

**ASSISTANCE FOR THE IMPLEMENTATION OF
THE ELIARE NETWORK SUDOE
RESOURCE CENTRE**

**DELIVERABLE 2
STATE OF THE ART ON ENS PROJECT
PARTNERS' SUPPORT MEASURES**

20 April 2010

 **Capital High Tech**



FOREWORD

This document summarizes the state of the art performed in WP2 of the ELIARE Network SUDOE project as regards the support measures implemented by project partners to increase researchers' participation to European programmes. A majority of support measures presented in the following pages was initially described according to the template provided with the state of the art questionnaire, while some others were detected from answers provided in this same questionnaire and further detailed by the mean of phone interviews. Also, the watch on European support actions allowed identifying four other support measures.

The following short descriptions intend to provide project partners with basic information and understanding of all listed support measures, with the aim to select the "Good Practices" which will be precisely described and appended to the online Resource Centre.

For more clarity, support measures are grouped into five groups representing strategic objectives:

- Contribution to regional or national competitiveness,
- Rising interest in European Programmes,
- Fostering scientific excellence,
- Networking, visibility and influence at European level,
- Provision of support from the proposal stage to the project.

As part of the methodological expertise provided to the project, Capital High Tech performed a first selection of the best support measures. This selection will be proposed during the Madrid Seminar on April 28th 2010. However, this selection is bound to be discussed and amended according to partners' expectations.

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Annex 1 – Synthetic table of support measures

A. Strategic objective: Contribution to regional / national competitiveness

ELIARE - Experimental Support to European Research in Limousin

Source: Conseil Régional du Limousin, Ref. 1

The Limousin Region, in conjunction with the University of Limoges, implemented the ELIARE programme in order to support the involvement of researchers and innovation stakeholders in European projects. This initiative aims at improving the integration of regional actors in the European space of research by increasing their participation to 7FP.

The specific objectives of ELIARE are (1) to draw up an international strategy for developing research projects and optimizing the access to research and innovation European funds; (2) to financially support regional R&D stakeholders, by the creation of a regional funding mechanism dedicated to the building of European projects and (3) to increase the cultural integration of Limousin stakeholders in the research and innovation areas, in accordance with European innovation policies and programmes.

Practically speaking, this measure provides financial support for actions aiming at developing networks of European partners and for methodological accompaniment for the building of European projects. The measure applies to all development and management stages of European projects (from the search for partners to project monitoring) and the financial assistance is adjustable according to the stage of the project. ELIARE project also aims at raising regional stakeholders' awareness about European programmes, by means of trainings and info-days for instance.

The result is evaluated as positive, since actions undertaken with ELIARE funding have played a significant facilitating role in the increase of exchanges between European researchers and in meetings with potential partners or European authorities.

Euroingenio Initiative (Eurociencia, ...)

Source: Universidad Politecnica de Madrid, Ref. 21

EUROINGENIO is a national initiative containing four different programmes (Eurociencia, Eurosalud, TechnoEuropa and InnoEuropa) to promote Spanish R&D. The objective is for Spain to attain the figure of 8% of the €51.521 billion budgeted under the 7FP.

Eurociencia is one of the four programs contained in Euroingenio, which promotes successful participation of universities and public research organizations in the 7FP, R&D globalization and scientific excellence.

Eurociencia awards for funding Strategic Actions Plans submitted by applicants which aim at creating or reinforcing support structures within Public Research Centers (PRC), promoting the training and up skilling of international project managers in PRCs, boosting the quality of R&D in the context of the 7FP participation objectives and involving and giving support in the presentation of proposals to the outstanding PRC research groups eligible to participate in the 7FP, ...

The maximum total funding for this competitive call will be € 3,9 millions for 2010.

B. Strategic objective: Rising interest in European Programmes

Participation to info-days

Source: ITC, Ref. 3

This measure is designed to retrieve information from awareness actions implemented by various institution and innovation intermediaries about national and European funds for RTD projects. The aim of this initiative is to detect the main European funds for the AICE-ITC (Asociación de Investigación de las Industrias Cerámicas) research lines and to contact with potential partners in European projects.

It consists in attending different info-days about European Programmes and allows providing researchers with selective information about new programmes that have not been considered until now. Participating to such meetings also offers the opportunity to get in touch with potential project partners.

The key success factor is to get updated information. A limiting factor is that info-days are mainly focused on FP7 and rarely take into account other European programmes which could also be of interest.

Personal interviews of researchers

Source: ITC, Ref. 4

This measure launched in 2009 aims at acquiring a better knowledge of the strategic research lines in ITC, at strengthening the interrelation among research areas, at motivating researchers and at increasing awareness about the possibilities to participate to international projects.

The interviews are focused on individual interests in terms of career and scientific thematic. Personal conversation allows knowing better the researcher's interests as well as the new lines that could be tackled in future projects.

This initiative requires one part time technician to prepare the sessions and answer questions. The main advantage in term of FP7 projects preparation is to anticipate future topics of interest and therefore be able to early detect project opportunities, synergies etc.

Informative sessions about European Programmes

Source: ITC, Ref. 5

This measure allows informing researchers about European Programmes with R&D funding capabilities and providing practical advice on how to participate and how to select the best program or call for proposals. This initiative targets all the researchers.

The sessions contain presentations of the FP7 and other European Programs. One way of improvement could be to add more specific sessions depending on the research area, which would help researchers to choose the best projects and associated funding schemes.

Monthly meetings with research teams

Source: ITC; Ref. 6

Monthly meetings are organized with research teams in order to provide information and guidelines about ongoing calls and to select more appropriate lines under National or International Programs.

It should be noticed that these meetings also aim at involving non research departments in the projects. In particular, marketing or communication departments are not used to participate to European RTD projects, although they may have a real added value in performing market analyses, feasibility studies, business model definition, dissemination actions, etc. Such competences are increasingly involved in European projects.

Finally, these meetings are the place for researchers to share experiences in participating to international collaborative projects.

Targeted calls for proposals distribution

Source: Universidad de Castilla la Mancha, Ref. 12

This measure is managed by the Oficina de Proyectos Europeos (OPE). It consists in detecting as early as possible calls for proposals related to researchers' research topics and distributing them in a personalised way thanks to an advanced information system called UCLM Express. UCLM Express is not dedicated to this task only; the entire institutional information of UCLM goes through it.

In collaboration with researchers, the OPE officer defines in the system different distribution lists and the related research areas of interest. Every day, the officer checks/receives updates on several calls for proposals platforms (CORDIS, ...). As soon as a relevant call for proposal is released, the officer prepares a summary which is then sent to the appropriate diffusion list via email.

An hour a day is dedicated to this task. The success of this support measure lies in the daily check of updates on the different platforms and the continuous update of the researchers' database.

The main advantage of this method is that researchers receive targeted information and that the OPE can follow up with the researchers to which it has sent information and propose them more support.

Partners searches distribution

Source: Universidad de Castilla la Mancha, Ref. 13

This measure is managed by the Oficina de Proyectos Europeos (OPE) and was set up in 2002 to answer the needs of researchers for assistance in watch tasks, more particularly in the identification of partners. OPE carries out a watch for its 1100 researchers on the publication of partners searches on

European technology platforms. The support measure consists in signing up for different partners searches distribution platforms (CORDIS, CDTI, IDEAL-IST, RED-OTRI, ACTIS, etc.) and defining topics of areas related to the areas of expertise of the research teams.

The OPE officer receives updates once or twice a week depending on the platform and sends a personalized email via UCLM Express to inform the researchers about the release of a new partner search. Since some platforms do not generate automatic notifications, the OPE officer also checks other websites on request of the researchers. In total, two to three profiles are forwarded each week by the OPE officer. An hour a day is dedicated to this task.

The success of this support measure lies in the immediate release of the partners searches, in the continuous update of the researchers database, in the personalized distribution and in the identification of new partner search tools/platforms that could be used.

Presentation of “OPEN” service to researchers

Source: Universidad Pública de Navarra, Ref. 23

This measure is supported by the “Oficina de Proyectos Europeos de la Universidad Publica de Navarra » (OPEN) in coordination with the Research Management Service Head and Vice-rector for Research. The aim of this initiative is to show the strategic impulse given by the University authorities to European Projects, to raise awareness among the researchers about the interest in taking part in these projects and to introduce the services provided by the 7 FP.

This support measure includes three different seminars addressed to UPNA researchers, each with a duration of 75 minutes : One of those dealing with Engineering and Technology, the second one dealing with Basic and Health Sciences; and finally, the third one with Social and Economics Sciences and Laws.

In order to encourage the participation, the vice-rector addresses an invitation to each research team. In 2008, more than 600 researchers attended the meetings, covering more than 50 research teams. This action was linked to the creation of the Open and was designed as a one-shot event.

Personalized call for proposals distribution

Source: Universidad Pública de Navarra, Ref. 24

UPNA has established a process of personalized dissemination of FP7 calls’ topics to reduce the complexity and length of call reading for researchers. The Internal Draft Work Programs are received from National Contact Points. Topics are then listed in a table, summarized and selectively sent to each researcher by the management officer. All researchers in UPN are possible beneficiaries of this measure.

The main advantage of this initiative is that researchers can identify project opportunities before the publication of calls and therefore have more time to establish a good consortium and write high quality proposals.

The fact that researchers receive only the information they are interested in is much appreciated. However, reading all FP documentation and sending brief summaries are time-consuming actions.

An improvement pathway would be to be even more precise and anticipative in selecting the information by inviting researchers to provide the European Project Office with more details on topics they would like to address in future proposals.

Regional coordination platform and first participation reward

Source: Watch on the Internet, Ref. 25

Fostering the participation of researchers and companies in the FP7 is a priority in the canton of Geneva and more generally in Switzerland.

The University of Geneva, the University of Applied Sciences Western Switzerland and the Geneva Economic Promotion Department have created a coordination platform which objectives are:

- to coordinate the partners' actions at the canton level and encourage the exchange of good practices and experience,
- to optimize the information flow and the support provided to research teams in collaboration with the Euresearch structure,
- to encourage synergies between the different stakeholders of the Genevese research and identify their strengths and weaknesses
- to encourage and reward the participation to FP7 by means of punctual financial contributions.

In December 2008, the coordination platform launched a reward for researchers and companies who have built for the first time a FP7 project proposal which has been successfully evaluated (i.e. above the thresholds). This reward is complementary with the national rewards offered by the Research Secretariat of State for Swiss coordinators and SMEs. It consists in a single contribution of 3000 francs by legal entity and project. This grant intends to cover part of the expenses linked to the proposal preparation.

C. Strategic objective: Fostering scientific excellence

Projects selection committee

Source: ITC, Ref. 2

ITC has defined a strategic roadmap including scientific and business objectives. This strategy is namely reflected by selection criteria for RTD projects, which are applied as a go/no go for all projects. The selection process is as follows:

Research units hold an internal meeting every two weeks, during which project ideas are discussed, which creates a preliminary selection and filtering step. Then researchers post accepted ideas on ITC's intranet.

In a second round, a selection committee composed of Head of the Institutes, Head of Units and People from Research and Economic Departments meets (usually on a monthly basis) and selects projects posted by researchers with regard to the pre-defined selection criteria.

This measure allows for strategic management of research activities and collaborative projects. It is also a way to increase the success rate in the FP7 or other European programmes.

Clusters of Excellence to promote cutting edge research

Source: Watch on the Internet German "Excellence Initiative", Ref. 27

The Excellence Initiative of the German Federal Ministry of Education and Research and the German Research Foundation aims to promote cutting-edge research and to create outstanding conditions for young scientists at universities, to deepen cooperation between disciplines and institutions, to strengthen international cooperation of research, and to enhance the international appeal of excellent German universities.

The Excellence Initiative includes three lines of funding. The second line, "Clusters of excellence" consists in the creation of so-called Clusters of Excellence that connect universities with leading German research institutes and businesses. Clusters of excellence will enable German university locations to establish internationally visible, competitive research and training facilities, thereby enhancing scientific networking and cooperation among the participating institutions. Their policy is to engage in scientific networking and collaboration in research fields of particular promise for the future. Clusters of excellence should form an important part of a university's strategic and thematic planning and reflect its considered long-term priorities

The 37 clusters selected in the two current rounds of funding are receiving an average of 6.5 million € per year until 2012. Examples of clusters of Excellence created: Microscopy at the Nanometer Range, Integrated Climate System Analysis and Prediction, Ultra High-Speed Mobile Information and Communication, ...

Institutional strategies on projects to promote top level research

Source: Watch on the Internet German "Excellence Initiative", Ref. 26

In the German Excellence Initiative, the third funding line "Institutional Strategies to promote top-level research" aims at strengthening universities and institutions so they can compete at international top level.

In order to be eligible for such funding, universities have to develop a long-term institutional strategy for top-level research and the promotion of young scientists. Universities are free in designing the measures that will allow to substantially develop and supplement their areas of international excellence and to establish themselves among the leading institutions in international competition.

The funding of a university's Institutional Strategy requires that at least one cluster of excellence (2nd line of funding) and one graduate school (1st line of funding) are funded.

As an example, the University RWTH of Aachen has defined the following measures in the frame of the Institutional Strategy programme:

- sharpening the scientific profile of the University by restructuring the natural sciences as one of the core competences and fostering interdisciplinary research,
- the creation of a Research Alliance with one of the largest research centres in Europe, Forschungszentrum, located in Jülich,
- developing a coherent concept for human resources and organisational development regarding gender and diversity aspects to attract and retain highly qualified international students and researchers,
- enhancing corporate governance which consists in redefining decision-making processes between the Rectorate and faculty management.

D. Strategic objective: Networking, visibility and influence at European level

European Virtual Institute on Knowledge-based Multifunctional Materials

Source: ITC; Ref. 7

The European Virtual Institute on Knowledge-based Multifunctional Materials (KMM-VIN) was originated as a follow-up of a FP6 European Project, which consortium now constitutes the core team of the institute. KMM-VIN is an international non-profit association headquartered in Brussels. Its mission is to offer European wide access to research, technology and development in the area of knowledge-based multifunctional materials. It aims at becoming an interface at European level between the community of KMM-VIN partners and all other parties having interest in the domain.

KMM-VIN solicits contracts and other activities for industrial clients, which can be provided by the KMM-VIN members (40 universities, R&D Centers and companies, at present making up the Institute membership, either individually or collaboratively). Application for membership is open with a simple procedure and entails a 500€ annual fee.

ITC actively participates to the Institute and has one representative in the management board. Such time investment has a positive impact on ITC's participation to FP7, since a majority of European partnerships, projects ideas and invitations to consortia are initiated via this network. The key success factor of this measure is good communication among partners. However, it could be even more effective by addressing more specifically participants to European Projects.

Foundation madri+d

Source: Universidad Carlos III de Madrid, Ref. 8

The “Fundación madri + d para el conocimiento” (Foundation madri+d for knowledge) is a network promoted by the Autonomous Community of Madrid since 1997, that brings together public and private research institutions and regional business associations. The Foundation is an instrument of the regional scientific policy, created to give rise to cooperation programmes through the management of regional and European projects. In total, more than 45 institutions participate in the network. Its main objective is to improve the competitiveness of the Region by managing and spreading the know-how created by regional institutions and companies through information technology, more specifically via a virtual scientific and technological platform www.madrimasd.org, which is open to researchers, entrepreneurs, politicians and citizens.

Beyond this communication tool, the network provides high added value services to researchers and entrepreneurs (e.g. support for the creation of start ups, for the exploitation of projects results, etc.) via several regional Offices. One of them, the “Oficina del Espacio Europeo de Investigación” (Office for the European Research Space) aims at encouraging a higher transnational participation of research institutions, extending the international presence of the Community of Madrid as a region of knowledge and facilitating its participation in the definition of the Research and Innovation policies of the EU.

Examples of activities coordinated by the Office:

- Trainings: Preparation of European projects proposals, FP7 projects management, Intellectual and Industrial Property in FP7 projects, Information on IDEAS programme, Audits of European projects, etc;
- Realisation of a system for a personalised dissemination of information to researchers, research groups, companies and other stakeholders of the Community of Madrid.
- Participation in various European projects (INTERREG, FP, CIP, ...) and networks (ERAWATCH, Red IRE)
- Participation in ERA NET initiatives to harmonize the regional research and innovation policy with the ones of other European regions and countries. Besides this coordination at the European level, ERA NET and ERA NET plus allow to reinforce cooperation opportunities for Madrid researchers.
- Creation of an assistance office in Brussels
- Weblog “De Madrid a Europa”

University network Alianza 4 Universidades (A4U)

Source: Universidad Carlos III de Madrid, Ref. 9

Alianza 4 Universidades (A4U) is an alliance among a group of four leading Spanish public universities from Barcelona (Universitat Autònoma de Barcelona, Universitat Pompeu Fabra) and Madrid (Universidad Autónoma de Madrid, Universidad Carlos III de Madrid).

The objective of this strategic alliance is to enhance international academic excellence through joint actions in the areas related to research projects, academic and international mobility among students, researchers and faculty, and international relations.

One of the strategic lines of action consists in the creation of a joint office in Brussels which strategic objectives are to

- Increase and improve leadership and participation of researchers in the Community Programs promoting R&D (FP and others). To that purpose, the Office provides personalized assistance in Brussels to researchers (anticipation of future calls, advising researchers in their contacts with the EC and other EU institutions, identification of other sources of financing, etc.)
- Promote the interests of A4U universities in the formulation and the decision making of EU R&D policy and of the various work programs of the FP.

This initiative is however a bit too young since the creation of the Office dates from November 2009; it could be interesting to make its analysis after the first annual outputs (autumn 2010).

Improvement of the researchers' European network with Euraxess

Source: Universidad de Castilla la Mancha, Ref. 14

EURAXESS is a joint initiative of the European Commission and the countries participating in the European Union's Framework Programme for Research which provides internationally mobile researchers with assistance and information about funding opportunities and jobs, but also about any mobility related issues.

EURAXESS Services is a network of more than 200 centres located in 35 European countries. These Centres help researchers and their family to plan and organise their move to a foreign country. This free personalised assistance helps researchers tackle issues such as accommodation, visa and work permits, social security, medical care, etc.

Thanks to the EURAXESS network, UCLM welcomes every year several foreign researchers who have their own network in their countries. Thus, UCLM capitalizes on the EURAXESS support as an entry point for its research teams to develop their network by welcoming foreign researchers.

Diffusion of partners searches for UCLM researchers

Source: Universidad de Castilla la Mancha, Ref.15

This initiative is supported by the Oficina de Proyectos Europeos (OPE) and aims at supporting research group leaders who lack time to search for partners or do not know where to search by spreading partners searches on different technology platforms.

The strategic objective of this support measure is to connect effectively UCLM researchers with international consortia and partners. For that purpose, the OPE officer needs to sign up for different partners searches distribution platforms (CORDIS, CDTI, IDEAL-IST, RED-OTRI, ACTIS, etc.). For their part, researchers fill in a form for "Partner search" where they detail the profile of the partners they look for, the description of the project idea, the already existing consortium, etc.

This support measure takes advantage of the various channels used in the support measure "Partners searches distribution".

BQR: University specific funds for the development of international research networks

Source: Université de Limoges, Ref. 18

The Bonus Quality Research or BQR is a funding scheme which offers French Universities the possibility to support financially specific research activities considered as priority. The BQR funds are made up from the credits allocated to Universities and laboratories by the Research Ministry. In each University, a certain percentage of these credits is retained each year to help finance unique research projects, equipment purchase, the organization of symposia, etc. In some cases, local institutions provide extra budget in the BQR envelope which is then distributed via a call for projects. Each university is free to decide how to manage these funds in relation to the priorities that are defined every four year in the University contract plan.

In its University 2008-2011 contract plan, ULIM has defined the creation and the development of international research networks as priority. Thus ULIM makes use of the BQR to support financially researchers to structure their international contacts in research networks by means of two modalities:

- an annual call for projects to develop an international research network (15000 € per project with a maximum of 3 projects per year)
- and a continuous call for projects to initiate international networks (2500€ per project with a maximum of 6 projects per year).

In their application, applicants must present their partners, the scientific objectives sought, the added value for the research team, potential opportunities to enlarge the network, etc.

Program for UPM researcher's internationalization

Source: Universidad Politecnica de Madrid, Ref. 22

This measure is supported by the European Office and the Vice-rector of research. The objectives are to support the internationalization of UPM researcher's, to improve the level of excellence of partners and to increase the number of proposals opportunities.

This initiative is based on different actions which consist in financing travel costs and daily allowances of researchers or managers to participate to information days, networking meetings and clusters meetings. This action is repeated each year. First, a call is launched to collect researchers' requests. Then, the office evaluates and approves or not these requests.

This measure intends to support a maximum number of researchers and more specifically awards the participation of researchers without international experience and/or in European programmes where UPM is less performing.

However, it is directly constrained by budget limitation. A possible way to improve the measure and deliver more funds would consist in reducing administrative processes and costs for managing the program.

How to obtain synergies with other projects and initiatives ?

Source: Watch on the Internet "InnoSME", Ref. 28

InnoSME is a specific support action funded in the frame of FP6 which objective is to identify potentially innovative SMEs from the different ICT sector located in the new Member States, assess their capabilities, and improve their conditions in order to make them fitter for participation in RTD and Innovation projects of the FP7 and the CIP.

During the InnoSME project, some good practices related to the improvement of SMEs participation in European programmes were identified.

One of these good practices describes a method to develop synergies with other projects and initiatives aiming at improving the innovation capabilities and skills in SMEs. As a matter of fact, there are different initiatives and projects with the same objective. However, they are usually unknown to the others. Thus, it is important to coordinate actions and activities in the benefit of the target groups, especially if they are SMEs, always difficult to contact and to motivate.

The method describes different steps that ultimately allow offering better services with a greater impact at a lower cost in terms of resources and time.

This existing method could be adapted to the ELIARE NETWORK SUDOE context to create synergies with projects or initiatives also having as an objective to increase the participation of researchers to European projects. Such a method would contribute to enlarge the ENS network.

E. Strategic objective: Provision of support from the proposal stage to the project

Financial support to proposals & co-financing of granted projects

Source: Universidad Carlos III de Madrid, Ref. 11

This initiative, supported by the UC3M Research Vice-Rectorate, was set up in 2002 in the frame of the UC3M Research Programme (RP) which defines the strategic action plans to support research activities and to promote UC3M research groups' knowledge.

This support measure is one of the six sub programmes of the RP and aims at stimulating the UC3M researchers' participation in international research programs (mainly FP7).

By means of two different modalities, the sub programme provides financial support which can be solicited during the elaboration of the proposal (Modality A) or once the proposal is granted (Modality B).

Modality A finances part of the costs related to the preparation of proposals (from 750 to 2500€). The granted amount is function of the number of times the applicant has been involved in international research calls, as well as his/her role in the proposal (partner/coordinator).

Modality B provides financial support for proposals successfully evaluated and granted. It intends to complete the budget allocated to UC3M teams in their applications. The amount of the grant is decided after the evaluation of the application according to different criteria.

Beneficiaries of this sub programme have to prepare a financial report within 60 days after its end. The call is renewed every year. It is launched at the beginning of the year and stays open provided there is available budget. Several periodic evaluations have to be organised (between 3 to 4 times a year).

Over the last three years, 38 applications per year were evaluated for Modality A in average, representing an average budget of 55000€ per year; as for Modality B, 5 applications in average per year for an average annual budget of 25500€.

Coordination with UC3M administrative departments

Source: Universidad Carlos III de Madrid, Ref. 10

With the launch of FP5 (and the need to calculate indirect costs in European projects), the University President and the Vice President for Research decided to implement a new organisation for the administrative management of European projects. This organisation is based on a seamless coordination between the Unit for International Research Projects Management and the financial and administrative departments.

The University defined standard procedures in which the administrative and financial departments contribute to support either researchers or the Unit in the management of the projects.

For instance, the Human Resources department provides data related to costs and salaries when the Unit needs to prepare projects financial reports. The Unit addresses to the HR department an Excel file detailing the names of the researchers, the reporting periods and the time spent on a specific project and the HR department returns the completed file shortly.

The Financial department is in charge of the general accounting of the University and manages payments, invoices, expenses declarations ... When a researcher declares expenses (like travelling expenses) to the Financial department, the financial officers contact the Unit to check that these expenses are eligible. The name of the officer to be contacted in the Unit is specified in the projects database. In that way, the financial officers know directly which person should be contacted.

Finally, the Budget department calculates the percentage of indirect costs once a year and forwards the information to the Unit.

In case of audits, the different administrative and financial departments are also involved and provide the auditor the required information.

Support in the application for regional and national funding for the preparation of FP7 proposals

Source: Universidad de Castilla la Mancha, Ref. 16

This initiative is supported by the Oficina de Proyectos Europeos (OPE).

It was designed to fulfill the needs of UCLM researchers for additional funding for networking and lobbying actions entailed by the preparation of project proposals. Specific national or regional funding schemes (managed by the Innovation Ministry in the frame of the national programme for internationalization or by the Community government) do contribute to pay for such costs but require additional application procedures.

Sometimes, researchers ask the OPE for specific support in filling these regional and national applications forms. However, not many requests are received; last year for instance, 3 researchers applied for the national funding scheme and none for the regional one which is known as being simpler.

UCLM research Vice-Rectorate subsidy for proposal building

Source: Universidad de Castilla la Mancha, Ref. 17

This measure is supported by the UGI (Research Management Unit). Researchers need funding for mobility, networking and lobbying to develop European project proposals. The aim of this initiative is to provide funding to UCLM researchers for proposal preparation, in addition to potential national and regional funding. Interested researchers need to fill in an application form and detail (...). The call is open all year long until the budget that was reserved is spent. A commission evaluates the applications in terms of (criteria ...).

The subsidy is generally used for travelling during the proposal building phase to meet partners, to attend info days, to subscribe to seminars, etc. Since 2005, researchers have filed 45 requests for the Vice Rectorate subsidy and 42 have been granted (5 in 2005, 4 in 2006, 15 in 2007, 9 in 2008 and 9 in 2009). The exact amount of the subsidy varies from a year to another but it is generally of 2500 to 3000€.

Survey about project holders' needs

Source: Université de Limoges, Ref. 19

The realization of a survey was the first initiative undertaken by the Projects Support Office (CAP) when it was created in 2008. The ambitions of the survey were to understand project holders' needs in terms of assistance and to fine tune the missions of the CAP. An online survey was addressed to the 830 ULIM researchers and personal interviews with unit managers and Research Institutes directors were organized in parallel (50 persons were met).

The survey focused on:

- the evaluation of the experience in building national and European projects and in participating to national and European projects
- understanding how and where people get information
- the analysis of major difficulties encountered during the proposal (time management, application complexity: partner search, writing, budget preparation, ...) and in the course of the project (coordination with partners, time management, financial management, ...

Two CAP officers spent three to four months on the realization of the survey and the analysis of the answers. Eventually, the survey allowed identifying two major types of needs. First, the need for online watch tools gathering information about newly released calls for proposals and for a targeted distribution of information with an alert system. Secondly, in terms of assistance, researchers requested personalized support during proposal building and trainings (presentation of other European Programmes than FP7, how to build the budget of a project, how to identify partners).

Other ideas were suggested by the participants. Even though this support measure was carried out in the frame of the CAP creation, it can be easily adapted to periodically evaluate researchers' needs and fine tune the services provided by any Project Support Office.

Internationalization of professional practices for administrative staff Source: Université de Limoges, Ref. 20

The ERASMUS mobility programme is well known by students and teachers. Yet, a specific sub programme encourages the mobility of administrative and non-teaching staff. Generally little-used, this scheme allows administrative staff to go to a partner higher education institution to learn from the experiences and good practices of this partner and to improve the skills required for their current job.

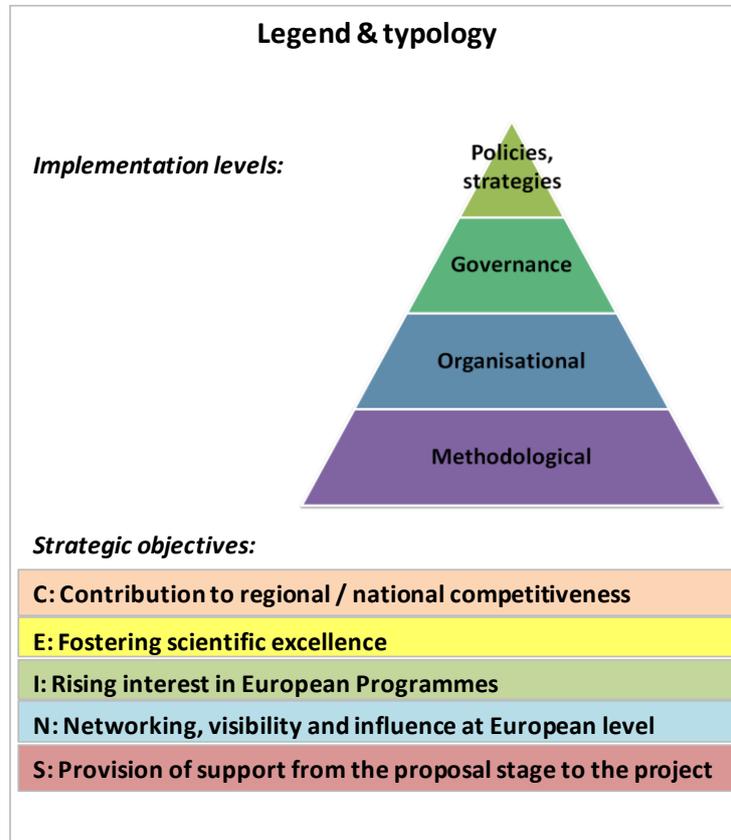
Aware of the necessity to extend the University openness towards the European Research and Education area, ULIM makes use of this sub programme to give an international dimension to its administrative staff and setup exchanges with partner institutions. As a matter of fact, ERASMUS funding provides a unique opportunity to develop a network of contacts from other European Universities as well as to enhance professional development, cultural, language, work experiences and personal development.

The exchange consists in a short stay (5 days) in a partner institution. The International Cooperation Department is in charge of organizing the annual call for applications; the selection is done by the Mobility Commission composed of various representatives.

The average cost (travel and subsistence costs) of a 5 day-exchange is 1000€. The total ERASMUS grant covers the costs of 9 applications per year. Each year, 12 to 13 people actually benefit from the programme since the University co finances the exchanges. The number of applications is increasing every year as more and more people become aware of the necessity to have an intercultural experience to improve their professional skills; last year 18 applications were filed.

ULIM counts a hundred of partner institutions, mostly Universities in regions with which the Limousin region itself has developed links (Poland, Romania, Germany (Bavaria), Belgium, Italy, ...). Last year, one person from the Projects support Office could benefit from a grant to go to UMH (Elche).

Annex 1 – Synthetic table of support measures



| | Typology | | Support measures | | | |
|-----|----------------------|-----------|------------------|--|---|--|
| Ref | Implementation level | Objective | Source | Title | Strategic objectives | Short description |
| 1 | Policies, strategies | C | CRLIM | ELIARE - Experimental Support to European Research in Limousin | To improve the integration of regional actors in the European space of research by increasing the participation of regional stakeholders in R&D, within the framework of the major European research support programmes | ELIARE is a regional initiative involving all innovation stakeholders. It aims at building a strategy for research at European level, offering financial support to increase the participation to European programmes and at raising awareness in the research community. |
| 2 | Organisational | E | ITC | Projects selection committee | To select project ideas according to the scientific and business strategy of ITC | The Committee is composed of ITC's Head management, and heads of research units. Every month, the Committee selects projects ideas posted by researchers with the regard to selection criteria, which were defined regarding scientific and business strategic objectives of ITC. |
| 3 | Methodological | I | ITC | Participation to info-days | To detect the main European funds for the AICE-ITC research lines To identify potential partners for future European projects | Officers from the Projects Support Office attend different info-days about European Programmes organized by several institutions and innovation intermediaries, allowing to provide researchers with information about new programmes and to get in touch with potential project partners. |
| 4 | Methodological | I | ITC | Personal interviews of researchers | To motivate researchers, strenghten relationships between research teams and the European office | Personal interviews with researchers are carried out regularly in order to better evaluate the researcher's interests as well as the new lines that could possibly be tackled in future projects, therefore anticipating on future calls. |
| 5 | Methodological | I | ITC | Informative sessions about European Programmes | To raise interest and inform about European programmes | General presentation of the Seventh Framework (cooperation, Capacities, ...), other European Programmes and of the different funding schemes (Collaborative projects, Networks of excellence ...) |
| 6 | Methodological | I | ITC | Monthly meetings with research teams (Q) | To update researchers about the release of calls for proposals To encourage researchers to chare their experience in the preparation of proposals | Monthly meetings are organized in the different research units to provide information about ongoing calls, to select the most appropriate lines for the project ideas and share experiences related to EU projects. Regularly, these meetings also involve non research departments in the projects such as marketing or communication departments which can participate in market assessment, feasibility studies, etc. |
| 7 | Governance | N | ITC | European Virtual Institute on Knowledge-base Multifunctional Materials (KMM-VIN) | To solicit R&D contracts, testing, analysis, consultancy, and other activities for industrial clients that can be provided by the KMM-VIN members | The KMM-VIN is an international, non-profit association located in Brussel. It consists in a network of research institutes, technical partners and universities. ITC is involved in the management board and uses KMM-VIN as a springboard for the generation of European projects and the identification of partners. |
| 8 | Policies, strategies | N | UC3M | Foundation madri+d (Q) | To manage and spread the Know How of regional institutions and companies through information technology, adding value to territorial competitiveness | The regional Office for the European Research Space provides high added value services to researchers (trainings, information dissemination, ...) and has one representation office in Brussels. It also aims at encouraging a higher transnational participation of research institutions, extending the international presence of the Community of Madrid as a region of knowledge and facilitating its participation in the definition of the Research and Innovation policies of the EU. |
| 9 | Governance | N | UC3M | University network Alianza 4 Universidades (A4U) (Q) | To increase and improve leadership and participation of researchers in the European Programmes To promote the interests of A4U universities in the formulation and the decision making of EU R&D policy | A4U is an alliance among a group of four leading Spanish public universities from Barcelona and Madrid which aims at enhancing international academic excellence through joint actions in the areas related to research projects and international mobility. |

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| 10 | Organisational | S | UC3M | Coordination with UC3M administrative departments (Q) | To implement procedures for a better coordination between the Unit for International Research Projects Management and the financial and administrative departments which also contribute to support researchers' projects | UC3M has implemented a specific organisation for the administrative management of European projects based on standard procedures in which the administrative and financial departments of The University contribute to support either researchers or the Unit. |
| 11 | Methodological | I | UC3M | Financial support to proposals & co-financing of granted projects | Modality A: Financial support to the preparation of proposals To support the implementation and preparation of competitive proposals in the FP or other international research programmes Modality B: Co-financing of proposals and granted projects To co-finance successful projects granted by the Framework Programme or other international research programmes | By means of the two modalities, UC3M offers financial support which can be solicited during the elaboration of the proposal (Modality A) or once the proposal is granted (Modality B). Modality A finances part of the costs related to the preparation of proposals (from 750 to 2500€). Modality B provides financial support for proposals successfully evaluated and granted. It intends to complete the budget allocated to UC3M teams in their applications. |
| 12 | Methodological | I | UCLM | Targeted calls for proposals distribution | To guarantee that all information about European and International Call of Proposals reach the right researchers | The centralized information system "UCLM Express" was developed to facilitate the dissemination of information about calls, partner search and other opportunities to the relevant target groups of researchers. |
| 13 | Methodological | I | UCLM | Partners searches distribution | To ensure a targeted distribution of Partner Searches | The centralized information system "UCLM Express" was developed to facilitate the dissemination of information about calls, partner search and other opportunities to the relevant target groups of researchers. |
| 14 | Governance | N | UCLM | Improvement of the researchers' European network with Euraxess (Q) | To extend UCLM's researchers network by welcoming foreign researchers | Thanks to the EURAXESS network, UCLM welcomes every year several foreign researchers who have their own network in their countries. UCLM capitalizes on the EURAXESS support as an entry point for its research teams to develop their network by welcoming foreign researchers. |
| 15 | Methodological | N | UCLM | Diffusion of partners searches for UCLM researchers | To support UCLM researchers to search for partners so that they connect effectively with international consortia and partners | The OPE receives the expressions of needs from researchers and performs a partner search through the different databases and networks at its disposal. |
| 16 | Methodological | S | UCLM | Support in the application for regional and national funding for the preparation of FP7 proposals | To obtain complementary funding for expenses linked to the preparation of proposals | The OPE helps UCLM researchers to fill in the application forms for the national and regional funding schemes. |
| 17 | Methodological | S | UCLM | UCLM research Vice-Rectorate subsidy for proposal building | To provide complementary funding to UCLM researchers for proposal preparation, in addition to National and Regional financial support possibilities | The subsidy allows research units to receive a budget for costs related to the proposal building (travel, conference fees). |
| 18 | Methodological | N | ULIM | BQR: University specific funds for the development of international research networks (Q) | To support financially researchers to structure their international contacts in research networks | With the BQR, ULIM provides financial support to researchers so that they structure their international contacts in research networks. Two different modalities were defined: - an annual call for projects to develop an international research network - and a continuous call for project to initiate international networks. |
| 19 | Methodological | S | ULIM | Survey about projects holders' needs (Q) | To identify projects holders's needs To finetune the Projects Support Office's missions | The realization of a survey was the first initiative undertaken by the Projects Support Office (CAP) when it was created in 2008. The survey focused on: - the evaluation of the experience in building national and European projects and in participating to national and European projects - understanding how and where people get information - the analysis of the principal difficulties encountered during the proposal and during the project. |

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| 20 | Organisational | S | ULIM | Internationalization of professional practices for administrative staff | To set up exchanges with partner institutions to give an international dimension to its administrative staff and | Exchanges (5 days in average) are organised between two institutions in order to share best practices, to develop new projects between the two institutions and to improve intercultural and linguistic skills. |
| 21 | Policies, strategies | C | UPM | Euroingenio Inniciative (Eurociencia, ...) | To support the internationalisation of the spanish research community To increase its participation to European R&D programs and the funds raised | Eurociencia awards for funding Strategic Actions Plans submitted by applicants which aim at creating or reinforcing support structures within Public Research Centers (PRC), promoting the training and up skilling of international project managers in PRCs, boosting the quality of R&D in the context of the FP7 participation objectives and involving and giving support in the presentation of proposals to the outstanding PRC research groups eligible to participate in the FP7. |
| 22 | Governance | N | UPM | Program for UPM researcher's internationalisation | To support the internationalization of UPM researcher's To improve the level of excellence of partners To increase the number of proposals opportunities | Financing of travel costs and daily allowance of researchers and managers to participate in information days, networking meetings and contribution to fees for technological platforms and other European associations. The aids are more specifically dedicated to young researchers and to the development of networks in thematic of strategic interest. |
| 23 | Methodological | I | UPNA | Presentation of "OPEN" department to researchers | To raise awareness among researchers about the interest in taking part in these projects To introduce the services provided by the OPEN | When the OPEN department was created, a major information event (600 participants) was organized to inform researchers about the strategic impulse given by the University authorities regarding the participation to FP7 and to promote the services provided by OPEN. |
| 24 | Methodological | I | UPNA | Personalized call for proposals distribution | To guarantee that all information about European and International Call of Proposals reach the right researchers To anticipate the building of proposals | Information about upcoming or open calls is sent selectively, only to researchers who could actually be interested in developing a proposal in the given topic. This proactive communication allows to have enough time to develop a good proposal. |
| 25 | Methodological | I | watch | Regional coordination platform and first participation reward | To coordinate the partners' actions at the canton level To optimize the information flow and the support provided to research teams To encourage and reward the participation to FP7 | The coordination platform was created to foster the participation of researchers and companies in the FP7. One of the first actions taken by the partners of the platform has been to set up a rewarding scheme for researchers and companies who build for the first time a FP7 project proposal. |
| 26 | Policies, strategies | E | watch | Institutional strategies on projects to promote top level research | To strengthen universities as institutions so that they can compete at international top level | One line of action of the German Excellence Initiative consists in supporting financialIt universities in the implementation of a long-term institutional strategy for top-level research and the promotion of young scientists. |
| 27 | Policies, strategies | E | watch | Clusters of Excellence to promote cutting edge research | To enhance scientific networking and cooperation among the institutions involved in the Clusters of Excellence | Antoher line of action of the German Excellence Initiative consists in the creation of Clusters of Excellence that connect universities with leading German research institutes and businesses. These clusters will enable German university locations to establish internationally visible, competitive research and training facilities, thereby enhancing scientific networking and cooperation among the participating institutions. |
| 28 | Governance | N | watch | How to obtain synergies with other projects and initiatives ? | To develop synergies with other projects and initiatives | A Good Practice identified in the InnoSME project describes how to develop synergies with other projects and initiatives aiming at improving the innovation capabilities and skills in SMEs. |