

RESEARCH FUNDING: SECURING SUPPORT FOR YOUR PROJECT THROUGH A FUNDING PROPOSAL

Professor Bryan Scotney

Connected Health Summer School
Artimino, Florence
27th -30th June 2016



bw.scotney@ulster.ac.uk

Overview

1

- Finding Funders for your Research

2

- Preparing your Funding Proposal

3

- Proposal Evaluation

What is Research?

Investigate new technologies

**Process to increase
knowledge**



**Test new ideas
and hypotheses**

Solve Problems

**Use of knowledge to create new
processes**

Who Might Fund Your Research?

- National Research Councils
 - eg, in UK: EPSRC, MRC, ...
- Charities/Trusts and Foundations
 - eg, Wellcome Trust, Alzheimer's Society, ...
- Local and National Government Agencies
- European Union (H2020)
- Industry

What will a Funder Pay for?

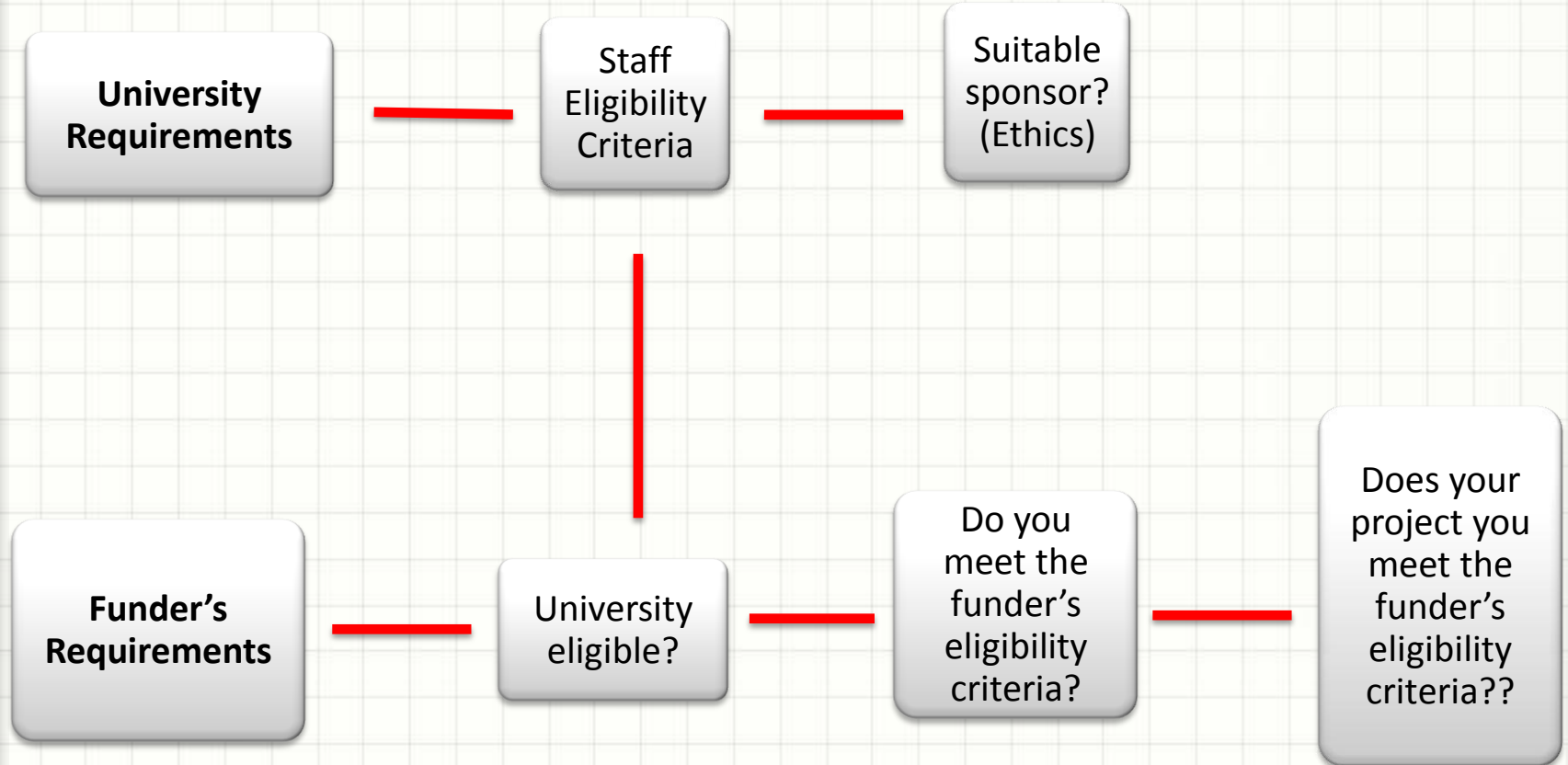
- Fundamental Research
- Travel grants
- Equipment
- PhD scholarships
- Fellowships (incoming and outgoing)
- Hosting of events
- Teaching replacement
- Preparation of proposals
-

Choosing Funders

Questions you might want to ask about funding organisations:

- Who are they?
 - What are their strategies, policies, key areas of interest
- How much funding are they likely to provide?
 - Are there lower and upper limits?
- Over what time period will they fund?
 - 6 months, 2 years, 5 years?
- What are the reporting requirements?
- Why would they be interested in funding me or my institution?
- What/who have they supported in the past?
 - area of research or type of resource
- What research would they not support?
- What process has to be completed to get the funding?
 - effort v funding value
- Is the funding programme responsive or prescriptive?
 - freedom v constraints

Are you Eligible for the Funding?



National Research Councils

Often provide special funding programmes for early-career researchers

eg, in the UK:

AHRC – Arts and Humanities Research Council

BBSRC – Biotechnology & Biological Sciences Research Council

EPSRC – Engineering & Physical Sciences Research Council

ESRC – Economic and Social Research Council

MRC – Medical Research Council

NERC – Natural Environment Research Council

STFC – Science and Technology Facilities Council

First Grant Scheme (EPSRC)

- This First Grant scheme is a mechanism that provides support for new academics at the start of their careers
 - to help new academics apply for research funding within the first three years of their career
- Funding is limited to a maximum of £125,000
 - (calculated at 100% full economic costs - with EPSRC contributing at 80% fEC)
 - with a maximum duration of two years.
 - This is a “responsive mode” programme: there are no specific calls nor closing dates
- <http://www.epsrc.ac.uk/funding/howtoapply/routes/newac/firstgrant/>

Ethical Funders

Your institution may have Guidelines on Acceptable External Sources of Funding for Research

- Not all sources of funding may be compatible with the ethos of independent research, and the acceptance of funding from certain sources might harm or undermine the institution's reputation and/or freedom to undertake research

Some general principles:

- An institution will usually accept funds from any legal and reputable source where there is no conflict with other institutional policies
- Careful consideration should be given to ethical issues and potential conflicts of interest before funding is accepted

Particular Care is Required if ...

- the original source of the funding is unclear, unknown and/or cannot be identified
- the potential funder wishes unduly to restrict publication and/or exploitation of the findings of the research or wishes to exert inappropriate influence over the findings and their dissemination
- a member of staff or student has a material interest in or connection with a potential funder that might suggest that objectivity is compromised
- accepting funds from one source might affect the institution's ability to apply for funds from other sources
- the interests, aims, practices and priorities of the potential funder are contrary to or in conflict with the institution's interests, aims, practices and priorities
- acceptance of the funds is likely to result in negative publicity or harm to the reputation of the institution
- the research has the potential to harm the public or participants

Help from within your Institution

This is an internal website for research staff and students; external content for Research and Innovation is at ulster.ac.uk/research-innovation



Research and Innovation

A | A | A | A

Research Governance and Ethics

Research Grants and Contracts

Research Policy

Research Student Administration

The Research Grants and Contracts Section of the Research Office is responsible for managing pre and post award activity related to external funding. We can assist with sourcing research funding, developing research proposals, and providing advice on contractual matters. In addition, the Research Claims Section of Research Grants and Contracts can advise on all areas relating to completion of claims for funding.

For further information please select one of the following links:

- [About Us](#)
- [Funding Opportunities](#)
- [Research Challenge Fund](#)
- [INI Competence centre - Eligible costs](#)
- [Applications and Contracts Management Procedures](#)
- [Research Grant Management Procedures](#)
- [SEUPB Funded Projects](#)
- [Peace III Procurement Guidelines](#)
- [NIH Financial Conflict of Interest Policy](#)
- [NIH Financial Conflict of Interest Form](#)
- [Invest NI Funded Proof of Concept Projects](#)
 - [Invest NI Procurement Guidelines](#)
 - [Invest NI Proof of Concept Projects Publicity Guidelines 2007-2013](#)
 - [Link for ERDF Logo for projects 2007-2013](#)
 - [Invest NI Proof of Concept Projects Publicity Guidelines from July 2015](#)
- [Recruiting Contract Research Staff - Guidance Notes for Principal Investigators](#)
- [VAT ON Research](#)
- [Internal Forms](#)
- [Electronic Submission](#)
- [Marie Curie Secondment Procedures](#)
- [Research Grants & Contracts Staff](#)

Research & Innovation Office

- Help find funding Opportunities
- Provide guidance and advice
- Help with costings
- Manage the internal approval process
- Make the submission via online submission portal

© 2015 Ulster University
[Copyright Statement](#) | [Freedom of Information](#)
[Comments, Suggestions](#) - [Contact us](#)

Institutional Guidance

This is an internal website for research staff and students; external content for Research and Innovation is at ulster.ac.uk/research-innovation



Research and Innovation

A | A | A | A

Research Governance
and Ethics

Research Grants and
Contracts

Research Policy

Research Student
Administration

Research Grants and Contracts can assist in identifying funding sources for your research. Below are a number of links to funding opportunities and sponsors. If you are unable to find a sponsor for your research, please contact us for assistance. **NB: Before submitting any application for external research funding, please consult the Research Grants and Contracts staff within your area.**

- [Research Professional.com](#) - External database of funding opportunities

Ulster University
has a site license for

***Research Professional**

- * search for funding opportunities
- * get the latest research news
 - * create custom alerts
- * share resources and data

- ~~Opportunities by Faculty - Links to relevant funding bodies~~
- Opportunities for New Researchers - Links to relevant funding bodies

A number of projects within the University are funded by ERDF. The link to the DETI ERDF website is <http://www.detini.gov.uk/deti-euro-prog-index.htm>



Institutional Guidance

This is an internal website for research staff and students; external content for Research and Innovation is at ulster.ac.uk/research-innovation



Research and Innovation



Research Governance
and Ethics

Research Grants and
Contracts

Research Policy

Research Student
Administration

A number of research funders have schemes specifically aimed at new researchers, and details of these and other calls for proposals, including eligibility criteria, can be found on the following websites:

1. Biotechnology and Biological Sciences Research Council www.bbsrc.ac.uk/funding
2. British Ecological Society www.britishecologicalsociety.org
3. EMBO – European Molecular Biology Organisation www.embo.org
4. Engineering and Physical Sciences Research Council www.epsrc.ac.uk
5. Natural Environment Research Council www.nerc.ac.uk
6. Medical Research Council www.mrc.ac.uk
7. Economic and Social Research Council www.esrc.ac.uk
8. The Leverhulme Trust www.leverhulme.ac.uk
9. The Nuffield Foundation www.nuffieldfoundation.org
10. The Wellcome Trust www.wellcome.ac.uk

External Broker Sites

This is an internal website for research staff and students; external content for Research and Innovation is at ulster.ac.uk/research-innovation



Research and Innovation

A | A | A | A

Research Governance
and Ethics

Research Grants and
Contracts

Research Policy

Research Student
Administration

Research Grants and Contracts can assist in identifying funding sources for your research. Below are a number of links to funding opportunities and sponsors. If you are unable to find a sponsor for your research, please contact us for assistance. **NB: Before submitting any application for external research funding, please consult the Research Grants and Contracts staff within your area.**

- [Research Professional.com](#) - External database of funding opportunities

Ulster University
has a site license for
***Research Professional**

- * search for funding opportunities
- * get the latest research news
 - * create custom alerts
- * share resources and data

- [Opportunities by Faculty](#) - Links to relevant funding bodies
- [Opportunities for New Researchers](#) - Links to relevant funding bodies

A number of projects within the University are funded by ERDF. The link to the DETI ERDF website is <http://www.detini.gov.uk/deti-euro-prog-index.htm>



Opportunities

[Advanced Search](#)[How to set up email alerts](#)[Tips to fine tune your searches and alerts](#)

News



Views of Europe

In sorrow and anger

Brexit has been emotionally shattering, says William Cullerne Bown. But today there is a fierceness that those of us, like me, who are happy to call themselves Europeans, should hold onto.

Politics

British scientists decry 'dreadful' referendum result

Researchers from across the UK awoke to a funding future that looks much less certain following the country's referendum vote in favour of leaving the European Union.

Politics

Higher education bill faces uncertain future

David Cameron's decision to resign as prime minister by October has thrown into confusion the passage through parliament of the higher education and research bill.

Views of the UK

Six things to think about on a morning in shock

Stand up for your colleagues, engage with a divided country, and don't sulk, says Luke Georgiou.

Our Institution - Ulster University



Welcome to Ulster University's start page on Research Professional. Key advantages of the site include:

- An intuitive interface to make browsing for funding as simple as

My Profile

Prof Bryan Scootney

Edition

UK edition

Expressions of Interest

Researchers from your institution who have expressed an interest in applying for a funding opportunity.

Innovation in education and training award

Chartered Institute of Building, GB
Martina Murphy[✉]
22 Oct 15

Sir Ian Dixon scholarship

Chartered Institute of Building, GB
Martina Murphy[✉]
22 Oct 15

International academic fellowships

Leverhulme Trust, GB
Jonathan Leakey[✉]
27 Jul 15

Lush prize

Lush, GB
Anne-Marie Wright[✉]
01 Jul 15

Medical or dental postgraduate scholarship

National Health and Medical Research Council, AU
Luke George[✉]
23 Jun 15

Public engagement large awards scheme

Science and Technology Facilities Council, GB
Dr James Uhomoihi[✉]
10 Jun 15

Funding

Advanced Opportunities Search

Advanced Search

Save Actions

Choose an option to search by

All text Discipline Award type Funder Closing date Award amount More options

All text Contains healthcare technologies

Show me opportunities that are closed Match all criteria Match any criteria Search

Results

Bookmark Actions

32 items found

Sort Closing date Results per page 50 Previous 1 Next

<input type="checkbox"/>	Closing date		Max amount
June 16			
<input type="checkbox"/>	26 Jun 16	Peer reviewed medical research programme: clinical trial award US Department of Defense, US	Not specified
<input type="checkbox"/>	27 Jun 16	John David Williams memorial award International Society of Chemotherapy, GB	Not specified
July 16			
<input type="checkbox"/>	01 Jul 16	Innovations in healthcare technology medal IEEE, US	Not specified
<input type="checkbox"/>	07 Jul 16	Peer reviewed medical research programme: discovery award US Department of Defense, US	\$200,000
<input type="checkbox"/>	11 Jul 16	Researcher links workshop in China on healthcare technologies for ageing populations British Council, GB and other funders	Not specified
<input type="checkbox"/>	28 Jul 16	Small Business Research Initiative Healthcare competition self-care and independence for children with long-term conditions Department of Health including NIHR, GB	£1,100,000
August 16			

Saved Searches

RAE alert

Saved Bookmarks

My bookmarks

ESOF EuroScience Open Forum Manchester 2016
23-27 July 2016



Attend ESOF from £120

Sign up now >>>

Interested? To find out more visit health.org.uk/isf

External Broker Sites

eg, Research Professional

- A database of funding opportunities providing up-to-date information on current national and international, government and private funding sources, including fellowships, research grants, publication support, etc.
 - Covering UK, Europe, USA & rest of the world

Provides links to:

- Funding opportunities & sponsors' databases
- Personal Funding Alerts – for individual needs
- Access to Research Fortnight online

Access by personal or institutional login:

<http://www.researchprofessional.com/login.html>

Essential Preparation

Before you start, ask yourself 5 key questions:

1. **What problem are you trying to solve? (Why bother?)**
2. **Is it a priority for the funding agency and the particular funding call?**
3. **Is the solution already available? (Product, service, technology transfer)**
4. **Why now? (What would happen if this research was not completed now?)**
5. **Why you? (Do you have the best experience/expertise/team to conduct this research?)**

Some of these questions may be very hard to answer (honestly)!

But don't give up!!!

Preparation: The Basic Elements

Most proposals have four main aspects:

- **Scientific Excellence**
- **Impact**
- **Management and Implementation**
- **Financial Administration**

How to Build a Proposal - Early Steps:

- Start by writing a one page proposal
 - think of this as a lobby document
- Work this up into a four-page proposal addressing
 - Excellence
 - Impact
 - Implementation
- Include an abstract, using a journalistic style

Some Key Considerations

- The importance of the non-technical summary
- Distinguishing between academic and non-academic beneficiaries
- Describing the Impact
 - and identifying the Pathways through which Impact will be achieved
- Effective use of the space available on the application form

Key Requirements

Identify the international, national and local context in which research in the relevant area is conducted

Be aware of research at the forefront of the discipline

Decide on the most appropriate external funder to support research on your particular topic

Appreciate the differing requirements of a range of funding models

Key Requirements

Develop an application that is consistent with the funder's criteria

Justify in detail the budget sought to support the proposed research

Evaluate the likely expertise of external reviewers based on funder guidance and tailor an application to the appropriate level

Engage constructively with reviewer criticism and construct well reasoned rebuttals

Proposal Elements

Typically a proposal includes the following elements

(each funding body specifies it's own particular elements and format)

- A **Case for Support**
 - including a **track record**
 - and a **description of the proposed research and its context**
- **Pathways to Impact**
- **Justification of the resources requested**
- A **Work plan**
- **CVs** for named researcher(s)
 - and for visiting researchers and researcher co-investigators (where applicable)

Additional Proposal Elements

Additional materials may also be required:

- Statements of support from any project partners (where applicable)
- Quotations for purchase of equipment
 - (usually major items only)
- A host organisation statement
 - Indicating how the institution will additionally support the researcher while they are conducting the proposed research

Research Concept and Objectives

- Specify the **concept/hypothesis** of the proposal
- Explain why the proposed project is of sufficient **timeliness** and novelty to warrant consideration for funding
- Specify the **aim** and the **measurable objectives** against which the outcomes of the work can be assessed

A proposal has in general one Aim

- **as each objective is achieved it helps move closer to achieving the overall aim of the project**

The Case for Support

FUNDING

Guidance

Funding basics

Eligibility

Funding guide

Preparing a proposal

How to prepare a proposal

Impact - guidance for applicants and reviewers

Equipment

Multiple proposal projects

Home > Funding > Guidance > Preparing a proposal > How to prepare a proposal

HOW TO PREPARE A PROPOSAL

To apply for funding you need to fill in an application form and prepare some accompanying documentation.

CASE FOR SUPPORT:

- Track record (up to two sides of A4)
- Description of proposed research and its context (up to six sides of A4)

OTHER ATTACHMENTS:

- Pathways to impact document (up to two sides of A4)
- Work plan (up to one side of A4)
- Justification of the resources requested (up to two sides of A4)
- CVs (up to two sides of A4 each) for named researchers, visiting researchers and researcher co-investigators - where applicable
- Statements of support from any project partners (no page limit) - where applicable
- Letters of Support (no page limit) – in exceptional circumstances
- Quotes for equipment (no page limit) - where applicable

The Case for Support

← → ↻ www.epsrc.ac.uk/funding/guidance/preparing/Pages/writing.aspx#desc

EPSRC

Engineering and Physical Sciences
Research Council

[Skip Navigation](#) | [Accessibility](#) | [Media Enquiries](#) | [Accept](#)

Change text size: [A](#) [A](#)

HOME

FUNDING

RESEARCH

INNOVATION

SKILLS

NEWS, EVENTS AND PUBL

FUNDING

Guidance ^

Funding basics v

Eligibility

Funding guide v

Preparing a proposal ^

How to prepare a proposal

Impact - guidance for applicants and reviewers

Equipment

Multiple proposal projects

[Home](#) > [Funding](#) > [Guidance](#) > [Preparing a proposal](#) > [How to prepare a proposal](#)

HOW TO PREPARE A PROPOSAL

To apply for funding you need to fill in an application form and prepare some accompanying documentation.

CASE FOR SUPPORT:

- Track record (up to two sides of A4)
- Description of proposed research and its context (up to six sides of A4)

OTHER ATTACHMENTS:

- Pathways to impact document (up to two sides of A4)
- Work plan (up to one side of A4)
- Justification of the resources requested (up to two sides of A4)
- CVs (up to two sides of A4 each) for named researchers, visiting researchers and researcher co-investigators - where applicable
- Statements of support from any project partners (no page limit) - where applicable
- Letters of Support (no page limit) – in exceptional circumstances
- Quotes for equipment (no page limit) - where applicable

Case for Support

This is your opportunity to convince a panel of reviewers why they should fund your work

- There is no general 'formula' to preparing the Case for Support
- So, your proposal may be motivated either by a specific deadline or at a natural point in time in your research

Purpose:

- Be clear what it is that you want to propose
 - and how you will actually undertake the work
 - **discuss this with any collaborators prior to writing**
- Be clear about how your proposed work would provide a (scientific) advance
- Stay focused on the funder's specification
 - and be aware of the main assessment criteria

Commitment!

Stay motivated!

– *persevere*



– *and dedicate a sufficient amount of time to complete the proposal*



So What, Typically, is a Case for Support?

Typically, a Case for Support would include:

- Track record
- Description of proposed research
- Other supporting documentation
 - may include:
 - Pathways to impact
 - Work
 - Justification of the resources requested

All elements will be assessed and should be given sufficient and timely amounts of attention

Guidelines for the Case for Support

- Your proposal should fit within the **funder's mission and objectives**
- Be **clear, concise** and **not cluttered with technical jargon**
- Describe your **objectives** clearly and succinctly
- Provide a convincing case for the **originality of your proposal**
- Make clear **what is exciting about the research**

It is likely that others will be carrying out similar/related work

Your proposal will not be rejected just because of that, but ...

– you must describe the novelty of your approach

– and the likelihood of success when compared with others

Components of the Case for Support

- Track Record
- Background
- Research Hypothesis and Objectives
- Programme and Methodology
- Pathways to Impact

Track Record

This section gives you the opportunity to demonstrate that you/your team have:

- the appropriate mix of skills
- expertise
- and experience

to carry out the research

- This is particularly important for multi-disciplinary proposals
 - where you may need to demonstrate complementarity of skills

Track Record

- Highlight the **achievements** and **results** in your work that support the **proposal**
 - **focus on the related elements** of your previous work
- Highlight **previous relevant work for which you have been funded** by both the funding body and others
- Provide details of relevant **collaborative networks**
 - highlight industry, academia and end-users
- Outline the **resources and skills within your department** that can support the proposal

Background

- Introduce the problem and place it within the context of Academic and Industrial Research
- Demonstrate a knowledge and understanding of past and current work in the subject area nationally and internationally
- Be sure to provide details of state-of-the-art both nationally and internationally
- Ensure references are **complete**, **up to** date, and from **reputable sources**
- Ensure similar projects and their **results** are included – particularly from the same funding body

Background

Keep focus on the purpose of this Section:

- What is the problem being addressed?
 - Have an appreciation for the funder's view on the issue
- How have others addressed the issue previously/currently?
- What are the shortcomings?
 - (from the perspective of the results generated to date)
- What are the opportunities to advance the state-of-the-art?

National (or International) Importance

Describe the extent to which, over the long term, for example 10-20 years, the research proposed:

- contributes to, or helps maintain, the health of other research disciplines
- contributes to addressing key **societal challenges**
- contributes to current or future **economic success**
- and/or enables future development of key emerging industry(s)
- meets **national/international strategic needs**
 - by establishing or maintaining a world-leading research activity
- fits with and complements other research already funded in the area or related areas

Academic Impact

- Describe how the research will benefit other researchers
 - in the field
 - and in related disciplines
 - both within the funder's geographical domain and elsewhere
 - **What will be undertaken to ensure that they can benefit?**
- Explain any collaboration with other researchers and their role in the project
 - for any Visiting Researcher:
 - explain why they are the most appropriate person
 - and what they will contribute to the project

Be 'SMART' !

- S – specific
- M – measurable
- A – attainable
- R - relevant
- T - timebound



Programme of Work

- Give details of, and **justify**, the methodology to be adopted
- Detail the Programme of Work
 - What will be undertaken?
 - **define this component explicitly**
 - Who will undertake the work?
 - What are the deliverables?
 - What are the milestones?
 - When will the programme be completed?
- The level of detail provided should be sufficient to indicate the programme of work for each member of the research team
- Explain how the project will be managed

Where to submit to?

- *'Round peg, square hole'*
- It can be difficult to decide where to submit to
 - the issue can be viewed from two perspectives:
 - timeliness of Call for Proposals
 - suitability of submission to targeted calls

Be aware of who are relevant funding bodies for your work
– and check regularly for calls that are opening

Resources and Project Budget

Time

- eg, why 24 months?

People

- eg, why 1 Research Associate, and 1 PhD studentship?

Equipment

- eg, why a new computing cluster and specific software?
 - Should this already be provided by your institution?

Constraints

- calculate the budget genuinely in line with the project's needs
- ensure that the budget fits within the funding scheme

Costing a Research Proposal

Some Considerations:

- What assistance can be provided by your Institutional Research Office?
- Full economic costs (FEC) and non-FEC costing models
- Directly allocated v directly incurred costs
- Eligible costs
- Estimating investigator time
 - ensuring that an application is financially viable
- Exceptions
 - particularly capital expenditure
- Common pitfalls – be realistic

RA = 40K euro
Your time = 10K euro
Funding level = 70%

Submission of a Proposal is often via the Funder's Online Portal

The screenshot displays a web browser window with the URL <https://je-1.rcuk.ac.uk/JeS2WebSite/Secure/DocEdit/DocumentMenu.aspx?did=1277885>. The page title is "EPSRC Instructions" with the tagline "Pioneering research and skills". In the top right corner, there are links for "High Contrast", "Help", "Report Problem", and "Log Out", along with a timer indicating "Automatic logout in 1:58:16".

The main content area is titled "Home: Documents: Document List: Not Submitted" and features a "Document Actions" menu with buttons for "Cancel", "Prev", "Save", and "Next". The form fields are as follows:

- Scheme:** Standard
- Project Title:** Investigation of new methods for interacting with mobile voice applications
- Organisation:** University of Ulster
- Department:** Sch of Computing & Mathematical Sci

Below the form, there is a section titled "Instructions" which reads: "Please use the Document Menu (sidebar) on the left to navigate through the document. (Alternatively, use either the Prev or Next button at the top of the page)."

The "Document Menu (Sidebar)" section provides a legend for the icons used in the sidebar:

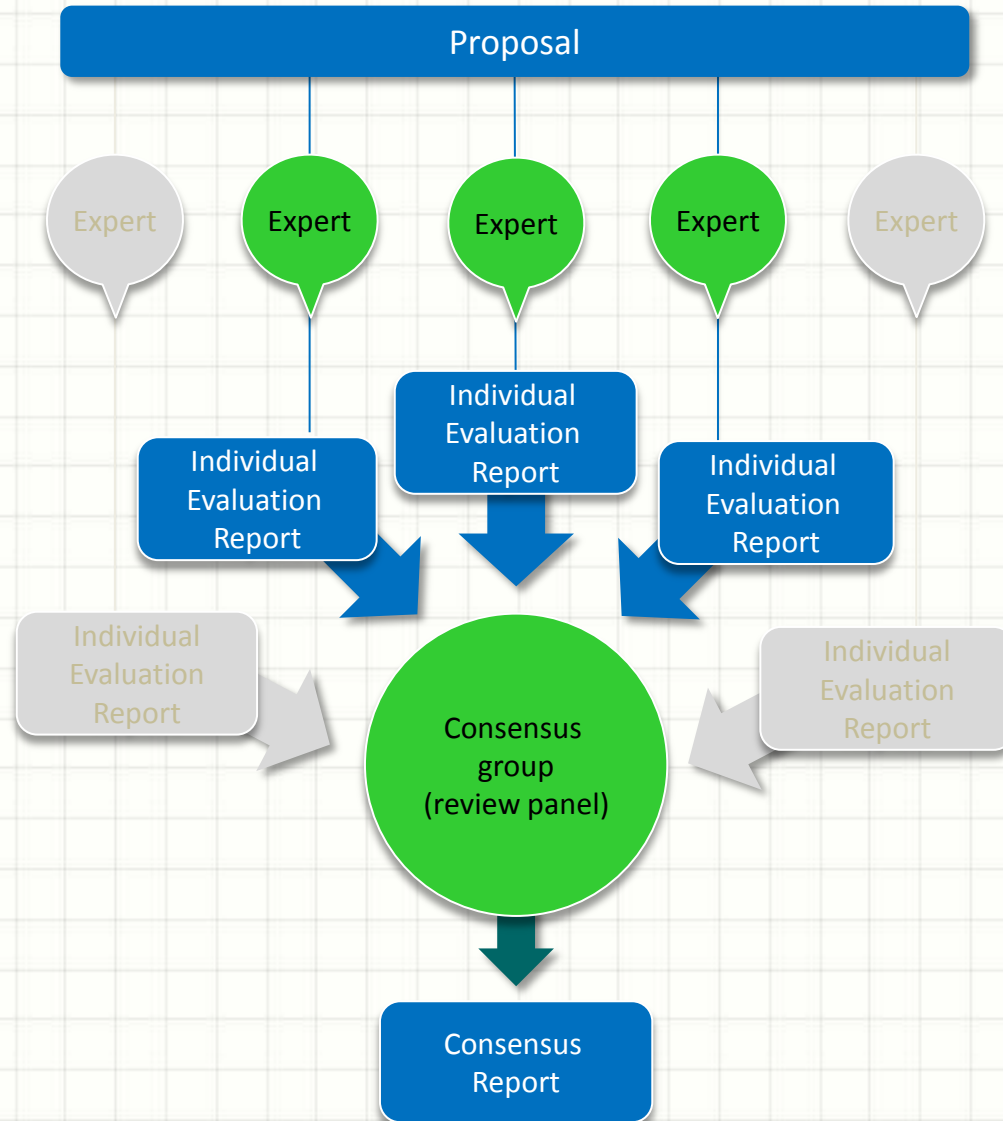
- The icon indicates that either the section has not been completed or fails validation. Hover over the red button for further information.
- The icon indicates that the section has been successfully completed and passes validation.
- The icon indicates that a section has not been completed - but it may not be applicable so will not fail validation.
- The icon links to the relevant section of the Helptext.

The sidebar on the left lists various document sections with corresponding icons:

- Instructions (blue link icon)
- Project Details (red X icon)
- Disciplines (red X icon)
- Investigators (blue link icon)
- Principal Investigator (red X icon)
- Co-Investigator (blue document icon)
- Researcher Co-Investigator (blue document icon)
- Joint Proposals (blue document icon)
- Objectives (red X icon)
- Summary (red X icon)
- Academic Beneficiaries (red X icon)
- Research Councils MOD: JRGS (blue document icon)
- Impact Summary (red X icon)
- Resource summary (blue document icon)
- Other Support (red X icon)
- Related Proposals (blue link icon)
- Related Proposals (blue document icon)
- Staff (blue link icon)
- Researcher (blue link icon)

The Windows taskbar at the bottom shows the system time as 17:53 on 20/02/2013.

Typical Evaluation Process



Typical Evaluation Criteria: Excellence

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

Typical Evaluation Criteria: Impact

A good match with the expected impacts described in the funding programme

- **Enhancing innovation capacity and integration of new knowledge**
- **Strengthening the competitiveness and growth of companies**
 - by developing innovations meeting the needs of any specified markets (eg, national, European, global)
- **Environmental and socially important impacts (as specified in the funding call)**
- **Effectiveness of the measures proposed to exploit and disseminate the project results (Pathway to Impact)**
 - including management of IPR
 - promotion and communication of the project
 - management of the research data, where relevant

Typical Evaluation Criteria: Implementation

- **Coherence and effectiveness of the work plan**
 - including appropriateness of the allocation of tasks and resources
- **Complementarity of the participants within the team**
 - (where relevant)
- **Appropriateness of the management structures and procedures**
 - including risk and innovation management

How will an Evaluator Assess your Proposal?

- If your proposal is only marginally relevant in terms of its scientific, technological or innovation content relating to the call or topic addressed:
 - This will be reflected in a low score for the Excellence criterion
- If your proposal does not contribute significantly to the expected impacts as specified in the call or topic
 - This will be reflected in a low score for the Impact criterion
- If cross-cutting issues are mentioned explicitly in the call or topic, and not properly addressed (or their non-relevance justified):
 - This will be reflected in a low score for the relevant criterion
 - However, also addressing further cross-cutting issues which are not mentioned explicitly in the call or topic can also be evaluated positively

What Does an Evaluator Want to See?

An evaluator expects:

Credibility	The idea is convincing and achievable
Communication	A clear description of what will be done
Concrete	Very specific (not general concepts) Who will do what, when and how?
Consistency	High quality documentation (proof-read)