Net4Mobility+
Network of the Marie Skłodowska-Curie Actions National Contact Points for the mobile scientific and innovation community

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Promotional Campaign Guidelines

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**LIST OF USED ABBREVIATIONS**

EU – European Union  
EC – European Commission  
REA – Research Executive Agency  
H2020 – Horizon 2020 EU Framework Programme for Research and Innovation  
FP – Framework Programme  
MSCA – Marie Skłodowska-Curie Actions  
ITN – Innovative Training Networks  
IF – Individual Fellowships  
RISE – Research and Innovation Staff Exchange  
COFUND – Co-funding of regional, national and international programmes  
NIGHT – European Researchers’ Night  
MS – Member State  
AC – Associated Country  
NCP – National Contact Point  
N4M – Net4Mobility NCP Project  
N4M+ - Net4Mobility+ NCP Project  
ESR – Early Stage Researcher  
ER – Experienced Researcher  
SME – Small and Medium-sized Enterprise  
NGO – Non-Governmental Organisation  
R&D – Research and Development  
MCAA – Marie Curie Alumni Association  
EEN – Europe Enterprise Network  
TTO – Technology Transfer Office  
SwafS – Science with and for Society  
EoI – Expression of Interest
I. INTRODUCTION

Previous studies and analysis conducted by the Net4Mobility+ Project found that one of the ways to increase MSCA participation of Widening countries in H2020 is to focus better on the MSCA promotion. To date, there is a little number of Widening countries that have a comprehensive MSCA strategy in place. In response, the current guidelines are addressing the need for development and implementation of a dedicated MSCA promotional strategy in Widening countries. The document was elaborated based on real examples and best practices shared by more experienced NCPs (also from non-Widening countries) at best practice seminars, by participating in Twinning events or other knowledge-exchange activities, as well as by summarising the results of the Benchmarking questionnaire conducted among MSCA NCPs in 2018 and of the MSCA Promotion Workshop held in 2019. The present Guidelines will help NCPs to raise awareness about MSCA in H2020 and to highlight the potential of Widening countries. It also provides guidance for improvement of the NCP services and supporting potential beneficiaries in Widening countries aiming at increased average quality of submitted proposals to MSCA calls.

In brief, we should promote the MSCA:
- to better position the programme and make its profile more visible,
- to make more people familiar with the MSCA and its impact,
- to promote the EU and its impact on citizens,
- to enhance the strength of the profiles of applicants,
- to have a more consistent and coherent approach in terms of external communication and with all actors involved.

II. DEVELOPMENT OF PROMOTIONAL STRATEGIES AT NATIONAL LEVEL

It is always a sign of professionalism and good management to develop a strategy when you implement your activities. Moreover, your activities will not be chaotic but well-structured and considered. This applies, of course, to your MSCA promotional activities as well.

There are a few main steps when developing your promotional strategy:
Step 1. Analyse strengths and weaknesses
Step 2. Set priorities, goals and objectives
Step 3. Define your target groups
Step 4. Develop your (annual) Action plan for MSCA promotion
Step 5. Evaluate your plan
Step 1. Analyse strengths and weaknesses

Before you start developing your strategy and planning on your future activities you need to analyse the situation in your country. Questions you could ask include: What goes well and what needs to be improved? What unique knowledge, skills, or resources do you have available that can be used? What are the gaps? What are the major deficits? In what areas do you need more training/ experience? What kind of help do you need? Who can help you? Have you had any complaints/ suggestions about your services?

Step 2. Set priorities, goals and objectives

Once you have identified and assessed your strengths and weaknesses you can decide on your goals and objectives, which should also relate to your national strategies and priorities. Goals and objectives are statements that describe expected results and how they will be achieved. They are the basis for monitoring progress toward meeting goals and setting targets for accountability. Your objectives are also intended to help you measure the effect of your promotional activities on rising awareness of MSCA and your services and participation in your events. You need to specify the final and intermediate aims, what impact is intended and what response or change you expect from the target audience.

Objectives should be SMART (Specific, Measurable, Achievable, Realistic, and Timely). Set a deadline by which the goals should be achieved, taking into account possible intermediary outcomes. Make your objectives specific and measurable. Ask yourselves if you can measure their fulfilment in numbers, trends, what kind of proof you can report.

Here are some goals and objectives you might wish to include in your promotional strategy:

- Motivating people to apply,
- Informing stakeholders of progress and raising community awareness on the importance of MSCA and on their benefits for participants,
- Changing policy and influencing the attitudes of decision-makers,
- Promoting research carried out by researchers under MSC Actions in your country,
- Increasing the awareness among different target groups – priority and/ or underrepresented target groups - the non-academic sector for example,
- Supporting priority types of actions (which may differ from one country to another) - Ireland, for example, set COFUND as their priority MSC Action a couple of years ago. This was quite a successful campaign - in 2019 there were 8 applications with coordinators from Ireland.

Other examples of goals and objectives may include:

- Increasing the number of coordinators,
- Promoting of NCP services and increased support to clients,
- Increasing the level of participation and having better-quality proposals,
- Supporting national host institutions to attract foreign researchers as MSCA fellows, etc.
Step 3. Define your target groups

Target groups are selected groups of people that you want to reach with your message/s. Promotional activities start with knowing what motivates each of the groups of people. The best way to reach your target groups is to frame your message in a way that addresses their perspective, needs and interests.

Conduct a needs assessment
You cannot meet your goals if you do not know and understand your clients. It is critical to learn more about them - what their interests are, what they are looking for, etc. This way you will collect information that might help you decide on how to effectively reach the different target groups/clients. Success in your efforts (people contacting you for your services or attending your events) is often directly related to how client-oriented you are.

General information about reaching the target groups
- The best ways to reach the identified group - by e-mail, by phone, by making visits to institutions that you consider applicants with potential to submit a successful proposal, by contacting institutions and companies upon recommendation from stakeholders or colleagues from H2020 related networks.
- You will need to choose the right approaches to motivate the clients to act - explain the benefits of participating in MSCA and then describe all your services that can help the applicants.
- Highlight services that are of most interest – for example free pre-screening of proposals and individual-based approach as well as the N4M+ Handbooks with hints on how to prepare a successful application.
- Take into consideration barriers that prevent the clients from participating in events - avoid summer and festive season breaks.
- Involve motivators that will encourage the audience to participate in your events – i.e. when announcing your events always underline what your clients will learn that they cannot learn anywhere else. You can also invite evaluators and successful applicants to share insights. Clients really appreciate this more than anything else.

The main target groups for MSCA NCPs include:
- Researchers at all stages of their career (ESRs and ERs),
- Academic sector: universities and research centres/organisations,
- Non-academic sector: small and medium-sized enterprises (SMEs), industry – big companies, R&D offices in companies, NGOs, municipalities, museums, etc.,
- The general public.
Once you identify the different target groups you have to make a mailing list for each specific group.

**Develop key messages**

Key messages should be simple and easy for the target groups to understand. They can be general messages that appeal to several target groups, or they can be specific to the needs and interests of a specific group. Consider: Why do we need to know? What will change? What are the consequences if no action is taken? Have you tried to stir your audience’s imagination and emotions? Does it link to any broader societal issue?

Keep the number of messages up to three or four and use a few bullet points to illustrate or enhance each message. Repeat important themes. This approach will make your messages stronger through repetition and consistency.

Your key messages should include all of the important points about MSCA and your services.

Key messages should focus on:

- Creating a positive image of the MSCA,
- Educating and informing,
- Explaining benefits.

You should use data relevant for each target group in your key messages.

Now, you can begin designing an Action plan to achieve your desired outcomes.

**Step 4. Develop your (annual) Action plan for MSCA promotion**

Once you have outlined your objectives and audiences you can start planning in detail on the activities, media channels and tools you will use. A written plan will keep you focused on achieving your goals and may include a variety of measures and types of actions for the implementation of your promotional strategy and action plan.

When developing your promotion strategy and Action plan you need to think of the following:

1. **How** to get a better outreach to your audiences in order to raise the MSCA awareness thus motivating clients to participate (incl. promotion of MSCA NCP services)?
2. **How** to assist potential applicants to increase the quality of their proposals?
3. **What type of materials** supporting the objectives of your event can be provided or produced?

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2 See **Digital tools for managing your contacts** on p. 22
**Measures, tools and communication methods**
You can choose among the following:

- For MSCA promotion in general: participation in Horizon 2020 general events, MSCA promotional campaigns, European Researchers’ Night, outreach activities for visibility of MSCA projects, other,
- For the cooperation with stakeholders and multipliers: partnering with policy makers at national/ regional/ local offices and institutions, high-level meetings with universities or companies, trainings/ workshops for the financial and administrative management of H2020 projects, cooperation with thematic NCPs and other FP/ H2020 related networks,
- Communication methods and tools: website, social media, newsletters, newspaper and magazine articles, television and radio programmes, success stories, hosting offers, infographics, leaflets, e-tutorials, direct mailings, mass e-mail messages, telephone, dissemination of promotional items.
- You can also organise different events: general MSCA events, MSCA information days and workshops on all actions – ITN/ IF/ RISE/ COFUND/ NIGHT as well as on horizontal issues like Responsible Research and Innovation for example (Open Science, Gender issues, etc.). And of course you can choose to do the MSCA promotion through webinars and videos.

Please keep in mind that the above list is not exhaustive. Many of the measures and tools can be applied for MSCA promotion in general as well as for provision of specialised NCP support and services related to proposal writing and implementation of the Actions. It is entirely up to the NCPs to decide on the selection of a set of measures and tools to be applied for implementation of the Action plan. Different options are demonstrated in the next chapter ‘Summary of good practices for MSCA promotion’.

**Create a timeline**
Your objectives should be realistic and time-sensitive, and they should be set up at the beginning of the planning stage. **Think about your promotional efforts as a journey, not a destination.** Although you may conduct your outreach activities/ events on specific days, your overall promotional efforts should be a continuous process.
Create a working timeline of outreach activities throughout the year. Your timeline should include the following:

- The best time for reaching the clients – well in advance for general promotion, short before or after the opening of each call – for specific promotion,
- Time for internal communication and preparations for promotion,
- Specific outreach steps you will take,
- Major events to plan for or promote,
- Critical dates for your target groups that could affect your efforts (busy periods of time, summer vacations, official holidays, etc.),
- Time for developing and producing your promotional/ training materials.

**Find partners who can support your plan and help you spread your message**
Promotional efforts are often considered the most effective when word begins to spread among your clients on its own. To achieve this, you also have to include key partners in your promotion activities – stakeholders and multipliers. **It is important to widely involve stakeholders and multipliers for MSCA promotion to develop more ambitious promotional strategies.**
Engage stakeholders and prioritize! You need to carefully think who can help you reach your objectives before selecting the relevant target groups. You may ask the following questions: Who
is interested in MSCA? Who can contribute to your promotional activities? Who would be interested in learning about the project’s findings? Who could or will be affected directly by the outcomes of MSCA participation? Who is not directly involved, but could have influence elsewhere? What about the possibility of audiences at local, regional, national and European level?

You can invite stakeholders to present their experience at your events, rely on them to disseminate your messages and invite them to take part in outreach events for the general public. The following stakeholders play a very important role for increasing the visibility of MSCA in each country:

- Research organisations (universities, research centres),
- Researchers (incl. H2020 evaluators and MSCA fellows and supervisors),
- Scientific diasporas,
- Policy-makers (national/ regional/ local authorities, incl. funding agencies),
- Media,
- Industry (incl. large companies, SMEs),
- NGOs (incl. charities),
- ...In the Benchmarking questionnaire NCPs have mentioned also other possible stakeholders: supervisors of MA/ MSc/ PhD students, research/ innovation funders, ‘Councils of young researchers’ which exist in large R&D centres, scientific bodies such as Rectors conferences, scientific councils, clusters, etc.

Multipliers can disseminate your messages to a much wider audience and can even take on some of the NCPs activities. They can identify potential organisations with the capacity to be successful. Multipliers that could be involved in the promotion of MSCA are:

- H2020 thematic NCPs in your country (incl. Legal and Financial and SME NCPs, regional NCP offices),
- Research associations,
- H2020 related networks (Europe Enterprise Network, EURAXESS, Erasmus+, COSME, COST, Marie Curie Alumni Association),
- Business associations, chambers of commerce, technology transfer offices,
- Support staff at universities or research organisations.

Here are some key points for working with multipliers:

- Educate the multiplier with basic MSCA information,
- Have regular meetings and discussions to keep them updated,
- Remove misconceptions (like the MSCA are just for women),
- Organise model trainings that the regional/ local offices can replicate,
- Design general MSCA slides/ presentations that will be included in events not organised by you,
- Use the N4M+ outcomes available on the project website and CIRCABC such as graphs with statistics, success stories, flyers, etc.,
- Get access to and speak at their events (industry events/ scientific conferences).

Planning on resources

Along with planning on activities and timing, you need to think of resources that will make your plan realistic and achievable.

You need to identify and assess financial, human, and other resources you can use for the implementation of your plan. Human resources include staff and partners, stakeholders and
multipliers who can support or participate in your outreach activities/ events. Other resources include meeting rooms and tables, chairs, charts, audio-visual equipment, promotional materials. You may need to pay for catering, printing brochures, or producing promotional items.
Do not forget to allocate some money in your budget for that and make sure you get access to resources provided by the EC and/ or the National Coordinator. You can also try to find other sponsors and co-organizers who might wish to add to your budget.

Step 5. Evaluate your plan

Identify measures of success – develop a set of indicators
Without a thoughtful evaluation strategy, you have no way of knowing if your promotional plan is working or whether you need to make adjustments. Knowing the effect of your outreach activities and refining the areas that need improvement will help you reach the outcomes you want.

Choose Your Evaluation Method
You can evaluate the success of your objectives by using data collected from various sources. Examples of these methods would include interviews, surveys, including surveys of participants at workshops and other events as well as any quantitative data you may collect – from websites, blogs, and other forms of social media which allow you to collect useful data.
For the evaluation you will need to develop your own set of indicators that will help you to measure the progress and success in achieving your goals. You may use indicators such as: number of information days, workshops and other events; number of registrations and participants in information days, workshops, webinars; increased visibility of MSCA proved by a positive trend for participation in your events; number of inquiries received from applicants by e-mail, phone, at meetings; number of consultations provided; number of submitted proposals; number of proposals above threshold per action; number of coordinators; funding attracted to your country; etc.

III. DESCRIPTION AND SUMMARY OF GOOD PRACTICES FOR MSCA PROMOTION

1. MSCA promotion in general
Do not forget that before you improve the skills of your clients for proposal writing, you need them to attend and participate in your events. Sometimes it is difficult to get people to take advantage of the opportunities they are offered. Busy researchers and businessmen may not notice what you have to offer, they do not see the value of your services or they may not commit to attending your events. By promoting MSCA in general you can reach the researchers who can benefit most from your events, resources, and technical assistance. Do not forget to use the MSCA visual identity, the Net4Mobility+ project presentation templates and CIRCABC. You can advertise the MSCA on different boards on campus or at your organisations.
The following activities are most used by NCPs:

1.1. Participation in Horizon 2020 general events
They are usually conducted at the beginning of the year or when the new Work Programmes with new rules introduced are published. You can deliver a presentation during the main plenary session by outlining the most important features about MSCA, which could be followed by MSCA presentation at a next parallel/ panel session (Poland). This can work as a starting point for the rest of the MSCA activities throughout the year (Cyprus, Hungary).
You can also attract relevant audience at any other general event, where the highlights of the MSCA programme are briefly presented. There, you can inform of a further, dedicated event (i.e. trainings on IF/ITN/RISE/COFUND proposal writing) scheduled in the next few months. If you have roadshows in your country (for example to increase the participation of institutions in H2020) you can have a special presentation underlying the importance of international mobility and MSCA for participation in the Framework Programmes (Poland).

Your outreach efforts can be supported by H2020 thematic NCPs or by MSCA fellows, coordinators, partners, evaluators, EC, REA, or even a university professor or a business sector representative who are assigned to this task (Israel).

Targeted dissemination of information related to all MSCA Actions, communication with individual researchers and in-house presentations at different organisations are also among the continuous efforts, which have proven to be effective in attracting clients.

1.2. MSCA promotional campaigns
A larger MSCA promotional campaign can be tied with:

- International celebrations, for example an anniversary of Marie Skłodowska-Curie or the Marie Skłodowska-Curie Actions - like the ‘Celebration of the 20th Anniversary of MSCA’ that took part in many MS/AC,
- The start of a new MSCA Work Programme - to feature novelties and their relation to the implementation of EU policies. An example is the Widening Fellowships Campaign conducted in a lot of the Widening countries in 2018,
- Promotion of the Seal of Excellence Programme in your country (Bulgaria, Cyprus, the Czech Republic, Lithuania, Slovenia),
- MSCA promotion among a selected/underrepresented target group - like the campaign of the European Commission ‘MSCA - Bridging Business and research’, which was organised in 2014-2015 with a focus on opportunities for participation of the business sector in different MSCA Actions under H2020,
- Promotion of the potential of your country to host MSCA fellows and to participate in MSCA Actions. The Workshops ‘Destination Turkey’ are a good example in this regard. TÜBİTAK has been organising series of events on European and national funding programmes for researchers’ mobility and career development since 2010. These events aim to create awareness on the funding opportunities in Turkey, both national funding opportunities offered by TÜBİTAK and European funding opportunities of H2020, specifically Marie Skłodowska-Curie Individual Fellowships and ERC Grants. NCP services and EC funded projects are also introduced to the participants. The target audience includes both young and established researchers, irrespective of their origins, who would like to move to Europe, part time or full time, to carry out their research. TÜBİTAK organised 26 events with more than 2800 participants in the period 2010-2017 in the USA, Canada and some European countries such as Germany and the United Kingdom. The events were realised by setting up stands in famous career fairs or TÜBİTAK organising a full career fair. Universities and research performing institutions and participants had pre-meetings in order to write their MSCA-IF proposal.4

Each campaign could include the following activities:
- Conducting one or several events to present MSCA,
- Preparing short presentation to be used later on during H2020 promotional events,
- Developing an infographic and leaflets (e-version usually) with information on MSCA NCPs services in support of the campaign (trainings, consultations, pre-screening of proposals),
- MSCA NCPs project website, provision of timetable of all trainings organised by the MSCA

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4 More information can be found at: https://ufuk2020.org.tr/en/other/destination-turkey

N4M+ (H2020 GA No. 785632)
MSCA NCP Network: www.net4mobilityplus.eu
NCPs in the country,

- Disseminating information related to the campaign via websites and social media channels.

It is recommended to organise larger promotional campaigns in cooperation with a professional PR agency. Poland is a great example here. The agency will support you to disseminate press releases among journalists and will organise a media campaign for approaching the general public. The media campaign may cover radio and TV interviews, spots, preparation of a press article for a scientific magazine/blog, online publications, etc.

1.3. **European Researchers’ Night**

MSCA NCPs can support it by encouraging MSCA fellows to participate in the events; by helping the ‘Night’ project team/s to get in contact with MSCA fellows; by promoting MSCA during the events at the EU Corner; by preparing a short slide or a video on MSCA, which is automatically played at several venues; by displaying MSCA banners and posters at as many sites and venues as possible; by presenting MSCA success stories; by disseminating MSCA leaflets, brochures and other promotional materials, etc. Most NCPs participate in the ‘Night’ events.

NCPs participate in the NIGHT every year – on the left – Ms. Sandra Vidović from Croatia and on the right – Mr. Jesús Rojo and Ms. Cristina Gómez from Spain
1.4. Outreach activities for visibility of MSCA projects

In order to ensure visibility to MSCA projects, fellows could be encouraged to take part in outreach activities such as:

- **Marie Skłodowska-Curie Ambassadors**: Fellows acting as ‘Ambassadors’ organise activities with the aim of promoting their research to all public audiences. MSCA researchers visit schools and universities or assist educators in preparing teaching materials, participate in conferences or events targeting the large public. An MSCA fellow acting as Ambassador can act as a role model to inspire the young generation to become scientists/researchers, he/she can also promote the MSCA brand by sharing his/her testimonial and encouraging other researchers to apply.

- **Workshop Days**: Fellows can run workshop activities, in order to spread the outcomes of their research and raise scientific awareness in their specific fields of study.

- **Marie Skłodowska-Curie Project Open Doors**: Students and general public visit research institutions and laboratories, with the aim of receiving a first-hand experience of what are the main implications for citizens.

- **Public talks, TV talks, podcasts and articles**: Fellows can give a public talk or an interview, as well as write an article in local newspapers (non-scientific) in order to give visibility to the outcomes of their research activities.

- **Multimedia releases**: Fellows could implement their outreach activities using all the possibilities offered on the Internet. For instance, they could participate in web talks or release videos explaining the outcomes of their projects in layman terms.

1.5. Others

General promotion of MSCA is made also through information days organised with the help of REA/DG EAC, at Fellowship fairs, Career days, EC events (MSCA Contact Seminar for the Western Balkans – Zagreb, Croatia 28 & 29 April 2020), conferences (MSCA Presidency Conferences – Zagreb, Croatia 27 & 28 April 2020) and open days (e.g. ‘Young researchers in a highly skilled landscape’, ‘Science: it’s a girl thing!’, ‘Science is wonder-ful!’), MSCA ‘Fellow of the Week’ on Facebook, ESOF Satellite Event (Trieste, Italy 3 & 4 July 2020), etc.

1.5.1. PhD Students – the Israeli experience

Ben-Gurion University of the Negev volunteers to host annual national event for PhD students, where general information about the postdocs’ career stage, various options of post docs funding schemes, tips, etc. is given to attendees.

Ma’avarim is an academic NGO, aimed to assist PhD students plan better their career path. On an annual basis, they hold at least two joint events with NCPs in Israel, where detailed information about the IF logic and proposal structure, as well as tips for writing a successful proposal are provided, along with various tips for career development plans.

2. Cooperation with stakeholders and multipliers

2.1. Partnering with policy-makers at national/ regional/ local offices and institutions

It is important to contact policy-makers at national/ regional/ local offices and institutions, which cooperate with universities/ research organisations in their regions to spread information on FP/ H2020/ MSCA. Try to communicate and where possible, organise meetings with embassies of your country abroad to keep diplomats and Science Attachés informed – this is a usual practice applied by the Spanish NCPs. Trainings on FP/ H2020/ MSCA issues may also be provided.
2.2. High-level meetings with universities or companies
It is a good practice to regularly organise high-level meetings with universities or companies about funding opportunities and strategies for participation in H2020. The meetings could be conducted together with the NCP coordinator and/or relevant thematic NCPs. You, as MSCA NCPs, should provide organisation-specific information about MSCA before and after these meetings with the aim to make the management aware of the importance of H2020/MSCA participation, to achieve institutional commitment, which could pave the way for taking up the coordinator’s role. Austrian NCPs are regularly organising high-level meetings. Such events were organised in 14 places by the Polish NCPs in 2018. They were addressed to university’s authorities, namely rectors and deans and focused on rising their awareness on MSCA, ERC and Widening instruments.

2.3. Trainings/workshops for the financial and administrative management of H2020 projects
You can educate stakeholders by inviting them to participate in your trainings and information days - especially managers of EU Project offices, R&D Units, representatives of Associations of researchers, Steering committee members and Advisory groups (regularly done by Legal and Financial NCPs in Hungary). Supporting materials such as guidelines in national languages on management and financial implementation of MSCA projects could also give impetus to have more coordinators from Widening countries in FP.

2.3.1. Implementation meetings
When call results are published in Croatia, NCPs organise an implementation meeting with the winning organisations/researchers for IF to explain the steps in implementing MSCA projects. Usually this is done jointly with the Legal and Financial NCP considering they are addressing the reporting periods, grant agreements and consortium agreements, audit process. For ITNs they have additional explanation on how to host a foreign researcher. For the winning IF outgoing fellows they are addressing Article 32 of the Grant Agreement, as well as reporting and audit parts and some administrative procedures for leaving Croatia (taxation, salaries, etc.).

2.4. Cooperation with thematic NCPs and other FP/H2020 related networks
You may establish closer cooperation with thematic NCPs and other FP/H2020 related networks (such as EURAXESS, MCAA, EEN, COST, Erasmus+) to help each other’s work. Ask for time at their events to briefly present MSCA or just prepare a short presentation that they can use during their other events.

While communicating within the national NCP network you can learn from the experiences of your colleagues and keep them informed about MSCA - thematic NCPs could also promote MSCA at their information days. The SME NCPs for example, can promote the S&E panel of IF or RISE actions. MSCA NCPs work in cooperation with the thematic NCPs in many countries – like in Switzerland, Austria, Croatia, Cyprus, Poland, Italy, Israel, and Hungary. It is easier to establish close relationships when the national H2020 NCP network and/or other related networks are hosted by one organisation, because they usually perform tasks and activities, such as: professional NCP services, play the role of an awareness raising and information-broker involving broader audiences, PR, events, mailings, website, info-webinars for sharing news on European research funding to motivate clients and partners among national authorities; information for organisation of model trainings for multipliers; EURAXESS services. This lays a broader base for cooperation and implementation of promotional activities.

2.4.1. Multipliers: you can organize trainings for proposal pre-screening for your regional multipliers (Poland). They have to be working on a real proposal and this exercise can be facilitated by an MSCA evaluator and/or a fellow. Then you will be able to organise your
proposal pre-screenings in two steps: the first one done by the regional contact points from your network of multipliers and the second one done by you (Poland).

2.4.2. EURAXESS – MSCA synergy: an example from Croatia

- **Promotion of EURAXESS during MSCA information days and MSCA workshops, especially at the yearly IF workshops**
  
  Every MSCA presentation includes the following EURAXESS aspects:
  
  ✓ Promotion of the Charter and Code and HRS4R which is integral part of Article 32 of the mono- and multi-beneficiary MSCA Grant Agreements,
  
  ✓ Promotion of the EURAXESS Jobs and Funding portal as a starting point for researchers to find jobs, funding and hosting opportunities. All MSCA jobs positions need to be published on the EURAXESS portal,
  
  ✓ Promotion of hosting opportunities of Croatian organisations as a tool to attract excellent researchers,
  
  ✓ Promotion of Career development tools (such as PIPERS ‘No Limit’) as an additional tool for preparation of a Career Development Plan which is obligatory for all MSCA researchers (ITN/ COFUND doctoral students and IF/ COFUND postdocs).

EURAXESS leaflets are integral part of the promotional materials in every MSCA event. Additional promotion of EURAXESS is done at yearly Fellowship fairs in Zagreb, Rijeka and Zadar.

- **Promotion of MSCA funding opportunities in EURAXESS queries and vice versa**
  
  ✓ Promotion of the EURAXESS Jobs and Funding portal is an integral part of answering to queries regarding MSCA funding opportunities, finding IF host institution or applying for the ITN call,
  
  ✓ On the other hand, promotion of the MSCA opportunities is a part of the standardised answer to EURAXESS queries regarding the funding or job opportunities.

- **EURAXESS news and events as a part of the monthly MSCA NCP newsletter**
  
  ✓ EURAXESS news concerning various tools, events, webinars and job vacancies (ITNs, IF hosting opportunities, COFUND) are integral part of every monthly MSCA NCPs newsletter.

- **EURAXESS services as an integral part of the MSCA individual consultation with new beneficiaries**
  
  ✓ As a regular daily work the MSCA NCP holds individual consultations with new beneficiaries (representatives of host institutions) in ITN and RISE actions. As a part of the consultations, legal, administrative and financial management of the projects is presented. As a member of the EURAXESS Service Centre the MSCA NCP presents up-to-date information on legal aspects (researchers hosting procedure – visa, entering conditions, work permits, salaries, etc. – guidelines for management and financial implementation of ITN projects). A Researchers’ Guide to Croatia and other supporting materials such as practical information on legal and financial aspects of project implementation are distributed in the national language.

- **MSCA NCP as a part of the EURAXESS Service Centre**
  
  ✓ When it comes to MSCA funded researchers (ITN foreign researchers or RISE seconded foreign researchers) the MSCA NCP often provides personal assistance to researchers (accompanies researchers to the police administration for regulating their work...
Promotional Campaign Guidelines

and stay in Croatia – temporary residence for scientific purposes). This way the MSCA NCP has a direct contact with the MSCA fellow,

- Presentation of upcoming MSCA events and Net4Mobility+ products during the yearly meeting of Croatian EURAXESS network (including our EURAXESS local contact points from different research organisations in Croatia – from Dubrovnik to Osijek),
- The MSCA NCP participates in the traditional gathering of the foreign researchers in Croatia and promotes MSCA as one of the ways to further develop research careers.

**EURAXESS and MSCA COFUND**

During the implementation of MCA FP7 COFUND Newfelpro project, the EURAXESS Service Centre provided legal and administrative support to incoming and outgoing MCA fellows, as well as advisory support to the Croatian host organisations. This support included:

- Support to incoming MCA fellows with the hosting procedure (visa, entering conditions),
- Personalised assistance and support with the police administration – during the Newfelpro project EURAXESS Service Centre staff assisted more than 30 foreign researchers (incoming researchers were mainly from Italy, India, Serbia, China, Ukraine),
- Support to family members of foreign researchers - this support included regulation of the temporary stay for the purpose of family reunification, health insurance registration for family members, consultation with the tax office regarding healthcare contribution, kinder garden, departure conditions, etc.),
- Support to the reintegration of Croatian researchers – support regarding the fellowship taxation, academic recognition of qualifications and election to a scientific title, recognition of the work experience abroad to the total pension insurance.

**Action Plan for the Mobility of Researchers**

- The MSCA NCP, jointly with the Legal and Financial NCP, are assisting researchers in MSCA project preparation. Besides the project preparation, they provide assistance during the project implementation and this helps detect possible mobility obstacles which are later addressed in an Action Plan for the mobility of researchers. Mobility obstacles detected are mostly related to the implementation of ITN projects – regarding the legal and administrative support, such as hosting foreign researchers and assisting Croatian IF researchers in reintegration phase – mostly questions regarding taxation, pension rights, promotion of scientific positions, etc.

**Promotion of Croatian participation in MSCA projects and MSCA calls and other related MSCA information on the national EURAXESS web page and EURAXESS Facebook page**

In order to increase visibility of the MSCA to potential target audiences the national EURAXESS portal and EURAXESS Facebook page are used for:

- Publishing of open MSCA calls and MSCA related information (sharing the posts from the official EC MSCA Facebook page and MCAA Facebook page) as well as promoting MCAA local activities,
- Promotion of the Net4Mobility+ products for the scientific community (webinars, Handbooks, success stories, etc.),
- Promotion of Croatian participation in Horizon 2020 projects – weekly promotion of Croatian organisations and MSCA projects with Croatian participation.

However, it is interesting to note, that as per the results from the Benchmarking questionnaire conducted in 2018 under the N4M+ Project, the MSCA NCPs see as beneficial mostly the
cooperation with policy-makers, more training activities and the provision of more supporting materials. The NCPs are of the opinion that more cooperation with other networks does not seem to play a very important role. You may wish to consider this when planning your promotional activities and collaborations.

3. Communication methods and tools

You should choose appropriate communication methods and tools to implement your Action plan by taking into account the resources and the target audiences you want to reach. Please remember that most communication methods and channels may be used for both, to serve your outreach efforts and for the provision of specialised NCP services to your clients.

3.1. Website

It is a common practice for NCPs to create a dedicated website in order to provide for web publicity - 76% of NCPs state that they use a dedicated website (Benchmarking questionnaire-2018, N4M+).

On the website you can upload general information about all MSC Actions, call related information, publications, success stories, expressions of interest, videos & webinars, e-alerts and links to the N4M+ products such as FAQ Blog, call information or success stories. It is a good practice to regularly update the website with information on news, events and documents related to H2020 and EU policies (not only about MSCA). Each MSCA initiative or event (information days, trainings, campaigns) can be promoted on the website, and also through RSS feed. You may check the websites of NCPs in Switzerland (https://www.euresearch.ch/), the United Kingdom (https://www.ukro.ac.uk/), Poland (http://www.kpk.gov.pl/), Ireland (https://www.iua.ie/), Spain (https://eshorizonte2020.es/), Italy (http://www.apre.it/en), etc.

Development of guides/ other documents for dissemination via the Internet

You can produce handbooks (electronic documents disseminated via e-mail for example; not to be confused with e-tutorial!), brochures, booklets/ guides for applicants to be disseminated among your target groups via the Internet. They can be prepared in your own language or in English, with a content related to: basic Legal and Financial issues in MSCA (Denmark, Poland); information for third country participants – by highlighting the potential of your country, and practical information for incoming researchers. Handbooks for each MSCA call with tips on how to write a proposal are provided on the N4M+ website. Spanish MSCA NCPs developed also guides for Spanish speaking clients – for Latin-American Institutions and for Latin-American Researchers. These guides are disseminated via the Internet5. Croatia develops different guides as well.

Web and Internet activities when an MSCA Call is opened

For each open call a banner on your main website can be linked to a special section with short information on the action (description, who can apply, etc.), timetable and locations of events/trainings dedicated to the call, which are organised by you and your regional offices/multipliers; you can add information on proposal pre-screening service that you offer (Poland). In this section you can put useful documents for each call and share any supporting materials published on the N4M+ project website (https://www.net4mobilityplus.eu).

Provision of NCP services via the website

While designing the website you should think of opportunities to best implement your strategic priorities. Each particular client may benefit from different offers available on the website. What is worth emphasising, parts of the website could be left open to all visitors - for general MSCA promotion. Some others could be kept open only to those who are part of your priority target group/s, for example for those who intend to apply for MSCA funding with a host institution in your own country (online tutorials). Clients may also be given the option for subscription-based advisory services. It is a common practice for NCPs in Switzerland, UK, and Poland.

3.2. **Social media** is used by 63% of the NCPs and not just for outreach activities. You can use social networking services like Facebook, LinkedIn, Twitter, Instagram, or YouTube to communicate information about what your agency or organisation is doing, invite people to attend events, to publish useful documents and materials, hosting offers, partner searches, etc. (Poland, Bulgaria). All NCPs use at least one social media channel. All MSCA trainings and other call-related NCP activities can be widely promoted via social media channels. It is always a good idea to be linked to other NCPs/ research organisations, the EC MSCA page, etc. Please connect to the N4M+:

- Facebook ([https://www.facebook.com/net4mobility2](https://www.facebook.com/net4mobility2?ref=hl))
- Twitter ([https://twitter.com/Net4Mobility](https://twitter.com/Net4Mobility))
- LinkedIn ([https://www.linkedin.com/groups?home=&gid=4345491](https://www.linkedin.com/groups?home=&gid=4345491))
- YouTube ([https://www.youtube.com/channel/UC_jck_ddHqvdloD6Nao3LQ/videos](https://www.youtube.com/channel/UC_jck_ddHqvdloD6Nao3LQ/videos))

For more information you can check Alastair Banks’ presentation on digital trends.

3.3. **Newsletters** (used by 53% of the NCPs) - You can make your own newsletter combining different publications (on your website/social media) in a given month or every 2-4 months. You can put call announcement, success stories, hosting offers and a list of events that you will organise. Pictures from events you organised and attended are always welcome. Newsletters are done in Poland, Italy, Switzerland and many more.

3.4. **Newspaper and magazine articles, announcements on H2020/ MSCA related events on television and radio programmes**

(Local) Newspaper and magazine articles, TV and radio announcements can be used as a communication tool for wider community outreach. They are very relevant also for promotion of larger campaigns organised by you, for the European Researchers’ Night events, Science festivals, Career days, etc.

3.5. **Success stories**

You can develop a template in your own language (Bulgaria) and ask MSCA participants from your country to complete it for further dissemination on your own website or via social media. Of course, you can use the N4M+ Widening Countries Success Stories templates

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N4M+ (H2020 GA No. 785632)
MSCA NCP Network: [www.net4mobilityplus.eu](http://www.net4mobilityplus.eu)
and send your stories to be published on the N4M+ website (https://www.net4mobilityplus.eu/widening-countries-success-stories/). You can also make videos/ animations (Malta) which are very popular among target groups. It all depends on your budget and connections. A lot of countries have developed success stories that they use to promote MSCA. The European Commission publishes success stories as well which can be extracted to .pdf documents according to your preferences and needs.

3.6. Hosting offers/ Expressions of Interest (EoI) from institutions in your country
You can develop a template to be filled in so that the offer is attractive and makes people interested in the presentation of the host organisation (IF). The same goes for ITN and RISE – you can develop a template for partner search and spread it among other NCPs, put it on social media, on your website/ newsletters, etc.

Within the N4M+ project all EoIs and partner searchers are put on the EoI page (https://www.net4mobilityplus.eu/eoi/) and Widening countries’ EoIs and partner searchers are put on the Widening countries’ page (https://www.net4mobilityplus.eu/Widening-countries-eoi/). Almost all countries disseminate hosting offers and partner searches.

3.7. Infographics – you can design infographics on different topics – from MSCA/ specific call statistics for your country to new initiatives like the Widening panel or a Seal of Excellence Programme. Or you can just disseminate infographics prepared by the European Commission (some of them translated into all EU languages) and by EU funded projects.

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7https://ec.europa.eu/research/infocentre/theme_en.cfm?item=Human%20resources%20%26%20mobility&subitem=Marie%20Curie%20Actions

N4M+ (H2020 GA No. 785632)
MSCA NCP Network: www.net4mobilityplus.eu
3.8. Leaflets/ flyers
Leaflets/ flyers with general information on MSCA and leaflets/ flyers on specific MSCA calls/ topics like the N4M leaflets for IF, RISE and ITN can be disseminated among participants when you have an information day. You can also prepare a special leaflet to be given away by other NCPs at all general events concerning H2020 (Poland). Euresearch in Switzerland, has some nice options on their website that you can check. A flyer on the potential of Widening countries was developed in 2019 under the N4M+ project (https://www.net4mobilityplus.eu/fileadmin/user_upload/N4M_flyer.pdf).

3.9. E-tutorials are practical online guides which are not documents but videos on how to submit your IF proposal or how to write/ what to include in your project proposal.

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8 https://www.net4mobilityplus.eu/fileadmin/user_upload/Net4Mobility_TipsTricksBrochure_IF_eformat.pdf
https://www.net4mobilityplus.eu/fileadmin/user_upload/Net4Mobility_TipsTricksBrochure_ITN_eformat.pdf
3.10. Direct mailings, mass e-mail messages, telephone

Direct mailings, mass e-mail messages and telephone can be used for both general MSCA promotion and with regard to the provision of specific services. You could send direct mailings and mass e-mail messages to all your mailing lists - about programme news, promotional campaigns, surveys, to alert for a Call opening, to spread Expressions of Interest from different countries, inform about webinars and other trainings, provide links to publications and success stories, etc.

Digital tools for managing your contacts

No matter what events you choose to organise and how many you do during the calendar year, you always have to send information/ invitations (targeted e-mails) to selected target groups so that you can achieve your objectives and your efforts are not in vain. It would be beneficial to send them to stakeholders and multipliers as well (grant administration offices of universities and research institutions, to thematic NCPs, business associations, H2020 related networks, etc.), by asking them to circulate the e-mail among their clients.

There is an option where clients subscribe to a so called group mailing lists according to their priorities/ interests (calls, tailored events, etc.). However, there is one main disadvantage – e-mails sent to a huge number of recipients are usually considered as spam and are blocked by other servers. This is why Poland gave up this option and introduced weekly newsletter.

There is another option - using a database to easily approach your clients according to their needs (type of action, events, etc.). Clients may be added to a database according to the queries they send to your MSCA Office. Once added to the database they receive tailored information. This is a very good choice if you have the budget to buy software that can do everything for you (applied by NCPs in Croatia, the United Kingdom).

A third option is to build your own database – start collecting contact data event after event and sort it out depending on the clients’ preferences (Bulgaria).

All databases should be in line with the GDPR rules.

4. Organisation of events

4.1. Event outreach gives you the opportunity to deliver presentations and promote through the word of mouth.

You can organise/ participate in events to promote MSCA in general or conduct MSCA dedicated events for provision of specific, comprehensive information and advice to a particular target group. A very good opportunity to reach your target audiences is also by attending meetings where they will be present. As MSCA NCP, you are encouraged to accept invitations for participation in other NCPs/ EURAXESS/ MCAA/ EEN events, research conferences, business meetings, etc. The idea is to ask for time on the agenda to share information about MSCA and your services. You can make an MSCA presentation as a side event to convey your message/s. At the venue/ conference facilities you can also display posters and banners, organise a MSCA-corner/ stand, give away flyers/ leaflets/ factsheets/ infographics and other promotional materials (goodies), and your business card. In Ireland MSCA NCPs give presentations to attendees at national industry conferences. This occurs 2-3 times a year, with approximately 200 attendees. Where attendees express interest, NCPs hold one on one meetings with them thereafter.

4.2. MSCA information days and workshops

The most common events are MSCA information days - they are conducted by 90% of NCPs. They usually take part in bigger cities where the main research community is based and it is easier for
everybody to travel to. The MSCA information days are organised for a specific action (ITN/ IF/ RISE/ COFUND/ NIGHT) and usually cover the specific conditions of the call.

How to organise an information day on a specific MSCA Call? Steps for newcomers:

1. Pick an MSC action that will be of interest – most people choose to start with IF.
2. Pick a date that is near the start of the call – do not publish it yet!
3. Send an invitation to evaluators, successful coordinators or fellows. The list of evaluators is provided by the EC on [https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents](https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents). For successful coordinators you can check the REA Call statistics related to your country and for fellows - reach the MCAA chapter in your country and just ask them.

4. It is good to invite a representative of the National NCP Coordinator as well – to say a few words as an introduction or even present Horizon 2020. That way you will only have to present the MSCA and IF specifics.
5. Check for a room. It could be the room that other NCPs use for their events. If it is not available, you may reserve one of the rooms in your institution.
6. Finalise the agenda and the announcement - write the announcement and agenda of your information day as well as invitations to stakeholders after receiving confirmations from your partners and room reservation.
7. Publish it on your website, social media, send by e-mail to all your contacts (assuming you don’t have a specific database for IF yet).
8. Develop your PowerPoint presentation – you can use EC slides, slides from N4M+ trainings (available on CIRCABC) or other NCPs slides – possibilities are limitless. Of course, it is good to put your organisation’s logo and contacts. Please add a slide about the N4M+ which is available on the project website and inform your clients about the project products available for them.
9. Develop your narrative – this is the text that accompanies the slides (not everything you say is on the slides and it should not be!)
10. Do a rehearsal – you have to sound confident and competent so even do the presentation in front of a mirror or for your colleagues before the big day!
11. Do not forget to inform on another event if you are planning one and leave time for questions and answers!

It is a little bit more complicated when you organise a workshop for proposal writing:

1. Most people choose to start with IF proposal writing trainings as well.
2. Pick a date but no later than the beginning of June – do not publish it yet!
3. Send an invitation to evaluators, successful coordinators or fellows. The list of evaluators is provided by the EC on [https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents](https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents). For successful coordinators you can check the REA Call statistics related to your country and for fellows - reach the MCAA chapter in your country and just ask them.
5. You may invite a representative of the National NCP Coordinator – to say a few words as an introduction.
6. Check for a room. It could be the room that other NCPs use for their events. If it is not available, you may reserve one of the rooms in your institution.

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9 Expert names (annual lists) – Excellent science – MSCA – year you are interested in
10 Please note that most of the steps are exactly the same. The new steps here are in pink.
11 Expert names (annual lists) – Excellent science – MSCA – year you are interested in
7. Finalise the agenda and the announcement - write the announcement and agenda of your information day as well as invitations to stakeholders after receiving confirmations from your partners and room reservation.

8. Publish it on your website, social media, send it out by e-mail to only a limited number of participants that you know are interested and will apply to this call.

9. Develop PowerPoint presentations covering the different aspects and parts of the proposal – you can use EC slides, slides from N4M+ trainings (available on CIRCABC) other NCPs slides – possibilities are limitless. Of course, it is good to put your organisation’s logo and contacts. Please add a slide about the N4M+ which is available on the project website and inform your clients about the project products available for them.

10. Develop more comprehensive narratives – this is the text that accompanies the slides (not everything you say is on the slides and it should not be!)

11. Think of including an interactive part in the training - you may ask for permission to use a real proposal.

12. Do a rehearsal – you have to sound confident and competent so even do the presentation in front of a mirror or for your colleagues before the big day!

13. Don’t forget to leave time for discussion on each topic under the agenda!

14. Prepare evaluation forms and ask participants to complete them thus you will receive valuable feedback and could better plan your next activities.

4.2.1. European Researchers’ Night information day – an example from Spain

This half-day event can start with an overview of the call conditions and the financial aspects presented by a representative from REA. Then you can present some statistics and strengths and weaknesses taken from the Evaluation Summary Reports. You can finish the event with experience sharing from coordinators/ beneficiaries from your country.

4.3. ITN/ RISE proposal writing trainings and workshops:

First, you can present the action rules and opportunities, then some tips and tricks for writing a successful proposal, and ask successful applicant/s to share their experiences. You may include the following presentations:

- By organisation representatives, from the point of view of a beneficiary/ coordinator – how they found/ built a consortium, the process of writing the proposal, consortium agreement, implementation of the project, and

- By MSCA fellow/s - how they learned about the vacancy (ITN) or engaged with the host institution (RISE), the employment process, moving to the host country, working in an international group, what is the expected impact on the researcher’s career, etc.

Usually, the presentations of successful projects and best practices are the most valuable aspect of these events.

Another approach would be to provide information on the Part A and on every subchapter of the Part B of the ITN proposal as well as practical administrative aspects. When having a RISE or an ITN
event, you should always include a presentation on the opportunities for involvement of the non-academic sector - with examples of participation of non-academic organisations in RISE projects. It is a good practice to include some interactive exercises in the training – for example you can divide attendees into small groups to identify and list possible activities/ responsibilities of beneficiaries related to the development of an ITN training programme, networking, dissemination/ communication within the action, etc. Each group has a rapporteur to present the results to all participants of the ITN and RISE workshops like those organised by the NCPs in Bulgaria, Croatia, Spain, Austria, Hungary, Poland, and Switzerland.

4.3.1. RISE workshops on how to prepare a successful proposal – an innovative approach from Poland

As part of the registration, the participants can be asked to fill in a questionnaire and answer some questions helping you to know better the participants: a role in the project, name of the institution, names of other institutions in the consortium, panel to which the proposal will be submitted, abstract.

The approach to the workshop is made from the coordinator’s point of view and is not following the standard RISE application structure. The innovative approach here is that working on a proposal usually does not begin with the description of the Excellence part but with building a consortium.

A consortium has influence on all other aspects such as: idea for the project, feasibility, capacity, budget, knowledge sharing, etc. The presentations can be based on the following mind map:

Using this map as a structure of the workshop you can present to the participants the meaning and importance of all these aspects but also to show them in which parts of the proposal these aspects have to be taken into account (in all cases more than once) and in what way.

For the smooth beginning of the meeting you can have a 10-minute interactive quiz concerning basic MSCA and RISE definitions to integrate participants and check their knowledge:

- Explain what ESR, ER, IPR mean,
• What is the difference between a deliverable and a milestone,
• What is communication and is it the same as dissemination and outreach,
• What are: unit costs, secondment, top-up allowance.

After such a warm-up, an evaluator experienced in RISE can provide a presentation with very practical information. Then you start presenting all aspects of a proposal preparation following the mind map above. Between the presentations, participants can be asked to accomplish challenging tasks and exercises:
• A superhero! – describe who is a perfect partner in a RISE consortium,
• Read and evaluate a part of a real proposal submitted to the RISE call (e.g. Impact),
• Prepare a budget breakdown with regard to institutional costs according to the budget allocated and with respect to tasks of each beneficiary provided,
• Read and evaluate provided abstracts.

A model agenda for such a workshop can include:
• Experienced evaluator’s point of view,
• Part I: Consortium and Idea,
• Part II: Capacity, Budget and Knowledge sharing,
• Part III: Impact, Management, Horizontal issues: Gender and Ethics and Abstract.

After the workshop participants can receive one/ more of the following materials:
• List of RISE projects implemented in your country with their Internet pages,
• All presentations used during the meeting.

You can limit the number of participants up to 20, you can divide them into groups of 4 during interactive exercises to assure good working conditions. At any time participants have to be able to ask questions and provide comments.

A great idea is to record a short video lasting around one minute as a way to invite clients to individual consultation and pre-screening of their RISE proposals. It can later be published on social media and on your website.

You can also organise one- or two-hours coaching session for ITN/ RISE coordinators. It is always good to include presentations made by an evaluator, if you know any.

4.4. IF workshops/ trainings on how to write a successful project proposal

IF is among the priority types of actions in many countries and there is a lot of experience in organising IF workshops related to proposal writing. It is wise to have this event at the beginning of June at the latest with limited number of participants (25-30). They can be researchers applying for an IF abroad as well as researchers applying with organisations in your country. Reading the Guide for Applicants can be a pre-condition to participation. A few days before the training, you can send registered participants a reminder to read the Guide, and a pre-training questionnaire. The questionnaire can help you to have an overview of expectations. You can have a different event for host organisations in your country (including a presentation on how to prepare an Expression of interest – Poland, Bulgaria).

It is good to invite an evaluator and one or more fellows. You start with a presentation of the IF rules and opportunities/ novelties as an introduction, then the evaluator presents information on the evaluation process and tips and tricks for the evaluation criteria. You can cooperate with the SwafS NCPs on the Dissemination and Communication section. Afterwards, attendees could be divided into small working groups to work on a mock proposal/ a real one if you have permission to use such a proposal and to evaluate all or just one criterion. Each group should have a
rapporteur to present the evaluations afterwards. The final part could allow for presentation of testimonial/s made by fellow/s. The following countries shared experience in organising such workshops: Croatia, Cyprus, Bulgaria, Israel, Turkey, Hungary, Austria, Estonia and Spain. For the preparation of these workshops you can use some of the materials developed within the Net4Mobility+ project: the Evolution Guide, the ESR analysis, the IF Handbook, N4M+ webinar on IF and N4M+ presentations (all uploaded on CIRCABC).

The above can also apply to **IF Master classes**. Some universities organise the Master classes for IF applicants that they find promising. NCPs may be invited to participate in an event to present the MSCA and explain in brief how to write a successful proposal (Italy).

**Joint workshops with the Marie Curie Alumni Association**

In Croatia there is a practice established to have joint workshops with the MCAA – Croatian Chapter. Usually they do cross-cutting trainings as RRI – Open Science, Ethics, etc. In 2019 they had a round table ‘My first Marie Curie experience’ and it was held a day after the IF workshop and served as a continuation of the workshop with sharing good practice examples. They had four fellows presenting their way of applying, implementing fellowships, some of them were sharing parts of their project proposals and evaluations. These workshops are usually very well-received by the participants.

You can organise an interactive 2-hour **training on each of the proposal sections**, i.e. on Excellence, Impact and Implementation. The Impact training is most often chosen as many researchers find this evaluation criterion more challenging (Israel). In a preparatory phase, you should find a fellow willing to share their proposal. Try to get two versions: one before pre-screening and the final version. If necessary, anonymise the proposal and consult with the fellow after anonymising. Another possibility would be to create a mock proposal. The workshop should follow an information session. The participants may work for 20-30 minutes individually on the evaluation of the example proposals. The individual evaluation is followed by a ‘Consensus Meeting’, for which you should group the participants. Make sure there is a good mixture of supervisors and fellows in each group. Each group writes all its comments and score on a flipchart. Then each group gives a short presentation: try to encourage a discussion about the different elements which were presented. Provide the final version of the application and the ESR so the participants can have a look. Don’t forget to collect all disseminated copies.

4.4.1. **Train the Trainers Task of the Net4Mobility+ project**

This is a wonderful opportunity for less-experienced NCPs from the Widening countries to host and/or participate in a proposal-writing training either for IF, RISE or ITN with a more experienced tutor and a few other colleagues (assistant trainers). The objective is to improve the training skills of the less-experienced NCPs. The tutor together with the participating NCPs design a tailored training session corresponding to their strategic goals and needs. The host NCP then delivers the training with the help of the tutor and the other NCPs. The one- or two-day events target the entire scientific community, thus achieving a double impact: increasing the skills of the NCPs from the Widening countries but also directly improving the knowledge of their potential applicants. This way the participating NCPs can replicate the training sessions for their clients in the future and obtain new training techniques to be used when designing other events.
4.4.2. **IF Proposal Clinics**

This is an example from Switzerland. The target group are MSCA IF applicants resubmitting a proposal with a Swiss host institution or Swiss researchers resubmitting a proposal with a host institution outside Switzerland. Usually this type of event is organised in May (as the targeted researchers already have a proposal ready to be improved). The number of participants is limited up to 10. Promoting the Proposal Clinics is done via the Euresearch Regional Offices.

The events are usually half- or one-day long and attendees are working on the different parts of the proposal that was submitted and evaluated in a former call. The NCPs read the proposals beforehand and are prepared to work together with the applicants. Some specific information regarding proposal writing is provided but the main aim of the day is that the applicants can work on their proposal together with the NCPs.

There are some challenges when considering this type of event. It should take place early in the ‘IF season’ and some of the applicants resubmitting proposals might not be ready to work on their proposal. Furthermore, some of the researchers who submitted a proposal last year and are already in the country might not comply with the eligibility rule anymore.

4.5. **MSCA IF Seminars**

This is a really interesting and fresh practice coming from Estonia. This type of event is especially for researchers who apply for the MSCA Individual Fellowships and wish to discuss some aspects of their proposals with peers. Often, participants are the same who take part in proposal-writing trainings, but this should not be a pre-condition. These seminars have to be conducted around 1,5 months before the call deadline.

Some days before the seminar, participants (usually up to 15) have to send the NCP their draft proposals and a list of chapters that they would like to discuss with peers. The proposals are printed (these can be either full proposals, or only the parts that they wish to discuss); the number of copies corresponds to the number of participants in the seminar. The seminar is conducted under the Chatham house rule.

During the seminar, all participants (including the NCP) map out a list of chapters to be discussed, then read the proposals (usually one section at a time). Participants are encouraged to comment on the print-outs during reading. Then the chapters/proposals are discussed either in one or several groups (in Estonia one group works better than several). This way, all chapters that their authors wanted to discuss are gone through. At the end of the seminar, the authors get back all copies of their proposal, with comments.

However, this option has some challenges: reading on spot is very time-consuming (other possible formats have been discussed in Estonia - like signing confidentiality agreements and distributing the proposals electronically before the seminar, but in the end participants have agreed that reading on the spot works best). Another challenge is that if the proposals are still too raw drafts – then the seminar does not fulfil its purpose.

4.6. **COFUND-related events:**

You can have pre-award and post-award events.

- Pre-award: one on one information sessions and follow up over a period of time (Ireland) or informative sessions open to everybody, inviting an EU Representative to explain objectives and implementation, 2-3 beneficiaries to explain their
experience on how to prepare and run the project (challenges and best practices) and an evaluator to inform on how competitive proposals should look like (like in Ireland, Spain and Switzerland). You can finish the event with a round-up with DOs and DON’Ts presented by the NCP.

- Post-award: develop a dedicated COFUND page linked to the EURAXESS portal and host best practice sharing meetings 4-5 times a year with project managers of ongoing projects like in Ireland. You can have workshops for beneficiaries like the ones in Spain. Some presentations are planned (for example about HR logo, Open Access, etc.), newcomers are invited to present their projects, and finally an open round table is held in which beneficiaries share their doubts, experiences and good practices. Beneficiaries find these sessions very useful because newcomers are gathered together with managers from programmes that have been running for a while. You can also make a Google Group for COFUND beneficiaries through which many good practices can be shared. Spanish NCPs disseminate all vacancies of funded projects which is very important and have a section on COFUND in the EURAXESS Spain Portal, including all funded COFUND Projects in Spain that have open calls (much like the Irish dedicated COFUND page). This is very appreciated by the scientific community too.

4.7. **Addressing Horizontal issues**

You can organise specific information days and workshops on horizontal issues as well, including Gender issues, Ethical issues, Open Science, RRI, Standardisation in Horizon 2020 projects, Changes in the MSCA Work Programme, Administrative implementation of MSCA for management and administrative staff (accounting) of organisations who are planning to submit project proposals. Croatia, Israel and Austria have such events.

4.8. **In-house counselling** – one-day workshops and presentations (rules/ tips and tricks) for faculties or institutes who are interested in a specific MSCA call. Sometimes they can already have a project idea and you can build a project on it. Workshops are organised for a group of 10-20 people from one or more organisations interested in a particular type of MSCA or a group preparing a proposal. This has proven as one of the most effective tools in Croatia. It is a good practice to conduct **bilateral interviews** with participants after the workshops/trainings you organise to address issues they might face in preparation of their particular project.

4.9. A very interesting idea is the so-called **‘Incubation’** (applied in Tunisia). A number of researchers are selected to benefit from your team/ organisation’s support and coaching until proposal submission.

5. **MSCA promotion through Webinars and videos**

Webinars on H2020/ MSCA are used by 40% of the NCPs (N4M+ benchmarking questionnaire, 2018). A webinar, however, is an adequate tool to reach many interested researchers and host organisations and to provide general or specific information on FP/ H2020/ MSCA Actions. Besides, it can also be used for the promotion of Widening countries as host countries. Irish and Swiss NCPs have some very useful videos that you can use or disseminate. Of course, you can use the N4M+ project webinars as well.

There are many pros that would make you decide on doing a webinar:

- It is complementary to the ‘in person’ information sessions,

12 You can find recordings for the information event organised in Ireland in 2019 at [https://www.iua.ie/msca-resources/cofund-information-event-2019/](https://www.iua.ie/msca-resources/cofund-information-event-2019/)
Researchers are not always available to attend your events in person,

It is an opportunity to engage with researchers outside of your own country (this is a perfect tool for their reintegration),

You may have unlimited attendees,

You can track participation.

If your organisation has a commercial webinar software you can use it. If you do not have access to a paid software, you can always go for the free-of-charge option - pre-record a video using MS PowerPoint\textsuperscript{13}. However, there is one negative – it is not ‘live’ so it is not possible to have real-time interaction with the attendees – this does not seem to be a problem for them though.

You can deliver a webinar/ video on the general features/ main changes/ novelties of the actions (ITN, IF & RISE) a few days after the publication of the calls (Italy, Bulgaria, and Switzerland).

- Post videos on YouTube/ website/ social media,
- Ask participants to send in questions by e-mail while they watch the video.

5.1. Training Videos

- Pre-recorded training videos for different parts of the application - Excellence, Impact and Implementation. These videos are a great tutorial for applicants who are applying with host organisations from your country.
  - Each video can be about 20 minutes long.
  - Include detailed guidance on what to write in the proposal.

6. Proposal reviews/ pre-screening

Most NCPs only pre-screen proposals with host organisations/ coordinators/ IF researchers in their countries and accept for reading only full (or almost full) proposals. You can be rather flexible regarding the timing if you do not have a very large number of interested applicants (Estonia, Bulgaria, Poland and Hungary). Bigger countries have a deadline for receiving proposals. You can read and comment on the proposal, focussing on the weak sections. You should point out inconsistencies, unclear sentences and paragraphs, too general descriptions. It is wise to counter-check with the evaluation criteria and the template to spot any missing information. Usually, it can take 3-4 hours to review one proposal.

Further steps in this process may be the so called IF Proposal Review Days based on the example of Switzerland. These are one-hour consultations with NCPs for feedback on the proposal that was previously reviewed by the NCPs. For maximal benefit applicants should have an almost final version of their proposal ready to send to the NCPs approximately one week before the consultation so the NCPs have enough time to review all the proposals thoroughly. Consultations with researchers that are not yet in the country are usually done via Skype.

NCPs in Switzerland also do ITN Proposal Review Visits. The target group are the MSCA ITN coordinators at Swiss institutions (re-)submitting a proposal. Applicants/ Coordinators submitting or resubmitting an ITN proposal are identified by offices in the regions and face-to-face meetings are scheduled with the NCPs. The applicants can ask questions and get feedback to their proposal. The proposal can be discussed in detail, the NCPs make suggestions for improvement after having reviewed the proposal thoroughly before the meeting.

\textsuperscript{13} Check out how: login at \url{https://circabc.europa.eu} and follow this path: Library > Net4MobilityPlus project > Project events and trainings > 2019 – Training Methods, Cracow
7. Promotional items

Promotional items are a collection of materials used to support the promotion of MSCA and your services. These materials are intended to make your communication efforts eye-catching, fun and more effective, with other words you can use them for advertising.

Advertising is applied by 63% of the NCPs (N4M+ benchmarking questionnaire, 2018). It may include TV and radio spots, web-podcasts, banners, flyers, bookmarks, posters, promotional materials (goodies) with EU/ MSCA/ national NCP branding. You can produce any, if possible, but also use the European Commission materials with the EU logo/ emblem, as well as the ones developed within the N4M+ project and of your own organisation, of the National H2020 coordinator and others:

- Posters, banners, leaflets, brochures;
- MSCA goodies from the EC - like T-shirts, umbrellas, power banks, headphones, hats, caps, bags, etc.

8. What promotional activities could be applied to the main target groups – a recap

**Academic sector:** organising/ co-organising events dedicated to researchers and to host organisations, conducted separately for each group or events for both targets (i.e. MSCA information days, trainings, workshops, fellowship fairs, career days, etc.); participation in scientific conferences; establishing relationships/ access to research offices at institutions; reaching researchers’ associations, using websites and social media; publishing dedicated articles in specialised journals/ media, newsletters, mailings, webinars.

- **MSCA promotion for the scientific diaspora**

It can be made by using websites and the social media, e-newsletters, mailings, webinars, conferences hosted by the home country, information days conducted abroad. The MSCA information days are conducted in Third Countries by the MSCA NCPs, in cooperation with EURAXESS and at events organised by EURAXESS Worldwide (EURAXESS Worldwide is a networking tool supporting researchers working outside of Europe who wish to connect or stay connected with Europe). Your role as the NCPs in Widening countries would be to widely promote these events among the scientific diaspora by mailings, newsletters, etc. For planning purposes and event related details you may keep in contact with the Net4Mobility+ project, EURAXESS and EURAXESS Worldwide staff.

- ✓ *The Romanian experience*

Romania is having some good practices developed ([http://www.diaspora-stiintifica.ro/](http://www.diaspora-stiintifica.ro/)) in the implementation of national legislative strategic initiatives for improving the R&I landscape of the country. One of them, called Brainmap platform ([https://www.brainmap.ro/](https://www.brainmap.ro/)) is aiming to attract foreign researchers and especially the Scientific Diaspora back home by conducting a bi-annual conferences for the Scientific Diaspora for about 1000 participants per event which are financed by the Romanian Ministry of Education and Scientific Research. Participants can choose panel/s related to their area of interest and research. There are also short-term fellowships for the Scientific Diaspora (Romania) where fellows are selected based on the implementation of a dedicated project.

- ✓ *The Israeli experience*

Israel has a huge diaspora all over the world, but the main scientific diaspora is located in the USA. Science Abroad is an NGO, partially supported by the government, which assists the Israeli academic diaspora to find opportunities in Israel. On an annual basis, the NCPs in Israel promote the IF calls.
In addition, they are closely connected to the Israel Academy of Science, which includes a special office for connections with the diaspora. Every scientist with potential for submitting an IF proposal is immediately addressed to the MSCA NCPs. In addition, on an annual basis, a national employment fair (academic and non-academic) is held by the Israel Academy of Science, with potential employers presenting their open vacancies for the coming months. This fair is part of an event where information and tips are provided to the researchers who consider returning to Israel. On such events, Innovation Authority (the national organisation for all H2020 NCPs in Israel) participates actively, promoting MSCA-IF and ERC, based on the scientists’ profile.

**Non-academic sector**

- *SMEs and large industry*: One simple way identified by the NCPs for approaching the businesses is to reach out to the networks in your country who are regularly interacting with them - business associations, chambers of commerce, relevant ministries, small business clusters, R&I departments in industries, EEN, SME NCPs, Contact points for other EU programmes such as Creative Europe4, COSME and Erasmus Plus.

The aim is to overcome wrong perceptions by informing them of the MSCA opportunities and benefits for the business sector, to motivate them to build relationships with the academic sector and to gain access to their contacts.

Suggested activities that these networks could be asked to perform may include:

- Promotion of the MSCA and the activities of the MSCA NCPs to their sector via the word of mouth, their website, e-mail bulletins/newsletters or social media channels,
- Sending invitations for the MSCA NCPs’ information days to their contacts; inclusion of the MSCA NCPs in their events (trade shows/fairs, brokerage events),
- You can join the mailing list of the business sector networks and look out for events being organised by them, then ask if it would be possible to participate as a presenter or by having a stand, to disseminate promotional materials, etc.,
- Organisation or co-organisation of a specific MSCA or Horizon 2020 event. Business sector networks could be asked to host or co-host it,
- Organisation of cross-border regional information days and B2B meetings/brokerage events with the participation of industry. This way more participants from different neighbouring countries and also stakeholders from industry can be attracted, partner search and forming of consortia can be fostered.

- *NGOs*: appearance at the European Researchers’ Night events and at scientific fairs, school visits, media appearance (articles, radio interviews); tailored information in social media; inventive outreach in funded projects; videos with success stories.

**General Public**: appearance at the European Researchers’ Night events and scientific fairs – thus you will support the visibility of the fellows and their achievements in research; school visits; media appearance (articles, radio interviews), tailored information in social media; inventive outreach in funded projects; videos with success stories; use of commercial space in public areas (e.g. in local transport).

Here are some **general remarks** with regard to accessing particular target groups and clients representing them:

- Be sure to use understandable words when talking to your clients – do not use the MSCA/EU jargon, especially when talking to people who are not familiar with it,
- Adjust your message to the background of the recipient – a beginner may not understand your message if it is not clear enough,
Promotional Campaign Guidelines

- Always highlight the potential gain that may result from taking part in the MSC Actions – a researcher and a businessman have different interests,
- Create a well-structured website and use social media; try to optimise the impact as much as possible by ensuring that many of the events are web-streamed or recorded for further dissemination on-line,
- Ensure for Internet & social media credibility by using testimonials – publish feedback from participants in your events, photographs and/ or videos from your events, success stories and case studies. Credibility helps build relationships,
- Evaluate the outreach – by collecting data on number of website visits, social media followers, number of registrations for your events, and by analysing the feedback (questionnaires) from the events you organised and/ or attended,
- In all activities keep to the rule: NO INFORMATION OVERLOAD!

IV. GUIDELINES FOR AN EFFECTIVE MSCA PROMOTIONAL CAMPAIGN

1. Promote widely MSCA to spread awareness on the programme and reach professionals who can most benefit from your MSCA NCP services and technical assistance.
2. Turn stakeholders into partners thus decentralising/ multiplying your NCP work.
3. Organise as many events as you can, take use of the experiences of your NCP colleagues provided in this document. You can find a checklist as a handy reference that can help you in this regard in Annex 1 of this document.
4. Carefully select the communication methods you will use for implementation of your MSCA promotion strategy to build a set that can best work for you. You can find a couple of real NCP action plans in Annex 2 of this document.
5. Apply tailored approach to each target group by focusing your message/s on the benefits to your audiences.
6. Use the Net4Mobility+ outcomes during your events, promotional activities or face-to-face meetings with your clients.

V. GENERAL ACTION PLANS

An MSCA Promotion workshop for the MSCA NCPs was held in November 2019 in Sofia, Bulgaria. Its main objective being the development of general action plans for: MSC Actions in General/ Target groups, IF, ITN and RISE. As a result four plans are now available that NCPs could later on adjust to their own needs choosing those activities that suit them best.

MSCA in General/ Target groups (developed by the NCPs from Croatia, Israel, Lithuania, Republic of North Macedonia, Poland)

1. Policy level – MSCA as an instrument to implement national strategies (institutional - universities/ companies; HR Award evaluation) or EU strategies
   HOW?
   • National NCP coordinators – promoting the MSCA vision,
   • Cooperation with the Science Departments at Ministries and other policy decision makers (different stakeholders),
   • National science foundations – promotion of the Seal of Excellence – regular meetings.

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14 Check also the Recommendations for Widening Countries’ MSCA NCPs at
https://www.net4mobilityplus.eu/fileadmin/user_upload/N4M_D1.4_Recommendations_for_Widening_countries_NCPs.pdf

N4M+ (H2020 GA No. 785632)
MSCA NCP Network: www.net4mobilityplus.eu
2. Universities/ Research organisations
   - Regular meetings with managers to have institutional commitment to MSCA – instrument,
   - Regular communication (meetings/ information days) with support staff – research offices/ project offices/ international relations offices,
   - Meetings – per organisation or groups.

3. Medical centres
   - Contact via medical teachers/ universities,
   - Thematic NCPs (ex. Health, demographic change and wellbeing).

4. Companies and Industry sector
   - EEN, thematic NCPs (SME/ MSCA NCPs),
   - Ministry of Economy,
   - National innovation agencies,
   - TTO,
   - Chambers of commerce/ economy,
   - Trade representatives abroad/ attachés at embassies,
   - Consultancy companies,
   - Targeted information days for companies (half a day) by MSCA NCP – ‘MSCA for Companies’,
     - Using existing resources focused on benefits (infographics) or making your own information leaflet,
     - Participation in shared events.

5. NGOs
   - SwafS NCPs,
   - Personal contact with museums/ municipalities.

6. Science Abroad/ Diaspora
   - Databases or Associations,
   - Contact with foundations and their boards,
   - Relevant Ministries,
   - EURAXESS links (incl. Worldwide),
   - MCAA,
   - Expressions of Interest,
   - Promotion of MSCA relevant actions (IF, COFUND, RISE),
   - Webinars,
   - Net4Mobility+ promotion materials.

7. Students (MSc, PhDs)
   - Career development centres – Universities/ Research organisations,
   - Fellowship fairs,
   - Job fairs,
   - Students Associations (PhD councils),
   - Participation in shared events and targeted participants (Erasmus+ programme).

**Individual Fellowships (developed by the NCPs from Bulgaria, Estonia, Panama, Slovenia)**

State of the Art
   - Motivation,
   - Proposal writing skills,
   - Reaching out ‘passive’ institutions,
   - Learning from mistakes,
Promotional Campaign Guidelines

- Use of already existing resources (handbooks).

Goal and Message
- Activate ‘passive’ institutions (competitiveness),
- Promote existing resources,
- ‘We just need to understand’,
- Keep training,
- Meeting with Alumni,
- Homework before the training.

Target Groups
- Leaders of institutions,
- Supervisors,
- Researchers/ Applicants,
- Academia by discipline/ Industry/ NGOs.

Resources and Partnerships
- Data for argumentation,
- EC/ Ministries to ‘open the door’,
- Promotional materials in national language,
- Budget,
- NCP network,
- Marie Curie Alumni Association.

Main target groups: 1) not active institutions, 2) potential supervisors, and 3) researchers (applicants).

Suggested measures for promoting MSCA IF amongst these target groups:
- For not yet active institutions:
  High-level meetings (with rectors and deans) for a brief (max one-hour long) but catchy promotional presentation of the programme. To ‘open the doors’ some help from the ministries or other stakeholders might be helpful. To present the programme in an attractive way persuasive data and good promotional materials are needed.
- For supervisors:
  Half a day training for supervisors aims to motivate potential supervisors to host MSCA fellows and work collaboratively on proposal writing. The training should teach some basic skills on MSCA proposal writing discussing the most commonly made mistakes as well as promote already existing resources and materials for successful IF proposal writing and project management (a detailed plan for a training like this was discussed at the last Meet and Exchange meeting in Cracow, Poland).
- For researchers:
  A number of promotional measures for researchers have been discussed:
  - Info days (for different scientific communities) as a starting point,
  - ‘Reality check’ homework to make sure that an applicant has a solid project idea and resources for proposal writing; can be done in several ways: a check-list, a description of project idea, etc.,
  - Motivational meetings with MSCA alumni; non-formal format is preferred: e.g. brunch with alumni or ‘living library’,
  - Training on proposal writing,
  - Peer-to-peer seminar where participants read each other’s proposal drafts and give feedback,
  - Pre-screening.
Systematic communication with applicants and evaluation of the effectiveness of NCPs’ work are mentioned as important components of MSCA IF promotion.

Innovative Training Networks (developed by the NCPs from Armenia, Greece, Faroe Islands, Hungary, Poland)

Goal: to have more proposals and more successful proposals from the Widening countries

Target groups:
- Potential beneficiaries (from the academic and the non-academic sector),
- Multipliers,
- Previous year’s reserve list applicants of ITN.

How to reach the goal:
- Mass emails and newsletters sent when the Work Programme is published; then just before call publication and once again before information days/ events,
- Organisation of meetings with high-level officials of stakeholders (i.e. universities and research organizations) when the Work Programme is being published,
- Organisation of information days after the call is published,
- Contact the thematic NCPs (i.e. COST), when the call is published and ask them to share the information about the call and events organised,
- Undertake collaboration with other networks – i.e. EEN, EURAXESS and ask them to spread the information on the call and events organised by the NCPs,
- Use social media and website and update them on a regular basis,
- Organisation of trainings, webinars and consultation services.

Organisation of information days:
- Choose the speakers: coordinator or scientist in charge from the beneficiary host organisation, EC representatives, evaluator,
- Think about organisational details: room, catering, event evaluation forms,
- Consider materials which could be used:
  - Promotion materials from the EC,
  - N4M+ materials and leaflets,
  - EoI, partner searches,
  - Consortium building examples.

Organisation of trainings:
- When organising trainings, you could invite an evaluator and successful applicants as speakers,
- It is good to include a point in the agenda on cross-cutting issues,
- Among the materials for participants the N4M+ Handbook could be considered, as well as presentations developed within the project, examples from the ESR analysis and real proposals (if available).

After the campaign: evaluation of the action plan should be done. This could include among others: number of attendees; feedback from evaluation forms; number of emails sent; number of events; number of posts (statistics from social media); statistics from the website.
Research and Innovation Staff Exchange (developed by the NCPs from Bulgaria, Latvia, Malta, Slovakia)

There are different conditions in the different countries when it comes to the status of PhDs students with regard to staff definition and the secondment lengths.

It is a good idea to have a joint campaign with other NCPs in the country.

- Positive features of RISE projects - very high success rate, networking opportunities,
- Negative features of RISE projects - not sufficient budget for research in case of some research fields, ex. experimental sciences, not everyone wants to be a coordinator, the industry is not keen on participating.
- Goals of the campaign - higher success rate/ more successful projects,
- Target groups that may be approached – academic sector/ SMEs/ public sector/ third countries,
- Stakeholders/ multipliers – project offices/ MCAA/ EURAXESS/ EEN.

Before call
We may use social media and NIGHT activities, we can send a short and simple information e-mail – Save-the-date (what, when, who, why, where with link to MSCA website)

When the new call is open
We may use social media and the Net4Mobility+ website - success stories, flyer, and partner search forms
First, we can organise an information day in the capital and other cities (if applicable) – we should invite one beneficiary, an evaluator, we may disseminate the N4M+ webinars to our contacts
Then we have to organise a proposal-writing training

- It would be really useful if we do pre-screening and have individual/ group sessions with clients,
- Ideas to popularise the action: record interviews with successful applicants, YouTube, website, TV shows, articles in magazines, participation in ‘outside’ events.

We have to evaluate the campaign when the results are published – comparison to previous calls, qualitative evaluation through evaluation forms.

RESOURCES:

Net4Mobility+ project - [https://www.net4mobilityplus.eu/](https://www.net4mobilityplus.eu/) as well as documents published on CIRCABC, incl. Newcomers welcome package, MSCA Evolution Guide, Graphs on MSCA Statistics, etc. Login at [https://circabc.europa.eu](https://circabc.europa.eu) and follow this path: Library > Net4MobilityPlus project > Materials developed within the project.

European Commission - [https://ec.europa.eu/research/mariecurieactions/](https://ec.europa.eu/research/mariecurieactions/) under Resources or in the Library:

- Success stories,
- Testimonials,
- Sample of funded projects,
- Country factsheets,
- Other factsheets,
- Photo gallery,
- Videos,
- Infographics,
- Guides,
- Reports,
• Presentations,
• Brochures, leaflets, banners, posters (produced by the EC)
• Promotional materials (goodies) with the EU logo/ emblem.

REFERENCES:

2. Benchmarking questionnaire, N4M+ project; 2018.
4. E-mails from NCPs with their best practices on MSCA promotion – NCPs from Israel, Cyprus, Croatia, Hungary, Austria, Spain, Czech Republic, Poland, Ireland, Turkey, Romania, Estonia, Ireland, Switzerland.
5. ANPR strategy for strengthening Tunisian participation in Horizon 2020 – PowerPoint presentation.
7. Promotion Plan/ Model with Instruments (Deliverable D6.7), EURAXESS TOPIV project; 2019.
8. Promotion activities for 2020 – PowerPoint presentation by Mr. Raffaele Ferrando, European Commission.
ANNEX 1

Checklist for an effective MSCA Promotional Strategy

NCPs may use the checklist presented below as a handy reference to the Promotional Campaign Guidelines. The checklist aims at helping NCPs decide which activities to implement for better results and thus harmonising as much as possible their promotional efforts.

MSCA promotion in general

*Raising the awareness and increasing the visibility of MSCA lays a sound base for each promotional strategy. Before going into detail you need to help your clients learn about MSCA and how they can benefit from each of the actions.*

☐ Participation in Horizon 2020 general events
☐ MSCA promotional campaigns
☐ European Researchers’ Night
☐ Outreach activities for visibility of MSCA projects
☐ Others

Cooperation with stakeholders and multipliers

*Your promotion efforts will be more effective if you identify stakeholders and multipliers and make sure they become your partners. They can help you get better access to your target groups and disseminate tailored messages.*

☐ Partnering with policy-makers at national/ regional/ local offices and institutions
☐ High-level meetings with universities or companies
☐ Cooperation with thematic NCPs and other FP/ H2020 related networks

Communication methods and tools

*There is a wide variety of communication methods and tools. Use as many as possible but also carefully consider the ones that can help you best achieve your goals.*

☐ Website
  ☐ Development of guides/ other documents for dissemination via the Internet
  ☐ Web and Internet activities when an MSCA Call is open
  ☐ Provision of NCP services via the website
  ☐ Success stories
  ☐ Hosting offers/ Expressions of Interest (EoI)

☐ Social media
  ☐ Twitter
  ☐ Facebook
  ☐ LinkedIn
  ☐ Instagram
  ☐ Other

☐ Newsletters
Promotional Campaign Guidelines

☐ Announcements on H2020/ MSCA in newspaper and magazine articles
☐ MSCA related events on television and radio programmes
☐ Infographics
☐ Leaflets, flyers and brochures
☐ E-tutorials
☐ Direct mailings, mass e-mail messages, telephone
  ☐ Digital tools for managing your contacts

Organisation of events
The different types of events can help you promote MSCA in general by serving your outreach efforts or by providing specialised NCP services to your clients thus preparing them to successfully apply and implement MSCA Actions.

☐ Event outreach
☐ Brokerage events
☐ Participation in other networks’ activities (EURAXESS, EEN, MCAA, COST, etc.)
☐ MSCA information days
  ☐ IF
  ☐ ITN
  ☐ RISE
  ☐ COFUND
  ☐ NIGHT
☐ MSCA workshops on proposal writing
  ☐ IF
  ☐ ITN
  ☐ RISE
  ☐ Net4Mobility+ Train the Trainers Task
☐ IF Seminars/ Proposal Clinics
☐ COFUND-related events
☐ Trainings on each of the proposal sections, i.e. on Excellence, Impact and Implementation
☐ Trainings addressing horizontal issues
☐ Trainings/ workshops for the financial and administrative management of H2020 projects
  ☐ Implementation meetings
☐ In-house counselling
☐ ’Incubation’
☐ Proposal Reviews/ Pre-screening

MSCA promotion through Webinars and videos
An adequate tool to reach interested researchers and organisations representatives who are not available to attend events or are outside the country.

☐ Webinars
☐ Training Videos
Promotional items

Promotional items can be used for advertising in support of MSCA promotion and for promotion of your services. They can make your communication efforts eye-catching, fun and more effective.

☐ MSCA goodies
ANNEX 2

Examples of Action Plans

After the MSCA Promotion workshop some NCPs volunteered to further develop the general plans above and to send their individual action plans to be published in this document. We now have national plans of Bulgaria (for RISE) and of Slovenia:

Bulgarian RISE action plan for the last H2020 call

Goals – we want more applications compared to 2018 (10)/ more successful applicants (2+3 reserve list)/ more coordinators (2+1 reserve list)

Target groups – mainly the academic institutions/ third countries (through organizations in Bulgaria that have already established cooperation with third country partners)/ non-academic sector

Multipliers – MCAA/ EURAXESS/ organizations in Bulgaria with links to third countries

Before call
- Facebook posts (sharing MSCA posts related to RISE),
- NIGHT activities (booklet with success stories),
- Send out an information e-mail (290 contacts in our mailing list) – Save-the-date (what, when, who, why, where (link of the call + MSCA website))
- Pinned post on Facebook (200 likes of our Facebook page),
- News article on the Bulgarian Horizon2020 website (if working).

When call is open
- Facebook posts,
- Promotion of the Net4Mobility+ website (N4M+ handbook for the 2019 call, flyer, success stories, EoIs, FAQs blog) and presentation of the statistics for Bulgaria,
- Use as widely as possible the booklet with success stories we had prepared for the NIGHT,
- Record a call conditions video to disseminate among our contacts (January or February),
- Record videos for the evaluation criteria (January or February),
- Training in Sofia (March 2020) – we will invite beneficiaries and an evaluator (if we can find anyone from Bulgaria); we will try to contact the unsuccessful applicants (above threshold if they are too many) from the previous 3 calls so we can invite them to the event,
- Pre-screening only for coordinators + individual or group sessions/ consultations for everybody,
- Participation in ‘outside’ events if we are invited - EURAXESS and MCAA.

When results are published
- Evaluation of the campaign – comparison (of the numbers) to previous calls, qualitative evaluation from the evaluation forms.

The MSCA NCPs based at the Bulgarian Academy of Sciences have developed their own internal promotion strategy. Its goals are:

1. Supporting priority types of action – ITN and IF (proposal writing workshops and more efforts for promoting these actions),
2. Increasing the number of coordinators (compared to 2018),
3. Higher level of participation (increased number of participations compared to 2018),
4. More better-quality proposals (compared to 2018), and
5. Less proposals below threshold (compared to 2018).

15 Prepared in November 2019, last updated in January 2020
Promotional Campaign Guidelines

How to achieve them:

1. Organise at least one event per call,
2. Reach the unknown applicants,
3. Be recognized among organisations with potential and engage them with MSCA,
4. Always be available for ‘outside’ events,
5. Record videos for all actions and evaluation criteria.
# Slovenian action plan

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## Promotional Campaign Guidelines

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| 5. RISE |   |   |   |   |   |   |
| 5.1. MSCA promotional campaign |   | WFTE |   |   |   |
| 5.2. Attention: deadline | 28/4 | WFTE |   |   |   |
| 5.3. General Info day |   | PPT, NCP L/F |   |   |   |
| 5.4. Info days, trainings & workshops at universities |   | PPT, NCP L/F |   |   |   |
| 5.5. Individual counselling of NCP |   | I |   |   |   |
| 5.6. Overview of the evaluation report |   | A |   |   |   |
| 5.7. Information about results of the recent call |   | WFTE |   |   |   |
| 5.8. Meeting with the winning coordinator(s) |   | NCP FL |   |   |   |
| 5.9. Press conference |   | L |   |   |   |

| 6. IF |   |   |   |   |   |   |
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| 6.2. Information about results of the recent call |   | WFTE |   |   |   |
| 6.3. Meeting with the winning coordinator(s) |   | NCP FL |   |   |   |
| 6.4. Press conference |   | L |   |   |   |
| 6.5. MSCA promotional campaign IF 2020 |   | WFTE |   |   |   |
| 6.6. General Info day |   | PPT, NCP L/F |   |   |   |
| 6.7. Info days, trainings & workshops at universities |   | PPT, NCP L/F |   |   |   |
| 6.8. Individual counselling of NCP |   | I |   |   |   |
# Promotional Campaign Guidelines

## 7. COFUND

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**Legend:**
- W: Web
- F: Facebook
- T: Twitter
- E: E-mail
- L: Leaflet
- I: Individual work
- **Blue:** Public event
- **Red:** Promotional activity
- **Green:** Analytical work
- **Yellow:** Counselling
- **Orange:** Meeting
- **Red:** Call deadline

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N4M+ (H2020 GA No. 785632)
MSCA NCP Network: [www.net4mobilityplus.eu](http://www.net4mobilityplus.eu)