How to write a successfull proposal in Horizon 2020/Health domain

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Horizon 2020

Punto di Contatto Nazionale SC1

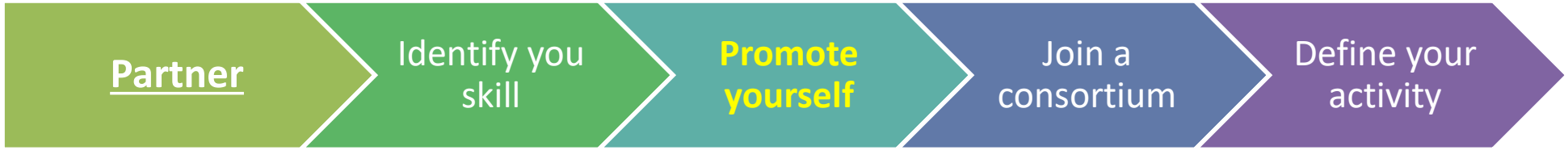
Health, wellbeing, demographic change

AGENDA

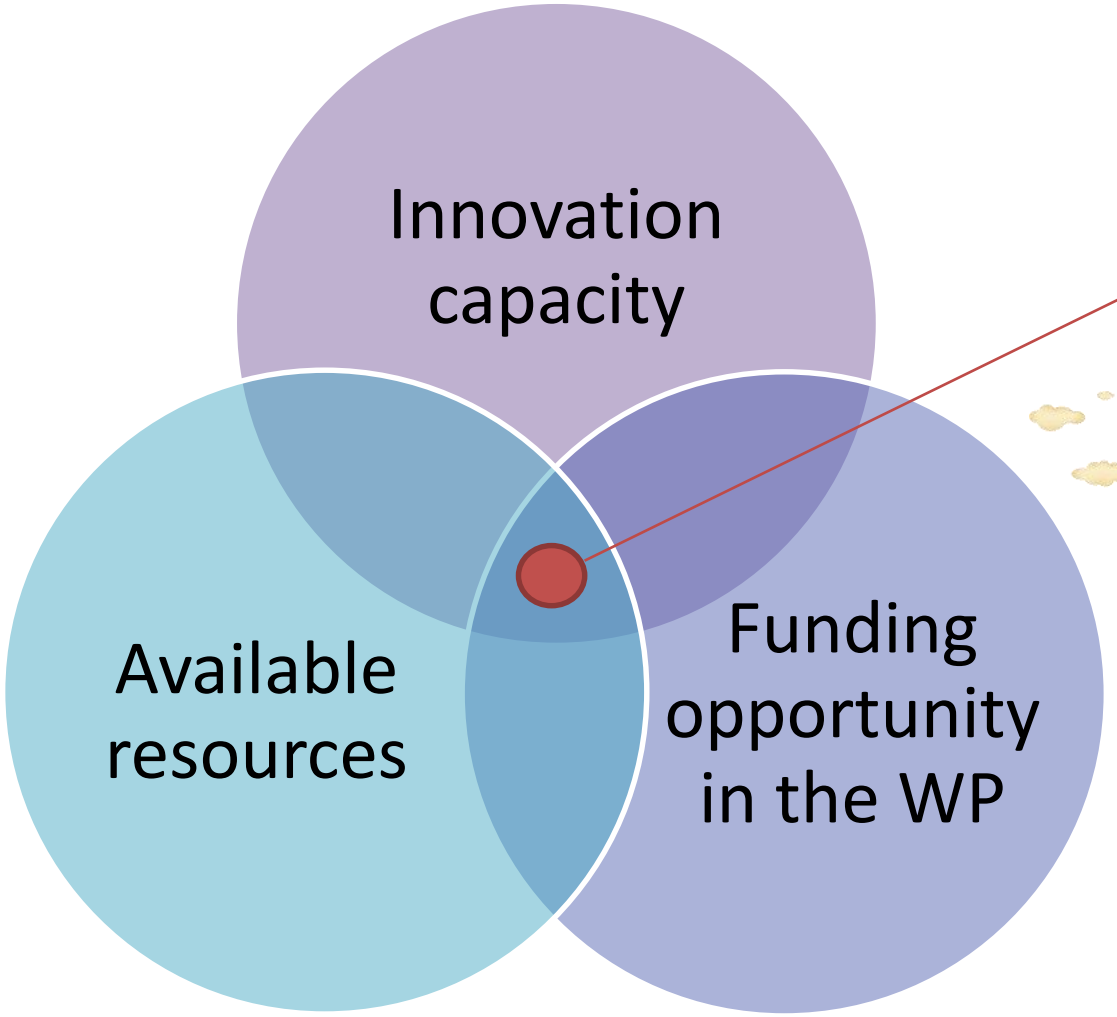
1. Define your idea
2. Define objectives, results and activities
3. How to write a successful proposal (according to the 3 evaluation criteria)

I want to be…


Coordinator
Define your idea
Find a funding opportunity
Write a proposal
Cross the fingers!


Partner
Identify you skill
Promote yourself
Join a consortium
Define your activity

Identify the project idea



Your Idea

YOUR PROJECT MUST BE INNOVATIVE

Get a clear view of the state-of-the-art

Patent databases

http://www.epo.org/searching/free/espacenet.html

IPR helpdesk

https://www.iprhelpdesk.eu/

FP7 & H2020 projects

http://cordis.europa.eu/projects/home_en.html

Check on these databases whether somebody has already developed your same idea and to what extent.

Suggestion: Keep in mind

- ✓ …proposal must be **relevant to your institutional** plans and direction
- ✓ …**available resources** for sound preparation?
- ✓ …proposal by researchers that never worked together? Never met before?
- ✓ …proposal must be **relevant to EU strategies / EU level**

Suggestion: Keep in mind

Get in touch to talk about the project with:

- Your research team
- **Grant office** in your institution
- National Contact Points (**NCP**)
- Potential project partners (remember confidentiality agreements)

Define your idea: **ABSTRACT** one page proposal

Topic	
Title/ACRONYM	
Objective	The aim of the proposal is to… The key research question/challenge is to…
Background/short description	• Why bother? What problem are you trying to solve? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
Results/impact	• Expected results - what will come out of the project? Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? • What will be changed? Post project situation
Activities/phases (science part)	
Project consortium	**partner 1 , partner 2…**
Duration/cost	**3, 4 years…**

How to write a successful proposal (according to the 3 criteria)

PART B
Technical

1. Excellence

1.1 Objectives

1.2 Relation to work programme

1.3 Concept and approach

1.4 Ambition

2. Impact

2.1 Expected impacts

2.2 Misure to maximase impact

a) Dissemination and exploitation of results

b) Communication activities

3. Implementation

3.1 Work plan – work packages, deliverables and milestones

3.2 Management structure and procedures

3.3 Consortium as a whole

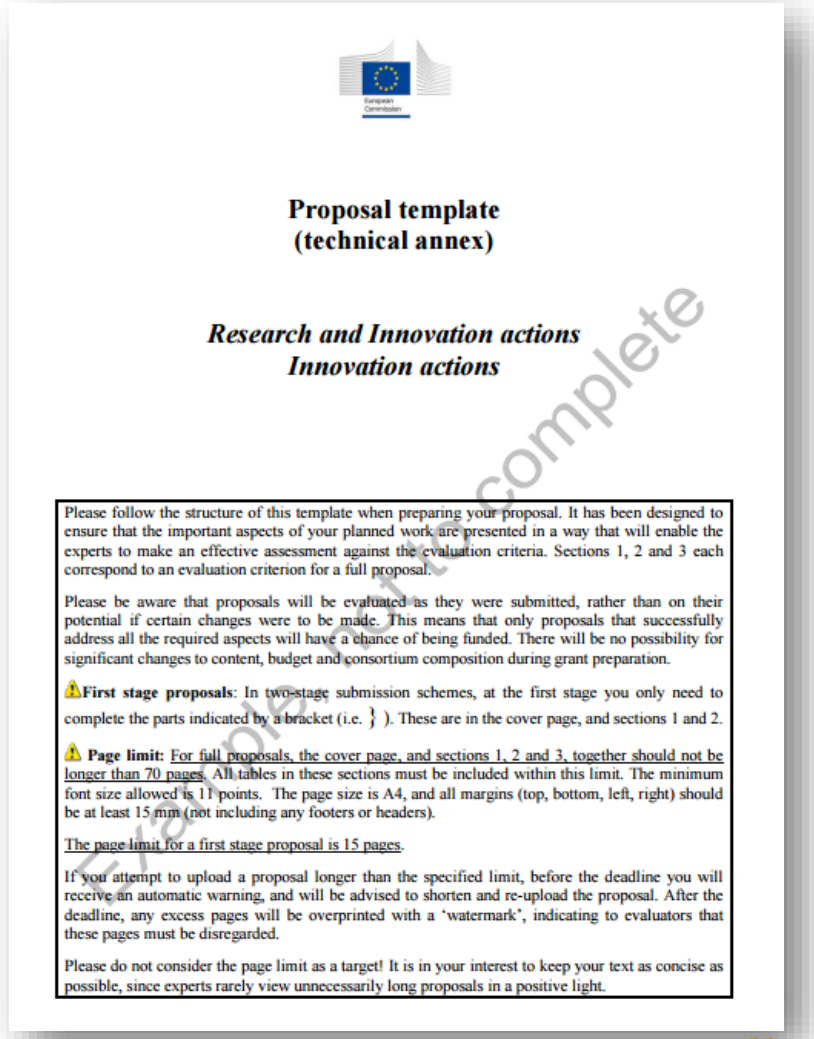
3.4 Resources to be committed

4. Members of the consortium

5. Ethics and security

And cover page!

- *Title of proposal and*
- *List of participants*



Proposal template
(technical annex)

Research and Innovation actions
Innovation actions

Example not complete

Please follow the structure of this template when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion for a full proposal.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

First stage proposals: In two-stage submission schemes, at the first stage you only need to complete the parts indicated by a bracket (i.e. }). These are in the cover page, and sections 1 and 2.

Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The page limit for a first stage proposal is 15 pages.

If you attempt to upload a proposal longer than the specified limit, before the deadline you will receive an automatic warning, and will be advised to shorten and re-upload the proposal. After the deadline, any excess pages will be overprinted with a 'watermark', indicating to evaluators that these pages must be disregarded.

Please do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

Criterion 1

Scientific and Technological Excellence

Excellence – 4 Subcriteria to adress

1. Objectives
2. Relation to the work programme
3. Concept and approach
4. Ambition

How are the subcriteria judged?

Source: *Self-evaluation form for* RIA /IA /CSA
http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/h2020-call-ef-ria-ia-csa_en.pdf

1. Excellence

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

- **Clarity and pertinence of the objectives;**
- Credibility of the proposed approach;
- **Soundness of the concept, including trans-disciplinary considerations, where relevant;**
- **Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground-breaking objectives, novel concepts and approaches).**

Comments:

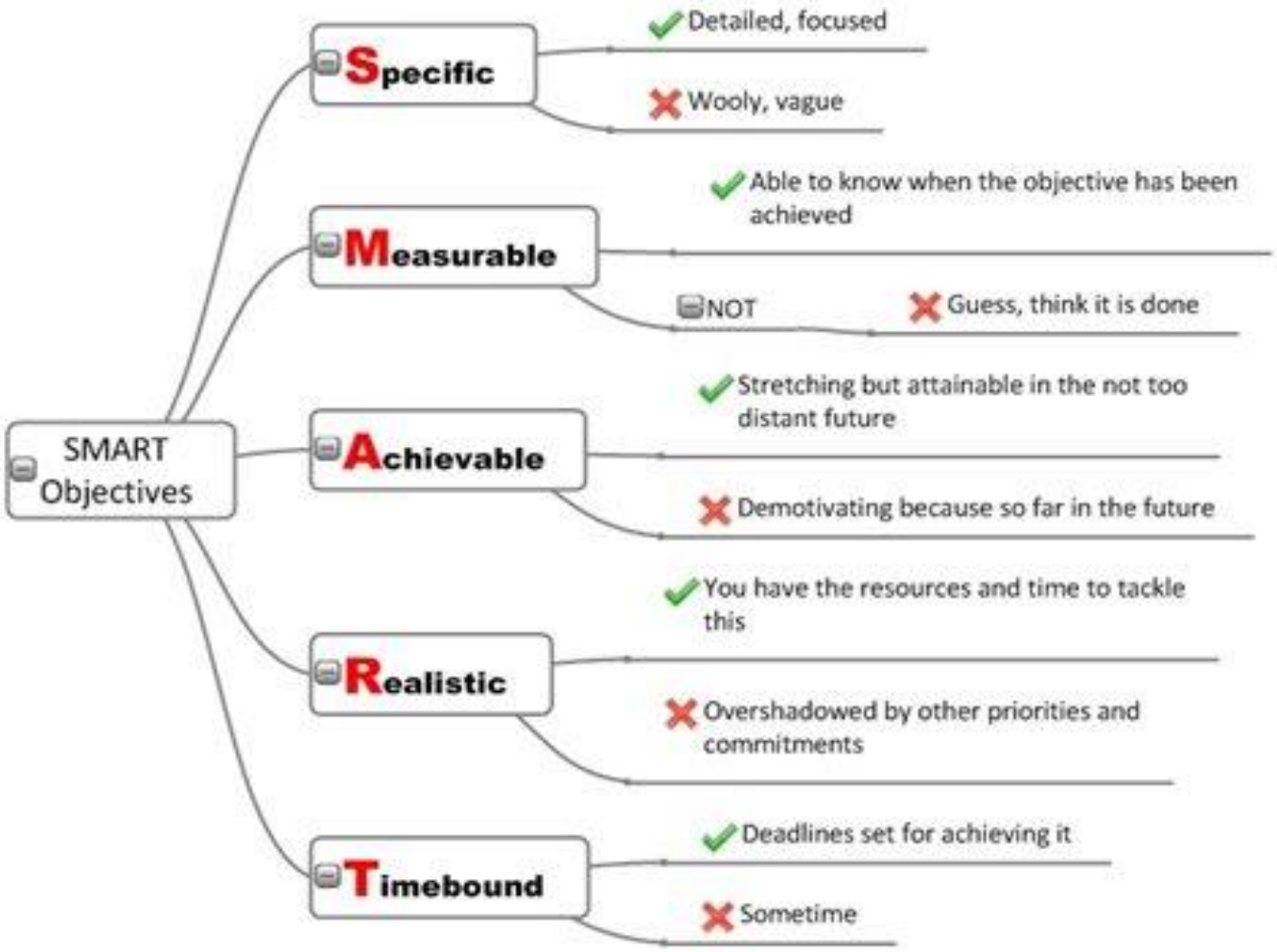
1.1 Objectives

What is advised

- There is usually **<u>one</u> main**, overarching goal ("*overall objective*“) and **several subordinate** , more specific goals ("*specific objectives*“). You should list both.

- The **project objectives are usually already included in the topic text** (see: *specific challenge, scope, expected impact*.), sometimes explicitely listed, sometimes more implicit.

→ The objectives are a **result of the selected topic and the *concept and approach*** the consortium has chosen for its project.



Objectives are…

General Objectives

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize …

Specific Objectives

To be realized during the project implementation

Develop new knowledge, tratments, interventions, clinical studies, proof of concept…

1.2 Relation to the work programme

"Your proposal must address a work programme topic for this call for proposals."

Template: "*Indicate the work programme topic to which your proposal relates, and explain* ***how your proposal addresses the specific challenge and scope*** *of that topic, as set out in the work programme.*"

There are different ways and structures how to answer this, often this section is about 1/3 to ½ page. Many proposals just make a **table**, list all relevant elements of the topic text and then show how they plan to deal with them in the project.

Note: the right question is: **How does the proposal adress the issues raised?**
And not: how exactly is the approach?

1.3 Concept and approach

What is advised

✓ Show the evaluators **how your project connects to the rest of the world**.

✓ EC and evaluators want to make sure that with the public funding money, **you are not going to reinvent the wheel**, but that you cross- fertilize with recent an ongoing projects in the field.

✓ Best, if **partners in the consortium have already close links to these other projects**, e.g., because they participate there as well, and that exchange of know-how will be realized.

✓ If not, **create a plan how this could be done** (e.g. take other projects in your advisory group etc.).

1.3 Concept and approach

What is advised

- Here, it is NOT about **gender balance** in the consortium, but about SCIENCE.
- What would be **scientific/ medical reasons for having a closer look at gender**?.
- Is the condition you are going to work with known for **gender differences**, e.g., in symptoms, treatment options, mortality, success rates etc. ? Or do you have a hypothesis?
- **How are you going to address this** in your approach and methodology?

1.4 Ambition - 1

What the EC expects

"Describe the **advance** your proposal would provide **beyond the state-of-the-art**, and the extent to which the proposed work is ambitious. Your answer could refer to the ground- breaking nature of the objectives, concepts involved, issues and problems to be addressed, and approaches and methods to be used."

"Describe the **innovation potential** which the proposal represents. Where relevant, refer to **products and services already available on the market**. Please refer to the results of any patent search carried out."

Messages for applicants for Section 1

1. Many applicants have difficulties to formulate their objectives.
2. A**sk yourself: does chapter 1 of the proposal create curiosity and stimulates to carry-on reading?.**
3. Does the **layout** encourage reading (with pleasure)?.
4. Check **consistency** across chapter 1, and across entire proposal.
5. Are **abbreviations** explained (when first occurring)?.
6. Are **figures** self-explanatory (applicants tend to have too many figures in chapter 1, and also the wrong figures!).
7. Take an Helicopter view on the proposed project: **do you get all required information? What is missing? What is overdone?.**

Messages for applicants

8. **Do not write a scientific paper for a high-ranked peer reviewed journal** (but list them as references, if you have).
9. Remember for whom you're writing – with very broad topics, the evaluation panel will be mixed with **different experts that may not know the particular condition**, treatment or technology in detail.
10. Take the readers by the hand and **guide them through the proposal.**
11. Help evaluators go through your proposal quickly; **follow the template and adress all points** at the place they are expected to be.
12. Create a logical **link between objectives, workpackages and deliverables.**
13. D**o not work to fill the 70 pages!** Work to get your ideas across!

Practical example

Topic: New avenues for treatment and prevention of cancer

Challenge: Incidence rate of cancer is still raising; early diagnosis is either too expensive, not applicable or not existing

Scope: improvement of early diagnosis; use of „big-data“ approach; focus on common cancer ; transdisciplinary approach

Expected Impact: - fast and easy diagnosis of cancer in early stages;

- impact on health care systems

Your Project: development of early diagnosis program for skin cancer

1.1 Objectives:

Overall objective: reduction of incidence of skin cancer in Europe

Objectives:

1. 3 new validated and easy to measure Biomarkers for skin cancer
2. Draft program for early diagnosis of skin cancer which could be applied all over Europe

1.2 Relation to the work programme:

Example:

Topic says	Project plans
Rising incidence rates of cancer	*Incidence rates of skin cancer extremely high*
Early diagnosis not existing	*For skin cancer, no cheap and early diagnosis*
Contribute to early diagnosis	*The project will pave the way for establishment of a early diagnosis system*
Big-data approach	*Validation of new biomarkers will be done via genomics, transcriptomics and proteomics*
Focus on common cancer	*Skin cancer is one of the most common cancers in EU*
Transdisciplinary	*Biochemical Validation, technological development of diagnosis system, and HTA (economical assessments) will be necessary*

1.3 Concept und approach: Concept:

- Skin cancer has rised dramatically over the last decade, yet an affordable **early diagnosis is lacking**
- Recent findings indicate that **early diagnosis is possible via biomarker**
- 1 biomarker may not be sufficient, but **combining 3 markers will enhance sensitivity and diagnostic value**

Our consortium has therfore gathered expertises in the areas of X, y, z and is outstanding with regards to …

Members of the consortium have access to … (infrastructure) and are also members in project A, B, C respectively in the steering board of initiative X and editorial board of (journal)

As skin cancer has a 20% higher incidence rate in women, we will take this into account …

1.3 Concept und approach: Approach:

- biomarker will be identified **using –omics approach**
- 3 biomarkers will be **investigated and validated each, and in combination in a clinical study**
- Based on these findings, a **new program for early diagnosis of skin cancer will be developeed**, in collaboration with *health care providers* and *policy makers*

Methodology used:

-omics,

MRT, whatever (groundbreaking)

1.4 Ambition:

- A combination of 3 easy measurable Biomarkers is new and has never been applied so far (for skin cancer/ cancer/ etc.).
- The chance to diagnose skin cancer in a very early stage will dramatically change the treatment of skin cancer
- The test kit combining 3 validated markers will be highly innovative and has so far not been patented (we have Freedom to operate); opportunity for own patent application (develop patent strategy)
- High market volume envisaged.

Criterion 2

Impact

Reminder: Template Part B

2. Impact

1. Expected impacts } 1st stage
2. Measures to maximize impact
   a) Dissemination and exploitation of results
   b) Communication activities

} 2nd stage

Subcriteria evaluated under Impact

2. Impact

Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:

- **The expected impacts listed in the work programme under the relevant topic;**
- Enhancing innovation capacity and integration of new knowledge;
- Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets, and where relevant, by delivering such innovations to the markets;
- Any other environmental and socially important impacts;
- Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant.

Comments:

Impact – expectations from the EC

2.1 Expected impacts

Describe how your project will contribute to:

- the expected impacts set out in the work programme, under the relevant topic

Example

PHC 10 – 2014: Development of new diagnostic tools and technologies: in vitro devices, assays and platforms

Expected impact:

- Innovative, more accurate, more reliable and cost effective in vitro diagnostic tools and technologies for earlier disease diagnosis, patient stratification and/or prognosis of disease outcome leading to improved clinical decisions and health outcomes.
- Contribution to the sustainability of health care systems.
- Growth of the European diagnostics sector, in particular for SMEs.

Messages for applicants

- **What is the benefit of your project?** (the benefit for SMEs becomes more and more important!).
- Think about the expected **impact in the topic text / work programme.**
- Who are the **users of your results?.**
- How will your **project/results strenghten the competitiveness?.**
- What is the **social / societal benefit?.**
- How will the project **support EU-policies?.** (in particular for research, innovation, health, biotech, environment, society, etc.):
  - *Did you consider those political aspects that are announced in the work programme?*
  - *How will the project help to contribute to the goals for the Europe 2020 strategy?*
  - *Why will Europe need the project? What is the added value?*

Please consider enough time and discussion for all the different aspects around this task

Impact part 2.2

What the EC expects

2.2 Measures to maximize impact

a) Dissemination and exploitation of results

- Provide a draft '**plan for the dissemination and exploitation of the project's results**' (unless the work programme topic explicitly states that such a plan is not required). Path to deliver the innovations to the market. Business Plan (where relevant).

- Dissemination and exploitation measures should **address the full range of potential users and uses** including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training.

Impact – Dissemination & Exploitation

What is advised

- Dissemination & Exploitaiton as **own Work Package**
- **Dissemination plan**: which steps are required to bring your results to the community?

Clear structure about "**What would you like to disseminate?**“

- To whom (= target group)?
- Why (= rationale)?
- How (= dissemination plan)?
- When (= time schedule)?

Impact - Communication

Ways for communication:

- When to disseminate what (flexibility in the beginning!) -> **attract attention in the beginning, sell results at the end of the project!.**

- Don‘t forget about **collaboration with other (related) projects.**

- Language might be **adapted depending on target group**.

  - **Where to promote the project?** (fairs, conferences, workshops, summer schools,…).
  - **How to promote via internet?** (website, newsletter, webinars, blogs, new social media,…).
  - **Material** to be generated: flyers, articles,…

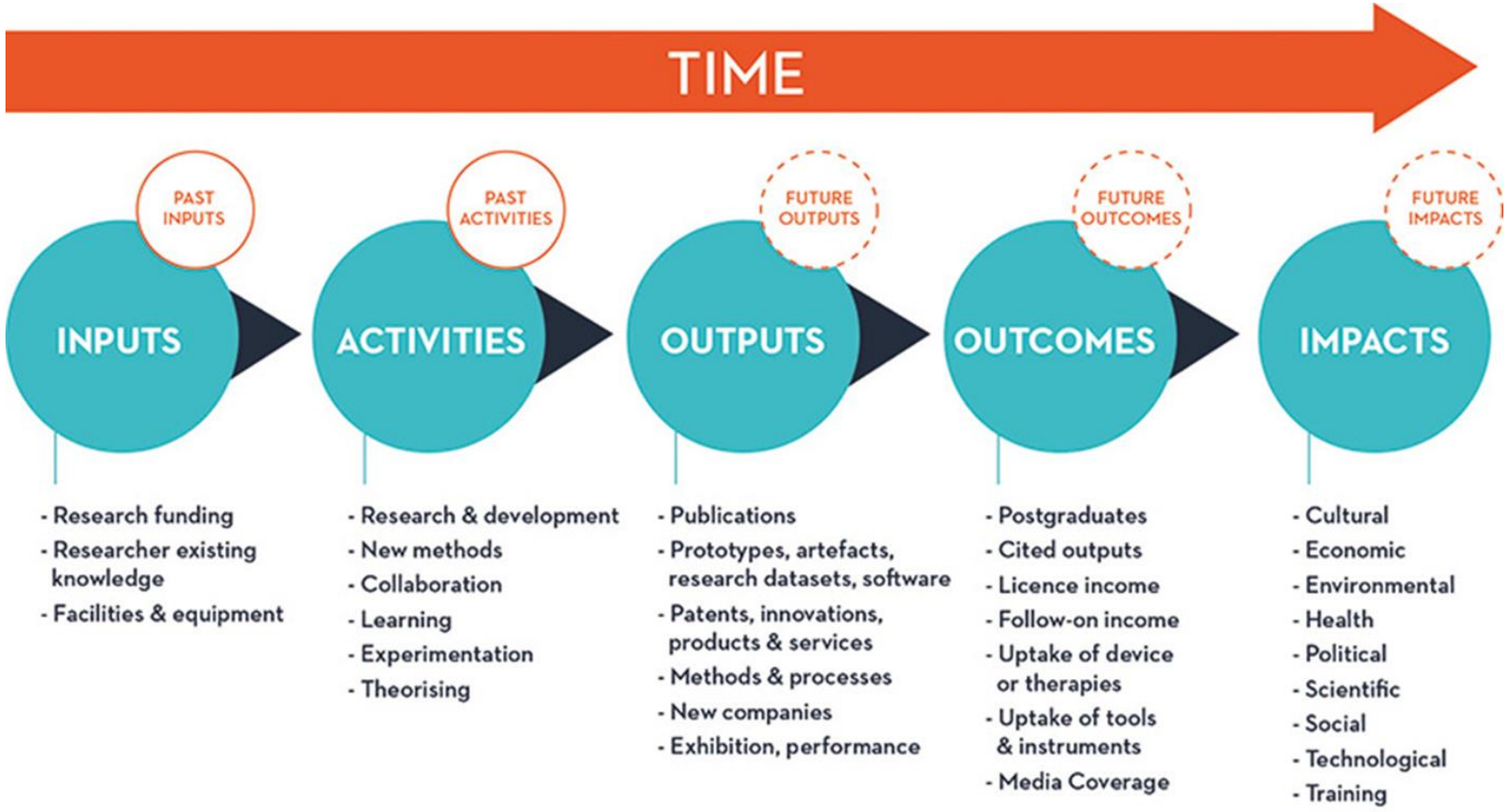
Messages for applicants

- **Academic applicants** often have huge problems with section 2.2.

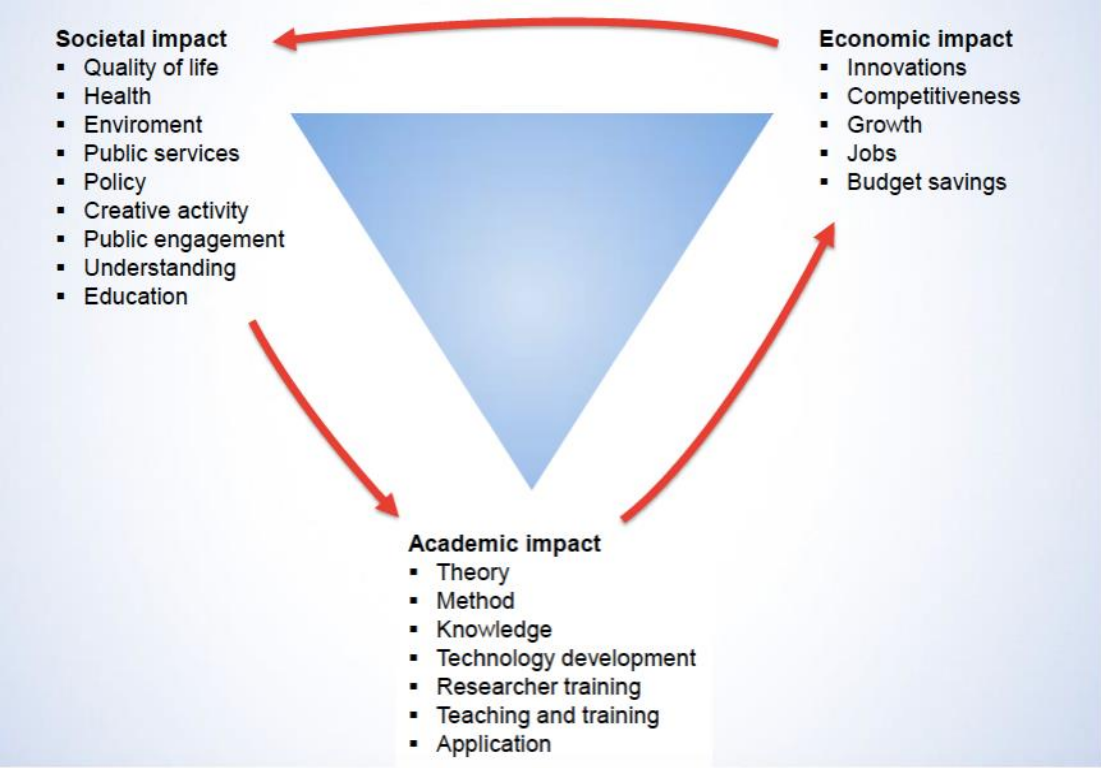
- If there are **commercial partners involved (SMEs), they should get involved early** (coordinators often hesitate to involve too many partners in the proposal preparation phase), especially for section 2.2.

- **For RIA's**, projects will most likely not cover demonstration or market replication activities, but still they have to see the full picture/ think about the final commercialisation (as a vision – route to market).

Impact over time



Impact in context



CULTURAL

Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC

Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL

Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

HEALTH

Contribution to public health, life expectancy, prevention of illnesses and quality of life.

POLITICAL

Contribution to how policy makers act and how policies are constructed and to political stability.

SCIENTIFIC

Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.

SOCIAL

Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.

TECHNOLOGICAL

Contribution to the creation of product, process and service innovations.

TRAINING

Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

Impact


European Commission
The EU Framework Programme
for Research and Innovation
HORIZON 2020

Horizon 2020 Establishing a single strategic framework for Research and Innovation

Horizon 2020 is the biggest EU research and innovation programme ever. Almost €80 billion of funding is available over seven years (2014 to 2020) – in addition to the private and national public investment that this money will attract.

Horizon 2020 will help to achieve smart, sustainable and inclusive economic growth. **The goal** is to ensure Europe **produces world-class science and technology**, removes barriers to innovation and **makes it easier for the public and private sectors to work together in delivering solutions to big challenges facing our society.**

"Research is the transformation of money into knowledge; Innovation is the transformation of knowledge into money"

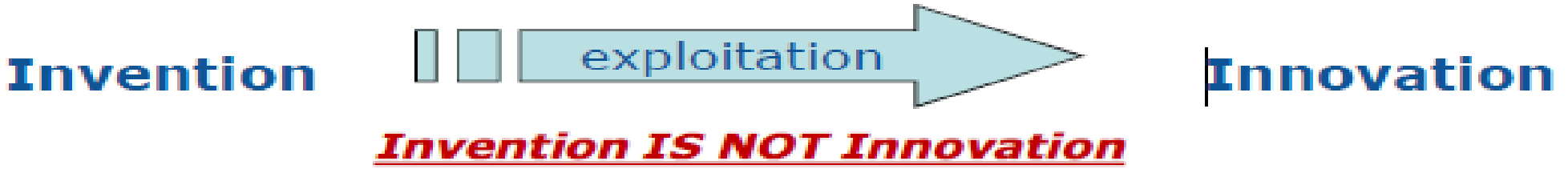
Geoffrey Nicholson

3M

Research is the transformation of money into knowledge

Innovation is the transformation of knowledge into **VALUE**

Economic, Social, Environmental Value



Invention IS NOT Innovation

(© Eugene Sweeney, EC)

RRI in practice

<u>Responsible Research and Innovation - RRI</u> <u>implemented</u> as **a package** that includes **multi-actor and public engagement** in research and innovation, enabling

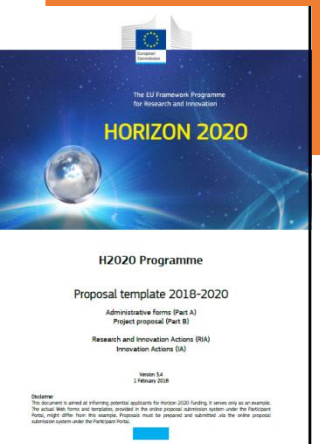
- **easier access** to scientific results,
- the take up of **gender and ethics** in the research and innovation content and process, and
- formal and informal **science education**.

Source ec.europa.eu

- Public engagement
- Open access
- Gender equality
- Ethics
- Science education
- Governance

Section 2 – H2020 proposal template - Impact

public engagement



Source ec.europa.eu

'Choose together'

Public engagement in Responsible Research and Innovation is about co-creating the future with citizens and civil society organisations, and also bringing on board the widest possible diversity of actors that would not normally interact with each other, on matters of science and technology.

Section 1 Excellence	Section 2 IMPACT

Who should be engaged?

Researchers, research institutions and public authorities have traditionally led PE activities. However, the **third sector**, or social sector, has been increasingly involved at different levels of R&I and policy making, giving access to their interests, viewpoints and experiential knowledge. The current trend is to also engage the **fourth sector**, an emerging sector composed of actors or groups of societal actors that cooperate through hybrid networking.

POLICY MAKERS

Public engagement can help bring decisions on R&I policies closer to society, making them more robust and legitimate.

RESEARCH COMMUNITY

Engaging citizens in research practices can lead to more effective R&I processes more suited to meet their needs and expectations.

EDUCATION COMMUNITY

Empowering young students and lifelong learners to engage in R&I and R&I decision making is key for RRI success.

BUSINESS AND INDUSTRY

Industry should engage stakeholders in the implementation of responsibility measures in their end-products and industrial processes.

CIVIL SOCIETY ORGANISATIONS

The engagement of CSOs in RRI processes is necessary to introduce the voice of society, make R&I more democratic and enhance public accountability.

When to conduct PE?

Before starting the R&I process	During the R&I process	Project execution: Co-developing R&I	After implementing the R&I process
Program definition: Setting the R&I agenda	Project definition: Defining the R&I process with permanent adjustments • Engagement activities should be designed to give citizens the opportunity to contribute their specific knowledge through deliberative processes through methods such as open innovation and structures such as living labs	Examples of engagement processes within this phase include community based research and citizen science projects where the involvement is not restricted to data collection.	Supporting participatory policy development • These practices and analyses are aimed at gauging the risks, benefits, and ethical, legal, environmental and socio-economic impacts of new technologies.

Criterion 3
Implementation

Research Proposal (Part B) - Structure

3. Implementation

3.1 Work plan — Work packages, deliverables and milestones (tables)

3.2 Management structure and procedures

3.3 Consortium as a whole

3.4 Resources to be committed

Single or 2nd stage

Implementation - Evaluation subcriteria

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

Complementarity of the participants within the consortium (when relevant)

Appropriateness of the management structures and procedures, including risk and innovation management

Work plan/work packages

➔ Establish plans / structures for the whole project

Lead questions:

- What do I want to do?
- What do I need for which task?
- What to do when?
- How much do I need of what?

Workplan and Workpackages

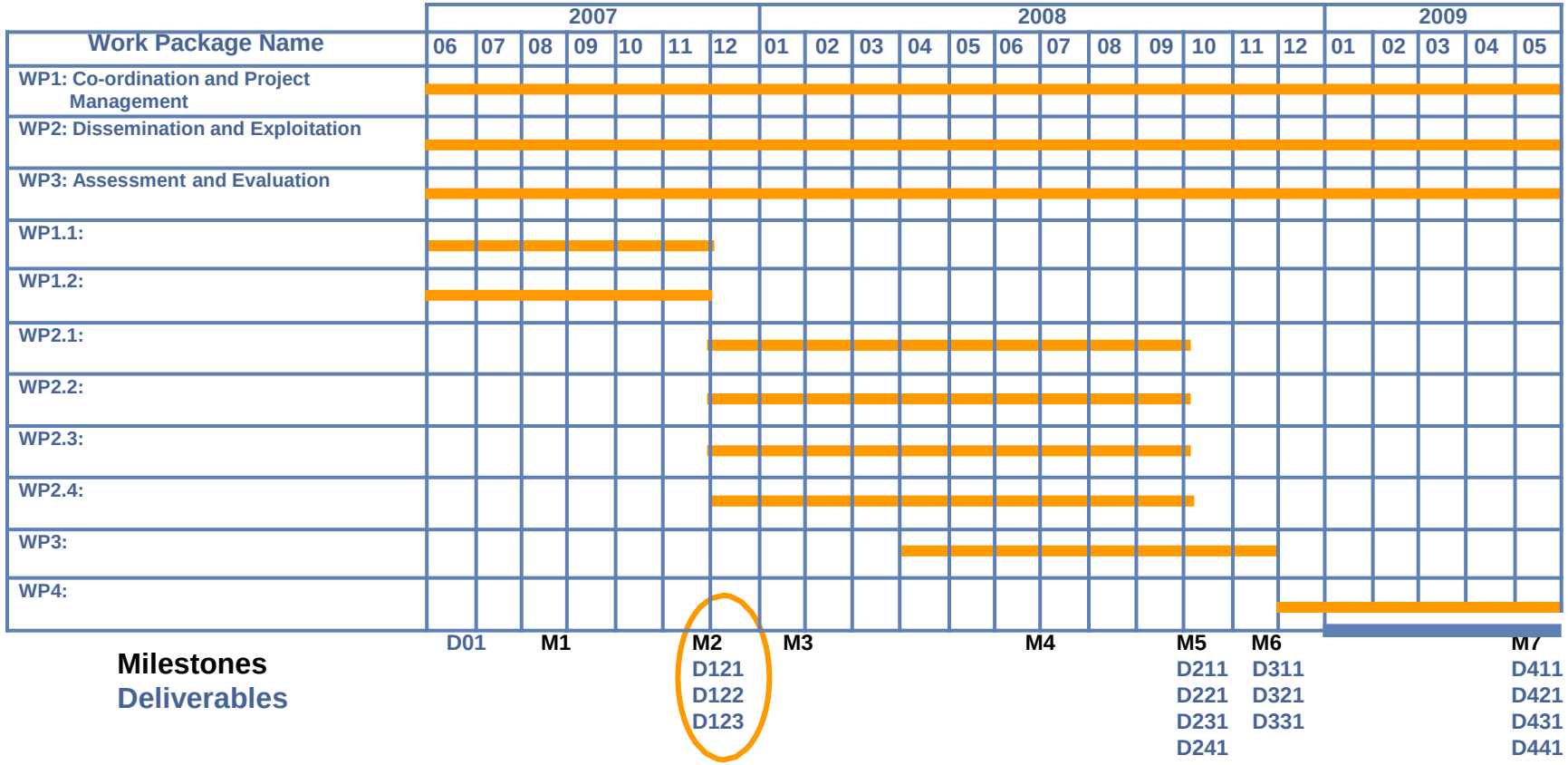
Partner responsibilities

Time planning

Resource planning

Work plan – Timing => Gantt Chart

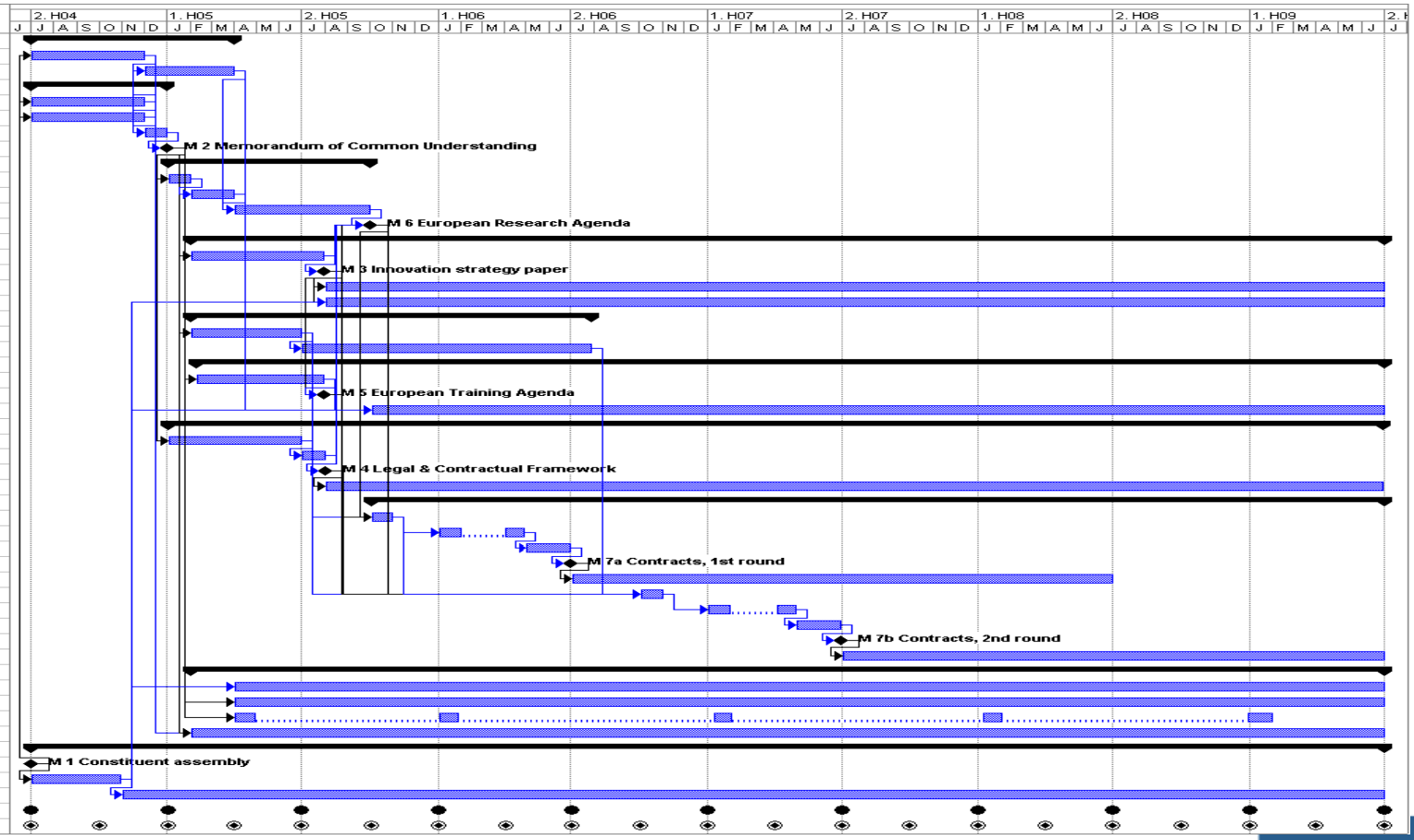
from simple/Excelsheet……



Work plan – Timing => Gantt Chart

….to complex management tools….

Nr.	Task
1	**WP 1 Status-quo of partner programmes**
2	T 1.1 Survey on the national programmes
3	T 1.2 Interactive Information System
4	**WP 2 Knowledge base for RTD strategies**
5	T 2.1 Programmes in / Cooperation with third countries
6	T 2.2 Foresight studies on future challenges
7	T 2.3 Policy-maker workshop
8	M 2 Memorandum of Common Understanding
9	**WP 3 Strategic and analytic activities**
10	T 3.1 "Kick-off" strategy meeting
11	T 3.2 Indepth discussions with high-level experts
12	T 3.3 Feedback from Scientific Community
13	M 6 European Research Agenda
14	**WP 4 Economic exploitation and job creation**
15	T 4.1 SMEs/industry working group
16	M 3 Innovation strategy paper
17	T 4.2 Supporting network of innovation partners
18	T 4.3 Web-market place for innovations
19	**WP 5 Support for transnational consortium building**
20	T 5.1 Partnering Workshop
21	T 5.2 Satellite workshop to 2nd FEMS conference
22	**WP 6 Human resources development and mobility**
23	T 6.1 Working Group on training issues
24	M 5 European Training Agenda
25	T 6.2 Student & scientist exchange and career forum
26	**WP 7 Management concept and tools**
27	T 7.1 Transnational working groups
28	T 7.2 Workshop for common understanding
29	M 4 Legal & Contractual Framework
30	T 7.3 Transnational task force of programme managers
31	**WP 8 Implementing transnational activities**
32	T 8.1 1st joint call for proposals
33	T 8.2 1st transnational evaluation
34	T 8.3 1st project selection
35	M 7a Contracts, 1st round
36	T 8.4 Project execution, 1st round
37	T 8.1 2nd joint call for proposals
38	T 8.2 2nd transnational evaluation
39	T 8.3 2nd project selection
40	M 7b Contracts, 2nd round
41	T 8.4 Project execution, 2nd round
42	**WP 9 Science and society issues**
43	T 9.1 Communication/information platform for the public
44	T 9.2 Printed information materials
45	T 9.3 On-spot-presentations
46	T 9.4 Strategic supervision with regard to FP 6
47	**WP 10 Consortium management**
48	M 1 Constituent assembly
49	T 10.1 Set up of working infrastructure
50	T 10.2 Overall coordination
51	**NSC Meetings**
63	**EB Meetings**



3.1 Work plan - work packages, deliverables and milestones

Table 3.1b: List of Work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
				Total months		

Example:

WP1: Project Management

WP2: Biomarkers

WP3: Clinical Trial

WP4: Dissemination

Work plan – Work packages

Tip: Maximum 3 pages per Workpackage!

Table 3.1a: Work package description (For each work package):

Work package number		Start Date or Starting Event					
Work package title							
Participant number							
Short name of participant							
Person/months per participant:							

Objectives → SMART, short Bulletpoints, in line with objectives in Part 1!!!

Description of work (where appropriate, broken down into tasks), lead partner and role of participants → Detailed description of tasks (with Taskleader!) to achieve objectives

Deliverables (brief description and month of delivery) → Results of the tasks, optimal 1 Deliverable per Task

Work package number	4	Start date or starting event:		1	
Work package title	Insertion of the crops in the existing agricultural systems				
Activity Type[15]	RTD				
Participant number	1	5	6	7	9
Participant short name	CRES	UNIBO	IWNIRZ	CRA-ING	Hempflax
Person-months per participant:	38	10	8	24	15
Participant number	14	17	22		
Participant short name	FCT UNL	IBFC	ARC		
Person-months per participant:	12	14	14		

Objectives: The main objective of WP4 is to investigate all the important parameters (agronomic and harvesting) for the successful insertion of the five selected crops in the existing agricultural systems.

Description of work (possibly broken down into tasks), and role of participants:

Task 4.1 Agronomic aspects for the successful insertion in the existing agricultural systems (Task leader: CRES).

In this task several agronomic aspects will be tested for the successful insertion of the studied crops in the existing agricultural systems: the rotation systems, the determination of realistic yields when cultivated in large fields as well as cultivation with waste water. *In this task emphasis will be given in flax, hemp and kenaf because two of them already cultivated in Europe and the third crop is clear to commercialisation.*

***Sub-Task 4.1.1 – Crop rotation trials (CRES**, UNIBO, IBFC, ARC)* The importance of crop rotation has been long recognized as an alternative system that can reduce agriculture's dependence on external inputs through internal nutrient recycling, maintenance of the long-term productivity of the land, avoidance of accumulation of diseases and pests associated with mono-cropping and increased crop yields. However, barriers that would stop farmers for adopting crop rotation systems are the need for diversified farm activities, and information, as well as more diversified equipment and storage facilities. In 4FCROPS (www.4fcrops.eu) crop rotations have been suggested for three out of the five selected crops. In this task two crop rotations will be tested: a) the three of the crops (hemp, flax and kenaf) to act as leading crop, following by a cereal and legume and b) in a rotation dedicated to non-food uses with rapeseed as a leading crop, followed by flax and/or kenaf and sunflower. Crop rotation trials will be contacted for four subsequent years in Greece, Italy, Poland, China and South Africa.

Example

WP 'MANAGEMENT: EXAMPLE

The coordinator is the one mainly involved in the MGT activities, but other partners also contribute with minor efforts
(es. *reporting*)

Work package number	4	**Start date or starting event:**				1	
Work package title	Management						
Activity Type[22]	MGT						
Beneficiary number	1	2	3	4	5	6	
Beneficiary short name	APRE	TG	ICA	PKC	DLR	IP	
Person-months per beneficiary:	8,50	0,20	0,20	0,20	0,20	0,20	

Objectives
- Manage the Consortium;
- Ensure proper communication within the Consortium;
- Coordinate the activities;
- Maintain an efficient relation with the European Commission and report to the Scientific Officer;
- Prepare reports for the European Commission.

Description of work and role of beneficiaries

Task leader: APRE

Task 4.1 Administrative management

APRE will be responsible for all contractual documents (management report, periodic report, cost statement, etc.) as defined in the grant agreement of the project. APRE will collect the necessary information from the partners, elaborate the reports and transmit them to the EC. Further information will be provided to the EC whenever necessary. APRE will also organize each year, in close collaboration with the host organization, the 3 consortium meetings. APRE will also organize the virtual consortium meeting at the beginning of the second year (through a "Flash meeting"[23]). APRE will elaborate the agenda, will send convocations, will lead the meeting and will elaborate and distribute the minutes. APRE will keep up relations with the partners and will represent them when liaising with the European Commission. The **Consortium Agreement** will define Access2Canada's procedures for administrative, financial and legal management.

Task 4.2 Project management and monitoring

Task leader: APRE

APRE will be responsible for overall management and monitoring of project activities. APRE will monitor the progress, budget allocation and refine and update the work plan if necessary. The interim report will be the main tool for assessing the progress towards Access2Canada's expected results and ultimately, its specific objective.

Task 4.3 Communication Management

Task leader: APRE with inputs from all beneficiaries as needed

An e-mail based communication flow with the entire consortium will be established in order

coordinator will be the intermediary between the consortium and the project officer, in order to ensure the coordination with the European Commission.

Deliverables (brief description and month of delivery)

D4.1. 4 Consortium meeting reports: agenda list of participants, points of discussion and decisions (M 1-36)
D4.2. 2 Periodic Reports (M 18, 36)
D4.3. 1 Final Report (M 36)
D4.4. Interim report form (M 9, 27)

Milestones

M1 Kick off meeting(M1)

Work plan – Deliverable

Definition: Deliverable

- Distinct output / **concrete result of the project** / WP / task
- meaningful **in terms of the project's overall objectives**
- constituted by a report, a document, a technical diagram, software etc
- Every deliverable **has to be** delivered – **so be sure you can deliver it!**
- **TIPP: maximum 5 -7 per WP**

Good examples:

- *Report on synthetic production of compound x*
- *Results of metabolomics for neurodegeneration-protein mouse models*
- *Project quality procedures established*
- *Study report demonstrating clinical efficacy over 3 months*

Work plan – Milestones

Definition:

- ❑ Structure project into **important periods** or **interim goals**
- ❑ **Control points** in project, help to chart progress

- *Status of the project?*
- *Aims achieved so far?*
- *Need for change of direction?*

Table 3.2a: List of milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification

KEY

Estimated date
Measured in months from the project start date (month 1)

Means of verification
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated.

- ❑ **Aims achieved** so far?
- ❑ May **correspond to completion of key deliverable**.
- ❑ Mark critical **decision point / turning points**.

3.1 Work plan - work packages, deliverables and milestones

Table 3.1c: List of deliverables

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date
D2.1	Report on validated biomarkers	WP2		R	CO	M6

Deliverable numbers in order of deliverable dates (e.g. D 4.2)

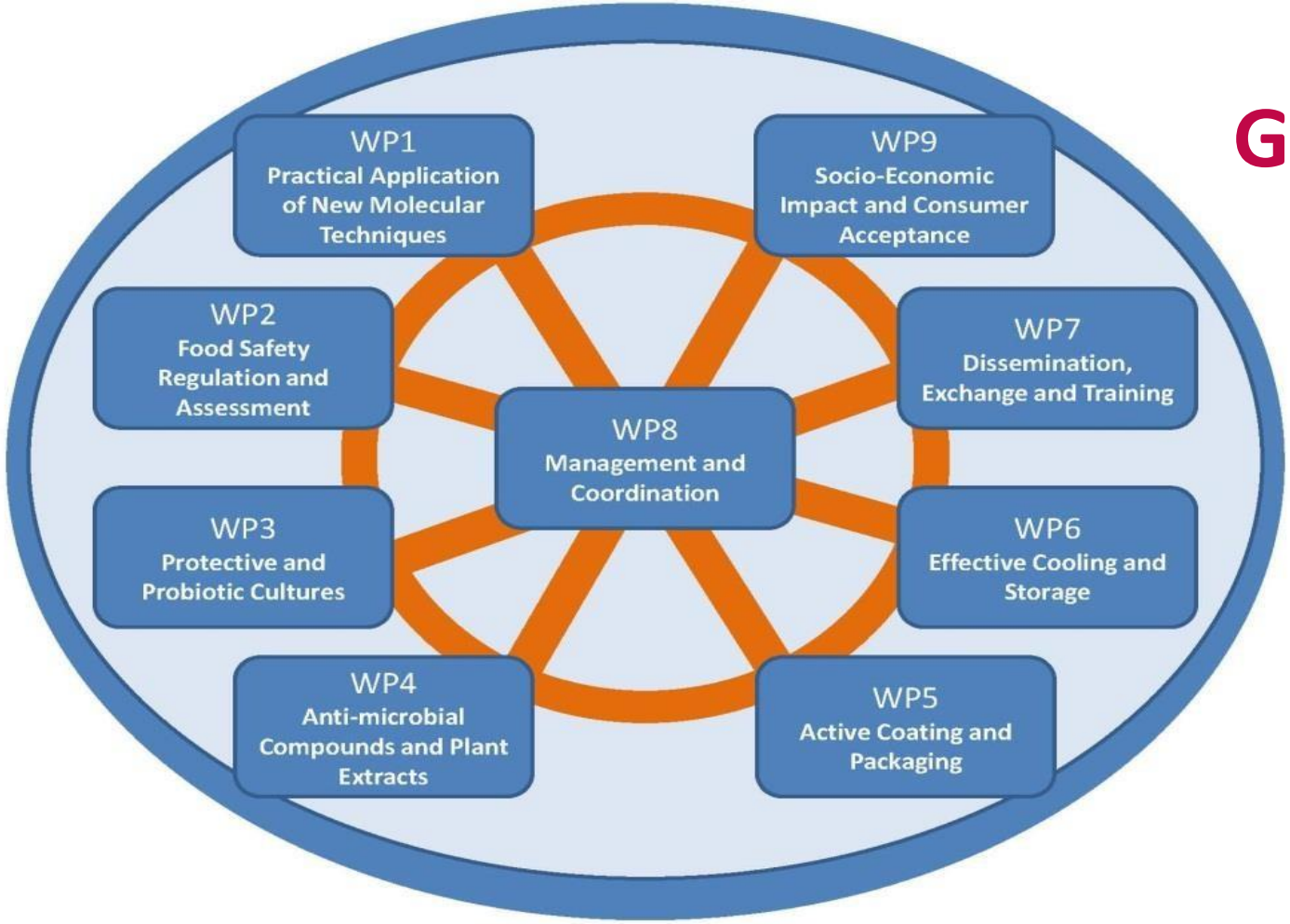
Type: R, DEM, DEC, OTHER

Dissemination level: PU, CO, CI

Deliverable Date: in Months from project start date (e.g. M6)

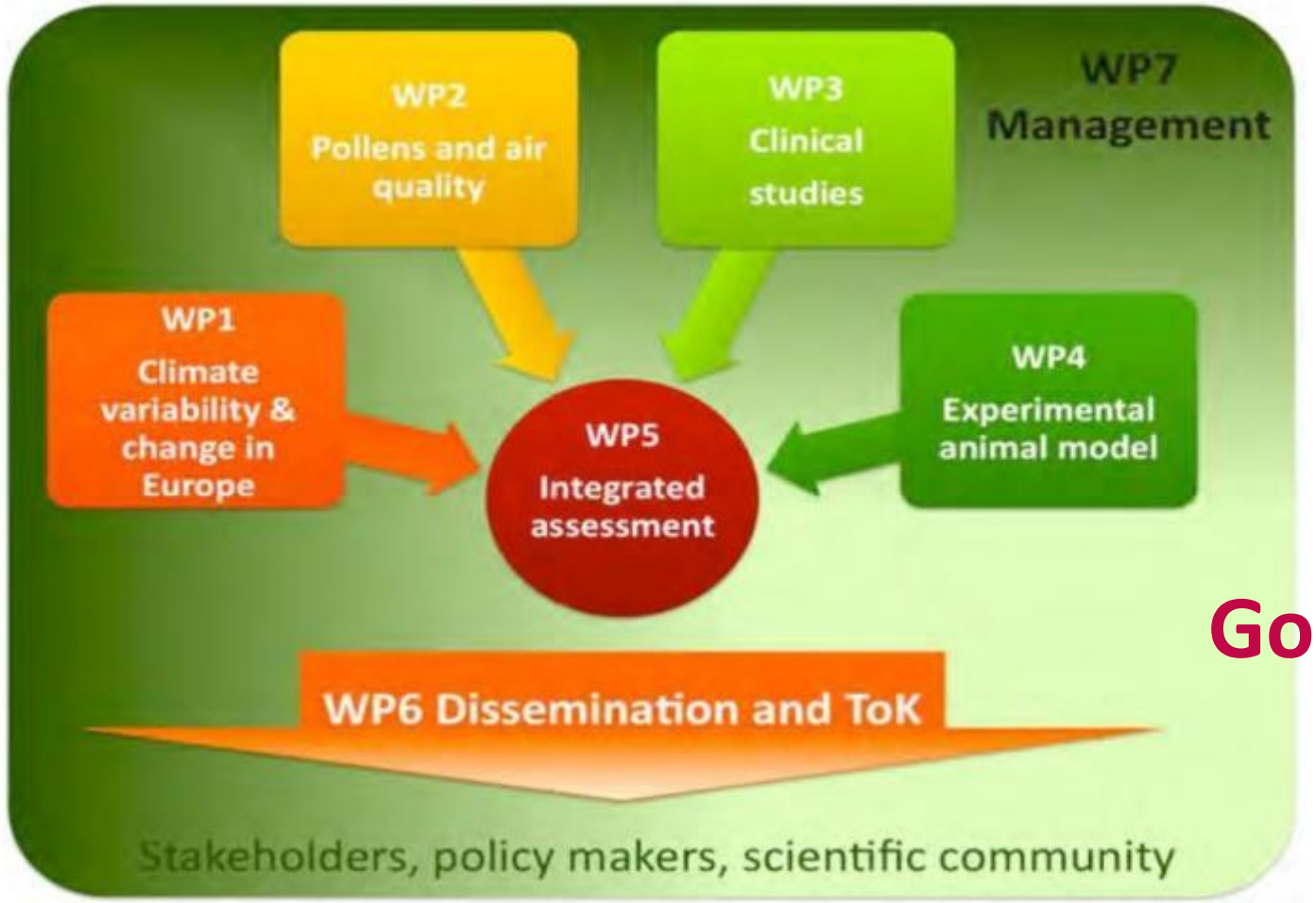
Work plan – Pert Diagram

PERT - **P**rogramme **E**valuation and **R**eview **T**echnique



Good or Bad?

Work plan – Pert Diagram



Good or Bad?

Work plan – Pert Diagram

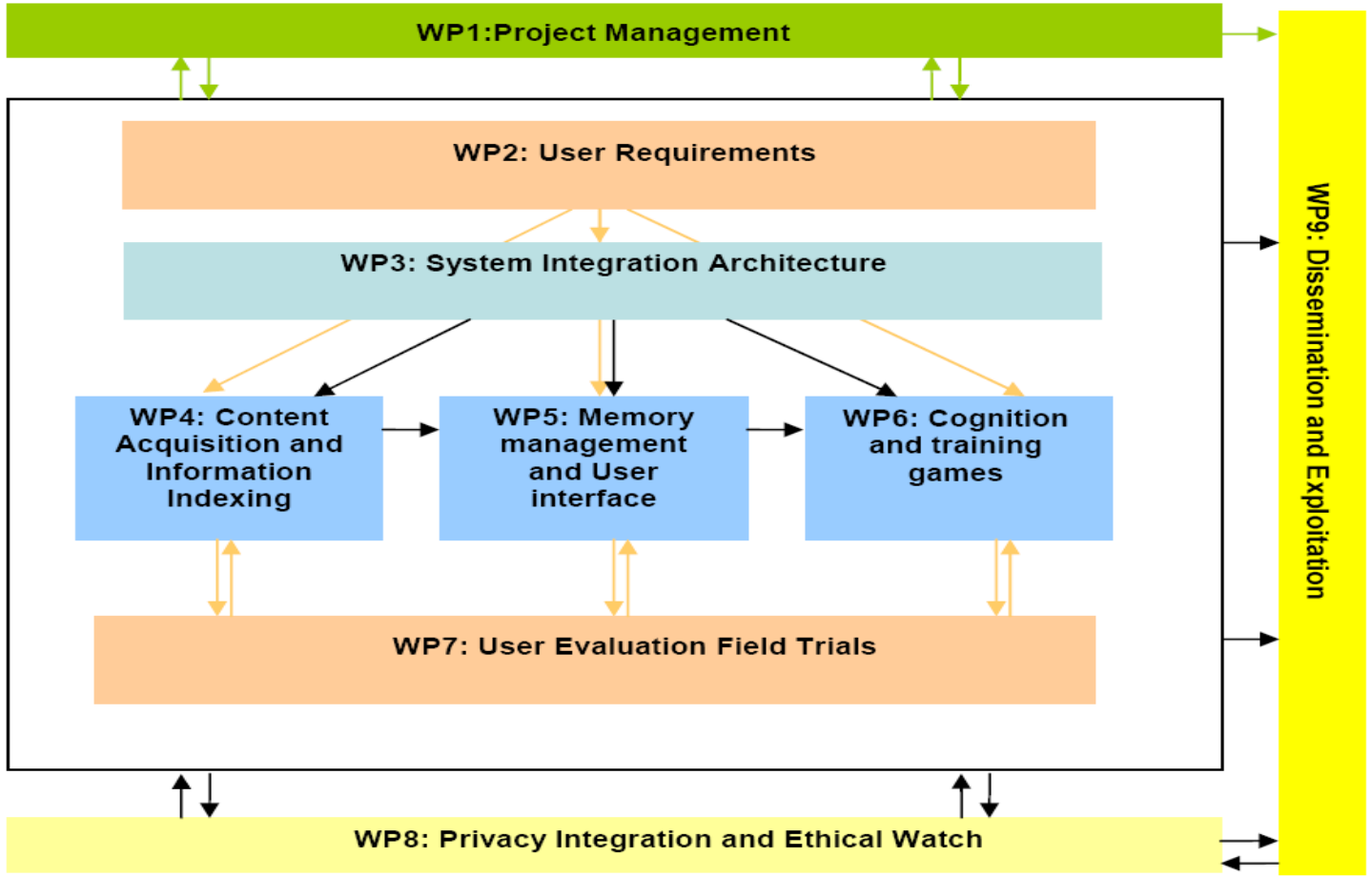
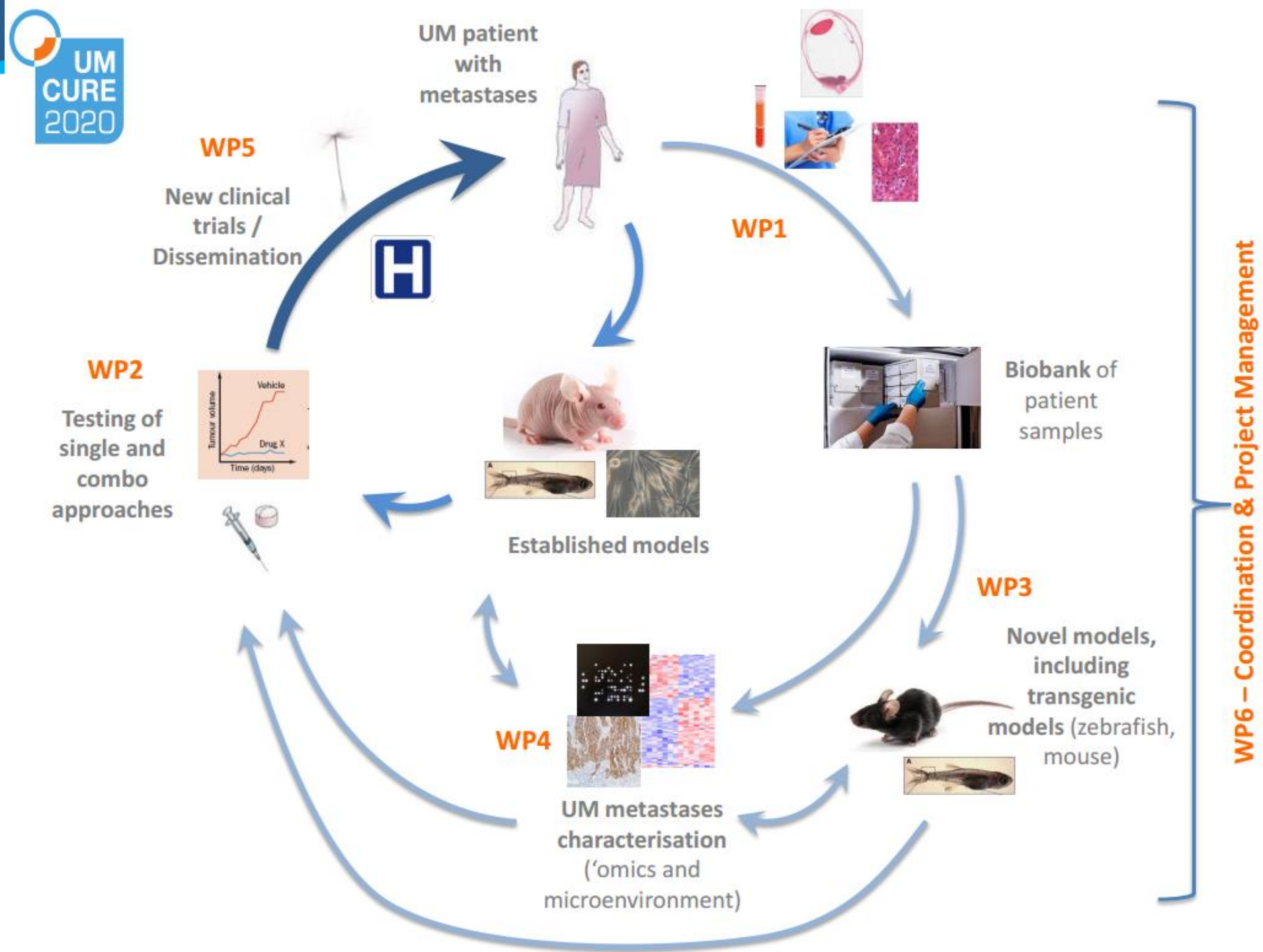


Figure 3: PERT Diagram

Good or Bad?


UM patient with metastases
WP1
Biobank of patient samples
WP3
Novel models, including transgenic models (zebrafish, mouse)
WP4
UM metastases characterisation ('omics and microenvironment)
Established models
WP2
Testing of single and combo approaches
Vehicle
Drug X
Tumour volume
Time (days)
WP5
New clinical trials / Dissemination
WP6 – Coordination & Project Management

Consortium as a whole

Questions to ask and describe:

- Describe how the consortium as a whole will **achieve the project aims**.
- Describe **why these partners** are necessary to achieve the project aims.
- Describe the **partner's special skills** relevant to the project.
- Describe the **complementarity** of the partners.
- Describe the **balance** of the consortium.
- Describe how **many SME/industry partners** are involved: tasks, status, budget
- Describe how the **(commercial) exploitation of results** will be ensured.
- Describe (if applicable) why **partners from other industrial or third countries** need to be involved – especially if you are asking for funding for third country partners!.

Roles in the project

Official roles

Coordinator

Partner

(Third parties)

Practical roles

Technology/solution Developer

End user

Training specialist

Project manager

Dissemination expert

Clinical

..

Consortium as a whole – Skills matrix

	Coordinator	Partner 2	Partner 3	Partner 4
Project Management	X			
Technology Domain 1	X		X	
Technology Domain 2		X		
Technology Domain 3			X	X
Technology Domain n				X
Dissemination	X	X	X	X

MNG STRUCTURE/PROCEDURES

GOVERNANCE

- **Decision making** and/or executive bodies, **composition**
- **Competencies** (coordination, monitoring, decision-making) procedures for appointment
- **Timing** and modalities for meetings,
- **Voting rules** (unanimously, majority)

- **Procedures for GA/CA revision**
- **Decisions related to defaulting or leaving parties, access of new beneficiaries**

GOVERNANCE
BODIES

GENERAL ASSEMBLY

(all partners; the “consortium” in the GA)

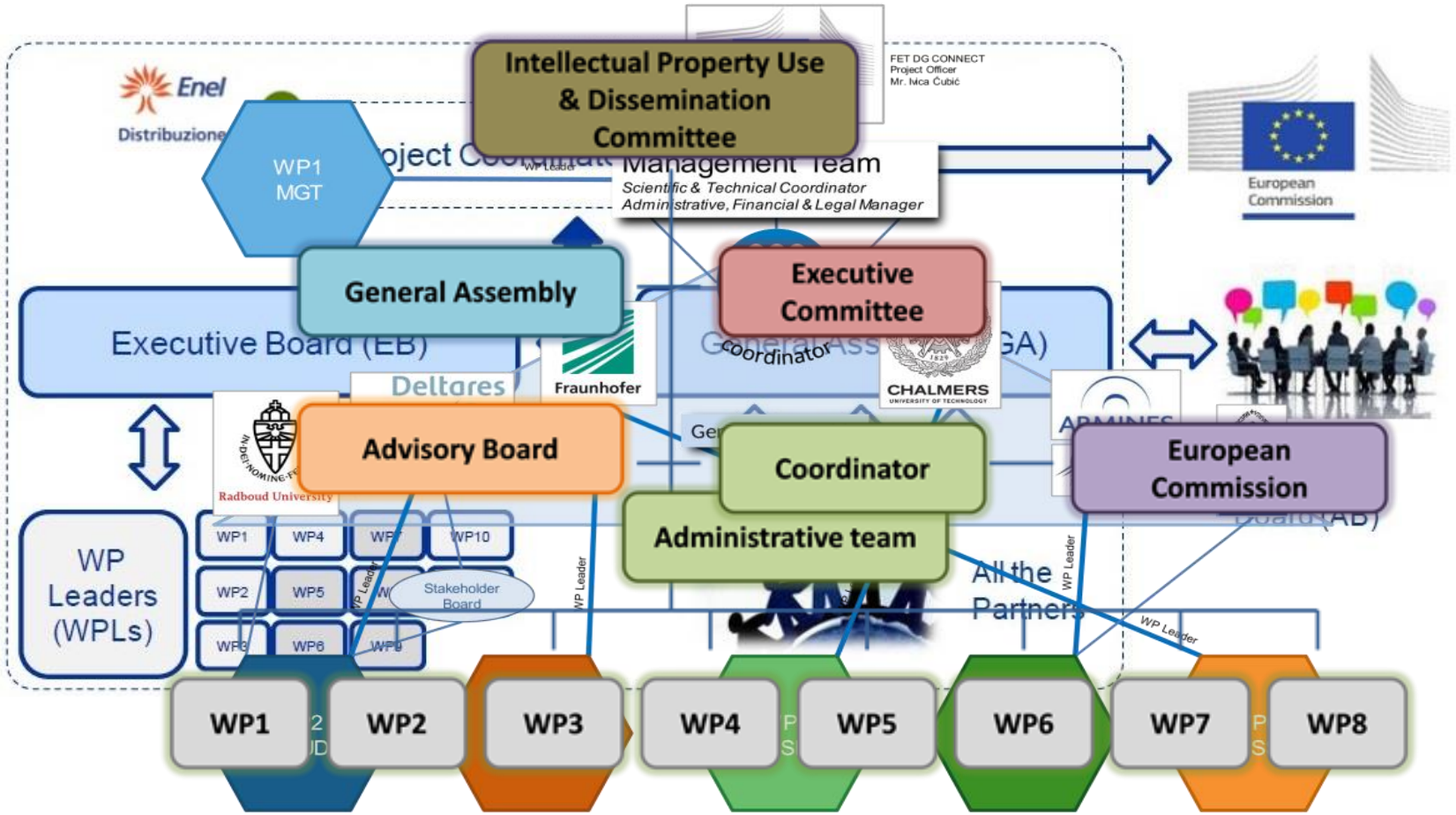
EXECUTIVE COMMITTEE (or Management Board)

(coordinator+ WP leaders)

OTHER SPECIFIC BOARDs***

(IPR; GENDER; ETHICAL aspects etc.)

Examples of MNG structures



Messages for applicants

In most cases, the **formally required minimum number of partners** is **not enough to fully address** and **investigate the topic**. Always take the requirements of your project idea as a guiding principle!

Consider involving partners from '**Third Countries**', i.e. countries that are not EU Member States or Associated countries. A **list of countries** eligible for funding is available on the Participant Portal.

Do not build 'artificial partnerships' just **to meet formal criteria**. Select partners who are truly dedicated, and **make sure** that all partners have the **necessary expertise and support from their organizations** from the start.

Risk Management

The risks will be controlled by:

- The coordination responsibility within large WPs being clearly divided up between WP Leaders and Task/Sub-task Leaders that represent the special excellence in the field of the particular tasks.
- Regular intercommunication, review and reporting on progress within WPs (by WP Leaders and Task/Sub-task Leaders);
- The identification and prioritization of risks inherent in the project;
- Selecting the appropriate risk management approaches and avoiding risks that the project is not competent to or willing to manage;
- Implementing controls to manage the remaining risks;
- Learning from experience and making improvements to the project.

Specific risks and contingency plans:

Possible risk	*Contingency plans*
Under- or over-estimate work load.	Management team discussion and adaptation of the work plan, in agreement with the scientific officer, for deliverables and milestones.
Insufficient communication and data/and material delivery between partners.	Improved communication infrastructure. Extra meetings (face-to-face, telephone, Skype conferences).
Conflicts within the Consortium.	Evaluated reasons and try to resolve. If necessary, use of a mediator from outside to solve disagreements.
Trial site and personnel changes	Commitment letter undersigned by partners. Management team discussions. Reorganization of project activities in agreement with the scientific officers.
SMEs interests and economical situation changing	Careful selection of SME Partners, replacing some of SME work and/or adaptation of work plan .
Project timescales are too short to get data on slow-growing species. Delay in trials.	WP1 and WP2: – Planting of the slowest-developing species prior to the project's commencement date. Adapt timetable, in agreement with the scientific officer. If delay is extreme, replacement of trial with other

Example

Feedback Evaluators - ESRs

- The proposed **work packages are not fully detailed.**
- Work packages *xx* **miss details** on user selection criteria, and … Work package *xx* do **not sufficiently address** software design and development…..
- WP *xx* is **overloaded with tasks and resources**
- Some task descriptions have **not been sufficiently elaborated**
- **Project timing is problematic**. There are some tasks built on each other running almost in parallel and overlapped.
- **Resources allocated for equipment and material are not fully justified**
- The **decision making** in their organization structure is not convincingly presented.
- The proposal lists **only 4 milestones**, which seems too few for a 4 year project
- The **contingency planning** does not completely target all risks of all planned complex tasks

Consortium => Chapter 4

4. Members of the consortium – no page limit!

1. **Participants**

~ 1-2 pages per participant, keep structure the same for all partners:

- **Description** of organisation
- Main **Tasks**
- Profile of main **staff members** (SHORT!! Mini CV in Text- or table format)
- **Previous projects** or activities connected to the project
- **5 Publications and or patents/products** relevant to the project
- **significant infrastructure** and/or technical equipment relevant to the proposed work

2. **Third parties invoved in the project (including use of third party resources)**

4.2. Third parties involved in the project (including use of third party resources)

Please complete, for each participant, the following table (or simply state "No third parties involved", if applicable):

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y/N
If yes, please describe and justify the tasks to be subcontracted	
Does the participant envisage that part of its work is performed by linked third parties[1]	Y/N
If yes, please describe the third party, the link of the participant to the third party, and describe and justify the foreseen tasks to be performed by the third party	
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	Y/N
If yes, please describe the third party and their contributions	

[1] A third party that is an affiliated entity or has a legal link to a participant implying a collaboration not limited to the action. (Article 14 of the Model Grant Agreement).

Consortium – possible roles in the project

Coordinator

Partner 1

Partner 2

Partner 3

Partner 4

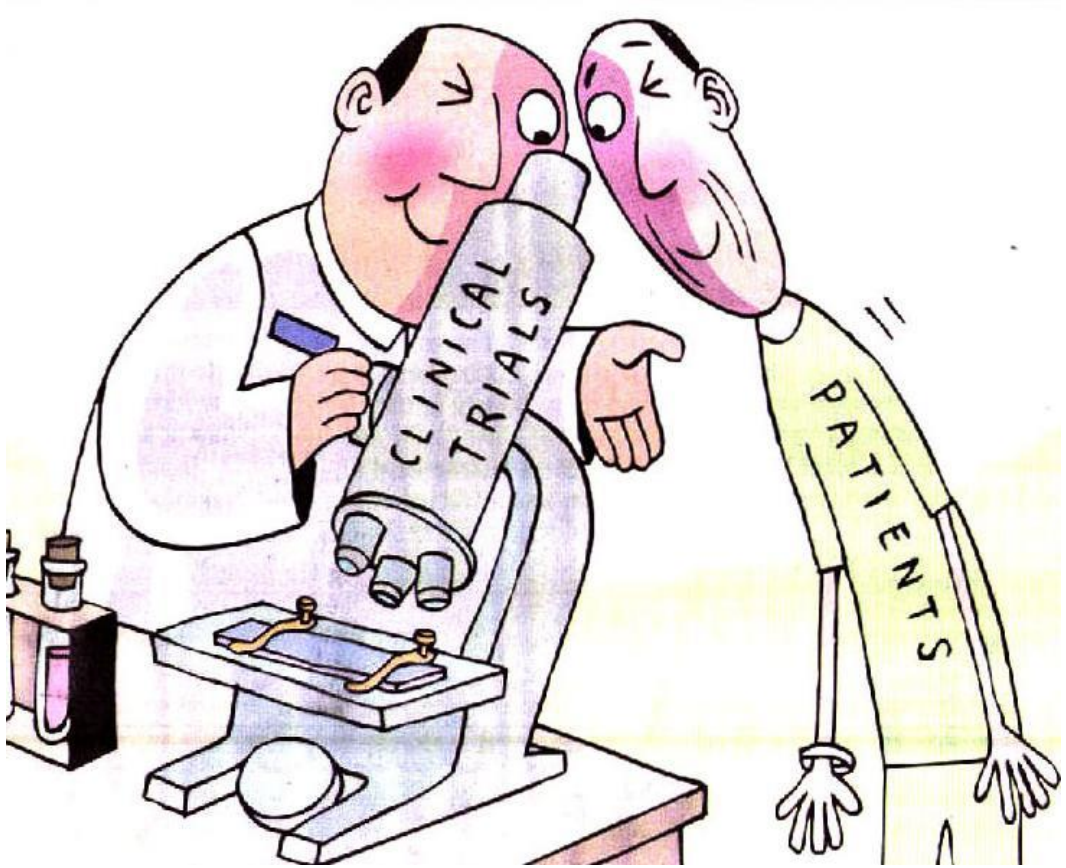
Subcontractor

Third parties

Study Centers' integration

THIRD PARTIES INVOLVED IN THE PROJECT

- **Subcontractors** (Art. 13 GA)
- **Linked third parties** (Art. 14 GA)
- **Third parties providing in-kind contributions**
  - against payment (Art. 11 GA)
  - free of charge (Art. 12 GA)



What should I consider when forming a consortium?

The **most important criteria** are **excellent qualifications and experience of your partners** in their field of research.

- Just like the project itself, the **consortium needs to demonstrate** its **European dimension**. Try to **avoid strong geographic asymmetries**, i.e. the majority of partners coming from one particular country. However, **don‘t just add partners for reasons of regional coverage**.

- The **individual partners** need to have **clearly defined roles and tasks within the project**. Their **expertise and skills** should be **crucial and complementary** rather than additive.

- Depending on the **challenges** and **requirements** of the project, a **successful team** should consist of **partners from different backgrounds** (**academia, industry, research**) to **maximize impact**.

- Where **relevant, cross cutting aspects**, such as **gender dimensions** or the **integration of social sciences** and **humanities** should be taken into account.

5. Ethics and Security

5.1 Ethics

If you have entered any ethics issues in the ethical issue table in the administrative proposal forms, you must:

- Submit an ethics self-assessment, which:
  - describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;
  - explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:
    - research objectives (e.g. study of vulnerable populations, dual use, etc.)
    - research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)
    - the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use , etc.).
- Povide the documents that you need under national law (if you already have them), e.g.:
  - an ethics committee opinion;
  - the document notifying activities raising ethical issues or authorising such activities

ETHICS => Chapter 5

PARTE A

1) General Information

2) Participants & Contacts

3) Budget

4) Ethics

Template pdf online on the Participant Portal

PARTE B

1) Excellence
- 1.1) Objectives
- 1.2)Relation to the Work Programme
- 1.3) Concept and Approach
- 1.4) Ambition

2) Impact
- 2.1) Expected impacts
- 2.2) Measures to maximize the impact
  - Dissemination and exploitation of results
  - Communication activities

3) Implementation
- 3.1) Work plan — Work packages, deliverables and milestones
- 3.2) Management structure and procedures
- 3.3) Consortium as a whole
- 3.4) Resources to be committed

4) Members of the consortium
- 4.1) Participants (applicants)
- 4.2) Third parties involved in the project (including use of third party resources)

5) Ethics and Security

70 pages

Word Document downloadable from the Participant Portal

Proposal Part A

Section 4 'Ethics Issues Table' – 10 Questions:

European Commission - Research - Participants

Proposal Submission Forms

Directorate-General for Research and Innovation

Proposal ID *Acronym*

4 - Ethics issues table

1. HUMAN EMBRYOS/FOETUSES i		Page
Does your research involve Human Embryonic Stem Cells (hESCs)?	○ Yes ◉ No	
Does your research involve the use of human embryos?	○ Yes ◉ No	
Does your research involve the use of human foetal tissues / cells?	○ Yes ◉ No	
2. HUMANS		Page
Does your research involve human participants?	○ Yes ◉ No	
Does your research involve physical interventions on the study participants?	○ Yes ◉ No	
Does it involve invasive techniques?	○ Yes ◉ No	
3. HUMAN CELLS / TISSUES		Page
Does your research involve human cells or tissues? If your research involves human embryos/foetuses, please also complete the section "Human Embryos/Foetuses" [Box 1].	○ Yes ◉ No	
4. PROTECTION OF PERSONAL DATA ii		Page
Does your research involve personal data collection and/or processing?	○ Yes ◉ No	
Does your research involve further processing of previously collected personal data (secondary use)?	○ Yes ◉ No	
5. ANIMALS iii		Page
Does your research involve animals?	○ Yes ◉ No	

If 'yes' for any questions, ethic-self assessment to be completed in Part B

Proposal Part A

Section 4 'Ethics Issues Table' – 10 Questions:

1. Human embryo*/foetuses
2. Humans*
3. Human cells/tissues*

* Informed consent/Information sheet

4. Protection of personal data (collection, recording, storage, deleting)
5. Animals (favour alternative methods – 3 R's: Replacement, Reduction, Refinement)
6. Non-EU countries* (prohibited in EU, exploitation, risks)
7. Environment, Health, Safety (fauna/flora, humans, research staff)
8. Dual-use (military application!?)
9. Exclusive focus on civil applications
10. Misuse (malevolent use of research results)
11. Other ethics issues

How to complete your Ethics self-assessment

Proposal Part B

Section 5 'Ethics and Security' (no page limit)

Please refer to submission system for the definitive template for your call

Section 5: Ethics and Security

⚠ *This section is not covered by the page limit.*

5.1 Ethics

If you have entered any ethics issues in the ethical issue table in the administrative proposal forms, you must:

- submit an ethics self-assessment, which:
  - describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;
  - explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:
    - research objectives (e.g. study of vulnerable populations, dual use, etc.)
    - research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)
    - the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use , etc.).
- provide the documents that you need under national law(if you already have them), e.g.:
  - an ethics committee opinion;
  - the document notifying activities raising ethical issues or authorising such activities

⚠ *If these documents are not in English, you must also submit an English summary of them (containing, if available, the conclusions of the committee or authority concerned).*

⚠ *If you plan to request these documents specifically for the project you are proposing, your request must contain an explicit reference to the project title.*

To be completed if 'yes' for any questions in ethics issues table part A

Provide appropriate documents as evidence

If not, timeframe for approvals/ authorizations

Wrap up!

1. Excellence

1.1 Objectives

1.2 Relation to work programme

1.3 Concept and approach

1.4 Ambition

2. Impact

2.1 Expected impacts

2.2 Misure to maximase impact

a) Dissemination and exploitation of results

b) Communication activities

3. Implementation

3.1 Work plan – work packages, deliverables and milestones

3.2 Management structure and procedures

3.3 Consortium as a whole

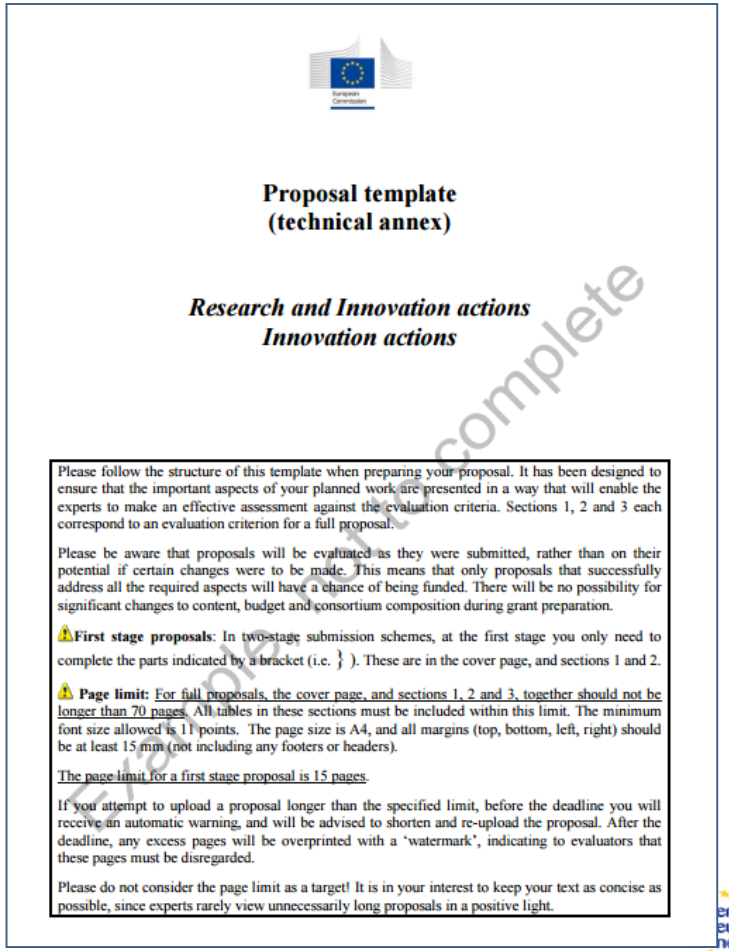
3.4 Resources to be committed

4. Members of the consortium

5.Ethics and Security

And cover page!

- Title of proposal and
- List of participants



Proposal template
(technical annex)

Research and Innovation actions
Innovation actions

Example of the complete

Please follow the structure of this template when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion for a full proposal.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

First stage proposals: In two-stage submission schemes, at the first stage you only need to complete the parts indicated by a bracket (i.e. }). These are in the cover page, and sections 1 and 2.

Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The page limit for a first stage proposal is 15 pages.

If you attempt to upload a proposal longer than the specified limit, before the deadline you will receive an automatic warning, and will be advised to shorten and re-upload the proposal. After the deadline, any excess pages will be overprinted with a 'watermark', indicating to evaluators that these pages must be disregarded.

Please do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.