MSCA Staff Exchanges 2026
Intro Call & Novelties

Jesús ROJO GONZÁLEZ
MSCA National Contact Point Spain
Fundación madri+d

Celebrating 30 years of the Marie Skłodowska-Curie Actions

Curiosity that changes the world

The MSCA under Horizon Europe

Pillar I
EXCELLENT SCIENCE

European Research Council

Marie Skłodowska-Curie Actions

Research Infrastructures

Pillar II
GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

Joint Research Center

Pillar III
INNOVATIVE EUROPE

European Innovation Council

European Innovation Ecosystems

European Institute of Innovation & Technology

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & enhancing the European R&I system

Marie Skłodowska-Curie Actions (MSCA)

Doctoral Networks

COFUND & Choose Europe

Postdoctoral Fellowships

Staff Exchanges

MSCA and Citizens

What is Staff Exchanges?

Research & Innovation **mobility** action

It equips researchers and organisations **worldwide** with advanced skills and cutting knowledge

It fosters mobility of entities from both the **academic** and **private** sectors

Can be combined with other programmes (**synergy**)

The **budget** allocated in 2026 call is **€ 97.92 M**

Objectives

International, inter-sectoral and interdisciplinary mobility of R&I staff (secondments)

Knowledge transfer between participating organisations

Collaboration between the academic and non-academic sectors (including SMEs)

Cooperation across the globe

Added value

Staff members

- Transferable skills & competences
- Employability & career prospects
- Ideas converted into products, processes & services
- International exposure
- Networking & communication

Organisations

- Transfer of knowledge
- Collaborative networks
- R&I capacity

Eligible SE research consortia (for min of 3 entities)

If all 3 entities are **European (MS/AC),** one should be **from a different sector**

If all 3 entities from **same sector (e.g. academic)** one must be **located outside Europe**

Eligible staff

Seconded staff members

Any type of staff involved in R&I activities (researchers, administrative staff, managerial staff, technical staff)

Researchers at any career stage (e.g. from doctoral candidates to postdoctoral researchers)

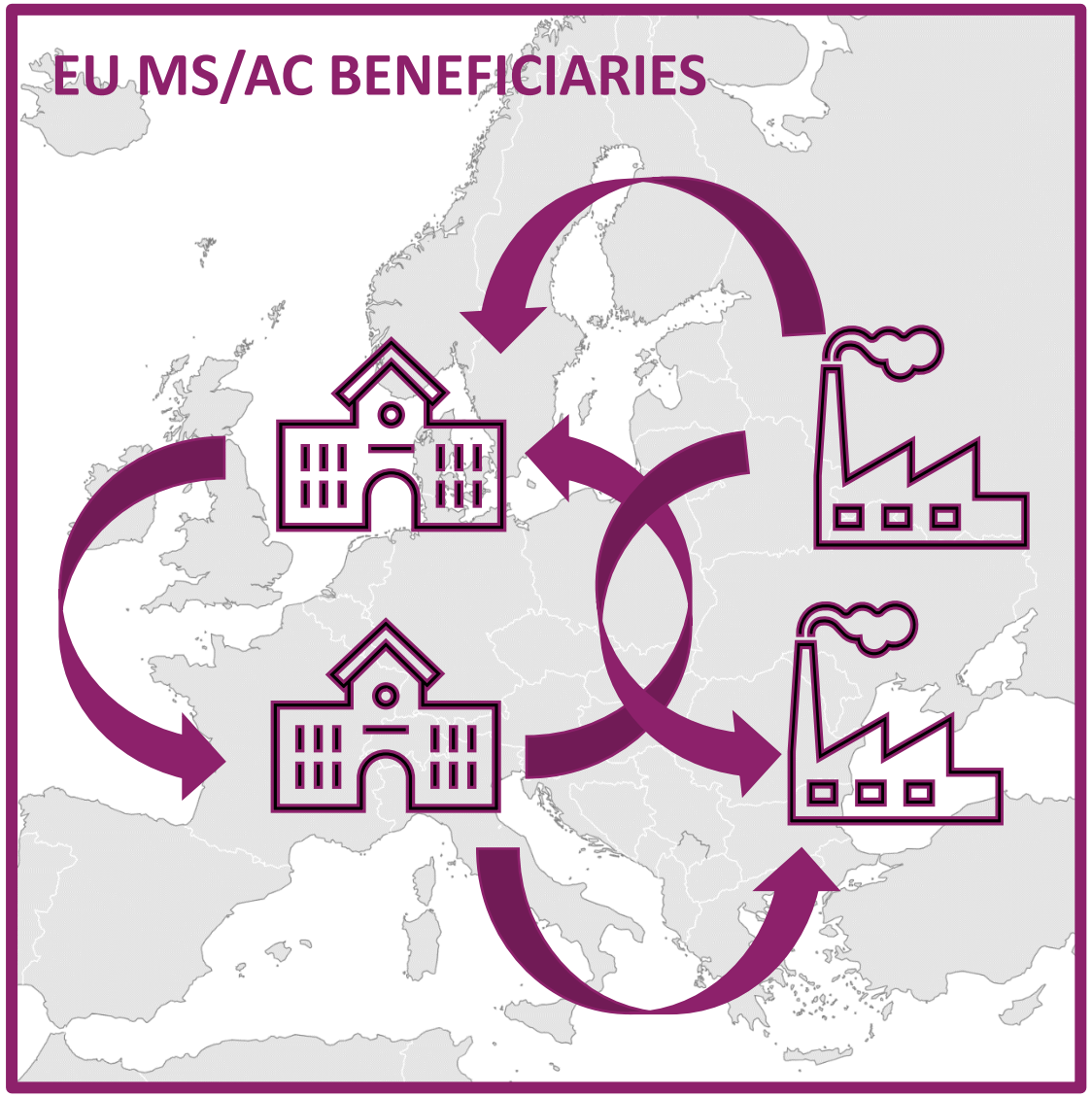
Actively engaged in research and/or innovation activities for at least **1 month** prior at the sending institution

Each staff member is seconded for a period of **1 to 12 months** (may be split into several stays)

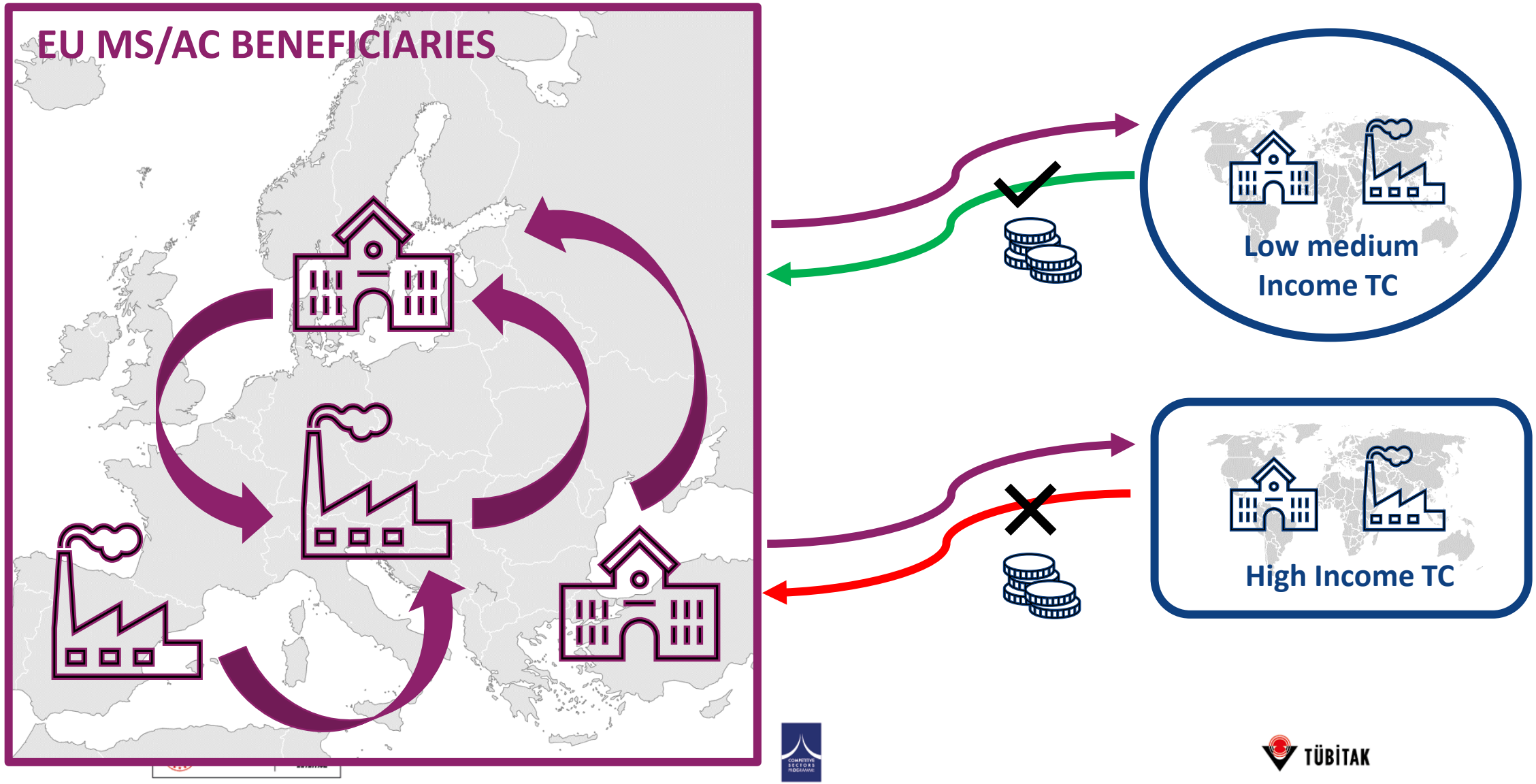
Staff needs to be devoted **full-time** to the action during the secondment

After the secondment, staff should **return to their sending institution**

Eligible secondments



Eligible secondments



What does Staff Exchanges fund?

INOVEC #101086257 HORIZON-MSCA-2021-SE-01

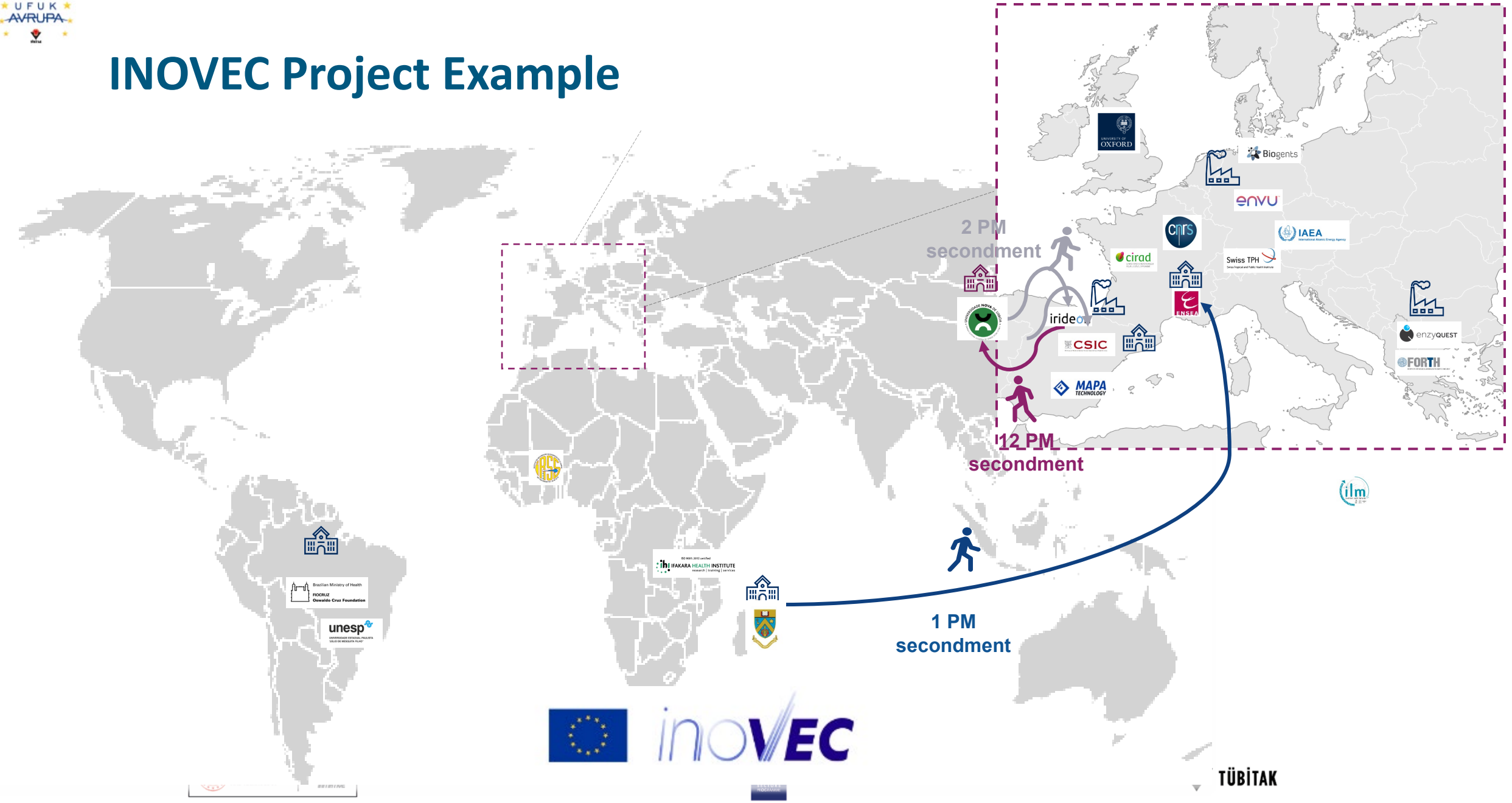
Research and InNOvation Partnership for enhancing the surveillance and control of mosquito VECtors of emerging arboviruses

The INOVEC project seeks to establish a broad European network for developing innovative, integrated mosquito vector control methods against emerging arboviruses.

- **23 partners**
- **14 based in EU/AC**
- **9 entity based in a TC**
- **8 SME partners**

€ 1,407,600.00

INOVEC Project Example



Simplifying MSCA Staff Exchanges

- Application process **too complex vs. available budget**
- More **accessibility and freedom** at proposal stage

Improvement areas

- **3-way mobility**: international, intersectoral, interdisciplinary
- Strong **international** dimension
- Flexibility for **cross-sector collaboration** and **across disciplines**

Core strengths

Novelties

Greater flexibility to support 3-way mobility

- **Same-sector secondments** now allowed; **international cooperation** strongly encouraged
  - Removal of requirement for a non-associated third country (when all partners were in the same sector)
  - Both academic and non-academic sectors must be involved
- Removal of the **“one-month rule”** before secondment

Skills development

- Enhanced skills development section

Minimum threshold

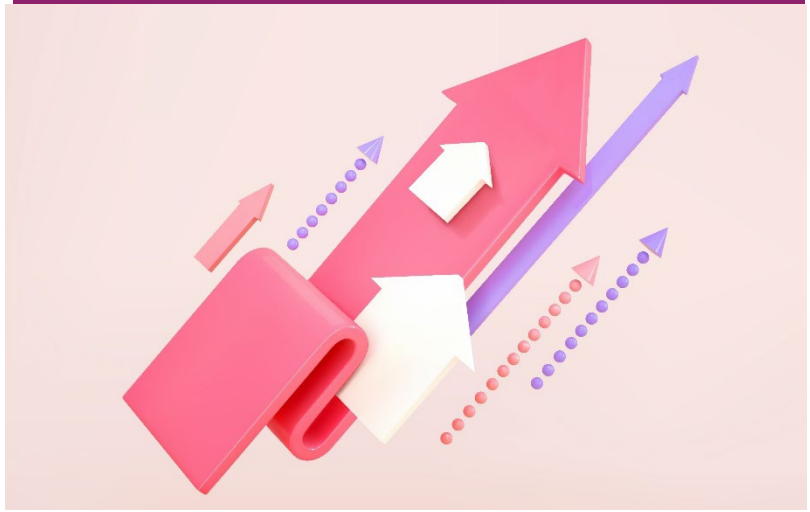
- New minimum threshold of 3 in each evaluation criteria

Unit cost

- Increased to €2,870 per month

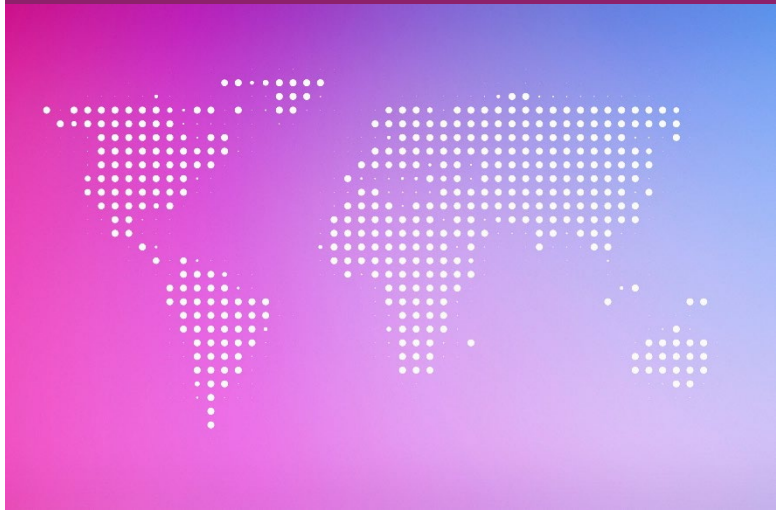
Objectives

INCREASE



NUMBER OF APPLICANTS
→ FOCUS ON
NON-ACADEMIC SECTOR

IMPROVE



PARTICIPATION OF
UNDERREPRESENTED COUNTRIES

1. EXCELLENCE CRITERIA

MSCA SE 2025

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)
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 of open science practices)
1.3. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives

50%

MSCA SE 2026

1.1. Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)
1.2. Soundness of the proposed approach to foster international, intersectoral and interdisciplinary collaborations
1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)
1.4. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives.

50%

NEW

2. IMPACT CRITERIA

MSCA SE 2025	MSCA SE 2026
2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level	2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level
2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development	2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development
2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities	2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities
2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.	2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.
30%	**30%**

3. IMPLEMENTATION CRITERIA

MSCA SE 2025

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

20%

MSCA SE 2026

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

20%

HORIZON-MSCA-2026-SE-01 – Indicative timeline

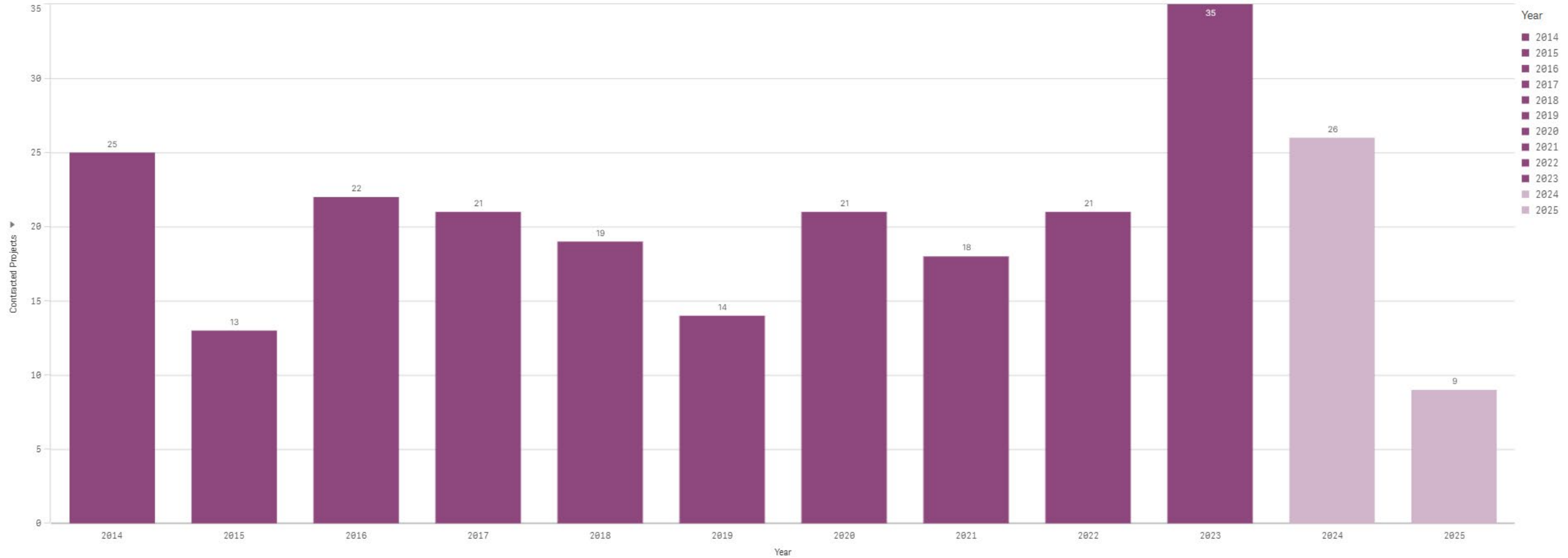
Launch of the call for proposals	Deadline for submitting proposals	Notification of call results to applicants	Grant agreement signature for successful projects	First EU-funded projects start
16 December 2025	16 **April. 2025**	September 2026	November 2026	**January** 2027

MSCA Country Participation

Türkiye

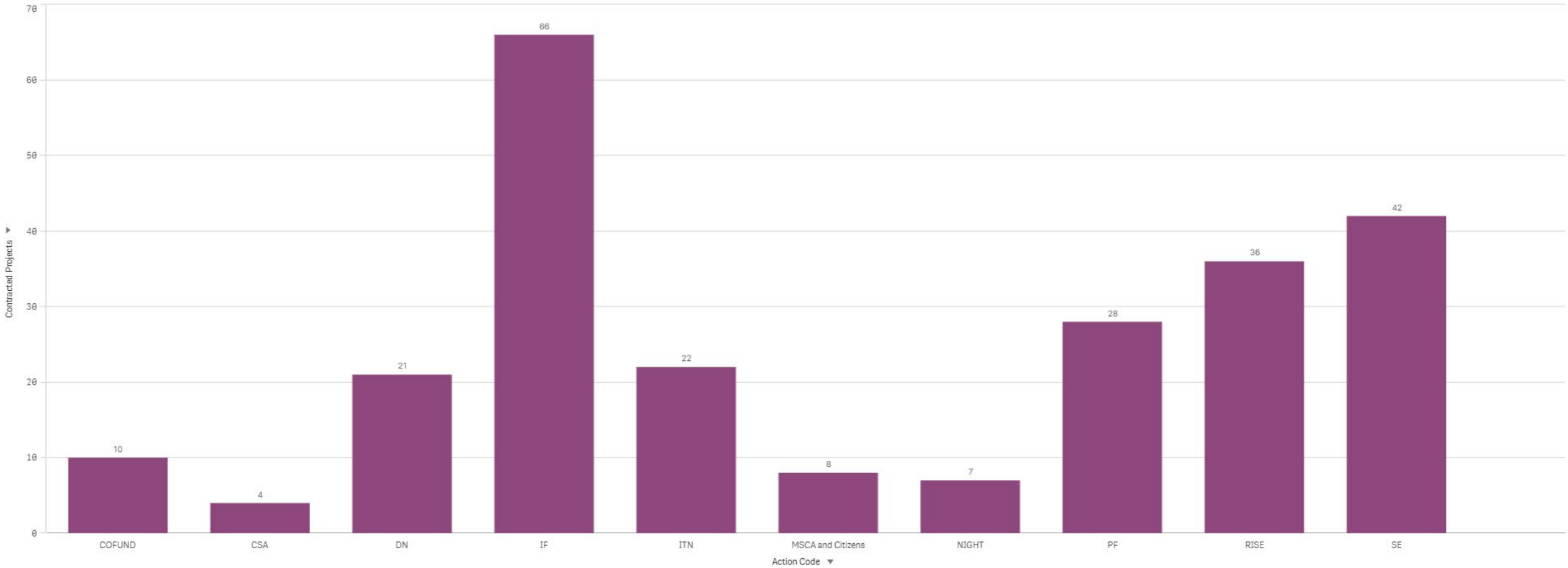
By Year | By Action

Involvement in MSCA (projects, organisations and budget) by Year

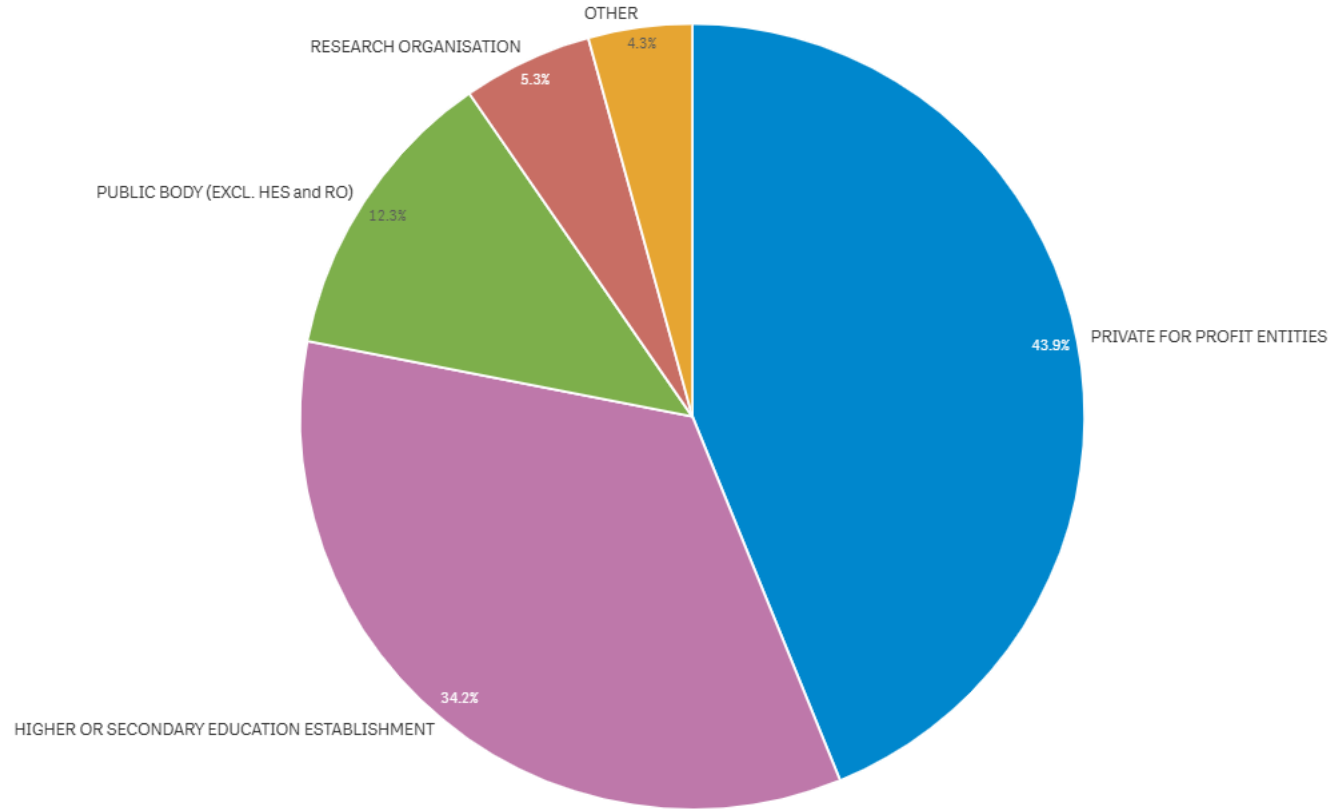


By Year | By Action

Involvement in MSCA (projects, organisations and budget) by Action



Organisations by Sector



MSCA HORIZON: Main figures for Türkiye

Proposals: **657**

Contracted/Signed Projects: **108**

Success Rate[1]: **16.44%**

Budget Awarded: **€39,354,186**

Distinct Organisations: **126**

Organisation Participations: **217**

Incoming Researchers: **294**

- Male: **57.50%**
- Female: **42.50%**

Outgoing Researchers: **421**

- Male: **46.60%**
- Female: **53.20%**

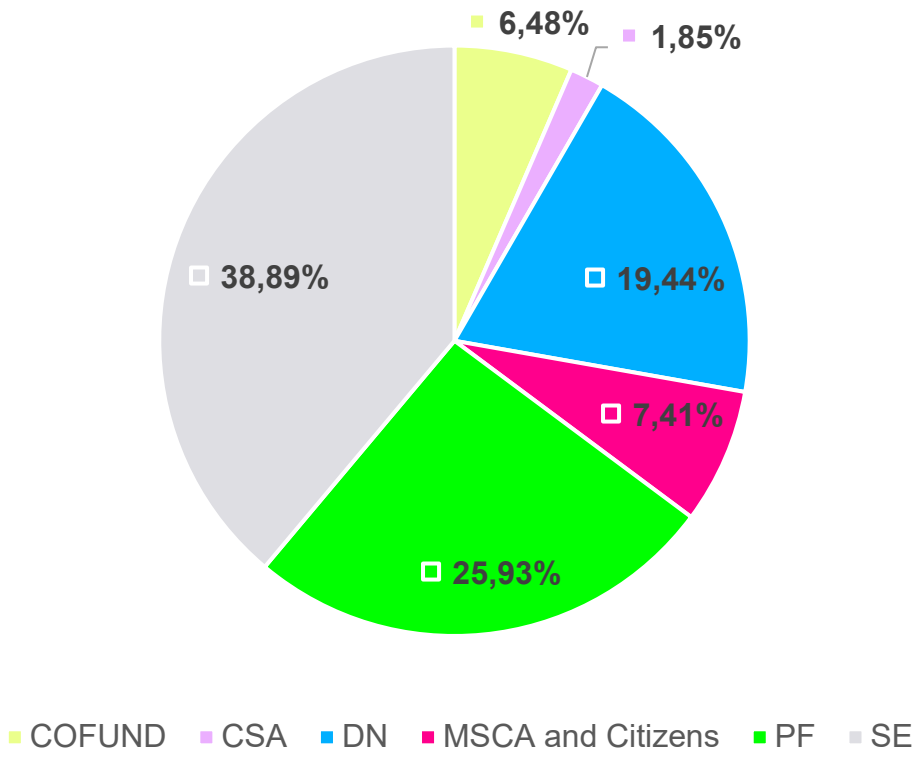
Note:

1) *Success rate: Percentage of selected projects out of the total number of proposals involving organisations from Türkiye.*

Projects by MSCA Action

Projects Distribution by Action

108 Total Projects

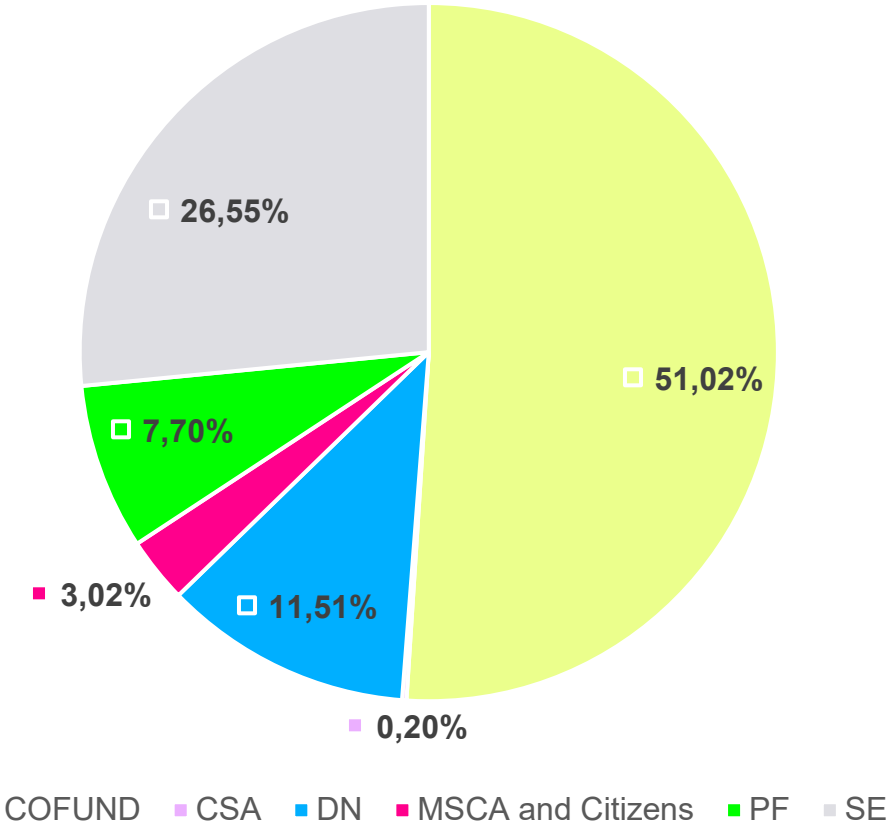


Type of Action	Sub-Action	Projects	Projects(%)
COFUND	Cofund-P	4	3.70%
COFUND	Cofund-D	3	2.78%
CSA	CSA	2	1.85%
DN	DN	20	18.52%
DN	DN-JD	1	0.93%
DN	DN-ID	0	0.00%
MSCA and Citizens	MSCA and Citizens	8	7.41%
PF	PF-EF	21	19.44%
PF	PF-GF	7	6.48%
SE	SE	42	38.89%

Budget Awarded by MSCA Action

Budget Awarded Distribution by Actions

39,354,186.00 €

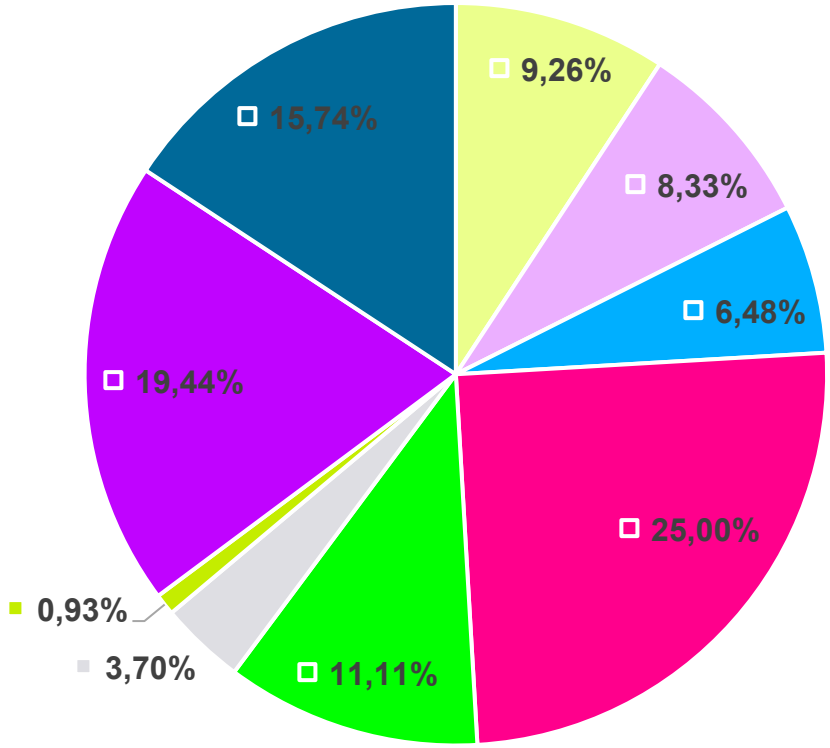


Type of Action	Total Budget Awarded	Total Budget Awarded (%)
COFUND	€20,079,360.00	51.02%
CSA	€79,500.00	0.20%
DN	€4,528,353.60	11.51%
MSCA and Citizens	€1,189,083.00	3.02%
PF	€3,030,539.16	7.70%
SE	€10,447,350.00	26.55%

Projects by scientific panel

Projects Distribution by Scientific panel

108 Total Projects

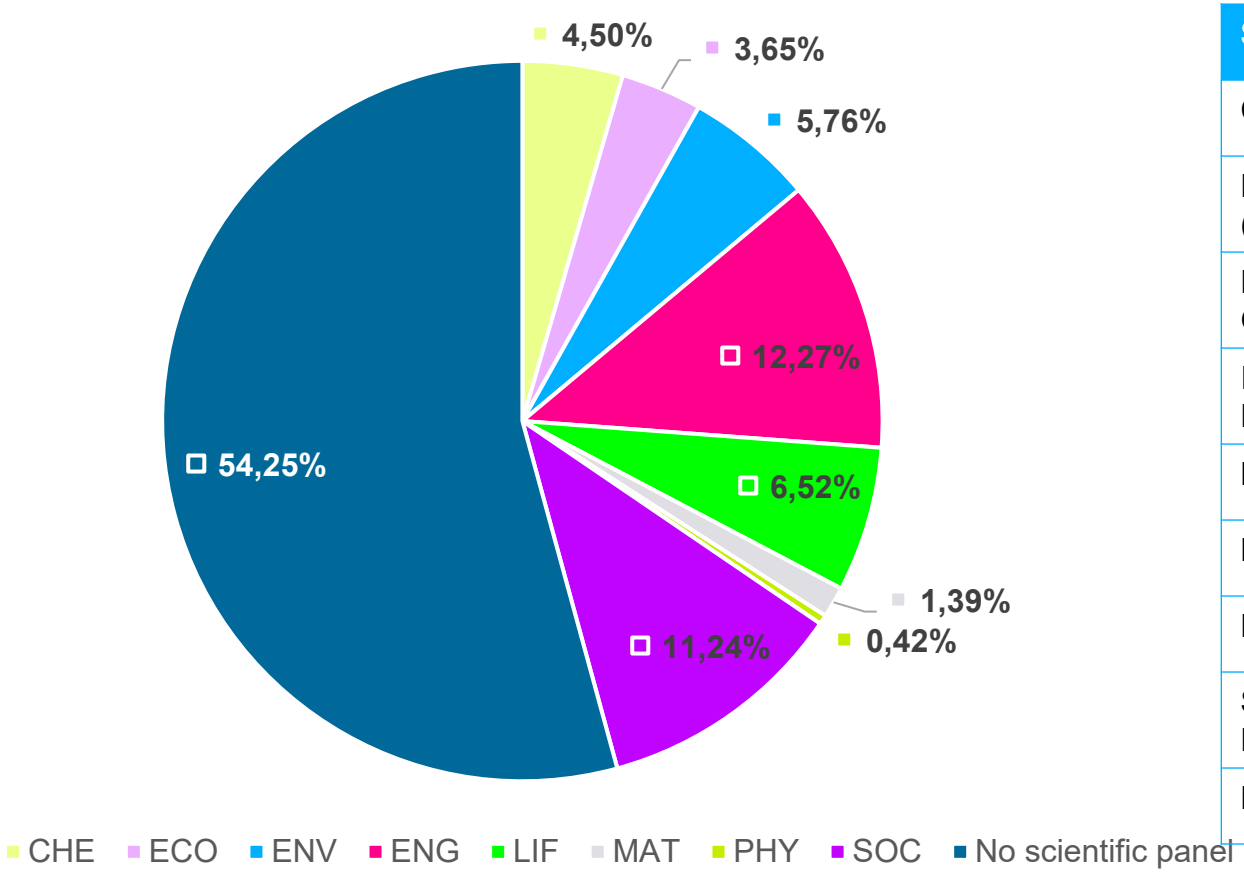


Scientific Panel Desc.	Contracted Projects	%
Chemistry (CHE)	10	9.26%
Economic Sciences (ECO)	9	8.33%
Environmental and Geosciences (ENV)	7	6.48%
Information Science and Engineering (ENG)	27	25.00%
Life Sciences (LIF)	12	11.11%
Mathematics (MAT)	4	3.70%
Physics (PHY)	1	0.93%
Social Sciences and Humanities (SOC)	21	19.44%
No scientific panel	17	15.74%

Budget Awarded by scientific panel

Budget Awarded Distribution by Actions

39,354,186.00 €



Scientific Panel Desc.	Total Budget Awarded	%
Chemistry (CHE)	€1,771,492.40	4.50%
Economic Sciences (ECO)	€1,435,234.56	3.65%
Environmental and Geosciences (ENV)	€2,268,608.20	5.76%
Information Science and Engineering (ENG)	€4,828,419.04	12.27%
Life Sciences (LIF)	€2,565,378.36	6.52%
Mathematics (MAT)	€547,046.40	1.39%
Physics (PHY)	€165,205.20	0.42%
Social Sciences and Humanities (SOC)	€4,424,858.60	11.24%
No scientific panel	€21,347,943.00	54.25%

Organisations by MSCA Action

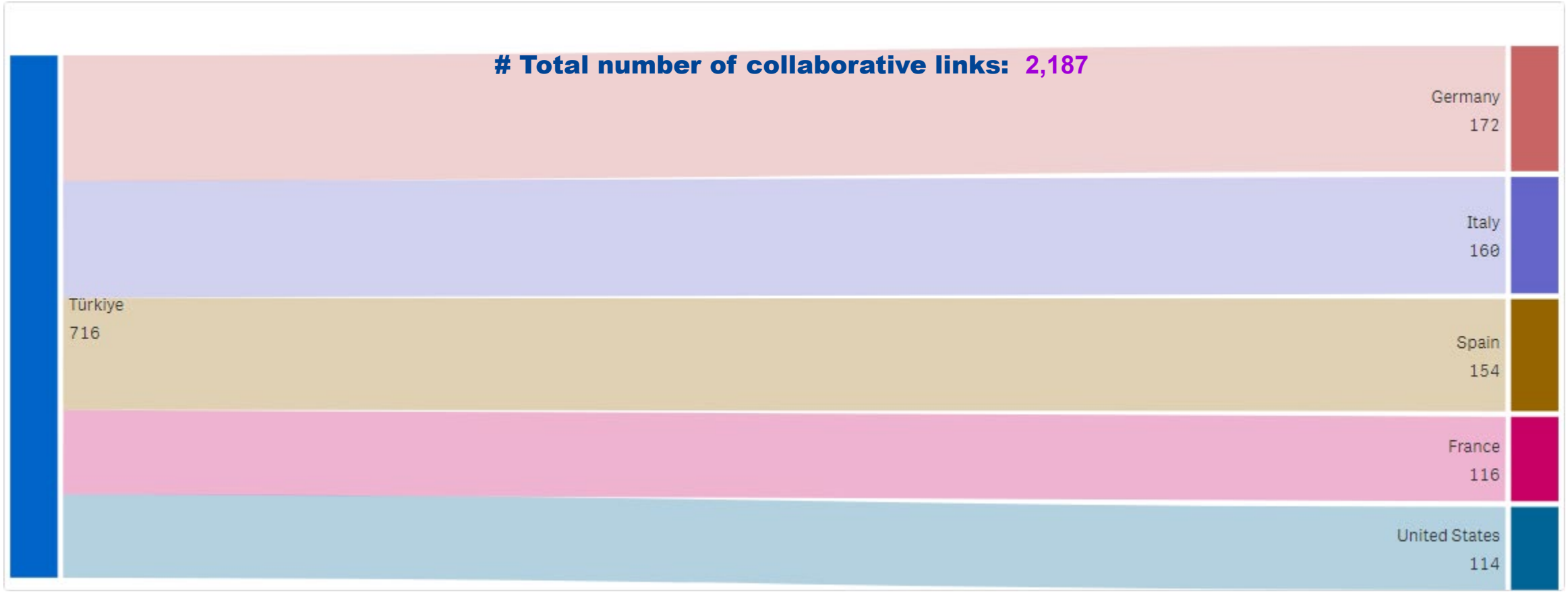
126 distinct organisations from Türkiye have been involved in at least one MSCA project under the following actions.

Type of Action	Organisations Participations	Distinct Organisations
TOTALS	**217**	**126**
Type of Action	Organisations Participations	Distinct Organisations
COFUND	53	46
CSA	2	1
DN	29	24
MSCA and Citizens	26	25
PF	28	15
SE	79	58

Note:
An organisation can be involved in different projects as well as in different actions, therefore the TOTAL figures might be lower than the addition of the figures by action.

Organisations Collaborative Links

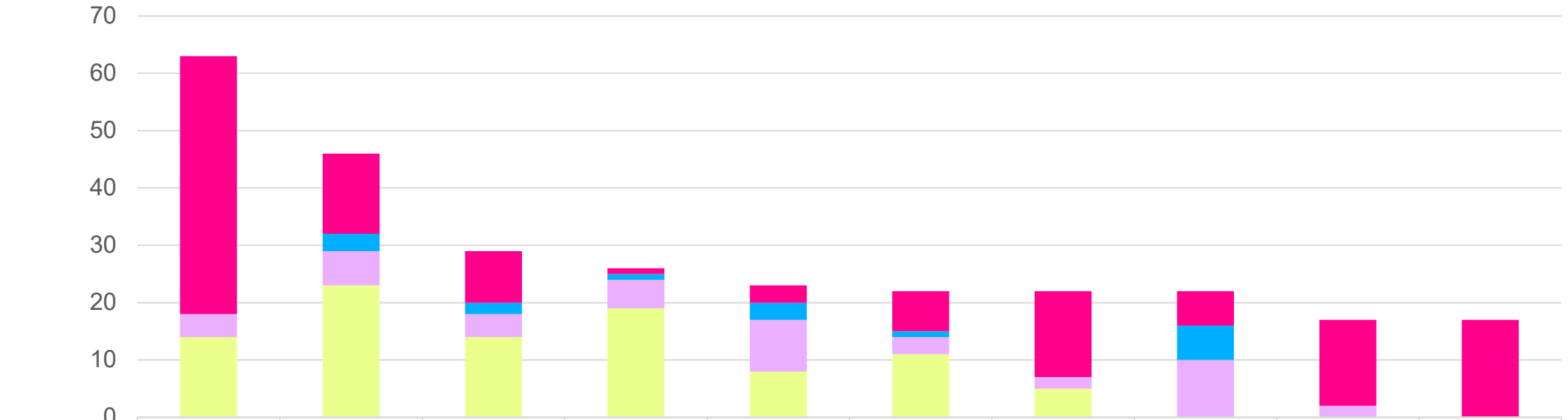
Collaborative links between organisations. The chart below shows the TOP 5 collaborative links with organisations from Türkiye.



Note:
*A collaborative link is assumed to exist between each pair of participants in each contract. The number of links created by a project is calculated in the following way: When there are m participants from one country and p from another country in a project, the number of collaborative links created between the two countries as a result of the project is assumed to be m*p.*

Mobility Patterns: Outgoing Researchers

TOP 10 hosting countries for Researchers from Türkiye. 421 national researchers have been involved in different MSCA projects.

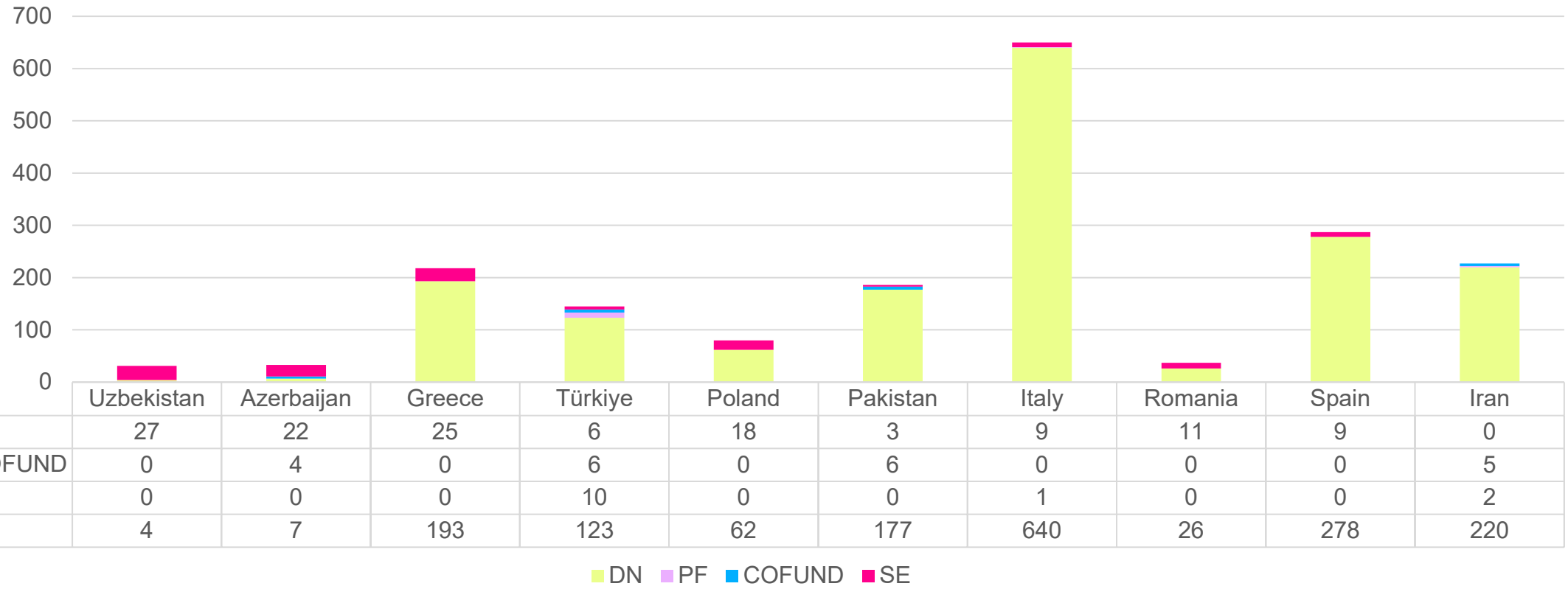


	Italy	Germany	Belgium	Netherlands	Spain	France	Austria	Türkiye	Portugal	Azerbaijan
SE	45	14	9	1	3	7	15	6	15	17
COFUND	0	3	2	1	3	1	0	6	0	0
PF	4	6	4	5	9	3	2	10	2	0
DN	14	23	14	19	8	11	5	0	0	0

Note:
One researcher could participate in more than one project.

Mobility Patterns: Incoming Researchers

TOP 10 Nationalities of incoming Researchers hosted by organisations from Türkiye. A total of 294 researchers have been hosted.

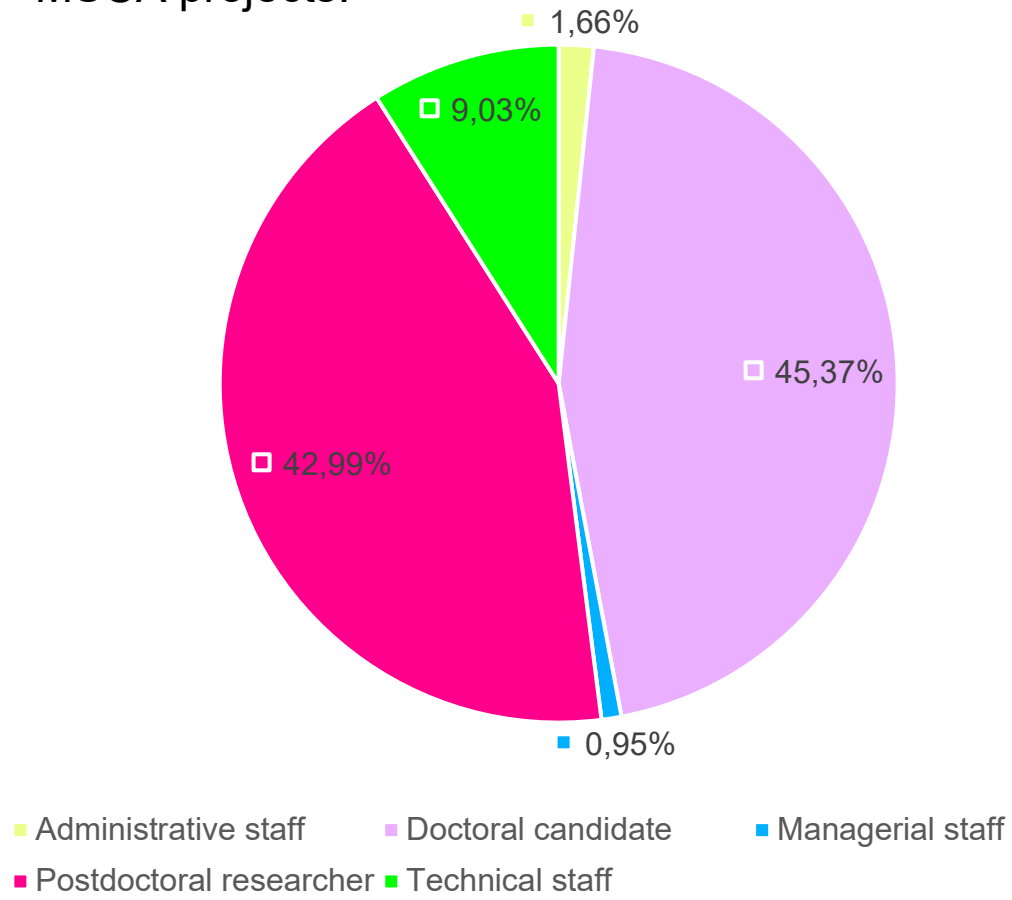


	Uzbekistan	Azerbaijan	Greece	Türkiye	Poland	Pakistan	Italy	Romania	Spain	Iran
SE	27	22	25	6	18	3	9	11	9	0
COFUND	0	4	0	6	0	6	0	0	0	5
PF	0	0	0	10	0	0	1	0	0	2
DN	4	7	193	123	62	177	640	26	278	220

Note:
One researcher could participate in more than one project.

Outgoing researchers by category

Share of distinct researchers from Austria by category. 421 national researchers have been involved in different MSCA projects.

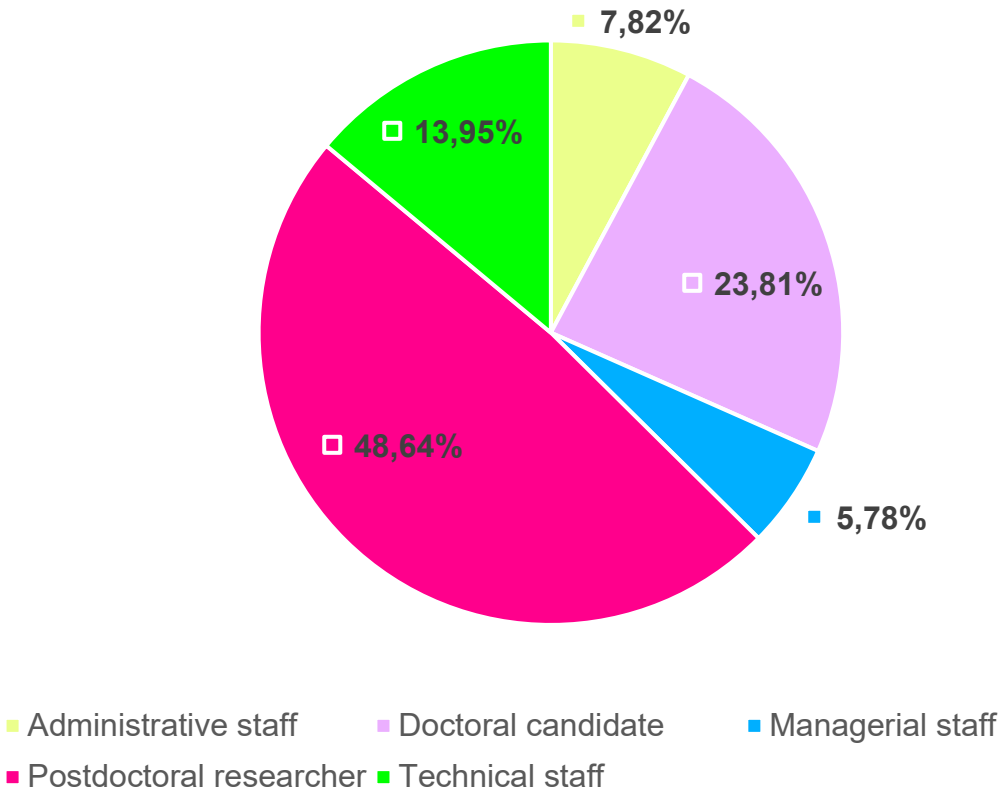


Category	Researchers
Administrative staff	7
Doctoral candidate	191
Managerial staff	4
Postdoctoral researcher	181
Technical staff	38

Note:
One researcher could participate in more than one project.

Incoming researchers by category

Share of distinct researchers hosted by organisations from Türkiye by category. A total of 294 researchers have been hosted.



Category	Researchers
Administrative staff	23
Doctoral candidate	70
Managerial staff	17
Postdoctoral researcher	143
Technical staff	41

Note:
One researcher could participate in more than one project.

Gender Split

Gender analysis of the researchers from Türkiye aggregated by MSCA actions.

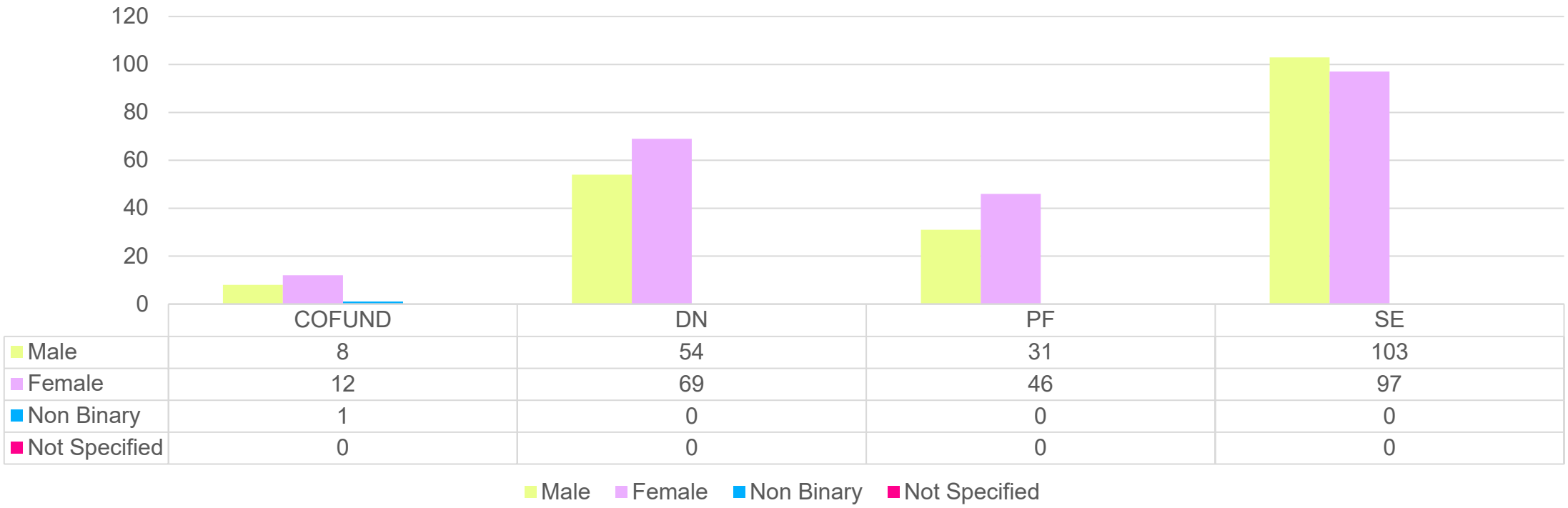
 # Total Researchers
421

 # Female
224 (53.20%)

 # Male
196 (46.60%)

 # Non-Binary
1 (0.20%)

 # Not Specified
0 (0.00%)

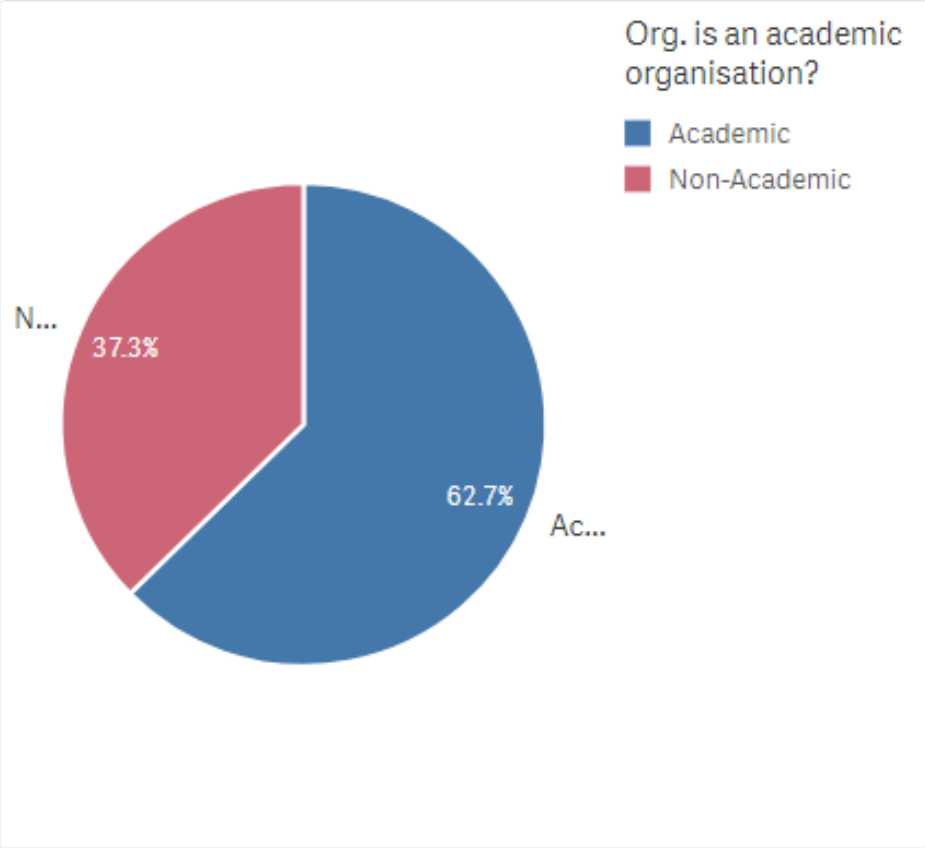


	COFUND	DN	PF	SE
Male	8	54	31	103
Female	12	69	46	97
Non Binary	1	0	0	0
Not Specified	0	0	0	0

Note:
One researcher could participate in more than one project.

Academic Organisations Participations

 # Total of Participations
217

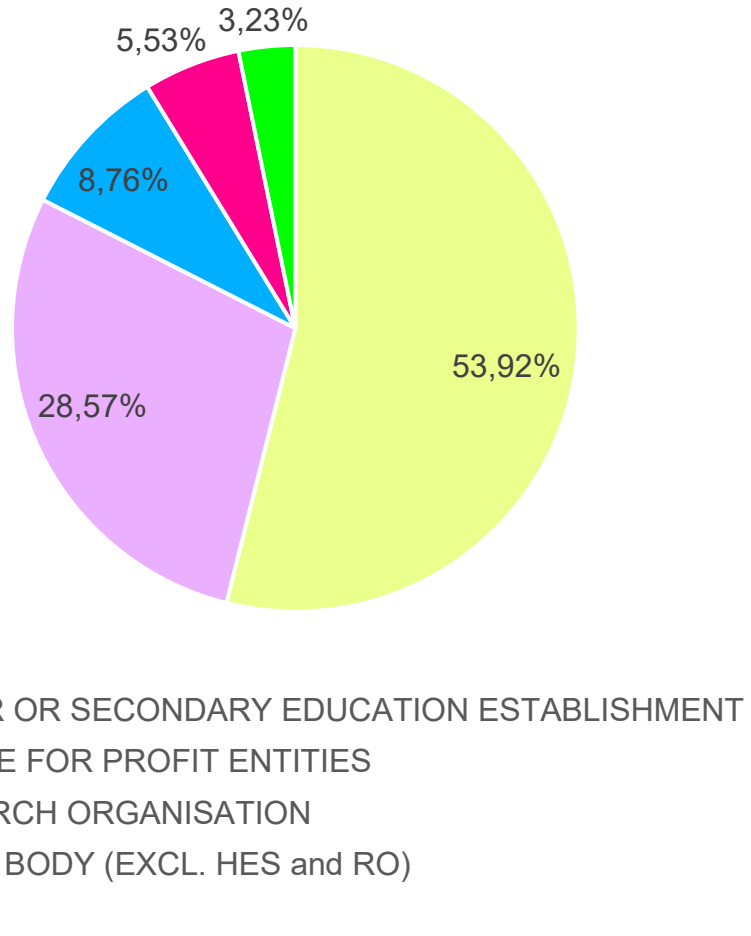


Org. is an academic organisation?	Organisation Participations	% Total	Distinct Organisations	% of Total
Academic	136	62.7%	51	40.48%
Non-Academic	81	37.3%	75	59.52%

Organisations Participations by Legal Sector

Total of Participations

217

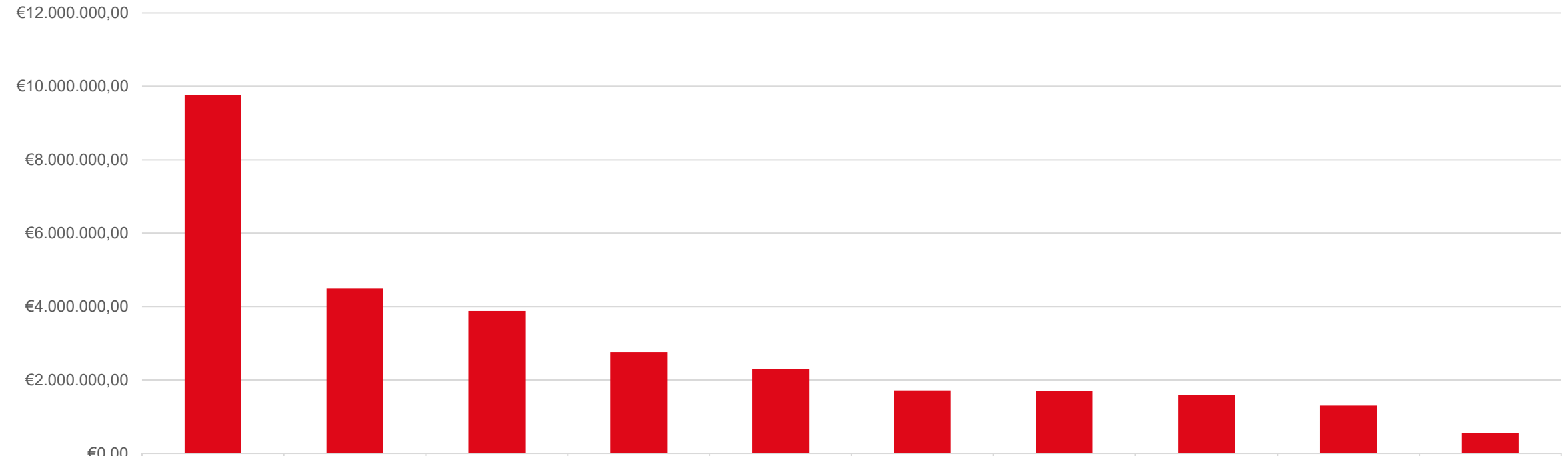


Legal Entity Sector	Organisation Participations	% of Total
HIGHER OR SECONDARY EDUCATION ESTABLISHMENT	117	53.92%
PRIVATE FOR PROFIT ENTITIES	62	28.57%
RESEARCH ORGANISATION	19	8.76%
PUBLIC BODY (EXCL. HES and RO)	12	5.53%
OTHER	7	3.23%

Note:
An organisation can be involved in different projects as well as in different actions, therefore the TOTAL figures might be lower than the addition of the figures by action.

Top Organisations: Budget Awarded

Top 10 organisations from Türkiye according to the budget awarded (€39,354,186 €).



	TURKIYE BILIMSEL VE TEKNOLOJIK ARASTIRMA KURUMU	IZMIR INSTITUTE OF TECHNOLOGY	MIDDLE EAST TECHNICAL UNIVERSITY	YILDIZ TECHNICAL UNIVERSITY	SABANCI UNIVERSITESI NANOTEKNOLOJI ARASTIRMA VE UYGULAMA MERKEZI SUNUM	ISTANBUL TEKNIK UNIVERSITESI	KOC UNIVERSITY	MARMARA UNIVERSITY	SABANCI UNIVERSITESI	KADIR HAS UNIVERSITESI
Budget Awarded	€9.764.975,00	€4.488.460,20	€3.878.643,88	€2.763.016,00	€2.292.480,00	€1.718.096,28	€1.710.258,36	€1.594.292,20	€1.305.314,00	€544.068,00

Note:
Only Beneficiary Organisations.

MSCA SE 2025 RESULTS - Türkiye

- 7 PROJECTS COORDINATED
- PARTICIPATIONS IN 27 PROJECTS
- 37 TURKISH ORGANIZATION
- 4.3 M€
- https://ufukavrupa.org.tr/tr/haberler/msca-alani-degisim-programi-2025-yili-cagri-sonuclari-aciklandi

Thank you

Preparing Excellence Part of a MSCA SE Proposal

Jesús ROJO GONZÁLEZ
MSCA National Contact Point Spain
Fundación madri+d

Part A – The Abstract

1 page

- The Context + the starting point + the problem to solve
- The Consortium and the Staff + events
- The objectives of the project
- The innovative aspects + interdisciplinary aspects
- The Impact of the project

From A1 Abstract

Climate change poses an existential crisis for the future of civilisation and is already significantly affecting the brain health of populations worldwide. These impacts include the direct effects of climate change (extreme heat or cold, flooding, pollution) and downstream exposome effects such as increased migration, food insecurity, and the exacerbation of threats to the brain from structural and systemic issues (unplanned urbanisation and systemic inequality). These factors can have immediate consequences for health and well-being while also increasing the risk of dementia later in life. However, significant gaps remain in understanding how these factors intersect and impact brain health across different contexts, the transdisciplinary methodological frameworks needed to assess them, and how to develop new approaches to protect brain health through design, practice, and policy. The project will address these gaps through a strategic programme involving 76 staff/researcher exchanges, 6 networking and training events, and intentional collaboration across 23 global, intersectoral, and interdisciplinary partners. We focus on 3 main objectives: (i) to understand how climate change impacts brain health by developing an extended exposome framework (ii) using these insights to identify, design, and drive new approaches to protect brain health at the individual and community levels and (iii) to develop recommendations to inform and drive change at community, service and policy level. This innovative transdisciplinary initiative will yield high scientific returns, new methodologies and practices, and actionable recommendations for policymakers. CliCBrain will engage widely with public and sectoral stakeholders in co-creation and dissemination activities. This project will create the structure, network, and human capital to sustain a community of practice in climate change and brain health that can inform future policy developments.

1. EXCELLENCE CRITERIA

MSCA SE 2025

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)
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 of open science practices)
1.3. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives

50%

MSCA SE 2026

1.1. Quality and pertinence of the project's research/innovation objectives (and the extent to which they are ambitious, and go beyond the state of the art)
1.2. Soundness of the proposed approach to foster international, intersectoral and interdisciplinary collaborations
1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)
1.4. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives.

50%

NEW

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

2 Sub-headings required

6 pages

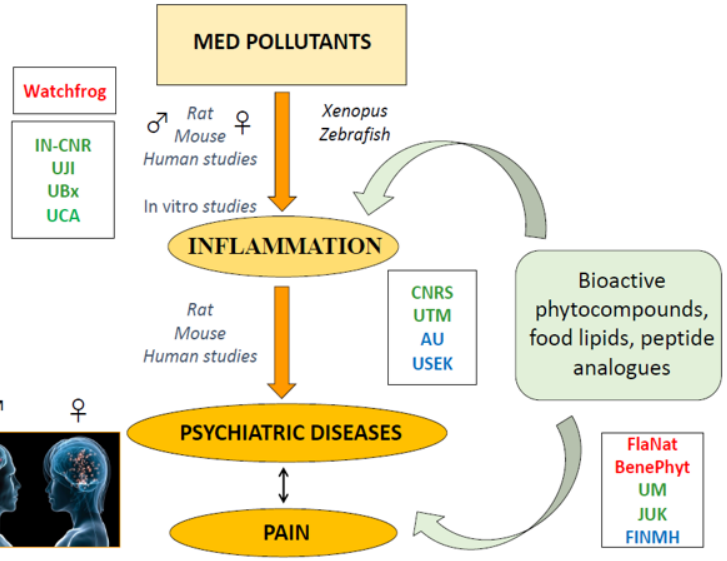
- **1.1.1. Introduction, objectives and overview of the research & innovation programme.**
  - Detail the research and innovation objectives.
  - Are the objectives measurable and verifiable?
  - Are they realistically achievable?

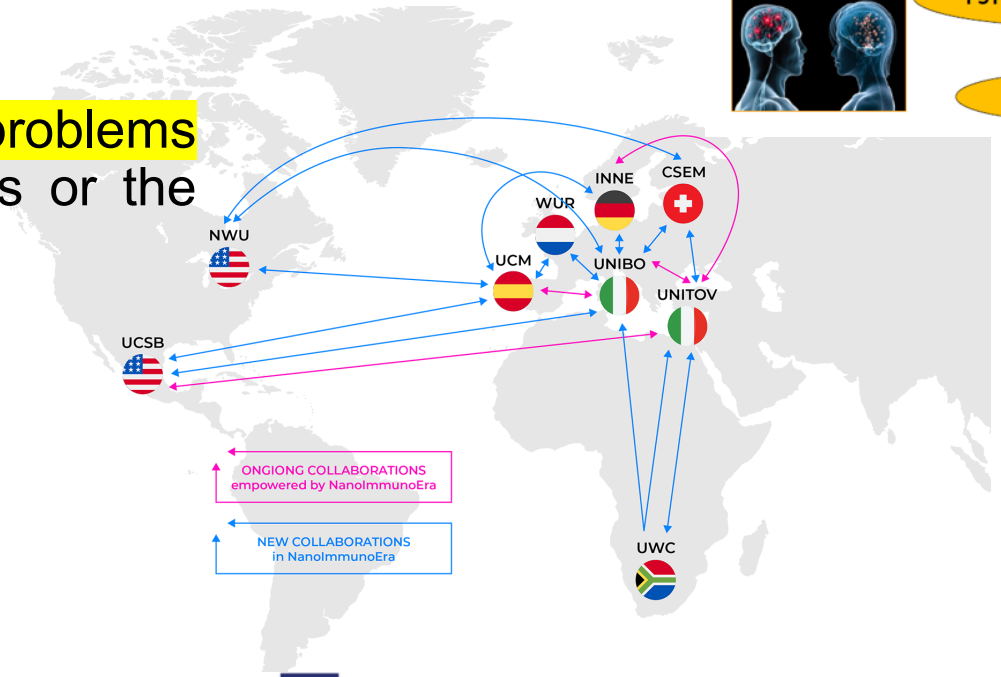
- **1.1.2 Pertinence and innovative aspects of the research programme** (in light of the current state of the art and existing programmes / networks).
-
  - Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious (delivering scientific breakthroughs).
  - 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 show the high level expertise within the 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...)

1.1.1. Introduction, objectives and overview of the research and innovation programme

- **Attractive** and catchy **introduction**. Outline the key specific research and innovation **objectives** of the programme. For the research and innovation objectives, bear in mind that innovation can also include social innovation.

- Use the abstract description
- Remark the set-up of the project, how promising is this international, intersectoral and interdisciplinary consortium.
- Include a figure representing the problems to be solved and their interactions or the secondments interactions
- Highlight Main Goal of the Project
- Describe Project Objectives





PsyCoMed
https://cordis.europa.eu/project/id/101086247

https://nanoimmunoera-project.eu/

1.1.1. Introduction, objectives and overview of the research and innovation programme

- Use SMART objectives that address the gaps in the state-of-the-art and correspond to the needs of training and collaboration researchers/ R&I staff in Europe
- Important that research objectives are feasible. Present them in a bulleted list or text box, relating them to the relevant Work Packages (under section 3.1.)

Each research objective ideally should correspond to the research work packages. For example, research objective 1 is the objective for research WP 1. Number the objectives O1, O2, O3 etc. and include the corresponding work package in brackets at the end of each objective (e.g. WP1).

- Why do you need to work together on this research? Explain why a collaborative approach is needed to solve the problem (stating the added value) and briefly why your consortium is best placed to do so.
- Describe the importance of the intersectoral and multi-/interdisciplinary approach and how the outcome of the network will be greater than the sum of its parts.
- Clearly highlight the innovative aspects of the project (e.g., topic, consortium, synergies...)

Research Objectives
Collaborative Objectives
Impact Dissemintion Objectives
Trining Objectives

1.1.1. Introduction, objectives and overview of the research and innovation programme

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

1.1.1. Introduction, objectives and overview of the research and innovation programme

RO1: Develop a better understanding of how climate change, migration, urbanisation, and socioeconomic factors intersect through leveraging secondary data analysis for an extended exposome model.

In **work package 3 (WP3)**, we will conduct a **systematic review and analysis** of existing **regional and country-level datasets combined with geospatial mapping available at the global level** (e.g., climate, migration, Facebook wealth estimation, temperature, structural indexes: GINI, HDI, GDI, poverty, democracy indexes, health expenditure) to **develop** an exposome model integrating physical, environmental, and socioeconomic factors. We will **apply machine and deep learning techniques** to exposome modelling of clinical, cognitive, and brain data, building on methodologies successfully employed in our previous studies (which were developed by teams at BEN1, BEN2, BEN4, BEN5, BEN8.

We will also examine potential social, cultural and environmental, protective factors (lifestyle factors such as exercise and bilingualism). These models incorporate generative frameworks, Bayesian approaches, meta-analysis and meta-regression techniques, and generalized additive polynomial models allowing for comparisons of different factors within and across regions. We will also develop further data integration harmonization, biophysical models, and causal methods to improve the pipelines. These approaches will provide a novel proof of concept, informing other project areas, assessing regional variance in available data to guide future data collection and research priorities, and identifying pathways to resilience, which will be explored in further work packages [BEN1, BEN2, BEN4, BEN5, BEN8].

1.1.1. Introduction, objectives and overview of the research and innovation programme

CO1: Create the foundations to sustain the impact of the project outputs.

Through training, networking, and staff development, we will create the foundations for an ***intersectoral community of practice***, which will sustain and expand the network and pursue new research and initiatives.

Leveraging a review of findings, broader consultation, and analysis, we will develop a research and innovation agenda for future work informed by horizon scanning exercises and stakeholder engagement at global, regional, and local levels throughout the project (WP1, WP2, WP5, WP6).

This community of practice will carry forward the project's work, collaborating on new grant proposals, identifying new advocacy opportunities, and disseminating our findings (see section 2.1).

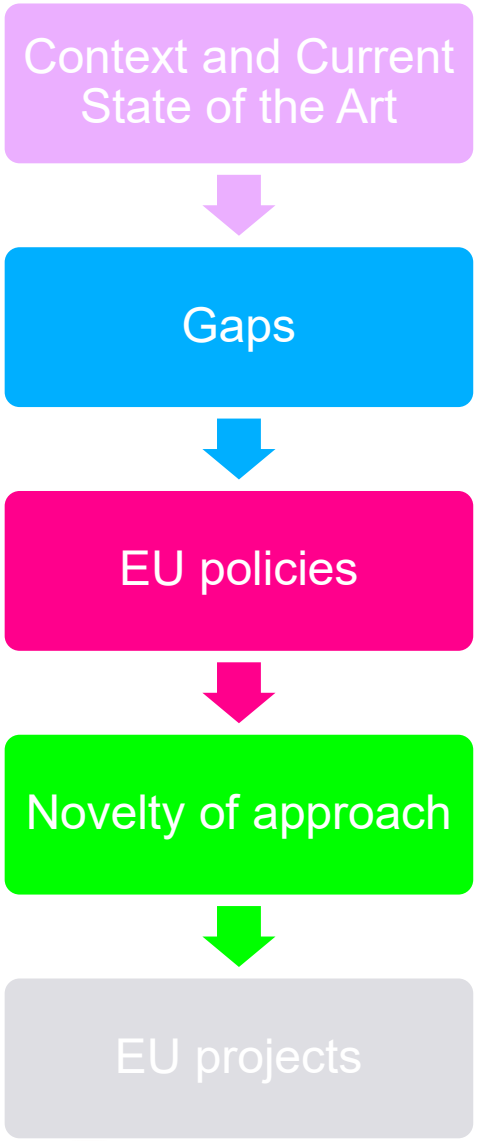
1.1.1. Introduction, objectives and overview of the research and innovation programme

Project Objectives
Objective 1 (O1): To Understand the Dynamics and Impacts of Digital Nomadism in Urban Environments. This objective involves deep research into how digital urban nomadism affects various aspects of urban life, including social interactions, economic activities, cultural dynamics, and urban planning. It aims to provide a comprehensive understanding of the changes brought about by this phenomenon in different urban contexts.
Objective 2 (O2): To Build a Network of Stakeholders and Experts. The project seeks to establish a robust network of stakeholders, including urban planners, policymakers, digital nomads, local communities, and academic experts. This network will facilitate knowledge exchange, collaborative research, and the development of innovative solutions to address the challenges and opportunities posed by digital nomadism.
Objective 3 (O3): Creation of Policy Guidelines and Best Practices. The project aims to create practical, evidence-based policy guidelines and best practices for urban governance in the context of digital nomadism. These guidelines will assist policymakers and urban planners in developing strategies that promote sustainable and inclusive urban environments.

1.1.2 Pertinence and innovative aspects of the research programme

- **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.
- Point out the **timeliness and relevance of your proposal**, in terms of societal need and fit to sectoral policy targets, and link to relevant EU policies as well as UN Sustainable Development Goals.
- Describe **how** the research **objectives address the gaps in the state-of-the-art**. Remark the novelty of the project approach
- Use **footnotes to cite key and relevant sources** – make sure to cite **consortium members' work** and show the high-level of expertise within the consortium.
- **Benchmark against other EU funded** projects in the same/similar field - but do not limit your bench-marking to EU funded consortia. You can check CORDIS to see EU funded projects.

3 PAGES



First approach of WPs of the proposal

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

Table 1 – Work Package[1] (WP) List

Work Package No	Work Package Title	Activity Type (e.g., Research, Training, Management, Communication, Dissemination)[2]	Number of person-months involved per work package[3]	Lead participant	Start month	End month

[1] A work package is defined as a major subdivision of the proposed project.
[2] Encode person months for R&I activities only
[3] The same person-month should not be declared in multiple WPs.

Break down the research programme into (typically) **3-4 discrete research Work Packages** (WP) relating 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 SE proposal, 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 paragraph summary per WP) should be presented in Table 1.
- More details in terms of actual implementation should be provided in the tables under section 3.1.

First approach of WPs of the proposal

Work Package No	Work Package Title	Activity Type (e.g., Research, Training, Management, Communication, Dissemination)	Number of person-months involved per work package	Lead participant	Start month	End month
WP1	Project Management	MANAGEMENT	0	COORD	1	48
WP2		RESEARCH	150	BEN 1	1	30
WP3		RESEARCH & INNOVATION	95	BEN 2	8	48
WP4		RESEARCH & TRANING	80	BEN 3	1	48
WP5	Comm. Diss and Exploitation Activities	COMMUNICATION & DISSEMINATION	0	COORD	1	48
WP6	Ethics	MANAGEMENT	0	COORD	1	48

No Budgeted PMs are allocated in WP1, WP5 and WP6 (no secondment implemented). The work is covered by the management and general expenses as provided in detailed description of WP 1 and WP5 and will be specified in the Consortium Agreement.

WPs structure examples

- WP1. To develop regenerated fibers from cotton waste
- WP2. To combine advanced materials with sustainable textile materials
- WP3. To design & develop e-textile prototypes from regenerated cotton
- WP4. Sustainability assessment
- WP5. Knowledge transfer
- WP6. Exploitation, Communication & Dissemination
- WP7. Go to market
- WP8. Project Management

RETEX
Regenerated Cotton for Electronic Textiles

https://cordis.europa.eu/project/id/101086305

Nano-Immuno ERA

- WP1. Design of tailored bioresponsive elements for antibody detection
- WP2. Production/characterization of nanomaterials for improved ECL- based biosensing
- WP3. ECL-based biosensors and analytical methods
- WP4. Development of CRISPR-based POC for Ab monitoring
- WP5. Coordination and Management
- WP6. Dissemination and Communication

https://nanoimmunoera-project.eu/

Strengths 1.1

- The project objectives are clearly formulated and extremely relevant from both theoretical and policy points of view. **Concrete indicators** for their measurement are properly defined.
- The research and innovation objectives are very well specified and convincing. The specific **training**, **dissemination** and **collaboration** objectives are also carefully prepared and detailed, which is further clarified by providing a comprehensive breakdown of **each type of objective** with some level of **quantification**.

- The quality and **novelty** of the planned **research activities** are sufficiently demonstrated and they are **relevant** to the current **state-of-the-art**.
- The theoretical framework of the project is sound and of high quality. The proposal presents a convincing state-of-the-art analysis, providing a contextual background to the research. Advancements beyond state-of-the-art have also been sufficiently developed.
- The proposed research and innovation objectives are clearly described, easily measurable and verifiable; the innovative aspects are highly relevant.

- Related **work funded by the EC is appropriately described**, and the state of the art is well documented. The innovative aspects of the proposal are highly pertinent, and the **state-of-the-art review is comprehensive** and well supported by **recent scientific references**. The proposal clearly **identifies current challenges** and specifies how it **aims to go beyond the existing state of the art**, with **target values and baselines** provided for each area.

Weaknesses 1.1

- The research and innovation objectives are defined only in broad terms, without going into detail about possible measurable outcomes for the individual goals.
- The proposed goals and the related work seem overambitious regarding the many different methods and materials.

- The **state-of-the-art is not elaborated** and **referred to the latest literature in sufficient detail**. It is not fully clear how the proposed studies will go beyond the state-of-the-art as the specific materials and foreseen applications are not well defined.
- The **innovative aspects** of the proposal are rather **weak** since the proposed methods and approaches **have already been developed**.

- The proposal fails to adequately describe the main technical challenges and approaches to overcome them.

- The proposal is **overambitious** in seeking to achieve a truly groundbreaking advance, **given existing patents and state-of-the-art technologies**.

1.2. Soundness of the proposed approach to foster international, intersectoral and interdisciplinary collaborations

3 Sub-headings required

- **1.2.1. 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.
  - How are these methods tailored to address the specific needs of international, intersectoral, and interdisciplinary collaboration?

- **1.2.2. Impact on R&I Capacity:**
  - How will the proposed approach boost R&I capacity among participating organizations, leading to innovative cooperation methods and broadened international networks?

NEW

- **1.2.3. Synergy leverage**
  - Does the proposal effectively plan to exploit synergistic opportunities between diverse sectors and entities, maximizing the R&I potential through diverse and complementary competences?

NEW

1.2.1. Integration of methods and disciplines to pursue the objectives

- Explain the **added value of both the interdisciplinary approach** in terms of addressing your **research objectives** and to the transfer of interdisciplinary knowledge during the reintegration phase of seconded staff.
- **Interdisciplinarity** should **be addressed** in the strategies, concepts, approaches, methodologies, technologies as well as in the training programmes.

- Ask yourself why this **consortium is the best team** to address these research objectives from a cohesive, **interdisciplinary, and intersectoral point of view**.

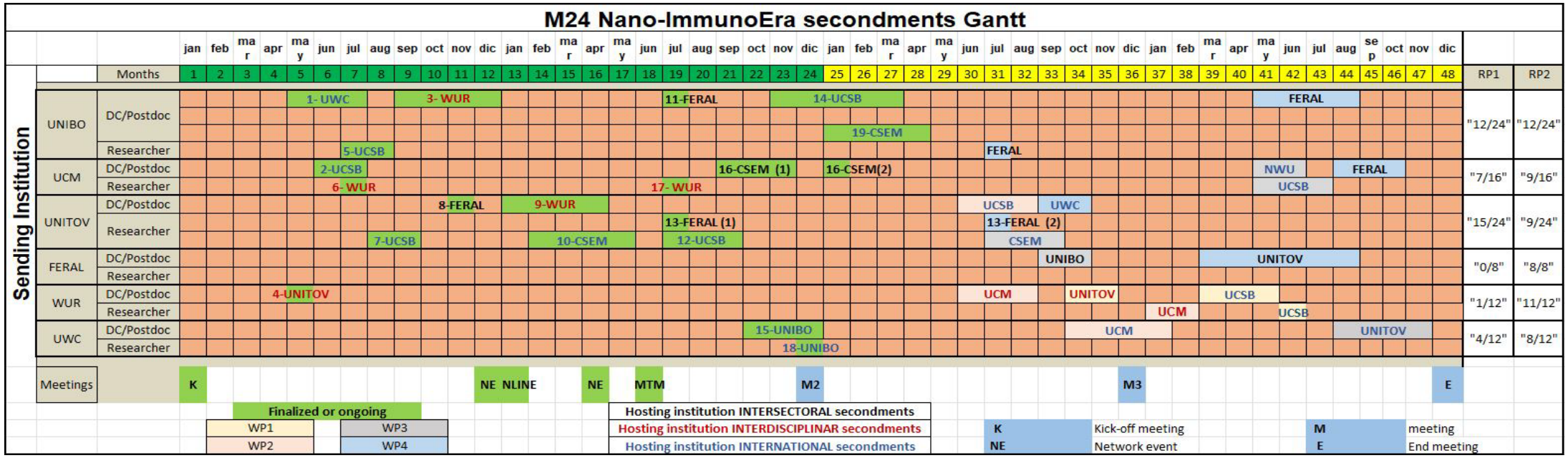
- **Highlight** the role of each **consortium member in the research programme**. You can use a chart or a **pictogram to illustrate connection between research objectives/ methodologies/ resources needed.**

- Describe the **importance** of the **intersectoral and multi-/interdisciplinary approach** and how the outcome of the network will be greater than the sum of its parts

Examples of what constitutes an interdisciplinary secondment are available in a REA FAQ.

1.2.1. Integration of methods and disciplines to pursue the objectives

- Make sure secondments are planned according to the secondment rules:
  - Secondments within EU Member States or Horizon Europe Associated Countries should be between different sectors (academic and non-academic)
  - No Limitation Secondments within EU Member States or Horizon Europe Associated Countries should be between same sector (academic - Academic // non-academic – non-academic) with interdisciplinary explanation. (no more 1/3 of the secondments)
  - ….



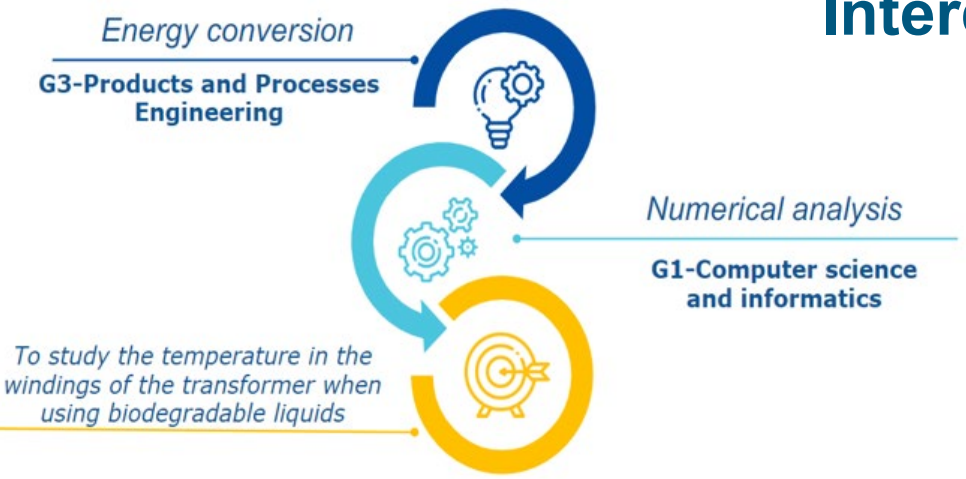
Nano-ImmunoEra

https://nanoimmunoera-project.eu/ https://cordis.europa.eu/project/id/101086341

Interdisciplinarity

- If you consider that an **interdisciplinary** approach is **unnecessary** in the context of the proposed work, please provide a **justification**.

- 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.



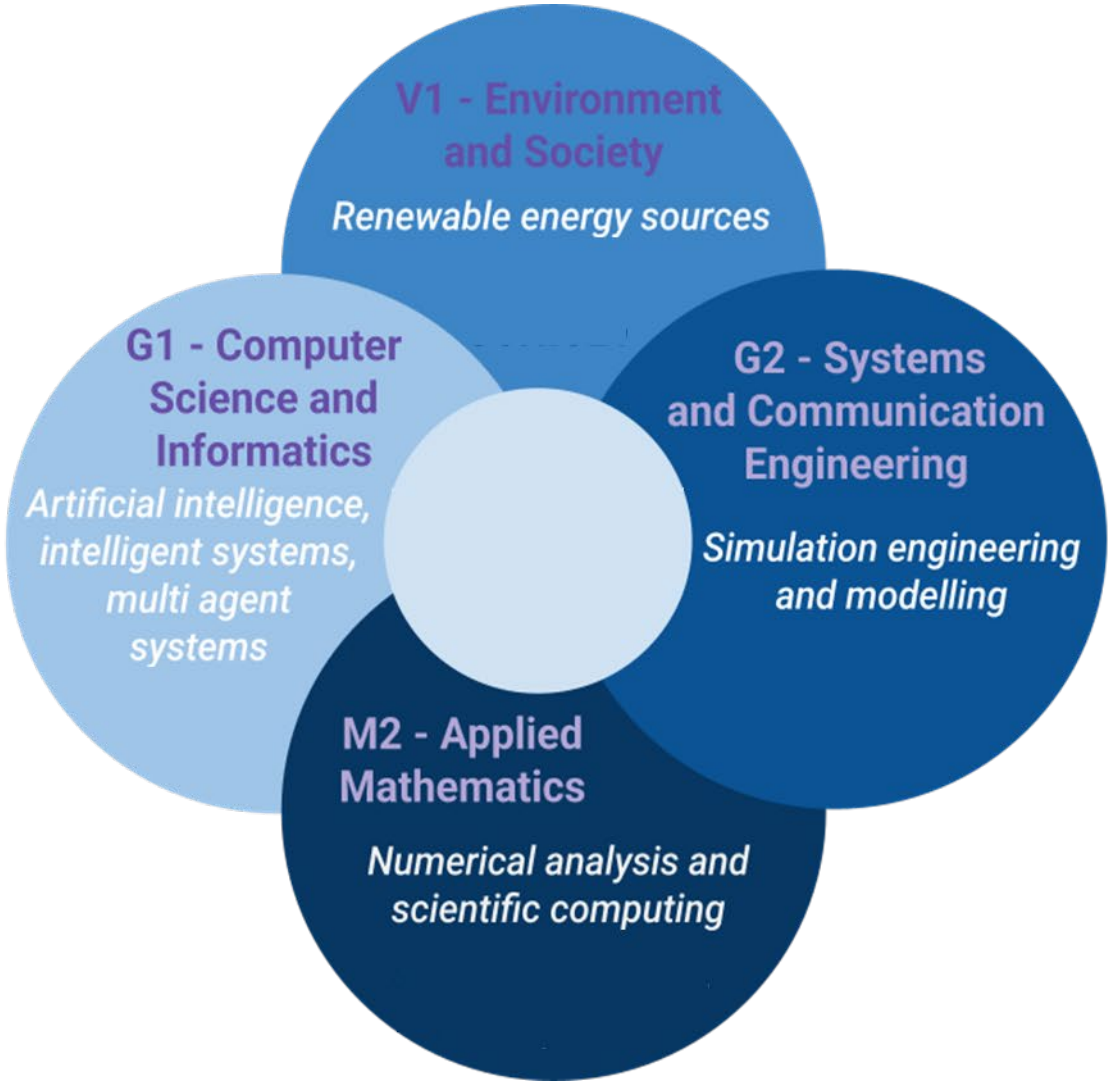
Evaluators are instructed to highly value inter/multidisciplinarity (i.e. this element should be included in all proposals).

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

MSCA SE 2026 required to be competitive and funded

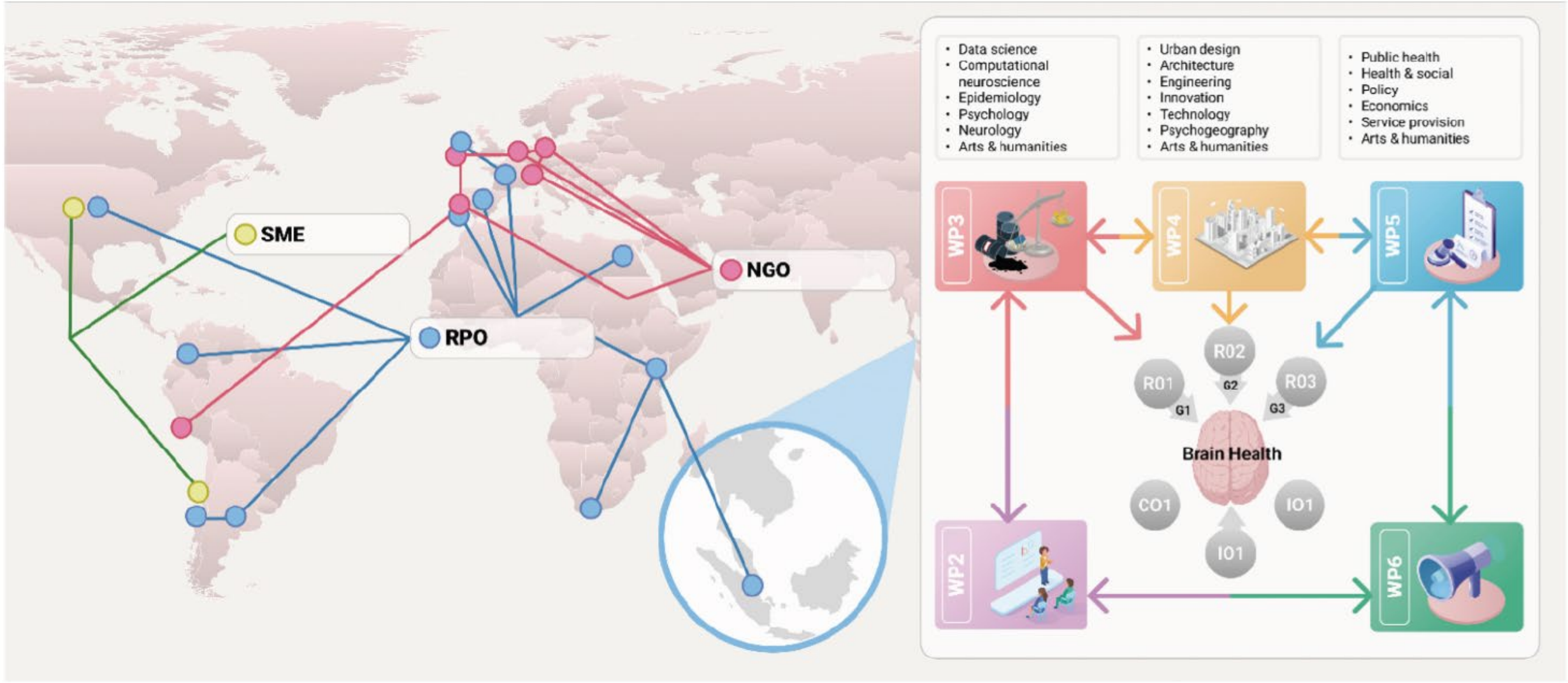
Examples taken from MSCA SE FAQ

1.2.1. Integration of methods and disciplines to pursue the objectives

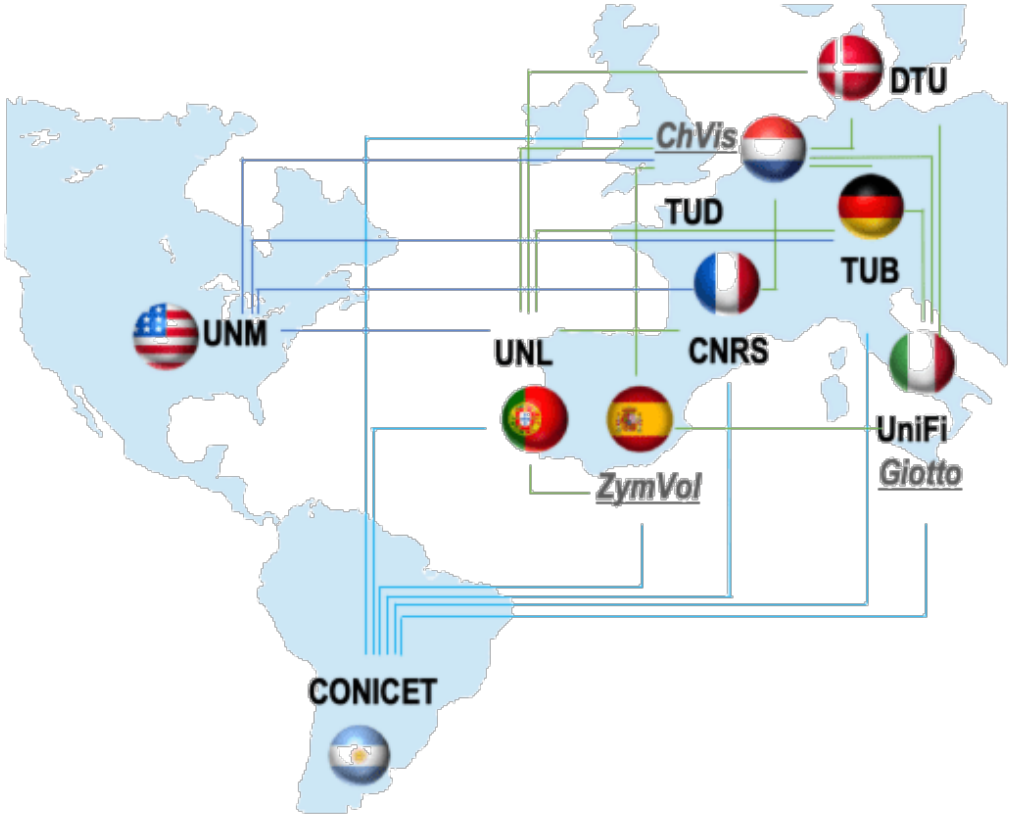


G1 + G2 + V1 + M2	O.1:	SHM of mooring lines in FOWTs.
G1 + G2 + V1 + M2	O.2:	Adaptive control strategies and optimization of ORE structures.
M2 + G1+ G2	O.3:	Advanced multi-fidelity numerical methods.
M2 + G2 + V1	O.4:	Uncertainty quantification from noisy data.

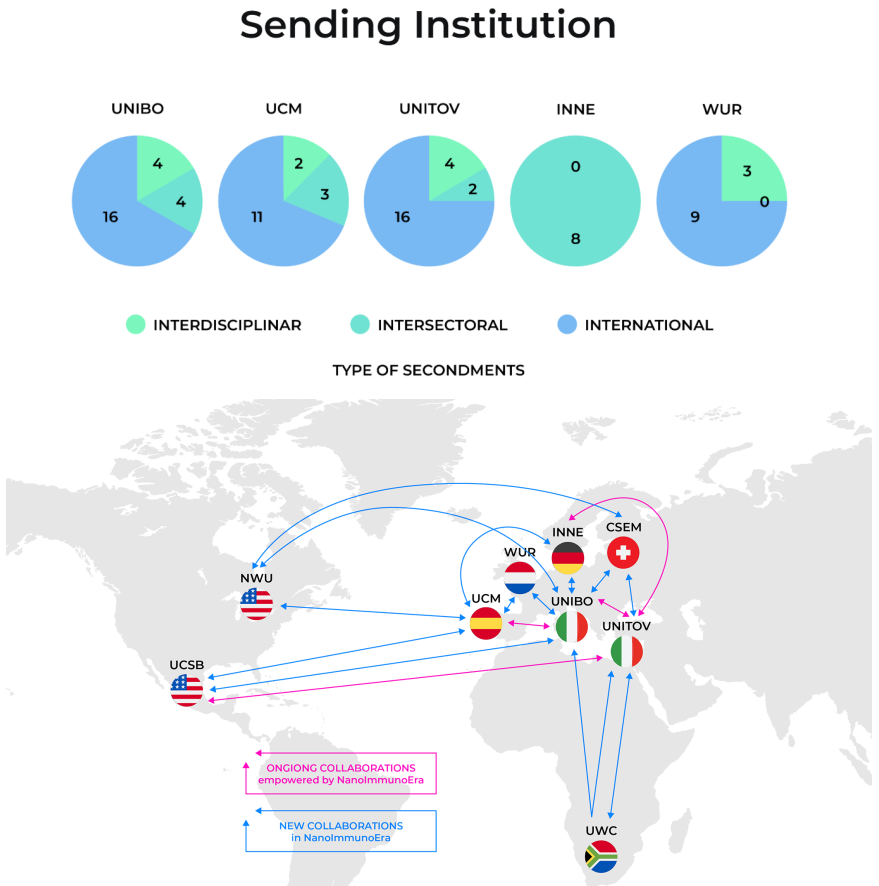
1.2.1. Integration of methods and disciplines to pursue the objectives



1.2.1. Integration of methods and disciplines to pursue the objectives



McGEA - Metalloenzymes to mitigate climate change
https://cordis.europa.eu/project/id/101183014



Nano-ImmunoEra
https://nanoimmunoera-project.eu/
https://cordis.europa.eu/project/id/101086341

NOVELTY

1.2.2. Impact on R&I Capacity

- How will the proposed approach boost R&I capacity among participating organizations, leading to innovative cooperation methods and broadened international networks?
    - Explain to what extent your proposed approach strengthens the research and innovation capacities of the participating organisations.
    - How will this approach foster innovative modes of cooperation and expand international networks?

1.2.3. Synergy leverage

- Does the proposal effectively plan to exploit synergistic opportunities between diverse sectors and entities, maximizing the R&I potential through diverse and complementary competences?
    - Demonstrate a coherent strategy for integrating competences across sectors and organisations in order to unlock synergies and amplify R&I impact.

Strengths 1.2

- The proposal is **clearly interdisciplinary**, combining engineering, agronomy, data science, and sustainability assessment in a coherent framework, and the scope of the competences is appropriate to the objectives.
- The proposal is interdisciplinary, **combining expertise and methodologies** from diverse fields such as Earth observation, coastal dynamics, data and social sciences to achieve the objectives.
- The interdisciplinary and intersectoral nature of planned activities is well demonstrated: the proposed activities will bring together a **comprehensive international multidisciplinary network of experts**, and will be supported by a well-structured secondment programme.
- The **challenges identified are addressed** in a satisfactory manner. The proposal demonstrates an excellent **interdisciplinary character of the proposed secondments**; the integration of different methods and disciplines to pursue the scientific objectives is essential and is well described
- The proposal is convincingly interdisciplinary, combining the **expertise and methods** from different disciplines, including ecology, geography, remote sensing, social sciences, etc.
- The proposal justifies its interdisciplinarity by **bringing together experts on various disciplines** spanning from environment and genomics to engineering and earth systems science.

Weaknesses 1.2

- The proposal is not interdisciplinary. **NEW comments in ESR**
- The **interdisciplinary** of the proposal is **not convincingly demonstrated**, as the partners are predominantly from the Information Science and Engineering (ENG/G1) category.

- The proposal is interdisciplinary and covers three Level 1 domains of MSCA ENG, as well as one MSCA ECO domain. A limitation is that task-level integration is described broadly, without explicit formal dependencies or shared artefacts across disciplines

- The **research and innovation objectives** are defined only in broad terms, without going into detail about possible measurable outcomes for the individual goals.
- The proposed goals and the related work seem overambitious regarding the many different methods and materials.
- The state-of-the-art is not elaborated and referred to the latest literature in sufficient detail. It is not fully clear how the proposed studies will go beyond the state-of-the-art as the specific materials and foreseen applications are not well defined.
- The innovative aspects of the proposal are rather weak since the proposed methods and approaches have already been developed.
- The proposal fails to adequately describe the main technical challenges and approaches to overcome them.

1.3. Soundness of the proposed methodology (including consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices)

4 Sub-headings required in 2026

- 1.3.1. Overall methodology
- 1.3.2. Gender dimension and other diversity aspects
- 1.3.3. Open science practices
- 1.3.4. Research data management and management of other research outputs:

- **6 Sub-headings required in 2025**
  - Overall methodology
  - Integration of methods and disciplines to pursue the objectives (MOVED TO 1.2)
  - Gender dimension and other diversity aspects
  - Open science practices
  - Research data management and management of other research outputs
  - ~~Artificial Intelligence.~~

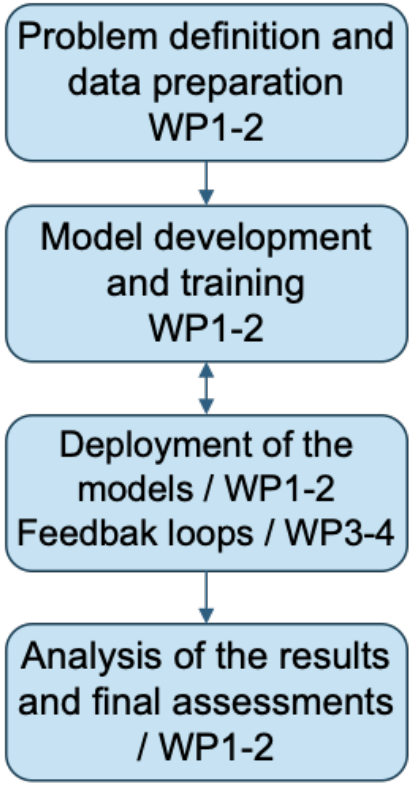
1.3.1. Overall methodology

- **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.

- **Explain how you will deliver on your project's objectives** (concepts, models, equipment, techniques, assays, types of research etc.).
- You need to show what is **innovative about your particular approach**, and how it can be achieved through secondment of staff (and subsequent reintegration in their own organisation).
- Have in mind the **diversity of the project partners** (including non-academic partners), **their expertise** and the infrastructure available
- You need to **provide enough information** so that the evaluator can understand how you will tackle the problem at hand.
- Briefly explain any key challenges in your chosen methodology and how you plan to address them, providing enough detail for the evaluator to understand your approach.

1.3.1. Overall methodology

- **1) Problem definition and data preparation (WP1 and WP2)** will be carried out independently for each use case. This involves producing a complete and precise definition of the problem to be addressed and gathering the necessary data. *Data acquisition represents a challenge at this stage of the methodology*.
- **2) Models development and training (WP3, WP4)** will focus on designing and testing xxxxx architectures, integrating Bayesian approaches, and, where applicable, develop conformal prediction methods
- **3) Model deployment (WP1 and WP2) and feedback loops (WP3 and WP4)** will involve integrating the models developed at Stage 2 of the methodology in both engineering cases, deploying them to the specific problems of control
- **4) Analysis of the results and final assessments** for each use case (WP1 and WP2) will involve running the optimized final models and analyzing the results using techno-economic models. The objective is to evaluate improvements in the cost of energy and the reliability of the technologies developed



1.3.2. Gender dimension and other diversity aspects

- You should take into account biological characteristics (sex), social/cultural features (gender), and other diversity aspects in your research.

½ Page

- **Ask yourself** the following **questions**:
  - Are sex/gender norms embedded in the concepts, theories and models used by your research field? If so, how do these gender norms/assumptions influence the research area?
  - Does the chosen methodology(ies) ensure that sex/gender, and other connected social characterizations, are considered and investigated?
  - Does the methodology ensure that (possible) gender differences will be investigated: that sex/gender differentiated data will be collected and analysed throughout the research cycle? 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?
  - Have you explained how **including sex and gender findings will increase the quality of the research** and **enhance the impact and relevance of the results**?
  - it is also possible to address the **gender dimension** through **training and secondments** (in section 1.4) and **communication/dissemination activities** (in section 2.3).

1.3.2. Gender dimension and other diversity aspects

- If your research is not concerned with gender issues or other diversity aspects, you should clearly explain why and provide a strong justification.
  - *The methodology is not affected directly by any fact related to sex, gender, religion, race, or other diversity aspects, and for this reason the gender dimension does not play a significant role in the research activities. However, we are aware of the gender-sensitive character of applied research and innovation activities, and we will remain attentive to potential indirect gender implications …*

- Gender related with team members should be described in section 3 (under WP Management)
  - *We will account also for gender balance. There is a significant under-representation of women in engineering, applied mathematics, computer science, and AI sectors. The project will address such an imbalance by promoting diversity and inclusion across all stages of the project implementation. We will target >40% participation of women amongst the seconded researchers, and we will consider individual requirements and family-friendly conditions to enable the secondment planning.*

1.3.2. Gender dimension and other diversity aspects

Definitions

- **Gender balance** refers to share of different genders in a research team; NOT to be discussed here, but under 3.1.
- **Gender equality** refers to equal treatment of men and women (for example by employers) – Gender equality plan is an eligibility criterion for public bodies, HE institutions and RES organisations. NOT to be discussed here, but under 3.1

- How to deal with gender issues in the proposal?
  - HE programme guide is a good source of information and contains links to further sources, including examples
  - Describe how you are going to integrate gender dimension into your research – *or why you consider that this is not relevant for your research.*

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

Resources for Gender Dimension

- More questions on the gender aspect in research are available on the Yellow window Checklist for Gender in Research.
- The European Commission produced a video on Understanding the Gender Dimension for MSCA projects.

- The European Commission has published a Toolkit on Gender in EU-funded research.
- The MSCA-NET Policy Brief on Gender Equity provides an overview of the gender equality requirements under MSCA, guidance on the evaluation criteria, and how to approach the gender dimension of research when developing your proposal.

https://rea.ec.europa.eu/gender-eu-research-and-innovation_en#gender-dimension-in-research-projects

1.3.3. Open science practices

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 peer-review; 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.

RADIANCE The Policy Brief on Open Science provides an overview of the open science and data management requirements under MSCA, and provides additional information on approaching the evaluation criteria, training and skills development, dissemination, communication, and exploitation

Components of Open Science

Source: Meaningful Interactions Lab (mintlab)

1.3.3. Open science practices

- You must provide **concrete information** on how you **plan** to comply with **mandatory** open science practices at consortium and beneficiary levels.
-
- In section 3, while describing the consortium as a whole, you can point out that the involved **organisations apply open science strategies**, especially if they implement some specific strategies.

- Show how **OS** implementation is **adapted to** the **nature** of your **work and methodology**, increasing the likelihood of the project delivering on its objectives.

- You can demonstrate the **link** between **OS**, **communication**, **dissemination**, and **exploitation**; using the right licenses to comply with the OS requirements and exploitation.

Open Science Practice		Mandatory	Recommended
Early and open sharing of research	• Preregistration, registered reports, preprints, etc.		Yes
Research output management	• Data management plan (DMP)	Yes	
Ensure reproducibility of research outputs	• Information on outputs/tools/instruments and access to data/results for validation of publications	Yes	
Open access to research outputs through deposition in trusted repositories	• Open access to publications • Open access to data • Open access to software, models, algorithms, workflows etc.	Yes, for peer-reviewed publications and research data (‘as open as possible as closed as necessary’)	Yes, for other research outputs.

Some examples of open science practices

- Project results (reports, articles, policy briefs, toolkits, etc) will be published in XXX **open-access repository** XXX (compliant with the EC OpenAIRE initiative). All formal project deliverables will be shared via the Horizon Results Platform. Links to these repositories will be included on the project website. We will target **open-access journals** for our peer-reviewed output (i.e., journals registered under the XXXX)

- This project commits to open, cooperative work and systematic sharing of knowledge and tools as early and widely as possible. All our research outputs will be openly available in line with **Horizon Europe 2027 policy**, recommending open science as the modus operandi for all researchers. We will provide **green open access** through ZENODO, CESSDA, Dataverse repositories, and the beneficiary institutions' repositories (examples), all linked to the European Repository OpenAIRE.

- The project will adopt an ambitious **open science strategy**, ensuring that knowledge and data are shared transparently, early, and widely:
  - All **scientific publications** will be made **open access**, in line with Horizon Europe requirements.
  - **Modelling inputs and outputs** (datasets on renewable resources, scenario assumptions, and simulations results) will be storage in trusted repositories such as **Zenodo** or institutional open repositories, following FAIR principles.
  - **Legal and regulatory documents:** Relevant legal and regulatory materials will be collected, structured, and made openly accessible where permitted, to support reproducibility and policy analysis.

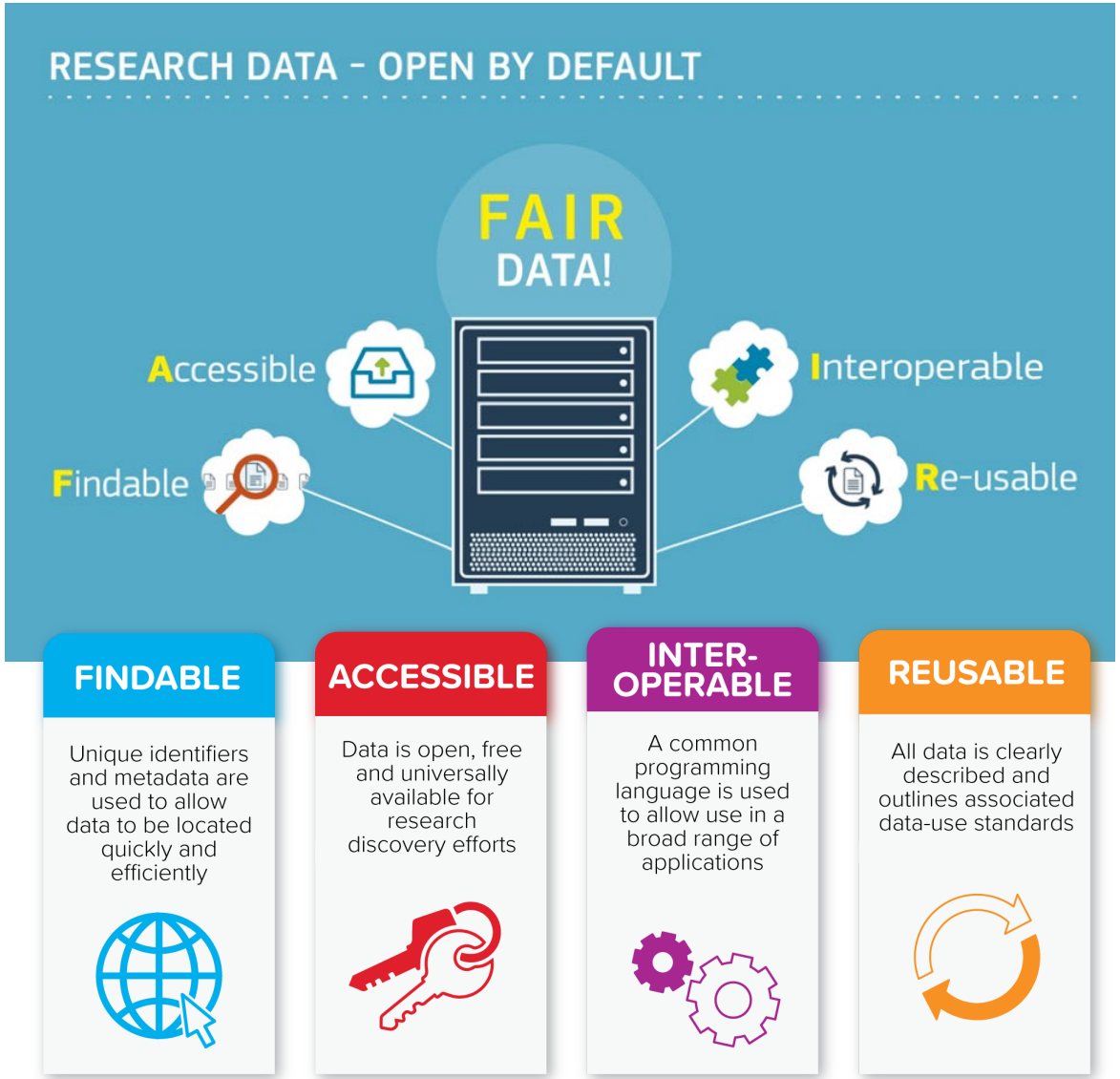
1.3.4. Research data management and management of other research outputs:

- 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)

- Proposals selected for funding under Horizon Europe will need to develop a detailed **data management plan (DMP)** – see 3.1

- HE programme guide is a good source of information and contains links to further information

- OpenAIRE has guides, factsheets, use cases, webinars, and a helpdesk for all Framework programme participants.º



1.3.4. Research data management and management of other research outputs:

- **Research data management (RDM)** is the process within the research lifecycle that includes the data collection or acquisition, organisation, curation, storage, (long-term) preservation, security, quality assurance, allocation of persistent identifiers (PIDs), provision of metadata in line with disciplinary requirements, licensing, and rules and procedures for sharing of data.

- If you expect to generate or re-use data and/or other research outputs (except for publications), you are required to **outline how** these will **be managed**.

- RDM, in line with the **FAIR principles**, is a requirement that should be carried out regardless of whether the data generated and re-used in the project is intended to be **openly accessible**, or if **access restrictions** are foreseen.

- You must explain how the project will respect the **FAIR principles** (do not just indicate that the results will be findable, accessible, interoperable and reusable, **provide details**).

- If using the European Open Science Cloud (EOSC) federated repositories, you should explicitly discuss their use in the proposal.

1.3.4. Research data management and management of other research outputs:

- Show best practice in RDM – including provisions required to be in place to ensure that data is managed responsibly (e.g., the right location is chosen for deposition, legal provisions such as **general data protection regulation** (GDPR) are respected, etc.).
- **FAIR data** is **not equivalent to open data** (publicly available to everyone to access and reuse). Data can and should be FAIR, even when access is restricted.
- **More details** should be provided in a data management plan (DMP), which is **not required at submission stage**, but it is a mandatory deliverable during the **implementation phase**. Explain in the proposal that further details will be provided in the DMP.
- The Horizon Europe Programme Guide is a good source of information and contains links to further sources, including examples on Open Science practices and research data management (chapter 16).

Some examples of Research Data Management

- The Project's Data Management Plan will consider the specificities of all studies, the main outputs, and the responsibility for data integrity and compliance beyond the funded period of the project. The DMP will also adhere to the FAIR principles, in terms of ensuring data is **findable** (through ensuring consistent and adequate metadata and identifiers), **accessible** (as detailed in section 1.3.3), **interoperable** (through the use of standard formats and appropriate categorisations), and **reproducible** (through adequate documentation of process and methodology).

- PROJECT will produce a wide range of data and will define a plan for data management that must comply with a balance between the individual data protection of the partners and the ways of exploiting the results by them. We will create the Data Management Plan (DMP) in M6. The data produced in the project will be assigned a persistent identifier (DOI) by any of the repositories that the project will use.

- Data management policy complies with the **General Data Protection Regulation, GDPR** (Regulation (EU) 2016/679), aiming at knowledge discovery, innovation, and subsequent data and knowledge integration and reuse. We will ensure the FAIR character of PROJECT research data by specifying and implementing the DMP throughout the project: standard identification mechanisms for research articles (DOIs), targeted keywords from the European Research Vocabulary for research articles, software, and databases, clear version numbers of documents, software, and databases (**Findable**), methods and software tools to access the data in open format (.rtf for text, .xml for datasets, and .tiff and .svg for images), well-documented software (**Accessible**), specification of metadata vocabularies, standards/methodologies mappings between uncommon/specific vocabularies to more common ones (**Interoperable**), a timeline for data reusability and embargo, if any, reusability by third parties, if foreseen (**Reusable**).

Resources for Open Science Practices

- https://rea.ec.europa.eu/open-science_en
- For more information on how to address Open Science in project proposal, you can consult OpenAIRE Guides for Researchers Open Science in Horizon Europe proposal

- HE programme guide is a good source of information and contains links to information on mandatory and optional (recommended) OS practices

Artificial Intelligence (AI)

If you plan to use, develop and/or deploy **artificial intelligence (AI)** based systems and/or techniques you must demonstrate their technical robustness. AI-based systems or techniques should be, or be developed to become:

- technically robust, accurate and reproducible, and able to deal with and inform about possible failures, inaccuracies and errors, proportionate to the assessed risk they pose
- socially robust, in that they duly consider the context and environment in which they operate
- reliable and function as intended, minimizing unintentional and unexpected harm, preventing unacceptable harm and safeguarding the physical and mental integrity of humans
- able to provide a suitable explanation of their decision-making processes, whenever they can have a significant impact on people's lives.

If your project has AI usage, you must address its technical robustness here. You must also mention it in the Part A Ethics Assessment table. More information is available in **Guidelines on ethics by design/operational use for Artificial Intelligence.**

https://research-and-innovation.ec.europa.eu/research-area/industrial-research-and-innovation/artificial-intelligence-ai-science_en

Strengths 1.3

- The overall methodology is appropriate and very well describes the challenges to be faced. Integration of methods and disciplines to pursue the objectives is well above average.
- The project benefits from a very good methodology. It emphasizes the challenges which could be met during the realization of the foreseen tasks.

- The gender dimension is well addressed in terms of the research with consideration of female preferences and requirements being considered, and also in terms of project implementation through a gender equality plan.

- Open science practices including the accessibility of the different forms of data are described in detail and adequately referred to the FAIR principles. The data management is convincingly described. In addition, the issues related to the ownership of large data files are considered in detail.
- The proposal sufficiently analyses the relevant gender and diversity aspects within the social-ecological functional type framework, in which socio-economic and cultural dynamics are integrated with ecological functioning. The mandatory open science practices are well integrated and adapted to the proposed work.

Weaknesses 1.3

- The different methodologies to be used have not been sufficiently illustrated and, it is not sufficiently clear and specific how they can be linked to the identified scientific objectives to guarantee their achievement. The provided description does not offer sufficiently convincing evidence that all the defined objectives can be realistically achievable.
- Methodological challenges are inadequately identified, and also lack credible strategies to address them.
- The gender dimension of the research topic is not taken into account and a justification for this is missing from the proposal.
- The proposal appropriately integrates the gender dimension into its research content, acknowledging its relevance to neurological disorders with differing prevalence between sexes and including relevant measures such as studying diverse cell types for accurate biological modeling. However, the proposal inadequately consider other diversity aspects.
- Open science is discussed in a short and not very detailed format. A data management plan is only superficially addressed and no dana handling according to the FAIR principles is mentioned.
- Open science practices are presented in general terms, and while the proposal outlines that data management will follow the FAIR principles, this is not supported with a more detailed explanation.

1.4. Quality of the proposed interaction between the participating organisations in light of the research and innovation objectives

2 Sub-headings required

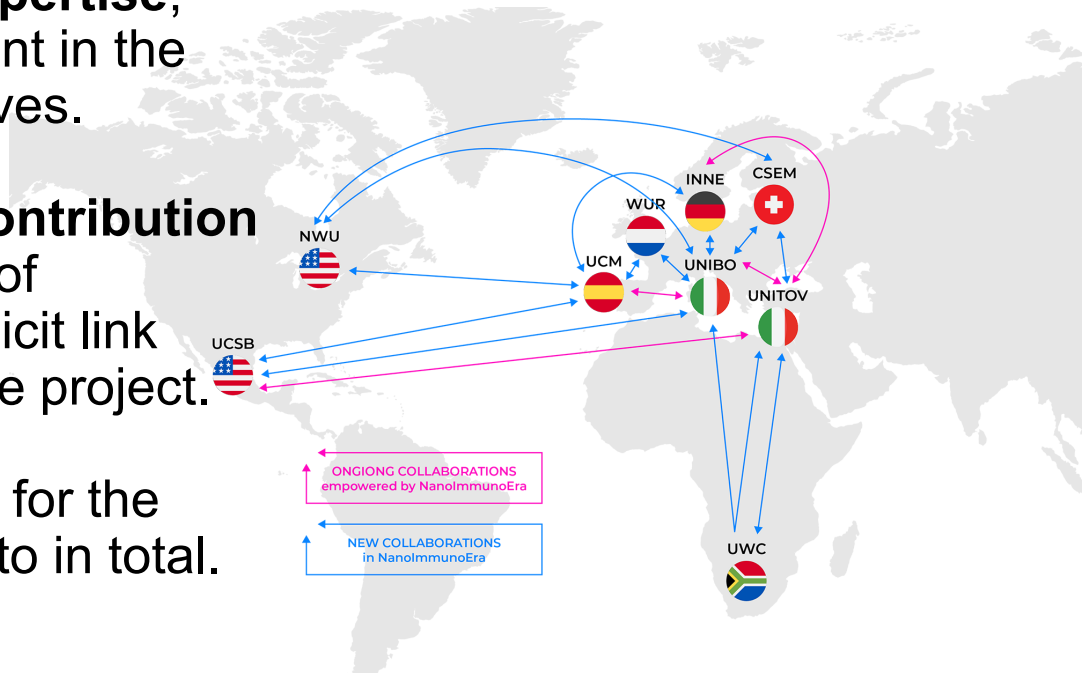
- **Contribution of each participating organisation in the activities planned**, with particular emphasis on the scientific objectives described in section 1.1.
  - Clearly state what each participating organisation will contribute towards achieving the research and knowledge transfer objectives – use 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

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

1.4.1 Contribution of each participating organisation in the activities planned

- Clearly state **what each participating organisation will contribute** towards achieving the **research and knowledge transfer objectives**
- Clearly present and describe each of the **participant's expertise**, **capabilities and competencies**, and their role/involvement in the scientific activities proposed to achieve the project objectives.
- In terms of the **partners' expertise**, describe how **their contribution** is essential to the networking events and show their level of participation in the secondments. There should be an explicit link between networking activities and specific objectives of the project.
- Include details on **how many secondments are planned** for the project and **how many person months** this corresponds to in total.



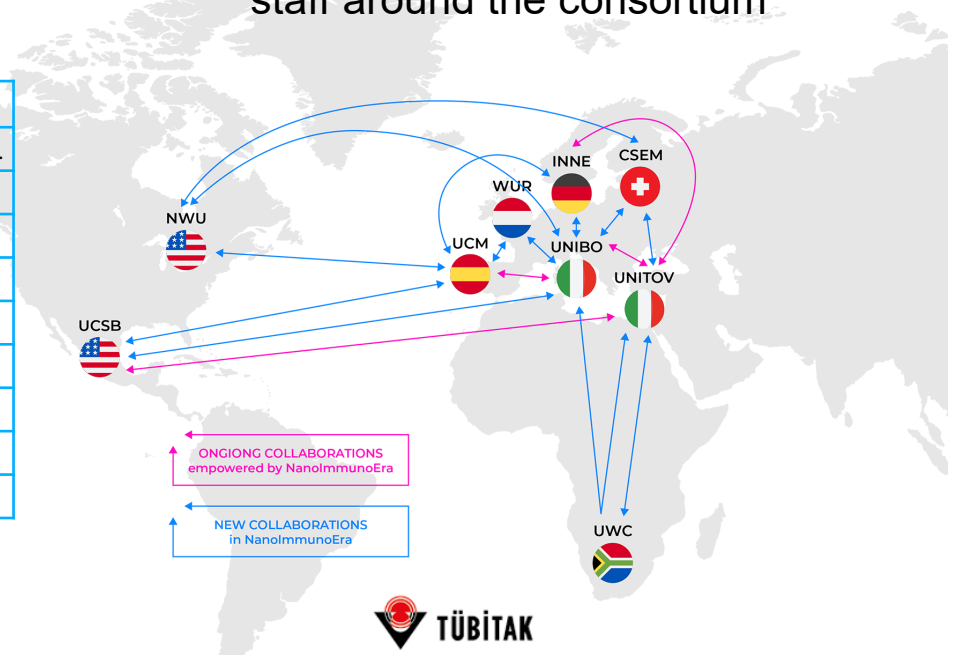
Make sure both doctoral candidates and postdocs are doing secondments (longer visits >4 months for young researchers are preferred by evaluators).

1.4.1 Contribution of each participating organisation in the activities planned

	HOSTING			
SENDING		ACADEMIC ORG.	NON-ACADEMIC ORG.	THIRD COUNTRIES ORG.
	ACADEMIC ORG.	30%	18%	20%
	NON-ACADEMIC ORG.	12%	X	X
	THIRD COUNTRIES ORG.	20%	X	X

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

	PMs SENT			PMs HOST		
	PM Sent WP2	PM Sent WP3	PM Sent WP4	PM Host WP2	PM Host WP3	PM Host WP4
BENEFICIARY 1	25	8	15	25	7	14
BENEFICIARY 2	4	12	15	5	15	13
BENEFICIARY 3	10	8	10	0	4	9
BENEFICIARY 4	2	2	8	9	14	4
BENEFICIARY 5	0	3	4	0	0	0
BENEFICIARY 6	15	0	0	5	0	0
BENEFICIARY 7	9	4	9	14	0	0
BENEFICIARY 8	9	4	9	4	4	0



Some examples of partner contributions

- We have build-up a diverse consortia to deliver the project objectives. Our consortia comprises 25 partners;
- 12 research performing organisations (HE & RC), 4 non-governmental organisations (NGO), 4 Public Administration entities (PUB) and 5 small-medium enterprises (SMEs). The staff exchange modality is highly effective for delivering the research and collaboration objectives, particularly the knowledge sharing necessary to create a sustainable community of practice.

- There are 80 researchers / staff seconded overall with a total of 400 PMs. Approximately 60-70% of secondments will be implemented by early-stage researchers (ESRs). These exchanges will occur across all funded partner countries, with the majority international, and a significant number additionally being between sectors and disciplines.

Partners	Country	Main contributions related to Work Packages and the project
XXXX	ES	Primary role in initiating and coordinating the research activities. Leading exploratory fieldwork, including ethnographic studies and netnography. Significant contribution to the development of conceptual and methodological frameworks. Facilitating interdisciplinary workshops and training sessions. Key player in data analysis and synthesis in later phases of the project.
YYYY	DE	Focused on geographical aspects of digital nomadism, contributing to the understanding of spatial dynamics. Participating in the development of research methodologies specific to urban geography. Involvement in ethnographic fieldwork and data collection, particularly in urban settings. Contributing to the analysis of urban platformization and its impacts on city landscapes.
ZZZZ	IT	Emphasis on economic aspects of digital nomadism, enriching the project with economic analyses. Leading efforts in understanding the economic implications of digital work and urban platformization. Contributing to the development and refinement of research methodologies. Actively participating in data collection and analysis, focusing on economic patterns.
UUUU	ES	Involvement in the geographical and sociological aspects of the project, fundamentally in Latin America Contributing to the understanding of spatial and social dynamics of digital nomadism. Engaging in data collection and analysis, focusing on urban geography and sociology in Latin America Participating in workshops and training sessions, sharing expertise in urban studies.

BENEFICIARY 1 is a world leader in Atmosphere Physics, Solar Radiation and Astroparticles, and will contribute data and methodological expertise to WP3, and make significant contributions to WP4&5.

PARTNER 8 is a multi-stakeholder, public-private partnership launched at the World Economic Forum meeting in January 2021. P8 will contribute to WP 2, 3, 4, 5, and 6.

Leading researchers represent different career stages, and they are in possession of outstanding research records (publications, citations and awards). Below, we present a detailed scientific profile of each researcher and their contribution to the specific scientific objectives.

1.4.2 Justification of the main networking activities

- Describe the **networking activities** that will be organised to share knowledge
  - Congress
  - Workshops, trainings, Final Conference
  - Summer-schools, Winter Schools, Participation in Fairs,
  - Brokerage Events, online networking and knowledge sharing.
  - From 10 events to 40 events per project

- Highlight **interdisciplinary and intersectoral** aspects of the networking and training activities.

- Justify **how** these **will contribute to the knowledge-sharing** objectives – explain why you have chosen these particular activities and how are they related to the research objectives.

- It could be valuable to **open up some events to the wider research community**, e.g., a final conference or summer schools open to researchers who are not part of the network/consortium.

- .

Some examples of the main networking activities

PARTNER	Event / Month	Training workshops will include	Project work	Dissemination / Communication
BEN1	• Kick-off workshop (M2)	• 'Icebreaker session introducing partner expertise to wider consortium and host staff. • Sustainable research workshop. • Workshops on computational analysis • Management Skills Workshop	• Update training and mentorship plans (T2.1–T2.3).	• Public lecture on the CliCBrain project. • Local stakeholder workshop.
BEN3	• First Intermediate Workshop (M16)	• Leadership training. • Climate, pollution and brain health workshop.	• Mapping community engagement best practices (T5.1).	• Public lecture on the CliCBrain project. • Local stakeholder workshop.
BEN4	• Second Intermediate Workshop (M25)	• Engaged research training. • Funding and grant writing workshop.	• Findings integration workshop (T3.7).	• Public lecture on the CliCBrain project. • Local stakeholder workshop.
BEN6	• Transdisciplinary methods integration workshop (M34)	• Socio-economic and gender dimensions of brain health. • Urban environment and brain health workshop. • Workshop exploring challenges	• Brainstorm kick-off recommendations generation process (T4.5 and 5.4).	• Consultation on the research, innovation and practice roadmap for future projects T4.5.
BEN1	• Final conference (M42)	• Policy skills workshop.	• Review of dissemination progress and reports (D6.3).	• Public/expert conference/symposium featuring launch of community of practice (T5.5).

#	Main networking activities	Lead Benef	Month
1	Kick-Off Meeting and Initial Training Days – It will be organised at the COORDINATOR premises and will set and share the training objectives of the project. Coordinator will present their comparative research projects, while researchers will present their case studies. Visits will be organised both to the main urban areas where tech platforms have positioned themselves and to the neighbourhoods where tech workers live and/or work.	BEN1	1
3	Conference.: Title of the conference	BEN1	2
5	Workshop UNDERSTANDING XXXX – present all partners the methodological framework of the collaborative project, the exchange of methodological approaches, the empirical knowledge, and theoretical perspectives to achieve fundamental advancements in urban studies	BEN1	5
6	Spring school: Cities Collaborative and platform economies	BEN4	5-18-36
9	Generation of meetings in each of the territories with not-for-profit organizations that are working on issues related to the project.	BEN1 1	6
10	Organization of the 1st Internal Workshop: "Scientific Writing Skills".	BEN1	6

Strengths 1.4

- The proposal demonstrates a broad interdisciplinary and inter-sectoral network for research and knowledge sharing, achieved through well-balanced and well-justified secondments in terms of the MSCA - SE scheme.
- Each partner's contribution to the project and their expertise and involvement in the scientific activities are convincingly presented. Particularly the diagrams showing the interactions between work packages and the secondment periods between participants are clear and informative.
- The proposal provides credible details on the expertise of each participant and how they are brought together to achieve the project's objectives.
- The contribution of each participating organization to the planned activities and suitable knowledge sharing is well balanced and of good quality.
- In addition to the secondments, several different networking activities (e.g., summer schools, workshops, etc.) involving the seconded researchers have been appropriately described.
- Every partner/ host has a special role in the project for the secondments, and those roles are well explained and justified in the proposal.
- The main networking activities of all partners are clearly presented, including their frequency, timing, scientific focus, and link to the project objectives, and are well justified.
- The planned activities for each organization are well described and appropriately matched to their profiles. The proposal presents a well-structured plan for networking activities, both within the consortium and at the international level. These networking activities are well contributing to the research and innovation activities. Responsibilities are clearly distributed, and the plan includes diverse formats by convincing staff exchange and doctoral network programs.

Weaknesses 1.4

- The approach ensuring knowledge sharing between participants is not explained with the necessary level of detail and activities devoted to knowledge transfer are not clearly described.
- The proposal does not sufficiently demonstrate the interactions that could lead to interdisciplinarity. The potential interactions are listed generically; these do not convincingly demonstrate the integration of the current expertise and methods with the disciplines mentioned.
- The interactions between participating organisations, particularly between academic and non-academic beneficiaries, and for staff exchanges, are insufficiently elaborated. Specifically, networking activities, including the workshops and thematic schools, are not sufficiently detailed in relation to individual contributions.
- The proposed contribution of critical resources for industry and evidence-based information for policymakers is somehow overstated.
- The justification of networking activities is offered in general terms, mainly presenting the expected activities rather than their purpose.
- The proposal does not present the contribution of all partners to planned activities adequately. The expertise and experience of some of partners in the assigned tasks are not described in sufficient detail.
- Some of the activities such as symposiums are suitably described but the overall strategy for interactions and networking such as internal seminars/meetings are not sufficiently detailed.
- The networking activities are not clearly justified. The provided information is overly general, and contribution of networking activities to the achievement of the research and innovation objectives is not explained in sufficient detail.

Excellence take home message

- **EXCELLENCE**

  - Excellence is the most weighty part of the proposal, both in terms of length and importance.
  - It is closely connected to Impact and Implementation – the key to success is a clear, coherent narrative throughout the Part B
  - Use the RADIANCE SE 2026 Handbook for additional support and ideas (will published by february 2026!)
  - Previous version is available!

Thank you

Preparing Impact Part of a MSCA SE Proposal

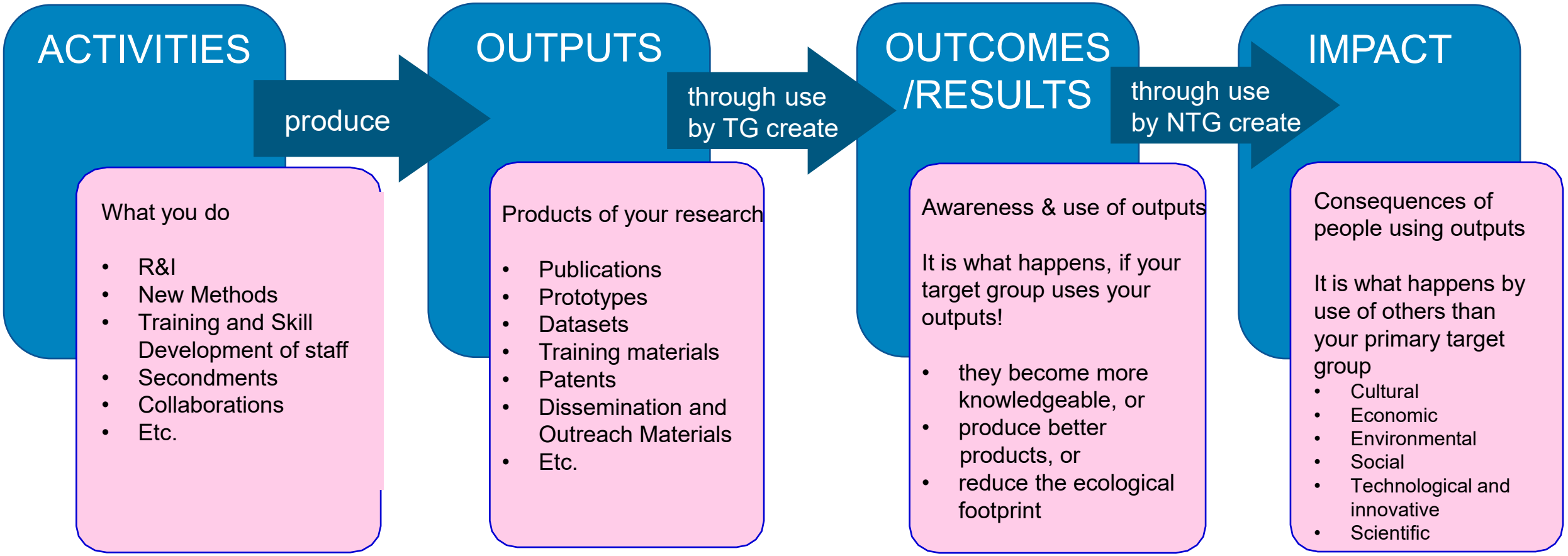
Jesús ROJO GONZÁLEZ
MSCA National Contact Point Spain
Fundación madri+d

Funded by the European Union.

1. IMPACT CRITERIA

MSCA SE 2025	MSCA SE 2026
2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level	2.1. Developing new and lasting research collaborations, achieving transfer of knowledge between participating organisations and contributing to improving research and innovation potential at the European and global level
2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development	2.2. Credibility of the measures to enhance the career perspectives of staff members and contribution to their skills development
2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities	2.3. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities
2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.	2.4. The magnitude and importance of the project's contribution to the expected scientific, societal and economic impacts.
30%	**30%**

IMPACT JOURNEY



2.1 Developing new and lasting research collaborations, achieving transfer of knowledge be-tween participating organisations and contribution to improving research and innovation potential at the European and global level

3 Sub-headings required

- **2.1.1. Describe the development and sustainability of new and lasting research collaborations**
- **2.1.2. Describe how the project will generate knowledge transfer**
  - Outline the benefits of the knowledge-sharing throught to the participating organiastion
- **2.1.3. Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide**
-

2.5 pages

2.1.1. 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+…)
- The RADIANCE Policy Brief on Synergies provides an overview of the MSCA synergies with other Union programmes, as well as tips on how MSCA projects can benefit from Synergies.

Some examples of lasting collaborations

The secondment plan has been designed to ensure effective delivery of project objectives and to **create novel connections between partners working in traditionally siloed sectors and disciplines**. Additionally, while there is a focus on the generation of new knowledge in this project (and its translation into practice), there is also the intend to use this **potential of this of this project to identify new research questions and opportunities**, which will be exploited by the consortium in a systematic way. Throughout the project, **physical and virtual networking activities** will be focused on **collaborative aspects**, such as workshops, which will **be led by academic and non-academic partners** with core subject matter expertise, but will involve contributions from all partners.

Some examples of lasting collaborations

We will also seek to sustain and deepen the capacity building aspect of the work through the development of a MCSA Doctoral Network application. In this we will seek additional synergies with new and existing EU funded Research Infrastructures and EU funded Projects held by partners [XXXXXX (Interreg EUROMED), XXXXX (Horizon Europe) and XXXXXX (PRIMA, H2020)]. We will also explore synergies between our project consortium and organisations leading EU-funded projects in related fields and consortia in other regions addressing similar topics.

To ensure the enduring success and sustainability of the collaborations initiated by the project; we have outlined a strategic plan:

- **Development of a Joint Masters Programme**: to propose a joint Masters programme within the Erasmus Mundus Joint Masters framework,
- **Expansion of Partnership Network**: to broaden our network by adding new partners, particularly from the private sector.
- **Research Proposal Submission**: In alignment with our ongoing research efforts, we plan to submit a research proposal to the Iberoamerican Programme of Science and Technology for Development (CYTED) in the years 2025, 2026, or 2027. This proposal will focus on a topic that resonates with the research lines open in the respective calls, ensuring relevance and contribution to the broader academic community.

2.1.2. Describe how the project will generate knowledge transfer that will benefit the participating organisations.

- Describe the **overall strategy for knowledge-sharing** and provide an explanation of the **secondment programme and networking events**.

- **Description** of secondments should **include**:
  - **how** the secondments will **contribute to the knowledge sharing objectives**,
  - **what** knowledge **will be gained**,
  - **who** is the knowledge **provider and recipient**.
  - **how** will **transfer of knowledge** be achieved (also to the home organisation during the reintegration phase).

- Make sure that both **doctoral candidates** and postdocs are **doing secondments** (longer visits >4 months for young researchers have bigger impact).
- Explain the **way to select the staff** for each secondments
- Resume Table of all **type of secondments** by nature: international, intersectoral, interdisciplinary,….
- Remember that this is the impact section so focus on the **impact of the knowledge transfer** and how the participating organisations will benefit from it.
- How to **assess the knowledge transfer**

Some examples of knowledge transfer

There are 80 researchers / staff seconded overall with a total of 400 PMs. Most secondments will be taken by Doctoral candidates, and seconded staff will integrate into the host and supervised in line with the expectations of the European Charter for Researcher*).*

The knowledge-sharing between the participating institutions will be foster through the planned research, secondments, mentorship, and networking. Knowledge transfer will occur at three levels:

a) between partners and their organisations,
b) to targeted stakeholder and policy-makers groups, and
c) to the broader local, regional, national and global community

This knowledge exchange is expected to reinforce the core activities of each partner organisation by promoting the acquisition of new skills, practices, and perspectives, while strengthening their long-term capacity through sustained intersectoral links and the collective expertise of the community of practice. In parallel, participating staff will develop task-specific competences alongside transferable and career-enhancing skills, as well as transdisciplinary knowledge and approaches. They will further benefit from long-term access to research, training, and career development opportunities embedded within the community of practice.

Some examples of knowledge transfer

Task	Exchanges	Task	Exchanges	Task	Exchanges
T3.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T3.7	BEN1:BEN4, BEN6:BEN4, , BEN5:BEN3, BEN4:BEN1	T5.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3
T3.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T4.1	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T5.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3
T3.3	BEN8:BEN2, BEN7:BEN4, , BEN3:BEN1, BEN9:BEN3	T4.2	BEN1:BEN2, BEN2:BEN4, , BEN5:BEN1, BEN4:BEN3	T5.3	BEN7:BEN2, BEN6:BEN5, , BEN5:BEN4, BEN4:BEN8

International (EU/AC-3rd country), Intersectoral, Interdisciplinary, International/Intersectoral, International/Interdisciplinary.

The proposed secondment plan are structured around key strategies:

- **Collaboration enhancement**
- **Secondment strategy**
- **Training actions**
- **Networking activities**
- **Learning initiatives**
- **Dissemination strategy**

In addition to the mandatory evaluation questionnaire of the exchanges, we will add1-2 follow-up surveys and interviews with hosting organisations and staff to determine the degree to which new knowledge and practices are embedded in organisations or the staff's approaches. We will also assess how new knowledge is embedded locally in the overall evaluation.

2.1.3. 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** will **contribute** to strengthening **Europe's capacity for research and innovation** from a **human capital** perspective

- Make a link to **relevant EU research / policy goals**.
- Show the importance of the research in addressing a challenge/priority at a European/Global level:
  - European Green Deal
  - EU missions under Horizon Europe
  - UN Sustainable Development Goals

- 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**?

- Describe the impact of the **triple-I dimension** (international, interdisciplinary and intersectoral collaboration) on strengthening the research and innovation potential within Europe.

Check out the RADIANCE policy briefs on the Green Deal and Missions to help you understand the policy background of this topic relevant to the MSCA.

2.1.3. Describe the contribution of the action to the improvement of the research and innovation potential within Europe and/or worldwide.

- Main policy priorities you can contribute to thanks to the MSCA:

- Your projects will play an important role in **achieving these priorities**, while at the same time **advancing knowledge** in all possible fields and disciplines, thanks to the bottom-up nature of the MSCA.

2.1 Developing new and lasting research collaborations, achieving transfer of knowledge be-tween participating organisations and contribution to improving research and innovation potential at the European and global level

This project contributes to improving the research and innovation potential in Europe, Latin America, and Africa in terms of research progress, cooperation and networking, community engagement, human capital development and social impact and dissemination. This international, intersectoral and interdisciplinary perspective is essential for developing a holistic understanding of the impact of climate change on brain health and will help staff develop unique skills and perspectives, enhancing their career opportunities.

This project will facilitate skill transfer and knowledge generation, support European efforts in this field, and leverage specific partners' expertise to translate new knowledge into innovative approaches in policy, design, and innovation related to social inclusion. The involvement of non-European partners, NGOs, and organisations active in policy and practice will create opportunities to develop, share and exploit new knowledge, skills, and perspectives.

PROJECT research is designed to correspond to one of the key strategic orientations of the **EU strategic agenda 2019-2024**: “Strengthening the EU economy while securing jobs and reducing inequalities” and with the **Horizon Europe Strategic Plan 2021-2024** in creating a more resilient, inclusive and democratic European society, how is highlighted in the **Political Guidelines for the next European Commission 2019-2024** (von der Leyen 2019). The proposed research will have impact on understanding how management can be improved through the use of effective decision making in a holistic way.

Strengths 2.1

- The proposal credibly addresses a strategy **supporting lasting research collaborations**. Existing collaborations and **new opportunities for partnerships** among the partners are well explained. The **interaction with non-EU partners** will promote **research** and **innovation worldwide**.

- The proposal builds on **already existing collaborations** among several partners and **also new collaborations**, while convincingly **presenting directions for maintaining future collaborations**, through **joint research proposals**, **academia-industry** collaborations or **spin-off creation**.

- The proposed activities are expected to **generate new and long-term partnerships** among the participating organisations. A clear **framework for knowledge transfer** is also provided through **secondments**, **staff exchanges**, **mentoring**, **workshops**, and **shared resources**.

- The proposed research is likely to contribute to the innovation potential, both in Europe and worldwide, by **generating new knowledge on polyploidy and translating it directly into innovative, sustainable breeding strategies**.

- The consortium brings **together participants with different profiles**, involving experts from different areas, which makes the **project interesting for both academia and industry**.

- The project clearly contributes to **supporting the ERA's R&I performance** and enhancing EU economic competitiveness in accordance with the **Europe 2020 strategy**

Weaknesses 2.1

- The sustainability of the research **collaborations beyond the duration of the proposed activities** is **not convincingly demonstrated**. **No future scientific plans** are presented, and the proposal does not indicate any concrete strategies and actions expected to secure the sustainability of the newly created collaborations.
- The **knowledge sharing** during the secondments and the distribution of the knowledge and skills between the partners have **not been sufficiently described**. It is **not clear how the TC partners will benefit** from the knowledge transfer, as **no secondments are planned for the European partners** (except for one TC partner).
- The inter-sectorial and intra-sectorial transfer of knowledge is not well defined and it is unclear as to how the knowledge transfer will directly contribute to achieving the aims of the R&I activities.
- New transfer of knowledge between the partners is insufficiently explained. Many of the proposed network collaborations **result** from the **implementation of a previous RISE network**.
- The proposal has only partially demonstrated how the project will improve the research and innovation potential within Europe and/or worldwide. The scientific impact is not entirely demonstrated, and **some of the statements are not sufficiently argued**.
- The proposal describes the existing collaboration but does not explain what kind of activities would lead to long-term collaboration. In addition, the **plans to extend the collaboration beyond the presented work in the proposal are not sufficiently described**, so sustainability is not convincingly argued. Furthermore, there is **no apparent knowledge transfer between the partners described.**

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

1 Sub-heading required

- **2.2.1.** Describe how the international, intersectoral and interdisciplinary activities of the project contribute to realising the potential of individuals and provide new skills (e.g. research and technical, interpersonal skills, personal effectiveness…), enhances their knowledge, build their professional network and career development.

2 pages

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)

- 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**.

Examples of measure to enhance the career perspectives

Doctoral Candidates will gain: **(a) research excellence** through close mentoring from their supervisors and access to expertise in local research groups; **(b) co-supervision** by experienced researchers, offering both academic and industrial perspectives; **(c) interdisciplinary expertise** spanning engineering,applied mathematics, and AI, enriching their knowledge base; **(d) international exposure** through research stays at partners in Europe and South America, combined with access to their wider collaboration networks (including leading groups in the US, Canada and Asia), offering contact with diverse research environments; **(e) transferable skill development** through training that will cover core skills in communication, management, data handling, and ethics, all tailored to AI-driven renewable energy research in HPC environments, provided by local or national graduate schools; **(f) career perspectives** through company visits and intersectoral secondments that provide hands-on experience, interactions with HR departments, and exposure to the tools and equipment used in industry.

Senior researchers will gain: (a) **interdisciplinary expertise** through collaborations with experts from diverse scientific fields. For example, the senior researcher at XXXX will gain experience in the definition of the engineering problem of control, and at the same time, they will provide their experience about the mathematical formalization of the problem; **(b) network expansion**, fostering potential future collaborations and research opportunities; **(c) teaching and mentoring experience**, contributing to the growth and development of the next generation of researchers; **(d) technology and tools**, which can enhance their research capabilities and lead to novel approaches in their work; **(e) visibility and recognition**, both within their institution and on a broader academic stage. Senior staff will be exposed to R+D+i and their challenges being involved in a project built around the green and digital transition.

Skills needed and obtained

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.

Strengths 2.2

- The proposal clearly **defines how** the project will enhance the **career perspectives of involved staff**, considering the **sector**, **country**, and **stage** of the staff member, and will provide a diverse **training program** for the staff.
- A very detailed account is provided to **show how the career profile of seconded researchers** is to be **enhanced** by their participation. A comprehensive **listing of skills** in respect of **academic** and **non-academic** attributes has been provided, with links to the ways that these might contribute positively to the career-progression of the target group.
- The **multidisciplinary experience during the secondments** will promote the researchers' careers. Especially the **experienced researchers will benefit from the secondments**, as they will be seconded to very prestigious labs in their fields.
- The measures for the **career development of the participating European** researchers are very well planned. The technical staff's involvement and specific learning aspects are an excellent addition to this plan.
- The **potential impact** of the project on the researchers' career perspective is well described. The **early-stage researchers will have access to very good scientific and soft skills training**. The project will enhance their employability both in the public and private sectors.
- **Specific skills training and mentorship through intersectorial exchanges** and networking have been clearly described and will enhance career opportunities for seconded staff and broaden their perspectives on biotechnology research.

Weaknesses 2.2

- The proposal does **not clearly describe how** the **collaboration and training** during the project will **enhance the knowledge** and the **career perspectives** of the staff members.
- The proposal will help individuals realise their potential by enabling staff members to acquire new skills, enhance their knowledge, and improve their career prospects. However, the **monitoring of these activities is not adequately addressed**.
- **Limited details** are given regarding the actual **implementation of soft skills training** (responsible research, entrepreneurship, etc.).
- **1 month long ESR secondments** are deemed **too short to create an impact** in terms of providing new skills and career perspectives.
- The new career perspectives are not appropriately addressed, **without a clear indication of what new job opportunities** will result from this work.
- The proposal does **not include adequate training for seconded early-stage researchers** to help them develop soft skills.
- The proposal outlines a **structured plan of actions for maximising career benefits**, but it relies on a **generic list of skills and provides limited clarity** regarding the **specific career stages.**
- The proposal provides an adequate explanation of the **potential impact on staff career perspectives**. However, the **low number of joint activities limits the effectiveness**.

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

2 Sub-headings required

- **2.3.1. 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*'
- **2.3.2. Strategy for the management of intellectual property, foreseen protection measures, such as pa-tents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.**

2 pages

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

COMMUNICATION, DISSEMINATION AND EXPLOITATION IN RESEARCH

WHAT IS THE DIFFERENCE?

Dissemination: Make your results public

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

- **When?** At any time, and as soon as the action has results
- **Not only to scientists**
- **How?** Publishing your results
- **Why?** Legal obligation: Article 29 of the Grant Agreement

Communication: Promote your action and result

Inform, promote and communicate your activities and results

- **Reaching multiple audiences**
- **When?** From the start until the end
- **How?**
  - well-designed strategy
  - clear messages
  - media channels
- **Why?** Legal obligation: Article 38.1 of the Grant Agreement

Exploitation: Make concrete use of results

Commercial, Societal, Political Purposes

- **Not only by researchers**
- **How?**
  - Creating roadmaps, prototypes, softwares
  - Sharing knowledge, skills, data
- **When?** Towards the end of the project and beyond
- **Why?** Legal obligation: Article 28 of the Grant Agreement

European Commission

Research Executive Agency

2.3.1. 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.

Main differences between communication and dissemination

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
- Publication, conferences presentatations

Communication and public engagement

- About the project and results
- Start at the beginning of the project
- Multiple Audiences
- Inform and reach out society, show the benefits of the research
- General media, social media, different type of events, popular science publications

Dissemination

- **Dissemination** is sharing research results with potential users - peers in the research field, industry, other commercial players and policy makers.
- Before writing, discuss with all beneficiaries their own dissemination and exploitation channels/mechanisms.
- Describe in detail the activities you will organise and participate in at a consortium level to disseminate the research results to the relevant audience (e.g., conferences, publications, etc.).
- State which specialist journals will be targeted for the publication of the consortium's results and how many articles the consortium aims to produce. Be realistic.
- Describe activities targeted to other potential users, e.g., attending trade shows to engage with industry, organising workshops for clinicians in healthcare-related projects, workshops for NGOs, etc.

Exploitation

Exploitation is using results for commercial/ research/ education/ standardisation purposes or in public policy making. There is a close link between dissemination and exploitation. Dissemination feeds into exploitation, and exploitation is connected with the management of intellectual property.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

- Depending on the type and field of research, some exploitation methods are:

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 or could be established as a result of the research results.
Engagement with communities/end users/policy makers	Describe the activities engaged in to ensure that relevant societal actors will benefit from your project. For example, results will be used in policy briefings to have an impact on policy.

- Where relevant, remember that the results can and should be widely disseminated AFTER intellectual property protection has taken place (for the open science requirements you can refer back to 1.3. section).
- Mention, where relevant, applicability and commercialisation of the research results (e.g., new product/service, new techniques/methods), possible patents.
- Remark partners expertise in exploitation and IP protection.

2.3.1. Plan for the dissemination and exploitation activities, including communication activities

- Include in your proposal the use/acknowledge of EC platforms that offer additional support in dissemination, exploitation for the results and communication activities, such as:
  - Open Research Europe for rapid and transparent publishing.
  - Horizon Results Platform: a repository of results of EU-funded research and innovation projects.
  - Horizon Results Booster: support services to boost the exploitation potential of your research results.
  - Innovation Radar to identify high potential innovations.
  - HS Booster – standardisation support for research and innovation projects (Horizon 2020, Horizon Europe and Digital Europe projects).

- The **HS Booster** initiative offers expert services to European projects, helping to increase and valorize results by contributing to the creation or revision of standards. It provides practical guidance for assessing project readiness and connecting with standardization experts. Additionally, the HS Booster includes a training academy with a diverse range of courses and online sessions.

HSbooster.eu
Horizon Standardisation Booster

Communication

- **Communication** and public engagement activities aim to raise citizens' awareness of the challenges addressed by the project, and to show the impact of the research on citizens' daily lives. Communication is one-way from sender to receiver, e.g., an article in a newspaper or on TV or radio or via social media, project website etc.

- **Communication** aims to **reach stakeholders and policymakers**, when they **uptake** and **use** your activities and results **become exploitation** of the results and activities of your projects.

- Describe the activities which the consortium will perform to **ensure media coverage** about the programme and its results, e.g., press releases to newspapers, feature articles in magazines, articles on social media. Is there any potential to have the programme featured on local/national TV or radio in any of the countries in the consortium?

- If applicable, explain **who** will **help** you with **maximising media coverage**, e.g., Communications or Marketing Office/Officer or Impact Officer at the institution.

Public Engagement

- **Public engagement** and **Outreach activities** aim to engage a broad audience and aims to bring knowledge and expertise on a particular topic to the general public.
- Describe what activities the consortium will perform to engage the general public. If you will second young researchers (DCs), have in mind that they should be actively involved in public engagement and communication activities, as a part of communication training/development.
- Plan a range of face-to-face activities (e.g., school visits, lab open days, public talks, science festivals, European Researchers' Night, Researchers at Schools) targeted at multiple audiences.
- Talk to experts at your institution. See what local/national activities you can join. Activities need to take place across the whole consortium, so ask your consortium participants for information on what activities they have in their organisation/region/country.

- **Communication and public engagement activities** concern not only the project **results**, but your **project as a whole** and your research area. These activities should take place throughout the project duration.

- **Include quantifiable targets for measuring the effectiveness of dissemination, exploitation, communication and public engagement activities**. For this you could use a table as shown below.

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

- Don’t forget to indicate these activities in the related work packages in the Implementation section.

Area	Output	n	Associated tasks
Scientific and academic	Conference presentations/abstracts	**15**	*T3.1- 3.2, T3.6., T4.1-4.2, T4.3, T5.1-5.3*
	Journal Articles	**10**	*T3.1-3.2, T3.6-3.7 T4.1, T4.2, T4.3, T5.1-5.3*
	Technical/Concept reports	**4**	*T3.5-3.6, T4.3, T5.2*
	Frameworks	**2**	*T4.3, T5.2*
Sectoral and technical	Technical/Concept reports	**2**	*T3.5, T4.3*
	Recommendations/toolkits	**2**	*T3.7, T4.6, T5.4*
	Sectoral stakeholder meetings/engagement	**5-7**	*T2.4, T3.7, T4.5, T5.4 & 5.5*
	Training resources repository	**1**	*T2.4, T2.6, T6.5*
Public	Website/social media	**Ongoing**	*T6.3, 6.5*
	Training/awareness packs	**1 (core)**	*T5.3, T6.5*
	Webinars/lectures	**10**	*T6.3*
	Public meetings/symposia	**5**	*T2.4*

Table 6: Project specific dissemination and communication outputs.

Exploitation actions.

Category	Action	WPs
Further internal research	We expect 10+ DCs and 10+ Post Doc positions to be opened during and after the project. Research areas: PINNs, neural stabilisation, adaptive control of WECs, SHM of mooring systems via indirect measurements, and quantification of dynamical uncertainties.	1, 2, 3, 4
Collaborative research	We are submitting at least one MSCA DN proposal in 2027, the renewal of the MSCA & Citizens in the area of Offshore Renewables in 2026, and the submission of 1 Erasmus Mundus Joint Master proposal in 2028.	1, 2, 3, 4
Product Development	The codes generated in WP1 represent a prototype tool for monitoring the mooring system health status based on PINNs through indirect measurements that must be refined for TRL elevation.	1
Engagement with communities/end users/policy makers	The offshore renewable energy sector, international bodies as IEA and IRENA policy makers (EU Commission DG Ener, etc.) will be informed about the reduction of the cost of energy thanks to the improvement of performances due to adaptive control and reduction of operational cost by the presentation of the results through the dissemination actions.	1,2

Activity	Target Audience	When	Where	KPI
Submit short notes, podcasts, and multimedia files	General Public	M1-48	Specialized science-technology sections of magazines and newspapers, to the Press Offices of each organization, and online platforms like EurekAlert and Agencia Sinc (Spain), along with EC platforms such as Horizon Magazine	>50
Video tutorials, deliverables, and achieved milestones	Peers in the domains + industrial stakeholders + General public	M1-48	PROJECT website	>50
Content for disseminating the outcome of the projects and the activities the researchers are involved.	General public	M1-48 (weekly publication)	Instagram and TikTok	>80
Content for disseminating the outcomes and the activities the researchers are involved.	Peers in the domains	M1-48 (fortnight publication	LinkedIN	>50

- **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.

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

2.3.2. Strategy for the management of intellectual property,

- Have in mind the specifics of the MSCA Staff Exchanges and relevant characteristics that may have an effect on IPR:

Intersectoral exchange (academic to non-academic sector and industry) requires different IP policies/interest, difference in publication and exploitation

International dimension EU-MS/AC vs. third countries – different IP laws and regulations;

Secondments focusing on the explanation of complementary competences of the participants (host organisation and secondment host organisation) – granting access to background/results for/by secondees (‘’visitors’’).

Example of Communication Activities

2.3.1 Dissemination strategy - targeted at scientists, potential users and to the wider research and innovation community - to achieve the potential impact of the project.

The expected impact of our dissemination is that our research will not only be available to researchers in our own discipline field, but also the public and in so doing raise awareness of the issues highlighted by the research project. In the beginning of the project a communication and dissemination strategy will be detailed with a schedule. The project outcome will be communicated in different ways to the different stakeholders.

- To the research community
- To the [redacted] educators
- To the [redacted] students
- To the [redacted] teachers
- To the National Sport movements
- To EU and national politicians

The means or tools that will be used in the dissemination strategy are seminars, workshops and conferences (see table B3), edited book/journal articles, regional, national, Nordic and international networks (see table 2.3.1), websites, social media as Facebook and Twitter, online essays, [redacted] and [redacted]acher professional development. As outlined in WP5, we will also develop a sustainable website containing information about the project and all publications stemming from the projects

Network organisations:

Each participating country has their own local and national networks and organizations where the findings from the project can be disseminated to other researchers and the general population (see table 2.3.1). The aim is also to create a multi-national research unit from this network that can provide direction for future research in socially-critical and pedagogy in health and physical education within Europe and Australasia, a goal that has already been initiated with the proposed establishment of a research unit to be called the [redacted]

Seminars, workshops and conferences (see table B3)

Initial analysis and dissemination of findings will occur throughout the project through working papers that will be presented orally at seminars and workshops. WP 5 highlights a number of planned forums which will be used to distribute and share the research findings of this project. WP5 also outlines how the research team will present the findings at international conferences in Europe and Australasia. A targeted research conference in Australasia will the Australian Associations of Research in Education AARE and or the NZARE conference. AARE is the major conference in the Asia-Pacific region for sharing research in education. It has an international membership and a special interest group in [redacted] and as such will be targeted for dissemination (two members of the New Zealand team are members of AARE, known within the [redacted] and annual contributors at AARE conferences). In Europe, dissemination will occur at the international level at the European Conference of Educational Research (ECER) and at Scandinavian conferences (see table 2.3.1)

Edited book/Journals

As indicated in WP5, time is allocated in the second half of 2019 (September 2019) for the preparation and initial writing of an edited book and/or special edition of a journal (for example Sport, Education and Society, European Journal of Physical Education, or the Asia-Pacific Journal of Health, Physical Education and Sport) that will involve the reporting of the cumulative outcomes of the project, which will be a valuable contribution to international literature.

Website and social media

As outlined in WP5 a sustainable website containing information about the project and all publications stemming from the projects (including a blog and link with mainstream social media sites such as Facebook) will be developed. The information will be disseminated through the Swedish website 'idrottsforum.org' which a site is discussing issues relating to health, physical education and sport. One of the research participants, [redacted] is a regular columnist on this site, where she writes essays on pedagogical, philosophical and sociological issues related to [redacted] and sport management.

Hint!

CORDIS https://cordis.europa.eu/projects/en

Funded/finished projects

Available:
- ✓ Event reports
- ✓ Dissemination and Communication plans
- ✓ Data management plans

PsyCoMed
Plan for Exploitation and Dissemination of Results

One of the key elements of the dissemination strategy is the identification of dissemination target areas and audiences:

Target audience	Implementation	Timeline	Expected impact
Scientific Community	Specific sessions (*oral presentation*) at the MNS and FENS General Assembly (GA) to communicate upon the results of the mobility and research outcomes. PsyCoMed website with reports, **publications in journals.** Communications at International meetings (FENS, MNS, IBRO) (*symposium*).	Yearly	1 GA/year 2 (joint) publications/year 5000 views/year 100 attendees/session
Professionals in relevant fields	Relevant professional associations in biotechnology/environment, and clinical bodies (*oral presentation at their regular meetings*).	Regularly	40 companies (total) 10 health institutions (total)
Policy-makers	Mediterranean regional representatives and associations, public administration at national/international levels *(health and environment authorities)*.	Regularly	Contacts established in6 countries (total)
EU projects in similar fields	Social media, newsletter, workshops, international conferences	Regularly	Contacts established with 4 EU projects

Qualitative indicator measured	Expected number
Number of visitors to website	5 000 (over the duration of the project)
Number of enquiries about a resource (e.g., experimental protocol, methodological guideline, patent) or an event	500 (over the duration of the project)
Number of attendees to the communication/outreach events	300 (for the 2 conferences and 3 workshops)
Number of citations for a peer-reviewed article	225 (over the 10 years following publication)

Type of event	Main topic	Partner involved	Timing
Brain Awareness Week	Neuroscience communication to the lay public	UBx, CNRS, IN-CNR, CNRS, UJI, JUK, UM	Yearly
European Researcher's Night	Scientific research	UBx, CNRS, IN-CNR, CNRS, UJI, JUK, UM	Yearly
Pint of Science	Unformal example of a scientific research program	UBx, CNRS, IN-CNR, Florey-FINMH	Yearly
FACTs	Arts and science festival	UBx	Yearly
Science Festival	Casual exploration of science	IN-CNR, UTM	Yearly
IBRO-ARC Workshop	Series of International conferences and hands-on training	AU	Sporadic
Neuroscience Days	Neuroscience communication on research projects	UBx, CNRS, Florey-FINMH	Yearly

PsyCoMed – PsyCoMed MSCA SE Project

https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e51b745b6c&appId=PPGMS

ATMOS Project Dissemination Report

ATMOS project:
Report of the Networking and dissemination activities

Target groups:
a) the academic community,
b) the community of atmospheric-related companies (both private and public), and
c) the general public

Dissemination activities:
- ✓ The Consortium website
- ✓ Publication of the results in peer-reviewed international journals and in open access journals
- ✓ Participation in international meetings and conferences
- ✓ Social networks
- ✓ The networking activities, such as the international conference, the two Workshop I and II or the winter school
- ✓ Seminars to disseminate project activities and results – at consortium organisations
- ✓ The web pages of the institutions involved
- ✓ Spectroscopic and atmosphere database

Communication activities:
- ✓ The Consortium website
- ✓ Participation of project members in conferences and seminars targeted to a general, non-specialized public
- ✓ Web videos in the form of interviews of doctorands and postodcs
- ✓ Social Networks such as Facebook, Twitter, LinkedIn, Research Gate
- ✓ The organization of “open doors” activities
- ✓ Media coverage in local newspapers, radio interviews, etc.

Strengths 2.3

- The proposal describes a comprehensive and **well-structured plan for dissemination and communication** by several means that are adapted to **specific audiences**, including scientists, clinicians, patients, industry, policymakers and the general public.

- The proposal has a detailed plan for dissemination and exploitation, which includes a **wide variety** of appropriate **actions and communication channels**. This will be used to improve the **visibility** of the results and **maximize the impact** of the project.
- The **dissemination of the scientific results** through **articles**, **conferences**, **workshops**, and public discussions have been presented **in detail**, and the **main events have been listed**.

- The communication strategy is sufficiently detailed, and the communication channels used during the project lifetime to communicate results are sufficiently explained.

- **Potential exploitable results** have been specifically **identified and exploitation routes** appropriately **described**.
- The **IP management plan** is relevant to the objectives of the proposal and adequately considered.
- The **management of intellectual property** is **well described** and is supported by the relevant **Technology Transfer Offices** to ensure protection. Ownership, rights and responsibilities have been adequately considered.

Weaknesses 2.3

- The different stakeholder groups and specific outreach activities to them have not been adequately discussed. It is **not clear how the stakeholders will find these outreach activities** and how the success of these outreach activities will be monitored.
- The **dissemination, communication and exploitation plans are generic** and overstated, and lack strategic planning. Additionally, the target groups have not been sufficiently identified.
- The number of **planned scientific publications** is **unrealistically large**. Each seconded researcher would be required to publish at least one paper after a short stay. Joint publications are not adequately considered and thus the affiliation of all publications to the project is not sufficiently justified.
- The result **exploitation plans lack** a **description** of how the **potential beneficiaries**, such as SMEs and other industry sectors, will be involved in realizing the potential applications. This aspect is especially important as no intersectoral mobility is planned.
- The communication strategy is not fully convincing: the **target audiences are insufficiently identified**, and a structured approach, with tailored measures, to address various audiences or the timeline to reach each different audience are insufficiently developed.
- Intellectual property (IP) aspects lack convincing details. A concrete **plan for managing potential IP** issues within a **large network**, including also **third countries is missing in the proposal**.
- The plan for exploiting the results provides **only general information** and does not specify how the findings will be applied in practice, shared with relevant communities, or translated into actions that could have a broader impact.

3 Sub-headings required

- **2.4.1. Expected scientific impact(s),**
- **2.4.2. Expected economic/technological impact(s),**
- **2.4.3. Expected societal impact(s)**

2 pages

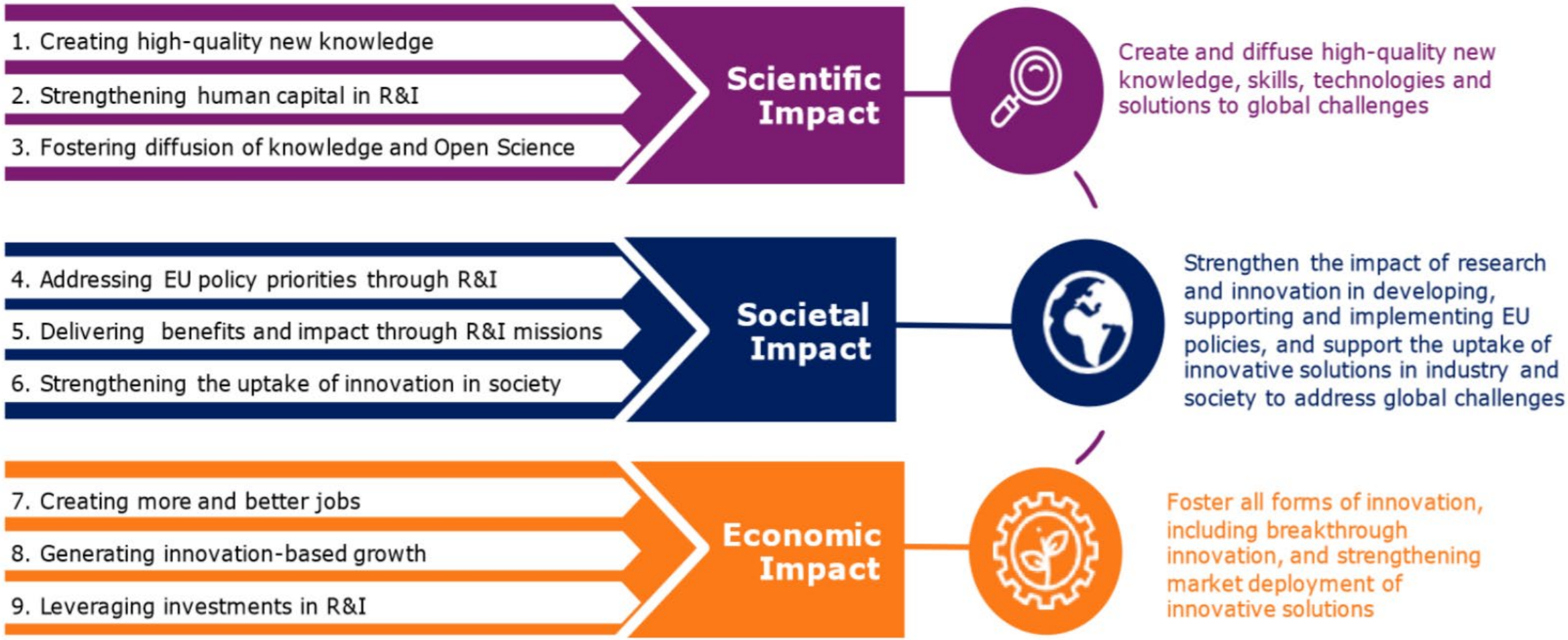
- Provide a narrative explaining **how the project's results are expected to make a difference in terms of impact**, **beyond** the **immediate scope and duration** of the project. The narrative should include the components below, tailored to your project.
- **Be specific**, referring to the effects of your project, and not R&I in general in this field. **State the target groups that would benefit.**

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

- Have in mind that during the Horizon Europe implementation, the European Commission aims to achieve an impact-driven programme by maximising the effect of research and innovation. To achieve this aim, the EC identified key impact pathways as follows:

Key impact pathways	
Scientific impact	1. Creating high-quality new knowledge 2. Strengthening human capital in research and innovation 3. Fostering diffusion of knowledge and open source
Societal impact	1. Addressing EU policy priorities and global challenges through research and innovation 2. Delivering benefits and impact through research and innovation missions 3. Strengthening the uptake of research and innovation in society
Towards technological/ economic impact	1. Generating innovation-based growth 2. Creating more and better jobs 3. Leveraging investment in research and innovation

- Try to address all aspects of the key pathways. The concept of key pathways to impact should be discussed in relation to the project.


1. Creating high-quality new knowledge
2. Strengthening human capital in R&I
3. Fostering diffusion of knowledge and Open Science
Scientific Impact
Create and diffuse high-quality new knowledge, skills, technologies and solutions to global challenges
4. Addressing EU policy priorities through R&I
5. Delivering benefits and impact through R&I missions
6. Strengthening the uptake of innovation in society
Societal Impact
Strengthen the impact of research and innovation in developing, supporting and implementing EU policies, and support the uptake of innovative solutions in industry and society to address global challenges
7. Creating more and better jobs
8. Generating innovation-based growth
9. Leveraging investments in R&I
Economic Impact
Foster all forms of innovation, including breakthrough innovation, and strengthening market deployment of innovative solutions

	Short-term (output)	Medium-term (outcome)	Long-term (impact)
High-quality new knowledge	**Number of peer-reviewed scientific publications**	**Citation index of peer reviewed publications resulting from the Programme**	**Number and share of peer reviewed publications from projects that are core contribution to scientific fields**
Addressing EU-policy priorities	Number and share of outputs aimed at addressing specific and identified EU policy priorities and global challenges	Number and share of innovations and scientific results	Aggregated effects from use of funded results, including contribution to policy making cycle
Innovation-based growth	Number of innovative products, processes of methods and IPR applications	Number of innovations including awarded IPRs	Creation, growth and market shares of companies having developed innovations
Example	Successful demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management	At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project	15% increase of maximum passenger capacity in European airports

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

Address the three areas of impact.

- In terms of scientific impact, describe the impact that your project will have on the scientific community – it can be helpful when writing this section to reflect on what you said in 1.1 regarding **how** the **project** is going **beyond** the **state of the art.**
- For economic impact, outline any foreseen economic/technological impacts from your project.
- Regarding societal impact, describe the **effect your project** will have on the **non-scientific community**. Think about who will benefit from your research and what changes will occur as a result of your project.
- Explain how the research project (including dissemination/exploitation/communication/ outreach activities) will **contribute to Europe's economy and/or society** – not just in terms of the research impact but also in terms of the results of the programme (e.g., a new concept of training, new approach, staff career development, etc.).
- Explain how the **research and training programme** will **help** in **bringing ideas to market**, where relevant. The role of the **participants from the non-academic sector** in this respect should be described, in terms of research commercialisation or training in entrepreneurship/tech transfer to the fellows, etc.

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

- **Only** include such **outcomes and impacts** where your project would make a significant and direct contribution.
- **Avoid** describing **very tenuous links to wider impacts**.
- Give an **indication** of the **magnitude and importance of the project's contribution** to the expected outcomes and impact.
- 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 over time
- 'Importance' refers to the value of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply

Expected outcome	Description	Magnitude	Importance	Expected impact

examples for scientific impacts

- The PsyCoMed beneficiaries have a strong track record in publishing in leading general science and neuroscience journals. During the last 10 years, research articles and reviews have been published in, amongst others: Nature, Science, Nature Neuroscience, Neuron, Nature Communications, Cell Reports, eLife, PNAS, EMBO Journal. Members of the consortium also hold editorial board positions in their fields, as well as executive board membership of relevant learned societies, thus **ensuring world class scientific networking**.
- PsyCoMed will develop new processes to **improve screening tools** by combining the expertise of IN-CNR on Zebrafish and Watchfrog on Xenopus. In particular, the consortium will adapt Watchfrog Xenopus tests to characterize endocrine effects of Mediterranean pollutants.

Other possible scientific impacts

- **New knowledge and understanding**: Generation of new knowledge on XXXXXXX
- **Innovative methodologies**: Introduction of state-of-the-art machine learning, Bayesian approaches, XXXXXX
- **Advanced computational models**: Development and validation of conceptual and computational XXXXXXXX.
- **Harmonized global datasets**: Standardizing diverse datasets from 40+ countries

Economic and technological impacts

- PsyCoMed is dedicated to **increase high impact research & innovation (R&I) output** and to have a greater **contribution to the knowledge-based economy and society** and thus **Europe's sustainable competitiveness.**
- Secondments to non-academic partners and workshop with industrial involvement encourage the creation of startups and an engagement with the non-academic eco-system leading to sustainable collaborations between the academic and non-academic sector and thus potential commercialization activities.
- In particular, contacts with biotech companies will be fostered to d**evelop new screening processes (Watchfrog), and innovative therapies based on natural products (FlaNat and BenePhyt)**.

In the longer term, we anticipate that this project will contribute to healthcare cost savings by protecting the lung health and productivity of individuals and communities (the projected health burden of climate change has been estimated to be $47bn by 2030)

examples for societal impacts

At a societal level outside the scientific community, PsyCoMed will act in three directions to

- **(1) decrease avoidable mortality,**
- **(2) raise consumer awareness and**
- **(3) improve policies and decision-making.**

PsyCoMed will develop an inventory of substances which can contribute to mental illness and determine the gravity of their impact on mental health. Since prevention has a strong societal impact to mitigate the often-inadequate mental health budget in North African Mediterranean low-income countries,
PsyCoMed will also **promote preventing and managing mental ill-health to policy-makers**. It will thereby support the United Nations Sustainable Development Goals (SDG), Goal 3 'Good Health and well-being' in particular. Indeed, a report by the United Nations highlighted rampant drug abuse and trafficking in Africa, pointing to the role of North Africa in all pharmaceutical opiates seized globally.

PsyCoMed will thus **help civil society, public authorities, citizens, social partners and the private sector identify climate and environmental risks and take action to prevent, mitigate and adapt to them, and foster their engagement in closing knowledge gaps**. In additions, it aims to develop social and environmental cross-border activities through joint strategies fostering sustainable territorial development.

Other examples for societal impacts

The wider societal understanding of environmental related health issues is key to supporting the creation of healthier and more resilient societies. In an era of misinformation about health issues, there is a need for accurate, practical accessible information delivered to people in an appropriate manner to empower communities and help combat misinformation.
This is particularly important in the context of the challenges of urbanisation and climate change, thus our project's approach is centred on the need to engage, inform, inspire and activate various societal actors in order to effect meaningful change in health equity.

Our project will support this through the following outputs and activities:

- **Enhanced health equity**: Identification of environmental risk factors (T4.2, T4.3).
- **Community resilience**: Insights into community-level protective factors (T4.1, T5.2).
- **Global awareness**: Increased understanding of the links between climate change and health issues, (T2.4 and T5.3.)
- **Targeted policy toolkits**: Development of policy toolkits to inform national and regional strategies addressing climate and migration challenges (WP5).
- **Urban planning innovations**: Recommendations for integrating health considerations into urban design (WP4.3/5).

Strengths 2.4

- The overall added value of the proposal and impact are **sufficiently described**. Concrete expected scientific, economic/technological and societal impact(s) are convincingly **presented and relevant**.
- The proposal clearly outlines its potential for **lasting scientific impact in the field of rapid-acting** antidepressants by improving understanding of the mechanism of action, biomarker discovery and therapeutic interventions that have the potential to influence clinical practice.
- The potential **scientific impact** of the proposed activities **beyond the scope and duration** of the project is correctly identified and generally realistic.
- The proposal provides a very good and detailed explanation of how it has the potential to make **substantial societal and technological impact**, for example, through the **identification of key genes that could be used to develop new crop varieties**.
- The description of the project's impact in scientific, societal, and economic terms is clearly presented with appropriate performance indicators.
- **Economic long-term impact is explained** in a **comprehensive** manner and is expected to have a **measurable impact** on agricultural industries.
- Significant and **lasting economic and technological impact** are also possible through enhanced rice productivity, and **market opportunities**. In addition, the **proposal's contribution to improved food security** and environmental sustainability has the **potential to generate lasting societal impact beyond the proposal's duration.**

Weaknesses 2.4

- Despite the important scientific topic, the **proposal does not give sufficient attention** to which **aspects of the project or the final products** will have a definitive impact on the science of the field.
- The project will **not make a significant scientific impact during and after the project or beyond** the scope of the **proposal**. The effect on **promoting further studies is not discussed** in sufficient detail and the project will not improve the research potential.

- The **scientific impacts** of the action are not clearly identified by the proposal, and it is **unclear** how the findings/results of the R&I actions from the project will affect the development of relevant scientific fields.
- The proposal has **potential to have strong and lasting economical, technological and societal impacts** beyond the scope and duration of the project. The **direct scientific impact**, however, is **only moderate**.
- The concrete economic and **technical impact at the European or global level** and the market potential have not been considered in sufficient detail.
- The description of the project's impact in societal and economical terms is not sufficient because **no indicators are presented**.
- The magnitude and significance of the proposed contributions to the expected economic impacts, **beyond the scope and duration of the proposed project**, are not sufficiently elaborated.

Thank you

Preparing Implementation Part of a MSCA SE Proposal

Jesús ROJO GONZÁLEZ
MSCA National Contact Point Spain
Fundación madri+d

IMPLEMENTATION CRITERIA

MSCA SE 2025
3.1. Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages
3.2. Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise

20%

MSCA SE 2026
3.1. Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages
3.2. Quality, capacity and role of each participant, including hosting arrangements and extent to which the consortium as a whole brings together the necessary expertise

20%

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

No Sub-headings required just several tables

- **3.1.1 Work Packages description (include table 2).**
- **3.1.2 List of major deliverables (include table 3).**
- **3.1.3 List of risks (include table 4).**

8 pages

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

- **Consistency and adequacy of the work plan** and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.)

  - **Show** that the **level of effort** for **each WP** is in line with the amount of work involved and the overall needs of the project.
  - For each WP, make sure **objectives are clearly presented**.
  - Have an **adequate number** of significant **deliverables and milestones** not only for the scientific aspects but also for the management, training and dissemination activities.
  - Have in mind the **rational distribution** of **responsibilities** and **tasks amongst the partners**, with **work package leaders' roles** being equally distributed among the consortium.
  - For the **allocation of tasks and resources** make sure it is **adequate** to the **capacities** of participating **institutions** (including relevant knowledge and expertise).
  - ~~Pre-visit preparations are valuable, for the smooth integration into the host organisation, especially for early career researchers. Make sure you provide sufficient information regarding the preparations (who will do what, when).~~
  - The **feasibility** of the project can be demonstrated by providing a **detailed description** of the **work plan**, **tasks**, participating organisations and **resource** allocations.
  - Beside the secondments, **describe network activities** that will be organized with the aim to share knowledge (e.g., workshops, meetings, trainings, online networking, etc.).

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

- **Credibility and feasibility of the secondments proposed**. Describe how the proposed secondments are necessary, their duration is appropriate, and the staff profiles are suitable to implement the activities described.

  - Make sure your **project is clearly structured**, **secondments** are **feasible** and the **link between work packages** (and the associated research objectives) is well addressed. The **duration** of secondments, the **link between them**, how they **support tasks** and deliverables, and the **availability of staff** for secondments **must be clear**.

  - Make sure that the **distribution of the secondments is balanced** throughout the **years of the project implementation** and justified and **linked** to the **scientific activities/appropriate staff profiles**.

  - If you have any **partner just receiving or just sending staff**, make sure it is **explained clearly and justified**. **Each partner** needs to have a **specific role** and they need to complement each other.

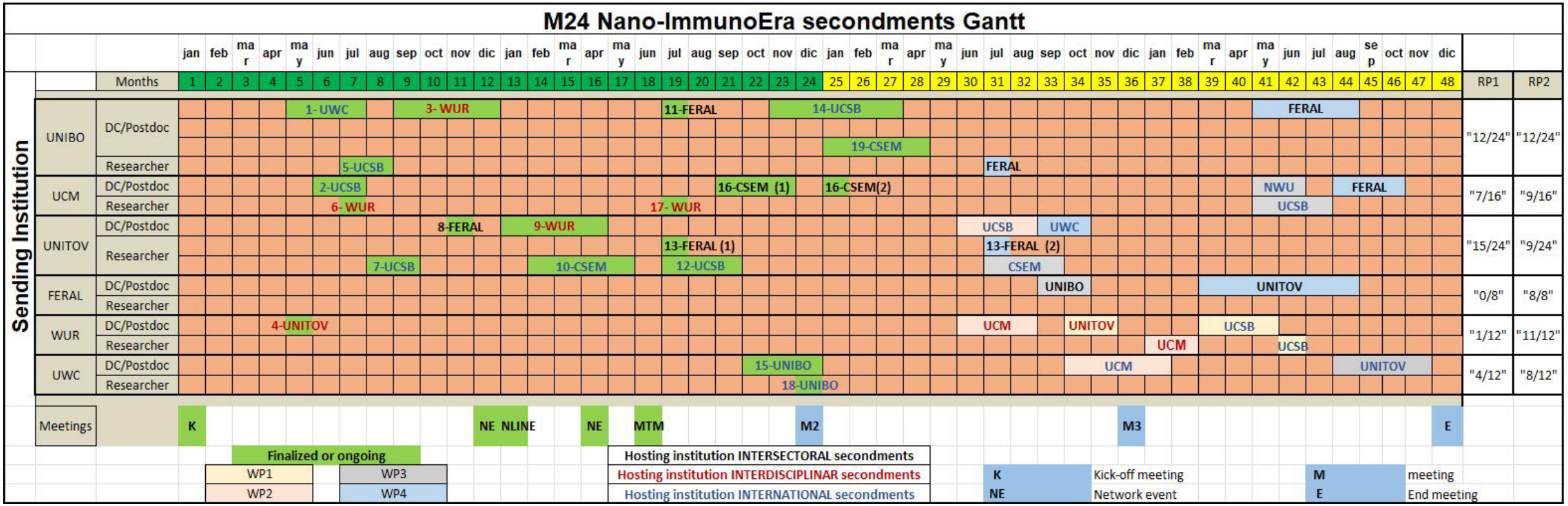
  - **Secondments** need to be **aligned with participants' capacity** e.g., partners with small capacity should not have a high proportion of the total secondments.

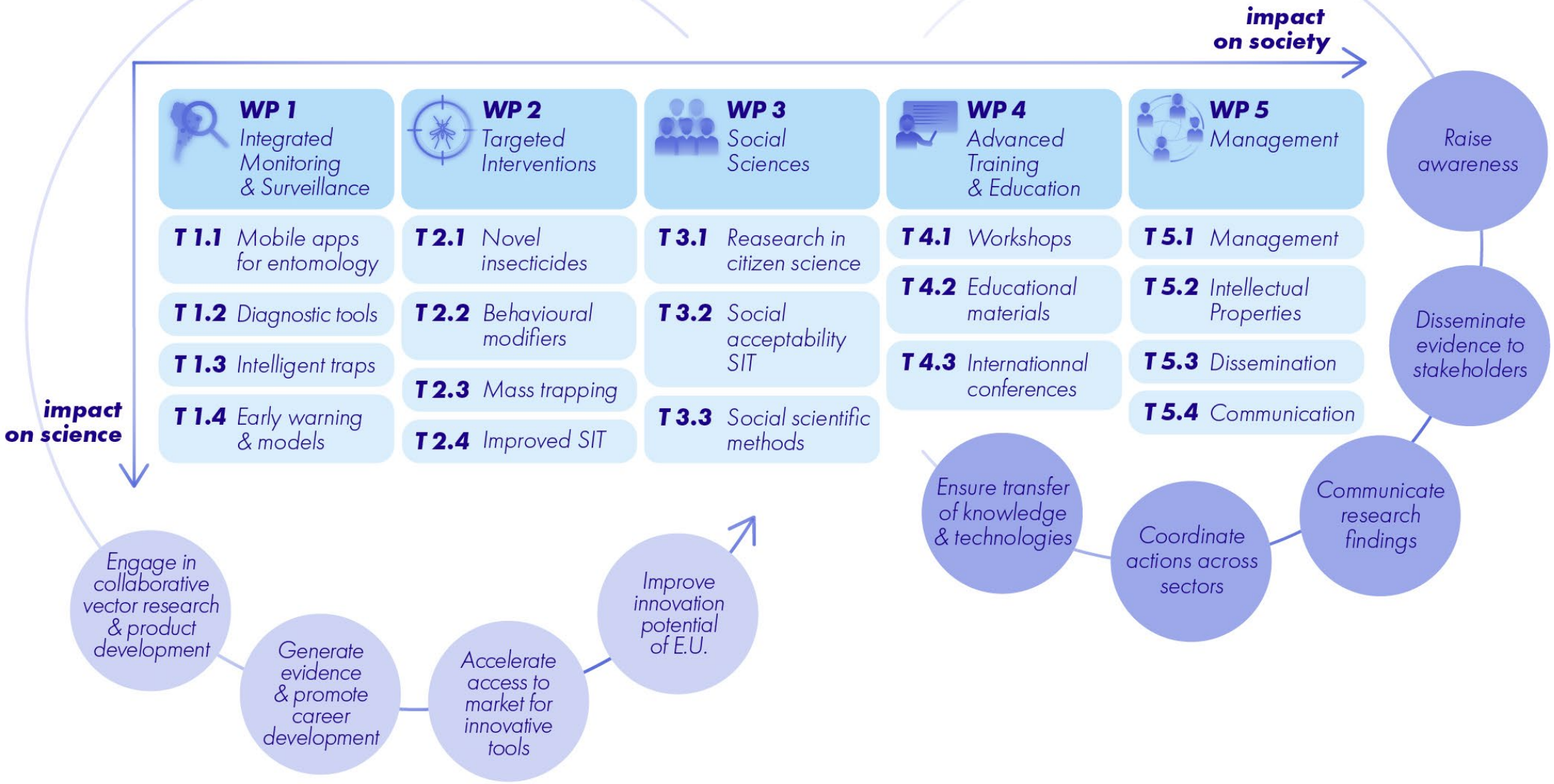
3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages

- **Credibility and feasibility of the secondments proposed**. Describe how the proposed secondments are necessary, their duration is appropriate, and the staff profiles are suitable to implement the activities described.

  - Make sure that the **staff profile is adequately described**. The **selection** of the participating **staff** members should be **according to their individual** expertise and the whole team should complement each other's skills and knowledge. By selecting staff take into **consideration gender balance and diversity**, make sure you have a **good mix and balance** of **experienced researchers** (supervisors) and **early-stage researchers** from academia and industry.

  - For the **early-stage researchers** make sure that the **length of the secondment is appropriate** to the later impact (e.g. more than 1 month).
  - For the **experienced researchers** have in mind their **role** on effective implementation of the tasks and their experience and network in planning research cooperation after the project.
  - **Don't forget to mention the staff profiles of the technical**/management staff if secondments are also foreseen for them.


M24 Nano-ImmunoEra secondments Gantt
Sending Institution
Months
jan feb mar apr may jun jul aug sep oct nov dec jan feb mar apr may jun jul aug sep oct nov dec jan feb mar apr may jun jul aug sep oct nov dec jan feb mar apr may jun jul aug sep oct nov dec
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48
RP1
RP2
UNIBO
DC/Postdoc
1- UWC
3- WUR
11-FERAL
14-UCSB
FERAL
19-CSEM
Researcher
5-UCSB
FERAL
"12/24"
"12/24"
UCM
DC/Postdoc
2-UCSB
16-CSEM (1)
16-CSEM(2)
NWU
FERAL
Researcher
6- WUR
17- WUR
UCSB
"7/16"
"9/16"
UNITOV
DC/Postdoc
8-FERAL
9-WUR
UCSB
UWC
Researcher
13-FERAL (1)
13-FERAL (2)
7-UCSB
10-CSEM
12-UCSB
CSEM
"15/24"
"9/24"
FERAL
DC/Postdoc
UNIBO
UNITOV
Researcher
"0/8"
"8/8"
WUR
DC/Postdoc
4-UNITOV
UCM
UNITOV
UCSB
Researcher
UCSB
"1/12"
"11/12"
UWC
DC/Postdoc
15-UNIBO
UCM
UNITOV
Researcher
18-UNIBO
"4/12"
"8/12"
Meetings
K
NE
NLINE
NE
MTM
M2
M3
E
Finalized or ongoing
WP1
WP2
WP3
WP4
Hosting institution INTERSECTORAL secondments
Hosting institution INTERDISCIPLINAR secondments
Hosting institution INTERNATIONAL secondments
K Kick-off meeting
NE Network event
M meeting
E End meeting


impact on society
WP 1 Integrated Monitoring & Surveillance
T 1.1 Mobile apps for entomology
T 1.2 Diagnostic tools
T 1.3 Intelligent traps
T 1.4 Early warning & models
WP 2 Targeted Interventions
T 2.1 Novel insecticides
T 2.2 Behavioural modifiers
T 2.3 Mass trapping
T 2.4 Improved SIT
WP 3 Social Sciences
T 3.1 Reasearch in citizen science
T 3.2 Social acceptability SIT
T 3.3 Social scientific methods
WP 4 Advanced Training & Education
T 4.1 Workshops
T 4.2 Educational materials
T 4.3 Internationnal conferences
WP 5 Management
T 5.1 Management
T 5.2 Intellectual Properties
T 5.3 Dissemination
T 5.4 Communication
impact on science
Engage in collaborative vector research & product development
Generate evidence & promote career development
Accelerate access to market for innovative tools
Improve innovation potential of E.U.
Ensure transfer of knowledge & technologies
Coordinate actions across sectors
Communicate research findings
Raise awareness
Disseminate evidence to stakeholders

Work Packages

Proposed WPs:

- 3-4 **Research WPs**
- **Knowledge transfer /Training WP** (for secondments and networking) - or integrate these into the Research WPs)
- **Comm&Dissem/ Impact** WP
- **Management & Coordination** WP
- **Ethics** *(Depending the project approach and topic)*

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).
- Have in mind that the **maximum** for a Staff Exchanges project is **360 person-m**onths of secondments.
- A **"lead beneficiary"** must be a beneficiary (= organisation established in a **Member State**/ Horizon Europe **Associated Country**) and cannot be an associated partner

Table 2 – Work Package description

Work Package no.	**"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 participant							
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 3* *- i.e., consider consolidating the above listed tasks into a reasonable number of concrete outcomes (scientific and/or management, training and dissemination deliverables)*							

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

WP 6: Project Management				Start/end month: M1- M48				Lead Participant: COORD		
Participating organizations	**COORD**	BEN1	BEN2	BEN3	BEN4	BEN5	BEN6	BEN7	BEN8	BEN9
Total P-M per Participant org.	0	0	0	0	0	0	0	0	0	0

Objectives. Management: Guarantee continuous reporting for the smooth execution of the project - O.6.1 Organising the mid-term meeting(s) O.6.2 Prepare the periodic progress report O.6.3 Communication with the EU Commission O.6.4 Monitoring the progress of the secondments before, during, and after the secondments themselves.

Tasks. T6.1 [M1-M48] (Lead. COORD Part. All partners) ***Project Coordination and Consortium Management.*** **Resources:** ER+Management resources. **T6.2 [M1-M48]** (Lead. COORD Part. All partners) *Administrative, Financial, and Legal Management.* Resources: ER+Management resources. **T6.3 [M1-M48]** (Lead. COORD Part. All partners) *Quality Assurance and Risk Management*. Resources: ER+Management resources. **T6.4 [M1-M48]** (Lead. COORD Part. All partners) *Reporting*. Resources: ER+JR+Management resources.

Deliverables:
D6.1 [M4] Quality Assurance plan related to T6.3 and T6.4 [COORD]
D6.2 [M17] First mid-term report. Related to T6.1, T6.3, T6.3 and T6.4 [COORD]
D6.3[M18] First mid-term meeting. Related to T6.1, T6.3, T6.3 and T6.4 [COORD]
D6.4 [M35] Second mid-term report. Related to T6.1, T6.3, T6.3 and T6.4 [POLITO]
D6.5[M36] Second mid-term meeting. Related to T6.1, T6.3, T6.3, and T6.4 [COORD]
D6.6[continuous] Mobility declarations (submitted within 20 days of the secondment of each seconded staff member),. Related to T6.4 [All partners]
D6.7 [continuous] Evaluation questionnaire (submitted 30 days and two years after the secondment of each seconded staff member). Related to T6.4 [All partners]

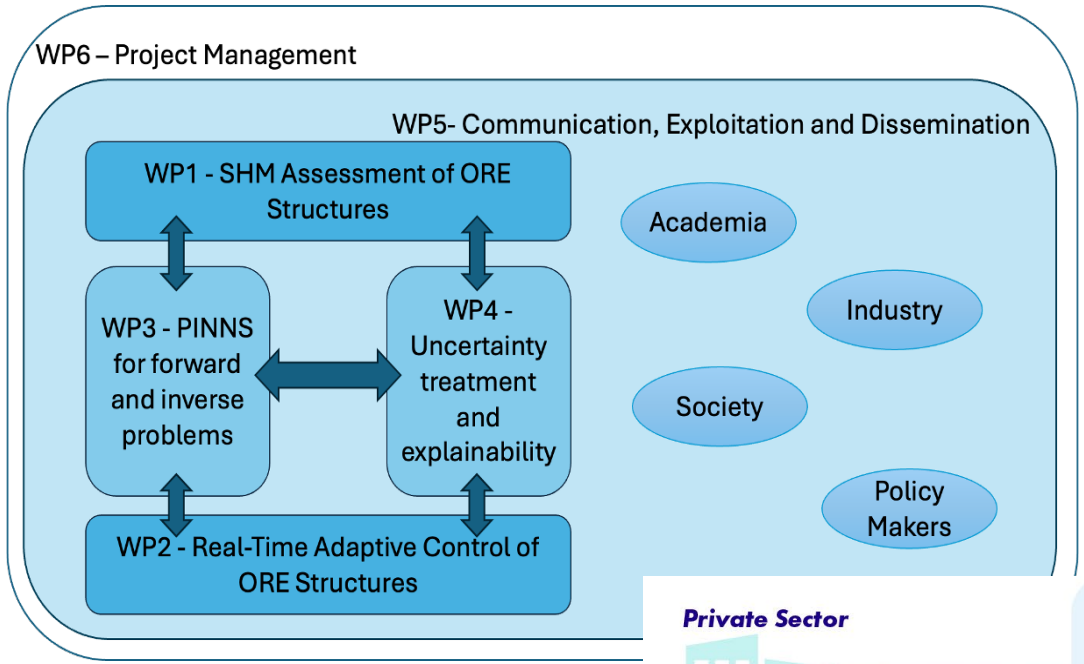
WP 5: Communication, Exploitation and Dissemination				Start/end month: M1- M48				Lead Participant: BEN2		
Participating organizations	COORD	BEN1	**BEN2**	BEN3	BEN4	BEN5	BEN6	BEN7	BEN8	BEN9
Total P-M per Participant.	0	0	0	0	0	0	0	0	0	0

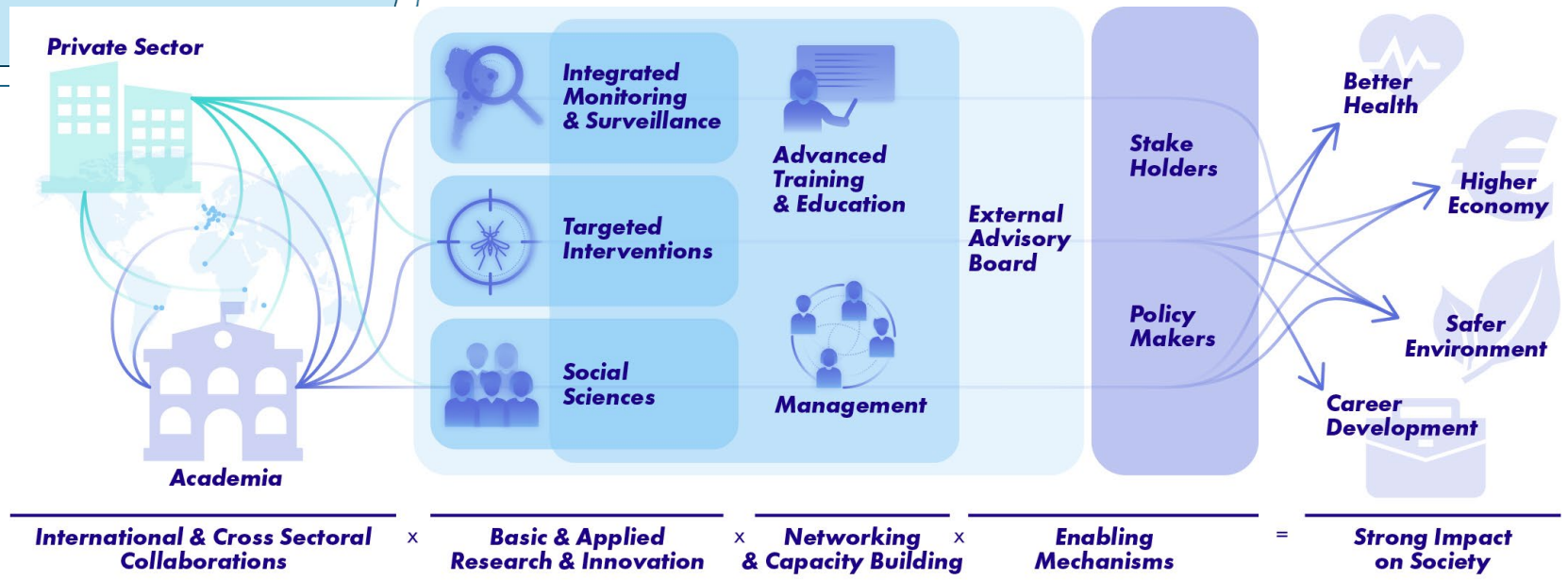
Objectives. Knowledge Transfer Achievement of all the KPIs about communication, exploitation and dissemination. O.5.1 Preparation of the Data Management Plan. O.5.2 Preparation of the Plan for exploitation and dissemination of results. O.5.3 Dissemination to the research community. O.5.4 Transfer of knowledge to institutions and industrial exploitation. O.5.5 Communication and dissemination to the society at large.
Training - Strengthen soft skills of the seconded researchers during the Fortnights (at least one activity about soft skill per event.

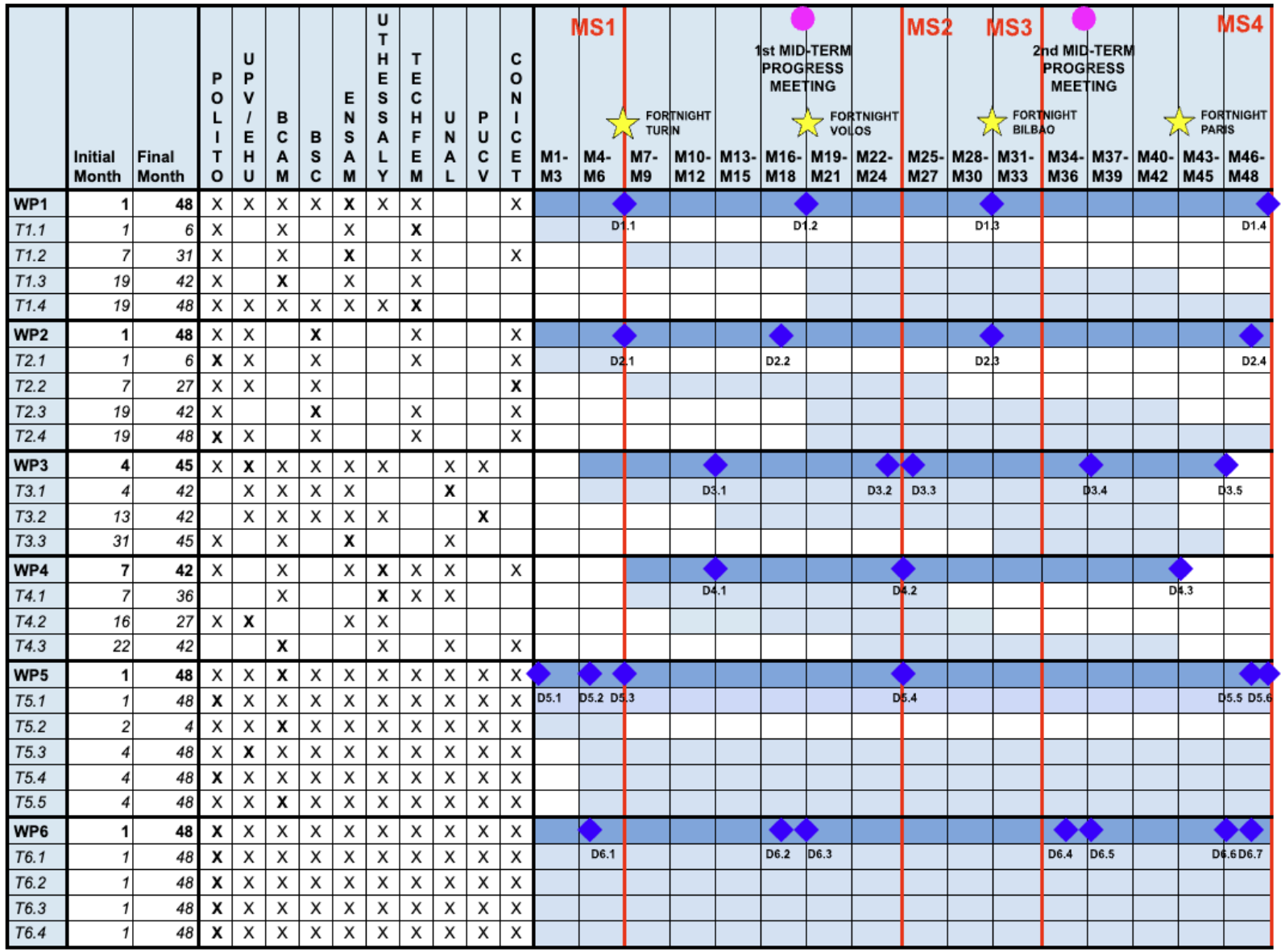
Tasks. T5.1 [M1-M48] *Data Management Plan*. (Lead. COORD Part. All partners) Create a data management plan. Resources: ER+Management resources+communication resources.
T5.2 [M2-M4] *Website* (Lead. BEN2 Part. All partners) Launch MOST-PINN website. Resources: ER+Management resources+communication resources.
T5.3 [M4-M48] *Dissemination Activities*. (Lead. BEN1 Part. All partners) Coordinate the dissemination activities to the scientific community. Resources: ER+JR+ communication resources.
T5.4 [M4-M48] *Exploitation Activities*. (Lead. COORD Part. All partners) Resources: Coordinate the exploitation activities with industry. ER+JR+ communication resources.
T5.5 [M4-M48] *Communication Activities*. (Lead. BEN2 Part. All partners) Coordinate the communication activities to society at large. Resources: ER+JR+ communication resources.

Deliverables:
D5.1[M2] Initial version of the Data management plan. Related to T5.1 [COORD]
D5.2 [M4] Project website. Related to T5.2 [BEN2]
D5.3 [M6] Initial plan for the dissemination and exploitation of results, including communication activities. Related to T5.3, T5.4, and T5.5 [BEN2]
D5.4 [M24] Mid-term report on the dissemination and exploitation of results, including communication activities. Related to T5.3, T5.4, and T5.5 [BEN2]
D5.5 [M47] Final report on the dissemination and exploitation of results, including communication activities. Related to T5.3, T5.4, and T5.5 [BEN2].
D5.6[M47] Final version of the Data management plan. Related to T5.1 [COORD]

WP 4: Uncertainty treatment and explainability				Start/end month: M7- M42				Lead Participant: BEN5		
Participating organizations	**COORD**	BEN1	BEN2	BEN3	BEN4	**BEN5**	BEN6	BEN7	BEN8	BEN9
Total P-M per Participant	4	0	5	0	4	6	3	7	0	4
Objectives. R&D+i. To quantify epistemic uncertainty in predictions from noisy and limited offshore data. Output: 2 GitLab repositories with the selected architectures for uncertainty quantification. O.4.1: To develop Bayesian modeling for uncertainty quantification. O.4.2 To develop distribution-free modeling for uncertainty quantification. O.4.3 Compare both approaches and assess the results. **Knowledge Transfer -** KT in intersectoral secondments: 3 PM. KT in interdisciplinary secondments: 19 PM. KT in third countries secondments: 11 PM. Achievement of at least 15% of KPIs in dissemination activities. **Training** Secondments dedicated to JR training: 25 PM. Co-organisation of a 2-day-long workshop during the Fortnight at M18. Organisation of the course in Week 2 for the Fortnights M30 (Madrid).										
Tasks. T4.1 [M7-M27] *Bayesian modeling for uncertainty quantification* (Lead. BEN5. Part. BEN2 BEN7, BEN4) To develop and apply Bayesian modeling techniques for uncertainty quantification, enabling probabilistic predictions and confidence intervals for adaptive control of WECs and SHM of mooring lines and supporting robust decision-making in the operation of offshore renewable energy systems. Secondments: 5 PM JR BEN2 → BEN5; 3 PM SR BEN7 → BEN5 ; 3 PM SR BEN9 → BEN5 **T4.2.....** ……..										
Deliverables: D4.1 [M12] Report on the Bayesian models for uncertainty quantification for control and SHM of ORE structures. Related to T 4.1 [BEN5] **D4.2** [M24] Report on distribution-free models for uncertainty quantification for control and SHM of ORE structures. Related to T4.2 [BEN1] **D4.3** [M42] Comparison between Bayesian and distribution-free models for uncertainty quantification for control and SHM of ORE structures (report + GitLab repositories) Related to T4.3 [BEN2]										


WP6 – Project Management
WP5- Communication, Exploitation and Dissemination
WP1 - SHM Assessment of ORE Structures
WP3 - PINNS for forward and inverse problems
WP4 - Uncertainty treatment and explainability
WP2 - Real-Time Adaptive Control of ORE Structures
Academia
Industry
Society
Policy Makers


Private Sector
Academia
Integrated Monitoring & Surveillance
Targeted Interventions
Social Sciences
Advanced Training & Education
Management
External Advisory Board
Stake Holders
Policy Makers
Better Health
Higher Economy
Safer Environment
Career Development
International & Cross Sectoral Collaborations
x
Basic & Applied Research & Innovation
x
Networking & Capacity Building
x
Enabling Mechanisms
=
Strong Impact on Society


MS1
MS2
MS3
MS4
1st MID-TERM PROGRESS MEETING
2nd MID-TERM PROGRESS MEETING
FORTNIGHT TURIN
FORTNIGHT VOLOS
FORTNIGHT BILBAO
FORTNIGHT PARIS
POLITO
UPV/EHU
BCAM
BSC
ENSAM
UTHESSALY
TECHFEM
UNAL
PUCV
CONICET
Initial Month
Final Month
M1-M3
M4-M6
M7-M9
M10-M12
M13-M15
M16-M18
M19-M21
M22-M24
M25-M27
M28-M30
M31-M33
M34-M36
M37-M39
M40-M42
M43-M45
M46-M48
WP1 1 48
T1.1 1 6
T1.2 7 31
T1.3 19 42
T1.4 19 48
WP2 1 48
T2.1 1 6
T2.2 7 27
T2.3 19 42
T2.4 19 48
WP3 4 45
T3.1 4 42
T3.2 13 42
T3.3 31 45
WP4 7 42
T4.1 7 36
T4.2 16 27
T4.3 22 42
WP5 1 48
T5.1 1 48
T5.2 2 4
T5.3 4 48
T5.4 4 48
T5.5 4 48
WP6 1 48
T6.1 1 48
T6.2 1 48
T6.3 1 48
T6.4 1 48
D1.1
D1.2
D1.3
D1.4
D2.1
D2.2
D2.3
D2.4
D3.1
D3.2
D3.3
D3.4
D3.5
D4.1
D4.2
D4.3
D5.1
D5.2
D5.3
D5.4
D5.5
D5.6
D6.1
D6.2
D6.3
D6.4
D6.5
D6.6
D6.7

TÜBİTAK

Deliverable List

- 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

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 3 – Deliverables list

Scientific deliverables						
Deliverable no.[7]	**Deliverable title**	**WP no.**	**Lead participant short name**	**Type[8]**	**Dissemination level[9]**	**Due date[10]**
Management, Training, and Dissemination Deliverables						
Deliverable no.	**Deliverable title**	**WP no.**	**Lead participant 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***

Deliverable List

- The following deliverables will have to be submitted for grants awarded under Staff Exchanges:

- **mid-term meeting** organised between the participants and the granting authority (typically mid-term meeting is due between M14-M18);
- **progress report** submitted within 30 days after one year from the starting date of the action - include these reports as managerial deliverables;
- **mobility declaration** (part of a continuous reporting) 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 secondment period (only one questionnaire for the staff); 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.

- Keep the number of deliverables to a minimum.
- Remember that you must actually deliver each Deliverable at the fixed due date if the project is funded and implemented, and too many deliverables will make your administrative workload very high.

- Deliverable leader can be a beneficiary or an associated partner.
- Deliverables are submitted to the REA Project Officer in PDF format, so ensure that it would be feasible to present your deliverables in this way.

Deliverables examples

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

- Source: ANSWER ITN project

Deliverables examples

Table 7 – Deliverables list

Scientific Deliverables						
#	**Deliverable title**	**WP**	**Lead**	**Type**	**Diss. level**	**Due**
3.1	Extended exposome model	3	TCD	R	PU	18
3.2	Integrated framework report	3	TCD	R	CO	29
3.3	Evidence-based recommendations	3	DAC	R	PU	29
4.1	Community, digital and physical environment insights report	4	ULA	R	CO	30
4.2	Innovation, technology roadmap report	4	ULA	R	CO	36
4.3	Design analysis report & recommendations	4	TCD	R	PU	42
5.1	Implementation project report	5	UC	R	CO	40
5.2	Toolkits for policymakers and decision makers	5	EMEA	R	PU	45
5.3	Community of practice framework	5	UC	R	CO	46

Management, Training, and Dissemination Deliverables						
#	**Deliverable title**	**WP**	**Lead**	**Type**	**Diss. level**	**Due**
1.1	Project Charter, incorporating Grant Agreement and Consortium Agreement, and financial plan.	1	TCD	R	CO	2
1.2	Data Management Plan	1	TCD	R	CO	2
1.3	Mobility declarations	1	TCD	R	CO	cont.
1.4	Midterm meeting	1	TCD	ADM	CO	18
1.5	Final report, to complete research and dissemination outcomes	1	TCD	R	PU	40
2.1	Evaluation questionnaire	2	AUC	R	PU	3
2.2	Knowledge needs assessment and training programme implementation report	2	AUC	R	CO	6
2.3	Mentorship secondments, and training outcomes report	2	AUC	R	PU	46

Risk Management

Consider the risks that might endanger reaching the action's objectives and the contingency plans to be put in place should risk occur.

- Include a **list** incorporating specific **research risks and project management risks**. Describe practical mitigation and contingency plans for both.
- For each identified risk, specify the **level of likelihood** (probability that the risk occurs even with the implementation of mitigation measures) and the **level of severity** (seriousness/impact of the risk on the overall project).
- Some potential management and technical risks include: **partners leaving the consortium**, individual researchers or **key personnel leaving their organisations**, **delay of secondments**, not possible to implement secondment, IPR disputes.

Table 4 – 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.

Example of risks

#	Description of risk	WP	Proposed mitigation measures
1	Difficulties in coordination, planning and organisation of 23 different organisations	1	(Likelihood: 2, Severity 2). A robust project management infrastructure will be developed to ensure both the research objectives and the secondments within the project operate smoothly. Additionally, while the consortium is new, many of the partners have existing collaborative relationships with each other, which can enhance overall cohesion and coordination.
2	Changes in start-up and length of exchanges periods, and delay in planned secondments	1	(Likelihood: 4, Severity 1) The Exchange Committee will coordinate changes that may occur during the exchange periods and coordinate the correct functioning of secondments in a proactive and responsive way in order to ensure delivery of project objectives.
3	Withdrawal of participating researchers, managers, tech or administration over course of project	all	(Likelihood: 2, Severity 2) Good communication in advance of proposal development means partners have adequately assessed their capacity to participate. The breadth of the consortium additionally makes it feasible for individual partners to share additional contributions amongst them. Finally, all partners have extensive networks, making feasible substitution of organisation with comparable research interests and experience capable of carrying out the work planned.
4	Difficulty in accessing necessary data	2, 3	(Likelihood: 1, Severity 4) The relevant partners, as is evidenced by their past work, have existing dataset and relationships supporting access to other sources.
5	Dependencies between project deliverables impact overall realisation of objectives	2-5	(Likelihood: 1, Severity 4) Careful management of overall project progress will minimise the likelihood and impact of this risk. Additionally, while the project has been intentionally designed to integrate outputs from earlier tasks into the delivery of following work, the project also incorporates discrete aspects of work in each task which can be delivered independently.
6	Amplifying brain health measurement bias due to cross-setting differences in cultural, linguistic, or educational norms.	3	(Likelihood: 1, Severity 4) Our consortium has deep experience in establishing validity criteria for inclusion of brain health assessment data, evaluating cross-site measurement invariance, and applying culture-fair data harmonisation approaches (WP3). Additionally, WP4 WP5 will involve locally informed and directed work, led by partners with deep experience of working with local communities and stakeholder, ensuring cultural and contextual relevance of qualitative findings.
7	The scope of contexts being examined, the range of spatial scales, and diverse methodologies being employed will make integration, comparison and generalisation of findings difficult	3-5	(Likelihood: 2, Severity 3) As noted in section 1.2 and above in section 3, to maximise the transdisciplinary potential of our project we have developed a number of explicit points across the work packages to ensure adequate integration of methods, insights and work during project execution. Additionally, as noted we will develop and adapt methodologies (such as the 'nested case' approach) to collate and integrate project findings in a meaningful manner.

Example of risks

	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 [redacted] 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. [redacted] 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.

Strengths 3.1

- The **work packages** are clearly presented in terms of objectives, tasks and deliverables and the project is credible and feasible through the proposed activities.
- The **scientific and technical work packages** (work packages 1-5) are **very well articulated** with a **detailed description** of the specific **activities** and **objectives**. The **deliverables** are **well-described** and measurable. The milestones and related means of verification are scheduled to track the progress effectively
- The **staff availability** as well as their **work capacity** fully **corresponds** to the eligible part of the work plan. Furthermore, the **staff is adequate in terms of profiles** and it is appropriate to implement the proposed activities.
- The **project schedule is well-detailed** and guarantees that **interrelationships between the WPs** and **partners** will be carried out effectively. Also, the **duration of the proposed secondments** is appropriate to achieve the objectives. The work plan in terms of tasks and deliverables is very well detailed and coherent.
- The **person-months allocated to each work package are sufficient** and the secondments are directly related to concrete tasks.
- The project **management structure**, **progress monitoring** measures, and practical arrangements in the participating institutions are very well outlined, supporting the action's feasibility.
- The **capacity of the coordinating organisation** to manage an international/intersectoral consortium funded by an EU grant is convincingly demonstrated.
- Both **technical and administrative risks are considered in detail**, and their mitigation plan is well presented

Weaknesses 3.1

- The **information flow between the work packages** is **not adequately presented**. The description of the tasks lacks detail. The **deliverables in some work packages are not described** in sufficient detail, and their **timeline is not well-balanced**.
- The **duration and number of secondments are insufficiently detailed** to be convincing with respect to the implementation of the project activities.
- **Scientific deliverables are not adequately defined**. Most are presented as activities with **no quantitative/qualitative indicators** or clearly specified means of verification.
- There is **too little consideration of quality assurance measures**, both in respect of the research to be undertaken as well as of the overall project delivery.
- The project management strategy and actions have not been presented in sufficient detail. The **supervision, support, and hosting arrangements provided to the seconded researchers** have **not** been **adequately discussed**.
- The project **deliverables are overestimated** compared to the **person months and human resources** dedicated to the project
- Risk management does **not** sufficiently **address scientific risks** related to methodological development as well as risk and mitigation measures related to data privacy. The potential scientific risks, like a failure to achieve a specific result/task, and the corresponding mitigation actions, are not sufficiently discussed.
- The **risks related to the project management** or success of the secondments and/or potential delays have **not been adequately considered**, and the mitigation of these risks has not been explained well.

2 Sub-headings required

- 3.2.1 Appropriateness of the research infrastructure and capacity of each participating organisation, in light of the tasks allocated to them in the action.

- 3.2.2 Consortium composition and exploitation of participating organisations' complementarities

2-3 pages

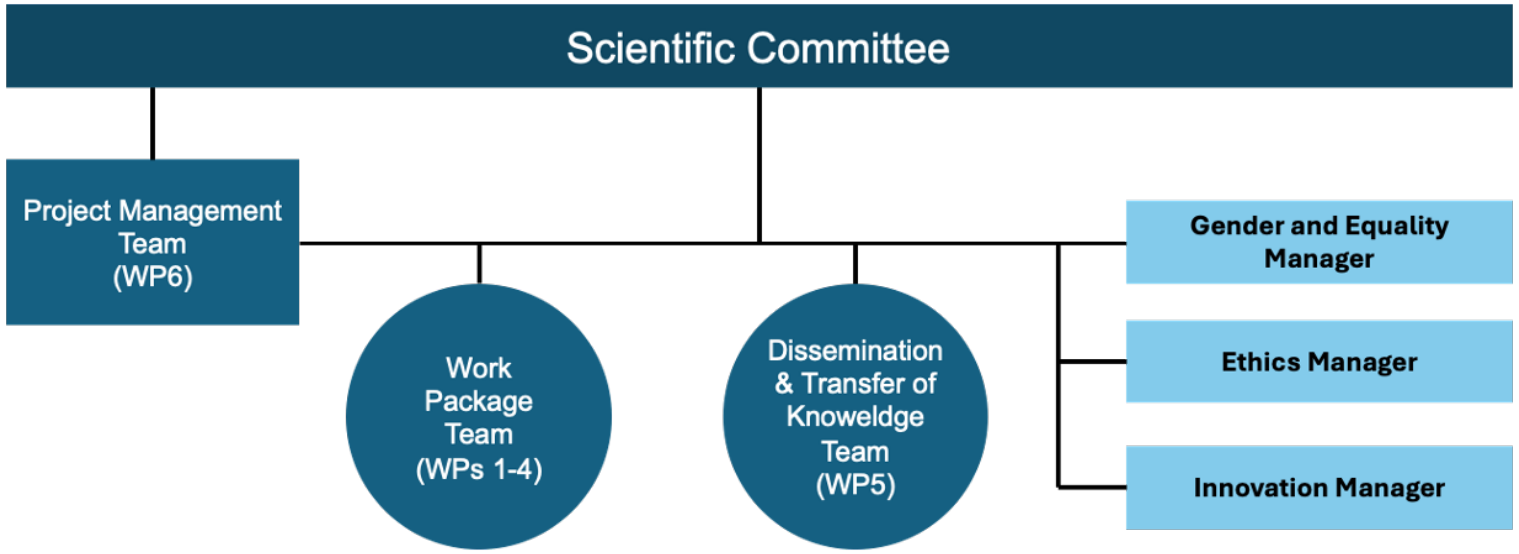
3.2.1 Appropriateness of the research infrastructure and capacity of each participating organisation, in light of the tasks allocated to them in the action.

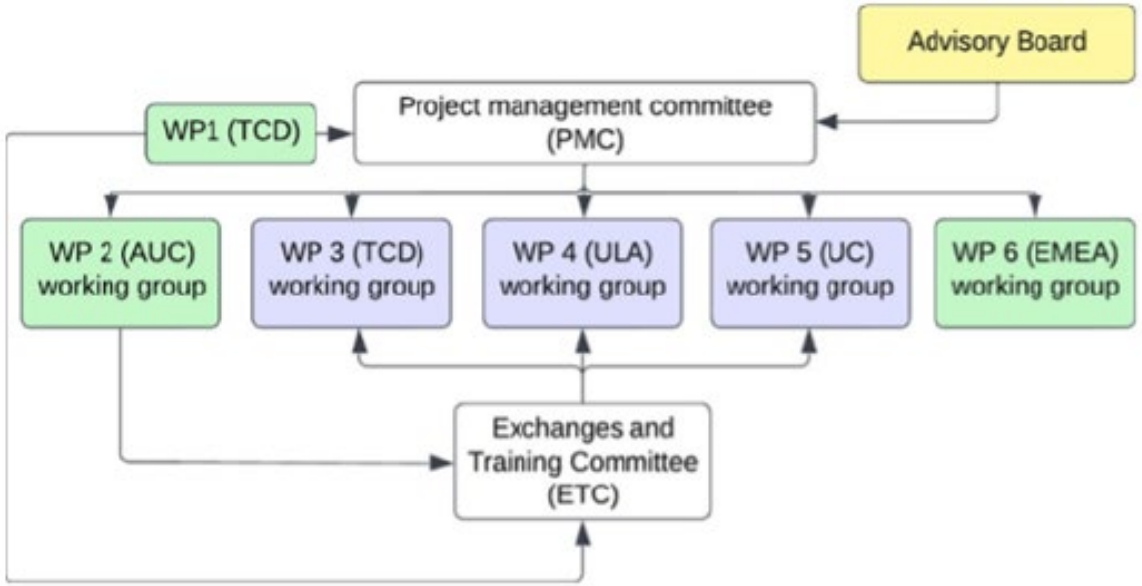
- The aim here is to **explain who** is doing what and show that they have the **necessary infrastructure** to do it. **All partners** need to have a **clear role and adequate resources**.
- This section should **complement Section 4**, not duplicate it (instead, refer to it as appropriate).
- **Describe** how the **consortium has the necessary infrastructure** (research and administrative) to implement all aspects of the programme (research, training, admin, communications, exploitation etc.).
- Describe **how** the **participants** provide an excellent **environment for hosting** and supporting the staff who visit them, such as, help with finding accommodation, with immigration and other practical matters, including:
  - EURAXESS Centres who assist with mobility issues. There are >600 support centres all over Europe.
  - Many universities and research centres are EURAXESS Contact Points and have a designated person who can help visiting researchers.

- If consortium partners have endorsed the **European Charter for Researchers**, an updated version of the 2005 Charter and Code, you should say so.
- If consortium partners have the "HR Excellence in Research" logo, state this too. The list of organisations by country with the "HR Excellence in Research" or **HRS4R Acknowledged** Institutions is available on the EURAXESS portal

- **Explain** a coherent, effective **work plan** and the demonstrated appropriateness of the **management structure/procedures** (project management strategy/ management bodies, progress monitoring measures, **supervision**, **support**, **hosting arrangements** provided to the seconded researchers, etc.).
- Explain **how** the **consortium** is exceptionally well **qualified** to implement this programme by referring to:
  - **Complementarities/synergies** in expertise between all participants and how this complementarity allows them to successfully deliver the programme (if appropriate, use a diagram or table).
  - How their **previous experience** (and collaboration, if applicable) makes them suitable for their tasks here.
- **Outline** the **commitment of each participant** by showing that they are all highly active in the project – refer to earlier sections – use a table.
- Particularly important for **high-income TCs contributing their own budget** – they should make clear their financial commitment in this section.
- Note any **relevant expertise** in **social sciences and humanities**, **open science practices**, and **gender aspects** of R&I among the partners.

3.2.2 Consortium composition and exploitation of participating organisations' complementarities





Strengths 3.2

- The cutting-edge scientific infrastructure and dedicated staff in the institutions involved in the project will be shared during the project implementation and secondments.
- The **number of staff available** for the **project is justified**, and the staff member profiles have been carefully considered to support the project. The tasks assigned to participants are aligned with their relative expertise.
- The participating organisations have **high-quality facilities and infrastructure** that support the execution of the project and achieving the research objectives and goals. The participating **principal investigators** have **excellent proven expertise**, and the **partners have multidisciplinary** and **complementary expertise** to execute the work plan.
- The researchers' competencies and expertise are very well described, convincingly demonstrating their compatibility and complementarity. **The tasks assigned to each partner are coherent with their expertise**.
- Consortium participants have **extensive experience working on EU funded projects**. The expertise of all participants is compatible and very complementary, allowing the effective delivery of the project objectives.
- The **infrastructures and capacity of each partner are very appropriate** for all the tasks described, combining a range of different environments in which research, training and innovation will be fostered. All the participants are complementary and compatible, and many of them have already established research collaborations in the past. The experience is well-balanced between institutions, expertise and tasks.

Weaknesses 3.2

- The capacity of the consortium is not clearly described in the proposal. For example, the **proposal insufficiently justifies some of the academic partners' workload balance** and the proposed human resources.
- The **capacity of the coordinator to manage an EC funded project is not convincingly demonstrated**.
- The capacity of each participating organization is not convincingly demonstrated. For example, for **some** participating **organisations the number of R&I staff is low compared to the planned secondments**, including sending and hosting arrangements
- The **staff**, **infrastructure** and **equipment** available at the **non-academic partner do not support** the implementation of some of the **proposed activities**.
- The **hosting arrangements**, and in particular the **measures** required to **integrate younger researchers into the team**, are not described in sufficient detail.
- The **complementarity of the participants is not adequately specified**.
- It is not clear which secondments relate to which tasks. The table with the secondments between the partners does not provide background on the work to be fulfilled during the secondments.
- The **arrangements to host and integrate the seconded researchers** into the research teams are not explained in sufficient detail.

Thank you

HINT & TIPS
RESOURCES
STRATEGY FOR PROPOSAL PREPARATION

Jesús ROJO GONZÁLEZ
MSCA National Contact Point Spain
Fundación madri+d

MSCA RESOURCES

- RADIANCE PRO
- RADIANCE HANI
- MSCA MATCHMA
- MSCA PORTAL
- MSCA REA POR
- 30TH ANNIVERSA

MSCA Radiance

Handbooks

European Commission

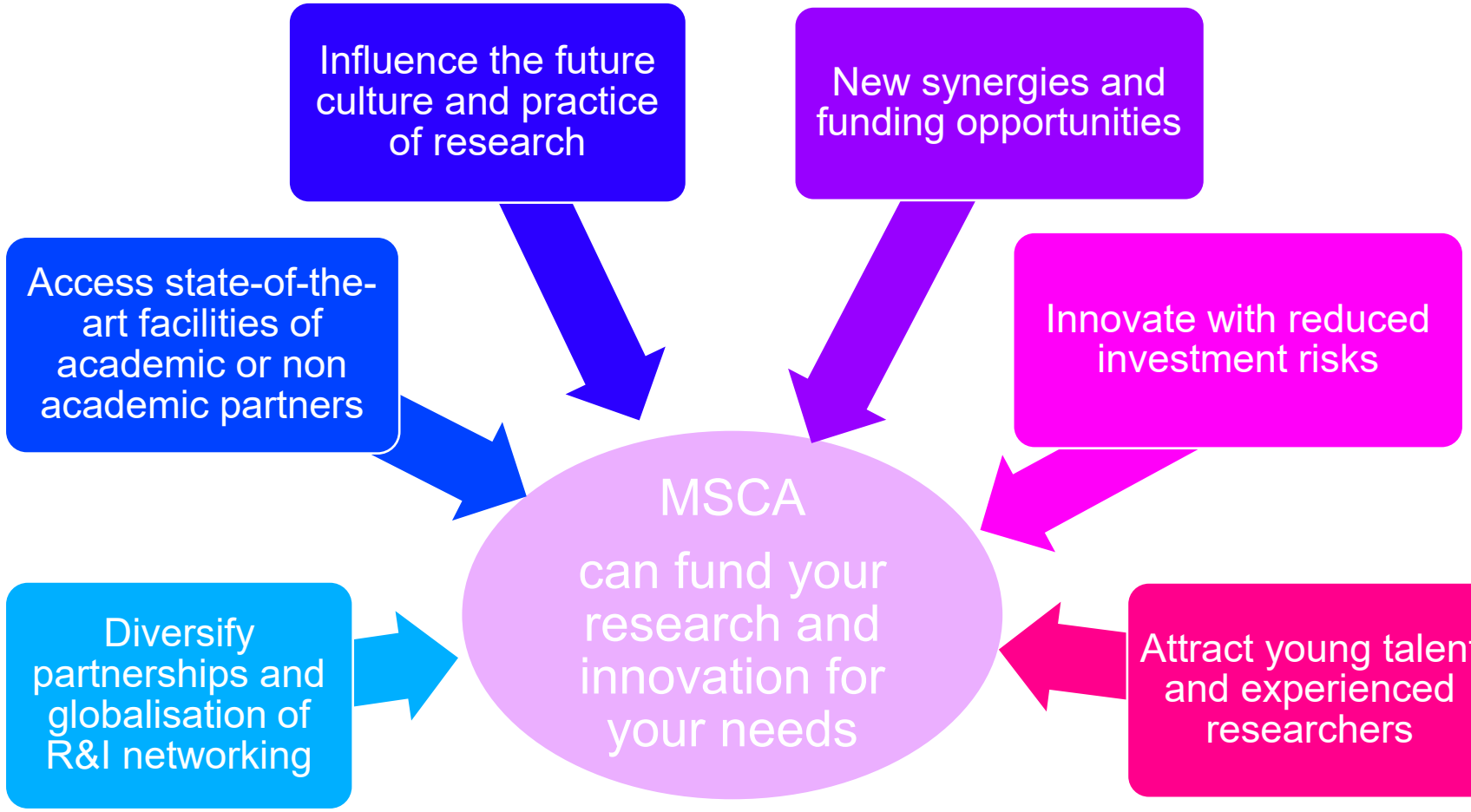
Marie Skłodowska-Curie Actions

Developing talents, advancing research

Tutorial

THE MSCA MATCHMAKING PLATFORM

MSCA Collaboration projects: Opportunities for organisations



IMPACT OF MSCA CONSORTIUM PROJECTS

- Enhancing cooperation and transfer of knowledge between sectors and disciplines;
- Increasing integration of training and research activities between participating organisations;
- Boosting R&I capacity;
- Increasing internationalisation and attractiveness;
- Foster a culture of open science, innovation and entrepreneurship
- Enhancing the quality of R&I contributing to Europe's sustainable competitiveness and sustainable collaboration between academic and non-academic organisations

Partner search - Identifying partners

- Start by identifying important stakeholders and the eligibility of partner
- Make sure that each partner brings something to the table
- Build on existing partnerships, but do not rely on them
- Involve people that you work well with – MSCA projects are multi-year relationships (up to 4 years)
- Previous successful collaborations can be used to showcase the strength of your consortium and mitigate risks

- Start on time – yearly calls for MSCA
- Consider developing a consortium before the call is published
- Functioning network with an aligned vision has a much easier time submitting proposals when the calls come
- 4 months of the call duration might be to short to build strong and lasting consortium

Key question while creating consortium

- Are they reliable?
- Are they suitable for the purposes of the Project?
- Is their Organisation able to provide the necessary resources?
- Do they bring added value to the Consortium?
- Do they contribute to gender balance?

Characteristics of a Good Consortium

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

Staff Exchanges consortium tips

- To have a consortium based on complementary skills and experience
- To be complementary both in research and training skills
- Either intersectoral /or international or both
- Be genuine – based on a real need to solve a problem /challenge and wish to work together

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

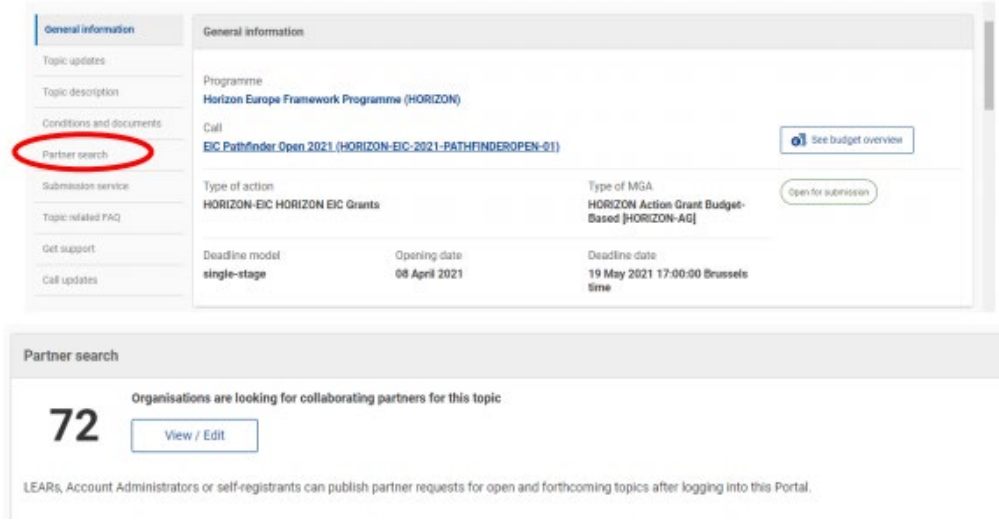
How to find partners for MSCA consortium projects

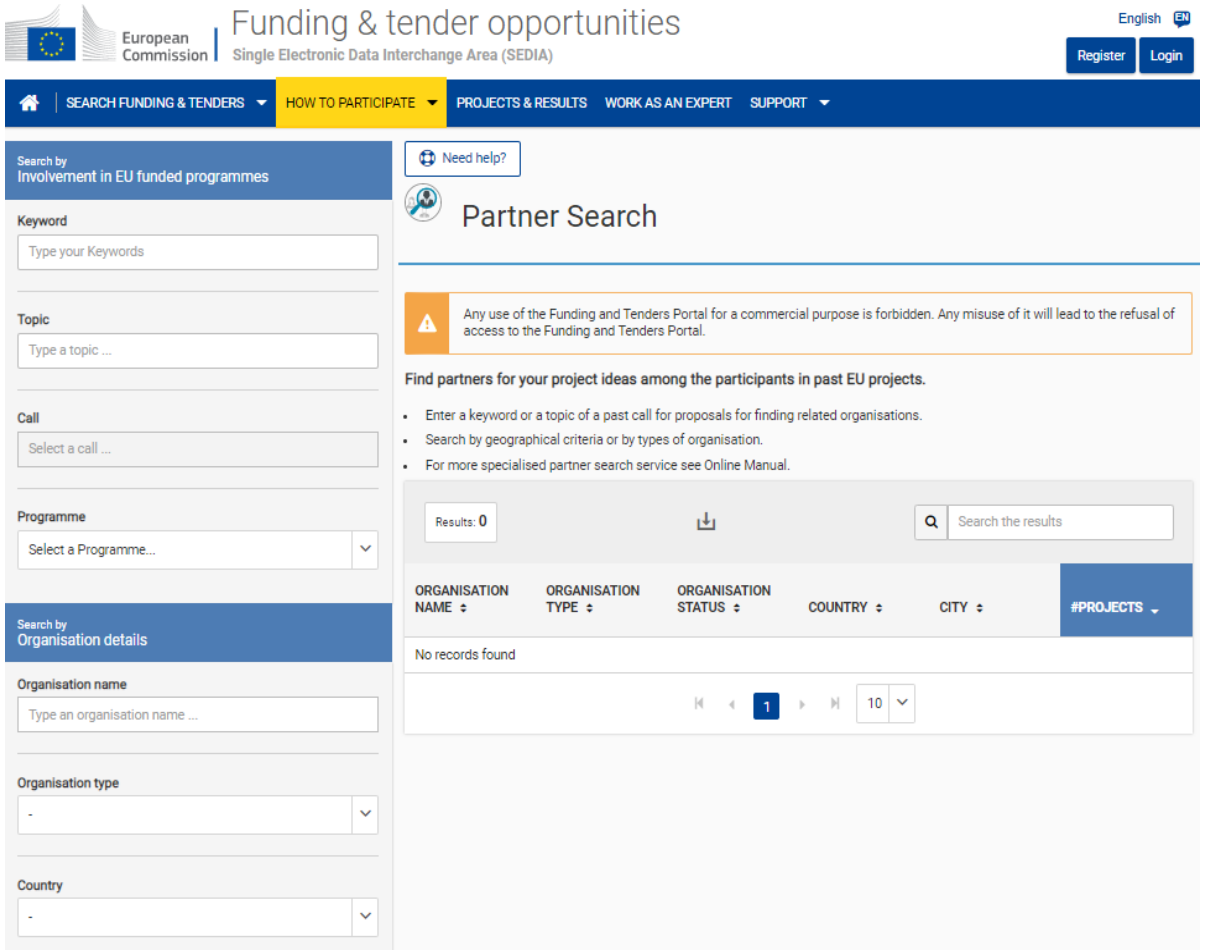
- Personal contacts:
- Via contacts/consortium partners during previous or existing projects, e.g.:
  - COST actions,
  - Erasmus+ Partnerships for Cooperation, Partnerships for Innovation, Capacity Building in Higher Education, European Universities Initiative,
  - EIT KIC partnerships, etc…
- Participating at conferences – dissemination of your results
- Your own research (supervisor)/ business partners
- Participation in European interest organisations or associations
- Participation in Commission sponsored or national Info days or Brokerage events
- EEN - Enterprise Europe Network Partnering Opportunities

- **MSCA NCP structure** – transnational cooperation and distribution of interests
- Marie Curie Alumni Association (MCAA) - currently there are 20624 registered MCAA users from 151 nationalities and counting!

Funding and Tenders Opportunities Portal

- Finding partners based on their involvement in EU funded programmes
- Full organisation profile (list of projects, roles, main collaborations)
- Direct partner search within each topic/ call
- You may publish your offer/ interest for one or more of the open/ forthcoming topics of a call on the Portal





Enterprise Europe Network

- The Enterprise Europe Network (EEN) publishes an extensive number of innovation and technology profiles from international companies and research organizations.
- The EEN database is updated with new profiles on a weekly basis.
- All profiles are published anonymously.
- Express your interest in collaboration by filling in and sending the Expression of Interest form to your local EEN office, who will establish the contact.
- https://een.ec.europa.eu/local-contact-points/tr