Agreement and do not employ the researchers within the action. Please refer to page 8of66 in the GfA. <u>In the GF scheme</u>: your "Outgoing Phase" Host is a Partner Organisation. It must be situated in a TC and is the entity where the initial compulsory outgoing phase takes place. It can be from the academic or non-academic sector. The Partner Organisation in the TC does not recruit any researchers and is not signatory to the Grant Agreement. As such the Partner organisation cannot directly claim any costs from the action. The Beneficiary is still an Organisation in an MS / AC (practically, your Host in the "Return Phase"). Each partner organisation in a TC must include an up-to-date Letter-of-Commitment in Part B of the Proposal (Document 2 – Section 7) to demonstrate its real and active participation in the proposed action and its precise role should also be clearly described in the Proposal. <u>In the EF scheme</u>: an Organisation where you are seconded for additional training, research skills, etc. It must be located in an MS / AC. You do not need to include something in Part B – Section 7 for this, however you do need to describe the secondment to this particular Organisation (please also see "Secondment" below).
PIC	Participant Identification Code. We pronounce as "pick". It is a 9-digit unique identifier number for each organisation participating in H2020. When an Organisation completes the registration, it receives a PIC, enabling it to quickly check its details and status. You can use the organisation PIC in the process of electronic Proposal submission and negotiation. Your Host most probably already has a PIC. So request it from your Supervisor, in order to be able to create the Proposal's profile. In any case, you may check for your Host's PIC at the Beneficiary Register, at: https://ec.europa.eu/research/participants/portal/desktop/en/organisations/register.html. In the unlikely case that your Host does not have a PIC, please contact the NCP for further consultation, and also check the Beneficiary Register User Guide at: http://ec.europa.eu/research/participants/data/support/manual/urf.pdf.
REA	Research Executive Agency. It is a Brussels-based Agency set up by the EC. It manages and implements large parts of H2020. For more, also see: http://europa.eu/about-eu/agencies/executive_agencies/rea/index_en.htm. Practically, at this stage, what you need to know is that it is the REA in charge of the Evaluation of your Proposal, with the assistance of external independent experts. Later on, if you receive the Fellowship, an Officer from the REA will be assigned as a Project Officer to your Grant.
RI	Reintegration Panel. We pronounce "Reintegration Panel". It is a multidisciplinary panel of the EF dedicated to researchers who want to return and reintegrate in a longer term research position in Europe. Please check page 13of66 of the GfA.
SE	Society and Enterprise Panel. It is a multidisciplinary panel of the EF dedicated to career opportunities for researchers seeking to work on research and innovation projects in an organisation from the non-academic sector. Please check page 13of66 of the GfA. What is considered as non-academic sector you will find on page 6of66 of the GfA.
Secondment	It is the period of the IF during which the Experienced Researcher may be seconded to another institution in Europe (that is: MS / AC). Such secondments must significantly contribute to the impact of the fellowship and therefore Applicants should consider carefully whether the research would be advanced by a secondment, and whether it should take place in the academic or non-academic sector. The organisation where the secondment takes place is a Partner Organisation and must be located in an MS / AC. Please refer to Section 5.1 of the GfA, and especially note that Secondments must be clearly justified in Part B.
Supervisor	The main Supervisor, or Primary Coordinator Contact, of the Researcher. Is the scientist appointed at the Host Organisation (Beneficiary) to supervise the Researcher during the whole duration of the Action. S/he will be the main contact person for the REA between the submission of the Proposal and the conclusion of the Grant Agreement. Practically, it is the

	Professor / Senior Scientist you are aiming to do this Fellowship with.
TC	Third Country. We pronounce "Third Country". It is a county which is neither an EU Member State (MS) nor an Associated Country (AC) to Horizon 2020. Some TCs appear in the list of countries eligible to receive funding, provided in the General Annexes to the Work Programme: http://ec.europa.eu/research/participants/portal/doc/call/h2020/common/1617621-part_19_general_annexes_v.2.0_en.pdf
Work Programme	The official (legally binding) document adopted by the European Commission for the implementation of the specific programme "Marie Skłodowska-Curie Actions (MSCA)". It is issued in two-year editions. The current one hence applies to 2014 and 2015. It describes all the four types of MSCA and their Calls for the two years of the edition, as well as Budget, EU contribution and applicable rates, Eligibility conditions, Award Criteria and the Evaluation Procedure. You may find the 2016-2017 Work Programme for MSCA at: http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-msca_en.pdf

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