Text inserted by NCP is in **red** throughout the document. Text is intended to provide guidance only, and is not exhaustive.

# 

**START PAGE**

MARIE Skłodowska-CURIE ACTIONS

**Innovative Training Networks (ITN)**

**Call:** **H2020-MSCA-ITN-2016**

PART B

“PROPOSAL ACRONYM”

Use a memorable acronym – a real word – you can use online acronym generators to help

**This proposal is to be evaluated as:**

**[ETN] [EID] [EJD]**

**[delete as appropriate]**

Part B - Page X of Y

**TABLE OF CONTENTS**

According to the page limit rules, there is no space for a proper Table of Contents, unless you reduce sections 1 to 3 to 29 pages. Our best advice is not to include a ToC.

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

**DOCUMENT 1**

**START PAGE (*1 page*)**

**LIST OF PARTICIPANTS (*max 2 pages*)**

**START page count (max 30 pages SECTIONS 1-3)**

**1. EXCELLENCE (*starting page 4*)**

**2. IMPACT**

**3. IMPLEMENTATION**

**STOP page count (MAX 30 PAGES Sections 1-3)**

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

**4. Gantt CHART**

**5. Capacities of the PARTICIPATING ORGANISATIONS**

**6. Ethical ISSUES**

**7. Letters of commitment**

**Please note that:**

* *Applicants must ensure that document 1 does not exceed the total page limit of 33 pages. The Start Page must comprise 1 full page; the List of Participants, data for non-academic beneficiaries and declarations table a maximum of 2 pages (if two whole pages are not required, the remaining space must be left blank – section 1 must start on page 4). Sections 1 to 3 must not exceed 30 pages. The expert evaluators will be strictly instructed to disregard any content above these pages limits.*
* *No reference to the outcome of previous evaluations of this or any similar proposal should be included in the text. The expert evaluators will be strictly instructed to disregard any such references.*

**LIST OF PARTICIPANTS (*max. 2 pages*)**

Please provide a list of the consortium's participants (both beneficiaries and partner organisations) indicating the legal entity, the department carrying out the work and the scientist-in-charge of the project.

For non-academic beneficiaries, please provide additional data as indicated in the table below.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Consortium**  **Member** | **Legal Entity Short Name** | **Academic (tick)** | **Non-academic (tick)** | **Awards Doctoral Degrees (tick)** | **Country** | **Dept./**  **Division /**  **Laboratory** | **Scientist-in-Charge** | **Role of Partner Organisation[[1]](#footnote-1)** |
| Beneficiaries |  |  |  |  |  |  |  |  |
| Insert full name here e.g. Dublin City University | Insert short name here e.g. DCU |  |  |  |  |  |  | Do not complete this section for beneficiaries |
| Partner Organisations |  |  |  |  |  |  |  |  |
| Insert full name here e.g. Data Laboratories Inc. | Insert short name here e.g. DLI |  |  |  |  |  |  | e.g. Training, Hosting Secondments, Delivering Doctoral Degree |

**Data for non-academic beneficiaries:** Do not complete for non-academic Partner Organisations

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Location of research premises**  **(city / country)** | **Type of R&D activities** | **No. of full-time employees** | **No. of employees in R&D** | **Web site** | **Annual turnover[[2]](#footnote-2)**  **(in Euro)** | **Enterprise status (Yes/No)** | **SME status[[3]](#footnote-3) (Yes/No)** |
|  |  |  |  |  |  |  |  |  |

* + - The information in the above table **must be based on current data, not projections**
    - The capacity of institutions participating in successful proposals will be subject to verification during the grant preparation phase

**Declarations**

|  |  |
| --- | --- |
| **Name (institution / individual)** | **Nature of inter-relationship** |
|  |  |

* Please use the table above to **declare any inter-relationship between different participating institutions or individuals** (e.g. family ties, shared premises or facilities, joint ownership, financial interest, overlapping staff or directors, etc.)

**START page count – MAX 30 pages**

**1. Excellence *(starting on p.4)***

**1.1 *Quality, innovative aspects and credibility of the research programme*** (including inter/multidisciplinary, intersectoral and, where appropriate, gender aspects)

Required sub-headings:

* Introduction, objectives and overview of the research programme. For ETN projects, it should be explained how the individual projects of the recruited researchers will be integrated into – and contribute to – the overall research programme. EJD and EID projects should describe the research projects in the context of a doctoral training programme
* Start with a short paragraph summarising the overall ITN programme, such as:

*“The overarching objective of this ITN is to provide high-level training in X to a new generation of high achieving early stage researchers to provide them with the transferable skills necessary for thriving careers in a burgeoning area that underpins innovative technological development across a range of diverse disciplines. This goal will be achieved by a unique combination of “hands-on” research training, non-academic placements and courses and workshops on scientific and complementary so-called “soft” skills facilitated by the academic-non-academic composition of the consortium”*

* Outline the key specific research objectives of the programme
* Describe the state of the art and how the specific research objectives relate to it
* Include a list of bibliographic references (in footnotes, font size 8) – cite the consortium to show that you are the experts in the field
* Research methodology and approach

The project should be divided in **Work Packages** and described in the table below. The Work Packages should reflect the research objectives. Only brief headings and overviews of the Work Packages should be presented in Table 1.1. More details in terms of actual implementation should be provided in the tables under section 3.1.

* Break down the research programme into (typically) three or four discrete research Work Packages (put Table 1.1 here)

**Table 1.1: Work Package**[[4]](#footnote-4) **(WP) List**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **WP No.** | **WP Title** | **Lead Beneficiary No.** | **Start Month** | **End month** | **Activity Type[[5]](#footnote-5)** | **Lead Beneficiary Short Name** | **ESR involvement[[6]](#footnote-6)** |
|  |  |  |  |  |  |  | Indicate which ESR(s) will participate in the Work Package in question |
|  |  |  |  |  |  |  |  |

* Give a brief Work Package summary (one paragraph each) here – precise details go in Section 3.1
* Explain how the individual ESR projects fit into the Work Packages (use Table 1.1)
* Methodology: describe in detail how the objectives in the research programme will be explored - equipment, techniques, assays, types of research etc.
* Originality and innovative aspects of the research programme (in light of the current state of the art and existing programmes / networks / doctoral research trainings)
* Explain why the research is original, innovative and timely compared to:
* The state-of-the-art in the research area
* **and** other doctoral/research trainings (previous ITNs? Check using <http://cordis.europa.eu/search/advanced_en>)
* Explain how the work is inter- or multi-disciplinary
* Explain how you have taken gender into account in the research methodology. See p. 32 of Guide for Applicants and: <http://www.yellowwindow.be/genderinresearch/index_downloads.html> <https://genderedinnovations.stanford.edu/>

**Common Weaknesses in unfunded ITNs:**

* Unclear research objectives
* State of the art poorly explained
* Innovation/progress beyond the state of the art unclear
* Poorly focused research theme
* Lack of detail in describing research methodology, equipment/techniques/methods to be used
* Lack of inter/multidisciplinarity
* Gendered innovations not mentioned

**1.2 *Quality and innovative aspects of the training programme*** (including transferable skills, inter/multi-disciplinary, intersectoral and, where appropriate, gender aspects)

Required sub-headings:

* Overview and content structure of the training (ETN) or doctoral programme (EID/EJD), including network-wide training events and complementarity with those programmes offered locally at the participating institutions (please include table 1.2a and table 1.2b)
* Start with the Recruitment Table 1.2a – it shows at a glance how many ESRs each beneficiary will be responsible for

**Table 1.2 a Recruitment Deliverables per Beneficiary**

|  |  |  |  |
| --- | --- | --- | --- |
| **Researcher No.** | **Recruiting Participant**  **(short name)** | **Planned Start Month**  **0-45** | **Duration (months)**  **3-36** |
| **1.** |  |  |  |
| **2.** |  |  |  |
| **3.** |  |  |  |
| **…** |  |  |  |
| **Total** |  |  |  |

* Provide a list of training objectives, including developing three types of skills:
* Core Research Skills (acquired via their ESR project)
* Advanced/Additional Research Skills (delivered by the consortium)
* Transferable Skills (delivered by the consortium - particularly those useful in non-academic careers)
* Two aspects:
* Local training: offered at the main host organisation where the ESR will work e.g. via graduate schools
* Network-wide training: offered by the consortium at specific events e.g. workshops, summer schools
* Describe the local training followed by the network-wide training
* **Local**: what is offered for the ESRs at their main host
* **Network wide**: Be very specific about the details. When and where it will take place, what areas will be covered, how long will it last, who will deliver the training. Can modify Table 1.2b.
* Open up some events to the wider research community. Typical to have a final conference for example.
* Earning a certain number of ECTS Credits (European Credit Transfer System) via the local and network-wide training is becoming the norm – mandatory for EJD
* Be sure to add training on gender issues and research integrity

**Table 1.2 b Main Network-Wide Training Events, Conferences and**

**Contribution of Beneficiaries**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Main Training Events & Conferences** | **ECTS**  **(*if any*)** | **Lead Institution** | **Project Month (*estimated*)** |
| 1 | When and where it will take place, what areas will be covered, how long will it last, who will deliver the training – modify the table if necessary |  |  |  |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
| 4 |  |  |  |  |

* Complementarity between the local and network wide training is achieved by having a **Personal Career Development Plan** (PCDP) for each ESR.
* A PCDP will include at least:
* A personalised analysis of the requirements and goals of the planned training for the ESR
* A list of courses (local and network-wide) to be taken by the ESR during their programme, including any ECTS credit requirements
* A list of communication and dissemination activities to be undertaken by the ESR
* A schedule for their programme, including secondments
* The PCDP will be prepared at the start of the ITN between the ESR and their supervisor(s)
* It should be reviewed at least every six months
* Role of non-academic sector in the training programme
* Finally, explain the contribution of the non-academic **beneficiaries** and **partner organisations** in the training programme, including:
* Recruiting – for non-academic beneficiaries
* Training (Hint! They should be delivering some of the network-wide training).
* Hosting secondments – mention briefly here and expand in Section 1.4

**Common Weaknesses in unfunded ITNs:**

* Training programme is unfocused and not clearly presented
* Transferable skills poorly addressed esp. those related to innovation and entrepreneurship
* Insufficient local training opportunities (at each ESR’s host organisation)
* Poorly thought-out network wide training opportunities
* Poorly-timed network wide training opportunities (too much at once)
* Balance between local and network-wide training (including online training) is poor (too much of one, not enough of the other)
* Non-academic contribution to the training is poor
* No plans to use Personal Career Development Plans
* Lack of detail on from where ESRs at non-academic hosts will receive their PhD
* Poor explanation of how the training programme is innovative compared to existing programmes/networks (including previous ITNs)
* All events closed to wider research community

**1.3 *Quality of the supervision***

Required sub-headings:

* Qualifications and supervision experience of supervisors
* Note the instruction: To avoid duplication, the role and scientific profile of the supervisors should only be listed in the "Participating Organisations" tables (see section 5 below).
* Demonstrate, with hard evidence, the collective quality of the research supervisors in training of researchers
* Do not write one paragraph per PI (not enough space)
* Instead write a collective statement about the expertise of the consortium. Don’t leave out the Partner Organisations.
* Include number of PhDs graduated, numbers of postdocs mentored, and where they are now (use a table?)
* Quality of the joint supervision arrangements (mandatory for EID and EJD).
* Only mandatory for EID and EJD **but also include for ETN**
* Aim is to demonstrate that each ESR is assured high-levels of contact with their supervisor(s) through a supervision policy that is consistent across the consortium (particularly for EJD)
* Each ESR should have a supervisory committee (SC) of minimum three persons – at least one should be from a non-academic beneficiary or PO
* Include a list of the supervisory committee for each ESR (table)
* Describe a regular series of meetings between ESR and SC
* Role of SC is to ensure that a Personal Career Development Plan for their research and training is put in place for each ESR and reviewed at regular intervals
* Each supervisory committee should report into an overall training/doctoral studies or similar committee (describe this in 3.2 Management)

**Common Weaknesses in unfunded ITNs:**

* Lack of detail on supervision experience of the proposed supervisors
* Unstructured supervision plans (including lack of clarity on preparation and monitoring of Personal Career Development Plans, no information on frequency/methods of student-supervisory team meetings )
* Only one supervisor per ESR (no joint supervision arrangements)
* ESRs have no non-academic co-supervisor
* Role of the supervisors in the supervision of the training is unclear
* Previous experience in student mentoring of the non-academic supervisors and their ability to supervise the ESRs is insufficiently documented (particular NB for EID)

The following section of the European Charter for Researchers refers specifically to supervision:

**Supervision**

Employers and/or funders should ensure that a person is clearly identified to whom Early-Stage Researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

**1.4 *Quality of the proposed interaction between the participating organisations***

Required sub-headings:

* Contribution of all participants to the research and training programme
* Describe what tasks each participant (beneficiaries and POs) will undertake in the research & training programmes – use a table
* Synergies between participants
* Show why this consortium are best placed to deliver the programme (synergies/overlaps in expertise) – a diagram/schematic is useful
* Describe the “added value” of working together to deliver this programme – could include information on previous and current collaborations between participants (including COST Actions).
* Exposure of recruited researchers to different (research) environments, and the complementarity thereof
* i.e. Describe the Secondments
* Provide a table summarising the secondments for each ESR – where, when, for how long.
* **Tip!** ETN/EJD: each ESR should get a secondment of at least 3 months to a non-academic beneficiary or partner organisation
* For EID, make sure it is crystal clear that each ESR will achieve the minimum 50% of time in the non-academic sector
* Explain how the secondments are linked to ensuring the excellence of the research & training programmes

**Common Weaknesses in unfunded ITNs:**

* The role of each participating organisation (or some of them) in the research training programme is not clear
* It is unclear how the participants have complementary expertise and will utilise this in the programme
* The role of the non-academic organisations is not clear and/or the programme does not fully exploit their potential
* Not every ESR has a secondment to a different sector and/or the secondments are too short to have a meaningful impact (< 1 month)

**2. Impact**

**2.1 *Enhancing the career perspectives and employability of researchers and contribution to their skills development***

In this section, please explain the impact of the research and training on the fellows' careers.

**Overall aim is to show a detailed understanding of how the ESR graduates will be employable, and by who, and why**

* Present an analysis of how the elements of the programme will make them employable, e.g.:
* Research Training
* Transferrable Skills Training
* Communication/Dissemination/Public Engagement/Exploitation activities

Do not repeat how these skills will be delivered, instead focus on the impact of the skills on the ESR’s employability

* Secondments and/or other opportunities for exposure to other organisations (e.g. networking opportunities)
* Emphasise the “**triple i**” aspects of the programme: international, inter-sectoral and inter-disciplinary (from the EU Principles for Innovative Doctoral Training – PIDT - <http://ec.europa.eu/euraxess/pdf/research_policies/Principles_for_Innovative_Doctoral_Training.pdf>)
* Make a strong link between your programme’s elements and EU policies about research careers/employability – use our Research Policy Brief document to help with this

**Common Weaknesses in unfunded ITNs:**

* Proposal does not (or weakly) describe the impact of the programme on the ESRs’ career opportunities
* No mention of potential for careers outside of academia and how the programme will help them develop the required skills and explore these opportunities
* Poor description of the effect of transferable skills training on the ESRs’ career perspectives
* No justification of how the potential career opportunities are linked to current and future labour market needs
* No link to EU policies on research careers/research training

**2.2 *Contribution to structuring doctoral/early-stage research training at the European level and to strengthening European innovation capacity, including the potential for:***

**Divide into four sub-headings:**

**a)** Contribution to structuring doctoral/early-stage research training at the European level

* Quote from Annex of Erasmus Mundus Handbook of Excellence – Doctoral Programmes <http://eacea.ec.europa.eu/erasmus_mundus/tools/documents/repository/handbook_of_excellence_2012_doctoral_en.pdf>:“: “*For 10 years, the European Higher Education Area (EHEA) has been working towards a more “European” doctorate, taking programmes into a multi-disciplinary and collaborative activity focused not just on local/national goals, but those of Europe positioning itself in a competitive global environment*” e.g. less silos, more collaboration
* Agreed set of “rules” for programme elements: Salzburg II Recommendations (<http://www.eua.be/Libraries/publications-homepage-list/Salzburg_II_Recommendations>) & Principles for Innovative Doctoral Training
* Explain how your programme adheres to those “rules”
* Explain how your programme will help the further development of European collaborative research training programmes
* Describe how you will continue the programme after the ITN is over

**b)** Meaningful contributionof the non-academic sector to the doctoral / research training (as appropriate to the implementation mode and research field)

* Outline why is it so important that the NA sector are involved in research training programmes i.e. cite relevant European policies
* Explain how the contribution of your NA sector participants to this particular programme is essential to improving inter-sectoral collaboration in research training in this research area

**c)** Developing sustainable joint doctoral degree structures (for EJD only)

* Key policy goal in this area is overcoming differences/fragmentation in doctoral training across Europe – bringing a degree of consistency (EMJD document <http://eacea.ec.europa.eu/erasmus_mundus/tools/documents/repository/handbook_of_excellence_2012_doctoral_en.pdf>)
* The harmonisation of institutional processes involved in developing joint degrees will help to bring consistency to the doctoral experience across Europe
* Explain how your EJD will help with developing the consistency of the doctoral experience – unified selection, recruitment, monitoring, awarding processes etc.
* Explain how you will continue the joint degree process in the consortium after the EJD is over

**Common Weaknesses in unfunded ITNs:**

* Comments on how the proposed programme will structure doctoral/early stage research training in Europe are missing
* Potential synergies with other doctoral/research training programmes (at EU or national level) are not described
* The role of the non-academic sector in the training programme is limited, limiting the impact of the programme to structuring training at EU level.
* Comments on the lasting impact of the ITN (continuation after completion of the programme) are missing.
* The contribution of the non-academic sector to the doctoral training is not described in sufficient detail (esp. for EID)

**d)** Strengthening European innovation capacity

* Explain how the research programme and the ESR’s work will contribute to Europe’s economy and/or society
* Link to EU research/policy goals e.g. Horizon 2020 Pillars, Research Roadmaps, EU policies on e.g. health, immigrants, digital economy,….,…. all available online (google it!)
* If your programme builds on an existing ITN, explain how it does so

**Common Weaknesses in unfunded ITNs:**

* No/weak description of how the cohort of ESRs trained via the programme will have potential to enhance Europe’s innovation capacity
* No/weak mention of how the research programme will impact on Europe’s innovation capacity
* The relationship to the basic science being proposed in the programme to the “real world” problems of the H2020 Societal Challenges is poorly justified

**2.3 *Quality of the proposed measures to exploit and disseminate the project results***

**Before writing discuss with all beneficiaries about their own dissemination and exploitation channels/mechanisms.**

Required sub-headings:

* Dissemination of the research results
* Target audience: Other researchers, potential users and the wider research and innovation community
* Describe how you will ensure that this audience learns about the research activities
* What is the potential impact of disseminating to them?

* Exploitation of results and intellectual property
* How are the research results useful to business?
* Outline plans to exploit any IP/commercial potential arising from the programme
* How have you decided to “allocate” IP in your consortium? Rules simplified at <https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020>
* What is the potential impact of exploiting commercial potential/IP?
* How are the research results useful to the wider society?
* If applicable, how will you ensure that relevant societal actors (community, voluntary sector etc. etc.) will benefit from your project?
* What’s the potential impact of societal exploitation of the results?

**2.4 *Quality of the proposed measures to communicate the project activities to different target audiences***

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

Required sub-heading:

* Communication and public engagement strategy of the project

New Guidelines document (<http://ec.europa.eu/research/mariecurieactions/documents/documentation/publications/outreach_activities_en.pdf>) describes difference between communications and public engagement

* **Communication** is two-way from sender to receiver e.g. an article in a newspaper or on TV or radio
* Describe how you will ensure media coverage about the activities of the ITN
* What is the potential impact of media coverage?
* **Public engagement** is meant to engage a large audience and to bring knowledge and expertise on a particular topic to the general public.
* Describe what activities the consortium will undertake to engage the general public about the activities of the ITN
* Plan a range of activities (social media, specific events) targeted at multiple audiences
* Need to take place across the whole consortium, not just in Ireland!
* Talk to experts at your institution. See what local/national activities you can join in e.g. Pint of Science, SFI Discover
* What is the potential impact of engaging the public in the activities of the ITN?

Concrete plans for sections 2.3 and 2.4 must be included in the corresponding implementation tables, i.e. in the work package tables in Section 3.1

**Must Have!** Include quantifiable targets for measuring the effectiveness of dissemination, exploitation, communication and public engagement activities

Note that the following sections of the European Charter for Researchers refer specifically to public engagement and dissemination:

**Dissemination, Exploitation of Results**

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

**Public Engagement**

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

**Common Weaknesses in unfunded ITNs:**

* Lack of detail on external communication/dissemination methods
* Poorly defined/lack of public engagement strategy
* Dissemination focuses on communicating with other researchers – there is no mention of other stakeholders such as e.g. policy makers, politicians, NGOs, private companies, public bodies
* Lack of detail on the goals and potential impact of exploiting the results of the project for societal/economic benefits (including exploiting any IP)
* Dissemination/public engagement events are poorly timed and/or only occurring in the country of the Coordinator – all countries/participants must have a role

**3. Quality and Efficiency of the Implementation**

***3.1 Coherence and effectiveness of the work plan,*** *including appropriateness of the allocation of tasks and resources (including awarding of the doctoral degrees for EID and EJD projects)*

Required **sub-headings**:

* Work Packages description (please include table 3.1a);
* Use Table 3.1a to describe the Work Packages (WPs)
* 3 -4 Research WPs
* Management WP
* Training WP
* Dissemination/Exploitation/Communication/Public Engagement WP
* List of major deliverables *(*please include table 3.1b*),* including the awarding of doctoral degrees, where applicable[[7]](#footnote-7);
* List of major milestones (please include table 3.1c)
* Fellow's individual projects*, (*please include table 3.1d*);*
* Gantt Chart, including secondment plan (please use template [below](#Gantt_Chart)*)*[[8]](#footnote-8)*.*

**Due date:** The schedule should indicate the **number of months** elapsed from the start of the project (Month 1).

**Table 3.1 a Description of Work Packages**

|  |  |  |
| --- | --- | --- |
| **WP Number** |  | **Start Month – End Month** |
| **WP Title** | *(e.g. including Research, Training, Management, Communication and Dissemination…)* | |
| **Lead Beneficiary** |  | |
| **Objectives** | | |
| **Description of Work and Role of Specific Beneficiaries / Partner Organisations**  *(possibly broken down into tasks), indicating lead participant and role of other participants*  *Description of Work: Break down each WP into several Tasks (3-6 is typical)*  *Task 1*  *Task 2*  *Task 3*  *Role: Use org short names from Participants Table to indicate which org(s) are responsible for each Task e.g. DCU, DLI*  *Indicate timescales for the Tasks (in months elapsed from the start of the project) e.g. M6, M12*  *Ensure everything matches the details given elsewhere in the application (esp. the Gantt chart)* | | |
| **Description of Deliverables**  *(brief description and month of delivery)* | | |

**Table 3.1 b Deliverables List**

A **deliverable** is a distinct output of the project, meaningful in terms of the project’s overall objectives and constituted by a **report, a document, a technical diagram, a software, training, conference, etc**. These should be divided into scientific deliverables and management, training, recruitment and dissemination deliverables. Scientific deliverables have technical/scientific content specific to the project. The number of deliverables in a given Work Package must be reasonable and commensurate with the Work Package content. Note that during implementation, the submission of these deliverables to the REA will be a contractual obligation.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Scientific Deliverables*** | | | | | | |
| **Deliverable Number[[9]](#footnote-9)** | **Deliverable Title[[10]](#footnote-10)** | **WP No.** | **Lead Beneficiary Short Name** | **Type[[11]](#footnote-11)** | **Dissemination Level[[12]](#footnote-12)** | **Due Date** |
| Use the convention Dx.y where x is the Work Package number and y is the deliverable number, e.g. D1.2 |  |  |  |  |  |  |
| ***Management, Training, Recruitment[[13]](#footnote-13) and Dissemination Deliverables*** | | | | | | |
| **Deliverable Number** | **Deliverable Title** | **WP No.** | **Lead Beneficiary Short Name** | **Type** | **Dissemination Level** | **Due Date** |
|  |  |  |  |  |  |  |

**Table 3.1 c Milestones List**

**Milestones** are control points in the project 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 project where, for example, the consortium must decide which of several technologies to adopt for further development.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Number** | **Title** | **Related Work Package(s)** | **Lead Beneficiary** | **Due Date [[14]](#footnote-14)** | **Means of Verification[[15]](#footnote-15)** |
| Use the convention Mx.y where x is the Work Package number and y is the deliverable number, e.g. M1.2 |  |  |  |  |  |

**Table 3.1 d Individual Research Projects**

If applicable and relevant, linkages between the individual research projects and the work packages should be summarised here (one table /fellow).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Fellow *(e.g. ESR1)*** | **Host institution** | **PhD enrolment (Y/N)** | **Start date *(e.g. Month 6)*** | **Duration *(e.g. 36 months)*** | **Deliverables *(refer to numbers in table 3.1b)*** |
| **Project Title and Work Package(s) to which it is related:** | | | | | |
| **Objectives:** | | | | | |
| **Expected Results:** | | | | | |
| **Planned secondment(s):** *Host, supervisor, timing, length and purpose* | | | | | |

**Common Weaknesses in unfunded ITNs:**

* WPs are only about research, with no WPs for management, dissemination/communication, training etc.
* The content of the WPs is poorly described (lack of detail on methodology)
* The descriptions of the Individual ESR projects (all or some of them) are lacking in detail – cannot understand precisely what they will do
* Details of secondments are unclear
* Deliverables are poorly defined and do not provide an effective means for monitoring the outputs of the programme
* Project is poorly timed, with some deliverables occurring too late or too early in the process
* Milestones for assessing the quality of the Individual Research Projects are missing (related to quality management)
* Coordinator leading too many WPs (capacity issue)

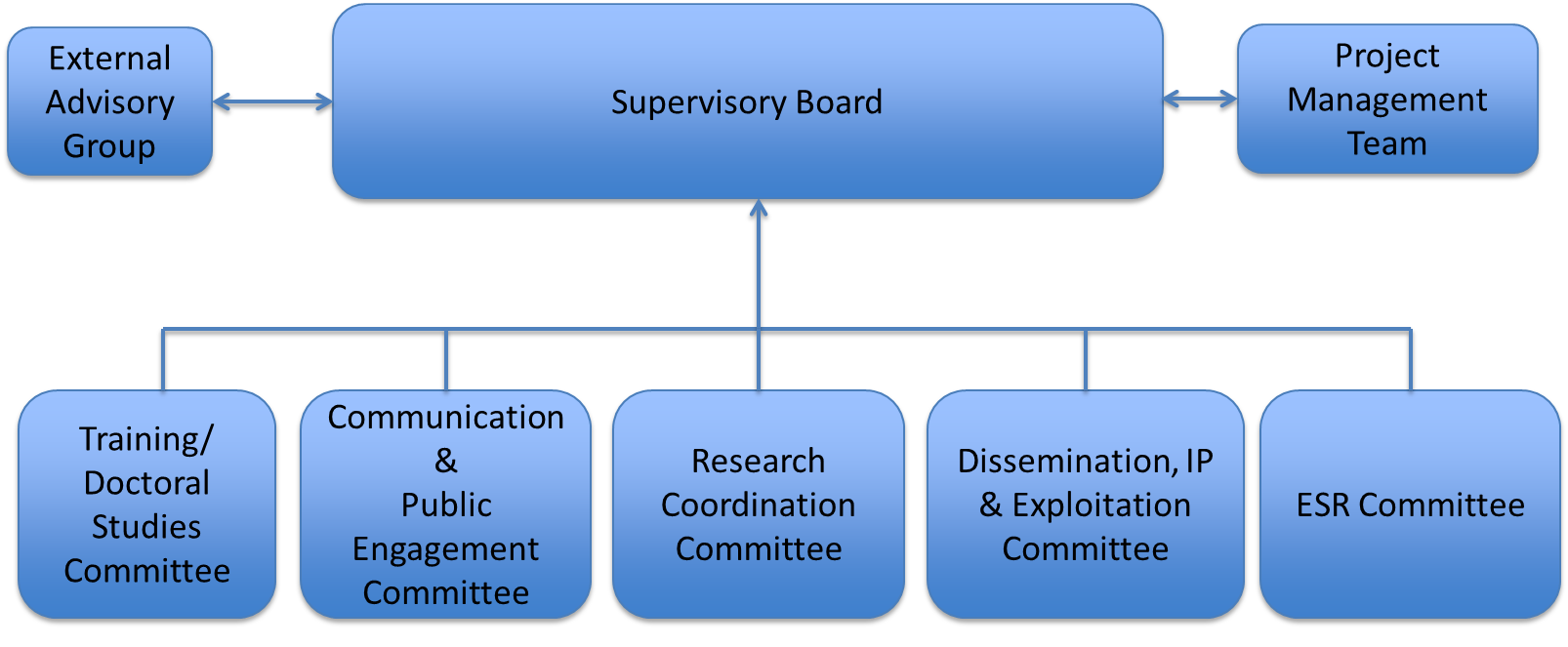
***3.2 Appropriateness of the management structures and procedures,*** including quality management and risk management (with a mandatory joint governing structure for EID and EJD projects)

Quote from Erasmus Mundus Handbook of Excellence – Doctoral Programmes <http://eacea.ec.europa.eu/erasmus_mundus/tools/documents/repository/handbook_of_excellence_2012_doctoral_en.pdf>:“*We ensure our participants can work together to provide coherent and comprehensive support for our programme in the areas of management, finance and administrative support. We will formalise the partnership through a Consortium Agreement, and understand how we will deal with IPR issues. ESRs will be provided with an employment contract. When all is in place, we will market the programme professionally.*”

Coherent management is the aim here. **Consult Chapter 4 of the EMJD document to assist with writing Section 3.2.**

Required sub-headings:

* Network organisation and management structure, including financial management strategy, strategy for dealing with scientific misconduct
* Manage the programme via a series of **gender-balanced** committees:
* NB! **Supervisory Board**. All beneficiaries and POs represented, plus an ESR representative. Main decision-making body.
* Suggested Management Structure (can be simpler for a smaller project such as a two-beneficiary EID):

****

* Describe each Committee (composition and role). Gender balance is NB (no more than 40% of either gender on each).
* Explain decision making processes (e.g. majority rules) and conflict resolution strategy
* Describe the use of the Consortium Agreement and what that will cover – sample available at <http://www.leru.org/index.php/public/news/good-agreements-make-good-friends-a-leru-model-contract-for-european-training-networks/>
* Describe the financial management strategy – resource planning and allocation of finances. The financial resources are allocated transparently and efficiently across the consortium so that the money is linked to the delivery of the programme.
* Strategy for dealing with Scientific Misconduct: What would you do if an ESR accused another of Falsification, Fabrication or Plagiarism? What processes are in place in the participants to deal with misconduct?  
  European Code of Conduct for Research Integrity  
  <http://www.esf.org/fileadmin/Public_documents/Publications/Code_Conduct_ResearchIntegrity.pdf>
* Describe the internal communications strategy to keep the consortium and the ESRs in regular contact
* Joint governing structure (mandatory for EID and EJD projects)
* To oversee the doctoral programme and ensure quality control
* To ensure that the various administrative units across the participants with responsibility for doctoral programmes are working in a coherent and coordinated manner.
* Doctoral Studies Committee – include rep. from Graduate Studies Office
* Mutual recognition – research training done at participant A is recognised by participant B for the purposes of earning a doctoral degree
* For EJD, joint admission, selection, supervision, monitoring and assessment procedures
* Monitoring: University A requires a yearly report, University B requires a quarterly report. Will the ESR have to do both?
* Assessment: University A does a closed viva voce, University B does an open thesis defence. For a joint degree, will the ESR have to do both
* Monitoring & Assessment should be coherent across the consortium. As far as possible, the same procedures should be applied to each ESR
* Supervisory board – move this up to the sub-heading on Network Organisation and Management Structure
* Recruitment strategy
* Centralised recruitment is best. Describe the application process, applicant requirements, composition of selection committees, decision making/selection process. Use [EURAXESS Jobs](http://ec.europa.eu/euraxess/index.cfm/jobs/index) to advertise. Explain employment conditions (employment contracts with full social security benefits mandatory).
* Progress monitoring and evaluation of individual projects
* Individual Projects: Link back to 1.3 Supervision, particularly on monitoring of Personal Career Development Plans. Focus on timings and structures here (individual SCs feedback back into oversight committee)
* Overall quality assurance – external review/monitoring of the ITN by an independent panel/external advisory group
* Risk management at consortium level (including table 3.2a)
* Include research risks and project management risks and contingency plans for both
* Intellectual Property Rights (IPR)
* Describe how the rules for IP across the consortium will be set down in the Consortium Agreement. Explain how you will monitor the creation of any IP, how you will exploit it and who in your institution will help with this e.g. Technology Transfer Office. Adhere to the IP rules in the MSCA Grant Agreement – summarized at <https://www.iprhelpdesk.eu/FS_IP_management_in_MSCA-H2020>
* Gender aspects (both at the level of recruitment and that of decision-making within the project)
* Describe how you will recruit a gender balanced mix of ESRs e.g. targeted advertising to women-in-science groups (name any relevant to your research area, e.g. IEEE Women in Engineering, plus multi-disciplinary groups such as the European Platform of Women Scientists).
* Describe how your management committees are gender balanced
* Data management plan (*only if participating in Open Research Data pilot)*
* From page 18 of the Guide for Applicants:   
  *“Horizon 2020 also includes a pilot on Open Research Data. The main goal of the pilot is to facilitate research data registration, discovery, access and re-use, in particular in the context of Horizon 2020 funded projects. There is no obligation on ITN projects to participate in the pilot. However, should the beneficiaries choose to do so, a data management plan will be required in the proposal (under "Implementation").”*
* Further information on the Data Management Plan and the pilot can be found in the documents section of the Participant Portal. <http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-data-mgt_en.pdf>
* Describe who will be responsible for preparing and maintaining the Data Management Plan – be sure to add the DMP as a Deliverable in Section 3.2

**Table 3.2a Implementation Risks**

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk No.** | **Description of Risk** | **WP Number** | **Proposed mitigation measures** |
| R1 | e.g. Delay in recruitment | WP 1 |  |

The following sections of the European Code of Conduct for the Recruitment of Researchers refer specifically to recruitment and selection:

**Recruitment**

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

**Selection**

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (academic and non-academic, including enterprise) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

**Common Weaknesses in unfunded ITNs:**

* Lack of detail on the management structures
* Only having one body to manage the entire project (the Supervisory Board). The SB has overall responsibility, but a number of smaller committees and a project management team should feed into the SB.
* Decision making and conflict resolution strategies are not clear
* No ESR representative on the Supervisory Board
* Poor gender balance in management structure
* Quality management is poorly addressed
* Risk management is poorly addressed (focuses only on research risks, not project implementation risks, or vice versa)
* No clear details of how and when potential IP will assessed during the programme, and by whom
* Information on the EJD admission and degree awarding processes is unclear
* Details of the recruitment process are insufficient

**3.3*****Appropriateness of the infrastructure of the participating organisations***

Explain the appropriateness of the infrastructure of each participant, as outlined in Section 5 (Participating Organisations), in light of the tasks allocated to them in the project.

Who is doing what, and do they have the necessary infrastructure to do it?

* Section 5 will include a Capacities Table for each participant.
* This section should complement Sec. 5 not duplicate it.
* Describe how the consortium has the necessary infrastructure (research and administrative) to implement all aspects of the programme (research, training. admin, communications, exploitation etc.).
* Describe how the consortium provides an excellent environment for hosting and supporting the ESRs, including assisting the ESRs with settling into their new countries and research environments. Specify use of EURAXESS Services for relocation assistance.
* Have the organisations endorsed the Charter & Code – if yes, say so! List at <http://ec.europa.eu/euraxess/index.cfm/rights/charterAndCode>
* Have the organisations earned the “HR Excellence in Research” logo? If yes, say so and include the logo in the Capacities Table! List at <http://ec.europa.eu/euraxess/index.cfm/rights/strategy4ResearcherOrgs>

**Common Weaknesses in unfunded ITNs:**

* One or all of the organisations has not provided details on the appropriate available infrastructure for the research training programme (esp. for secondments at partner organisations)

**3.4 *Competences, experience and complementarity of the participating organisations and their commitment to the programme***

Required sub-headings:

* Consortium composition and exploitation of partners' complementarities: explain the compatibility and coherence between the tasks attributed to each beneficiary in the project, including in light of their experience;
* Explain how the consortium are the best people to implement this programme including:
* Complementarities/synergies between all participants and how these will be exploited to deliver an excellent programme (use a diagram or table)
* How their previous experience makes them suitable for their tasks here
* Commitment of beneficiaries and partner organisations to the programme (for partner organisations, please see also sections 5 and 7).
* Outline the commitment of each participant by showing that they are all highly active in the project – refer to earlier sections
* NB to highlight strong non-academic sector involvement

**i) Funding of non-associated third countries (if applicable)**: Only entities from EU Member States, from Horizon 2020 Associated Countries or from countries listed in Annex A of the Work Programme are automatically eligible for EU funding. If one or more of the beneficiaries requesting EU funding is based in a country that is not automatically eligible for such funding, the application shall explain in terms of the objectives of the project why such funding would be essential. Only in exceptional cases will these organisations receive EU funding.[[16]](#footnote-16)

The same applies for **international organisations** other than IEIO.

**ii) Partner organisations**: The role of partner organisations and their active contribution to the research and training activities should be described. A letter of commitment shall also be provided in section 7 (included within the PDF file, but outside the page limit).

* Ensure that the content of the Letter of Commitment matches precisely their stated tasks in the programme

**Common Weaknesses in unfunded ITNs:**

* The complementarity between the capabilities of the organisations (in light of their tasks in the programme) has not been made clear
* Inconsistencies between the stated role of Partner Organisations in the proposal, and the content of their Letter of Commitment

**STOP page count – MAX 30 pages (Sections 1-3)**

1. For example, delivering specialised training courses, hosting secondments, etc. Can also be delivery of doctoral degree. [↑](#footnote-ref-1)
2. Defined as the total value of sales of goods and services during the last accounting period. [↑](#footnote-ref-2)
3. As defined in [Commission Recommendation 2003/361/EC](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:en:PDF) [↑](#footnote-ref-3)
4. A work package is defined as a major subdivision of the proposed project. [↑](#footnote-ref-4)
5. For example, research, management, dissemination, etc. [↑](#footnote-ref-5)
6. Indicate which ESR(s) will participate in the Work Package in question [↑](#footnote-ref-6)
7. This could also be after the end of the project [↑](#footnote-ref-7)
8. Note that although the Gantt Chart will be assessed under section 3, the chart itself does not count towards the page limit and should be included under section 4. [↑](#footnote-ref-8)
9. Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from Work Package 4. [↑](#footnote-ref-9)
10. Including overall recruitment, Researcher Declarations on Conformity, Career development Plan, scientific/training deliverable x, etc.) [↑](#footnote-ref-10)
11. Please indicate the nature of the deliverable using one of the following codes:

    **R** = Report; **ADM** = Administrative (website completion, recruitment completion, etc.); **PDE** = dissemination and/or exploitation of results; **OTHER** = Other, including coordination [↑](#footnote-ref-11)
12. Please indicate the dissemination level using one of the following codes:

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

    **CI = Classified:** classified information as intended in Commission Decision 2001/844/EC. [↑](#footnote-ref-12)
13. E.g. advertising vacancies. The individual recruitments should only be listed in Table 1.2a [↑](#footnote-ref-13)
14. Measured in months from the project start date (month 1). [↑](#footnote-ref-14)
15. Show how the consortium will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype completed and running flawlessly; software released and validated by a user group; field survey complete and data quality validated. [↑](#footnote-ref-15)
16. Article 10 of the Rules for participation and dissemination in "Horizon 2020" (Regulation (EU) No. 1290/2013 of the European Parliament and of the Council of 11 December 2013). [↑](#footnote-ref-16)