# Proposal

SWEET Call 1-2020

Call: Integration of Renewables into a Sustainable and Resilient Swiss Energy System

## Research Challenge:

|  |
| --- |
| **Please choose** |

## Acronym:

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| Click here to enter text. |

## Proposal title:

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| --- |
| Click here to enter text. |

## Host institution:

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| --- |
| Click here to enter text. |

## Coordinator:

|  |
| --- |
| Click here to enter text. |

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## List of applicants and cooperation partners in the consortium

***Copy from Administrative Form***

**Applicants**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Partner No. | Applicant Legal Name | (Official) Short name (max. 6 letters) | Type of Organization | Language region of Switzerland | Canton or Country (for foreign members of the Consortium) |
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**Cooperation Partners (continue numbering from above)**

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| --- | --- | --- | --- | --- | --- |
| Partner No.  | Cooperation Partner Legal Name | (Official) Short name (max. 6 letters) | Type of Organization | Language region of Switzerland | Canton or Country (for foreign members of the Consortium) |
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**Use the same participant numbering as in the “administrative and table of applicants” form.**

**Instructions**

1. Leave headers to level 3 (e.g. 1.1.1) unchanged.
2. Exclusively use the templates for:
* Generic work package,
* Work package that describes one research and development project (one work package for each research and development project);
* Work package that describes a pilot and demonstration project note (one work package for each pilot and demonstration project note):
* List of deliverables;
* List of milestones;
* Critical, high-impact risk register;
* List of human resources per work package.
1. Page restrictions for chapter 1: max. 15 pages, font size 10, spacing at least exactly 13pt. 2 cm of margin.
2. Page restrictions for chapter 2: max. 15 pages, font size 10, spacing at least exactly 13pt. 2 cm of margin.
3. Page restrictions for chapter 3:
* For each generic work package: max. 3 pages;
* For each work package describing one research and development project: max. 6 pages;
* For each work package that contains one pilot and demonstration project note: max. 6 pages.
1. As you complete the form, delete the *italicized instructions and comments*. They do not count towards the page restrictions.

# EXCELLENCE

## Objectives

* *Describe the overall and specific objectives for the consortium, which should be clear, measurable, realistic and achievable within the lifetime of the consortium. The consortium’s objectives should be consistent with the expected exploitation and impact of the consortium.*
* *Describe the trans- and interdisciplinary nature of your objectives.*
* *Indicate the research challenge to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the Chapters 3 of the call text.*

## Concept and methodology

### Concept

* *Describe and explain the overall concept underlying the consortium. Describe the main ideas, models or assumptions involved. Describe your innovation management[[1]](#footnote-1) and how you conceptually approach the innovation cycles that underpin the research challenge your consortium intends to address.*
* *Identify any trans- and interdisciplinary considerations and, where relevant, use of stakeholder knowledge. Where relevant, include measures taken for public/societal engagement on issues related to the consortium.*
* *Describe the positioning of the consortium’s project portfolio and its evolution, e.g. where it is situated in the spectrum from ‘idea to application’, or from ‘lab to market’. Refer to* [*Technology Readiness Levels*](https://www.bfe.admin.ch/bfe/en/home/forschung-und-cleantech/forschungsprogramme.exturl.html/aHR0cHM6Ly9wdWJkYi5iZmUuYWRtaW4uY2gvZW4vcHVibGljYX/Rpb24vZG93bmxvYWQvOTk1Mg%3D%3D.html) *where relevant.*
* *Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the consortium. The SFOE encourages consortia to engage in technology collaboration programs of the IEA Energy Technology Network, collaborative actions of the European Union or other inter-governmental initiatives.*

### Methodology

* *Describe and explain the overall methodology, distinguishing, as appropriate, activities indicated in the relevant section of the call guideline (Chapter 4), e.g. for research, demonstration, piloting, first market replication, etc.*
* *Describe your consortium’s methodology of managing the innovation system and your portfolio of interrelated projects.*
* *Where relevant, describe how the gender dimension, i.e. gender analysis is taken into account in the consortium’s content.*

## Ambition

* *Where relevant, refer to products and services already available on the market. Also refer to existing institutions, market designs, rules and regulations, policies and societal practices in place. Please refer to the results of any patent search carried out.*
* *Describe the innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new rules and regulations, market designs, policies, behavioral insights, new products, services or business and organizational models) represented by the proposal.*

# IMPACT

## Expected impacts

*Please be specific and brief; provide only information that applies to the proposal and its objectives. Wherever possible, use quantifiable indicators and targets.*

* *Describe how your project will contribute to*

*- Each of the expected impacts mentioned in the call guideline (Chapter 4), under the relevant research challenge;*

*- Any substantial impacts not mentioned in the call text (Chapter 4), that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, improve end user’s demand for renewable energies or bring other important benefits for society.*

* *Describe any barriers/obstacles, and any framework conditions (such as regulation, standards, public acceptance, workforce considerations, financing of subsequent steps/outcomes, cooperation of other links in the value chain), that may determine whether and to what extent the expected impacts will be achieved. (This should not include any risk factors concerning implementation, as covered in section 3.2.)*

## Measures to maximize impact

*Show how the proposed measures will help to achieve the expected impact of the consortium. The measures should be proportionate to the scale of the consortium, and should contain measures to be implemented both, during and after the end of the consortium.*

## Dissemination and exploitation of results

* *Provide a ‘plan for the dissemination and exploitation of the consortium's results’. Please note that such a draft plan is an admissibility condition. The plan will have to be updated regularly during the lifetime of the consortium.*

*R&D, pilot and demonstration projects may all have specific dissemination and exploitation plans which, if you so wish, you may describe in the relevant work package. However, the individual plans all have to be linked to the consortium’s overarching dissemination and exploitation measures to maximize the impact of the project portfolio and the consortium’s activities.*

*Your plan for the dissemination and exploitation of the consortium's results is key to maximizing their impact. This plan should describe, in a concrete and comprehensive manner, the area in which you expect to make an impact and who are the potential users of your results. Your plan should also describe how you intend to use the appropriate channels of dissemination and interaction with potential users. Separate deliverables and milestones of dissemination measures from those of exploitation.*

*The plan needs to be coherent with the consortium’s objective, concept and methodology.*

*Consider the full range of potential users and uses, including research, commercial, and investment, social, environmental, policy-making, setting standards, skills and educational training where relevant.*

*Your plan should give due consideration to the possible follow-up of your consortium, once it is finished. Its exploitation could require additional investments, wider testing or scaling up. Its exploitation could also require other pre-conditions like regulation to be adapted, or value chains to adopt the results, or the public at large being receptive to your results.*

* *For business innovation, in particular, please describe a credible path to deliver these innovations to the market. Include business plans where relevant.*
* *The SFOE subscribes to the notion of Open Science and expects that data generated by funded projects are publicly accessible in digital databases provided there are no legal, ethical, copyright or other issues, such as trade and manufacturing secrets being jeopardized.*

*The consortium has to deliver a data management plan. The SFOE suggests to follow the structure of the Swiss National Science Foundation’s* [*data management plan*](http://www.snf.ch/SiteCollectionDocuments/DMP_content_mySNF-form_en.pdf) *(DMP). In addition address how the costs for data curation and preservation will be covered.* *Include the 'data management plan' (DMP) as a distinct deliverable. This deliverable will evolve during the lifetime of the consortium in order to present the status of the consortium's reflections on data management.*

*Once a consortium has started its funded activities (not at application stage) there will be a need to create a more detailed Data Management Plan for making their data findable, accessible, interoperable and reusable (FAIR).*

* *Outline the strategy for knowledge management and protection. Include measures to provide open access[[2]](#footnote-2) (free on-line access, such as the ‘gold’ model) to peer-reviewed scientific publications which might result from consortium’s work.*

## Communication activities

* *Describe the proposed communication measures for promoting the consortium and its findings during the period of the grant. Measures should be proportionate to the scale of the consortium’s project portfolio, with clear objectives. Measures should be tailored to the needs of different target audiences, in particular groups beyond the project's own community.*
* *In any case, the expected minimum will be a website of the consortium at the address* [*www.sweet-ACRNOMYM.ch*](http://www.sweet-ACRNOMYM.ch)

# IMPLEMENTATION

## Consortium work plan

*Please provide the following:*

* *Brief presentation of the overall structure of the work plan;*
* *Importantly, describe in words and graphically how the project-portfolio interrelates (at least a chart that shows the scheduling, organization, interdependence and coordination of tasks and work packages within the consortium).*
* *Timing of the different work packages[[3]](#footnote-3) and their components (e.g. a Gantt chart);*
* *Detailed work description, i.e.:*
	+ *A list of work packages (table 3.1.a);*
	+ *Templates of each work package (table 3.1.b);*
		- *The SFOE requires for each research and development project one completed work package template;*
		- *The SFOE requires for each pilot and demonstration project note one completed work package template;*
	+ *A list of major deliverables[[4]](#footnote-4) (table 3.1.c) and milestones[[5]](#footnote-5) (table 3.2.a);*

*Note the following additional instructions:*

*(1) Base your account on the structure that underlies the concept of your consortium and the consortium’s methodology to reach the objective of the research challenge addressed.*

*(2) The number of work packages should be proportionate to the number of inter-related projects comprising the consortium’s portfolio, the degree of interrelation and the ensuing scale and complexity. Include at least one distinct work package on ‘consortium management’.*

*(3) You should give enough detail in each work package to justify the proposed resources to be allocated. Resources assigned to work packages should be in line with their objectives and deliverables. Make sure that the proposal accounts for resources required for reporting so that progress can be monitored.*

*(4) Given the expected impact on implementing Switzerland’s energy strategy 2050, give due visibility in the work plan to ‘dissemination and exploitation’ and ‘communication activities’, by dedicating one comprehensive work package comprising distinct tasks. Relate those to project-specific communication activities as well as project specific dissemination and exploitation activities a number of distinct work packages.*

*You will be required to include an updated (or confirmed) ‘plan for the dissemination and exploitation of results’ in annual consortium reviews. This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned. At the end of the consortium’s term a report of completed and planned communication activities will also be required.*

*Include the necessary resources to participate and present your work in annually held one-day knowledge sharing workshops which all successful consortia of this call will attend. These workshops will be organized by the SFOE.*

*(5) You may highlight in a specific work package or tasks within work packages how you intend to reap the benefits of interrelation (“the consortium’s output and potential outcomes are more than the sum of its parts”).*

## Governance structure and procedures

* *Describe the governance of your consortium and explain why the organizational structure and decision-making mechanisms are appropriate for the complexity and scale of the consortium. At least the following topics need to be addressed in a manner specifically for your consortium:*

*The roles, responsibilities and accountabilities of your management team and your supervisory board; particularly when it comes to decision-making in connection to your project portfolio and its evolution during the lifetime of the consortium.*

*Your organizational structure and the decision-making processes (linkages to milestones; Table 3.2.a).*

*What type of controls, particularly in relation to quality control and assurance of your deliverables, do you plan to have in place to ensure optimal delivery of the work plan?*

* *Describe how the consortium’s management team enables a way of working that emphasizes the inter-relationship of the project portfolio and demonstrates that the consortium delivers more than a series of individual projects.*
* *Describe how effective innovation management will be addressed in the management structure and work plan.*
* *Identify and describe any critical risks that may jeopardize the objectives and implementation of the consortium. Detail any risk mitigation measures. Provide a table (Table 3.2.b) with high-impact critical risks; how the severity of impact affects your ability to meet the consortium’s objectives and implementation; and mitigating actions.*

## Consortium as a whole[[6]](#footnote-6)

* *Describe the consortium. How will it match its objectives, and bring together the necessary expertise? How do the members complement one another (and cover the breadth and depth of the innovation system)?*
* *In what way does each member contribute to the project? Show that each member has a valid role, and adequate resources in the consortium to fulfil that role. The information you give here complements the applicant’s short description in the consortium’s administrative form.*
* *Describe the industrial/commercial/public involvement in the project to ensure exploitation of the results, and explain why the involvement is consistent with the specific measures which are proposed for exploitation of the results of the project (see section 2.2).*

## Templates

#### **Table 3.1.a – List of all work packages**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Work package no** | **Work package title** | **Lead participant no.** | **Lead participant short name** | **Person months** | **Start month** | **End month** |
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|  |  |  |  | *Total person months* |  |  |

#### **Table 3.1.b – Template: generic work package (other than research and development project or pilot and demonstration project note)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Work package number**  | **MM-YY** | **Start date or starting event (month) – End date (month)** | **MM-YY**  |
| **Work package title**  |  |
| **Total work package cost and expected SFOE contribution** | ***Total:***  | ***SFOE contribution:******(max. 100%)*** |
| **Abstract**  |  *(max. 1000 characters including spaces; will be published):* |
| **Partner number** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| **Short name of partner** |  |  |  |  |  |  |  |  |  |  |  |
| **The leader and manager:** |  *Partner number and short name* |
| **Objective**  |
|  |
| **Description of work**  |
| *Describe in detail the work and, if appropriate, divide the work into tasks. Mention the lead partner for each task the and role of participants*  |
| **Deliverables** |
|  *For each deliverable give a brief description and the month of delivery*  |
| **Incorporate the work package’s GANTT chart (or your preferred way that shows the scheduling, organization, interdependence and coordination of tasks within the work package) within that of the consortium.**  |
| **Provide information on sources and uses of financial contributions for the work package in a separate worksheet of the budget workbook (ACRONYM\_Budget.xlsx).** |
| List of work package milestones:  |
| **Del. no.** | **Milestone name** | **Delivery date (month)** |
| **MX.1** |  |  |
| **MX.2** |  |  |
| **MX.3** |  |  |
|  |  |  |
|  |  |  |
| List of work package deliverables:  |
| **Del. no.** | **Deliverable name** | **Delivery date (month)** |
| **DX.1** |  |  |
| **DX.2** |  |  |
| **DX.3** |  |  |
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#### **Table 3.1.b – Template: work package for a research and development R&D project**

Ensure that the specific project is adequately reflected in chapters 1 and 2 of the overall SWEET proposal.

|  |  |  |  |
| --- | --- | --- | --- |
| **Work package number**  | **MM-YY** | **Start date or starting event (month) – End date (month)** | **MM-YY**  |
| **R&D project title**  |  |
| **R&D project location**  |  |
| **Total R&D project cost and expected SFOE contribution** | ***Total:***  | ***SFOE share:*** |
| **Abstract**  |  *(max. 1000 characters including spaces; will be published):* |
| **Technology Readiness Level (if appropriate)** | **From:** | *3* | **To:** | *4* |
| **Partner number** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| **Short name of partner** |  |  |  |  |  |  |  |  |  |  |  |
| **The leader and R&D project manager:** |  *Partner number and short name* |
| **Objective**  |
| *Describe the reasons/motivation for carrying out this research and development project within the context of the consortium’s overall objectives. Explain how the project contributes to the consortium’s overall impact.* *Formulate measurable targets to be reached by this project and specific (research) questions that will be studied to reach these targets.* |
| **Description of work**  |
| *Describe the approach to this specific research and development project, dividing the project into tasks. Define the designated tasks, the methodology and how access to the data required is secured, and a clear definition of the strategy and implementation of how data is compiled. Complete the description by adding suitable illustrations, such as images, sketches, diagrams, plans, etc. Describe the method used to measure whether the project goals have been met. Make sure to connect to the Consortium’s Data Management Plan.*  |
| **Project environment / Innovation / Added value:***Provide an analysis of the current state-of-the-art (national and international) and describe how this project will advance the current state-of-the-art by, for example, explaining the innovative aspects and what fundamentally new knowledge will be created by the project. Describe which technical and/or scientific impact will result from the new technology/solution/process and to what extent new knowledge, know-how and value creation can be generated.***Potential for implementation and multiplication:***Describe the potential for implementation in Switzerland and worldwide of the technology/solution/process/regulation/policy to be studied in this project. Where applicable, estimate the market prospects of a later product/service. Describe how the results/solutions/experience gained from the project will be processed and communicated to potential recipients from the economy, society, politics, etc. and by whom the future implementation of the knowledge gained will occur. Name existing competitors and solutions.***Energy potential:***Describe how the project contributes to a secure, sustainable and economically viable energy system. Where applicable, quantify the anticipated benefit that will result from this project (or technology/solution/process/regulation): (1) by estimating the anticipated or enabled supply of renewable energy, (2) the anticipated benefit in terms of greenhouse gas emissions and (3) the potential in case there is wide-spread deployment. Also describe any other benefit (environmental, economic, political, etc.) for the energy system for a successful outcome, as well as the total potential in case there is wide-spread deployment. Contrast the benefits with the current state of technology/knowledge/regulation/policies.***Project Health Safety and Environmental (HSE) risks:** *List and register the risks to people and the environment that result from the project output and outcomes (e.g. implementation of the corresponding technology/processes), and describe which project-specific measures are planned or might – in case of implementation- help minimize such risks.***Permits:** *List any permit required for the execution of the project and provide information on the status (in force, in the permitting process, not yet applied) and by when permits are expected to be granted.*  |
| **Incorporate the project’s GANTT chart (or your preferred way that shows the scheduling, organization, interdependence and coordination of tasks within the work package) within that of the consortium.**  |
| **Provide information on sources and uses of financial contributions the project in a separate workbook, use and edit the italicized words and insert the short name of the institution for the filename: *ACRONYM*\_Budget\_Work\_Package\_No.*X*\_*Leader*;** **for example: *RESOFEV*\_Budget\_Work\_Package\_No.*3*\_*SFOE*** |
| List of project milestones:  |
| **Del. no.** | **Milestone name** | **Delivery date (month)** |
| **MX.1** |  | 1 |
| **MX.2** |  | 36 |
| **MX.3** |  | 62 |
|  |  |  |
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| List of project deliverables:  |
| **Del. no.** | **Deliverable name** | **Delivery date (month)** |
| **DX.1** |  |  |
| **DX.2** |  |  |
| **DX.3** |  |  |
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#### **Table 3.1.b – Template: work package for a pilot and demonstration project – be as informative as possible given the level of current maturity of the envisaged project**

Ensure that the specific project is adequately reflected in chapters 1 and 2 of the overall SWEET proposal.

|  |  |  |  |
| --- | --- | --- | --- |
| **Work package number**  | **MM-YY** | **Start date or starting event (month) – End date (month)** | **MM-YY**  |
| **Project title**  |  |
| **Project location (make sure you name the Canton)** | *Post code – Community – Canton* |
| **Total project cost and expected SFOE contribution (order of magnitude estimates suffice)** | ***CHF*** ***(based on screening/feasibility or concept study/feasibility)*** | ***CHF******(max. 40% of total)*** |
| **Abstract**  |  *(max. 1000 characters including spaces):* |
| **For technical pilot and demonstration projects: Technology Readiness Level**  | **From:** | *5* | **To:** | *6* |
| **Partner number** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| **Short name of partner** |  |  |  |  |  |  |  |  |  |  |  |
| **The leader and project manager:** |  *Partner number and short name* |
| **Objective**  |
| *Describe the reasons/motivation for carrying out the pilot and demonstration project within the context of the consortium’s overall objectives. Show why there is a need for field trials and to what extent the project can contribute to the consortium’s overall impact. Formulate measurable targets to be reached by this project and specific (research) questions that will be studied to reach these targets. Ensure that the targets are reflected in the SWEET proposal.* |
| **Description of work**  |
| *Describe the project approach. Define the designated work steps, the methodology followed and the activities to be performed in the pilot and demonstration project. Complete the description by adding suitable illustrations, such as images, sketches, diagrams, plans, etc. Describe the method used to measure whether the project goals have been met. Define the methodology, the tools employed and the duration and frequency of the planned measurements. For any pilot and demonstration project, make sure to connect to the Consortium’s Data Management Plan.* |
| **Potential for implementation and multiplication:***Describe the potential for implementation in Switzerland and worldwide of the technology/solution/process to be studied. Estimate the market prospects of a later product/service. Describe how the results/solutions/experience gained from the project will be processed and communicated to potential recipients from the economy, society, politics, etc. and by whom the future implementation of the knowledge gained will occur. Name existing competitors and solutions.***Energy potential:***Quantify the anticipated energetic benefit that will result from this project (or technology/solution/process), by estimating the anticipated production of renewable energy, the anticipated energy savings or any other benefit (economic, political, etc.) derived for the energy system for a single undertaking as well as the total potential through the multiplication of the undertaking. Compare the energy balance of the examined system with the current state of technology/knowledge.***Project environment / Innovation / Added value:***Make a list of current undertakings and existing solutions (national and international) and describe what distinguishes this project favorably from these, where the innovative aspects lie in terms of the current state of knowledge and what fundamentally new knowledge can be generated by the project. Describe which technical and/or scientific advantages will result from the new technology/solution/process and to what extent new knowledge, know-how and value creation can be generated.***Project Health Safety and Environmental (HSE) risks:** *Explain the risks to people and the environment that may arise through the project or through implementation of the corresponding technology/processes, and state which measures are planned to minimize such risks.***Permits:** *List any permit required for the construction and operation of any facility and/or for executing the project. List permits that are already in force and those still undergoing permitting processes. For the latter provide information on the status and by when permits are expected to be granted.*  |
| **Financing of the project:***Name all parties (project partners, SFOE, third parties) that contribute to the financing of the overall costs of the pilot and demonstration project and state the amount of their contributions (cash or in-kind).* *If the SFOE’s expected contribution exceeds CHF 1 million, the most recent annual accounts and auditor’s report (if applicable) of all project participants (apart from public organisations) need to be submitted.**Pilot/demo partners who have no active role in the project and participate exclusively in financing the pilot/demo project (third-party funds are those of e.g. cantons, building owners, foundations, associations, etc.) will be Cooperation Partners of the consortium. As such, they will provide Letters of Commitments stating their proposed financial participation.* |
| Milestone:  |
| **Del. no.** | **Milestone name** | **Delivery date (month)** |
| **MX.1** |  | 1 |
| **MX.2** |  | 36 |
| **MX.3** |  | 62 |
| Deliverables:  |
| **Del. no.** | **Deliverable name** | **Delivery date (month)** |
| **DX.1** |  | 1 |
| **DX.2** |  | 36 |
| **DX.3** |  | 62 |

#### **Table 3.1.c - List of major deliverables**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Deliverable (number)** | **Deliverable name** | **Work package number** | **Short name of lead participant** | **Type** | **Delivery data** |
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**KEY**

*Deliverable numbers in order of delivery dates. Please use the numbering convention <WP*

*number>.<number of deliverable within that WP>.*

*For example, deliverable 4.2 would be the second deliverable from work package 4.*

**Type:**

*Report, document, demonstrator, pilot, prototype, plan designs, software, technical diagram, patents filing, websites, press & media actions, videos etc.*

**Delivery date**

*Measured in months from the project start date (month 1)*

#### **Table 3.2.a - List of milestones**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Milestone****number** | **Milestone****name** | **Related work****package(s)** | **Due date (in****month)** | **Means of****verification** |
|  |  |  |  |  |
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**KEY**

**Due date**

*Measured in months from the project start date (month 1)*

**Means of verification**

*Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate.*

*For example: a laboratory prototype that is ‘up and running’; software released and validated by a*

*user group; field survey complete and data quality validated.*

#### **Table 3.2.b – Critical high-impact risk register**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Description of critical risk** | **Level of likelihood (Low/Medium/High):** | **Work package(s)****involved** | **Impact on work package and consortium**  | **Proposed risk-mitigation****measures** |
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A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the consortium to achieve its objectives. Focus only a high adverse impact risks.

Level of likelihood to occur: low/medium/high; the likelihood is the estimated probability that the risk will materialize even after taking account of the mitigating measures put in place.

# REFERENCES

1. Innovation management is a process which requires an understanding of both market and technical problems as well as the socio-economic and political frame, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is the typical output as are evidence-based policy briefs, white papers for lawmakers and regulators. It also allows a consortium to respond to an external or internal opportunity. [↑](#footnote-ref-1)
2. The SFOE adheres to the [procedures and processes](http://www.snf.ch/en/theSNSF/research-policies/open-access/Pages/default.aspx) related to Open Science of the Swiss National Science Foundation. Open access publishing (also called 'gold' open access) means that an article is immediately provided in open access mode by the scientific publisher. The associated cost may be shifted to the SFOE provided the university or research institute to which the researcher (and participant in the consortium) is affiliated does not already enable 'gold' open access. Gold open access costs are fully eligible as part of the grant. Nonetheless, a copy of the publication has to be deposited in a repository of the consortium as well. [↑](#footnote-ref-2)
3. ‘Work package’ means a major sub-division of the proposed consortium activities. [↑](#footnote-ref-3)
4. ‘Deliverable’ means a distinct output of the consortium, meaningful in terms of the overall objectives and constituted by a report, a document, technical diagram, a software etc. [↑](#footnote-ref-4)
5. ‘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 where, for example, the consortium must decide which of several technologies to adopt for further development. [↑](#footnote-ref-5)
6. The individual members of the consortium are described in “Administrative Form and Table of Applicants”. There is no need to repeat that information here. [↑](#footnote-ref-6)