



**Presidium of the Russian Academy of Sciences  
Department for multilateral scientific cooperation  
with European countries**



# **Evaluation of Proposals in IRSES Calls of FP7 («Marie Curie Actions»)**

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*Moscow, Myasnitskaya str., 20, aud. 311*

**Moscow, 29 May 2012**



*Национальный Исследовательский Университет  
«Высшая Школа Экономики»*





# Available FP7 Calls for Russian Participation («Marie Curie Actions» Programme)



*Third Countries organisations*      (... **RUSSIA...**)

Initial Training of Researchers

Marie Curie Initial Training Networks (ITN)

Industry Academia Partnerships and Pathways

Marie Curie Industry Academia Partnerships and Pathways (IAPP)

International Dimension

Marie Curie International Outgoing Fellowships (IOF)


Marie Curie International Incoming Fellowships (IIF)

International Research Staff Exchange Scheme (IRSES)

# International Research Staff Exchange Scheme, (IRSES), «Marie Curie Actions»



<http://ec.europa.eu/research/participants/portal/page/people?callIdentifier=FP7-PEOPLE-2012-IRSES>



## RESEARCH & INNOVATION Participant Portal

European Commission > Research & Innovation > Participant Portal > FP7 Calls > People

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Latest Info | Cooperation | Ideas | People | Capacities | Euratom | Search Calls

### BROWSECALLS

Open | Closed | Forthcoming

### Marie Curie International Research Staff Exchange Scheme (IRSES)

[Return to calls](#)

**Identifier:** FP7-PEOPLE-2012-IRSES  
**Publication Date:** 20 July 2011  
**Budget:** € 30 000 000  
**Deadline:** 18 January 2012 at 17:00:00 (Brussels local time)  
**OJ Reference:** OJ C213 of 20 July 2011  
**Specific Programme(s):** PEOPLE  
**Theme(s):** Marie-Curie Actions

#### Latest information on Call

19-07-2011  
*EPSS is now available for this call for proposals*

#### Information Package

Key documents required for the preparation of your proposal

In order to receive a complete Information Package for this call, you will need to select the following elements:

1. The call fiche (only available in .pdf format)
2. The work programme (.pdf format)
3. FP7 factsheets in your preferred language - an overview of the basic features of this programme (.pdf format)
4. The Guides for Applicants relevant to the funding schemes used in this call (.pdf format)

All files have been treated uniformly and compressed to facilitate the access to the individual documents and to optimise the speed of transfer. To access the files, you will need a file compression utility capable of opening the '.zip' format.

[select all](#) | [clear all](#)

Call Fiche IRSES 2012 [English](#)

Work Programme 2012 - People [English](#)

FP7 factsheets [English](#)

#### LOGIN



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#### STAY TUNED

##### FP7-Fission-2012

The call FP7-Fission-2012 is expected to be announced in the Official Journal of the EU in the second half of January 2012. The closing date of the call is scheduled for 27 March 2012. Follow the publication of the call via the [Euratom section](#) on Participant Portal.

##### Republic of Moldova

A Memorandum of Understanding for the association of the Republic of Moldova to FP7 was signed on 11 October 2011.

The Republic of Moldova will become formally associated to the 7th EU Framework Programme (FP7) from 1 January 2012.

For further information, click [here](#)



[What is RSS?](#)



[Email Notification](#)



# Call References, Main Documents

## Call Fiche

### MARIE CURIE INTERNATIONAL RESEARCH STAFF EXCHANGE SCHEME (IRSES)

- Call identifier: FP7-PEOPLE-2012-IRSES
- Date of publication: 20 July 2011
- Deadline: 18 January 2012 at 17.00.00, Brussels local time<sup>1</sup>
- Indicative budget: EUR 30 million of the 2012 budget<sup>2</sup>. The final budget awarded to this call, following the evaluation of projects, may however vary up to 10% of the total value of this call.
- Topics called:

ACTION	Funding Schemes
Marie Curie International Research Staff Exchange Scheme	Support for training and career development of researchers

- Eligibility conditions:
  - The general eligibility criteria are set out in Annex 2 to this work programme, and in the guide for applicants. Please note that the completeness criterion also includes that part B of the proposal shall be readable, accessible and printable.
- Additional eligibility criteria
  - This action addresses partnership composed of at least two independent "research organisations" established in at least two different Member States or associated countries, and one or more "research organisations" either located in countries with which the European Union has or is in the process of negotiating an S&T agreement, or in countries covered by the European Neighbourhood Policy<sup>3</sup>.
  - For further details concerning these conditions you must refer to the core text of the work programme.
  - Only information provided in Part A of the proposal will be used to determine whether the proposal is eligible with respect to the minimum number of eligible participants.
- Evaluation procedure:
  - The evaluation criteria (including weights and thresholds) and sub-criteria together with the eligibility, selection and award criteria, for the different funding actions are set out in Annex 2 to this work programme.

## Work Programme

### *THE PEOPLE Work Programme* 2012

*(European Commission C(2011)5033 of 19 July 2011)*

## Guide for Applicants



Research Executive Agency



### THE 2012 PEOPLE PROGRAMME

### GUIDE FOR APPLICANTS

Marie Curie Actions  
(Common Part)

This document contains information common to the Marie Curie Actions.  
It is to be read in conjunction with the Guides for Applicants, Ethics and Call-Specific Parts

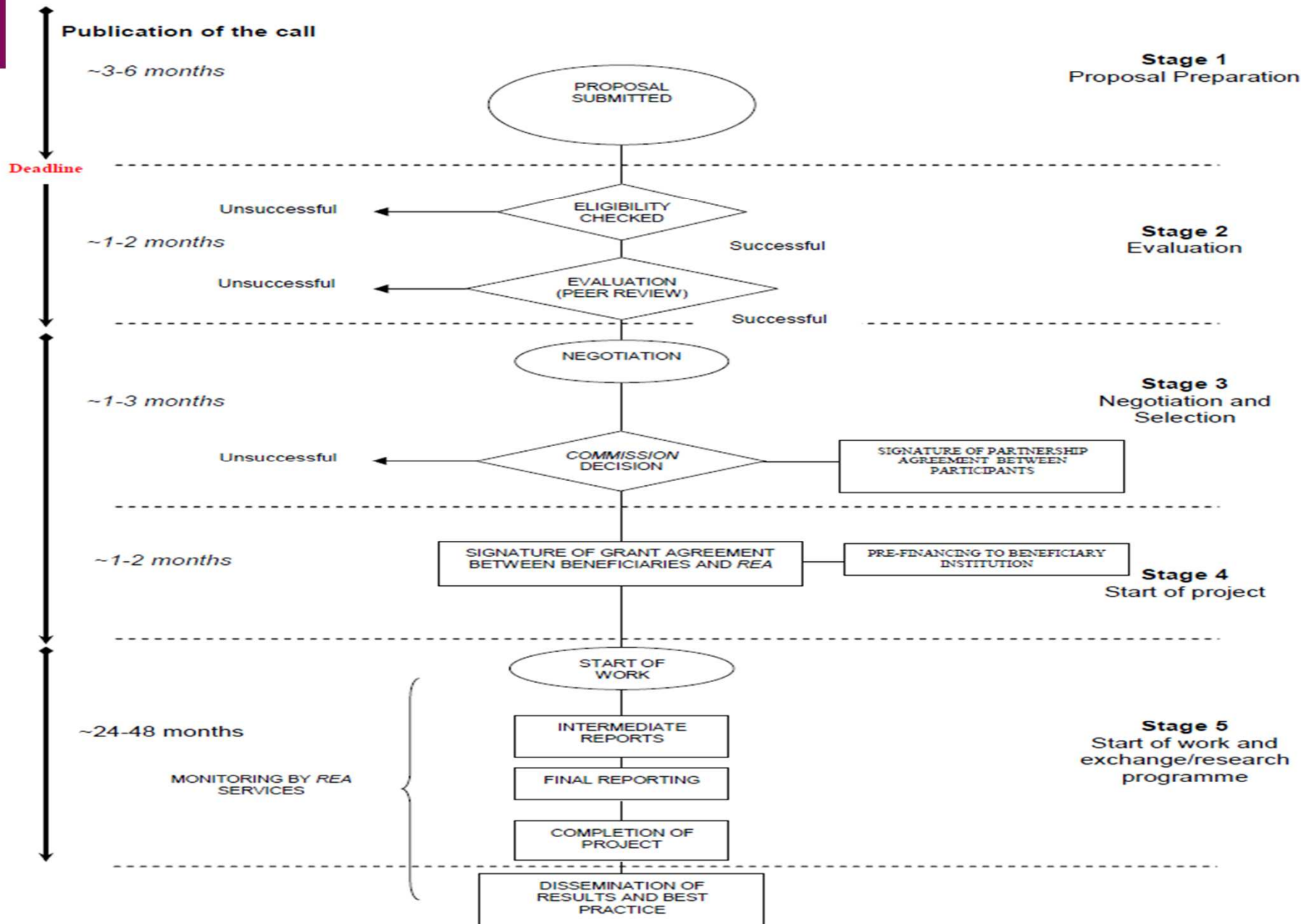
Date of publication: 20/07/2011  
Version Number: 2012.1



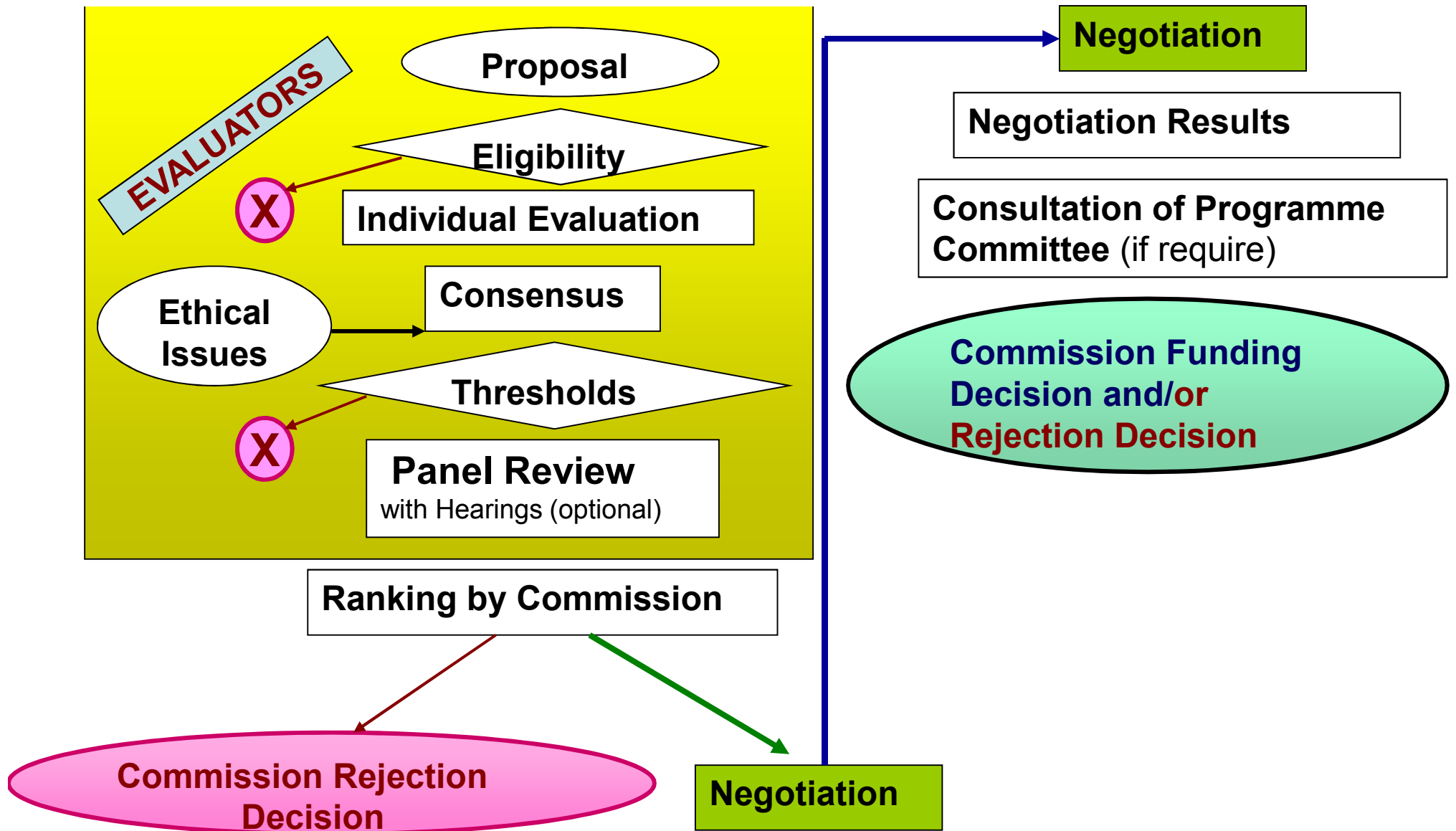
<http://ec.europa.eu/research/participants/portal/page/people;>



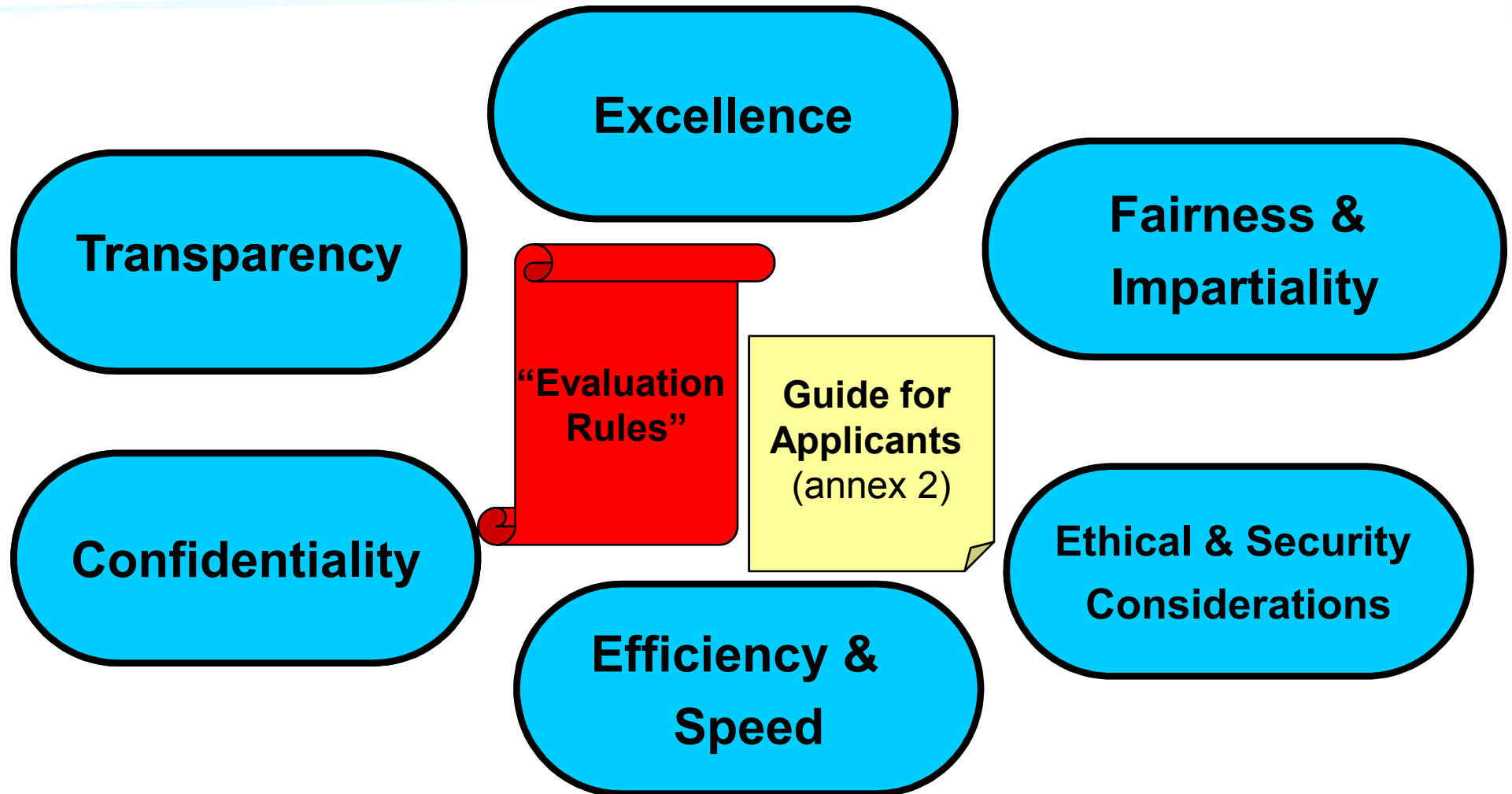
# LIFE CYCLE FOR INTERNATIONAL RESEARCH STAFF EXCHANGE SCHEME PROJECT



# Steps in Proposal Proceedings



# Basic Principles of Evaluation



# Guidelines on Proposal Evaluation and Selection Procedures

## Contents

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# Evaluating a proposal

## Three Guiding Principles:

### → *Objectivity*

- Each proposal is evaluated as it is written

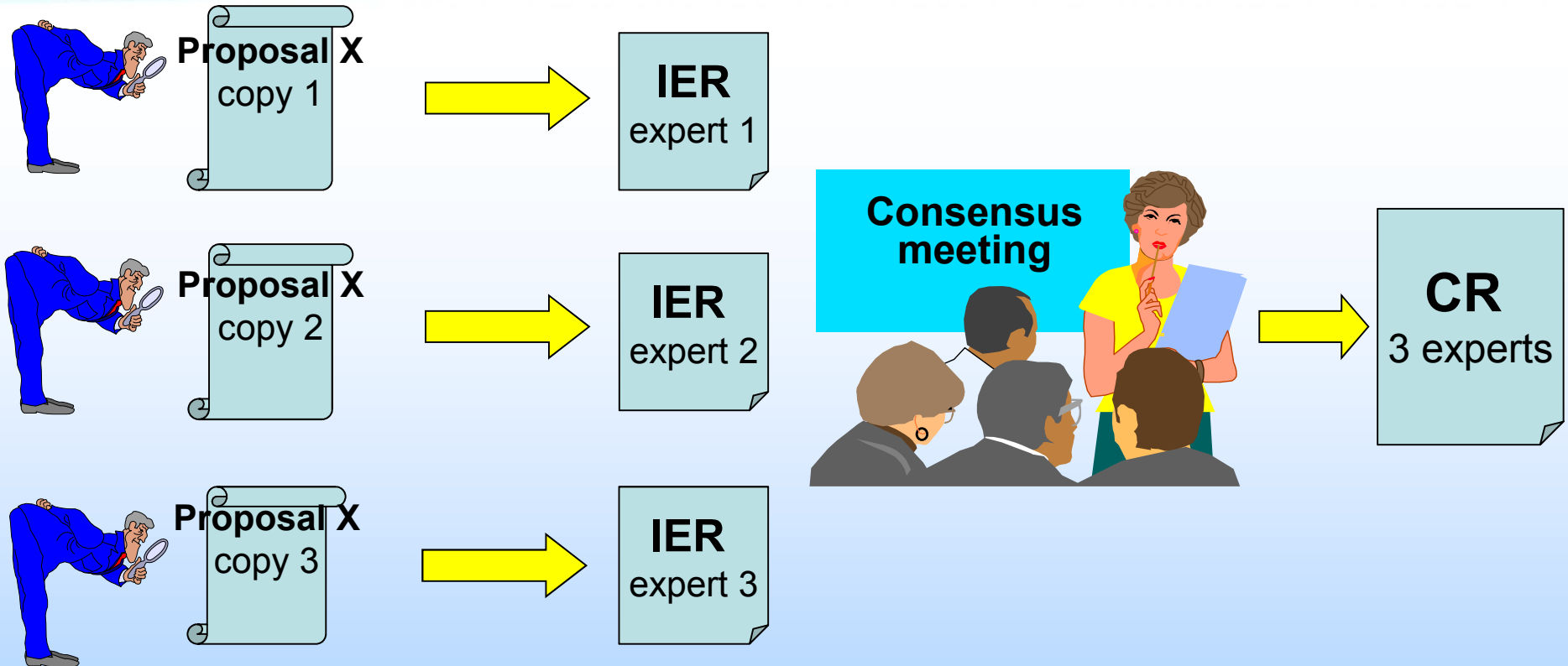
### → *Accuracy*

- Experts make their judgment against the official evaluation criteria, and nothing else

### → *Consistency*

- Experts apply the same standard of judgment to each proposal

# Evaluation of each proposal



*Note: There may be more than 3 evaluators*

**IER = Individual Evaluation Report**  
**CR = Consensus Report**

# Consensus

- **Built on the basis of the individual evaluations**
- **The aim is agreement on scores and comments**
- **Usually involves a discussion**
- **“Outlying” opinions need to be explored**
  - Not just a simple averaging exercise
  - It is quite normal for individual views to change
- **Moderated by a Commission staff-member**
  - helps the group reach a conclusion
  - provides information if necessary
  - does not contribute opinions



# Proposal scoring

- **Each criterion is scored 0 - 5**
  - Partial -scores allowed
  - whole range should be considered
  - Scores must pass thresholds if a proposal is to be considered for funding
- **Thresholds apply to individual criteria...**
  - Default threshold is 3
- **...and to the total score**
  - higher than the sum of the individual thresholds
  - Default threshold is 10
- **(Can vary from call-to-call!)**

# Conflicts of interest

## → Disqualifying Conflicts of Interest

- Involved in preparation of proposal
- Stands to benefit directly
- Close family relationship
- Director/trustee/partner
- Employee (*but, possible exception...*)
- Member of Advisory Group
- Any other situation that compromises impartiality

## → Potential Conflicts of Interest

- Involved in research collaboration in previous 3 years
- Any other situation that casts doubt...or that could reasonably appear to do so...

# Confidentiality

- **No discussion of the content of proposals, or the evaluation results, with anyone.**
  - *The sole exception:* in a consensus group or final panel
- **No disclosure of the names of the evaluating experts**
- **The Commission publishes names annually**
  - But as a group – no link between expert and proposal
- **Security measures at the evaluation building**
  - Mobile phones are not allowed in the evaluation rooms!
  - Laptops should not be brought in the evaluation premises!
  - All paper work should remain in the evaluation room all the time
  - **All proposal & evaluation materials are strictly obliterated**





# International Research Staff Exchange Scheme



## IRSES Funding scheme:

<b>IRSES Funding scheme: “International Research Staff Exchange Scheme”</b>			
<b>Quality of the Exchange Programme</b> <b>Weighting: 25%</b>	<b>Transfer of Knowledge</b> <b>Weighting: 30%</b> <b>Threshold 3</b>	<b>Implementation</b> <b>Weighting: 15%</b>	<b>Impact</b> <b>Weighting: 30%</b> <b>Threshold 3</b>
Objective and relevance of the joint exchange programme	Quality and mutual benefit of the transfer of knowledge	Capacities (expertise/human resources/facilities/infrastructure) to achieve the objectives of the planned cooperation	Relevance of the proposed partnership to the area of collaboration and for the ERA
Scientific quality of the partners	Adequacy and role of staff exchanged with respect to the transfer of knowledge	Appropriateness of the plans for the overall management of the exchange programme	Potential to develop lasting collaboration with eligible Third country partners.
Complementarities/synergies between the partners			

### **Countries eligible for the International Research Staff Exchange Scheme (IRSES)**

#### **Countries with EC International agreements on Science and Technology:**

• Argentina, Australia, Brazil, Canada, China, Chile, Egypt, India, Japan, Rep. of Korea, Mexico, Morocco, New Zealand, **Russia**, South Africa, Tunisia, Ukraine, United States

#### **Countries of the European Neighbourhood Policy (ENP):**

- Eastern Europe & Central Asia (EECA)
- Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine
- Mediterranean Partner Countries (MCP)
- Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestinian-administrated areas, Syrian Arab Rep., Tunisia

# The evaluation criteria for IRSES Proposals

Criteria adapted to each funding scheme and each thematic area

- **specified in the Work Programme**

## → **Five main criteria:**

- **B1 - Quality of the Exchange Programme**

(relevant to the topic of the call)

- *Objective and relevance of the joint exchange programme*
- *Scientific quality of the partners*
- *Complementarities/synergies between the partners*

- **B2 - Transfer of Knowledge**

- *Quality and mutual benefit of the transfer of knowledge*
- *Adequacy and role of staff exchanged with respect to the transfer of knowledge*



# The evaluation criteria for IRSES Proposals

- **B3 - Implementation**

- *Capacities (expertise/human resources/facilities/infrastructure) to achieve the objectives of the planned cooperation*
- *Appropriateness of the plans for the overall management of the exchange programme*

- **B4 - Impact**

- *Relevance of the proposed partnership to the area of collaboration and for the ERA*
- *Potential to develop lasting collaboration with eligible Third country partners*

- **B5 - Ethical Issues**

- *Annex (if applicable)*
- *Annex 1 Justification for Community contribution towards Third country partner costs*

# Proposal structure

## Part A :

- Administrative information about the proposal and proposers
- Costs and funding requested

Annex 3

**Proposal Submission Forms**

Research Executive Agency  
7<sup>th</sup> Framework Programme on Research, Technological Development and Demonstration

Marie Curie Actions  
International Research Staff Exchange Scheme (IRSES)

**A1**

Proposal Number: \_\_\_\_\_ Proposal Acronym: \_\_\_\_\_

**GENERAL INFORMATION ON THE PROPOSAL**

Proposal Title: \_\_\_\_\_

Marie Curie action-code: \_\_\_\_\_ Scientific Panel: \_\_\_\_\_

Total duration in months: \_\_\_\_\_ Call identifier: \_\_\_\_\_

Keywords (up to 200 characters): \_\_\_\_\_

Abstract (up to 2000 characters): \_\_\_\_\_

Has a similar proposal been submitted to a Marie Curie Action under this or previous RTD Framework Programmes? .....YES/NO

If yes:

Programme name(s) and year	Proposal number(s)

Does this proposal include any of the sensitive ethical issues detailed in the Research Ethical Issues table of Part B? .....YES/NO

Annex 3

**Proposal Submission Forms**

Research Executive Agency  
7<sup>th</sup> Framework Programme on Research, Technological Development and Demonstration

Marie Curie Actions  
International Research Staff Exchange Scheme (IRSES)

**A2**

**Dependencies with (an)other participant(s)**

Are there dependencies between your organisation and (an)other participant(s) in this proposal? (Yes or No)

If Yes:

Participant Number	Organisation Short Name	Character of dependence
Participant Number	Organisation Short Name	Character of dependence
Participant Number	Organisation Short Name	Character of dependence

**Contact points**

Person in charge (For the coordinator (participant number 1) this person is the one who the Commission will contact in the first instance)

Family name: \_\_\_\_\_ First name(s): \_\_\_\_\_

Title: \_\_\_\_\_ Sex (Female - F / Male - M): \_\_\_\_\_

Position in the organisation: \_\_\_\_\_

Department/Faculty/Institute/Laboratory name/ ...: \_\_\_\_\_

Is the address different from the legal address? YES/NO

Street name: \_\_\_\_\_ Number: \_\_\_\_\_

Town: \_\_\_\_\_

Postal Code / Cedex: \_\_\_\_\_

Country: \_\_\_\_\_

Phone 1: \_\_\_\_\_ Phone 2: \_\_\_\_\_

E-mail: \_\_\_\_\_ Fax: \_\_\_\_\_

Annex 3

**Proposal Submission Forms**

Research Executive Agency  
7<sup>th</sup> Framework Programme on Research, Technological Development and Demonstration

Marie Curie Actions  
International Research Staff Exchange Scheme (IRSES)

**A4**

Proposal Number: \_\_\_\_\_ Proposal Acronym: \_\_\_\_\_

**FUNDING REQUEST**

		[A]	[B]	[C]	[D]	[E]	[F]	[G]	
Beneficiary/ Participant organisation number	Beneficiary/ Participant organisation Short Name	Participant country code	Staff to be exchanged (Total Number of –researcher-months)	Monthly exchange allowance (1,900€ where applicable)	Sub Total 1 = columns [A]x[B]	Staff to be exchanged (Total Number of –researcher-months)	Monthly exchange allowance (2,100€ where applicable)	Sub Total 2 = columns [D]x[E]	Requested EU contribution = columns [C]+[F]
Participant 1	Beneficiary (coordinator)		Integer	Drop-down menu 0 or 1900		Integer	Drop-down menu 0 or 2100		
Participant 2	Beneficiary								
Participant 3	(to be expanded for each beneficiary A2 form filled in)								
Etc. (expanding with each participant organisation filling in an A2 form)	(to be expanded for each participant organisation A2 form filled in)								
<b>Total</b>			Sum		Sum	Sum		Sum	Sum

# Proposal structure

## Part B :

- Description of the main activity content of the proposal (or scientific and technical content)

Annex 4

Annex 4

STARTPAGE

PEOPLE  
MARIE CURIE ACTIONS

International Research Staff Exchange Scheme

Call: FP7-PEOPLE-2012-IRSES

PART B

"PROPOSAL ACRONYM"

## Part B – Table of Contents

To draft PART B of proposals applicants should take into account the following structure and subheadings.

If required for an adequate description of their *project*, applicants may wish to add further headings.

**DO NOT FORGET TO SUBMIT THE GANTT CHART AS AN EXCEL FILE IN EPSS**

### B 1 Quality of the Exchange Programme

B 1.1 Objective and relevance of the joint exchange programme

B 1.2 Research quality of the partners

B 1.3 Complementarities/synergies between the partners

### B 2 Transfer of Knowledge

B 2.1 Quality and mutual benefit of the transfer of knowledge

B 2.2 Adequacy and role of staff exchanged with respect to the transfer of knowledge

### B 3 Implementation

B 3.1 Capacities (expertise/human resources/facilities/infrastructure) to achieve the objectives of the planned cooperation

B 3.2 Appropriateness of the plans for the overall management of the exchange programme

### B 4 Impact

B 4.1 Relevance of the proposed partnership to the area of collaboration and for the ERA

B 4.2 Potential to develop lasting collaboration with eligible third country partners, in particular in view of setting-up joint research projects

### B 5 Ethics Issues

# Proposal structure

## Part B :

Annex 4

### B 1 Quality of the Exchange Programme

#### B 1.1 Objective and relevance of the joint exchange programme

- Describe the objectives of the joint exchange programme
- Give an overall description of the exchange scheme and the planned scientific activities

Please provide in this section:

- the description of the Work Packages divided by specific tasks
- the list of milestones, where appropriate
- the Gantt Chart of secondments

The tables which are proposed below can be taken as example:

Table 1: List of Work Packages

Work package n°	Work package title	<i>Beneficiary/Partner organisation short name</i>	Start month	End month
1				
2				
.			.	.

Table 2: Work Packages<sup>10</sup>

The work packages should be described one by one.

Work package number	1	Start date or starting event:	Month..
Work package title	...		
<i>Beneficiary/Partner Organisation short names</i>	...		



# Proposal structure

## Annex 4

The Gantt chart should illustrate the secondments of exchanged staff towards all the partner organisations for the whole duration of the *project*.

- Demonstrate that the numbers of exchanged staff and the duration of their exchange are adequate to achieve the objectives of the programme.

### B 1.2 Research quality of the partners

- Describe the expertise of the partners in the relative scientific field(s)
- Describe the experience of the partners in international cooperation

### B 1.3 Complementarities/synergies between the partners

- Describe the complementarities and synergies between the partners

Illustrate how these complementarities and synergies will contribute to achieving the objectives of the programme

## B 2 Transfer of Knowledge

### B 2.1 Quality and mutual benefit of the transfer of knowledge

- Describe the programme for the transfer of knowledge between the partners. Please give detailed information about, for example, the number of workshops/conferences/training, the target audience, sustainability of the knowledge transfer, etc.
- Describe the added value (in terms of gained knowledge) for the partners involved

### B 2.2 Adequacy and role of staff exchanged with respect to the transfer of knowledge

- Describe the role of the exchanged *researchers* and their specific expertise. Define the goals to be achieved through their exchange
- If applicable: describe the reasons for exchanging managerial/technical staff and explain their specific role and the goals to be achieved through their exchange

## B 3 Implementation

### B 3.1 Capacities (expertise/human resources/facilities/infrastructure) to achieve the objectives of the planned cooperation

- Give a detailed description of the expertise and the human resources/facilities/infrastructure at the partner institutions

### B 3.2 Appropriateness of the plans for the overall management of the exchange programme

- Describe the management plan of the exchange scheme (e.g. support for detached and incoming personnel)
- Demonstrate that the complementarities and synergies between the partners are well exploited

## Annex 4

- Give details of the available matching funds

## B 4 Impact

### B 4.1 Relevance of the proposed partnership to the area of collaboration and for the European Research Area<sup>11</sup>

- Describe the partnership's contribution to the area of collaboration
- Describe the relevance of the exchange between the partner countries for ERA

### B 4.2 Potential to develop lasting collaboration with eligible third country partners, in particular in view of setting-up joint research projects

- Give a detailed overview over the measures taken to create or reinforce a lasting cooperation between the partners

## B 5 Ethics Issues

Describe any ethics issues that may arise in the proposal. In particular, you should explain the benefit and burden of the experiments and the effects these may have on the research subject.

This should be done in conjunction with the information provided in Guide for Applicants, Marie Curie Actions (Ethics) and for all proposals the following table must be completed.

# Proposal structure

## Part B : Ethical Issues

Annex 4

### ETHICS ISSUES TABLE

(Note: Research involving activities marked with an asterisk \* in the left column in the table below will be referred automatically to Ethics Review)

	<b>Research on Human Embryo/ Foetus</b>	<b>YES</b>	<b>Page</b>
*	Does the proposed research involve human Embryos?		
*	Does the proposed research involve human Foetal Tissues/ Cells?		
*	Does the proposed research involve human Embryonic Stem Cells (hESCs)?		
*	Does the proposed research on human Embryonic Stem Cells involve cells in culture?		
*	Does the proposed research on Human Embryonic Stem Cells involve the derivation of cells from Embryos?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL		

	<b>Research on Humans</b>	<b>YES</b>	<b>Page</b>
*	Does the proposed research involve children?		
*	Does the proposed research involve patients?		
*	Does the proposed research involve persons not able to give consent?		
*	Does the proposed research involve adult healthy volunteers?		
	Does the proposed research involve Human genetic material?		
	Does the proposed research involve Human biological samples?		
	Does the proposed research involve Human data collection?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL		

	<b>Privacy</b>	<b>YES</b>	<b>Page</b>
	Does the proposed research involve processing of genetic information or personal data (e.g. health, sexual lifestyle, ethnicity, political opinion, religious or philosophical conviction)?		
	Does the proposed research involve tracking the location or observation of people?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL		

	<b>Research on Animals</b>	<b>YES</b>	<b>Page</b>
	Does the proposed research involve research on animals?		
	Are those animals transgenic small laboratory animals?		
	Are those animals transgenic farm animals?		
*	Are those animals non-human primates?		
	Are those animals cloned farm animals?		
	I CONFIRM THAT NONE OF THE ABOVE ISSUES APPLY TO MY PROPOSAL		

	<b>Research Involving Developing Countries</b>	<b>YES</b>	<b>Page</b>
	Does the proposed research involve the use of local resources (genetic, animal, plant, etc)?		
	Is the proposed research of benefit to local communities (e.g. capacity building, access to healthcare, education, etc)?		

# Useful Tips & Remarks

## When you are writing your proposal...

**Novelty:** Structure your offer so as to make your research potential clearly emerge

- Have a clear project outline
- Time scheduling
- Select the right instrument
- Get the practicalities done as soon as possible
- Find the right partner for the right activity
- Make it easy for the evaluator to select you
  - Do not expect the evaluator are top experts in your field
  - Do not write too much
  - Do not write too less - have concluding remarks at the end of each section
- Be precise and clear in you plan of activities
- Balance your budget
- Find the right acronym
- FP7 and mobility actions



# Useful Tips & Remarks

## When you writing your proposal...

Make it *easy* for evaluators to give you high marks. Don't make it hard for them!

Make sure you submit the latest, complete version of your proposal

**Don't write too little;** cover what is requested

**Don't write too much**

Don't leave them to figure out why it's good, tell them why it's good

**Leave nothing to imagination**

# Useful Tips & Remarks

## When you are writing your proposal...

### Divide your effort over the evaluation criteria

- Many proposers concentrate on the scientific element, but lose marks on project implementation or Impact description

### Think of the finishing touches which signal quality work:

- clear language
- well-organised contents, following the Part B structure
- useful and understandable diagrams
- no typos, no inconsistencies, no obvious paste-ins,
- no numbers which don't add up,
- no missing pages ...

# Central or Remote Evaluation

- Central evaluation take place in Brussels
- Remote evaluations at place of evaluator (using PESS)
- Panels of 3 experts and more may be used
- Evaluators do not communicate with each other until their IER has been submitted on PESS
- Once IERs are submitted on-line, they can not altered

**The evaluator is normally allocated  
2 to 4 hours  
to fully evaluate each proposal**

*PESS – Proposals Evaluation Software System*

*IER – Individual Evaluation Report*

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## Seventh Framework Programme (FP7)

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- Understand FP7
- Participate in FP7
- Find a call (Participant Portal)
- Register your organisation
- Prepare and Submit Proposals (EPSS)
- Get support
- Find project partners
- Find a project
- Find a document
- Register as an Expert (EMM)

**Participate in FP7**

### List of FP7 Expert Evaluators 2007 - 2011

The following are the lists of experts that participated in 2007 - 2011 in the evaluation of proposals received in response to calls made under the FP7 activities areas.

FP7 Activities	Download
<b>Cooperation</b>	
Energy	<a href="#">excel/zip</a>
Environment (including Climate Change)	<a href="#">excel/zip</a>
ERANET	<a href="#">excel/zip</a>
Food, Agriculture, and Biotechnology	<a href="#">excel/zip</a>
Health	<a href="#">excel/zip</a>
Information and Communication Technologies	<a href="#">excel/zip</a>
Nanosciences, Nanotechnologies, Materials and new Production Technologies	<a href="#">excel/zip</a>
Security	<a href="#">excel/zip</a>
Socio-economic sciences and Humanities	<a href="#">excel/zip</a>
Space	<a href="#">excel/zip</a>
Transport (including Aeronautics)	<a href="#">excel/zip</a>
<b>Ideas</b>	
European Research Council	<a href="#">excel/zip</a>
List of Panel Members - ERC 2011 Proof of Concept	<a href="#">pdf</a>
<b>People</b>	
Marie-Curie Actions	<a href="#">excel/zip</a>
<b>Capacities</b>	
Research Infrastructures	<a href="#">excel/zip</a>
Research for the benefit of SMEs	<a href="#">excel/zip</a>
Regions of Knowledge	<a href="#">excel/zip</a>
Activities of International Cooperation	<a href="#">excel/zip</a>
Research Potential	<a href="#">excel/zip</a>
Science in Society	<a href="#">excel/zip</a>



# Contacts



Thanks for your attention

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