



Western Norway
University of
Applied Sciences

RCN applications – How to write «Implementation»

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Disclaimer

Researcher Project

- “Researcher Project for Scientific Renewal (Thematic Priority Call)”
- “Researcher Project for Early Career Scientists (Thematic Priority Call)”
- “Researcher Project for Experienced Scientists (FRIPRO)”
- “Researcher Project for Early Career Scientists (FRIPRO)”
- “Three-year Researcher Project with International Mobility (FRIPRO)”

Collaborative and Knowledge-building Project

- “Collaborative Project to Meet Societal and Industry-related Challenges”

Announcement

Researcher Projects & Collaborative and Knowledge-building Projects

Calls become active at the end of January 2024

Open an application as soon as possible and add your project advisor and project economist (and project partners) by using their registered email addresses.

3. Implementation

3.1 Project manager and project group

3.2 Project organisation and management

3. Implementation

Who

Allocation of tasks

Roles & Responsibilities

Project management

The more specific the better!

3.1 Project manager and project group

- **Describe the expertise and experience of the project manager in the context of the proposed project to complement the information in the CV.**
- **Describe briefly the project team, including collaborators, to complement the information in the CVs. In particular, describe the complementarity of the participants in the context of the proposed project.**

3.1 Project manager and project group

- Start with the project manager and then continue with other project participants (most relevant ones first such as WP leaders, researchers with a lot of experience etc.). AND, include the affiliations!
- Only mention things that are relevant for the project. 2-3 sentences are usually enough per participant. The project manager description can be slightly longer.
- Also mention participants who will be recruited in this project (PhDs, Postdocs etc.). You can write in parentheses “N.N.” (not known yet). You can mention what the desired background of this candidate will be.
- Beside expertise & experience you can also mention major contributions of a project participant to the fields/disciplines your project is related to.
- You can add 1 sentence about the main role a participant has in the project.

3.1 Project manager and project group - Example

Dr. Fabian Bonitz, FB (Western Norway University of Applied Sciences, HVL): Dr. Bonitz is an early-career scientist in the field of marine paleoclimatology, micropaleontology, and geochemistry and is trained in proxy-based climate reconstructions. He has extensive experience in constructing shell-based chronologies and using geochemical properties of organic carbonates and is familiar with statistical and computational techniques needed for the advancement and application of proxy methods. Dr. Bonitz will be the project manager and leader of WP1 and responsible for the sclerochronological analyses.

Prof. Ola Nordmann, ON (Department of Earth Science, University of Bergen, UiB): Prof. Nordmann has long experience with carbon dynamics. He has extensively worked with $\delta^{13}\text{C}_{\text{DIC}}$ measurements from the North Atlantic and has a strong expertise in investigating the driving mechanisms behind $\delta^{13}\text{C}_{\text{DIC}}$ fluctuations. In addition, Prof. Nordmann has access to many marine carbon datasets and has a large network within the carbon community. Prof. Nordmann will lead WP2 and will be responsible for the compilation and quality control of the $\delta^{13}\text{C}_{\text{DIC}}$ measurements and will investigate potential driving mechanisms behind $\delta^{13}\text{C}_{\text{DIC}}$ fluctuations in the study areas.

3.1 Project manager and project group - Example

Prof. Jóna Jónsdóttir, JJ (Faculty of Earth Sciences, University of Iceland, UI): Prof. Jónsdóttir has long experience in research on how marine ecosystems change in the context of climatic changes and oceanographic dynamics. Her past research has significantly contributed to the understanding of how changes in lower trophic levels affect the food web in the northern North Atlantic and what the drivers for these changes are (Jónsdóttir et al. 2009).* Prof. Jónsdóttir will lead WP3 and investigate in close collaboration with Dr. Bonitz the potential environmental driving mechanisms for the growth and the geochemical compositions in the shells.

Dr. Maija Meikäläinen, MM (Department of Geosciences and Geography, University of Helsinki, UH): Prof. Maija Meikäläinen is the leader of the UH Atmospheric and Ocean Science Group and has a strong expertise in ocean and atmosphere observations of biogeochemical cycles. Dr. Meikäläinen will be involved in WP2 and WP3 and her insights into carbon dynamics will add valuable input regarding the documentation and assessment of the $\delta^{13}\text{C}_{\text{shell}}$ / PP relationship.

3.1 Project manager and project group - Example

Prof. Erika Mustermann, EM (Department of Geosciences, University of Tübingen, TU): Prof. Mustermann has been an active researcher over 30 years in the field of marine climate science and has largely contributed to the establishment of *A. islandica* shells as paleoclimate-proxy (Mustermann et al. 2006)*. Prof. Mustermann will mainly be involved in WP1 and contribute to the construction of the shell-based chronologies and the sclerochronological analyses.

PhD student 1 (N.N.) with a background in marine climate research will be involved in the sclerochronological analyses (WP1) and in the investigation of environmental driving mechanisms (WP3).

PhD student 2 (N.N.) with a background in ocean carbon dynamics will be involved in the carbon related aspects of the project (mainly WP2).

3.1 Project manager and project group – Scientific Advisory Board

It is recommended to appoint a Scientific Advisory Board (SAB)

- › External (International) experts that provide scientific input but are NOT part of the project group (2-4 experts are enough).
- › Include their titles, names, affiliations, and a short description of their expertise (1 sentence) that is relevant for the topic of the project.
- › Add a short description of the role the SAB has in the project.
- › Mention how often you plan to meet them.
- › The experts must agree to be part of the SAB before the proposal is submitted.
- › Allocate some funding in HVL`s budget to accommodate potential travel costs.

3.1 Project manager and project group – Scientific Advisory Board

Text example for Scientific Advisory Board (SAB):

We appointed a **Scientific Advisory Board (SAB)** that will provide scientific input and recommendations for handling potential challenges during project implementation. The SAB consists of **Dr. X**, University of California, USA who is an expert in X, **Prof. Y**, Sapienza University of Rome, Italy who has over 20 years experience in Y, and **Prof. Z**, Lund University, Sweden who has significantly contributed to Z. The members of the SAB have (co-)led several research projects and (co-)organized several dissemination events. The project group will meet the SAB twice a year.

3.1 Project manager and project group - Recommendations

- Highlight the names of the project participants (e.g. making them bold) when you mention them the first time.
- You can also put initials of the project participants in parentheses so that you save space when you mention them again.
- Use the same structure for titles, given names, surnames, and affiliations.
- You can add a sentence at the beginning or end of this section that summarizes the main competences your project teams has and highlights complementarity.
- Appoint a Scientific Advisory Board (SAB).

3.2 Project organisation and management

Researcher Project for Scientific Renewal

- Describe the work plan using Gantt chart(s) or other visual representations of the plan.
- Describe the allocation of tasks to the project team members, linking the tasks to specific work packages.
- **Provide a brief overview of research infrastructure and other resources that will be essential for carrying out the proposed project.**
- Describe the organisation and management structure.

Collaborative Project to meet Societal and Industry-related Challenges

- Describe the work plan using Gantt chart(s) or other visual representation of the plan.
- Describe the allocation of tasks to the project team members, linking the tasks to specific work packages.
- Describe the organisation and management structure.
- **Describe the partners, their role and how they will participate in the project. Please include the following table:**
- **Describe and justify the stakeholder/user involvement in the project and explain why this will contribute to carrying out the specific measures which are proposed for the exploitation of the results (see section 2.2).**

3.2 Project organisation and management – Work plan (Gantt chart)

Table 1: Workplan presented as Gantt chart with tasks (T), deliverables (D), and milestones (M) as specified in 1.2.

Task (T)	2020			2021				2022				2023	
	MJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	A
WP0: Project Management	D0.1						D0.2						D0.3 M0
Project management meetings (MM)	MM1			MM2				MM3			MM4		MM5
WP1: Sclerochr. analyses				D1.1		D1.2	M1						
T1.1: Sclerochr. analysis of collected shell material													
T1.2: Extraction of sample material for the carbon isotope analysis													
T1.3: Assessment of internal precision													
WP2: d13C analyses							D2.1		M2		D2.2		
T2.1: Collection of water samples													
T2.2: Testing of d13Cshell and PP relationship													
T2.3: Testing the spatial robustness of signal													
WP3: Driving mechanisms												M3	D3.1
T3.1: Identification of potential driving mechanisms													
WP4: Dissemination	D4.1					D4.2		D4.3			D4.4*	D4.5	D4.6
Conferences, Workshops & Seminars					EGU		AGU		ISC*				EGU

* Please note that when you just use numbers/abbreviations you would need to specify/define them somewhere in the text.

3.2 Project organisation and management – Work plan (Gantt chart)

Task (T)	2020			2021				2022				2023	
	MJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	A
WP0: Project Management	D0.1						D0.2						D0.3 M0
Project management meetings (MM)	MM1			MM2				MM3			MM4		MM5
WP1: Sclerochr. analyses				D1.1		D1.2	M1						
T1.1: Sclerochr. analysis of collected shell material													
T1.2: Extraction of sample material for the carbon isotope analysis													
T1.3: Assessment of internal precision													
WP2: d13C analyses							D2.1		M2		D2.2		
T2.1: Collection of water samples													
T2.2: Testing of d13Cshell and PP relationship													
T2.3: Testing the spatial robustness of signal													
WP3: Driving mechanisms												M3	D3.1
T3.1: Identification of potential driving mechanisms													
WP4: Dissemination	D4.1					D4.2		D4.3			D4.4*	D4.5	D4.6
Conferences, Workshops & Seminars					EGU		AGU		ISC*				EGU

D0.1 Data Management Plan (DMP). **D0.2:** Mid-term report. **D0.3:** Final report. **D1.1:** Three 500-year long master chronologies. **D1.2:** Three 300-year long d13Cshell records. **D2.1:** Database with d13CDIC and nutrients values. **D2.2** Spatial correlation map of d13Cshell vs PP. **D3.1:** Tabular summary of correlations between geochemical compositions and various environmental data. **D4.1:** Project homepage. **D4.2:** Presentation at “Forskningdagene”. **D4.3:** Manuscript #1 about the spatiotemporal variability /homogeneity of d13Cshell fluctuations. **D4.4:** Manuscript #2 about the potential driving mechanism behind long-term PP fluctuations. **D4.5:** Popular science article on the ClimateSnack homepage. **D4.6:** Manuscript #3. Review paper about the d13C signal in the *A. islandica* shells. **M0:** Reports submitted to RCN. **M1:** Sclerochronological analysis and d13C analysis completed. **M2:** Comparative study between d13Cshell and PP data is completed. **M3:** Comparative study between d13Cshell data and instrumental and proxy-derived environmental data is completed. **EGU:** General assembly of the European Geoscience Union. **AGU:** General assembly of the America Geophysical Union. **ISC:** International Sclerochronology Conference.

3.2 Project organisation and management – Work plan (Gantt chart)

- Advisable to use the Work Packages (WPs) as overall structure.
- Gantt chart can have a monthly (≤ 2 years project duration) or quarterly resolution (> 2 years project duration).
- Try to include deliverables/milestones, conferences, and major project management meetings in your Gantt chart.
- The Gantt chart does not have to be very large. 1/3 or 1/2 of a page is usually enough. Use font size 9.
- Your Gantt chart is your work plan. Thus, you might include a sub-header “Work plan” when you present your Gantt chart.
- Make the Gantt chart visually appealing by using colors, bold lines etc.

Tasks / Deliverables / Milestones – Recap 1.2

Tasks / Deliverables / Milestones

Task/activity

- The work leading to a WP's deliverable, milestone and/or objective.
- The concrete steps of your theoretical approach/methodology.

Deliverable

- A result of the project/WP that you can touch, use or present.
- A deliverable is expected to become available at a certain point in time during the project period.
- *“Deliverable means a distinct output of the project, meaningful in terms of the project's overall objectives and constituted by a report, a document, a technical diagram, a software etc.”**

Milestone

- A status that a project/WP should have at a given point in time.
- A project achievement, a decision point, or a major transition to a next step.
- A milestone is expected to be achieved at a certain point in time during the project period.
- *“Milestones means control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project...”**

* = H2020 definitions: https://ec.europa.eu/research/participants/data/ref/h2020/other/call_ptef/pt/h2020-call-pt-fch2-ia_en.pdf (last accessed 13.11.23)

Tasks / Deliverables / Milestones – Recap 1.2

Deliverables / Milestones examples

Deliverable

- A dataset
- A plan/concept
- A model
- A report
- A manuscript
- A software
- A code
- A brochure/flyer
- An algorithm
- A device

It is NOT!

Better understanding, increased knowledge, deeper insights etc.

Milestone

- A point in time where a certain information about results becomes available.
- A point in time where field work / lab analysis / interviews is/are completed.
- A starting point of a new project phase (e.g., analysis of questionnaires, statistical analyses of data, next field campaign etc.)
- A point in time where a certain tool is deployed.
- A point in time where a certain technology becomes available.

3.2 Project organisation and management – Allocation of tasks

“Describe the allocation of tasks to the project team members, linking the tasks to specific work packages.”

- Use the activities/tasks in the Gantt chart for the allocation of tasks. Use the WPs as structure.
- Remember supervision and dissemination responsibilities and, if applicable, responsibilities related to ethics!

Allocation of tasks example:

The project will be led by Prof. A. The co-leader will be Dr. B.

WP1 will be led by Prof. A. The other project members involved in WP1 are Prof. C, Dr. D, and the PhD student. Dr. B, Dr. C, and the PhD student will conduct the interview rounds at the higher education facilities in Norway and Sweden (Task1.1).

Subsequently, the PhD student will carry out the statistical analysis of the interview questionnaires with assistance of Prof. A (Task1.2). All members of WP1 will be involved in the documentation and reporting of the outcomes of WP1.

WP2 will be led by...

Supervision of PhD student: The main supervisor of PhD student will be Prof. A. The co-supervisors for the PhD student will be Dr. B and Dr. C.

Dissemination/communication*: Will be carried out by... (name relevant participants and project partners).

3.2 Project organisation and management – Allocation of tasks

Table 1: Workplan presented as Gantt chart with tasks (T), deliverables (D), milestones (M) and allocation of tasks (with initials of the team members as specified in 3.1).

Task (T)	2020			2021				2022				2023		Allocation of tasks
	MJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	A	
WP0: Project Management	D0.1						D0.2						D0.3 M0	FB (project manager), ON
Project management meetings (MM)	MM1			MM2				MM3			MM4		MM5	FB, ON, JJ
WP1: Sclerochr. analyses				D1.1		D1.2	M1							FB (lead), EM, PhD#1
T1.1: Sclerochr. analysis of collected shell material														FB, EM, PhD#1
T1.2: Extraction of sample material for the carbon isotope analysis														PhD#1, FB
T1.3: Assessment of internal precision														PhD#1, EM
WP2: d13C analyses							D2.1		M2		D2.2			ON (lead), MM, PHD#2,
T2.1: Collection of water samples														ON, PhD#2
T2.2: Testing of d13Cshell and PP relationship														Phd#2, MM, ON
T2.3: Testing the spatial robustness of signal														PhD#2, MM
WP3: Driving mechanisms												M3	D3.1	JJ (lead), MM, EM, PhD#1
T3.1: Identification of potential driving mechanisms														JJ, MM, EM, PhD#1
WP4: Dissemination	D4.1					D4.2		D4.3			D4.4*	D4.5	D4.6	FB (lead), all project members
Conferences, Work- shops & Seminars					EGU		AGU		ISC*				EGU	All project members

3.2 Project organisation and management – Infrastructure/resources*

*“Provide a brief overview of research infrastructure and other resources that will be essential for carrying out the proposed project.”**

- Here you can, for example, briefly describe what kind of infrastructure and resources you will use to carry out the project (e.g. laboratories, databases, scientific equipment, a rehearsal studio, communication tools etc.) and who/which organization is providing it.
- Networks, centers, associations, (statistics) bureaus, and larger research groups that will provide access to, for example, datasets, research subjects, user groups can also be described/mentioned.
- It is important to describe for what the mentioned “infrastructure” is needed/used in the project.
- Indicate to which WP the infrastructure/resource is connected.
- You can also mention administrative resources you will receive during project implementation (see slide 24).

3.2 Project organisation and management – Infrastructure/resources*

Example 1 (your project is related to student teacher education):

For conducting the rehearsal interviews of student teachers (WP2), the Faculty of Education, Arts and Sports (FLKI), Western Norway University of Applied Sciences (HVL) will provide access to a state-of-the-art learning laboratory that is equipped with high-end camera and recording technology.

Example 2 (your project is related to kindergarten research):

An integral part of this project is the exploitation of the large network of the well-established “BARNkunne” Center at Western Norway University of Applied Sciences (HVL). Through “BARNkunne”, we will establish contact and close collaboration with local kindergartens to conduct the interviews rounds with kindergarten teachers (WP1).

3.2 Project organisation and management – Infrastructure/resources*

Example 3 (your project is related to marine climate reconstructions in the North Atlantic):

The geochemical analysis of the water and shell samples from the study area (WP3) will be conducted at the Department of Earth Science (GEO), University of Bergen (UiO) which has access to two modern CF-IRMS Finnigan MAT 253 equipped with a Gas Bench II. GEO is involved in many proxy-based climate reconstruction projects and have therefore much experience with the geochemical analysis of water samples and shell material.

Example 4 – Administrative support resources at HVL:

HVL's Division of Research, Internationalisation and Innovation" (AFII) will assist the project group to handle administrative tasks at project initiation (collaboration agreements, data management plan etc.). In addition, a dedicated project economist from HVL's Division of Finance will assist the project group to handle budget related tasks including financial reporting.

3.2 Project organisation and management – Management structure

“Describe the organisation and management structure.”

- How you plan to manage the project itself, not the scientific aspects of your project.
- Decide what kind of management structures (e.g. groups, boards, committees) you plan to install that regularly assess/address the progress of the project, reporting, risks, progress of PhDs/Postdocs, the delivery of deliverables, achievement of milestones etc.
- The main objectives of these structures are to monitor the progress of the project, identify and mitigate potential risks early and effectively, ensure that project members deliver what is agreed upon, and initiate actions in case something unexpected happens or something goes wrong.
- You can, for example, have a project management group / project steering group with all WP leaders and/or a group consisting of one member from all partners.

3.2 Project organisation and management – Management structure

“Describe the organisation and management structure.”

- If applicable, describe the role of the Scientific Advisory Board for project management.
- Also mention when and how often the groups/boards/committees meet (you can indicate this in the Gantt chart) and where (online might be advisable).
- Potential meetings: project management meetings of project members, meetings between supervisors and PhD students/Postdocs, meetings with external experts (e.g. Scientific Advisory Board), meetings with target groups etc.
- For “Collaborative projects” it is MANDATORY that representatives from the non-academic organisations are involved in project management.

3.2 Project organisation and management – Management structure

If you are an Early Career Researcher (ECR) and you are the project manager:

- Mention that you will receive project management guidance/assistance from other project participants that have more (project management) experience (kind of “Co-Project managers”.)

Example:

The project manager, Dr. Bonitz, is an early career researcher with no major project management experience. Therefore, Dr. Bonitz will be supported by Prof. A and Prof. B in his project management duties to ensure efficient and stable project management and monthly meetings between Dr. Bonitz, Prof. A, and Prof. B will be held to discuss progress and potential challenges. Prof. A and Prof. B are leading experts in the field of paleoclimatology, sclerochronology, and marine ecology and have led several research projects (see CV).

3.2 Project organisation and management – Partners & roles*

“Describe the partners, their role and how they will participate in the project. Please include the following table:”

- This is at organization level (collaborating partner organizations).
- Keep the descriptions short and focus on things that are relevant for the project.

Table: Roles and participation requirement

Roles	Costs (NOK)
The costs of the Project Owner and other research organisations participating as partners (name the partners in this group)	
The costs of Norwegian partners from the business sector or other parts of society (name the partners in this group)	
Total project cost	
Participation (percent)	

3.2 Project organisation and management – Partners & roles*

“Describe the partners, their role and how they will participate in the project. Please include the following table:”

Table (example):

- Costs = Funding from RCN + In-kind contributions (if applicable).
- Ask your project economist.

Table: Roles and participation requirement

Roles	Costs (NOK)
The costs of the Project Owner and other research organisations participating as partners (name the partners in this group)	9 000 kNOK
The costs of Norwegian partners from the business sector or other parts of society (name the partners in this group)	1 000 kNOK
Total project cost	10 000 kNOK
Participation (percent)	10%

3.2 Project organisation and management – Stakeholder/user involvement*

“Describe and justify the stakeholder/user involvement in the project and explain why this will contribute to carrying out the specific measures which are proposed for the exploitation of the results (see section 2.2).”

- How/why will the stakeholder/user involvement lead to the **exploitation** of results.
- The partners (especially the ones outside of academia) should be involved in the activities described in *“2.2 Measures for communication and exploitation”*.
- For more information watch the seminar *“Non-academic partners in KSP and user involvement in all types of NFR projects”* by Lilit Mailyan (29.11.2023).

General recommendations

- Check whether all tasks, deliverables, and milestones are defined (either in section 1.2 or 3.2).
- Make sure that information in your Gantt chart (or in other tables) and text matches.
- You may use a tabular format for the «Allocation of tasks» (you may include it in the Gantt chart).
- For «Collaborative Projects»: Discuss the roles and contributions of the non-academic partners asap.

Upcoming online seminars

When	What	Who
10.01.2023, 10:00-11:30	<i>Gender dimension in research projects</i>	Trine Rogg Korsvik
17.01.2024, 10:00-11:30	<i>RCN applications: Dissemination, communication & exploitation</i>	Øyvind Drivenes & Jeppe Aagaard Jeppesen
24.01.2024, 10:00-11:00	<i>Open science – how to write a data management plan and follow up through open archives and curating data for open publishing</i>	Kjetil Sletteland
31.01.2024, 10:00-11:00	<i>Writing a good proposal</i>	Katrine Sele
08.02.2024, 10:00-11:30	<i>Questions & Answers – open agenda</i>	AFII advisers & Project economists