Marie Sklodowska-Curie Actions (MSCA)
Horizon Europe

MSCA COFUND 2022
Practical Aspects

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Aïda Díaz, NCP Cluster 2 y ERA, GENCAT
Cristina Gómez, NCP MSCA, FECYT

GOBIERNO DE ESPAÑA MINISTERIO DE CIENCIA E INNOVACIÓN
FECYT INNOVACIÓN
AGAUR Agència de Gestió d'Ajuts Universitaris i de Recerca
Generalitat de Catalunya Departament de Recerca i Universitats

Content

- Excellence Section – Part B1
- Impact Section – Part B1
- Implementation Section – Part B1
- General tips and useful resources

MSCA-NET

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MSCA COFUND

EXCELLENCE SESSION

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1. EXCELLENCE

1.1 Quality and novelty of the selection / recruitment process for the researchers (transparency, composition and organisation of selection committees, evaluation criteria, equal opportunities, the gender dimension and other diversity aspects) and quality and attractiveness of the appointment conditions, including competitiveness of the salary for standards of the hosting countries

1.2 Quality and novelty of the research options offered by the programme in terms of science, interdisciplinarity, inter-sectorality and level of transnational mobility. Quality of open science practices

1.3 Quality, novelty and pertinence of the research training programme (including transferable skills, inter/multidisciplinary, inter-sectoral and gender as well as other diversity aspects)

1.4 Quality, novelty and pertinence of the supervision, career guidance and career development arrangements

1.1 QUALITY AND NOVELTY OF THE **SELECTION / RECRUITMENT** PROCESS FOR THE RESEARCHERS (TRANSPARENCY, COMPOSITION AND ORGANISATION OF SELECTION COMMITTEES, EVALUATION CRITERIA, EQUAL OPPORTUNITIES, THE GENDER DIMENSION AND OTHER DIVERSITY ASPECTS) AND **QUALITY AND ATTRACTIVENESS OF THE APPOINTMENT CONDITIONS,** INCLUDING COMPETITIVENESS OF THE SALARY FOR STANDARDS OF THE HOSTING COUNTRIES

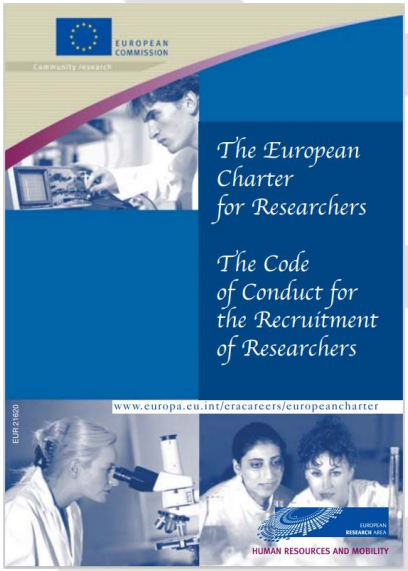
RECRUITMENT

SELECTION AND EVALUATION

APPOINTMENT CONDITIONS

*The selection procedure for doctoral and postdoctoral candidates must be **open, transparent, merit-based, impartial and equitable as set out in the Code of Conduct for the Recruitment of Researchers**.*

The vacancy notice (to be widely advertised, including on the EURAXESS website) must include the minimum gross salary (not including employer's social contributions) offered to the researcher



1.1 SUBHEADINGS

- Selection transparency
- Selection process
- Evaluation Criteria
- Equal opportunities
- Appointment conditions

✓5 subheadings and a table: Follow them!

✓Use tables, bullet points, timelines: concrete details to show the timing of the calls, who is responsible for what…

✓This is one of the most important parts of the proposal: needs to involve HR, Communication Dpt, Doctoral Schools, etc

1.1.1. SELECTION TRANSPARENCY: REQUIRED SUB-HEADINGS

- Dissemination of the calls in appropriate ways;
- Information provided to the candidates (e.g., conditions of the fellowship, host institution, evaluation process, results, review/appeal, etc.);
- Eligibility criteria and application requirements;
- **Gender dimension and other diversity aspects**: Describe how the gender dimension and other diversity aspects are taken into account in the project's selection and recruitment process. If you do not consider such a gender dimension to be relevant in the case of your project, please provide a justification

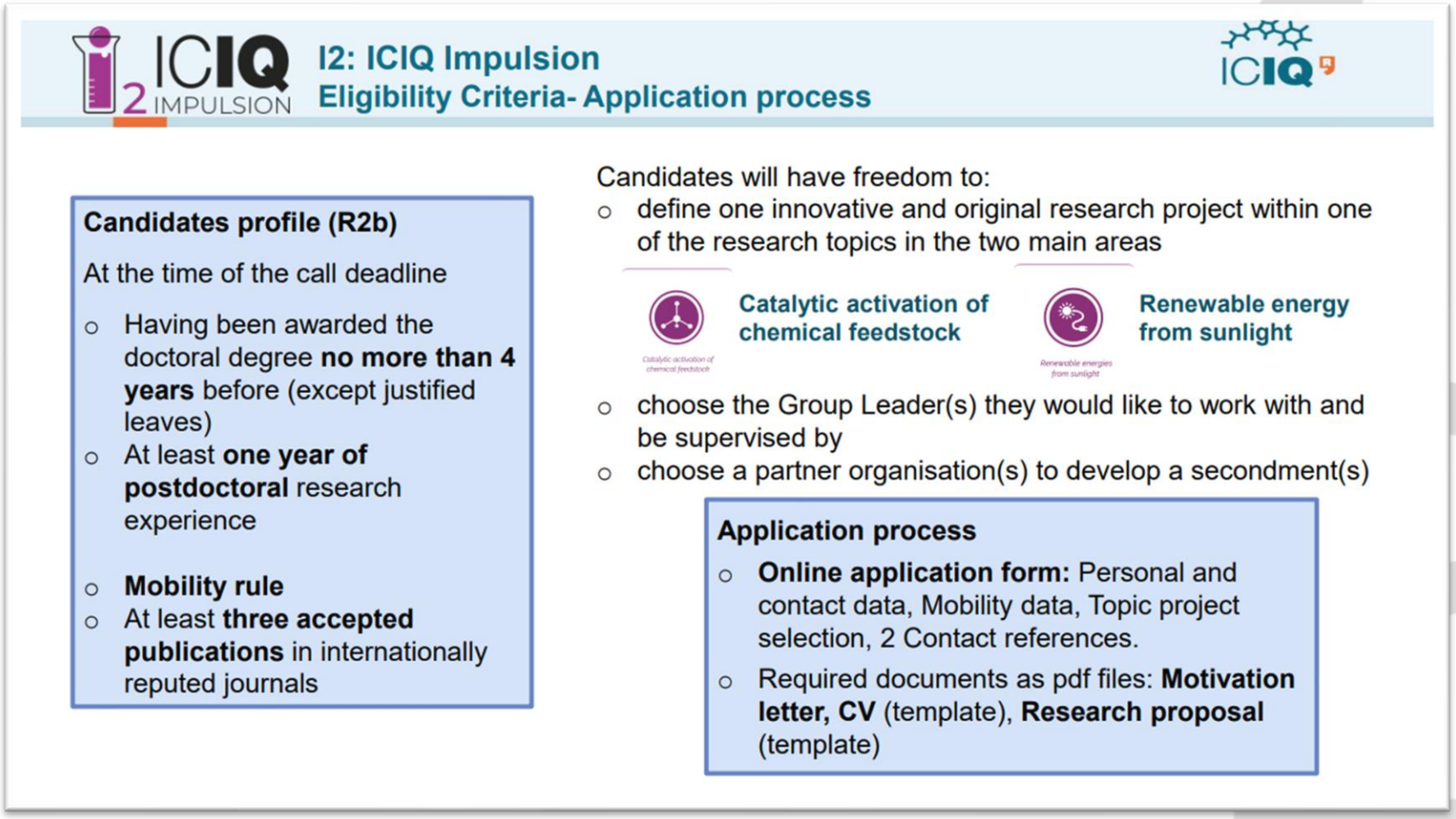
Please note, in the case of Postdoctoral Programmes, two options for the calls:

- One single call
- Several calls, with regular selection rounds following fixed deadlines (not more than 4/year).

1.1.1. SELECTION TRANSPARENCY: TIPS

- ✓ Start with a statement reminding the evaluator about the layout of the COFUND (number of researchers recruited, number of calls, host organisations).
- ✓ Clearly state the start and end dates of the dissemination and outreach activities for the calls and its results
- ✓ Dissemination: use all the available resources (EURAXESS, creation of a website, all institutions social media, embassies, researchers at risk, researchers from widening countries … + efforts to promote gender balance)
- ✓ Provide as many details as possible on what information will be provided to applicants: informative sessions and helpdesk, application online, host organisations/implementing and associated partners/working conditions/redress procedure/available trainings …: timeline must be concrete
- ✓ Specify the eligibility criteria: mobility and experience. Remember MSCA good practices

1.1.1. SELECTION TRANSPARENCY: EXAMPLES



I2: ICIQ Impulsion
Eligibility Criteria- Application process

Candidates profile (R2b)

At the time of the call deadline

- Having been awarded the doctoral degree **no more than 4 years** before (except justified leaves)
- At least **one year of postdoctoral** research experience

- **Mobility rule**
- At least **three accepted publications** in internationally reputed journals

Candidates will have freedom to:

- define one innovative and original research project within one of the research topics in the two main areas

Catalytic activation of chemical feedstock

Renewable energy from sunlight

- choose the Group Leader(s) they would like to work with and be supervised by
- choose a partner organisation(s) to develop a secondment(s)

Application process

- **Online application form:** Personal and contact data, Mobility data, Topic project selection, 2 Contact references.
- Required documents as pdf files: **Motivation letter, CV** (template), **Research proposal** (template)

Source: Spanish COFUND beneficiaries meeting, project [ICIQ Impulsion]

1.1.1. SELECTION PROCESS: SUB-HEADINGS REQUIRED

- Composition of committees involved in the different stages of the process (i.e. eligibility check, evaluation, selection, appeal);
- Selection of experts;
- Fellows/Researchers' selection workflow and powers entrusted to the different actors;
- Any other relevant point.

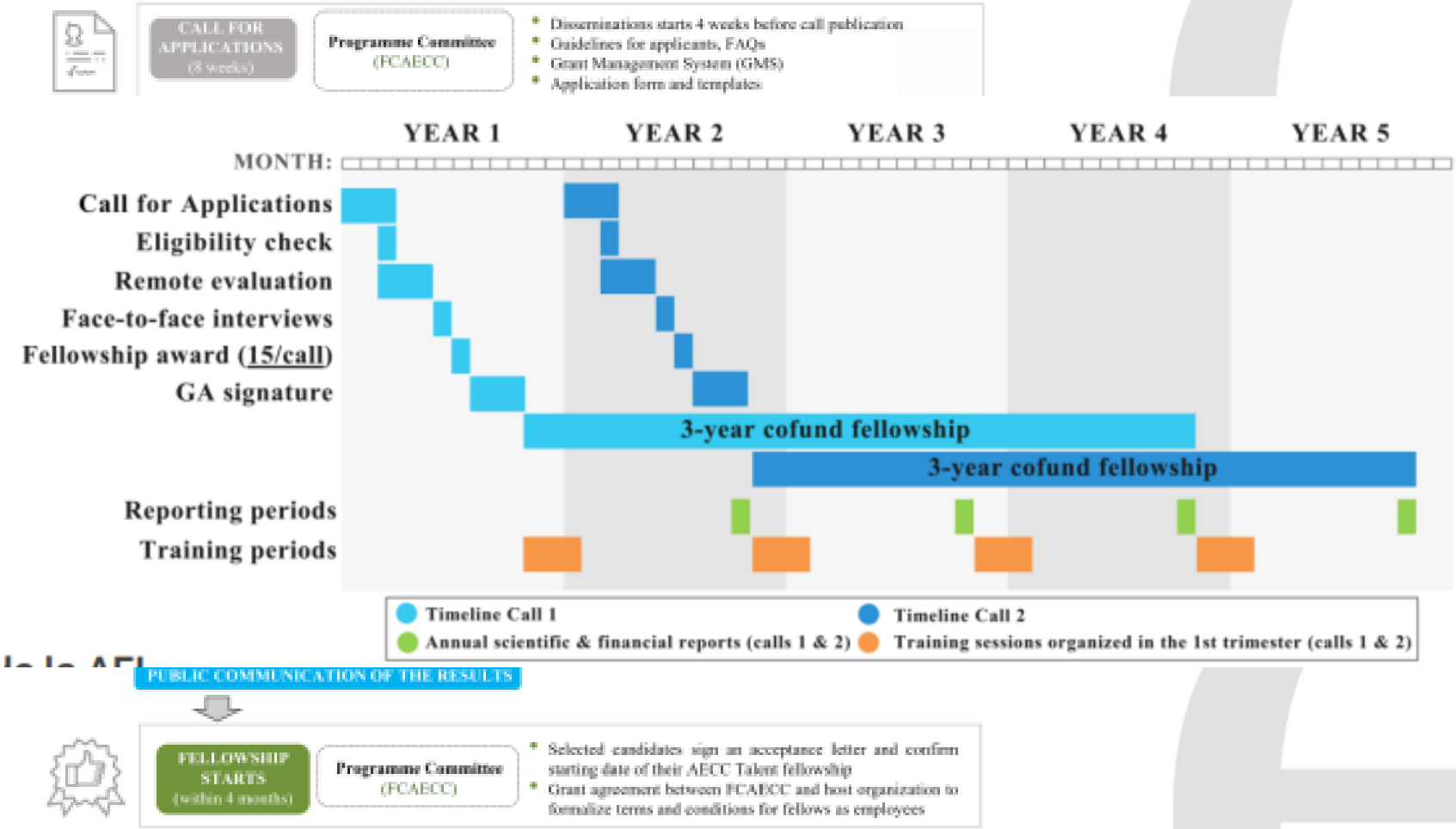
DOCTORAL /POSTDOCTORAL PROGRAMMES

- Independent evaluators, from outside the partnership, with no conflict of interest, must be involved at all stages of the evaluation process in the evaluation of each submitted application.
- The members must have an adequate gender balance and relevant expertise and experience to assess the candidates
- A good balance between experts related to the beneficiary and independent experts from outside the partnership must be ensured in the pool of evaluators and in the selection committees. ***In the case of Postdoctoral Programmes**, the independent experts must be international and based in other countries.

1.1.1. SELECTION PROCESS: TIPS

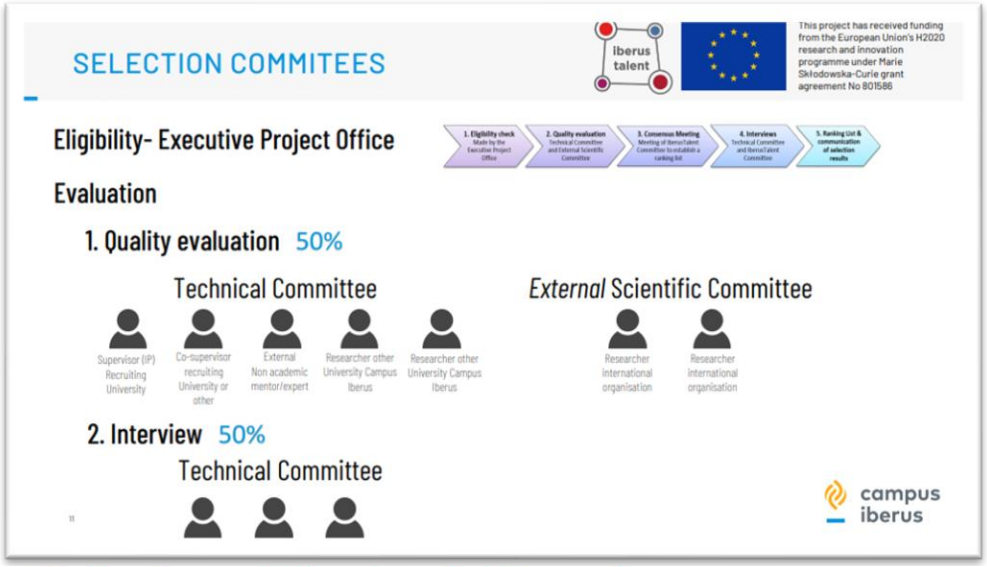
- ✓ Begin with a reference to the Charter and Code for the recruitment and selection of researchers.
- ✓ Include a figure about the selection workflow and the committees involved.
- ✓ Criteria for the selection and balance of experts: include expertise as evidenced by research outputs, geographic and gender balance, reviewing experience, experts based in the non-academic sector, involvement in policy, management experience etc.
- ✓ Consider providing a graphic representation of the process (such as the recruitment timeline), indicate what committee is responsible for what action and the duration of each phase.
- ✓ Ensure at least 3 reviewers per proposal, if possible 2 international (keep in mind intersectoriality/interdisciplinarity)

1.1.1. SELECTION PROCESS: EXAMPLES



Source: Spanish COFUND informative session, project AECC Talent

1.1.1. SELECTION PROCESS: EXAMPLES



Source: Spanish COFUND beneficiaries meeting, project Iberus Talent

Evaluation will be done in three phases:

- **Phase I: Eligibility check** (VR RID staff) – mobility rule, 300 ECTS, English level – **Project manager**
- **Phase II: Selection Committees** (international experts coming from Academia and Industry, remote evaluation) – evaluation of candidates' CV & Expression of Interest – **Fundación Madri+d (reviewers & rapporteur)**
- **Phase III**: **Personal Interview** (Company staff & PhD Advisor) – evaluation of candidates' Background, Potential & Defence of Expression of Interest

Source: Spanish COFUND informative session, project SDGine

1.1.1. EVALUATION CRITERIA AND EQUAL OPPORTUNITIES: SUB-HEADING REQUIRED

Evaluation Criteria

- Criteria and sub-criteria for the selection
- Any other points (thresholds..)

Equal opportunities

- To be understood in the widest sense
- Both the beneficiary + Associated partners measures should be summarised
- Equality of treatment during selection and implementation

1.1.1. EVALUATION CRITERIA AND EQUAL OPPORTUNITIES: TIPS

- ✓ If the beneficiary has its own evaluation system/criteria already in place it could be used; if not, MSCA criteria could be used (and adapted)
- ✓ Keep the scoring simple and easy for the reviewer to understand. It would be advisable to use MSCA scoring thresholds
- ✓ If an interview is planned in the process, outline its structure and weight in the evaluation process and include some standardization and objectivity (fixed set of questions, details on the content and persons involved…)
- ✓ Refer to any equal opportunities policy/ongoing provisions within the host organization/participating institutions.
- ✓ Equal opportunities is not only gender policy, but it would be widened to diversity/inclusion policy. Provide details on how researchers with disabilities are supported by MSCA, refer to "researchers at risk" ..
- ✓ Show how equal opportunities are applied during dissemination, selection, recruitment and implementation (reaching out/public engagement and training)

1.1.1. APPOINTMENT CONDITIONS

- ✓ Amounts that will be provided for the benefit of the researcher (e.g. living, mobility, travel and family allowances) and for the organisation that is hosting the researcher (contribution to research, training and networking costs, indirect costs) (Table 1.1a)
- ✓ Working conditions, institutional administrative support, and available services/facilities;
- ✓ Employment conditions, including statutory working practices, social security coverage and social benefits;
- ✓ Compare the proposed working conditions through the programme with the regional and/or national and/or sectoral ones;
- ✓ Any other relevant point.

Cost categories	EU contribution (EUR/person-month)	Total cost = EU contribution + own resources (EUR/person-month)
COFUND allowance	2 800 (for Doctoral)* 3 980 (for Postdoctoral)*	***
Mobility allowance**	N/A	***
Family allowance**	N/A	
Travel allowance**	N/A	
Research costs**	N/A	
Other (training, etc.) **	N/A	
Management costs **	N/A	
Indirect costs**	N/A	
Number of fellows		
Number of fellow months		
Total amount		

Instructions, please remove

Follow MSCA good practices in DN / PF

"Internal cuisine takes time"

COFUND: Budgetary aspects

Max 10 M€ per beneficiary per call

Contributions for recruited researchers and institutional contributions
Per person-month

	COFUND allowance	Long-term leave allowance (if applicable)	Special needs allowance (if applicable)
Doctoral Programmes	EUR 2 800	EUR 2 800 x % covered by the beneficiary	Requested unit[1] x (1/number of months)
Postdoctoral Programmes	EUR 3 980	EUR 3 980 x % covered by the beneficiary	Requested unit[1] x (1/number of months)

[1]The pre-defined categories are as follows: EUR 3 000, EUR 4 500, EUR 6 000, EUR 9 500, EUR 13 000, EUR 18 500, EUR 27 500, EUR 35 500, EUR 47 500 and EUR 60 000.

COFUND: Budgetary aspects

Long-term leave allowance (if applicable)	Special needs allowance (if applicable)
EUR 2 800 x % covered by the beneficiary	Requested unit[1] x (1/number of months)
EUR 3 980 x % covered by the beneficiary	Requested unit[1] x (1/number of months)

- The EU contribution covers minimum remuneration (70% living + mobility allowance) and can be used more flexibly
- **NEW** - **A long-term leave allowance** to cover personnel costs incurred by the beneficiaries in case of the researchers' leave, including maternity, paternity, parental, sick or special leave longer than 30 consecutive days.
- **NEW** - **A special needs allowance** to contribute to the additional costs for the acquisition of special needs items and services for researchers with disabilities, e.g. assistance by third persons, adaptation of work environment, additional travel/transportation costs.
- Both long-term leave and special needs allowances should be requested **when the need arises**.

Individual cost items may be fully or partially funded through other resources including EU programmes other than Horizon 2020 or Horizon Europe, such as the Cohesion policy funds, provided that double-funding is avoided

The EU contribution can be used to support any cost items of the programme (remuneration costs, mobility costs, family costs, research, training and networking costs, management and indirect costs).

COFUND: Budgetary aspects

Example (Doctoral Programme)

Cost item	Total cost [€ per person-month]	**EU contribution [€ per person-month]**
Living allowance	2.900	2.800
Mobility allowance	400	
Research costs	500	
Management costs	600	
Indirect costs	200	
Total	4.600	2.800
TOTAL (*180PM)	**828.000**	**504.000**

*if a fixed amount is envisaged, 50% of these figures apply

✓Minimum amounts for monthly living + mobility allowances under contract *:

- Doctoral Programmes: 2.800
- Postdoctoral Programmes: 3.980

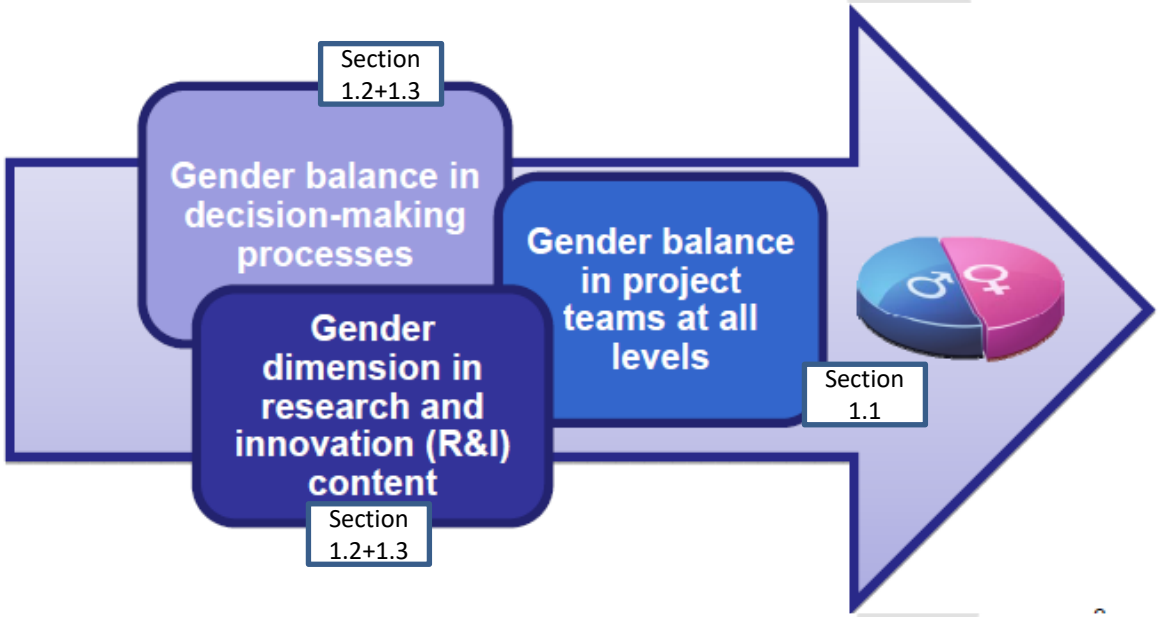
✓ You can decide to use all funds for the researchers recruitment cost or for other aspects (management costs…)

✓ Multiply the EU contribution by the number of Person Months to be recruited (5 researchers * 3 years of recruitment = **180 PM**).

GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

- Sex (biological quality)
- Gender (socio-cultural process)

- Diversity ((biological quality; socioeconomic or socio-cultural process): age, race, ethnicity, social class, etc



GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

Transversal_All template

Excellence

1.1 Quality and novelty of the **selection / recruitment process** for the researchers (page 28 and 29)

- **Selection committees** should bring together diverse expertise and competences and should have an adequate gender balance (..).
- Describe how the gender dimension and other diversity aspects are taken into account in the **project's selection and recruitment process.**

1.3 Quality, novelty and pertinence of the **research training programme** (including (…) gender as well as other diversity aspects) (page 32)

Implementation

3.2. Quality and capacity of the **host institution(s) and participating organisations** (...) includes **expertise** in (…) gender aspects of R&I, as appropriate (page 39)

Excellence

1.1. Dissemination/Advertisement of the Calls
1.1. Allowances
1.1. Appointment conditions of researchers
1.2. Excellence of the research programme;
1.4. Supervision, career guidance and career development arrangements

How to deal with gender issues in the proposal?

HE programme guide is a good source of information and contains links to further sources, including examples

GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

1.1. Selection / recruitment process*

Dissemination of the calls in appropriate ways:

- Gender neutral or gender friendly vocabulary when advertising the programme
- Specific activities to attract the underrepresented sex (associations of women researchers; specific dissemination campaigns, etc)
- Attracting female fellows to male-dominated STEM disciplines

Describe how the gender dimension and other diversity aspects are taken into account in the project's selection and recruitment process :

- Measures to remove gender bias from the evaluation process (gender-aware recruitment processes):
  - ✓ Measures not to discriminate against periods of inactivity in research due to paternity leave, family care, etc (flexibility in requirements; eligibility criteria; to take it into account in the evaluation process, etc)
  - ✓ Career break mechanism.
  - ✓ Gender balanced selection committees.
  - ✓ At least 40% of women among evaluation experts (thought the optimal is to arrive at 50%).
  - ✓ Supervision of evaluations for possible gender discrimination.
  - ✓ Policy on equality training for members of selection panels.
  - ✓ Briefings to evaluators addressing gender issues awareness.
  - ✓ Video: Recruitment Bias in Research Institutes. CERCA Institute (link)
  - ✓ Priority to applications from women in case of ex aequo.
- Other gender measures (Appointment conditions of researchers):
  - ✓ Extension of fellowship period
  - ✓ Family conciliation measures
  - ✓ Specific Allowances

**Remember that that this question relates to the content of the planned research training programme, and not to gender balance in the teams in charge of carrying out the project*

GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

Gender in Research and Innovation content

1.1. Selection / recruitment process_Describe how the gender dimension and other diversity aspects are taken into account in the project's selection and recruitment process

1.2. Quality and novelty of the research (..) Describe the research options offer by the programme

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.

- Gender dimension may apply to research involving the use of **animals too**
- Other **diversity aspects** (if applicable): e.g., ethnicity and race (including migrants and refugees), social class and wealth, human physical parameters (size, weight), gender identity, sexual orientation, LGBTI+ issues, disability, and age.

Link Yellowwindow

Tools:

- ✓ EC Video on Understanding the Gender Dimension for MSCA projects
- ✓ Toolkit gender in EU-Funded research
- ✓ Gender equality and diversity in R&I
- ✓ Gendered innovations (ejemplos)

http://genderedinnovations.stanford.edu

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GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

1.3 Quality, novelty and pertinence of the research training programme

- Training sessions on gender issues not only for the BP researchers but also for the PI or the host institution managers.
- Others

1.4 Supervision, career guidance and career development arrangements

- Career/professional development programs.
- Mentoring programme (i.e: Mentoring M2M (UPC); MENTOS Mentoring Female; Engineering Students (UPF
- Others

3. Implementation

3.2. Quality and capacity of the host institution(s) and participating organisations (…) Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate (page 39)

- Project Governance structures (gender/diversity balance):
- Consortium governance.
- Advisory board members.
- Gender Expertise (Institution/Individual person)
- Others

GENDER DIMENSION AND OTHER DIVERSITY ASPECTS

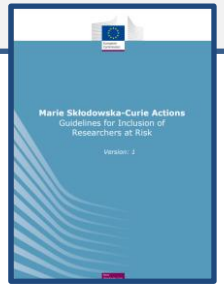
Gender eneral aspects (all sections):

- Suport/Synergies/ etc with other institutional gender activities
- Gender Equality Offices.
- Gender Equality Plans.
- Gender experts.
- Gender projects.
- If gender is a key issue, include an specific task
- Tool: http://www.rri-tools.eu/

Exiles/Refugees/etc (Special measures):

- Eligibility flexibility: the mobility rule will apply to refugees only from the moment in time when the refugee status has been obtained.
- Flexibility in post-doctoral experience requirements as it is done for career breaks due to its refugee situation, etc.
- Application of the career break mechanism in the evaluation process to ensure that the researcher is not penalized for it.
- Mentors for refugee researcher's.

science4 refugees



MSCA Guidelines for the Inclusion of Researchers at Risk

Researchers with disabilities

- Adapted infrastructures/services
- Allowance (ie. MSCA Special Needs Allowance)
- Position for researchers with disability.
- Etc

- Other Inclusiveness measures
- Institutional Policies/Units (ie. social commitment Units, etc)
- United Nations Sustainable Development Goals

Diversity and Inclusive measures: refugees; researchers with disabilities, etc

1.1. STRENGTHS & WEAKNESSES

+

The **selection process** is overall of very good quality. the transparency of recruitment process is **convincingly demonstrated** in terms of international dissemination, high variety of channels, including networks for female researchers, support and relative documentation provided to the candidates.

The **attractiveness of the appointment and working conditions** of the fellows **is demonstrated**, in comparison with similar locally supported positions

The **dissemination** of the calls **is wide and effective**, internationally announced, **comprehensively developed** in strong liaison with Partners, and **building on** the beneficiary's experience from a similar project previously funded

-

The **one stage evaluation process**, assessed by two evaluators without interviews held and without consensus meetings presented, **lowers its overall t**ransparency

The **recruitment process** is outsourced to a third-party organisation which can help to make the selection workflow neutral and transparent. However, **there is not enough information** provided about the actual workflow or role of different actors within that organisation to give a clear picture of the recruitment process

The exception from the **mobility ru**le is not in line with the COFUND-rules and **it is not convincingly argued** how many fellows might be recruited under these conditions.

1.2 QUALITY AND NOVELTY OF THE **RESEARCH OPTIONS** OFFERED BY THE PROGRAMME IN TERMS OF SCIENCE, INTERDISCIPLINARITY, INTER-SECTORALITY AND LEVEL OF TRANSNATIONAL MOBILITY. QUALITY OF OPEN SCIENCE PRACTICES: REQUIRED SUB-HEADINGS

1.2.1. Research options offered by the programme

- Excellence of the research programme
- Quality of the research in terms of 3 i
- Open science practices

1.2.2. 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 inform how the data will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable)

Need to involve Associated + Implementing Partners in these subsections

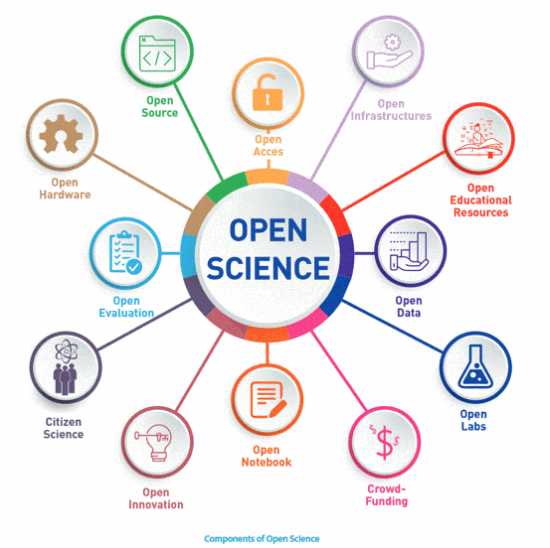
1.2 QUALITY AND NOVELTY OF THE **RESEARCH OPTIONS** OFFERED BY THE PROGRAMME IN TERMS OF SCIENCE, INTERDISCIPLINARITY, INTER-SECTORALITY AND LEVEL OF TRANSNATIONAL MOBILITY. QUALITY OF OPEN SCIENCE PRACTICES: TIPS

- ✓ Provide a paragraph outlining strengths of the host organisations and/or regional/national RTD ecosystems
- ✓ Explain if there are possible international secondment hosts, short visits and opportunities for international networking and collaborations
- ✓ Explain the secondments and involvement of the non-academic sector. Provide a list of all the non-academic organisations, known at proposal stage, specifying their role (training, secondment hosts..)
- ✓ Outline how fellows will engage with different disciplinary areas. Multi-disciplinarity of projects? Training elements? Multi-disciplinary supervisory panel?
- ✓ Proposed programmes can cover any research disciplines ("bottom-up"), but can also focus on specific disciplines, notably when they are based on national or regional Research and Innovation Strategies for Smart Specialisation (RIS3 strategies).

1.2. SUBHEADING OPEN SCIENCE PRACTICES

Open Science

Open science is an approach based on **open** cooperative work and systematic **sharing of knowledge and tools** as early and widely as possible in the process. Including active **engagement of society**



- **Mandatory immediate Open Access to publications:** beneficiaries must retain sufficient IPRs to comply with open access requirements;
- **Engagement of Society**
- **Data sharing as 'open as possible, as closed as necessary':** mandatory Data Management Plan for FAIR (Findable, Accessible, Interoperable, Reusable) research data

1.2. OPEN SCIENCE OPEN ACCESS

- **Mandatory immediate Open Access to scientific publications**: beneficiaries must retain sufficient IPRs to comply with open access requirements;
- **Open science practices** include measures related to:

✓**Early and open sharing** of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing);

✓**Reproducibility of research outputs;** providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows)

✓´**Open Access:** Provide specific information on how you will meet the OA requirements (repository, type of open licenses, etc

✓Participation **in Open Peer review, if possible**.

Recommendations:

- Provide OA to **research outputs beyond publications and data** (software tools, models, apps, etc.) and share them as early and openly as possible – providing guidance for potentially interested users.
- Open Accces. both at **project a**nd **PHd project** level.
- Show **doctoral researchers** are involved in open access decisions/initiatives, both publications and dat´.
- Include references to specialized entities' **Open Access Units, experts, policies, initiatives**, etc
- Justification is needed in case you believe that none of these practices are appropriate for your project.

Information and contains links to further information

Guides, factsheets, use cases, webinars, and a helpdesk for all Framework programme participants.

Fecyt Helpdesk (Spanish participants)

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1.2. OPEN SCIENCE ENGAGEMENT WITH SOCIETY

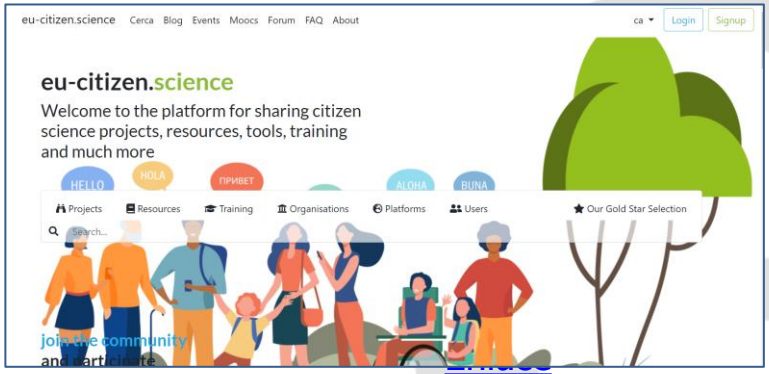
- **Involving all relevant knowledge actors** including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science)
- Citizen-Science; Multiactor approach; Co-creation; Cross-fertlisation; End-used; Outeach Activieties; Mutual learning.

Joint activities (such as workshops, focus groups or other means to **develop R&I agendas, roadmaps and policies);**

co-creation activities (involving citizens and/or end-users directly in the development of new knowledge or innovation, for instance through citizen science and user-led innovation);

Co-assessment activities (such as assisting in the monitoring, evaluation and feedback to the governance of a project, projects, policies or programmes on an iterative or even continual **basis).**

- **Good practice**: "To achieve the aim of maximising the project impact, the project has foreseen mechanisms that include the early stakeholders' engagement and the co-creation approach".
- **Training**
- Show **involvement of the researchers** in both the planification and implementation of public engagement activities



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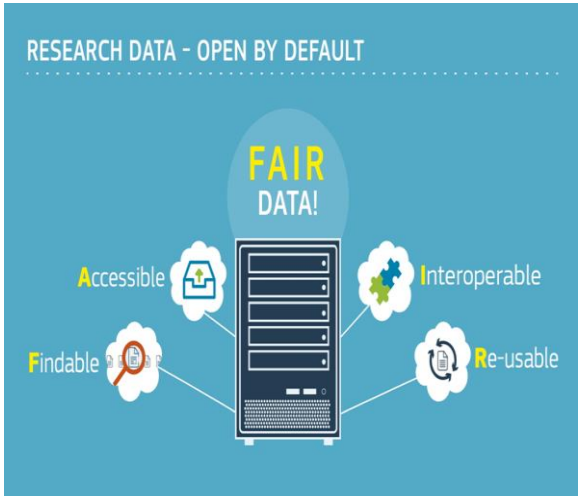
1.2. OPEN SCIENCE OPEN ACCESS



- Mandatory **Data Management Plan** for research data. (Include: type of data; storage/repositories; how to make it access; etc). Related to 3.1
- **As Open as Possible as Closed as necessary**
- **Exceptions to open access** (duly justified in the DMP; legitimate interests or constraints)
- Data should be **FAIR** (Findable, Accessible, Interoperable, Reusable)
- **Applicants** generating/collecting data and/or other research outputs (except for publications) during the project must provide maximum 1 page on how the data will be managed in line with the FAIR principles.
- **OpenAIRE** has guides, factsheets, use cases, webinars, and a helpdesk for all Framework programme participants.

- Types of data/research outputs/research outputs (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data.
- Findability of data/research outputs: Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.
- Accessibility of data/research outputs: IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.
- Interoperability of data/research outputs: Standards, formats and vocabularies for data and metadata.
- Reusability of data/research outputs: Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation /re-use.
- Curation and storage/preservation costs; person/team responsible for data management and quality assurance.

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STRENGTHS & WEAKNESSES

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The proposed research focuses on the **Sustainable Development Goals** with the three transversal areas that offer excellent themes for novel interdisciplinary research options. Interdisciplinarity is **further strengthened** by the compulsory secondment at XX and the optional secondments at associated partners

The programme **demonstrates a strong triple-i dimension** through the choice of an inherently interdisciplinary research theme, extensive connections to relevant leading eu research networks, and involvement of several digital startups as associated partners, part of which were established by the host organization's faculty or alumni.

The **commitment of the beneficiary** to operate the programme under a recognised green charter for sustainability in science **is an asset of the proposal**

-

International mobility is **insufficiently** specified and **not supported** through specific actions. interdisciplinarity is limited to exchanges and workshops, but is not an integral part of the research itself

The **inter-disciplinary aspects** of the programme **are not convincingly exposed**; simply enumerating the involved disciplines is not sufficient

There is **limited information** provided on how the **societal elements of the open science practices** (beyond the awareness raising process) will be addressed. This is more important when the proposal's research domains are of high importance/interest for society

1.3 QUALITY, NOVELTY AND PERTINENCE OF THE **RESEARCH TRAINING PROGRAMME** (INCLUDING TRANSFERABLE SKILLS, INTER/MULTIDISCIPLINARY, INTER-SECTORAL AND GENDER AS WELL AS OTHER DIVERSITY ASPECTS): REQUIRED SUB-HEADINGS

1.3.1 Overview and content structure of the doctoral or postdoctoral training programme, including network-wide training events and complementarity with those programmes offered locally at the participating organisations. (please include table 1.3a)

Table 1.3 a **Main Network-Wide Training Events, Conferences and Contribution of the Beneficiary/ Partners**

	Main Training Events & Conferences	ECTS[1] (*if any*)	Lead Institution	Action Month (*estimated*)
1				
2				
3				
4				

1.3 QUALITY, NOVELTY AND PERTINENCE OF THE **RESEARCH TRAINING PROGRAMME** (INCLUDING TRANSFERABLE SKILLS, INTER/MULTIDISCIPLINARY, INTER-SECTORAL AND GENDER AS WELL AS OTHER DIVERSITY ASPECTS): REQUIRED SUB-HEADINGS

1.3.2 Role of non-academic sector in the training programme (if applicable)

- Training on research skills within the appropriate discipline(s) and/or to gain new skills;
- Support and/or additional training in non-research oriented transferable skills (i.e. grant writing, project management, IPR, entrepreneurship, training for job interviews)

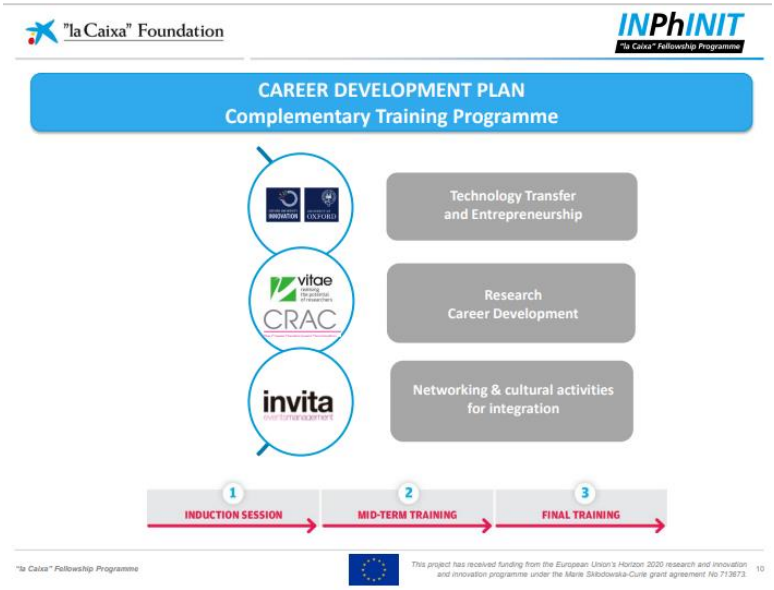
Substantial training modules, including digital ones, addressing key transferable skills and competences common to all fields and fostering the culture of Open Science, innovation and entrepreneurship will be supported.

They will include, inter alia, training on the use of collaborative tools, opening access to publications and to research data, FAIR data management, public engagement and citizen science

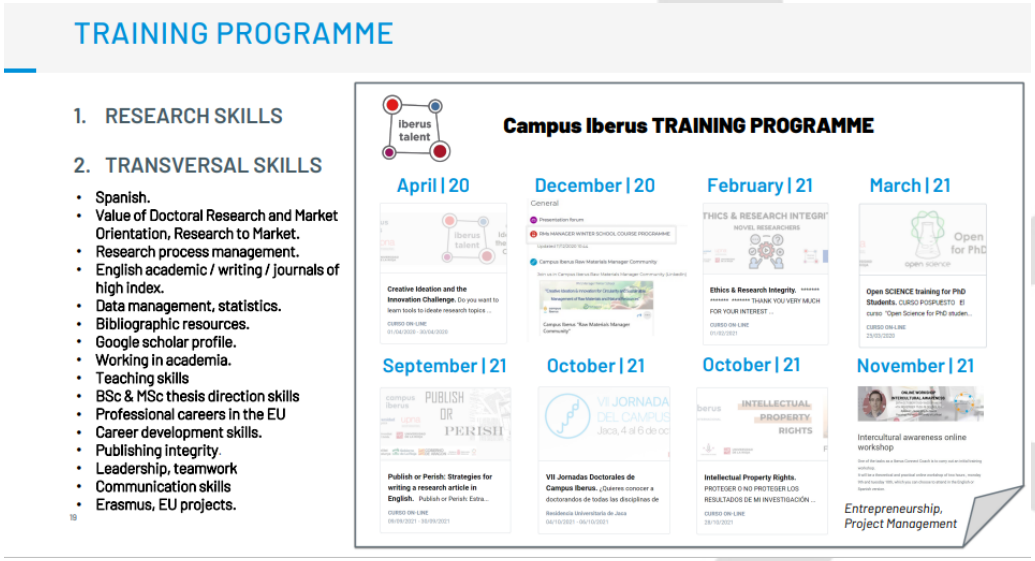
1.3 QUALITY, NOVELTY AND PERTINENCE OF THE **RESEARCH TRAINING PROGRAMME** (INCLUDING TRANSFERABLE SKILLS, INTER/MULTIDISCIPLINARY, INTER-SECTORAL AND GENDER AS WELL AS OTHER DIVERSITY ASPECTS): TIPS

- ✓ Explain the main objectives of the training programme, with an integrated vision for the recruited fellows
- ✓ Describe how the training programme has been designed to meet the research & transferable skills' needs of the recruited candidates as well as the needs of the sector; indicate who are the responsible persons in charge, any previous and running similar schemes?
- ✓ Include a figure/table here as an overview of the research skills (core and advanced) training fellows will receive. Use graphics to highlight several research training areas
- ✓ Give an overview of the COFUND summer schools/workshops with specific courses on research and transferable skills
- ✓ Personal Career Development Plan to be mentioned

1.3 QUALITY, NOVELTY AND PERTINENCE OF THE **RESEARCH TRAINING PROGRAMME** (INCLUDING TRANSFERABLE SKILLS, INTER/MULTIDISCIPLINARY, INTER-SECTORAL AND GENDER AS WELL AS OTHER DIVERSITY ASPECTS): EXAMPLES



Source: Spanish COFUND informative session, 2017, project INPhINIT



Source: Spanish COFUND beneficiaries meeting, project Iberus Talent

1.3 STRENGTHS & WEAKNESSES

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The non-academic partners have a clear and meaningful involvement in the training activities, with participation in various courses by patient associations, science communication and career development experts, and founders of start-up companies.

The gender aspects are well detailed, and a good strategy is presented. All partners are strongly committed to promote gender equality and inclusiveness at all levels through dedicated training sessions, events and actions designed to specifically to support and foster the career development of under-represented groups.

The research training program is comprehensive, novel, and high-quality, including a suitable focus on open science, research dissemination, and transferable skills

-

Training in respect to ethics in research is not clearly integrated into the training programme, which is important given the research options offered by the programme. Further, the proposal insufficiently addresses how the quality of the training courses will be measured/monitored.

The described planned role and contribution of the partners from the non-academic sector, as presented in their letters of commitments, is not properly echoed by the proposed training activities as presented in the proposal.

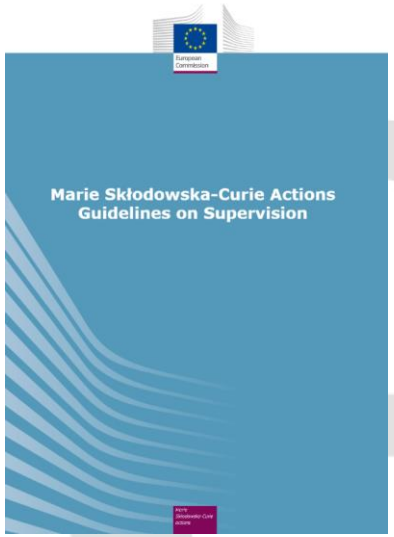
The transferable skills training is insufficiently illustrated, e.g. aspects on equality and diversity and entrepreneurship. further it suffers from a lack of structure, quantifiable indicators and monitoring elements.

1.4 QUALITY, NOVELTY AND PERTINENCE OF THE SUPERVISION, **CAREER GUIDANCE AND CAREER DEVELOPMENT ARRANGEMENTS**: REQUIRED SUB-HEADINGS

Description of the supervision arrangements

- Qualifications and supervision experience of supervisors: quality and experience of supervisors should be described (especially for Doctoral Programmes), as well as how progress of the fellows will be monitored and their career development promoted and guided throughout the duration of the fellowship
- Describe how the potential and future career perspectives of selected researchers will be enhanced;
- Any other relevant point

Refer to the Charter and Code & Guidelines for MSCA supervision



Supervision

Employers and/or funders should ensure that a person is clearly identified to whom researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research doctoral candidate appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

1.4 QUALITY, NOVELTY AND PERTINENCE OF THE SUPERVISION, **CAREER GUIDANCE AND CAREER DEVELOPMENT ARRANGEMENTS**: TIPS

- ✓ Describe the number of supervisors required per applicant. i.e. each fellow should have 2-3 supervisors: 1 primary supervisor at the host, 1 co-supervisor and 1 non-academic supervisor based in the secondment organization

- ✓ Provide a collective statement on the experience of the supervisors involved in the COFUND, include a table if possible. For example, give examples of the journals they publish in, Impact Factors, number of postdocs they have mentored …

- ✓ Outline the role of a supervisor. Introduce and expand further on the Personalised Career Development Plan (PCDP).

- ✓ Introduce any career development support services present at the host organisation(s)

1.4 STRENGTHS & WEAKNESSES

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Career planning is supported by a well-structured and appropriately monitored PCDP and access to a career development coach. The inclusion of an additional mentor that aligns with the next career step for the fellow and female-to-female mentoring are novel and beneficial features, providing additional independent career guidance

The quality of the supervision is clear, with an identified pool of potential Supervisors at the host Partners, with extensive experience in postdoctoral supervision, a demonstrated record of research leadership, and extensive experience with EU projects

Career and Training Committee composition is well structured and balanced for training in both academic and non-academic domains.

-

Quality and experience of (potential) academic supervisors are presented only in a generic manner; limited information is provided regarding the quality of non-academic supervisors with whom the doctoral students will work closely for at least half the duration of their fellowship.

The overly complex structure envisaged for supervision raises concern for the feasibility of effective supervision of the large number of proposed doctoral candidates.

Career guidance and career development arrangements are not sufficiently substantiated, the quality of the process itself is not sufficiently addressed

MSCA COFUND

IMPACT SESSION

GOBIERNO DE ESPAÑA MINISTERIO DE CIENCIA E INNOVACIÓN

FECYT INNOVACIÓN

AGAUR Agència de Gestió d'Ajuts Universitaris i de Recerca

Generalitat de Catalunya Departament de Recerca i Universitats

2. IMPACT

2.1 Strengthening **human resources good practices at institutional, regional, national or international level**, in particular through aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

2.2 Credibility of the proposed 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**

2.1 Strengthening human resources good practices at institutional, regional, national or international level, in particular through aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

Outline how the proposed programme will impact on strengthening research human resources at the institutional, regional, national or international level.

At organisation/institutional level:

- Describe how the programme will be increasing the **attractiveness of the participating organisations** towards talented researchers thus building up talent in the region.
- What is the value of having more PhD or postdocoral researchers in certain thematic areas?
- Refer to the visibility of your COFUND project and the **ties with other PhD or Postdoctoral programmes** (in case of DP).
- Do the objectives of the COFUND programme **address any key priorities/needs** at a research level or institutional level?
- How this COFUND will **enhance the networking opportunities and the visibility of the host** (and partners) – in case.
- Will it help you **structure or improve** your talent attraction programs?
- Prestige? Any other?

At regional/national level:

- Does the COFUND programme align with the national policies/strategies such national Research and Innovation Strategies for Smart Specialisation (RIS3 strategies)?
- Does it strengthen the national or regional R&D ecosystem?
- Any weaknesses/gap (talent/expertise/research area) in the system that the project covers?
- Have in mind the possible synergies with other Programmes (for example Erasmus +) including at regional and national level.

2.1 Strengthening human resources good practices at institutional, regional, national or international level, in particular through aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

Outline how the proposed programme will impact on strengthening research human resources at the institutional, regional, national or international level.

<u>At European/International level</u>:

- Highlight how the programme will **impact on the international, interdisciplinary and intersectoral mobility of researchers** in Europe (e.g., a new concept of training, new approach, etc.). How will **best practices** be transferred to others?
- Describe how the programme will **strengthen Europe's human resources** in research and innovation and structuring of a stronger European Research Area where knowledge, technology and researchers circulate freely.
- Describe how the programme will **increase Europe's attractiveness** as a **leading destination** for research and innovation (provide specific information in relation to the research field). Refer to the benefits of attracting talented early-career (DP) and postdoctoral (FP) researchers.
- Describe how the programme will impact on **better quality research and innovation** contributing to Europe's competitiveness and growth and or **address a European societal challenge**.
- Expand on a link to EU research/policy goals: Green Deal, Horizon Europe Missions, MSCA Green Charter, UN Sustainable Development Goals

2.1 Strengthening human resources good practices at institutional, regional, national or international level, in particular through aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

Describe how the programme will contribute to the implementation of principles set out by the EU for the human resources development in R&I (such as Charter and Code, or the Principles for Innovative Doctoral Training for Doctoral Programmes) at the participating organisation.

- Include information here if your institution as beneficiary, and/or implementing partners have been **awarded the HR Excellence in Research Logo**. https://euraxess.ec.europa.eu/jobs/hrs4r/awarded
- Outline **how the programme aligns** with the practices and policies in the context of the **EU Human Resources Strategy for Researchers** (HRS4R): https://euraxess.ec.europa.eu/jobs/hrs4r, and
- The Principles for **Innovative Doctoral Training for DPs**: https://euraxess.ec.europa.eu/sites/default/files/policy_library/principles_for_innovative_doctoral_training.pdf

The seven principles of Innovative Doctoral Training are:

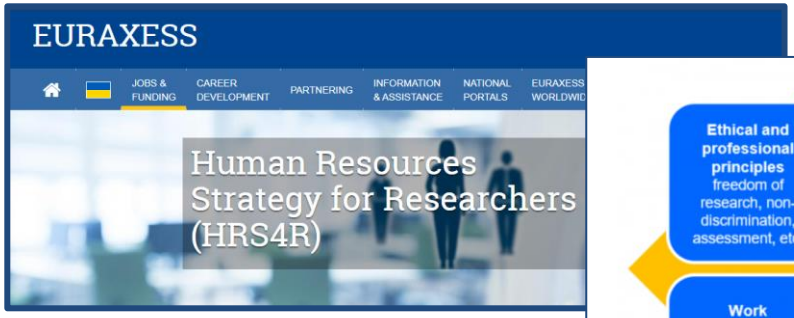
- *Research excellence*
- *Attractive Institutional Environment*
- *Interdisciplinary Research Options*
- *Exposure to Industry and other relevant employment sectors*
- *International networking*
- *Transferable skills training*
- *Quality Assurance*

2.1 Aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

Related to section 1.1

Describe how the programme will contribute to the implementation of principles set out by the EU for the human resources development in R&I (such as Charter and Code, or the Principles for Innovative Doctoral Training for Doctoral Programmes) at the participating organisation.

- Reference to the **European Charter for Researchers** and the **Code of Conduct for Recruitment**
- Include information here if your institution as beneficiary, and/or implementing partners have been **awarded the HR Excellence in Research Logo**. https://euraxess.ec.europa.eu/jobs/hrs4r/awarded
- Outline **how the programme aligns** with the practices and policies in the context of the **EU Human Resources Strategy for Researchers** (HRS4R): https://euraxess.ec.europa.eu/jobs/hrs4r, and
- The Principles for **Innovative Doctoral Training for DPs**: https://euraxess.ec.europa.eu/sites/default/files/policy_library/principles_for_innovative_doctoral_training.pdf



https://www.euraxess.es/spain/services/charter-code-researcherS

The seven principles of Innovative Doctoral Training are:

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- *Transferable skills training*
- *Quality Assurance*

2.1 Aligning the practices of participating organisations with the principles set out by the EU for human resources development in research an innovation

- Mention **alignment with national regulations and provisions** concerning social security and pension, provision for maternity/parental leave
- Mention how **gender issues / researchers at risk** have been considered in working conditions.
- **Remind the evaluator** that the proposed programme will contribute to achieving the expected impact of COFUND (e.g. Improvement in the working and employment conditions; aligning of practices and policies in the context of the HRS4R, enhanced implementation of the Charter and Code (, and the EU Principles for Innovative Doctoral Training at regional, national or international level.)

Related to section 1.1

Any other relevant point

2.1. STRENGTHS & WEAKNESSES

- The overall alignment with, and the concrete measures for, implementing the ***EU Charter and Code and Human Resources Strategy for Researchers*** are convincingly presented. It is worth mentioning that most of the implementing partners have been awarded the **HRS4R label** and the rest are in the process of obtaining it.
- **Earlier experience of participation** of the consortium in **EU research projects related to the human resources development** in research, convincingly supports its capacity to strengthen human resources at different levels.
- The impacts of the programme at the various levels are duly considered and the programme will contribute to the **region's competitiveness and economic growth** with a focus on the **challenges** identified in the **regional innovation strategy for smart specialisation**.

- There is **insufficient detail** of how the programme will contribute to the **human resources practices** at the **consortium level** and also how this will be sustained beyond the project timeline.
- The programme's impact on promoting and propagating the EU principles of HR development in R&I is not well demonstrated at the international level due to insufficient integration of the associated partners via programme's events and lack of a concrete secondment plan.
- The explanation of how human resources good practices will be achieved at the **international level is very brief**. The foreseen collaborations with international bodies are very wide and not fully detailed.

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

- For DP: Describe the **potential employment sectors** that the doctoral candidates might end up working in. Consider both academic and non-academic career opportunities.
- For FP: Mention some **specific potential employers** (e.g. industry partners).
- Role of partners (industrial) in the employability of researchers
- What are the relevant **current and future labour market needs** which the COFUND Programmes can contribute to?
- Present an **analysis of how the elements of the programme** will make them employable (DP) or improve their employability (FP)
  - ✓ Research Training
  - ✓ Transferable Skills Training
  - ✓ Opportunities with industry partners to ensure alignment between employers' needs and skills development. SECONDMENTS
  - ✓ How will the **intersectoral and interdisciplinary** aspects of the programme impact on the researchers' careers?

- If you are submitting a COFUND project for an **existing programme**, explain **how the new COFUND action will improve** upon your programme.
- Make a strong link between your programme's elements, the EU policies about researcher careers/ employability, and any sectoral policies referring to a skill gap in the relevant sector.
- Explain the **impact of the research and training** on the fellows' **short- and long-term career** perspectives.

2.2. STRENGTHS & WEAKNESSES

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- Enhancement of career perspectives of ESR is highly credible, supported by **collaborative opportunities**, accelerated market access and reinforced recruitment of potential graduates by the industry.

- The proposed programme will empower the doctoral candidates with excellent scientific competences in the proposed field, and a diverse set of career-focused transferable skills.

- A **database with the CVs** of all the applicants to the programme will be set up (if they agree), to **support possible employment opportunities** at one of the partners. This is very innovative.

-

- The proposal does **not present appropriate measures** for aligning the practices of the beneficiary and partner organizations with the principles set out by the EU for human resources development in research and innovation.

- The proposal does not sufficiently describe h**ow the selected researchers can exploit the connections with the non-academic sector** developed during the programme.

- The proposal does not provide **clear information on how it effectively intends to support** the fellows in the next step of their career.

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 sub-headings:

- **Plan for the dissemination and exploitation** activities, **including communication** activities. (*a more detailed plan will need to be provided as a mandatory project deliverable submitted at mid-term stage*)
- Strategy for the management of **intellectual property,** foreseen protection measures

Communication:
Promote your action and results

Inform, promote and communicate your activities and results

Reaching multiple audiences
Citizens, the media, stakeholders

How?
- Having a well-designed strategy
- Conveying clear messages
- Using the right media channels

When?
From the start of the action until the end

Why?
- Engage with stakeholders
- Attract the best experts to your team
- Generate market demand
- Raise awareness of how public money is spent
- Show the success of European collaboration

Legal obligation of your Grant Agreement

Dissemination:
Make your results public

Open Science: knowledge and results (free of charge) for others to use

Only to scientists?
Not only but also to others that can learn from the results: authorities, industry, policymakers, sectors of interest, civil society

How?
Publishing your results on:
- Scientific magazines
- Scientific and/or targeted conferences
- Databases

When?
At any time, and as soon as the action has results

Why?
- Maximise results' impact
- Allow other researchers to go a step forward
- Contribute to the advancement of the state of the art
- Make scientific results a common good

Legal obligation of your Grant Agreement

Exploitation:
Make concrete use of results

Commercial, Societal, Political Purposes

Only by researchers?
Not only, but also:
- Industry including SMEs
- Those that can make good use of them: authorities, industrial authorities, policymakers, sectors of interest, civil society

How?
- Creating roadmaps, prototypes, softwares
- Sharing knowledge, skills, data

When?
Towards the end and beyond, as soon as the action has exploitable results

Why?
- Lead to new legislation or recommendations
- For the benefit of innovation, the economy and the society
- Help to tackle a problem and respond to an existing demand

Legal obligation of your Grant Agreement

About the projects and results
Starts at the beginning of the project

About Results only
When results are available and after the end of the project

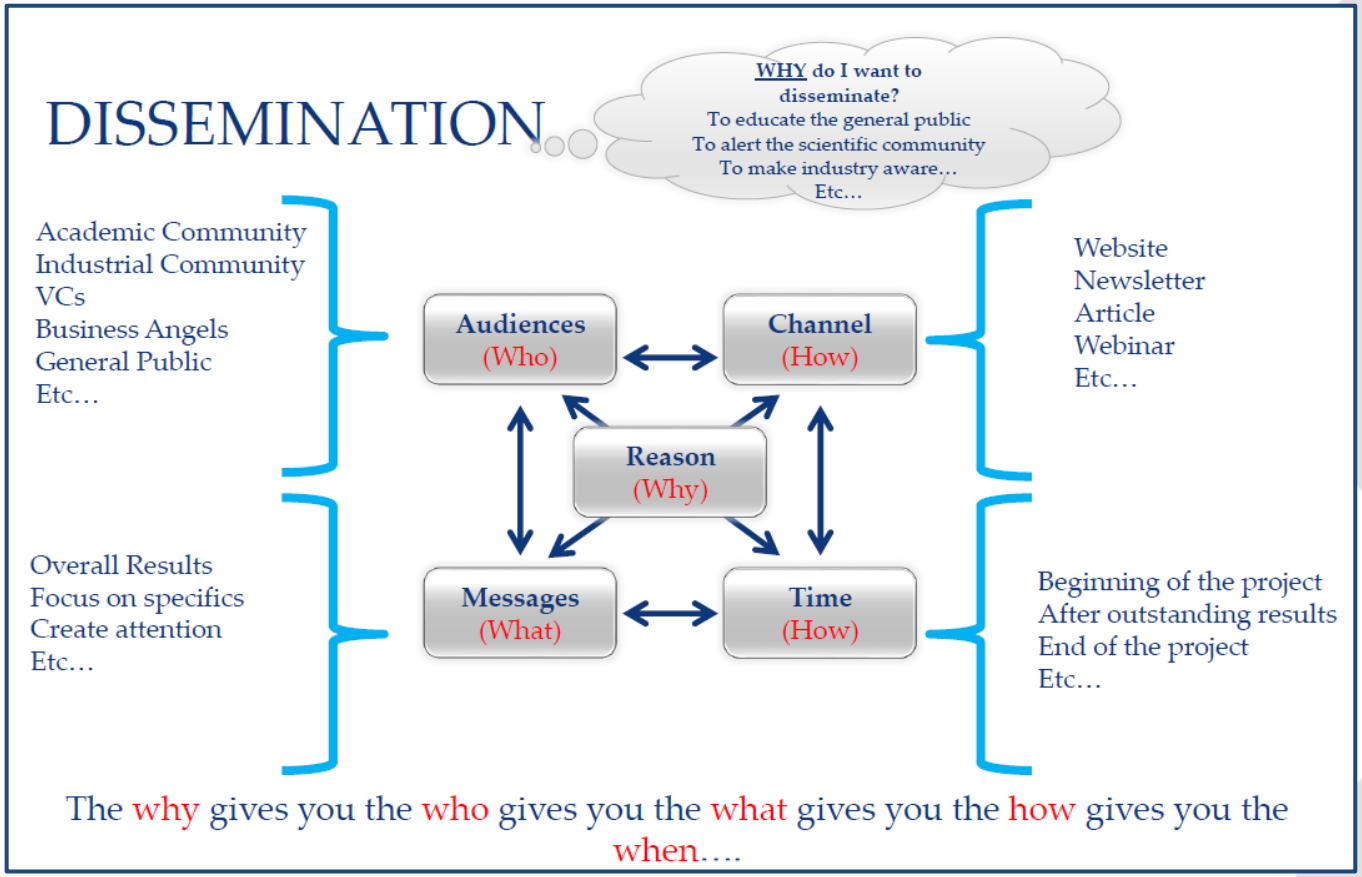
2.3 Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities

Related to section 1.3

Dissemination:

- Identify the **project's outcomes** (research findings (datasets, reports;), guide for policy recommendations, etc
- Consider the full range of **potential users and uses**, including research, commercial, investment, social, environmental, policy-making, setting standards, skills and educational training, …
- Target **multiple audiences**, e.g. other researchers, policy makers (can link to European excellence), industry, government science advisors, "think tanks", legislative bodies…..
- Describe the potential impact of disseminating to these audiences – it might be a different impact for each audience type.
- **Channels for dissemination** (already available; create new ones; what EC channels will be used;etc). What concrete journal and conferences are targeted?
- **Dissemination formats** (scentic conference, publications, newsletter, webinar, workshop, summer school, invited scientists, European etc.
- Describe the **types of dissemination activities** will be used (conferences, workshops, events, tradeshows, social media etc). Give examples for all the dissemination activities.
- Have in mind that that dissemination and communication activities will also have an **impact on the development of the researcher's' dissemination and presentation skills.**
- A table could be included in this section indicating the **specific activities**, the target groups, the channels and who is the **person responsible** (doctoral candidate/postdoc, supervisor…) and minimum requirements for each doctoral candidate/postdoc.
- State **how many dissemination activities** the doctoral candidate/postdoc will be required to carry out during their fellowships i.e. minimum number of conferences to attend/articles to submit. (Mention if the doctoral candidate/postdoc will receive training for dissemination and communication skills.)
- Mention the role of the **host institution's support staff** (e.g. public relations offices, tech transfer offices).
- And **OPEN SCIENCE – OPEN ACCESS**
- **Remember that this is the Impact section**.

Target groups (WHO)	Main type of information and outcomes (WHAT)	Dissemination channels (HOW)



Source: Writing an ITN proposal- Pablo Garcia Tello; http://cerneu.web.cern.ch/writing-itn-proposal

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

Explotation:

- Exploitation is using **results for commercial/ research/ education/ standardisation purposes** or in public policy making. There is a close link between dissemination and exploitation. Dissemination feeds into exploitation, and exploitation is connected with the management of intellectual property.
- Describe the potential impact of **exploiting the commercial potential** of the research/programme results.
- If the results are useful to **academics/policymakers/the wider society**:
- How will the academic consortium members exploit the project results?
- How will the industrial consortium members exploit the project results? Be concrete if possible with projected business figures.
- Ensuring the **sustainability and continuity** of the project: financing, synergies with other European, national or regional funds, etc.
- Include a **business plan** where relevant.
- Some examples are provided in the JRC document 10 Tips for Researchers: How to achieve impact on policy.
- Have in mind that that dissemination and communication activities will also have an **impact on the development of the researcher's' dissemination and presentation skills.**
- **Remember that this is the Impact section**.

Related to section 1.3

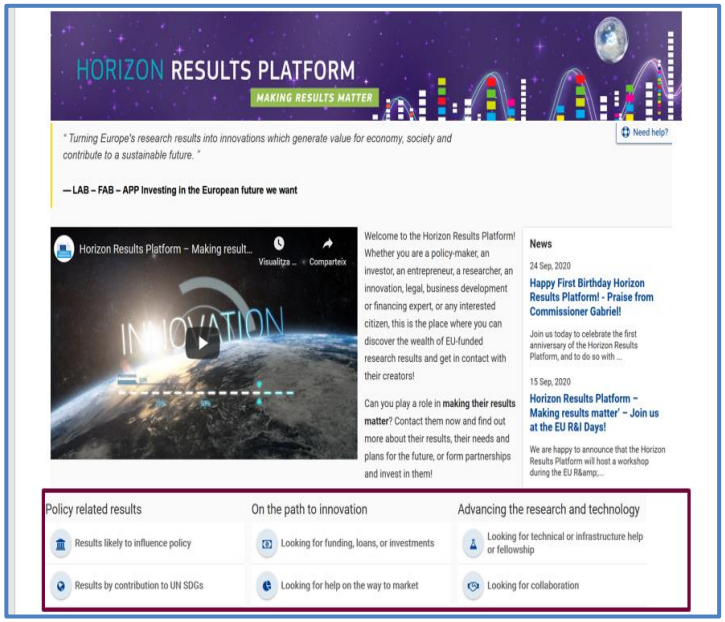
EXPLOITATION

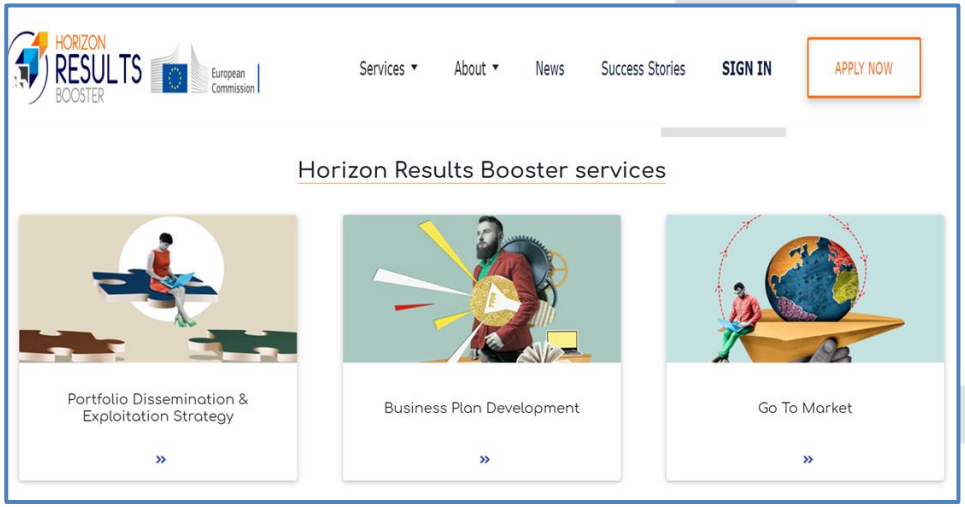
- Policy makers,
- Third sector
- Education community
Etc

- Guidelin
- Policy Recomend ations. Etc
- Education materials
- ETc

Source: Writing an ITN proposal- Pablo Garcia Tello; http://cerneu.web.cern.ch/writing-itn-proposal

- *Dissemination*
- *Exploitation*





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

Related to section 1.3

Communication:

- Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project
- 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.
- P.E engage a large audience, bring knowledge to the general public and imply interaction between sender /receiver.
- Communication requires a **clear and accessible language**
- **Possible Activities**: Press releases Science café;Marie Sklodowska Curie Ambassadors, Workshop Days, Open Doors, school visits; Public Talks, articles, E-newsletters, multimedia releases, Videos, European Researchers´ Night, EC Events, conferences, Marie Curie Alumni Association (MCAA), MSCA "Fellow of the Week" on Facebook
- Have in mind that **researcher's should be actively involved** in public engagement and communication activities.
- Mention the **support** of the host institution's Education, Outreach, Communication/marketing support staff or office
- Have in mind that that dissemination and communication activities will also have an **impact on the development of the researcher's' dissemination and presentation skills.**
- **Remember that this is the Impact section**.

Activity	Target audience	When	Where	Key indicators (KPI)
Conference (provide the full name)	List the target audience that will participate at the conference	Estimated month of project when it will take place (M12, M14)	If known at the time of the project proposal application	Number of attendees, etc.

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

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.

- Where relevant, remember that the results can and should be widely disseminated **AFTER IP protection has taken place**. Seek advice from your Technology Transfer Office on these matters.
- Outline plans to exploit any IP/ commercial potential arising from the programme. How the **ownership of the IP foreground (results**) will be managed?
- Mention that the fellows will receive **training on IP management** through carrying out their project and also through structured training.
- What will happen in case of **conflict**? How it will be managed?
- It is a **MSCA project**: secondments; intersectoral exchange and international dimension
- If there is a **non-associated third country**, justify by explaining how the exploitation is in the Union's interest,
- Briefly describe the **role of any Technology Transfer Office** or similar in helping you to commercialize the results.

Further internal research	• The results coming out of the project can be applied to further research in the field and beyond
Collaborative research	• The results can be used for building/contributing to collaborative research projects
Product development	• Results can be used for developing or contributing to a product, process, technique, design, etc.
Standardisation activities	• Results could be used to develop new standardization activities or contribute to ongoing work
Spin – offs	• A separate company will could be established as a result of the research results
Engagement with communities/end users/policymakers	• Describe the activities to ensure that relevant societal actors will benefit from your project. For example, results will be used in policy briefings to impact on policy

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EU INITIATIVEs SUPPORTING EXPLOITATION OF RESEARCH RESULTS

European IP Helpdesk - a first-line intellectual property service providing free-of-charge support to help European SMEs and beneficiaries of EU-funded research projects manage their IP in the context of transnational business or EU research and innovation programmes.

Enterprise Europe Network – provides free of charge services on IPR, commercialization and exploitation. The EEN organizes brokerage events, training events and actions promoting the international cooperation and the collaboration Academia – Industry.
een.ec.europa.eu

The **EEN** Ambassadors provide IP services and assistance. The can advice you at proposal level and during the implementation of the Programme. Each country has several Ambassador appointed.

2.3. STRENGTHS & WEAKNESSES

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- The programme has a **sound policy** in place for **protection and potential exploitation** of research results, in line with relevant national and EU regulations, and supported by appropriate **institutional services** and systematically monitored by the project manager.
- The **doctoral candidates will prepare a dissemination plan** at the beginning of their employment contracts, which will evolve over the course of the programme.
- Specific **bilateral agreements will be drafted before any secondments** in the industry; this, together with the applicants's extensive experience in IP management, will ensure an **effective strategy for the management of the intellectual property.**

-

- The outlined **dissemination and communication activities are not appropriately described** and justified with dedicated Key Performance Indicators (KPIs).
- The strategy for **dissemination and communication of project results are not presented** in a convincing manner, for instance, **lacking details on key elements** such as clear **time plan and target groups**.
- The **tech transfer plans are insufficiently elaborated**.

MSCA COFUND

IMPLEMENTATION SESSION

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3. IMPLEMENTATION

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

3.2 Quality and capacity of the host institution (s) and participating organisations (where appropriate), including hosting arrangements and extent to which they bring together the necessary expertise to successfully implement the research training programme

3.1 QUALITY AND EFFECTIVENESS OF THE **WORK PLAN**, **MANAGEMENT, STRUCTURES**, **ASSESSMENT OF RISKS** AND **APPROPRIATENESS OF THE EFFORT** ASSIGNED TO WORK PACKAGES: REQUIRED SUB-HEADINGS

- ✓ Work Packages description (table);
- ✓ List of major deliverables (table, including the awarding of doctoral degrees)
- ✓ Include a timeline or Gantt Chart giving an overview of at least the:
  - ✓ expected start and end date of the action (number of months);
  - ✓ Opening/Closing date of the call(s);
  - ✓ Number of fellowships offered per call;
  - ✓ Evaluation timeline;
  - ✓ Expected/planned start/end date of the researchers' appointments.
- ✓ List of major milestones (table);
- ✓ List of critical risks for implementation (table)

3.1 WORK PACKAGES

Note – The following work packages and pre-filled deliverables are mandatory, and constitute a minimum requirement (if necessary you may enhance these deliverables by adding additional ones).
Due date: The schedule should indicate the **number of months** elapsed from the start of the action (Month 1).

Table 3.1 a Description of Work Packages

WP Number	1	**Start Month – End Month**
WP Title	*Management*	
Objectives		
Description of Work and Role of the Beneficiary / Associated or Implementing partners *(possibly broken down into tasks), indicating lead participant and role of other participating organisations*		
Description of Deliverables *(brief description and month of delivery)* ...		
WP Number	2	**Start Month – End Month**

Mandatory Work Packages (WP):

- Management
- Dissemination of the programme and its calls
- Evaluation and selection
- Training and Career Development
- Ethics

Definition: A work package is defined as a major subdivision of the proposed action

3.1 DELIVERABLES

Deliverable: a distinct output of the action (e.g. report, document, technical diagram, software, etc.)

numbering convention: <WP number>.<number of deliverable within that WP>

Example:

D 2.1. report on dissemination and communication activities, corresponds to the 1st deliverable of WP2 (Dissemination of the programme and its call)

Deliverable Number[3]	Deliverable Title	WP No.	Type[4]	Dissemination Level[5]	Due Date

*Type: **R** = Report; **ADM** = Administrative (website completion, recruitment completion, etc.); **PDE** = dissemination/exploitation; **OTHER** = Other including coordination*

Dissemination level: PU = Public, CO = Confidential, CI = Classified

***Recruitment Deliverables:** Including overall recruitment (e.g. advertising vacancies), Researcher Declarations on Conformity, Career development Plan, etc.*

3.1 DELIVERABLES

The following deliverables will have to be submitted for grants awarded under this topic (as stated in 2021-2022 Work Programme):

- **mid-term meeting** organised between the participants and the granting authority;
- **mobility declaration** submitted within 20 days of the start of the research training activities, for each researcher, and updated (if needed) via the Funding & Tenders Portal Continuous Reporting tool;
- **career development plan**: a document describing how the individual Career Development Plans have been established (listing also the researchers for whom such plans have been put in place), submitted towards the end of the project;
- **evaluation questionnaire** completed by each recruited researcher and submitted at the end of the research training activity; a follow-up questionnaire submitted two years later;
- **data management plan** submitted at mid-term and an update towards the end of the project if needed;
- **plan for the dissemination and exploitation of results**, including communication activities submitted at mid-term and an update towards the end of the project

3.1 MILESTONES

Milestone: control points in the project that help to chart progress. milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. they may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. a milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. the achievement of a milestone should be verifiable

Table 3.1 c **Milestones List**

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

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

Means of verification
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: Publication of the Call - The call will be published via all outlined dissemination channels.

Milestones and Deliverables

Deliverables: A deliverable is a concrete output of the project (e.g document). Deliverables are preferable in the form of a report to be uploaded in the online grant management system.

Milestones: A milestones is a control point in the project – a stepping stone to reach the next phase of the project.

Workpackage	Milestones	Deliverables
Management	Internal kick-off meeting	Annual report on project progress
Dissemination programme and calls	Dissemination strategy approved by Steering Committee	Dissemination strategy
Selection & Evaluation	Submission system open	Report on selection & evaluation of Call 1
Training&Career Develop.	Establishment of personal career development plan for fellows of Call 1	Annual report on training activities of fellows of Call 1
Exploitation&Communication	Set-up of website	Annual report on Expl.& Comm. Activities

Source: Spanish COFUND informative session, 2020, OxygenEUm GmbH - Breathing Life into your project

3.1 RISK ASSESSMENT

A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.
Level of likelihood to occur: Low/ medium/ high
The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
Level of severity: Low/medium/high The relative seriousness of the risk and the significance of its effect.

Table 3.1.d

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

3.1 QUALITY AND EFFECTIVENESS OF THE **WORK PLAN**, **MANAGEMENT, STRUCTURES**, **ASSESSMENT OF RISKS** AND **APPROPRIATENESS OF THE EFFORT** ASSIGNED TO WORK PACKAGES: TIPS

- ✓ Timeline or Gantt chart, should be visual and clear and should show all the concepts established in the template.
- ✓ Make sure there is a contingency plan for each risk identified, that includes quantitative and credible measures
- ✓ Ensure the number of deliverables and milestones is manageable from an implementation point of view
- ✓ Recognise the effort of all participating actors to the different work packages

3.1 STRENGTHS & WEAKNESSES

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An appropriate and self-explanatory gantt chart showing the project timeline is presented, with well-described deliverables that allow easy monitoring of the project's progress.

The management structure is appropriate and comprehensively described, with specific responsibilities and duties assigned to clearly identified individuals and governing bodies, supported by established competent services

The proposal correctly identifies and illustrates in a clear table the most important potential risks and obstacles associated with the implementation of the programme, their probability to occur, and associates them with realistic and appropriate mitigation measures.

-

The contingency and mitigation plan does not cover all risks. For instance, risks related to the experience-based evaluation and update of measures towards best practices, or conflict between recruited researcher and supervisor….are not properly considered

Only very limited information is given on the management structures, the interactions between different management bodies, decision-making procedures, and financial management provisions, which impedes an effective implementation of the programme

In several aspects of the programme the decision making mechanism is highly centralized for a single person with responsibility to other projects and duties, which affects the reliability of the management framework and capacity

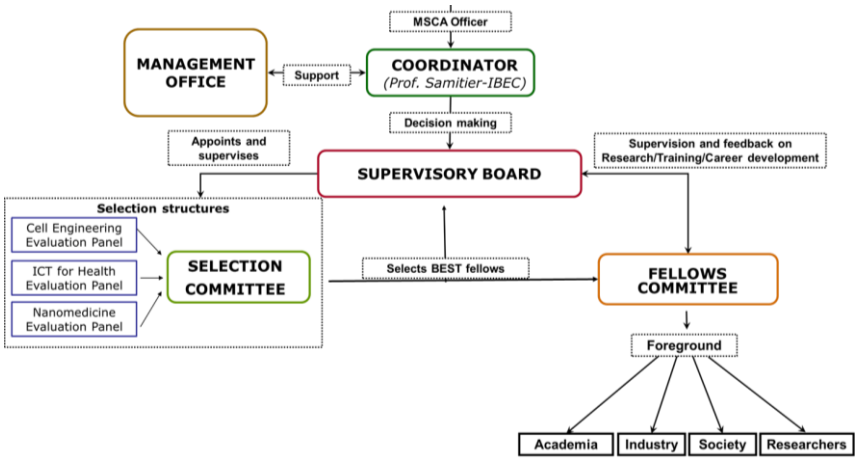
3.2 **QUALITY, CAPACITY AND ROLE OF EACH PARTICIPANT**, INCLUDING HOSTING ARRANGEMENTS AND EXTENT TO WHICH THE CONSORTIUM AS A WHOLE BRINGS TOGETHER THE NECESSARY EXPERTISE

- ✓ **Appropriateness of the infrastructure and capacity of each participating organisation**, as outlined in Section 5 (Participating Organisations), in light of the tasks allocated to them in the research training programme;
- ✓ **Support offered to the candidates/researchers** during the application/recruitment/implementation by the host/participating organisations;
- ✓ If applicable, **Consortium composition and exploitation of participating organisations' complementarities**: explain the compatibility and coherence between the tasks attributed to the beneficiary/implementing partner/associated partner in the research training programme, including in light of their experience; Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- ✓ **Commitment of the beneficiary and implementing/associated partners to the programme** – if applicable (for associated/implementing partners, please see also sections 5 and 6). The role of associated/implementing partners and their active contribution to the research training programme should be described. A letter of commitment shall also be provided for associated partners in section 6 (implementing partners are highly encouraged to provide it as well) and must follow the template (included within the PDF file, but outside the page limit)

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: TIPS

- ✓ Use a figure to outline the organisation and management structure. Refer to the Gantt chart for the call timeline
- ✓ Include a management structure that fits your project: it might vary depending on the type of project (Doctoral Programme, Postdoctoral Programme), its dimension (number of fellows recruited and number of calls), participating organisations …
- ✓ Ensure a clear information on each institution´s role and support given to the fellows depending on the phase of the project: application process (expand and refer to Excellence section), recruitment process (support provided when moving: EURAXESS …), implementation process (support after appointment: communication activities, social events …)
- ✓ Don´t forget to have gendered balance committees

3.2. MANAGEMENT STRUCTURES: EXAMPLES



Source: Spanish COFUND informative session, 2018, project BEST

Source: Spanish COFUND informative session, 2017, IMDEA Initiative

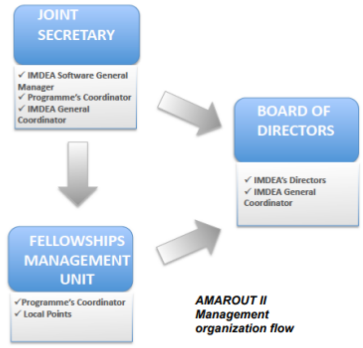
AMAROUT II

Management structure

- **The Fellowship Management Unit** (FMU).
- Responsible for the overall programme management.
- Programme Coordinator and the Local Points from each Institute.
- Meets every quarter.

- **The Joint Secretary (JS).**
- Supports FMU in all administrative matters.
- Formed by the General Manager of IMDEA Software, the IMDEA General Coordinator, and the Programme Coordinator .
- Supported by technical and administrative staff of IMDEA Software.
- Meets every week.

- **The Board of Directors (BD).**
- Responsible for the programme's strategic decisions.
- Formed by the Directors of the seven IMDEA Institutes, supported by the IMDEA General Coordinator
- Meets every quarter.



3.2 STRENGTHS & WEAKNESSES

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Responsibilities of the participating organizations are correctly allocated. Letters of support indicate full commitment for the programme including financial contribution

The beneficiary demonstrates high competencies to implement the programme based, for example, on previous experience and appropriate administrative, technical and human resources. The research infrastructure and facilities that will be provided by the participating organisations are also very good

The hosting arrangements are suitable to support fellows in all phases of the process through well-organized administrative support services

-

The infrastructure of the implementing and associated partners in the context of tasks allocated to them in the research training program is insufficiently elaborated.

The capacity of the participating organisations is not sufficiently explained and all the necessary expertise for the successful implementation of the project is not clearly identified. The exact role for some of the partner organisations is not clear as they are listed, but they neither offer hosting or training

The commitment letter of associated partner organization participating in secondments states that the associated partner is free to decline the hosting of a fellow if it is not feasible at the time, which can put in risk the international dimension of the programme

SMART OBJECTIVES THROUGOUT THE COFUND PROPOSAL

Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.

SMART objectives to show:

- the need for Europe to co-finance your COFUND project
- The improvement of career development in a specific area/range
- The update of MSCA best practices

Key aspects to consider

- Clear purpose: it needs to fit into the **institutional strategy**

- Key aspects to think of:
  - ✓ Number of fellows: it is feasible? Will it have impact?
  - ✓ Type and length of fellowships
  - ✓ Evaluation and selection procedures: where do you stand at the institution?
  - ✓ Intersectoriality is essential: beyond private sector
  - ✓ Focus: RIS3 topics, open, thematic

- Solid co-funding mechanism.

- Relationship with Associated Partners/Implementing Partners: "internal cuisine" takes time

- Implementation is KEY!

Available materials for support

- Official Call: Funding and Tenders Portal

- Be curious:
  - ✓ have a look at other funded projects in your/other countries
  - ✓ Listen to infodays/webinars, etc.
  - ✓ CORDIS: What has already been funded? CORDIS | European Commission (europa.eu)

- Horizonte Europa website

- MSCA-NET Handbook: COMING UP SHORTLY Home Page - MSCA-NET

Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less

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AGAUR Agència de Gestió d'Ajuts Universitaris i de Recerca
Generalitat de Catalunya Departament de Recerca i Universitats

Cristina.gomez@fecyt.es
adiazsaez@gencat.cat

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FECYT INNOVACIÓN

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