ASSISTANCE FOR THE IMPLEMENTATION OF THE

ELIARE NETWORK SUDOE

RESOURCE CENTRE

DELIVERABLE 1

METHODOLOGICAL EXPERTISE

08 April 2010

SUMMARY

INTRODUCTION

The Regional Council of Limousin is the coordinator of the ELIARE NETWORK SUDOE project which counts in its consortium universities, research centres and clusters from France, Spain and Portugal. This INTERREG project aims at increasing the participation of researchers to EU programmes in the South West Europe space.

Beyond the set up of scientific networks in Materials, ITC, Environment and Health, the project intends to set up a network of actors involved in research and willing to share and exchange experiences and good practices in the field of European projects support.

For that purpose, Work Package 2 is dedicated to the implementation of a structured and highly documented virtual Resource Centre which will allow the mutualisation of tools and good practices in terms of support to researchers towards EU programmes.
This cooperation platform will create the necessary condition of success so that the ENS partners can capitalize on their respective experiences through the implementation of transfers but also develop common tools or processes to support the participation of researchers to EU programmes.

This deliverable presents the methodological approach that was implemented in WP2 to define the strategic objectives to be fulfilled and to structure the information in the Resource Centre.
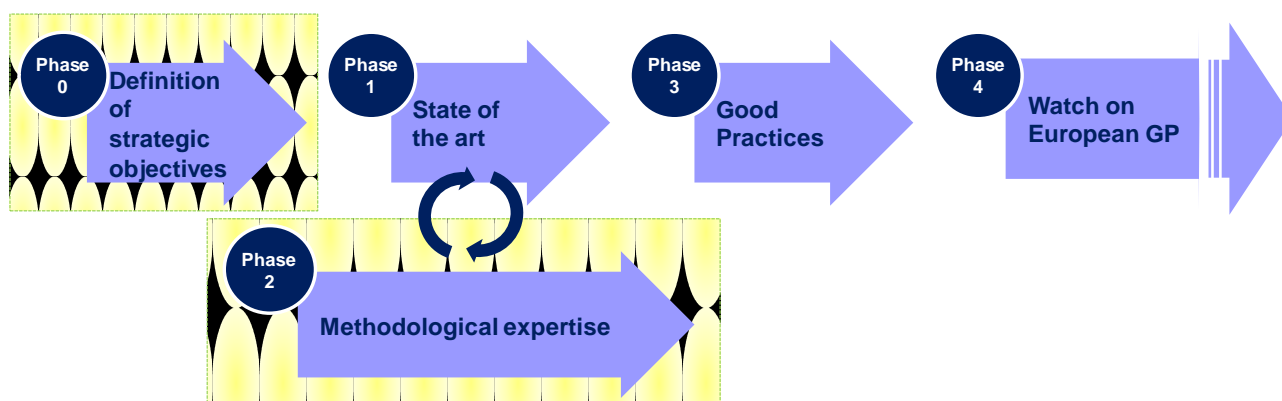
After having clarified the strategic objectives of the partners in Phase 0 to make sure that the GP that will be selected will effectively answer the partners' needs and ambitions, Phase 2 will aim at structuring the information in the Resource Centre and designing the methodology for the description of tools and good practices.

DEFINITIONS

SUPPORT MEASURES are specific initiatives implemented by the ENS partners to support the participation of researchers to European programmes. They generally require setting up a specific organisation to be transferred. E.g. *Strengthening partnership within thematic clusters.*

GOOD PRACTICES will be the best support measures selected by the ENS partners during the Madrid seminar in April 2010. A **GOOD PRACTICE** (GP) is an organisational process implemented by a University, a Research Centre or a Local Public Authority aiming to support the participation of researchers to European Programmes through a set of innovative and transferable services having positive and measurable effects in terms of information, watch out, networking and personalized support.

Another type of support that can be provided to researchers consists in **TOOLS**, which differ from support measures by the fact that they are directly operational and transferable from one organisation to another; e.g. *models of proposal parts and templates for budget calculation.*

PHASE 0 – DEFINITION OF STRATEGIC OBJECTIVES

The Resource Centre (RC) has to be structured to answer the partners' needs and ambitions regarding the increase of researchers' participation to European Programmes.

Therefore, it is of primary importance to understand the partners' strategic objectives in participating to the ENS project. To this purpose, CHT invited partners to express their interest by the mean of a questionnaire (see Annex 1), which allows to make sure that the content of the Resource Centre, and more particularly the good practices (GP) that will be selected, will effectively answer the partners' expectations.

Strategic objectives can be of different types:

- **Methodological objectives**
  - *E.g. Providing support to researchers from the proposal stage to the project*
- **Financial objectives**
  - *E.g. Raising more funds*
- **Scientific excellence**
  - *E.g. Building partnerships with top level partners*
- **Mobility & careers**
  - *E.g. Attracting high quality profiles*
- **Image and influence**
  - *E.g. Being more visible, be invited in Advisory boards for building FP7 programmes*
- **Contribution to regional competitiveness**
  - *E.g. Involving more private companies in the projects, increasing the creation of spin-offs...*

1. PREPARATION OF THE QUESTIONNAIRE

CAPITAL HIGH TECH provided the partners a questionnaire which purpose was to clarify the strategic objectives and understand:

- who would be using the RC,
- what were the strategic needs the RC will contribute to fulfil,
- what were the expected results for the RC.

The architecture of the questionnaire was the following:

> *Section 1 - Contact Details*
> *Section 2 – Strategic interests in participating to the ENS project*
> *Section 3 – Expected features of the Resource Centre*
> *Section 4 – Other users of the Resource Centre*
> *Section 5 – Free comments*

The questionnaire is available in *ANNEX 1 - Questionnaire n°1 for the identification of the partners' strategic objectives and expectations for the Resource Centre*.

2. SYNTHESIS OF THE QUESTIONNAIRES COLLECTED IN PHASE 0

First of all, it should be noticed that the orientations differ slightly depending on the nature of the participants (University, Regional Council, Technology Institute) and their experience in participating to European programmes.

2.1 STRATEGIC INTERESTS IN PARTICIPATING TO THE ENS PROJECT

❐ **Results**

	Interest			
	High	**Medium**	**Low**	**No answer**
1. Rising interest in European programmes				
Involving new researchers without experience of European projects	8	2	0	0
Training researchers and/or regional actors to participate to European Research programmes	5	5	0	0
Building a higher number of proposals	8	1	1	0
2. Methodological objectives				
Accessing tools to improve the support provided to researchers:				
- *during the proposal stage*	8	2	0	0
- *during the negotiation process*	4	5	1	0
- *during the project*	6	3	1	0
Building common tools among the ENS partners	5	3	1	1
3. Scientific excellence				
Building partnerships with top level partners	4	5	1	0
Increasing the proportion of granted proposals	7	3	0	0
Increasing the participation as project coordinator	3	6	1	0
Accelerating Research in specific domains (ICT, materials, health, …)	3	5	2	0
4. Financial objectives				
Raising more funds to accelerate Research activities	8	2	0	0

	Interest			
	High	Medium	Low	No answer
5. Networking and influence				
Fostering networking	8	2	0	0
Promoting competences and increasing the visibility of Research teams at the international level	7	2	1	0
Being invited in Advisory boards for building FP7 programmes	5	4	1	0
6. Contribution to regional competitiveness				
Improving the links in the region between Research and Innovation actors	5	3	2	0
Increasing the visibility of regional Research	3	4	3	0
Involving more regional actors (public and private) in the proposals	4	4	2	0
Increasing the creation of spin-offs	1	4	5	0
7. Mobility & careers				
Attracting high level profiles	3	6	1	0

❑ **Analysis**

Figure 1 below presents the distribution of the answers to the questionnaire in function of the interest given to the various categories of objectives.
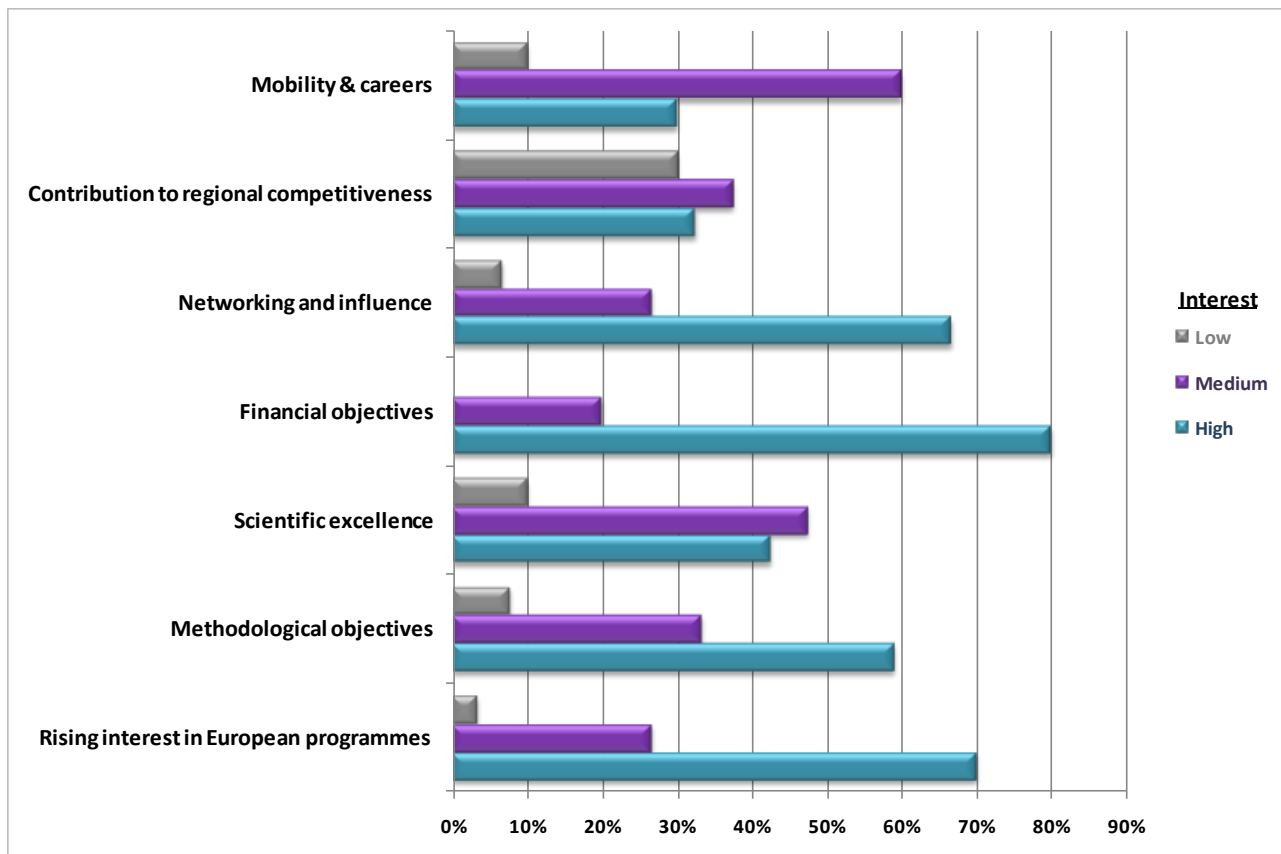

Figure 1 - Distribution of the answers in function of the interest

It is quite clear that for the majority of the participants, the real priority is to:

- **rise interest in European programmes**, in particular to involve more newcomers and build more proposals. In relation to that, increasing the proportion of granted proposals is also strategic.
- **foster networking** and be visible at the international level.

Secondly, there are high expectations in terms of **methodology**, in particular during the proposal building phase. However, these methodological objectives are more instrumental and are related to a general objective that we could call "*To increase the efficiency of support services regarding European projects*".

Financial aspects are highly important and mainly linked to the need to raise more funds and diversify the sources of funding.

Regarding **regional competitiveness**, although there is a consensus around the idea that links with the regions are important, the involvement of most partners does not derive from the objective to foster regional competiveness.

Mobility and careers and **scientific excellence** objectives have somewhat lower priority.

Finally, other strategic objectives were proposed by the participants:

Rising interest in European programmes
- To promote the services provided by the EU support offices

Methodological objectives
- To increase the identification of pre-proposals or Project Ideas for researchers
- To evaluate the potential and the feasibility of a pre-proposal

Scientific excellence
- To improve the protection of projects results
- To increase the diffusion of the project results
- To foster technological awareness
- To drive the non accepted proposal in another pre proposal

Financial objectives
- To increase the economical return of FP7
- To diversify the sources of funding

Networking and influence
- To increase the participation in International Platforms and Networks at the EU level
- To promote the research participation as EC Expert consultant
- To promote University-Enterprise consortia
- To develop / improve relationships with National Contact Points and European Institutions
- To build an International Partner Portfolio
- To increment possibilities of success of the proposal in the evaluation process through National Contact Points

Mobility & careers
- To encourage the exchange of researchers and managers within the partners network to foster their professional careers
- To promote mobility opportunities

2.2 EXPECTED FEATURES OF THE RESOURCE CENTRE

❐ **Results**

	Interest		
	High	**Medium**	**Low**
1. Toolbox			
Models and templates: budget, timesheet, part B of proposals, etc.	7	3	0
Information: guidelines and tips on where to find info, how to proceed, links to other websites about European programmes, etc.	4	5	1
Networking tools: partner search tool, expressions of interest for building proposals, etc.	6	3	1
2. Good Practices			
Description of Good Practices	6	2	2
Evaluation of Good Practices by partners having implemented them	5	4	1
Steps to implement to transfer Good Practices	4	3	3

❐ **Analysis**

Regarding the information available in the Resource Centre, the need for a toolbox composed of networking tools and templates for building proposals is consistent with the top priority objectives expressed in the first part of the questionnaire.

The "information" part with guidelines and links to other websites will be less instrumental than the toolbox. Therefore it could be made available in another part of the ENS website, which could be public.

Regarding Good Practices, the conclusion that can be drawn is that the ENS partners are interested to consult Good Practices descriptions. But, the description of how to proceed to transfer the Good Practices is not as important. One explanation could be that the ENS partners feel confident enough to implement interesting Good Practices and/or they want to have some freedom to adapt them. Instead of having two GP sheets (one for description and one for transfer), the GP description sheet could be merged with the GP transfer sheet and include a section with the key elements for implementation.

EU office staff, administrative support officers and researchers from the ENS organisations will be the first users of the Resource Centre. As for the access to other users, the results are shared between keeping the Resource Centre confidential and giving access to Research and Innovation partners (see below). A consensus needs to be defined by the partners.

Everybody	1
ENS partners only	4
Main partners working in the field of research and innovation, especially those who have a role of coordinator (University, clusters, innovation agencies)	4
Partners in proposals	1

2.3 CONCLUSIONS AND ORIENTATIONS FOR NEXT PHASES

The primary expectations identified through this questionnaire are related to methodological and organizational aspects. This is clearly related to the fact that ENS Consortium accounts for a majority of Universities' European Offices, whose daily activities are to instigate, build and manage European projects. However, strategic and competitiveness objectives at regional level shall not be forgotten. In order to complete the consortium state of the art to be performed in Phase 1, CHT recommends to focus the benchmark of Good practices at European on practices in the fields of governance among innovation stakeholders, strategic policies, regional or national support mechanisms, public-private partnerships.

PHASE 2 – METHODOLOGICAL EXPERTISE

The objective of this phase is threefold:

- first, it is to create the layout needed to describe good practices and tools,
- secondly, to prepare the methodological approach to be implemented for the selection of good practices,
- finally, to structure the information in the Resource Centre.

From a practical point of view, this phase consisted in

- analysing the GP typology and preparing GP and tool description sheet templates,
- identifying the evaluation criteria for the selection of good practices,
- defining the architecture of the RC.

An iterative process was implemented in order to benefit from the results of the state of the art in this methodological phase; e.g. the tools and support measures collected in the state of the art allowed to validate the template description sheets, to refine typologies for the data classification in the Resource Centre, etc.

1. GOOD PRACTICES TYPOLOGY

Good Practices aiming at increasing the participation of researchers to EU programmes can be implemented at different levels as illustrated below:

- **Methodological good practices are generally implemented at the level of the European Project Office. They refer to actions that are directly undertaken in cooperation with research teams.**

  E.g. Organisation of an introduction workshop to EU programmes for new researchers, etc.

- **Organisational good practices refer to the internal and external organisational aspects of the European Project Office.**

  E.g. structure of the office (managers, administrative officers, …), collaboration with a regional organism in charge of coordination activities of research projects for the account of universities and industry (see ADERA in France).

- **Governance-type good practices are generally implemented at the regional level between the regional actors supporting innovation and research.**

  E.g. structure of the steering committee of a cluster, an innovation agency, etc.

- **Polices and strategies refer to the application of initiatives taken by public authorities to support the participation of research centres and universities to EU programmes.**

  E.g simplification of the procedure to participate to FP7, creation of the European Research Council (ERC) - first European funding body set up to support investigator-driven frontier research.

In the GP description sheet, the reference to the typology will be stated in the keywords box.

2. DESIGN OF THE DESCRIPTION SHEET TEMPLATES

❒ **Template for Good Practice description sheet**

A template for GP description was developed in order to describe precisely the most relevant support measures.

The architecture of the description sheet is divided in 4 sections.
The "Description" section describes:
- the nature of the good practice
- the organisation at the origin of the GP and the contact point
- the associated strategic objectives
- the nature and number of beneficiaries
- in which context the support measure was developed and implemented.

The "Evaluation" section focuses on:
- the results / impact of the GP
- the key competences that should be mobilised
- the innovation degree and the maturity (age of the GP and implementation frequency)
- a return on experience presenting the key success factors, weaknesses and possible improvements.

The "Transfer" section provides guidance for the implementation of the GP transfer:
- description of the implementation steps
- governance mode
- required material and human resources
- the cost (for the supporting structure and for the beneficiary if applicable).

Besides, the left column is related to evaluation of the measure. A set of symbols gives indication on the following elements:

- satisfaction level
- innovation level
- required resources
- implementation easiness
- durability.

Finally, a "Keywords" box summarises the key ideas related to the GP such as the typology, nature, etc.

The template is available in *ANNEX 2 – Good Practice description sheet*.

❐ **Template for tool description sheet**

In phase 0, the need for a toolbox composed of networking tools, communication tools, templates, etc. was identified on top of the initial priority related to the description of good practices. It was then decided to create a tool description sheet.
Derived from the GP description sheet but simpler, the tool description sheet specifies:

- the nature
- the targeted users
- the organisation at the origin of the tool and the contact point
- the associated strategic objectives
- the content of the tool
- the means and costs that should be mobilised to use the tool
- the advantages and drawbacks
- possible improvements.

The template is presented in *ANNEX 3 – Tool description sheet*.

3. EVALUATION CRITERIA FOR THE SELECTION OF GOOD PRACTICES

The figure below represents the methodological approach for the selection of the good practices that will be shared in the Resource Centre.
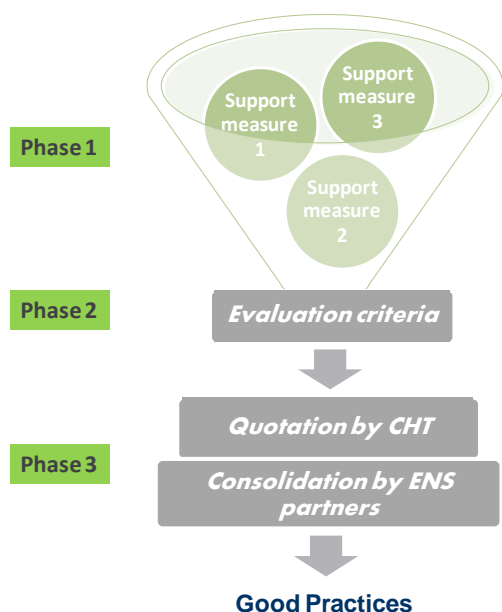
Phase 1 provides a state of the art of specific initiatives implemented by the ENS partners to support the participation of researchers to European programmes.

Phase 3 consists in comparing identified support measures within and outside the ENS consortium, evaluating them vs. the evaluation criteria and selecting the most interesting ones. The selected support measures will then become good practices and will be described in details in the Resource Centre.

In order to be able to do this comparison, evaluation criteria need to be defined. They should allow evaluating how relevant and efficient a support measure is with regard to the ambitions and strategic objectives of the ENS stakeholders and how transferable it is.

Thus, the proposed evaluation criteria are:

Level of resources needed (Human resources, technical resources, investments ...)
Easiness of management and governance procedures (number of decision bodies involved)
Cost
Effectiveness (capacity to produce results meeting set objectives)
Efficiency (results vs. means)
Level of transferability (intensity of the local context, implementation easiness)
Maturity level (age and implementation frequency)
Innovation level (emergent, mature, etc.)

4. ORGANISATION OF THE INFORMATION IN THE RESOURCE CENTRE

The ENS project website comprises a public part and a private collaborative platform accessible to project partners only. The Resource Centre will be part of this platform and structured as presented below :
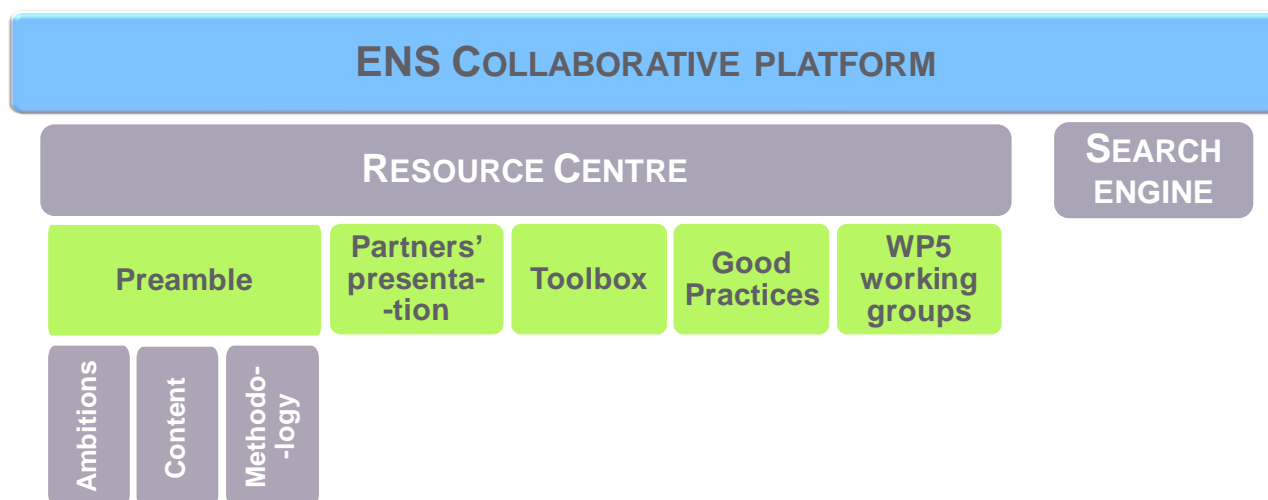
The Resource Centre will accessible via the ENS collaborative platform. It will be divided into 5 groups:

- Preamble
- Partners' presentation
- Toolbox
- Good Practices
- WP5 working groups.

□ **Preamble**

The preamble will be like an entry door to the Resource Centre and present the general objectives and functioning of the Resource Centre. It will consist in one webpage containing short description of the following items :

- Ambitions: the objectives of the Resource Centre will be exposed in this sub-section.

- Content: definition of the resources available (tools and GP), description of the way to use the resources (existence of formatted description sheets, provision of templates, possibility to download the description sheets, possibility to filter/search).

- Methodology: description of the method used to identify good practices (collection of support measures, evaluation vs. criteria, selection by the partners of their best practices). The list of all support measures provided by the partners will be downloadable.

□ **Partners' presentation**

On the basis of the information collected thanks to questionnaire n°2, a presentation of each ENS partner will be available for consultation in the Resource Centre. This presentation will mainly focus on:

- organisational aspects,

- the quantification of the partner's participation to European programmes,
- Most important support measures implemented by the partner.

The presentation will be provided under downloadable pdf format. The Partners' presentation webpage will also include links to the Good Practice and Tools description sheets.

❑ Toolbox

Tools will be classified by nature:
- Practical guides
- Templates and models
- Communication tools
- Project management tools

In each category, tools will be presented in list with a short summary.
It will be possible to download the tool description sheet and the tool if applicable (e.g. Excel budget sheet).

❑ Good Practices

An « index » document will be compiled and list all good practices (including typology, keywords, summary, author(s), pictograms, etc.).

GP will be classified by nature of strategic objective
- Provision of support from the proposal stage to the project
- Networking, visibility and influence at European level
- Fostering scientific excellence
- Rising interest in European Programmes
- Contribution to regional / national competitiveness
- Encouraging the Europeanization and mobility of researchers

In each category, good practices will be presented in list with a short summary.
It will be possible to download the good practices description sheets.

❒ **WP5 working groups**

This work space will be dedicated to the working groups that will be constituted in the frame of WP5. ENS partners will have the possibility to share documents, post news, etc.

❒ **Search engine**

The search engine will not be entirely dedicated to the Resource Centre but shared with the collaborative platform.
Searching for good practices will be made possible by the mean of keywords, e.g. watch, training, promotion, communication, lobbying, administrative assistance, technical assistance, etc.
This will require to carefully selecting the keywords that will be associated to the GP. These keywords will be mentioned in the index document and will appear on the GP description sheet.

ANNEX 1 - QUESTIONNAIRE N°1 FOR THE IDENTIFICATION OF THE PARTNERS' STRATEGIC OBJECTIVES AND EXPECTATIONS FOR THE RESOURCE CENTRE

Questionnaire n°1
for the identification of the partners'
strategic objectives and expectations
for the Resource Centre

Section 1 - Contact Details

Organisation	
City / Country	
Contact person	
Position	
Department	
Phone number	
e-mail	

Please detail the structure of your organisation (EU and International Office, …)

Section 2 – Strategic interests in participating to the ENS project

2.1 What are your priorities in participating to the ENS project ?

	Priority		
Rising interest in European programmes	**High**	**Medium**	**Low**
Involving new researchers without experience of European projects	☐	☐	☐
Training researchers and/or regional actors to participate to European Research programmes	☐	☐	☐
Building a higher number of proposals	☐	☐	☐
Methodological objectives	**High**	**Medium**	**Low**
Accessing tools to improve the support provided to researchers			
- *during the proposal stage*	☐	☐	☐
- *during the negotiation process*	☐	☐	☐
- *during the project*	☐	☐	☐
Building common tools among the ENS partners	☐	☐	☐
Scientific excellence	**High**	**Medium**	**Low**
Building partnerships with top level partners	☐	☐	☐
Increasing the proportion of granted proposals	☐	☐	☐
Increasing the participation as project coordinator	☐	☐	☐
Accelerating Research in specific domains (ICT, materials, health, …)	☐	☐	☐
Financial objectives	**High**	**Medium**	**Low**
Raising more funds to accelerate Research activities	☐	☐	☐
Networking and influence	**High**	**Medium**	**Low**
Fostering networking	☐	☐	☐

	High	Medium	Low
Promoting competences and increasing the visibility of Research teams at the international level	☐	☐	☐
Being invited in Advisory boards for building FP7 programmes	☐	☐	☐

Contribution to regional competitiveness	High	Medium	Low
Improving the links in the region between Research and Innovation actors	☐	☐	☐
Increasing the visibility of regional Research	☐	☐	☐
Involving more regional actors (public and private) in the proposals	☐	☐	☐
Increasing the creation of spin-offs	☐	☐	☐

Mobility & careers	High	Medium	Low
Attracting high level profiles	☐	☐	☐

2.2 Other objectives identified:

-
-
-

2.3 Free expression of interest on the context of your organisation.

Section 3 – Expected features of the Resource Centre

The ENS website will be organised following a given architecture composed of several sections like the partners' presentation pages, a wiki section, a news section, the Resource Centre, etc. In this respect, you are going to be interviewed in the coming weeks to determine this architecture. The following questions are related to the Resource Centre ITSELF.

3.1 What would be your interest in having a 'toolbox' available in the Resource Centre?

	High	Medium	Low
Models and templates: budget, timesheet, part B of proposals, etc.	☐	☐	☐
Information: guidelines and tips on where to find info, how to proceed, links to other websites about European programmes, etc.	☐	☐	☐
Networking tools: partner search tool, expressions of interest for building proposals, etc.	☐	☐	☐

Who in your organisation will use the 'Toolbox' (EU office, researchers, administrative support officers …)?

3.2 What would be your interest in having information about 'Good practices' available in the Resource Centre? (*Good practices are organisational, management or decision-making processes and policies implemented to support the participation to FP7*)

	High	Medium	Low
Description of Good Practices	☐	☐	☐
Evaluation of Good Practices by partners having implemented them	☐	☐	☐
Steps to implement to transfer Good Practices	☐	☐	☐

Who in your organisation will use the 'Good practice items' (EU office, researchers, administrative support officers …)?

3.3 Free expression of interest for other possible items:
-
-
-

Section 4 – Other users of the Resource Centre

The Resource Centre will be accessible via the ENS project website which, as a dissemination tool, should be public. However, information provided in the Resource Centre will be confidential; therefore, the Resource Centre will require a controlled access.

4.1 To which of your partners would you like to grant access (limited or full) to the Resource Centre (innovation agencies, clusters …)?

4.2 Free expression of interest on the users and the access to information in the Resource Centre.

Section 5 – Free comments

We thank you for your collaboration.

Please return this questionnaire to Magali Clavé mclave@chtech.fr and Stéphanie Prêtet spretet@chtech.fr before the **7th of December 2009**.

ANNEX 2 – GOOD PRACTICE DESCRIPTION SHEET

TITLE

Keywords

Satisfaction level

Innovation level

Required resources

Implementation easiness

Durability

Nature
<nature>

Date of creation
<year>

Organisation
 <name, department>

Contact point
 <name, function, email>

DESCRIPTION

■ **Strategic objectives**
    < strategic objective 1>
    < strategic objective 2>
    < strategic objective 3>

■ **Context**
<description>

■ **Number of beneficiaries**
<number of beneficiaries>

EVALUATION

■ **Results**
<results>

■ **Key success factors**
<key success factors>

■ **Strengths and weaknesses**
<strengths and weaknesses>

■ **Possible improvements**
<possible improvements>

TITLE

TRANSFER

■ **Implementation steps**
<implementation steps>

■ **Governance**
<governance>

■ **Means and costs**
  □ *Means*
<means>

  □ *Costs*
<costs>

  □ *Fundings*
<fundings>

ANNEX 3 – TOOL DESCRIPTION SHEET

TITLE

Eliare network sudoe

Nature
<nature>

Targeted users
<targeted users>

Date of creation
<year>

Keywords
<keywords>

Satisfaction level

Innovation level

Required resources

Implementation easiness

Durability

Organisation
 <name, department>

Contact point
 <name, function, email>

■ **Strategic objectives**
 <strategic objective 1>
 <strategic objective 2>
 <strategic objective 3>

■ **Content**
<description>

■ **Means and costs**
 □ *Means*
<means>

 □ *Costs*
<costs>

■ **Advantages and difficulties**
<advantages and difficulties>

■ **Possible improvements**
<possible improvements>

ANNEX 4 – PARTNER PRESENTATION TEMPLATE

Univ. XXXX

Logo

Contact details

Country:

Department:

Date of creation:

Contact person:

Position:

Phone number:

E-mail:

Staff:

Experience in EU programmes

Participation

- Number of submitted and granted proposals in FP7 and when available in FP6 programmes.

Subsidies received per programme since 2007

- Detail of grants received

- CIP :

- Cooperation:

- People :

Noticeable experience in

- Funding schemes in which the university has significant experience (Cooperation, People, etc.)

Typical projects consortia

Type of partners

Universities research groups, Research Institutes and SMEs

Partner's role

- Coordinator X %

- Partner Y %

- Comments

Services

Description of the European Projects Office, typical organisational aspects, main roles and actions.

Network

Information about alliances with clusters, other universities etc.

Support Measures

Support measure n°1

5 lines article to describe the support measure.

▹ *Support measure n°2*

5 lines article to describe the support measure.

Distribution of submitted proposals among research thematics

Pie chart: Health 11%, KBBE 11%, NMP 11%, Energy 11%, Environment 34%, SSH 22%