



MAPIT Mobilizing Advanced Partnership for Digital Innovation and Transformation

D4.3 Study Visits and Secondments Report

WP4: Future Studies for HR Development

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List of Abbreviations	
Abbreviation	Definition
AI	Artificial Intelligence
ATAP	Anadolu Technology Park
CORDIS	Community Research and Development Information Service
D	Deliverable
EARMA	European Association of Research Managers and Administrators
ERA	European Research Area
EU	European Union
FAIR	Findable, Accessible, Interoperable, Reusable (data principles)
FSP	Future Studies Programme
GDPR	General Data Protection Regulation

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HR	Human Resources
ICT	Information and Communication Technologies
IFR	Institute for Future Research
IP	Intellectual Property
IZTECH	İzmir Institute of Technology
KTO	KTO Karatay University
MAPIT	An acronym for the project funded by the European Union under Grant Agreement No. 101158945, entitled “Mobilizing Advanced Partnerships for Digital Innovation And Transformation”
METU	Middle East Technical University
NCP	National Contact Point
R&I	Research and Innovation
RM	Research Management
RMs	Research Managers
RM ROADMAP	An acronym for the project funded by the European Union under Grant Agreement No. 101058475, entitled “Creating Framework Conditions for Research Management to Strengthen the European Research Area”
RPO	Research Performing Organisation
SCID	Systematic Curriculum and Instructional Development
SME	Small- and Medium-sized Enterprise
TTO	Technology Transfer Office
UNDP	United Nations Development Programme
WIDERA	Widening Participation and Strengthening the European Research Area
WEG	WEGlobal
WP	Work Package

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1. Overview

1.1 Deliverable Objectives

The D4.3 Study Visits and Secondments Report is the third deliverable of WP4: Future Studies for HR Development. It presents the concept, the implementation and the results of the mobility strand of the Future Studies Programme (FSP): the transformative study visits and short-term secondments delivered under Task 4.3. The deliverable documents the mobility application procedure, synthesises the reports submitted by the participants after their mobilities, and evaluates the short-term secondment mobility on the basis of pre- and post-mobility questionnaires.

The document is organised as follows. Chapter 2 summarises the project context. Chapter 3 presents the task and the MAPIT mobility concept, including the application procedure, the value proposition for host institutions and the list of mobilities implemented. Chapter 4 synthesises the reports of the short-term secondments completed between May and July 2026. Chapter 5 presents the evaluation of the short-term secondment mobility, based on pre- and post-mobility questionnaires completed by the participants. Chapter 6 summarises the study visits carried out within the programme, and Chapter 7 the Peer Learning Activities organised by partner institutions for joint exchange of knowledge and experiences. Chapter 8 concludes the deliverable. The annexes contain the research data management statement (Annex 1), the application forms (Annex 2), the pre- and post-mobility questionnaires (Annex 3) and the Unique Value Proposition for Host Institutions (Annex 4).

2. Introduction

This chapter summarises the context of the deliverable: the MAPIT project, the work package under which the mobilities were organised, the co-creation task that designed the Future Studies Programme, and the European policy objectives the programme serves.

2.1 MAPIT Project Overview

MAPIT links innovative small and medium-sized enterprises (SMEs), research performing organisations and European R&I networks, and aims to increase the participation of entities based in Widening Countries in the Horizon Europe Programme while strengthening university–industry partnerships. The project builds on structural funds granted to establish four digital innovation centres at Turkish research entities and one at an Estonian entity, where innovative SMEs are hosted and can access R&I capacities. The project comprises two strands. The Roadmapping Strand applies action research methodologies and a Conversational AI Tool to discover and plan complementary R&I partnerships. The Future Studies Strand delivers an upskilling programme for international R&I managers and administrators, enriched by transformative study visits and short-term secondments. The mobilities reported in this deliverable belong to the second strand.

2.2 Work Package Description: WP4 Future Studies for HR Development

Work Package 4 (WP4), Future Studies for HR Development, is led by HÉTFA and is responsible for co-creating and delivering the Future Studies Programme. Its focus is the research management skills the profession will need in the years ahead, as set out in ERA Action 17, the action dedicated to research management within the European Research Area Policy Agenda. The specific objectives of WP4 are to:

- customise the overall objectives of the programme in response to the upstream needs of individual partner institutions;
- adapt the SCID (Systematic Curriculum and Instructional Development) process for the co-creation of curricula in regard of the existing implementations;
- apply evidence-based learning design methods to develop performance tasks and activities that adopt a learning-by-experience approach;
- deliver the programme through a hybrid methodology combining online classes with case-based project work supported by mentors, and closely linked to transformative study visits and short-term secondments.

2.3 The Objectives of the Future Studies Programme

ERA Action 17 was dedicated to strengthen research support capacity in public research organisations through a continent-wide framework defining the future of the RM profession under the ERA Policy Agenda 2022-2024. The Action had 4 main priorities, i.e. upskilling, capacity building, networking and recognition. Given the importance of the topic, the current ERA Policy Agenda 2025-2027 has also a dedicated action to the topic, called “The new ERA of Research Management”. European initiatives

such as foRMAtion,¹ RM Roadmap,² CARDEA,³ RM Framework,⁴ and the two recently launched projects, ERMA⁵ and REMAP⁶ support this action with survey evidence on the profession, competency frameworks, and training and networking models. The capacity development delivered under the FSP targets the development of R&I managerial skill sets as defined by ERA Action 17. The programme objectives are following the agendas of European RM communities such as EARMA, the European Association of Research Managers and Administrators, and customised to partners' upstream needs. The transformative study visits and secondments reported in the following chapters extend this capacity development from structured training into practice, connecting participants with experienced RM environments across Europe (Chapter 3).

2.4 Task Description: T4.3 Transformative Study Visits and Short-Term Secondments

Task 4.3 Transformative Study Visits and Short-Term Secondments (M12–M24) translates institutional and individual capacity needs into competence development through experiential, practice-based learning. The implementation of the task includes the development of the MAPIT mobility concept and application procedure, the preparation of the mobility information package and the information day, connecting MAPIT beneficiary partners (KTO, METU, ATAP, IZTECH, TalTech) with suitable host institutions, the use of pre- and post-mobility questionnaires to document learning outcomes, the collection and evaluation of mobility reports, and support for peer training and knowledge sharing after return at the sending organisations.

The task builds on the two preceding tasks of the work package: Task 4.1 co-created the programme design on the basis of an institutional and individual needs assessment, and Task 4.2 developed and delivered the training that participants had completed before their mobilities.

¹ <https://www.formation-rma.eu/>

² <https://cordis.europa.eu/project/id/101058475>

³ <https://cordis.europa.eu/project/id/101058572>

⁴ <https://cordis.europa.eu/project/id/101188073>

⁵ <https://cordis.europa.eu/project/id/101259888>

⁶ <https://cordis.europa.eu/project/id/101291134>

3. MAPIT's Mobility Framework

The mobility component took the Future Studies Programme (FSP) beyond structured training and incorporated it into practice-based learning. It was carried out using three methods: study visits and secondments under Task 4.3, Transformative Study Visits and Short-Term Secondments, and Peer Learning Activities under Task 5.2 of WP5. The aim was to turn the institutional and individual capacity needs identified in Tasks 4.1 and 4.2 into practical know-how in real research management (RM) settings. As a result, participation was subject to previous involvement in the programme: applicants were required to complete T4.1 individual and institutional RM questionnaires and interview (results in D4.1), as well as five of the courses listed in the T4.2 RM Course Catalogue (based on the RM Resource Platform),⁷ together with feedback on those courses (results in D4.2). This order of activities made sure that the mobility elements acted as focused learning interventions connected to clearly documented needs, not simply as general benchmarking visits. The programme seeks to help participants improve their skills and build project partner institutions' capacity. This initiative provides hands-on professional development by offering placements at experienced European research performing organisations.

The T4.1 gap analysis identified networking – including international peer learning, study visits, and secondments – as key cross-partner capacity needs informing the FSP. The rationale for the mobility instruments was that several competences necessary for Research Managers, such as institutional coordination, consortium building, and research portfolio management, are challenging to develop solely through classroom-based or online learning. The RM profession relies significantly on experiential learning due to the limited availability of standardised written training materials. Accordingly, the concept defined study visits as short, intensive opportunities for comparing organisational models and exchanging good practices, secondments as longer experiences for contributing to a host's RM activities, and Peer Learning Activities as fora for integrating the outcomes of both across the partnership.

The operational framework of the task was the MAPIT mobility concept, which comprised the Call for Applications (see in Annex 2) and the Mobility Information package developed by HÉTFA as the work package leader. This concept defined the mobility instruments summarised in Table 1. Each instrument and the corresponding mobilities are described in detail below. The lower section of the table presents the implemented activities for each instrument, providing an overview of the entire mobility strand prior to the detailed discussion.

	Study visit	Short-term Secondment	Peer learning activities
Eligible participants	Individuals or groups of professionals	Individuals	Groups
Cross-border component	Primarily without a cross-border component; may include one where partners' financial resources allow	Primarily with a cross-border component	Primarily with a cross-border component

⁷ Available at <https://www.rmroadmap.eu/rm-resource-platform>

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Duration	1–3 days	1 week to 2 months, depending on the sending institution's budget and the host institution's receiving capacities	2–5 days
Recommended for	Any colleague, regardless of experience in RM	Colleagues with at least 2 years of experience	Colleagues with at least 2 years of experience
Purpose and arrangements	Observation of, and exchange on, the host's organisational practice.	Participants choose between two purposes. 1) Capacity building in research management: the participant learns about the operational and organisational practices of host institutions, in line with the areas of expertise of the hosting colleague and the applicant. Applicants are hosted by one of the foreign experts willing to be involved in the programme. 2) Joint proposal development: following the identification of a joint scientific interest between the sending and the hosting institution, the secondment enables joint work on the elaboration of Horizon Europe proposals. Identification of potential hosts is done by the applicant, in line with the applicant's institution's scientific interest.	Organised visit to research performing organisations with a remarkable record in EU Framework Programme funded programmes.
Organisation	Agreed bilaterally between the sending and the host institution.	Core topics to be covered during the programme are provided by HÉTFA.	The agenda is provided by HÉTFA and TalTech.

Table 1 The mobility instruments of the MAPIT mobility concept and the mobilities implemented under each

The programme's core logic runs from individual upskilling through peer learning to institutional capacity development. The study visits and the secondments contributed primarily to individual learning, while the Peer Learning Activities spread across the partnership. Both activities were followed by in-house peer training in order to share good practices and translate the lessons learnt into institutional practice.

3.1 Study visits

The first instrument is the study visit enabling participants to visit a host institution for a duration of 1 to 3 days. It is open to individuals or groups without any prescription regarding necessary expertise, and without the cross-border orientation that characterises the short-term secondments. While a secondment places a single participant inside a host unit for an extended period, a study visit compresses the exchange into a structured programme of presentations, discussions and site elements agreed between the institutions in advance. A sending institution may send a delegation and several partners may attend the same programme.

The agenda can include the comparison of organisational models, exchanging good practices, establishing a first structured contact between organisations and assessing the potential for future collaboration. The format includes more several topics in a limited timeframe: a single programme can cover an institution's structures, services and collaboration interests in one day, and can address several visiting institutions at once.

Three study visits were carried out in Türkiye in July and August 2026.

Host institution	Country	Date	Participants
Istanbul University	Türkiye	21 July 2026	16
TÜBİTAK BİLGEM	Türkiye	24 July 2026	7
ATAP	Türkiye	25 August 2026	73

Table 2 Study visits carried out within the programme

3.2 Short-term secondments

The aim of the secondments is to focus on individual learning objectives formalised before departure; thus, it goes deeper than the other two instruments: its value lies in close-range observation of the host's daily workflows over one to two working weeks. It serves primarily individual competence development, and reaches the institutional level through the participant's knowledge-transfer obligation on return.

Participants could choose between two pathways. Under the capacity-building pathway the participant learns the operational and organisational practices of the host institution, in line with the areas of expertise of the hosting colleague and the applicant, and is hosted by one of the foreign experts willing to be involved in the programme. Under the proposal development pathway, following the identification of a joint scientific interest between the sending and the hosting institution, the secondment enables joint work to elaborate Horizon Europe proposals; here the applicant identifies the host, in line with the sending institution's scientific interest.

Twelve short-term secondments were implemented between May and July 2026, sent by five organisations and hosted by nine host institutions in nine countries, with realised durations of 4 to 13 days. The host institutions span research-intensive universities, applied-research and technology institutes, and business- and innovation-network organisations.

Host institution	Country	Participants received
Trentino Sviluppo (EBN Congress 2026)	Italy	3
Slovak University of Technology in Bratislava	Slovakia	2
BioSense Institute	Serbia	1
Fraunhofer Institute for Production Systems and Design Technology (IPK)	Germany	1
The Lisbon Council	Belgium	1
Luxembourg Institute of Science and Technology (LIST)	Luxembourg	1
MCI The Entrepreneurial School	Austria	1
Palacký University Olomouc	Czechia	1
Wageningen University (WUR)	Netherlands	1

Table 3 Host institutions of the twelve short-term secondments

3.3 Peer Learning Activities

The Peer Learning Activity (PLA) is a group format of one to three days with a cross-border component, implemented under Task 5.2, Peer Learning Activities and Cluster Events of WP5, and linked to the Future Studies Programme through Task 4.3. While a study visit or a secondment focuses on individual learning carried onwards through reports and in-house workshops at partners' organisations. A PLA brings the partners into one single programme in which experience gathered is presented, compared and discussed multilaterally, so that individual learning becomes collective knowledge of the partnership. In the FSP chain it is therefore the stage that follows the individual mobilities and precedes institutional action.

Three Peer Learning Activities were organised, each in a different format.

Event	Location	Date	Organiser(s)
PLA in Budapest	Budapest, Hungary	22 October 2025	HÉTFA
PLA in Tallinn	Tallinn, Estonia	16–17 March 2026	HÉTFA and TalTech
PLA in Brussels	Brussels, Belgium	3–4 June 2026	TalTech and WEG

Table 4 Peer Learning Activities organised within the programme

3.4 Common opportunities and learning objectives

In general, each mobility type shall provide the following opportunities for participants:

- Observe and/or learn about the structure and the operation of research support services.
- Explore innovative approaches to the operation of Research Support Offices, with a special regard to international collaboration, proposal development, research project management, knowledge and innovation management, as well as impact strategies.
- Apply insights from MAPIT training modules in practical settings.
- Expand their professional networks across Europe.
- Enable participants to familiarise with the MAPIT AI tool and discuss its long-term exploitation.
- Supports the implementation of MAPIT partners' roadmaps for internationalisation.

The learning objectives set for the mobility strand were the following:

- Enhance the skills and capacities of RMs through experiential and peer-to-peer learning.
- Enable building structures in Research Management through peer-to-peer exchanges.
- Promote mutual learning and the exchange of best practices between institutions.
- Foster joint applications and long-term cooperation and networks among research support staff.
- Support the professionalisation of research management across Europe and beyond.

Whereas the grant agreement had foreseen secondments primarily for selected Peer Trainer candidates, with at least one participant per beneficiary invited to a European Research Performing Organisation RM office, the operational concept opened participation more broadly, recommending a minimum of one to two participants per organisation with no upper limit.

3.5 Partner Responsibilities within T4.3

Under the Description of the Action, the programme serves as a support measure for personnel from the consortium's widening research entities and their associated innovation centres: IZTECH, KTO Karatay University, METU, ATAP, and TalTech. All twelve secondments were completed by staff members from these five institutions. Each sending institution established institution-specific learning objectives for its participants, informed by the institutional roadmaps developed under WP3 and the gap analyses conducted in Task 4.1, as reported in D4.1. These analyses assessed each partner's research management capacity through institutional and individual questionnaires and interviews. The objectives were formalized prior to the mobility period. Sending institutions were responsible for selecting and endorsing participants, with each application requiring a letter of support from the home institution. Upon return, institutions facilitated knowledge transfer beyond the individual level. Each participant was required to submit a report, provide social media or news content, organize a workshop for the home institution, and complete the post-mobility questionnaire.

3.6 HÉTFA's Responsibilities as Work Package Leader within T4.3

As leader of both WP4 and Task 4.3, HÉTFA coordinated the mobility strand as a whole, from the drafting of the concept, through the application process, to collecting and evaluating the mobility reports. The concept for T4.3 was drawn up by HÉTFA staff in months 12 to 14 and approved by the project coordinator. It was then presented to the consortium on 9 December 2025 in the frame of an online Information Session, where the application process, the required documents, the eligibility conditions as well as the pre- and post-mobility obligations were set out. At the end, questions from the partners were answered.

The concept itself is described in details above, and the application procedure is set out in the following chapter. HÉTFA collected the application documents and also supported partners in choosing the potential host institutions with RMs having outstanding European expertise. If it was needed, HÉTFA also assisted in approaching hosts and matching partners with them. For this purpose, HÉTFA developed a separate Unique Value Proposition addressing to prospective hosts (Annex 4) and drew on its European network and Europe-wide pool of research management professionals, to help partners in finding a suitable host. Hosts were encouraged to organise a tailor-made programme for the visiting participant, and their attention was drawn to the win-win nature of the arrangement, in

that the two institutions can go on to submit joint proposals in fields they share, which serves MAPIT's objective of developing the capacity of the beneficiary partners.

In case of the study visits, HÉTFA supported the organising partners in making the arrangements and put forward suggestions for the programme in the concept. HÉTFA also organised the study visit to Istanbul University itself, which created a platform for knowledge transfer between the partners working in research management in Türkiye and participants from outside the consortium, among them members of TARMA and staff of Istanbul University.

HÉTFA likewise contributed substantially to the organisation and the programmes of the Peer Learning Activities. The Budapest PLA was organised by HÉTFA, which created the opportunity for MAPIT partners to attend an outreach event of a Horizon Europe project focused on research management trainings, thereby reinforcing synergies between the projects and networking with European actors. The Tallinn PLA was organised jointly with TalTech, where HÉTFA delivered two workshops. In the case of the Brussels PLA, HÉTFA supported MAPIT partners to actively attend the EIC Summit and connected it with the cluster event.

Beyond all of this, HÉTFA handled the administration and the reporting of the mobilities, the summary of which is the present document, D4.3

3.7 MAPIT's Mobility application procedure

The application procedure was detailed in the Call for Applications and the Mobility Information Package, which together constituted the operational concept of T4.3. HÉTFA, as the work package leader, administered the process on a rolling basis. Applications were evaluated following monthly cut-off dates to facilitate continuous implementation, and applicants were notified within eight days of each cut-off between M15-23.

The call targeted research managers affiliated with MAPIT partner institutions, with particular encouragement for participants in the Future Studies Programme. As outlined in the Description of the Action, the programme supports personnel from the consortium's widening research entities and their innovation centres that were beneficiaries of cohesion policy funds. All applications originated from these five beneficiary research entities: IZTECH, KTO, METU, ATAP, and TalTech. Eligible applicants were required to have at least two years of experience in research support or management, relevant digital skills, experience in international projects, and endorsement from their home institution.

Applicants could select destinations through two channels: their institutions' existing partner networks or the work package leader's European network of experienced research management professionals.

Applicants were required to submit several documents as specified in the mobility concept: the application form (provided in Annex 2), an updated Europass CV emphasizing research management experience, a motivation letter outlining professional development plans for the mobility, and a letter of support from the home institution describing the mobility's contribution to institutional research strategies and development plans. Completion of the pre-mobility questionnaire was mandatory, and the application form included consent for participation in the evaluation. This consent underpins the design of the pre- and post-mobility questionnaires (provided in Annex 3) discussed in Chapter 5. HÉTFA assessed applications using four weighted criteria defined in the concept and listed in Table 5. Upon approval, applicants submitted the host institution's official acceptance letter and arranged travel, accommodation, and visa procedures.

Table 5 Evaluation criteria and weights for mobility applications

Criteria	Weight
Applicant's motivation and expected impact on the applicant's career and professional development	30%
Impact of follow-up activities (dissemination workshop, future applications, etc.)	30%
Institutional support and potential for long-term collaboration	20%
Overall presentation and completeness of the application	20%

3.8 MAPIT Unique Value Proposition for Host Institution

Recruiting suitable host institutions was a precondition for the secondments. However, it was also important to bear in mind that hosting is a cost for the host: staff time for preparing the trainings, involving several colleagues for the exchange of knowledge and experiences, mentoring, access to internal processes, and scheduling around operational work. To ease the involvement of experience RM professionals based in various European RPOs, HÉTFA prepared a Unique Value Proposition (UVP) for prospective European potential hosts who are willing to partner in the programme. The document (Annex 4) set out what a host institution could gain from receiving a MAPIT participant, and what the hosting commitment would involve.

Four categories of benefits were identified by the UVP. First, *visibility*: hosts could present their operational models and workflows to international colleagues, and featured hosts were highlighted in MAPIT communication channels. Second, *reciprocal capacity building*: mentoring a visiting professional was framed as staff development for the host's own team – supervision, delegation and intercultural communication – together with exposure to how research support operates in another national context. Third, *funding cooperation*: being involved in the mobility programme creates a unique opportunity for getting access to direct contacts with potential partners for future projects and collaborations. Fourth, *early access to the MAPIT AI Domain Expert Tool*: hosts were offered the opportunity to pilot the tool and to provide feedback informing its further development.

On the commitment side, host institutions provided the operational environments in which participants observed and exchanged RM practice, including daily workflows, decision-making processes, digital tools and governance arrangements. Beyond providing access, each host organised an individually tailored programme of training and knowledge transfer for the participant, and was asked to align the structure and content of the secondment with that participant's predefined learning objectives.

4. Summary of the Short-Term Secondments reports

4.1 Overview

The twelve participants completed short-term secondments at host institutions in nine European countries between May and July 2026. Table 6 presents the details below. This chapter synthesises participants' secondment reports and, where available, separate reports on knowledge-sharing activities at their home institutions. The evaluation of the accompanying pre- and post-mobility questionnaires is presented in Chapter 5.

Organisation	Job title	Host institution	Country and city
ATAP	Foreign Affairs and Projects Executive	Palacký University Olomouc	Czech Republic, Olomouc
ATAP	General Manager	Trentino Sviluppo (EBN Congress 2026)	Italy, Riva del Garda
IZTECH	Director of Entrepreneurship, Innovation and Internationalization	Trentino Sviluppo (EBN Congress 2026)	Italy, Riva del Garda
IZTECH	EU Project Expert	Fraunhofer Institute for Production Systems and Design Technology (IPK)	Germany, Berlin
IZTECH	Incubation Center Manager	Trentino Sviluppo (EBN Congress 2026)	Italy, Riva del Garda
IZTECH	International Project Director	MCI The Entrepreneurial School	Austria, Innsbruck
KTO	Associate Professor	Wageningen University (WUR)	Netherlands, Wageningen
KTO	Assistant Professor	BioSense Institute	Serbia, Novi Sad
METU	Junior Business Development Specialist	Slovak University of Technology in Bratislava	Slovakia, Bratislava
METU	Project and Business Development Engineer	Slovak University of Technology in Bratislava	Slovakia, Bratislava
TalTech	Early Stage Researcher	Luxembourg Institute of Science and Technology (LIST)	Luxembourg, Esch-sur-Alzette (Belval)
TalTech	Postdoctoral Researcher	The Lisbon Council	Belgium, Brussels

Table 6 The twelve participants and their mobilities

It is important to note that the mobility concept permitted durations ranging from one week to two months, contingent upon the sending institution's budget and the host institution's capacity to receive visitors. All twelve secondments were at the lower end of this range, lasting between 4 and 13 days, due to two primary constraints. On the sending side, research support functions require continuous staffing and are subject to external deadlines. Longer secondments proved to be impossible for partner organisations' research managers, in line with the findings of the gap analysis revealing the existence

of hybrid roles and limited staffing. On the receiving side, the duration was similarly constrained by the host's capacity, as supervising a visitor for an extended period requires significant time from research support offices. Several partners initially planned to visit multiple institutions, but these plans were abandoned for the same reasons.

The reports submitted by participants are unevenly detailed. Some give meeting counts, attendance figures and named funding calls; others describe categories of activity without numbers. Where the chapter quantifies, the figures come from the individual reports and should not be read as uniform coverage across all twelve secondments. The reports are also, with one exception noted in Section 4.4, uniformly positive: no difficulties, frictions or critical observations are recorded in eleven of the twelve accounts. Self-reported accounts written by participants who proposed their own hosts are not neutral evidence, and the consistently favourable tone should be read with that in mind. The chapter therefore reports what participants did and what they stated as outcomes, without treating the accounts as an independent assessment of the programme.

4.2 Objectives of the Short-Term Secondments

As set out in Chapter 3, sending institutions defined institution-specific learning objectives for each participant. Across the twelve reports, the stated objectives cluster around these recurring aims:

- observing the organisational structure and service portfolio of established European research support offices, in particular central grant or European project offices, across the full project lifecycle (pre-award and post-award);
- exchanging good practices in Horizon Europe participation, proposal development, consortium building and financial management;
- examining technology transfer, incubation and innovation-ecosystem practices, including Digital Innovation Hub operations and start-up support models;
- building international networks and identifying partners for future Horizon Europe, Erasmus+ and other EU-funded proposals;
- presenting the home institution and the MAPIT project to the host, so that the exchange ran in both directions; and
- identifying concrete opportunities for publications, researcher exchanges and longer-term institutional cooperation.

4.3 About the Host Institutions

The list below summarises the host institutions of short-term secondments.

Trentino Sviluppo S.p.A.: Three participants – one from ATAP and two from IZTECH – attended the same event: the EBN Congress 2026, the annual congress of the European Business and Innovation Centre Network (EBN), held in the Trentino region of Italy (Riva del Garda, with technical visits in Trento and Rovereto). The local host was **Trentino Sviluppo S.p.A.**, the in-house regional development agency of the Autonomous Province of Trento, which also operates the ProM Facility, an advanced prototyping and product-development laboratory visited by the participants. These three secondments therefore share a single host arrangement: congress participation combined with structured bilateral meetings and technical visits hosted by Trentino Sviluppo. The remaining hosts were bilateral institutional placements, described briefly below.

Fraunhofer Institute for Production Systems and Design Technology (Fraunhofer IPK, Berlin, Germany). Applied research institute of the Fraunhofer-Gesellschaft, closely linked to Technische Universität Berlin, with research agendas including the Industrial Metaverse and sustainable product ecosystems.

MCI | The Entrepreneurial School (Innsbruck, Austria). Higher education institution with an entrepreneurship-centred governance and innovation model, active in Erasmus+ and Horizon Europe cooperation and in university–industry collaboration.

Palacký University Olomouc – Grant Office (Olomouc, Czech Republic). Central university grant office covering proposal development, ERC consultancy, post-award administration, impact planning and knowledge/technology transfer within a single unit. The secondment also engaged the University of Ostrava, the CATRIN research institute and Envelopa Hub, the university's technology transfer and business development unit.

Wageningen University & Research (WUR, Wageningen, the Netherlands). Research university with an interdisciplinary campus culture in AI, climate resilience, water systems and nature-based solutions; the secondment was based in the Information Technology Group.

BioSense Institute, University of Novi Sad (Novi Sad, Serbia). Research and development institute for information technologies in biosystems, with approximately 200 staff and more than 70 doctoral-degree holders; a Horizon Europe Centre of Excellence developed through the ANTARES project and a Serbian Digital Innovation Hub with an incubation-based start-up support model.

Slovak University of Technology in Bratislava (STU, Slovakia). The only host receiving two participants, both hosted by its Centre of European Projects, which covers call scouting, partner identification, proposal preparation, budget consultation and project management for EU-funded projects.

The Lisbon Council (Brussels, Belgium). Think tank and policy network active in European research, innovation and policy projects, with extensive Horizon Europe proposal-development experience.

Luxembourg Institute of Science and Technology (LIST, Esch-sur-Alzette, Luxembourg). Research and Technology Organisation under Luxembourg's Ministry of Research and Higher Education, with approximately 840 employees, around 80% of whom are researchers. Its Digital Twin Innovation Centre leads urban digital twin research and coordinates Luxembourg's participation in the CitCom.ai Testing and Experimentation Facility and the European Digital Innovation Consortium on Local Digital Twins.

4.4 Activities and Learning Experience as reported by participants

ATAP: One participant attended the EBN Congress 2026, holding bilateral meetings with representatives of twelve organisations, including innovation agencies, European Digital Innovation Hubs, accelerators, venture capital organisations, universities and technology parks, complemented by a technical visit to the ProM Facility. The second ATAP secondment took place at the Grant Office of Palacký University Olomouc, structured as a five-theme programme: introduction to the Grant Office's services and shadowing of an internal team meeting; a day at the University of Ostrava discussing ongoing projects; a full-day session on research management frameworks, covering the RM Comp competency framework and the role of the Czech professional association CZARMA; an ERC-focused day including a matchmaking meeting with Envelopa Hub; and post-award procedures at the CATRIN institute, followed by an ERC proposal-writing session and a joint wrap-up evaluation.

IZTECH: One participant, an EU project manager, was seconded to Fraunhofer IPK, combining full participation in the institute's Tech Day on the Industrial Metaverse – structured around unresolved problems rather than finished solutions, with attendees from research and industry across Europe – with bilateral meetings across three departments (Extended Reality; Sustainable Product Ecosystems; Business Excellence Methods). Two participants from Teknopark İzmir attended the EBN Congress 2026 jointly, using the congress's pre-scheduling platform to arrange 38 bilateral meetings in advance with organisations from fourteen countries, alongside keynote, workshop and matchmaking sessions and the technical visits to Trentino Sviluppo's innovation campuses and the ProM Facility. The fourth IZTECH participant was seconded to MCI in Innsbruck, where the programme covered MCI's governance model, campus and laboratory visits, entrepreneurship support mechanisms, a joint review of an Erasmus+ Centres of Vocational Excellence (CoVE) proposal under preparation, discussion of a second CoVE proposal, and the presentation of approximately fourteen funding opportunities planned by Teknopark İzmir and IZTECH.

KTO: One participant was hosted by WUR's Information Technology Group, with meetings with nine host-side researchers and staff on research management, Horizon Europe participation, smart water management, digital twins, federated learning and data analytics, together with observation of the campus research culture and support mechanisms. The second KTO secondment, at the BioSense Institute, combined an institutional tour with in-depth engagement in three research centres (Information Technologies; Sensor Technologies; Innovation and Business Development), visits to two University of Novi Sad faculties, and presentations of the home institution's Smart Technologies Centre and the MAPIT project at each unit visited. This secondment was realised at a fallback host: an earlier mobility option could not proceed because a visa appointment could not be secured in time, and a second option could not be finalised for administrative reasons. BioSense was then confirmed, on grounds of strong thematic fit and the absence of an entry-visa requirement, with the change approved by the project coordination. This is the only logistical friction documented in the twelve reports, and it indicates that visa procedures can materially constrain host selection for participants from outside the Schengen area.

METU: Both METU participants, staff of the METU BİLTİR Centre, were hosted by STU's Centre of European Projects in Bratislava, in two complementary programmes. The first covered pre-award research management: the full proposal development process from call analysis and go/no-go decision to submission, call scouting and consortium building, preparation of the Excellence, Impact and Implementation sections of Horizon Europe proposals, and budget preparation under both actual-cost and lump-sum models. During this secondment the participant also introduced to the host a tool developed by METU BİLTİR Centre researchers within MAPIT that supports answering questions about EU projects – one of three documented instances of knowledge flowing back to the host, and the only one in which a tool developed at the sending institution was handed over. The second programme covered post-award coordination: project kick-off and implementation, an interactive case study based on a live Horizon Europe Twinning project, financial management, and STU's institutional tools and templates for monitoring and coordination.

TalTech: Both TalTech participants came from the FinEst Centre for Smart Cities. One was embedded in the daily work of The Lisbon Council in Brussels, participating in internal meetings and working directly on a Horizon Europe Cluster 5 proposal in development, and presenting the home institution and MAPIT at the host's weekly company call (approximately 24 attendees). The other was hosted by LIST, leading a hybrid presentation of the MAPIT project (15 attendees) and conducting six structured

interviews with host researchers and managers on consortium development, the alignment of scientific objectives with EU funding-call priorities, the researcher-to-research-manager transition, and the effect of AI on the research landscape.

4.5 Good Practices identified and Lessons Learned

Across the twelve reports, the good practices identified fall into five recurring groups. They are presented thematically rather than by institution, as several practices were observed independently at more than one host.

Good practices identified during the secondments	
<i>The practices are grouped by theme and not by host institution: several were observed independently at more than one host.</i>	
Organisational structure	Integrated research support structures - One office across the whole project lifecycle - Shared templates, systems and financial monitoring - ERC consultancy and impact planning in-house - Defined coordination between project and finance teams → A single point of support from idea to closure, and an institutional mentoring scheme for proposal writing.
People and careers	Professionalisation of research management - RM Comp used to define roles and development plans - Explicit support for the researcher-to-RM transition - A national RM association as a career structure - Management skills built early in the career → Research management as a profession with defined competences and a career path of its own.
Processes and methods	Structured proposal development - Stakeholder mapping and persona development - Go/no-go decision and internal review as fixed steps - KPI definition and systematic risk analysis - Partner-selection criteria applied before commitment → Proposal development as a repeatable method, with intermediate deadlines and named roles.
External ecosystem	Innovation-ecosystem and infrastructure models - Specialised innovation centres run as one ecosystem - Soft-landing schemes and sector accelerator tracks - A shared advanced-prototyping facility - Quadruple-helix and EDIH service models → One-stop-shop arrangements that a technology park can measure directly against its own remit.
Culture and ways of working	Working formats and research culture - Workshops built around unresolved problems - Knowledge made visible in shared spaces - Teaching through a live project case study - Structured data management and open access → Formats that surface shared bottlenecks and keep knowledge circulating inside the institution.

1) Integrated research support structures.

Two hosts operate central units spanning the full EU project lifecycle within a single office, and both were singled out as reference models. At Palacký University Olomouc, the Grant Office combines proposal development, ERC consultancy, post-award administration, impact planning and knowledge/technology transfer in one unit, so that a project is supported by the same office from idea to closure. Two staffing practices were noted specifically: the **pairing of a dedicated ERC consultant with a separate impact manager**, and the **assignment of knowledge-transfer planning to the pre-award phase and its realisation to the post-award phase** – impact is designed into a proposal rather than retrofitted after award.

At STU's Centre of European Projects, participants examined the **institutional tools that make consistent implementation possible**: internal systems, templates and monitoring mechanisms shared across projects, structured financial monitoring linking planned activities to eligible costs, and defined

coordination between project and finance teams. The practices participants judged most transferable were procedural rather than structural: maintaining clear records, monitoring progress systematically, identifying delays and budget risks early, and coordinating corrective action with partners before problems reach reporting deadlines.

WUR contributed a third variant of the same theme – strong institutional support for Horizon Europe proposal preparation and efficient, routine communication between researchers and research managers – from which the participant derived a concrete recommendation for the home institution: an institutional mentoring programme for proposal writing.

2) Professionalisation of research management

The Olomouc programme introduced two mechanisms for developing the profession itself. **The RM Comp competency framework is used to define the core competencies a research manager needs and to apply them within the institution**, for example in structuring roles and development plans – directly relevant to MAPIT's own competency-framework work. CZARMA, the Czech Association of Research Managers and Administrators, provides career development and peer exchange at national level; the programme included a case study of how a social sciences and humanities faculty at a regional Czech university positions itself to compete for Horizon Europe funding.

At LIST, participants observed **deliberate institutional attention to the researcher-to-research-manager transition**: the shift from producing individual scientific outputs to deciding which problems and partnerships to pursue, with management skills built early in careers rather than acquired ad hoc after promotion. Host discussions at LIST also framed **AI as compressing proposal timelines and raising the bar** for what proposals must promise, which strengthens rather than weakens the case for professional research management capacity.

3) Structured proposal development

The Lisbon Council applies a **set of named techniques that turn proposal development into a repeatable method**: stakeholder mapping and persona development to define who a project must reach, policy roundtables and policy briefs as standing engagement formats, KPI development and systematic risk analysis during drafting, and dissemination planned by stakeholder group from the outset rather than appended at the end. A further practice noted there is the **consolidation of results from several projects into larger thematic initiatives, which increases visibility and extends impact beyond individual project lifetimes**.

The STU sessions covered **the full pre-award pipeline** – call analysis and go/no-go decision, concept development, consortium formation, writing, internal review, submission – with emphasis on early planning, clear role allocation, intermediate deadlines and continuous quality review. Two elements were reported as directly transferable: systematic partner-selection criteria (expertise, reliability, commitment, geographical coverage, impact potential) applied before consortium commitments are made, and the budgeting principle that a budget must be realistic, justified, proportionate to each partner's responsibilities and directly linked to the work plan, under both actual-cost and lump-sum models. The call-scouting session mapped the practical toolkit – the EU Funding & Tenders Portal, work programmes, National Contact Points, brokerage events and CORDIS – as a routine scanning discipline rather than an occasional search.

LIST's approach was characterised as structured yet iterative: scientific objectives are aligned with the strategic priorities of the targeted call and revisited as the consortium takes shape.

4) Innovation-ecosystem and infrastructure models

Trentino Sviluppo's model converts former industrial areas into a network of specialised Business Innovation Centres operating as an integrated ecosystem for incubation, technology transfer and investment attraction – a one-stop-shop arrangement that participants from a technology-park background reported as directly comparable to their own remit. Within that ecosystem, **the ProM Facility demonstrates the value of shared advanced-prototyping infrastructure**: rapid prototyping, 3D printing, laser cutting, metrology, X-ray tomography, 3D scanning and product testing under one roof, allowing start-ups and SMEs to move from idea to market-ready product without owning the equipment. BioSense integrates research, entrepreneurship and market-ready solutions within a single Digital Innovation Hub; its incubation model gives each supported company a small on-site office, embedding start-ups physically within the research environment, and the host reported that more than half of supported entrepreneurs go on to succeed. The same host's **co-creation instruments** – the AgroSens digital platform for farmers and a Living Laboratory bringing farmers, industry and the public sector into product development – were noted as mechanisms for **keeping applied research connected to end users**.

From the EBN Congress meetings, participants identified **structured soft-landing schemes for foreign companies** entering a national market, sector-specific accelerator tracks (including a dedicated AI accelerator), a quadruple-helix regional model linking public authorities, universities, industry and the entrepreneurship ecosystem, and EDIH service models for SME digital transformation comparable to ATAP's own EDIH involvement. The congress's pre-scheduled bilateral-meeting platform was itself recorded as a **transferable matchmaking practice**: 38 meetings arranged in advance turned a large event into a structured negotiation agenda.

5) Working formats and research culture

The Fraunhofer IPK Tech Day was built around unresolved problems rather than finished solutions, which allowed participants from unrelated industries to **compare approaches and exposed the same underlying bottlenecks recurring across sectors** – a workshop design the participant flagged as transferable to home training formats. The same secondment yielded a **compact framework for digital-collaboration readiness**: data sovereignty as the precondition for cross-company collaboration, and four readiness pillars (data quality, semantic integration, usable 3D models, organisational openness), with the observation that the Industrial Metaverse is relevant to SMEs and not only large manufacturers.

STU's teaching format was also noted as a practice in itself: **post-award coordination was taught through an interactive case study of a live Horizon Europe Twinning project**, with each session delivered by the expert responsible for that area.

At WUR, participants recorded a **deliberate culture of knowledge visibility** – ongoing projects displayed on boards and screens in shared spaces, and scientific objects placed in common areas to prompt cross-disciplinary exchange – alongside structured research data management, large-scale open-access publishing and active support for staff mobility, as elements of a deliberately collaborative research culture.

4.6 Key Outcomes as reported by participants

As mentioned above, the reports document outcomes at different levels of maturity, and with uneven precision: some give exact counts of meetings and contacts, others none. Four outcomes stand out as concrete, verifiable results rather than stated intentions, and each merits description in its own terms.

1) A joint Horizon Europe proposal in preparation for a selected call

One participant worked during the secondment on a proposal that was developed by the host institution, contributing to work-package design, stakeholder engagement, impact pathways and evaluation metrics. The cooperation evolved after the mobility into joint preparation of a proposal for a Horizon Europe call. What distinguishes this from the stated intentions reported elsewhere is that the partners are defined and preparation was already under way at the time of reporting.

2) A two-way exchange, against the expected direction of flow

During one pre-award secondment, the participant presented to the host the MAPIT AI tool⁸ that supports answering questions about EU projects. The programme's design assumes knowledge flowing from experienced European research management offices towards the widening institutions; here a widening institution supplied a home-developed instrument to its host.

3) An agreed research-dataset transfer

At one host institute, a meeting between the participant and a senior researcher led to an agreement to transfer a research dataset as the basis for joint academic work. The agreement was concluded but not formalised in a signed instrument – a step below the hosting agreement in maturity – and the report describes it as the clearest concrete outcome of that secondment.

4) A signed one-year hosting agreement

One secondment concluded with a formal hosting agreement between the host institution and the participant, covering AI-based smart water management. The agreement runs for one year and sets out defined research lines. It is the only formally signed instrument reported across the twelve secondments, and it converts a secondment contact into a committed research relationship extending well beyond the visit.

Beyond these four, the countable engagement set out in Section 4.4 is substantial where figures are given: one Fraunhofer IPK department was already in active follow-up at the time of reporting; the Olomouc secondment closed with a jointly evaluated set of recommendations for future cooperation; approximately fourteen funding opportunities were presented at MCI, with host interest expressed in at least seven; and at BioSense, mutual centre-introduction presentations were exchanged.

4.7 Potential Future Collaboration

Most reports identify specific follow-up channels, in several cases naming candidate funding calls. The Fraunhofer IPK secondment identified four calls as candidate joint-application targets, together with a planned mapping of the host's research topics against IZTECH's strengths. The MCI secondment is expected to continue through finalisation of the Erasmus+ CoVE proposal reviewed during the visit, evaluation of the host's role in a second CoVE proposal, and follow-up on the Horizon Europe calls

⁸ <https://mapitproject.eu/ai-domain-expert-tool/>

discussed. The Teknopark İzmir participants reported post-congress follow-up already under way: personalised follow-up messages, concept notes shared for upcoming EU calls, and bilateral online meetings being scheduled.

The ATAP follow-up plans include exchanges on ERC and Horizon Europe pre- and post-award support with the Olomouc Grant Office, technology transfer partnership exploration with Envelopa Hub, possible participation in competency-development activities drawing on the RM Comp framework and the CZARMA network, and online follow-up meetings agreed with two EDIH-operating organisations met at the congress. The KTO roadmaps name AI for smart water management, digital twins, federated learning and hyperspectral imaging as joint-research themes, with Horizon Europe as the primary vehicle and Marie Skłodowska-Curie Actions, COST Actions and Erasmus+ as complementary channels; the BioSense dataset transfer is intended to seed joint publications and proposals. The METU reports future collaboration in general terms – continued METU–STU cooperation and application of the acquired knowledge to future EU proposals – without named calls. The TalTech–Lisbon Council proposal is the most advanced of these plans; the LIST secondment produced network-building outcomes in smart cities and urban digital twins without a named proposal at the time of reporting.

4.8 Internal knowledge sharing after the secondments

A core requirement of Task 4.3 was that participants transfer what they learned to colleagues at the home institution to launch their peer trainer activities and support the uptake of lessons learnt and the professionalisation of their units.

ATAP organized a public regional event in Eskişehir on 25 August 2026: a full-day session focused on EU programmes and Horizon Europe, co-hosted with TÜBİTAK, Anadolu University, Eskişehir Technical University, and the Eskişehir Design and Innovation Centre. Seventy-three participants attended. A returning participant presented the Palacký University Olomouc secondment in two panel sessions, presenting the European Competence Framework for Research Managers (RM Comp), the Czech national research management association's (CZARMA) role in career development, and the host's technology transfer and pre-award practices. The audience included national contact points, technology transfer offices, academics from three regional universities, technopark tenants, and the informal Turkish research management association.

IZTECH / Teknopark İzmir held three sessions before M24: a joint IZTECH–Teknopark İzmir knowledge-sharing workshop on the Fraunhofer IPK secondment, attended by 19 staff from both institutions, deliberately designed as a joint session so that the academic and industry-facing sides received the findings simultaneously; then, an in-house Teknopark İzmir session on the EBN Congress/Trentino Sviluppo secondment, delivered jointly by the two returning participants to 17 staff; and an in-house session on the MCI secondment.

KTO participants presented a secondment-experience session to the home team and the wider consortium at the MAPIT Final Meeting, held internal knowledge-sharing meetings, and organised a workshop on the BioSense secondment for Smart Technologies Centre staff and invited faculty, held back-to-back with a cluster event on future European funding opportunities at which more than twenty project proposal ideas were discussed.

METU ran a joint internal dissemination meeting at the BİLTİR Centre, with the two participants covering the pre-award and post-award phases respectively, so that colleagues received an integrated

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view of the EU project lifecycle; both secondments were announced on the Centre's official social media channel.

TalTech participants co-organised one joint knowledge-sharing seminar at the FinEst Centre for Smart Cities, in hybrid format with 17 attendees, comparing practices observed at two structurally different hosts (a policy think tank and a technical Research and Technology Organisation); both participants also published posts on professional social media.

5. Short Term Secondment Evaluation

5.1 Purpose and Design of the Pre- and Post-Mobility Questionnaire

Task 4.3 committed to using pre- and post-mobility questionnaires to document the learning effects of the short-term secondments described in the preceding sections. This chapter reports that evaluation for the twelve short-term secondments carried out between May and July 2026. It addresses three questions: how participants' self-assessed research management competences compared before and after the mobility; how participants evaluated the mobility itself; and what outcomes for their institutions – networks, planned proposals and transferable practices – they reported on return.

The evaluation of the short-term secondment mobility rests on two linked questionnaires completed by the same participants before and after their mobility. The purpose of the pre-mobility questionnaire is to map participants' existing research and innovation management skills, knowledge and expectations, and thereby to establish a baseline. The aim of the post-mobility questionnaire is to record how participants assess the mobility's contribution to their professional development and how they intend to integrate the knowledge acquired into their home institutions. A single post-mobility questionnaire could capture only participants' retrospective impressions; pairing it with a baseline taken before departure allows the same individuals' responses to be read against their own earlier answers.

The pre-mobility questionnaire (provided in Annex 3) is organised into four blocks. The first records professional background and prior knowledge: the number of years spent in research management, the participant's role level on a four-point scale from RM 1 to RM 4, whether the participant had undertaken a research management mobility before, and whether the participant held a formal research management degree or certificate. The second block is a list of the 13 research management areas as defined by RM Roadmap survey,⁹ covering the support provided along the research project lifecycle spanning from research strategy and proposal development through project support, research ethics, research data, research infrastructure management to international collaboration and industry engagement – each rated on a five-point scale anchored from Novice (1) to Expert (5). The third block is a collection of 11 transversal skills defined the most crucial for all research managers by the RM Roadmap survey, i.e. cultural sensitivity, problem solving, stress management, strategic planning and digital skills, on which participants rated their current level as Needs improvement, Satisfactory, Advanced or Excellent. The fourth block comprises open questions on participants' main expectations for the mobility and the areas in which they most wanted to develop.

The post-mobility questionnaire mirrors this structure while adding the elements that become available only after the mobility. It opens with four overall evaluation items – how far the mobility met expectations, the extent to which knowledge and skills improved, the receptiveness and helpfulness of the host institution, and the relevance of the programme to daily research management work – each rated on a Likert-scale. It then repeats the RM areas mapped to the same 1–5 numeric scale, and the same 11 transversal skills, now framed as the extent of perceived improvement rather than as a current level. Finally, it collects open responses on which expectations were met, good practices observed at the host institution, whether the participant's professional network had expanded,

⁹ <https://www.rmroadmap.eu/rm-roadmap-survey>

whether a joint proposal was intended, future professional-development goals, and any concluding remarks.

All participants in the short-term secondment strand completed both questionnaires, meaning that the evaluation includes the entire cohort of participants. Responses were linked by institutional e-mail address, which allowed each post-mobility response to be matched to the corresponding pre-mobility response for the same individual; all 12 pairs are complete. Before analysis, minor spelling and formatting corrections were applied to institution and location names in the raw exports, with each correction recorded in an auditable log; no response values were altered, and all quoted responses are reproduced verbatim. Both questionnaires were administered under the project's data management and ethics arrangements, set out in Annex 1.

The findings reflect the experiences of the 12 participants taking part in the MAPIT mobility programme and should not be generalised beyond this group. Because all measures are self-assessments, the analysis is descriptive throughout and no causal effect of the mobility is claimed; the item-level results are reported in Section 5.3 (Table 7). Two features that bear on interpretation – the change in the rating-scale labels between the two questionnaires and a single outlying case – are carried forward to the summary of the evaluation.

The pre-mobility questionnaire was completed between May and July 2026 and the post-mobility questionnaire between June and August 2026, giving an overall data-collection window of May to August 2026 that follows the staggered timing of the individual secondments. Each questionnaire was designed to take approximately five to seven minutes to complete, and responses were treated confidentially. Personal identifiers were used only to match the pre- and post-mobility responses of the same individual; in this report participants are identified by role and institution only, and no personal names appear.

5.2 Professional Background and Prior Knowledge

The pre-mobility questionnaire recorded four aspects of participants' professional background and prior knowledge: their experience in research management, their role level, their previous mobility experience, and their formal qualifications. These four variables are presented in Figures 5.1 to 5.4.

Years spent in research management ranged from 1 to 15 across the respondents (Figure 1, n=12). The group was evenly divided: four participants (33%) had less than five years of experience, four (33%) had 5–9 years, and four (33%) had 10–15 years. The cohort therefore contains both a cluster of relatively new entrants and a substantial group of long-serving professionals, with comparatively few in between.



Figure 1 Years spent in Research Management roles by participants

The questionnaire distinguished four role levels of increasing responsibility, as defined by RM Comp¹⁰: RM 1 denotes early-career, task-level staff; RM 2 mid-level managers with growing responsibility; RM 3 experienced staff providing strategic advice and supervision; and RM 4 senior experts who shape organisational strategy. Figure 2 shows the cohort spread across all four levels where the middle of the range predominates, with seven of twelve participants (58%) at RM 2 or RM 3, while the senior levels RM 3 and RM 4 together account for six of twelve (50%).

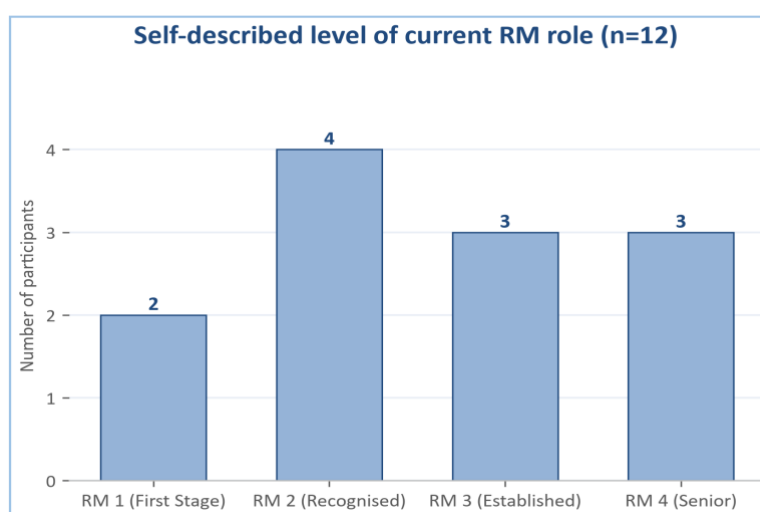


Figure 2 Self-described level of participants' current Research Management role

For seven of twelve participants (58%), the secondment was their first research management mobility; the other five (42%) had taken part in such an activity before (Figure 3). This is relevant to the interpretation of the results, since first-time participants have no prior mobility experience against which to calibrate their post-mobility responses.

¹⁰ https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/rm-comp-new-key-tool-strengthen-research-management-europe-2025-01-27_en

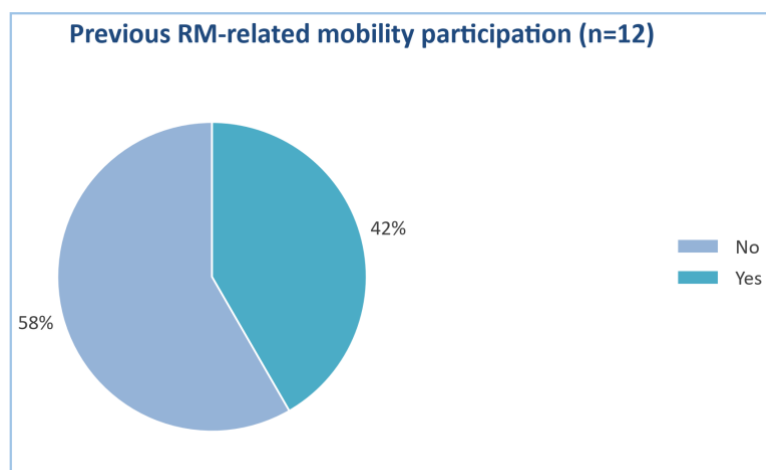


Figure 3 Prior participation in RM-related mobility programmes

Formal qualifications in the field were the exception (Figure 4): nine of twelve participants (75%) held no research management degree or certificate; of the remaining three (25%), two held a general research management certificate and one the Registered Technology Transfer Professional (RTTP) credential. These results are in line with the RM Roadmap survey findings as 67% of RMs across Europe has no degree or certificate related to the profession.

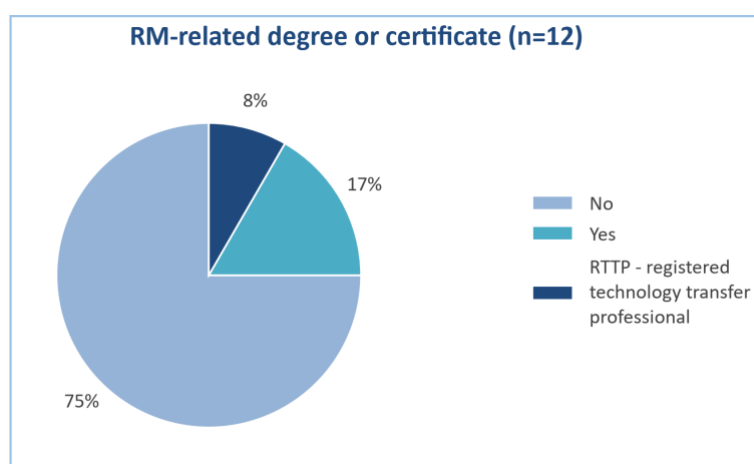


Figure 4 Participants holding a Research Management-related degree or certificate

In summary, most participants are experienced practitioners, with half occupying senior roles despite lacking formal research management certification. The majority had not previously participated in research management mobility programs. In this profession, expertise appears to be primarily acquired through practical experience rather than formal qualifications. For participants without prior mobility experience, structured exposure to a different institutional environment may provide valuable opportunities not available through routine practice, such as direct and practical comparisons with alternative approaches to research management.

5.3 Self-assessed level in the areas of Research Management

The pre-mobility and post-mobility questionnaires included a section consisting of 13 research management areas, and for each area the participants assessed their present level on a five-point scale ranging from Novice (1) to Expert (5); the exact wording of the questions is given in Annex 3. These

same 13 items were presented to the same participants both before and after the mobility, which means that a direct before-and-after comparison can be made in this section with each participant being compared to their previous rating. Figure 5 shows the mean rating regarding participants' knowledge in each area based on their self-assessment before and after the secondment, and Table 7 provides the relevant paired statistics. With twelve participants, statistical significance is not the useful test here, a sample of this size can only detect large effects. The results are therefore read descriptively, for the direction and consistency of self-assessed change.

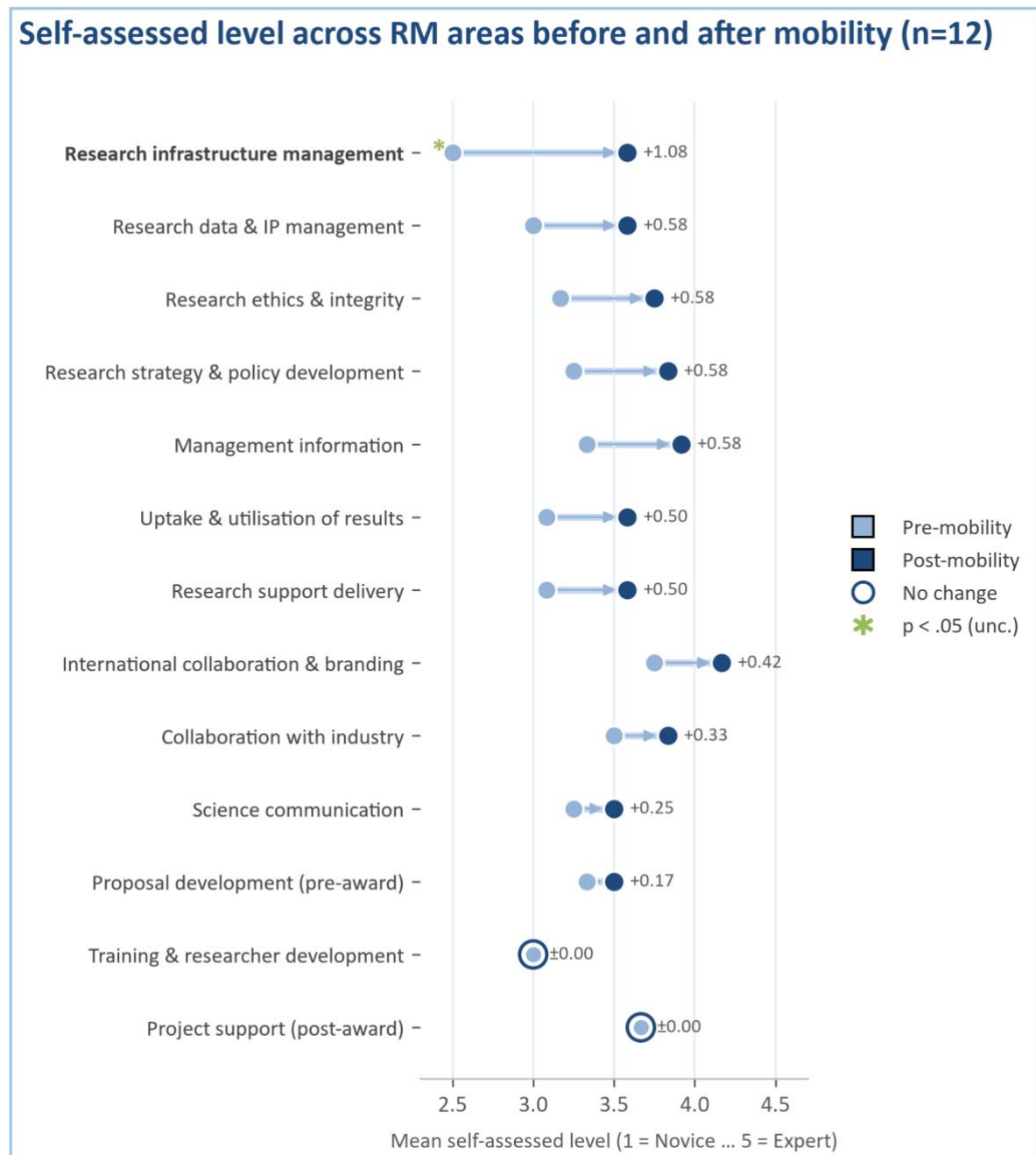


Figure 5 Change in self-assessed Research Management areas (paired pre-post responses, n=12)

Across the 13 items, the composite mean rating was higher after the secondment (post M = 3.65) than before it (pre M = 3.22), a difference of +0.43 on the five-point scale. Ten of the twelve participants recorded a higher composite score after the mobility, two recorded a lower one, and none was unchanged.

At the item level, the greatest increases were seen in the areas relating to the strategic, informational and governance aspects of research management. **Research infrastructure management** showed the highest rise, going from a pre-mean of 2.50 to a post-mean of 3.58 (+1.08), with nine out of the twelve participants showing an improvement. Four other items increased by +0.58: research strategy and policy development (from 3.25 to 3.83), management information (from 3.33 to 3.92, with eight of the twelve having improved), research ethics and integrity (from 3.17 to 3.75), and research data and IP management (from 3.00 to 3.58). Two more increased by +0.50: uptake and utilisation of results (from 3.08 to 3.58) and research support delivery (from 3.08 to 3.58, with seven of the twelve having improved). These are generally the areas in which the participants had rated themselves the lowest at the beginning.

Another group of items increased only slightly. International collaboration and branding, which were already the most highly rated at the starting point, increased by +0.42 to reach 4.17, making it the highest average score after mobility. Collaboration with industry rose by +0.33 (from 3.50 to 3.83), science communication increased by +0.25 (from 3.25 to 3.50), and proposal development (before award) went up by +0.17 (from 3.33 to 3.50). Since the cohort had already rated these areas as being about at or above the middle level before the mobility, the smaller improvements are in line with there being less room for increase from a high initial score.

Two items showed no change in their mean scores. Project support (post-award) remained at 3.67, which was among the highest baseline ratings. Although six participants reported improvement and two reported declines, the mean remained stable due to offsetting changes. Given that most mobilities focused on post-award topics and processes, these results may suggest that participants developed a clearer understanding of areas requiring further knowledge and development. Training and researcher development also remained at 3.00, with four participants improving, five unchanged, and three declining; this represents the least variation within the block.

Table 7 Paired statistics for the RM areas (n=12)

RM Areas	Pre M	Post M	Δ	Improved	Unchanged	Declined
Research strategy & policy development	3.25	3.83	+0.58	6	5	1
Proposal development (pre-award)	3.33	3.50	+0.17	5	5	2
Project support (post-award)	3.67	3.67	+0.00	6	4	2
Science communication	3.25	3.50	+0.25	5	5	2
Uptake & utilisation of results	3.08	3.58	+0.50	6	4	2
Management information	3.33	3.92	+0.58	8	3	1
Research support delivery	3.08	3.58	+0.50	7	4	1
Training & researcher development	3.00	3.00	+0.00	4	5	3
Research ethics & integrity	3.17	3.75	+0.58	7	3	2

RM Areas	Pre M	Post M	Δ	Improved	Unchanged	Declined
International collaboration & branding	3.75	4.17	+0.42	7	2	3
Collaboration with industry	3.50	3.83	+0.33	6	3	3
Research infrastructure management	2.50	3.58	+1.08	9	1	2
Research data & IP management	3.00	3.58	+0.58	6	5	1
COMPOSITE (13 items)	3.22	3.65	+0.43	10	0	2

In summary, participants rated their knowledge higher in most areas of Research Management after the secondment than before it. These results confirm the relevance and the added value of the mobilities although it is based on a small sample of participants and their self-evaluation.

5.4 Transversal Skills

Both questionnaires covered eleven transversal skills, including problem solving, strategic planning, stress management, cultural sensitivity, conflict management and digital skills. Before the mobility, participants rated their current level on each skill on a Likert scale (Needs improvement, Satisfactory, Advanced or Excellent). Afterwards they rated how much each skill had improved, using the same four labels. Figure 6 shows both sets of ratings.

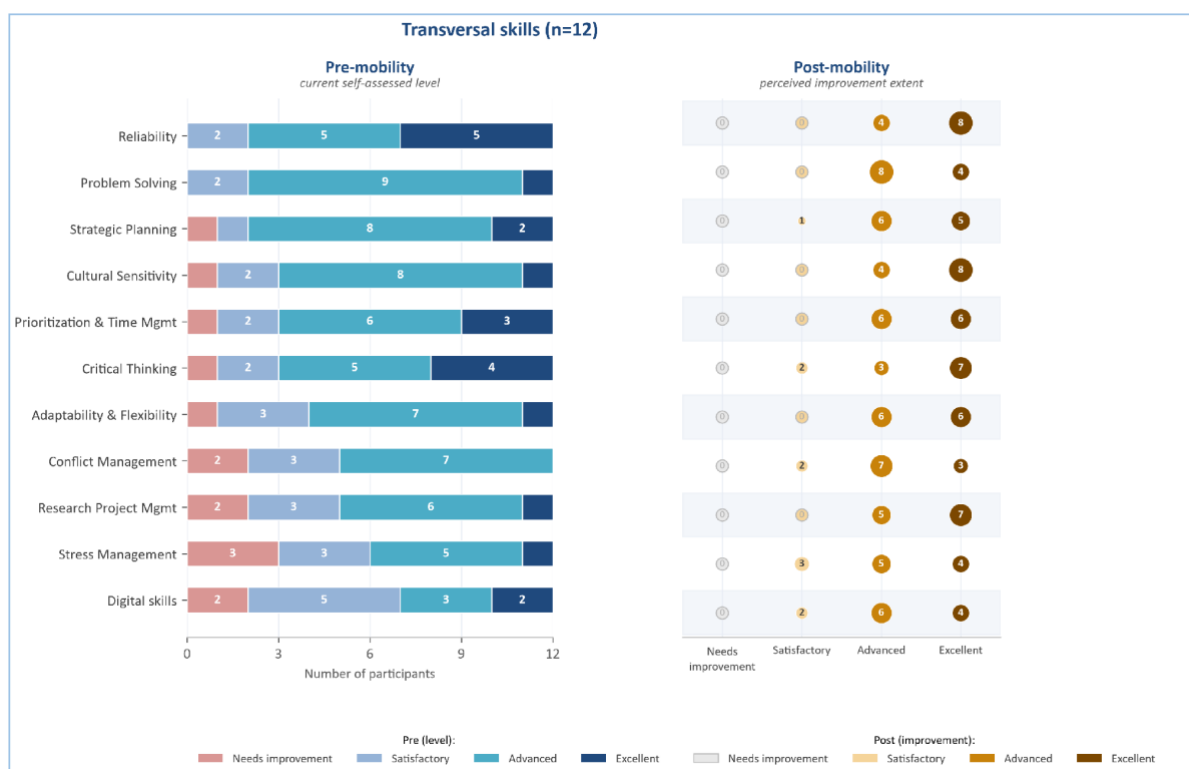


Figure 6 Transversal skills – self-assessed level before mobility (stacked bars, left) and perceived improvement after mobility (dot matrix, right; circle area proportional to count); constructs are not directly comparable

The eleven skills listed can be read in thematic groups. The first covers **interpersonal and adaptive skills**: *cultural sensitivity, adaptability and professional flexibility, conflict management and stress management*. Before the mobility, participants generally placed themselves at Advanced on these

skills, with eight of twelve (67%) rating cultural sensitivity as Advanced and seven (58%) rating adaptability and professional flexibility as Advanced, but the group also contained the questionnaire's clearest pockets of self-identified weakness: three of twelve (25%) selected Needs improvement on stress management and two (17%) did so on conflict management. After the mobility, perceived improvement in this group was concentrated in the upper categories: eight of twelve (67%) rated their improvement in cultural sensitivity as Excellent, and adaptability and professional flexibility was rated Advanced or Excellent by all twelve (six each). Stress management, the weakest skill at baseline, was also the one on which post-mobility improvement was most reserved, with three participants (25%) rating their improvement only as Satisfactory.

A second group covers **cognitive and analytical skills**: *problem solving, critical thinking and strategic planning*. These were among the strongest skills at baseline: nine of twelve (75%) rated problem solving as Advanced, critical thinking drew four Excellent ratings (33%), and strategic planning was rated Advanced by eight (67%) and Excellent by two (17%). After the mobility, perceived improvement here was also high, with seven of twelve (58%) rating their improvement in critical thinking as Excellent and problem solving rated Advanced or Excellent by all twelve.

A third group covers **work-organisation and professional skills**: *prioritisation, time management and multitasking; reliability and trustfulness; research project management; and digital skills*. Reliability and trustfulness was rated highly at baseline, with five Advanced (42%) and five Excellent (42%), while digital skills was the most modestly rated skill in the pre-mobility block, with two participants (17%) selecting Needs improvement and only three (25%) rating themselves Advanced. After the mobility, perceived improvement in this group was again concentrated in the upper categories: eight of twelve (67%) rated their improvement in reliability and trustfulness as Excellent and seven (58%) did so for research project management, while prioritization, time management and multitasking was rated Advanced or Excellent by all twelve (six each).

Across all three groups, participants generally rated their skills as Advanced before the mobility and their improvement as Advanced or Excellent afterwards. The value of presenting them together is descriptive: it shows, for example, that the skill with the weakest baseline, stress management, is also the one on which perceived improvement was most restrained. Moreover, skills already rated highly at baseline still attracted high improvement ratings.

5.5 Expectations and Reported Outcomes

The pre-mobility questionnaire asked participants two forward-looking questions, their main expectations for the mobility and the areas in which they most wanted to develop, and the post-mobility questionnaire investigated which of those expectations had been met, with examples. Due to the fact that the responses were collated per participant for all twelve pairs, with complete data, each participant's stated expectations can be read against their own later account of what the mobility delivered. To structure the comparison, the open answers were coded into **four mutually exclusive themes**, one per answer: *field-specific research management knowledge, broader or emerging-technology knowledge, transferable or soft skills, and international collaboration or networking*. The coding was rule-based, matching each answer against a fixed keyword scheme and assigning a single primary theme per answer; it was applied uniformly to all responses and captures each answer's dominant theme at the cost of finer distinctions. The open responses are described rather than quoted; the quoted responses appear in Sections 5.8 and 5.10.

On the closed rating, 10 of 12 participants (83%, n=12) reported that the mobility had met their expectations "Very much" and 2 of 12 (17%) reported "Somewhat"; no participant selected either lower option.

Before the mobility, participants answered two questions about what they wanted from it. The first offered a fixed list: four participants (33%) chose technical knowledge development within their own professional tasks, two (17%) technical knowledge outside their own tasks, two (17%) emergent or future technologies, two (17%) transferable skills, and one (8%) project partnership; one participant (8%) answered in free text, describing international collaboration and skills development. The second question asked in free text where they most wanted to develop, and those answers were more concrete: developing and leading Horizon Europe proposals, post-award implementation, reporting and monitoring, and specific technologies such as artificial intelligence and digital twins. Coded into the same themes, they give four participants (33%) for research management knowledge, three (25%) for networking and international collaboration, three (25%) for emerging technologies, and two (17%) for transferable skills.

The post-mobility reports cover the same four themes, but with a clear shift in emphasis. *Broader or emerging technology* became the theme most frequently reported as met, cited by five participants (42%), followed by *field-specific research-management knowledge* for four (33%) and *transferable skills* for two (17%); *international collaboration or networking*, a main expectation for two participants and a development priority for three, was the primary theme in only one of the met responses (8%). Several participants gave concrete examples of what had been met: exposure to consortium building and stakeholder engagement; insight into Horizon Europe, Erasmus+ and related funding opportunities and institutional models; and the practical integration of theoretical knowledge and soft skills into proposal preparation. The focus on technical and emerging-technology knowledge in the met responses corresponds to the RM areas which showed the greatest movement in the paired competence block, while the examples concerning funding programmes and consortium building foreshadow the good practices mentioned in Section 5.7.

Overall, participants reported that the gains of the mobilities broadly matched their expectations, particularly in terms of RM areas and emerging-technology knowledge, while results related to networking and partnerships were less consistent. This aligns with the positive overall ratings, but is based on participants' own assessments immediately after the mobility and should not be interpreted as a measured impact of the secondments.

5.6 Overall Evaluation of the Short-term Secondments

The post-mobility questionnaire closed with four overall evaluation items, each rated on a Likert-scale ranging from Very much, Somewhat, Not much to Not at all: how far the mobility met expectations, how far knowledge and skills had improved, how receptive and helpful the host institution had been, and how relevant the programme was to daily research management work. Figure 7 shows the distributions. None of the 48 item-level responses fell in the lower half of the scale, so the differences between items are differences in the strength of a positive response rather than between positive and negative assessments.

All twelve participants rated host receptiveness and helpfulness "Very much", the only unanimous item. Expectations met and relevance to daily research management work each drew ten "Very much" and two "Somewhat" (83% and 17%). The most reserved item was the improvement in knowledge and

skills, at eight "Very much" and four "Somewhat" (67% and 33%): the item most directly concerned with skill gain is the one participant judged most cautiously, which fits the paired competence results reported earlier and argues against reading the stronger ratings as claims of large measured improvement.

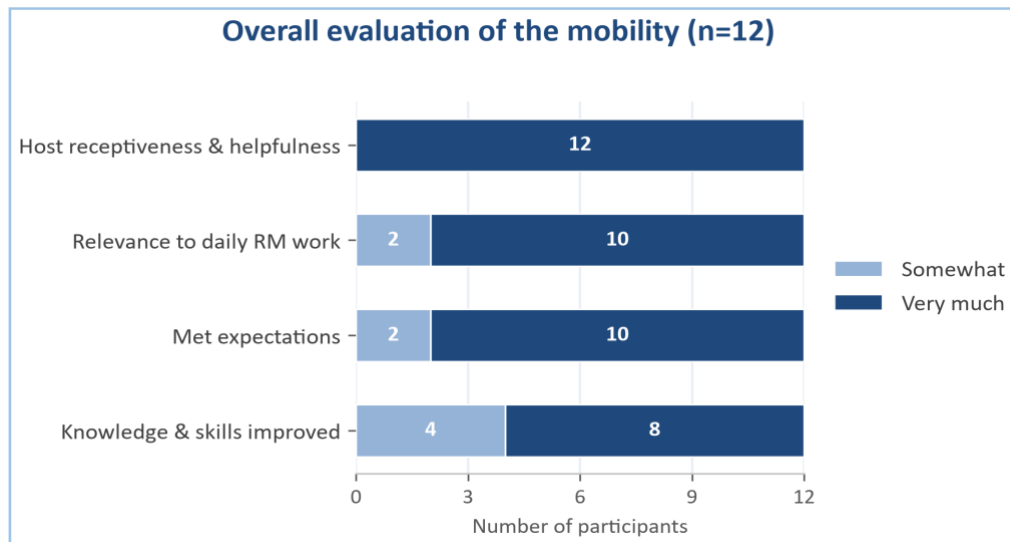


Figure 7 Participants' overall evaluation of the mobility experience

Thus, participants were most confident about the conditions the mobility provided and most cautious about the extent of their own improvement. Again, it should not be forgotten that these are self-assessed ratings and are reported without causal attribution to the secondment.

5.7 Institutional Development and Internationalisation

The post-mobility questionnaire addressed institutional development and internationalisation through three items: the specific good practices or new methods participants had learned that could be adopted at their home institution, whether their professional network had expanded, and whether they intended to develop a joint proposal. The two closed items, network expansion and joint-proposal intention, are reported below as percentages; the good-practice responses are presented as verbatim quotations followed by a thematic summary.

All twelve participants (100%, n=12) reported that their professional network had expanded as a result of the mobility: ten of twelve (83%) reported significant improvement and two (17%) somewhat. As envisioned in the concept note, network expansion is one of the most expected outcomes of a short, exchange-oriented secondment. Every participant reported at least some expansion is consistent with the emphasis, in the open responses, on meetings, matchmaking and contact-building at the host institutions.

Intentions to translate these contacts into joint work were also common. Eight of twelve participants (67%) reported that they were already planning a joint proposal, and a further two (17%) intended to develop one in the future.

Regarding the answers to the question about specific good practices or new methods that participants had learned could be adopted at their home institution, participants described practices ranging from

proposal-development techniques to whole innovation-support models. The answers cluster around four recurring topics:

- 1) **Proposal-development methods:** participants pointed to design-thinking workshops, stakeholder and risk-mapping techniques, clear indicator and baseline definitions, and the use of AI tools to support the conceptualisation and refinement of proposals.
- 2) **Methods of coordinating innovation ecosystems:** participants described integrated models linking incubation, technology transfer, universities, public authorities and companies, and shared prototyping infrastructure that lowers the cost of product development for start-ups and SMEs.
- 3) **Emerging technology** as a source of both research content and competitive advantage, with artificial intelligence and extended reality, federated learning, digital twins and data analytics recurring across several answers.
- 4) **Networking and internationalisation:** structured partnerships for start-up soft-landing, cooperation between digital innovation hubs, and structured bilateral-matchmaking formats that participants judged transferable to their own events. A common thread across the institutions is the connection participants drew between these practices and their capacity for Horizon Europe and other European funding.

The methods and practices participants highlighted also reflect their home environments as well as their primary role (researchers vs research manager). Participants from university settings tended to emphasise research relevant tools and practices relevant for proposal preparation: the integration of artificial intelligence and extended reality into academic and training frameworks, structured research-data management and open science, and institutional support mechanisms for Horizon Europe proposals. Participants from technology-park and innovation-centre settings tended to emphasise ecosystem-level practices and support services: start-up internationalisation and soft-landing mechanisms, cooperation between digital innovation hubs, and coordinated incubation and technology-transfer services.

5.8 Future Professional Development

The post-mobility questionnaire closed its professional-development block with an open question: "Based on this experience, what are your future expectations or goals for your own professional development?" Answers were given in free text. This subsection summarises them thematically, reads them against the expectations participants had recorded before departure – their main expectations for the mobility and the area they most wanted to develop – and reproduces three answers verbatim. The stated goals cluster around four related directions.

1) Development and preparation of EU-funded projects:

Participants want to deepen their expertise in Horizon Europe proposal writing, consortium building and call participation, and positioning themselves from supporting roles towards initiating and coordinating EU-funded projects. What changes between the two questionnaires is the ambition scale: the pre-mobility expectations centre on acquiring methods and lessons from the host organisation, while the post-mobility goals are phrased as coordination and leadership ambitions. This shift in phrasing might suggest that the secondments contributed to how participants position themselves within European project work, though as self-reported aspiration it cannot be verified against subsequent behaviour.

2) Management of the full research project lifecycle:

Several goals concern pre- and post-award management, implementation, reporting and monitoring. Here too the post-mobility answers provide additional aspects that were not present before the mobility: organisational concreteness. Based on the mobility experience, participants aim to reorganise how pre- and post-award responsibilities are divided within their own teams, recruiting and training junior staff for defined phases of the project lifecycle, and creating dedicated pre-award capacity for their institutions. The development of these goals imply is not only individual skill acquisition but support the establishment of structures in Research Management and increasing the positioning of the participant including process and team design. This is consistent with participants translating the workflows observed at host institutions into structures they intend to build at home, although the questionnaire records only the intention, not the implementation.

3) Building networks, international partnerships and ecosystems:

This direction shows the strongest continuity with the baseline: partnership formation, networking and stakeholder engagement were outstanding among the pre-mobility expectations. The post-mobility goals restate them with greater institutional specificity – long-term partnerships between academia, industry, technology parks and innovation agencies; cooperation among European Digital Innovation Hubs; and opening European market and programme access for the start-ups participants support. Where the pre-mobility answers focus on building networks, the post-mobility goals seek to sustain and formalise them. This direction underlines the results of the questionnaire: all 12 participants reported that their professional network had expanded during the secondment, 10 of 12 (83%) significantly.

4) Connecting emerging technologies with research management:

Before departure, this ambition was mostly expressed generically, as development in emergent and future technological areas. Following the mobility, the goals name specific methods encountered during the secondments, such as the integration of artificial intelligence, extended reality, digital twins, federated learning, and assign them a double role: as subject matter for future projects and as working tools for shaping the conceptualisation of new proposals. This shift from generic ambition to concrete tools and methods is probably the clearest difference between the pre- and post-mobility answers in this block. It is consistent with direct exposure to host practice, although, as self-reported material, it cannot establish that the secondments produced it.

Moreover, there are two observations cutting across the four directions that has to be underlined. First, mobility itself is treated as a development instrument that should be repeated to support institutional capacity building: participants report considering further secondments, taking the host institution's advice as a personal improvement agenda, and intending to transfer observed practices into their home institutions. Second, closely related to the previous observation, the goals lean towards institutional capacity building rather than individual advancement alone – team development, institutional networks, market access for supported start-ups – which is in keeping with the seniority of the cohort, where 6 of 12 participants (50%) work at RM levels 3–4.

The first quote illustrates both the instrumental view of mobility and the European project-development ambition:

"This experience reinforced the value of learning directly from the workflows and working environment of other organisations. As a result, I am already considering participating in similar secondments focused on project proposal development and project management in the future. I found this to be a highly effective way to learn quickly from the experiences and best practices of others. Going forward, I would like to further develop my expertise in Horizon Europe proposal writing, consortium building and project management, with the long-term goal of being able to lead and manage large international research and innovation projects more independently and efficiently."

– Postdoctoral Researcher, TalTech

The second illustrates the emerging-technology direction and the intended shift from administrative support towards shaping project conceptualisation:

"Based on this experience, my professional development goal is to transition toward a more proactive role in project development. I intend to grow my expertise at the intersection of emerging technologies (like AI and ER) and international research funding. I want to be able to actively shape the conceptualization phase of future projects, helping consortia embed these innovative tools into their core methodologies. By mastering the strategic application of these digital tools, I aim to elevate the quality of the administrative and technical coordination I provide, ensuring our future submissions are consistently at the forefront of global research trends."

– EU Project Expert, IZTECH

The third, from a senior participant, condenses the partnership direction:

"I aim to further strengthen my expertise in international collaboration and project development. My goal is to contribute to building sustainable partnerships between academia, industry, and innovation ecosystems and to take a more active role in developing and coordinating European-funded projects."

– International Project Director, IZTECH

These individually stated goals sit alongside the collaboration intentions reported in Section 5.7: 10 of 12 participants (83%) reported an intention to pursue a joint proposal, and 8 of 12 (67%) were already planning one at the time of the survey. To sum up, the goals indicate what participants are likely to seek from subsequent MAPIT activities and provide a concrete reference point for planning follow-up support after the short-term secondment mobility.

5.9 Participant Feedback on the Programme

The final question of the post-mobility questionnaire invited any personal remarks, suggestions or comments about the programme; it was the only open question in either instrument that did not direct the response. Ten of the twelve participants provided an answer and two left the field blank. None of the ten responses records a difficulty or a criticism. Six consist of a brief expression of thanks for the opportunity. The remaining four describe the secondment as valuable for professional development and identify the contacts established with the host institution as its principal result, in two cases naming the host institution concerned rather than referring to networking in general terms. One response also notes knowledge transfer in the opposite direction, from the participant to the host.

Two of the four responses include recommendations for future mobility activities. Both concern the structure of the programme rather than its content: the organisation of bilateral meetings during the

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mobility, and the establishment of a follow-up mechanism enabling participants to develop the contacts and ideas of a visit into joint proposals, publications and longer-term institutional partnerships.

These are individual statements from a small number of respondents and no general conclusion is drawn from them. They are nonetheless in line with the quantitative findings reported above, where all twelve participants recorded an expanded professional network and ten of the twelve reported an intention to prepare a joint proposal with a host institution. The post-mobility obligations under the programme cover reporting and a knowledge-sharing activity at the home institution, both of which were carried out; they do not extend to the collaborations initiated during the mobility. This might suggest that the period following the secondment is the stage at which the programme leaves most to individual initiative.

6. Study Visit Reports

6.1 Study Visit to Istanbul University

On 21 July 2026, sixteen participants from six consortium partners – HÉTFA, IFR, IZTECH, KTO, METU and WEG – carried out a study visit to Istanbul University. The visit was organised by HÉTFA as work package lead for the purpose of knowledge exchange, and took the form of a half-day programme of two sessions hosted by the university's International Project Office, with contributions from HÉTFA Research Institute. Its stated aim was to exchange knowledge on trainings in research management, international collaboration and research support services among the project partners.

The first session opened with a welcome and an introduction to Istanbul University by a representative of the International Project Office, covering the university's research support services. This was followed by a presentation from HÉTFA on the European policy context, the results and lessons learnt of projects and initiatives aiming to improve the recognition of research management as a profession. The second session addressed accredited educational and training programmes in research management and administration (RMA), including the RMA Project¹¹ managed by Istanbul University together with King's College London. Participants then discussed of the relevance, benefits and challenges of professional associations for research managers, drawing on the experience of the Turkish and Hungarian associations, i.e. TARMA and HUNARMA.

According to the visit summary, the discussions centred on the role of research support offices in facilitating project development, strengthening participation in international research programmes and increasing institutional competitiveness. It also covered the methods to identify national and international funding opportunities, develop Horizon Europe proposals and internationalisation strategies. Participants exchanged experiences and identified approaches considered applicable to research management in their own institutions. Beyond the exchange of content, the visit served as an occasion for networking among the consortium partners; in format and subject matter the visit matches the comparative, good-practice purpose of the instrument.

6.2 Study Visit to TÜBİTAK BİLGEM

On 24 July 2026, a delegation of the Institute for Future Research (IFR) visited the TÜBİTAK Informatics and Information Security Research Center (BİLGEM) at the TÜBİTAK Marmara Research Center Campus in Gebze, Kocaeli, Türkiye. The visit was conducted as a one-day on-site institutional working meeting and collaboration assessment. The IFR delegation comprised four staff members – a senior advisor, a co-founder, a programme specialist and a project specialist – and was received by three host representatives: a deputy president, a business development specialist and a principal consultant. The purpose of the visit was to explore practical research and innovation collaboration between the two institutions, with emphasis on artificial intelligence (AI), human-robot interaction, research commercialisation, pilot implementation, testing and international project development.

BİLGEM is a national research and development centre of TÜBİTAK working in informatics, information security and advanced electronics, with dedicated institutes covering, among other fields, cyber security, software technologies and artificial intelligence. During the visit the host presented its

¹¹ https://rmaproject.istanbul.edu.tr/en/_

institutional capacity, priority technology areas and international project experience, including 16 ongoing and more than 20 completed Horizon Europe and other EU-funded projects, as reported during the meeting. IFR presented its work in future-focused, impact-oriented research and international collaboration.

The discussions covered four areas. In AI and human-robot interaction, the parties examined use cases combining BİLGEM's technical research capacity with IFR's foresight methodology, stakeholder engagement and international partnership building, with priority given to use cases with a defined user need, an available validation setting and a credible path to adoption. On commercialisation, it was agreed that the transition from research outputs to market or public-value applications should be approached as a staged evidence-building process, not as immediate full-scale deployment. Pilot studies and controlled tests were discussed as mechanisms for reducing technical, operational and adoption risks; an initial dialogue with an industrial company, identified as a potential adopter of selected BİLGEM solutions, was noted as an opportunity to be monitored and further qualified. Finally, the parties reviewed forthcoming Horizon Europe calls and consortium roles, and identified Türkiye–Canada cooperation – building on engagement between TÜBİTAK and the National Research Council Canada – as a potential channel for bilateral collaboration.

The principal outcome of the visit was the establishment of a mutual opportunity pipeline and a prioritised follow-up list, linking research themes, potential application partners, international funding opportunities and defined next actions. The agreed follow-up mechanism foresees a focal point in each institution, periodic reviews of the pipeline, concise opportunity fiches for selected items, and the advancement only of pilot concepts with a committed problem owner, an accessible test setting and measurable success criteria.

6.3 Study Visit to Eskişehir

The third Study Visit took place on 25 August 2026 in Eskişehir and was organised by ATAP with 73 participants. It was a full-day event devoted to the sharing of information and experience concerning EU programmes with a particular emphasis on Horizon Europe. The event was jointly hosted by TÜBİTAK, Anadolu University, Eskişehir Technical University and the Eskişehir Design and Innovation Centre, and was carried out within the joint dissemination frameworks of MAPIT, two European Digital Innovation Hubs and the regional Information Multipliers Club.

The event was attended by two partners from MAPIT: ATAP, which acted as the host and also contributed to both panels, and METU, which was represented by a panellist from its DTX centre during the pre-award and post-award sessions. The event began with a briefing provided by the national contact point on the 2027 Horizon Europe calls and on the expectations for the next Framework Programme. Then two panel discussions took place: the first looked at the regional Information Multipliers structure which is a network of designated contact persons at the two universities and the technopark which converts the material from the national contact point into local guidance and assistance with proposals. The second focused on operational experience during both the pre-award and post-award phases. The day ended with a demonstration of an AI-based tool for matching partners and calls, along with a structured matchmaking session.

The MAPIT contribution was featured in both panels, during which the returning ATAP participant gave a presentation on their secondment at Palacký University Olomouc, thereby enabling the activity to serve as a means of knowledge transfer from ATAP to its own network.

7. Peer Learning Activities

7.1 Peer Learning Activity in Budapest

The first Peer Learning Activity took place on 22 October 2025 in Budapest, organised by HÉTFA and held together with the first outreach event of the RM Framework project, a Horizon Europe project working on the professionalisation of research management (RM) training in Europe. Combining the two events was intended to build synergies between Horizon Europe projects active in the same field, and it placed the MAPIT partners in a wider audience of training providers, university representatives, research organisations, professional associations and RM professionals.

The day comprised three working sessions. In the morning, staff of HÉTFA's Division for International Cooperation presented the institute's international projects and the management practice behind them. The midday block was formed by the RM Framework outreach event, with presentations and discussions on the state of the art in RM training across Europe – including the presentation of the ERA Policy Agenda, the dedicated Action on Research Management and the RM Framework project itself, with its proposed Handbook standardising educational and training programmes – and a roundtable bringing stakeholder experiences and expectations of a European frame for RM training. The afternoon session, held between the MAPIT partners and HÉTFA, covered initiatives for community building, training and networking of European research managers, an exchange of experiences among the partners, as well as a WP4 planning meeting on the next steps for the study visits and short-term secondments. Networking breaks, a lunch and a closing dinner provided informal exchange around the sessions.

7.2 Peer Learning Activity in Tallinn

The second Peer Learning Activity took place on 16-17 March 2026 at the FinEst Centre for Smart Cities in Tallinn, Estonia, organised jointly by HÉTFA and TalTech. At institutional level, the event brought together representatives of HÉTFA, TalTech, KTO Karatay University and its AKİTEK unit, the METU BİLTİR Centre, IZTECH and the Institute for Future Research (IFR). The programme combined presentations, workshops and group discussion across two days, with the sessions delivered by the organising partners and by the participants themselves.

The first day opened with a welcome and introduction by the organisers, followed by a FinEst Centre session on pre-award practices – consortium building, proposal writing and research support – and a short presentation on the history of the FinEst Centre for Smart Cities. The day closed with an interactive workshop held by HÉTFA, under the title “From Planning the Impact Pathway to Knowledge Valorisation”, providing an overview and practical exercises dedicated to communication, dissemination and exploitation activities. The second day continued with a presentation and workshop held by HÉTFA on European practices in setting up and reinforcing research support offices, addressing talent development, leadership, team management, business models and visibility. Then a session held by FinEst Centre was delivered on post-award project management illustrated with worked examples.

The closing session was dedicated to peer-to-peer knowledge exchange in which each participating institution gave a prepared presentation of 10-15 minutes on its proposal-development experience to date and its use of the MAPIT AI tool in proposal development. Experience accumulated separately across the partnership was presented and compared in one setting.

7.3 Peer Learning Activity in Brussels

The third Peer Learning Activity took place in Brussels on 3-4 June 2026, organised by TalTech and WEG, and was built around joint participation in the EIC Summit 2026. It formed part of the four-day MAPIT Brussels clustering event: the week opened on 1 June with bilateral partner visits, continued on 2 June with the visit to Leuven, and closed with the two days of the EIC Summit.

The days devoted to clustering were dedicated to partners to present their various organisations to one another and to compare the areas in which they are involved i.e. smart specialisation, precision agriculture, regional innovation, smart cities and urban data, advanced digital technologies and artificial intelligence, smart manufacturing, support for SMEs and research infrastructure. At the same time, discussions on funding took place, addressing Horizon Europe calls, with a particular emphasis on the European Innovation Council's support mechanisms for SMEs, the market access tools and the prospects for interregional innovation cooperation. This represents the broadest thematic range of all the four activities and shows how different the partners' portfolios are.

In Brussels, peer learning was linked to the EIC Summit programme, where partners attended workshops and keynote sessions on innovation, entrepreneurship and emerging technologies. The EIC Summit also provided a valuable opportunity for partners to meet international stakeholders, promote MAPIT through informal networking, and explore new contacts and possible future collaborations together.

8. Summary

To sum up, it can be said that Task 4.3 of the Future Studies Programme exceeded the objectives outlined in the proposal, as multiple participants from each beneficiary partner engaged in short-term secondments. Specifically, IZTECH sent four participants, while ATAP, KTO, METU, and TalTech each sent two.

The mobilities – including study visits, short-term secondments, and associated Peer Learning Activities (T5.2) – formed an integral component of the FSP by supplementing online and individual learning with interactive, in-person experiences. Each mobility type fulfilled a distinct function, collectively advancing the beneficiary partners' internationalisation strategies and supporting the FSP's overarching goal of capacity development.

The study visits having taken place in Türkiye enabled MAPIT partners in research management (RM) and research and innovation (R&I) to strengthen professional relationships with each other and with additional Turkish partners, such as Istanbul University, TARMA (the Turkish RM association), TÜBİTAK BİLGEM, the European Digital Innovation Hubs, and the regional Information Multipliers Club. These visits enhanced the beneficiary partners' local engagement and facilitated collaboration in shared industrial and scientific domains.

Short-term secondments benefited research support offices at both individual and institutional levels, as participants gained insights into the operations of European RPOs and subsequently transferred this knowledge to their home organisations. Upon return, each participant acted as a peer trainer, disseminating acquired knowledge and contributing to institutional change within RM offices. The Peer Learning Activities focused on knowledge exchange within and beyond the consortium, promoting the transfer of best practices related to pre-award and post-award processes and dissemination.

It is apparent from the evaluation of the short-term secondments, from the reports and from the internal knowledge-sharing workshops that the mobilities proved to be effective both at individual and institutional levels. Participants reported increased proficiency in research management, with ten out of twelve recording higher composite scores post-mobility. All twelve participants expanded their professional networks, and ten expressed intentions to pursue joint proposals, with eight already in the planning phase. Four collaborations resulted in documented outcomes: a signed one-year hosting agreement, a research dataset transfer agreement, a joint Horizon Europe proposal in preparation, and a reciprocal exchange in which a widening institution provided its host with a proprietary tool.

In conclusion, the mobility component of the FSP (T4.3) aligned effectively with the capacity-development objectives of programme co-creation (T4.1) and online learning material development (T4.2). Beneficiary partners returned with valuable knowledge, expanded professional networks, and best practices applicable within their institutions.

Annexes

Annex 1: Research Data Management and Statement on the Use of AI

HETFA collects data upon the expression of consent of the participants. One can choose to voluntarily provide personal data in the context of the following project activities: a) responding to the MAPIT survey; b) participating as an interviewee. This data enables HETFA to deliver the project activities for which it is responsible. The data provided is only used for the purposes of the MAPIT project. Voluntarily provided personal data may also be used by HETFA for the purpose of contacting the respondent for possible future consultation related to the theme of the respective project activity. HETFA will treat personal information with the strictest confidentiality and in accordance with the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), effective as of 25 May 2018. After anonymization, results of the research activities carried out by HETFA will be published open access in research reports (D4.1, D4.3). Access and storage data will be either collected in an anonym way (survey) or will be anonymized (interview). Any information that could lead to an individual being identified will be completely and irreversibly removed. Access to personal data one directly provides is limited to the appropriate staff within HETFA who are involved in the respective project activity. This data is kept for a maximum of 5 years after the end date of the MAPIT project.

More information:

You can find more information on HETFA's GDPR policy [here](#).

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Statement on the use of artificial intelligence

In preparing this deliverable, we employed a large language model (Claude, Anthropic) to support drafting, language editing, and copy-editing. We determined the content, structure, and arguments of each section, directed the drafting process, and revised all resulting text. The tool also assisted in developing code for processing anonymised questionnaire exports and generating the tables and figures included. All figures and reported numbers were verified against the source data by the authors. Grammarly was utilized for spelling and grammar checks.

All data were anonymised prior to processing. Personal identifiers were removed from the questionnaire exports, and participants are referenced in this deliverable solely by their role and institution.

MAPIT D4.3. Study Visits and Secondments Report

We reviewed and edited all AI-assisted content and accept full responsibility for the deliverable's content. Neither tool is considered an author of this work.

This statement aligns with the ERA living guidelines on the responsible use of generative AI in research (third version, May 2026)

Annex 2: Application Forms

APPLICATION FORM

MAPIT Mobility Programme for Research Managers

Future Studies Programme

Consent to Participate in the Evaluation Process

To be eligible to participate in the mobility program, you must agree to participate in the evaluation process for the MAPIT Project mobility for Research Managers. The information provided during the application will be reviewed by the MAPIT project team and used to select candidates for the short-term secondment. Personal data will be treated confidentially and managed in accordance with data protection regulations. Participation is voluntary and can be withdrawn at any time without any negative consequences. Anonymized data may be used for reporting and dissemination related to the project.

☐ I have read and understood this information and consent to participate in the evaluation.

General Information

Family Name	
First Name	
Job Title	
Institution	
Department / Unit	
Email	
Phone	
Level of English knowledge	

Professional Background

How many years of Research Management experience do you have in total?	
--	--

Please summarize your current responsibilities *(max 150 words)*

Describe the key achievements or initiatives you have led in your role *(max 150 words)*

Motivation and Objectives

What motivates you to apply for this secondment? *(max 200 words)*

What specific knowledge, skills, or practices do you hope to gain during the secondment? *(max 200 words)*

Describe a challenge or issue in your current role or institution that you hope to address through this experience. (max 200 words)

How do you plan to apply and share what you learn during the secondment with other research management colleagues at your home institution? (max 300 words)

Proposed Learning Plan

Area(s) of focus during secondment (multiple select or specify):

☐ Research Policy and Strategy	☐ Researcher Training, Researcher Career Development
☐ Proposal Development (Pre-Award)	☐ Research Ethics and Integrity
☐ Project Support (Post-Award)	☐ International Collaboration, Institution Branding
☐ Research Impact and Science Communication	☐ Equality, Diversity, Inclusion
☐ Research Knowledge and Technology Transfer	☐ Research Infrastructure Management
☐ Finances	☐ Research Data and Research Information, Intellectual Property Management
☐ Research Support Delivery	☐ Research Evaluation and Assessment

Mobility Preferences

Type of preferred mobility	
----------------------------	--

Preferred start and end dates	<i>Click or tap to enter a date.</i>
-------------------------------	--------------------------------------

Flexibility in availability (yes/no)	
--------------------------------------	--

Attachments

☐ CV (required)
☐ Letter of motivation (required)
☐ Letter of support from the home institution (required)
☐ Additional references or supporting materials (optional)

Annex 3: Pre-and Post Mobility Questionnaire

MAPIT Mobility Evaluation Questionnaires

Pre-mobility and post-mobility instruments

Purpose of this annex

This annex consolidates the two MAPIT mobility evaluation questionnaires into a single, clean, print-ready document. Question wording, response categories, and required-item markings are reproduced from the original Google Forms.

PART I | MAPIT pre-mobility form 2026

Dear MAPIT partner,

Before you pack your bags and start your mobility, we kindly ask you to fill out this short survey. The purpose of this questionnaire is to:

- Map your current Research Management (RM) skills and knowledge.
- Understand your expectations and learning objectives.
- Set a baseline so we can measure the real impact and success of your mobility later (through a post-mobility survey).

Time to complete: Approx. 5-7 minutes.

Data usage: Your responses will be treated confidentially and used solely for the evaluation and improvement of the MAPIT mobility program. Please make sure to use your institutional email address so we can match your pre- and post-mobility feedback.

Thank you for your time and cooperation. We wish you a successful and inspiring mobility experience!

Respondent information

1. Email *

2. First Name *

3. Family Name *

4. Your Job Title *

5. Your organisation *

Select one.

- ☐ IZTECH
- ☐ KTO
- ☐ METU
- ☐ ATAP
- ☐ TalTech
- ☐ Other

6. If OTHER, please specify the full name of your institution.

Mobility Details

7. Type of mobility *

Select one.

- ☐ Study Visit
- ☐ Short-term Secondment

8. Destination Country *

9. Destination City *

10. Host Institution *

11. Start date of mobility *

Date

12. End date of mobility *

Date

Professional Background & Prior Knowledge

13. Approximately how many years in total have you been employed in Research Management? *

Select one.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10
- ☐ 11
- ☐ 12
- ☐ 13
- ☐ 14
- ☐ 15

- ☐ 16
- ☐ 17
- ☐ 18
- ☐ 19
- ☐ 20
- ☐ 21
- ☐ 22
- ☐ 23
- ☐ 24
- ☐ 25
- ☐ 25+

14. Based on your experience which level best describes the best your current Research Management (RM) role? *

Select one.

- ☐ RM 1 (First Stage): Early-career managers (approx. first 2 years) focused on task implementation and operational support under guidance
- ☐ RM 2 (Recognised): Mid-level managers monitoring project implementation and operational workflows with growing responsibility
- ☐ RM 3 (Established): Experienced professionals providing strategic advice, overseeing operational plans, and supervising staff
- ☐ RM 4 (Senior): Experts shaping organizational strategy, driving innovation, and holding high-level responsibility for research areas

15. Have you ever attended any mobility programs related to research management previously? *

Select one.

- ☐ Yes
- ☐ No

16. Do you have any degree or certificate related to Research Management?

Select one.

- ☐ Yes
- ☐ No
- ☐ Other:

RMA Skills & Competencies Self-Assessment

Please rate your current level of competence in the following Research Management areas.

17. Please rate your current level of competence in the following Research Management areas. *

Area / skill	Novice	Beginner	Competent	Advanced	Expert
1. Research strategy and policy development	☐	☐	☐	☐	☐
2. Proposal development (pre-award)	☐	☐	☐	☐	☐
3. Project support (post-award)	☐	☐	☐	☐	☐
4. Translation of results: science communication	☐	☐	☐	☐	☐
5. Translation of results: uptake and utilisation	☐	☐	☐	☐	☐
6. Management information and related functions	☐	☐	☐	☐	☐
7. Research support delivery	☐	☐	☐	☐	☐
8. Training, researcher development, postgraduate researchers (PGR)	☐	☐	☐	☐	☐
9. Research ethics and integrity	☐	☐	☐	☐	☐
10. International collaboration, institutional branding	☐	☐	☐	☐	☐
11. Collaboration with industry	☐	☐	☐	☐	☐
12. Research infrastructure management	☐	☐	☐	☐	☐
13. Research data, information, intellectual property management	☐	☐	☐	☐	☐

Transversal Skills Self-Assessment

18. Please rate yourself according to the following skills:

Area / skill	Poor	Needs improvement	Satisfactory	Advanced	Excellent
Cultural Sensitivity	☐	☐	☐	☐	☐
Problem Solving	☐	☐	☐	☐	☐
Stress Management	☐	☐	☐	☐	☐
Adaptability and Professional Flexibility	☐	☐	☐	☐	☐

Conflict Management	☐	☐	☐	☐	☐
Strategic Planning	☐	☐	☐	☐	☐
Critical Thinking	☐	☐	☐	☐	☐
Prioritization, Time Management and Multitasking	☐	☐	☐	☐	☐
Reliability and Trustfulness	☐	☐	☐	☐	☐
Research Project Management	☐	☐	☐	☐	☐
Digital skills	☐	☐	☐	☐	☐

Expectations

19. What are your main expectations for this mobility? *

Select one.

- ☐ Technical knowledge development within your specific professional tasks
- ☐ Technical knowledge development outside your specific professional tasks
- ☐ Transferable skills development (e.g. conflict management, leadership)
- ☐ Development in emergent/future technologies/areas (eg. Artificial Intelligence)
- ☐ None
- ☐ Other:

20. Where do you want to develop the most? *

PART II | MAPIT post-mobility form

Dear MAPIT partner,

Welcome back! We hope your mobility was fruitful. This post-mobility survey aims to measure the impact of your visit on your professional development, and how the acquired knowledge will be integrated into your home institution.

It will take approx. 5-7 minutes. Thank you for completing the questions below!

Respondent information

1. Email *

2. First Name *

3. Family Name *

4. Job Title *

5. Institution you represented *

Select one.

- ☐ IZTECH
- ☐ KTO
- ☐ METU
- ☐ ATAP
- ☐ TalTech
- ☐ Other

6. If OTHER, please specify the full name of your institution.

Mobility Details

7. Host Country *

8. Host City *

9. Host Institution *

10. Who was your main contact person at the host institution? (Name & Title) *

General Feedback on the Mobility

11. Please evaluate your overall mobility experience. *

Area / skill	Very much	Somewhat	Undecided	Not really	Not at all
How much did the mobility meet your expectations?	☐	☐	☐	☐	☐
To what extent have your knowledge and skills improved?	☐	☐	☐	☐	☐
How would you rate the receptiveness and helpfulness of the host institution?	☐	☐	☐	☐	☐
How relevant was the program to your daily RM work?	☐	☐	☐	☐	☐

RMA Skills & Competencies Post-Assessment

Please rate your current level of competence in the following Research Management areas.

12. After completing the mobility, please rate your CURRENT level of competence in the following Research Management areas. *

Area / skill	Novice	Advanced Beginner	Competent	Proficient	Expert
1. Research strategy and policy development	☐	☐	☐	☐	☐
2. Proposal development (pre-award)	☐	☐	☐	☐	☐
3. Project support (post-award)	☐	☐	☐	☐	☐
4. Translation of results: science communication	☐	☐	☐	☐	☐
5. Translation of results: uptake and utilisation	☐	☐	☐	☐	☐
6. Management information and related functions	☐	☐	☐	☐	☐
7. Research support delivery	☐	☐	☐	☐	☐
8. Training, researcher development, postgraduate researchers (PGR)	☐	☐	☐	☐	☐

9. Research ethics and integrity	☐	☐	☐	☐	☐
10. International collaboration, institutional branding	☐	☐	☐	☐	☐
11. Collaboration with industry	☐	☐	☐	☐	☐
12. Research infrastructure management	☐	☐	☐	☐	☐
13. Research data, information, intellectual property management	☐	☐	☐	☐	☐

Skills & Competencies Improvement

13. After completing the mobility, please rate the extent to which your skills and competencies have improved in the following areas. *

Area / skill	Poor	Needs improvement	Satisfactory	Advanced	Excellent
Cultural Sensitivity	☐	☐	☐	☐	☐
Problem Solving	☐	☐	☐	☐	☐
Stress Management	☐	☐	☐	☐	☐
Adaptability and Professional Flexibility	☐	☐	☐	☐	☐
Conflict Management	☐	☐	☐	☐	☐
Strategic Planning	☐	☐	☐	☐	☐
Critical Thinking	☐	☐	☐	☐	☐
Prioritization, Time Management and Multitasking	☐	☐	☐	☐	☐
Reliability and Trustfulness	☐	☐	☐	☐	☐
Research Project Management	☐	☐	☐	☐	☐
Digital skills	☐	☐	☐	☐	☐

14. Which of your initial expectations were met during the mobility? Please provide examples. *

Select one.

- ☐ Technical knowledge development within your specific professional tasks
- ☐ Technical knowledge development outside your specific professional tasks
- ☐ Transferable skills development (e.g. conflict management, leadership)
- ☐ Development in emergent/future technologies/areas (eg. Artificial Intelligence)
- ☐ None
- ☐ Other:

Future Institutional Development & Internationalization

15. What specific good practices or new methods did you learn that could be adopted at your home institution? *

16. Did your professional network expand as a result of this mobility? *

Select one.

- ☐ Yes, significantly
- ☐ Yes, somewhat
- ☐ No

17. Do you plan to submit a joint project proposal (e.g., Horizon Europe) with the host institution or partners met during the visit? *

Select one.

- ☐ Yes, we are already planning it
- ☐ Yes, in the future
- ☐ No defined plans yet

18. If you answered YES to the previous question, please describe the specific collaboration or partnership that was established.

Closing & Comments

19. Based on this experience, what are your future expectations or goals for your own professional development? (e.g. in which direction do you want to grow?) *

20. Any other personal remarks, suggestions, or comments about the mobility program you would like to share with us?

Annex 4: Unique Value Proposition for Host Institutions

BECOME A STRATEGIC HOST PARTNER

Within the MAPIT Future Studies Programme

The MAPIT Project – M(obilizing) A(dvanced) P(artnerships) for Digital I(nnovation) and T(ransformation) – invites your institution to position itself as a European leader in Research Management (RM) by hosting high-potential Research Managers from our partner universities in Turkey.

The MAPIT Project Future Studies programme aims at supporting participating Research Managers' upskilling and capacity building across the partners' institutions of the MAPIT project (<https://mapitproject.eu/>). This initiative offers hands-on professional development for Research Managers through various mobility opportunities (study visit, short- and long-term secondments) to experienced European research performing organisations.

This is not just a mobility scheme: it is a strategic opportunity to expand your network, access new tools, and prepare for future EU funding calls.

MAPIT Project

MAPIT – M(obilizing) A(dvanced) P(artnerships) for Digital I(nnovation) and T(ransformation) – bridges the gap between innovative SMEs, research entities, and European R&I networks, fostering sustainable international partnerships. By establishing digital innovation centers and upskilling R&D managers, MAPIT strengthens university-industry collaborations, promotes internationalisation, and empowers research entities to thrive within Horizon Europe and the European Research Area.



WHY TO BECOME HOST? YOUR UNIQUE VALUE PROPOSITION

1. ENHANCE THE VISIBILITY OF YOUR INSTITUTION Increase the visibility and the reputation of your institution and your Research Support Office. Share your experiences with your peers and promote your work. • Showcase Best Practices: Demonstrate your successful operational models and workflow structures to your international colleagues. • Gain Visibility: Featured hosts will be highlighted in MAPIT communication channels and social media, portraying your institution as a supportive, forward-thinking leader in the RM community.	2. RECIPROCAL CAPACITY BUILDING The learning goes both ways. Hosting is a low-cost, high-value professional development tool for you and your colleagues. • Leadership Skills: Mentoring a visiting professional helps your staff develop supervision, delegation, and intercultural communication skills. • Fresh Perspectives: Gain insights into how research support operates in different national contexts, which often inspires process improvements at home. • Strengthen References: Demonstrating international mentorship strengthens your institution's track record in capacity-building projects.
3. UNLOCK NEW FUNDING OPPORTUNITIES (Joint Calls) Hosting a MAPIT fellow is the most effective way to broaden your network and build trust-based future collaborations. • Build Diverse Consortia: Connect directly with partners from Associated countries (Turkey), a crucial requirement for many Horizon Europe calls. • Co-Create Proposals: Short-term secondments allow visitors to work specifically on identifying joint scientific interests and drafting proposal concepts.	4. EXCLUSIVE ACCESS TO INNOVATION Be among the first to explore the MAPIT AI Domain Expert Tool. The tool helps research institutions, universities, and policymakers better navigate the European research and innovation funding landscape. • Pilot Testing: Hosts get the unique opportunity to test the MAPIT AI Domain Expert Tool for Research Management. • Shape the Technology: Provide feedback and feedback-loops that will shape the final development of the tool, ensuring it meets the real-world needs of your office.

AI-driven analysis supports insights on strategic funding opportunities, partnerships, and best practices for project development and implementation, particularly in the field of digital transformation.

FLEXIBLE HOSTING OPTIONS

We respect your capacity constraints. You can choose the format that suits you best:

	Option A: STUDY VISIT	Option B: SHORT-TERM SECONDMENT
Duration	1 – 3 Days	1 week – 2 months
Focus	Overview, job shadowing, sharing best practices.	Deep dive, joint work on specific tasks, proposal writing, AI tool testing.
Commitment	Low	Medium

ZERO COST: All travel, accommodation, and subsistence costs for the visiting Research Manager are covered by the MAPIT project.

TIMELINE

Mobility Period: March 2026 – June 2026

(Dates are flexible and agreed upon between Host and Visitor)

MAPIT connects research management, internationalisation, and digital innovation across Europe.

The project has received funding from the European Commission's Horizon Europe Programme under grant agreement No. 101158945.

