

BESTPRAC WG1/WG2/WG3 Meeting

Report

March 23-24, 2017

University of Lisbon, Portugal

The seventh meeting of the three working groups of COST Targeted Network TN 1302 (BESTPRAC) was held on March 23-24, 2017 in Lisbon, Portugal.

The main objective of BESTPRAC is to establish a network for the administrative, finance and legal services in universities, research organizations and related entities supporting researchers involved in the lifecycle of European funded projects in order to exchange experiences and share and develop best practices, encourage knowledge sharing, knowledge transfer and increased efficiency.

The target group BESTPRAC is aiming at is the staff in universities and research institutions carrying out administrative tasks in support of European projects during the post-award phase, often with low salaries, without any possibility to travel and to network and share experiences about carrying out administrative tasks in European research projects. The target group does not include researchers, European project officers focussed on the pre-award phase of the project lifecycle, managers/directors, people with PhDs.

The call for participation in the joint meeting was overwhelming. In total, 166 applications were received. Finally, 118 research administrators from 31 countries attended the meeting. 22 of them came from the hosting country Portugal. Among the participants 47 % came from so-called inclusiveness countries, 24 % were MC members, 57 % Working Group members, and 50 % so-called Early Stage Administrators. It shall also be mentioned that 80 % of the participants were female and 69 % already participated in previous BESTPRAC activities.

Following the success of the previous Working Group Meetings, again a joint interactive discussion of all three working groups as well as the meetings of the three individual working groups were scheduled. We are very pleased that Sean McCarthy (Hyperion, Ireland) agreed to organize a workshop for us on „How to support researchers in writing competitive proposals for Horizon 2020“.

The respective documents can be downloaded at <http://www.bestprac.eu/events/workshop-lisbon-march-2017/>

Summary of WG1-meeting

WG1 has addressed the following topics at the BESTPRAC meeting in Lisbon:

- Administrative issues in Marie Skłodowska Curie Action proposals and projects
- Training on psychology skills: how to comfort and motivate researchers
- Research Support Staff Framework
- Strategies on how to promote the collaboration with the private sector and NGOs in collaborative projects
- Topics for final WG1 meeting

In addition, the WG1 attendants have attended the workshop 'How to Support Researchers in Writing Competitive Proposals for Horizon 2020' by Sean McCarthy.

Below, highlights are presented for each of the WG1 topics. Presentations are available on the BESTPRAC website.

Administrative issues in Marie Skłodowska Curie Action proposals and projects

Report by Andjela Pepic (University of Banja Luka, BOS), Andri Charalambous (The Cyprus Institute of Neurology and Genetics, CYP) and Maja Skocanic (University of Rijeka, CRO)

Speakers:

Eveliina Klemola (Aalto University, FIN)

Sandra Mereu (Université Paris 1 Panthéon-Sorbonne, FRA)

Sandrin Saile (Fraunhofer Institute for Solar Energy Systems, GER)

Nathalie Queffelec (Université de Bretagne Occidentale, FRA)

Anne Katrin Werenskiold (Max Planck Institute of Biochemistry, GER)

Elina Humala (University of Jyväskylä, FIN)

Gréta Björk Kristjánsdóttir (University of Iceland, ICE)

Stijn Delauré (KU Leuven, BEL)

Eveliina Klemola - ESR quality in ITN

- FP7 ITN project - 7 beneficiaries, originally 9 associated partners, 13 ESRs, 1 ER, 5 project officers on project
- Joint recruitment - all partners could pick from one pool of applicants (135 applied for positions)

In Sept 2014:

- One of the beneficiaries fired one of the ESRs (insufficient programming skills demonstrated) and additional recruitment happened - then only 33 months funding left for the new ESR instead of 36.
- Aalto did not admit one of the ESRs a doctoral study right - probation period 4 months was still ongoing - but the PI didn't want to let the ESR go and ESR was obliged to pass a few extra courses with a required average grade to get the doctoral study right admitted.

In Oct 2016:

- In Belgium, PhD students must pass a confirmation exam before the end of their second year to continue their PhD thesis
- As a rule in Belgium, the ESRs are first given a two year employment contract, which is continued only if they pass a confirmation exam
- An ESR didn't manage to fulfil the requirements for getting a PhD
- It was not possible to hire a replacement for the remaining time on the project so the budget for the 10 months was left unspent
- On a different project with a similar problem the remaining funds were allocated to one ER, which is possible if the person fulfils the eligibility and mobility criteria. In this project there was no interest for this option.

Conclusions:

- Termination of contract when necessary.
- Replacements are possible.
- If there is a person that fulfils the eligibility criteria than it is possible to resolve this issue .
- Early detection of problems with ESRs is very important (not after 2 years).
- It's crucial that the academic supervisors be involved actively and especially for early detection of performance problem and provide special support when needed; you should be able to terminate the contract when necessary (if no other solution is possible); replacements are possible!

Sandra Mereu - Setting up a MSCA IF project

Support that the project office (Sandra) provides:

- Communication – important internally (at the University) and externally
- Negotiations with the EC (for example, about the project starting date)
- The electronic signature procedure – employees are not used to electronic signatures (she does the signing with the head of institution)
- Reference point for the researchers for all their questions and problems

Project example:

- 2 ITN and 2 IF projects at Paris 1 University
- ACTECH (in archaeology)
- While setting up an MSCA IF look at: communication, "negotiation" with the EU, the electronic signature procedure, the budget implementation (in the Research department and the follow-up of the EU payments with the Accounting dept); assistance to the MSC researcher (housing, health system, mobile phone rates, schools for the kids, transport, etc.), establishment of the employment contract, amendments, secondment agreements, timesheets, reports
- You have to explain things over and over again
- The fellow tried three times before getting funded
- The support was provided by the RSS

Problems and solutions:

- Health Problems: an amendment is possible
- Housing: internal solutions can be found with the help of colleagues from other departments
- Bank account: HR can help
- Income taxes: some useful information found by chance
- Other issues: find the right contact person
- MSC actions "Master class" - an entire week dedicated to training for MSC IF applicants taking place in May 2017 at the JRU (Paris 1, Paris 10 and CNRS)
- "MAE" copying a Danish successful experiment: application, successful examples, evaluator, somebody from the commission, plus one-to-one sessions with the candidates (several persons looking at the proposal).
- Danish example: PIs should invite the fellows to come to the "Master Class", role of the PI is to drive the process.

Sandrin Saile - MSCA experiences from an early phase

- SOLATRIN – MSCA ETN-ITN Experience from an early stage: 4 years project, 8 beneficiaries, 14ESR positions, 15 months, 180 applications, 48 nationalities, 180 applications received - 40 interviews in one day
- Recruiting process - fellowships and homepage setup (Oct 2016), deadline for applications end of Nov 2016, deadline for candidate selection (mid Dec)
- Fellowship Promotion - advertisements (14 individual fellowship ads on project homepage, publication of one general advertisement linking to individual job offers, each ESR could apply for up to three positions, coordinator distributes applications to beneficiaries and hosts); portals used: Euraxess, Academic Positions (paid), university positions (paid), LinkedIn; twitter; XING, Facebook
- Large portion of applications were rubbish - generically written

What was good:

- One main ad linking to individual ads
- Offering the opportunity to apply for several topics
- Getting university positions and academic positions on board
- Training manager to coordinate recruiting process
- Joint recruiting day for all
- Meet & greet for potential fellows with consortium and PO
- Consortium could get an impression of all potential ESRs
- Evaluation matrices for the evaluators
- Single evaluations of all supervisors could be discussed on the spot
- Sparked sense of community
- Skype interviews on the same day

Room for improvement:

- Timing, set up homepage and advertisements took too much time, should have been prepared during GA preparation

- Be aware of differing regulations for job postings in different countries
- Adjust advertisement style to EURAXESS page or have university position enter your ads
- Discuss job portals early; make a detailed plan about everyone's advertisement efforts.
- Quality of applications
- Timing, more time for preparation and visa of ESRs
- Monetary factor – should MSCA pay for such an event? It would take up a lot of the budget
- Short notice should be avoided
- Personal interviews always better than skype
- Expect problems in arranging all the necessary paperwork for the ESRs – visa problems moved the start of the fellowship

Timing is everything

- Write fellowship descriptions in GA phase
- Setup homepage in GA phase
- Promote your fellowship orally as early as possible
- Involve HR of your institution early on
- Choose advertisement websites carefully and strategically with all partners

Build sense of community from the very beginning

- Joint recruiting – joint interviews
- Extensive exchange between beneficiaries very important for MSCA

Be flexible

- Any delays in recruitment should be factored in initial planning

Nathalie Queffelec - Management of a MSCA IF

- 2 examples: standard European Fellowship and a Global Fellowship.
- Grant preparation phase: an invitation - deadlines are tight; through the participant portal on clicking on Manage Project (notify the project start date, quick check of the marital status, declaration of honour signed, grant data revision, GA signed).
- **Important issues:** eligibility of all the costs are linked to eligibility of the researcher so must be checked by the host institution (researcher has to prove their eligibility - document to prove marital status, PhD diploma etc. and you have to check it!).
- Costs for the recruited researcher - institutional costs are only eligible if all the costs of the researcher are eligible.
- Recruitment - working conditions, under employment contract, comply with the EU charter for Researchers and the code of conduct.
- Researcher agreement (apart from the employment contract) - has to be signed between the researcher and host institution includes conditions about the conduct of the fellowship, payment and conditions of employment, reports and

deliverables, publication and publicity, personal career development plan, confidentiality, IPR and legal aspects.

- Partnership agreement signed between the beneficiary and the partner organisation for the secondment. Trick issues with the US - had to negotiate with the US because they wanted to have all the money, to impose an extra health insurance for the fellow with costs would be covered by UBO, wanted to take all the IP rights which is against European IPR rules. **Advice:** prepare negotiation well in advance (proposal time) when commitment letter is needed especially with the USA for they try to impose their own rules and be tough in negotiating.
- Mobility to third country preparation - all documents and funds should be prepared (visa - to, recruitment letter as the employment contract will only be signed in Jan 2018. **Advice:** seek help from Euraxess office (there is also Euraxess North America)
- **Continuous Reporting:** quite lights for the EF and 2 periods for the GF through the participant portal via Manage project. **Important:** eligibility of all the costs are linked to the eligibility of the researcher, must ensure that researcher works 100% - use timesheets, costs to be declared as fixed unit/pm, keep documents related to eligibility up to 5 years after the balance payment.

Anne Katrin Werenskiold - Lump sum for management and overhead

- In FP7 a fellowship was topped up with two lump sums (10% overheads and 10% management/coordination).
- In H2020 simplification is that they put together these two lump sums into one sum budgeted to each and every partners, no allocation to coordinator for management/coordination.
- A number of institutions do not allow a general reallocation of the budget for management/coordination to the coordinator via the Consortium Agreement.
- One way to solve this (used by Max Planck Society) is to add a paragraph to the consortium agreement indicating that the calculation of the individual share of project Partners of the management contribution needs to be conclusive, and that in case of significant deviations, Partners reserve the right to adjust their contribution. The coordinator then is entitled to invoice the partners for their share of the management contribution.

Elina Humala - Internal guidance on MSCA

- Case of University of Jyväskylä
- Drafted in 2015 - 10 pgs - aim to find common and joint procedures how to deal with all the exceptions and admin challenges in MSCA projects
- Drafted jointly by personnel services on HR, financial services, research and innovation services
- MSCA grants and working contracts in Finland (project - players and responsibilities for project management, internal kick-off meeting for the project, grant conditions for employment, recruitment process and job announcement, employment contract and titles, MSCA researcher agreement, salary amount and

determination - living allowance, use of allowances for mobility, travel and family, finish tax card and taxation, support services in moving to Finland, contracts and orientations etc.), MS grants for periods abroad, opening MSCA projects in SAP and activation of the manual recording of absences, contact persons. How to deal with exceptions, how to deal with changes, how to pay the mobility allowance

- Benefits - easier for researchers to understand their tasks, responsibilities and rights.
- Big advantage of the guidelines is that different offices at the University participated in the preparation of the guidelines, which ensures that all areas have been covered so it is easier to manage projects when there is a joint internal understanding of the EU and internal rules in different university services.

Greta Björk Kristjansdottir - MSCA IF from an evaluator perspective

- Experience exclusively from the Environment Panel
- Evaluators:
 - evaluate proposals based on strict evaluation rules set for each call
 - turn in evaluations but do not rank the proposals
 - assist the commission in selecting the best proposals to fund
 - experts are selected in their personal capacity and are expected to work independently and not on behalf of an organisation
 - sign a contract before starting to work including a confidentiality agreement
 - as an expert you are entitled to a fee of 450 EUR for each full day worked subject to any limitation which may be set out in your contract
- Evaluation process:
 - minimum 3 experts (job done remotely), one is rapporteur to write a consensus report
 - if you can't get a consensus you can call in other experts or ask vice chairs
 - there are observers as well to make sure the process is done in fair terms
- Own experience: for MSC about an 8 month lifetime from REA contacts you to ask you if you are interested in evaluating and then to save the date for the fall, update CV and re-evaluate your keywords; re-contact you some time before the deadline to make sure if you are still interested and if there is any conflict of interest, after the deadline the real work begins and there is lots of internal deadlines for the evaluators to uphold - reading the abstracts and select at least 100 proposals you feel confident about reviewing based on the title and abstract and rate them from high expert knowledge some expert knowledge broad expert knowledge; REA contacts selected expert evaluators - three per proposal - each expert is assigned to read from 20-30 proposals; after assignment each evaluator has to sign a contract and turn in Conflict of Interest notification if needed for any of the assigned proposals; evaluators attend a mandatory online session on the evaluation rules and regulations.
- Internal deadlines - with most intensive work in first 4 weeks
- Volume of proposals to read is huge: you have to be pretty organised

- Not just one type with one set of rules in MSC and you have to make sure you're adhering to all the different and specific rules
- Ranking list differs

Some common problems:

- The *Implementation* part of the proposal is usually low quality because the applicants usually write it last, just before the deadline, when they have run out of space and ideas;
- Appropriateness of the allocation of tasks and resources - this is often contentious between the evaluators. What one finds overambitious and unachievable another may find quite appropriate depending on the types of evaluators (specific expert and broad expert)
- There is not always agreement between the text and the diagrams (happens a lot in resubmissions)

Stijn Delaure - 100% remote evaluation in MSCA

- MSCA and how we tried to avoid an admin nightmare
- Comment on MSCA's 100% remote evaluation system

Constraints of the previous system:

- Availability of experts to attend central evaluation week in Brussels
- Limitations in hosting experts in Brussels
- Limited selection of specialists in rare domains
- Costs of the process increasing

Solutions:

- An efficient remote evaluation while maintaining high standard quality and the main principles of the evaluation:
- More time for remote consensus, overall schedule more flexible
- More streamlined approach in standard/high level of agreement cases, more time available for difficult cases
- Remote meetings in contentious cases, i.e video conference
- Remote quality control by Vice-Chairs and central panel meetings

Applied Approach:

- At least 3 evaluators
- Draft consensus report agreed by all evaluators remotely
- Average of the individual scores may become the consensus score
- If needed, remote consensus meetings
- Strong quality control on individual and consensus reports by Vice-Chairs
- Panel meeting in Brussels

Benefits:

- No limitations. Evaluation can be scaled-up while maintaining quality
- Specialized expertise. Selection of specialists not limited in remote evaluation
- No time constraints. More time and flexibility to reach consensus

- Quality and efficiency. Better quality control by Vice-Chairs. Whole evaluation more efficient.

Disadvantages:

- Chat system: no discussion, no real consensus. Expert don't log into system at the same time. Questions and comments may remain unanswered
- Reports of insufficient guidance and failing system
- Several reported cases were rapporteur ignored or forgot comments in consensus report
- Role of Vice-Chair unclear/undefined
- Only in minority cases – if deemed appropriate video conferencing to reach consensus

Recommendations:

- Video conferencing or skype system as standard system, in combination with chat system. Actual online meeting to replace physical consensus meeting in Brussels. This will allow for true consensus and better control
- Remote refereeing would allow for better balanced expertise in panels. Use of higher number of experts feasible. Hence less extremes.
- In addition, remote refereeing would allow for better balanced expertise in panels (use of higher number of experts feasible - 5 instead of 3 to have less extremes).

General Comments and Discussion:

For MSCA fellows:

- Weekly informal meet-ups to present their progress
- Summer schools and seminars to provide the info on their progress and get early feedback
- Include a mentoring system and have every fellow present on the progress

Discussion:

- Whether the lump sum approach for institutional (management) costs is good approach or not: for Finland is better than to have the actual costs, but for some institutions in The Netherlands it leads to the problem of debt because of internal overhead.

Training on psychology skills: how to comfort and motivate researchers

Report by Despoina Xenikaki (London School of Hygiene and Tropical Medicine, UK), Nomeda Gudeliene (Mykolas Romeris University, LIT) and Veronika Csapo (Central European University, HUN)

Presentation

Juan Abolafia (Fundacio Clinic per a la Recerca Biomédica, SPA) presented strategies for how to deal with complex emotional situations requiring psychology skills for a research administrator.

He discussed 1. the importance of the researcher's background and their attitude towards a negative/stressful situation, 2. Tools to motivate researchers, 3. The nature of conflict and 4. Ways to solve a conflict.

A conflict can create bitterness, lead to frustration, anger and hopelessness. It can also lead to avoidance. There are undesirable consequences of a wrongly managed conflict, one of them is people alienation. What do people do when they deal with conflict? Do they take responsibility of their own behavior? Do they sneak out of the conflict? Do they act aggressively?

How do you motivate the researchers?

1. Listening, figure out what the real problem is
2. Framing, what is your vision about the problem
3. Jointly find a most suitable path 'how do you think it would work in practice?'

Strategies and tips to manage a conflict more effectively and to cope with a difficult situation:

1. Let the researcher express their opinions or emotions
2. Facts stating
3. Break the problem down into pieces
4. Suggest solutions and/or pathways
5. Summarize the commitment
6. Follow up

What good communication is:

1. Proactive, positive, timely, not imperative, clear/concise
2. Showing empathy and sincerity which leads to connection
3. Offer the other person a few options to him/her to decide

Ways to cope with a difficult situation:

1. Devote time for yourself (step back, get out of the room, take a walk)
2. Devote time for you to discuss with colleagues
3. Discuss the matter with the person involved in the difficult situation
4. Show empathy and sincerity - it leads to connection.

Rephrasing is very powerful. It allows you to manage conflict more effectively. Listen first and then rephrase. At the end, you need to conclude / sum up, this makes the researcher feel he/she has been understood. Some phrases of rephrasing (to sum up, to conclude, you have said that, you believe that, etc.).

Break-out sessions

Scenarios from a list of 38 scenarios that were submitted by WG1 members and related to management of discomfort and conflict were discussed in break-out groups and presented plenary, as summarized below.

- *Scenario 6.7 'Newcomers don't know where to start, how to set up their foot on the European level, they feel like lost in the EU monster'*

Administrators should provide one to one hands on support and use good communication and listening skills. They should organize a face to face meeting with the researcher and do a good preparation beforehand so that the researcher is comfortable speaking with them. If need be, meetings with other departments, may also need to be set up.

- *Scenario 6.12 'The portability amendment is also a nightmare'*

This is possibly for an ERC grant: if it's conflict, strategies how to deal with conflict should be used, also good communication is necessary. The researcher needs to be asked to be patient. Administrators should use rephrasing and thus make sure that the researcher knows that we understand.

It very much depends if the researcher is senior or junior - the problem can have the added conflict of seniority. It is important to understand that every person has ego needs.

- *Scenario 7.5 'Long term planning due to the long duration until a project can start (especially in 2 stage applications and Innovation Actions regarding attracting SME's to participate).'*

A face-to-face meeting is advised.

Administrators should motivate the researcher that the researcher needs to use more strategic thinking and have strategic partners. For a SME's this can also be a great opportunity. Timelines, concrete and measurable milestones should be set so that the project can be planned well.

- *Scenario 7.3 'Lack of resources to set up the proposal (due to low success rates, researchers don't want to put much effort in this in times of limited resources).'*

Administrators need to establish what the level of engagement is as it's different if you're a coordinator or partner. Reduce the researchers' administrative burden. Administrators should work with the researcher and motivate him/her so that the researcher sees this as a challenge, it's good for self- esteem - also rely on their self-esteem. Make it clear that even if the proposal does not win they will gain valuable experience.

Turn the discussion to the analogy of sports - to be invited into the championship sportsmen need to be engaged in the activities, they usually win championship not for the 1st time but have to exercise and keep training / playing.

It is also important to give the researcher alternative solutions.

- *Scenario 6.14 'Contracting Authority does not respect deadlines listed in the Grant Agreement (applicable only to ESI funds)*

Administrators should prioritize strategies - apply either horizontal or vertical strategy. Admins should contact the contracting authority. The importance of good communication was emphasized as well as the power of rephrasing so that a good solution is found. If one solution doesn't work, the next one should be used.

- *Scenario 1.3 'How to motivate researchers to follow and support open science if they are not interested'.*

Present the direct and individual benefits of open science to the researcher which will increase the relevance of his/her work in the community and increase of their recognition (e.g. citation) and reputation. It's important to choose time appropriate for them to discuss. Also inform them about the possibility to opt out later on, and that they can choose what to share.

- *Scenario 2.1 'PI not prone to listen to alternative suggestions by non - managerial staff'*

Administrators should first understand the problem then try to solve it. Invite international experts and organize international events - offer them what they do listen to. The PI's are more likely to listen to their advice if they don't listen the non-managerial staff.

- *Scenario 5.2 'A partner does not perform its allocated scientific or admin tasks'*

Administrators should emphasize the importance of communication between the partners. If there is a problem, they should try to resolve it in an informal way. Then try a formal way if the problem persists.

- *Scenario 4.2 'A partner does not want to sign a consortium agreement unless a number of changes are included in the text'.*

Administrators should first clarify what is the reason and the partner does not want to sign the agreement. There should be either a face to face meeting or a skype meeting. Try to communicate with the people responsible for the problem identified in the consortium agreement. It is better if people of the same level in organizations communicate (e.g. admins to admins).

- *Scenario: 6.13 'Some situations are not defined on the national level (unclear national legislation) or on the institutional level (lack of guidelines/procedures)'.*

Try to understand what the problem is and break it down. Find experts to help figure out what the issues are.

- *Scenario 3.3 'Very good evaluation but rejected'.*

Administrators need to motivate the researchers by listening. It is better to meet one-to-one and look at the evaluation report. Is it worth resubmitting? Summarize the steps to take for the next call. Do the follow-up call. Establish good communication and assure further administrative assistance.

- *Scenario 3.4 'A proposal has been rejected more times - the resubmitted proposal takes into account all suggestions and remarks from ESR but in the second evaluation it has even less points'.*

Administrators need to show empathy and that they understand the situation. Why it happened? - Ask the researcher what they think the reason was. Maybe, for instance, the choice of keywords was a problem? Administrators and researchers think together of an action plan and organize a follow up. Should the project be resubmitted? If yes, most likely proposal preparation would need to start earlier than before.

- *Scenario 6.1 'Too many departments are involved on a single task (e.g. a consortium agreement might require the feedback from different units (tech transfer, finance department, European projects, platforms.)*

Administrators should make information available whom to contact for each query, whether it's administrative issues or finance issues. Researchers and administrators have to be clear who is doing what. Informational events should be organized for administrative people as well.

The different departments can come together for the in-house kick-off meeting.

- *Scenario 6.3 'Ignoring the institutional processes'*

Good communication needs to be established. Problems should be broken down in bits. Confirm the consequences if processes are not followed. Encourage cooperation in the process and make sure it is clear who is doing what and that administrative personnel is here to support them and that everyone is doing their job the best way possible.

- *Scenario 1.2 'How to motivate researchers to use online or administrative platforms/intranets in order to be regularly informed and updated'.*

Give positive examples where people have used those tools already. Establish good communication with the researchers. Send the link to the researchers. Motivate researchers to use online or administrative platforms. Invite questions and provide answers. Have the FAQ Sheet easily available to them - maybe by sending it to them by email.

- *Scenario 3.1 'A proposal has been rejected, and not only once'*

Administrators should listen, show empathy, de-dramatize the situation and restore hope. Look through the report and comments together. Mention to the researcher that the proposal can be rejected several times. Use an example of someone, whose proposal was rejected several times but finally was funded. If a proposal has been rejected but resubmitted, highlight the work that has been done up to now (the value of networking, insights, learning process). Talk with the researcher about improving the proposal so that he/she can reapply. Refer them to other funding sources.

- *Scenario 4.1 'The review of an agreement (with a third party, MTA, researcher agreement etc) is taking much longer than it should.'*

Use good communication to find out why this has happened. Proactively inform about the process. Be sincere. Prepare in advance. Learn how to cope with difficult situation.

Role playing

The session was closed by 4 role-playings of 5 min on different scenarios involving Sandra Mereu (Université Paris 1 Panthéon-Sorbonne, FRA), Ellen Schenk (Erasmus MC, NED), Tjaša Nabergoj (University of Ljubljana, SLO), Veronika Csapo (Central European University, HUN), Despoina Xenikaki (London School of Hygiene and Tropical Medicine, UK), Eveliina Klemola (Aalto University, FIN), Anđela Pepić (University of Banja Luka, BOS) and Claudia Oliveira (University of Lisbon, POR):

- Ellen Schenk - Sandra Mereu: *Many of the documents needed are perceived as heavily bureaucratic and purposeless*

Positive communication is very important. Bureaucracy is necessary because it's tax-payers' money and researchers need to be accountable to using their money. Invite the researcher not to let bureaucratic documents be an obstacle to international career, better money, etc.

- Tjasa Nabergoj - Veronika Csapo: *How to motivate excellent researchers to apply for EU projects in particular ERC and MSCA grants*

Use positive and inspiring communication. Turn the discussion to personal benefits: "Why do you think you are not able to apply for ERC grant? Don't you have an idea? Is your CV not of a world-class researcher? It will provide you better career progress. It perfect timing to launch ERC project. You will receive better funding, have better position in the institution.

- Claudia Oliveira - Andela Pepic: *No match of the proposal with the call text because the PI ignored call priorities (SMEs etc.) that he/she found meaningless*

Use positive communication, indicate the importance of playing by the rules, give example of football: you either follow the rules, or don't play. Understand the researcher's concern first and make sure s/he knows that will work with them.

- Despoina Xenikaki - Eveliina Klemola: *Two researchers on the project team are not on the best terms and are letting personal differences influence the team dynamic'*

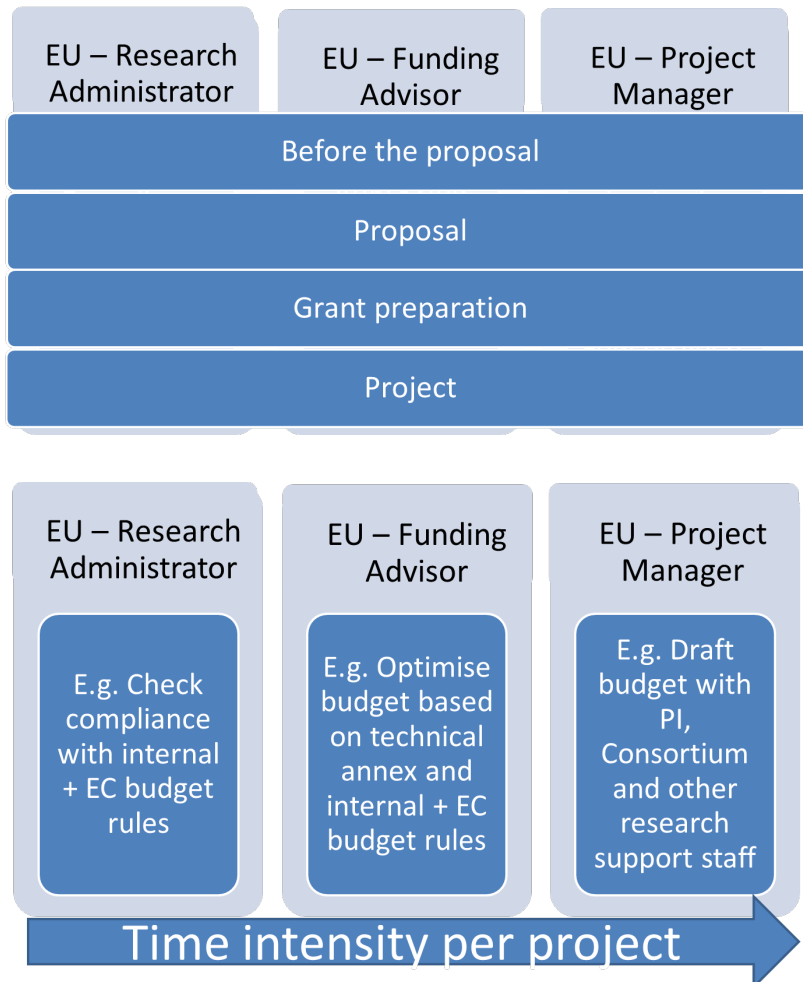
Use mediation skills, positive language, try to find the middle ground to solve the problem (e.g. use library to meet, indicate official working hours). Think outside the box, be very supportive.

Research Support Staff (RSS) framework

During a plenary session, the RSS framework was presented to WG2 and WG3 by **Nik Claesen** (Vrije Universiteit Brussel, Belgium) together with the leaders of the WPs dealing with specific parts of the framework:

WP	Title	Chairs
1	Integrating the work of the other work packages and providing a report which outlines the framework	Nik Claesen Ellen Schenk
2	Linking the content of BESTPRAC to the framework	Eveliina Klemola Anja Mertinkat
3	Linking skills, competences and qualifications to the framework	Jan Andersen Mary Caspillo-Brewer
4	Quality assurance and annotation	Nik Claesen Elina Humala
5	Integration and communication	Rebekka Steinmann

Currently, a Wiki on the RSS framework is being developed as a sustainable platform. The Wiki describes the tasks of the 3 types of research administrators during the project life cycle as outlined below. The skills and competences needed for the tasks will now be added, as well as content from BESTPRAC that are relevant for the performance of the tasks.



Essential next steps for the RSS framework are:

- Obtaining consent for the addition of BESTPRAC content from WG1/2/3 (e.g. presentations, alone-at-the-office kits, recommendations) to the Wiki
- Quality control and proof-reading
- Addition of WG2 and WG3 profiles if desired
- Dissemination to external stakeholders

During two WG1 sessions, the individual WPs (WP2-5) discussed on specific tasks and deliverables for the remaining months of BESTPRAC. It is planned that the final framework in the Wiki format will be in place mid-September 2017.

Strategies on how to promote the collaboration with the private sector and NGOs in collaborative projects

Report by Andjela Pepic (University of Banja Luka, BOS) and Sandrin Saile (Fraunhofer Institute for Solar Energy Systems, GER)

Speakers:

Anna Kivilehto (Linnaeus University, SWE)

Robert Link (University of Graz, AUS)

Stijn Delauré (KU Leuven, BEL)

Mary Caspillo-Brewer (University College London, UK)

Anna Kivilehto - Living Labs

Presented is the concept of 'living labs', meaning "open innovation eco-systems based on a systematic user co-creation approach that integrates research and innovation activities in communities and places citizens at the centre of innovation".

Living labs and related key words can currently be found in many H2020 calls. They envisage activities in real-life settings, the involvement of actual users as actors, and the parallel creation of research solutions. In this sense they are multi-method, multi-stakeholder projects with the key philosophy: "Start with people, not with technologies." They engage an active participation by customers which may lead to better products, increased user satisfaction and knowledge creation.

- What is a Living Lab in H2020? It is user-driven, demand-oriented, citizen observatories, user-centring innovation platforms, stakeholder engagement, collective awareness platforms
- Living Labs are open innovation ecosystems based on a systematic user co-creation approach that integrates research and innovation activities in communities, placing citizens at the centre of innovation - European Network of Living Labs definition. Commonalities: real-life setting, active user involvement, co-creation, multi-method approach, multi-stakeholder approach, orchestration. Users are not factors but actors (co-creation).
- Quadruple helix is no longer quadruple with living labs - it's much more.
- Academic definition - three layer model (macro - organised stakeholders for platform, mezzo - innovation projects and methodologies, micro - individual living lab activities - small scale innovation)
- Benefits of *living labbing* - for companies to attract them to consortium, for cities and public bodies
- Experiences on building LL operations - university as the most appropriate facilitator, build relationships with companies, win trust and create more opportunities to cooperation, facilitator should speak same language with companies

General comment: Living labs are actually more or less the same as the "participatory methodologies" in social sciences. It's just a matter of the naming.

Robert Link - Practical experiences in application with participating NGOs and "movements"

- Example of preparation of the project proposal for Science Diplomacy for EU Neighbourhood Policy Call (in evaluation process at the moment)
- Impossible to do the work to "review ALL AVAILABLE RESEARCH RESULTS" - hence the suggestion to include NGOs and movements
- The approach will build on the 'Principle of Three "Os": Open Science, Open Innovation, Open to the World (but part related to social media engagement)
- Small consortium of 8 which steers a bigger network of partners - associated partners who signed a letter of support
- Consortium - 2 Universities, European think tank, foundation registered in Lebanon with a lot of coverage, academic think tank with daughters in eastern neighbourhood, private research centre, scholarly association emerged from a Jean Monnet network project with institutions from the Caucasus region and beyond plus EU, and a training organisation
- Associated partners: online Facebook based movement of young middle easterners, 40 associated partners (academic, non-academic institutions, individual experts)
- Approach: open science, open innovation, open to the world to extend the capacity of the persons and include perspectives, consider language barriers
- Community engagement strategy with awards
- Challenges: traditional risk-averse mind-set of evaluators, advice from research support officers (involvement of external people with awards might be in conflict with the idea that the expertise has to be provided by the consortium)

Stijn Delauré - Collaboration with the non-academic sector

The KU Leuven (Europe's most innovative university) successfully fosters collaboration with the private sector before, during and beyond projects by the following strategic measures:

- Establishment of a Technology Transfer Office (TTO) for managing the cooperation with the private sector to make value of the university's scientific achievements and the tax payers' money. TTO tasks: manage research collaboration, protect and exploit intellectual property, set up spin-off companies, provide incubation instruments and seed financing, create high-tech ecosystem. Social Innovation is also in there.
 - This philosophy is reflected in the professors mind-set
 - Regional embedding
 - Funding leveraged by state government. Funding goes directly to university to do the research - university industrial research funds (applied research in collaboration with non-academic entities).
- Network of decentral knowledge brokers (bridging the gap) (introduced in 2005, impact directly seen in FP7). 37 knowledge brokers - bring research results closer to community + 4 SSH project developers.
 - Ecosystem networks (years of work and funds invested, crucial to be active in it): horizontal networks and technology "clusters" - stimulating knowledge

exchange and partnering with other high-tech businesses (both SMEs and large companies) and innovation actors.

- Communication about the projects' impact and patents. Through LERU (www.leru.org) - communicating about economic contribution and investments in spin-offs - innovation from KU Leuven (show how the investing in the research and innovation brings back the funds to the public budget - gross value added and job creation)! *BiggarEconomics study 2015*
 - Push investments in spin-offs

These strategies turned out to be very successful for the acquisition of projects and strengthening of existing network. The most efficient way to do this is to keep the application of research in mind and to communicate it in a tangible, recipient-oriented way.

General suggestions, advices and experiences:

- Check your own institutional portfolio of output and show that every EUR invested in research and innovation brings more value!
- Professors are evaluated on research, education, innovation and benefit to society
- KUL TTO became successful when it created some financial and non-financial incentives to scientists; e.g. contracts with private sector can be managed by professors themselves

Mary Caspillo-Brewer - Building good working relationships with collaborating institutions in developing countries in Asia and Africa

Mary Caspillo-Brewer highlights the notion that the skills and knowledge of local partners in managing their financial resources must be assessed and strengthened as part of the collaboration. She gives the example of UCL Institute for Global Health who partners with organisations from Asia and Africa. Only an implementing partner with strong foundations for managing funds will ensure fruitful and long lasting partnerships.

Some top tips for partner capacity building are:

- As lead partners - strengthen the skills of local partners, their confidence and systems to manage financial resources efficiently and effectively
- As implementing partner - having strong foundations for managing your funds will ensure fruitful and lasting partnerships (management accounting for NGOs) - work with an organisation in the villages in Nepal for example (using local knowledge)
- Build trust by open communication
- Add a budget on partner capacity building to your project in the application stage (.e.g for courses and meetings), e.g. set up project management course for the finance administrators or similar; do not only focus on technical staff but also include financial and management courses for support staff

- Create support networks (inception meetings, annual partners meetings) - create local networks with other NGOs to share knowledge and advice - partners of large collaborative projects meet regularly
- Useful tool for such as the financial 'health check' of new partners: [MANGO](#) (*Management Accounting for NGOs*)
- You can download the free guide on how to help build your project partner's financial capacity, e.g. [Mary's Good Practice Guide for Lead Organisations](#)

General remarks:

- Cultural differences raise challenges (how to accommodate everyone).

Topics for final WG1 meeting (September 2017, location to be determined)

The following topics were identified for the final WG1 meeting:

1. Presentation of final Research Support Staff framework
2. Plenary presentation by invited speaker DG Research and Innovation for update on H2020 interim evaluation (including administrative issues) and initial ideas on FP9
3. How to cross the participation divide through future COST Targeted Networks (*note: this is dependent on the decision by COST on continuation of the Targeted Network instrument*)
4. How to co-create projects in Horizon 2020 and FP9
5. How to communicate with your national government and institutional policy makers to trigger reformation
6. Evaluation of BESTPRAC WG1

The final agenda for the next meeting will be set by the WG1 leader together with the BESTPRAC core group.

Summary of WG2-meeting

During the BESTPRAC Meeting in Lisbon, WG2 members (56 attendants from 26 COST Countries) analysed and discussed following topics :

- How to manage H2020 projects and avoid financial errors
- European Structural and Investment Funds (ESIF) 2014-2020
- MSCA: subgroup discussions on best practices in financial management of MSCA (with discussion on H2020 audit checks)

How to manage H2020 projects and avoid financial errors

During the WG session, WG2 participants analysed the financial management of H2020 projects under two different aspects: the eligibility of costs and the audit procedures according the provisions of MGA.

1. H2020 Financial Management

- **Wolfram Rieneck**, (Medical University Innsbruck) explained the major changes included in the H2020 MGA , version 4.0 and the WG2 participants discussed together the topics of "additional remuneration" and internal invoices. Decided to further discuss the topic "Clinical trials" during the last WG meeting in September.
- Thanks to **Eva Vas and Borbala Varga** (Central European University) WG2 Members divided in subgroups could practice on a calculation of personnel costs using the standard annual productive time (1720) and discussing difficulties in applying the standard value.

2. Audit in FPVII vs Audit in H2020: major changes and how to be prepared

- **Meike Dlaboha** (Weihenstephan-Triesdorf), explained in detail the differences of II Level Audit procedure in FPVII compared to H2020. She analysed FPVII GA, Annex II, the Financial guidelines in FP7 , the Guidance Notes for beneficiaries and Auditors, Version 25.7.2013, Annotated Grant Agreement Model for H2020, Annex 5 and the Framework contract for services 2015/RTD/J2/OP/PP-03181-2015 FWC conditions of February 2016 (= provision of audit services related to ex-post financial controls concerning H2020) <https://etendering.ted.europa.eu/cft/cft-document.html?docId=13837>
- **Audit in FP VII:** Jonne Ritari (University of Turku) discussed how to be prepared in managing a II level Audit
- **Direct Personnel Costs/Natural persons with direct contract:** Raquel Vargas (Universidad Complutense de Madrid) presented best practices in reporting costs related to natural persons working under a direct contract with the beneficiary.
- **Travel costs and related subsistence allowances :** Staska Mrak Jamnik, (University of Ljubljana) , discussed the 5 eligibility criteria to be satisfied and checked by the auditors.
- **Subcontracts:** Dirk de Craemer (Ghent University) presented common errors and best practices in managing and reporting subcontractors in H2020 projects

- **Other Costs:** Primoz Petek (Slovenian Forestry Institute) analysed characteristics and eligibility criteria for travel costs and related subsistence allowances, equipment costs, costs of other goods and services and capitalised and operating costs of large research infrastructures.

European Structural and Investment Funds (ESIF) 2014-2020

During the Vilnius WG session, WG2 participants analysed how the EC recommendation regarding “enabling synergies between European Structural and Investment Funds and Horizon 2020” as described in the document published on http://ec.europa.eu/regional_policy/sources/docgener/guides/synergy/synergies_en.pdf, can be implemented and decided to draft a policy recommendation to influence the future programming period. **Valeria di Caro (Politecnico di Torino)**, drafted and exchange a policy recommendation before the Lisbon Meeting. WG2 Participants decided to have further discussion on the draft document in order to present it in a final version during the last WG meeting in September.

Jaco De Graaf (Leids Universitair Medisch Centrum), **Dace Kärkle** (Latvian Institute of Organic Synthesis), **Anna Ober** (Silesian University of Technology), **Alexandra Attard and Dorianne Attard Mamo** (University of Malta) presented experiences and best practices in managing I level Audit.

Marija Šola Spasić (University of Belgrade), presented the characteristics of IPA, the Instrument for Pre-accession Assistance (IPA), the means by which the EU supports reforms in the 'enlargement countries' with financial and technical help. She described how the national control system works and how to be prepared in order to demonstrate the eligibility of costs.

Subgroups discussions on best practices in financial management of MSCA

During the meeting in Sofia, WG2 decided to discuss in 4 different subgroups common issues related to the financial management of MSCA. Each subgroup, focussed on a single MSCA (IF, ETN, ITN, Rise) analysed main characteristics of the actions, differences in comparison with FP7. During the Lisbon meeting, WG2 participants agreed on a further analysis of these topics divided in three following subgroups with following subgroups leaders (**ITN/ ETN**, Ulfar Gislason (University of Iceland), Cristina Velasco and Chelo Morán (Universidad Carlos III de Madrid); **IF**, Per Inge Andresen (Norwegian University of Science and Technology), **RISE**, Stephanie Rossard and Geraldine Leonard, (Université de Technologie de Compiègne).

Topics and Volunteers for the next WG2 meeting

WG2 Members discussed and decided following topics and volunteers for the last WG meeting:

1. H2020. Financial Management

- Personnel costs Additional remuneration: **Marija Sola**, (University of Belgrade), **Irina Popescu** (IMT Bucharest), **Katarzyna Markiewicz-Sliwa** (Silesian University of Technology)
- Clinical trials: **Wolfram Rieneck** (Medical University Innsbruck) , **Jaco De Graaf** (Leids Universitair Medisch Centrum),

- Internal invoices: **Petra Stolfova** (Maynooth University)
- Audit : How to prepare a team: **Meike Dlaboha** (Weihenstephan-Triesdorf), **Wouter Duchateau** (University of Hasselt) , **Primož Petek** (Slovenian Forestry Institute)
- Recommendation for financial regulation in FP9: **Staska Mrak Jamnik**, (University of Ljubljana), **Vanda Baloh** (Slovenian Academy of Sciences and Arts), **Eva Vas and Borbala Varga**, (Central European University) **Dirk de Craemer** (Ghent University) , **Katarzyna Markiewicz-Sliwa** (Silesian University of Technology)

2. Financial management of MSCA

WG2 participants, divided in subgroups, are going to draft a document with best practices in managing MSCA with the aim to present the document during the last meeting in Brussels.

Madalena Martins (Instituto de Tecnologia Química e Biológica António Xavier) volunteered as editor for final document, subgroups leaders **Ulfar Gislason** (University of Iceland), **Cristina Velasco and Chelo Morán** (Universidad Carlos III de Madrid); **Per Inge Andresen** (Norwegian University of Science and Technology), and **Stephanie Rossard and Geraldine Leonard**, (Université de Technologie de Compiègne) volunteered in order to draft a document for each subgroup (max. 2 pages presenting do and don'ts in financial managing of MSCA)

- ### 3. ESIF European Structural and Investment Funds - Policy recommendations and One single set of rules:
- Valeria di Caro**(Politecnico di Torino), **Jaco De Graaf** (Leids Universitair Medisch Centrum), **Dace Kärkle** (Latvian Institute of Organic Synthesis), **Ewelina Wronka** (University of Lodz), **Alexandra Attard and Dorianne Attard Mamo** (University of Malta)

Summary of WG3-meeting

The WG Legal (WG3) leader Diana Pustula was unavoidably detained and unable to attend this meeting. In her place, Miriam Ryan (Maynooth University, IE) the COST Bestprac STSM Manager and previous WG3 Task Co-Leader substituted to lead WG3 sessions with Sarah Dello (Ghent University, BE) substituting for the informal preparatory meeting.

An informal preparatory meeting of the WG3 Group Task co –Leaders (Sarah Dello and Elger Vercayie) met at the NH Campo Grande Hotel, Lisbon on Wednesday evening March 22rd. This was a small group meeting as the other co-leaders had not arrived in Lisbon. Sarah gathered presentations from presenters for next day.

The number of volunteers who put themselves forward (11 in WG3) to present at this meeting, and encouraged to do so by Diane Pustula (WG3 leader), had increased from previous WG3 meetings and was made up of a mix of ESAs and those who were more experienced. Having more ESAs involved was encouraging and thus helped to achieve the two-fold aim of building confidence in presentation skills and facilitating more networking opportunities for inclusiveness countries with the ultimate transfer of best practices for legal research support professionals.

DAY 1 - Thursday March 23rd

As there was no joint plenary session led by WG3 to the other WGs at this meeting, it meant there was more time to delve into issues in the parallel dedicated WG sessions.

Continuing the theme of developing the "Alone in the Grants Office, Survival Kit " series begun in previous meetings, WG 3.1 focused on Part 4 "Legal aspects of joining a new International R&I". Four presenters chose to research and present their experiences on the particular legal issues that would commonly cause concern in such agreements. Miriam Ryan (Leader, IE) spoke about the issues of Liabilities and the importance of careful consideration of liability clause construction and scope of liabilities, warranties in these agreements and the necessity to understand your institution's position in relation to liabilities accepted. Catalin Radu, Spiru Haret University -Central Research Institute, RO) analysed dissemination issues, resultant responsibilities and extent. Nicolas Schulthess (ETH, Zurich, CH) teased out ethical provisions, how they apply and requirements for their fulfillment. The issue of who checks ethical compliance and who signs the agreements again were raised. Celia Pinto (University of Porto, PT) concentrated on variations in the eligibility of cost issues and the appointment and hiring process. In this way the major legal responsibilities in such R&I international agreements were identified and discussed. This 1.5 hour session consisted of four 20 minute presentations with discussion within and also 10 minutes for questions and discussion at the end.

Day 1 continued with WG3.2: Legal Arguments under H2020 and procurement Contracts (disputeresolutions). Presentation prepared by the Co-leaders Sarah Dello (Ghent University, BE) Verena Dolovai (Vienna University of Technology, AT) and Kristin E. Haroardottir, University of Iceland, IS). A very interesting presentation on

the complexities of ADR (Alternative Dispute Resolution) was given. The various mechanisms and the disadvantages and advantages of arbitration and mediation were discussed. When is it better to go to arbitration? Is mediation always the preferred first option? WIPO v ICC? Arbitration in other jurisdictions may not legally binding e.g. in US where arbitration is more like mediation. For H2020 agreements does the Guarantee fund cover these disputes? What are the risks of accepting arbitration rather than going to courts? This gave rise to the broader issue of Risk assessment and whether participants had an understanding of the risk appetite of their institutions and the need for such knowledge.

DAY 2 – Friday March 24th

WG3.2. Belgian Law -what you need to be aware of.

As Belgian law is the governing law in EU and also other grant agreements, it is often chosen by consortium members to govern consortium agreements. Task-Leader - Elger Vercayie, Vrije Universiteit Brussel, BE) presented a very comprehensive overview of different contract law concepts as they apply. Being a civil law jurisdiction, it differs from common law jurisdictions in the EU so this discussion was particularly useful to some WG3 participants. The concepts of good faith, duty of information, gross negligence cannot be exempted but may be contained and separately the idea that not everything is required to be spelled out in agreement to be valid, were teased out.

The final session, WG3.4 Commercialization of Research Results-legal aspects was presented by Co-Leaders Carolina Garcia (University of Madrid, ES), Loreta Staskuniene, (Klaipeda University, Lithuania) and Fatma Uslu (Curkova University, Turkey). Various observations regarding how commercialisation of research could be increased and the very particular legal requirements to have fit for purpose agreements in place were reiterated. A discussion followed about the institutional organisation of commercialization of research across the WG 3 participants and the variation and complexity was evident.

This was followed by an update of the HR Excellence in Research Logo uptake which is an ongoing project within WG3. To this end another on-line survey before the Lisbon meeting was concluded and presented at the meeting by Barbara Paternoster, University of Ljubljana, Slovenia.

To conclude:

This WG3 meeting in Lisbon was productive on a number of levels in that

- * participation was widened where many more ESAs prepared and presented, due to increased encouragement by WG3 Leader Diana Pustula in advance of the meeting
- * the opportunity of participating in a joint rather than a solo presentation. This is a good model; those who are not comfortable for whatever reason in presenting have the benefit of a 'team' of peers and more experienced colleagues around them. In turn it encourages meaningful networking.

* 17 WG3 participants from 12 countries (of which 6 were in legal positions, 3 in IP/ Commercialization positions and 4 in research support roles) participated over the two days.

*Possible further topics to be presented in the final WG3 Meeting in Brussels were sought There were many ideas from the floor 1. Data Management - new regulations 2. State Aid liability. 3. Bankruptcy in H2020- issues. 4. Joint session - Finance - legal interpretation 5. Other WG groups such as Technology transfer group, lobby group if continuation occurred. However, there were also suggestions from the Vilnius meeting which would be explored via contact with the full WG3 group to decide final topics and seek presenters.

Due to the nature of legal support in research contract offices, there is little opportunity to discuss and evaluate how we work on a day to day basis. WG£ is an extremely beneficial forum to drill down particular tissues that emerge frequently and reach a common understanding if possible. Personally, I was humbled to be asked to act as surrogate leader in Diana's absence, giving me an appreciation of the sterling role that she holds in encouraging and driving this Legal Workgroup.

BESTPRAC WG1/WG2/WG3 Meeting

Final Programme

March 23-24, 2017

University of Lisbon, Portugal

ICS - Instituto de Ciencias Sociais

Av. Professor Anibal de Bettencourt, 9

Wednesday, March 22, 2017

18:00 - **Pre-registration** & payment of catering fee (€ 60 cash)
19:30

Thursday, March 23, 2017

08:15 - **Registration** & payment of catering fee (€ 60 cash)
09:00

09:00 **Welcome address by hosting institution** (Prof. José Luís
Auditorium Cardoso, Director of ICS)

Welcome address & brief introduction of BESTPRAC (Jan
Andersen, Chair)

Introduction to WG1 / WG2 / WG3

(Ellen Schenk, WG1-Leader / Vanessa Ravagni, WG2-Leader / Miriam Ryan
(substituting Diana Pustula), WG3-Leader)

09:15 **Research Support Staff Framework**

Auditorium Presentation and discussion by Nik Claesen and Ellen Schenk

During this session, WG1 representatives will present an update on the development of the RSS Framework. Furthermore, the positioning of financial and legal administrators in the RSS Framework will be discussed.

10:15 **How to Support Researchers in Writing Competitive Proposals for Horizon 2020**

Auditorium

Workshop by and with Sean McCarthy (Hyperion, Ireland)

11:30 Coffee break

12:00 **How to Support Researchers in Writing Competitive Proposals for Horizon 2020**

Auditorium

Workshop by and with Sean McCarthy (Hyperion, Ireland)

13:15 Lunch Break

14:30 **WG1/WG2/WG3-meeting** (*in parallel*)

rooms:

WG1 @ Auditorium

WG2 @ Polivalente

WG3 @ Sala de Aulas 3

WG1.1: Administrative issues in Marie Curie Skłodowska Action proposals and projects

The administration of MSCA projects can raise issues at various levels, such as eligibility of a fellow, proper payment of fellow allowances, payment of secondments etc. During this session, best practices, do's & don'ts and tips & tricks will be shared.

Presenters (max 10 min presentation + 10 min general discussion at end of session)

<i>Name</i>	<i>Institute</i>	<i>Topic</i>
1. Eveliina Klemola	Aalto University (FIN)	ESR quality in ITN
2. Sandra Mereu	Université Paris 1 Panthéon-Sorbonne (FRA)	Setting up a MSCA IF project
3. Sandrin Saile	Fraunhofer Institute for Solar Energy Systems (GER)	MSCA experiences from an early phase
4. Nathalie Queffelec	Université de Bretagne Occidentale (FRA)	Management of a MSCA IF
5. Anne Katrin Werenskiold	Max Planck Institute of Biochemistry (GER)	Lump sum for management and overhead
6. Elina Humala	University of Jyväskylä (FIN)	Internal guidance on MSCA
7. Gréta Björk Kristjánsdóttir	University of Iceland (ICE)	MSCA IF from an evaluator perspective
8. Stijn Delauré	KU Leuven (BEL)	100% remote evaluation in MSCA

Note takers

Andjela Pepic - University of Banja Luka (BOS)

Andri Charalambous - The Cyprus Institute of Neurology and Genetics (CYP)

Maja Skocanic - University of Rijeka (CRO)

WG2.1: How to manage H2020 Projects and avoid financial errors *During the meeting in Vilnius members decided to continue the exchange of best practices in managing H2020 projects. The discussion will take into account the audit checks as described in the "FRAMEWORK CONTRACT FOR SERVICES- DG Research and Innovation, Directorate J Common Support Centre"*

3. H2020 Financial Management

- **Introduction**, Vanessa Ravagni , WG2 Leader, (University of Trento)
- **Updated Model Grant Agreement and new regulations concerning the cost calculation for clinical trials**, Wolfram Rieneck, (Medical University Innsbruck)
- **Practical exercise on personnel costs calculation**: Eva Vas and Borbala Varga (Central European University) (Central European University)

4. Audit in FPVII vs Audit in H2020: major changes and how to be prepared

- **Comparison of Audits in FP7 and H2020**, Meike Dlaboha (Weihenstephan-Triesdorf),
- **Audit FPVII: preliminary report**, Jonne Ritari (University of Turku),
- **Direct personnel costs. Natural persons with direct contract. (In-house consultancy)**, Raquel Vargas (UCM-Visavet Research Center)
- **Travel costs and related subsistence allowances** : Staska Mrak Jamnik, (University of Ljubljana)
- **Subcontracting rules FPVII vs H2020**: Dirk de Craemer (Ghent University)
- **Other Costs in H2020**: Primoz Petek (Slovenian Forestry Institute)

WG3.1: Legal aspects of joining a new international R&I programme - check list ("Alone at the Grant Office - Survival Kit – Part 4)

WG3 members continue generating tools for the colleagues without legal background and/or ESA employed at the grant offices responsible for advising also on legal aspects of participation in many different international R&I programmes including those they are not very familiar with because their institutions are new to those programmes and, therefore, have no experience in it so far, or because the programme is new to all potential participants as it has only recently been launched.

Since management of the institutions often consult grant offices with regard to the rules of participation of the new R&I programmes, including their legal aspects, before deciding whether or not to join it, grant officers need to know what shall be taken into consideration from the legal point of view while analysing the programme rules in order to be aware of the consequences of non-compliance and mitigate the potential risks. This task is also an introduction to the best practice to risk management – legal aspects – a topic to be discussed at the WG3 final meeting in Autumn 2017.

For this task all WG3 members are expected to share their experience/practices with the task Co-Leaders in order identify best practices while preparing a check list in question. The check-list will be presented and discussed during this session among the WG3 members in order to finalise it and prepare for publication.

Task Co-Leaders: **Mihaela Duca**, Agency for Innovation and Technology Transfer, MD; **Célia Pinto**, University of Porto, PT; **Cătălin Radu**, Spiru Haret University-Central Research Institute, RO; **Miriam Ryan**, NUI Maynooth, IE; **Nicolas Schulthess**, ETH Zürich - Universität Zürich, CH.

16:00 Coffee break

16:30 **WG1/WG2/WG3-meeting** (*in parallel*)

rooms: WG1 @ Auditorium
WG2 @ Polivalente
WG3 @ Sala de Aulas 3

WG1.2: Training on psychology skills: how to comfort and motivate researchers (chair Juan Abolafia, Fundacio Clinic per a la Recerca Biomédica, SPA)

Administrators often need to manage discomfort, conflict or discouraging situations for researchers. During this session, theoretical background on motivation and conflict resolution will be presented, and a number of tools and strategies to manage situations requiring psychological skills will be discussed using cases from real life.

Actors

Joanna Kartasiewicz - Kozminski University (POL)

Ellen Schenk - Erasmus MC (NED)

Tjaša Nabergoj - University of Ljubljana (SLO)

Veronika Csapo - Central European University (HUN)

Despoina Xenikaki - London School of Hygiene and Tropical Medicine (UK)

Eveliina Klemola - Aalto University (FIN)

Anđela Pepić - University of Banja Luka (BOS)

Claudia Oliveira - University of Lisbon (POR)

Note takers

Despoina Xenikaki - London School of Hygiene and Tropical Medicine (UK)

Nomeda Gudeliënė - Mykolas Romeris University (LIT)

Veronika Csapo - Central European University (HUN)

WG2.2: MSCA: subgroup discussions on best practices in financial management of MSCA (with discussion on H2020 audit checks)

During the Vilnius Meeting in September 2016, WG members started to discuss and share together best practices in financial management of MSCA. During this session, they will continue the discussion focussing on their experiences in managing MSCA avoiding financial errors. Conclusions of each subgroups will be presented in a plenary meeting by the chairs.

- **Subgroup on RISE**, Stephanie Rossard, (Université de Technologie de Compiègne), Geraldine Leonard (Université d'Orléans)
- **Subgroup on ITN**: Ulfar Gislaason, (University of Iceland)
- **Subgroup of ETN**, Chelo Morán, Cristina Velasco, (Universidad Carlos III de Madrid)
- **Subgroup on Individual Fellowship (IF)**, Per Inge Andresen (Norwegian University of Science and Technology)

WG3.2: Legal arguments under H2020 and procurement contracts (dispute resolutions)

We are going to investigate and discuss what are the possible ways of solution of the legal arguments between the parties of the R&I grant agreements and/or procurement contracts, what are the most common ways of dispute resolutions and finally what are the pros and cons for the most popular options chosen by the parties.

All WG3 members are expected to share their experience/practices with the task Co-Leaders (possibly via on-line questionnaire) in order to prepare for discussion and help identifying best practices to be shared with the WG.

Task Co-Leaders: Sarah Dello, Ghent University, BE; Verena Dolovai, Vienna University of Technology, AT; Kristín E. Harðardóttir, University of Iceland, IS

20:00 Dinner at **Restaurante Sacramento Do Chiado** (Calçada do Sacramento 40/46)

The restaurant is situated downtown and the best way to reach it is by using the Metro. Please catch the Metro at Entrecampos (yellow line - 2 minutes from NH Hotel), change at Marquês de Pombal to the blue line and then get out at Baixa-Chiado (5 minutes from Restaurant). You will need approx. 20 minutes to reach the restaurant. Details on the restaurant can be found at <http://www.golisbon.com/food/restaurants/Sacramento.html>

Friday, March 24, 2017

09:00 **WG1/WG2/WG3-meeting (in parallel)**

rooms: WG1 @ Auditorium, Sala de Aulas 1&2 for RSS break-out sessions
WG2 @ Polivalente
WG3 @ Sala de Aulas 3

WG1.3: Research Support Staff framework: update and focus for the final 6 months

Each WP (see below) will discuss the status of the WP activities, the next steps for the final 6 months of BESTPRAC as well as the anticipated outcomes. Tasks to be completed will be assigned to WP members.

WP	Title	Chairs
1	Integrating the work of the other work packages and providing a report which outlines the framework	Nik Claesen Ellen Schenk
2	Linking the content of BESTPRAC to the framework	Eveliina Klemola Anja Mertinkat
3	Linking skills, competences and qualifications to the framework	Jan Andersen Mary Caspillo-Brewer
4	Quality assurance and annotation	Nik Claesen Elina Humala
5	Integration and communication	Rebekka Steinmann Ellen Schenk

WP2 Linking the content of BESTPRAC to the Framework

	Surname	Name
Leaders:	MERTINKAT	Anja
	KLEMOLA	Eveliina
Members:	ALMEIDA	Maria Marise
	BORREGO	Filipa
	DEMNER	Anna
	GUDELIENE	Nomeda
	KOKKONEN	Sonja
	KROTEVA	Marijana
	MEREU	Sandra
	OLIVEIRA	Claudia
	STANILA	Elena
	VICO	Grujica
	XENIKAKI	Despoina

WP3 Linking skills, competences and qualifications to the framework

	Surname	Name
Leaders:	ANDERSEN	Jan
	CASPILLO-BREWER	Mary
Members:	BAIAO	Ana
	CHARALAMBOUS	Andri
	CORTEZ	João
	GIL MATA	Rita
	KRISTJÁNSDÓTTIR	Gréta Björk
	MORMONT	Dominique
	NICOLAS	Delphine
	PEPIC	Andjela
	PLENKOVIC	Antun
	QUEFFELEC	Nathalie
	VARELA	Carolina

WP4 Quality assurance and annotation

	Surname	Name
Leaders:	CLAESEN	Nik
	HUMALA	Elina
Members:	BERJANO	Maria Manuela
	COSTA	Joana
	DELAURÉ	Stijn
	JOHANSEN	Stine
	KARTASIEWICZ	Joanna
	KREMSHUBER	Eva
	LINK	Robert
	NABERGOJ	Tjasa
	TOPPINEN	Pilvi
	UCHARD	Aurélie
	WERENSKIOLD	Anne Katrin

WP5 Integration and communication

	Surname	Name
Leaders:	STEINMANN	Rebekka
	SCHENK	Ellen
Members:	ABOLAFIA	Juan
	BUCIOVA	Maria
	CSAPO	Veronika
	KIVILEHTO	Anna
	PÖLL	Martina
	SAILE	Sandrin
	SCHWEGLER	Michèle
	SKOCANIC	Maja
	VEIGA	Alexandra
	VIDAL	Sheila
	VICTOR	Véronique

WG2.3: MSCA: plenary discussion on best practices in financial management of MSCA

- **Subgroup on RISE**, Stephanie Rossard, (Université de Technologie de Compiègne), Geraldine Leonard (Université d'Orléans)
- **Subgroup on ITN**: Ulfar Gislaon, (University of Iceland)
- **Subgroup of ETN**, Chelo Morán, Cristina Velasco, (Universidad Carlos III de Madrid)
- **Subgroup on Individual Fellowship (IF)**, Per Inge Andresen (Norwegian University of Science and Technology)

WG3.3: Belgian law - which laws and regulations shall we be aware of

Belgian law is usually specified as the governing law in the EU Grant Agreements (GA). In consequence in very many cases Belgian law is chosen by the consortium partners as a governing law in the corresponding Consortium Agreements to avoid contradictions between those two documents and also because having a group of very many foreign partners Belgian law is perceived as the most "neutral" law (the GA is based on). Discussion of this topic serves raising awareness what are the legal consequences for the institutions choosing Belgian law for the GA/CA other contracts they are parties to as a governing law.

Task Leader: Elger Vercayie, Vrije Universiteit Brussel, BE

10:30 Coffee break

11:00 **WG1/WG2/WG3-meeting** (in parallel)

rooms: WG1 @ Auditorium
WG2 @ Polivalente
WG3 @ Sala de Aulas 3

WG1.4: 11.00 – 11.30 u WG1.4a: Research Support Staff framework: tasks for the final 6 months

Plenary wrap-up of session WG1.3: the WP chairs will present an update on the status of their WP activities, the next steps for the final 6 months of BESTPRAC as well as the anticipated outcomes. Furthermore, the WPs will be aligned.

11.30 – 12.20 u WG1.4b: Strategies on how to promote the collaboration with the private sector and NGOs in collaborative projects

Public-private partnerships are highly encouraged in the European funding programmes. Due to diverging interests between the public and the private sector,

efforts are needed to scout for private partners, to gain their interest to collaborate, and eventually to establish a good collaboration. The same is true for collaborating with an NGO. During this session, strategies how to set up such collaborations will be shared.

Presenters (max 10 min presentation + 10 min general discussion at end of session)

<i>Name</i>	<i>Institute</i>	<i>Topic</i>
1. Anna Kivilehto	Linnaeus University (SWE)	Living Labs
2. Robert Link	University of Graz (AUS)	Practical experiences in application with participating NGOs and "movements"
3. Stijn Delauré	KU Leuven (BEL)	Collaboration with the non-academic sector
4. Mary Caspillo-Brewer	University College London (UK)	Building good working relationships with collaborating institutions in developing countries in Asia and Africa

Note takers

Andjela Pepic - University of Banja Luka (BOS)

Sandrin Saile - Fraunhofer Institute for Solar Energy Systems (GER)

12.20 – 12.30 u WG1.4c: Topics for the next WG1 meeting

WG2.4: 1. ESIF European Structural and Investment Funds

European Structural and Investment Funds are the main financial instrument for the implementation of the EU's cohesion policy and play an important role in promoting projects and initiatives that support job creation. In September 2016 at the meeting in Vilnius, WG2 members continued the discussion started in Budapest and shared the opportunity to better understand the complex web of responsibilities and programmes in order to draft a policy recommendation.

• **Policy recommendation: draft document to be discussed and approved during the WG meeting**, Valeria di Caro (Politecnico di Torino)

• **Best-practices for 1st and 0 level controls, audit checklist and real life examples**, Jaco De Graaf (Leids Universitair Medisch Centrum), Dace Kärkle (Latvian Institute of Organic Synthesis), Anna Ober (Silesian University of Technology)

• **European Structural and Investment Funds: UoM first level audit experience**, Dorianne Attard Mamo and Alexandra Attard (University of Malta)

European Structural and Investment Funds: UoM first level audit experience, Dorianne Attard Mamo and Alexandra Attard (University of Malta)

• **IPA- Instrument for Pre-Accession Assistance First Level Control**, Marija Sola, (University of Belgrade)

WG3.4: Commercialization of research results - legal aspects

WG3 member will focus on legal aspects of commercialization of the research results identifying and sharing ways and conditions of commercialization, limitations thereto and best practices concerning the internal rules to be followed in particular having commercial partners involved.

All WG3 members are expected to share their experience/practices with the task Co-Leaders (possibly via on-line questionnaire) in order to prepare for discussion and help identifying best practices to be shared with the WG.

Task Co-Leaders: **Carolina Montiel Garcia**, Carlos III University of Madrid, ES; **Niina Mikkonen**, Aalto University, FI; **Loreta Staskuniene**, Klaipeda University, LT; **Fatma Uslu**, Cukurova University, TR

12:30 Lunch

13:30 **Summing-up session of all working groups & Closing of meeting**
Auditorium