



NARODOWA AGENCJA
WYMIANY AKADEMICKIEJ

JAK PRZYGOTOWAĆ WNIOSEK NA KONKURS MSCA Staff Exchanges 2024

Webinarium 30 października 2024

Krajowy Punkt Kontaktowy ds. Działań „Maria Skłodowska Curie” (MSCA, Horyzont Europa)

Agenda

12:00 - 12:10

Powitanie

12:10 – 12:20

Kryteria oceny wniosków

12:20 – 13:15

Struktura wniosku

Część A wniosku

Funding & Tenders Opportunities Portal

13:15 – 13:30

Przerwa

13:30 – 15: 00

Część B1 wniosku

1. Excellence
2. Impact
3. Implementation



Program
Marie Skłodowska-Curie Actions

MSCA Staff Exchanges 2024 call

Informacje dotyczące założeń konkursu, tworzenia konsorcjum oraz liczby oddelegowań:

MSCA Staff Exchanges 2024 Info Day

Krajowy Punkt Kontaktowy ds. Działań Marii Skłodowskiej-Curie w NAWA zaprasza do udziału w dniach informacyjnych *MSCA Staff Exchanges 2024 Info Day – joint event* organizowanych wspólnie z KPK z Czech, Litwy i Łotwy.

24 października 2024 r. (online w j. angielskim)

Program spotkania i materiały do pobrania

1. Welcome & Introduction
2. [MSCA Staff Exchanges 2024 call overview](#), Rodrigo Gutierrez-Dominguez, Aziz Mustafa, European Research Executive Agency
3. Q&A session
4. [Participation of Czechia, Poland, Lithuania and Latvia in the MSCA SE](#), MSCANCPs
5. Insights of MSCA SE participants
 - [Project PHENOCYCLES](#): Profesor Eligio Malusa, The Institute of Horticulture – National Research Institute
 - [Project ARGO](#): Dr Maksym Pogorielov, DCs, MD, Senior Researcher, Laboratory of optical biosensors and functional nanomaterials, Institute of Atomic Physics and Spectroscopy, University of Latvia
 - [Project EUAsian-ROOT](#): Dr Pavlína Pancová Šimková, Vice-Dean for Integration into the European Research Area, Faculty of Forestry and Wood Technology, Mendel University in Brno, Czechia
 - [Project MOCO](#): Dr. Viktor Skrickij, Director of Transport and Logistics Competence Centre, Vilnius Gediminas Technical University (VILNIUS TECH).
6. Q&A session
7. [Pitching session](#)



Program
Marie Skłodowska-Curie Actions

Kryteria oceny wniosku

(MSCA Work Programme 2023-2025, p. 129)

Excellence	Impact	Quality and efficiency of the implementation
Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state-of-the-art)	Developing new and lasting research collaborations , achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level	Quality and effectiveness of the work plan , assessment of risks , and appropriateness of the effort assigned to work packages
Soundness of the proposed methodology (including international, inter-sectoral and interdisciplinary approaches, consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)	Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development	Quality, capacity and role of each participant , including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise
Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives .	Suitability and quality of the measures to maximise expected outcomes and impacts , as set out in the dissemination and exploitation plan , including communication activities	
	The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts .	
50%	30%	20%

STRUKTURA WNIOSKU



Program
Marie Skłodowska-Curie Actions

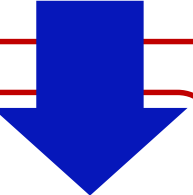
Struktura wniosku MSCA Staff Exchanges 2024

MSCA-NET



Part A – CZĘŚĆ ADMINISTRACYJNA

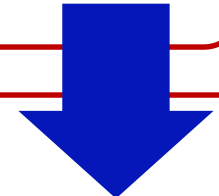
uzupełniana *on-line* na portalu Komisji Europejskiej *Funding & Tenders Opportunities*



PART B1 – MERYTORYCZNA CZĘŚĆ WNIOSKU, max 32 strony (wgrany plik PDF)

- Strona tytułowa (1 page), spis treści (1 page), lista uczestniczących organizacji
- Excellence
- Impact
- Implementation, w tym Wykres Gantt'a

Max 30 stron



PART B2 - bez limitu stron, wgrany plik PDF

- Organizacje uczestniczące (w tym 1 strona na beneficjenta i ½ strony na każdego partnera stowarzyszonego i beneficjenta spoza środowiska akademickiego)



Struktura wniosku MSCA Staff Exchanges

MSCA-NET

PART A – CZĘŚĆ ADMINISTRACYJNA:

- ✓ Informacje ogólne:
 - tytuł projektu,
 - akronim,
 - panel naukowy,
 - deskryptory,
 - słowa kluczowe,
 - abstrakt,
 - oświadczenia
- ✓ **Uczestnicy** and contacts
- ✓ **Budżet** – na podstawie liczby osobomiesięcy
- ✓ **Gender Equality plan**
- ✓ **Ethics** - kwestionariusz

**UZUPEŁNIANA
online**

Call:

0

Topic:

Type of Action:

0

Proposal number:

Proposal acronym:

Type of Model Grant Agreement:

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	

How to fill in the forms

The form must be filled in for each proposal using the templates available in the submission system. Some data fields in the form are pre-filled based on the steps in the submission wizard.

Part A - GEP, Ethics i pytania

Application forms

Proposal ID

Acronym **Acronym is mandatory**

Short name

Gender Equality Plan

Does the organization have a Gender Equality Plan (GEP) covering the elements listed below?

Yes No

Minimum requirements (building blocks) for a GEP

Public GEP: formal document published on the institution's website and signed by the top management, addressing the following issues:

- **Dedicated resources:** commitment of human resources and gender expertise to implement it.
- **Data collection and monitoring:** sex/gender disaggregated data on personnel and students and annual reporting based on indicators.
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.
- **Minimum areas to be covered** and addressed via concrete measures and targets:
 - o work-life balance and organisational culture;
 - o gender balance in leadership and decision-making;
 - o gender equality in recruitment and career progression;
 - o integration of the gender dimension into research and teaching content;
 - o measures against gender-based violence including sexual harassment.

Na etapie składania wniosku wymagane jest oświadczenie

Organy publiczne, organizacje badawcze lub instytucje szkolnictwa wyższego (w tym prywatne organizacje badawcze i uczelnie) **muszą posiadać wdrożony plan Gender Equality w momencie rozpoczęcia projektu.**

Ethics kwestionariusz → proszę przeczytać:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf (s. 21-26) oraz <https://op.europa.eu/en/publication-detail/-/publication/16edbd19-0989-4308-882f-ae1fc572e3bc>

Pytania związane z wypełnieniem części A wniosku - Sekcja FAQ Komisji Europejskiej [tutaj](#) i blog projektu MSCA-NET, sekcja Q&A [tutaj](#).

Scientific panel	Level 1 keywords	Level 2 keywords
Chemistry (CHE)	C1-Inorganic Chemistry	Catalysis Coordination chemistry Inorganic and nuclear chemistry NMP Non-Metallic Materials & basic processes Organometallic chemistry Radiation and nuclear chemistry
	C2-Organic, Polymer and Molecular Chemistry	Carbonhydrates Combinatorial chemistry Heterocyclic chemistry Macromolecular chemistry Molecular architecture and Molecular biology Molecular chemistry Natural product synthesis Organic chemistry Organic reaction mechanism Peptide chemistry Polymer chemistry Stereochemistry Supramolecular chemistry Synthetic Organic chemistry
Physics (PHY)	P1-Particle and Nuclear Physics	Particle physics Cosmic rays, neutrinos, and other particles
	P2-Atomic and molecular physics, optics	Atomic, molecular physics Chemical physics Lasers, ultra-short lasers and laser physics Metrology and measurement Nonlinear optics Optics (including laser optics and quantum optics) Optics, non-linear optics and nano-optics Photonics Quantum optics and quantum information Statistical physics (gases) Ultra-cold atoms and molecules Wave Interaction and Propagation
	P3-Condensed matter physics	Condensed matter physics (including formerly solid state physics, superconductivity) Electronic properties of materials, surfaces, interfaces, nanostructures, etc Fluid dynamics Gas and plasma physics Magnetism and strongly correlated systems Mechanical and acoustical properties of condensed matter, Lattice dynamics Mesoscopic physics Nanophysics: nanoelectronics, nanophotonics, nanomagnetism, nanoelectromechanics, etc. Phase transitions, phase equilibria Semiconductors and insulators: material growth, physical properties Soft condensed matter Spintronics Statistical physics (condensed matter) Structure of solids and liquids Superconductivity Superfluids Surface Physics Thermal properties of condensed matter Transport properties of condensed matter

Słowa kluczowe służą do znajdowania ekspertów, którzy będą oceniali wnioski

<https://rea.ec.europa.eu/system/files/2021-10/MSCA%20Keywords.pdf>

Więcej informacji o ocenie wniosków:
https://rea.ec.europa.eu/funding-and-grants/horizon-europe-marie-sklodowska-curie-actions/horizon-europe-msca-how-apply_en#ecl-inpage-292



MSCA Staff Exchanges 2023 - informacje



Program
Marie Skłodowska-Curie Actions



HORIZON-MSCA-2023-SE-01 : Cumulative percentage of proposals above threshold, with a given score or higher (funding range marked in green)

Score equal to or above	CHE	ECO	ENG	ENV	LIF	MAT	PHY	SOC
100	4,55%	0,00%	0,00%	0,00%	0,00%	0,00%	9,09%	2,94%
99	4,55%	0,00%	2,56%	0,00%	0,00%	0,00%	9,09%	2,94%
98	4,55%	0,00%	2,56%	0,00%	2,94%	0,00%	9,09%	2,94%
97	4,55%	0,00%	2,56%	6,25%	11,76%	0,00%	9,09%	2,94%
96	13,64%	0,00%	3,85%	6,25%	11,76%	0,00%	9,09%	2,94%
95	13,64%	0,00%	5,13%	6,25%	14,71%	0,00%	9,09%	2,94%
94	18,18%	0,00%	6,41%	9,38%	20,59%	0,00%	9,09%	2,94%
93	18,18%	0,00%	11,54%	9,38%	20,59%	0,00%	9,09%	2,94%
92	18,18%	0,00%	11,54%	9,38%	20,59%	0,00%	9,09%	2,94%
91	18,18%	0,00%	19,23%	9,38%	20,59%	0,00%	9,09%	5,88%
90	22,73%	0,00%	21,79%	12,50%	26,47%	0,00%	27,27%	8,82%
89	22,73%	9,09%	23,08%	15,63%	26,47%	0,00%	27,27%	11,76%
88	22,73%	9,09%	26,92%	21,88%	26,47%	14,29%	27,27%	14,71%
87	27,27%	9,09%	32,05%	21,88%	26,47%	14,29%	45,45%	17,65%
86	31,82%	9,09%	33,33%	21,88%	26,47%	14,29%	45,45%	20,59%
85	36,36%	9,09%	33,33%	25,00%	29,41%	14,29%	54,55%	20,59%
84	50,00%	9,09%	34,62%	25,00%	29,41%	28,57%	54,55%	20,59%
83	59,09%	9,09%	34,62%	25,00%	29,41%	28,57%	54,55%	20,59%
82	59,09%	27,27%	35,90%	31,25%	29,41%	28,57%	54,55%	20,59%
81	59,09%	45,45%	35,90%	37,50%	32,35%	28,57%	54,55%	23,53%
80	59,09%	45,45%	35,90%	40,63%	32,35%	28,57%	54,55%	32,35%
79	59,09%	45,45%	35,90%	43,75%	35,29%	28,57%	54,55%	32,35%
78	59,09%	63,64%	38,46%	53,13%	35,29%	28,57%	63,64%	35,29%
77	63,64%	63,64%	39,74%	53,13%	38,24%	28,57%	63,64%	35,29%
76	63,64%	72,73%	39,74%	53,13%	44,12%	28,57%	63,64%	35,29%
75	68,18%	81,82%	42,31%	53,13%	47,06%	57,14%	63,64%	38,24%
74	68,18%	81,82%	44,87%	53,13%	50,00%	57,14%	63,64%	41,18%
73	68,18%	81,82%	50,00%	53,13%	52,94%	57,14%	72,73%	50,00%
72	68,18%	81,82%	51,28%	53,13%	55,88%	57,14%	72,73%	50,00%
71	68,18%	81,82%	55,13%	56,25%	58,82%	57,14%	81,82%	52,94%
70	68,18%	81,82%	55,13%	59,38%	61,76%	57,14%	81,82%	64,71%
<70	31,82%	18,18%	44,87%	40,63%	38,24%	42,86%	18,18%	35,29%

<i>N. of Proposals per Panel</i>	22	11	78	32	34	7	11	34
<i>N. of Proposals in main and reserve list per Panel</i>	12	8	28	14	15	4	7	15

Układ wniosku

- **Upewnić się, że korzystamy z oficjalnego formularza Komisji Europejskiej dla odpowiedniego konkursu**
- Rozmiar strony - A4
- Czcionka (Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman (Linux distributions)).
- Czcionka co najmniej 11 dla tekstu głównego i tabel
- Cytowania w formie przypisów dolnych: czcionka min. 8
- Interlinia 1.0
- Marginesy 15 mm (każdy)
- Nagłówek – konkurs: [identyfikator konkursu - HORIZON-MSCA-2024-SE-01]
 - [nazwa działania - MSCA Staff Exchanges 2024]
- Numeracja strony w stopce - "Part B - Page X of Y,"
- Nazwa dokumentu: Proposal Number-Acronym-Part B1.pdf / Proposal Number-Acronym-Part B2.pdf

Należy ściśle przestrzegać nagłówek i podtytułów wskazanych w GfA!

Układ wniosku – uwagi ogólne

- Używaj wykresów, diagramów, tabel, pól tekstowych, rysunków,
- upewnij się, że wszelkie kolorowe diagramy itp. są zrozumiałe po wydrukowaniu w czerni i bieli,
- używaj wyróżnień tam, gdzie to konieczne (pogrubienie, podkreślenie, kursywa), ale nie przesadzaj!
- unikaj żargonu,
- wyjaśnij wszelkie skróty,
- prosty i przejrzysty tekst,
- unikaj długich zdań,
- pozbądź się powtórzeń (w razie potrzeby odwołaj się do innych części propozycji),
- nie kopiuj tekstu z innych dokumentów ani stron internetowych,
- zachowaj spójność językową (angielski brytyjski LUB amerykański).

Nie jest oceniana, ale ułatwia/utrudnia życie oceniającemu

GDZIE SZUKAĆ INFORMACJI

- [Strona MSCA Komisji Europejskiej i Research Executive Agency \(REA\)](#)
- [Portal Funding and Tenders Opportunities](#)
 - Dokumenty warte uwagi – gdzie ich szukać?
 - Jak utworzyć nowy wniosek
 - Jak uzupełniać kolejne elementy części A
- [Strona NAWA MSCA](#)
- [Strona projektu MSCA-NET](#)



Funding & Tenders Opportunities Portal



Program
Marie Skłodowska-Curie Actions



Program
Marie Skłodowska-Curie Actions

Part B1 wniosku

- 1. Excellence**
- 2. Impact**
- 3. Implementation**

1. Excellence



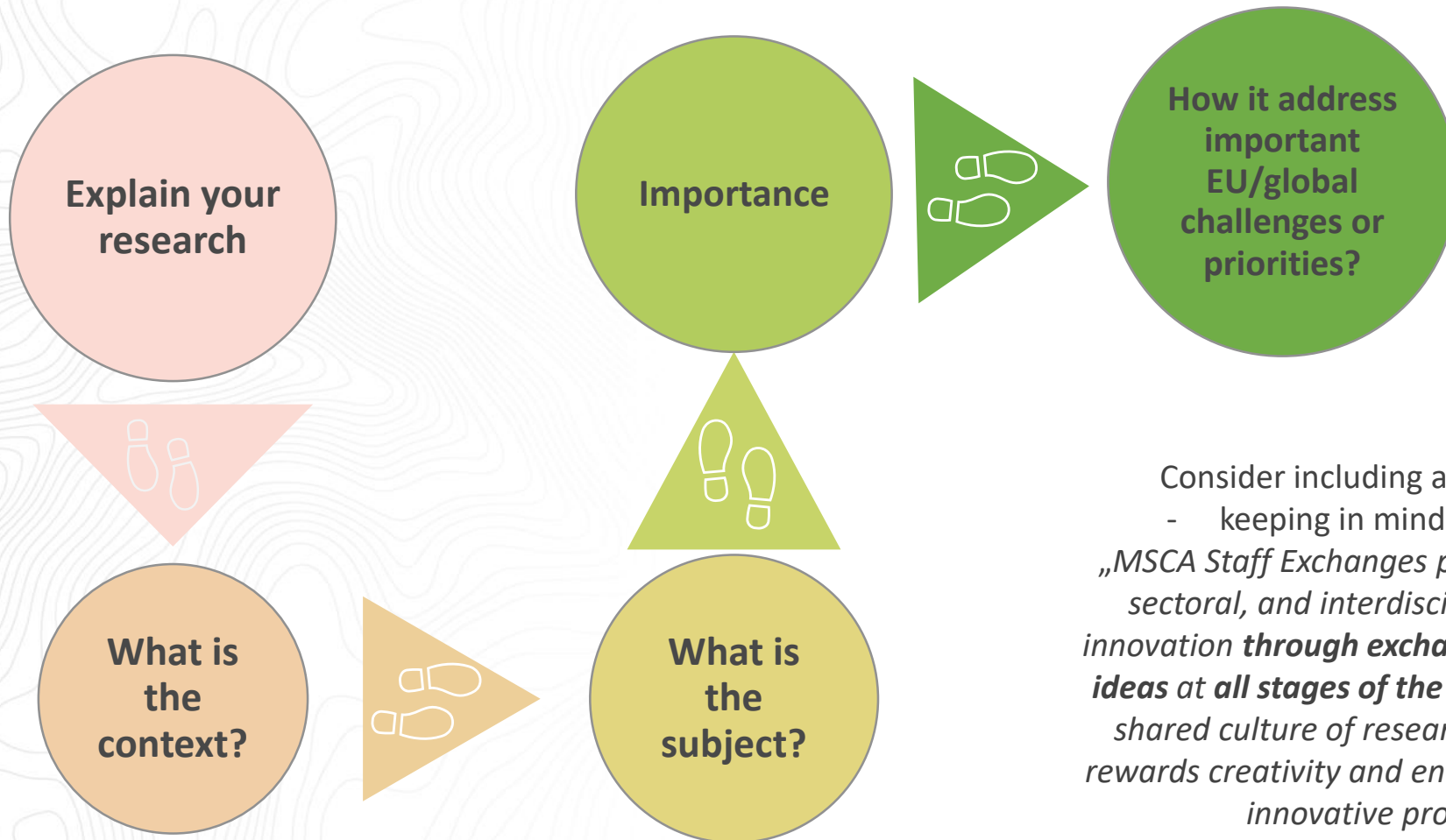
1.1.	Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)
1.2.	Soundness of the proposed methodology (including international, inter-sectoral and interdisciplinary approaches, consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)
1.3.	Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives .

WAGA: 50%



1.1. Quality and pertinence of the project's research/innovation objectives

(and the extent to which they are ambitious, and go beyond the state of the art)



Consider including an overarching goal for your project

- keeping in mind the objective of the MSCA SE call: *„MSCA Staff Exchanges promote innovative international, inter-sectoral, and interdisciplinary collaboration in research and innovation **through exchanging staff and sharing knowledge and ideas at all stages of the innovation chain.** The scheme fosters a shared culture of research and innovation that welcomes and rewards creativity and entrepreneurship and helps turn ideas into innovative products, services or processes”*

1.1. Quality and pertinence of the project's research/innovation objectives

(and the extent to which they are ambitious, and go beyond the state of the art)

MSCA-NET

The screenshot shows the CORDIS project page for 'Piezoelectricity in 2D-materials: materials, modeling, and applications'. The URL is cordis.europa.eu/project/id/101131229. The page features the European Commission logo, the CORDIS logo, and a search bar. The navigation menu includes HOME, THEMATIC PACKS, PROJECTS & RESULTS, VIDEOS & PODCASTS, NEWS, DATALAB, ABOUT US, and SEARCH. The project title is prominently displayed, along with a 'Fact Sheet' button.

Objective

Piezoelectricity in two-dimensional (2D) materials is increasingly important because of its potential in realizing thin yet efficient and flexible piezoelectric devices. In contrast to traditional three-dimensional (3D) piezo- and ferroelectrics that are prone to size effects, piezoelectricity in 2D materials may be controlled by flexoelectricity and interfaces thus providing significant piezoelectric effect in ultrathin films and crystals. Equally important, the majority of 2D layered piezoelectrics found so far possess in-plane piezoelectricity and require bending of flexible substrates to activate piezoelectric effect. This severely limits their integration with modern Si technology. This project aims at strengthening the piezoelectric activity in 2D materials via interface and stress engineering and bond control in order to reach the maximum efficiency and other relevant figures of merit. The materials list includes hafnium-zirconium oxide (HZO), transition metal thio/selenophosphates (TPS), graphene on oxide substrates, and polymer PDVF. A comprehensive investigation of piezoelectricity in these 2D materials and their relevant device performance is still at an initial stage and needs European support. Concerning piezoelectric energy harvesting, Piezo2D will build a

Project Information

Piezo2D

Grant agreement ID: 101131229

DOI

[10.3030/101131229](https://doi.org/10.3030/101131229)

EC signature date

1 August 2023

Start date

1 October 2023

End date

30 September 2027

Funded under

Marie Skłodowska-Curie Actions (MSCA)

1.1. Quality and pertinence of the project's research/innovation objectives

(and the extent to which they are ambitious, and go beyond the state of the art)

Piezoelectricity in two-dimensional (2D) materials is increasingly important because of its **potential** in realizing **thin** yet **efficient** and **flexible** piezoelectric devices.

In contrast to traditional three-dimensional (3D) piezo- and ferroelectrics that are prone to size effects, piezoelectricity in 2D materials may be controlled by flexoelectricity and interfaces thus providing significant piezoelectric effect in ultrathin films and crystals.

Equally important, the majority of 2D layered piezoelectrics found so far possess in-plane piezoelectricity and require bending of flexible substrates to activate piezoelectric effect. This severely limits their integration with modern Si technology.

This project aims at **strengthening the piezoelectric activity in 2D materials** via **interface and stress engineering** and **bond control** in order to **reach the maximum efficiency** and other relevant figures of merit.

The **materials list** includes hafnium-zirconium oxide (HZO), transition metal thio/selenophosphates (TPS), graphene on oxide substrates, and polymer PDVF.

(...)

The **multidisciplinary approach** of Piezo2D brings together leading teams in **theoretical physics**, **materials science**, **chemistry** and **instrumentation** working in synergy.

1.1. Quality and pertinence of the project's research/innovation objectives

(and the extent to which they are ambitious, and go beyond the state of the art)

A comprehensive investigation of piezoelectricity in these 2D materials and their relevant device performance is **still at an initial stage** and needs European support.

Concerning piezoelectric energy harvesting, Piezo2D will build a **technology to provide local energy generation** (microgenerators) from the nm- to the micro-scale to **power nano- and microdevices**.

Piezo2D will do so by enhancing and deploying the combined powers of equilibrium and nonequilibrium **thermodynamics** and **atomistic models** with **device physics** and **engineering**.

Research results will underpin future developments of **nanoscale energy devices** for decades to come.

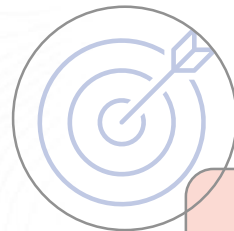
We will also **develop new characterization techniques** and **metrology-inspired protocols** aiming at future standards and their use in the industry.

Research objectives

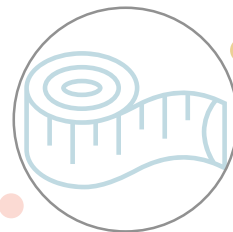
MSCA-NET

Specific Measurable Attainable Relevant Time-Bound approach

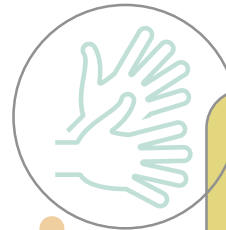
*Proszę pamiętać, że cele badawcze
powinny odpowiadać
Work Packages w sekcji 3.1.*



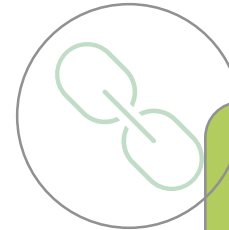
Specific Who?
What? When?
Where? Why?



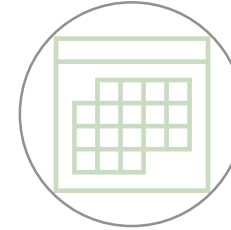
Measurable – how you are
going to know if the goal is
accomplished?



Achievable - you have
necessary knowledge,
resources, skills, time etc.



Relevant – aligned with
needs, priorities,
challenges



Time – bound -
state when it
will be done



Program
Marie Skłodowska-Curie Actions

Why your project?

MSCA-NET



Why do you need to work together on this research?

Describe the importance of the **international, intersectoral and interdisciplinary** aspects of your approach.

Explain why a **collaborative approach** is needed to solve the problem and briefly **why** your consortium is best placed to do so.

Refer openly to the **innovative elements** of this project (topic, consortium, synergies...)

Sustainability of collaboration: describe the **benefits of cooperation** and how they can go beyond this project
Make sure to cite consortium members' work and show the **high-level of expertise within the consortium**



Table 1 – Work Package³ (WP) List

Work Package No	Work Package Title	Activity Type (e.g., Research, Training, Management, Communication, Dissemination)⁴	Number of person-months involved per secondment⁵	Lead beneficiary	Start month	End month



STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

- 1. The project objectives are clearly formulated and extremely relevant from both theoretical and policy points of view. Concrete indicators for their measurement are properly defined.*
- 2. The research and innovation objectives are very well specified and convincing. The specific training, dissemination and collaboration objectives are also carefully prepared and detailed, which is further clarified by providing a comprehensive breakdown of each type of objective with some level of quantification.*
- 3. The quality and novelty of the planned research activities are sufficiently demonstrated and they are relevant to the current state-of-the-art.*
- 4. The theoretical framework of the project is sound and of high quality. The proposal presents a convincing state-of-the-art analysis, providing a contextual background to the research. Advancements beyond state-of-the-art have also been sufficiently developed.*
- 5. The proposed research and innovation objectives are clearly described, easily measurable and verifiable; the innovative aspects are highly relevant.*

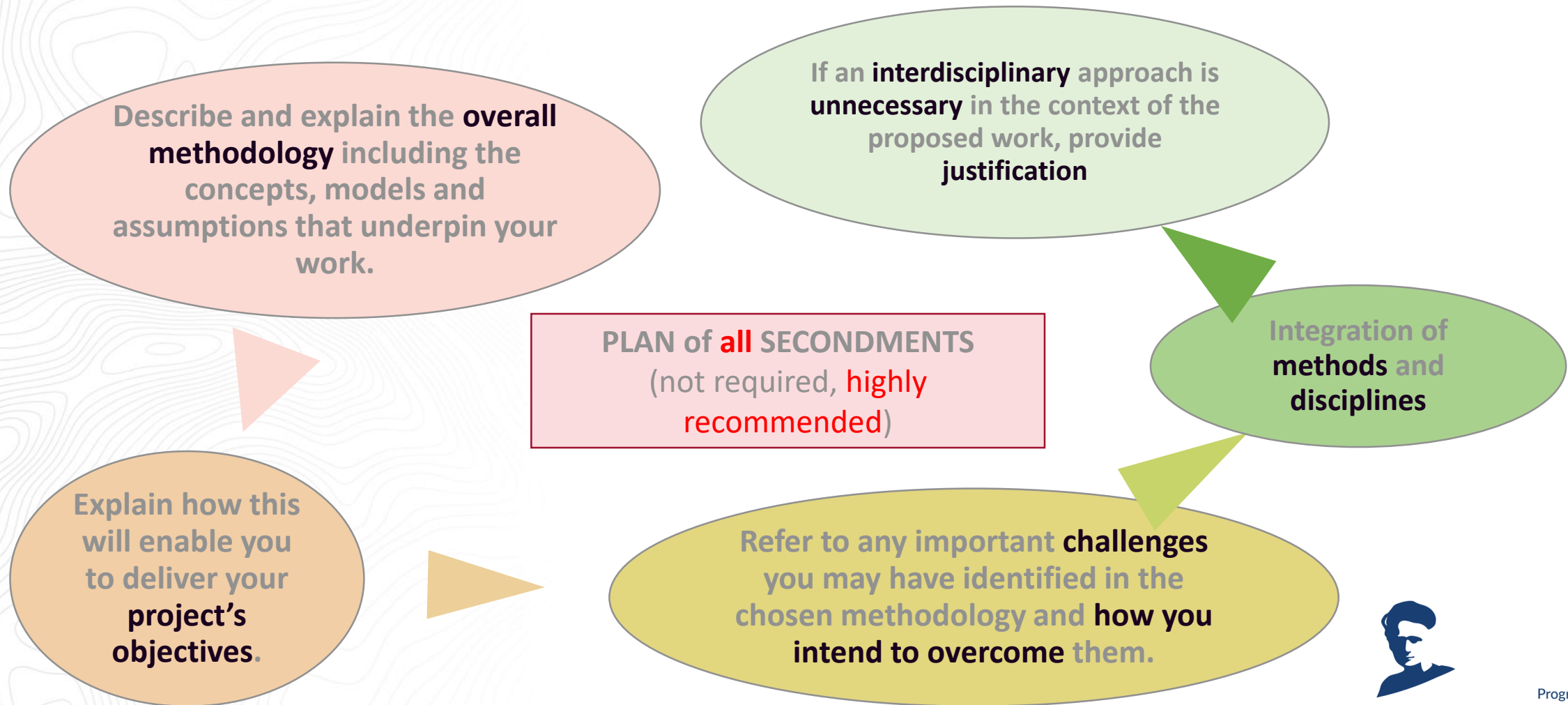
WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

- 1. The research and innovation objectives are defined only in broad terms, without going into detail about possible measurable outcomes for the individual goals.*
- 2. The proposed goals and the related work seem overambitious regarding the many different methods and materials.*
- 3. The state-of-the-art is not elaborated and referred to the latest literature in sufficient detail. It is not fully clear how the proposed studies will go beyond the state-of-the-art as the specific materials and foreseen applications are not well defined.*
- 4. The innovative aspects of the proposal are rather weak since the proposed methods and approaches have already been developed.*



1.2. Soundness of the proposed methodology

(including international, inter-sectoral and interdisciplinary approaches)



1.2. Soundness of the proposed methodology (including *international, inter-sectoral and interdisciplinary approaches*)



PLAN of all SECONDMENTS
(not required, **highly recommended**)

Wyjaśnij wartość dodaną:

- podejścia interdyscyplinarnego w zakresie realizacji celów badawczych i transferu wiedzy interdyscyplinarnej w fazie reintegracji oddelegowanego personelu.
- Zastanów się, dlaczego to konsorcjum jest najlepszym zespołem do realizacji tych celów badawczych ze spójnego, interdyscyplinarnego i międzysektorowego punktu widzenia.
- Podkreśl rolę każdego członka konsorcjum w projekcie.

Oddelegowania powinny być głównie międzysektorowe.

Oddelegowania do tego samego sektora (spełniające warunki interdyscyplinarne) w państwach członkowskich UE i krajach stowarzyszonych w ramach programu Horyzont Europa (MS/AC) kwalifikują się do finansowania do 1/3 całkowitej liczby kwalifikowanych osobo-miesiący projektu finansowanych przez UE.

Oddelegowania są uważane za interdyscyplinarne, jeśli działania wykonywane podczas oddelegowania integrują takie aspekty jak: informacje, dane, techniki, narzędzia, perspektywy, koncepcje lub teorie z dwóch lub więcej różnych dyscyplin naukowych

Eksperci oceniający wezmą pod uwagę deskryptory dostępne w części A (pierwszy poziom słów kluczowych MSCA)

1.2. Soundness of the proposed methodology

(gender dimension and other diversity aspects, if relevant for the research project)

- **Treść planowanych działań badawczych i innowacyjnych** (nie: równość płci w zespołach projektowych)
- Działania, w których **ludzie** są zaangażowani jako **podmioty** lub **użytkownicy końcowi**
- Wytyczne dotyczące metod analizy równości płci i kwestii, które należy wziąć pod uwagę: *MSCA SE Standard application form* zawiera podpowiedzi
- Używaj, rozwijaj i/lub wdrażaj systemy i/lub techniki oparte na **sztucznej inteligencji (AI)**
- wykaż ich techniczną solidność

Technically robust (accurate and reproducible, inform on fails)

Socially robust (context and environment)

Reliable and function as intended (safeguarding the physical and mental integrity of humans)

Explanation of decision-making processes
(when significant impact on people's lives)

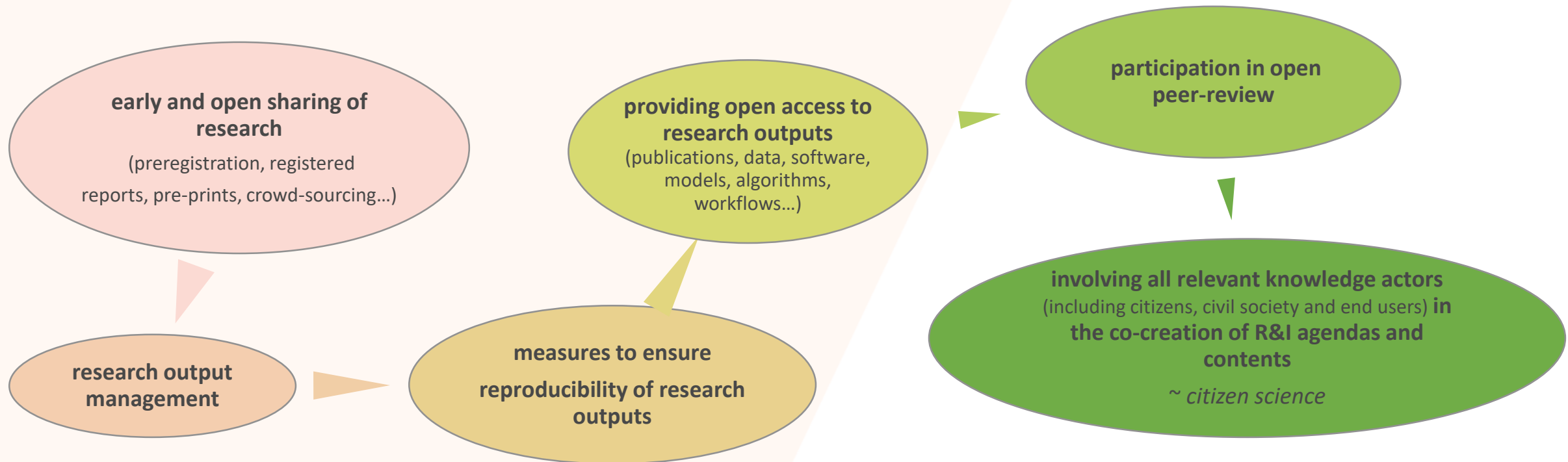


1.2. Soundness of the proposed methodology

(quality of **open science** practices)

Praktyka Open Science to podejście bazujące na otwartej współpracy i systematycznym dzieleniu się wiedzą oraz narzędziami na możliwie najwcześniejszym i najszerszym etapie projektu.

- Powinno być **Integralną częścią opisywanej metodologii** (jeśli nie występuje > wytłumaczyć dlaczego)
- W jaki sposób wybór elementów Open Science i ich wdrażanie są dostosowane do charakteru projektu? zwiększyć szanse na osiągnięcie zamierzonych celów



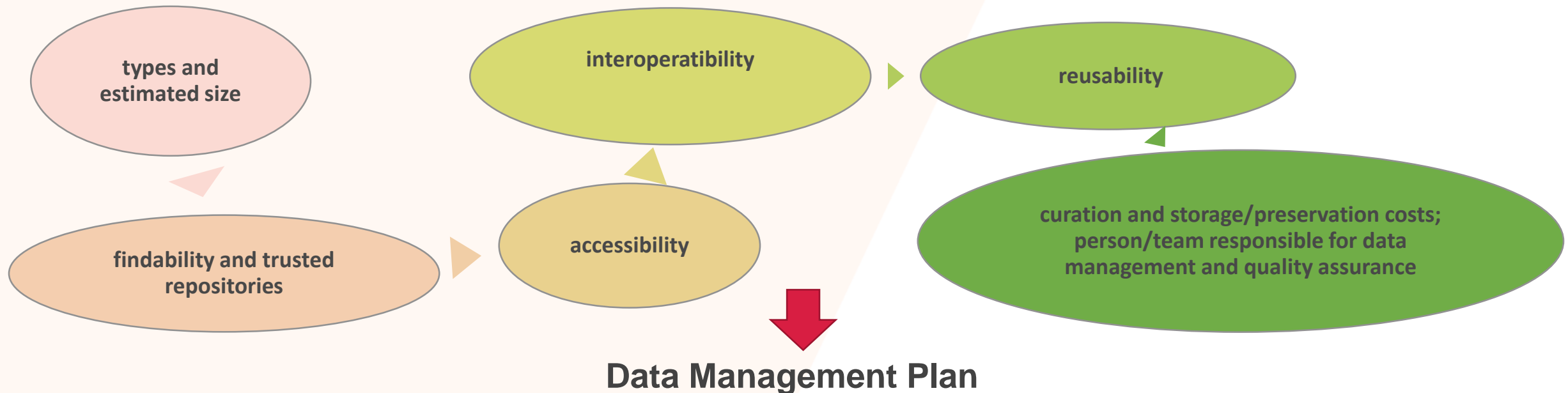
1.2. Soundness of the proposed methodology

(quality of open science practices)

Research data management and management of other research outputs

If you plan to **generate/collect data** or other research outputs (except for publications) during the project

- How the data will be managed in line with the **FAIR principles**: Findable, Accessible, Interoperable, Reusable (max. 1 page)
- make it **specific** to your project



1.2. Soundness of the proposed methodology – comments by expert evaluators

STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *The overall methodology is appropriate and very well describes the challenges to be faced. Integration of methods and disciplines to pursue the objectives is well above average.*
2. *The project benefits from a very good methodology. It emphasizes the challenges which could be met during the realization of the foreseen tasks.*
3. *The interdisciplinary and intersectoral nature of planned activities is well demonstrated: the proposed activities will bring together a comprehensive international multidisciplinary network of experts, and will be supported by a well-structured secondment programme.*
4. *The gender dimension is well addressed in terms of the research with consideration of female preferences and requirements being considered, and also in terms of project implementation through a gender equality plan.*
5. *Open data sharing between partners has been adequately described based on previous experiences and development of tools for data sharing. An extensive data management plan according to the FAIR principles is provided.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *The different methodologies to be used have not been sufficiently illustrated and, it is not sufficiently clear and specific how they can be linked to the identified scientific objectives to guarantee their achievement. The provided description does not offer sufficiently convincing evidence that all the defined objectives can be realistically achievable.*
2. *The proposal does not sufficiently demonstrate the interactions that could lead to interdisciplinarity. The potential interactions are listed generically; these do not convincingly demonstrate the integration of the current expertise and methods with the disciplines mentioned.*
3. *The intersectoral, international and interdisciplinary aspects of the proposed secondments between participants are not sufficiently demonstrated.*
4. *The gender dimension of the research topic is not taken into account and a justification for this is missing from the proposal.*
5. *Open science is discussed in a short and not very detailed format. A data management plan is only superficially addressed and no data handling according to the FAIR principles is mentioned.*



Program
Marie Skłodowska-Curie Actions

MSCA-NET



1.3. Quality of the **proposed interaction** between the participating organisations in light of the research and innovation objectives.

Contribution of **each participating organisation** in the activities planned, with particular emphasis on the scientific objectives described in section 1.1.

Justification of the **main networking activities** (e.g., workshops/trainings/conferences, etc.).



Contribution of each participating organisation

in the activities planned, with particular emphasis on the scientific objectives described in section 1.1.



Clearly state what each participating organisation will **contribute** towards achieving the research and knowledge transfer objectives – you can use a table for brevity and clarity.



Include their expertise, their contribution to **networking events**, and their level of participation in the secondments.



There should be an **explicit link** between networking activities and specific objectives of the project.



Include **details on** how many **secondments** are planned for the project and how many person months in total.

Justification of the main networking activities

(e.g., **secondments**/workshops/trainings/conferences, etc.).

Describe the networking activities that will be organised to share knowledge e.g., workshops, meetings, trainings, online networking and knowledge sharing. Highlight interdisciplinary and intersectoral aspects to the networking and training activities.



Justify how these will contribute to the knowledge-sharing objectives – explain why you have chosen these particular activities and how are they related to the research objectives.



It could be valuable to open up some events to the wider research community, e.g., a final conference or summer schools open to researchers who are not part of the network/consortium.



Use a diagram to show the flow of people around the consortium.



STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

MSCA-NET



1. The proposed secondments between participants in EU/AC in the same sector are considered to be interdisciplinary and are accepted, up to the maximum of 1/3 of the total months funded by EU.
2. The proposal demonstrates a broad interdisciplinary and inter-sectoral network for research and knowledge sharing, achieved through well balanced and well-justified secondments in terms of the MSCA - SE scheme.
3. Each partner's contribution to the project and their expertise and involvement in the scientific activities are convincingly presented. Particularly the diagrams showing the interactions between work packages and the secondment periods between participants are clear and informative.
4. The proposal provides credible details on the expertise of each participant and how they are brought together to achieve the project's objectives.
5. The contribution of each participating organization to the planned activities and suitable knowledge sharing is well balanced and of good quality.
6. The benefits of the main networking activities via training, cou. justified by the proposal.

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. The approach ensuring knowledge sharing between participants is not explained with the necessary level of detail and activities devoted to knowledge transfer are not clearly described.
2. The proposal does not sufficiently demonstrate the interactions that could lead to interdisciplinarity. The potential interactions are listed generically; these do not convincingly demonstrate the integration of the current expertise and methods with the disciplines mentioned.
3. The interactions between participating organisations, particularly between academic and non-academic beneficiaries, and for staff exchanges, are insufficiently elaborated. Specifically, networking activities, including the workshops and thematic schools, are not sufficiently detailed in relation to individual contributions.
4. The challenges for each WP and the means to be used by the participants to address and overcome these possible challenges are not credibly identified.
5. The proposed contribution of critical resources for industry and evidence-based information for policymakers is somehow overstated.
6. The justification of networking activities is offered in general terms, mainly presenting the expected activities rather than their purpose.



Do zapamiętania

- Część „Excellence” odpowiada za sukces wniosku (50% of weight)
- Upewnij się, że wniosek określa jasne i konkretne cele badawcze
- Upewnij się, że cele są one bezpośrednio powiązane z WPs i zaplanowanymi działaniami
- Wskaż bardzo szczegółowo, jakie są mocne strony i wyjątkowość proponowanego konsorcjum
- **Zaangażuj wszystkich w działania projektowe i starannie zaplanuj działania sieciowe!**

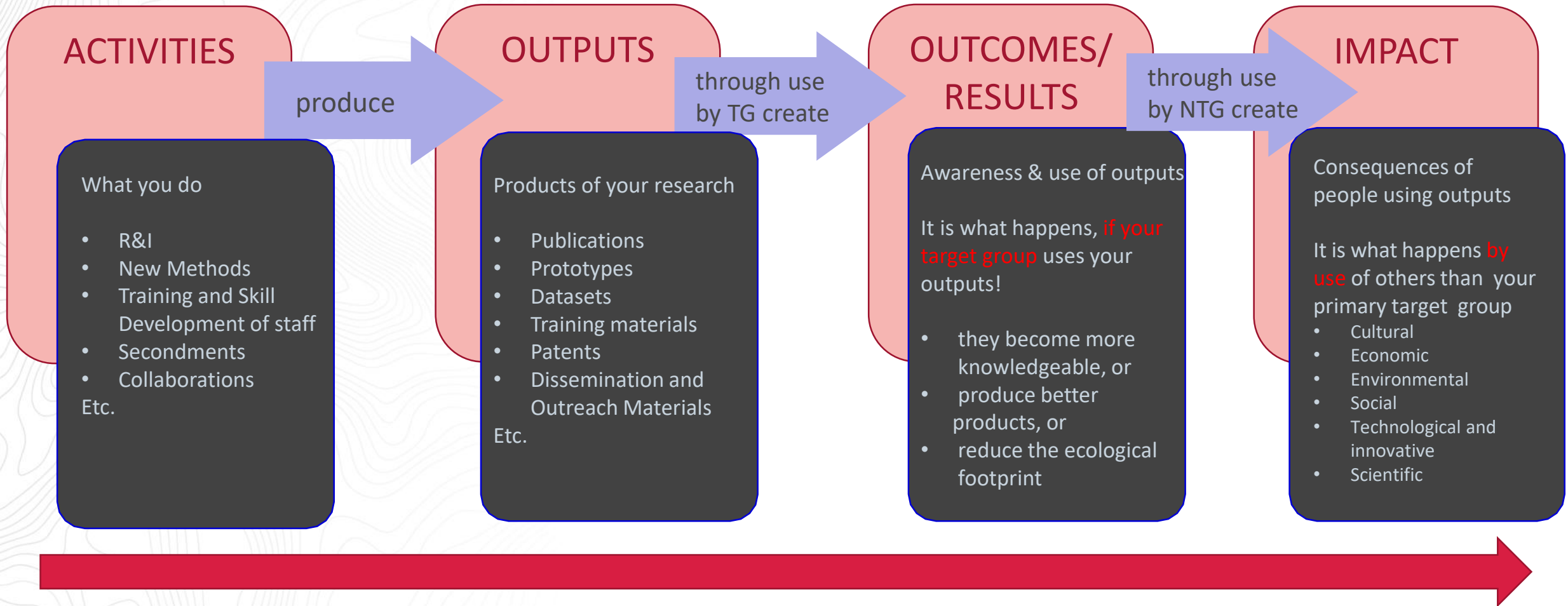


2. IMPACT

- 2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contribution to improving research and innovation potential at the European and global level*
- 2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development*
- 2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities*
- 2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.*

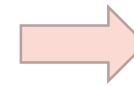
Impact journey

MSCA-NET



2.1 Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contribution to improving research and innovation potential at the European and global level

- **Opisz rozwój i trwałość nowej i trwałej współpracy badawczej wynikającej z międzynarodowych, interdyscyplinarnych i/lub międzysektorowych oddelegowań oraz wdrożonych działań sieciowych.**
 - Wyjaśnij, w jaki sposób oddelegowania i działania sieciowe oraz transfer wiedzy osiągnięty za pośrednictwem tych mechanizmów pomogą rozwinąć trwałą współpracę między uczestnikami.
 - Opisz swoje plany dotyczące budowania współpracy i jej kontynuowania po zakończeniu projektu (potencjalne nowe projekty współpracy MSCA DN, COST, Erasmus+...)
 - [MSCA-NET Policy Brief on Synergies](#) zawiera przegląd synergii MSCA z innymi programami Unii, a także wskazówki, w jaki sposób projekty MSCA mogą skorzystać z Synergies.
- **Opisz, w jaki sposób projekt wygeneruje transfer wiedzy, który przyniesie korzyści organizacjom uczestniczącym.**
 - Opisz korzyści płynące z dzielenia się wiedzą za pośrednictwem organizacji uczestniczącej.
- **Opisz wkład projektu w poprawę potencjału badawczego i innowacyjnego w Europie i/lub na świecie.**
 - Wyjaśnij, w jaki sposób projekt działania personelu (w tym rozpowszechnianie/eksploatacja/komunikacja/ zasięg) przyczynią się do gospodarki i/lub społeczeństwa Europy
 - Wskaż powiązanie projektu z celami badań/polityki UE



Organisations

Empowering organisations to connect and realise their research and innovation ideas:

- Gaining experience in the academic/non-academic sector
- Building sustained international partnerships
- Ideas converted into products, processes and services
- Attracting top researchers in Europe and beyond
- Transfer of knowledge
- Innovating across disciplines
- Access to specialised research infrastructures

Powiązanie projektu z politykami UE

Pokaż znaczenie badań w rozwiązywaniu wyzwań/priorytetów na poziomie europejskim/globalnym:

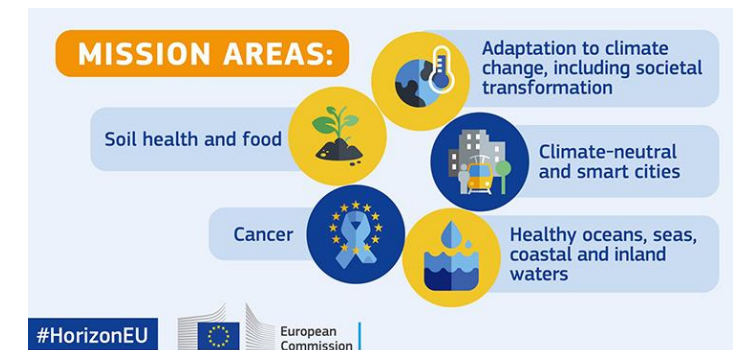
- UN Sustainable Development Goals
- Green Deal
- Horizon Europe Missions



Odpowiedz na następujące pytania:

- ❖ Jakie są cele Twojego projektu?
- ❖ Dlaczego i w jaki sposób mogą być ważne w kontekście HE Work Programme?
- ❖ Jaka grupa docelowa (społeczności użytkowników? części społeczeństwa?) odniosłaby korzyści?
- ❖ Czy jest jasne, w jaki sposób efekty Twojego projektu mogą przyczynić się do wyników lub szerszego wpływu?

Sprawdź MSCA-NET policy briefs o [Green Deal](#) i [Missions](#), żeby zrozumieć podstawy aby zrozumieć tło polityczne tych tematów i ich istoty dla MSCA.



STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *The proposal credibly addresses a strategy that will support lasting research collaborations. Existing collaborations and new opportunities for partnerships among the partners are well explained. The interaction with non-EU partners will promote research and innovation worldwide.*
2. *The consortium brings together participants with different profiles, involving experts from different areas, which makes the project interesting for both academia and industry.*
3. *The proposal shows a good plan of action that will result in knowledge transfer between organizations, including event details, scope and delivery plans, locations, and a Work Package shared for all partners. Academic partners will also benefit from new training course development.*
4. *The project will convincingly consolidate established collaborations. The respective contribution to the research enhancement of each partner is well described.*
5. *The impact of project activities on the participants is generally well presented and credible. The knowledge exchanges and the expertise acquired during the secondments are expected to enhance the potential and future career perspectives of the participating staff members (both experienced and early-stage researchers).*
6. *The project clearly contributes to supporting the ERA's R&I performance and enhance EU economic competitiveness in accordance with the Europe 2020 strategy.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *The sustainability of the research collaborations beyond the duration of the proposed activities is not convincingly demonstrated. No future scientific plans are presented, and the proposal does not indicate any concrete strategies and actions expected to secure the sustainability of the newly created collaborations.*
2. *The knowledge sharing during the secondments and the distribution of the knowledge and skills between the partners have not been sufficiently described. It is not clear how the TC partners will benefit from the knowledge transfer, as no secondments are planned to the European partners (except for one TC partner).*
3. *New transfer of knowledge between the partners is insufficiently explained. Many of the proposed network collaborations result from the implementation of a previous RISE network.*
4. *The inter-sectorial and intra-sectorial transfer of knowledge is not well defined and it is unclear as to how the knowledge transfer will directly contribute to achieving the aims of the R&I activities.*
5. *The proposal has only partially demonstrated how the project will improve the research and innovation potential within Europe and/or worldwide. The scientific impact is not entirely demonstrated, and some of the statements are not sufficiently argued.*



2.2 Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development

W jaki sposób projekt przyczyni się do wzrostu potencjału jednostkom, i zapewni nowe umiejętności pracowników, zwiększy ich wiedzę i perspektywy zawodowe?

- Wskazać, w jaki sposób udział w projekcie pomoże personelowi (staff) zwiększyć potencjał i poprawić perspektywy zawodowe.
- Przedstawić analizę wpływu udziału w projekcie na personel, np.:
 - nową zdobytą wiedza (np. umiejętności badawcze, umiejętności przenoszalne),
 - mobilność do sektora academic/non-academic i/lub organizacji poza Europą (tj. doświadczanie różnych środowisk badawczych),
 - lepsze zrozumienie korzyści płynących z badań międzynarodowych i/lub międzysektorowych,
 - otwarcie się na nowe możliwości kariery, szczególnie w sektorze non-academic,
 - podniesienie profilu uczestników projektu poprzez tworzenie sieci kontaktów, wyniki badań i działania komunikacyjne skierowane do różnych grup docelowych (w tym mediów i ogółu społeczeństwa).
- Utwórz powiązanie między elementami/celami programu a politykami UE dotyczącymi karier badawczych/zatrudnienia ([Charter for researchers](#))
- Wykaż, że cały program (nie tylko jego komponenty badawcze) jest zgodny z potrzebami, priorytetami i długoterminowymi celami UE.

Research & Innovation Staff

Equipping researchers with new knowledge and skills through mobility and training:

- Transferable skills and competencies
- Employability and career prospects
- Opportunities for high impact publications and patents
- Networking and international exposure
- Training and mentoring

EXAMPLE – Skills needed and obtained

Career	Skills	
	Core set	Complementary set
Clinical practice	hearing sciences + impairment; hearing devices; speech and language processing; communication skills; experience of clinical challenges facing practitioners and patients	basic programming; basic signal processing in hearing devices; basic knowledge of speech technology
Engineer in the specialist communication aid industry	strong programming; human-computer interaction; interpersonal skills; experience of clinical challenges facing practitioners and patients	general knowledge of speech synthesis; some knowledge of signal processing
Academic/clinical research (hearing science)	hearing sciences; speech perception; speaking effort and styles; communication skills; research methods; statistics; some experience of clinical challenges facing practitioners and patients	moderate programming; general knowledge of signal processing techniques; basic knowledge of speech technology
Engineer in the specialist hearing aid industry	signal processing; embedded systems; experience of clinical challenges facing practitioners and patients; fundamentals of hearing-device provision and hearing science	communication skills; good programming; basic knowledge of medical product regulations (CE marking); basic knowledge of speech synthesis
Spoken language technology engineer	exceptional programming; signal processing; machine learning; speech synthesis	communication skills; general knowledge of hearing science; awareness of clinical challenges facing practitioners and patients
Academic research (engineering)	strong programming; signal processing and/or machine learning; communication skills	general knowledge of hearing science; awareness of clinical challenges facing practitioners and patients

Figure 3.1a: The initial career profile templates. The core set covers essential skills that are needed to gain employment in that sector, whereas the complementary set describes additional skills that will set ESRs above graduates from other PhD training programmes. All ESRs will also develop their creativity and innovation skills.



STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *The proposal clearly defines how the project will enhance the career perspectives of involved staff, considering the sector, country, and stage of the staff member, and will provide a diverse training program for the staff.*
2. *A very detailed account is provided to show how the career profile of seconded researchers is to be enhanced by their participation. A comprehensive listing of skills in respect of academic and non-academic attributes has been provided, with links to the ways that these might contribute positively to career-progression of the target group.*
3. *Measures to improve career prospects are well addressed: the planned activities will expose project team members to multiple types of knowledge including soft skills transfer. Moreover, the researchers will participate in multiple collaborative work packages, having the opportunity for personal development over several secondments and research events and tasks.*
4. *The measures for the career development of the participating European researchers are very well planned. The technical staff's involvement and specific learning aspects are an excellent addition to this plan.*
5. *The workshops and events arranged during the project will enable the researchers to widen their network and improve communication skills, which will have a positive impact on their careers.*
6. *The potential impact of the project on the researchers' career perspective is well described. The early-stage researchers will have access to very good scientific and soft skills training. The project will enhance their employability both in the public and private sectors.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *The proposal does not clearly describe how the collaboration and training during the project will enhance the knowledge and the career perspectives of the staff members.*
2. *Limited details are given regarding the actual implementation of soft skills training (responsible research, entrepreneurship, etc.).*
3. *1 month long ESR secondments are deemed too short to create an impact in terms of providing new skills and career perspectives.*
4. *It has not been convincingly described how the project will contribute to realising the potential of practitioners with new skills and career perspectives.*
5. *The new career perspectives are not appropriately addressed, without a clear indication of what new opportunities in the job market will be result from this work.*
6. *The proposal does not include adequate training for seconded early-stage researchers to help them develop soft skills.*



2.3 SUITABILITY AND QUALITY OF THE MEASURES TO MAXIMISE EXPECTED OUTCOMES AND IMPACTS, AS SET OUT IN THE DISSEMINATION AND EXPLOITATION PLAN, INCLUDING COMMUNICATION ACTIVITIES



Communication: Promote your action and result



Inform, promote and communicate your activities and results

Reaching multiple audiences

When?
From the start until the end

Why?
Legal obligation: Article 38.1 of the Grant Agreement

How?

- well-designed strategy
- clear messages
- media channels

Dissemination: Make your results public

Open Science: knowledge and results (free of charge) for others to use



When?
At any time, and as soon as the action has results

Not only to scientists

How?
Publishing your results

Why?
Legal obligation: Article 29 of the Grant Agreement

Exploitation: Make concrete use of results



Commercial, Societal, Political Purposes

Not only by researchers

How?

- Creating roadmaps, prototypes, softwares
- Sharing knowledge, skills, data

When?
Towards the end of the project and beyond

Why?
Legal obligation: Article 28 of the Grant Agreement



European Commission
Research Executive Agency



Program
Marie Skłodowska-Curie Actions

2.3 Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities

Zaplanuj działania upowszechniające i eksploatacyjne, w tym działania komunikacyjne:

- Opisz planowane środki/narzędzia mające na celu maksymalizację wpływu projektu, dostarczając pierwszą wersję swojego **'Plan for the dissemination and exploitation including communication activities'**.
- Jeśli chodzi o działania komunikacyjne i strategię zaangażowania publicznego, celem jest **informowanie i docieranie do społeczeństwa oraz pokazanie wykonanych działań**, a także wykorzystania i korzyści, jakie projekt będzie miał dla obywateli.
- **Działania muszą być strategicznie zaplanowane**, z jasnymi celami, rozpoczynać się na początku i trwać przez cały okres trwania projektu.
- Opis działań komunikacyjnych **musi zawierać główne przesłania, a także narzędzia i kanały, które zostaną wykorzystane** do dotarcia do każdej z wybranych grup docelowych.



Dissemination and exploitation

About results only

When results are available and after the end of the project

Potential professionals that may use the results in their own work

Enable use and uptake of results

Publications, conference presentations...

Communication and public engagement

About the project and results

Starts at the beginning of the project

Multiple audiences

Inform and reach out to society, show the benefits of research

General media, social media, different type of events, popular science publications

EXPLOITATION METHODS

MSCA-NET

Ochrona danych intelektualnych(IPR)!

Further internal research

- The results coming out of the project can be applied to further research in the field and beyond

Collaborative research

- The results can be used for building/contributing to collaborative research projects

Product development

- Results can be used for developing or contributing to a product, process, technique, design, etc.

Standardisation activities

- Results could be used to develop new standardization activities or contribute to ongoing work

Spin – offs

- A separate company will could be established as a result of the research results

Engagement with communities/end users/policymakers

- Describe the activities to ensure that relevant societal actors will benefit from your project. For example, results will be used in policy briefings to impact on policy

Strategia zarządzania własnością intelektualną: przewidywane środki ochrony, takie jak patenty, prawa do wzorów, prawa autorskie, tajemnice handlowe itp. oraz sposób, w jaki będą one wykorzystywane do wspierania eksploatacji.

- Umowa konsorcjum w celu zarządzania (między innymi) własnością i dostępem do kluczowej wiedzy (IPR, dane badawcze itp.)
- W stosownych przypadkach wyniki mogą i powinny być szeroko rozpowszechniane PO dokonaniu ochrony IP. W tych kwestiach zasięgnij porady w swoim Biurze Transferu Technologii.
- Nakreśl plany wykorzystania potencjału IP/komercyjnego wynikającego z programu. Krótko opisz rolę Biura Transferu Technologii lub podobnego organu w pomaganiu Ci w komercjalizacji wyników.
- Pamiętaj, że jest to sekcja IMPACT.
- Opisz potencjalny wpływ wykorzystania potencjału komercyjnego wyników badań.

[European IP Helpdesk](#) - a first-line intellectual property service providing free-of-charge support to help European SMEs and beneficiaries of EU-funded research projects manage their IP in the context of transnational business or EU research and innovation programmes.

Jak dotrzeć do decydentów politycznych (policy makers)

Know what you want to influence

Identify who needs to be influenced

Understand expectations / needs

Choose the right message and messenger

Make it relevant, understandable and easily transferred

Focus on results and what it means in the specific/current policy context (not activities)

Prepare short executive summaries / policy briefs / contributions to public consultations

Share (any time) policy-relevant results with your PO

Provide policy feedback during project review meetings

Participate in cluster meetings / lunch-time debates / face-to-face meetings and other EC events

JRC 10 Tips for Researchers: How to achieve impact on policy

https://ec.europa.eu/jrc/sites/default/files/10tips_impact.policy_infographic-fin.pdf

EXAMPLE – Communication activities

2.3.1 Dissemination strategy - targeted at scientists, potential users and to the wider research and innovation community - to achieve the potential impact of the project.

The expected impact of our dissemination is that our research will not only be available to researchers in our own discipline field, but also the public and in so doing raise awareness of the issues highlighted by the research project. In the beginning of the project a communication and dissemination strategy will be detailed with a schedule. The project outcome will be communicated in different ways to the different stakeholders.

- To the research community
- To the [redacted] educators
- To the [redacted] students
- To the [redacted] teachers
- To the National Sport movements
- To EU and national politicians

The means or tools that will be used in the dissemination strategy are seminars, workshops and conferences (see table B3), edited book/journal articles, regional, national, Nordic and international networks (see table 2.3.1), websites, social media as Facebook and Twitter, online essays, [redacted] and [redacted] teacher professional development. As outlined in WP5, we will also develop a sustainable website containing information about the project and all publications stemming from the projects

Network organisations:

Each participating country has their own local and national networks and organizations where the findings from the project can be disseminated to other researchers and the general population (see table 2.3.1). The aim is also to create a multi-national research unit from this network that can provide direction for future research in socially-critical and pedagogy in health and physical education within Europe and Australasia, a goal that has already been initiated with the proposed establishment of a research unit to be called the [redacted]

Seminars, workshops and conferences (see table B3)

Initial analysis and dissemination of findings will occur throughout the project through working papers that will be presented orally at seminars and workshops. WP 5 highlights a number of planned forums which will be used to distribute and share the research findings of this project. WP5 also outlines how the research team will present the findings at international conferences in Europe and Australasia. A targeted research conference in Australasia will be the Australian Associations of Research in Education AARE and or the NZARE conference. AARE is the major conference in the Asia-Pacific region for sharing research in education. It has an international membership and a special interest group in [redacted] and as such will be targeted for dissemination (two members of the New Zealand team are members of AARE, known within the [redacted] and annual contributors at AARE conferences). In Europe, dissemination will occur at the international level at the European Conference of Educational Research (ECER) and at Scandinavian conferences (see table 2.3.1)

Edited book/Journals

As indicated in WP5, time is allocated in the second half of 2019 (September 2019) for the preparation and initial writing of an edited book and/or special edition of a journal (for example Sport, Education and Society, European Journal of Physical Education, or the Asia-Pacific Journal of Health, Physical Education and Sport) that will involve the reporting of the cumulative outcomes of the project, which will be a valuable contribution to international literature.

Website and social media

As outlined in WP5 a sustainable website containing information about the project and all publications stemming from the projects (including a blog and link with mainstream social media sites such as Facebook) will be developed. The information will be disseminated through the Swedish website 'idrottsforum.org' which a site is discussing issues relating to health, physical education and sport. One of the research participants, [redacted] is a regular columnist on this site, where she writes essays on pedagogical, philosophical and sociological issues related to [redacted] and sport management.

Hint!

CORDIS
<https://cordis.europa.eu/projects/en>

Funded/finished projects

Available:
✓ Event reports
✓ Dissemination and Communication plans
✓ Data management plans

STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *An excellent plan is presented related to communication, dissemination, and scientific exploitation of research results, including clear KPIs with measurement methodology and a clear overall approach. In addition, the different target audiences with appropriate methods for reaching them have been identified.*
2. *The proposal has a detailed plan for dissemination and exploitation, which includes a wide variety of appropriate actions and communication channels. This will be used to improve the visibility of the results and maximize the impact of the project.*
3. *The dissemination of the scientific results through articles, conferences, workshops, and public discussions have been presented in detail, and the main events have been listed.*
4. *The plan to exploit results is sufficiently described and relevant.*
5. *A number of communication activities to stakeholders are foreseen, including conventional media as well as social media and other outreach activities.*
6. *The IP management plan is relevant to the objectives of the proposal and adequately considered.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *It is described only in generic terms how the scientific results will generate an impact beyond the goals and duration of the project.*
2. *The different stakeholder groups and specific outreach activities to them have not been adequately discussed. It is not clear how the stakeholders will find these outreach activities and how the success of these outreach activities will be monitored.*
3. *The number of planned scientific publications is unrealistically large. Each seconded researcher would be required to publish at least one paper after a short stay. Joint publications are not adequately considered and thus the affiliation of all publications to the project is not sufficiently justified.*
4. *The result exploitation plans lack a description of how the potential beneficiaries, such as SMEs and other industry sectors, will be involved in realizing the potential applications. This aspect is especially important as no intersectoral mobility is planned.*
5. *The communication strategy and the outreach plan for public engagement are not presented in sufficient detail (specific activities, audience categories, range of channels).*
6. *Intellectual property (IP) aspects lack convincing details. A concrete plan for managing potential IP issues within a large network, including also third countries is missing in the proposal.*



Open Research Europe

Open Research Europe is an original publishing venue, like a journal, not a repository (where papers already published somewhere else are deposited): submitted research must be **original**, not be submitted anywhere else for publication, and **stem from a Horizon 2020 or Horizon Europe grant** in which **at least one of the authors** is involved.



Benefits for Researchers

- Optional service with no author fees, no administrative burden and automatic compliance with open access requirements.
- Submissions published rapidly as preprints after a set of thorough prepublication checks.
- Transparent peer-review: authors suggest appropriate reviewers and engage in an open and public dialogue with their peers.



Benefits for Research

- Rapid open access publication enables others to build upon new ideas right away, wherever and whoever they are.
- Removes obstacles to collaborative research through data sharing, transparency and attribution.
- Shifts the way research and researchers are evaluated by supporting research assessment based on the intrinsic value of the research rather than the venue of publication.



Benefits for Society

- Maximises the value and impact of Horizon 2020 and Horizon Europe projects by enabling publication of all aspects of Commission funded research.
- Makes research results fully open access, freely available and fully text and data minable for researchers as well as citizens.
- Accelerates the progress of research meaning new insights, innovations and treatments become available to those who need them more rapidly.

Publishing in Open Research Europe is an **optional** service. European Commission covers all costs upfront, there is **no author fee**, which means also **no administrative burden**.

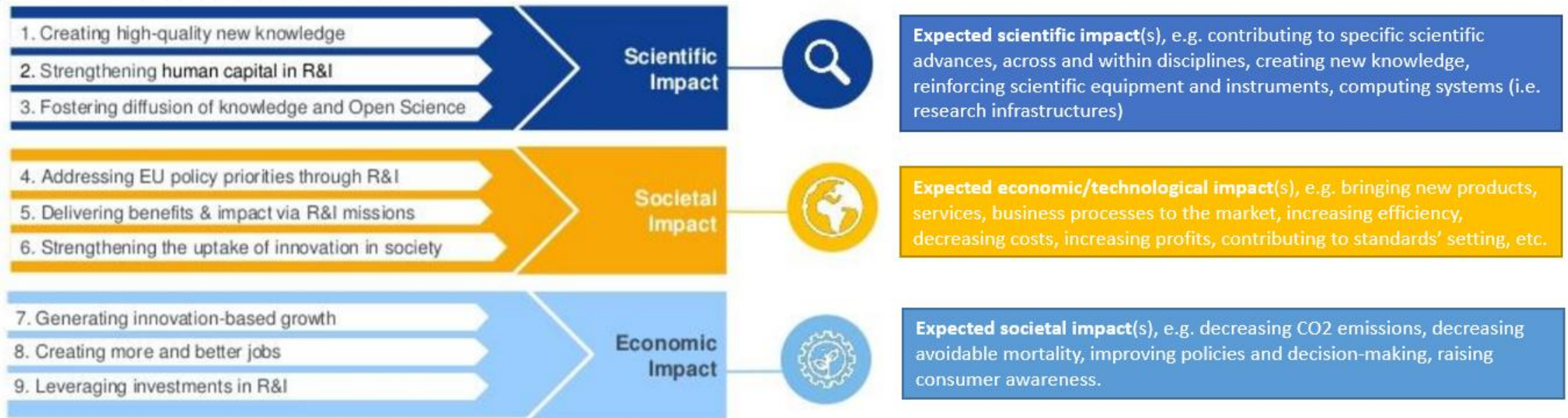
For additional support in dissemination and communication activities, use services by the EC:

- **Horizon Results Platform** a repository of results of EU-funded research and innovation projects.
- **Horizon Results Booster** support services to boost the exploitation potential of your research results.
- **Innovation Radar** to identify high potential innovations.



2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts (project's pathways towards impact)

Należy pamiętać, że podczas wdrażania programu Horyzont Europa Komisja Europejska dąży do osiągnięcia programu zorientowanego na wpływ poprzez maksymalizację wpływu badań i innowacji. Aby osiągnąć ten cel, KE zidentyfikowała następujące kluczowe ścieżki wpływu:



Spróbuj zająć się wszystkimi aspektami kluczowych ścieżek. Koncepcja kluczowych ścieżek do oddziaływania powinna być omówiona w odniesieniu do projektu.

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts (project's pathways towards impact)

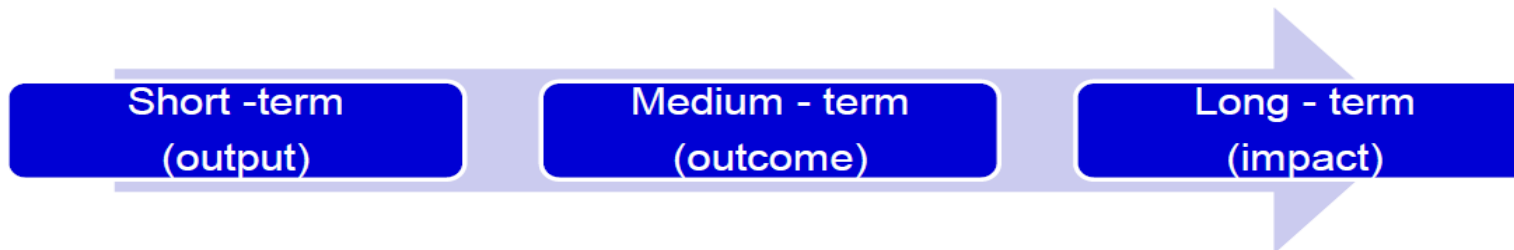


Wyjaśnij, w jaki sposób wyniki projektu mają będą miały wpływ wykraczający poza bezpośredni zakres i czas trwania projektu.

- Bądź konkretny, odnosząc się do efektów swojego projektu, a nie do badań i innowacji w tej dziedzinie w ogóle. Podaj grupy docelowe, które odniosłyby korzyści.
- Oczekiwany wpływ naukowy, np. przyczynianie się do konkretnych postępów naukowych, w ramach różnych dyscyplin, tworzenie nowej wiedzy, wzmacnianie sprzętu i instrumentów naukowych, systemów komputerowych (tj. infrastruktury badawczej);
- Oczekiwany wpływ ekonomiczny/technologiczny, np. wprowadzanie na rynek nowych produktów, usług, procesów biznesowych, zwiększanie wydajności, zmniejszanie kosztów, zwiększanie zysków, przyczynianie się do ustalania standardów itp.
- Oczekiwany wpływ społeczny, np. zmniejszanie emisji CO₂, zmniejszanie śmiertelności, której można uniknąć, ulepszanie polityk i podejmowania decyzji, zwiększanie świadomości konsumentów.



2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts (project's pathways towards impact)



	Short -term (output)	Medium - term (outcome)	Long - term (impact)
High-quality new knowledge	Number of peer-reviewed scientific publications	Citation index of peer reviewed publications resulting from the Programme	Number and share of peer reviewed publications from projects that are core contribution to scientific fields
Addressing EU-policy priorities	Number and share of outputs aimed at addressing specific and identified EU policy priorities and global challenges	Number and share of innovations and scientific results	Aggregated effects from use of funded results, including contribution to policy making cycle
Innovation-based growth	Number of innovative products, processes of methods and IPR applications	Number of innovations including awarded IPRs	Creation, growths and market shares of companies having developed innovations
Example	Successful demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management	At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project	15% increase of maximum passenger capacity in European airports

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts (project's pathways towards impact)

- Uwzględnij tylko takie wyniki, w przypadku których Twój projekt wniósłby znaczący i bezpośredni wkład.
- Unikaj opisywania bardzo wątych powiązań z szerszymi skutkami.
- Podaj wskazanie wielkości i znaczenia wkładu projektu w oczekiwane wyniki i skutki.
- Podaj szacunki ilościowe, jeśli to możliwe i sensowne.
- „Skala” odnosi się do tego, jak szeroko rozpowszechnione są wyniki i skutki. Na przykład pod względem wielkości grupy docelowej lub proporcji tej grupy, która powinna odnieść korzyści w czasie.
- „Znaczenie” odnosi się do wartości tych korzyści: np. liczba dodatkowych lat zdrowego życia; oszczędności w zakresie efektywności w dostawach energii.

STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *The overall added value of the proposal and impact are sufficiently described. Concrete expected scientific, economic/technological and societal impact(s) are convincingly presented and they are all relevant.*
2. *The potential scientific impact of the proposed activities beyond the scope and duration of the project is correctly identified and generally realistic.*
3. *The planned activities have a good potential to make a difference in terms of scientific impact, beyond the scope and the duration of the project.*
4. *The description of the project's impact in scientific, societal, and economical terms is clearly presented with appropriate performance indicators.*
5. *The proposal economic impact is high, based on the targeted markets.*
6. *The scientific impact has been well explained, and the measures described to maximize the project's impact are very detailed and well prepared. The societal impact related to the human health has been described in sufficient detail.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *Despite the important scientific topic, the proposal does not give sufficient attention to which aspects of the project or the final products will have a definitive impact on the science of the field.*
2. *The project will not make a significant scientific impact during and after the project or beyond the scope of the proposal. The effect on promoting further studies is not discussed in sufficient detail and the project will not improve the research potential.*
3. *The scientific impacts of the action are not clearly identified by the proposal, and it is unclear how the findings/results of the R&I actions from the project will affect the development of relevant scientific fields.*
4. *The concrete economic and technical impact at the European or global level and the market potential have not been considered in sufficient detail.*
5. *The economic impact of the proposal to the EU is not credibly evident without a sufficiently clear intellectual property strategy in terms of commercialization rights and the end products.*
6. *The description of the project's impact in societal and economical terms is not sufficient because no indicators are presented.*



3. IMPLEMENTATION

3.1 Quality and effectiveness of the **work plan, assessment of risks** and appropriateness of the effort assigned to work packages

3.2 **Quality, capacity and role of each participant**, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise

3.1 QUALITY AND EFFECTIVENESS OF THE WORK PLAN, ASSESSMENT OF RISKS AND APPROPRIATENESS OF THE EFFORT ASSIGNED TO WORK PACKAGES

- ✓ Work Packages description (table)
- ✓ Lista deliverabli (table)
- ✓ Consistency and adequacy of the work plan and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).
 - ✓ Pokaż, że poziom wkładu dla każdego WP jest zgodny z ilością pracy i ogólnymi potrzebami projektu. Upewnij się, że cele dla każdego WP są jasno przedstawione.
 - ✓ Miej odpowiednią liczbę istotnych wyników i kamieni milowych nie tylko dla aspektów naukowych, ale także dla działań związanych z zarządzaniem, szkoleniem i rozpowszechnianiem.
 - ✓ Miej na uwadze racjonalny podział obowiązków i zadań między partnerami, przy czym role liderów pakietów roboczych są równo rozdzielone w konsorcjum. W przypadku przydziału zadań i zasobów upewnij się, że jest on adekwatny do możliwości uczestniczących instytucji (w tym odpowiedniej wiedzy i doświadczenia).
- ✓ Credibility and feasibility of the secondments proposed. Describe how the proposed secondments are necessary, their duration is appropriate, and the staff profiles are suitable to implement the activities described.
 - ✓ Upewnij się, że Twój projekt ma jasną/zrozumiałą strukturę, oddelegowania są wykonalne, a powiązanie między WP (i powiązanymi celami badawczymi) jest dobrze omówione. Czas trwania oddelegowań, powiązanie między nimi, sposób, w jaki wspierają one zadania i produkty końcowe, oraz dostępność personelu do oddelegowania muszą być jasne.
 - ✓ Upewnij się, że rozkład oddelegowań jest zrównoważony w ciągu lat realizacji projektu, uzasadniony i powiązany z działalnością naukową/odpowiednimi profilami personelu (Staff).
 - ✓ Każdy partner musi mieć określoną rolę, a partnerzy muszą się wzajemnie uzupełniać.
 - ✓ Oddelegowania muszą być dostosowane do możliwości uczestników, np. partnerzy o małych możliwościach (MŚP) nie powinni mieć dużego udziału w całkowitej liczbie oddelegowań.

WORK PACKAGE

Definition: A work package is defined as a major subdivision of the proposed action

Proposed WPs:

- 3-4 Research WPs
- Knowledge transfer /Training WP (for secondments and networking) - or integrate these into the Research WPs)
- Communication&Dissemination/ Impact WP
- Management WP

Important!

You can only allocate PMs to WPs based on secondments!

Research WPs: PMs are based on research activities carried out through secondments.

Management or Communication/Dissemination WPs: usually there are no PMs allocated to these WPs (only if there are secondments related to these WPs).

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

Table 3: Work Package description

Work Package number	"X*"	Start/end month⁶	_/_			
Work Package Title	(e.g. relevant title reflecting the R&I goals, training, transfer of knowledge activities, management, communication, dissemination, etc.)					
Lead beneficiary⁷						
Participating organisation short name**						
Total person-months per participating organisation:						
Objectives: <i>explain the main objectives of the Work Package (e.g. R&I, training, transfer of knowledge (through secondments, after secondments /through reintegration)</i>						
Description of work and role of specific beneficiaries/associated partners broken down and listed into numbered tasks including the following details: Task "X.1" <ul style="list-style-type: none"> • <i>Total number of person-months allocated to secondments= " _ " :</i> • <i>Brief description of the task in terms of relevant information concerning the specific activity/goal, the leading organisation of the task, the role(s) of the participating organisation(s), the profiles of the involved staff members, etc.</i> Task "X.X" <ul style="list-style-type: none"> • ... 						
Description of deliverables: <i>- provide a brief description of the planned deliverables that is consistent with the deliverables to be listed from all Work Packages in Table 4</i> <i>- i.e. consider consolidating the above listed tasks into a reasonable number of concrete outcomes (scientific and/or management, training and dissemination deliverables)</i>						

*Add a table for each work package with a number

**The participating organisation short name and person-months allocated to each participating organisation should be coherent with the tables in Part A of the proposal.

Deliverable: a distinct output of the action (e.g. report, document, technical diagram, software, etc.)

numbering convention: <WP number>.<number of deliverable within that WP>

Examples

D1.2: Consortium Agreement (here 2nd deliverable of WP 1)

D2.3: Report on Project Publications

D4.1: Report on Summer School 1

Grant Agreement requires **yearly reporting** by the consortium to follow-up implementation and to process requests for payments.

Include these reports (e.g. for a 48 month-project, year 1 and 3 progress reports) as **managerial deliverables!**

A "**lead beneficiary**" must be a beneficiary (= organisation established in a Member State/ Horizon Europe Associated Country) and cannot be an associated partner

Table 4 – Deliverables list

<i>Scientific deliverables</i>						
Deliverable no. ⁸	Deliverable title	WP no.	Lead beneficiary short name ⁹	Type ¹⁰	Dissemination level ¹¹	Due date ¹²
<i>Management, training, and dissemination deliverables</i>						
Deliverable no.	Deliverable title	WP no.	Lead beneficiary short name ¹³	Type	Dissemination level	Due date

Type: R = Report;
ADM = Administrative (website completion, recruitment completion, etc.);
PDE = dissemination/exploitation;
OTHER = Other including coordination

Dissemination level: PU = Public, CO = Confidential, CI = Classified

Deliverables example

Scientific Deliverables						
Deliverable Number	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	Due Date
D5.1	Publication to disseminate the aims the project	5		PDE	PU	12/16
D3.1	Complete data set of observations and interviews	3		R	CO	12/18
D3.2	Complete transcription of interview data	3		R	CO	12/18
D3.3	Working paper from each country outlining the initial findings	3		R	CO	2/19
D4.1	Working paper analyzing teaching for social justice practices across the three countries	4		R	CO	4/19
D5.2	Submission of peer reviewed papers on practices in each country	5		PDE	PU	10/19
D5.3	Proceedings of international conferences	5		PDE	PU	4/19
D5.4	Proposal for an edited book and/or special edition of a journal	5		PDE	CO	12/19

Management, Training, and Dissemination Deliverables						
Deliverable Number	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	Due Date
D1.1	Staff exchange registration and reporting forms	1		ADM	CO	5/17
D1.2	Memorandum of understanding on long term collaboration	1		ADM	CO	5/17
D1.3	Develop a website to publish working papers	1		ADM	PU	5/17
D1.4	Ethics approval	1		ADM	CO	7/17
D1.5	Project progress report	1		ADM	CO	12/17 12/18 12/19
D2.2	Observation schedule and CIT interview schedule developed	2		Other	CO	12/17
D2.3	Completion of training and interviewers	2		Other	CO	12/17
D 4.2	Working paper describing PETE and in-service teacher education strategy	4		R	CO	6/19
D5.4	Proceedings from teacher education for social justice interventions	5		PDE	PU	12/19

Source: [ANSWER](#) ITN project

Następujące deliverable są obowiązkowe:

- ✓ **mid-term meeting** organised between the participants and the granting authority;
- ✓ **progress report** submitted within 30 days after one year from the starting date of the action;
- ✓ **mobility declaration** submitted within 20 days of the secondment of each seconded staff member, and updated (if needed) via the Funding & Tenders Portal Continuous Reporting tool;
- ✓ **evaluation questionnaire** completed by the seconded staff members and submitted at the end of their secondments; a follow-up questionnaire submitted two years later;
- ✓ **data management plan** submitted at mid-term and an update towards the end of the project if needed;
- ✓ **plan for the dissemination and exploitation of results**, including communication activities submitted at mid-term and an update towards the end of the project.

- **Risk management at consortium level**

- Dołącz listę obejmującą ryzyka badawcze i ryzyka zarządzania projektem. Opisz praktyczne plany łagodzenia i plany awaryjne dla obu.

Table 5 – Risks list

Risk no.	Description of risk	WP no.	Proposed mitigation measures
R1	e.g. delay in planned secondments		

Krytyczne ryzyko to prawdopodobne zdarzenie lub problem, który może mieć bardzo negatywny wpływ na możliwość osiągnięcia celów projektu.

- ✓ **Możliwość zaistnienia: Low/medium/high** - to szacowane prawdopodobieństwo, że ryzyko się zmaterializuje, nawet po uwzględnieniu zastosowanych środków łagodzących.
- ✓ **Waga: Low/medium/high** - względna waga ryzyka i znaczenie jego skutków.

	Description of Risk	WP No	Proposed mitigation measures
R1	Members of the research exchange team (RET) leaving their institutions	WP 1-5	Emerging research will be stored on a research website. A memorandum of understanding will be signed by the research participants ensuring that intellectual property generated through [redacted] will remain with the research group rather than the individuals
R2	Delays in planned secondments or deliverables.	WP 1-5	Each RET is made up of a minimum of three. A minimum of two members would be required for each WP. Each RET has the capacity to second additional researchers. [redacted] has in place a process by which the progress of deliverables will be monitored throughout the project.
R3	Partner withdrawal	WP 1-5	All institutions and partners have ensured their participation in the project. All institutions have got endorsement from their faculties and their universities.
R4	Problems with creation of effective communication system	WP1 1-5	The project is depending on effective communication system. Each home institution has IT-support that ensure that the university's IT-service run smoothly and match the requirements of the project.
R5	Problems with dissemination	WP5	The dissemination activities will effectively be monitored through all the different networks each institution are engaged in and through different national and international channels in the field.

Dodatkowe ryzyka

- Opóźnienia spowodowane niedotrzymaniem ważnych terminów przez partnera(ów)
- Niezdolność koordynatora projektu do prowadzenia projektu
- Niezdolność jednego z partnerów do udziału w projekcie

STRENGTHS FROM THE EVALUATION SUMMARY REPORTS

1. *The WPs duration, division of tasks and deliverables are well presented and discussed. The list of deliverables is transparent and illuminates the main components to be achieved during project implementation.*
 2. *The various stages in project development are appropriately represented in the proposal. There is satisfactory detail to show how each element connects to others; the sub-tasks are legitimate and connected to the objective of each of the work packages and to relevant outputs. The work plan is consistent and feasible.*
 3. *The project schedule is well detailed and guarantees that interrelationships between the WPs and partners will be carried out effectively. Also, the duration of the proposed secondments is appropriate to achieve the objectives. The work plan in terms of tasks and deliverables is very well detailed and coherent.*
 4. *The person-months allocated to each work package are sufficient and the secondments are directly related to concrete tasks.*
 5. *The project management structure, progress monitoring measures, and practical arrangements in the participating institutions are very well outlined, supporting the action's feasibility.*
 6. *The capacity of the coordinating organisation to manage an international/intersectoral consortium funded by an EU grant is convincingly demonstrated.*
7. *Both technical and administrative risks are considered in detail, and their mitigation plan is well presented.*

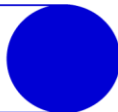
WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *The work plan presents some unclear elements raising question regarding its credibility: for example, the empirical research and intervention activities are not described with sufficient detail in the WPs; moreover, the WPs indicate an imbalance of input by Partner 1 and there are no clear indications of person-months for consortium partners in some WPs*
2. *The duration and number of secondments are insufficiently detailed to be convincing with respect to implementation of the project activities.*
3. *Scientific deliverables are not adequately defined. Most are presented as activities with no quantitative/qualitative indicators or clearly specified means of verification.*
4. *There is too little consideration of quality assurance measures, both in respect of the research to be undertaken as well as of the overall project delivery.*
5. *The project management strategy and actions have not been presented in sufficient detail. The supervision, support, and hosting arrangements provided to the seconded researchers have not been adequately discussed.*
6. *The risks related to the project management or success of the secondments and/or potential delays have not been adequately considered, and the mitigation of these risks has not been explained well.*



3.2. Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise

- **„Odpowiedniość” infrastruktury i potencjału każdej uczestniczącej organizacji,** zgodnie z opisem w sekcji 4 (Organizacje uczestniczące), w świetle zadań przydzielonych im w ramach projektu;
- Skład konsorcjum i **wykorzystanie komplementarności uczestniczących organizacji:** wyjaśnienie zgodności i spójności zadań przypisanych każdemu beneficjentowi/partnerowi stowarzyszonemu w ramach działania, w tym w świetle ich doświadczenia;
- **Zaangażowanie beneficjentów i partnerów stowarzyszonych w program.**
- Rola partnerów stowarzyszonych i ich **aktywny wkład w działania badawcze i szkoleniowe.**

**STRENGTHS FROM THE EVALUATION SUMMARY REPORTS**

1. *The cutting-edge scientific infrastructure and dedicated staff in the institutions involved in the project will be shared during the project implementation and secondments.*
2. *The number of staff available for the project is justified, and the staff member profiles have been carefully considered to support the project. The tasks assigned to participants are aligned with their relative expertise.*
3. *The participating organisations have high-quality facilities and infrastructure that support the execution of the project and achieving the research objectives and goals. The participating principal investigators have excellent proven expertise, and the partners have multidisciplinary and complementary expertise to execute the work plan.*
4. *The proposal demonstrates that each partner contributes to a wide portfolio of expertise, training opportunities, and infrastructure appropriate for the planned activities, including the seconded research activities.*
5. *The researchers' competencies and expertise are very well described, convincingly demonstrating their compatibility and complementarity. The tasks assigned to each partner are coherent with their expertise.*
6. *Consortium participants have extensive experience working on EU funded projects. The expertise of all participants is compatible and very complementary, allowing the effective delivery of the project objectives.*
7. *The host institutes have existing procedures, capacity and previous experience to support the seconded researchers to enable quick adjustment to a new working environment. The project PIs have good track records, and they are experienced to support the seconded researchers.*

WEAKNESSES FROM THE EVALUATION SUMMARY REPORTS

1. *The capacity of the consortium is not clearly described in the proposal. For example, the proposal insufficiently justifies some of the academic partners' workload balance and the proposed human resources.*
2. *The capacity of the coordinator to manage an EC funded project is not convincingly demonstrated.*
3. *The hosting arrangements, and in particular the measures required to integrate younger researchers into the team, are not described in sufficient detail.*
4. *The number of available staff and the staff member profiles are not sufficiently described.*
5. *The expertise and research focus of some of the partners are overlapping and thus, the complementarity of all participants is not fully justified.*
6. *It is not clear which secondments relate to which tasks. The table with the secondments between the partners does not provide background on the work to be fulfilled during the secondments.*





DZIĘKUJĘ ZA UDZIAŁ
I ZAPRASZAM DO KONTAKTU

DR ALEKSANDRA GÓRECKA
MSCA@NAWA.GOV.PL

