

MSCA DN 2024: Novedades y preparación de propuestas

Seminario nacional online aspectos generales MSCA DN 2024
14 de junio de 2024



GOBIERNO
DE ESPAÑA

MINISTERIO
DE CIENCIA, INNOVACIÓN
Y UNIVERSIDADES



oficina
europea

Characteristics of a Good Consortium

- ❑ **Solid project management structure**
- ❑ Successful consortia have non-scientific **management framework** to ensure the project runs according to plan and allows the researchers to focus on the research
- ❑ Include a **project management partner with demonstrated expertise** – this will convince reviewers that you will be able to meet deadlines within the available budget

- ✓ Experienced coordinator
- ✓ Relevant expertise and skills
- ✓ Good infrastructure and resources
- ✓ Involvement of competent staff
- ✓ Partners contributing to “triple i” dimension
- ✓ Gender Balance
- ✓ Multidisciplinary
- ✓ Partners have Complementarity (no major overlaps) and synergies
- ✓ Relevant stakeholders
- ✓ Good distribution of work
- ✓ Added value of each partner
- ✓ Previous collaborations
- ✓ Commitment

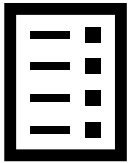
Doctoral Networks – Proposal preparation

- Read the MSCA Work Programme and Guidance documents
- Use the proposal template
- Read carefully the evaluation form
- Don't underestimate any part of the proposal
- Write each section clearly and in coherence with all sections in the proposal
- Perform an 'internal' peer-review with your consortium partners
- Duly complete Part A
- Start preparing early and don't leave submission for the last minute

Think like an evaluator + Write for an evaluator

Doctoral Networks – Proposal preparation

3.0 2024	24.04.2024	<ul style="list-style-type: none">▪ Update of DN-JD rules for joint/double/multiple degrees▪ Further clarification on the resubmission restrictions approach▪ Addition of paragraph on high-risk suppliers	4 6 6
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Guide for Applicants
DN 2024

`similar' proposal

Vs

any proposal involving 70% or more of the same
recruiting organisations as in another proposal
submitted to the previous call of the MSCA Doctoral
Networks

DN Proposal Structure

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Part A - administrative forms

filled on-line on the Funding & Tenders Opportunities Portal



Part B1 - the proposal, max 34 pages (PDF uploaded)

Start page, table of contents, list of participating organisations

Excellence

Impact

Implementation, incl. Gantt Chart

Maximum 30 pages

Excess pages
disregarded



Part B2 - no page limit, PDF uploaded

Network organisation

Supervisory Board

Environmental aspects in light of the MSCA Green Charter

Participating organisations (1 pg per beneficiary, ½ pg per associated partner)

Letters of pre-agreement (for DN-JD)

Proposal structure – layout

- **Be sure to use the EC template!**
- Page size A4
- Legible font (Times New Roman)
- The minimum font is 11 (Tables 9; Footnotes 8)
- Literature references: listed in footnotes, min. font size 8
- Single line spacing
- Margins 15 mm (top, bottom, left and right)
- Header – Call: [insert call identifier - HORIZON-MSCA-2024-DN-01-01] — [insert call name - MSCA Doctoral Networks 2024]
- Pages must be numbered - footer - "Part B - Page X of Y"

Strictly follow the headings and subheadings as indicated in the GfA!
The structure correspond to the evaluation criteria!

3.0	22.04.2024	<ul style="list-style-type: none"> ▪ Guidance on the use of AI for the preparation of the proposal ▪ Additional information on how to describe the activities per work package ▪ Challenges to the chosen methodology and ways to overcome them has been moved from section 1.2 to section 3.1. ▪ Quality of the supervision arrangements for standard DNs added as required subheading in section 1.4. ▪ Developing sustainable elements of doctoral programme has been redrafted in section 2.1 ▪ Recruitment strategy has been moved from section 3.1 to section 4 in part B2. ▪ Subheading on commitment of associated partners has been redrafted in Section 3.2
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Layout – general advice

Not evaluated but makes life easier for the evaluators

- ✓ Use charts, diagrams, tables, text boxes, figures
- ✓ Ensure any colour diagrams etc. are understandable when printed in black and white
- ✓ Use highlighting where appropriate (**bold**, underline, *italics*) but don't overdo it!
- ✓ Avoid jargon
- ✓ Explain any abbreviations
- ✓ Simple and clear text
- ✓ Avoid long sentences
- ✓ Get rid of repetitions (refer to other parts of the proposal if necessary)
- ✓ Don't copy text from other documents or websites
- ✓ Be consistent with language (UK/ US English)

1. EXCELLENCE

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

1.2 Soundness of the proposed methodology

1.3 Quality and credibility of the training programme

1.4 Quality of the supervision

1.1 QUALITY AND PERTINENCE OF THE PROJECT'S RESEARCH AND INNOVATION OBJECTIVES

REQUIRED SUB-HEADINGS:

- **Introduction, objectives and overview of the research programme.** It should be explained how the **individual projects** of the recruited researchers will be integrated into – and contribute to – the **overall research programme**. All proposals should also describe the research projects in the context of a **doctoral training programme**. Are the objectives measurable and verifiable? Are they realistically achievable?
- **Pertinence and innovative aspects of the research programme** (in light of the current state of the art and **existing programmes** / networks / doctoral research trainings). Describe how your project goes **beyond the state-of-the-art**, and the extent the proposed work is ambitious.

The action should be divided in Work Packages and described in the Table 3.1a under the Implementation section



- + The main research objectives are **well-defined and important**, and are clearly reflected in the work packages. The integration of the projects of the individual researchers into the overall programme is carefully considered and convincing.
- + The overview of the proposed research is **relevant** for the specific objectives, which are identified with respect to the comprehensive state-of-the-art description.
- + The general **objectives are clear, justified and well contextualized**. These are appropriately broken down into more specific research questions linked to the different PhD research projects.

- The description of the project's research and innovation objectives is restricted to **general statements; missing are important details** on the state of the art and the major objectives of research.
- The **originality of the research is insufficiently demonstrated**, as the proposal does not adequately present its contribution to advance the state-of-the-art in terms of new [...] approaches and techniques.
- The proposal is **not sufficiently clear on the complementarity and contribution** of individual research projects to the overall research programme. Some of the Doctoral Candidates' topics are excessively specific, which limits integration within the whole project and exchange between the different doctoral candidates.

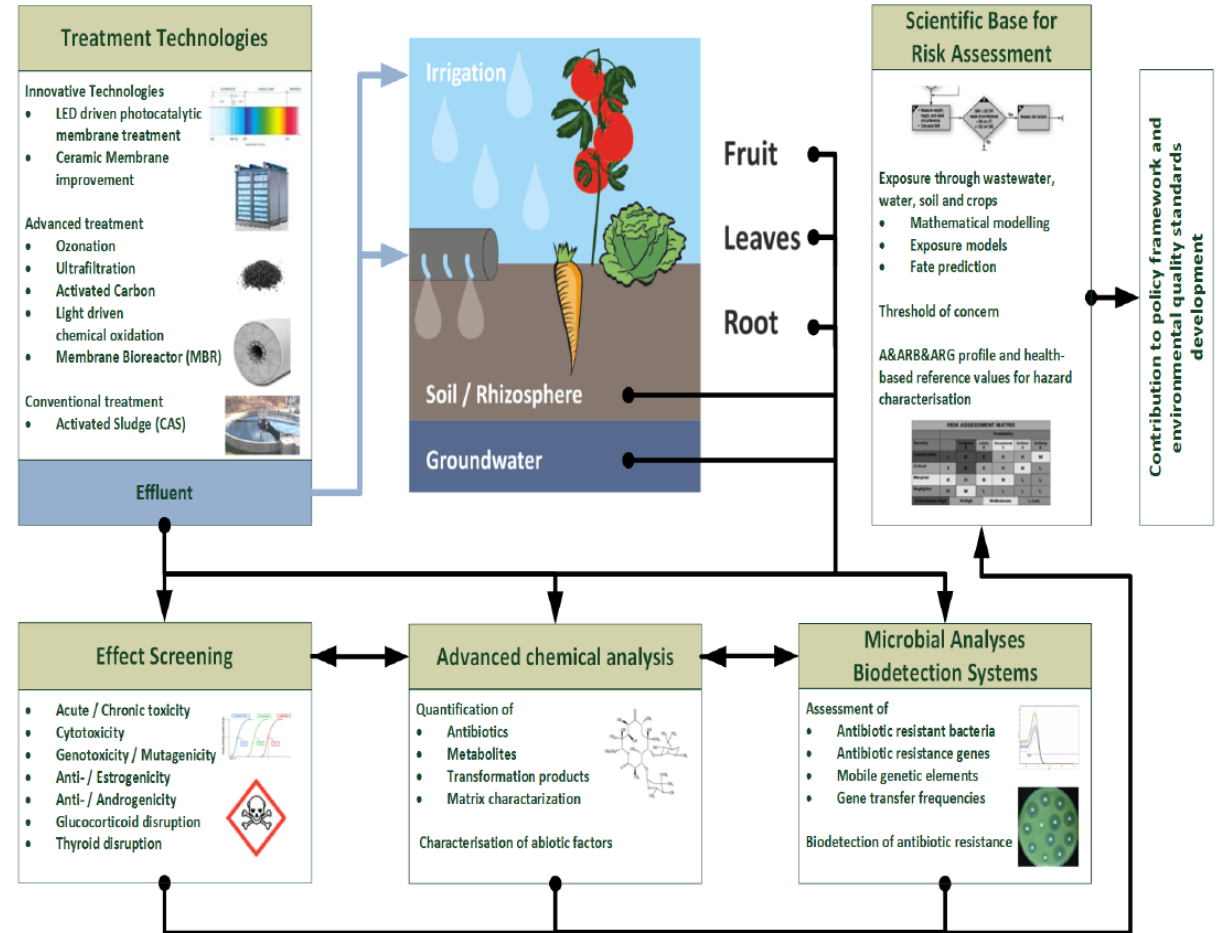
REQUIRED SUB-HEADINGS:

- **Overall methodology:** Describe and explain the **overall methodology** including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives.
- **Integration of methods and disciplines to pursue the objectives:** Explain how expertise and methods **from different disciplines** will be brought together and integrated in pursuit of your objectives.
- **Gender dimension and other diversity aspects:** Describe how the **gender dimension and other diversity aspects** are taken into account in the project's research and innovation content.
- **Open science practices:** Describe how appropriate **open science practices** are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives.
- **Research data management** and management of other research outputs
- **Artificial Intelligence** (if applicable)

METHODOLOGY

- Explain the **concepts, models and assumptions** emerging from the state of the art
- Which **techniques, methods, instruments** will be used to achieve your scientific objectives
- Explain **multi-/interdisciplinary** aspects

Conceptual Framework



Source: [ANSWER ITN](#)

1.2 SOUNDNESS OF THE PROPOSED METHODOLOGY

GENDER ASPECTS



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Gender balance refers to share of different genders in a research team; **NOT to be discussed here, but under 3.2 (supervisors) & Part b2 (consortium management).**

Gender equality refers to equal treatment of men and women (for example by employers) – Gender equality plan is an eligibility criterion for public bodies, HE institutions and RES organisations.
NOT to be discussed here, but under 4 (recruitment strategy).

Gender dimension and other diversity aspects in R&I content refers to the integration of sex and/or gender analysis through the entire R&I cycle, from the setting of research priorities through defining concepts, formulating research questions, developing methodologies, gathering and analysing sex/gender disaggregated data, to evaluating and reporting results and transferring them to markets into products and innovations which will benefit all citizens and promote gender equality. **This has to be addressed under 1.2**

1.2 SOUNDNESS OF THE PROPOSED METHODOLOGY

OPEN SCIENCE PRACTICES AND RESEARCH DATA MANAGEMENT

Open Science Practice		Mandatory	Recommended
Early and open sharing of research	<ul style="list-style-type: none"> Preregistration, registered reports, preprints, etc. 		Yes
Research output management	<ul style="list-style-type: none"> Data management plan (DMP) 	Yes	
Ensure reproducibility of research outputs	<ul style="list-style-type: none"> Information on outputs/tools/instruments and access to data/results for validation of publications 	Yes	
Open access to research outputs through deposition in trusted repositories	<ul style="list-style-type: none"> Open access to publications Open access to data Open access to software, models, algorithms, workflows etc. 	Yes, for peer-reviewed publications and research data ('as open as possible as closed as necessary')	Yes, for other research outputs.
Participate in open peer-review	<ul style="list-style-type: none"> Publish in open peer-reviewed journals or platforms 		Yes
Involving all relevant knowledge actors	<ul style="list-style-type: none"> Involve citizens, civil society, and end-users in co-creation of content (e.g., crowd-sourcing, etc.) 		Yes

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POLICY-BRIEF: OPEN SCIENCE

Deliverable 3.11

NETWORK OF THE MARIE SKŁODOWSKA-CURIE ACTIONS NATIONAL CONTACT POINTS

Task 3.6
Issued by:
Issued date:
Work Package Leader:

Policy Briefs
UKRI-UKRO
09 June 2023
InnovationAuth (IL)

RESEARCH DATA - OPEN BY DEFAULT



STRENGTHS & WEAKNESSES: 1.2

+ The choices of methodology are **well described and justified**, and are suitable to solve the research questions. Inter- and multidisciplinary aspects are very well considered in the research methodology, with strong interaction foreseen between partners coming from different domains.

+ **Gender dimensions** and other diversity aspects are **credibly discussed** as being relevant for the proposed research.

+ The proposal **clearly describes** the ways in which **open science practices** will be followed including provision to deal with the tension between open access and the protection of IP to facilitate exploitation. The **plan for data management** is comprehensive and sound.

- The whole section on methodology has been insufficiently described and it **is not clearly indicated** which parts of the proposal are novel, particularly in terms of the introduction of novel technologies.

- The proposed research methodology is **not sufficiently detailed**. It lacks information on the specific use cases in the proposed application sectors.

- The plans for adopting open science practices and how they are integrated in the overall methodology are **described briefly and in generic terms**. The concrete measures to adapt these practices to the activity are missing. For example; open access tools, reproducible research, open science evaluation and citizen science are neither adequately presented nor explained.

- **Diversity issues** beyond gender are **not addressed**.

TRAINING PROGRAMME

TRAINING

Specialized Training Courses that provide professional and personal development opportunities beyond what ESRs are generally exposed to in the course of their PhD training

Complementary/soft skills courses, such as writing and publishing research, preparation of research proposals and project management, entrepreneurship/commercial exploitation of research results, presentation skills, ethics, IPR, gender balance in research, etc.

Local Scientific Training Courses

Strong interaction with private sector (e.g. via ESRs' secondments)

Trainings are adapted to researcher's **specific needs** (**Personal Career Development Plan**, updated every year)



- **Balance between**
 - Individual training-through-research
 - Local doctoral programme
 - Network-wide training
- **And**
 - Scientific training
 - Transferable skills training
 - Inter-sectoral exposure

1.3 QUALITY AND CREDIBILITY OF THE TRAINING PROGRAMME

Table 1.2 b Main Network-Wide Training Events, Conferences and Contribution of Beneficiaries

	Main Training Events & Conferences	ECTS (if any)	Lead Institution	Project Month (estimated)
Technical Training				
1	VHDL design/implementation in FPGAs (1 week)		UNIFI	9
2	Effective parallel programming in modern C++ (2 days)		SDS	10
3	HLS (High Level Synthesis, 3 days)		ICCS	11
4	Designing in FPGA SoCs e.g. Zynq (1 week)		ICCS	11
5	Course on MRF (3 days)		IMAGO7	36
6	Technology in space applications, with reference to ASI and ESA research activities (2 days)		KI	46
Schools				
1	GPU programming school (2 days)		SDS	22
2	School at Fermilab (2 students/year, 2 months)		UNIFI	18,30,42
3	CMS detector upgrade school (1 week)		UNIFI	33
4	MAX Design flow and OpenSPL programming (3 days)		MAX	24, 34
Administrative and Management Trainings, transferable skills				
1	Italian language courses (2-months lessons)		UNIFI	When in Pisa
2	SixSigma Quality Management		GEGR-E	27
3	PHD+, technology transfer		UNIFI	36-38
4	TRIZ Problem Solving Tool		GEGR-E	39
Scientific Contribution in Conferences/Workshops				
1	PUMA Workshops		All	11,19,26,37,48
2	Contributions to Hipeac CSW		SDS	19,31,43
3	1 IMAGO7 event		IMAGO7	14
4	FTK workshops @CERN		UNIFI	17, 29, 41
5	Special Session Organization at Conferences/Workshops		ICCS	1/year

EXAMPLE – Network wide training events

STRENGTHS & WEAKNESSES: 1.3

- + The proposal involves an **excellent doctoral training programme** with clearly defined objectives focused on specialist training, emphasizing digital skills, as well as broader training.
- + A **well designed** training programme is proposed. The network activities are carefully planned, involving all network nodes, and planning both scientific and useful complementary skills training. There is a **good consistency** between the local training, research activities, and the network training programme.
- + The **role of the non-academic sector** in the training programme is clear and relevant. Non-academic partners will consistently advise, guide, and contribute to planned training activities.

- The overview of the training program is not cohesive and **not in line with the scientific and non-scientific objectives** of the proposal.
- The network-wide training events and their complementarity with the programmes offered locally at the participating organisations are **insufficiently elaborated**, and do not adequately consider gender and diversity effects.
- The proposal **lacks detail** on the duration of webinars and on-site training events across the network.
- It is **not fully clear** what the **nature of the secondments** will be and how they will complement the research programme carried out in their home institutions.

1.4 QUALITY OF THE SUPERVISION (INCLUDING MANDATORY JOINT SUPERVISION FOR INDUSTRIAL AND JOINT DOCTORATE PROJECTS)

REQUIRED SUB-HEADINGS:

- **Qualifications and supervision experience of supervisors**

Explain the **supervision experience** of each supervisor

Ensure it is very clear **who will supervise** each doctoral candidate

- **Quality of supervision arrangements for DN**

Ensure there are adequate **monitoring and feedback mechanisms** in place

Think in advance about **conflict resolution**

Refer to the **Charter and Code & Guidelines for MSCA supervision**

- **Quality of the joint supervision arrangements** (including mandatory joint supervision for DN-ID and DN-JD).

Explain the **arrangements** for joint supervision, and the **synergy**

PI	Expertise & Publications	Supervision Experience & Leadership Roles	ESR
Prof. Jose Bagan, MD, DDS, PhD (UVEG)	Oral medicine and pathology, discovery of novel biomarkers for treatment of OSCC; 326 publications	43 PhDs completed; 3 PhDs in progress; Head of Stomatology and Maxillofacial Surgery; Coordinator of Doctoral Programme in Clinical Dentistry; Director of research and teaching at University General Hospital in Valencia; Director of the School of Doctoral Programmes for UVEG	1, 3
Prof. Richard Kennedy, MB, BAO, Bch, BSc, PhD, FRCP (QUB)	Medical oncology and drug discovery, 90 publications	10 PhDs completed; 6 PhDs and 4 clinical fellows in progress; Director for undergraduate academic training in medicine	2, 4

STRENGTHS & WEAKNESSES: 1.4

- + All supervisors have the necessary research qualifications and a strong record of training and mentoring young researchers to become experienced, mature and independent scientists. All partners agree to comply with the comprehensive standards supervising of PhD candidates.
- + Progress monitoring of the individual projects of PhDs are very well described and have all elements to ensure the success of Fellows' individual research projects and equip them with transferable skills for their life and career.
- + All beneficiary supervisors have international research teams with PhD students and postdocs leading large teams that include visiting scientists. The supervisor and co-supervisor will work together and will complement each other.
- + The supervision arrangements are clearly described and well designed, assuring an interdisciplinary and intersectoral oversight of the doctoral candidates' activities.

- The proposal does not sufficiently address supervisory arrangements or the specific support of co-supervisors. Mentoring and guidance for the professional development of future careers are not sufficiently demonstrated.
- The supervision arrangements are insufficiently described and imprecisely planned; moreover, the proposal lacks a clear plan of supervisors' involvement, appropriate progress monitoring and feedback mechanisms.
- A shortcoming is that details on the qualifications and experience of some of the specific supervisors are difficult to disentangle from the proposal.

2. IMPACT

2.1 Contribution to structuring doctoral training at the European level and to strengthening European innovation capacity

2.2 Credibility of the measures to enhance the career perspectives and employability of researchers 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

2.1 CONTRIBUTION TO STRUCTURING DOCTORAL TRAINING AT THE EUROPEAN LEVEL AND TO STRENGTHENING EUROPEAN INNOVATION CAPACITY, INCLUDING THE POTENTIAL FOR:

a) meaningful contribution of the non-academic sector to the doctoral training

Demonstrate how the exposure of ALL the fellows to the non-academic sector is meaningful, i.e. it has sufficient duration and content to ensure:

- o the employability of the trained fellows in the non-academic sector
- o excellence and impact of the research training (local and the network wide training, including transferable skills),
- o complementary supervision,
- o hosting secondments (specific training),
- o networking opportunities, etc.

2.1 CONTRIBUTION TO STRUCTURING DOCTORAL TRAINING AT THE EUROPEAN LEVEL AND TO STRENGTHENING EUROPEAN INNOVATION CAPACITY, INCLUDING THE POTENTIAL FOR:

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b) developing sustainable elements of doctoral programmes

Sustainability of training programmes and transferable skills training offered at local or network-wide level

Sustainable cooperation/ long lasting collaboration and secondment opportunities

Sustainability of researcher's recruitment according to the Code of conduct for the recruitment of researchers

For JD proposals, explain **how you will continue the joint degree process** in the consortium after the JD project is finished, the possibilities for the new collaboration projects or further funding opportunities

Refer to **Salzburg II Recommendations** & **Principles for Innovative Doctoral Training**

Mention any contribution to **strengthening European innovation capacity**

STRENGTHS & WEAKNESSES: 2.1

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+ The contribution to structuring doctoral training at the European level is convincing and the benefits towards academic and non-academic sectors are very well sustained. European innovation capacity is expected to go beyond the state of the art in the specific field of perinatal cells in regenerative medicine.

+ The proposed structure of double doctorates in topics of cutting edge research, with the exposure to varied expertise required to reach a common goal, contributes significantly to the strength of this proposal in terms of its impact in structuring doctoral training at the European level.

+ Project will strengthen substantially European innovation capacity, and promises to foster Europe's competitiveness in circular agriculture/ food and feed sectors by narrowing the gap between industry and academia.

- Sustainability of the research doctoral programme with respect to already established circular feed systems in various university setting is not fully elaborated.

- Concrete measures to ensure sustainability and durability of the doctoral program are only slightly outlined.

2.2 CREDIBILITY OF THE MEASURES TO ENHANCE THE CAREER PERSPECTIVES AND EMPLOYABILITY OF RESEARCHERS AND CONTRIBUTION TO THEIR SKILLS DEVELOPMENT

Explain the impact of the research and training on the fellows' careers

Describe the potential employment sectors that the doctoral candidates might end up working in. Consider both academic and non-academic career opportunities.

Present an analysis of how the elements of the programme (i.e., trainings –research and soft skills, secondments, communication /dissemination / exploitation activities) will make them employable in these sectors. Focus on the impact (do not repeat skills).

Do not repeat how these skills will be delivered, instead focus on the impact of the skills on the doctoral candidate's employability

Make a strong link between your programme's elements, the EU policies about researcher careers/ employability, and any sectoral policies referring to skill gaps in the relevant sector

2.2 CREDIBILITY OF THE MEASURES TO ENHANCE THE CAREER PERSPECTIVES AND EMPLOYABILITY OF RESEARCHERS AND CONTRIBUTION TO THEIR SKILLS DEVELOPMENT

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.

EXAMPLE – Skills gained and employment potential

+ The combination of skills and experience will make the young researcher an attractive employee to both private and public sectors through concrete measures training in translational research from academia and industry, their **career prospects and employability will be increased convincingly**.

+ The proposed research and training will have a **significant impact on the long-term career perspectives of the doctoral candidates** because, among other advantages, they will grow their expertise and skills in a very promising research field that is still in its infancy.

- Additional skills to the entrepreneurial ones are not sufficiently described to convincingly justify how they will **enhance DC's employability**.

- Despite the convincing contribution of the project to the improvement of transferable and non-academic skills of the doctoral candidates, very little emphasis is given to **improving their methodological 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



REQUIRED SUBHEADING

- **Plan for the dissemination and exploitation activities, including communication activities**

Describe the planned measures to maximise the impact of your project by providing a first version of your **'plan for the dissemination and exploitation including communication activities'**.

Regarding **communication measures and public engagement strategy**, the aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.

Activities must be strategically planned, with **clear objectives**, start at the outset and continue through the **lifetime of the project**.

The description of the communication activities needs to state the **main messages** as well as the **tools and channels** that will be used to reach out to each of the chosen target groups.

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

REQUIRED SUBHEADING

- Plan for the dissemination and exploitation activities, including communication activities



Dissemination and Public Engagement



Scientific dissemination activities:

- Journal publications
- Conferences/workshops
- Book Chapters
- Publication in Scientific Newsletters
- Patents
- Seminar talks
- Scientific talks



Dissemination tools/materials:

- Website
- Social media
- Newsletters
- Brochure
- Flyers

Public engagement activities:

- Press articles
- Visits to schools/universities
- Radio/TV talks
- Visit to end-users/public
- Video/audio clips
- Café Scientifique
- Open/Info Days
- Science Festivals/weeks

Source: [ANSWER](#) ITN project

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

REQUIRED SUBHEADING

- **Strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.**

Outline plans to exploit any IP/ commercial potential arising from the programme.

Briefly describe the role of any Technology Transfer Office or similar in helping you to commercialize the results.

Describe the potential impact of exploiting the commercial potential of the research results.

European IP Helpdesk.

STRENGTHS & WEAKNESSES: 2.3

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+ The dissemination and communication strategy is extensive, presenting a credible and structured plan for the exploitation and dissemination of outputs, which is based on the effective use of appropriate on and offline tools to target different audiences and relevant performance indicators.

+ Sound dissemination and exploitation policies are included: i.e. project's research findings will remain available on the project website after its completion.

+ The proposal provides a comprehensive strategy for the management of intellectual property and foresees protection measures, consortium and confidentiality agreements.

- Given the current strenuous and rather long publication processes, the expectation of doctoral candidates to have two accepted articles by the end of the doctoral training (M48) might be slightly ambitious.

- Outreach activities to the public, health care providers, decision-makers and other actors in society are generic and insufficiently considered.

- The exploitation strategy is not sufficiently discussed, namely at the level of some of the envisaged demonstrators.

2.4 THE MAGNITUDE AND IMPORTANCE OF THE PROJECT'S CONTRIBUTION TO THE EXPECTED SCIENTIFIC, SOCIETAL AND ECONOMIC IMPACTS (PROJECT'S PATHWAYS TOWARDS IMPACT)



- Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project.
 - Expected scientific impact(s)
 - Expected economic/technological impact(s)
 - Expected societal impact(s)

Be specific, referring to the effects of your project, and not R&I in general in this field.

The more, the better but be realistic

State the target groups that would benefit

Magnitude (how widespread) and importance (value of the benefits achieved)

STRENGTHS & WEAKNESSES: 2.4

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- + Expected **scientific impacts are relevant** for knowledge of the role of microbiome in a circular production system.
- + The proposal has the potential to **deeply impact both academic and policy sectors** by providing human capital and expert knowledge in the cutting edge field of informality and precarity that is of interest to governmental, NGO, business and scientific stakeholders.
- + Proposal will **impact European policies**, particularly Green Deal, by improving agro-ecosystem planning and sustainable agricultural production in circular feed systems.

- The description of the potential scientific, technological, economic and societal impact is **broad and generic without focusing on specific results generated from the proposal.**
- Although the proposal addresses the expected societal and economic impacts in a good way, how the project's results will make a difference in terms of **impact beyond the immediate scope and duration of the project is not sufficiently demonstrated.**

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)
- **List of major deliverables** (table) including the awarding of doctoral degrees, where applicable (also after the end of the action)
- **List of major milestones** (table)
- **Fellow's individual projects** (table) including secondment plan

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

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

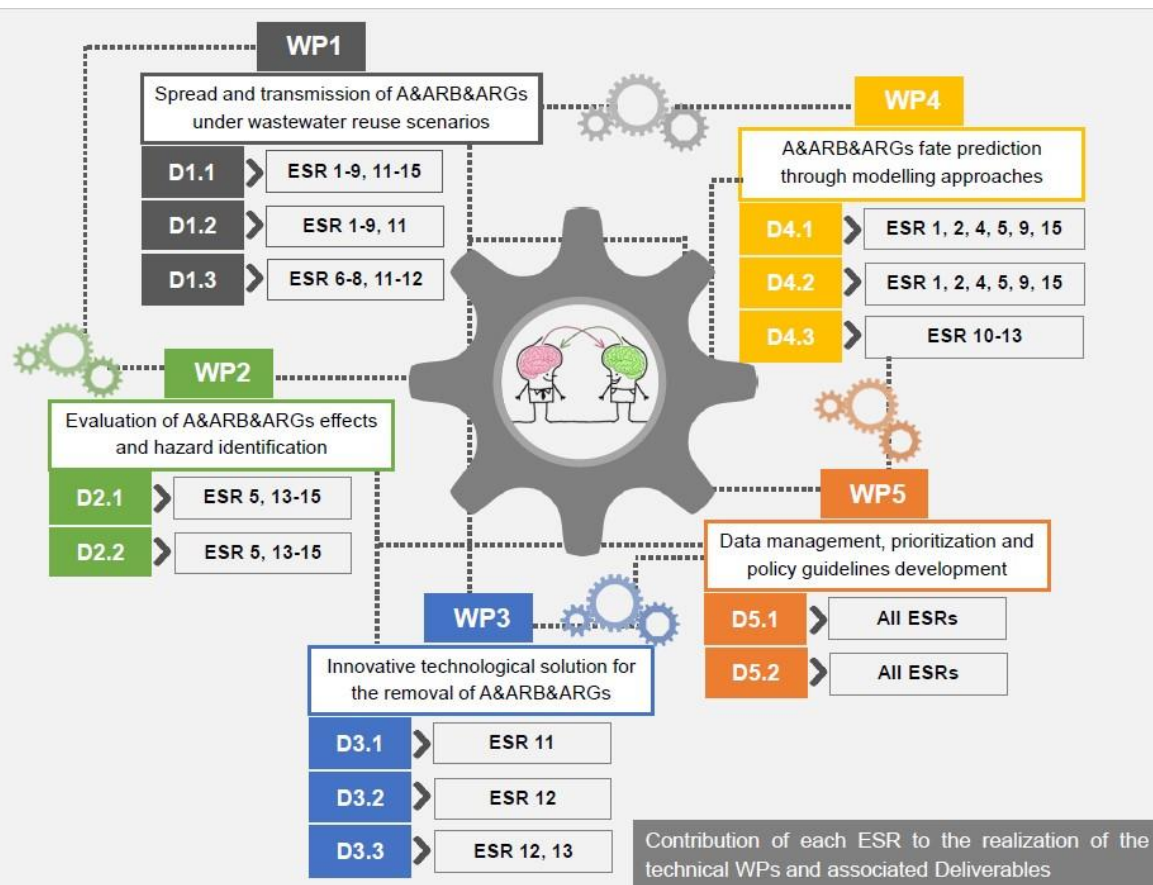
Describe the **overall structure of your work plan**, then each Work Package.

Demonstrate logical **links between the Work Packages**.

It is usual practice to include **3 or 4 Research WPs** (matching the description in Section 1.2 Methodology). Also include **non-research Work Packages**: Management WP; Training WP; Dissemination/ Exploitation/ Communication/ Public Engagement WP

The work plan for the programme research and training objectives must be **coherent and efficient**. It must convince the evaluators that you are able to achieve the objectives set

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



EXAMPLE OF OVERALL WORKPLAN

Source: [ANSWER ITN](#) project

Table 3.1 a Work Package Descriptions

Work Package Number	1	6-42
Work Package Title	Biomarker Discovery (research/training)	
Lead Beneficiary	UVEG (Jose Bagan)	
Objectives (A) To train ESRs in state of the art techniques related to biomarker discovery, (B) To identify novel panels of biomarkers for OOC, (C) To pursue an avenue of translational research utilising identified biomarkers as therapeutic targets, (D) To identify potential molecules for IP protection and patenting		
Description of Work and Role of Beneficiaries/Partners Task 1.1. (Lead: UVEG; Participants: TCD, NIBRT; ESR 1). Identify differences in salivary glycan profiles in different disease stages of OSCC. TCD will provide expertise in inflammatory markers analysis using flow cytometry and other immune assays. NIBRT will provide expertise in glycan analysis, ranging from isolation of salivary protein glycans through to glycan structural identification using liquid chromatography and mass spectrometry technologies. Task 1.2. (Lead: QUB; Participants: Almac Diagnostics and TCD; ESR 2). Develop integromic biomarkers capable of predicting response to chemotherapy in early stage OAC. QUB together with Almac will analyse whole genome sequencing, methylation and microarray data aiding in biomarker discovery. TCD will functionally analyse the underlying biology of predictive classifiers. Task 1.3. (Lead: UVEG; Participants: IME-SP; ESR 3). Develop a diagnostic test based on salivary inflammatory markers as a predictor of an OSCC patient's response to radiotherapy. IME-SP will utilise the Mesoscale discovery platform to determine the inflammatory cytokine profile of patient samples.		
Deliverables 1.1 Report on correlation of salivary inflammatory & glycan markers with stages of OSCC (M24) 1.2 Report on correlation of salivary marker level with tumour control in radiotherapy patients (M24) 1.3 Report on identification of molecular signatures predictive of response to chemotherapy (M24) 1.4 Report on retrospective validation of resultant predictive classifiers (M36) 1.5 Awarding of PhD degree to ESRs 1-3 (M48)		

EXAMPLE OF WP

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

Table 3.1 c Deliverables List

<i>Scientific Deliverables</i>							
Number ¹⁰	Deliverable Title	Short description	WP No.	Lead Beneficiary Short Name	Type ¹¹	Dissemination Level ¹²	Due Date (in months)
<i>Management, Training, Recruitment¹³ and Dissemination Deliverables</i>							
Number	Deliverable Title	Short description	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	Due Date (in months)

Table 3.1 d Milestones List

Number	Title	Related Work Package(s)	Lead Beneficiary	Due Date ¹⁴	Means of Verification ¹⁵

Table 3.1 e Recruitment Table per Beneficiary

Researcher No.	Recruiting Participant (short name)	PhD awarding entities	Planned Start Month 0-45	Duration (months) 3-36 (48 for DN-JD)
1.				

Table 3.1 f Individual Research Projects

If applicable and relevant, linkages between the individual research projects and the work packages should be summarised here (one table /fellow).

Fellow (e.g. researcher 1)	Host institution	PhD enrolment*	Start date (e.g. Month 6)	Duration (e.g. 36 months)	Deliverables (refer to numbers in table 3.1b)
Project Title and Work Package(s) to which it is related:					
Objectives:					
Expected Results:					
Planned secondment(s): Host, supervisor, timing, length and purpose					
* Enrolment in Doctoral degree(s):					
DN-JD specific: institutions where the researcher will be enrolled to obtain a joint/double or multiple doctoral degree should be included					
DN and DN-ID: institution where the researcher will be enrolled to obtain a doctoral degree should be included					

If possible & meaningful, in the other sector

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

- **Risk management at consortium level**

Include a list incorporating **research risks and project management risks** (impacting the ability of the project to achieve its objectives).

Describe **practical mitigation and contingency plans** for both.

▼

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

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

REQUIRED SUBHEADING:

- Appropriateness of the infrastructure and capacity of each participating organization

Describe how the consortium has the necessary **state-of-the-art infrastructure** (databases, laboratories, research and scientific equipment, software, etc.), and **premises to host and implement all aspects of the programme** (research, training, administration, communications, exploitation, etc.).

Describe the overall **operational capacity and staff resources** are sufficient to host and train researchers.

Point out that consortium participants are **leaders in their field** and have all the research infrastructure, expertise and appropriate capacity for training programmes.

Make sure that the **hosting arrangements of the doctoral candidates are consistent** across the consortium.

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

REQUIRED SUBHEADING:

- Consortium composition and exploitation of participating organisations' complementarities

Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate

Explain how the consortium and supervisors are the best choice to implement this programme

Complementarities/synergies between all participants and how these will be exploited to deliver an excellent programme (use a diagram or table).

How their previous experience makes them suitable for their tasks in this programme.

Also, state if you have had previous direct experience with cooperation in research projects (e.g., MSCA ITN, MSCA RISE, COST Action or another research project).

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

REQUIRED SUBHEADINGS:

- Commitment of beneficiaries and associated partners to the programme

The **role of associated partners** and their active contribution to the research and training activities should be described.

Outline the commitment of each participant by showing that they are **all highly active in the project** – refer to earlier sections.

It is vital to highlight **strong non-academic sector involvement**.

- Funding of non-associated third countries (if applicable)
Why are they engaged?

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

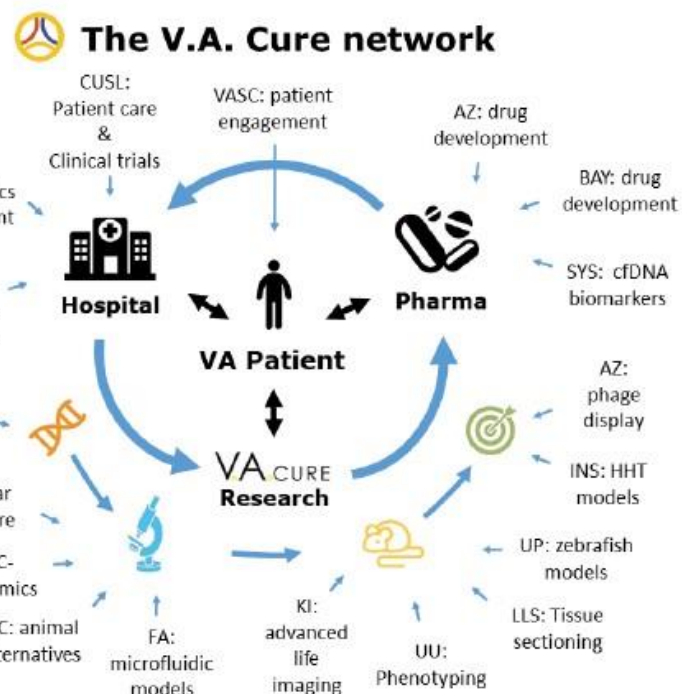


V.A. Cure Network:



complementary contributions of all partners to the network.

8 universities,
7 companies,
a hospital and
a patient
organisation



Connection to networks to show that the research is not isolated and will bring benefits to many people.

Vikkula © 2018

EXAMPLE OF CONSORTIUM EXPLANATION

STRENGTHS & WEAKNESSES: 3.2

MSCA-NET

+ Necessary infrastructure and capacity to host researchers is well demonstrated. The proposal presents clearly a set of well-organised hosting arrangements scattered in the different institutions that have the infrastructures and the operational capacity to carry out the programme.

+ Consortium has the necessary experience and knowledge to support DCs. Beneficiaries and associated partners are complementary in expertise and are well committed.

- Proposal lacks a sufficient description of hosting arrangements for the DCs.
- The governing structure of the network is neither sufficiently clear, nor well organised.
- The synergies at the consortium level and the cross-fertilisation among the existing expertise are not fully demonstrated.

B2 : 4. RECRUITMENT STRATEGY

Before as part of 3.1.

Centralised recruitment is best.

Describe the application process, applicant requirements, composition of selection committees, decision making/selection process.

Use **EURAXESS Jobs** and funding portal to advertise.

Explain **employment conditions** (employment contracts with full social security benefits are mandatory unless prevented by national legislation).

Have in mind **gender-balanced recruitment**. If applicable and relevant to your research area, describe how you will recruit a gender-balanced mix of doctoral candidates, e.g. targeted advertising to women-in-science groups (e.g. IEEE Women in Engineering, plus multi-disciplinary groups such as the European Platform of Women Scientists).



Our Recruitment Strategy



Recruitment guidelines were prepared by the project coordinator and distributed among the **beneficiaries**



Establishment of three-member Selection/Evaluation Committees for each ESR position (partners from academic and non-academic sector)



Advertisements of the open positions were prepared and distributed well in advance



Skype interviews and **face-to-face interviews** were used during the selection process (in various cases University committees were formed for the selection)

Source: [ANSWER](#) ITN project

Suggested **Management Structure**: Supervisory board (main body), External Advisory group, Project management team, Doctoral candidate committee, committees related to work packages: training/ doctoral studies committee, Communication and Public engagement committee, Research coordination committee, Dissemination, IP and exploitation committee.

Describe each Committee (**composition and role**). Gender balance is very important.

Explain **decision-making processes** (e.g., simple majority or 2/3 majority rules) and conflict resolution strategy.

Describe the use of the **Consortium Agreement** and what it will cover – a good example is available from the DESCA website (<https://www.desca-agreement.eu/desca-model-consortium-agreement/>)

Describe the **financial management strategy** – resource planning and allocation of finances. Ensure it is clear that the financial resources are allocated transparently and efficiently across the consortium so that the money is linked to the delivery of the programme.

Where doctoral degrees in participating organisations require 4 years, if possible, state where you will find the **additional funds for the additional year**: evaluators are specifically instructed by REA to reward this proactivity with extra points, but not penalise proposals which don't.

Describe the **internal communications strategy** to keep the consortium and the doctoral candidates in regular contact, e.g., intranet or other document repository, regular face-to-face and/or virtual meetings.



A Supervisory Board is mandatory. This is the main decision-making body for the network. All beneficiaries and supervisors are represented, plus at least one doctoral candidate representative (consider rotating representation among all doctoral candidates).

Associated Partners can be represented in the SB with or without voting right.

Briefly describe the main activities of the Board, including regular meetings. Detailed decision-making procedures can be explained in Part B2 – section 4 – Network organisation.

Be conscious of having gender-balanced membership.



The goal of the MSCA Green Charter is to encourage sustainable thinking in research management.

Describe sustainable measures of implementation and procedures on organisational and consortium level, e.g.,

- to reduce, reuse and recycle, promote green purchasing for project-related materials,
- ensure the sustainability of project events,
- use low-emission forms of transport,
- promote teleconferencing whenever possible,
- use sustainable and renewable forms of energy,
- develop awareness on environmental sustainability, etc.

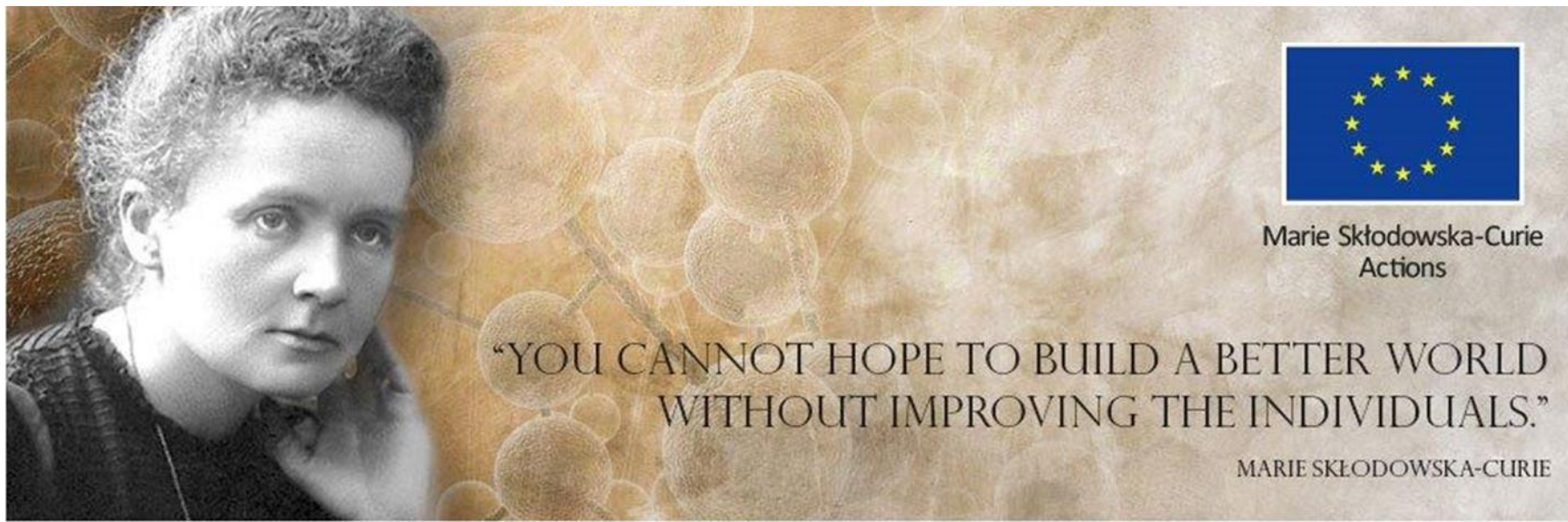
If you have included training for the Doctoral Candidates in ‘green aspects’, you may also include it here.

B2 : 8. PARTICIPATING ORGANISATIONS

Beneficiary Legal Name:	
General Description	<i>Short description of the activities relevant to the action</i>
Role and Commitment of key persons (including supervisors)	<i>Including names, title and the intended extent of involvement in the action (in percentage of full-time employment) of the key scientific staff who will be involved in the research, training and supervision</i>
Key Research Facilities, Infrastructure and Equipment	<i>Outline the key facilities and infrastructure available and demonstrate that each team has sufficient capacity to host and/or offer a suitable environment for supervising the research and training of the recruited researchers</i>
Status of Research Premises	<i>Please explain the status of the beneficiary's research facilities – i.e. are they owned by the beneficiary or rented by it? Are its research premises wholly independent from other beneficiaries and/or associated partners in the consortium?</i>
Previous Involvement in Research and Training Programmes, including H2020 ITN	<i>Detail any relevant EU, national or international research and training actions/projects in which the beneficiary has previously participated. Please clearly mention any previous involvement in H2020 ITN funded project(s), including project(s) acronym and reference number.</i>
Current Involvement in Research and Training Programmes, including H2020 ITN	<i>Detail any relevant EU, national or international research and training actions/projects in which the beneficiary is currently participating. Please clearly mention any current involvement in ongoing ITN funded project(s), including project(s) acronym and reference number.</i>
Relevant Publications/datasets/softwares/ Innovation Products/ other achievements	<i>Max. 5 Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.</i>

Associated Partner Legal Name:	
General description	
Key Persons and Expertise	
Key Research Facilities, Infrastructure and Equipment	
Previous and Current Involvement in Research and Training Programmes	
Relevant Publications/datasets/softwares/ Innovation Products/ other achievements	<i>Max. 3 Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.</i>

Include whatever is relevant for the project!



¡Muchas gracias!

Xavier Eekhout

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