



H2020-MSCA-IF- 2018– PART B1 Annotated template

**CNRS SPV DR12 Recommendations for
laboratories on how to write Part B1 of the
H2020 MSCA IF proposal.**

**Service Partenariat et Valorisation – Délégation du CNRS
Provence et Corse**

16/07/2018

Part B-1:

The **maximum** total length for this document is **10 pages**. It should be composed as follows (detailed description below):

- Section 1: Excellence
- Section 2: Impact
- Section 3: Implementation

Of the **maximum 10 pages** applied to sections 1, 2 and 3, applicants are free to decide on the allocation of pages between the sections. However, the overall page limit will be strictly applied: after the call deadline, **excess pages will automatically be made invisible, and will not be taken into consideration by the experts.**

It is the responsibility of the applicant to verify that the submitted PDF documents are readable and are within the page limit. PDF documents can contain colours.

Applicants will not be able to submit their proposal in the submission system unless **both** Parts 1 and 2 are provided **in PDF format** (Adobe version 3 or higher, with embedded fonts).

Disclaimer:

This annotated template is based on the SPV experience and the evaluation summary report of successful proposals. Key words and examples of sentences have been listed to help future candidates understand what is expected for each part of the proposal. This list is not exhaustive and by no means instructions. It is therefore important that future candidates write with their own personality and in line with their own field of research.

Examples listed are written either in the first person (I) or in the third (he/she). However, the choice of using one or the other remains yours as we have never had any feedback from the EC regarding this choice.

Colour code:

- EC template unmodified in black
- SPV recommendations in purple
- Examples of sentences from successful proposal in green

1. Excellence¹

SPV recommendations

In part 1, make sure:

- ✓ The fellow's knowledge of the state-of-the-art is sufficiently demonstrated in the proposal.
- ✓ The research methodology is clear and relevant
- ✓ The overview of the project is clearly outlined and successfully defines how the research project is relevant, achievable within the given time-span and will generate cutting-edge knowledge.
- ✓ The proposal makes a compelling case for innovation and originality.
- ✓ The two-way transfer of knowledge is clearly stated. /// Transfer of knowledge between the researcher and the host is very well articulated and detailed.
- ✓ Training to improve transferable skills necessary for a future career as an independent researcher is complete.
- ✓ The research will open new career possibilities in...
- ✓ The researcher will gain new knowledge through a targeted programme of research and training
- ✓ The researcher brings a wealth of experience that will benefit to the working practices of the host. This includes teaching and supervision as well as the mentoring of early career researchers.
- ✓ The expertise of the supervisor meets the needs and the topic of the proposed research project /// The quality of the supervisor is outstanding taking into account the supervisor's publication record, funding history and supervision outcomes.
- ✓ . The researcher has a wealth of experience and is well placed to reach a new level of maturity through this Fellowship.

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

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

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

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

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

¹ Literature should be listed in footnotes, minimum font size 8. All literature references will count towards the page limit.

Discuss the gender dimension in the research content (if relevant). In research activities where human beings are involved as subjects or end-users, gender differences may exist. In these cases the gender dimension in the research content has to be addressed as an integral part of the proposal to ensure the highest level of scientific quality.

SPV recommendations:

In this part, be precise, factual, quantify as much as possible, make sure to include gender dimension.

Examples of sentences:

- The main theoretical aims/ primary research questions are a) to contribute tob) to contribute in unique way to the, which has not been addressed as a specific theoretical matter.
- The main innovative aspects are:
 1. A pioneering contribution to...
 2. This will meet a scientific need proposing an innovative inquiry in.....
 3. The elaboration of a new research method that....

1.7

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

Outline how a two-way transfer of knowledge will occur between the researcher and the host institution(s):

- Explain how the experienced researcher will gain new knowledge during the fellowship at the hosting organisation(s).
- Outline the previously acquired knowledge and skills that the researcher will transfer to the host organisation(s).

For **Global Fellowships** explain how the newly acquired skills and knowledge in the Third Country will be transferred back to the host institution in Europe (the beneficiary) during the incoming phase.

Describe the training that will be offered. Typical **training activities** in Individual Fellowships may include:

- Primarily, training-through-research by the means of an individual personalised project, under the guidance of the supervisor and other members of the research staff of the host organisation(s)
- Hands-on training activities for developing scientific skills (new techniques, instruments, research integrity, 'big data'/'open science') and transferable skills (entrepreneurship, proposal preparation, patent applications, management of IPR, project management, task coordination, supervising and monitoring, take up and exploitation of research results)

- Inter-sectoral or interdisciplinary transfer of knowledge (e.g. through secondments)
- Participation in the research and financial management of the action
- Organisation of scientific/training/dissemination events
- Communication, outreach activities and horizontal skills
- Training dedicated to gender issues

A **Career Development Plan** should not be included in the proposal, but will be part of the action's implementation in line with the European Charter for Researchers. It should aim at achieving a realistic and well-defined objective in terms of career advancement (e.g. attaining a leading independent position) or resuming a research career after a break. The plan should be devised with the final outcome to develop and significantly widen the competences of the experienced researcher, particularly in terms of multi/interdisciplinary expertise, inter-sectoral skills.

SPV Recommendations

Keywords for training objectives:

- to broaden/deepen/expand/complete my **knowledge** in ...
- to strengthen my **ability** to ...
- to gain new **expertise** in ...
- to reinforce **analysis skills** in ...
- to develop/learn new **techniques** in... and **scientific models** in ...
- to carry out ...**experiments** to ...
- to improve/further develop my skills for **writing publications**, reviewing articles and competitive research proposals
- to take part in **outreach activities** that will enhance public understanding of my research
- to reinforce my **oral presentation skills**
- to organize scientific and **dissemination events or workshops** (to expand my scientific knowledge; to discuss my data with experts; explore new ideas and network with peers to build collaborations which will be key for my future career)
- to develop **communication** and outreach skills to ...
- to take part in research and **financial management**

Example of transferable trainings:

- publications in English
- writing methods
- technical presentation tools
- management skills training and seminars (to develop effective management skills such as performance management, motivation, team development, interpersonal and communication skills, supervisory skills training and time management skills, communicate ideas effectively in oral presentations).
- project management
- proposal writing for submitting grants
- working in an international environment
- intellectual property management
- entrepreneurship
- ethics

Examples of sentences:

- There will be a **bi-directional exchange** in the project from which both parties will strongly benefit.
- The supervisor is an **expert in ...**
- The fellow will be benefiting from the *scientific collaborations* established at his previous research institute and the excellent groups at the host institute.
- He will acquire an understanding of... and xxx tools such as... .
- The lab has been a **pioneer in...**
- The supervisor will benefit from the **expertise of the candidate** in ...
- The fellow will also share his expertise through the active **supervision** of the host lab students' projects and their PhD theses.
- **Innovative approaches** to developing collaborative and **inter/multidisciplinary projects** across subfields and with established scholars
- I will fulfil this objective through participation in **Unit research meetings** (e.g ...), **seminars** by other research units such as ..., enrolment in research training, and **courses/lectures** at xx and yy , collaborating in xxx
- Neither the Institute nor xx have an expert in xxx. My knowledge of xxx will fill this void.
- I will participate in academic activities including **teaching, lecturing, advising**, and research, gained during my post-doctoral research and grants and my X years of experience in.....
- To ensure a two-way transfer of knowledge I will also present the results of my field research in Unit seminars, in summer schools and ...I will receive training on **project management**, project planning, delivery skills and time **management skills** as well as on **writing project proposals** and effective use of **funding opportunities**
- Managing this project at the host lab will **develop my leadership**, while giving me the skills to design and fund more ambitious research projects in future.
- I will fulfil this objective through: Training-through-research; the Unit's administrative staff, enrolment in research training and courses/lectures
- This experience will both improve my research quality and **increase my publication impact**, while the community at the Institute will provide valuable experience in **collaboration strategies**.

The project will:

- allow the researcher to significantly deepen his/her **expertise**, both methodological and theoretical...
- Enhancing her comprehension of...
- will make the researcher a leading reference and also a competent expert in....
- open further possibilities for gaining permanent positions XX in
- **thanks to EU support**, the host institution will... **and increase its scientific prestige** and could open new contacts and networking for its staff.
- under **the guidance of the supervisor**, will allow the researcher to perfect the methodological strategies.....
- Moreover, the researcher and the supervisor will discuss and agree on the **personal career development plan, a deliverable under the MSCA grant**. Moreover the researcher would benefit from **language courses**.... In order to gain a leading profile as a researcher, she/he will be involved in the research and financial management of ... upgrading her/ his competences in monitoring scientific projects she/he will obtain a profile able to apply for ERC starting grants....

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

Describe the qualifications and experience of the supervisor(s). Provide information regarding the supervisors' level of experience on the research topic proposed and their track record of work, including main international collaborations, as well as the level of experience in supervising/training especially at advanced level (PhD, postdoctoral researchers). Information provided should include participation in projects, publications, patents and any other relevant results.

Describe the hosting arrangements.² The application must show that the experienced researcher will be well-integrated within the team/institution so that all parties gain maximum knowledge and skills from the fellowship. The nature and the quality of the research group/environment as a whole should be outlined, together with the measures taken to integrate the researcher in the different areas of expertise, disciplines, and international networking opportunities that the host could offer.

For **Global Fellowships** both phases should be described - for the outgoing phase, specify the practical arrangements in place to host a researcher coming from another country, and for the incoming phase specify the measures planned for the successful (re)integration of the researcher.

² The hosting arrangements refer to the integration of the researcher to his new environment in the premises of the host. It does not refer to the infrastructure of the host as described in the Quality and efficiency of the implementation criterion.

Qualifications and experience of the supervisor

SPV recommendations:

Keywords:

- **outstanding expertise** in ...
- **recognised as one of the leaders** in the field of ...
- his/her main scientific **achievements** relate to... / he/she studied ... and contributed to ... and highlighted the importance of...
- **high impact track records/ highly cited**
- several **publications** as first author in leading research journals with high impact such as ...
- **co-inventor** of patents such as ...
- **awards and prizes:**
- various **international collaborations** developed in and outside of his field with outstanding laboratories like those of ... (representing important networking opportunities)
- his/her group is collaborating with the following well-known **international groups:** ...
- **international conferences** (invited to more than X international conferences, organized X conferences)
- **manages** team with X persons / **supervised** number of people: X PhD (who graduated with an average of more than X papers in high ranked journals) , X Post doc, etc. Many of them are pursuing a successful academic career (eg: ..)
- managed to submit **successful grant applications** (obtained several funding from ...)
- involved in XX projects (mention funding body, name if relevant)
- **reviewer** for several funding agencies in France and elsewhere
- actively **mentors trainees** in grant writing, paper writing and report writing and contributes to graduate school-level teaching in France and abroad: excellent mentor for me to learn grant writing (an essential step in my development as an independent researcher)
- Collaborating with distinguished researchers of various disciplines for a number of years, including ...
- His scientific impact work is appreciated by various invitations as speaker at prestigious meetings, including...
- Together, this highlights the scientific excellence and experience of the supervisor and his lab in the field of xx , making it an ideal place for the fellow to carry out his project.

Hosting Arrangements

SPV recommendations

Examples: regular seminars; external and internal speakers from many fields; exchange knowledge and innovative techniques; solid communication between scientists of the Lab; opportunities to discuss potential collaborations; lab retreat at least once a year with all groups in the Lab; weekly lab meetings; journal clubs; international networking opportunities

Examples of sentences:

- The XX is a world **leading institute** for...
- As most French laboratories, XX is a Joint Research Unit (Unité mixte de recherche - UMR), under the administrative and legal supervision of multiple institutions:
- Access to University training programs through the joint research unit agreements....
- It **hosts** a number of distinguished researchers in the field of .. , including the ERC grant holders YY and ZZ ; thus the xx scientific interactions will be outstanding.
- Among the laboratory staff XX, are prominent researchers in the field of XXX. Particularly **interactions** with YY and JJ, who study xx, will be highly beneficial to discuss the general impact of the project
- The high-end equipment XXX at the institute will be beneficial for xxx and can be **accessed** by the candidate
- To further foster the candidate's career and perspectives, the host institute offers **weekly seminars** of distinguished international speakers, with whom the candidate will be able to network.
- The institute also offers subsidized **childcare** on campus, which will be useful to the fellow's family.

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

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

SPV recommendations:

Based on the candidate CV, this part has to detail;

- the **excellent track record**
- **research experience**
- **international publications**, with the **impact factor** (without your thesis supervisor) also providing the h-index (with web-site and consultation date)
- the outstanding **abilities** demonstrated in developing xx
- How the project will benefit your career development as a researcher ...any **awards** (specify the importance of the award, who awarded it, the selection rate)
- experience in management or **supervision or mentoring** (having mentored your peers like undergrad is a good quality, same for co-supervision of bachelor or master students)
- experience in the **organisation of scientific events**
- your contribution to the implementation of projects, and especially your contribution to European projects
- participation or initiative taken for **collaborations**
- the ability to work in an **interdisciplinary** environment
- to have already written/secured some of your **research/travel grants** and fellowships
- the experience in the non-academic sector (with SMEs and Industries)and /or **foreign country** (country mobility)

Importance to show and make explicit that all activities listed above are **your own initiatives**.

Examples of sentences:

- During the PhD thesis he/she was **trained in** ... at the lab of ..
- During this period he **authored** XXX publications as first author in the **high profile journal (cited journals)**...
- He **collaborated** with members of other labs leading to xx articles as co-author.
- The fellow **independently initiated** a collaboration with another PI at the xx with YY an expert in..
- In my training thus far I have demonstrated the ability to take in research projects such as ...
- This demonstrates the **networking skills** and the independent scientific thinking of the fellow.
- The period covered by this proposal will allow the fellow to develop a **new line of research** in ...which will be a stepping stone for an independent career to **increase his chances of successfully applying** for a **researcher position** at the XXX,
- This project will give me the opportunity to design and execute a new **independent research** project, and thus to build on my existing skills and gain **additional inter/multidisciplinary transferable skills** in ...
- I will present my findings at **seminars to students**, ...
- My experience in ... as well as xx **prestigious scholarship, grants and prizes during** my post-doctoral period(s) demonstrate that I am capable of reaching a position of professional maturity and research excellence to my career position.
- The host institution will support her/him in consolidating future career possibilities in XX
- In this direction, the Career Development Plan that the researcher will elaborate with her/his supervisor will be in line with the principles and requirements set in the European Charter for Researchers.

2. Impact

SPV recommendations:

In part 2, make sure:

- ✓ The research will have a significant impact on the work of the researcher, enabling an expansion of research focus and international reach
- ✓ The proposal presents a well-articulated plan for career development facilitated by the researchers strong background in the project research field.
- ✓ Collaborations established within this project will enable the researcher to be firmly integrated into the European Research landscape.
- ✓ The dissemination plan involves traditional publications as well as workshops and conference events
- ✓ The dissemination strategy is detailed and targeted in terms of outputs.
- ✓ The communication aims both academic and non-academic stakeholders.
- ✓ the schedule for communication includes a Gantt chart.
- ✓ The added value of the Fellowship on the future career is clear. Such as gaining new skills in research methods, project management, data analysis...

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

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

SPV recommendations:

Examples of sentences:

- The project will allow the candidate to **expand his knowledge** acquired in ..
- He/She will be trained in XXX techniques by the host lab, the several groups at the institute and national and international collaborations of the scientist in charge, more specifically a) b) c) d) e) f) g) h) i) j)
- He/she will **reinforce leadership, management and knowledge transferring** skills by leading this project and working closely with other lab members.
- In particular he will **lecture master and PhD students** within XXX
- Professional experience as a **project manager** will **enhance my leadership, project** and time management skills.
- The job market in the field(s) of XX is extremely competitive and successfully leading this project while holding a prestigious scholarship such as the Marie-Curie Actions IF will promote me **into the first ranks** of researchers specializing in, and allow me to **apply for prestigious grants such as ERC and /or tenured position in**.
- XX will sharpen the researcher's ability in disseminating her/his findings, consistently improving her/his publications and writings, and in making them exploitable by XX
- **The longer-term impact** will be a unique high-quality profile

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

Describe how the new knowledge generated by the action will be disseminated and exploited, and what the potential impact is expected to be. Discuss the strategy for targeting peers (scientific, industry and other actors, professional organisations, policy makers, etc.) and to the wider community. Also describe potential commercialisation, if applicable, and how intellectual property rights will be dealt with, where relevant.

For more details refer to the ["Dissemination & exploitation" section of the H2020 Online Manual](#).

Concrete planning for exploitation and dissemination activities must be included in the Gantt chart.

Dissemination of the research results

SPV recommendations:

You should try to address the following questions:

- In what area do you expect to make an impact?
- What needs might the results of your project meet?
- What outputs will be created?
- Where will the outputs be made available during and after the project?
- Who are the potential users of your results?
- How will you contact them?

Examples of sentences:

- In order to avoid the duplication of R&D efforts, to promote collaborations between laboratories and allow subsequent exploration of the findings, we are committed to making the results of the proposed project freely available in the scientific literature. This will be achieved by their **publication in peer-reviewed journals**, presentation in scientific meetings and also to the general public.
- Following EU charter guidelines, results will be published in **Open access journals**, or be given open access status and deposited in public repositories (examples...).
- Financial support from the H2020 program will be **properly acknowledged** in all communications.
- To maximize the impact of the findings on the candidate's career, the fellow will attend a minimum of X **international meetings** per year on XX research (eg: ..). These will provide the opportunity to directly **communicate results** with the research community and thus result in a significant impact in the field and public.

Exploitation of results and intellectual property rights

SPV recommendations

Examples of sentences:

- The Host institution provides all the necessary support to manage an EU Grant :The “Partenariat et Valorisation” department (SPV) of the CNRS is the contact point for the REA for any matters dealing with this project: legal issues, IPR issues, management of the grant and any changes to the contract. This department will also ensure that all the necessary steps are taken regarding the intellectual property. This department will help the fellow in all the proceeding regarding the protection of the results. It includes checking before any publication that the results published will not make the object of a patent in the future.
- Publication of results in **high impact international literature** guarantees maximal exploitation within the scientific community as these increase the chances of establishing novel collaborations between labs across the EU space.
- Novel and **existing collaborations** will allow synergistic projects to explore the results from this study.
- By depositing the data and / or publication in open access we make sure it will be available to other research groups for further independent research activities outside the scope of this proposal.
- I will present and disseminate the results **within academia** and the **wider research community** through publishing at least X **peer-reviewed journal/book chapters**; ...
- I will present a minimum of X papers/organizing panels at peer-reviewed **international conferences** in the field of
- I will ensure maximum exposure in the main venues for xx research; organize X **international workshop & X conference** to gather renown experts on...
- To ensure further transfer of knowledge back to the host institutions, I will **supervise/mentor** students, ...
- In order to guarantee smooth transfer into other research settings, the data gathered during field research will be presented on a **website**

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

Demonstrate how the planned public engagement activities contribute to creating awareness of the performed research. Demonstrate how both the research and results will be made known to the public in such a way they can be understood by non-specialists.

The type of outreach activities could range from an Internet presence, press articles and participating in European Researchers' Night events to presenting science, research and innovation activities to students from primary and secondary schools or universities in order to develop their interest in research careers.

For more details, see the guide on [Communicating EU research and innovation guidance for project participants](#) as well as the ["communication" section of the H2020 Online Manual](#).

Concrete planning for communication activities must be included in the Gantt chart.

SPV recommendations

Examples of sentences:

- The XX is a unit of the CNRS, which has a **communication office** (<http://www.cnrs.fr/index.php>) that supports researchers in drafting press releases aimed at the public at large. The lab, participates on the **Fete de la Science** (www.fetedelascience.fr), an open day where the public can directly interact with the researchers.
- The candidate is committed to being involved in such **future events** that will be regularly organized by the host institute, and, more specifically in Together, these measures strongly foster an open communication between scientists and the public at the host institute.
- Following **OpenAccess/Open Data research policy**, the project will enable the transfer of knowledge from **academia** to other **interested actors** and will be adapted to address multiple target audiences, including:
 - The **academic and research community**
 - **Organizations involved in ...**
 - **Stakeholders** such as political actors, journalists, the media and associations
 - The European **public at large**
- This project has the potential of raising awareness on the specific situation of xx , bringing it to the attention of the European public.
- the website will play a key role also in communication, presenting the project and its progress to a general public, XXX could interest a non-expert audience.
- newsletter will be made in which all the activities promoted by ...The recipients will be...
- Interviews will be given in order to present XX and promote the importance of this European project.

3. Quality and Efficiency of the Implementation

SPV recommendations:

In part 3, make sure:

- ✓ The proposal and work plan are well designed to achieve the desired impact. A coherent and effective workplan , Work packages (WPs) are convincing and interdependent with clear aims and including major milestones. WPs and Milestones . should be clearly indicated in the GANTT chart.
- ✓ Work planning and resources are well described to ensure that research and training needs are met.
- ✓ The management structure to monitor the project includes frequent meetings between the researcher and supervisor and presentation of the results to institution members and is appropriate.
- ✓ The main tasks of the beneficiary research team and partner institution research team are clearly stated.
- ✓ The facilities offered will enable the successful completion of the Fellowship // The administrative management structures are very well organized, have experience in managing EU funded projects and this will ensure successful project administration // The host will provide logistical support (accommodation and social activities) to the researcher to assist their adaption to the new country and environment, which will facilitate rapid integration and project progress. /// The infrastructure of the institute is well equipped and the researcher will benefit from the host institution's highly rated infrastructures.
- ✓ The proposal does adequately address risk management // Risk management is well developed and includes a clear definition of low, medium and high risk activities and the associated contingency plan.

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

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

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

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

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

SPV recommendations

Example of sentences:

The aims of the project can be broken into **Work Packages (WP)**. Each WP leads to a set of goals (or **deliverables**), which together will compose several **milestones**.

An **assessment of their risk** is made, based on the availability of the techniques required: **“Low Risk”** if the technique or protocol is available and does not require further adjustment; **“Medium Risk”** if the materials or protocols have to be further adjusted to our model; **“High Risk”** for techniques that have not been developed yet.

This is an example Gantt chart only.

Notes:

- The titles of the WP's indicated here do not have to be strictly followed or included in the Gantt chart for your specific proposal. Adapt as needed.
- The number of WPs provided here is an example only. Add or remove WP's as needed.
- Remove any columns for a duration longer than that of your proposal.
- Add as much detail as needed for your proposal.

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

Legend	Milestone	M
	Deliverable	D

A **deliverable** is a distinct output of the action, meaningful in terms of the action's overall objectives and may be a report, a document, a technical diagram, a software, etc. Deliverable numbers should be ordered according to delivery dates. 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.

Milestones are control points in the action that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the action where, for example, the researcher must decide which of several technologies to adopt for further development.

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

Describe the organisation and management structure, as well as the progress monitoring mechanisms put in place, to ensure that objectives are reached. Discuss the research and/or administrative risks that might endanger reaching the action objectives and the contingency plans to be put in place should risk occur.

If applicable, discuss any involvement of an entity with a capital or legal link to the beneficiary (in particular, the name of the entity, type of link with the beneficiary and tasks to be carried out).

If needed, please indicate here information on the support services provided by the host institution (European offices, HR services...).

Organisation and management structure and progress monitoring:

SPV recommendations

Examples of sentences:

- The candidate will **meet with the supervisor on a weekly/bi-monthly... basis** to present and discuss his results.
- Additionally, there will be **X internal lab meetings** and **regular presentations** to the institute where the candidate will present his/her findings and detail the experiments that will follow. This will allow the **critical assessment** of each work package and continuously **re-evaluate** the risk for their completion, enabling a **timely implementation** of correcting measures, if needed.
- The lab has an **excellent environment** for hosting and fostering this project, including training sessions on results dissemination, research methodologies...
- **XX month** will be dedicated to carrying on **XX research activities** of WPX. The **XX months** remaining will be dedicated to intensive fieldwork aimed at implementing the activities stated in **XX**. **XX month** will be spent archiving, analysing and interpreting materials and elaborating the scientific articles.

Administrative and financial management strategy:

SPV recommendations

Examples of sentences:

- Thanks to the provided tools and CNRS's experience, you will be able to **follow up on the budget**, receive all the **administrative support** and be assured that the **financial reports** will be in compliance with the H2020 Grant Agreement.
- CNRS is the largest fundamental research organization in Europe, with research units covering all fields of research. International and European cooperation is a core activity at CNRS.
Or
- The National Center for Scientific Research, or CNRS, is a public organization under the responsibility of the French Ministry of Higher Education and Research. As the largest fundamental research organization in Europe, the CNRS carries out research in all fields of knowledge, through its ten institutes.
- The researcher will have an administrative support at the laboratory to take care of the day-to-day management of the Grant (purchases, employment process...)
- The CNRS Grant Office (SPV) indeed provides expert assistance with grants and fellowships, offering beginning-to-end administration of externally awarded funds.
- The SPV will for instance, organize a kick off meeting between the SPV, the financial department (SFC) and the laboratory (researcher, administrative support). It will also take care of all the issues dealing with time sheets, financial supporting documents, and the financial reporting.
- It has a strong experience in providing researchers with support in negotiating research grant agreements, in dealing with awarded funds and also in ensuring a liaison, including in case of audit.
- The financial department (SFC) will be in charge of the reception of the grant from the EC, the setting up of the grant allocation and the payment to the partners if needed.
- CNRS has been awarded the HRS4R label from the European Commission in 2017. The Human resources department (SRH) will be responsible for establishing employment contracts, and supporting the fellow in obtaining a resident permit, finding accommodation, in accordance with the HRS4R label.

Risk management:

SPV recommendations

You should:

- Assess the risks which could affect the project
- Plan correctives and appropriated measures, even “B plans”

Examples of sentences – risk management for administrative or project management issues:

- The CNRS regional office in Marseille has already hosted numerous MSCA fellows and ERC projects. It has also been coordinator or partner in collaborative projects under FP7 and Horizon 2020. Its administrative and financial office has thus an extensive experience in managing European grants and contract income. As host institution, CNRS regional office in Marseille will manage the signature of the Grant Agreement with the REA, the work contract with the fellow and the management of the EC funding. This will also guarantee that only eligible costs will be claimed for. Moreover the researcher will benefit from the management assistance of the administrative and financial officer of **XX lab** in Marseille and this constitutes another key administrative arrangement.
- Also the supervising procedures will be punctual and rigorous. After having agreed on the Personal Career Development Plan, meetings will be held in order to discuss and review XX proceedings and check progress according to the scheduled work plan.

3.3 *Appropriateness of the institutional environment (infrastructure)*

The active contribution of the beneficiary to the research and training activities should be described. For Global Fellowships the role of partner organisations in Third Countries for the outgoing phase should also appear.

Give a description of the main tasks and commitments of the beneficiary and all partner organisations (if applicable).

Describe the infrastructure, logistics, facilities offered insofar as they are necessary for the good implementation of the action.

SPV recommendations

Here you should explain why your research could ideally be led at the CNRS, thanks to:

- Available equipment (with a clear description, mentioning that it is suitable and available to you)
- Available platforms
- Very good expertise in cutting-edge technologies
- Existence of multi/inter/pluri-disciplinary teams in CNRS
- Many international collaborations
- International networks

Examples of sentences:

- The laboratory already has experience in managing **projects funded by the EU**. This will benefit the fellow. The project will benefit greatly from the **methodological expertise** available at the ...
- **Active cooperation** with the respective teams, whose research themes are both complementary and related to my research topic, will give the project a broad and interdisciplinary context, and I will receive technical support from the Institute in...

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