

Guide to UCM specific issues

Marie Skłodowska-Curie Actions Postdoctoral
Fellowships

European & Global Fellowships

Instructions

The following document intends to help the researchers applying to MSCA Postdoctoral Fellowships at some of the research groups of the Universidad Complutense de Madrid to prepare their project proposals by providing them with information about the host institution that will be useful to write certain sections of the proposal template.

The texts proposed in this document are **not intended to be used as a “copy-paste turnkey solution”. Rather than that, they are only suggestions and should be condensed/rewritten according to the particular project needs.**



Text marked as **green** explains what kind of information must be added by the research group/fellow.



Text marked as **red** requires to be completed/modified.



Text marked as **blue** could be used “as is”- but should be rewritten i.e. not copied verbatim.

Content

1.2 Soundness of the proposed methodology 4

Gender and diversity dimension. 4

Open science strategy. 4

1.3 Quality of the supervision, training and of the two-way transfer of knowledge between the research and the host 5

Planned training activities for the researcher 5

Two-way (Three-way for GF) transfer of knowledge 8

2.2 Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities. 10

Plan for the dissemination and exploitation activities (DECP), including communication activities. 10

Strategy for the management of intellectual property, foreseen protection measures 14

3.1 Quality and effectiveness of the work plan, assessment of risks and appropriateness of the effort assigned to work packages 15

3.2 Quality and capacity of the host institutions and participating organisations, including hosting arrangements 15

Support services available to the researcher 16

5.2 Capacity of the Participating Organisations 18

1.2 Soundness of the proposed methodology

Gender and diversity dimension.

Actively consider the gender dimension and intersectionality of research and innovation content. As part of the evaluation criteria MSCA-PF applicants are expected to address gender under the 'excellence criterion' in part B1 section 1: Section 1.2 Soundness of the proposed methodology (including interdisciplinary approaches, consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices).

Gender, equality, diversity, and inclusion should be considered when addressing training and communication, dissemination, exploitation, impact, and implementation as well. You are encouraged to use gender inclusive language and to not think about gender in binary categories, as sexual orientation and gender identity are important. You should also take into consideration other interconnected categories such as race, class, age, etc.

Open science strategy.

Provide a clear and detailed explanation of how you will comply with the mandatory Horizon Europe open science practices under the 'excellence criterion' in Part B1 section 1: Section 1.2 Soundness of the proposed methodology (including interdisciplinary approaches, consideration of the gender dimension and other diversity aspects if relevant for the research project, and the quality of open science practices).

You will also need to demonstrate an awareness of all open science obligations set out in the model grant agreement. Detail the open science practices that are going to be utilized and explain how the open science practices that are going to be employed are integral to the methodical approach and will led to the overall success of the project.

The open science practices should be implemented throughout the project life cycle. You are encouraged to think beyond the mandatory open science practices, such as early and open sharing of research, participation in open peer review, and involving all relevant knowledge actors.

As part of the Open Science strategy, the projects involving data gathering, curation or analysis, should envision a Data Management Plan (DMPs) following [FAIR principles](#) as an early deliverable of the proposed project. There are some relevant questions that the proposal should precisely answer in relation with data management:

1. What data will you collect or create? What type, format and volume of data? Do your chosen formats and software enable sharing and long-term access to the data?
2. How will the data be collected or created? What standards or methodologies will you use?
3. What documentation and metadata will accompany the data? What information is needed for the data to be to be read and interpreted in the future?

Some examples of DMPs according to European requirements can be found in: <https://www.dcc.ac.uk/resources/data-management-plans/guidance-examples>

UCM's Open Access resources that can be cited:

- UCM's Library Website on open access issues: <https://biblioteca.ucm.es/cienciaabierta>
- UCM's Biblioguide on Open Science: <https://biblioguias.ucm.es/ciencia-abierta>
- UCM's open access repository Docta Complutense: <https://docta.ucm.es/home>

1.3 Quality of the supervision, training and of the two-way transfer of knowledge between the research and the host

Planned training activities for the researcher

1 - Academic career development aspects:

Mention the Career Development Plan (CDP) as a deliverable of the project and state that you will develop it with your supervisor. Describe your needs, how you want your career to develop and identify the weaknesses in your current set of skills.

In addition to the specific scientific skills that are going to be developed through the project, it could be useful to extend Career Development actions to competences considered in The European Competence Framework for Researchers: https://research-and-innovation.ec.europa.eu/system/files/2023-04/ec_rtd_research-competence-presentation.pdf

Introduce here how the most appropriate teaching activities for your career development will be integrated in the action (this must be done in accordance with the scientific supervisor and the department). **Please, keep in mind that, due to the characteristics of your contract, you will not be able to carry out regulated teaching activities (i.e. undergraduate and graduate programs, master's programs, PhD programs, etc.).** You can indicate those teaching activities that will be able to take part in for instance:

The fellow will have the opportunity to improve her/his teaching skills by giving some lectures in workshops and other teaching environments designed for the expansion of knowledge for students beyond the undergraduate and graduate programs. Also she/he will take the chance to participate in Department seminars as lecturer thus allowing for insightful critique and feedback from colleagues, fruitful transfers of knowledge for the benefit of the research personnel of the host institution, as well as for improvements of her/his teaching and public speaking abilities. Seminars are held **weekly/fortnightly/monthly**, and the fellow will be expected to present his/her research **once a year approximately**. A second cycle of seminars from external researchers is organized by the **faculty (six to ten talks per year)** and will provide the fellow with the chance to interact with experts in the area and to broaden his/her interests and areas of expertise.

2 - Non-academic career development aspects:

The UCM, as the host institution of the action, will also contribute to the advancement of the career of the fellow by giving her/him chances to boost her/his employability beyond the academic framework. This will be done by means of different training actions on transferable skills and giving the fellow advice on the existing opportunities to find an employment and get her/his research funded both in the private and the public sectors.

The UCM will contribute to the development of the entrepreneur-related skills of the fellow by means of her/his participation in the activities organized by Compluemprende (<https://www.ucm.es/compluemprende>), the Entrepreneurship Office at UCM which aims to foster the development of an entrepreneurial culture among the different actors of the university community¹. They have developed a training and services offer based on four programmes:

1. Under the title of Fábrica UCM several training modules² are organized yearly with the aim of fostering entrepreneurship skills among the research community. The training modules are either in person or virtually organized and led by experienced entrepreneur trainers on skills such as business opportunities identification, business viability analysis, team work, public speaking, etc.
2. Knowledge Pills Programme³. These online training modules will allow her/him to develop key aspects that every entrepreneur must know about starting a business.
3. Piensa (Think) Program⁴. A program co-designed by UCM and the Chamber of Commerce, Industry and Services for Madrid for accelerated training for those in the University aiming at creating a business or improving an existing one.
4. Explorer UCM X Santander Programme⁵ is a yearly organized programme where researchers get personalized support through 12 weeks in developing their business idea and transferring it to the market.
5. Hult Prize Programme⁶ is oriented towards supporting UCM proposals to the international Hult Prize award to solve the world's most pressing issues through social entrepreneurship.

The fellow will also be encouraged to attend other activities organized by Compluemprende including conferences, infodays, individual interviews, workshops, "The entrepreneur lab", etc.

In addition to this, the Office for the Transfer of Research Results has an annual training program for scientific entrepreneurship: UCM Acelera, which is designed for the coaching in the process of the creation of a spin-off company. UCM Acelera will take the entrepreneur all the way to the design of a Business Model, which will then be validated by Compluemprende. The UCM Acelera culminates in a DEMO DAY, where selected projects will have the opportunity to carry out an Investor's Pitch in front of real investors, providing important transferable skills.

¹ <https://www.ucm.es/compluemprende/formacion>

² <https://www.ucm.es/compluemprende/fabrica-ucm>

³ <https://www.ucm.es/compluemprende/pildoras-formativas>

⁴ <https://www.ucm.es/compluemprende/programa-piensa-compluemprende>

⁵ <https://www.ucm.es/compluemprende/programa-explorer-ucm-santander>

⁶ <https://www.ucm.es/compluemprende/hult-prize-encampus-ucm>

In addition, the Vice-Rectorate for Studies of UCM, through the Center for Continuous Training⁷, also offers continuous training courses for its staff. You can check in [this webpage](#) some specific courses offered; in case you want to mention specific examples pertinent to the application. Courses on languages and communication-related skills, such as English for academic writing, Scientific Communication and Impact Factors, or Communication Strategies for English-Medium Instruction in the International University. Training on Statistics, Data analysis and presentation as well as Software of general usage is also available. Of great interest for academia and beyond are the courses offered to improve soft skills, and the wide array of training opportunities offered covers topics such as Time management, Public speaking, Conflict resolution, Gender and inclusiveness in the workplace.

The Host Institution will also aim to influence on the development of other transferable skills of the fellow, such as those required to allow her/him to apply for grants and research funding, to manage R&D grants, to improve her/his scientific writing skills, etc. In this sense the European Office for R&D of the UCM (OEID, <http://oficinaeuropea.ucm.es/>) will provide the fellow with training resources coming from different training programs:

- The Science Culture Unit offers an annual training in Science Communication and Dissemination: <https://www.ucm.es/otri/formacion-en-comunicacion-cientifica>. Furthermore, there is available a guide for Science Dissemination (<https://www.ucm.es/otri/publicaciones-guias-de-actuacion>) with access to several resources.
- Fundación Madri+d (Madrid Regional Foundation for Research and Development, (<https://www.madrimasd.org/fundacion/formacion>): full HORIZON training program and other research-oriented topics such as technology transfer and valorization, quality and career development and environmental and social sustainability and Agenda 2030.
- FECYT (Spanish Foundation for the Science and Technology, <https://www.recursoscientificos.fecyt.es/servicios/formacion>): frequent courses and training actions on bibliometry (use of the main bibliometric resources: WOS, Scopus)

The OEID (see section 3.2) will detect training needs and weaknesses of the fellow not related to technical or scientific aspects. According to these needs and weaknesses the OEID will provide the fellow with a list of courses on transferable skills scheduled for the grant period.

Training on gender issues is also envisaged and will be addressed through the Gender Equality Unit of the UCM <https://www.ucm.es/unidaddeigualdad/que-es-1> and the Institute for Feminist Studies, <https://www.ucm.es/investigacionesfeministas/actividad/>. Through this unit the university offers a wide variety conferences, seminars and congresses, as well as courses related to gender studies.

The UCM Environment and Sustainability Unit (<https://www.ucm.es/english/enviroment-and-sustainability>), offers the university community a large number of resources (<https://www.ucm.es/descargas-72>) as well as an Environmental Training and Activities Programme, with credit recognition (<https://www.ucm.es/programa-de-actividades-medioambientales-reconocimiento-de-creditos>). The training proposal for the 2025/2026

⁷ <https://www.ucm.es/cfp/>

academic year included training programmes on Communication and the Environment, or Ethics, development and sustainability in the framework of the 2030 Agenda.

The supervisor together with the postdoctoral researcher will formulate a **customized Personal Career Development Plan (CDP)** that will define the mentoring scheme and the availability of the Supervisor and Host's services (such as those related to IPR, entrepreneurship or fundraising), as well as describe the short and long-term objectives for career development, such as:

- Expected publications and participation to conferences/ workshops/ seminars;
- Expected participation and fulfilments of trainings on scientific and complementary skills;
- Other professional training such as course-work/ tutoring, teaching, mentoring and supervision of students;
- Anticipated research management activities such as fellowships or other funding applications planned (*indicating name of award if known*), including fellowships with entire funding periods, grants written/applied for/received, professional society presentation awards or travel awards, etc.
- Anticipated networking opportunities and research communication enhancement;
- Planned public engagement activities, and any other activities of professional advancement.

For the preparation of the CDP (that will be delivered as deliverable # **insert here the deliverable reference. You can include a linked milestone as well**) the host institution, through the OEID, will provide advice to the fellow to develop a professional development strategy in the academic sector. In this regard, according to the level of experience of the fellow, the OEID will explore different possibilities for her/him to get incorporated to Spanish National System of Science and Technology⁸ through excellence programs aimed at hiring research staff such as the Ramón y Cajal, Juan de la Cierva or Atracción de Talento programs. Finally, the OEID will explore together with the fellow the possibility to present a project proposal to the ERC that will allow her/him to maintain a fruitful working relationship with the UCM: in this sense it has been shown that MSCA fellows enjoy greater success in obtaining grants from the ERC than their peers.

Two-way (Three-way for GF) transfer of knowledge

Regarding transfer of knowledge **from the host institution towards the researcher**, typical training activities in PF may include:

- Primarily, training-through-research by the means of an individual personalised project, under the guidance of the supervisor and other members of the research staff of the host organisation(s) – this information should be thorough, explaining the supervision

⁸ <https://www.fecyt.es/es/publicacion/researcher-career-path-spain-glance-7th-edition>

schemes (frequency, means of meeting), defining the not only the tasks of the supervisor and potential advisors, but also other direct interactions essential for their training (other professors and collaborators, researchers, technicians) and what they will bring to the table (know-how, technical training, specialized procedures, access to valuable resources...);

- Hands-on training activities for developing scientific (new techniques, instruments, research integrity, 'big data'/'open science') and transferable skills (entrepreneurship, proposal preparation to request funding, patent applications, management of IPR, project management, task coordination, supervising and monitoring, take up and exploitation of research results). For the former, take into account any activities that might be pertinent to the project: formally organized courses, one-to-one training, seminar cycles, conferences... Consider not only those activities organized by the departments, institutes, CAIs and other institutions in the UCM, but those organized by external institutions as well if they would be channelled through or connected to the research group (i.e. available through active collaborations, through technical services used in the past by the research group, through networks and forums to which the group belongs...). For the latter, besides your own resources, UCM offers several resources (see 2 - *Non-academic career development aspects* below);
- Intersectoral or interdisciplinary transfer of knowledge (e.g. through secondments);
- Taking part in the research and financial management of the action;
- Organisation of scientific/training/dissemination events;
- Development of the teaching and mentoring skill set of the fellow, by planning his / her (co) supervision of Master's degree and PhD students or similar.

Transfer of knowledge **from the researcher to the host institution** is a key aspect of a successful application and should not be overlooked. Describe how the fellow's previous research activities and training fit within the current expertise of the group and how they complement it. When redundancies between the previous and the upcoming activities exist, try to highlight (without resorting to technicalities that might preclude the clarity of the text) the more nuanced aspects which make the recruitment of the fellow advantageous for the host institution. For example, if the fellow is experienced in the same kind of techniques, did he/she apply them to contexts or problems different than the ones previously handled by the receiving group? Conversely, if the fellow has a similar background and thematic know-how, has she/he used different approaches to research and problem solving that might be transferred, increasing the toolbox available for the receiving group? Two aspects that should be commented are how the fellow joining UCM would reflect on the training of early stage researchers (f.ex. will she/he be giving courses, teaching how to use a machine or do a procedure) and in general with other colleagues from the closest environment (f.ex. his/her expertise could result in fruitful discussions and insights when attending department seminars, etc.)

The scope of the possibilities for knowledge transfer from the researcher to the host institution needs not be narrowly defined. Transversal skills might not appear as an obvious asset to transfer *per se*; but depending on the nature of the project or the pre-existing skillset of the

receiving group, it could be extremely enriching having someone who has worked in industrially-focused projects, with experience in organizing and mining big sets of data, with a minimal knowledge of IP rights, with prior hands-on work with specific social niches/cultures/languages...

Another aspect to keep in mind is that knowledge transfer does not have to be restricted to the receiving group. Keep in mind if the researcher would be a unique and thus valuable addition to the department, faculty or university. If other researchers could potentially be interested in interacting with the researcher, this increases the importance of him/her joining UCM (this aspect would also be valuable in the other direction of knowledge transfer, as this would enhance the independence and the networking aspects of the researcher's own development).

The applicant organisation should briefly describe a concrete plan of training-through-research at the host organisations' premises (Career Development Plan). It should aim at reaching a realistic and well-defined objective in terms of career or resuming a research career after a break.

This plan comprises the researcher's training and career needs, including training on transferable skills, planning for publications and participation in conferences and it will act as a reference to monitor the progress of work, training and publications, and to take corrective measures if deviations and delays.

If further guidance is needed on this, it is highly recommended to consult the Research Development Framework (<https://www.vitae.ac.uk/vitae-publications/rdf-related/researcher-development-framework-rdf-vitae.pdf/view>). This website, made by the Careers Research & Advisory Centre from UK, describes the knowledge, behaviour and attributes of a successful researcher.

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific **career development strategy** for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers.

Suggestion: Summarize training activities to show how these actions will help you to create your career development plan in the future.

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

[Plan for the dissemination and exploitation activities \(DECP\), including communication activities.](#)

To approach this section, it is crucial that the difference between communication, dissemination and exploitation is understood. The next image makes it clear for Horizon Europe projects:

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

Communication	Dissemination	Exploitation
Inform, promote and communicate activities and results	Make knowledge and results publicly available free-of-charge	Make concrete use of results for commercial, societal and political purposes
For whom Citizens, stakeholders and the media	For whom For those who can learn and benefit from the results, such as: scientists, industry, public authorities, policymakers, civil society	For whom For those who can take the results forward or invest in them, such as: researchers, stakeholders, industry (also SMEs), public authorities, policymakers, civil society
How <ul style="list-style-type: none"> ✓ Having a well-designed strategy ✓ Conveying clear messages ✓ Using the right channels 	How Publishing results in: <ul style="list-style-type: none"> ✓ Scientific magazines ✓ Scientific and/or targeted conferences ✓ Databases 	How <ul style="list-style-type: none"> ✓ Creating roadmaps, prototypes, software ✓ Sharing knowledge, skills, data
When From the start until the end of the action	When <ul style="list-style-type: none"> ✓ Anytime, as soon as results become available ✓ Up to four years after the end of the project 	When <ul style="list-style-type: none"> ✓ Towards the end of the action and beyond, as soon as exploitable results are available ✓ Up to four years after the end of the project
Why <ul style="list-style-type: none"> ✓ Engage with stakeholders ✓ Attract the best experts ✓ Raise awareness of how public money is spent ✓ Show the success of European collaboration 	Why <ul style="list-style-type: none"> ✓ Maximise the impact of the action ✓ Allow other researchers to go a step forward ✓ Contribute to the advancement of world class knowledge ✓ Make scientific results a common good 	Why <ul style="list-style-type: none"> ✓ Lead to new legislation or recommendations ✓ For the benefit of innovation, the economy and society ✓ Help to tackle a problem and respond to an existing demand
It is a legal obligation! Article 17 of Horizon Europe Grant Agreement	It is a legal obligation! Article 17 of Horizon Europe Grant Agreement	It is a legal obligation! Annex 5: Specific Rules and Article 16 of Horizon Europe Grant Agreement

HORIZON EUROPE

The central aspect of this sections is to plan to disseminate your project results (papers, reviews, lectures, seminars, workshops...) using scientific channels. These activities will be performed in order to influence policy-making or to ensure a follow-up by the industry and/or the research community.

Please note that you have to comply with the contractual commitment of publishing all your project results in open access. You can find info on open access issues in the following links.

European Commission policies on open access can be reviewed from the OpenAire project, itself funded by the EC: <https://www.openaire.eu/open-science-in-horizon-europe-proposal>. Please keep in mind that you have to provide concrete information on how you plan to comply with the mandatory open science (OS) practices and demonstrate an awareness of all OS obligations

set out in the model grant agreement⁹. Provide specific details – remember you have up to half a page (including research data management) for this section!

- Publications arising from the project must, at the time of publication, be also uploaded to a trusted repository and be Open Access. Check whether your target journals allow for direct self-archiving in a repository at the time of publication.
- The only Article Processing Costs that will be considered an eligible cost are those from journals that follow a full Open Access model. This means that APCs charged by hybrid journals (journals with paid subscriptions for readers, but who also offer the option to make the article Open Access at the time of publication if the author pays the APC) will not be eligible.
- The European Commission launched in 2021 Open Research Europe (<https://open-research-europe.ec.europa.eu/>), an open, peer-reviewed platform, open for all topics and free for HORIZON-funded research.

Other open science related resources:

- List of open access journals: <https://doaj.org/>
- List of open access books: <http://www.doabooks.org/>
- Directories of open access repositories: <http://roar.eprints.org/>,
<http://www.openoar.org/index.html>

In relation to the **exploitation of results**, this DECP will be based on three different kinds of actions:

1. **Protection actions:** once a project result arises that is susceptible to be protected during the grant timeframe the fellow will contact the Unit for Patents and Contracts and the standard internal procedure for the preparation of patent or utility model applications will be launched (<http://www.ucm.es/otri/procedimiento-de-tramitacion-de-solicitudes-de-patente-en-la-ucm>). The Office for the Transfer of Knowledge of UCM provides support in the process of protecting a transferrable result: from a technical and an administrative perspective (<https://www.ucm.es/otri/propiedad-industrial-e-intelectual>). The monitoring meetings established on section 3.3 (point 3) will serve to identify these project outcomes and to plan publication and protection actions so they do not interfere with each other.
2. **Commercialization and dissemination actions:** The Unit for Patents and Contracts will valorize the protected project results and according to its commercialization potential will decide to initiate additional specific commercial actions. In this regard, the Office for the Transfer of Knowledge of UCM provides coaching services for the creation of spin-offs based on the knowledge developed within the UCM framework (<https://www.ucm.es/otri/empresas-de-transferencia-del-conocimiento>).

⁹ Article 17 of Unit Model Grant Agreement: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/agr-contr/unit-mga_he_en.pdf

3. Through the UCM transferable activities catalog (Complutransfer¹⁰), the Office for the Transfer of Knowledge creates value for these activities disseminating the offer to the external community, enabling networking and contact creation.

The Dissemination and Exploitation plan should be implemented within the Gantt Chart under the corresponding work packages. Take into account that if your proposal is selected for funding this Plan will need to be provided as a mandatory project deliverable during project implementation.

Establish a connection with project milestones and deliverables and in the Gantt Chart

DECP is complemented by Communication Activities to the general public.

The UCM, as the Host Institution of the project, offers excellent opportunities to the fellow to disseminate the project results and reach the General Public.

The UCM has a unit specialized in scientific dissemination, the “Unidad de Cultura Científica y de la Innovación” (Unit of Scientific Culture and Innovation). In its website (<https://www.ucm.es/otri/otri-cultura-cientifica>) this Unit publishes about ten to fifteen articles per month on results obtained in R&D projects developed by UCM researchers. In addition to this, these news are delivered to national newswires so they often reach the science supplements of national newspapers like “El País” or “El Mundo” to cite a couple of them, as well as in various social media. In this sense the collaboration of the fellow with the Scientific Culture and Dissemination Unit to help disseminate her/his project results is deemed essential and will contribute to achieve the expectations of a MSCA in terms of the impact of the performed activities on the General Public.

Besides, the Unit of Scientific Culture and Innovation manages a Podcast called “En las ondas de Marie”, published on Ivoox and Spotify, with a linked Instagram account to disseminate clips MSCA Fellows are invited to plan a scientific outreach action consisting on the participation on a podcast episode.

In order to be able to estimate de audiences of this actions, the Unit of Scientific Culture and Innovation publishes a yearly report on their results with data on audience for each action: <https://www.ucm.es/otri/file/informe-anual-ucc-2024-reducido?ver>

Public engagement

The UCM has a vast experience participating in the organisation of large outreach activities every year (together with the Regional Government of Madrid and other Universities and Research Centres) like the “Semana de la Ciencia” (Science Week), the International Day of Women and Girls in Science, the “Noche de los Investigadores” (Researchers’ Night) and “Madrid es Ciencia” Fair. These events are carried out in the UCM by the Scientific Culture and Dissemination Unit.

The UCM has already participated in the Researcher’s Night in Madrid eleven times before and will be showing a few activities also on the 2025 edition. In case the Regional Government of Madrid gets funded in the upcoming calls of the Researcher’s Night, the UCM commits itself to

¹⁰ <http://www.ucm.es/otri/complutransfer>

provide access to its MSCA fellows to the “European Corner” meeting point. The fellow will be given a time slot on the “European Corner” to share her/his experience as MSCA fellow, contributing this way to bring their research to the general public and, particularly, encouraging the youth to embark on scientific careers. The fellow will be also provided with the opportunity to take part in the regular activities organized outside the “European Corner”.

On the other hand, the UCM has been actively participating in the organisation of the regional Science Week for several years now (2025 will be the 212th edition of the Week). Each year the UCM participates in the event with hundreds of activities (more than 322 in the 2024 edition) like behind-the-scenes guided tours of research labs, Interactive science shows, hands-on experiments, workshops, etc. thus offering the fellow a unique opportunity to engage the general public in her/his research activity. The fellow will also organise an activity on his grant’s second year consisting of a (conference / open house guided tour / trip or guided route / course, workshop, seminars / exhibition / audiovisual, film, music / ...) to be shown at the Science Week. Describe here the content of the activity with regards to the project subject.

In order to have a convincing public engagement strategy, it is highly recommended to include activities that are specific to the field of your research, for instance at sectorial fairs.

For the evaluation process it is very important to measure the efficacy of the communication strategy. Where you are able to include figures and quantitative indicators, do so.

The plan for dissemination of project results should be implemented within the Gantt Chart under the corresponding work packages and tables dealing with exploitation and dissemination of results and intellectual property

Establish a connection with project milestones and deliverables and in the Gantt Chart

Strategy for the management of intellectual property, foreseen protection measures

In compliance with the ECGA the UCM will pursue the protection of the results generated in the action and will use its best endeavors to exploit and commercialize them. According to the Spanish national regulations (Ley 17/2022, de 5 de septiembre, de la Ciencia, la Tecnología y la Innovación) the research staff of the UCM, including the fellow, will be entitled to participate on the benefits obtained through the exploitation of the results generated during the performance of the MSCA-PF.

With the purpose to accomplish with its commitments above, the UCM relies on the Unit for Patents and Contracts that analyses the patentability of project results and prepares and prosecutes patent applications before the “Oficina Española de Patentes y Marcas” (OEPM) as well as under the PCT. The Unit for Patent and Contracts also provide advice to the research staff about commercialization channels of the developed technologies and search for partners for joint technology developments. It provides support on the negotiation and management of all kind of contracts as well. Finally, the Unit disseminates the UCM technology offer through fairs, technology showcases, congresses, etc.

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

Mechanisms in place to assess and mitigate risks

To make a risk management plan you may use the following table:

RISK	WP NUMBER	CONTINGENCY	PROBABILITY & IMPACT

To assess the [risk probability and impact](#), you may help with the following table (which you do not need to include in your proposal):

		Probability		
		Extremely unlikely	Likely	Extremely likely
Impact	Not critical	LOW	LOW	MEDIUM
	Significant	LOW	MEDIUM	HIGH
	Fundamental to continuing project	MEDIUM	HIGH	HIGH

Risk score: Low; Medium; High

After that, you should develop the circumstance that could occur (the “risk” reflected on the risk matrix) and what kind of actions, such as alternative approaches or contingency plans, are planned to be performed: preventive (act over events) or corrective (act over impacts).

Establish a connection (if any) with project tasks milestones and deliverables and in the Gantt Chart.

3.2 Quality and capacity of the host institutions and participating organisations, including hosting arrangements

Hosting Arrangements

This section should describe the hosting arrangements at the institution (UCM), described below. The latter should be complemented with details pertinent to the group/department. For example, the different collaborations and interactions of the group, if they provide external service to other researchers, if they are involved already in other projects/networks that might be of interest for the researcher's development, the common activities of the researchers in the group/department and how will the researcher take part in them, be introduced to them, etc.

The UCM is committed to improve its Human Resources policies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

In this sense, during 2017, UCM Endorsed the Principles of the Charter and Code and committed itself to implementing the HRS4R at the institution, obtaining in August 2018 the HR Excellence award. The Action Plan is currently being implemented and has undergone evaluations.

As a Local Contact Point of EURAXESS, and in order to support the integration of the fellow, the University provides access to different services and opportunities offered to the researchers in mobility and, in particular to MSCA fellows:

- The UCM provides advice to the fellow in case she/he is a non-EU resident on how to process residence permits, visas or other related documents through the personnel selection section. This department will also give support to the fellow during the hiring process on social security and tax issues.
- On the other hand, by means of the "Oficina de Alojamiento" (Lodging Office) and the "Casa del Estudiante: Centro Internacional de Visitantes y Acogida, CIVA" (International Center for Visiting Students and Staff, <http://www.ucm.es/oficina-de-alojamiento-en-la-ucm>), the UCM will provide to the fellow with the possibility to get accommodation through different options like residences or apartments.

The fellow will also be given the opportunity to learn the Spanish language and participate in cultural immersion activities at the "Centro Complutense para la Enseñanza del Español" (<https://www.ucm.es/ccee>).

Support services available to the researcher

The European Office for R&D of the UCM (OEID) will assist the fellow and the scientific supervisor in all aspects related to the training, career development and communication strategies and the exploitation of the project results. In this sense the office will act as a proxy between the scientific staff of the project and the different Services in the Host Institution in charge of the dissemination of the project results (Scientific Culture Unit) and in charge of the protection and commercialization of the project results (Office for the Transfer of Knowledge). **A meeting will be held every 6 months on the first fellowship year, and then quarterly in the second year of the project** between the fellow, the scientific supervisor and the OEID in order to monitor the delivery of project results and to initiate the corresponding publication/protection actions, as well as to plan the proposed communication and training activities.

Establish a connection (if any) with project milestones and deliverables and in the Gantt Chart.

3 – Financial and Administrative level:

An administrative manager from the Economic Management Unit will be designated, that will work as a recipient of all the documentation relative to the administrative management of the action. This manager will provide advice to the technical staff of the project (the fellow, the supervisor, other researchers) on issues related to administrative procedures such as project reporting, preparation of amendments (as for parental leaves, for instance), contracting of supplies, etc. The administrative management will be performed on a continuous basis, but two specific meetings will be scheduled:

- immediately after the action starts, a “kick-off” meeting will be held between the administrative manager, and the fellow and the supervisor, to establish the procedures for the administrative management of the action and to inform them about the relevant persons and contact points for each procedure;
- two weeks in advance of the reporting period end a meeting will be held between the administrative manager, and the fellow and the supervisor to coordinate the preparation of the reporting documentation.

Establish a connection (if any) with project milestones and deliverables and in the Gantt Chart.

Service	Support offered
HR Services	The UCM is committed to improve its Human Resources policies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. UCM Endorsed the Principles of the Charter and Code and, in August 2018, UCM obtained the HR Excellence award
European Office for R&D of the UCM (OEID)	OEID will provide the fellow with advice and support throughout the Grant Agreement Preparation and the following management of the project.
Economic Management Unit of the FGUCM	A smooth financial management of the grants will be guaranteed by this Unit, which deals at the time of submitting this proposal with more than 133 active Horizon 2020 and Horizon Europe grants, including 9 MSCAs.
Office for the Transfer of Research Results (OTRI)	The OTRI arranges the transfer of Knowledge generated at UCM Faculties, Research Groups and Institutes, and invites industries and businesses to get to know us in person. This Office will support the fellow with any exploitation aspects relating to your project outputs.
EURAXESS	As a Local Contact Point of EURAXESS, UCM will support the integration of the fellow, providing access to different services and opportunities offered to the researchers in mobility and, in particular to MSCA fellows.

Unit of Scientific Culture and Innovation	This unit will assist the fellow in communicating the development of the research to generalist media and others.
UCM CLARIAH-CM NODE	<p>The CLARIAH-CM node is a digital research infrastructure made up of the six public universities of the Community of Madrid, aimed at promoting research in Digital Humanities and Language Technologies with the support of the European infrastructures CLARIN-EU and DARIAH-EU.</p> <p>The node provides advice to projects and researchers to encourage the use of digital methodologies and enhance research outcomes, as well as to raise awareness of and promote the application of European regulations (FAIR, DORA COARA, etc.). It regularly organizes training and outreach activities, such as the <i>First CLARIAH-CM Training Series on Digital Tools and Methodologies</i> and the <i>First UC3M Series on Digital Humanities: Facing (Together) New Challenges and Opportunities</i>. It also hosts an annual workshop open to the entire research community of the UCM to keep up with ongoing projects from the universities within the node and to establish connections with specialists in the field of Digital Humanities. Contact: oficinaclariahcm@ucm.es</p>

5.2 Capacity of the Participating Organisations

UNIVERSIDAD COMPLUTENSE DE MADRID – UCM - Spain	
General description	<p><i>Universidad Complutense de Madrid (UCM) is one of the largest Universities in Spain and all around Europe. With a tradition beyond 5 centuries, UCM has become a very important institution in terms of higher education and research activities. UCM is home of research groups which are in the cutting edge of research in many areas. UCM technological scientific infrastructure (with an annual budget almost reaching 600M€), together with the quality of its researchers (more than 7000), has established some of its laboratories among the best all around Europe. UCM is located in the “Campus de Moncloa” at Ciudad Universitaria of Madrid. This location is a large space devoted to Science and Higher Education. With over 10,000 researchers and 10% of the national scientific production of Spain the “Campus de Moncloa”, which houses two universities and several research centres is a unique environment, fostering synergies in higher education, research, innovation and social and cultural projection. This uniqueness has favoured the awarding of the “Campus of International Excellence” label to the institutions joining this “Campus de Moncloa”</i></p>

	<i>This is a general description of the UCM, which you are free to use. However, given the limited space, we recommend to write here a description of the closest research environment: research group/department/faculty.</i>
Role and profile of supervisor	<i>(names, title, qualifications of the main supervisor)</i>
Key research facilities, Infrastructure and Equipment	<p><i>Demonstrate that the beneficiary has sufficient facilities and infrastructure to host and/or offer a suitable environment for training and transfer of knowledge to the recruited experienced researcher.</i></p> <p><i>If applicable, indicate the name of the associated partner linked to a beneficiary and describe the nature of the link in the corresponding table.</i></p>
Previous and current involvement in EU-funded research and training programmes/actions/projects	<p><i>Indicate up to 5 relevant EU, national or international research and training actions/projects in which the institution/department has previously participated and/or is currently participating.</i></p> <p><i>In this section you should refer to the projects closest to your supervisor's department/research group. You can ask the European Office (promocion.oeid@ucm.es) to find out in which other MC actions the UCM has participated.</i></p>