



ЕВРОПЕЙСКИ СЪЮЗ
ЕВРОПЕЙСКИ СТРУКТУРНИ И
ИНВЕСТИЦИОННИ ФОНДОВЕ

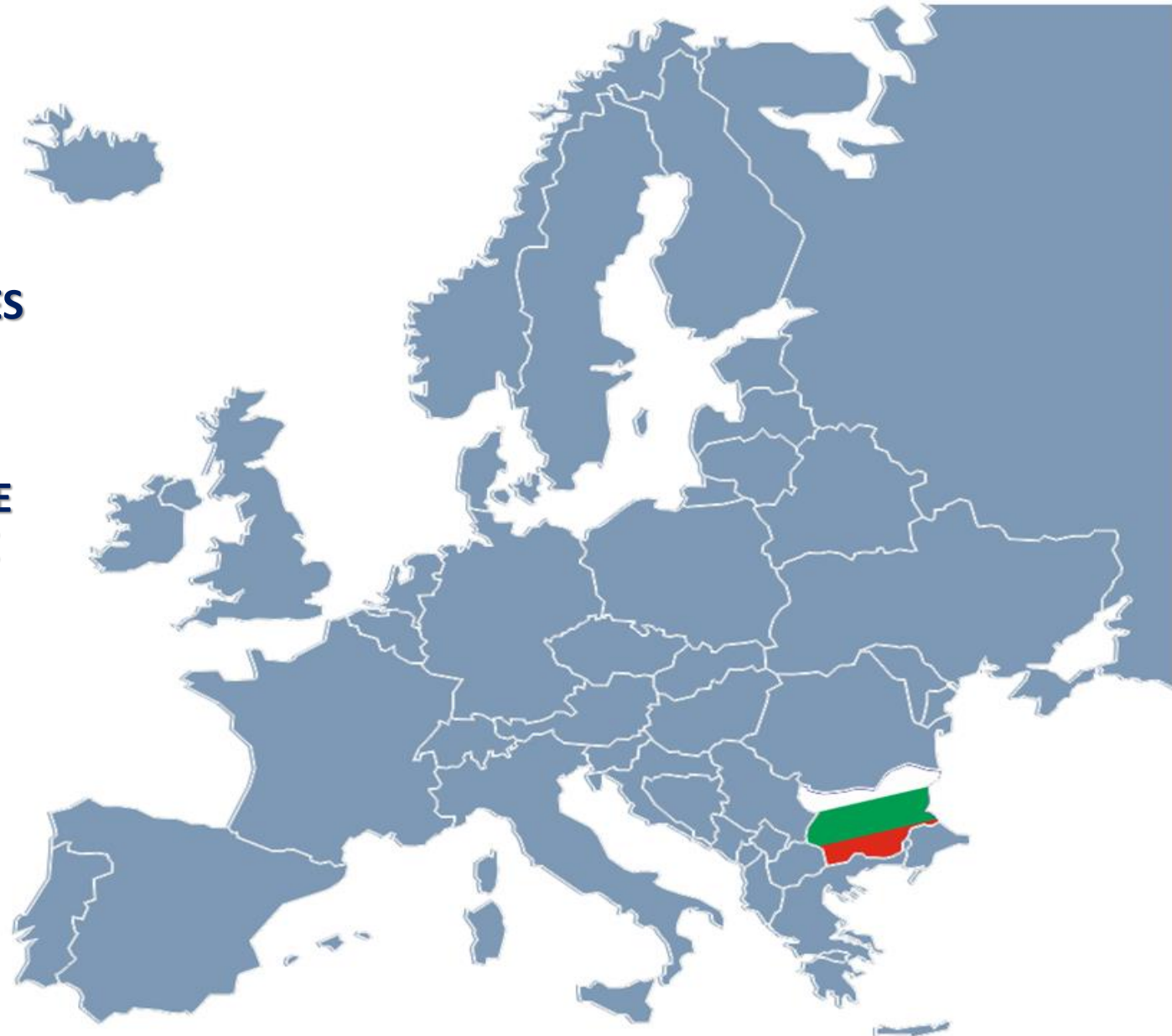
ИЗПЪЛНИТЕЛНА АГЕНЦИЯ
„ПРОГРАМА ЗА ОБРАЗОВАНИЕ“



ОПЕРАТИВНА ПРОГРАМА
НАУКА И ОБРАЗОВАНИЕ ЗА
ИНТЕЛИГЕНТЕН РАСТЕЖ

**GUIDELINES FOR THE PREPARATION OF
DEVELOPMENT AND SUSTAINABILITY
PROGRAMMES WITH BUSINESS PLANS
BY CENTRES OF EXCELLENCE (CoEs) AND CENTRES
OF COMPETENCE (CoCs) FUNDED UNDER THE
OPERATIONAL PROGRAMME “SCIENCE AND
EDUCATION FOR SMART GROWTH”
AND BY ADDITIONAL CENTRES OF COMPETENCE
APPOINTED THROUGH A SPECIFIC PROCEDURE
FROM THE NATIONAL RESEARCH
INFRASTRUCTURE ROADMAP AND THE SOFIA
TECH PARK LABORATORY COMPLEX**

Sofia
24.07.2023





СТРУКТУРА НА ПРОГРАМА ЗА РАЗВИТИЕ И УСТОЙЧИВОСТ С БИЗНЕС ПЛАН



1. PRESENTATION OF THE CENTRE. MISSION, STRATEGIC OBJECTIVES, SHORT- AND MEDIUM-TERM OBJECTIVES AND TARGETS

1.1. Key characteristics of the Centre

The Centre name	
Id number in OPSESG*	
The amount received under OPSESG*	
The amount received from the Horizon 2020 (if applicable)	
Thematic area of ISSS 2014-2020*	
Leading partner	
The partners:	

*N/A for the additional Centres of Competence/ Centres of Excellence appointed through a specific procedure from the National research infrastructure roadmap and the Sofia Tech Park Laboratory Complex

1.2. The Centre's leading scientific fields of exploration and supporting research areas

Partner group \ unit \ WP*	Experience gained and achievements so far (2018-2023) (max. 700 characters per group/unit)

*Number of the workpackage from the OPSESG project in which the group/unit works

- ✓ **A research group** is a group of researchers often from the same faculty/research unit, specialized on the same subject area, working together on the issue or topic under same direction.
- ✓ **An organizational unit** is a construct used to represent an organization whose resources are logically separate from those resources of other, similar organizations, and legally constitute a part of the Centre's partner organisation.



1. PRESENTATION OF THE CENTRE. MISSION, STRATEGIC OBJECTIVES, SHORT- AND MEDIUM-TERM OBJECTIVES AND TARGETS

1.3. Socio-economic and organizational challenges

- ✓ A brief description
- ✓ Present an analysis of the strengths, weaknesses, opportunities and threats (**SWOT**) faced by the partners that can be addressed by establishing the Centre.

1.4. Centre's mission and vision, PRIDST project identification and strategic objectives for the project

- ✓ Mission is referring to the present time and shall remain valid in future.
- ✓ Vision is referring to the future.
- ✓ The characteristics of the project intended to be financed from PRIDST, in the timeframes of the PRIDST and the guiding principles set by PRIDST. The project identification should set roughly the project boundaries, organization and planned course of action.

1.5. Addressing the Centre-specific recommendations of JRC

The report of the JRC “Strategic evaluation of the Bulgarian Centres of Competence and Centres of Excellence and recommendations for their further development” contains a series of Centre specific recommendation, *directed to all 14” OPSESG funded Centres*. <https://sf.mon.bg/?go=page&pageId=435>

- The Centres are equally asked to provide, as attachment to the Programmes, **their response to the individual recommendations outlined in the JRC Report** using the corresponding template (*Annex 2*).
- For the Centres financed under procedure BG05M2OP001-1.003 and
- for the additional Centres of Competence from the National research infrastructure roadmap, and
- for the Sofia Tech Park Laboratory Complex
- **the general recommendations of JRC Report** should be taken under consideration.



2. STRATEGIC / POLICY CONTEXT

2.1. Addressing the challenges identified by PRIDST - The Centre should indicate to which of the challenges identified in PRIDST it will contribute. It should also describe the mechanism how the Centre will contribute to address the challenges, by demonstrating a clear logical cause-effect relation. The template document provides a list of the challenges described in PRIDST:

PRIDST challenges	How the Centre will address the challenges (<i>max: 700 characters</i>)
Strengthening the contribution of applied scientific research and innovation to the higher economic and social development of the country in the field of ISSS 2021-2027, led by the entrepreneurial process;	
Strengthening the capacity of scientific organisations and higher schools;	
Strengthening the cooperation of scientific organisations and higher schools with industry;	
Shortening the path from scientific research to innovation;	
Transfer of technologies and knowledge and their market realization;	
Creating conditions for internationalization;	
Creating conditions for increasing the shares of those engaged in R&D in the public and private sectors	
Creating and sharing data for research and innovation purposes;	
Overcoming regional imbalances by supporting businesses from less developed regions for easier access to R&D.	

2. STRATEGIC / POLICY CONTEXT

2.2. The strategic context at the European level - Use the *table in the section 2.2 of the Template*; make a selective choice, not necessary to refer equally to all the documents

2.3. The strategic context at the national level - Use the *table in the section 2.3 of the Template*; make a selective choice, not necessary to refer equally to all the documents

2.4. The thematic area of ISSS 2021-2027 in which the centre will contribute - Use the *table in the section 2.4 of the Template*

- Informatics and ICT
- Mechatronics and microelectronics
- Healthy Living Industries, bioeconomy and biotechnology
- New technologies in creative and recreational industries
- Clean technologies, circular and low-carbon economy

It is pertinent that more than one area and sub-area may be identified.

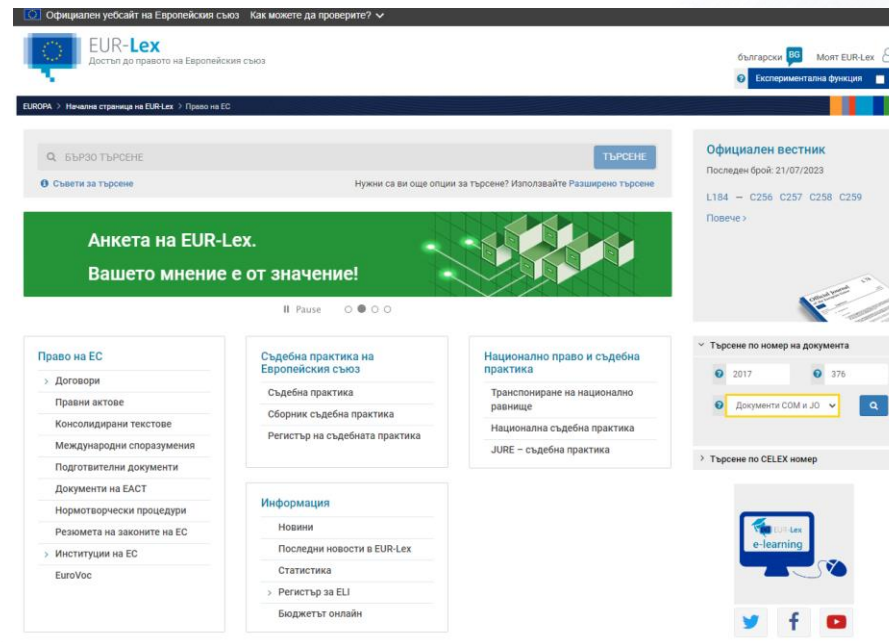
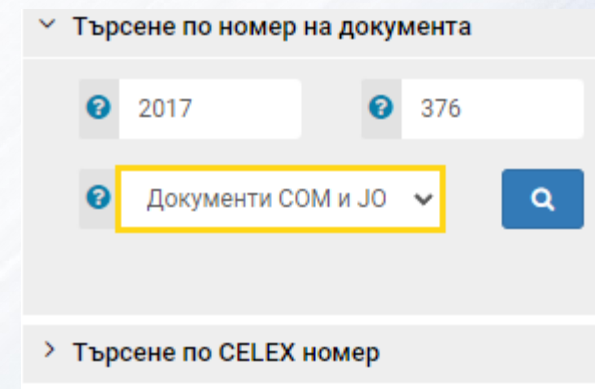
От Методология и критерии за подбор на операции:

За всеки проект ще се посочва тематичната област на ИСИС 2021-2027 г., по която ще се изпълняват дейностите *съгласно програмата за развитие и устойчивост с бизнес план*.

За ЦВП и ЦК по Компонент 1 трябва да се вземат предвид *променените тематични области в ИСИС 2021-2027 г. спрямо ИСИС 2014-2020 г.* В случай, че тематичната област от ИСИС 2014-2020 г., по която е създаден и финансиран по ОПНОИР всеки център, е променена, това трябва да се отчете при разработването на програмите за развитие и устойчивост с бизнес планове. Възможно е да се посочват повече от една тематична област от ИСИС 2021-2027 г. Всеки център, създаден по една от тематичните области от ИСИС 2014-2020 г., може да прецени и идентифицира, също така, *принос по новата тематична област “Чисти технологии, кръгова и нисковъглеродна икономика”*, която е определена като хоризонтална на ниво регионален иновационен потенциал.

2. STRATEGIC / POLICY CONTEXT - table in the section 2.2 of the Template

Strategic documents at EU level	The name and number of elements of the strategic document, to the implementation of which the Centre will contribute.
The European Research Area; Communication on Smart Specialisation (COM (2017)376 final)	
Renewed European Agenda for Research and Innovation (COM (2018) 306 final)	
A new industrial policy strategy (COM (2017)479 final)	
Start-up and scale-up initiative (COM (2016)733 final)	
Programme for acquiring new skills: Detailed Action Plan for Sectoral Cooperation on Skills (COM (2016)381 final)	
A renewed EU agenda for higher education (COM (2017)247 final)	
A European Green Deal (COM (2019) 640 final)	
Shaping Europe's digital future (COM (2020) 67 final)	
A Farm to Fork Strategy for a fair, healthy and environmentally friendly food system (COM (2020)381 final)	
A New Industrial Strategy for Europe (COM (2020) 102 final)	
White Paper on Artificial Intelligence — A Europe for excellence and trust (COM (2020) 65 final)	
Other strategic documents at EU level at the Cent's discretion (add the required number of lines)	
A New European Innovation Agenda (COM/2022/332 final)	
COUNCIL RECOMMENDATION (EU) 2022/2415 of 2 December 2022 on the guiding principles for knowledge valorisation	
COMMISSION RECOMMENDATION (EU) 2023/499 of 1 March 2023 on a Code of Practice on the management of intellectual assets for knowledge valorisation in the	



2. STRATEGIC / POLICY CONTEXT - table in the section 2.3 of the Template

Strategic document at national level	The name and number of elements of the strategic document, to the implementation of which the Centre will contribute.
<p>National Development Programme BULGARIA 2030 (NDR BULGARIA 2030) https://www.minfin.bg/bg/1394</p>	
<p>National Strategy for the Development of Scientific Research in the Republic of Bulgaria 2017-2030 (NRNIRB) https://www.mon.bg/bg/53</p>	
<p>Strategy for the Development of Higher Education in the Republic of Bulgaria 2021-2030 https://www.mon.bg/bg/143</p>	
<p>National Roadmap for Scientific Infrastructure 2020-2027 (NCPNI) https://www.mon.bg/bg/53</p>	
<p>National Strategy for Small and Medium-sized Enterprises 2021-2027 (NSMEs) https://www.mi.government.bg/strategy-policy/natsionalna-strategiya-za-malki-i-sredni-predpriyatiya-msp-v-balgariya-2021-2027-g/</p>	
<p>Digital Transformation of Bulgaria 2020-2030 https://www.mtitc.government.bg/bg/category/283</p>	
<p>Concept for the Development of Artificial Intelligence in Bulgaria by 2030 https://www.mtc.government.bg/bg/category/283/koncepciya-za-razvitiето-na-izkustveniya-intelekt-v-blgariya-do-2030-g</p>	
<p>Other strategic documents at national level at the Centre's discretion (add the required number of rows)</p>	



2. STRATEGIC / POLICY CONTEXT - *table in the section 2.4 of the Template*

2.4. The thematic area of ISSS 2021-2027 in which the centre will contribute. Define the activity of the Centre against the thematic areas of the ISSS 2021-2027 under the Development and Sustainability Agenda for Development and Sustainability. For the designated thematic area of the ISSS 2021-2027, the applicable specific sub-areas shall also be specified, in the second column of the table.

Thematic area	Indicate specific thematic subareas
Informatics and ICT	
Mechatronics	
Healthy Living Industries and Biotechnology	
New technologies in creative and recreational industries	
Clean technologies, circular and low-carbon economy	



2. STRATEGIC / POLICY CONTEXT

2.5. The regional context: Centre's potential and advantages of the Centre

2.5.1. Brief summary of the established research infrastructure (per region) - *table 2.5.1. in the template*

2.5.2. Collaborative research projects with enterprises – *table 2.5.2. in the template*

- ✓ description of ongoing and/or completed collaborative research projects with industry and/or research projects carried out on the business's behalf, which took place *during the last 3 years*.
- ✓ identify the scientific organisation that is a part to the centre and the private sector partner or procuring enterprises
- ✓ for each enterprise: an economic activity code (NACE Rev 2); a place of registration; the locations where the production activities were/are carried out.

2.5.3. The centre's expected contribution to the socio-economic development - *table 2.5.3. in the template*

- ✓ Indicate the centre's expected contribution to the socio-economic development of Level 2 planning regions, as defined in the **ISSS 2021-2027** (*part 5.6. "Regionalization of thematic areas"*).
- ✓ Indicate the envisaged contribution to the priorities and perspectives set out in the **integrated territorial development strategy of a level 2 planning region**, focusing on planned construction of industrial zones, building an environment conducive to innovation, stimulating cooperation between scientific organisations, the public and private sectors in the region and beyond, and developing technology transfer centres

<https://www.mrrb.bg/bg/regionalno-razvitie/strategichesko-planirane/dokumenti/>

2. STRATEGIC / POLICY CONTEXT

2.5.1. Brief summary of the established research infrastructure

table 2.5.1. in the template

Level 2 area	The Centre's established research infrastructure
North-Western region	
North-Central region	
North-Eastern region	
South-Eastern region	
South-Western region	
South-Central region	

2.5.2. Collaborative research projects with enterprises

table 2.5.2. in the template

Level 2 area	The Centre's research project with enterprises	NACE rev. 2
North-Western region		
North-Central region		
North-Eastern region		
South-Eastern region		
South-Western region		
South-Central region		

2.5.3. The centre's expected contribution to the socio-economic development

table 2.5.3. in the template

Level 2 area	The expected contribution to the socio-economic development
North-Western region	
North-Central region	
North-Eastern region	
South-Eastern region	
South-Western region	
South-Central region	



Интелигентна специализация на България по райони, административни и тематични области на ИСИС 2021-2027

Район на планиране (NUTs II)	Област (NUTs III)	Информатика и ИКТ	Мехатроника	Индустрия за здравословен живот и биотехнологии	Нови технологии в креативни и рекреативни индустрии	Чисти технологии, кръгова и нисковъглеродна икономика*
Северозападен район	Видин			√	√	√
	Враца		√	√		√
	Ловеч			√	√	√
	Монтана		√	√		√
	Плевен		√	√		√
Югозападен район	София град	√	√			√
	София област	√		√		√
	Перник			√	√	√
	Кюстендил			√	√	√
	Благоевград	√			√	√
Северен централен район	Габрово	√	√			√
	Велико Търново			√	√	√
	Разград		√	√		√
	Русе	√	√			√
	Силистра	√	√			√
Южен централен район	Пловдив	√		√		√
	Пазарджик		√	√		√
	Кърджали		√	√		√
	Смолян		√	√		√
	Хасково	√	√			√
Североизточен район	Варна	√	√			√
	Добрич		√	√		√
	Търговище		√	√		√
	Шумен			√	√	√
Югоизточен район	Бургас	√	√			√
	Сливен		√	√		√
	Стара Загора	√	√			√
	Ямбол		√	√		√
Общо за страната		11	19	19	7	28

*Тази тематична област е хоризонтална и приоритетна за всички административни области

ISSS
part 5.6.
“Regionalization
of thematic
areas”

2. STRATEGIC / POLICY CONTEXT

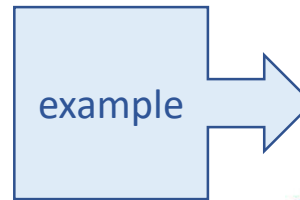
2.5.4. The centre’s impact on regional development and innovation activity - *table 2.5.4. in the template*

Present the Centre’s potential R&D impact on regional development and innovation activity in the table in the Template.

Quantify the impact by attributing scores which are based on following:

- 3 – the Centre leader organization located in the region
- 2 – the partners are located in the region
- 1 – certain activities take place in the region
- 0 – no location or activities in the region

Level 2 area	score (0-3)	Explanation
North-Western region		
North-Central region		
North-Eastern region		
South-Eastern region		
South-Western region		
South-Central region		



3. BUSINESS MODEL AND MAIN ACTIVITIES

3.1. Identification and characteristics of the target market

- **3.1.1. Characteristics of the overall target market and its needs** - Complete **the table in the Template** for each product/service the Centre's aspires to commercialize separately
- **3.1.2. Identification of existing and potential key business partners** - Specifically, list your existing or potential future partners. The entities should be listed in the table in the template for each of the identified products/services
- **3.1.3. Identification of key non-commercial partners/stakeholders** – Scientific organizations; educational institutions; public authorities, incl. local authorities; other interested parties

3.2. Demand analysis for the Centre products/services

- Provide figures on the estimated immediate volume of demand for the main products and services that will be the subject of the Centre's future activities.
- The volume of demand for the Centre's products/services should be estimated and translated into estimated figures for the Centre's cash flows.
- The information should be presented in the **table provided in the template**, for each of the product/service lines

3.3. Grant funding sources

- It is requested that potential sources of grant funding are identified in relation to the expected area of research activity presented in Section 4.
- The sources of potential grant funding should be reviewed and presented in a table as in the template
- Name of the funding source; Priorities of the funder; Expected time of calls for proposals; Estimated volume of funding

3.1. Identification and characteristics of the target market

3.1.1 Characteristics of the overall target market and its needs

Complete for each of product/service line

Products/services	
Indicative market	
Quantitative estimates of entire market:	
• Historical volumes	
• Expected development	
Competition	

3.1.2 Identification of existing and potential key business partners

Complete for each of product/service line

Products/services	Enterprises/entities*	The specific need identified
Buying/licensing the research-based outputs		
Research collaboration		
Application of the results of the Centre's research		

3.1.3 Identification of key non-commercial partners/stakeholders

* Add as many lines as needed

Type of stakeholders*	
Partners being scientific organisations	
Educational institutions that train and host staff in relevant professional fields	
Public authorities, that are part of the innovation ecosystem	
Other interested parties	

3.2. Demand analysis for the Centre products/services

The information should be presented in the table provided in the template, for each of the product/service lines:

Innovative products/services the Centre or its spin-offs intend to offer - The Centre teams should identify the category of products/services they intend to focus on.

They should try to name them from a market perspective, identifying potential use cases and the category of market products they relate to or could potentially impact.

Products/services	
Potential uses	
Values added	
Quantitative estimates:	
• Market size	
• Volume of demand	

3.3. Grant funding sources

Source name	Priorities	Expected time of calls	Expected volume of funding

4. PLANNED RESEARCH WORK PROGRAMME AND RELATED MEASURES

During the preparation of the project financed by the OPSESG for the construction of the Centre, a **Strategic Programme for the Development of Research and Innovation** of the Centre was developed.

Research tasks and activities (work packages, WP) are part of the strategic programme of the Centre. Most of the research tasks and activities, which are part of the scientific programme of the Centre, are not expected to end with the completion of the OPSESG-funded project, and this is an essential element of the **long-term sustainability of the Centre**.

- Additional Centres of Competence appointed through a specific procedure from the National research infrastructure roadmap and
- the Sofia Tech Park Laboratory Complex
- **must develop a new Research programme** in which work packages are foreseen for implementation with the participation of all members of the formed new centre on the basis of the partnership agreement.
- The guidance in the sections 4 for these new centres refers to their **new Research programmes**.

4.1. Planned research work-packages - *Table 4.1. in the template* - Complete for each work-package (WP)

4.2. Key scientific personnel - The information should be provided as *Annex 3* and includes: First name and surname; Academic title, scientific discipline; Professional experience, especially in the areas planned for the Centre and focused on the commercialisation of research; 3 to 5 main publications during the recent 10 years; Achievements in the development of patents and other forms of intellectual property; Current employment.

От Методология и критерии за подбор на операции:

В рамките на операцията няма да бъдат подкрепяни дейности, финансирани по друг проект, програма или друга финансова схема, произлизаща от националния бюджет, бюджета на Европейския съюз или друга донорска програма.

Едно физическо лице може да участва само в един проект по настоящата процедура.



Table 4.1. in the template - Complete for each work-package (WP)

WP number	
WP name	
WP leading institution	
The WP team leader	
Estimated researchers work-months	
Estimated starting date	
Estimated completion date	
The current state of play of research (state-of-art) (max. 1000 characters)	
The main research problem/challenge to be solved (max. 1000 characters)	
The list of tasks/activities planned in the WP, as well as the milestones (max: 1000 characters)	
The expected research outcomes (max. 1000 characters) and contribution to indicators (table below)	
The research methods and approaches (max. 1000 characters)	
The overall description of roles of partners and use of infrastructure (max. 1000 characters)	
Reference to the regional innovation capacity defined in the ISSS 2021-2027 (max. 1000 characters)	

4. PLANNED RESEARCH WORK PROGRAMME AND RELATED MEASURES

4.3. Planned complementary measures - the following complementary measures are expected:

- ✓ purchase of additional equipment,
- ✓ establishment of an organisational framework including all necessary internal rules and procedures,
- ✓ establishment and initiation of internal or external services to support technology transfer, etc.

The complementary measures should be planned with their deadlines and the resources required for them.

Table 4.3. in the template - Complete for each complementary measure (CM)

CM number	
CM name	
CM leading institution	
The CM team leader	
Estimated work-months	
Estimated starting date	
Estimated completion date	
Description of the measure (max. 1000 characters)	

4. PLANNED RESEARCH WORK PROGRAMME AND RELATED MEASURES

4.4. Timeframes – List all research work packages (WP) and complementary measures (CM), add detailed tasks, and indicate the milestones for each task. Expand the table according to needs.

Research WPs/CMs/ Tasks	2024		2025		2026		2027		2028		2029	
WP 1												
<i>Task 1.1.</i>												
WP 2												
.....												
.....												
.....												
CM 1												

Milestone number	WP	Milestone description	Way of verification
M1	WP1		

4. PLANNED RESEARCH WORK PROGRAMME AND RELATED MEASURES

4.5. Results to be achieved

Present the information in the form of a table of *Key Performance Indicators (KPIs)* with specific target values.

If necessary, propose additional KPIs to those included in the table.

When complementing the system of indicators, it is recommended to use the guidelines from the report of the European Commission’s Expert Group “*Knowledge Transfer Metrics — Towards a European-wide set of harmonised indicators*”.

№	INDICATOR	MEASURE	2020- 2023*	2024- 2026	2027- 2029
1.	<i>Research Capacity</i>				
2.	<i>Scientific activities and cooperation</i>				
3.	<i>Funding received</i>				
4.	<i>Percentage of funds received in relation to PRIDST grant for the period (under 3.1)</i>				

* Until the date of submission of this document

5. ORGANISATION AND GOVERNANCE

5.1. The organisational structure

Organisational chart plus text (max 1500 characters)

5.2. Proposal for a legal entity or other appropriate form

Text (max 1500 characters)

От **Методология и критерии за подбор на операции**: Допустими са следните юридически форми на конкретните бенефициенти:

1. Обединения въз основа на партньорско споразумение на научноизследователски организации по определението за „организация за научни изследвания и разпространение на знания“ по т. 16, буква ее) от Рамката за държавна помощ за научни изследвания, развитие и иновации (Рамката 2022 г.), регистрирани на територията на Република България.

Научноизследователските организации трябва да са подписали партньорско споразумение като Център за върхови постижения или като Център за компетентност към момента на подаване на проектното предложение по настоящата процедура.

За реализация на резултатите от научни изследвания, от иновационна дейност или от права върху обекти на интелектуална собственост, както и за други общи дейности **в рамките на Центъра, участниците в обединението - висши училища или научни организации, следва да създадат юридическо лице с нестопанска цел за осъществяване на дейност в обществена полза** при условията и по реда на Закона за юридическите лица с нестопанска цел.

2. Висше училище или институт по чл. 26б от Закона за висшето образование, дефинирано като организация за научни изследвания и разпространение на знания по смисъла на т. 16, буква ее) от Рамката за държавна помощ за научни изследвания, развитие и иновации (Рамката 2022 г.), регистрирано на територията на Република България.

3. Юридическо лице с нестопанска цел за осъществяване на дейност в обществена полза при условията и по реда на Закона за юридическите лица с нестопанска цел, което е дефинирано като организация за научни изследвания и разпространение на знания по смисъла на т. 16, буква ее) от Рамката за държавна помощ за научни изследвания, развитие и иновации (Рамката 2022 г.), регистрирано на територията на Република България.

5. ORGANISATION AND GOVERNANCE

5.3. Existing Staffing and Material Resources; buildings, equipment

The information described in this point should, on the one hand, be linked to the **actual state of the Centre’s research infrastructure and equipment** acquired with OPSESG funding and, on the other hand, **identify the need to acquire new equipment** to carry out research and tasks in order to achieve stability and sustainability of the Centre.

Additional Centres of Competence appointed through a specific procedure from the National research infrastructure roadmap and the **Sofia Tech Park Laboratory Complex** should describe in this section **the available research infrastructure and equipment in each of the organizations participating in the new centre, which will be used as a basis for the implementation of the new Research programmes.** In the following sections, they should **justify the necessity of new research infrastructure and equipment** to implement the work packages, following the indicated guidelines.

Provide a brief description of the buildings constructed/refurbished and equipment purchased/acquired at the Centre, focusing on the distribution of the research infrastructure by region and by laboratory, including the number and qualifications of the research staff (researchers) directly involved in the R&D activities of the research infrastructure Centre/laboratory.

Location (address)	
Premises (characteristics, size)	
Personnel	
Key equipment available (type, key parameters)	
Additional investment needs (with justification)	



5. ORGANISATION AND GOVERNANCE

5.4. Plan to use research infrastructure

*Text (max 1500 characters), an annex with a more detailed description may be provided (**Annex 7** – optional).*

5.5. Capacity for generation of Intellectual Property

Text (max 1500 characters)

5.6. Policy and regulations for Intellectual Property

Text (max 1500 characters) plus the following annexes:

Annex 4. *Intellectual Property Policy and Rules;*

Annex 5. *Policy and rules for exploitation and commercialisation of research results, including a knowledge and technology transfer structure*

5.7. Pricing policy

Text (max 1500 characters)

5. ORGANISATION AND GOVERNANCE

5.8. Human resources - Describe the research, administrative and technical staff by presenting a staff structure **by category (R1, R2, R3 and R4)** defined in the EC Communication “Towards a European Framework for the Career Development of Researchers” in the leading organisation and by partner. It is appropriate to use organigram form to present the structure of the human resources. Provide the Centre’s human resources information, including a description of the following mandatory elements:

In addition to the table below, include an organigram to present the structure of the human resources.

Aspect	Description (max: 1000 characters each cell)
A staff management system	
Key personnel management functions	
Skills and knowledge necessary for staff	
Methods for staff performance evaluation	
Processes preventing the loss of key staff	
Mechanisms for attracting the scientific staff	
Information on "Regulations for the Institutional Implementation of the "European Charter for Researchers"	
Remuneration methods to ensure the effectiveness and efficiency	
Plans concerning staff satisfaction surveys	

5. ORGANISATION AND GOVERNANCE

5.9. Measures to increase the Centre’s impact

Measures to increase the Centre’s impact should be included in the “Plan for the development and commercialisation of the own portfolio of intellectual property rights” should be provided as **Annex 6**.

In addition to the table below, include Annex 6 “Plan for the development and commercialisation of the own portfolio of intellectual property rights” as instructed by the Guidelines.

Action	Characteristics (max. 1000 characters, plus annexes)
Considered IP transfer mechanisms	
Access to professional knowledge transfer services	
Building capacity of current technology transfer office	
Plan licensing activities	
Plan/internal framework for setting up spin-offs	
Plan/internal framework of relations with spin-offs	
a.	



6. FINANCIAL ANALYSIS

The financial analysis should be provided **in an MS Excel format (as per the template in Annex 1)** with formulas unlocked to allow for its review and evaluation, including verification of the financial results obtained.

When preparing the financial analysis, the main categories of cash flows should be included, such as:

- Operating cash flows, including revenues and cash inflows.
- Costs, including both investment (CAPEX) and operating costs (OPEX).
- Relevant cash flows should be introduced until year 2033.

6.1. Historical figures

6.1.1. Cash-in flows, by source

Table (in Annex 1) with explanatory text here

6.1.2. Costs by category

Table (in Annex 1) with explanatory text here

6.2. Forecasted figures

6.2.1. Cash-in flows (incl. revenues) by source

Table (in Annex 1) with explanatory text here

6.2.2. Costs by category

Table (in Annex 1) with explanatory text here

6.3. Financial sustainability

Table (example in Annex 1) with explanatory text here

7. RISK MANAGEMENT PLAN

Identify potential risks, rank them in order of importance and identify appropriate measures to minimise and/or control and/or manage these risks.

The risk management plan should cover at least the following risks:

1. Demand risks
2. Design risks
3. Management and procurement risks
4. Construction risks
5. Operational risks
6. Financial risks
7. Risks related to the sustainability of research results as a result of the established and functioning research infrastructure - this is a demand risk

Assess the risk by assessing the potential impact of the above risks (and of additional risks identified by you, if applicable) and the likelihood of their occurrence.

Risk	Probability	Influence	Risk Priority	Measures to address and/or manage risk
1	2	3	4	5

List of annexes

Annex 1 Financial analysis – Excel format

Annex 1a Budget calculation for the projects of the existing CoE and CoC to be funded under PRIDST with Methodology for determining the budget of the existing CoE and CoC to be funded under PRIDST

Annex 2 (to p. 1.5) Addressing the Centre-specific recommendations of JRC - completed separately for each centre

Annex 3 (to p. 4.2) Key scientific personnel

Annex 4 (to p. 5.6) Intellectual Property Policy and Rules

Annex 5 (to p. 5.6) Policy and rules for exploitation and commercialisation of research results, including a knowledge and technology transfer structure

Annex 6 (to p. 5.9) Plan for the development and commercialisation of the own portfolio of intellectual property rights

Annex 7 (Optional to p. 5.4) Plan to use the research infrastructure



ЕВРОПЕЙСКИ СЪЮЗ
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ИНВЕСТИЦИОННИ ФОНДОВЕ

ИЗПЪЛНИТЕЛНА АГЕНЦИЯ
„ПРОГРАМА ЗА ОБРАЗОВАНИЕ“



ОПЕРАТИВНА ПРОГРАМА
НАУКА И ОБРАЗОВАНИЕ ЗА
ИНТЕЛИГЕНТЕН РАСТЕЖ

БЛАГОДАРЯ ЗА ВНИМАНИЕТО!

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