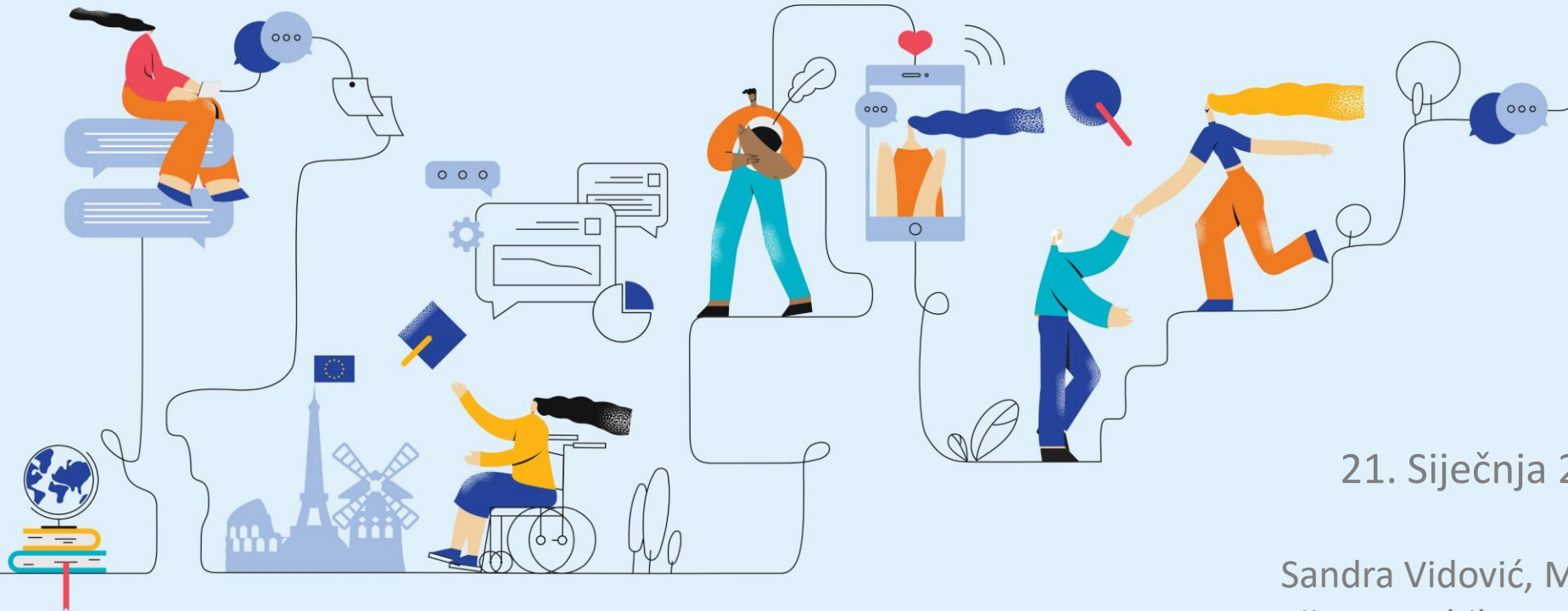MSCA radionica

Kako napisati uspješnu projektnu prijavu za MSCA Razmjenu osoblja

21. Siječnja 2022.

Sandra Vidović, MSCA NCP
Agencija za mobilnost i programe EU

Marie Sklodowska-Curie akcije

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

Izvrsni 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 izvrsne doktorske i postdoktorske programe

Ključni dokumenti i smjernice:

✓ Europska povelja za istraživače i Kodeks o zapošljavanju istraživača

✓ Smjernice za mentoriranje

✓ MSCA zelena povelja

✓ Odgovorno istraživanje i inovacije

✓ Otvorena znanost i otvoren pristup

Erasmus+ | Europske snage solidarnosti | Obzor Europa

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)

Akademski sektor

Ne akademski sektor

- Javne i privatne visoko obrazovne organizacije
- Javne i privatne istraživačke organizacije
- Europske međunarodne istraživačke organizacije

- Društveno-ekonomski sudionici
- Poslovni sektor
- Industrijski sektor
- Nevladine organizacije

Sudionici prihvatljivi za financiranje

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

Pridružene zemlje Obzor Europa programa* (Associated Countires - AC)

Zemlje s niskim i srednjim dohotkom koje su navedene u HE Programskom vodiču

Ostale zemlje koje su navedene u specifičnim natječajima 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

*Popis pridruženih zemalja

Erasmus+ | Europske snage solidarnosti | Obzor Europa

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 bord)	✅	✅
Potražuje troškove od EK	✅	❌

Pridruženi partneri (bez obzira da li su u MS/AC ili TC) moraju priložiti **pismo namjere (*letter of commitment*)**!

- Secondments **from** 'Associated partners' (no matter from where they come, EU Member State (MS), Horizon Europe Associated Country (AC) or Third Countries) **are not eligible for funding**.

- An exception is valid for low to middle-income Third Countries listed in the Horizon Europe Programme Guide; these are eligible to receive funding for seconding a staff member to an EU Member State and Horizon Europe Associated Country institution.

Status Švicarske u MSCA SE

Actions		As a non-associated third country
Postdoctoral Fellowship	*Global Fellowship*	• Eligible for participation (for outgoing phase at institution in Switzerland) • Funded by Beneficiary (EC budget)
	European Fellowship	Not eligible for participation, but Swiss replacement for incoming Fellows is being evaluated.
MSCA COFUND		Not eligible for participation
Doctoral Networks	*Standard Doctorates*	Eligible for participation*
	Joint Doctorates	
	Industrial Doctorates	
Staff Exchanges		Eligible for participation*
MSCA & citizens		Not eligible for participation

* Will be funded by the State Secretariat for Education, Research and Innovation (SERI), instead of the European Commission.

In general, the participation in mono-beneficiary projects (Postdoctoral Fellowships & MSCA COFUND) is restricted in the non-associated third country mode (see question 38).
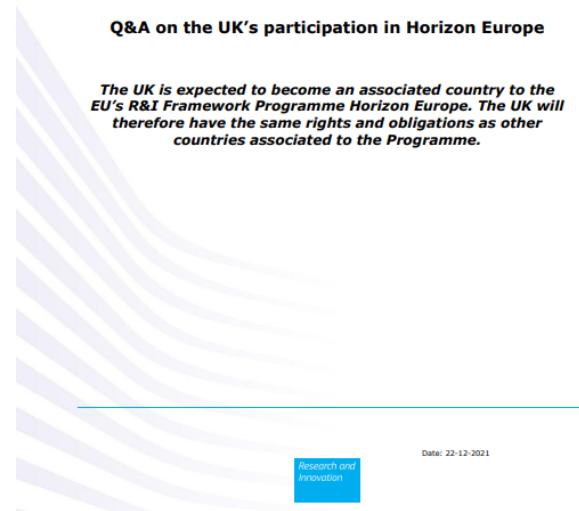
Organizacije sa sjedištem u Švicarskoj mogu sudjelovati u MSCA Razmjene osoblja kao "pridruženi partneri" i sudjelovanje će se financirati putem Državnog tajništva za obrazovanje, istraživanje i inovacije (SERI).

https://www.euresearch.ch/en/horizon-europe/more-horizon-europe/status-of-switzerland-in-horizon-europe-367.html
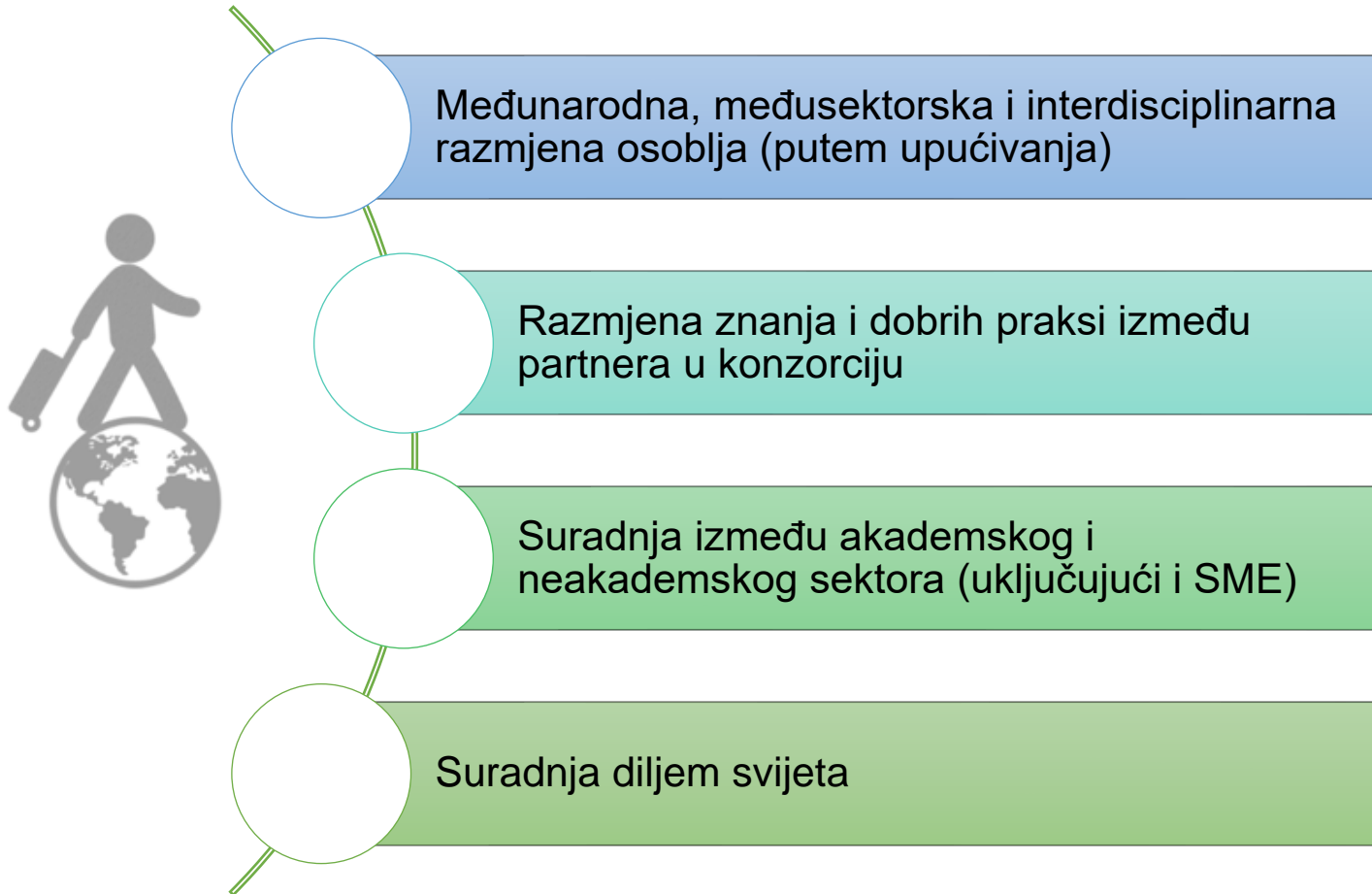
Status Ujedinjenog Kraljevstva u MSCA SE

- Status Ujedinjenog Kraljevstva definiran je u Programskom vodiču OE kao **zemlje povezane s programom Obzor Europa (HE Associated countires)**

- Imaju ista prava kao i sudionici iz EU zemalja

https://ec.europa.eu/info/sites/default/files/research_and_innovation/strategy_on_research_and_innovation/documents/ec_rtd_uk-participation-in-horizon-europe.pdf

Q&A on the UK's participation in Horizon Europe

The UK is expected to become an associated country to the EU's R&I Framework Programme Horizon Europe. The UK will therefore have the same rights and obligations as other countries associated to the Programme.

Date: 22-12-2021

Research and Innovation

Razmjena osoblja

Međunarodna, međusektorska i interdisciplinarna razmjena osoblja (putem upućivanja)

Razmjena znanja i dobrih praksi između partnera u konzorciju

Suradnja između akademskog i neakademskog sektora (uključujući i SME)

Suradnja diljem svijeta

Aktivnosti Razmjene osoblja

Implementacija zajedničkog istraživačkog projekta

Provođenje upućivanja (secondment)

Aktivnosti umrežavanja unutar konzorcija

Radionice, konferencije, zimske/ljetne škole

Prihvatljivi konzorciji i upućivanja

Minimalni uvjet prihvatljivosti:
Najmanje 3 partnera iz 3 različite zemlje (najmanje 2 trebaju biti MS ili AC)

Ako su partneri iz istog sektora, najmanje 1 organizacija mora biti iz Trećih zemlja

Interdisciplinarnost – znanstveni paneli + deskriptori prema 1. nivou ključnih riječi

Ugošćavanje istraživača

Slanje istraživača		MS/AC akademski sektor (1)	MS/AC ne-akademski sektor (1)	Organizacija iz Trećih zemalja (1)
	MS/AC akademski sektor (2)	1/3	✓	✓
	MS/AC ne-akademski sektor (2)	✓	1/3	✓
	Organizacija iz Trećih zemalja (2)	✓	✓	✗

1/3 odnosi se na upućivanja iz istog sektora između MS/AC partnera (interdisciplinarna)

Interdisciplinarna upućivanja – najmanje dvije ili više različite znanstvene discipline

Prihvatljivo osoblje

Osoblje - aktivno uključeno ili povezano s istraživačkim ili inovacijskim aktivnostima matične organizacije **najmanje 1 mjesec (puno radno vrijeme - FTE) prije prvog upućivanja**
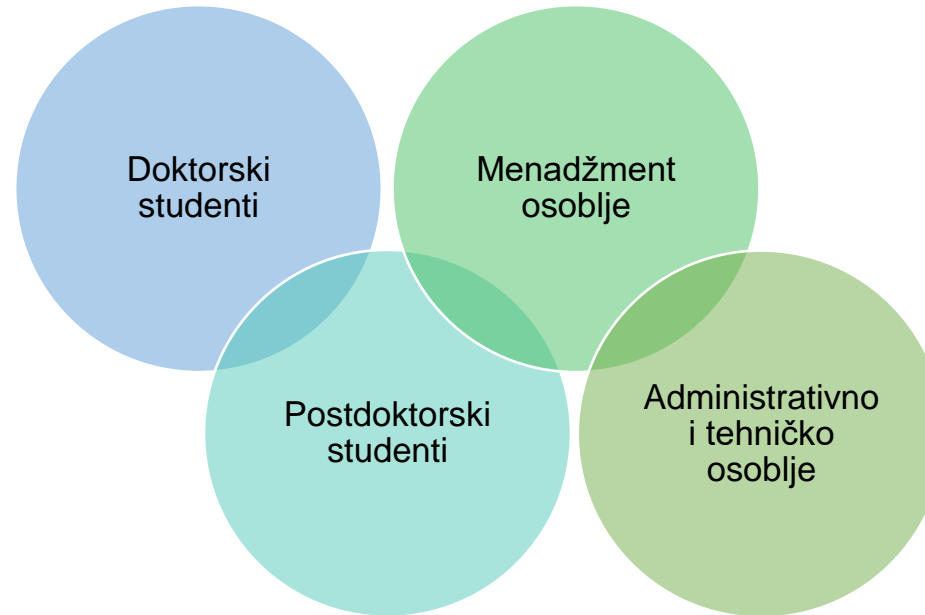
Prihvatljiva upućivanja

Upućivanje pojedinca od minimalno 1 do najviše 12 mjeseci za vrijeme trajanja projekta

Za vrijeme upućivanja pojedinac radi 100% na projektu

Moguće je upućivanje istog pojedinca na više kraćih razdoblja

Nakon upućivanja, pojedinac mora biti reintegriran u svoju organizaciju

Primjer prihvatljivog upućivanja podijeljenog na više perioda:
Upućivanje osobe A u organizaciju C na dva tjedna te povratak u organizaciju B te povratak osobe A na dva tjedna u organizaciju C – mora biti ukupno 1 mjesec
*Imati na umu da su u tome slučaju troškovi veći (višekratno putovanje)

Nije uvjetovan reciprocitet upućivanja unutar konzorcija
Moguće je da jedan partner ugošćava npr. 20 osoblja dok šalje samo 6 vlastitog osoblja na upućivanje – nije nužan reciprocitet
Svaka organizacija koja sudjeluje u projektu mora sudjelovati u upućivanju (bilo da se radi o dolaznoj/odlaznoj mobilnosti)

Neprihvatljiva upućivanja

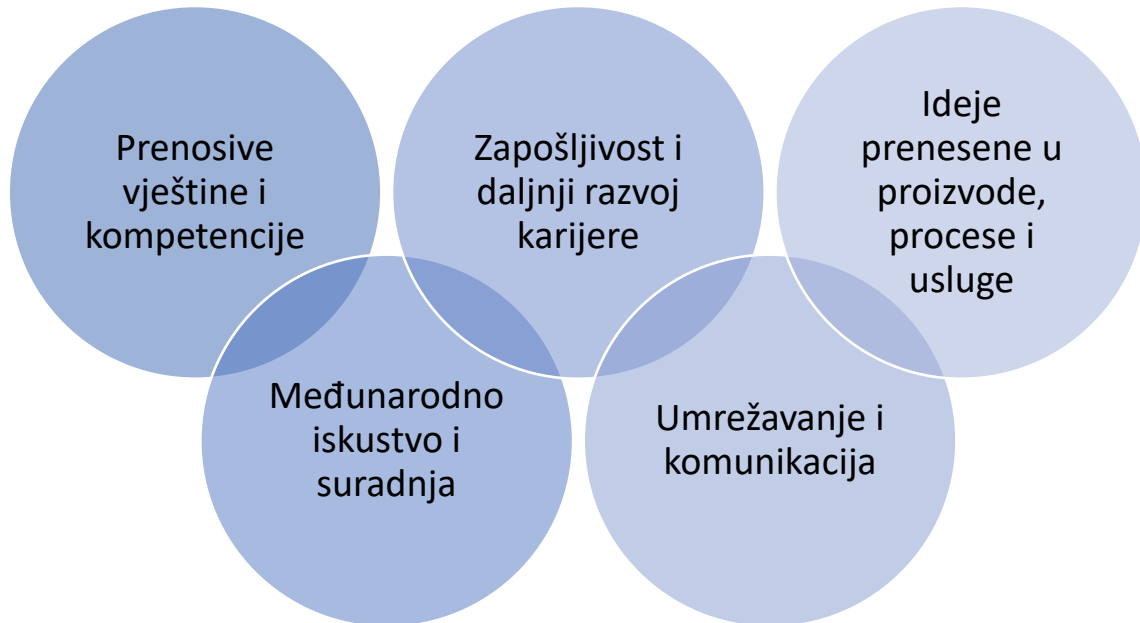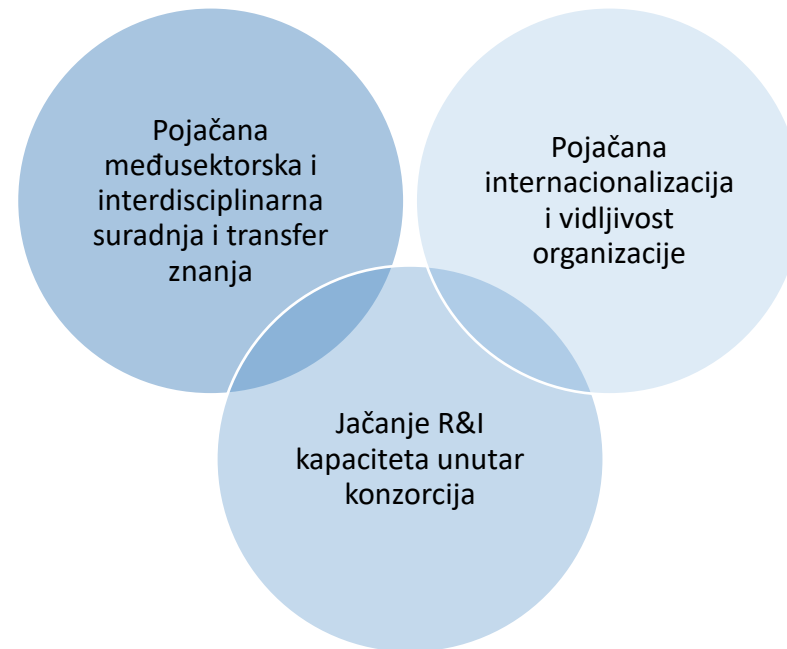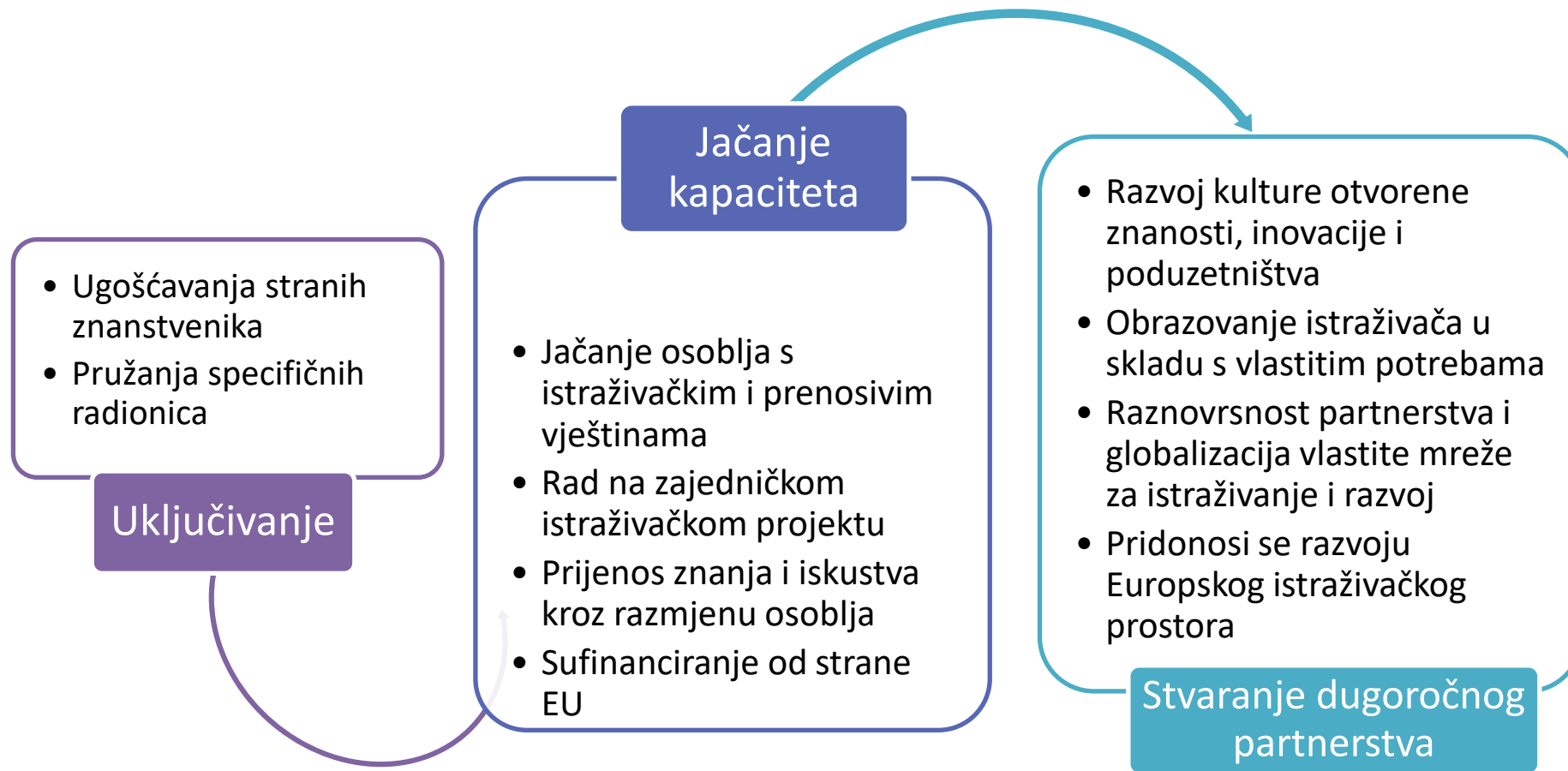|		
Između organizacija u istoj zemlji	Između organizacija u različitim TC	Između organizacija koje nisu neovisne (tvrtke kćeri)
Koja nemaju minimalno mjesec dana	Osoblja koja su povezana drugim MSCA projektima (npr. ne može se uputiti zaposleno osoblje putem PF ili DN-a)	Ona koja su financirana drugim EU projektima/programima
	Osoblje koje nema relevantni profil za provođenje aktivnosti	Koja nisu povezana s implementacijom projekta

Dodane vrijednosti i učinak Razmjene osoblja

OSOBLJE

- Prenosive vještine i kompetencije
- Zapošljivost i daljnji razvoj karijere
- Ideje prenesene u proizvode, procese i usluge
- Međunarodno iskustvo i suradnja
- Umrežavanje i komunikacija

ORGANIZACIJA

- Pojačana međusektorska i interdisciplinarna suradnja i transfer znanja
- Pojačana internacionalizacija i vidljivost organizacije
- Jačanje R&I kapaciteta unutar konzorcija

Razina uključivanja u MSCA Razmjenu osoblja

Uključivanje

- Ugošćavanja stranih znanstvenika
- Pružanja specifičnih radionica

Jačanje kapaciteta

- Jačanje osoblja s istraživačkim i prenosivim vještinama
- Rad na zajedničkom istraživačkom projektu
- Prijenos znanja i iskustva kroz razmjenu osoblja
- Sufinanciranje od strane EU

Stvaranje dugoročnog partnerstva

- Razvoj kulture otvorene znanosti, inovacije i poduzetništva
- Obrazovanje istraživača u skladu s vlastitim potrebama
- Raznovrsnost partnerstva i globalizacija vlastite mreže za istraživanje i razvoj
- Pridonosi se razvoju Europskog istraživačkog prostora

Financijski aspekti

1 unit
=
1 month of
eligible staff

Jedinični troškovi za osoblje (top-up)	Troškovi istraživanja, treninga i umrežavanja	Troškovi menadžmenta i indirektni troškovi
2.300 eura	1.300 eura	1.000 eura

Financiranje projekta do četiri godine

Prosjek EU financijska sredstva po natječaju u OE: **75,5 milijuna eura**

Maksimalna veličina projekta je 360 *person months*

Troškovi osoblja (top-up allowance):
- putovanja,
- smještaj te
- troškovi dnevnica za vrijeme upućivanja

Troškovi istraživanja, osposobljavanja i umrežavanja:
- kupnja materijala, laboratorijski troškovi, sudjelovanje na konferencijama, radionicama, koordinacija i sastanci konzorcija, troškovi umrežavanja

Troškovi upravljanja i indirektni troškovi:
- opći troškovi organizacije i implementacije upućivanja (administrativni troškovi, financijsko upravljanje, logistika, pravni savjeti, dokumentacija)

Plaća nije pokrivena putem EU financiranja te treba biti isplaćena tijekom upućivanja!

MSCA Staff exchange documents

- MSCA Work Programme
- Staff Exchanges Guide for Applicants 2021
- General annexes of the work programme
- Proposal template part B and instructions on how to fill it in
- Specific FAQs for Staff Exchanges call 2021

SE Struktura projektnog prijedloga

Part A - administrative forms

are filled *on-line Funding&Tenders*

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

Start page (1 page), **table of content** (1 page), **list of participating organisations**

#**Excellence** (starting on page 3)

#**Impact**

#**Implementation**, incl. Gantt Chart

Maximum 30 pages
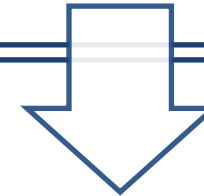
Part B2 - no page limit, PDF uploaded

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

#Letter of Commitment

#Pre-agrement letter for DN Joint Doctorate
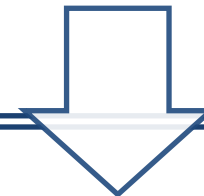
Part A projektnog prijedloga

- 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.

Example, not to complete

How to select keywords in a Horizon Europe MSCA Staff exchange proposal?

- All eligible proposals will be evaluated under one of the eight major areas of research (known as scientific evaluation "panels")
- Proposals must be submitted to **only one** of eight 'main evaluation panels'.
- 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. 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)
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.

Scientific panel	Level 1 keywords	Level 2 keywords
Chemistry (CHE)	C1-Inorganic Chemistry	Catalysis
		Coordination chemistry
		Inorganic and nuclear chemistry
		NMP Non-Metallic Materials & basic processes
		Organometallic chemistry
		Radiation and nuclear chemistry
	C2-Organic, Polymer and Molecular Chemistry	Carbonhydrates
		Combinatorial chemistry
		Heterocyclic chemistry
		Macromolecular chemistry
		Molecular architecture and structure
		Molecular biology
		Molecular chemistry
		Natural product synthesis
		Organic chemistry
		Organic reaction mechanism
		Peptide chemistry
		Polymer chemistry
		Stereochemistry
		Supramolecular chemistry
		Synthetic Organic chemistry

		Statistics
Physics (PHY)	P1-Particle and Nuclear Physics	Fundamental interactions and fields
		Nuclear physics
		Observational astronomy: cosmic rays, neutrinos, and other particles
		Particle physics
		Particles and fields physics
	P2-Atomic and molecular physics, optics	Atomic, molecular physics
		Chemical physics
		Lasers, ultra-short lasers and laser physics
		Metrology and measurement
		Nonlinear optics
		Optics (including laser optics and quantum optics)
		Optics, non-linear optics and nano-optics
		Photonics
		Quantum optics and quantum information
		Statistical physics (gases)
		Ultra-cold atoms and molecules
		Wave Interaction and Propagation
	P3-Condensed matter physics	Condensed matter physics (including formerly solid state physics, superconductivity)
		Electronic properties of materials, surfaces, interfaces, nanostructures, etc
		Fluid dynamics
		Gas and plasma physics
		Magnetism and strongly correlated systems
		Mechanical and acoustical properties of condensed matter, Lattice dynamics
		Mesoscopic physics
		Nanophysics: nanoelectronics, nanophotonics, nanomagnetism, nanoelectromechanics, etc.
		Phase transitions, phase equilibria
		Semiconductors and insulators: material growth, physical properties
		Soft condensed matter
		Spintronics
		Statistical physics (condensed matter)
		Structure of solids and liquids
		Superconductivity
		Superfluids
		Surface Physics
		Thermal properties of condensed matter
		Transport properties of condensed matter

https://rea.ec.europa.eu/system/files/2021-10/MSCA%20Keywords.pdf

Gender Equality Plan

Application forms

Proposal ID

Acronym **Acronym is mandatory**

Short name

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.

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

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

Summary

- Short, all-inclusive – base for selection by evaluators

- Answer key questions

  1. Why bother? (what new knowledge are you generating?)
  2. Will this establish Europe as International leader?
  3. Is the knowledge already available (state-of-the art)?
  4. Why now? (Why was this not done before now?)

Previous RISE projects can be checked using
http://cordis.europa.eu/search/advanced_en

Sufinancirano sredstvima Europske unije

Development of high reliability motor drives for next generation propulsion applications - DORNA

Objective

This action, entitled "Development of high reliability motor drives for next generation propulsion applications", is a 4-year research focused training program. It is aimed to form a coherent Research and Innovation Staff Exchange network so as to address technical challenges facing the electrifying transport industry, with a focus on high-reliability electrical traction drives.

Transport electrification has been considered as a major advancement to reducing CO_2 emissions and improving energy efficiency. At the heart of the propulsion systems are electrical traction drives. But technological developments are still at an early stage. Industries are trying out different traction drive technologies. Permanent magnet synchronous motors, induction motors, reluctance motors and DC motors-based traction drives are all found in use while they have their inherent advantages and drawbacks. In academia and industry, there are no consensus on the best traction drive for a single application. Existing technologies cannot meet the ever-growing market needs for safe, fast, green and affordable transportation. Major challenges include demands for very high torque density, power density, fuel efficiency and fault tolerance, pushing the devices and components to their physical and material limits. Particularly operating motor drives at high speeds and harsh environments require a new mindset of component and system design for safety-critical high-reliability requirements, as well as multidisciplinary approaches to combine multiphysics (e.g. thermal, stress) with the conventional electromagnetic and electronic designs.

This program will bring together EU's leading universities and industries, and utilise the latest technological discoveries in power electronics, motor drives, drivetrains and control, sensors and monitoring, communications, big data and artificial intelligence. The outcomes will be significant to impact on EU transport sector, EU research landscape and EU economy.

Part B projektnog prijedloga

- **Obavezno koristiti predložak od EK!**
- Maksimalna veličina svakog PDF dokumenta (B1 i B2) je 10 MB
- Naziv dokumenata: Proposal Number-Acronym-Part B1.pdf/ Proposal Number-Acronym-Part B2.pdf
- 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 headere
- Čitki font (Times New Roman)
- Footnote –samo reference na literaturu (font 8) - ulaze u limit stranica
- Tekst treba biti čitak prilikom printanja – ne koristite hiperlinkove u tekstu
- Stranice moraju biti numerirane – footer – „Part B – Page X of Y''

Layout – general advise

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) – DON'T OVERDO IT!

LANGUAGE

Avoid jargon and explain any abbreviations

Simple clear text and avoid long sentences

Get rid of repetitions (refer to other parts of proposal)

Don't copy/paste text from other documents or websites

Be consistent with language (UK/US English)

Not evaluated but it makes life easier for the evaluators!

EXCELLENCE (50%)
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)
Soundness of the proposed methodology (including international, interdisciplinary and inter-sectoral approaches, consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)
Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives
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**.
  - Detail the research and innovation objectives. Are the objectives measurable and verifiable? Are they realistically achievable?
  - Outline key specific research objectives of the programme (emphasize the novelty and multidisciplinary)

- **Pertinence and innovative aspects of the research programme** (in light of the current state of the art and existing programmes / networks).
  - Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious (delivering scientific breakthroughts).
  - 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.
  - Use footnotes to cite key relevant bibliography – make sure to cite consortium members' work and showing the high level expertise within consortium.
  - Benchmark against other EU funded projects in the same/similar field - but do not limit your benchmarking to EU funded consortia.
  - Relation to the scope of the call - why you need to work together, innovative nature (topics, consortium, synergies...)

Beyond the State of the art:
  - Methodology,
  - Secondments,
  - Trainigs,
  - Dissemination,
  - Workplan

Previous RISE projects can be checked using http://cordis.europa.eu/search/advanced_en

- The action should be divided in Work Packages[1] and described in the table:

Table 1 – Work Package[1] List

Work Package No.	Work Package title	Activity type (e.g. research, training, management, communication, dissemination)[2]	Number of person-months involved per secondment[3]	Lead beneficiary	Start month	End month

[1] A *work package* is defined as a **major subdivision** of the proposed action.
[2] Encode PM for RI activities only
[3] The same PM should not be delcared in multiple WP

Break down the research programme into (typically) **3-4 discrete research Work Packages** (WP) relatinng to the Research Objectives.
Each WP should be understood as a thematic container. Together, all your WPs should address the overarching research goal of your RISE, in an intersectoral and interdisciplinary fashion.

- The Work Packages should **reflect the research objectives**.
- The title of the scientific Work Packages should give a good idea of the scope of the research & innovation objectives of that Work Package.
- **Only brief headings and overviews of the Work Packages** (one paragraf summary per WP) should be presented in Table 1.1. More details in terms of actual implementation should be provided in the tables under section 3.1.

Primjeri ispunjenog WP-a

Table B1: Work Package List

WP No	WP Title	Activity Type	No of person-months	Start Month	End month
1	Management and strategic planning	Management	6	2	36
2	Training/communication – Piloting research methods	Sharing Developing	3	3	12
3	Research- Data Collection	Research	9	15	26
4	Research – Data Analysis	Analysis	4	25	32
5	Dissemination, Exploitation and Public Engagement	Communication Dissemination	3	12	36

Table B3: Work Package[1] List

Work Package No	Work Package Title	Activity Type (e.g. Research, Training, Management, Communication, Dissemination…)	Number of person-months involved	Start Month	End month
1	High throughput phenotyping of wood quality	Research and training	78	1	45
2	Phenotyping tools for wood functional traits	Research and Training	46	1	45
3	Wood data integration and analysis	Research and training	15	3	48
4	Project coordination, management, internal and external dissemination	Management, communication, dissemination	10	1	48

1.2 Soundness of the proposed methodology (including **international, interdisciplinary and inter-sectoral 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.

Describe 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.
You need to show **what is novel/interesting** about your particular approach, and how it can be **achieved through secondment of staff** (and subsequent reintegration in their own organisation).

- 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 (fill in Table 2 with the interdisciplinary secondments).
    - Why is this consortium best placed to address this research theme from a cohesive, multidisciplinary and intersectoral point of view?
  - If you consider that an interdisciplinary approach is unnecessary in the context of the proposed work, please provide a justification.

Table 2 – Interdisciplinary secondments between beneficiaries

No.	(from) Sending beneficiary	Sector keyword/ discipline	(to) Receiving beneficiary	Sector keyword/ discipline	Work Package no.	Total no. of secondments (total person months per beneficiary*

* Please list only the total amount per beneficiary and do not list all individual secondments

- If the secondments between participants in the same sector in different EU/AC are not considered as interdisciplinary by the evaluators, those secondments will not be eligible for funding, should the proposal be funded.

Specify any inter- and multi-disciplinary aspects both in the **consortium** and in the **type of research** to be performed.

Evaluators are instructed to highly value inter/multidisciplinarity (i.e. this element should be included in all proposals).

It is actually a must, your research and innovation project shall be inter-or /and multidisciplinary

Secondments are considered as interdisciplinary if the activities performed during the secondment integrate aspects (**information, data, techniques, tools, perspectives, concepts or theories**) from **two or more different scientific disciplines.**
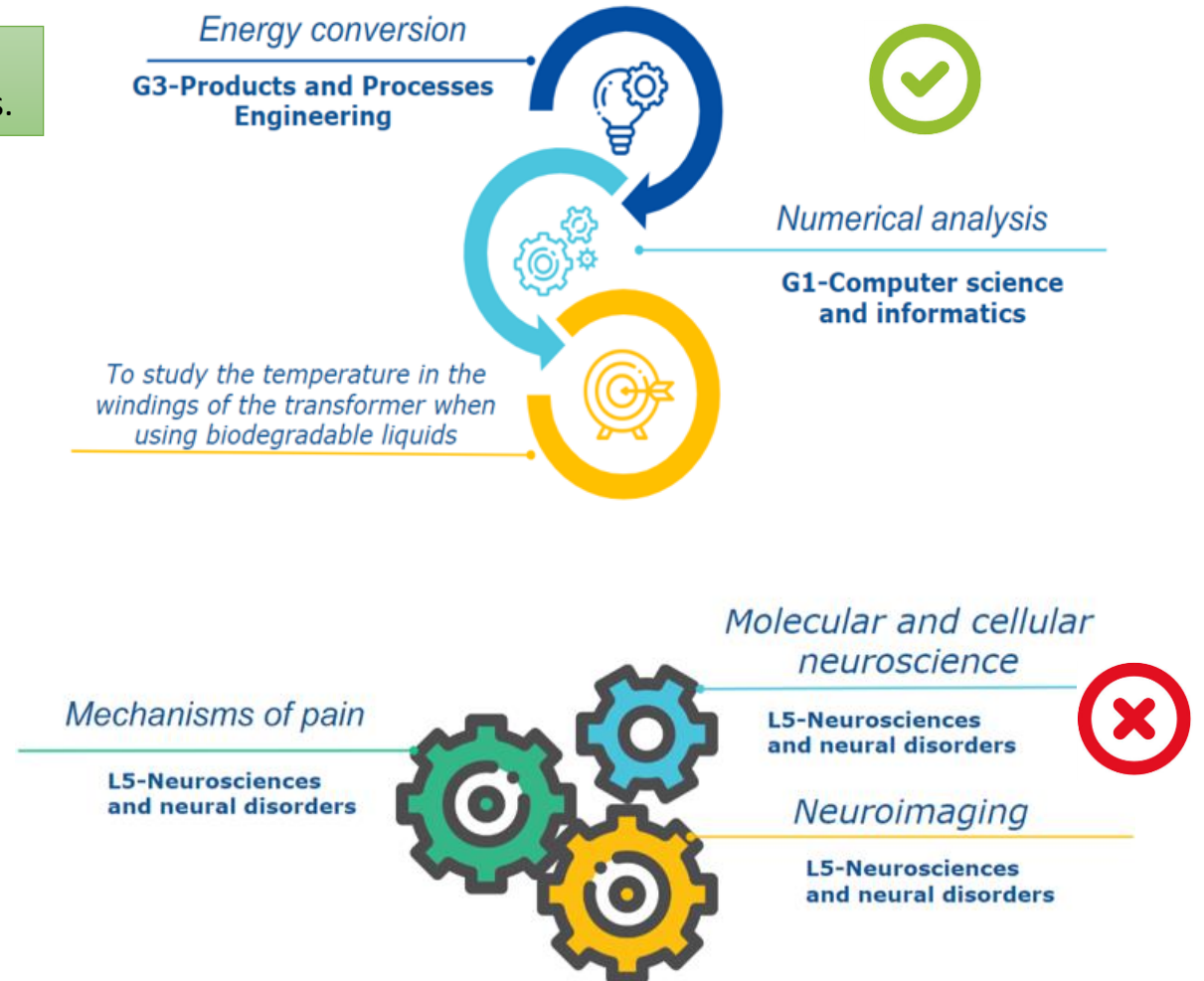
First level of MSCA keywords.

Interdisciplinary secondments between EU MS /AC are eligible for funding **for up to 1/3 of the project's total eligible person-months funded by the EU.**

Information Science and Engineering (ENG) panel:

Energy conversion
G3-Products and Processes Engineering

Numerical analysis
G1-Computer science and informatics

To study the temperature in the windings of the transformer when using biodegradable liquids

Mechanisms of pain
L5-Neurosciences and neural disorders

Molecular and cellular neuroscience
L5-Neurosciences and neural disorders

Neuroimaging
L5-Neurosciences and neural disorders

Examples taken from MSCA SE FAQ

- **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 – content of the plannedR&I activity (not gender balance in teams).

- 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.
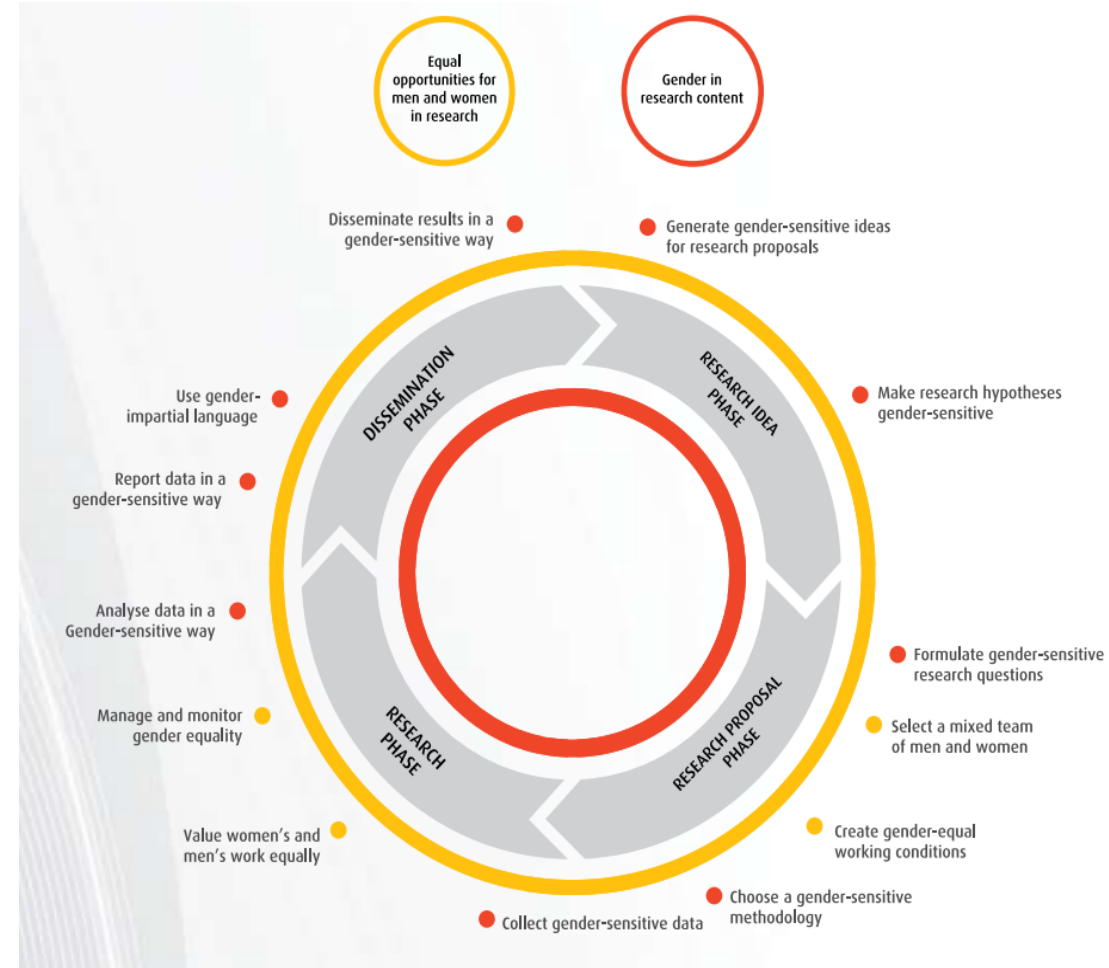
Video "Understanding gender dimension for MSCA projects"
https://docs.wixstatic.com/ugd/17c073_22d7b327acc8434a91dbceba1898e7d2.pdf

- **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).

This question **does not refer to outreach actions** that may be planned as part of communication, dissemination and exploitation activities.

- **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** (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 of the proposed interaction between the participating organisations in light of the research and innovation objectives

- **Contribution of each participating organisation in the activities planned**, with particular emphasis on the scientific objectives described in section 1.1.
  - Clearly state what each participating organisation will contribute towards achieving the research and knowledge transfer objectives – use a table for brevity and clarity
  - Include their expertise, their contribution to networking events, and their level of participation in the secondments

- **Justification of the main networking activities** (e.g. workshops/trainings/conferences, etc.).
  - Describe the **networking activities** that will be organised to **share knowledge** e.g. workshops, meetings, trainings, online networking and knowledge sharing
  - Justify how **these will contribute to the knowledge-sharing objectives** – explain why you have chosen these particular activities

  Suggestion - 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 researchers who are not part of the network.

There should be explicit link between networking activities and specific objectives of the project

Knowledge sharing
role of each participating organization:

- Knowledge-sharing objectives and how they are related to research and innovation objectives
- Describe the overall strategy for knowledge-sharing and explain
  - Secondment programme, networking events e.g. workshops/training/conferences
- Detail the secondments:
  - How sedondmet will contribute to the knowledge sharing objectives
  - What knowledge, knowledge provider and recipient
  - Transfer of knowledge (also to home organisation)

Use a **diagram** to show the flow of people around the consortium

Make sure both doctoral students and postdocs are doing secondments (longer visits >4 months for ESRs are preferred by evaluators).
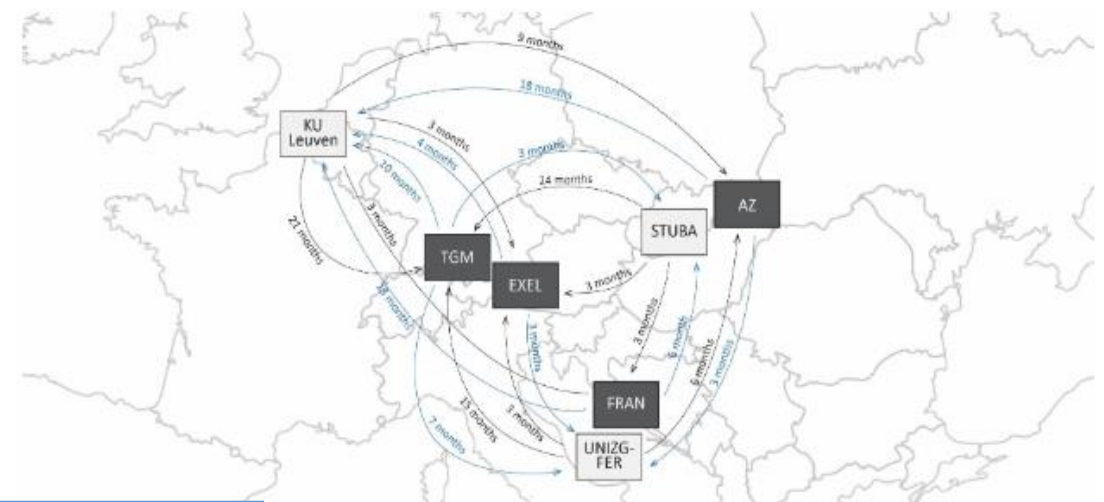
- Suggestion – **secondments table** to summarise all the information

Researcher Number and Type	From	To	Duration [months]	Timing [Mx – My]	Purpose	Transfer Mechanism	Reintegration Mechanism
[ER = Experienced researcher, ESR = Early stage researcher, MNG = Managerial staff, TECH= Technical staff, ADM = Administrative staff. See Definitions section in the Guide for Applicants for more information.]	Insert short name of sending organisation	Insert short name of hosting organisation				Suggested examples – not exhaustive	Suggested examples – not exhaustive
2 – ERº						Research work	Seminar open to Department
3 – MNG						Attending Workshop	Delivering workshop in sending organisation
4 – TECH						Demonstration of equipment	Return to role in sending organisation
5 – ESR						Research work	Workshop for research group

WASTCArD

Wrist and arm sensing technologies for cardiac arrhythmias detection

https://sites.google.com/site/wastcardproject/home

Project information

WASTCArD

Grant agreement ID: 645759

🔗 Project website

Start date	End date
1 May 2015	30 April 2018

Funded under:
H2020-EU.1.3.3.

Overall budget:
€ 324 000

EU contribution
€ 324 000

Coordinated by:
UNIVERSITY OF ULSTER
🇬🇧 United Kingdom

Participants (6)

Sort alphabetically ⇕   Sort by EU Contribution ⇕

- INSTITUT NATIONAL DES SCIENCES APPLIQUEES DE LYON
  🇫🇷 France

- WATERFORD INSTITUTE OF TECHNOLOGY
  🇮🇪 Ireland

- S.D. INFORMATIKA DOO INFORMATICKI INZENJERING, POSLOVNE USLUGE I TRGOVINA
  🇭🇷 Croatia

- *INTELESENS LTD* ℹ
  🇬🇧 United Kingdom

- Southern Health and Social Care Trust
  🇬🇧 United Kingdom

- SVEUCILISTE U ZAGREBU FAKULTET ELEKTROTEHNIKE I RACUNARSTVA
  🇭🇷 Croatia

Partners (4)

Sort alphabetically ⇕

- UNIVERSIDAD DE CARABOBO
  🇻🇪 Venezuela

- UNIVERSIDAD SIMON BOLIVAR
  🇻🇪 Venezuela

- PONTIFICIA UNIVERSIDAD JAVERIANA
  🇨🇴 Colombia

- UNIVERSIDADE FEDERAL DO RIO DE JANEIRO
  🇧🇷 Brazil

Erasmus+ | Europske snage solidarnosti | Obzor Europa

Project information

WASTCArD

Grant agreement ID: 645759

🔗 Project website

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1 May 2015	30 April 2018

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H2020-EU.1.3.3.

Overall budget:
€ 324 000

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€ 324 000

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UNIVERSITY OF ULSTER
🇬🇧 United Kingdom

Table 6. List of 59 Secondment Events (WASTCArD): Month 1 = May/2015. First Table (1/2)

Staff Member		Sending Organisation				Seconded Organisation			
ID	Profile	Short Name	Country	Region	Academic Sector	Short Name	Country	Region	Academic Sector
1	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
2	ESR	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
3	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
4	ER	Ulster	UK	EU/AC	yes	USB	VE	TC	yes
5	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
6	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
7	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
8	ER	USB	VE	TC	yes	Ulster	UK	EU/AC	yes
9	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
10	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
11	ER	Ulster	UK	EU/AC	yes	SD Informatika	HR	EU/AC	no
12	ER	INSA Lyon	FR	EU/AC	yes	INTELESENS	UK	EU/AC	no
13	ER	INSA Lyon	FR	EU/AC	yes	SHSCT	UK	EU/AC	no
14	ESR	INSA Lyon	FR	EU/AC	yes	SHSCT	UK	EU/AC	no
15	ESR	WIT	IE	EU/AC	yes	SHSCT	UK	EU/AC	no
16	ESR	WIT	IE	EU/AC	yes	SHSCT	UK	EU/AC	no
17	ER	WIT	IE	EU/AC	yes	SHSCT	UK	EU/AC	no
18	ESR	WIT	IE	EU/AC	yes	INTELESENS	UK	EU/AC	no
19	ER	WIT	IE	EU/AC	yes	SD Informatika	HR	EU/AC	no
20	ESR	WIT	IE	EU/AC	yes	SHSCT	UK	EU/AC	no
21	ER	WIT	IE	EU/AC	yes	SHSCT	UK	EU/AC	no
22	ER	Univ. Carabobo	VE	TC	yes	Ulster	UK	EU/AC	yes

Excellence: Common issues to be avoided

- The innovative nature of the project has not been explained thoroughly enough as the proposed research has not been fully linked to the state of art in the field. The innovative aspects of the proposed research are insufficiently articulated.
- The research method does not provide a clear explanation of the interaction between the different work packages, lacking of focus due to the large number of heterogeneous tasks and the significant dispersion of resources.
- Considering the wide scope of the activities to be carried out, the final objectives and outcomes of the project are not clearly specified.
- The participants' interactions are not sufficiently emphasized in terms of content and expertise provided to reach the project's objectives.
- The contribution of each participant in the planned activities is not properly outlined.
- The knowledge sharing among the participants is not sufficiently described, and does not provide enough detail regarding the specific activities to be developed by each secondment.
- Limited information is provided on how the knowledge will be spread between the partners, since it does not explain the methodology used for knowledge sharing and the presentation of interactions is confusing and not sufficiently consistent.
- The justification of the networking activities lacks detail including specific actions and planning.
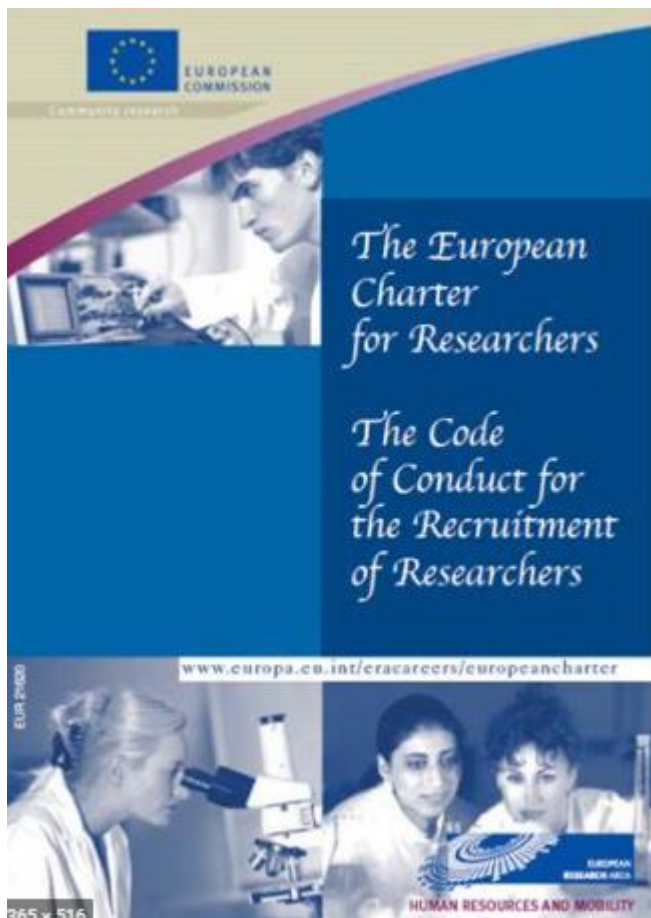
MSCA beneficiaries must ensure adequate supervision or mentoring and appropriate career guidance!

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.

- ✓ 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.

Marie Skłodowska–Curie Actions Guidelines on Supervision

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

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

| Europske snage solidarnosti | Obzor Europa
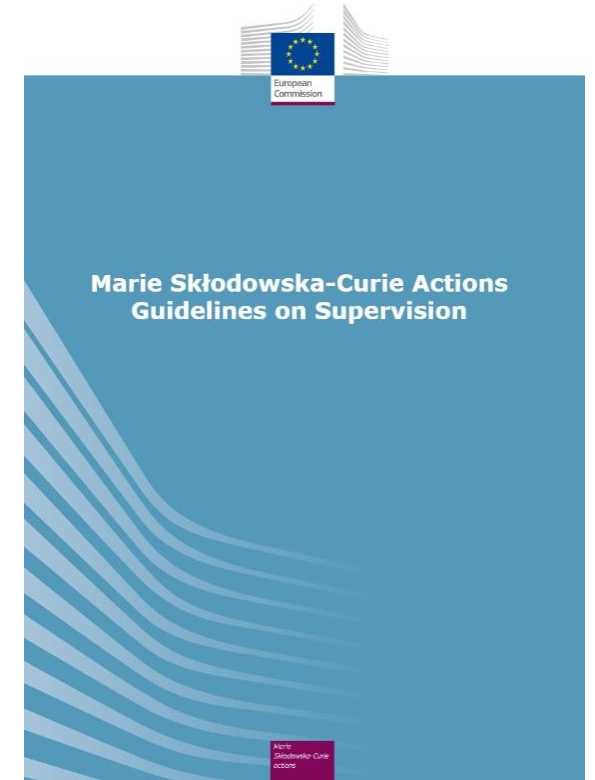
IMPACT (30%)
Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contribution to improving research and innovation potential at the European and global level
Credibility of the measures to enhance the career perspectives of staff members 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 Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contribution to improving research and innovation potential at the European and global level

- **Describe the development and sustainability of new and lasting research collaborations resulting from international, interdisciplinary and/or inter-sectoral secondments and the networking activities implemented.**
  - Explain how the secondments and networking activities and the knowledge-transfer achieved via those mechanisms will help to develop a lasting collaboration between the participants
  - Outline your plans for building the collaboration and continuing it after the project has ended (potential new collaborative projects MSCA DN, COST, Erasmus+…)

- **Describe how the project will generate knowledge transfer that will benefit the participating organisations.**
  - Outline the benefits of the knowledge-sharing throught to the participating organiastion

- **Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide.**
  - Explain how the research programme and the Staff's activities (incl. Dissemination /exploitation /communication /outreach) will contribute to Europe's economy and/or society
  - Make a link to a EU research /policy goals

Organisations

Empowering organisations to connect and realise their research and innovation ideas:
- Gaining experience in the academic/ non-academic sector
- Building sustained international partnerships
- Ideas converted into products, processes and services
- Attracting top researchers in Europe and beyond
- Transfer of knowledge
- Innovating across disciplines
- Access to specialised research infrastructures

Link your proposal to the policy context

- 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?

2.2 Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development

- **Describe how the action contributes to realising the potential of individuals and provides new skills, enhances their knowledge and career perspectives.**
- Overall aim is to show an understanding of how participating in the project will help the Staff to enhance their potential and improve their career prospects
- Present an analysis of how participating will affect the Staff, e.g.:
  - ✓ New knowledge gained (e.g. research skills, transferable skills)
  - ✓ Mobility to academic/non-academic sector and/or organisations outside Europe (i.e. experiencing different research environments);
  - ✓ Improved understanding of the benefits of international and/or cross-sectoral research
  - ✓ Opening their eyes to new career options, particularly outside academia
  - ✓ Raising their profile through networking, research outputs and communication activities to different target groups (including the media & general public)

> **Research & Innovation Staff**
>
> Equipping researchers with new knowledge and skills through mobility and training:
> - Transferable skills and competencies
> - Employability and career prospects
> - Opportunities for high impact publications and patents
> - Networking and international exposure
> - Training and mentoring

- Make the link between your programme's elements/objectives and EU policies about research careers/employability.
- Show that the whole programme (and not only its research components) is in line with EU needs, priorities and long-term goals.

Impact: Common issues to be avoided

✓ The lack of an industrial partner limits the potential impact on innovation in the academic environment.

✓ It is evident that some partners have been made to fit into the project but with a weak connection.

✓ The establishment of new and additional collaborations beyond the already existing one is unclear, and is not supported by a comprehensive strategy that can adequately support the organisations to achieve it.

✓ The impact of the project on improving research and innovation potential at the European and global levels is weakly justified in the proposal, or is limited by too narrow a focus and lacks a more translational focus.

✓ The new career perspectives are not appropriately addressed, without a clear indication of what new opportunities in the job market will be result from this work.

✓ The proposal does not include adequate training for seconded early stage researchers to help them develop soft skills.

✓ ESR secondments are deemed short to create an impact in terms of knowledge transfer (<4 months in duration).

- **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.

Communication, dissemination and exploitation

Communication	• Making your research activities known to society

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.

Dissemination	• Promotion and raising awareness of project results

- ▪ **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

Exploitation	• The use of results for commercial purposes or in public policymaking

- ✓ 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

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…

- Well planned communication and dissemination will give the project an advantage
- Describe in detail what activities you will organise and participate in to disseminate the research results to this target audience.
- State in which target journals the results will be published & some quantitative targets (e.g. minimum number of expected publications).
- Describe the potential impact of disseminating to these audiences – it might be a different impact for each audience type (addressing challenges/needs)
- Include quantifiable targets for measuring the impact of Dissemination Activities e.g. number of attendees at an event.
- Include quantifiable targets for measuring the impact of communications & outreach/public engagement

Communication and public engagement	Dissemination and exploatation
✓ 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	✓ 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

- **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.
  - **Consortium agreement** to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.)
  - 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.

Exploatation 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.

2.4 The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts
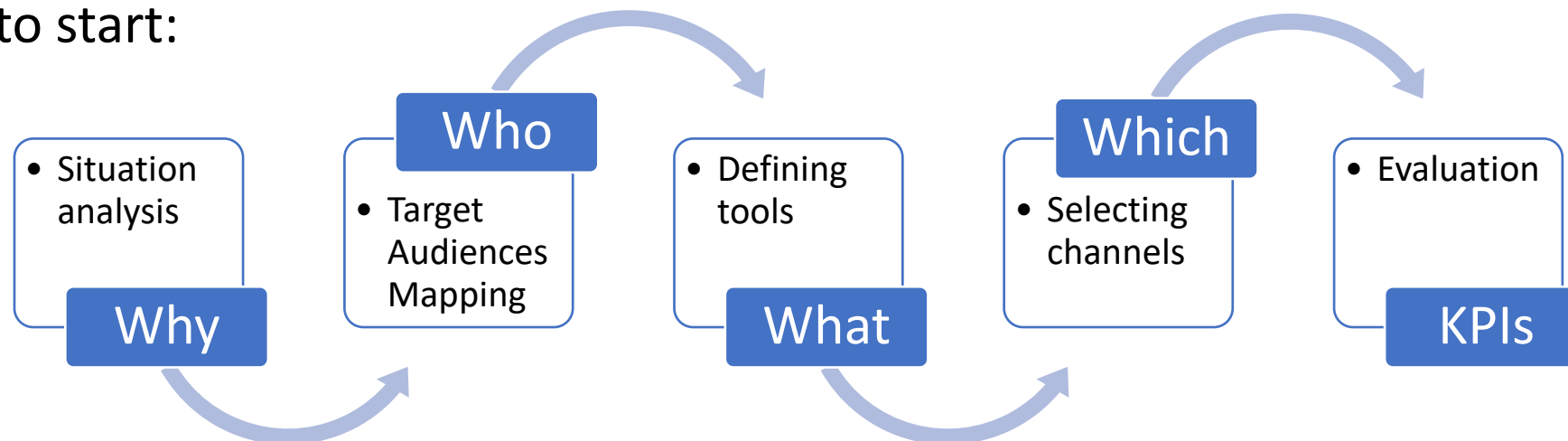
- Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project.

- 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 CO_2 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 benef it over time

Guidelines for the dissemination and explatation 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 exploatation 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:

Why
- Situation analysis

Who
- Target Audiences Mapping

What
- Defining tools

Which
- Selecting channels

KPIs
- Evaluation

2. Involve potential end-users and stakeholders in proposal

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

END USERS

Regional, national and international networks of the partners in consortium	Involved as partners in the project	Members of an advisory board	Part of user group tasked with cocreating and testing the results and providing feedback

Project aims at providing policy recommendations → Form start invlolve: policy makers from local/ regional/ national authorities, or regulatory bodies → Design your research project having in mind policy needs.

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**

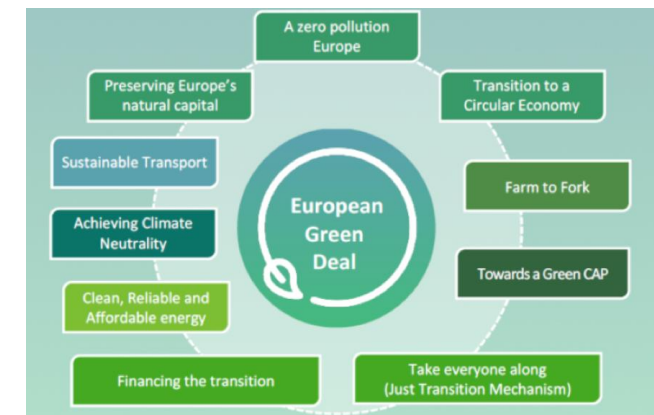The ownership of potential results should be addressed very early by the consortium members when preparing the proposal – **CONSORTIUM AGREMENT signed before GA**.

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

MISSION AREAS:
- Adaptation to climate change, including societal transformation
- Soil health and food
- Climate-neutral and smart cities
- Cancer
- Healthy oceans, seas, coastal and inland waters

#HorizonEU | European Commission

European Green Deal
- A zero pollution Europe
- Preserving Europe's natural capital
- Transition to a Circular Economy
- Sustainable Transport
- Farm to Fork
- Achieving Climate Neutrality
- Towards a Green CAP
- Clean, Reliable and Affordable energy
- Financing the transition
- Take everyone along (Just Transition Mechanism)

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 dana are eliglible 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 projct experts in economics, business, marketing and public administration that could help to overcome barriers.
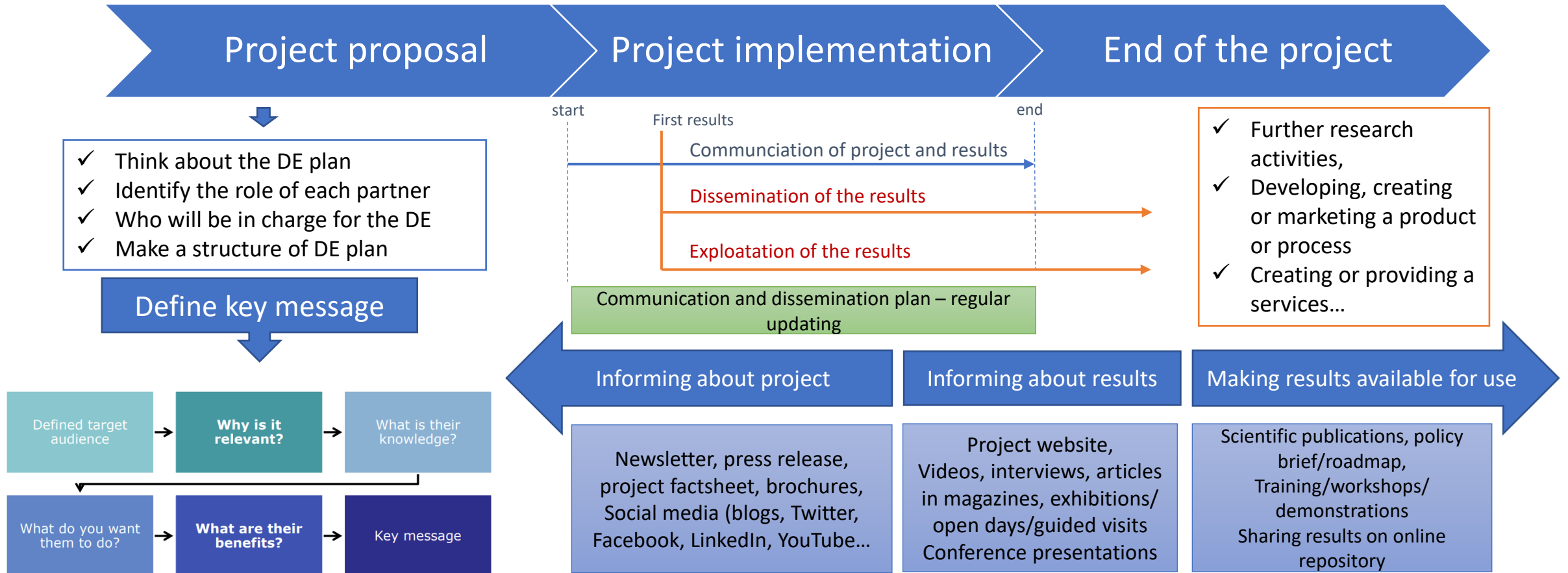
Consider support schemes for follow-up steps:

- ✓ 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

Project proposal → **Project implementation** → **End of the project**

Project proposal

✓ Think about the DE plan
✓ Identify the role of each partner
✓ Who will be in charge for the DE
✓ Make a structure of DE plan

Define key message

| Defined target audience | → | **Why is it relevant?** | → | What is their knowledge? |
| What do you want them to do? | → | **What are their benefits?** | → | Key message |

Project implementation

start — First results — end

Communication of project and results

Dissemination of the results

Exploatation of the results

Communication and dissemination plan – regular updating

End of the project

✓ Further research activities,
✓ Developing, creating or marketing a product or process
✓ Creating or providing a services…

Informing about project | **Informing about results** | **Making results available for use**

Informing about project	Informing about results	Making results available for use
Newsletter, press release, project factsheet, brochures, Social media (blogs, Twitter, Facebook, LinkedIn, YouTube…	Project website, Videos, interviews, articles in magazines, exhibitions/ open days/guided visits Conference presentations	Scientific publications, policy brief/roadmap, Training/workshops/ demonstrations Sharing results on online repository

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

Impact: Common issues to be avoided

- ✓ The proposed measures for dissemination are not described in a sufficient manner.
- ✓ Dissemination activities are listed but the proposal lacks a clear dissemination strategy.
- ✓ The proposal does not include enough details on the stakeholder groups to be targeted through the dissemination strategy.
- ✓ The plan for participation in conferences and publications in scientific journals is not sufficiently detailed.
- ✓ The communication strategy and the planned outreach activities envisaged to engage the public and enhance the impact of the proposed measures have not been elaborated in sufficient detail.
- ✓ The communication within scientific society and general public including school students is not quantitatively described and not supported by verifiable metrics.
- ✓ The plans for public engagement are not specific to the research project and the feasibility of accessing local and national media is not explained in enough detail.
- ✓ The proposal does not sufficiently detail its plans to engage the public to communicate on the project and its results, or to assess the impact of the proposed communication activities.
- ✓ There is an absence of clarity regarding the extent to which the project's activities are to be made available to minority language-users.

Open Research Europe

Open Research Europe is an original publishing venue, like a journal, not a repository (where papers already published somewhere else are deposited): submitted research must be **original**, not be submitted anywhere else for publication, and **stem from a Horizon 2020 or Horizon Europe grant** in which **at least one of the authors** is involved.

Publishing in Open Research Europe is an **optional** service. European Commission covers all costs upfront, there is **no author fee,** which means also **no administrative burden**.

Benefits for Researchers

- Optional service with no author fees, no administrative burden and automatic compliance with open access requirements.

- Submissions published rapidly as preprints after a set of thorough prepublication checks.

- Transparent peer-review: authors suggest appropriate reviewers and engage in an open and public dialogue with their peers.

Benefits for Research

- Rapid open access publication enables others to build upon new ideas right away, wherever and whoever they are.

- Removes obstacles to collaborative research through data sharing, transparency and attribution.

- Shifts the way research and researchers are evaluated by supporting research assessment based on the intrinsic value of the research rather than the venue of publication.

Benefits for Society

- Maximises the value and impact of Horizon 2020 and Horizon Europe projects by enabling publication of all aspects of Commission funded research.

- Makes research results fully open access, freely available and fully text and data minable for researchers as well as citizens.

- Accelerates the progress of research meaning new insights, innovations and treatments become available to those who need them more rapidly.

https://open-research-europe.ec.europa.eu/about/

Erasmus+ | Europske snage solidarnosti | Obzor Europa

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

https://www.youtube.com/watch?v=NOTc5quDJXo&t=3s
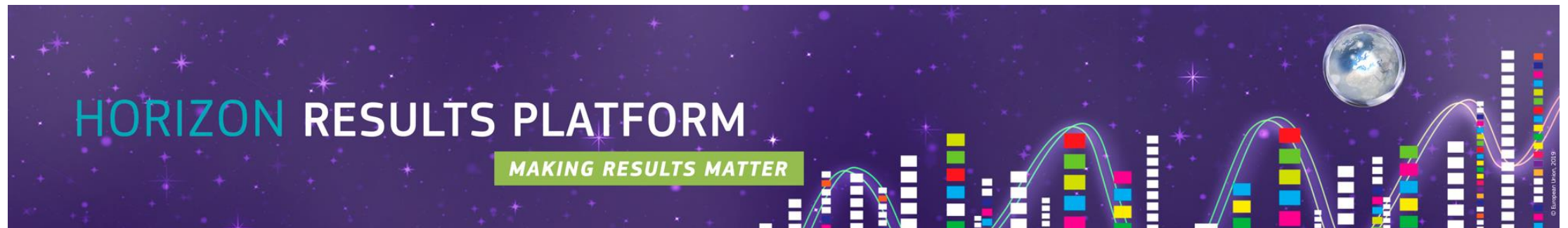
Horizon Results Booster

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

https://www.youtube.com/watch?v=lsdASliu9SE

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

✓<u>Work Packages description (table)</u>

✓<u>List of major deliverables (table)</u>

✓<u>Consistency and adequacy of the work plan</u> and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).
  - ✓Describe how the proposed secondments are necessary to implement the activities described and their duration is appropriate to achieve the objectives.

✓Credibility and feasibility of the action through the activities proposed.

✓Credibility and feasibility of the allocation of secondments proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).
  - ✓Describe how the number of staff available and the staff member profiles are appropriate to implement the activities linked to the different secondments

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

Proposed WPs:

- 3-4 Research WPs

- Knowledge transfer /Training WP (for secondments and networking)- or integrate these into the Research WPs)

- Communication&Dissemination/Impact WP

- Management WP

Important!

You can only allocate PMs to WPs based on secondments!

Research WPs: PMs are based on research activities carried out through secondments

Management or Communication/Dissemination WPs: usually there are no PMs allocated to these WPs (only if there are secondments related to these WPs).

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

Table 3: Work Package description

Work Package number	"X*"			Start/end month[6]		_ / _	
Work Package Title	(e.g. relevant title reflecting the R&I goals, training, transfer of knowledge activities, management, communication, dissemination, etc.)						
Lead beneficiary[7]							
Participating organisation short name**							
Total person-months per participating organisation:							

Objectives:
explain the main objectives of the Work Package (e.g. R&I, training, transfer of knowledge (through secondments, after secondments /through reintegration)

Description of work and role of specific beneficiaries/associated partners broken down and listed into numbered tasks including the following details:

Task "X.1"
- *Total number of person-months allocated to secondments= "_":*
- *Brief description of the task in terms of relevant information concerning the specific activity/goal, the leading organisation of the task, the role(s) of the participating organisation(s), the profiles of the involved staff members, etc.*

Task "X.X"
- *...*

Description of deliverables:
- provide a brief description of the planned deliverables that is consistent with the deliverables to be listed from all Work Packages in Table 4
- i.e. consider consolidating the above listed tasks into a reasonable number of concrete outcomes (scientific and/or management, training and dissemination deliverables)

*Add a table for each work package with a number

**The participating organisation short name and person-months allocated to each participating organisation should be coherent with the tables in Part A of the proposal.

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

Important! The secondments encoded in Part A should NOT be entered in this deliverable Table 4.

Grant Agreement requires **yearly reporting** by the consortium to follow-up implementation and to process requests for payments. Include these reports (e.g. for a 48 month-project, year 1 and 3 progress reports) as **managerial deliverables!**

Table 4 – Deliverables list

Scientific deliverables						
Deliverable no.[8]	Deliverable title	WP no.	Lead beneficiary short name[9]	Type[10]	Dissemination level[11]	Due date[12]
Management, training, and dissemination deliverables						
Deliverable no.	Deliverable title	WP no.	Lead beneficiary short name[13]	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

Primjer *deliverablesa*

Scientific Deliverables

Deliverable Number	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	Due Date
D5.1	Publication to disseminate the aims the project	5		PDE	PU	12/16
D3.1	Complete data set of observations and interviews	3		R	CO	12/18
D3.2	Complete transcription of interview data	3		R	CO	12/18
D3.3	Working paper from each country outlining the initial findings	3		R	CO	2/19
D4.1	Working paper analyzing teaching for social justice practices across the three countries	4		R	CO	4/19
D5.2	Submission of peer reviewed papers on practices in each country	5		PDE	PU	10/19
D5.3	Proceedings of international conferences	5		PDE	PU	4/19
D5.4	Proposal for an edited book and/or special edition of a journal	5		PDE	CO	12/19

Management, Training, and Dissemination Deliverables

Deliverable Number	Deliverable Title	WP No.	Lead Beneficiary Short Name	Type	Dissemination Level	Due Date
D1.1	Staff exchange registration and reporting forms	1		ADM	CO	5/17
D1.2	Memorandum of understanding on long term collaboration	1		ADM	CO	5/17
D1.3	Develop a website to publish working papers	1		ADM	PU	5/17
D1.4	Ethics approval	1		ADM	CO	7/17
D1.5	Project progress report	1		ADM	CO	12/17 12/18 12/19
D2.2	Observation schedule and CIT interview schedule developed	2		Other	CO	12/17
D2.3	Completion of training and interviewers	2		Other	CO	12/17
D 4.2	Working paper describing PETE and in-service teacher education strategy	4		R	CO	6/19
D5.4	Proceedings from teacher education for social justice interventions	5		PDE	PU	12/19

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

- ✓ **mid-term meeting** organised between the participants and the granting authority;

- ✓ **progress report** submitted within 30 days after one year from the starting date of the action;

- ✓ **mobility declaration** submitted within 20 days of the secondment of each seconded staff member, and updated (if needed) via the Funding & Tenders Portal Continuous Reporting tool;

- ✓ **evaluation questionnaire** completed by the seconded staff members and submitted at the end of their secondments; 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.

- **Risk management at consortium level**
  - Include a list incorporating research risks and project management risks. Describe practical mitigation and contingency plans for both.

Table 5 – Risks list

Risk no.	Description of risk	WP no.	Proposed mitigation measures
R1	e.g. delay in planned secondments		

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.

	Description of Risk	WP No	Proposed mitigation measures
R1	Members of the research exchange team (RET) leaving their institutions	WP 1-5	Emerging research will be stored on a research website. A memorandum of understanding will be signed by the research participants ensuring that intellectual property generated through ▮▮▮▮ will remain with the research group rather than the individuals
R2	Delays in planned secondments or deliverables.	WP 1-5	Each RET is made up of a minimum of three. A minimum of two members would be required for each WP. Each RET has the capacity to second additional researchers. ▮▮ has in place a process by which the progress of deliverables will be monitored throughout the project.
R3	Partner withdrawal	WP 1-5	All institutions and partners have ensured their participation in the project. All institutions have got endorsement from their faculties and their universities.
R4	Problems with creation of effective communication system	WP1 1-5	The project is depending on effective communication system. Each home institution has IT-support that ensure that the university´s IT-service run smoothly and match the requirements of the project.
R5	Problems with dissemination	WP5	The dissemination activities will effectively be monitored through all the different networks each institution are engaged in and through different national and international channels in the field.

Dodatni rizici:
- Delay due to partner(s) failing to meet important deadlines
- Incapacity of the Project Coordinator
- Incapacity of one of the partners

- **Environmental aspects** in light of the MSCA Green Charter

  - The MSCA Green Charter promotes the sustainable implementation of research activities - in line with the goals of the European Green Deal

  - The sustainable implementation of your research project starts at the planning stage and continues throughout the lifetime of the project.

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

  - The MSCA Green Charter is a code of good practice for individuals and institutions who are in receipt of MSCA funding.

  - All participants are expected to adhere to the Green Charter on a "best effort" basis and to commit to as many of its provisions as possible during the implementation of their projects.

Some measures individuals and institutions are invited to consider are to:
- ➢ reduce, reuse and recycle
- ➢ promote green purchasing for project-related materials
- ➢ ensure the sustainability of project events
- ➢ use low-emission forms of transport
- ➢ promote teleconferencing whenever possible
- ➢ use sustainable and renewable forms of energy
- ➢ develop awareness on environmental sustainability
- ➢ share ideas and examples of best practice

https://ec.europa.eu/research/mariecurieactions/green-charter

- **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;

- 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 outsidethe page limit).

Implementation: Weaknesses

• The work packages and task leaders (persons in charge) are not clearly specified.
• The distribution of the secondments (person-months) is unbalanced with some partners assigned a high number of secondments without convincing justification.
• The work plan lacks some details concerning methodology (e.g. how the primary data will be collected).
• The reason for the non-academic partner to only receive secondments, but not make secondments is not sufficiently explained.
• The quality management is not supported by verifiable metrics, and the measures for risk management do not address specific research potential problems.
• Some secondments are not sufficiently justified in terms of duration or activities.
• The list of deliverables does not include tangible outputs, beyond minutes, plans, reports and data.
• The work plan contains too many generalities and/or approximations; absence of detail regarding the research process, the secondments themselves and the concrete specification of outputs are notable shortcomings. This raises some concerns over the credibility of the proposed research activities.
• The risk management and contingency plans lack detail or are missing. Personal, technical risks and associated contingency actions are not adequately identified. IPR issues are not properly addressed. Please note: It is not realistic to classify all the risks associated with the project as low risk.
• Arrangements for practical support for the detached and incoming staff are not sufficiently considered.

Implementation: Weaknesses

- The appropriateness of the institutional infrastructure has been insufficiently addressed.
- The infrastructures of some non-academic participants are only briefly described. Some necessary equipment is not fully described.
- The allocation of human resources is not sufficiently justified for some non-academic participants.
- It is not sufficiently demonstrated that the participating organisations possess sufficient breadth of expertise to achieve all of the scientific objectives.
- The relevant infrastructures for some of the participants are insufficiently described. This aspect negatively impacts on the feasibility of the project.
- The participating organisations demonstrate very good competencies and experience in the required areas.
- It is demonstrated that partners have a convincing capacity in managing and coordinating international projects.
- The composition of the consortium is excellent in terms of choice of partners, regional spread and expertise, with a clear demonstration of partners' commitment to the project. The partners' contribution for the achievement of the project's objectives is well identified and their complementarity is fully demonstrated.
- The synergies and complementarities of participants cover all scientific and technological aspects of the proposed work.
- The expertise of the participating partners is very well aligned with the proposed activities and all the beneficiaries are required to successfully carry out the proposed project.

European Charter for Researchers

➢ The European Charter for Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers.

➢ It constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognise each other as such.
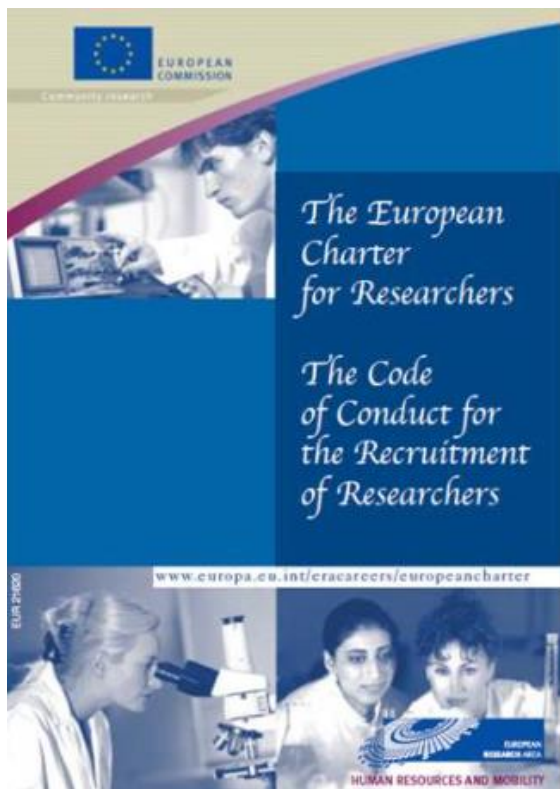
...APPLICABLE TO EMPLOYERS AND FUNDERS

+ Recognition of the profession
+ Non-discrimination
+ Research environment
+ Working conditions
+ Stability and permanence of employment
+ Funding and salaries
+ Gender balance
+ Career development
+ Value of mobility
+ Access to research training and continuous development
+ Access to career advice
+ Intellectual Property Rights
+ Co-authorship
+ Supervision
+ Teaching
+ Evaluation/appraisal systems
+ Complaints/appeals
+ Participation in decision-making bodies
+ Recruitment

...APPLICABLE TO RESEARCHERS

+ Research Freedom
+ Ethical principles
+ Professional responsibility
+ Professional attitude
+ Contractual and legal obligations
+ Accountability
+ Good practice in research
+ Dissemination, exploitation of results
+ Public engagement
+ Relation with supervisors
+ Supervision and managerial duties
+ Continuing Professional Development

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)
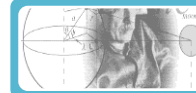
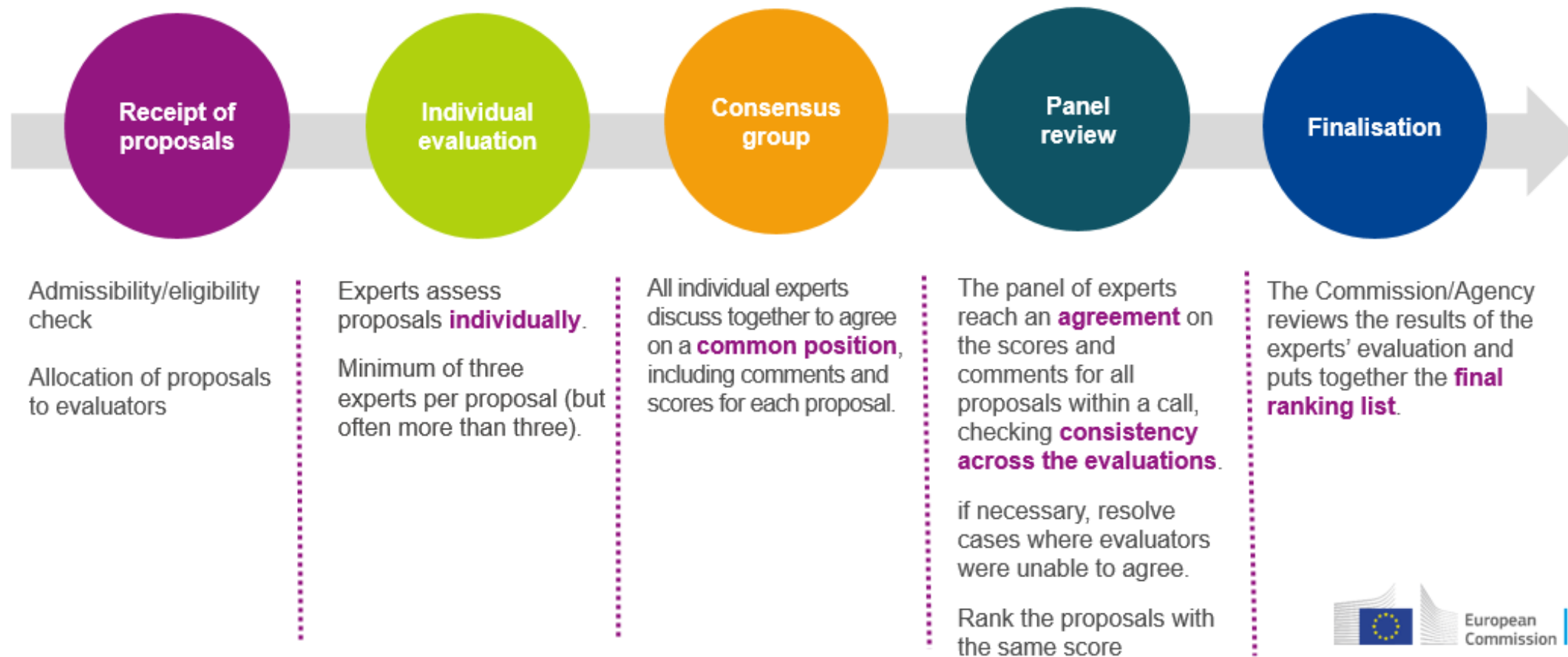Physics (PHY)
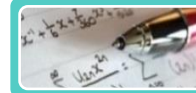
Mathematics (MAT)

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 <u>IER (individual evaluation report)</u> for each proposal assigned

❖ List **strengths and weaknesses** in bullet point format

❖ Under each sub-criterion

❖ For each criterion (excellence, Impact and Implementation)

How are MSCA proposals scored?

Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor. — **5** Excellent

Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are present. — **4** (4.0–4.9) Very Good

Good. The proposal addresses the criterion well, but a number of shortcomings are present. — **3** (3.0–3.9) Good

Fair. The proposal broadly addresses the criterion, but there are significant weaknesses. — **2** (2.0–2.9) Fair

Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses. — **1** (1.0–1.9) Poor

The proposal **fails** to address the criterion or cannot be assessed due to missing or incomplete information. — **0**

Evaluation Criteria

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

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

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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
7 October 2021	9 March 2022

Foreseen Timetable for the SE 2021 Call (~8 months)

Publication 07/10/2021	Closing 09/03/2022	Proposals evaluation March 2022	Evaluation Results August 2022	GA signature 08/2022

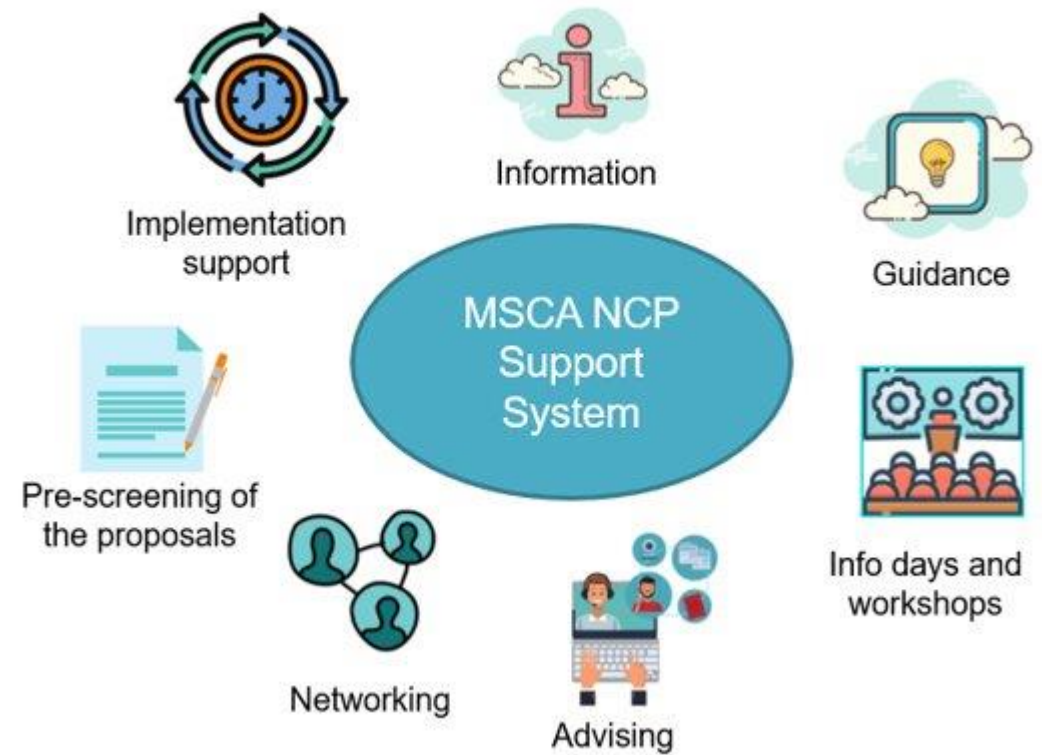Call open for 5 months   5 months for evaluation   3 months for signature

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 Razmjenu osoblja, 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+ RISE Handbook za 2020. godinu koji se može primijeniti i na ovogodišnje natječaje za Razmjenu osoblja

- Info dan Europske komisije za Razmjenu osoblja, 19. studenog 2021.

MSCA NCP potpora

- Komentari na projektni prijedlog do 25. veljače 2022. godine

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Nothing in life is to be feared just understood.
- Marie Curie

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