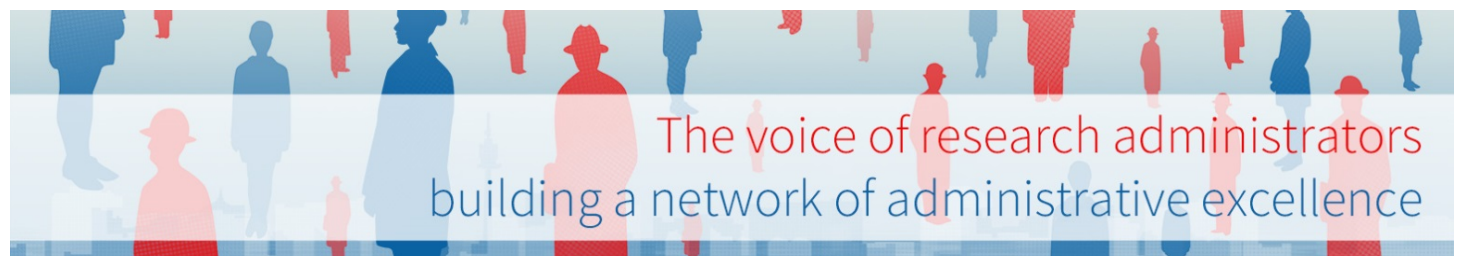


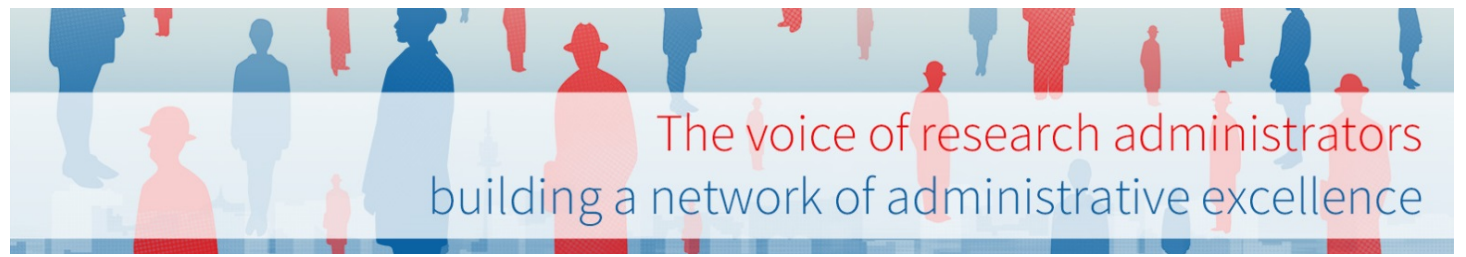
4th Management Committee Meeting

COST Targeted Network TN1302: BESTPRAC

1. **Welcome to participants**
2. **Verification of the presence of two-thirds of the Participating COST Countries or, if applicable, a quorum**
3. **Adoption of agenda**
4. **Approval of minutes and matters arising of last meeting**
5. **Update from the Action Chair**
 1. **Status of Action: start and end dates of Action, participating COST countries, participating NNC/ IPC institutions and Specific Organisations.**
 2. **Short Term Scientific Missions (STSM): review of completed reports and new applications**
6. **Update from the Grant Holder: Action budget status**
7. **Update from the COST Association, if a representative is present**
8. **Monitoring of the Action**
9. **Implementation of COST policies on:**
 1. **Promotion of gender balance and Early Career Investigators (ECI)**
 2. **Inclusiveness and Excellence**
10. **Follow-up of MoU objectives: progress report of working groups**
11. **Scientific planning**
 1. **Scientific strategy (MoU objectives, GP Goals, WG tasks and deliverables)**
 2. **Action Budget Planning**
 3. **Long-term planning (including anticipated locations and dates of future activities)**
 4. **Dissemination planning (Publications and outreach activities)**
12. **Requests to join the Action from:**
 1. **COST countries**
 2. **Institutions in Near Neighbouring Countries, International Partner Countries, and/or Specific**
 3. **Organisations: EU agencies, European RTD Organisation, International Organisations**
13. **AOB**
14. **Location and date of next meeting**
15. **Summary of MC decisions**
16. **Closing**



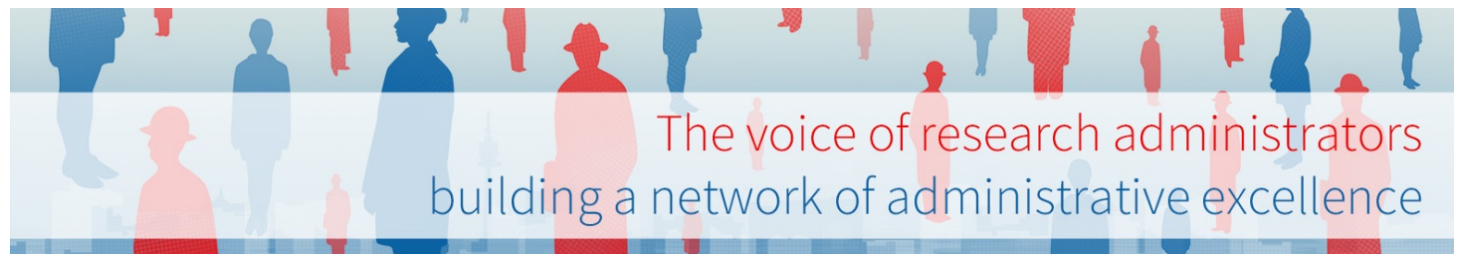
- 1. Welcome to participants**
- 2. Verification of the presence of two-thirds of the Participating COST Countries or, if applicable, a quorum – Alternatively decisions are open until April 12 2016**
- 3. Adoption of agenda**
- 4. Approval of minutes and matters arising of last meeting**
 - MC-approval for inclusion of Moldova as NCC
 - MC-approval for reduction of accommodation allowance for WG-meeting in Sofia from € 120 to € 56



5. Update from the Action Chair

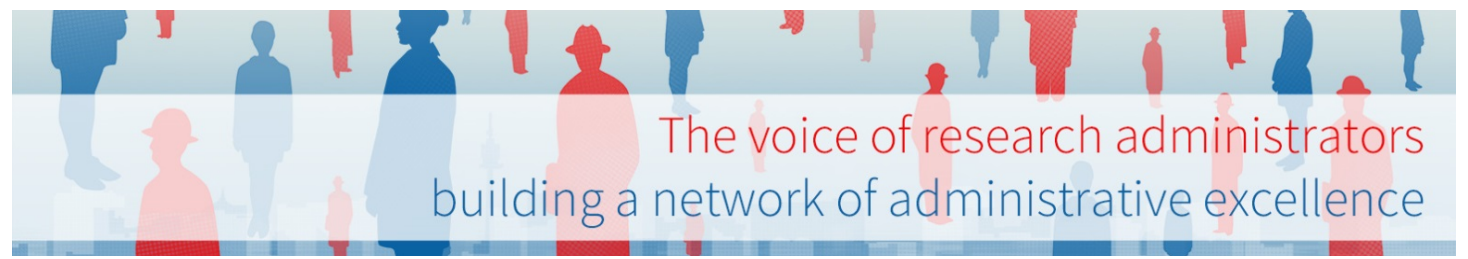
- a) **Status of Action: start and end dates of Action, participating COST countries, participating NNC/ IPC institutions and Specific Organisations.**
- b) **Short Term Scientific Missions (STSM): review of completed reports and new applications**

Start of Action:	15/10/2013
End of Action:	14/10/2017



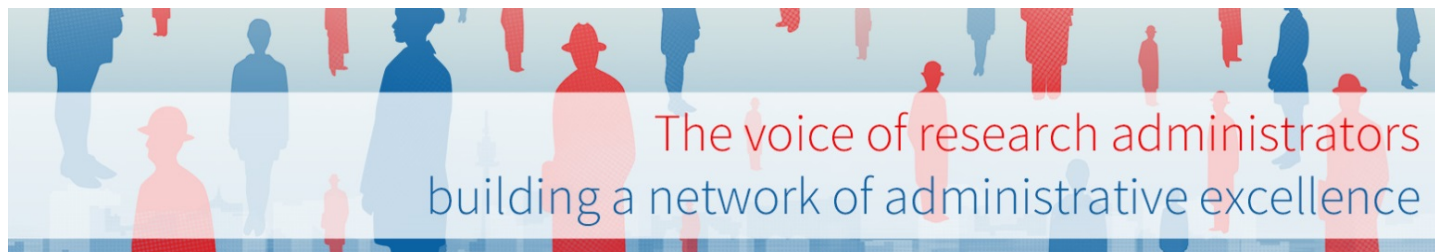
Aim / objectives

- to allow **networking** and **exchanging financial, legal and administrative experience**
- to share and develop **best practices** encouraging **knowledge sharing, knowledge transfer** and **increased efficiency in project management**
- establish a **network for the administrative, finance and legal services** in universities, research organizations and related entities



Target group

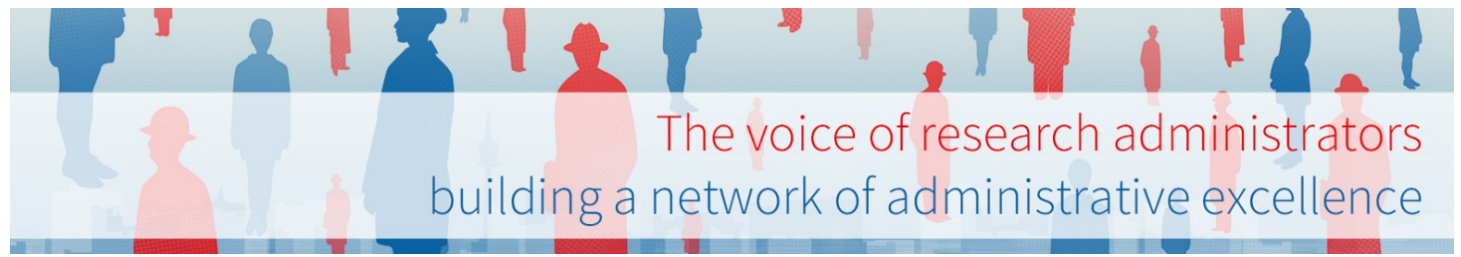
- **staff in universities and research institutions carrying out administrative tasks in support of European projects during the post-award phase**
- often with low salaries, without any possibility to travel and to network and share experiences about carrying out administrative tasks in European research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



Status of Parties of BESTPRAC

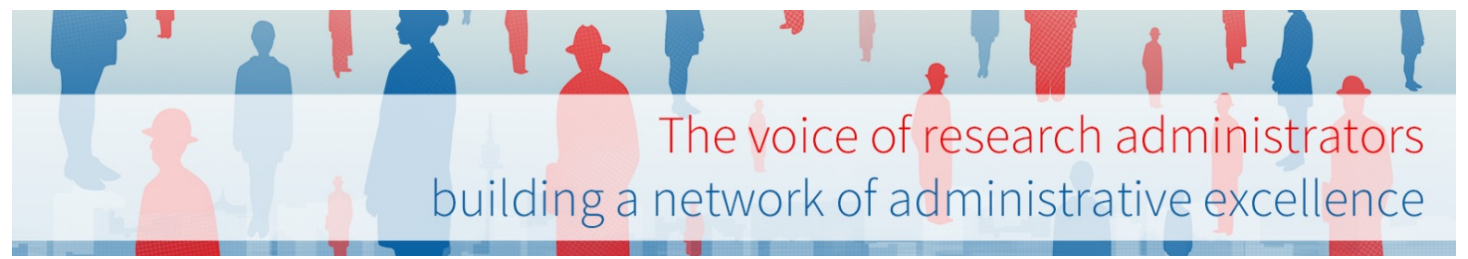
Country	Date	Country	Date	Country	Date	Country	Date
Austria	05/08/2013	Belgium	12/08/2013	Bosnia and Herzegovina	30/07/2013	Bulgaria	19/11/2014
Croatia	03/09/2013	Cyprus	18/07/2013	Czech Republic	27/09/2013	Denmark	19/08/2013
Estonia	13/08/2013	Finland	16/09/2013	France	26/09/2013	Germany	04/09/2013
Greece	16/09/2014	Hungary	25/07/2013	Iceland	03/09/2013	Ireland	02/08/2013
Israel	20/08/2013	Italy	30/09/2013	Latvia	08/04/2015	Lithuania	08/04/2014
Luxembourg	14/10/2013	Malta	03/09/2013	Netherlands	17/09/2013	Norway	16/09/2013
Poland	27/08/2013	Portugal	11/09/2013	Romania	29/04/2015	Serbia	10/02/2015
Slovakia	05/11/2013	Slovenia	25/08/2013	Spain	24/07/2013	Sweden	26/09/2013
Switzerland	30/10/2013	Turkey	24/06/2014	United Kingdom	24/07/2013	fYR Macedonia	10/10/2014

- COST Near Neighbour Countries:
 - Agency for Research Technology and Innovation, Albania
 - Agency for Innovation and Technology Transfer, Republic of Moldova,
 - Biotechnology Center Borj-Cedria, Tunisia
- COST International Partner Countries:
 - Ministerio de Ciencia, Tecnología e Innovación Productiva, Argentina



STSM status and applications

STSM Manager:	<ul style="list-style-type: none"> ▪ Miriam RYAN (Maynooth University, Ireland)
Applications/ approvals in GP2 (2014/15):	<ul style="list-style-type: none"> ▪ Call 1 (November 2015): 1 application received and approved ▪ Call 2 (February 2016): 1 application received and approved ▪ Additional Group STSM Call (December 2015): 11 applications received and 5 approved
Details on STSM stays:	<ul style="list-style-type: none"> ▪ Lukar VAVTAR (University of Ljubljana, SI) → Burgas Free University (BU), February 15-19, 2016 ▪ Greta Björk KRISTJANSDOTTIR (University of Iceland, IL) → University of Malta, April 5-8, 2016 ▪ Group STSM at the Katholieke University Leuven, Ghent University, and Free University Brussels, January 18-21, 2016: Joanna BUSZKIEWICZ (PL), Teresa COSTA (PT), Stine JOHANSEN (NO), Jennifer KELLEHER (AT), Dorottya URAI (HU),



Short-Term Scientific Missions

General:

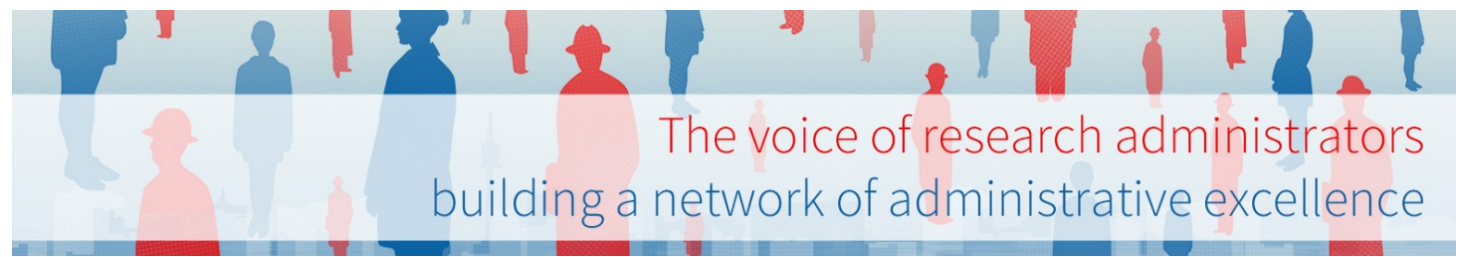
- to support individual mobility, strengthen existing networks, and foster collaborations
- to visit institutions in other participating COST countries, approved NNC institutions, or approved IPC institutions

Aims of STSMs:

- to allow networking and exchanging financial, legal, and administrative experience
- to share and develop best practices encouraging knowledge sharing, knowledge transfer, and increased efficiency in project management
- establish a network for the administrative, finance and legal services in universities, research organizations and rel. entities

Applicants:

- early stage administrators, representing the target group of BESTPRAC and coming from so-called inclusiveness countries are particularly encouraged to submit a STSM application
- applications from all other participants of BESTPRAC interested in a STSM are, of course, also very welcome



Short-Term Scientific Missions

standard vs. group STSM

- standard STSM: application of an individual person going to a host institution
- group STSM: up to 5 people (fitting the target group definition) from different institutions can go to one host institution. All participants of a group STSM have to submit a single STSM application by reflecting that it is part of a group STSM

Call for host institutions:

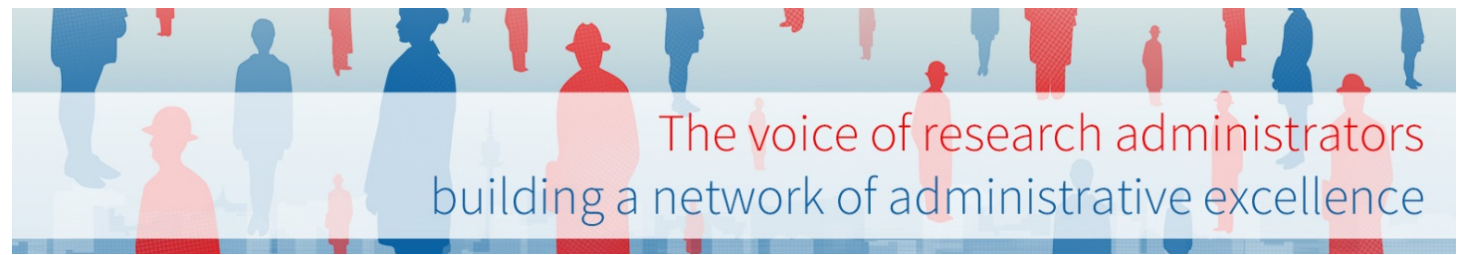
- set-up of a database of host institutions volunteering to host STSM incl. knowledge / STSM-topics they are offering

Finances / number:

- fixed contribution for travel & accommodation (€ 90 per day; up to € 500 for travel; max € 2,500 per application)

Duration:

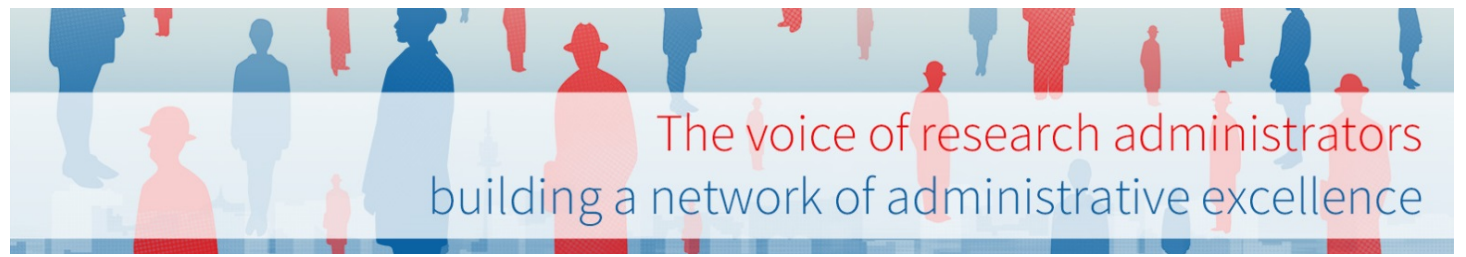
- COST-general rule of min. one week
- shorter STSMs have to be approved by COST office on case-by-case basis



Training School on “How to manage key financial tasks for FP7 and H2020 European research and innovation projects: Finance for Beginners”

Thanks to Vanessa Ravagni for acting as local organizer!

Participants:	20
Date venue:	April 18-20, 2016 Verona, Italy
Topics:	<p>This training school is designed for administrative staff who:</p> <ul style="list-style-type: none">• are not familiar with the financial rules of FP7 and H2020, and/or:• have little or no practical experience or training in how to perform and solve these tasks. <p>The training school is primarily about practical solutions:</p> <ul style="list-style-type: none">• focus on practical examples and exercises,• ample time for Q&A sessions and discussions,• explanation of some key financial rules, but the goal is not to present a detailed review of all financial rules of the framework programmes. <p>The goal is to provide the trainees with practical skills for a toolbox, and a step-by-step overview of suggested best practices for the most important financial tasks. The limited number of participants will allow for active engagement by all participants and one-on-one dialogue during the sessions.</p>



6. Update from the Grant Holder: Action budget status

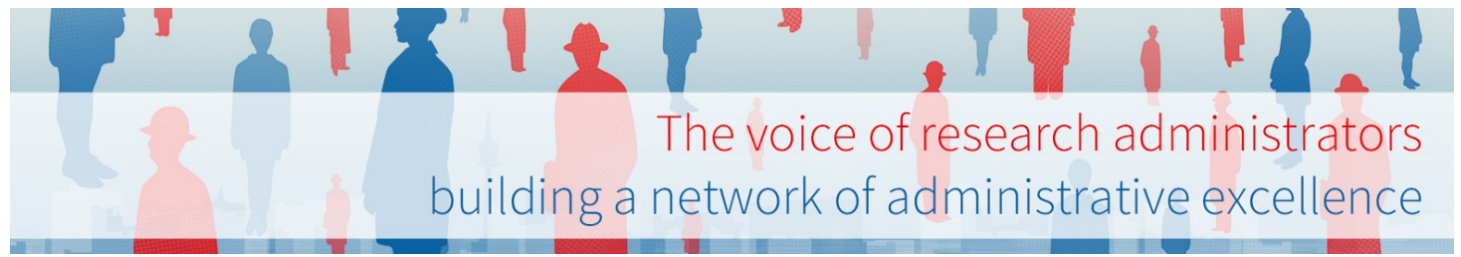


COST Grant budget overview (GP 4, Oct 15 – Apr 16)

A. SUMMARY BUDGET	
(1) Travel costs for meetings (€ 61,570)	~ € 60,000
(a) Working Group Meeting, Sofia	~ € 60,000 (some reimbursements still pending)
(b) MC-Meeting, virtual	€ 0
(2) Short-term scientific missions (€ 15,000)	€ 5,190
(3) Training school, Verona (€ 12,990)	€ 23,000
(4) Dissemination – publications (€ 1,744)	€ 0
(5) Others (bank charges)	€ 70
B. TOTAL SCIENCE EXPENDITURE	€ 88,260
C. 15 % financial & scientific admin & coord	€ 13,239
D. TOTAL EXPENDITURE	€ 101,499


Approved budget for GP4: € 105,000

small underspending is expected



Webpage of Targeted Network: <http://www.bestprac.eu>

Home Organisation Working Groups Events Exchange & Training Internal



The voice of research administrators
building a network of administrative excellence

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User

Password

Login

Home

Welcome to COST Targeted Network TN1302

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

Information on the Targeted Network is also available at the official [COST webpage](#).

What is COST?

COST - European Cooperation in the field of Scientific and Technical Research - is one of the longest-running European instruments supporting cooperation among scientists and researchers across Europe. COST is also the first and

Search...

Dissemination

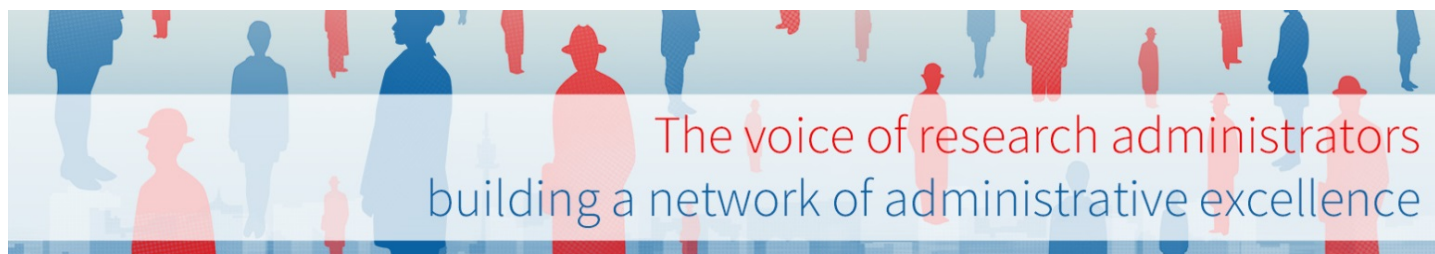
General Presentation of Action

TN Folder
(for download and dissemination / presentation)



Updated Information

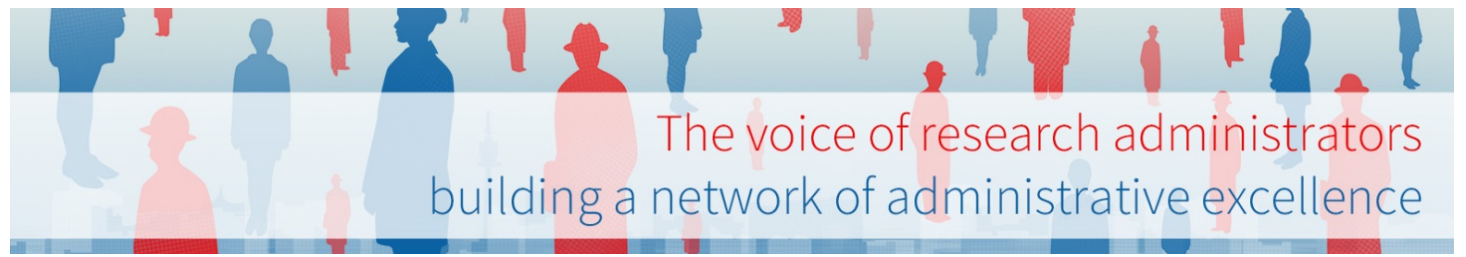
[WG1/WG2/WG3-Meeting, MC-Meeting](#)

Zagreb, Croatia | March 18-19, 2014

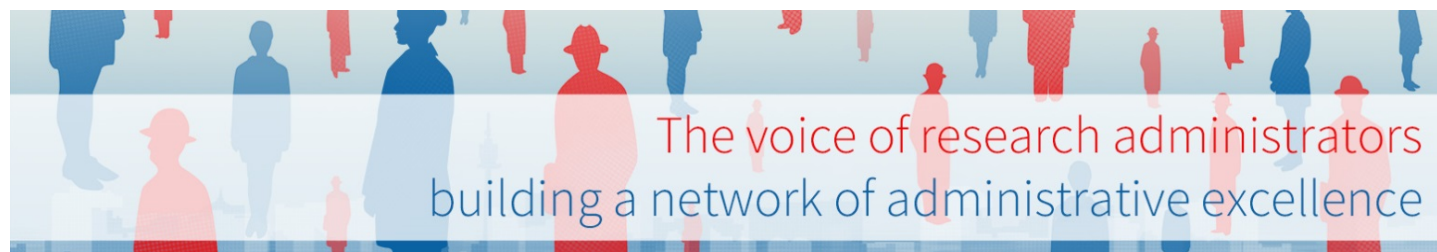


Webpage of Targeted Network: <http://www.bestprac.eu>

- Access to internal area: user: bestprac, password: !tn1302!
- Personal info on MC- and WG-members available as far as received. Please return personal info sheets & photos!
- Please include a link to www.bestprac.eu on your institutional webpages in order to make the TN webpage traceable on google
- Follow us on  : #BESTPRAC
- and join the group "BESTPRAC" at 



- 7. Update from the COST Association, if a representative is present**
- 8. Monitoring of the Action**
- 9. Implementation of COST policies on:**
 - a) Promotion of gender balance and Early Career Investigators (ECI)**
 - b) Inclusiveness and Excellence**



9. Implementation of COST Policies

	Gender balance	Early Career Invest.	Inclusiveness
MC	72 % f / 28 % m	17 % *	
Core Group	89 % f / 11 % m	22 %	
WG Members	80 % f / 20 % m	51 % *	
Meeting participants			
Zagreb	78 % f / 22 % m	28 % (61 % without MC)	
Bratislava	89 % f / 11 % m	59 %	27 %
Ljubljana	84 % f / 16 % m	70 %	45 %
Budapest	82 % f / 18 % m	54 % (72 % without MC)	43 %
Sofia	77 % f / 23 % m	51 %	48 %
Training Schools			
Warsaw	90 % f / 10 % m	85 %	30 %
Nuremberg	87 % f / 13 % m	92 %	33 %
Verona	90 % f / 10 % m	100 %	45 %
STSM	88 % f / 12 % m	94 %	66 % (appl.) / 9 % host)

10. Follow-up of MoU objectives

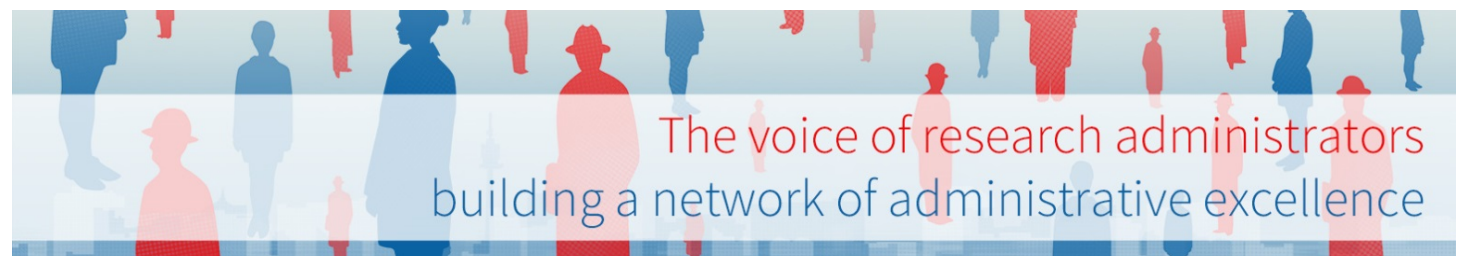
a. Progress reports of working groups

AIM: improved administrative, financial and legal procedures of research projects carried out with European funding

◆ **WG1 – Administration:** overall management of externally funded projects

◆ **WG2 – Finance:** financial aspects of preparing and running cross-European projects

◆ **WG3 – Legal:** legal framework of the projects

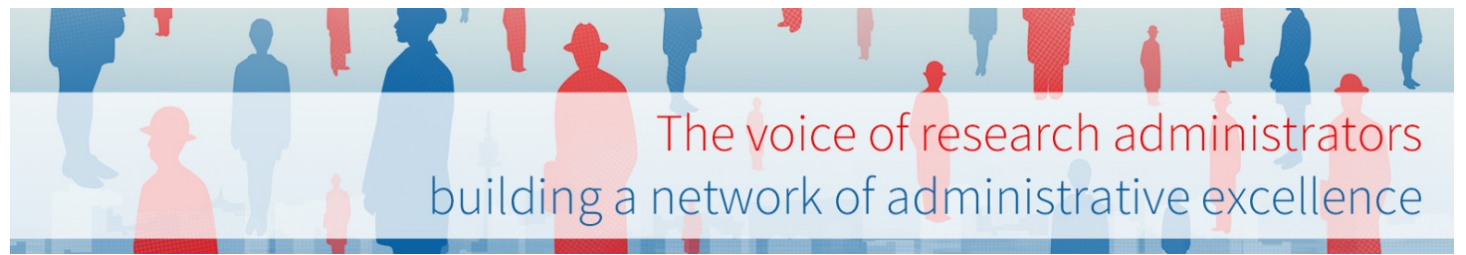


Progress report of WG1 (Sofia-meeting) (cont'd)

- **Employment and career development opportunities for research administrators:** presentations on existing regulations and personal experiences from Denmark, Germany, Hungary, Netherlands, Switzerland, UK
The topic is considered as completed, the outcome shall be included into the „White Paper on RSS Framework“ to address how the positioning of RSS can be improved.
- **Research Support Staff (RSS) framework:** continuation of activities started at the previous WG1 meeting in Budapest in order to define a structured framework for the following WG1 RSS types:
 - Type 1: Research Administrator (a person at the administration providing minimal support and checks, guarding the organisational processes and facilitating the signature process, involved in many projects)
 - Type 2: European Liaison Officer / EU Research Manager (a person with expert knowledge of EU funding providing advice and support to researchers in a multitude of ways, involved in many projects)

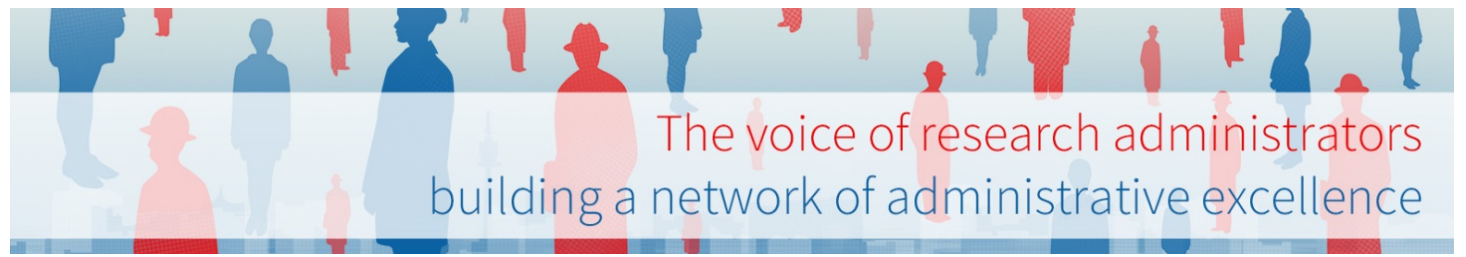
Progress report of WG1 (Sofia-meeting):

- Type 3: Project Manager / Project Developer (a person dedicated to a limited number of projects helping the researchers in preparing and managing the project on a day to day basis, involved in 1-4 projects)
The leaders of the RSS framework (Nik Claesen and Ellen Schenk) will prepare the next steps, including the feedback on the core tasks by WG2 and WG3, definition of additional tasks and linking to a framework of qualifications.
- **Project management strategies:** sharing of strategies on how to organise project management and how to manage a project



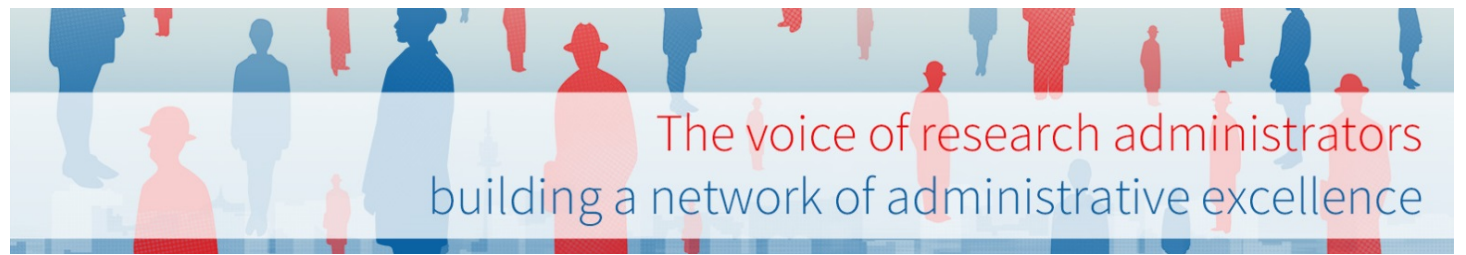
Progress report of WG2 (Sofia-meeting) (cont'd)

- **European Structural and Investment Funds:** discussion of the results of the survey "BestPrac Survey on European Structural and Investment Funds: presentation and discussion of results". Conclusions of the 37 respondents from 21 countries (41% of 91 BESTPRAC participants): *existence* (with minor differences) in every country *of bureaucratic procedures and high administrative workload* in managing the projects financed by these funds, *frequently changing rules, delayed implementation, and inappropriate timing*. Furthermore *rules for the financial management are not harmonized with other EC Programmes* (H2020 for example) and the *criteria for eligibility of costs are often not clear*.
- **How to avoid financial errors in managing H2020 projects:** discussion and analyzing of the subtopics "time sheets and personnel costs", "third parties in H2020", "internal invoices", "suspension and termination"



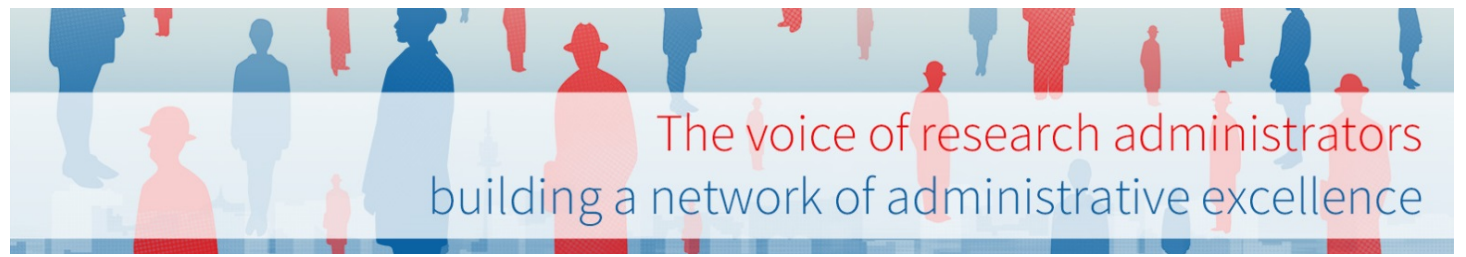
Progress report of WG2 (Sofia-meeting)

- **Best practices in financial management of H2020 MSCA: WG2** volunteers analyzed difficulties in and shared best practices on the financial management of MSCA 2014-2020. They referred to the different costs categories and the H2020 financial support.
- **Managing VII FP and H2020 Projects Guide to Best Practice – Financial Issues based on BESTPRAC member’s experience:** April 30 deadline for new contributions and revisions for the BESTPRAC Financial Guideline. Revision until June 2016 and presentation at the Vilnius meeting in September in a plenary session discussion and analyzing of the subtopics “time sheets and personnel costs”, “third parties in H2020”, “internal invoices”, “suspension and termination”



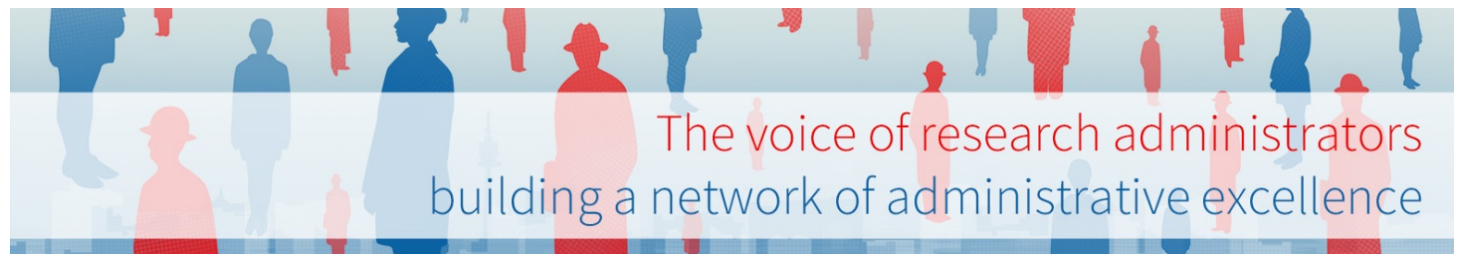
Progress report of WG3 (Sofia-meeting) (cont'd)

- **Analysis of the new LERU model consortium agreement for the H2020 Marie Skłodowska-Curie Actions Innovative Training Networks:** analysis of the basis of the LERU Model CA for MSCA – ITN: the main structure and essential clauses to be included in the CA, the purpose of this agreement, the source of obligation for conclusion of such agreement by the beneficiaries and the consortium governance structure which must be adjusted the project needs including its size, the work plan and the relations and communication between the consortium partners. The WG members discussed potentially difficult/problematic clauses in detail and exchanged opinions and share advices with their peers.
- **Survey on HR Excellence in Research logo experience:** only 3 institutions out of those represented by the WG3 members have the logo, only two are involved in the application process and only few more intend to apply. This seems suprising in the context of the intense discussion going on.



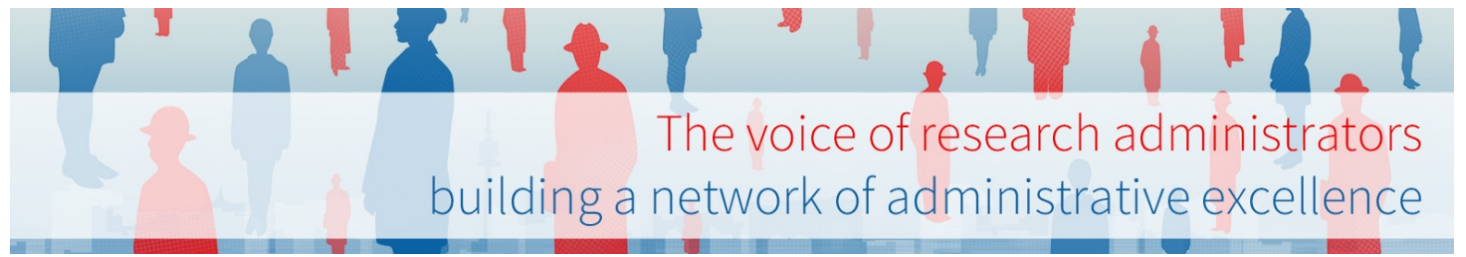
Progress report of WG3 (Sofia-meeting)

- **Ethics issues (legal elements) in H2020 Actions – pre- and post-award phases:** Topics discussed and presented:
 - overview of the issues to be highlighted and addressed in the application, e.g. all concerns or risks that might occur in the project, guidance relating to ethical considerations including different laws and procedures in the participant countries, observing the highest standards of research integrity by the universities' staff & students while conducting their research presentation on the second ethics appraisal step
 - the Ethics Review (before the finalisation of Grant Agreement): a) An Ethics Screening (Ethics Experts/Ethics Panels) and b) An Ethics Assessment (Ethics Expert Panels).
 - ethics issues in the postaward phase taking into consideration the legal basis and ethic appraisal scheme with regard to the Ethics Check and Audit
 - Practical examples were shared in form of case studies



11. Planning

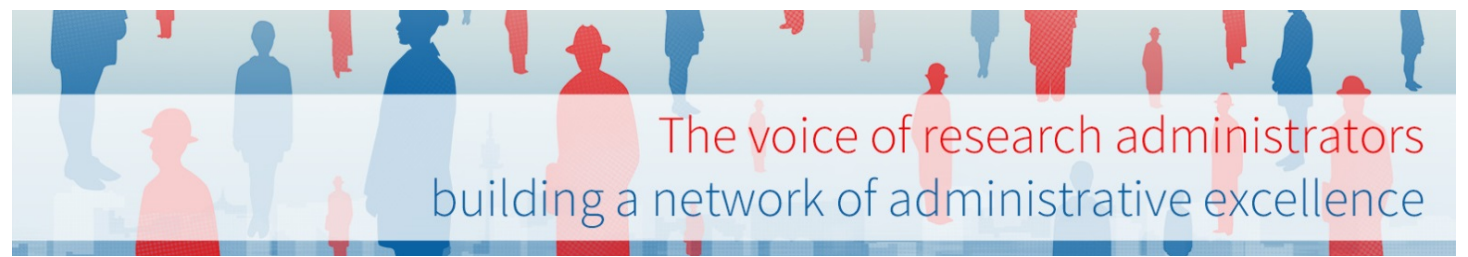
- a. Scientific planning**
- b. Scientific strategy (MoU objectives, GP Goals, WG tasks and deliverables)**
- c. Action Budget Planning**
- d. Long-term planning (including anticipated locations and dates of future activities)**
- e. Dissemination planning (Publications and outreach activities)**



Planned budget GP 5 (May `16 – Apr `17)

A. SUMMARY BUDGET	
(1) Travel costs for meetings	€ 110,000
(a) Working Group Meeting, Vilnius	€ 55,000
(a) Working Group Meeting, Lisbon	€ 55,000
(c) MC-Meeting, virtual	€ 0
(2) Short-term scientific missions	€ 15,000
(3) Training school, Vienna	€ 14,000
(4) Dissemination – publications	€ 80
(5) Others (bank charges)	€ 50
B. TOTAL SCIENCE EXPENDITURE	€ 139,130
C. 15 % financial & scientific admin & coord	€ 20,870
D. TOTAL EXPENDITURE	€ 160,000

budget still requires internal COST approval; might be shortened because of COST budget cuts



WG-Meeting

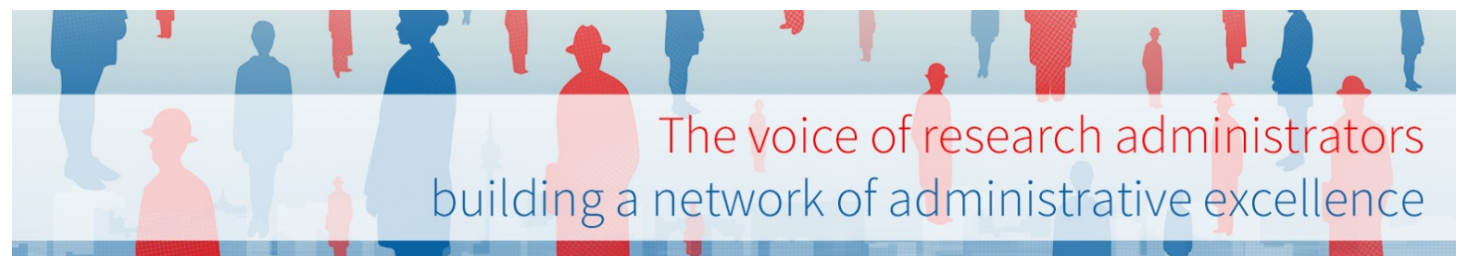
Participants:	WG-members
Date:	2-days-meeting, September 22-23, 2016
Venue:	Vilnius, Lithuania
Tasks:	<ul style="list-style-type: none">▪ Joint WG1/WG2/WG3 Session/Discussion on administrative , financial and legal issues resulting from the provisions of Model Grant Agreement / Consortium Agreement – topics of daily business of research admins▪ WG1-meeting: continuation of Research Support Staff framework, recycling strategies for rejected proposals, joint session with WG2▪ WG2-meeting: European Structural and Investment Funds, How to avoid financial errors in H2020, ERC Portability and Host Institutions experiences, MSCA▪ WG3-meeting: topics still to be agreed on in WG3, possible topics are legal issues in programmes beyond H2020, best practices in risk management, etc.

Thanks to Nomeda Gudeliene, Dalius Serafinas, and Loreta Staskuniene for acting as local organizer!

WG-Meeting

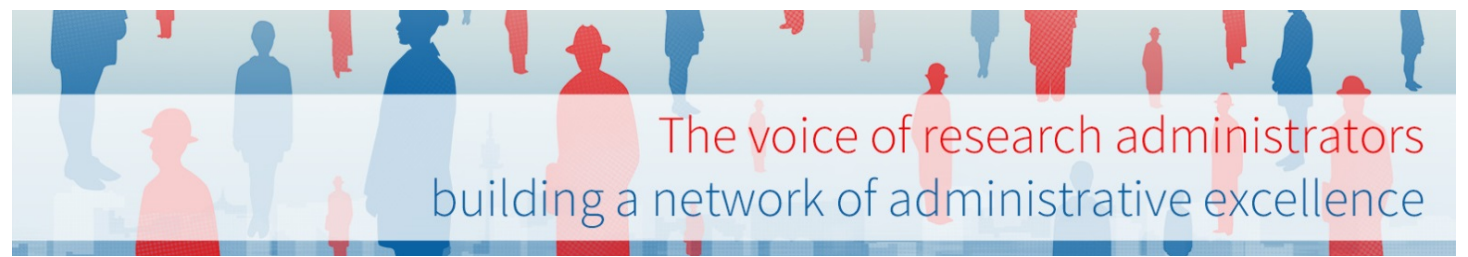
Participants:	WG-members
Date:	2-days-meeting, two days in March 2017 (exact dates still to be fixed)
Venue:	Lisbon, Portugal
Tasks:	<ul style="list-style-type: none">▪ Topics will be the result of the discussion of the WG-meeting in September 2016▪ Proposal of Sean McCarthy possibly organizing a joint session on "Impact"

Thanks to Claudia Oliveira for acting as local organizer!



Virtual MC-Meeting

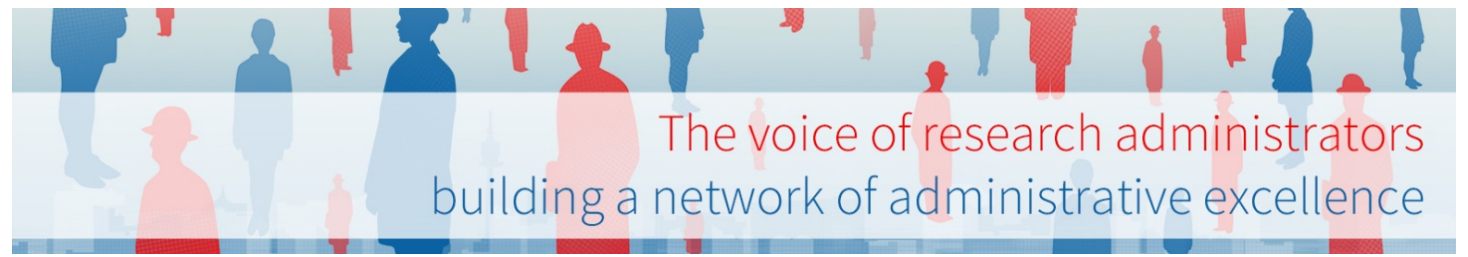
Participants:	MC-members
Date:	2-3 hours meeting, April 2017 (after WG-meeting in Lisbon)
Venue:	virtual
Reasons for virtual MC meeting:	<ul style="list-style-type: none">▪ For allowing a maximum number of Management Committee members to participate▪ For saving time both for traveling to and participating in a MC meeting▪ The chosen virtual tool will guarantee access for all, even for MC members from countries with restricted bandwidth.▪ A virtual meeting room will be rented for the period of the MC meeting.



Training School on “Administration of research funding: dealing with several funding resources: for non-university research organisations in Inclusiveness Targeted Countries”

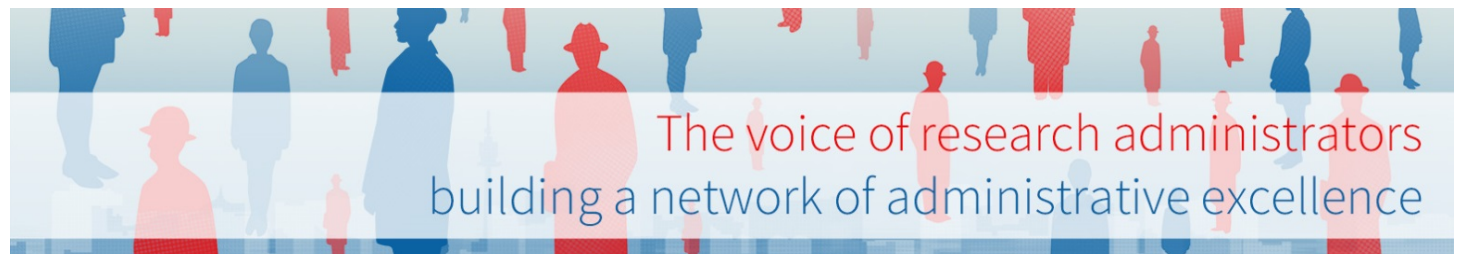
Participants:	15
Date venue:	September 27-29, 2016 Vienna, Austria
Topics:	<p>Inclusiveness Targeted Countries have the possibility but also the challenge to use several different funding sources for R&D and Innovation such as Structural Funds, INTERREG, etc. and synergies with H2020 funding are expected. Research administrators in inclusiveness targeted countries face several difficulties - the BESTPRAC training school will allow exchange of experiences and provide input on the conditions of multi-project management with different funding sources from the points of view of reporting, audit, documentation requirements, etc.</p> <p>The focus in this training school participants will be on non-university research organisations from Inclusiveness Targeted Countries.</p>

Thanks to Elke Dall for acting as local organizer!



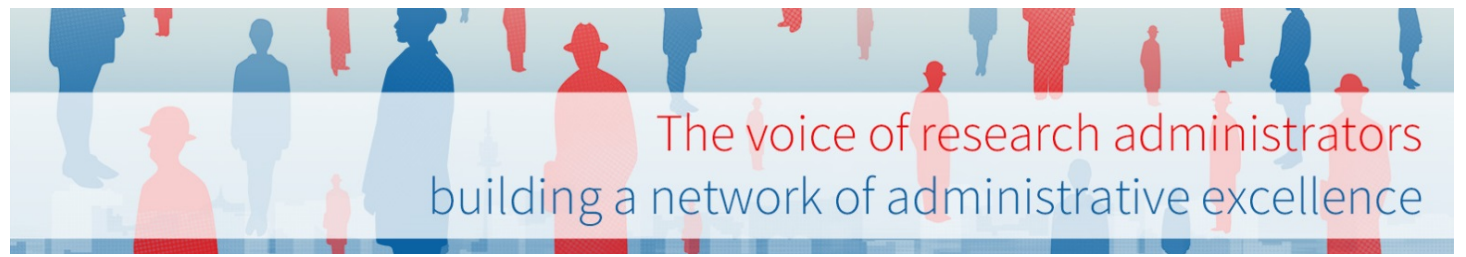
Short-Term Scientific Missions

Deadlines:	<ul style="list-style-type: none">▪ June 1, 2016 / October 1, 2016 / February 1, 2017▪ STSMs shall not start sooner than six weeks after the collection date and finishing no later than the end of the first Grant Period.
Proposals for hosting group STSM:	<ul style="list-style-type: none">▪ Katholieke University Leuven, Ghent University, and Free University Brussels▪ Politecnico di Torino▪ Fundacio Clinic per a la Recerca Biomédica in Barcelona
Assessment:	<ul style="list-style-type: none">▪ assessment by Core Group▪ assessment criteria:<ul style="list-style-type: none">▪ the relevance of the submitted STSM to the goals of the particular WG and the overall objectives of BESTPRAC▪ the clarity and rigour of the submission▪ expected impact of the STSM
Reporting:	<ul style="list-style-type: none">▪ report on STSMs stay to be submitted within 4 weeks after STSM▪ assessment of the report



Planning of activities in Grant Period 6 (May '17 – October '17)

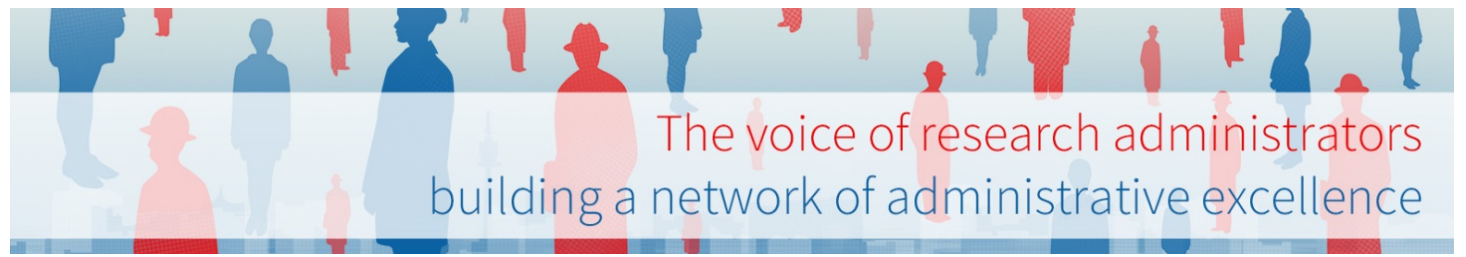
- **MC-meeting** (again virtual if it turns out to be successful)
- **WG-meetings:**
 - **Career development** (Human resources European charter and code) as cross-cutting issue
 - **discussion will go beyond H2020**
- **Training School**
 - **“Surviving alone in the office”** providing participants with basic administrative/legal/financial knowledge
- **STSMs**
- **Publication** (as outcome of BESTPRAC)
 - **variety of publications** related to our activities
 - will contain **formal & longer review papers** and also **shorter presentations of case studies and best practice examples**
 - Rebekka Steinmann & Elke Dall will prepare guidelines for Call for Papers, templates, means of publications, etc.



12. Requests to join the Action from:

- a) COST countries**
- b) Institutions in Near Neighbouring Countries, International Partner Countries, and/or Specific**
- c) Organisations: EU agencies, European RTD Organisation, International Organisations**

no applications pending



13. AOB

14. Location and date of next meeting

No further MC-meeting scheduled in 2016. Virtual MC Meeting in spring 2017.

15. Summary of MC decisions

16. Closing