



# SOME STRENGTHS AND WEAKNESSES OF MSCA SE PROJECT APPLICATIONS WITH SLOVENIAN PARTICIPANTS 2022-21 BASED ON ESR EXCELLENCE, IMPACT & IMPLEMENTATION

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Stojan Sorčan, NCP MSCA

## MSCA

Marie Skłodowska-Curie Actions

*Developing talents,  
advancing research*



REPUBLIC OF SLOVENIA  
MINISTRY OF HIGHER EDUCATION,  
SCIENCE AND INNOVATION



Mreža NKT  
Obzorje Evropa

# 1. EXCELLENCE

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

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

**MSCA**

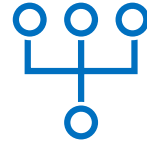
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# 1. Elements of EXCELLENCE criteria



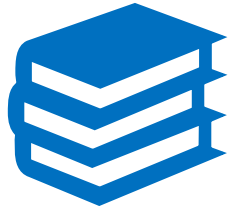
Objectives



3i



Interactions



State-of-the-art



Gender/diversity

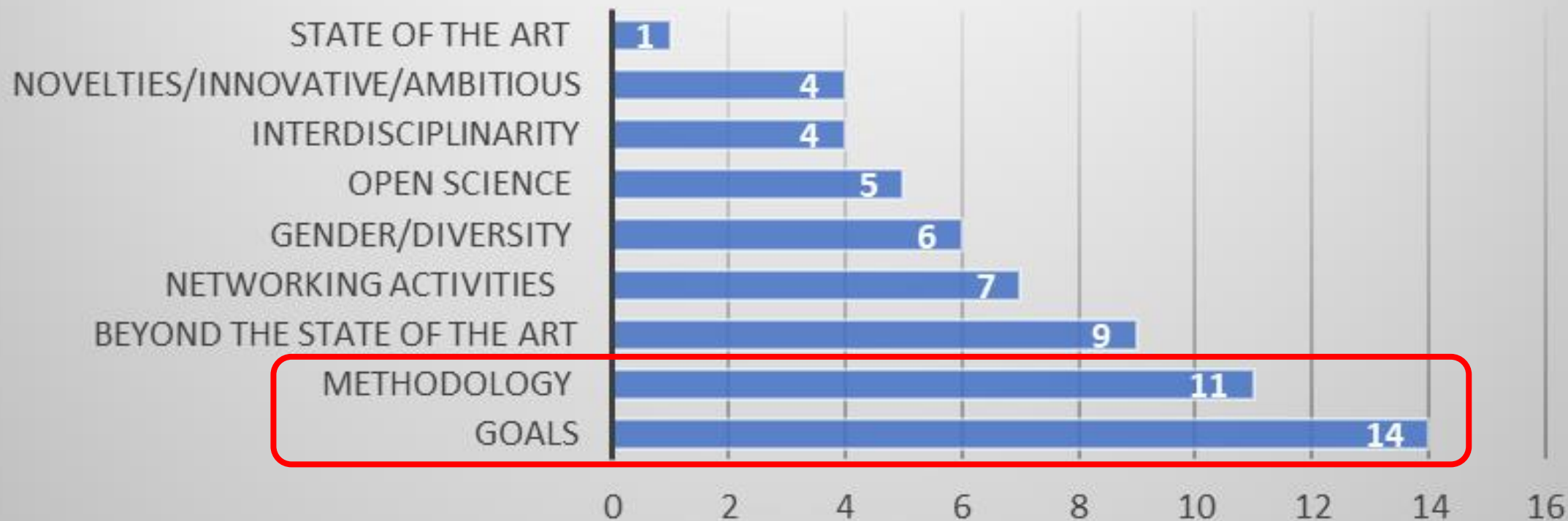


Methodology



Open Science

# Number of weaknesses in ESR's for applications with Slo participants - 21 projects (cal MSCA SE 21 & 22) - EXCELLENCE



## 1.1. QUALITY AND PERTINENCE OF THE PROJECT'S RESEARCH AND INNOVATION **OBJECTIVES** (AND THE EXTENT TO WHICH THEY ARE **AMBITIOUS**, AND GO **BEYOND THE STATE OF THE ART**)



- **Introduction, objectives and overview** of the research programme.
  - **Detail** the research and innovation objectives. Are the objectives **measurable** and **verifiable**? Are they **realistically** achievable?
  - Outline key **specific research objectives** of the programme (emphasize the **novelty** and **multidisciplinary**)
- **Pertinence and innovative aspects** of the research programme (in light of the current state of the art and existing programmes / networks).
  - Describe how your project goes **beyond the state-of-the-art**, and the extent the proposed work is **ambitious** (delivering scientific **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 showing the high level expertise within consortium.
  - **Benchmark** against other EU funded projects in the same/similar field - but do not limit your benchmarking to EU funded consortia.
  - Relation to the scope of the call - **why you need to work together**, innovative nature (topics, consortium, synergies...)

### Beyond the State of the art:

- Methodology,
- Secondments,
  - Trainings,
- Dissemination,
  - Workplan



# OBJECTIVES



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.

- Use SMART objectives that address the **gaps** in the state-of-the-art and correspond to the **needs** of training a new generation of researchers in Europe
- Show clearly, how projects contribute to overall objectives
- Scientific objectives should correspond to Work Packages (structured under 3.1)





# 1.1 Quality and pertinence of the project's objectives



- The **overarching aim** and the **theoretical context** are described clearly with objectives explained **in the context** of Green Transition.
- The innovation and **relevance** of this project is highly **significant** as it addresses one of **the biggest bottlenecks** in clinical genetics...It is important that the proposal is trying **to bring together** different stakeholders , and **integrate different** approaches to **inform patients** about their genetic analysis and results.
- The objectives are **well-described**, and they are **connected** with the proposal's **actions**.
- The research and innovation objectives are **clear** and realistically **achievable**. The way **to measure and verify** them is well explained.



## 1.1 Quality and pertinence of the project's objectives



- The proposal's research objectives are **not well-focused.** Moreover, the proposal does not define a clear approach and **indicators to measure** the achievement of the set objectives.
- It is not sufficiently clear how the achievement of the aimed research objectives will be **measured and confirmed.**
- The objectives are not sufficiently **explained** and **lack details,** both on the scientific content as well as on the technical challenges to be addressed during the development of activities.
- The proposal does not **combine research goals** in a **synergistic** manner.





## 1.1 Quality and pertinence of the project's objectives – 2



- Some scientific objectives are not sufficiently **focused** to be credible achievable within **the time frame** of the proposed research.
- The research objectives are poorly **specified** and do not advance **the state-of-the-art**, e.g. the evidence base to formulate the **methodology of Objective 1** is not clear and is lacking in **theoretical underpinning**.



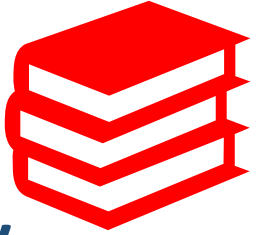
## 1.1 ...the extent to which they are **ambitious**, and go **beyond the state of the art**



- The **innovative aspects** are pertinent; the research is **ambitious**, the state of art is **well explained** and the proposal definitely **goes beyond the state of the art.**



## 1.1 ...the extent to which they are **ambitious**, and go **beyond the state of the art**



- **The state-of-the-art** in the targeted research field **is not sufficiently presented**, and it is not convincingly demonstrated how the proposed research **has potential to go beyond the state-of-the-art.**
- **The progress beyond** the state-of-the-art **is not clearly elaborated**, and the **innovation aspects** of the proposed work are not convincingly highlighted.
- **The targeted progressess** beyond the state of the art are not **convincingly justified** and do not consider sufficiently **the potential limits** and **long-term side effects** of the developed solutions.

1.2 SOUNDNESS OF THE PROPOSED **METHODOLOGY** (INCLUDING **INTERNATIONAL, INTERDISCIPLINARY AND INTER-SECTORAL** APPROACHES, CONSIDERATION OF THE **GENDER DIMENSION** AND OTHER **DIVERSITY ASPECTS** IF RELEVANT FOR THE RESEARCH PROJECT, AND THE QUALITY AND APPROPRIATENESS OF **OPEN SCIENCE PRACTICES**)



- **Overall methodology:** Describe and explain the **overall methodology** including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any **important challenges** you may have identified in the chosen methodology and how you intend to overcome them.
- **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.
- **Gender dimension and other diversity aspects:** Describe how the **gender dimension and other diversity aspects** are taken into account in the project's research and innovation content.
- **Open science practices:** Describe how appropriate **open science practices** are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives.
- **Research data management** and management of other research outputs
- **Artificial Intelligence** (if applicable)





## 1.2 Soundness of the proposed methodology



- The methodology is credible and **appropriate** to achieve the **objectives** of the planned research. **Challenges** are identified with adequate strategy to **overcome** them.
- The methodology is well **described**. The partners are deemed **capable** of overcoming methodological **challenges**.
- **The know-how** of some of the **partners**, from the various subject areas introduced, is well **integrated**.
- The proposed methodology is sound and highly **interdisciplinary**, providing credible justifications on how expertise and methods from various disciplines will be brought **together** in a **holistic** and **integrated** way.



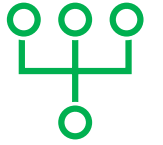
## 1.2 Soundness of the proposed methodology



- The overall methodology **is not very clearly described** to convincingly demonstrate the full appropriateness of the proposed approach to deliver **the expected results**. A list of possible **methodological challenges** is present without a lot of detail and an explanation on how these challenges would be **overcome**.
- The research methodology e.g. literature reviews, interviews, evaluation questionnaires, surveys, documents analysis, and delphi-method **are not sufficiently detailed**.
- The proposed methodology to attain some of the **objectives** is lacking in specificity, and **it fails to address the innovation pursuit**.
- Some **methodological challenges** are underestimated, including the approach to the experiments.



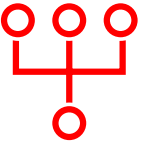
## 1.2... including **international, inter-sectoral and interdisciplinary** approaches



- The **academic expertise** from various fields is adequately brought together and **well integrated** to obtain the **objectives**.
- The proposal demonstrates an adequate **interdisciplinary** character of the proposed activities, which bring together staff with **complementary** skill sets and expertise in **different sectors**.
- The interdisciplinarity of the **consortium** is well demonstrated.
- The expertise and methods from different **disciplines** are well **described**, and there is an **adequate plan** for the **exchange** of best practices among partners.
- This is a very interdisciplinary project and approach as it will **bring together** professionals **that rarely collaborate together**.



## 1.2 ...including **international, inter-sectoral and interdisciplinary** approaches



- The interdisciplinary character of the proposed approach **is not sufficiently demonstrated.**
- The proposal does not fully motivate the choice of **different disciplines and sectors** that will be put together and the way they will interact.
- The proposed research does not sufficiently demonstrate interdisciplinarity and clarify **how the multiple disciplines** involved **will be truly integrated.**





## 1.2... consideration of the **gender dimension** and other **diversity aspects**



- **The gender dimension is considered** in the project's content. In the research, immune cells **of both sexes** will be used in anti-inflammation tests aiming to explore **gender-dependent responses**
- **There is sufficient evidence** that the **gender dimension** and other **diversity aspects**, in particular the geographical and cultural dimensions, are considered as the basis for effective project work. Multiple identities (not just gender, but also race, age, nationality, disability, and sexuality, etc.) will effectively interact to shape project stakeholders experiences.



## 1.2 ...consideration of the **gender dimension** and other **diversity aspects**



- In the description of scientific and technical aspects, the gender dimension **is insufficiently justified.**
- The proposed research has a significant gender dimension that has **not been fully considered** in the research and innovation content.
- The gender dimension of the different research and innovation activities **is not sufficiently developed** in the context of the social/behavioural focus of the proposed work.



## 1.2... the quality of **open science** practices



- Open science practices, both mandatory and recommended, are **well-presented** in the project and **well-integrated into the methodology.**
- **A data management plan** will be created and data will be managed in line with **FAIR principles.**





## 1.2... the quality of **open science** practices



- Open science practices are **improperly addressed**; lacking **details** on the usage of **tools** and **measurements**.



- **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



## 1.3 Quality of the proposed **interaction** between the participating organisations in light of the objectives



- **The participants' contribution** to the research activities planned, and their **responsibility** for suitable **knowledge sharing** are well described.
- **The role and expertise** of each consortium member, their **complementarity** and their scientific **contributions** are well presented.
- **The scientific contribution** of participating institution is carefully planned.
- **The main networking activities** planned are appropriate and well-justified
- The networking activities and other **measures to share knowledge** are well planned.
- The networking activities are well planned together with a set of well-picked **key performance indicators**.



## 1.3 Quality of the proposed **interaction between the participating organisations** in light of the objectives



- The proposed networking activities **are not convincingly described.**
- The description and justification of networking activities **is generic** and not particularly convincing.
- **...do not adequately reflect** the very different and interdisciplinary **activities.**
- Main networking activities are not sufficiently **detailed** and **justified.**
- **Specifics** of the research interactions and contributions within the network are not sufficiently explained.
- The proposed networking activities **are not concrete enough.**

## 2. IMPACT

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

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**

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

# MSCA

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## 2. Elements of IMPACT criteria



Collaboration



Career  
perspectives



Communication



Transfer of  
knowledge



Dissemination



Impact



EU/global



Exploitation

## Number of weaknesses in ESR's for applications with Slo participants - 21 projects (cal MSCA SE 21 & 22) - **IMPACT**



## 2.1 DEVELOPING NEW AND LASTING RESEARCH **COLLABORATIONS**, ACHIEVING **TRANSFER OF KNOWLEDGE** BETWEEN PARTICIPATING ORGANISATIONS AND CONTRIBUTION TO IMPROVING RESEARCH AND INNOVATION POTENTIAL AT THE **EUROPEAN AND GLOBAL LEVEL**



- Describe the **development and sustainability** of new and lasting research collaborations resulting from international, interdisciplinary and/or inter-sectoral secondments and the networking activities implemented.
  - Explain how the secondments and networking activities and the knowledge-transfer achieved via those mechanisms will help to develop a lasting collaboration between the participants
  - Outline your plans for building the collaboration and continuing it after the project has ended (potential new collaborative projects MSCA DN, COST, Erasmus+...)
- Describe **how the project will generate knowledge transfer that will benefit the participating organisations.**
  - Outline the benefits of the knowledge-sharing through to the participating organisation
- Describe the contribution of the action to the improvement of the research and **innovation potential within Europe and/or worldwide.**
  - Explain how the research programme and the Staff's activities (incl. Dissemination /exploitation /communication /outreach) will contribute to Europe's economy and/or society
  - Make a link to a EU research /policy goals



### Organisations

Empowering organisations to connect and realise their research and innovation ideas:

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



## 2.1 Developing new and lasting **research collaborations**



- **Existing collaborations** are **well documented** and their potential **sustainability** is well demonstrated.
- **Actions** necessary to develop and sustain **research collaborations** are **well implemented.** Partners with **already established** research collaborations and **newly** established collaborations are involved and a number of measures to maintain the collaboration **beyond the time limit** of the project are planned.
- **The potential** for the development of **long-lasting collaborations** is clear.



## 2.1 Developing new and lasting research collaborations



- **The sustainability** of new research collaborations **beyond the duration** of the proposed activities **is not convincingly demonstrated.**
- It is not sufficiently demonstrated, **how, and to what extent** the research **has potential to develop** **new and long-term lasting collaborations** beyond already existing partnerships.
- Even though there is **a great potential** for new and lasting collaborations among partners, **how these will be achieved** is not explained sufficiently enough.



## 2.1 ...achieving **transfer of knowledge** between participating organisations



- The knowledge transfer that will be generated during the project will benefit the **participating organisations**.
- Knowledge exchanges and the expertise acquired during the **secondments** are expected to enhance the potential and future **career perspectives** of the participating staff member.
- The knowledge transfer **is well organised**; advancing the **qualifications** of seconded researchers as well as the expertise held by the various partners is clearly **visible**.
- Knowledge transfer activities are well elaborated, especially concerning **measures for education and training**.



## 2.1 ...achieving **transfer of knowledge** between participating organisations



- The proposal does **not clearly demonstrate** **an effective and sufficiently detailed** knowledge transfer among partners.
- The description of **how scientific knowledge and soft skills** are transferred is not sufficient and requires more information.
- It is not clear **how the knowledge transfer will contribute** to new **scientific opportunities and competitiveness**.



## 2.1 ... contributing to improving research and innovation potential **at the European and global level**



- The description of the innovation potential in the EU area **is well demonstrated.**
- The project is expected to have **a positive impact** on the research and innovation potential in Europe and worldwide.
- The project **will significantly contribute** **to strengthening the EU** potential in the area of research and innovation supporting xy technologies.





## 2.1 ... contributing to improving research and innovation potential at the European and global level



- The potential improvement of the research and innovation within Europe **is not properly demonstrated.**
- The proposal fails to demonstrate the research and innovation potential at European and global levels **for the multiple goals** it sets out to achieve.
- The potential **to improve X research field** at the EU and global level is not well demonstrated.

## 2.2 CREDIBILITY OF THE MEASURES TO ENHANCE **THE CAREER PERSPECTIVES** OF STAFF MEMBERS AND CONTRIBUTION TO THEIR SKILLS DEVELOPMENT

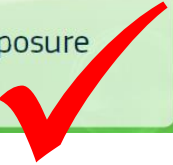


- Describe how the action contributes to realising **the potential of individuals** and provides new skills, enhances their knowledge and career perspectives.
- Overall aim is to show an understanding of how participating in the project will help the Staff to enhance their potential and improve their 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**.

### Research & Innovation Staff

Equipping researchers with new knowledge and skills through mobility and training:

- Transferable skills and competencies
- Employability and career prospects
- Opportunities for high impact publications and patents
- Networking and international exposure
- Training and mentoring





## 2.2 Credibility of the measures to enhance the career perspectives



- The proposal provides **a good explanation** of the potential impact on staff career perspective in terms of skills to be developed by the individual researchers.
- The multidisciplinary research will **adequately support staff members** in acquiring **new skills**, which will also improve their **career perspectives**.
- **The range of training and skills** obtained during secondment, as well as their contribution towards the future career perspectives of the secondees, are adequately described.
- Credible **measures** to enhance individual skills are planned, particularly due to **a personal development plan** specifically designed for this project. It will act as an individual development tool and structure self-reflection whilst allowing the consortium to capture and **quantify the extent of the individual skills development**.





## 2.2 Credibility of the measures to enhance the career perspectives



- The justification of the **improvement of future career prospects** of seconded staff **is not sufficiently elaborated.**
- **How the project will contribute** to improving the knowledge and potential of individuals **is too generically explained.**
- The proposal does not sufficiently describe **how the collaboration and training** during the project **will enhance the knowledge and career perspectives** of the staff members.
- There **is no sufficient evidence** regarding the potential enhancement of participati staff career perspectives.

## 2.3 SUITABILITY AND QUALITY OF THE MEASURES TO MAXIMISE EXPECTED OUTCOMES AND IMPACTS, AS SET OUT IN THE **DISSEMINATION AND EXPLOITATION** PLAN, INCLUDING **COMMUNICATION** ACTIVITIES



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

## Dissemination and exploitation

**About results only**

**When results are available and after the end of the project**

**Potential professionals that may use the results in their own work**

**Enable use and uptake of results**

**Publications, conference presentations...**

## Communication and public engagement

**About the project and results**

**Starts at the beginning of the project**

**Multiple audiences**


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

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

## COMMUNICATION, DISSEMINATION AND EXPLOITATION WHY THEY ALL MATTER AND WHAT IS THE DIFFERENCE?

### Communication: Promote your action and results

Inform, promote and communicate  
your activities and results

 **Reaching multiple audiences**  
Citizens, the media, stakeholders

#### How?

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

#### When?

From the start of the action until the end

#### Why?

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

**Legal obligation of your Grant Agreement**

### Dissemination: Make your results public

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

 **Only to scientists?**

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

#### How?

Publishing your results on:

- Scientific magazines
- Scientific and/or targeted conferences
- Databases

#### When?

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


#### Why?

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

**Legal obligation of your Grant Agreement**

### Exploitation: Make concrete use of results

Commercial, Societal, Political Purposes

 **Only by researchers?**

Not only, but also:

- Industry including SMEs
- Those that can make good use of them:  
authorities, industrial authorities, policymakers, sectors of  
interest, civil society

#### How?

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

#### When?

Towards the end and beyond, as soon as the action has exploi-  
table results

#### Why?

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

**Legal obligation of your Grant Agreement**



## Research and Innovation success stories ●●●

A collection of the most recent success stories from EU-funded Research & Innovation.

## Horizon Dashboard ●●

An intuitive and interactive knowledge platform where you can extract statistics and data on EU Research and Innovation programmes – sorting by topics, countries, organisations, sectors, as well as individual projects and beneficiaries!

## CORDIS ●●●

Multilingual articles and publications that highlight research results, based on an open repository of EU project information.

## Horizon Results Booster ●●

A service free of charge in case you would like to apply to benefit from one of these services:

1. Portfolio Dissemination & Exploitation Strategy
2. Business plan development
3. Go-to-Market Support

## Horizon Magazine ●

The latest news and features about thought-provoking science and innovative research projects funded by the EU.

## Innovation Radar ●●

A data-driven method focused on the identification of high potential innovations and the key innovators behind them in EU-funded Research and Innovation projects.

## Horizon Impact Award ●

An annual prize to recognise and celebrate outstanding projects that have used their results to provide value for society. The award enables individuals or teams to showcase their best practices and achievements, and inspire beneficiaries of research and innovation funding to maximise the impact of their research!

## Horizon Results Platform ●●




A public platform that hosts and promotes research results thereby widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society. You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!

● Communication

● Dissemination

● Exploitation

### Keep in touch

-  Contact your PO
-  [Funding & Tenders Opportunities portal](#)
-  [Research Enquiry Service](#)





## 2.3 ...in the **dissemination** and **exploitation** plan



- **The dissemination strategy** is very well planned, encompassing effective measures to ensure **the visibility of the results**, and several appropriate engagement activities are proposed to increase public awareness.
- The action has a clear ambition to bring holistic thinking to the practitioner community through **appropriate dissemination**.
- The proposal presents **a strong and diverse** dissemination and communication strategies.
- **The relevant audiences** for communication and dissemination activities are well identified, and the quality of **measures** are sound.





## 2.3 ...in the **dissemination** and **exploitation** plan



- Plans for **dissemination** are limited to conventional approaches that **are not sufficiently specified** to demonstrate effectiveness in this context: objectives, target groups, channels, tools, indicators of the dissemination and **commercialisation strategy** are not adequately detailed.
- Some of the expected **key performance indicators** related to the dissemination plan are **overestimated**.
- **The IP aspects** and the exploitation strategy are not explained in sufficient **detail**.
- The proposal does not sufficiently present the effective **exploitation strategy**, including **valorization tools** and **pathways for exploitation**.





## 2.3 ...including **communication** activities



- The proposal details a sufficient communication strategy **to different stakeholders.**
- The proposed communication strategy is of high quality, comprehensive and engages **various effective tools and campaigns** as well as national and international activities, to inform different stakeholder groups about achieved results. **Proposed KPIs** are well-addressed to evaluate the achievements and maximize the impact planned activities.
- The communication and dissemination strategies are well designed with **targeted audiences, tools and measures** to verify their performance.



## 2.3 ...including **communication** activities



- The impact of communication plan for **the general public** and other **non-specialists** is not credibly presented.

## 2.4 THE MAGNITUDE AND IMPORTANCE OF THE PROJECT'S CONTRIBUTION TO THE **EXPECTED SCIENTIFIC, SOCIETAL AND ECONOMIC IMPACTS** (PROJECT'S PATHWAYS TOWARDS IMPACT)



- Provide a narrative explaining **how the project's results are expected to make a difference in terms of impact**, beyond the immediate scope and duration of the project.
- Be **specific**, referring to the effects of your project, and not R&I in general in this field. State the target groups that would benefit.
  - Expected **scientific impact(s)**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
  - Expected **economic/technological impact(s)**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
  - Expected **societal impact(s)**, e.g. decreasing CO<sub>2</sub> emissions, decreasing avoidable mortality, improving policies and decision-making, raising consumer awareness.

## 2.4 THE MAGNITUDE AND IMPORTANCE OF THE PROJECT'S CONTRIBUTION TO THE EXPECTED SCIENTIFIC, SOCIETAL AND ECONOMIC IMPACTS (PROJECT'S PATHWAYS TOWARDS IMPACT)



- 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



## 2.4 ...contribution to the expected scientific, societal and economic impacts



- The potential **technological impact** is convincingly addressed, particularly in relation to progressing instrument performance characteristic beyond the presently established products, and by identifying alternative fields for applications.
- **The societal benefits** of the new diagnostic instrumentation are well established in the proposal as well as the benefits for the patient, mainly in terms of lowering the radiation dose during the treatment.
- The future **economic and technological impacts** are well addressed by the winning assests in future international commercial competitions, such as low pricing, efficiency in performance, and increasing global demant through product variation in the areas...



## 2.4 ...contribution to the expected scientific, societal and economic impacts



- Economic and technological impacts are **generically** described and **not sufficiently demonstrated.**
- Wider environmental, societal and scientific impacts **are not sufficiently discussed.**
- **The scale and importance** of the expected scientific, social and economic impacts are not sufficiently outlined.
- The economic and technological impacts beyond the scope and duration of the project **are not convincing** as it remains unclear how, and to what degree of completion, the different research topics will be connected, demonstrated, and brought up to commercialization levels.



# 3. IMPLEMENTATION

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**

**MSCA**

Marie Skłodowska-Curie Actions

*Developing talents,  
advancing research*

# 3. Elements of IMPLEMENTATION criteria



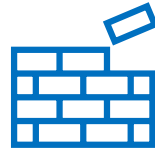
Work plan



Hosting arrangements



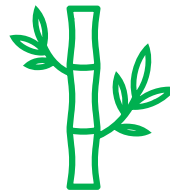
Risks



Complementarity

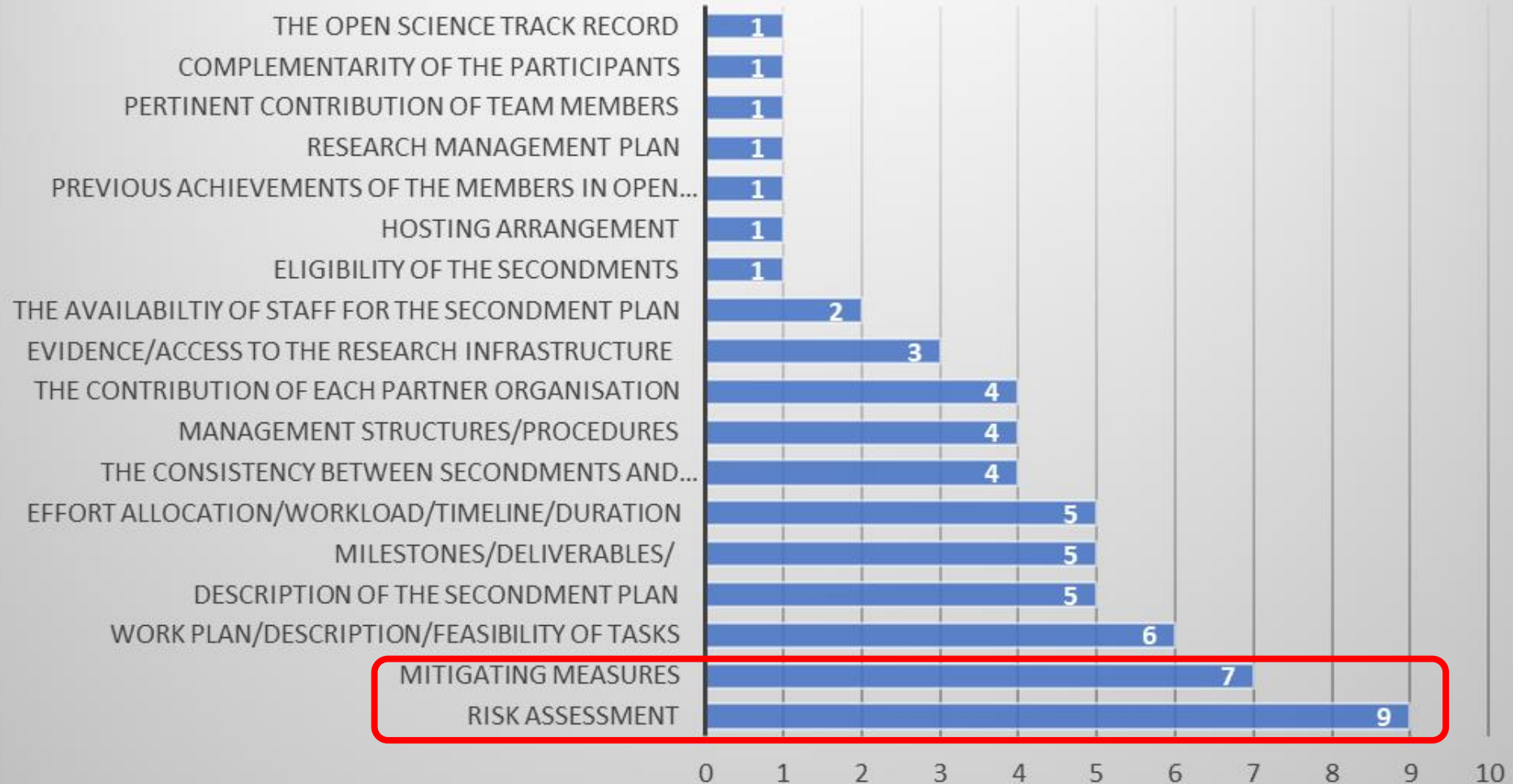


Timing



Environment

## Number of weaknesses in ESR's for applications with Slo participants - 21 projects (cal MSCA SE 21 & 22) - IMPLEMENTATION



### 3.1 QUALITY AND EFFECTIVENESS OF THE **WORK PLAN, ASSESSMENT OF RISKS** AND APPROPRIATENESS OF THE **EFFORT** ASSIGNED TO WORK PACKAGES



- ✓ Work Packages description (table)
- ✓ List of major deliverables (table)
- ✓ Consistency and adequacy of the work plan and the activities proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).
  - Describe how the proposed secondments are necessary to implement the activities described and their duration is appropriate to achieve the objectives.
- ✓ Credibility and feasibility of the action through the activities proposed.
- ✓ Credibility and feasibility of the allocation of secondments proposed to reach the action objectives (research/innovation activities, training, transfer of knowledge, etc.).
  - Describe how the number of staff available and the staff member profiles are appropriate to implement the activities linked to the different secondments

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

- ✓ **mid-term meeting** organised between the participants and the granting authority;
- ✓ **progress report** submitted within 30 days after one year from the starting date of the action;
- ✓ **mobility declaration** submitted within 20 days of the secondment of each seconded staff member, and updated (if needed) via the Funding & Tenders Portal Continuous Reporting tool;
- ✓ **evaluation questionnaire** completed by the seconded staff members and submitted at the end of their secondments; a follow-up questionnaire submitted two years later;
- ✓ **data management plan** submitted at mid-term and an update towards the end of the project if needed;
- ✓ **plan for the dissemination and exploitation of results**, including communication activities submitted at mid-term and an update towards the end of the project.



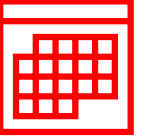


## 3.1 Quality and effectiveness of the **work plan**



- The work plan **is consistent** and well structured. Work packages, deliverables and milestones are well defined.
- **The allocation of secondments, the description** of the *work packages and tasks* involved and the deliverables are very good and **feasible**. The project is **credible**.
- Work packages are **sequenced coherently** over time.
- **The deliverables** are sound, well-identified, and appropriately scheduled along the timeline of the proposal.

## 3.1 Quality and effectiveness of the **work plan**



- **The consistency and adequacy** of all secondments is not in accordance with the activities proposed in the work plan.
- **The feasibility** of some of the described activities is not convincingly demonstrated.
- **The description of the secondment** plan is not fully clear. **The availability of staff** for the secondment plan is not explained in a detailed manner.
- Some of the WP's have very **few deliverables** compared to the range of **planned activities**, and as such, the feasibility of the **research management plan** is not convincing.
- **Milestones** for evaluating the completion of planned activities have not been adequately considered.

# Interdisciplinary secondments!

- The proposed **exchanges between EU/AC countries in the same sector** considered **to be interdisciplinary and are accepted, up to 1/3 of the total months funded by the EU**. Should the proposal be funded, these secondment **should be replaced** by eligible secondments.





- **Risk management at consortium level**

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

**Table 5 – Risks list**

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

A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

- ✓ **Level of likelihood to occur: Low/medium/high** - The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
- ✓ **Level of severity: Low/medium/high** - The relative seriousness of the risk and the significance of its effect.





## 3.1 ...assessment of risks



- The potential risks are **well identified**, and the solutions to **overcome** them are appropriate.
- The possible **risks** and proposed mitigation measures are well **described and relevant** with respect to **the proposed objectives**.



## 3.1 ...assessment of risks



- The risk assessment and mitigation strategy do not convincingly elaborate the **likelihood of possibly** occurring risks and the potential resulting impacts.
- The potential risks in connection with the **project's scientific part** are not adequately discussed.
- The risks related to **personnel issues**, including *staff availability*, are not appropriately elaborated.
- Some **innovation related risks** identified during the risks assessment have no sufficient mitigation measures proposed.



## 3.1. ...appropriateness of **the effort** assigned to work packages

- **The staff and the secondment** are **appropriate for the achievement of the research objectives**.
- **The number and type** of **staff needed** is available **to execute** the project successfully.
- The staff identified has got enough seniority and expertise to implement the allocated activities. Their **number** is adequate considering the activities proposed.
- **The capacity of the coordinating organisation** to manage the consortium has been properly described.



## 3.1 ...appropriateness of **the effort** assigned to work packages



- There is **a discrepancy** between the **allocated person month resources** and the implementation **needs of work packages' objectives and tasks**.
- The effort allocation of some **work packages** is not convincing.
- The proposal is not entirely convincing in demonstrating the need for **so many secondments** to achieve the proposal's goals
- The depth and effectiveness of the workplan is limited by most secondments **being limited to 1 month duration**. The secondment description are confusing and academic **justification for the lenght/timing** of the proposed secondment is not fully developed.

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

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



## 3.2 ...role of each participant, including hosting arrangements



- The consortium **is well-placed** around academic partners and companies, and credibly substantiated by interdisciplinary and intersectoral collaborations between participating organisations that have strong corporatins and complementary backgrounds in relevant fields.
- The participating organisations **have appropriate facilities** and **human resources** to carry on the taks of the **research programme**.
- The hosting arrangements **to facilitate the integration** of the researchers during the secondments are very well described. All the partners possess the necessary infrastructure, facilities, and equipment.



## 3.2 ...role of each participant, including hosting arrangements

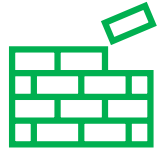


- The hosting arrangements for secondments are **not sufficiently discussed** taking into account the number and location of participants.
- The contribution of **each participating organisation** to the activities planned **is not described** in sufficient detail and there is not sufficient explanation of the quality and **role of each participant** and how they **integrate as a team** to deliver the **objectives**.
- **The management structure** and procedures are not sufficiently described.





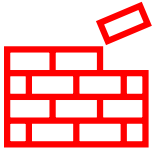
## 3.2 ...extent to which the **consortium as a whole** brings together the necessary expertise



- The partners have **complementary expertise** underpinning the compatibility within **the scope of the work plan**.
- The proposal clearly describes the **complementarity** and **compatibility** of the partners **in both research and training**.
- The tasks assigned to each participating organization match their expertise, which is **complementary** at the consortium level.
- **The track record in open science** is good.




## 3.2 extent to which the **consortium as a whole** brings together the necessary expertise



- **The information provided** is not sufficient to assess the availability and appropriateness of **staff** for all participating organisations.
- The competences and research expertise of each **participating organisation** are **not sufficiently described** as well as the complementarity of participants.
- **The publications** listed as relevant, due to the previous experience of some of the partners, do not convincingly **demonstrate the pertinent contribution** of team members.
- **The previous achievements** of the consortium members in **Open Science practices** are not sufficiently detailed.

- **Environmental aspects** in light of the MSCA Green Charter
  - The MSCA Green Charter promotes the sustainable implementation of research activities - in line with the goals of the European Green Deal
  - The sustainable implementation of your research project starts at the planning stage and continues throughout the lifetime of the project.
  - The goal of the MSCA Green Charter is to encourage sustainable thinking in research management.
  - The MSCA Green Charter is a code of good practice for individuals and institutions who are in receipt of MSCA funding.
  - All participants are expected to adhere to the Green Charter on a "best effort" basis and to commit to as many of its provisions as possible during the implementation of their projects.



**Some measures individuals and institutions are invited to consider are to:**

- reduce, reuse and recycle
- promote green purchasing for project-related materials
- ensure the sustainability of project events
- use low-emission forms of transport
- promote teleconferencing whenever possible
- use sustainable and renewable forms of energy
- develop awareness on environmental sustainability
- share ideas and examples of best practice



# Marie Skłodowska-Curie Actions Green Charter

*Version: 1*  
*Date of release:*  
*12 April 2021*



# Challenges in implementation of MSCA Staff Exchanges project

MSCA-NET

Have in mind this while preparing project proposal!

How to **find partners** for the consortium?

How to **involve non-academic partners** (especially SME without R&D departments) in a project?

What is the optimum **partner number** (sector balance, ESR/ER balance)?

How to **motivate employers** to join a MSCA SE project?

**Help** in the project application!

**Grant Agreement**", but also a **Consortium Agreement**" has to be signed that can set different financial rules.

Changing the status of non-academic to academic status.

If there is **no mobility**, there is **no budget** for partners –it is important to start!

It is hard to find ESR that are full time employed at their institution, but are not already **bound to other projects**.

Organisation of the **accommodation** during the secondment.





# Thank you very much!

Take assistance from your MSCA NCP in providing credible **information**, document **interpretation** and **pre-screening** of your MSCA SE project proposal!

[stojan.sorcan@gov.si](mailto:stojan.sorcan@gov.si)

[Najnovejše informacije za javnost, NCP MSCA v Obzorju Evropa \(ncpmscaslovenija.blogspot.com\)](http://ncpmscaslovenija.blogspot.com)



## MSCA

Marie Skłodowska-Curie Actions

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