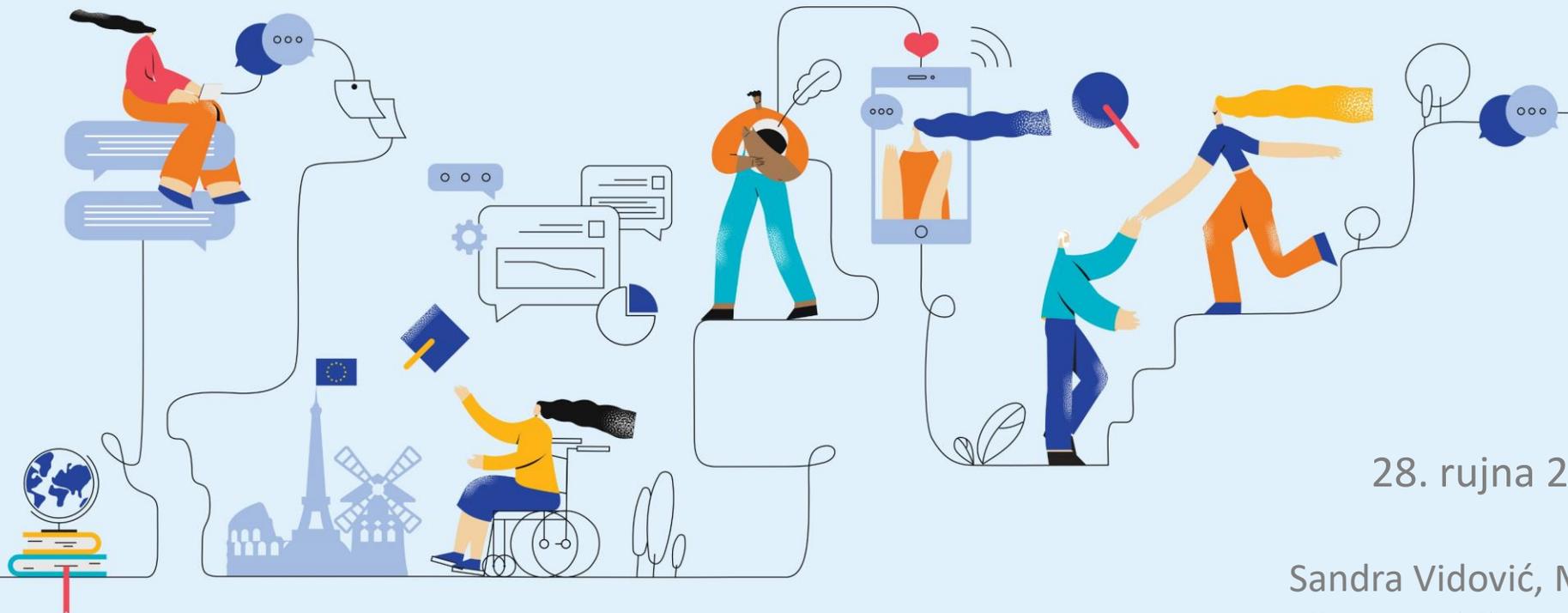


# MSCA radionica

## Kako napisati uspješnu projektnu prijavu za MSCA Doktorske mreže



28. rujna 2021.

Sandra Vidović, MSCA NCP  
Agencija za mobilnost i programe EU

# Marie Skłodowska-Curie akcije



Osposobljavanje istraživača, razvoj vještina i karijere  
(u svim fazama)



Izvršni istraživački uvjeti u svim granama znanosti  
(bottom-up)



Atraktivna znanstvena radna mjesta i radni uvjeti



Međunarodna, međusektorska i  
Interdisciplinarna mobilnost



Suradnja akademskog i neakademskog sektora  
(industrija i MSP)



Jačanje strukturnih učinka na organizacije kroz  
izvršne doktorske i postdoktorske programe

## Ključni dokumenti i smjernice:

✓ Europska povelja za istraživače i  
Kodeks o zapošljavanju istraživača

✓ Principi inovativnih doktorskih  
treninga

✓ Smjernice za mentoriranje

✓ MSCA zelena povelja

✓ Odgovorno istraživanje i inovacije

✓ Otvorena znanost i otvoren pristup

# MSCA 3i Dimenzija

## Pravilo međunarodne mobilnosti:

istraživači ne mogu boraviti ili obavljati svoju glavnu djelatnost (rad, studije itd.) u zemlji njihove (glavne) organizacije domaćina više od **12 godina mjeseci u 36 mjeseci** neposredno prije primjenjivog referentnog datuma.

## Interdisciplinarna mobilnost

8 evaluacijskih panela

(LIFE, CHE, PHY, MAT, ENG, ECO, SOC, ENV)

## Međusektorska izloženost kroz kraća upućivanja (secondments)



# Ishod MSCA projekata

## Doktorandi

- Istraživačke i prenosive vještine i kompetencija, bolja zaposlenost i razvoj karijere (akademski i neakademski sektor)
- Povećani učinak na R&I – komercijalizacija ideja i znanja
- Povećana umreženost i pojačane komunikacijske vještine

## Organizacija

- Pojačana kvaliteta, relevantnost i održivost doktorskih treninga i sustava mentoriranja doktoranda
- Pojačana međusektorska i interdisciplinarna suradnja i transfer znanja
- Pojačana integracija osposobljavanja i istraživačkih aktivnosti između unutar konzorcija
- Jačanje R&I kapaciteta unutar konzorcija
- Pojačana internacionalizacija i vidljivost organizacije

## Europski istraživački prostor

- Jačanje međunarodne, međusektorske i multidisciplinarnе mobilnosti istraživača u Europi
- Jačanje Europe kao atraktivnog mjesta za znanstveno djelovanje
- Doprinos većoj R&I konkurentnosti i rasta Europe

# Doktorske mreže

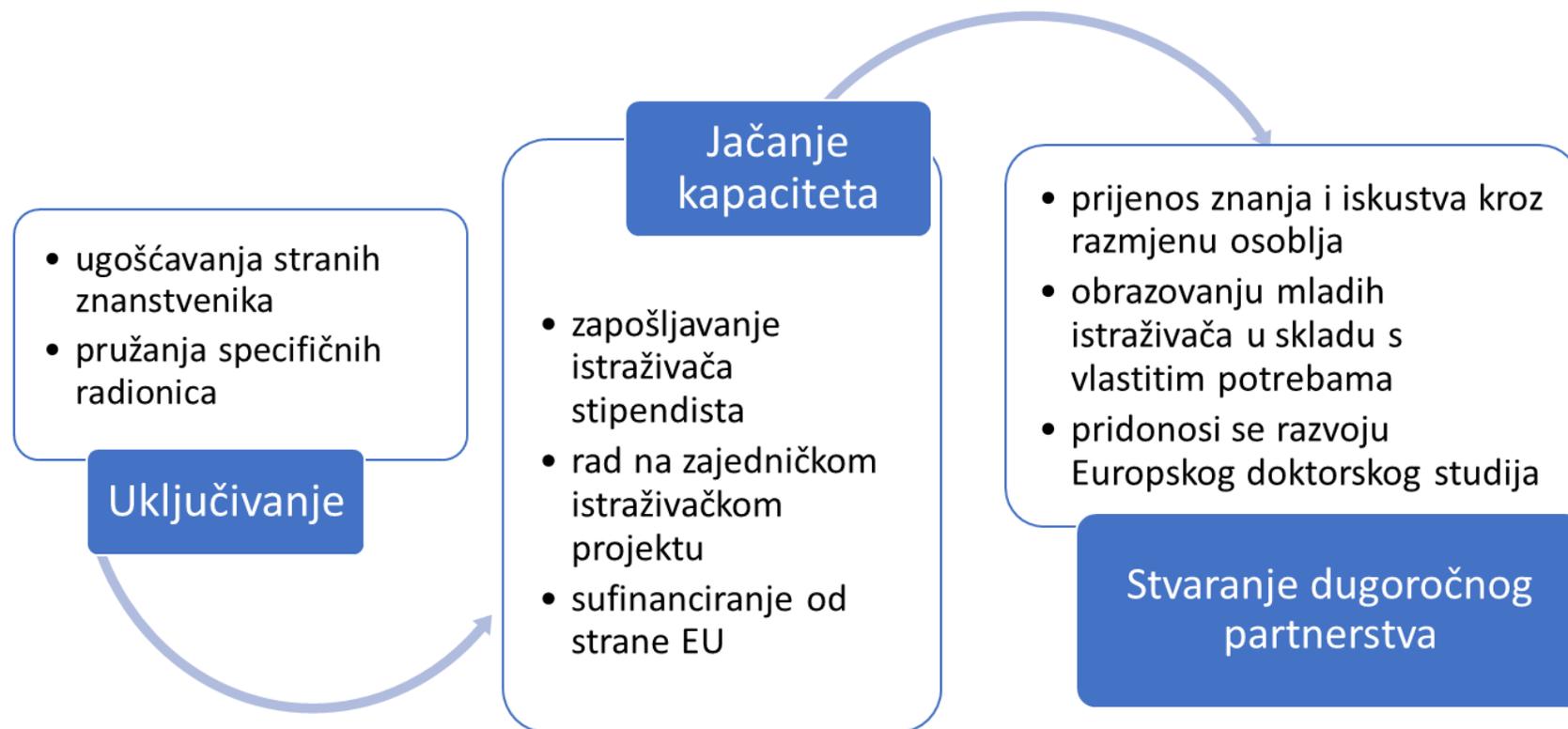
- Partnerstva sveučilišta, istraživačkih centara i poduzeća iz zemalja širom svijeta - **fokus na istraživačke, inovacijske i transferne vještine, razvoj karijere, mentoriranja**
- Konzorcij **uspostavlja doktorski program** s ciljem postizanja izvrsnosti istraživanja te inovativne doktorske izobrazbe
- Modeli:
  - ✓ Doktorske mreže
  - ✓ Industrijski doktorati
  - ✓ Zajednički doktorski studiji

## Trajanje:

- ✓ **Programa** – maksimalno 48 mjeseci
- ✓ **Zapošljavanje istraživača** – između 3 i 36 mjeseci
- ✓ **Upućivanje** – širom svijeta do 1/3 trajanja zaposlenja
- ✓ **Industrijski doktorati** – 50% vremena u neakademsom sektoru

- ✓ Strukturirano doktorsko obrazovanje, mogućnost zajedničkih doktorata
- ✓ Osposobljavanje nove generacije kreativnih, poduzetničkih i inovativnih istraživača na početku karijere
- ✓ Naglasak na prenosivim vještinama koje odgovaraju privatnom i javnom sektoru
- ✓ Mogućnost upućivanja u neakademijski sektor
- ✓ Poboljšanje mogućnosti zaposlenja i pružanja novih perspektiva u karijeri istraživača
- ✓ Zapošljavanje istraživača na istraživačkom projektu u trajanju do 3 godine

# Zašto se uključiti u MSCA doktorske mreže



# Mogućnosti za mlade istraživače

Osposobljavanje nove generacije kreativnih, poduzetničkih i inovativnih istraživača (doktoranda) – poboljšanje mogućnosti zaposlenja i pružanja novih perspektiva u karijeri istraživača.





Francesca Riva (ESR 3) took part in the [MSCA Awards event](#) which will take place on the 19<sup>th</sup> of June in Zagreb (Croatia) and submitted a 3 minutes video, edited by Ruben Riosa (ESR 5), in which she explained how her participation in MSCA has a positive effect on her career. In the video, she explains her project, focussing particularly on the extraordinarily strong network MANNA has created between universities, companies, and centres of research.

<https://www.linkedin.com/company/agencija-za-mobilnost-i-programe-europske-unije/videos/native/urn:li:ugcPost:6676452895845576704/?isInternal=true>

# Sudionici prihvatljivi za financiranje



EU zemlje članice  
(uključujući prekomorske  
i udaljene teritorije  
povezane s zemljama  
članicama)



Zemlje s niskim i srednjim  
dohotkom koje su  
navedene u [HE  
Programskom vodiču](#)



Pridružene zemlje Obzor  
Europa programa\*  
(Associated Countries - AC)



Ostale zemlje koje su  
navedene u specifičnim  
natjecajima ili je njihovo  
sudjelovanje esencijalno za  
provedbu projekta

## Jedinstveni uvjeti:

- EU tijela
- Pridruženi subjekti sa sjedištem u zemljama prihvatljivim za financiranje



- Međunarodne organizacije
  - Međunarodne europske istraživačke organizacije
  - Druge MO koje nisu prihvatljive za financiranje – osim ako je njihovo sudjelovanje esencijalno za provedbu
  - MO u ZČ ili AC prihvatljive za financiranje za osposobljavanje i mobilnosti - kada je navedeno u tekstu natječaja

## *Can organisations from Third Countries and International Organisations participate in the Horizon Europe MSCA Doctoral Networks (DN) call?*

- Once the minimum eligibility conditions are fulfilled and provided that the conditions laid down in the Work Programme are met, other organisations from any country may participate – under the conditions set out in the [Horizon Europe Programme Guide](#).
- Therefore, the participation of organisations from Third Countries (TCs) and International Organisations (IOs) in the Doctoral Networks (DN) call is possible.
- They can participate as “beneficiaries” to the grant agreement or ‘associated partners’.
- To participate as a beneficiary, TCs (i.e. a country that is not a Member State or a country associated to Horizon Europe) are divided into two groups:
- 1) TCs listed in the Horizon Europe Programme Guide:
  - Organisations from these countries are eligible to receive funding provided that the minimum eligibility requirements of the consortium have been met. Please note that International European Research Organisation (IERO) are also eligible to receive funding from Horizon Europe.
  - For the purposes of DN, IERO are considered as legal entities established in a MS or AC other than those in which the other beneficiaries in the network are established. The same applies to the European Commission's Joint Research Centre (JRC) or an 'entity created under Union law' (see Article 9(2) of the Horizon Europe Rules for Participation Regulation). Examples of IERO include CERN and EMBL.
- 2) TCs not listed in the [Horizon Europe Programme Guide](#) and International Organisations (IO) will be eligible for funding if at least one of the two following conditions is met:
  - the participation is **deemed essential for carrying out the action** by the Commission or the relevant funding body on the grounds that participation by the applicant has clear benefits for the consortium, such as:
    - **outstanding competence/expertise, access to particular research infrastructure, access to particular geographical environments, access to particular data**
  - Such funding is provided for **under a bilateral scientific and technological agreement** or any other arrangement between the Union and the international organisation or, for entities established in third countries, the country in which the legal entity is established.
- Applicants wishing to include organisations from TCs not listed in the [Horizon Europe Programme Guide](#) or IOs as beneficiaries in their consortium should focus on demonstrating that their participation is essential for carrying out the proposed project.
- Finally, organisations from any country may participate as “associated partners” in a DN project. Associated partners contribute to the implementation of the action, but do not sign the grant agreement. Associated partners may not employ (recruit) the researchers under the action. They may be used to provide training and host researchers, but only during secondments.

# Razlika korisnik i pridruženi partner

	Korisnik (Beneficiary)	Pridruženi partner (Associated partner)
Potpisuje Ugovor o dodjeli bespovratnih sredstva	✓	✗
Zapošljava istraživača	✓	✗
Pruža osposobljavanje / ugošćavanje upućenog istraživača	✓	✓
Sudjeluje Nadzornom odboru (Steering board)	✓	✓
Potražuje troškove od EK	✓	✗

*In the Horizon Europe MSCA Doctoral Networks (DN), what is the difference between associated partners and associated partners linked to a beneficiary?*

- For MSCA DN, '**Associated partners**' are entities which participate in the action, but without the right to charge costs or claim contributions.
  - They contribute to the implementation of the action, but do not sign the grant agreement.
  - Associated partners may not employ the researchers under the action.
  - Associated partners must include a letter of commitment in the proposal to ensure their real and active participation in the action.
  - The involvement of any associated partner for which no such evidence of commitment is submitted will not be taken into account during evaluation.
- '**Associated partners linked to a beneficiary**' are organisations with an established capital or legal link with the beneficiary, which is not limited to the action nor specifically created for its implementation.
  - These entities implement action tasks described in Annex 1 of the grant agreement, i.e. hosting and training of researchers.
  - The associated partners linked to a beneficiary do not have the right to claim unit contributions and may not employ the researcher under the action.
  - In addition, they must fulfil the eligibility conditions for participation and funding applicable to the beneficiary they are linked to.
  - The type of link and involvement of such entities must be clearly described in the proposal and will be assessed as part of the evaluation.

# Status Švicarske u MSCA DN

Actions		As a non-associated third country
Postdoctoral Fellowship	<i>Global Fellowship</i>	<ul style="list-style-type: none"> <li>Eligible for participation (for outgoing phase at institution in Switzerland)</li> <li>Funded by Beneficiary (EC budget)</li> </ul>
	<i>European Fellowship</i>	Not eligible for participation, but Swiss replacement for incoming Fellows is being evaluated.
<b>MSCA COFUND</b>		Not eligible for participation
Doctoral Networks	<i>Standard Doctorates</i>	Eligible for participation*
	<i>Joint Doctorates</i>	
	<i>Industrial Doctorates</i>	
<b>Staff Exchanges</b>		Eligible for participation*
<b>MSCA &amp; citizens</b>		Not eligible for participation
<p>* Will be funded by the State Secretariat for Education, Research and Innovation (SERI), instead of the European Commission.</p> <p>In general, the participation in mono-beneficiary projects (Postdoctoral Fellowships &amp; MSCA COFUND) is restricted in the non-associated third country mode (see <a href="#">question 38</a>).</p>		

Organizacije sa sjedištem u Švicarskoj mogu sudjelovati u doktorskim mrežama MSCA (ranije ITN) i razmjene osoblja MSCA -e kao "pridruženi partneri" i sudjelovanje će se financirati putem Državnog tajništva za obrazovanje, istraživanje i inovacije (SERI).

<https://www.euresearch.ch/en/horizon-europe/more-horizon-europe/status-of-switzerland-in-horizon-europe-367.html>

# Sastav konzorcija za Doktorske mreže

## Konzorcij sastavljen od:

- Sveučilišta
- Istraživačkih i znanstvenih organizacija
- Poslovnog sektora (uključujući i MSP)
- Drugi društveno-ekonomski sudionici

Prosječna veličina konzorcija – 6 do 10 partnera



## Glavni uvjet prihvatljivosti konzorcija

Najmanje 3 neovisna pravna subjekta, u različitim DČ/AC – od kojih minimalno 1 mora biti osnovana u EU DČ

U slučaju da niti jedan partner ne dodjeljuje doktorat, organizacija koja dodjeljuje doktorat mora biti uključena kao pridruženi partner ili kao povezani partner s korisnikom.

Pridruženi partneri mogu biti iz svih zemalja i svih sektora

## Pravilo od 40% budžeta

više od 40% budžeta ne može biti alocirano na partnere u istoj državi ili međunarodnoj interesnoj organizaciji (npr. CERN)

# Vrste Doktorskih mreža

Model	Doktorske mreže	Industrijski doktorati	Zajednički doktorski studiji
Sastav konzorcija	Najmanje 3 neovisna pravna subjekta, u različitim DČ/AC – od kojih minimalno 1 mora biti osnovana u EU DČ		
Akademski sektor	Bez ograničenja	Minimalno 1	Minimalno 3 organizacije koje dodjeljuju doktorat od kojih 2 dodjeljuju doktorat priznat u DČ/AC
Neakademski sektor	Bez ograničenja	Minimalno 1	Bez ograničenja
Broj PM-ova	360 (10 istraživača)	540 (15 istraživača)	540 (15 istraživača)
Maksimalno 40% budžeta	Obvezno		
Korisnik / pridruženi partner koji dodjeljuje doktorat	Obvezno	Obvezno	Obvezno za minimalno 3 organizacije od kojih 2 moraju biti iz DČ/AC
Zajednički, dvostruki ili višestruki doktorat	Izborni	Izborni	Obvezno
Zajednički, dvostruki ili višestruki doktorat - prethodni sporazum	N/A	N/A	Obvezno
Zajedničko mentoriranje doktoranda	Potiče se	Obvezno (iz 2 sektora)	Obvezno
Upis doktoranda u doktorski studij	Obvezno		
Boravak u neakademsom sektoru	potiče se	Minimalno 50% vremena	Potiče se
Razdoblje upućivanja	Do 1/3 vremena	Do 1/3 vremena	Do 1/3 vremena
Pridruženi partner - pismo namjere	Obvezno		
Evaluacijski paneli	8 panela (CHE, ECO, ENG, ENV, LIF, MAT, PHY, SOC)		
Budžet	403 mil eura		

# Glavne aktivnosti MSCA DN

- Međunarodni i međusektorski konzorcij
- Zajednički istraživački projekt (komplementarnost konzorcija)
- Zapošljavanje doktoranda na individualnim projektima



# Tipične MSCA aktivnosti individualnih projekata doktoranda

- Međunarodna mobilnost (uključujući i međusektorsko i interdisciplinarno upućivanje)
- Istraživačke aktivnosti i aktivnosti osposobljavanja
  - Osposobljavanje kroz istraživanje
  - Praktični rad na istraživačkoj opremi
  - Transferne vještine: poduzetničke, IPR, projektni menadžment
- Financijski i projektni menadžment projekta
- Otvorena znanost i otvoren pristup, upravljanje podacima (data management)
- Diseminacijske aktivnosti
- Komunikacijske aktivnosti i javni angažman
- Dodatni trening vezan uz rodnu dimenziju



## Prihvatljivi istraživači

- Prihvatljivi su **mladi istraživači odnosno doktorski kandidati** koji na dan zapošljavanja nemaju doktorat
- Mogu biti **bilo koje nacionalnosti**
- Moraju biti **upisani u doktorski program** za vrijeme trajanja projekta
- **Pravilo mobilnosti** - istraživač ne smije boraviti ili obavljati glavnu aktivnost (rad ili studiranje) u zemlji organizacije domaćina (koja zapošljava istraživača) više od 12 mjeseci unutar 3 godine do **dana zapošljavanja**.
- Za Industrijske doktorate – moraju provesti 50% vremena u neakademsom sektoru

Dan zapošljavanja – prvi dan zapošljavanja na projektu (datum naveden u ugovoru o radu ili drugom direktnom ugovoru)

# Zapošljavanje istraživača



- Istraživači se zapošljavaju putem otvorenog, transparentnog, međunarodnog natječaja (Kodeks o zapošljavanju istraživača) – **OBJAVA NATJEČAJA NA EURAXESS PORTALU**
- Istraživači se zapošljavaju putem **ugovora o radu**
  - fiksne stipendije dozvoljene su samo tamo gdje nacionalno zakonodavstvo ne dozvoljava ugovor o radu te jedino uz prethodnu suglasnost *Projekt Oficera* iz Europske komisije
- Svaki partner (korisnik – beneficiary) **mora zaposliti najmanje jednog istraživača**
- Svaki partner **mora ugostiti zaposlenog istraživača** u svojim prostorima i mentorirati istraživača
- Istraživač je **zaposlen na puno radno vrijeme** najmanje od 3 do najviše 36 mjeseci
- Industrijski i Zajednički doktorski studiji – istraživač je **uzastopno zaposlen** kod svakog partnera gdje provodi istraživanje (ID – 50% u neakademsom sektoru)
- Dobra praksa – konzorcij provodi centralno zapošljavanje – svaki partner u konzorciju sudjeluje u procesu odabira kandidata

# EURAXESS

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Enter keywords

RESEARCH FIELD

RESEARCHER PROFILE 1 selected

SECTOR

COUNTRY

EUROPEAN RESEARCH PROGRAMME 2 selected

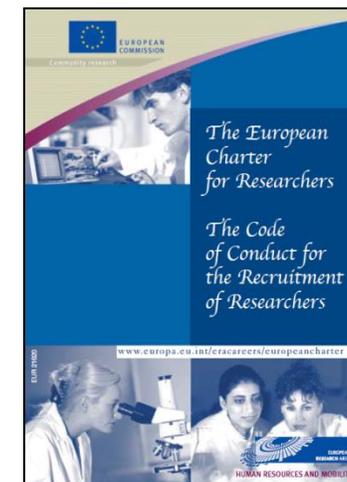
- FP7 / People-Marie Curie Actions (2)
- FP7 / People-Marie Curie Actions COFUND (1)
- H2020 (241)
- H2020 / EIT (2)
- H2020 / ERC (138)
- H2020 / Marie Skłodowska-Curie Actions (184)
- H2020 / Marie Skłodowska-Curie Actions COFUND (14)
- HE (4)

SEARCH NEED HELP?

## Your search results (198)

Selected:

[First Stage Researcher \(R1\) ×](#) | 
 [H2020 / Marie Skłodowska-Curie Actions ×](#) | 
 [H2020 / Marie Skłodowska-Curie Actions COFUND ×](#)



12/04/2019  Marie Curie Actions 

Marie Skłodowska-Curie Early-Stage Researcher (3-year PhD) - positions in computational and... (# of pos: 2)

[READ MORE](#)

APPLICATION DEADLINE	12/05/2019 22:00 - Europe/London
RESEARCH FIELD	Physics
LOCATION	United Kingdom
COMPANY/INSTITUTE	University of Bath

## *Is it mandatory to appoint fellows for the maximum 36-month period under the Horizon Europe MSCA Doctoral Networks (DN)?*

- In a MSCA DN project, the minimum/maximum duration of the funded recruitment (on the basis of full-time work/secondment) is 3-36 months. See also the [Work Programme](#) and [Guide for Applicants](#).
- Although it is mandatory to respect those limits, **beneficiaries are allowed to extend the contract to e.g. 48 months but those additional 12 months will not be part of the DN project and will need to be covered with the beneficiaries' own resources.**
- Shorter appointments (with a minimum duration of 3 months) must be carefully explained and justified.
- They will be assessed by the expert evaluators during the evaluation procedure bearing in mind the spirit of the Work programme which is to train “a new generation of creative, entrepreneurial, innovative and resilient doctoral candidates, able to face current and future challenges and to convert knowledge and ideas into products and services for economic and social benefit” as well as engage in a doctoral research programme.

## Upućivanja (secondments)

- Moraju biti relevantna, provediva i od koristi za istraživače te u skladu s projektnim ciljevima
- Sastavni su dio projekta te moraju biti opisana u projektnom prijedlogu
- Svaka promjena u planu upućivanja za vrijeme provedbe mora biti odobrena od strane REA-e
- Za vrijeme upućivanja istraživač zadržava vezu s organizacijom gdje je zaposlen (i koja ga šalje na secondment) – ta organizacija ujedno plaća troškove putovanja (putovanje, smještaj, vize, potrebne radne dozvole)
- Za vrijeme secondmenta istraživač mora imati mentora na gostujućoj organizaciji
- Mora uključivati fizičku mobilnost istraživača
- Virtualna mobilnost se ne smatra kao regularni secondment – može biti samo nadopuna
- Istraživač može biti upućen maksimalno 1/3 vremena zaposlenog na projektu

## In Horizon Europe MSCA Doctoral Networks (DN), is it possible to arrange secondments to associated partners in the same country where the PhD is hosted?

- Yes, in an MSCA DN, secondments within the same country are permitted, although international secondments are strongly encouraged.
- For DN-ID, inter-sectoral secondments can also be intranational.

## Can associated partners and associated partners linked to a beneficiary be reimbursed for the costs of training and/or hosting of seconded researchers in Horizon Europe MSCA Doctoral Networks (DN)?

- In an MSCA DN, associated partners and associated partners linked to a beneficiary are not signatories to the grant agreements and cannot claim costs separately.
- Their costs are considered already covered by the unit cost paid to the beneficiaries. Beneficiaries are encouraged to share the unit costs received with them.
- Normal practice during secondments is for the recruited researchers to keep their contract with the sending institution, which also pays their travel and subsistence expenses (e.g. accommodation, visa, residency card) from the institutional unit costs.

*In Horizon Europe MSCA Doctoral Networks (DN), is virtual mobility allowed?*

- In an MSCA DN, virtual mobility can complement the physical mobility, facilitate long-distance collaboration and be an effective means to faster achieving research and training objectives.
- These activities should be clearly described in the proposals, should be relevant, feasible and beneficial for the researchers, and in line with the project objectives.
- Virtual mobility will not be considered as a regular secondment since it does not involve physical mobility.
- Therefore, it will not count towards the maximum duration of one third of the researcher's total recruitment period.

# Financijski aspekti

1 unit  
=  
1 month of  
eligible ESR

## Troškovi koji pripadaju istraživaču

Naknada za životne troškove	Naknada za mobilnost	Naknada za obitelj (ako je prihvatljivo)	Naknada za dugoročni dopust (ako je prihvatljivo)	Naknade za istraživače s invaliditetom (ako je prihvatljivo)
3.400 eura mjesečno	600 eura mjesečno	660 eura mjesečno	4.000 eura * % koji plaća organizacija	Zatražen iznos * broj mjeseci

- Naknada za životne troškove (plaća) – bruto 2 iznos
- Plaća – podliježe korekcijskom koeficijentu zemlje gdje će istraživač biti zaposlen
- Naknada za mobilnost – samo za osobna putovanja istraživača
- Naknada za obitelj – prihvatljivost za naknadu revidira se tijekom provedbe projekta
- Oporezivanje naknade za mobilnosti i obitelj u skladu s nacionalnim zakonodavstvom
- Naknada za dugoročni dopust – u slučaju porodičnog, roditeljskog dopusta, dužeg bolovanja ili drugog specijalnog dopusta dužeg od 30 dana

## Troškovi koji pripadaju organizaciji

Troškovi istraživanja, treninga i umrežavanja	Troškovi menadžmenta i indirektni troškovi
1.600 eura mjesečno	1.200 eura mjesečno

- Troškovi istraživanja i treninga (publiciranje, tečajevi jezika, lab materijali, knjige, programi...)
- Troškovi sudjelovanja na seminarima, radionicama, konferencijama
- Troškovi upućivanja (putovanje i smještaj)
- Troškovi vize i dozvola boravka
- Troškovi školarine (ako je primjenjivo) – školarina niti u kojem slučaju ne može biti isplaćena iz troškova koji pripadaju istraživaču
- Troškovi vezani uz pripremu izvještaja te ostale dokumentacije,
- Trošak osoblja za projektnog menadžera,
- Trošak održavanja konzorcijskog ugovora,
- Sveukupni pravni, etički, financijski i administrativni menadžment svih partnera,
- Indirektne troškove.

Under Horizon Europe MSCA Doctoral Networks (DN), how is the family status taken into account during the recruitment and is it possible to modify it in the course of the project (e.g. if a researcher has a child)?

- Family is defined as persons linked to the researcher by (i) marriage, or (ii) a relationship with equivalent status to a marriage recognised by the legislation of the country or region where this relationship was formalised; or (iii) dependent children who are actually being maintained by the researcher (children for which the researcher is under a legal obligation under national law to support them).
- If the recruited doctoral candidate has or acquires family obligations during the action duration, the **family allowance** must be paid to him/her as well.
- Compared to H2020, there will be an increase from 50% to 75% of the estimation of fellows receiving a family allowance at the proposal stage.
- This will hopefully cover all cases where a family allowance needs to be paid (even those cases where the family status changed during the course of the project).
- In case the family allowance allocated to the project is insufficient, **additional funds will be made available by the Commission and the max EU contribution will be increased.**

# DN Struktura projektnog prijedloga



## **Part A** - administrative forms

are filled *on-line Funding&Tenders*



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

# Start page, table of content, list of participating organisations

#Excellence

#Impact

#Implementation, incl. Gantt Chart



Maximum 30 pages



## **Part B2** - no page limit, PDF uploaded

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

#Letter of Commitment

#Pre-agreement letter for DN Joint Doctorate

# Part A projektnog prijedloga

- Part A:
  - General information:
    - title,
    - acronym,
    - panel,
    - descriptors,
    - keywords,
    - abstract,
    - declarations
  - **Participants** and contacts
  - Budget – based on person-months
  - **Gender Equality plan**
  - **Ethics** questionnaire

Administrative  
forms – to be filled  
on-line

Call:

0

Topic:

Type of Action:

0

Proposal number:

Proposal acronym:

Type of Model Grant Agreement:

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	

#### How to fill in the forms

The form must be filled in for each proposal using the templates available in the submission system. Some data fields in the form are pre-filled based on the steps in the submission wizard.

## *How to select keywords in a Horizon Europe MSCA Doctoral Networks proposal?*

- All eligible proposals will be evaluated under one of the eight major areas of research (known as scientific evaluation "panels")
- Experts will evaluate all proposals under a given panel.
- Each panel will establish a ranked list of proposals for funding.
- In the Electronic Submission Service, the applicant chooses the panel to which the proposal will be associated at the proposal stage (using the field "Scientific Panel" in section 1 of the proposal submission forms) and this should be considered as the core discipline. Additional keywords are used to define the other disciplines that may be involved.
- Proposals must be submitted to only one of eight 'main evaluation panels'.
- Applicants should carefully choose the panel and keywords since this will guide the REA in the selection of experts for proposal evaluation.
- As a general rule the call budget will be distributed between the panels based on the proportion of eligible proposals received in each panel.
- To help applicants select the most relevant panel for their proposal, a document providing a breakdown of each research area into a number of keywords is available on the [REA website](#).

Regarding the keywords, **applicants can select from three (3) to five (5)** as explained below. Applicants must:

1. Select the panel, i.e. the area of research (e.g. CHE) in which the proposal best fits, in section 1 of the proposal submission forms (or earlier at step 3). This should be considered as the core discipline of the proposal.
2. Within the most relevant sub-area of research (e.g. C1-Inorganic Chemistry), select the first keyword that best characterises the subject of the proposal (e.g. Catalytic materials).
3. The second keyword that best characterises the subject of the proposal must be selected within the area of research (e.g. CHE) that has been selected in step 3 or in section 1.
4. Third keyword: it is mandatory to select at least one (1) additional keyword which can be chosen from any of the eight (8) areas of research.
5. If needed you may add further two (2) additional keywords chosen freely from any of the eight (8) areas of research.

Please note that you should select the descriptors in order of importance, the first being the most important.

# Gender Equality Plan

## Application forms

Proposal ID

Acronym **Acronym is mandatory**

Short name

**A self-declaration will be requested at proposal stage.**

## Gender Equality Plan

Does the organization have a Gender Equality Plan (GEP) covering the elements listed below?  Yes  No

### Minimum requirements (building blocks) for a GEP

**Public GEP:** formal document published on the institution's website and signed by the top management, addressing the following issues:

- **Dedicated resources:** commitment of human resources and gender expertise to implement it.
- **Data collection and monitoring:** sex/gender disaggregated data on personnel and students and annual reporting based on indicators.
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.
- **Minimum areas to be covered** and addressed via concrete measures and targets:
  - o work-life balance and organisational culture;
  - o gender balance in leadership and decision-making;
  - o gender equality in recruitment and career progression;
  - o integration of the gender dimension into research and teaching content;
  - o measures against gender-based violence including sexual harassment.

Corporate eligibility criterion in Horizon Europe (not specific to MSCA)

Applicable to public bodies, research organisations and higher education establishments from EU Member States and Horizon Europe Associated Countries

Minimum process-related requirements for publication, dedicated resources, data collection & monitoring, and training

Transition/grace period before full enforcement for calls with deadlines in 2022

[https://ec.europa.eu/info/research-and-innovation/strategy/gender-equality-research-and-innovation\\_en](https://ec.europa.eu/info/research-and-innovation/strategy/gender-equality-research-and-innovation_en)

## Part B projektnog prijedloga

- **Obavezno koristiti predložak od EK!**
- Minimalni font je 11 –osim Ganttcharta i tablica gdje može biti 9
- Jednostruki prored (single line spacing)
- Veličina stranice A4
- Margine 15 mm (gornje, donje, lijeve i desne) –ne uključuju footere i hedere
- Čitki font (Times New Roman)
- Footnote –samo reference na literaturu - ulaze u limit stranica
- Tekst treba biti čitak prilikom printanja – ne koristite hiperlinkove u tekstu
- Header – akronim projektnog prijedloga i implementacijski model (DN, DN-ID, DN-JD)
- Stranice moraju biti numerirane – footer – „Part B – Page X of Y”

# Layout – general advise

Not evaluated but it makes life easier for the evaluators

## Template

- Use the Correct Template
- Use the Template sub-headings (provides good structure)
- Provide a Table of Contents with page numbers
- Use the Full Page Limit
- Put the proposal acronym in the Header
- Put Page Numbers (format Page X of Y) in the Footer

## Format

- Use charts, diagrams, tables, text boxes, figures.
- Use appropriate font size, line spacing, page margins
- Ensure any colour diagrams etc. are understandable when printed in black and white
- Use highlighting where appropriate (bold, underline, italics) but don't overdo it!

## Language

- Avoid jargon
- Explain any abbreviations
- Simple clear text
- Avoid long sentences
- Get rid of repetitions (refer to other parts of proposal if necessary)
- Don't copy text from other documents or websites
- Be consistent with language (UK/US English)



EXCELLENCE (50%)
Quality and pertinence of the project's research and innovation objectives
Soundness of the proposed methodology
Quality and credibility of the training programme
Quality of the supervision
50%

## 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)

- Introduction, objectives and overview of the research programme.
  - It should be **explained how the individual projects of the recruited researchers will be integrated into – and contribute to – the overall research programme.**
  - All proposals should also describe the **research projects in the context of a doctoral training programme.**
  - Are the objectives measurable and verifiable? Are they realistically achievable?
- **Pertinence and innovative aspects of the research programme** (in light of the current state of the art and existing programmes / networks / doctoral research trainings).
  - Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious.
  - Expand on the state of the art to explain why the research is original, innovative and timely compared to the state of the art in the research area (i.e. how the research work will advance the state of the art). Use footnotes to cite key relevant bibliography.
  - Benchmark against other doctoral/research trainings at national or international level. Previous ITNs can be checked using [http://cordis.europa.eu/search/advanced\\_en](http://cordis.europa.eu/search/advanced_en), but do not limit your benchmarking to EU funded consortia.

- The action should be divided in Work Packages<sup>1</sup> and described in the table:

Table 1.1: Work Package<sup>5</sup> (WP) List

WP No.	WP Title	Lead Beneficiary No.	Start Month	End month	Activity Type <sup>6</sup>	Lead Beneficiary Short Name	Researcher involvement <sup>7</sup>

Table 1.1a: Work Package List

WP No	Work Package Title	Lead Beneficiary No.	Start Month	End Month	Activity Type	Lead Beneficiary Short Name	ESRs involvement
WP1	Biomarker Discovery	3	6	42	Research/Training	UVEG	ESR1 -3
WP2	Resistance Mechanisms	4	6	42	Research/Training	UNISI	ESR4 - 9
WP3	Metabolic Transformation	2	6	42	Research/Training	OROBOROS	ESR10 - 11
WP4	Training	3	1	42	Training	UNISI	ESR1 - 11
WP5	Dissemination	5	1	45	Dissemination	QUB	ESR1 - 11
WP6	Project Management	1	1	45	Management	TCD	ESR on SB

- The Work Packages should reflect the research objectives.
- Only brief headings and overviews of the Work Packages should be presented in Table 1.1. More details in terms of actual implementation should be provided in the tables under section 3.1.

<sup>[1]</sup> A **work package** is defined as a **major subdivision** of the proposed action.

<sup>[6]</sup> E.g., research, management, dissemination, etc.

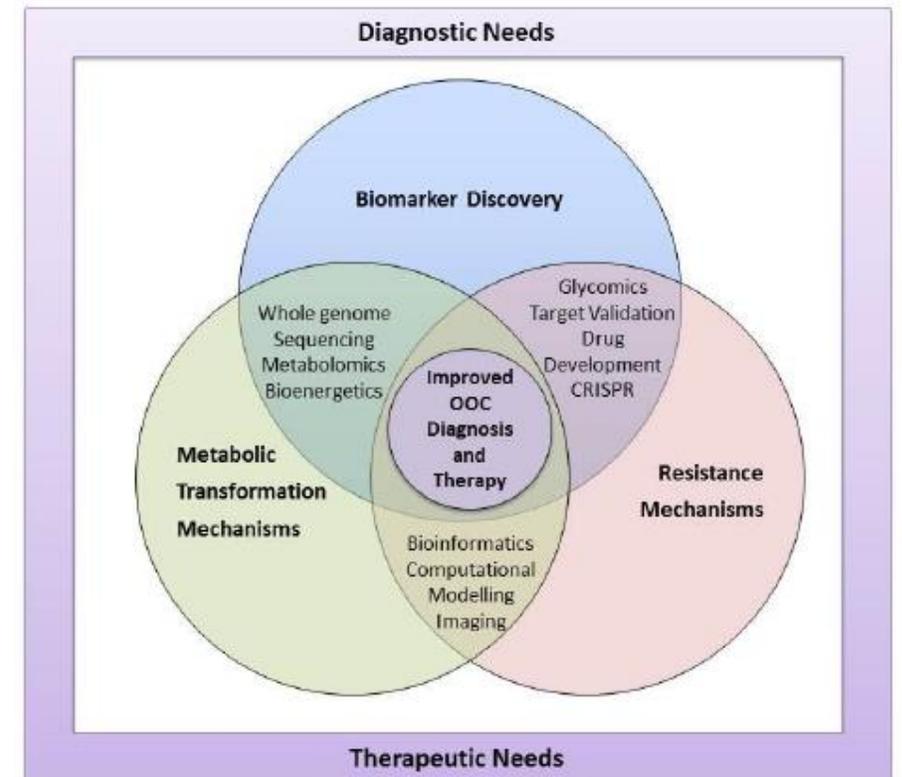
<sup>[7]</sup> Indicate which ESR(s) will participate in the WP in question

## 1.2 Soundness of the proposed methodology (including **interdisciplinary approaches**, consideration of the **gender dimension** and other diversity aspects if relevant for the research project, and the quality and appropriateness of **open science practices**)

- Overall methodology:
  - Describe and explain the overall methodology including the concepts, models and assumptions that underpin your work.
  - Explain how this will enable you to deliver your project's objectives.
  - Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them.
- Methodology: ensure to describe in detail how the objectives in the research programme will be explored - equipment, techniques, assays, types of research etc.
- You need to provide enough information so that the evaluator can understand how you will tackle the problem at hand, and can clearly see what is novel/interesting about your particular approach.
- Highlight the inter- / multi-disciplinary aspects of the research methodology

- **Integration of methods and disciplines to pursue the objectives:**
  - Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives.
  - If you consider that an inter-disciplinary approach is unnecessary in the context of the proposed work, please provide a justification

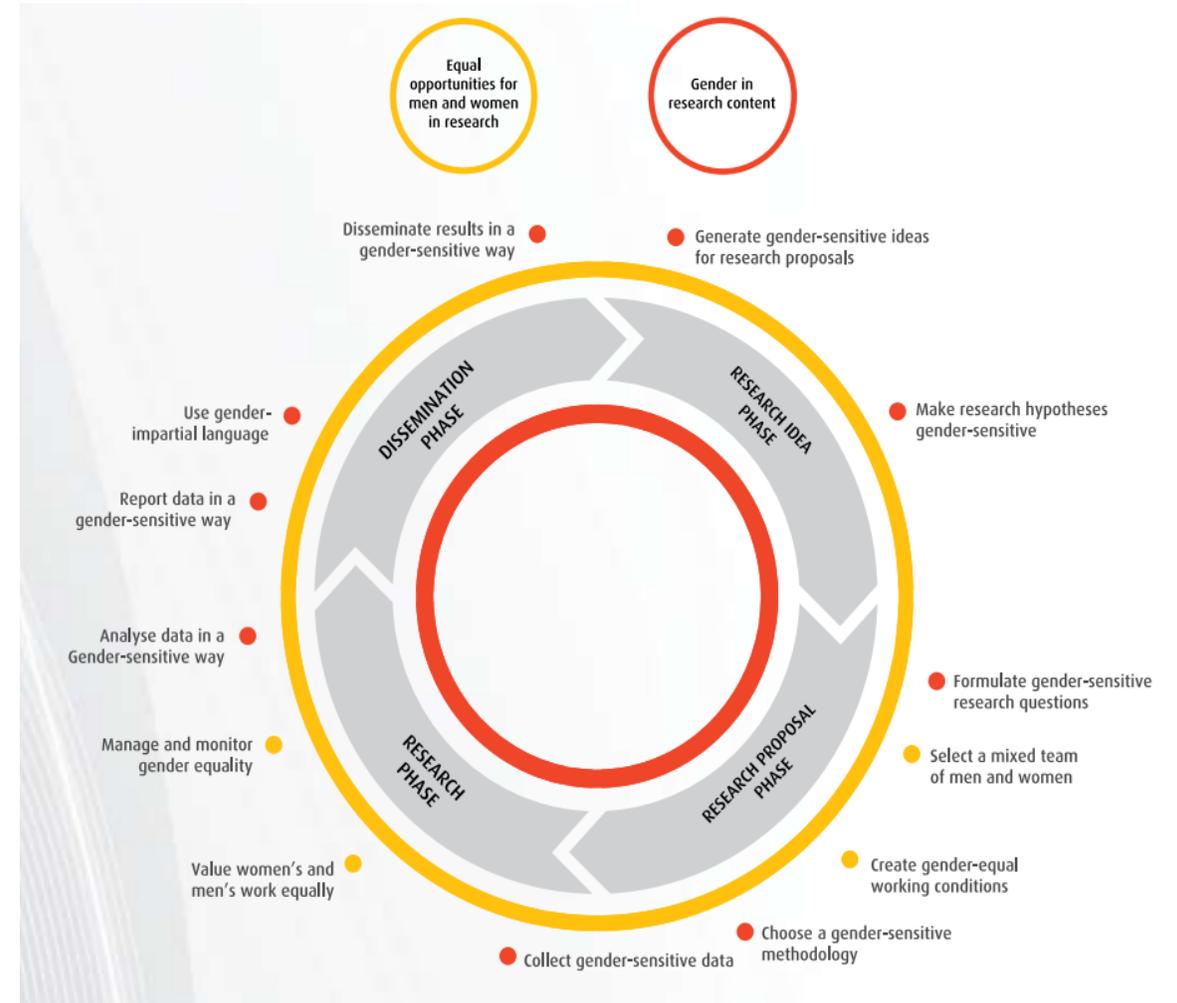
Why is this consortium best placed to address this research theme from a cohesive, multidisciplinary and intersectoral point of view?



- **Gender dimension and other diversity aspects:**
- Describe how the gender dimension and other diversity aspects are taken into account in the project's research and innovation content.
- Gender dimension in research content means integrating sex and gender analysis into research.
- In other words, taking into account biological characteristics (sex) and social/cultural features (gender) of both women and men in R&I.
- Does it matter whether test persons are male or female?
- Will the results affect male and females in the same way?
- Are questionnaires, surveys, focus groups, etc. designed to unravel potentially relevant sex and/or gender differences in your data?
- Are the groups involved in the project (e.g. samples, testing groups) gender-balanced?
- Are institutions, departments and journals that focus on gender included among the target groups for dissemination, along with mainstream research magazines?
- If you do not consider such a gender dimension to be relevant in your project, please provide a justification.

Video "[Understanding gender dimension for MSCA projects](https://docs.wixstatic.com/ugd/17c073_22d7b327acc8434a91dbceba1898e7d2.pdf)"

[https://docs.wixstatic.com/ugd/17c073\\_22d7b327acc8434a91dbceba1898e7d2.pdf](https://docs.wixstatic.com/ugd/17c073_22d7b327acc8434a91dbceba1898e7d2.pdf)



- **Open science practices:**
- Describe how appropriate open science practices are implemented as an integral part of the **proposed methodology**.
- Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives.
- If you believe that none of these practices are appropriate for your project, please provide a justification here.

**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.**

Open science practices include early and open **sharing of research** (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); **research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs** (such as publications, data, software, models, algorithms, and workflows); **participation in open peerreview**; and 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).

- **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 provide maximum 1 page on how the data will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable), addressing the following (the description should be specific to your project):
- **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.

For guidance on open science practices and research data management, please refer to the relevant section of the **HE Programme Guide on the Funding & Tenders Portal**

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

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

**Table 1.3 a Recruitment Deliverables per Beneficiary**

Researcher No.	Recruiting Participant (short name)	PhD awarding entities	Planned Start Month 0-45	Duration (months) 3-36
1.				
2.				
3.				
...				
<b>Total</b>				

Three aspects:

- 1) Scientific training (the own individual project of the ESR)
- 2) Additional scientific training
- 3) Training in soft/transferable/complementary skills

**Table 1.3 b Main Network-Wide Training Events, Conferences and Contribution of Beneficiaries**

	Main Training Events & Conferences	ECTS <sup>8</sup> (if any)	Lead Institution	Action Month (estimated)
1				
2				
3				
4				

- Local training – description of the skills acquired by the individual projects
- Network-wide training (workshops, summer schools, training weeks...)
- Secondments

- **Local:**

- Describe what is offered for the ESRs at their main host in terms of research training (via their Individual Research Programme), research-related training (e.g. ethics, research integrity) and transferrable skills training.
- It can be additive if training available at one host can be opened up to ESRs from the other hosts in the consortium.

- **Network wide:**

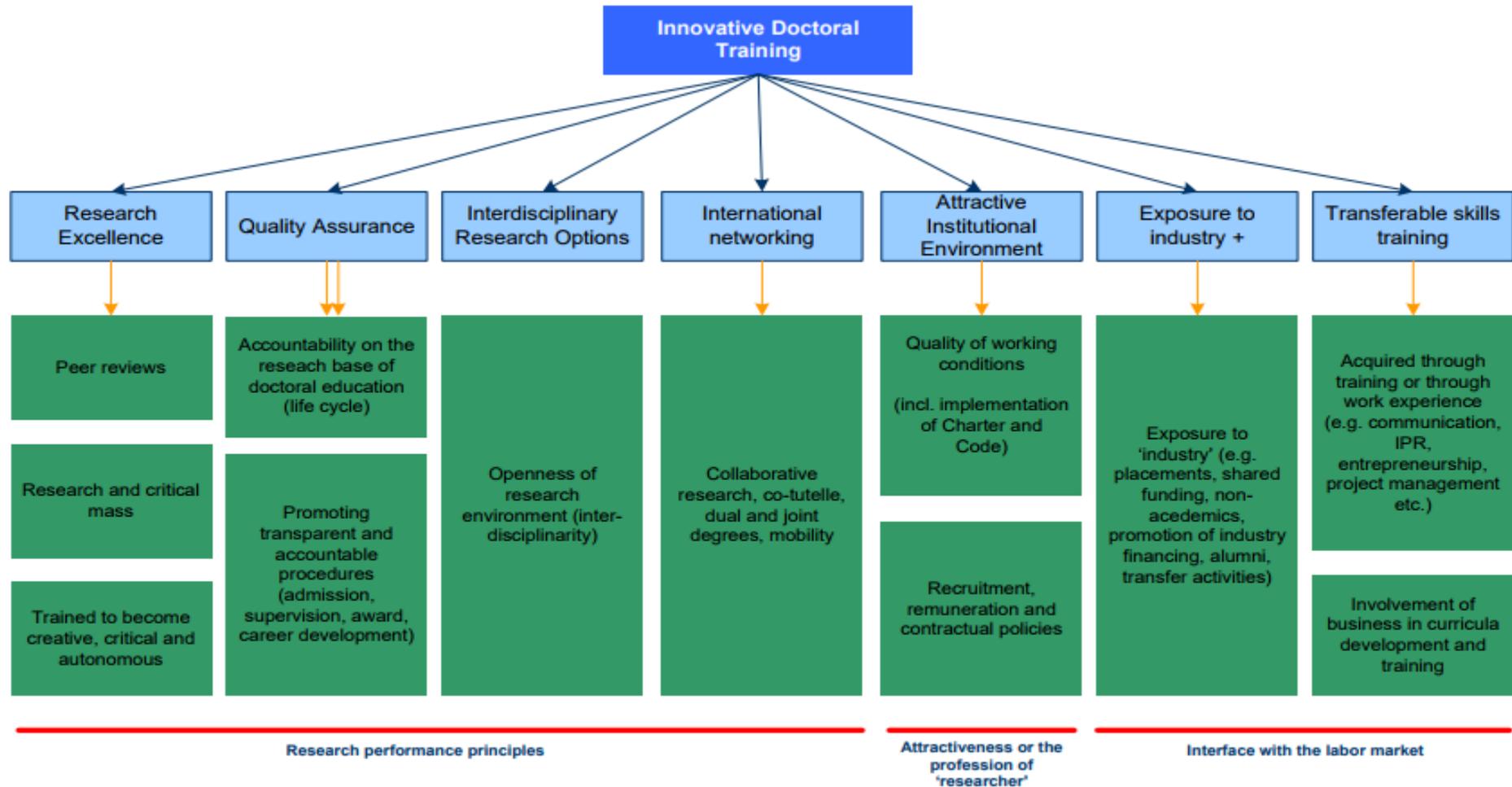
- Be very specific about the details -when and where it will take place, what areas will be covered, how long will it last, who will deliver the training.
- You can include extra tables to allow a fuller description of all the events.

- **Open up some events to the wider research community.**

- It's typical to have a final conference for example or to make some places at summer schools open to ESRs who are not part of the network – a fee can be charged to cover the cost if necessary.

- **Earning a certain number of ECTS Credits (European Credit Transfer System) via the local and network-wide training is becoming the norm**

# Principles of Innovative Doctoral Training



Source: IDEA Consult based on Report of Mapping Exercise on Doctoral Training in Europe: Towards a common approach (2011)

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

#	Main Training Events & Conferences (OBLIGATORY FOR ALL ACTIVE ESRs)	ECTS	Lead Benef	Month
1	<b>Kick-Off Meeting and Initial Training Days – RADEF, University of Jyväskylä (FI):</b> <i>[including researchers, supervisors, scientists in charge and related industrial partners]</i> It will be organized at RADEF part of the University of Jyväskylä and will set and share the training goals of the RADSAGA network. Almost all the researchers will be recruited at that stage. Presentations of the individual research projects will be made by the supervisors, while the researchers will make poster presentations. The event will be preceding or following the Jyväskylä summer school, thus allowing the ESRs to participate. Visits of RADEF test facilities and electronic laboratories will be organized, with concrete lab demonstrations. It will be followed by blocked technical and scientific training courses, such as "Radiation Safety" or "Electron, photon and Ion Beam Based Methods in Materials Science" as well as a presentation by Industry related to the "challenges for electronic components in radiation environments".	5	JYU	10
2	<b>Initial Training – University of Montpellier 2 (FR)</b> Organized as RADFAC event, this meeting allows the RADSAGA ESRs not only to meet the RADECS community to give an overview about their on-going thesis project, to exchange ideas and recommendations, but at the same time also exchanging ideas with other European PhD students active in the field of radiation to electronics. It will be preceded or followed by a blocked general training course on "Radiation Effects on Electronics" including also practical training on tools relevant for the network (e.g. TCAD), as well as an environmental training course delivered by a RADSAGA external SME company (TRAD) specialized in radiation testing.	5	UM2	12

Table 1.2 c List of scientific and technical trainings  
(selection of what is available, obligatory courses underlined and bold)

#	Training	Knowledge gained	Institute	ECTS
1	IC Design software	Cadence-based full custom design: (i) setting up an initial Cadence environment; (ii) doing a Cadence design; (iii) full custom layout and verification	KUL	2
2	Analogue IC design	Study of different building blocks for analogue circuits with special focus on the integration of Op-Amps, filters (time continuous and switched-capacitor) and the integration of AD and DA converters.	KUL	6
3	Digital IC design	Deepen the knowledge about digital integrated circuit design. The common thread throughout the course is the optimisation of digital circuits in view of the energy versus performance trade off.	KUL	3
4	Reliability and Yield for Micro- and Nano-electronic Components	Basic concepts, tools and methods used in the field of reliability and main failure mechanisms that are important in integrated electronic components, both at the level of the integrated circuit and of the packaging and microsystems. The role and the impact of defects in semiconductor technology are emphasized.	KUL	3
5	METIS code	METIS is a software code for prediction of radiation effects in electronic devices.	AGIF	1
6	<u>Industr. experience in EEE and rad. engineering</u>	Lecture about methodologies, constraints and challenges linked to the development and implementation of electronic control and power systems in industrial applications.	ADS	1

Table 1.2b Main Network-Wide Training Events, Conferences and Contribution of Beneficiaries  
(<sup>c</sup> Compulsory Attendance; <sup>e</sup> Elective)

	Main Training Events & Conferences	ECTS	Lead Institution	Project Month
1	Kick-off Meeting (includes Introduction to OOC, Research Integrity, Gender/Sex in Research/Open Science) <sup>c</sup>		TCD	6
2	Tumor histology <sup>e</sup>		TCD	6
3	Antibody technology in cancer research and therapy <sup>e</sup>		TCD	6
4	Animal models in cancer research and drug discovery <sup>e</sup>		TCD	6
5	Whole body imaging in xenograft cancer models <sup>e</sup>		TCD	6
6	Drug discovery & medicinal chemistry <sup>e</sup>		UNISI	6
7	Biomarker discovery <sup>e</sup>		UVEG	6
8	Cancer cell metabolism <sup>e</sup>		Seahorse	12
9	Training in mitochondrial and cellular respiratory physiology <sup>e</sup>		Oroboros	12
10	Generic skills in communicating science <sup>c</sup>		QUB	18
11	Fluorescence and electron microscopy imaging of cells <sup>e</sup>		Andor	18
12	Computational Biology <sup>e</sup>		QUB	18
13	Year 1 Meeting <sup>c</sup>		QUB	18
14	Outreach event for OOC patient/advocacy groups <sup>c</sup>		QUB	18
15	NMR Mini Boot Camp of BioBank Analyses and Metabolomic Transformation in Cancer <sup>e</sup>		TCD	24
16	Analytical techniques in glycobiology <sup>e</sup>		NIBRT	24
17	Project management targeted to industrial needs <sup>c</sup>		NIBRT	24
18	Innovation Academy & Career Development Workshop (includes Gender Issues, WiseR) <sup>c</sup>	30	TCD/QUB	24, 30, 36
19	Year 2 Meeting		TCD	30
20	TRACT Marie Skłodowska-Curie ITN Open Day/Exploitation Workshop <sup>c</sup>		TCD	36
21	Closing Symposium <sup>c</sup>		UNISI	45

**'Animal Models in Cancer Research and Drug Discovery'** (Organiser: TCD; Duration: 2 days): This event will include four lectures on the use of animals in cancer research: xenograft, transgenic, gene-targeted and CRISPR generated cancer models and the technologies that have been developed to evaluate and analyse tumour status. Students will gain hands-on-experience, of benefit for subsequent training events (see below). TBSI is equipped with a state-of-the-art transgenic facility, *in vivo* animal imaging capabilities (with multiphoton intravital microscope), histology suite, MoFlo 4-Color High Performance Cell Sorter and an 800 MHz NMR spectrometer.

**'Whole Body Imaging in Xenograft Cancer Models'** (Organiser: TCD; Duration: 2 days): *In vivo* live imaging of tumour xenografts has become a key technology to understanding cancer development and metastasis and in the evaluation of cancer therapeutic drugs. Students will have the opportunity to carry out imaging of xenograft animals, and evaluate and quantitate the growth over time. This course will also be open to wider research community.

## Transferable skills training



# TRAINING

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

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

**Local Scientific Training Courses**

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

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



## 1.4 Quality of the supervision (including mandatory joint supervision for industrial and joint doctorate projects)

- **Qualifications and supervision experience of supervisors.**

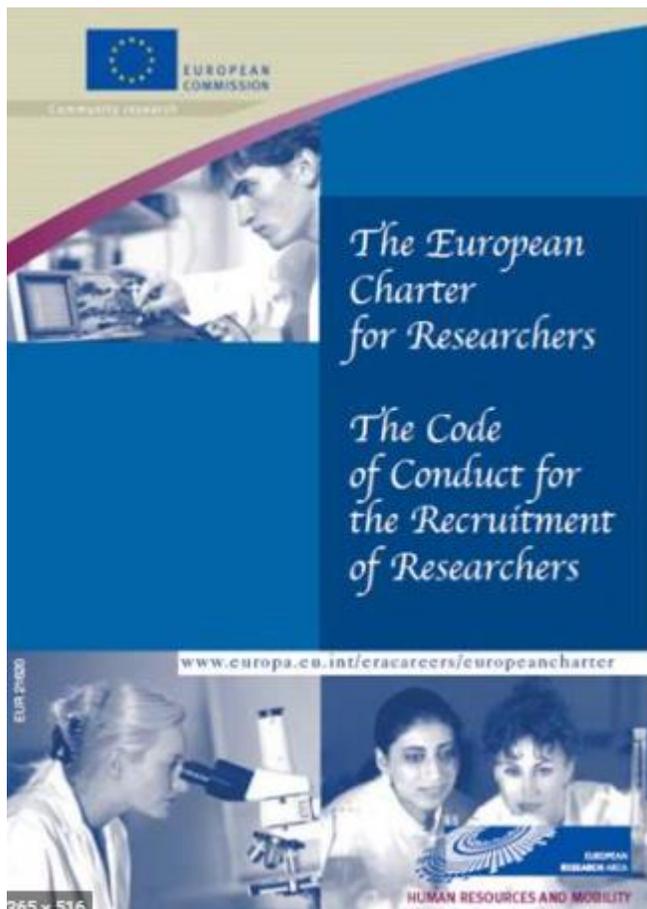
- Demonstrate, with hard evidence, the collective quality of the research supervisors in training of Researchers
- Note the instruction: “To avoid duplication, the role and scientific profile of the supervisors should only be listed in the "Participating Organisations" tables (see section 5 below)”. This means that you do not have enough space to write one paragraph per participating PI.
- Instead write a collective statement about the expertise of the consortium. Don't leave out the Partner Organisations.
- Include number of PhDs graduated, numbers of postdocs mentored, and where they are now. We recommend that a Table is used to encompass this information plus pertinent information on the research excellence of the supervisor such as notable grants, editorial board membership, awards, important journal articles/conference papers/monographs etc.

Good to have  
„Supervisor teams“  
e.g. one from each  
sector (A/NA)

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

- The aim is to demonstrate that each ESR is assured high-levels of contact with their supervisor(s) through a supervision policy that is consistent across the consortium (JD).
- Each ESR should have a Supervisory Committee (SC) or PhD theses committee of minimum three persons – at least one should be from a non-academic beneficiary or Partner organisation.
- Include a Table which shows the composition (names) of the Supervisory Committee for each ESR.
- The role of the SC is to ensure that a Personal Career Development Plan for their research and training is put in place for each ESR and reviewed at regular intervals.
- Describe a regular series of meetings between ESR and SC –you can also mention an open-door policy.
- Each SC should report into an overall training/doctoral studies or similar committee (describe this in 3.2 Management).

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



MSCA beneficiaries must ensure adequate supervision or mentoring and appropriate career guidance!

  
**Researchers' training, skills and career development (all stages of career)**

  
**Attractive working and employment conditions**

## Good supervision

Creating a supportive environment for researchers and staff involved in MSCA projects

High importance for career advancement

Guiding

Mentoring

Supporting

Directing

Advising

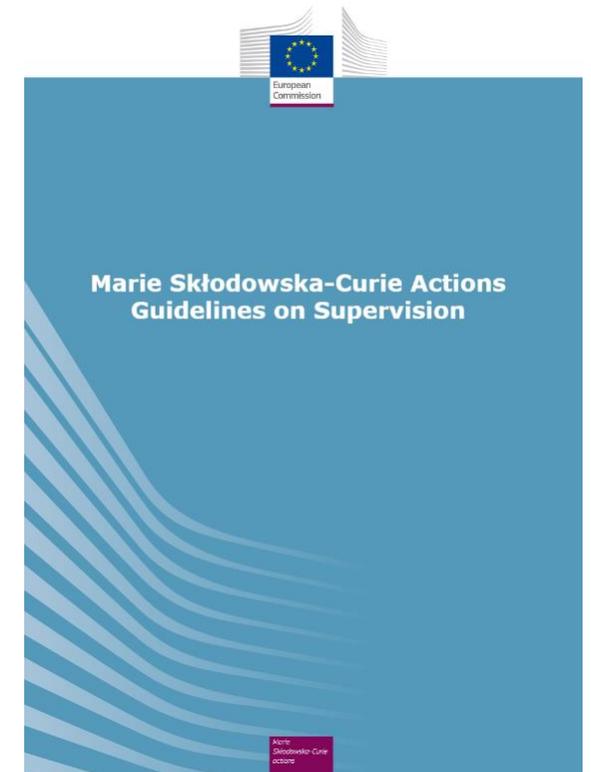
## MSCA Guidelines on Supervision

- ✓ The Marie Skłodowska-Curie Actions (MSCA) are the European Union's flagship programme for the mobility and training of researchers, as well as the development of doctoral programmes, with a **strong structuring effect on participating institutions**.
- ✓ The MSCA promote effective supervision.

Findings of the End of Fellowship Evaluation Questionnaire conducted by EC

- 83% of those surveyed gave a positive assessment of supervision.
- On the other hand, 4.7% of fellows rated supervision as poor and 9.4% rated it fair.
  - Supervision is one of the areas that needs improvement.

- ✓ MSCA Guidelines on Supervision constitute a **set of recommendations** to be adopted on a best-effort basis by participants in the programme – both individuals and institutions – in order to help institutions and supervisors in guiding MSCA researchers.



<https://op.europa.eu/en/publication-detail/-/publication/bb02d56e-9b3c-11eb-b85c-01aa75ed71a1/language-en>

## MSCA Guidelines on Supervision – main aspects

### Role of the supervisor

General principles in the Charter and Code and integration of the researcher

Research support

Career development (regular review of the CDP)

Monitoring and wellbeing of the researcher

Communication and conflict resolution

### Role of the researcher

General principles set in Charter and Code

Research

Wellbeing

Communication and conflict resolution

### Role of the organisation

General principles and integration of the researchers  
Raise awareness of the Codes of Ethics and Research Integrity in the institution

Research support

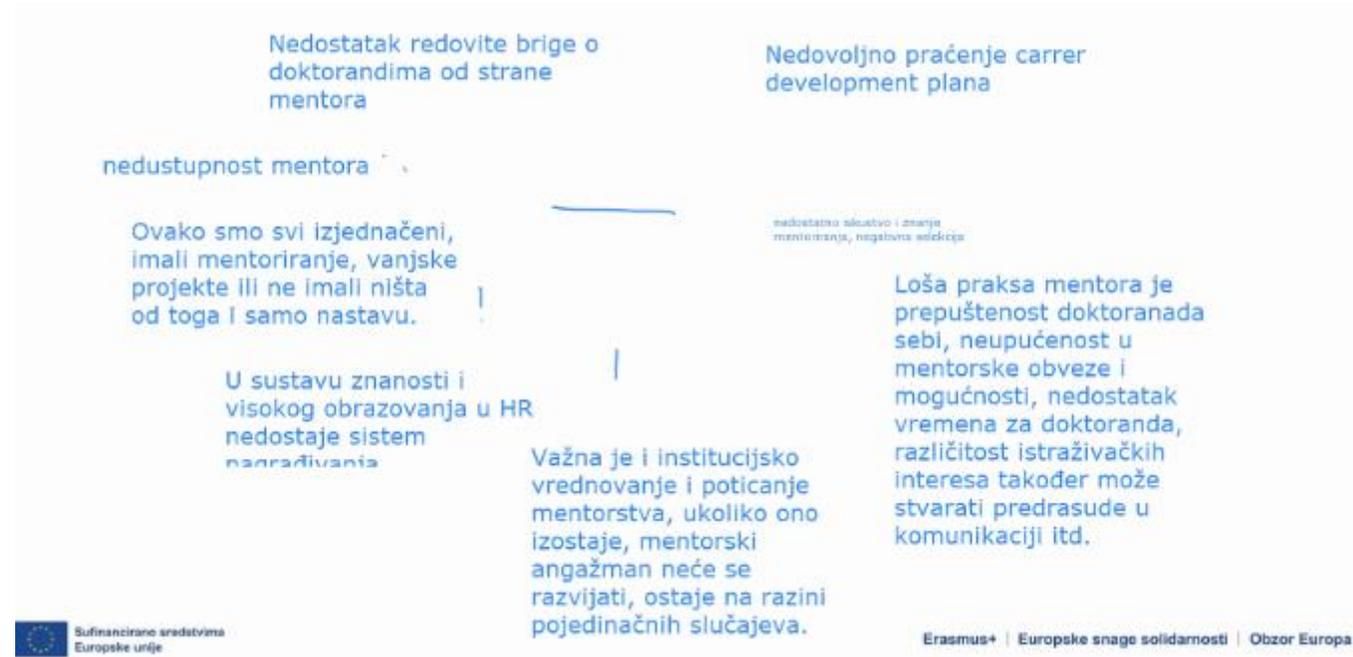
Career development

Mentoring and wellbeing of the researcher

Supervision management and conflict resolution

Training and professional development for supervisors

## What are the bad PhD supervision practices?

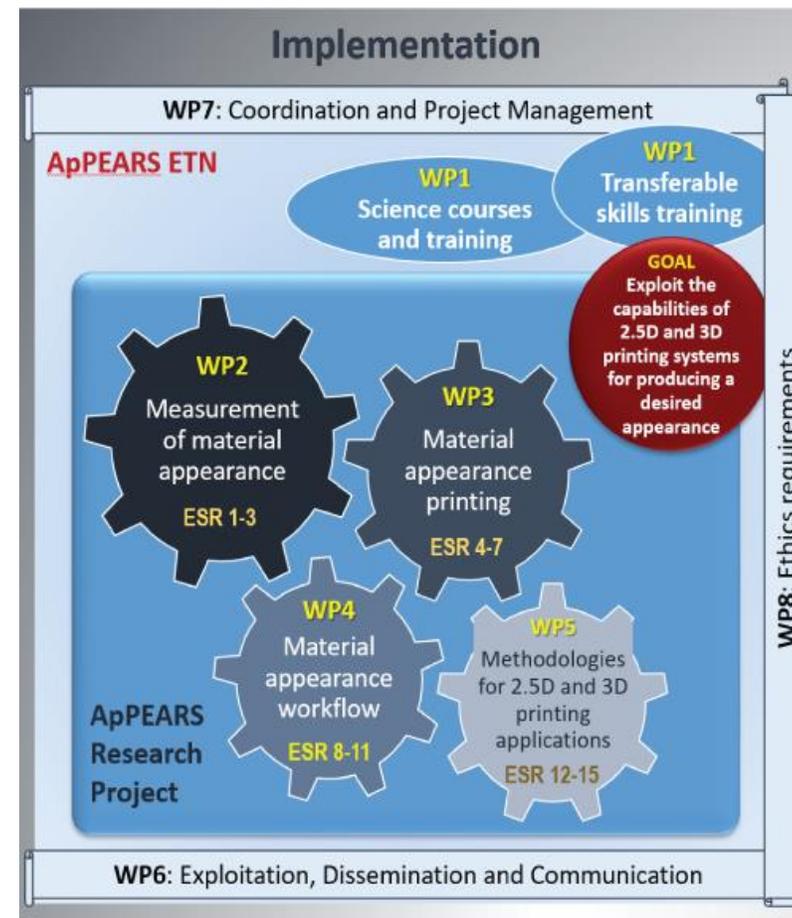
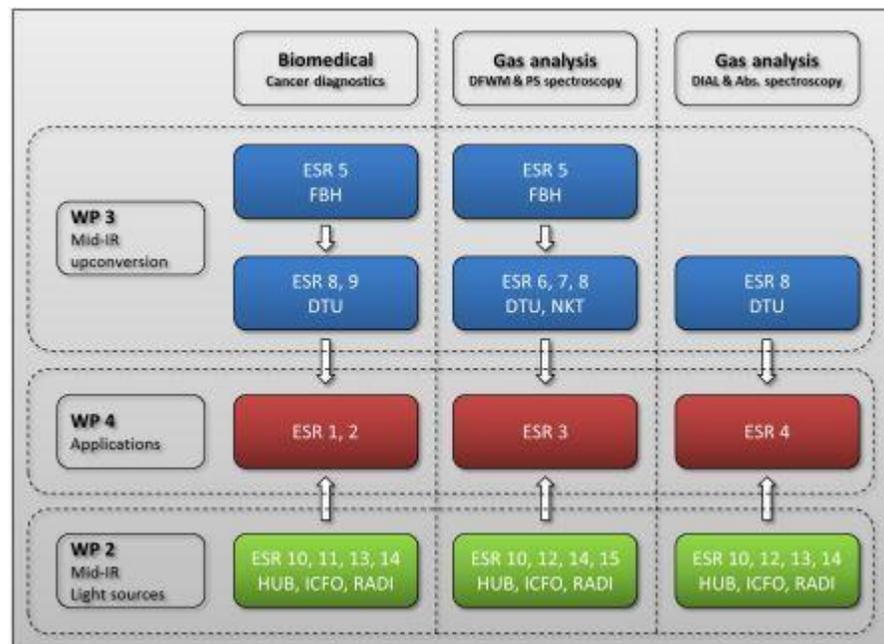
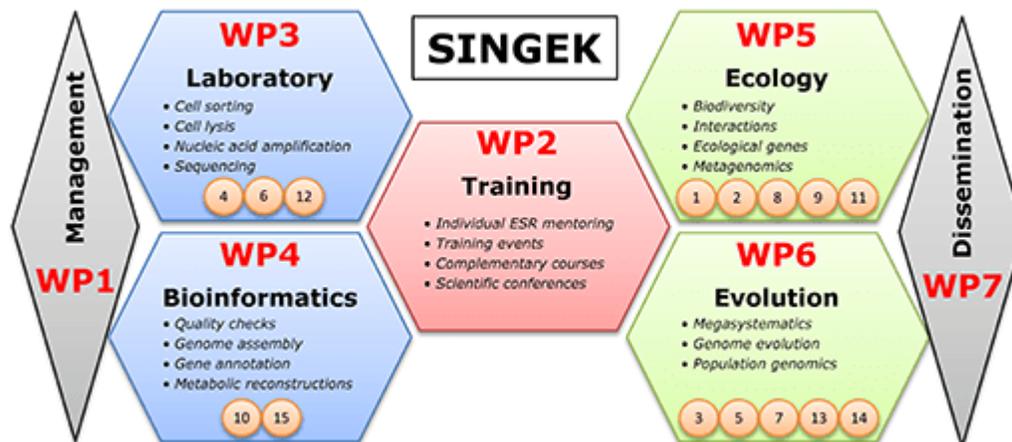


## SECTION 1 – EXERCISE

Take 10 minutes to think about how to structure the **scientific workpackages** in your project



*Definition: a Workpackage (WP) is a major subdivision of the proposed project*



## Excellence: Common issues to be avoided

- ✓ The research programme is not clearly described or written in a very specific way
- ✓ Progress beyond the state of the art, approach/methodology are poorly described
- ✓ Gender aspects in the research approach are ignored (where applicable)
- ✓ The project is too concentrated on research
- ✓ Training program is unfocused
- ✓ Transferable skills are neglected
- ✓ Not all points are addressed
- ✓ Inter/multidisciplinarity, inter-sectoral aspects are not well elaborated
- ✓ Participation of the non-academic sector is non-convincingly presented

IMPACT (30%)
Contribution to structuring doctoral training at European level and strengthening European innovation capacity
Credibility of the measures to enhance the career perspectives of researchers and contribution to their skills development
Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities
The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts
30%

## 2.1 Contribution to structuring doctoral training at the European level and to strengthening European innovation capacity, including the potential for:

- a) meaningful contribution of the non-academic sector to the doctoral training, as appropriate to the implementation mode and research field
  - Demonstrate how the exposure of ALL the fellows to the non-academic sector is meaningful, i.e. it has sufficient duration and content to ensure:
    - a) the employability of the trained fellows in the nonacademic sector and
    - b) excellence and impact of the research training.
  - Explain how the contribution of your non-academic sector participants to this particular programme is essential to improving inter-sectoral collaboration in research training in this area.

- **b) developing sustainable elements of doctoral programmes**
  - A key policy goal in this area is overcoming differences/fragmentation in doctoral training across Europe – bringing a degree of consistency, as described in the Erasmus Mundus Joint Doctorate Handbook
  - The harmonisation of institutional processes involved in developing joint degrees will help to bring consistency to the doctoral experience across Europe.
  - Explain how your EJD will help with developing the consistency of the doctoral experience – unified selection, recruitment, monitoring, awarding processes etc.
  - Explain how you will continue the joint degree process in the consortium after the JD is over

## 2.2 Credibility of the measures to enhance the career perspectives and employability of researchers and contribution to their skills development

- **Explain the impact of the research and training on the fellows' careers**
- Describe the potential employment sectors that the ESRs might end up working in. Consider both academic and non-academic career opportunities.
- Present an analysis of how the elements of the programme will make them employable in these sectors, e.g.:
  - Research Training
  - Transferable Skills Training
  - Secondments and/or other opportunities for exposure to other organisations (e.g. networking opportunities)
  - Communication/Dissemination/Public Engagement/Exploitation activities
- Do not repeat how these skills will be delivered, instead focus on the impact of the skills on the ESR's employability
- Make a strong link between your programme's elements, the EU policies about research careers/employability (EU Policy Box 4), and any sectoral policies referring to a skill gap in the relevant sector.

## SECTION 2 – EXERCISE ON 2.2

**Which competences...** will the fellows develop in the frame of the DN? In what way are these competences relevant to their future career development (“employability”)? (5’)

**Note your ideas** and exchange with us (5’)



*Keep in mind: scientific & transferable skills →  
Connection with Section 1.2*

## Comepences of the fellows

Vještine vezane uz otvorenu znanost i kako publicirati u open access časopisima

Iskustvo rada u timu prezentacijske i organizacijske vješt

motiviranost za znanstveno-istraživački rad

Projektni management

komunikacijske vještine

čitajući i analitički razmišljati, znati postaviti znanstveni problem, znati pisati sažetke i znanstvene radove, razvijati kreativnost

u omila kako jedne podistraživanje otvara neke nove problematike

svladati znanstvenu metodologiju, objektivno pisati poštujući znanstvenu etiku, administracija, projektno pisanje, uspješna diseminacija u znanstvnim i širem društvenim krugovima, širenje znanja i vještina

spremnost na cjeloživotno učenje i obrazovanje, poslovna konkurentnost sa konkretnim doktoratom, a u samom natjecaju sposobnost rješavanja problema, intelektualna znatizelja, kreativnost, upornost, sposobnost timskog rada, sposobnost trijaziranja vremena,

Career	Skills	
	Core set	Complementary set
Clinical practice	hearing sciences + impairment; hearing devices; speech and language processing; communication skills; experience of clinical challenges facing practitioners and patients	basic programming; basic signal processing in hearing devices; basic knowledge of speech technology
Engineer in the specialist communication aid industry	strong programming; human-computer interaction; interpersonal skills; experience of clinical challenges facing practitioners and patients	general knowledge of speech synthesis; some knowledge of signal processing
Academic/clinical research (hearing science)	hearing sciences; speech perception; speaking effort and styles; communication skills; research methods; statistics; some experience of clinical challenges facing practitioners and patients	moderate programming; general knowledge of signal processing techniques; basic knowledge of speech technology
Engineer in the specialist hearing aid industry	signal processing; embedded systems; experience of clinical challenges facing practitioners and patients; fundamentals of hearing-device provision and hearing science	communication skills; good programming; basic knowledge of medical product regulations (CE marking); basic knowledge of speech synthesis
Spoken language technology engineer	exceptional programming; signal processing; machine learning; speech synthesis	communication skills; general knowledge of hearing science; awareness of clinical challenges facing practitioners and patients
Academic research (engineering)	strong programming; signal processing and/or machine learning; communication skills	general knowledge of hearing science; awareness of clinical challenges facing practitioners and patients

Figure 3.1a: The initial career profile templates. The core set covers essential skills that are needed to gain employment in that sector, whereas the complementary set describes additional skills that will set ESRs above graduates from other PhD training programmes. All ESRs will also develop their creativity and innovation skills.

## 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

- **Plan for the dissemination and exploitation activities, including communication activities:**
- Describe the planned measures to maximise the impact of your project by providing a first version of your **'plan for the dissemination and exploitation including communication activities'**.
- Regarding communication measures and public engagement strategy, the aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.
- Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project.
- The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.

# Why communication, dissemination and exploitation

## Communication

- Making your research activities known to society

## Dissemination

- Promotion and raising awareness of project results

## Exploitation

- The use of results for commercial purposes or in public policymaking

Results of an EU project are **any tangible or intangible output of the action, such as data, knowledge and information** whatever their form or nature, whether or not they can be protected.

- **Outputs generated during the project**, which can create impact during and/or after the funding
- **Can be used** either by the project partners or by other stakeholders

- ✓ Reusable and exploitable entities (**inventions, products, services**), or
- ✓ Elements (**knowledge, technology, processes, networks**) that have potential to contribute for further work, research or innovations
- ✓ Administrative deliverables, reports or dissemination materials (e.g. publications) are often not results in themselves

# Why communication, dissemination and exploitation

- Important part of each HE project proposal (for MSCA also include training activities)
- Important part of the impact of the project (Impact 30% of whole score)
- Well planned communication and dissemination will give the project an advantage

## Communication and public engagement

- ✓ for sustainability of the field – to attract people to study and choose the
- ✓ reporting back to the main funders – the taxpayers
- ✓ to facilitate the use of research results in society
- ✓ knowledge will help people to make more informed decisions in their everyday life
- ✓ For young people - information on possible career opportunities

## Dissemination and exploitation

- ✓ Through sharing your research results will get their value and validity
- ✓ Contribute to the general advancement of the state-of-the-art on your research field
- ✓ To maximize the impact of the research results
- ✓ Give other researchers access to the results and allow them to go step forward

# The main difference between communication and dissemination

## Communication and public engagement

About the project and results

Starts at the beginning of the project

Multiple audiences

Inform and reach out to society, show the benefits of  
research

General media, social media, different type of events,  
popular science publications

## Dissemination and exploitation

About results only

When results are available and after the end of the  
project

Potential professionals that may use the results in  
their own work

Enable use and uptake of results

Publications, conference presentations...

# Exploitation methods

✓ Protection of the intellectual property (IPR)!

## 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.

- **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. Briefly describe the role of any Technology Transfer Office or similar in helping you to commercialise the results.
  - Remember that this is the Impact section.
  - Describe the potential impact of exploiting the commercial potential of the research results.

## 2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts (project's pathways towards impact)

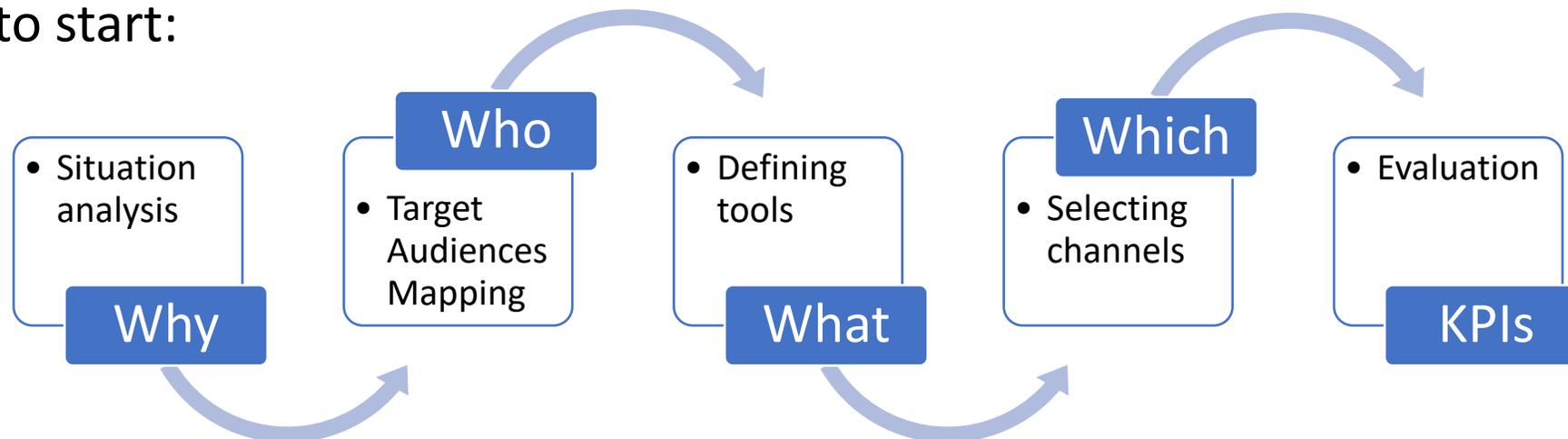
- Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project.
- Be specific, referring to the effects of your project, and not R&I in general in this field. State the target groups that would benefit.
  - **Expected scientific impact(s)**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
  - **Expected economic/technological impact(s)**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
  - **Expected societal impact(s)**, e.g. decreasing CO2 emissions, decreasing avoidable mortality, improving policies and decision-making, raising consumer awareness.
- Only include such outcomes and impacts where your project would make a significant and direct contribution. Avoid describing very tenuous links to wider impacts
- Provide quantified estimates where possible and meaningful.
- 'Magnitude' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit it over time

# Guidelines for the dissemination and exploitation plan

## 1. Prepare your planned summary for exploitation and dissemination activities carefully

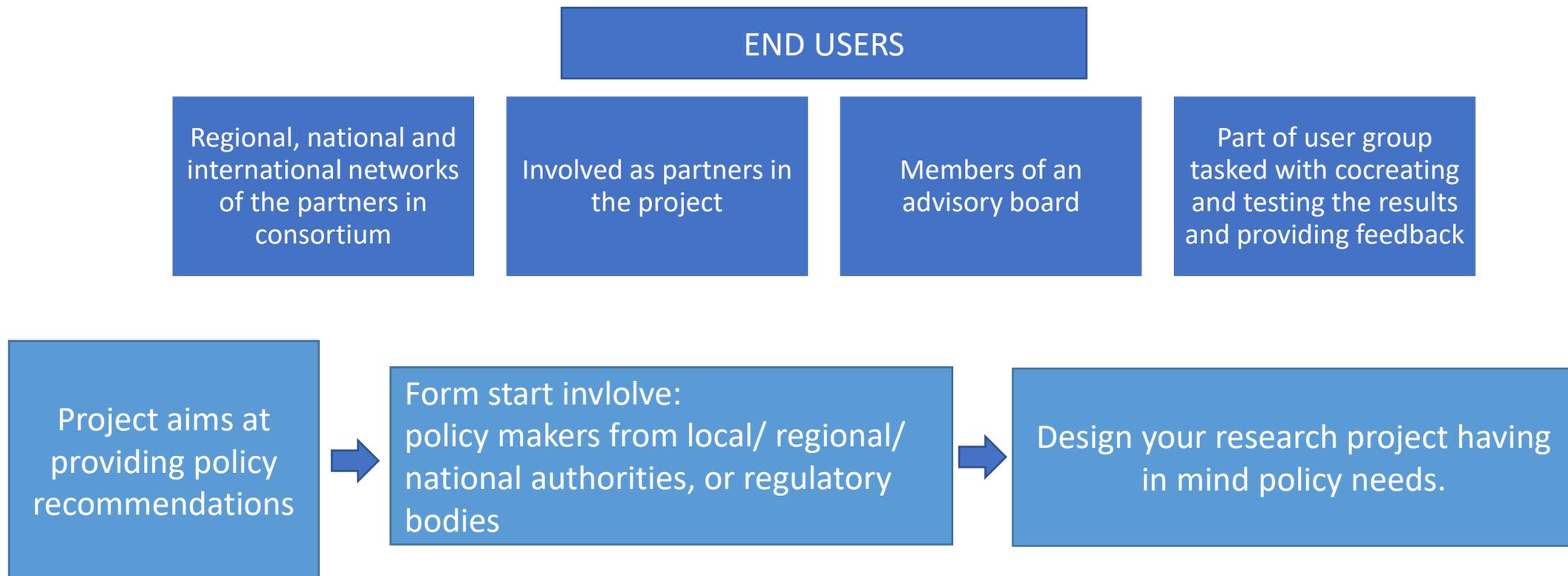
- Must be a distinct part of the proposal
- At proposal stage a planned summary for Dissemination and Exploitation (D&E) activities is expected
- Detailed Dissemination and exploitation plan should be submitted at least 6 months after the date of the GA signature - The submitted Dissemination and Exploitation plan is not the final one!

### Where to start:



## 2. Involve potential end-users and stakeholders in proposal

- May help guide your work towards specific qualities and applications of your results



3. Say how you expect the results of your **project to be exploited/further developed** and give the main advantages of the new solution(s) you expect to emerge

- What is the benefit of exploiting results?
- How will the results of the project be exploited?
- Description of the potential exploitation methods of project results that will be used and the impact of the method on the target user/society/industry (possible patents?)
- Applicability and commercialisation of the research results (product, new techniques/methods)
- If not applicable directly: give a prospect **how your results may be applicable in the long-term** (pure research is seldom applicable immediately)
- **IPR must always be respected: [IP Guidelines](#)**

The ownership of potential results should be addressed very early by the consortium members when preparing the proposal  
– **CONSORTIUM AGREEMENT signed before GA.**

### **Strategy for intellectual property management**

- Outline strategy for the management of IP, including intended protection measures (if relevant) and how these would be used to support exploitation in the proposal (section on impact).
- Projects aimed at economic and societal exploitation, the **strategy for IP management must be commensurate with the desired outcomes and impacts.**
  - a weakness or failure to submit such a strategy would be reflected in the proposal evaluation (scoring) of the Impact.

## 4. Link your proposal to the policy context of the call for proposals

- Think of how your project's results will contribute to the outcomes specified in the calls and topics and how they are linked with the wider impact, in the longer term.

- Show the **importance of research in addressing a challenge/priority at a European/Global level:**

- UN Sustainable Development Goals
- Green Deal
- Horizon Europe Missions



Consider the following questions:

- ❖ What are the objectives of your project?
- ❖ Why and how they can be important in view of work programme?
- ❖ What target audience (user communities? Parts of the society?) would benefit?
- ❖ Is it clear how the effects of your project can contribute to the outcomes or wider impact?



## 5. Implement **Open science practice**

- Think of use, ownership and access rights - must retain sufficient IPR to comply with OA requirements.
- Open science practices are addressed and evaluated under 'excellence' as they are considered a part of the methodology.
- Open access in particular also results in the broad dissemination of knowledge and is relevant in the context of dissemination.
- Immediate open access through trusted repository (at the latest at the time of publication).
- **Costs for providing open access to publications and data are eligible and should be budgeted in the proposal.**
- Open access to research data '**as open as possible as closed as necessary**', i.e. there can be exceptions to open access to research data.

**Providing open access to peer-reviewed publications is mandatory** in HE, when peer-reviewed publications are produced.

**Data management plans** are mandatory for all projects generating or reusing data and should be aligned with the D&E plan.

Provides significant **opportunities for researchers to disseminate, share, explore and collaborate with other researchers.**

6. Show you understand the barriers to any exploitation of your results.

## How will you tackle them?

### Possible obstacles may include:

- ✓ inadequate financing
- ✓ skills shortages
- ✓ other R&I work within and beyond Horizon Europe
- ✓ regulation that hinders innovation
- ✓ intellectual property right issues
- ✓ traditional value chains that are less keen to innovate
- ✓ incompatibility between parts of systems (lack of standards)
- ✓ mismatch between market needs and the solution
- ✓ user behaviour

You may involve in project experts in economics, business, marketing and public administration that could help to overcome barriers.

7. Think ahead. Once your research and innovation is complete, will you need to take further steps to apply it in actual practice?

Consider support schemes for follow-up steps:

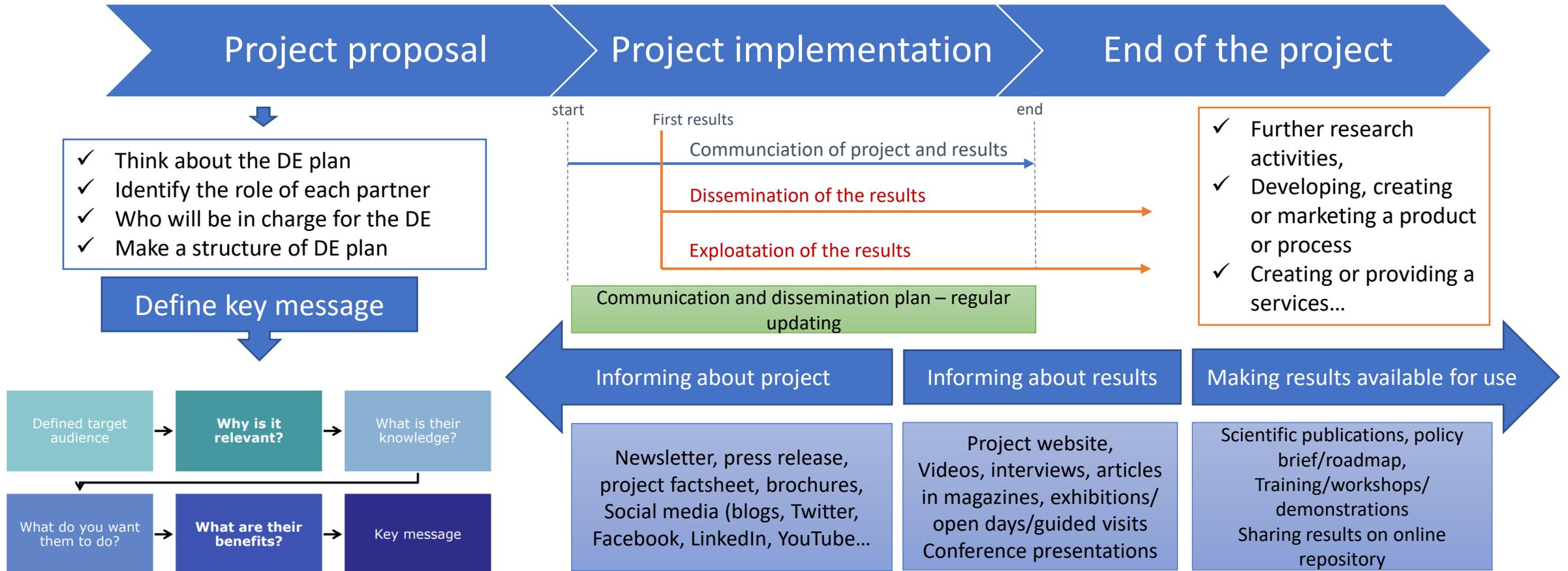
- ✓ National programmes,
- ✓ EIC,
- ✓ InnovFin and Invest EU schemes Regional Funds,
- ✓ Enterprise Europe Network (EEN),
- ✓ European IPR Helpdesk,
- ✓ Horizon Results Platform, or
- ✓ Horizon Results Booster services.

**Examples of further steps:**

- ✓ standards to be agreed on,
- ✓ financing the testing and prototyping,
- ✓ scaling up or production,
- ✓ promoting acceptance by consumers or other partners in a value chain....

Policymakers may also establish follow-up steps to integrate the results into policies.

# Communication and dissemination in project lifecycle



# How to reach policy makers

Know what you want to influence

Identify who needs to be influenced

Understand expectations / needs

Choose the right message and messenger

Make it relevant, understandable and easily transferred

Focus on results and what it means in the specific / current policy context (not activities)

Prepare short executive summaries / policy briefs / contributions to public consultations

Share (any time) policy-relevant results with your PO

Provide policy feedback during project review meetings

Participate in cluster meetings / lunch-time debates / face-to-face meetings and other EC events

**JRC 10 Tips for Researchers: How to achieve impact on policy**

[https://ec.europa.eu/jrc/sites/default/files/10tips\\_impact\\_policy\\_infographic-fin.pdf](https://ec.europa.eu/jrc/sites/default/files/10tips_impact_policy_infographic-fin.pdf)

## SECTION 2 – EXERCISE

Please carefully read the project abstract.

<https://cordis.europa.eu/project/id/675530>

- Assign a reporter who will share the ideas with other groups.
- Discuss and decide in the group the following:

Time to discuss – 15 minutes

Presentation of the results – 10 minutes

**WHO** could be the **target groups** of the communication activities of the project?

**WHICH** communication **channels** you could use to target them?

**WHAT** is the main **message** to the target group?

**HOW** can you **measure** impact?

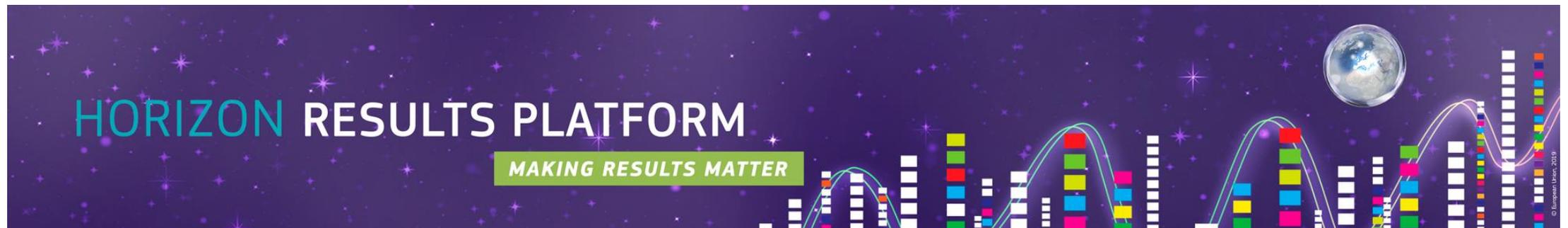
**HOW** will the **ESRs** be involved?

Target grupa	Glavna poruka	Kanali komunikacije	Uloga mladog istraživača
<p>znanstvenici vladajuće strukture sektor poljoprivrede, zdravstva</p> <p>Farmaceutske kompanije privatne kompanije koje rade studije učinaka na okoliš</p>	<p>dvije glavne grupe: zdravstvene i okolišne</p> <p>naše istraživanje će omogućiti bolje upoznavanje mehanizma stvaranja rezistencije na antibiotike te smanjiti vjerojatnost nastanka rezistentnih mikroorganizama i njihovih negativnih posljedica na zdravlje ljudi i okolinu</p> <p>smanjenje korištenja antibiotika u prehrambenoj industriji</p>	<p>web stranice znanstveni članci kongresni sažeci poglavlje u knjigama</p> <p>Internetiki portal</p>	<p>terenski rad, skupljanje uzoraka, analiza istih</p>

# Horizon Results Platform

- Promotes all EU-funded research and innovation.
- It aims to build a bridge between Europe's most innovative startups and private investors seeking fresh.

Policy related results	On the path to innovation	Advancing the research and technology
 Results likely to influence policy	 Looking for funding, loans, or investments	 Looking for technical or infrastructure help or fellowship
 Results by contribution to UN SDGs	 Looking for help on the way to market	 Looking for collaboration



# Horizon Results Booster

- **Aims to maximise the impact of research projects funded by FP7, Horizon 2020 and HE.**

Horizon Results Booster  
Steering research towards  
strong societal impact,  
concretising the value of R&I  
activity for societal challenges

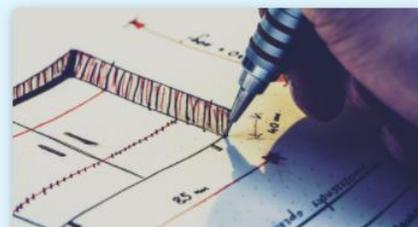
Receive expert support free of charge to disseminate effectively and/or boost exploitation potential of your research results.

READ MORE



Portfolio Dissemination  
& Exploitation Strategy

Read more >>



Business Plan  
Development

Read more >>



Go To Market

Read more >>

>>> REQUEST SERVICES <<<

## Impact: Common issues to be avoided

- ✓ Vague description of the ESRs career opportunities, impact on the doctoral training at European level
- ✓ Fail to demonstrate the impact of the programme for the European innovation policy
- ✓ Vague description of the exploitation: no clear identification of the results and pathways for exploitation
- ✓ Mixed-up dissemination and communication activities
- ✓ Vague description of the communication activities

IMPLEMENTATION (20%)
Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages
Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise
20%

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

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

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

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

WP Number	Start Month – End Month
WP Title	(e.g. including <b>Research, Training, Management, Communication and Dissemination...</b> )
Lead Beneficiary	
Objectives	
Description of Work and Role of Specific Beneficiaries / Partner Organisations	(possibly broken down into tasks), indicating lead participant and role of other participating organisations
Description of Deliverables	(brief description and month of delivery)

**Table 3.1 a Work Package Descriptions**

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

**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>

## Examples

D1.2: Consortium Agreement (here 2nd deliverable of WP 1)

D2.3: Report on Project Publications

D4.1: Report on Summer School 1

<i>Scientific Deliverables</i>						
Deliverable Number <sup>10</sup>	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type <sup>11</sup>	Dissemination Level <sup>12</sup>	Due Date
<i>Management, Training, Recruitment<sup>13</sup> and Dissemination Deliverables</i>						
Deliverable Number	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	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.

The following deliverables will have to be submitted for grants awarded under this topic:

- **establishment of a supervisory board** of the network;
- **progress report** submitted within 30 days after one year from the starting date of the action;
- **mid-term meeting** organised between the participants and the granting authority;
- **mobility declaration** submitted within 20 days after the recruitment of 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 before the mid-term meeting;
- **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.

## List of major deliverables including the awarding of doctoral degrees

**Table 3.1 b Deliverables List**

Number	Delivery Title	Work Package #	Lead Beneficiary	Type	Dissemination Level	Delivery Month
D6.1	Web site and social media interfaces available	WP6	CERN	ADM	PU	6
D5.1	Initial training event completed and evaluated in order to allow for future RADSAGA generalized training	WP5	KUL	OTHER	PU	12
D5.2	"Personal Training Plans" (PPPs) and updated "Personal Project Plans" (PPPs) agreed and on internal webserver	WP5	KUL	ADM	PU	14
D6.2	Feedback collected from public lecture and discussion tables and included in remaining outreach planning	WP6	CERN	OTHER	PU	16
D5.3	RADECS short-course developed, delivered and evaluated	WP5	KUL	OTHER	PU	24
D7.2	Mid-term review, risk assessment update and status report available	WP7	CERN	ADM	PU	24
D7.3	Technical status review of all ESR projects is provided	WP7	CERN	OTHER	PU	24
D4.1	Evaluation report of 14MeV test methodology	WP4	CERN	R	PU	28
D1.1	Compendium status report on European irradiation facilities	WP1	JYU	R	PU	30
D2.1	Status report on coupled effects and predictions tools	WP2	UM2	R	PU	30
D6.3	RADSAGA support material and presentations made available for High-School teacher training	WP6	CERN	PDE	PU	30
D1.2	Technical summary report on facility dosimetry procedures	WP1	JYU	R	PU	32
D2.2	Status report on coupled effects and predictions tools	WP2	UM2	R	PU	32
D1.3	Design status report and prototype of SRAM radiation monitor	WP1	JYU	R	PU	34
D2.3	Design status report of radiation tolerant CMOS imager	WP2	UM2	R	PU	34
D1.4	Documentation of test setups practical for mixed-facilities	WP1	JYU	R	PU	36

**Milestone: control point in the action** that help to chart progress, e.g. completion of a key deliverable, intermediary points where corrective measures can be taken, a critical decision point for further development etc.

**For DN-JD projects**, specific milestones may also be added (Agreement to deliver the joint/double/multiple PhD).

### Examples

M 1.1: Test phase concluded

M 2.3: Map completed & published

### Mandatory (added during GA preparation):

Mid-Term meeting between REA and the consortium

Recruitment process completed

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

**Means of Verification:** Show how the consortium will confirm that the milestone has been attained. Refer to indicators if appropriate.

For example: a laboratory prototype completed and running flawlessly; software released and validated by a user group; field survey complete and data quality validated.

**Table 3.1d: Individual Research Projects**

<b>Fellow (e.g. researcher1)</b>	<b>Host institution</b>	<b>PhD enrolment*</b>	<b>Start date (e.g. Month 6)</b>	<b>Duration (e.g. 36 months)</b>	<b>Deliverables (refer to numbers in table 3.1b)</b>
<b>Project Title and Work Package(s) to which it is related:</b>					
<b>Objectives:</b>					
<b>Expected Results:</b>					
<b>Planned secondment(s):</b> <i>Host, supervisor, timing, length and purpose</i>					
<p><b>* Enrolment in Doctoral degree(s):</b></p> <p><b>DN-JD specific:</b> institutions where the researcher will be enrolled to obtain a joint/double or multiple doctoral degree should be included</p> <p><b>DN and DN-ID:</b> institution where the researcher will be enrolled to obtain a doctoral degree should be included</p>					

If possible & meaningful, in the other sector

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

**Define Milestones and Deliverables for the Work Packages in your future project?**

**Also think about to include Work Packages for  
management, training and dissemination (5')**

# Excercise

## MILESTONES

akreditacija ustanove za  
edukaciju iz nekog podrucja

zapošljavanje doktoranda

održana tribina/okrugli stol

objavljivanje rezultata u open  
acces casopisima

## DELIVERABLES

faze edukacije sudionika u  
projektu, i njihovo licenciranje  
za edukaciju

izgradnja projektne web  
stranice i kanala društvenih  
mreža

- **Network organisation, including financial management strategy, strategy for dealing with scientific misconduct**
  - Describe the financial management strategy – resource planning and allocation of finances. Ensure it is clear that the financial resources are allocated transparently and efficiently across the consortium so that the money is linked to the delivery of the programme.
  - Strategy for dealing with Scientific Misconduct. What would you do if an ESR accused another of Falsification, Fabrication or Plagiarism? What processes are in place in the participants to deal with misconduct? State that the consortium will abide by the European Code of Conduct for Research Integrity. Note: do not overstress the likelihood of this risk by including it in the risk table.
- **Joint governing structure (including a steering board, mandatory for DN-ID and DN-JD actions)**
  - Explain decision making processes (e.g. majority rules) and conflict resolution strategy.
  - Describe the structures that will be put in place to oversee the doctoral programme and ensure quality control, making sure that the various administrative units across the participants with responsibility for doctoral programmes are working in a coherent and coordinated manner.
  - The Doctoral Studies Committee in the management structure could include a representative from the Graduate Studies Office or equivalent. 
  - One issue to specifically address is that of mutual recognition – it is important that research training done at participant A is recognised by participant B for the purposes of earning a doctoral degree.

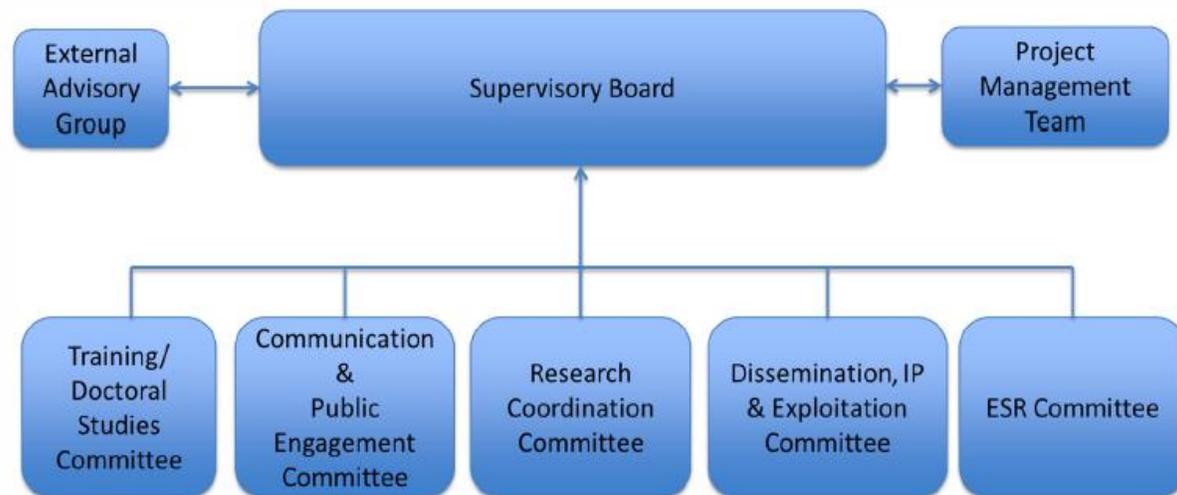
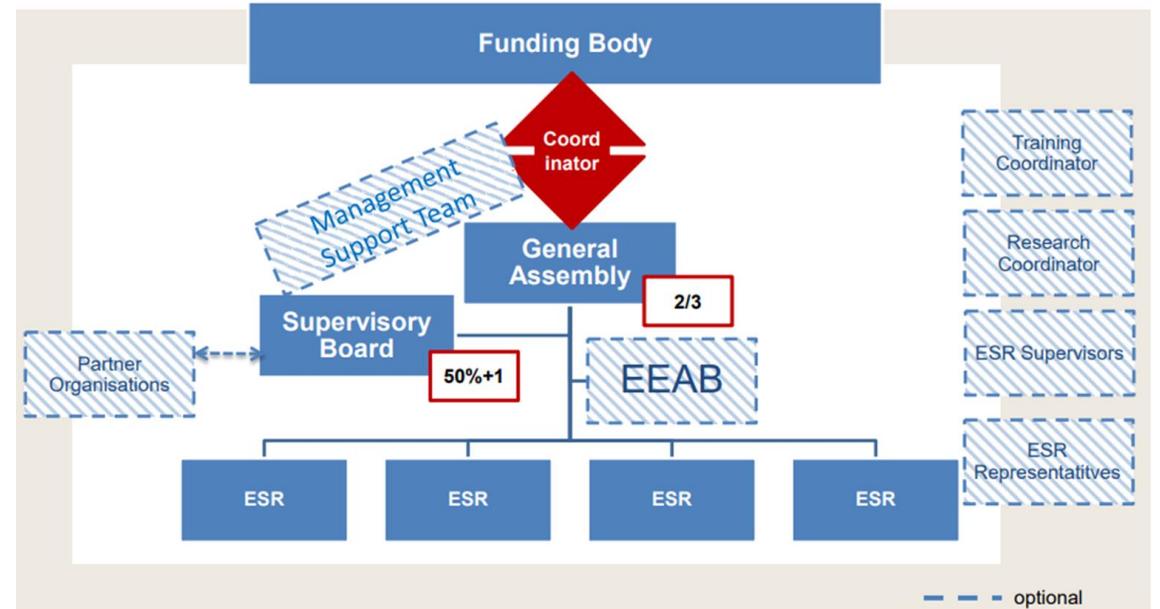
- **For DN-JD, joint admission, selection, supervision, monitoring and assessment procedures**
  - Admission, Selection, Supervision, Monitoring & Assessment should be coherent across the consortium. As far as possible, the same procedures should be applied to each ESR.
  - For example, in terms of monitoring, University A requires a yearly report, University B requires a quarterly report. Will the ESR have to do both?
  - For example, in terms of assessment: University A does a closed viva voce, University B does an open thesis defence. For a joint/multiple degree, will the ESR have to do both?

## Supervisory board

A Supervisory Board is essential.  
All beneficiaries and POs represented, plus at least one ESR representative (consider rotating representation among all ESRs).  
This is the main decision-making body

LERU Consortium  
Agreement Template:  
Governance structure

example



## • Recruitment strategy

- Centralised recruitment is best.
- Describe the application process, applicant requirements, composition of selection committees, decision making/selection process.
- Use EURAXESS Jobs and funding portal to advertise.
- Explain employment conditions (employment contracts with full social security benefits are mandatory unless prevented by national legislation).

The following sections of the European Code of Conduct for the recruitment of the researchers refer specifically to recruitment and selection:

### **Recruitment**

*Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.*

*Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.*

### **Selection**

*Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (academic and non-academic, and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.*

- **Progress monitoring and evaluation of individual projects**
  - Individual Projects: Link back to Supervision, particularly on monitoring of Personal Career Development Plans.
  - Focus on timings and structures here (individual SCs feedback back into oversight committee – Training/Doctoral Studies Committee in the suggested management structure above).
  - Address the issue of overall quality assurance – will there be external review/monitoring of the ITN by an independent panel/external advisory group?

- **Risk management at consortium level**

- Include a list incorporating research risks and project management risks. Describe practical mitigation and contingency plans for both.

**Table 3.1 e Implementation Risks**

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

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.

**Define potential scientific and management risks for your future project?**

**Also think about mitigation and contingency plans (5')**

# Excercise – Risk management

ne ostvarivanje hipoteze, cilja istraživanja	bolovanje, porodični	Zakonska inicijativa koči inovacijski proces
nedovoljan broj ispitanika, ispadanje iz studije	nemogućnost zaposlenja doktoranda	
COVID 19 - nemogućnost putovanja	promjene tijekom projekta	I
tehnički problemi, "uzeli su nam opremu nazad jer nismo plaćali"	vremenska i proračunska ograničenja	
	loša komunikacija unutar tima	
	utjecaj sponzora	
	Sukob oko "kolača tko će biti prvi autor, tko zadnji, coresponding itd.	

- **Gender aspects** (both at the level of recruitment and that of decision-making within the action)
- **Environmental aspects** in light of the [MSCA Green Charter](#)

- Describe the use of the Consortium Agreement and what that will cover – a good sample specifically for MSCA is available from the LERU website (<https://www.leru.org/files/LERU-template-for-MSCA-ITNETN.pdf>).
- Where doctoral degrees in participating organisations require 4 years, if possible, do state where you will find the additional funds for the additional year: evaluators are specifically instructed by REA to reward this proactivity with extra points, and to not penalise proposals that don't.
- Describe the internal communications strategy to keep the consortium and the ESRs in regular contact e.g. intranet or other document repository, regular face-to-face and/or virtual meetings.

## 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 4 (Participating Organisations), in light of the tasks allocated to them in the action;
- Consortium composition and exploitation of participating organisations' complementarities: explain the compatibility and coherence between the tasks attributed to each beneficiary/associated partner in the action, 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 beneficiaries and associated partners to the programme.
  - The role of associated partners and their active contribution to the research and training activities should be described.
  - A letter of commitment shall also be provided in section 5 and must follow the template (included within the PDF file, but outside the page limit).

Funding of non-associated third countries (if applicable): explain in terms of the objectives of the action why such funding would be essential

## Implementation: Common issues to be avoided

- ✓ WPs and individual research projects are not clearly described/
- ✓ imbalanced
- ✓ The deliverables are not appropriately distributed in the time frame
- ✓ ESRs are not involved in the management structure
- ✓ Gender aspects are not properly addressed
- ✓ Risks do not cover all aspects of the project implementation
- ✓ Recruitment strategy not clearly presented
- ✓ Supervision strategy not clearly presented

# Evaluacija projektnih prijedloga

- The evaluation is carried out by the „Research Executive Agency“ (REA) on behalf of the European Commission (EC)
- Proposals are “evaluated as they are”
- Check done by REA: is the proposal admissible & eligible ?
- All eligible proposals are evaluated under 8 major areas of research (“panels”) - ranking for EF and GF separately according to the panels



Chemistry (CHE)



Physics (PHY)



Mathematics (MAT)



Life Sciences (LIF)



Economic Sciences (ECO)



ICT and Engineering (ENG)



Social Sciences & Humanities (SOC)



Earth & Environmental Sciences (ENV)



# Individual Evaluation Report (IER)

Each expert draft a IER (individual evaluation report) for each proposal assigned

- ❖ List **strengths and weaknesses** in bullet point format
- ❖ Under each sub-criterion
- ❖ For each criterion (excellence, Impact and Implementation)

1. EXCELLENCE	
Quality, innovative aspects and credibility of the research (including inter-disciplinary aspects)	
Strengths:	+... +...
Weaknesses:	-... -...
Clarity and quality of transfer of knowledge/training for the development of researcher in light of the research objectives	
Strengths:	+... +...
Weaknesses:	-... -...
Quality of the supervision and the hosting arrangement	
Strengths:	+... +...
Weaknesses:	-... -...
Capacity of the researcher to reach or re-achieve a position of professional maturity in research	
Strengths:	+... +...
Weaknesses:	-... -...
Score (out of 5) 4,2	

# How are MSCA proposals scored?

<b>Excellent.</b> The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.	<b>5</b>	Excellent
<b>Very Good.</b> The proposal addresses the criterion very well, but a small number of shortcomings are present.	<b>4</b>	Very Good
<b>Good.</b> The proposal addresses the criterion well, but a number of shortcomings are present.	<b>3</b>	Good
<b>Fair.</b> The proposal broadly addresses the criterion, but there are significant weaknesses.	<b>2</b>	Fair
<b>Poor.</b> The criterion is inadequately addressed, or there are serious inherent weaknesses.	<b>1</b>	Poor
The proposal <b>fails</b> to address the criterion or cannot be assessed due to missing or incomplete information.	<b>0</b>	

## Evaluation Criteria

Criteria	Weight	Priority (ex.aequo)
Excellence	50%	1
Impact	30%	2
Implementation	20%	-

**Resubmission will not be allowed from 2022 if scored <70%**

**Resubmission – 80%**



### Further prioritisation:

- ❖ gender balance
- ❖ participation of the non-academic sector
- ❖ geographical diversity
- ❖ relationship to the Horizon Europe objectives in general

# Rezultati evaluacije

- U slučaju da je projektni prijedlog odbačen prije evaluacijskog procesa, REA će o tome obavijestiti projektnog koordinatora
- Rezultati evaluacija objavljuju se unutar korisničkog dijela Portala za sudionike (potrebna ECAS šifra)
- Indikativni rok za evaluaciju od strane stručnjaka je 5 mjeseci od zaključnog datuma prijave
- Evaluacijski izvještaj (Evaluation Summary Report) –prednosti i nedostaci svakog projekta
- Liste projektnih prijedloga:
  - Main list –financirani projekt
  - Reserve list –projekti na rezervnoj listi za koje postoji mogućnost financiranja
  - Below available budget–izvan mogućeg financiranja
  - Below treshold–projekti s ocjenom manjom od 70% -nisu prošli prag

Opening	Closing
22 JUNE 2021	16 OCTOBER 2021

**Foreseen Timetable for the DN 2021 Call (~8 months)**



# Glavne poruke take home messages 😊

pisanje projektnog  
prijedloga je timski rad

zahtjeva iskustvo,  
entuzijazam i svaki ovaj  
"T&T" je više nego koristan

Projekti funkcioniraju kao mini  
države, uključuju širok i složen  
dijapazon vještina, znanja,  
područja, suradnika. Uza svu  
širinu opoga što je potrebno

puno posla

razraditi u glavi na papiru redne  
pakete (korisne informacije koj bi bili), za  
svaki paket M (D... primjeri dimenzije ...)  
koje su target grupe

multidisciplinarnost i rodna  
ravnopravnost su in

Korisno je upućivanje u  
projektnu terminologiju koju  
ste detaljno i jasno iznijeli

# Dokumenti potrebni za pisanje projektnog prijedloga

- Vodič za prijavitelje se može izravno preuzeti na stranicama [Europske komisije](#).
- Projektni obrazac s uputama za ispunjavanje dostupan je na [stranicama natječaja](#).
- Službena pitanja i odgovori vezani za Doktorske mreže, dostupni su na stranicama [Europske komisije](#).
- [HE Programme Guide](#) – za dodatne informacije vezane uz horizontalna pitanja poput *Gender aspects*, *Open Science*, *dissemination and exploitation*, *EU Missions* te slično.
- [Popis descriptora i ključnih riječi za MSCA projekte](#)
- [The MSCA Guidelines on Supervision](#)
- [MSCA Green Charter](#)
- [Guidance for MSCA fellows affected by COVID-19](#) (može pomoći prilikom identifikacije rizika)
- [10 Tips for Researchers: How to achieve impact on policy](#) Zajedničkog istraživačkog centra
- Net4Mobility+ [ITN Handbook za 2020. godinu](#) koji se može primijeniti i na ovogodišnje natječaje za Doktorske mreže
- Net4Mobility+ [webinar za Doktorske mreže](#)

# Net4Mobility + projekt

<https://www.net4mobilityplus.eu/scientific-community/>



Net4  
Mobility

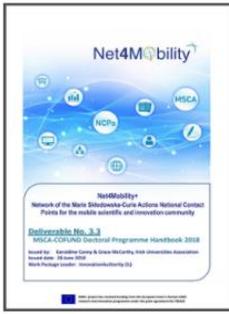
SCIENTIFIC COMMUNITY MSCA NCP WIDENING COUNTRIES FAQ THE PROJECT CONTACTS INTRANET

## FOR THE SCIENTIFIC COMMUNITY

Net4Mobility+ delivers several products (handbooks, webinars, ...) to support the scientific community with their MSCA application

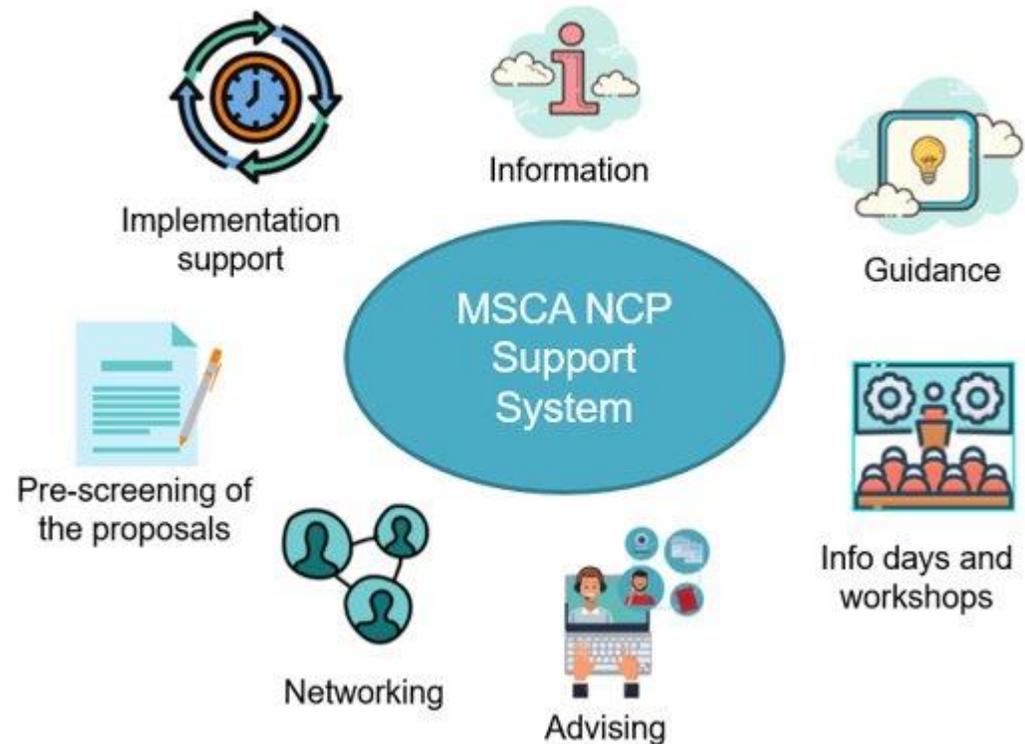
The banner features a cityscape background with several circular inset images: a hand holding a smartphone, a globe with data points, two people shaking hands on a rooftop, and a person in a lab coat. The text 'Net4 Mobility' is on the left, and 'FOR THE SCIENTIFIC COMMUNITY' is on the right. Below the title, a blue box contains the text: 'Net4Mobility+ delivers several products (handbooks, webinars, ...) to support the scientific community with their MSCA application'.

## H2020 - MSCA Calls Information

MSCA Individual Fellowships Action (IF)	CO-Funding Programme (COFUND)	Research & Inno. Staff Exchange (RISE)	Innovative Training Networks (ITN)	Webinars	Success Stories	MSCA Handbooks
 <p><b>Deadline:</b> H2020 calls closed</p> <p><a href="#">EC Website</a></p> <p><b>Net4MobilityPlus Material</b></p> <ul style="list-style-type: none"> <li><a href="#">Success Story Video &amp; Success Stories for Widening Countries</a></li> <li><a href="#">FAQ Blog</a></li> <li><a href="#">IF Statistics 2017 2018 2019</a></li> </ul> <p><b>For H2020 MSCA Calls</b></p> <ul style="list-style-type: none"> <li><a href="#">Handbook 2020 with tips to write Part B</a></li> <li><a href="#">IF 2020 Webinar &amp; Presentation</a></li> </ul>	 <p><b>Deadline:</b> H2020 calls closed</p> <p><a href="#">EC Website</a></p> <p><b>Net4MobilityPlus Material</b></p> <ul style="list-style-type: none"> <li><a href="#">Success Story Video and Success Stories for Widening Countries</a></li> <li><a href="#">FAQ Blog</a></li> <li><a href="#">Statistics on COFUND 2017 &amp; 2018</a></li> </ul> <p><b>For H2020 MSCA Calls</b></p> <ul style="list-style-type: none"> <li><a href="#">Handbook 2020 with tips to write Part B For PhD - For Fellow</a></li> <li><a href="#">COFUND 2020 Webinar &amp; Presentation</a></li> </ul>	 <p><b>Deadline:</b> H2020 calls closed</p> <p><a href="#">EC Website &amp; Video</a></p> <p><b>Net4MobilityPlus Material</b></p> <ul style="list-style-type: none"> <li><a href="#">Success Story Video and Success Stories for Widening Countries</a></li> <li><a href="#">FAQ Blog</a></li> <li><a href="#">RISE Call Statistics 2019</a></li> </ul> <p><b>For H2020 MSCA Calls</b></p> <ul style="list-style-type: none"> <li><a href="#">Handbook 2020 with tips to write Part B</a></li> <li><a href="#">RISE 2019 Webinar</a></li> </ul>	 <p><b>Deadline:</b> H2020 call closed</p> <p><a href="#">EC Website</a></p> <p><b>Net4MobilityPlus Material</b></p> <ul style="list-style-type: none"> <li><a href="#">Success Story Video &amp; Success Stories for Widening Countries</a></li> <li><a href="#">FAQ Blog</a></li> <li><a href="#">ITN Statistics 2020</a></li> </ul> <p><b>For H2020 MSCA Calls</b></p> <ul style="list-style-type: none"> <li><a href="#">Handbook 2020 with tips to write Part B</a></li> <li><a href="#">ITN 2020 Webinar</a></li> </ul>	 <p><b>IF 2020 Webinar</b></p> <p><b>IF 2020 Presentation</b></p> <ul style="list-style-type: none"> <li>RISE Webinar</li> <li>RISE Webinar Presentation</li> <li>IF &amp; COFUND Webinar</li> <li>IF &amp; COFUND Webinar Presentation</li> <li>ITN 2020 Webinar</li> <li>COFUND 2020 Webinar</li> </ul> <p>All the webinars are accessible here.</p>	 <p><b>RISE - Project ETextWeld</b></p> <p><b>COFUND - Project Bio4Med</b></p> <p><b>COFUND</b></p> <p><b>IF - Project Peaceful Mind</b></p> <p><b>ITN</b></p> <p><a href="#">Widening Countries Success Stories</a></p>	 <p><b>RISE 2019 &amp; 2020</b></p> <p><b>COFUND 2018 PhD &amp; Fellow</b></p> <p><b>COFUND 2019 PhD &amp; Fellow</b></p> <p><b>COFUND 2020 PhD &amp; Fellow</b></p> <p><b>IF 2019 &amp; 2018 &amp; 2020</b></p> <p><b>ITN 2019 &amp; 2020</b></p>

# MSCA NCP potpora

- Komentari na projektni prijedlog do 10. studenog 2021. godine



Pratite nas 😊



<https://www.obzoreuropa.hr/>



<https://www.euraxess.hr/>



<https://registracija.obzor2020.hr/action/login>



<https://www.facebook.com/Obzor-Europa>



<https://www.facebook.com/euraxesscroatia>



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Obzor Europa nacionalna osoba za kontakt  
za Marie Skłodowska-Curie akcije i  
Zajednički istraživački centar

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