

Marie Skłodowska-Curie Actions Horizon Europe

Postdoctoral Fellowships 2022

20th June 2022

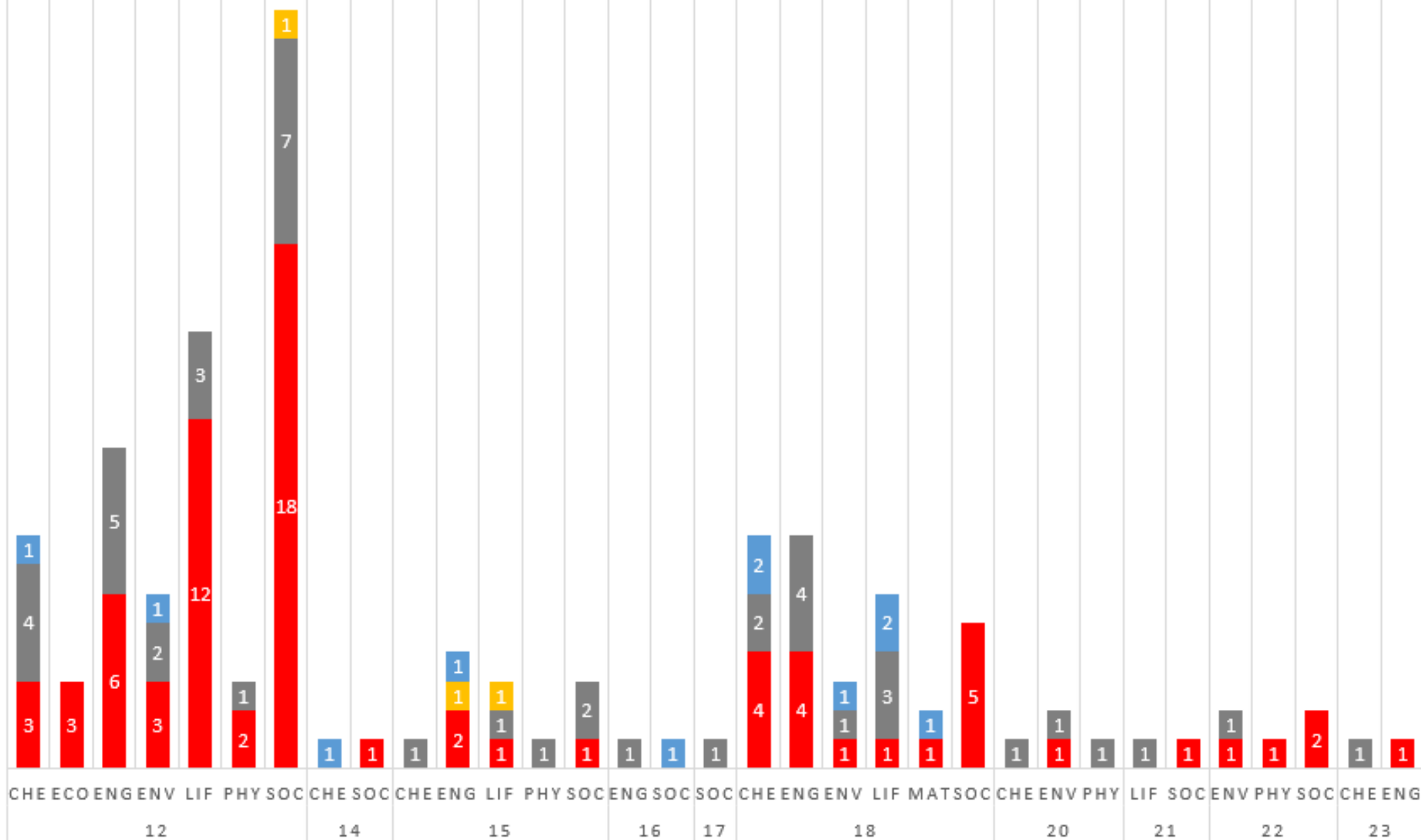
Jesús ROJO

CONTENT

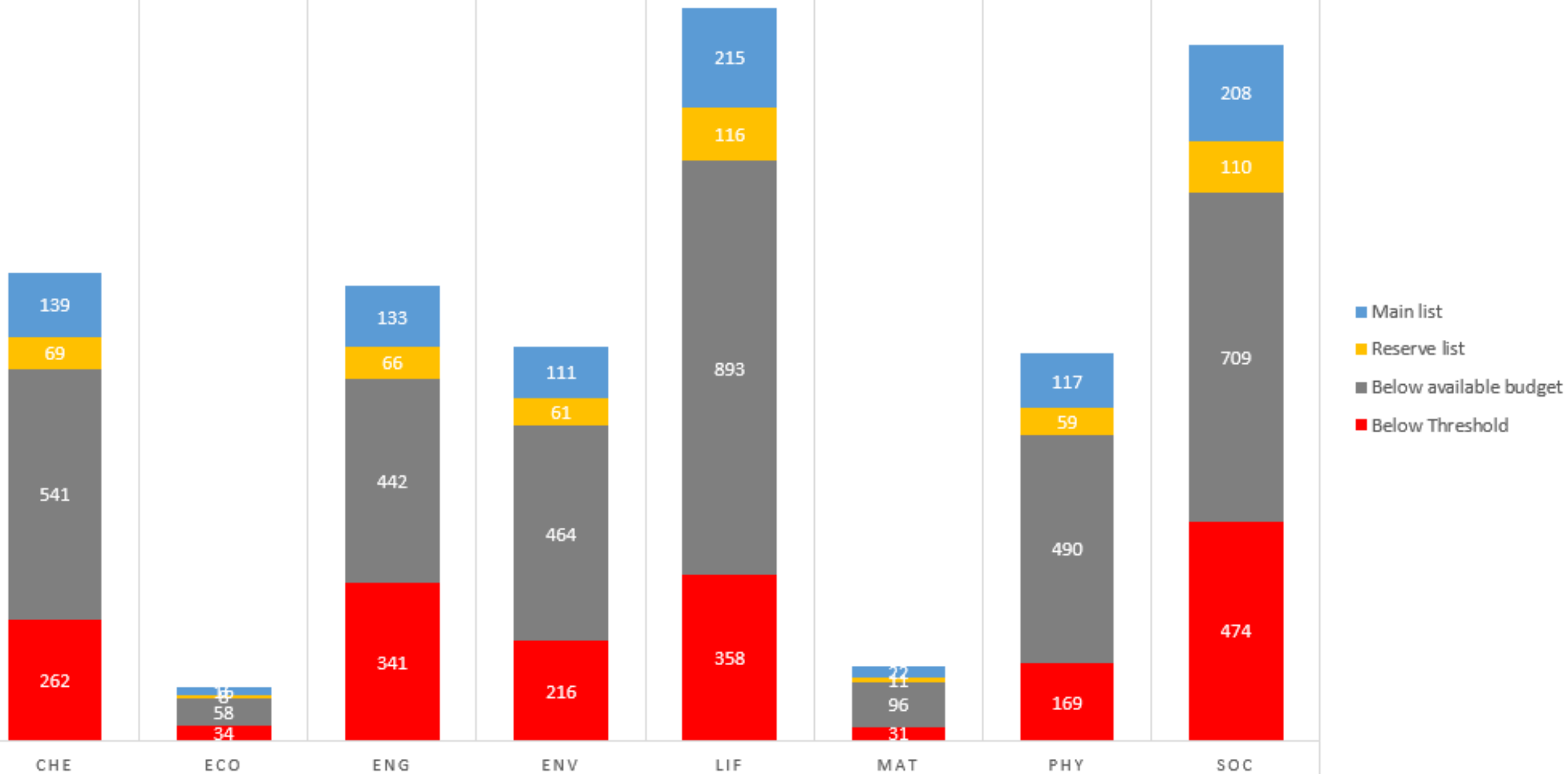
- ESR analysis and Recommendations

MSCA PF 2021: EF PROJECT DURATION VS STATUS

- Main list
- Reserve list
- Below available budget
- Below Threshold

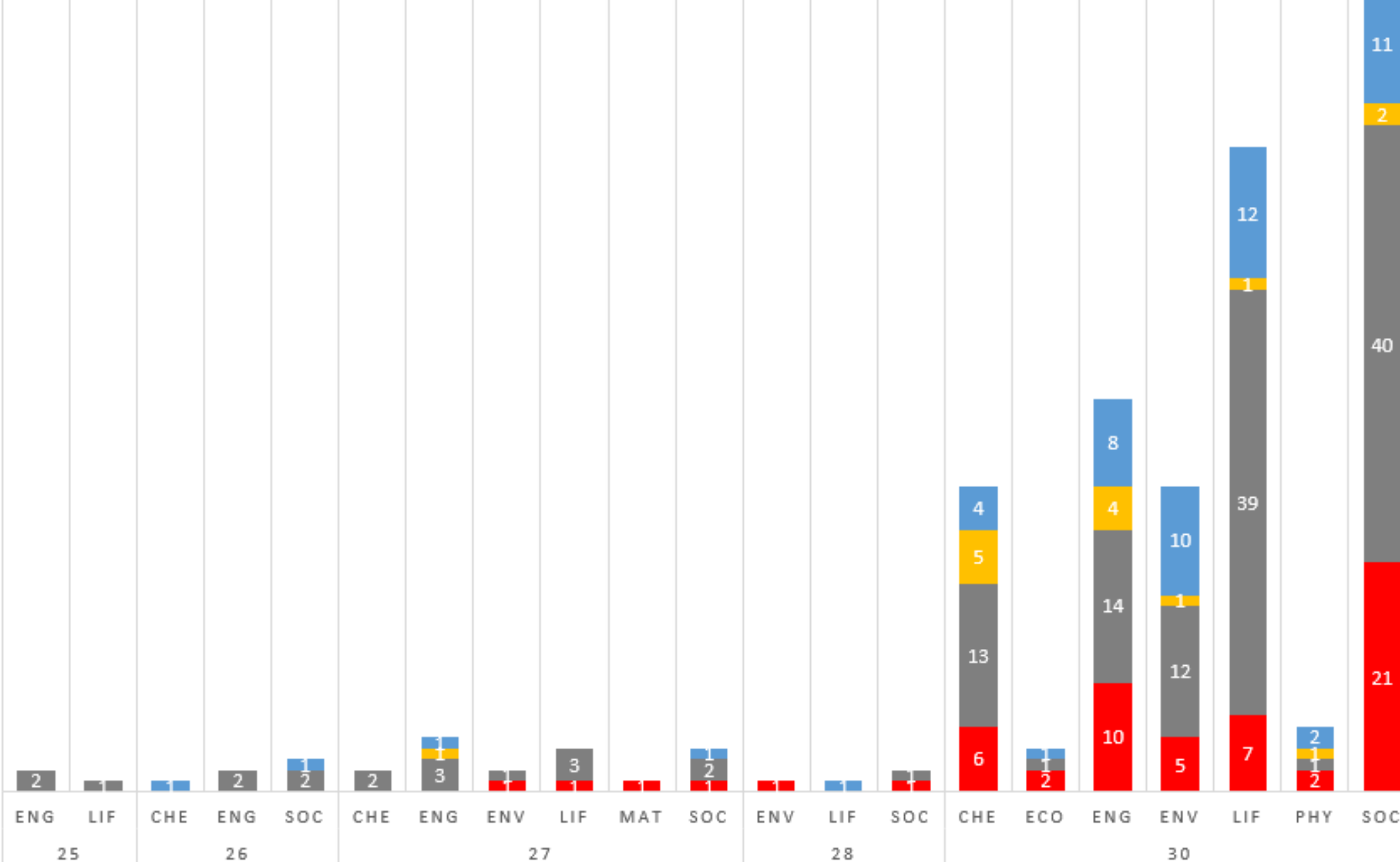


MSCA PF 2021: EF PROJECT DURATION VS STATUS

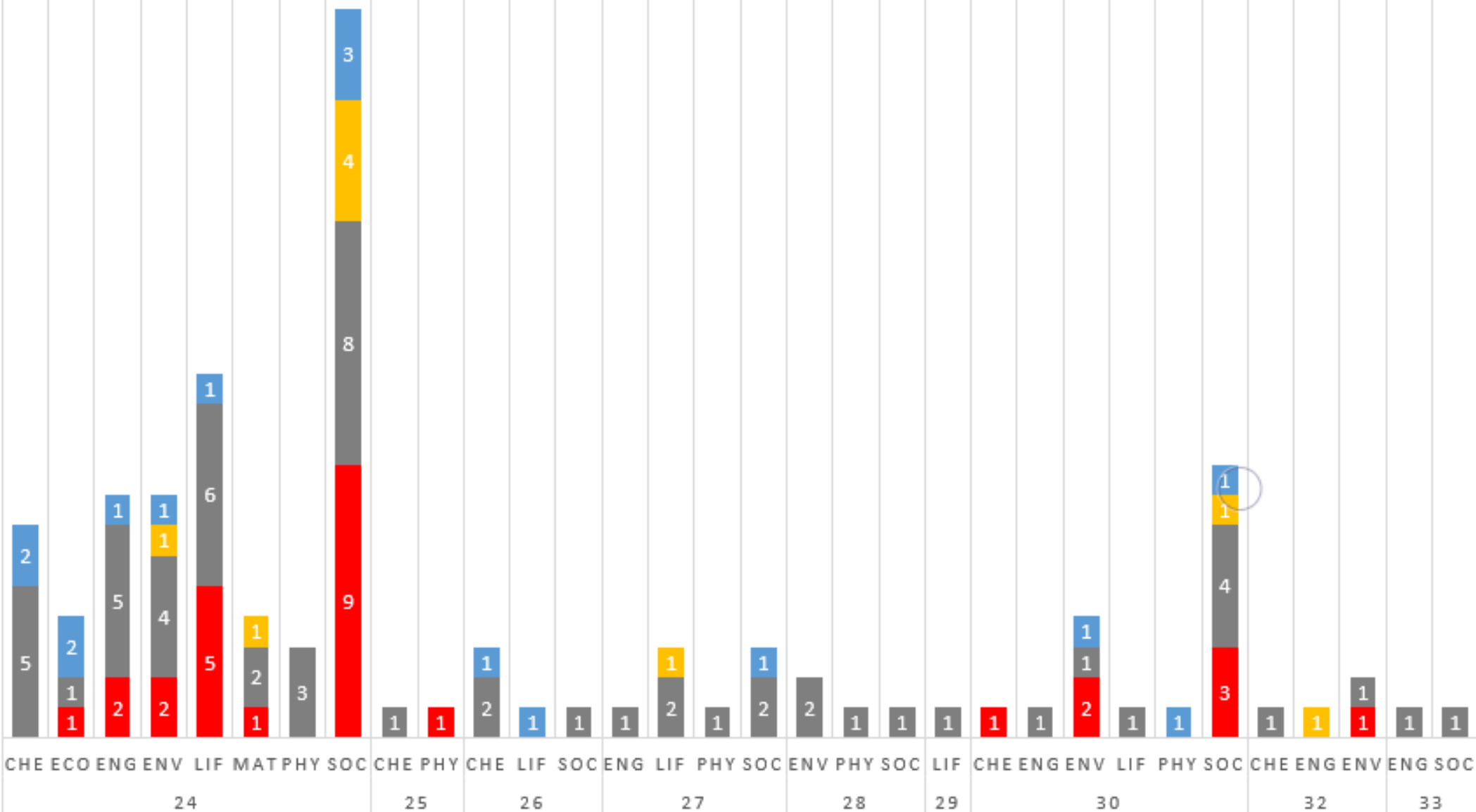
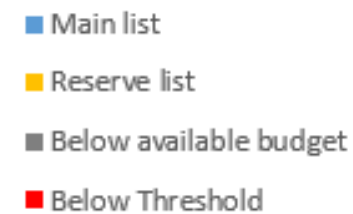


MSCA PF 2021: EF PROJECT DURATION VS STATUS

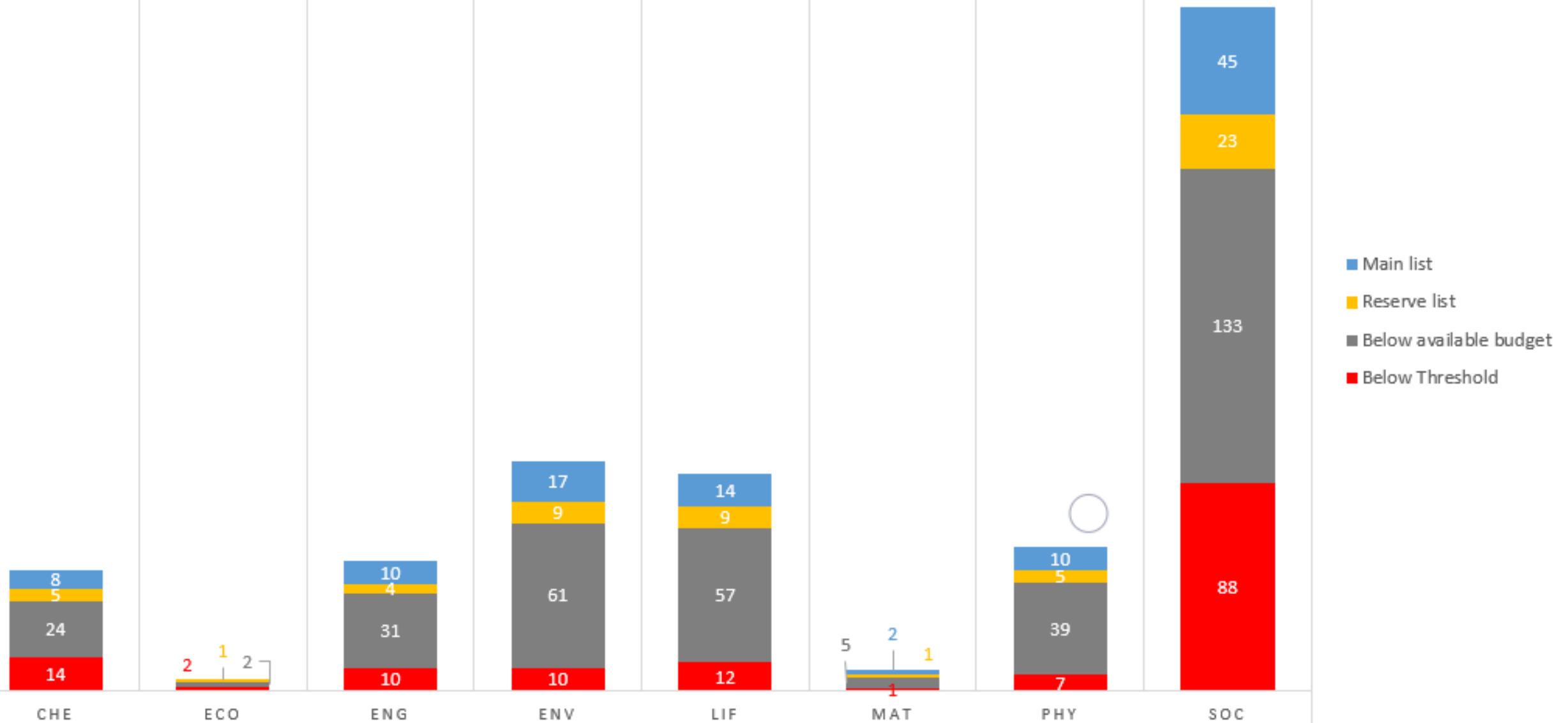
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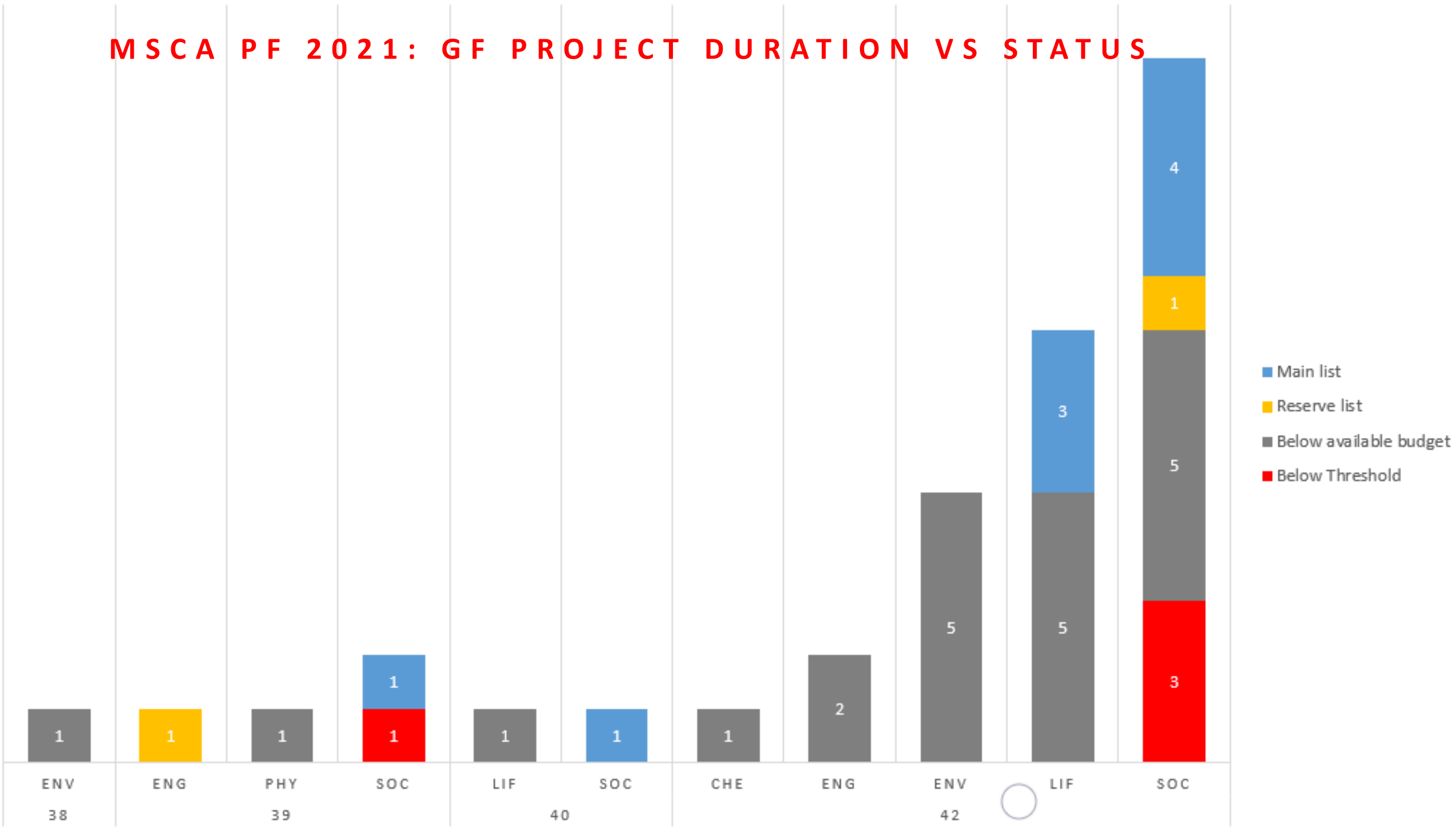
MSCA PF 2021: GF PROJECT DURATION VS STATUS



MSCA PF 2021: GF PROJECT DURATION VS STATUS



MSCA PF 2021: GF PROJECT DURATION VS STATUS



LESSONS LEARNED



WEAKNESSES - EXCELLENCE

1.1

Quality and pertinence of the project's research and innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)

- The **novelty of the proposal** is somewhat **reduced** by the **earlier work of the host group** with closely related systems, as the main ideas have already been published by the host group.
- The extent to which the proposal goes **beyond the state of the art is not clear**. The innovative value of the project is average.
- Description of the **state-of-the-art is limited to technical problems and description of new products** which appeared in the market. The research aspects are outlined but are not sufficiently detailed.
- The **state-of-the-art is not sufficiently presented**, and therefore the **innovation objectives of the proposal can not be well determined**.
- The review of the state-of-the-art is not fully comprehensive and provides a limited view of the current development in the field.
- The **proposal is overambitious** and the progress with respect of the state of the art is not clearly demonstrated, considering in particular the state of play in the field
- The research objectives are explorative and the **results are difficult to measure and verify**.
- The proposal presents in an **insufficient manner the means to reach the objectives** and how to measure and verify them.
- A significant **degree of innovation with respect to similar previous studies is not convincingly demonstrated**. New ideas that could lead to a significant breakthrough cannot be clearly recognised.
- The planned **activities, specific objectives, and benefits** of the **secondment** to the researcher and host institution **are not explained** in sufficient detail.

WEAKNESSES - EXCELLENCE

1.2

Soundness of the proposed methodology (including interdisciplinary approaches)

- Regarding the foreseen **methodology the proposal is lacking relevant details** concerning the preparation and characterization of the XXXXXXXX.
- The **interdisciplinary character** of the proposal is **insufficiently described** and structured.
- The proposal is **not sufficiently convincing** on several **methodological points**:
 - 1) there is an insufficient justification for these three cases. **Insufficient information is provided** about important research design decisions. XXXXXX, XXXXXX, and XXXXXX are presented as cases, without providing adequate justification for case selection;
 - 2) there is **insufficient detail** on **how the survey experiments would be executed** (expected effect sizes, statistical power, and possible interaction effects);
 - 3) **how the word embeddings approach to text analysis** can identify and reveal group bias/identity salience.
- There is **little detail on literature, archives, or datasets to be used**. The explanation of how human participants will be approached (how, when, who, etc.) is insufficient.
- The description of **methodology is vague and general**, thus not going sufficiently into specific details.
- The **interdisciplinary nature of the proposal is limited**: multiple techniques are used, but most of them are common tools in the field of XXXXXXXXXX.
- There is an **insufficient elaboration** of **how different interdisciplinary methods** will be brought together.
- The proposal **lacks clear presentation** of the **interdisciplinary relevance of the proposal**.
- The **interdisciplinary approach** of the research and respective challenges are **not clearly defined** in the proposal.

WEAKNESSES - EXCELLENCE

1.2

Gender dimension and other diversity aspects:

- **Gender and generational dimensions are defined** as elements to be investigated, **but the proposal fails to adequately specify how these two dimensions would be analysed.**
- The **integration of gender and identity issues in the planned research activities is not sufficiently detailed** to be convincing. **References to gender theories** and to case studies that may be **relevant for the analysis of diversity questions are not adequately included in the proposal.**
- Although the gender dimension is an integral part of the work, the **proposal does not sufficiently explain how gender differences will be considered and analyzed.**
- The gender aspects discussed in the proposal are not relevant, as the **discussion is mainly based on gender-balance within the team, rather than** being related to the research.
- The gender dimension of the project is **addressed in an unconvincing way.**
- The gender dimension is only **briefly mentioned** in the context of **sampling design.**
- Although considering the gender dimension in one of the tasks, the proposal **does not** convincingly **address gender aspects that are particularly relevant to the proposal's general objective** (i.e. gender gaps in unemployment rates, but also different gender behaviour throughout the business cycle).
- Gender aspects are not sufficiently motivated: **they are restricted to the analysis of the impact of gender status.**
- Potential gender and diversity aspects relating to the proposed research activities are not clearly defined in the proposal. The proposal **does not clearly explain how gender aspects in medical applications will be considered.**
- **Although the proposal appears gender neutral, a gender dimension is claimed, but not satisfactorily justified.**

WEAKNESSES - EXCELLENCE

1.2

Open science practices:

- **Open science is not appropriately addressed.**
- **Not enough detail** is presented on the **strategy for targeting open science practices.**
- Open science practices are **not discussed in sufficient detail** and **do not ensure general access** to the data generated **during the proposal's lifetime.**
- The approach of **open science practices as an integral part of the proposed methodology is not included** in an adequate manner.
- **Open science practices are not sufficiently implemented in the methodology.** The proposal **does not convincingly address real Open Science practice aiming data and results sharing.**
- The quality of the **open science practices** is **not fully demonstrated**, especially with regards to e.g. **pre-registration or pre-print actions.**
- **Open science practices** are briefly presented, in a **very generic** way.

WEAKNESSES - EXCELLENCE

1.2

Research data management and management of other research outputs: Applicants generating/collecting data and/or other research outputs (except for publications) during the project must explain how the data will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable).

- Open science practices and data management are not sound enough. **Not enough details are provided for data storage, open data, and their integration in research.**
- The practices of open science are not described in detail; in particular, it is **not clear if and how access to the data will be organized.**
- The proposal **lacks a credible open data strategy.** The implementation of open science practices is **not evident**, for example, regarding the **databases generated during the project** sufficiently take into consideration the differences in skin composition and in the use of cosmetic products that are expected to exist.

WEAKNESSES - EXCELLENCE

1.3

Quality of the **supervision**, training and of the two-way transfer of knowledge between the researcher and the host

- The **supervisor's experience in the guidance** and further career development of young researchers is not credibly delineated.
- Planned **meetings between the researcher and the supervisor are not clearly described** for the two-way transfer of knowledge.
- The **scientific background of the supervisor** is inadequately described. (COMPANY)
- The supervisor has extensive experience in their field, but their qualifications for this specific research are not substantiated. Also their **expertise with regard to supervising** on postdoc level is **not sufficiently explained**.
- **Members of permanent staff** at the host institution, other than the main supervisor, who could provide additional support to the proposal when necessary, are **not sufficiently clearly described**.
- The **qualifications of the supervisor for the secondment** period are presented with limited detail.
- The **supervisor's expertise in the topic** of the proposal is **not** fully supported by an **adequate track record of publications**.
- The supervisor's **track record regarding supervision** and training of graduates and postgraduates was not clearly demonstrated.

WEAKNESSES - EXCELLENCE

1.3

Quality of the supervision, **training** and of the two-way transfer of knowledge between the researcher and the host

- The **training plan is superficially** described and lacks concrete measures.
- The **planned activities** in terms of **newly acquired experimental skills** by the researcher is **not** sufficiently **described**.
- **Training** activities for the researcher are **limited to standard training** through the research. **Other aspects** of training (management, horizontal and key transferrable skills) are **not** sufficiently **discussed**.
- The planned training activities **do not include fundamental training** in XXXXXX which the researcher does not have sufficiently demonstrated experience in.
- The proposal **lacks** a clear **identification of training opportunities on non-specialist skills**.
- The **training segment** of the proposal is **underdeveloped**, revealing insufficient information regarding seminars, courses, and international meetings to be attended.
- **Training in skills** such as **project management** and research proposals' preparation is **insufficiently documented**.
- The proposal **insufficiently covers training activities** for the development of the researcher's management, horizontal and transferable skills
- **Technical training at secondment** is **insufficiently described**.

WEAKNESSES - EXCELLENCE

1.3

Quality of the supervision, training and of the **two-way transfer of knowledge** between the researcher and the host

- The **transfer of knowledge** from the researcher to the host is **insufficiently explained** and their **expertise overlap to a large extend**.
- The **transfer of knowledge** from the **host institution to the researcher** is not convincingly elaborated.
- The two-way transfer of knowledge is insufficiently addressed in the proposal, and therefore it is **unclear** whether there will be an **effective gain by both parties** from this interaction.
- Relatively **little attention** is given to the transfer from the **researcher to host institution**. There is limited indication on **what new knowledge the researcher would bring to the host institution**.
- The complementary research skills that will form the basis for the two-way transfer of knowledge between the host institution and the researcher are not demonstrated convincingly in the proposal. In this regard, the **researcher claims they will bring expertise in XXXXXX technology**, which however, is **already embedded** in the **host group**. Overall, the researcher and host institution have **very similar rather than complementary competencies**.
- The **novelty of skills offered by the researcher** to the host institution is **not** sufficiently **explained**.

WEAKNESSES - EXCELLENCE

1.3

Quality of the supervision, training and of the **two-way transfer of knowledge** between the researcher and the host

- **Methodological gains for the host team** resulting from the planned two-way knowledge transfer are **insufficiently** articulated.
- **Insufficient details** on potential **support from the host's international collaborators** and **scientific networks** toward researcher **reduces the quality of their new outreaching experience acquired**.
- The **knowledge transfer** from the researcher to the host is not credible as the researcher has **not** convincingly **identified areas where they possess more knowledge than the host**. There is **considerable overlap** between their skill sets, with the host possessing a broader skill base in the fields specified in the proposal.
- The activities planned to assure the two-way transfer of knowledge between the supervisor and the researcher are not described in sufficient detail. E.g. it is **unclear how the supervisor will interact with the researcher**.

WEAKNESSES - EXCELLENCE

1.4 Quality and appropriateness of the researcher's professional experience, competences and skills

- The researcher does **not demonstrate** a sufficiently **competitive record of publications** for level of experience and field of research.
- The **scientific output of the researcher** in relation to the **time spent in academic research** is **very modest**.
- The researcher has a **narrow publication profile and a limited experience** in the presentation of research in international contexts in relation to the age. **Previous management experience and skills** are **not** clearly **specified**.
- The researcher has a **modest publication record for their career stage**.
- The proposal does not mention the researcher's competencies in proposal leadership or independent work.
- Several complementary training activities (e.g. field work, international collaborations, supervising students) are not convincingly described and there is no detailed information on how they can strengthen the researcher's skills .
- The **researcher's professional experience** does **not** sufficiently show **knowledge and contacts** with NGOs, which are part of the research proposal.
- The **researcher's experience** (and publication record) specifically in the **field** of xxxxxxxx **is weak**.

WEAKNESSES - EXCELLENCE

1.4 Quality and appropriateness of the researcher's professional experience, competences and skills

- Taking into account the **number of years of research beyond PhD**, the **track record of international** publications is rather **moderate**.
- The researcher shows a rather **limited track record** in terms of **independence and skills**.
- The **CV** of the researcher **does not yet demonstrate enough independence**, as most publications are written with the same group of more experienced collaborators.
- The **scientific independence of the researcher** to carry through the proposal is **not clearly supported**, especially in light of having almost exclusively **always worked with their PhD advisors**.
- The **researcher's experience** has primarily been achieved in a **technical field of research not directly related to the scope of the proposal**. Therefore the **professional skills are therefore not optimally aligned** with the objectives of the proposal.
- The **researcher's ability to valorise research in high quality international journals** is insufficiently demonstrated.

PUNTOS CLAVES EN EXCELENCIA

- Proyecto novedoso, realista en sus objetivos y con un estado del arte actualizado.
- Metodología adecuada e inclusión de otras disciplinas
- Aspectos de género y Diversidad. Descripción del valor añadido al proyecto.
- Open Science y la Gestión de los Datos presente en la propuesta.
- El Supervisor y su rol en el proyecto. Guía MSCA de Supervisión!
 - Integración del fellow // Monitorización del fellow y proyecto // Desarrollo de Carrera
- La formación en detalle durante el proyecto tanto Científica como Transversal. Enlace con las perspectivas de carrera y la empleabilidad del investigador/a
- La transferencia de conocimiento. Importante que no haya mucho solapamiento entre supervisor / fellow / Departamento. Remarcar el aporte del fellow.
- Alineamiento entre el perfil del fellow y lo ambicioso del proyecto.

WEAKNESSES - IMPACT

2.1

Credibility of the measures to enhance the career perspectives and employability of the researcher and contribution to his/her skills development. **Expected skill development of the researcher.**

- **Significant improvement in the scientific and soft skills** of the researcher is **not** sound or convincing.
- The **proposal continues the long-term scientific activity of the researcher** in XXXXXX. The added value of the proposed research to future career prospects is not adequately highlighted.
- The measures aimed at **acquisition of transferrable skills**, such as **publication/grant writing skills** and **leadership**, to gain impact on the researcher's career perspectives, are **not fully convincingly outlined**.

WEAKNESSES - IMPACT

2.1

Credibility of the measures to enhance the career perspectives and employability of the researcher and contribution to his/her skills development. **Expected impact** of the **proposed research and training activities** on the researcher's **career perspectives inside and/or outside academia**.

- The proposal **does not** fully **identify the potential practical opportunities** offered by its activities, nor appropriate measures to increase the **researcher's employability in the industrial sector**.
- The proposal **does not describe how training opportunities and programs** of the host institution would **impact the researcher's career perspectives**.
- The proposal **does not address** in sufficient **detail** how the researcher can actively **participate jointly with the supervisor in aspects of the project management**.
- How the expected skills to be developed during the proposal will be utilized to **improve the professional maturity and employability of the researcher** has **not been clearly justified**.
- The proposal **does not rationalise** convincingly the **benefits for the researcher's career of the host-afforded opportunity to supervise students**.
- The programmed **secondment in the industrial associated partner is not explained** enough to assess its impact on the **career perspectives of the researcher**.
- The proposal **does not describe** in sufficient detail the **impact that the project will have on the researcher's long-term career**. The **career perspective** is narrowly **focusing only** upon a **permanent academic position**.

WEAKNESSES - IMPACT

2.1

Credibility of the measures to enhance the career perspectives and employability of the researcher and contribution to his/her skills development. **Expected impact** of the **proposed research and training activities** on the researcher's **career perspectives inside and/or outside academia**.

- The **impact of the planned research** on the career prospects of the researcher is not fully demonstrated as the objectives are not sufficiently elaborated.
- The credibility of the **proposed measures to enhance the career perspectives and employability** of the researcher in academic and nonacademic sectors is not convincingly demonstrated. The **new knowledge and skills that will be acquired are not sufficiently linked to adequately defined career development and employability plans**, neither related to the researcher's career path.
- Given the **number of post-graduated and post-doctoral research positions** occupied by the researcher in the past, and the fact that the **PhD studies were made with the same supervisor**, the expected enhancement of the researcher's career perspectives is overestimated. Also, the **researcher's plan to achieve financial independence** (for example through an **ERC starting grant**) is not adequately described and **does not sound realistic**.

WEAKNESSES - IMPACT

2.2

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

- **Communication** toward the **industrial community** is **not sufficiently taken into account**, despite the fact that the planned research is closely aligned with chemical sector expectations.
- The strategy for **communication of results to the general public** through **outreach activities** has not been planned in sufficient detail.
- The **dissemination strategy to peers** is **overambitious**. The number and aim of **targeted journals** is **not credible** based on the information provided in the proposal.
- Dissemination of the results to target **audiences other than scientific** have been **discussed in insufficient detail**. The communication of the action's results to the **non-specialized public** **lacks in sufficient planning**.
- The **quantitative outputs** of the planned dissemination and communication activities are not clearly presented in the proposal. There is **little specific information** in the proposal regarding the level and **number of publications/conferences/press releases**/interactions/internships that are planned to be created.
- Limited information is provided on **how outcomes will be exploited** and conveyed to important **potential stakeholders** such as XXXXXXXX.
- The plan for **scientific publications and conferences** is discussed only in **broad terms**.
- The **audience beyond academia**, notably the **industry and policy makers**, has **not** been adequately **addressed** in terms of **dissemination and exploitation plans**.

WEAKNESSES - IMPACT

2.2

Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities. Strategy for the management of intellectual property, foreseen protection measures

- The exploitation and management of IP and related protection measures have not been sufficiently detailed. Moreover, the **potential conflict between open access publishing and patenting** of results has **not** been **adequately addressed**.
- The **strategy for the management and protection of intellectual property** is **not** described in **sufficient detail**.
- **Management** of the intellectual property of the results (i.e. possible **patents**) is not described in sufficient detail.
- There is **no sufficient information** about the **IP management**, in the context of possible **comercialisation** activities.
- The proposal **insufficiency describes** the plans to protect intellectual property. For example, it refers to the possibility to **commercialise the technology** but details regarding **existing IP rights and how novel IP rights can be protected** are largely missing. This is particularly critical given the involvement of **different hosts**.
- **Plans for exploitation** of results of the research project are not fully elaborated. In that respect, **specific issues** related to **IPR sharing and management** are not sufficiently considered for this action, which involves a **secondment institute**.

WEAKNESSES - IMPACT

2.3

The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts

- The societal and economic **impact on the long term** is not fully credible because the use of critical raw materials is **not sufficiently addressed** in the proposal.
- **Short-term societal and economic impact** is limited, and not convincingly described beyond the **immediate scope** of the proposal.
- Even though the proposal has the potential of developing knowledge with an **important economic impact**, the **potential economic impact** is **not supported** by a sufficiently **detailed IP strategy**.
- The proposal does **not** give an **appropriate quantified** estimate of the proposal's contribution to the expected outcomes and impacts.
- It is not credibly justified that the outcome of the proposed work would have an **impact beyond the immediate scope and duration of the proposal**.
- The discussion of the **societal and economic impacts is not credible**, as the proposal does not sufficiently detail the **link** between **modeling outcomes** and **technological applications**.
- The potential **impact of the obtained results**, at economic and societal levels, achieved during the **duration** of the **project** are mentioned in a **very generic and limited mode** in the proposal, **failing** to describe the importance and magnitude of the expected results. Aspects related with **economic importance** together with **market issues** connected to the obtained results are **limited and insufficient**.

WEAKNESSES - IMPACT

2.3

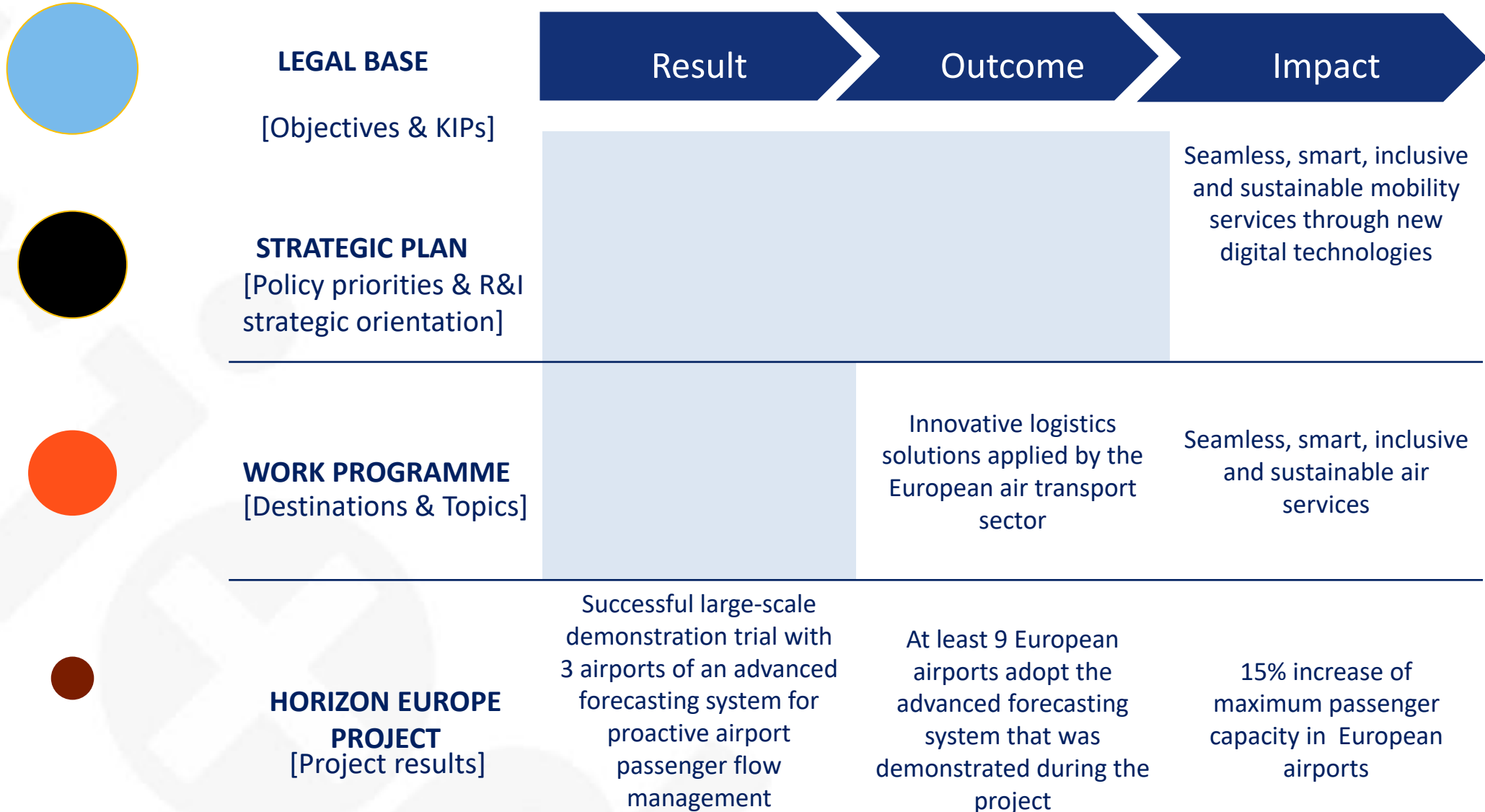
The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts

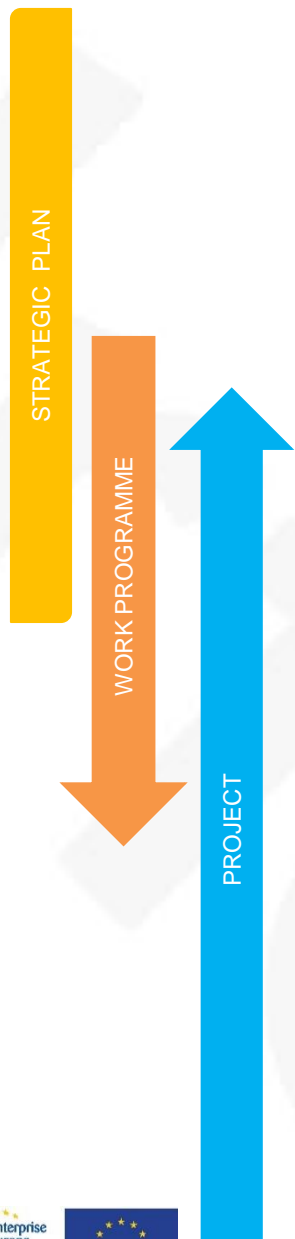
- The **description of societal and economic impacts** in the proposal **only** insufficiently elucidates their **significance**. The offered **discussion is too brief and very generic**. The described **impacts lack specific details** to be convincing.
- The scale of the **expected scientific, societal and economic impacts**, as they are outlined in the proposal, are **too ambitious and unrealistic**. The proposal does not sufficiently ground its anticipated societal impact.
- The **economic impacts** are **very broad and not realistically** presented.
- **scientific, economic and social impact** including beyond the implementation period.
- The impact of the expected outcomes beyond the immediate scope and duration of the project is not sufficiently addressed. **Scientific, societal and economic impacts are not convincingly illustrated**. Moreover, quantified estimates on how the proposed research contributes to those impacts are not clearly indicated.
- The **expected outcome of low cost, high performance materials** is unlikely to be realized, due to the above reasons, hence the impact would be limited, **far from the one predicted in the proposal**.
- The **project's contribution to the expected economic and societal impacts** is not sufficiently **quantified** to be fully credible.
- The proposal does **not include enough substantiated arguments** to motivate a **credible economic impact**.

PUNTOS CLAVES EN IMPACTO

- Argumentar como toda la sección de excelencia aporta Impacto en la carrera del fellow.
 - Skills que obtendrá
 - Empleabilidad y su futuro en la academia y posibilidades en el sector no académico.
- Plan de explotación, diseminación y Comunicación realista y completo. Incluir indicadores de cumplimiento, audiencias a las que dirigirse. Dependiendo del proyecto ajustar las audiencias: importante usuarios finales, empresas pero también ciudadanos y stakeholders.
 - Numero de artículos que se publicarán
 - Congresos
 - Eventos de Comunicación, cuantificar audiencias...
- Estrategia de gestión y protección de la IP. Fundamental que esté ajustada a la naturaleza del proyecto. Importante trabajo conjunto con la OTRI / Dpto Legal de la Institución. Describir los procedimientos, capacidades y experiencia de la institución.
- Enfoque coherente en el Impacto de la Propuesta.

IMPACT IMPLEMENTATION IN HORIZON EUROPE





EC POLICY PRIORITIES	Political Guidelines for the European Commission 2019-2024 (and other key strategic documents - e.g. Green Deal)
KEY STRATEGIC ORIENTATIONS FOR R&I	Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference
IMPACT AREAS	Group of expected impacts highlighting the most important transformation to be fostered through R&I
EXPECTED IMPACTS ⇒ DESTINATIONS <i>= General objectives</i>	Wider effects on society (incl. the environment), the economy and science enabled by the outcomes of R&I investments (long term). <div> <i>Strategic Plan & Work Programme:</i> R&I contribution to seamless, smart, inclusive and sustainable mobility services </div> <div> <i>Project :</i> Increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs </div>
EXPECTED OUTCOMES => TOPICS <i>= Specific objectives</i>	Effects of Horizon Europe projects such as uptake, diffusion, use and deployment of the projects' results by direct target groups (medium term) <div> <i>Work Programme :</i> Innovative accessibility and logistics solutions applied by the European Transport sector </div> <div> <i>Project :</i> At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project </div>
PROJECT RESULTS <i>= Operational objectives</i>	What is produced during the project implementation, such as innovative solutions, algorithms, new business models, guidelines, policy recommendations, methodologies, publications, database, prototypes, trained researchers, new infrastructures, proof of feasibility, networks, etc. (short term) <i>Project (by the end of its implementation):</i> Successful large-scale demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management

HORIZON EUROPE IMPACT



4

LONG TERM

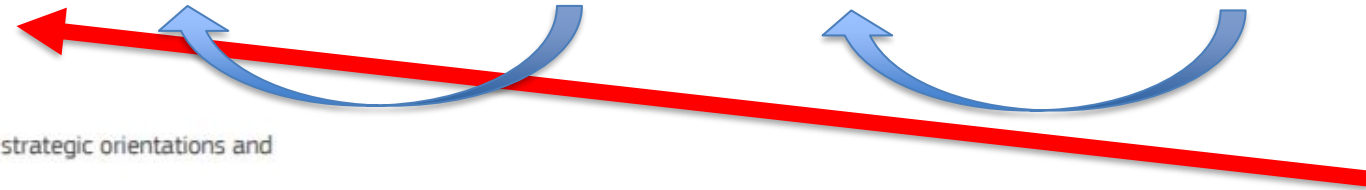
MEDIUM TERM

SHORT TERM

EXPECTED IMPACT

EXPECTED OUTCOMES

RESULTS



PATHWAY TO IMPACT

Cluster 3 will support in particular the following two Horizon Europe key strategic orientations and impact areas associated to them²⁴

KEY STRATEGIC ORIENTATIONS FOR R&I	KSO A: Promoting an open strategic autonomy by leading the development of key digital, enabling and emerging technologies, sectors and value chains	KSO D: Creating a more resilient, inclusive and democratic European society
IMPACT AREAS	Competitive and secure data-economy Secure and cybersecure digital technology	A resilient EU prepared for emerging threats A secure, open and democratic EU society
EXPECTED IMPACTS	14. Increased cybersecurity and a more secure online environment	11. Enhanced disaster risk reduction 12. Improved air/land/sea border management & maritime security 13. Tackling crime and terrorism, and threats to infrastructures

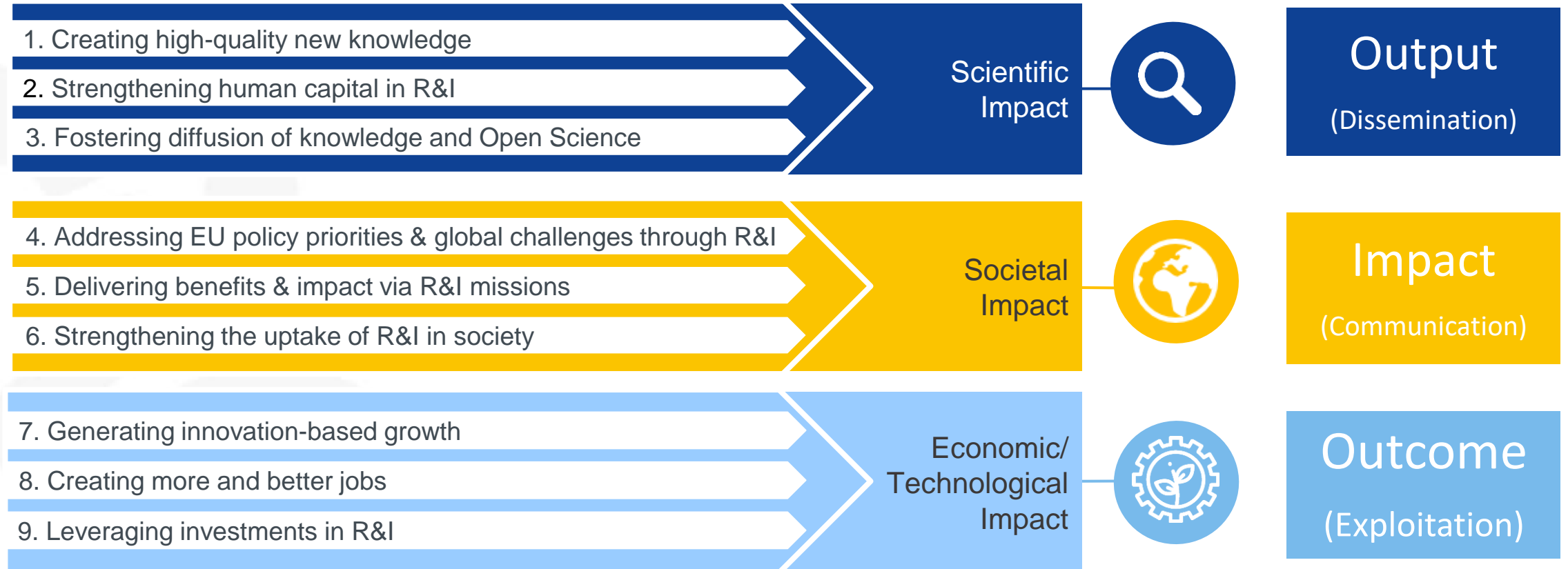
DESTINATIONS



EXPECTED IMPACT	INTERVENTION AREAS COVERED	EUROPEAN PARTNERSHIPS
11. Losses from natural, accidental and man-made disasters are reduced through enhanced disaster risk reduction based on preventive actions, better societal preparedness, and resilience and improved disaster risk management in a systemic way.	Disaster-resilient societies	N.A.
12. Legitimate passengers and shipments travel more easily into the EU, while illicit trades, trafficking, piracy, terrorist and other criminal acts are prevented, thanks to improved air, land and sea border management and maritime security including better knowledge on social factors.	Protection and Security	N.A.

THREE TYPES OF IMPACT

HORIZON EUROPE **LEGISLATION** defines three types of impact, tracked with **Key Impact Pathways**



Article 50 & Annex V 'Time-bound indicators to report on an annual basis on progress of the Programme towards the achievement of the objectives referred to in Article 3 and set in Annex V along impact pathways'

MSCA PATHWAY TO IMPACT

Wider long term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project. Example: *The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs.*

MSCA PATHWAY TO IMPACT

PATHWAY TO IMPACT

Logical steps towards the achievement of the **expected impacts of the project over time**, in particular **beyond** the duration of a project.

A pathway begins with the projects' results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.



IMPACT DESIGN IN HORIZON EUROPE. THREE TYPES OF IMPACT



Scientific impact

Promote scientific excellence, support the **creation and diffusion of high-quality new fundamental and applied knowledge**, skills, training and mobility of researchers, attract talent at all levels, and contribute to full engagement of Union's talent pool in actions supported under the Programme.



Societal impact

Generate knowledge, strengthen the impact of R&I in developing, supporting and **implementing Union policies**, and support the **uptake of innovative solutions in industry**, notably in SMEs, and society to address global challenges, inter alia the SDGs



Economic impact

Foster all forms of innovation, facilitate technological development, demonstration and **knowledge transfer**, and strengthen deployment of innovative solutions



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf Pag 31

MSCA PF 2022: IMPACTS ≠ RESULTS

Be sure to avoid a common mistake: **the impact of a project is not the results of the project**. Of course, they contribute to the impact, it but it goes much further than that!

The impact are the **effects** the project's results will have **on the scientific community**, the **European citizens**, the **European economy**, your **institution**, the **companies involved** in your consortium...

For example, if the result of your project is a new treatment against cancer, the impacts could be the cure of xxx millions of persons in the next 10 years and the creation of a new company to commercialize your treatment.

Ask yourself what is the **value** your project will bring to the society.

You can base your reflection on this list of impacts:

Scientific: definition of a new state-of-the-art in your field, scientific publications, better reputation and increased visibility of the institutions involved, new collaborations...

Societal: how your project will affect the quality of life, health, safety of the EU citizens, will contribute to the preservation of the environment, will raise awareness of citizens on a specific problem, change their behaviours...

Socio-economic: job/company creation, company growth, leading position in the field in Europe, increase of Europe competitiveness...

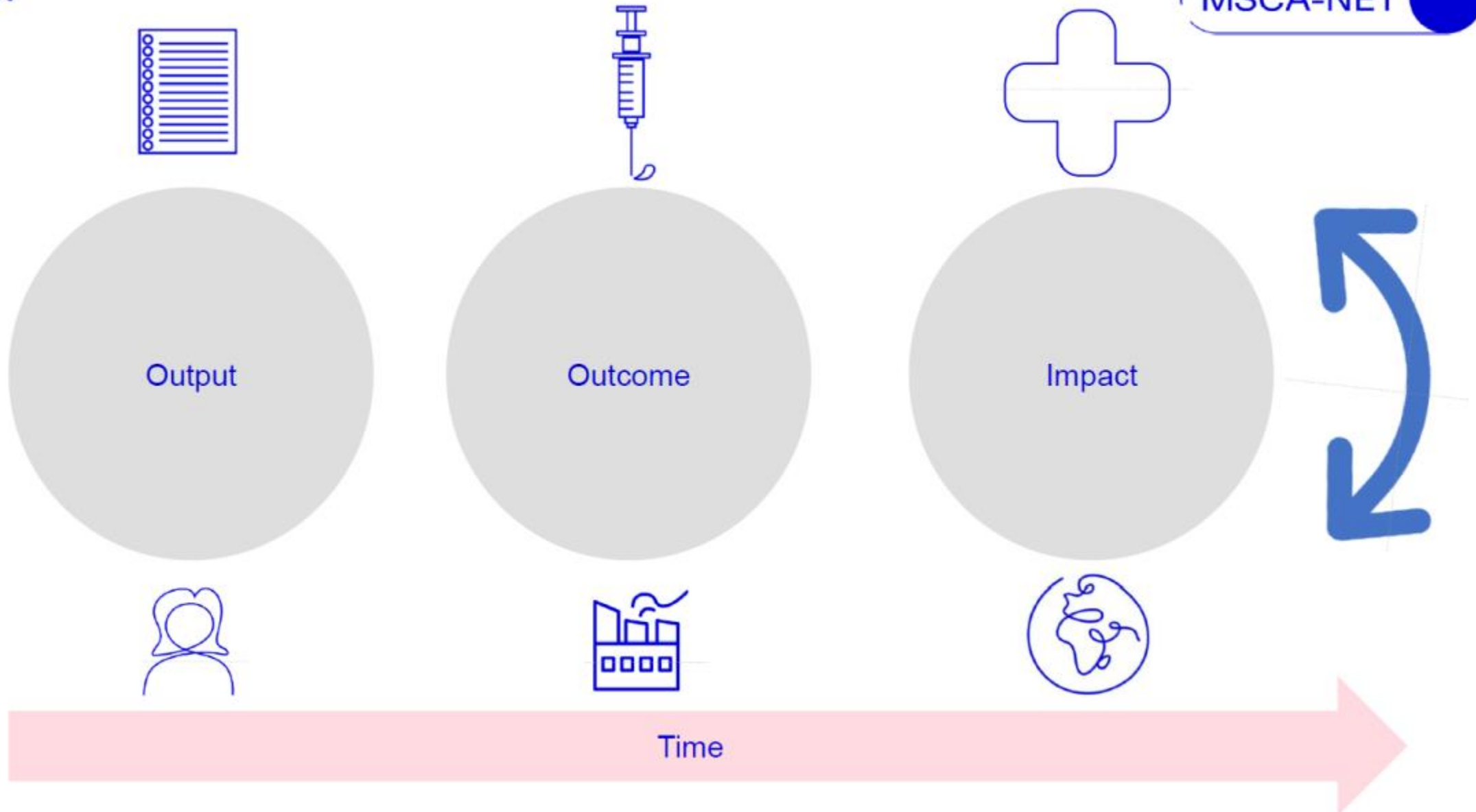
Exploitable: new products, new techniques, new services provided by the institution, patent...

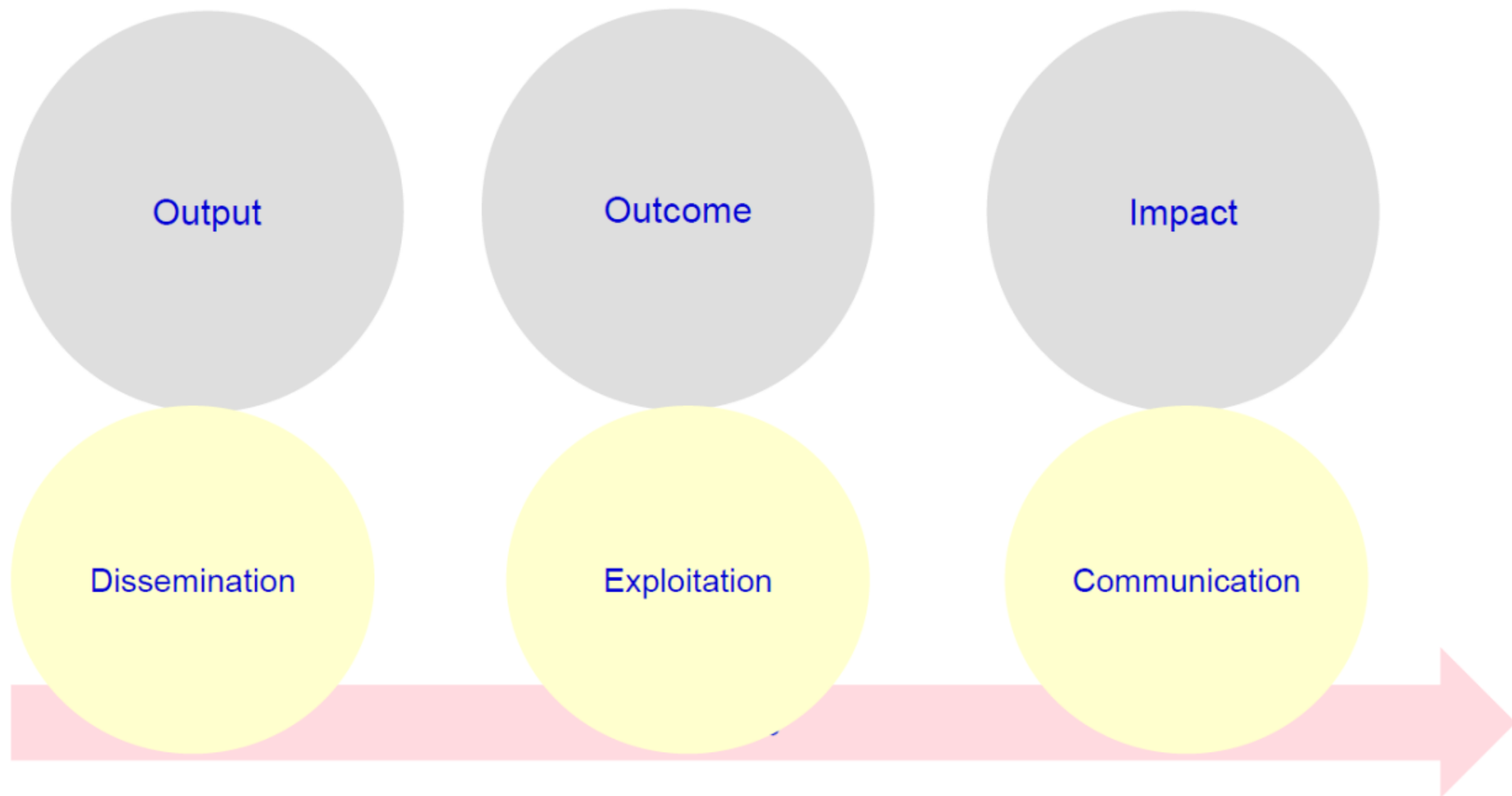
RESULTS: OUTPUTS – OUTCOMES – IMPACT

- **Outputs** are immediate results achieved **soon after the completion of** an activity. For example, in a project training locals on human rights, the output might be “**20 community workers trained in basic human rights concepts.**”
- The **outcomes** are the results achieved **after a period of time**. These are the short-term effects of the immediate outputs. If after some time a change occurs because of the project activity, it can be called an outcome. The outcome might be: “**the participants used their training to inform other community members about their human rights.**”
- The **impact** is the **long-term result** that came about because of the activities undertaken in the project. The impact of the project might be that one year later, the **whole community is aware of human rights issues and in the next election the community largely voted against a leader with a history of human rights violations.**

Impact

MSCA-NET





WEAKNESSES - IMPLEMENTATION

3.1

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

- **Deliverables and milestones** are **insufficiently specified/quantified**. This aspect reduces the effectiveness of the work plan.
- The **work plan** does **not** seem to **match the goals of the project** and is kept very short. Several pieces of key **information are missing**, including description of activities, effort to be devoted to each work package and milestones. A **Gantt chart has not been provided either**. These are considerable weaknesses.
- **Progress monitoring has not been** precisely **described** and the measures are insufficient to ensure that the objectives are reached.
- The proposal does **not** clearly **describe deliverables and milestones**, as well as **other items** planned in the action such as **training, communication or dissemination activities**
- The **management approach, meeting strategy and reporting strategy** have not been clearly defined in the proposal.
- Effectiveness of the work plan is not fully convincingly addressed, particularly concerning the **time planning** and exact **duration of the secondments and visits**. For example, the Gantt chart suggests that activities related to WP2 (main host) will take place simultaneously with activities related to WP3 (secondments). This timing is unclear as both WP2 and WP3 require, at least partly, the physical presence of the researcher.

WEAKNESSES - IMPLEMENTATION

3.1

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

- There are **two scientific work packages**, out of five, which are **briefly resumed without precise details** on sub-tasks, specific deliverables or suitable means of validation.
- The **milestones**, on which progress monitoring will be based upon, are **not adequately defined**.
- The proposal does **not explain** clearly enough the **reasoning** behind the **timing and duration** of the individual **work packages**.
- The **Gantt Chart has general information** about broader segments of activity (e.g. research trips or placements) it lacks sufficient concrete planning. Considering the variety of the proposed activities
- **Guidance and feedback from the supervisor** will be obtained **only monthly** during one-on-one meetings, which is too rarely for such a complex proposal.
- The **proposal management tasks** are **not effectively highlighted in the Gantt chart**. Dissemination of results is inadequately illustrated.
- The work plan misses some relevant parts of the project. For example, **several visits to other institutions are planned** over the course of the project **but are poorly discussed**.

WEAKNESSES - IMPLEMENTATION

3.1

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

- **Administrative risks** potentially affecting the execution of the proposal are **not properly included in the risk analysis**.
- **Administrative risks** have been **insufficiently discussed and anticipated** in the proposal.
- The **risk management plan and contingency planning** strategies in relation to both research and administrative aspects are **not sufficiently comprehensive and detailed** (e.g. regarding risks related to the interrelation of the proposal objectives).
- While several sources of risk are identified, the **contingency plans primarily deal with access to equipment and delays**. Risks associated with measurements and characterization have not been described in sufficient detail and do therefore not credibly address the experimental aspects of the proposal.
- **No suitable contingency plan in case of delays is presented**. Technical and especially administrative risks are not addressed adequately.
- The **risk identification and contingency planning are not sufficiently sound**. For example, scientific and administrative risks are not convincingly considered in the proposal. The risks related to potential delays in some tasks and the impacts that will have on later tasks are not clearly addressed.
- The **risk management part is somewhat incomplete**. In particular, the research risks in WP1 and WP2 are not sufficiently addressed.

WEAKNESSES - IMPLEMENTATION

3.1

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

- The **effort assigned to certain activities is not credible**, for example in relation to the **experimental work** required
- **The time balance between the different WPs is not convincing**. For example, only 6 months are allocated to the core scientific work package
- **Insufficient information** about the **collaborative groups is provided in the proposal**: the **task allocations** and **responsibilities** of the collaborators are not sufficiently explained.

WEAKNESSES - IMPLEMENTATION

3.2

Quality and capacity of the host institutions and participating organisations, including hosting arrangements

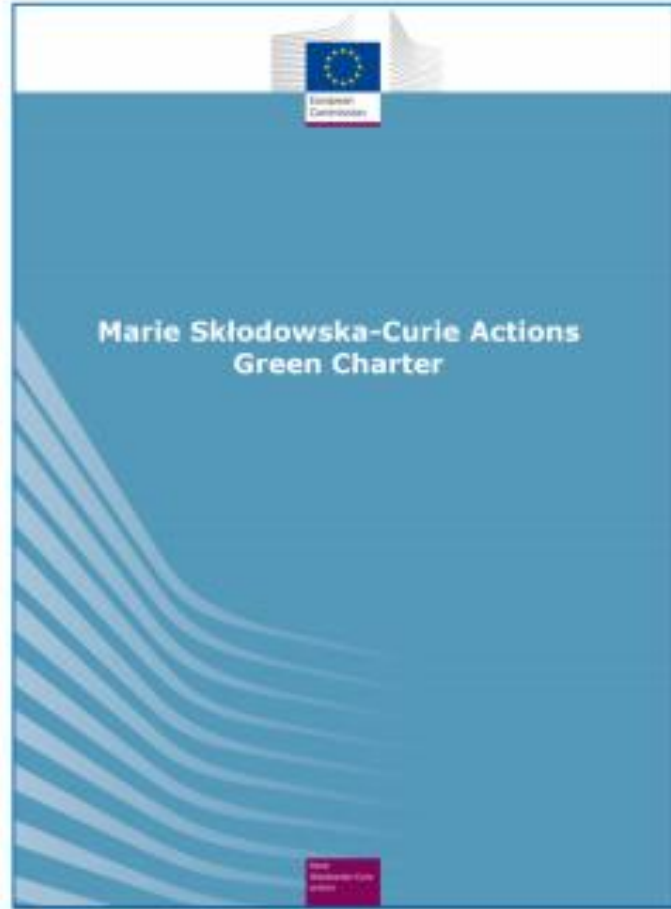
- The proposal contains **insufficient information** about the quality and the **capacity of the organisations in terms of infrastructure, logistics and facilities**.
- The proposal **fails to describe** the **hosting arrangements**, including, **integration in the team** and the **support services** available to the researcher.
- The infrastructure, **logistics and facilities** available to the researcher **during the secondment**, are not clearly presented.
- Hosting arrangements are scarcely described and the proposal contains **few information about the team institution and services** available to the researcher.
- The hosting arrangements and **services available** to the researcher at the host organization are not properly addressed in the proposal. **Insufficient information is provided to evaluate their quality**.
- **Plans for integrating** the researcher into the team are **not** described in **sufficient detail**.
- The **plans for the researcher to be integrated** into the host institution is described **generically** and mostly **limited to training**, but there is not much information on the research groups.
- The proposal does not address the hosting arrangements with sufficient detail, **apart from the provision of a work place**. The plans for the researcher's integration into the team are not entirely convincing, as there is insufficient discussion on how this would take place.

PUNTOS CLAVES EN IMPLEMENTACIÓN

- Fundamental un proyecto coherente en relación a la duración del mismo, paquetes de trabajo, coherencia en el desarrollo de tareas
- Un numero adecuado de deliverables y milestones.
- Explicación clara y concisa del trabajo de campo, secondments, shortvisits
- Incluir un GANTT Chart con toda la información posible del proyecto
- Correcta aproximación a la gestión de los riesgos administrativos y científicos.
- Incluir los esfuerzo de personal por WP incluso por Tarea. No olvidar los PMs de otros miembros del equipo que pudieran participar en el proyecto.
- Descripción en detalle de las infraestructuras a disposición del fellow durante el proyecto, secondments, placements..
- Experiencia de la institución acogiendo investigadores visitantes.
- La institución de acogida y el grupo son las mejores opciones para el fellow y para el proyecto.
- MSCA Green Charter. Incluir como dentro de la institución el tema de la sostenibilidad es algo que ya está integrado y se aplicará al proyecto.

MSCA PF 2022: RELEVANT CONCEPTS

MSCA Green Charter

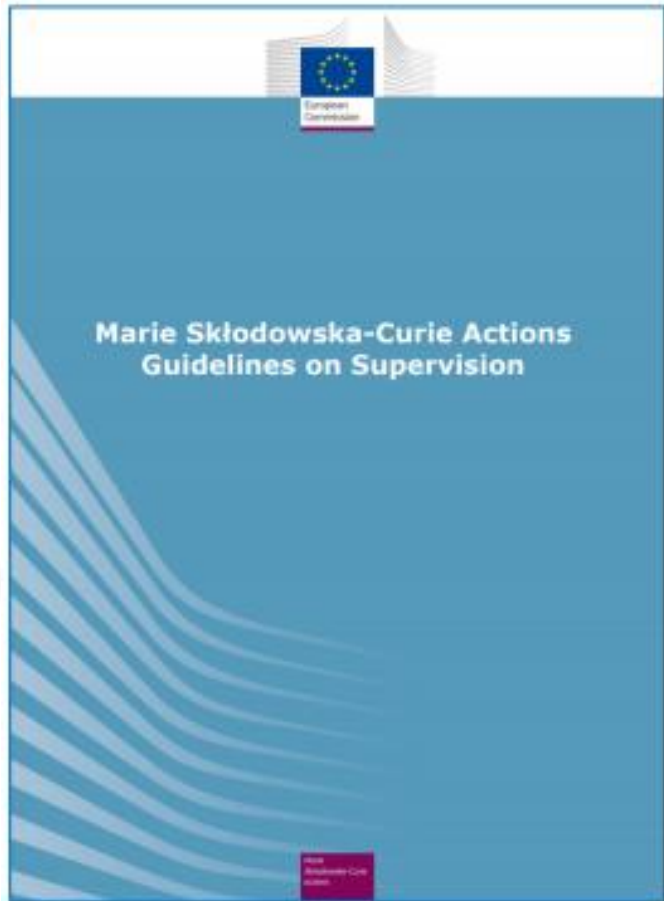


- Code of good practice for MSCA recipients
- Promotes the mainstreaming of environmental considerations in all aspects of project implementation
- Aims to:
 - Reduce the carbon footprint of MSCA projects
 - Raise awareness of environmental issues
 - Promote sustainable research management best practices
- Not an evaluation criteria as such

[Marie Skłodowska-Curie Actions Green Charter - Publications Office of the EU \(europa.eu\)](https://ec.europa.eu/euro-iss/ Marie Skłodowska-Curie Actions Green Charter - Publications Office of the EU (europa.eu))

MSCA PF 2022: RELEVANT CONCEPTS

Guidelines on supervision



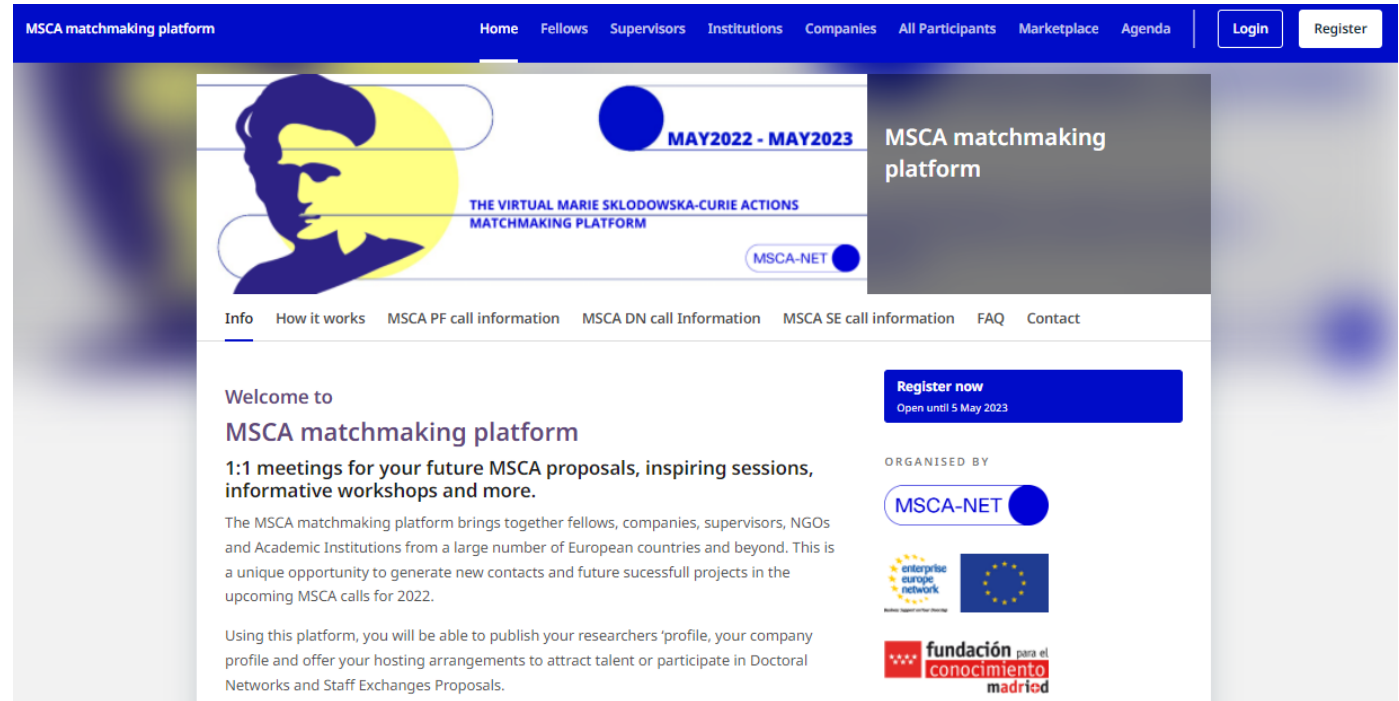
- Appropriate level of supervision depends on the career stage of both parties and the expectations of the project
- Supervisors need to be committed and involved for the full duration of the fellowship
- Make sure the supervisor is on board with the career development plans

[Marie Skłodowska-Curie actions guidelines on supervision - Publications Office of the EU \(europa.eu\)](#)

The MSCA MATCHMAKING platform

The MSCA matchmaking platform brings together fellows, companies, supervisors, NGOs and Academic Institutions from a large number of European countries and beyond. This is a unique opportunity to generate new contacts and future successful projects in the upcoming MSCA calls for 2022.

Using this platform, you will be able to publish your researchers 'profile, your company profile and offer your hosting arrangements to attract talent or participate in Doctoral Networks and Staff Exchanges Proposals.

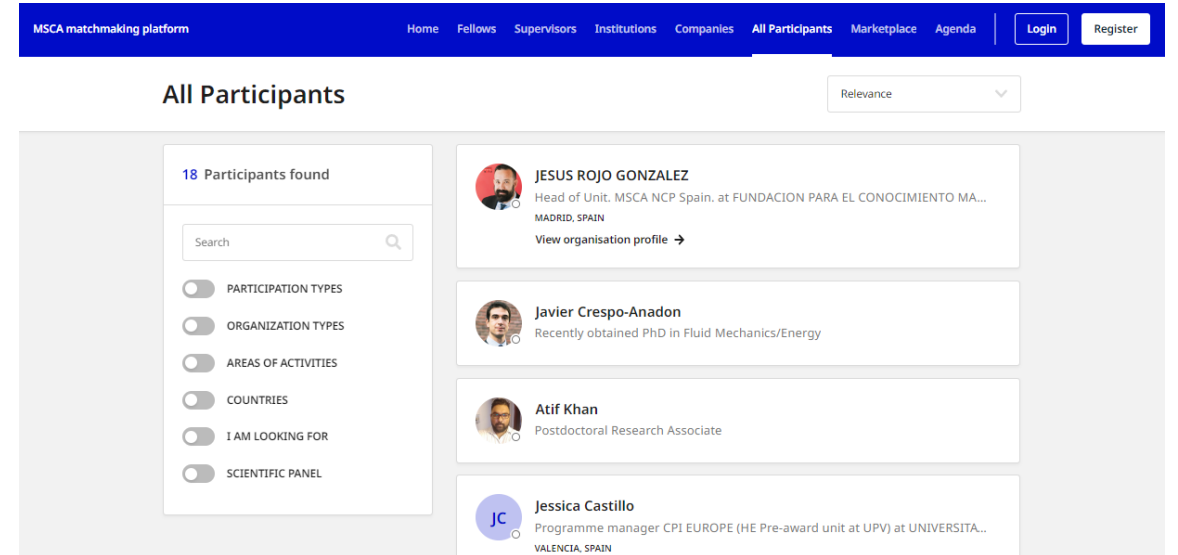


<https://msca.b2match.io/>

The MSCA MATCHMAKING platform

You will able to connect with:

- Future Fellows for PF proposals
- Supervisors
- Academic Institutions
- Companies
- Other Organisations
- Book 1-1 meetings.
- The right place to find partners for MSCA proposals
- Covers PF, DN,SE and COFUND 2022
- Special section with infodays and useful resources
- Submit your profile!



<https://msca.b2match.io/>

¡Muchas gracias!

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