

coeur4life

training beyond borders

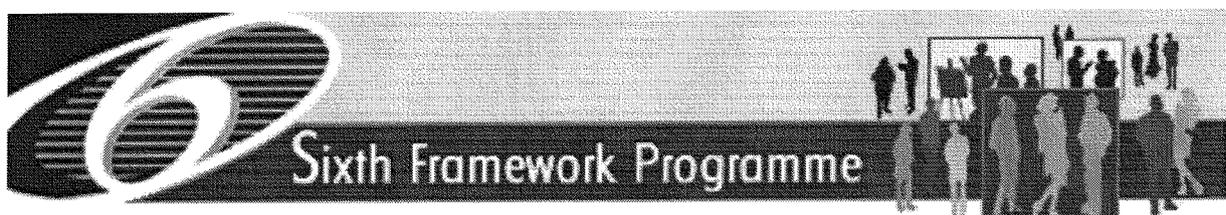
Deliverable D1.2

Final Activity Report

**Deliverable in the FP6 Specific Support Action:
Improving project & research management skills in third countries
to stimulate their co-operation with Europe for life sciences**

Acronym:	Impresman – coeur4life
Contract N°:	PL 512108
Project reference:	LSHB-CT-2004-512108
Start date of the project:	October 01, 2004
Duration:	24 months
Coordinator name:	Dr. Andrey Girenko
Coordinating institution name:	European Research and Project Office GmbH
Authored by:	Dr. Andrey Girenko

Saarbrücken, November 2006



Document information

project name:	Impresman – coeur4life	
contract number:	LSHB-CT-2004-512108	
type of document:	Deliverable D1.2	
file name:	Final Activity Report	
version:	1.0	
authored by:	Dr. Andrey Girenko	
co-authored by:	Prof. Vladimir Poroikov	Dr Frank
	Mrs. Sonia Laus	Heemskerk
	Mrs. Marisela Bonila	Mr. Joerg Scherer
	Dr. Aldo Stroebel	
	Prof. Vasyl Netiazhenko	
released by:	EURICE	
approved by:	Project Management Board	
	EC Project Officer	Iiro Eerola
distribution list:	via project website www.coeur4life.net , direct mailing	
secrecy:	Public	

Document history

version	date	reason of modification
1.0	November 2006	

Table of Content

1	Project execution	5
2	Dissemination and use	10

1 Project execution

coeur4life

training beyond borders

Impresman-Coeur4Life project is a Specific Support Action supported by the 6th Framework Programme of the European Union (Priority 1) with the mission to further stimulate international cooperation between Europe and several third countries in the field of Life Sciences, Genomics and Biotechnology for Health by building research project management capacity in the countries in question (the project ran its activities in Russia, Ukraine, Costa Rica, Brazil, South Africa).

Why doing research internationally?

We live in a world increasingly interwoven by a global market economy, by jet travel, the Internet, satellite communication, and other astonishing technologies. Research, slowly but surely, follows this trend of globalization to be more and more complex and international.

Nowadays every research institution or team, every individual researcher have to cope with the following challenges:

- Competitive research is increasingly complex and interdisciplinary;
- Competitive research is increasingly costly;
- Competitive research requests a constantly increasing "critical mass" of resources and expertise.

Hardly any research team or research laboratory, hardly any company can reasonably claim to be able to respond to these challenges above. Even entire Member States and the European Union as whole find it increasingly difficult to be active and play a leading role in the many important areas of scientific and technological advance.

We witness how the way of doing research is now rapidly evolving. **Competitive research is being primarily done in the framework of large and interdisciplinary projects carried out by diverse and international consortia.** And, of course, without solid and sound project management structures and procedures these projects are unthinkable.

Research Project Management is a key. COEUR4LIFE vision.

Research project management differs from project management in other environments. By nature, science implies a higher degree of uncertainty in planning of outcomes and scientists have very individualistic mindsets. Research management aims to create a supportive structure/environment around scientists enabling them to focus on the science.

According to the COEUR4LIFE vision, **every research project is unique in many respects and “standardized” management schemes and structures do not exist.** We believe that a real breakthrough impact can be delivered by building a research project management capacity which would enable project consortia to design and implement the management approaches carefully tailored to peculiarities of a particular research project.

COEUR4LIFE assumes that a person, a research/project manager, is a focal point of any considerable research endeavors of today and tomorrow. This thesis has been persuasively proven by the introduction of the new principle of European Research and Technology Development Programme (the 6th and 7th Framework Programmes) – significant autonomy and decision-making freedom given to European research consortia must be coupled with their adequate project management expertise and capacity. Only this way one can cope with increasing project complexity.

When it comes to building international research partnerships with the colleagues from non-European countries, lack of such a capacity in these countries very often plays a prohibitive role. The project activities have proven that improving professional skills of research/project managers, transferring best European practice in this field, fostering research and project management culture and capacity in those countries, can make a difference and change the situation to the better.

Step 1. Fact finding and needs analysis

The distinctive feature of the Research and Project Management capacity building programme the COEUR4LIFE partners developed and delivered is that it is specially designed to embrace the peculiarities of Life Sciences research and specific training needs of the target audience. The project has not used standard off-the-shelves training courses, instead the trainers have worked with potential trainees to study the needs from first hands, and, then, developed the training measures tailored to the expectations and needs of the target group. The project partners believe that it was an only approach which allowed the project to achieve its objectives.

The methodology of needs analysis employed by COEUR4LIFE is based on a system of multi-level interviews with various Life Sciences research players including the following:

- National authorities, policy-makers, funding agencies;
- Senior research management (e.g. heads of research organizations);
- Middle research management (e.g. heads of research labs, research team leaders);
- Research administrators (e.g. financial officers, human resource specialists).

The overall objective of the study was to identify and to assess the key factors which influence the design of the training measures for a target audience. Moreover, the information gathered in the course of the study (and presented in the publicly available deliverable) has its own value as it also contains recommendations for the future actions aimed at stimulating international cooperation.

In total, the project team undertook 5 study trips to all third countries covered by the project, visited more than 20 research organizations, national research agencies and other relevant institutions, interviewed more than 35 experts.

This fact finding exercise allowed not only careful design of the particular training measure, but also drawing much more general conclusions and recommendations useful for the future collaborative efforts. One of the main conclusions the project made as a result of the study is that research management culture differs significantly from country to country and together with other factors (existing research capacities, traditional networking links to Europe, national research funding, etc.) plays a key role in creating new joint partnerships. Further efforts aimed at fostering research management culture and transferring best European practice in this field to third countries should complement other efforts on stimulating research cooperation between LSH communities in Europe and elsewhere (mapping of research capabilities, raising public awareness and visibility, direct partnering, etc.).

Step 2. Interactive Training workshops

COEUR4LIFE has developed and delivered 10 three day long interactive workshops in Russia (2), Ukraine (2), Costa Rica (1), Brazil (2) and South Africa (3), all of them are built according to the modular principle. The workshops were conducted through dialogs and open interactions between the trainers and trainees, that is why active participation, readiness and willingness to discuss own research ideas, experiences, practices were cordially welcomed and encouraged.

The list of topics covered by the training includes the following:

1. Structure and instruments of European Framework Programme (focus on FP7);
2. Major sources of information and information search techniques;
3. Research project structure and life cycle;
4. Partner search and consortium building;
5. Competitive proposal writing;
6. IPR issues and technology transfer principles;
7. Exploitation/commercialization of research results;
8. Project governance and management;
9. Administration of European research projects, including financial rules, legal procedures, contract negotiation.

In order to take into account the particular needs of a target group identified earlier duration, illustrative materials, content of practical tasks, other parameters, were adjusted to meet the expectations of participants and to address the particular needs of a target group in each country in question.

At every workshop the number of participants ranged from 20 up to 35, selection procedure implied on-line registration and filling in a questionnaire which allowed selection of those trainees who have sufficient chances for being involved in a joint research project. This on-line survey was also used to make final adjustments in the training materials to fully tailor the training to the audience's need.

A number of interactive exercises allowed to engage with the trainees and stimulate their efforts aimed at networking and partnering. For instance, every participant was asked to present a potential project idea with the identification of the relevant funding opportunity (in LSH Workprorgamme), potential consortium members, outline of the workplan and budget, etc. In several cases presented ideas demonstrated significant degree of maturity and the project experts helped selected participants to get in contact with European partners and convert these ideas into joint project proposals (at least 2 proposals were submitted in November 2005, last major FP6 LSH Call).

The project also provided financial support to more than 10 trainees who have established already scientific contacts with their colleagues in Europe to visit them with the aim to discuss

and design joint proposals for the first Calls of FP7. The project team will continue monitoring the progress in every case.

All in all, more than 250 key researchers, research project managers and administrators, representatives of the national research agencies have been trained by Impresman-Coeur4life. As the project addressed mainly multipliers, raising public awareness of FP7 opportunities and improvement of research project management skills reached much wider audience.

In terms of visibility, the project draw attention of the research communities in all countries involved. It was presented at major research and partnering events (for instance EU-Russia Symposium on biotechnologies in Russia, SARIMA annual Conferences in RSA, an important international Conference in Latin America), to national research authorities and managed to seize support from the side of other relevant initiatives (for instance, additional travel funding was provided to the Russian trainees by ISTC programme and this allowed to cope better with high travel costs in this huge country).

According to the feedback the project gathered from the participants of the training workshops, external experts involved in the project activities (e.g. via fact finding), and other relevant parties, the project achieved its goals.

2 Dissemination and use

Case Study Report

- **Result description:** Case Study Report is a report on the study carried out by the Impresman-Coeur4Life project in 5 non-EU countries (Ukraine, Russia, Brazil, Costa Rica and the Republic of South Africa) with the aim to identify the status quo of RTD cooperation between these countries and the EU in the field of Biotechnologies for Health, as well as major research project management related obstacles on the way of better participation of research teams from these countries in joint European RTD projects. The Report highlights current features of science systems in the countries concerned, existing cooperative experiences with EU partners, research management structures, approaches and traditions, as well as balance between positive and negative factors influencing the status of cooperation. All conclusions are drawn on the basis of interviews with leading scientists, research managers and administrators from selected research organizations, SMEs and governmental bodies (cases). This information might be of interest for EU scientists seeking for partnerships in the target countries, policy makers and general public.
- **Possible market application:** The result does not foresee commercial market applications and designed for public use.
- **Stage of development.** Report
- **Collaboration sought or offered:** Available for consultancy; Information exchange/ Training
- **Collaborator details:** EURICE and RIMS are interested in partners capable of public dissemination of the Report
- **Intellectual property rights:** copyright for non-commercial use
- **Contact details:** Dr. Andrey Girenko
Project Officer
European Research and Project Office GmbH
Stuhlsatzenhausweg 69
D-66123, Saarbruecken
Germany
Tel. +49 681 95923364 fax +49 681 95923370
e-mail: a.girenko@eurice.eu
<http://www.eurice.eu/>

Policy Recommendations

- **Result description:** This document accumulates the project experiences and provides recommendations concerning policy building in the field of RTD cooperation between the EU and the partner third countries (Ukraine, Russia, Brazil, Costa Rica, South Africa) in Life Sciences. Being based on the comprehensive analysis of the project's Case Studies, having received the feedback from the participants of the training events, the European partners address this document to policy-makers in Europe (level of Member States, the EC and other European institutes) and in the partner countries, as well to general public. It is expected that this document will support and facilitate further rapprochement the RTD policies, standards, rules and cooperative instruments.
- **Possible market application:** The result does not foresee commercial market applications and designed for public use.
- **Stage of development.** Report
- **Collaboration sought or offered:** Available for consultancy; Information exchange/ Training
- **Collaborator details:** EURICE and RIMS are interested in partners capable of public dissemination of the Recommendations to the target audience
- **Intellectual property rights:** copyright for non-commercial use
- **Contact details:** Dr. Andrey Girenko
Project Officer
European Research and Project Office GmbH
Stuhlsatzenhausweg 69
D-66123, Saarbruecken
Germany
Tel. +49 681 95923364 fax +49 681 95923370
e-mail: a.girenko@eurice.eu
<http://www.eurice.eu/>