

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Action Plan

Case number: 2021ES629342

Name Organisation under review: FISEVI International Projects Unit (OPI)

Organisation's contact details: Avda manuel siurot sn, edif lab 6ta pta, Seville, Spain, 41013

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

| STAFF & STUDENTS | FTE |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research * | 503 |
| Of whom are international (i.e. foreign nationality) * | 22 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) * | 503 |
| Of whom are women * | 410 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 11 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level * | 39 |

| STAFF & STUDENTS | FTE |
|--|-------------|
| Of whom are stage R1 = in most organisations corresponding with doctoral level * | 78 |
| Total number of students (if relevant) * | 30 |
| Total number of staff (including management, administrative, teaching and research staff) * | 543 |
| RESEARCH FUNDING (figures for most recent fiscal year) | € |
| Total annual organisational budget | 26556086,41 |
| Annual organisational direct government funding (designated for research) | 954463,99 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 12037916,88 |
| Annual funding from private, non-government sources, designated for research | 13564605,54 |

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Andalusian Public Foundation for Health Research Management in Seville (FISEVI) is a non-profit organization which belongs to the Public Sector and is linked to the Andalusian Regional Ministry of Health and Families (CSyF). Its aims are the promotion and implementation of high-quality biomedical research as well as the promotion and development of innovations in health technologies through the optimization of management activities and promotion of research in the centers and organizations of the Public Health System of Andalusia (SSPA) to which FISEVI renders it services.

FISEVI objectives are:

1. To proactively support and promote R&D&I of excellence in Health; To guarantee equality and equity in the access to the professionals of the Andalusian Health Service (SSPA) of the province of Seville, to the

Portfolio of Management and Support Services of the Network of Managing entities of the SSPA;

2. To increase the applicability of research results in industry and/or clinical care practice;
3. To develop an active policy of seeking public and private funding maximizing the fundraising capacity, with the ultimate goal of promoting the increase of scientific competitiveness, as well as the sustainability and self-financing of FISEVI;
4. To boost the development of clinical trials and observational studies, guaranteeing maximum respect for ethical postulates and promoting effective control mechanisms.

FISEVI provides project management support for national and international projects in a comprehensive manner , as it covers all aspects necessary for their correct implementation: legal, human resources, financial, managerial, scientific, IPR issues and research methodology.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note:Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*



Strengths and Weaknesses (max. 800 words)

The GAP Analysis process revealed a positive general assessment regarding Ethical and professional aspects, since all principals have been qualified as “almost but not fully”, leaving nevertheless room for future improvements.

Non-discrimination has been fully qualified as a strength.

Research freedom has been qualified as insufficient and been revealed as a weakness.

FISEVI, as managing entity, is bound to ensure the completion of the Ethical principals and procedures in force at Research sites (Hospitals, Health Care Centers, Research center). As indicated in the GAP Analysis, no further restrictions, apart from those of financial nature, is imposed on Researchers Freedom. However, lines of research are limited to health-related topics and generally defined by the different funding bodies.

FISEVI brings support and guides Researchers to comply with ethical requirements as well as the whole process of research project execution, from the development of the idea to the results of exploitation. Despite FISEVI relies of a full range of tools, there is a clear margin for improvement in terms of visibility/communication of those tools and their adherence by researchers and technicians.

Therefore, the Action Plan includes a set of actions, principally based on formative/informative/training activities (a minimum of 10 in two years) addressing Ethics issues; Contractual and legal requirements; Data protection and confidentiality protection; Exploitation; Scientific dissemination; General presentation of Internal procedures in force related to those aspects. The survey has put in evidence that we would benefit from publishing a Welcome Guide, comprising contractual duties and responsibilities, therefore the elaboration of a Welcome Guide for newcomers has been identified as a necessary tool to be implemented.

Public engagement should also be promoted and FISEVI has to increase the participation in outreach activities and improve the visibility of results. The update of the Technology Transfer Plan as well as the design and implementation of new specific procedures are also foreseen in the Action Plan.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

Among those principles, Recruitment, Selection and Transparency have been qualified as “insufficiently” whereas the remaining aspects (Judging merit, Variations in the chronological order of CVs, Recognition of mobility experience, Recognition of qualifications, Seniority, Postdoctoral appointments) have been better qualified. Therefore, the evaluation of curriculum vitae seems to be considered as a strength whereas the selection process is perceived as a weakness.

As instrument of the regional government of Andalusia, FISEVI is bound to the principles of equality, merit and capacity, which regulate our practice regarding staff selection, recruitment and hiring. Furthermore, FISEVI relies on an e-recruiting tool that is line with most of the principles and indications of the OTM-R policy. Nevertheless, FISEVI should work in ensuring that its selection procedures are internationally comparable. Therefore, update of FISEVI recruitment procedures as well as the Career Plan Support Document are foreseen.

Working conditions*



Strengths and Weaknesses (max. 800 words)

Survey data shows that Working conditions are predominantly negatively perceived, being the value of mobility the sole positive aspect.

FISEVI hiring process and contracts fully comply the Spanish Legal framework for hiring researchers. FISEVI managed Research funds and as such is limited in terms of budget availability and contracts modalities. Therefore, many weaknesses cannot be addressed due to budgetary possibilities, legislation applicable limiting the hiring possibility to temporal contract, debilitating the institution in terms of “attractive conditions”.

FISEVI researchers are located in different centers in Seville (hospitals and Institute of Biomedicine of Seville). The researchers are under the directives of the decision-making bodies of the centers as well as to the particular hiring conditions of each institutions and/or funding agencies.

Trying to overcome the negative aspects, FISEVI proceed to periodic analysis of the legislation governing research career, pursuing creative solutions to improve professional development opportunities. Therefore, the Action plan includes several actions that should help drive to better those aspects.

The survey put the light on the necessity to improve direct communication with the researchers throughout the entire HRS4R process.

Training and development*



Strengths and Weaknesses (max. 800 words)

Overall good assessment has been received regarding Training and development.

As managing institution, FISEVI drives project scientific execution and justification, keeping informed on deadlines and facilitating deliverables and reports templates and achieving the documentation related to work progress and execution but FISEVI, as managing entity, does not directly interfere in the relationship senior/early-stage researchers.

FISEVI Training Plan (a wide catalogue of online courses of various topics is offered, training actions (online and face-to-face through Virtual Classroom), are yearly assessed according to the needs transferred by the different units.

Even if no specific issue has been raised by the survey, we do consider that FISEVI should improve the access to training in research and the continuous development. Therefore, improvement of the annual plan training plan is foreseen, involving senior researchers in its final design.

We do also believe that the Welcome Guide will help improving the professional development, setting the basis of the relation principal investigators/newcomers.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://fisevi.com/>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

To design and organize on a regular basis specific informative short sessions (in particular related to Ethics issues; Data Protection and the respective Internal procedures in force related to those aspects)

GAP Principle(s)

(+/-) 2. Ethical principles

(+/-) 3. Professional responsibility

(+/-) 6. Accountability

(+/-) 7. Good practice in research

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q1;2023-Q2;2023-Q3;

Responsible

Unit

Indicator(s) / Target(s)

Project

Management

Unit

Report on the 4 sessions (materials and evaluation of assistance)

Proposed ACTIONS

Action 2

To organize specific training activities (Contractual and legal requirements; Data protection and confidentiality protection; exploitation; scientific dissemination; external accreditation)

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

(+/-) 7. Good practice in research

(+/-) 8. Dissemination, exploitation of results

(+/-) 9. Public engagement

(+/-) 11. Evaluation/ appraisal systems

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q1;2023-Q2;2023-Q3;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

Technology
Transfer Unit

Report on the 5 Trainings activities (materials and evaluation of assistance)

Proposed ACTIONS

Action 3

To organize Seminar twice a year specifically devoted to career development and mobility programs

GAP Principle(s)

(--) 28. Career development

(--) 30. Access to career advice

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q2;2023-

Q3;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

Project
Management
Unit

Report on the 4 Seminars (materials and evaluation of assistance)

Proposed ACTIONS

Action 4

To increase the participation in outreach activities and improve visibility of results, taken into account that FISEVI is a managing institution and will therefore drive this action with the research centers and hospitals.

GAP Principle(s)

- (+/-) 4. Professional attitude
- (+/-) 9. Public engagement
- (--) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q2;2023-Q3;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

Project
Management
Unit

Analyses of the participation (Number of activities, assistants, level of participation)

Proposed ACTIONS

Action 5

To design and implement an exchange information system on job opportunities to foster mobility

GAP Principle(s)

(-- 28. Career development

Timing (at least by year's quarter/semester)

2023-Q3

Responsible**Unit****Indicator(s) / Target(s)**

Project Management Unit and Human Resources Dpt.

Report on tools implemented

Action 6

To define a plan to include technical staff, predoc and post docs as observers of FISEVI governing bodies.

GAP Principle(s)

(-- 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

2023-Q2;2024-Q1

Responsible**Unit****Indicator(s) / Target(s)**

Direction

Plan of participation defined; Evaluation of participation

Proposed ACTIONS

Action 7

To improve the access, visibility and diffusion of corporative documents (Organization chart of personnel; procedures; tools available for researchers)

GAP Principle(s)

(+/-) 4. Professional attitude

(+/-) 6. Accountability

(--) 26. Funding and salaries

(-/+) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q1

Responsible

Unit

Indicator(s) / Target(s)

Direction

Update of corporative documents; Documents disseminated

Proposed ACTIONS

Action 8

To publish and disseminate the FISEVI Equality plan

GAP Principle(s)

(++) 10. Non discrimination

(--) 24. Working conditions

(--) 27. Gender balance

**Timing (at least by
year's quarter/semester)**

2022-Q3; 2023-Q1;2023-
Q2;2023-Q3;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

HR Dpt

Degree of dissemination

Action 9

To organize an Annual Day to introduce FISEVI to new workers

GAP Principle(s)

(+/-) 4. Professional attitude

**Timing (at least by
year's
quarter/semester)**

2023-Q2;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

All Dpts

Design of FISEVI presentation material; Assistance to the Annual
Day

Proposed ACTIONS

Action 10

To draft and disseminate a "Welcome Package" with practical information related to all aspects of interest for FISEVI workers.

Timing (at least by year's quarter/semester)

GAP Principle(s)

- (-- 1. Research freedom
- (+/- 2. Ethical principles
- (+/- 5. Contractual and legal obligations
- (-- 14. Selection (Code)
- (+/- 21. Postdoctoral appointments (Code)
- (-- 24. Working conditions
- (-- 28. Career development
- (-- 30. Access to career advice
- (-- 33. Teaching
- (+/- 36. Relation with supervisors
- (+/- 37. Supervision and managerial duties
- (+/- 40. Supervision

2023-Q1

Responsible

Unit

Indicator(s) / Target(s)

All Dpts

Draft Documents/Materials; Documents/Materials approved and disseminate

Proposed ACTIONS

Action 11

To report on the assessment of the Project Management Unit regarding opportunities to share research infrastructures and the participation in international networks and mobility programmes.

GAP Principle(s)

(--) 23. Research environment

(+/-) 29. Value of mobility

(++) 38. Continuing Professional Development

**Timing (at least by
year's
quarter/semester)**

2023-Q3

Responsible**Unit****Indicator(s) / Target(s)**

Project
Management
Unit

Report on activities carried out to promote the participation at international level.

Proposed ACTIONS

Action 12

To update and disseminate FISEVI Technology Transfer Plan

GAP Principle(s)

(+/-) 3. Professional responsibility

(+/-) 8. Dissemination, exploitation of results

(--) 31. Intellectual Property Rights

(--) 32. Co-authorship

**Timing (at least by
year's
quarter/semester)**

2023-Q1;2023-Q3;2024-
Q1

Responsible

Unit

Indicator(s) / Target(s)

Project
Management
Unit

TT Plan updated; Informative sessions addressed to Project
Managers; Informative sessions addressed to Researchers

Action 13

To define and implement a Career Plan Support Document

GAP Principle(s)

**Timing (at least by
year's
quarter/semester)**

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) |
|--|--|
| (+/-) 11. Evaluation/ appraisal systems | 2023-Q1;2023-Q3;2024-Q1 |
| (+/-) 16. Judging merit (Code) | |
| (+/-) 20. Seniority (Code) | |
| (+/-) 21. Postdoctoral appointments (Code) | |
| (--) 22. Recognition of the profession | |
| (--) 25. Stability and permanence of employment | |
| (--) 28. Career development | |
| (--) 30. Access to career advice | |
| Responsible | |
| Unit | Indicator(s) / Target(s) |
| HR Dtp and Project Management Unit | Appointment of Working Group; Draft Document; Document reviewed and approved |

Proposed ACTIONS

Action 14

To define and implement a specific procedure for complaints and appeals.

GAP Principle(s)

(-/+) 34. Complains/ appeals

(+/-) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

2023-Q2;2024-Q1

Responsible**Unit****Indicator(s) / Target(s)**

HR Dpt

Procedure for complaints and appeals approved

Proposed ACTIONS

Action 15

To define a specific Procedure for evaluation addressed to Principal Investigators

GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

Timing (at least by year's quarter/semester)

2023-Q2;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

Project
Management
Unit and
Human
resources
Dpt

Draft Procedure; Document approved and disseminate

Proposed ACTIONS

Action 16

To reinforce capacities and knowledge on OTM-R policy and analyse how to incorporate OTM-R policy in FISEVI procedures.

GAP Principle(s)

(--) 12. Recruitment

(--) 13. Recruitment (Code)

(+/-) 20. Seniority (Code)

(+/-) 21. Postdoctoral appointments (Code)

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q2; 2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

HR Dpt

Creation of Working group; Specific training session on OTM-R Policy; Design of implementation strategy of OTM-R policy principles

Proposed ACTIONS

Action 17

To review, update and disseminate FISEVI recruitment and selection procedures

GAP Principle(s)

(--) 15. Transparency (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q1;2023-Q2;2023-Q3;2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

HR Dpt

HR Procedure updated and disseminated

Proposed ACTIONS

Action 18

To update and disseminate the Projects Management Procedures

GAP Principle(s)

(+/-) 7. Good practice in research

(--) 32. Co-authorship

Timing (at least by year's quarter/semester)

2022-Q3; 2023-Q1;

Responsible

Unit

Indicator(s) / Target(s)

Project

Management Unit
IPM Procedure updated and disseminated

Action 19

To design specific Procedure related to Methodological and Statistics Support Unit

GAP Principle(s)

(+/-) 3. Professional responsibility

Timing (at least by year's quarter/semester)

2023-Q1; 2023-Q3; 2024-Q1

Responsible

Unit

Indicator(s) / Target(s)

Method & Stat. Unit

MSS Procedures drafted, MSS Procedures approved; MSS procedures disseminated

Proposed ACTIONS

| Action 20 | GAP Principle(s) | Timing (at least by year's quarter/semester) |
|---|---|---|
| To improve the Training Plan, within the possibilities accessible to FISEVI | (++) 38. Continuing Professional Development | 2023-Q1; 2024-Q1 |
| | (++) 39. Access to research training and continuous development | |
| | Responsible Unit | Indicator(s) / Target(s) |
| | HR Dpt | Annual update of the Training Plan offered by FISEVI; Number of training courses offered and level of participation |

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

FISEVI recruitment procedure is design to ensure selection of the best candidate, making use of an e-application that complies with the principles of publicity, merit, equality and capacity to which we are legally bound. FISEVI recognizes and is aware of the benefits to implement Open Transparent Merit-based Recruitment (OTM-R) and is working towards their full implementation.

These principles apply to any vacancy, regardless of the professional group (researchers, but also support and management staff) and concern the whole recruitment process (from advertising position, application phase, selection, evaluation as well as the appointment process).

FISEVI has implemented its e-application in force since November 2020, seeking to ensure the following principles: public, clear and transparent information on the whole process including selection criteria and indicative timetable, equality and ensuring that the level of qualifications and competencies required are in line with the needs of the position, keeping the administrative burden to a minimum.

In order to improve the impartiality of the recruiting process, the procedure can be further improved, for instance by including external advisers in the selection committee or ensuring that the selection committee includes all profiles to correctly evaluate candidates.

FISEVI is committed to refine its institutional strategy and procedure where necessary, seeking to attract and retain the best staff for the research centers under its management competency.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

<https://empleo.fisevi.es/>

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Implementation of the HRS4R action plan will be based on the priorities derived from the GAP Analysis. Higher priority will be assigned to less fulfilled principle, but also taken into account the feasibility of the implementation.

Our approach consists of a 2+3 years planning that will generate within the first 2 years a solid package of resources and procedures that will be further adapted after the first evaluation and further assessed, corrected and developed within 2 years following the internal review and evaluation.

Our analysis brings us to define as general objectives for steering the Action Plan implementation:

1: To improve communication between management staff and researchers, boosting their interaction in any activity of FISEVI

2: To update internal procedures and adapt them to the Code and Charter and regularly update, incorporating the results and new needs detected upon internal evaluation

3: To advance in the definition of professional development strategy compatible with the limiting regulations

4: To improve general visibility of FISEVI role, activity and achievement

Smooth coordination of the different areas involved will be ensured and the Steering Committee will define the working schedule, liaising with the daily activity to ensure good performance, acceptance and adherence to the implementation of the actions. Annual objectives for the implementation will be set by each department and monitored on a monthly basis. Supervision of the overall process will depend on the Steering Committee.

Steering Committee and Working group composition and work flow:

- The Steering Committee is composed by 7 out of the 13 members of the team and will communicate regularly on the progress of the HRS4R activities and implementation, taken advantage of the FISEVI Commission meetings, which are celebrated on a weekly basis, usually Mondays. Short update on the progress will be prepared by one member of the Steering Committee designed for this purpose (foreseen: the International project manager)
- The working group is composed by 10 out of the 13 members of the team. They will work in the actions implementation, to globally promote the recruitment, retention and development of talent to help research institutions developing quality research and reaching a position of international leadership in their respective areas of specialization, to contribute establishing adequate and stimulating work environment for research staff.
General coordination of the Working group will be ensured by one member of the Steering Committee designed for this purpose (foreseen: the International project manager) that will help ensuring the timely execution of the work calendar according to the initial planification.
- For each action, the Responsible Unit will be responsible to gather the collaborators and implement the action. Any barriers/delay/difficulty/unforeseen event will be communicated to the International project manager and mitigation measures will be proposed and approved

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.


| | |
|---|---|
| How will the implementation committee and/or steering group regularly oversee progress?* | ▼ |
| Detailed description and duly justification (max. 500 words) | |
| <p>The Steering Committee will agree on responsibilities and deadlines for all actions. The Human Resources and Project Management Units will monitor objectives, deliverables and indicators through periodic assessment, report to the Steering Committee and propose contingency measures if needed.</p> | |

How do you intend to involve the research community, your main stakeholders, in the implementation process? * 

Detailed description and duly justification (max. 500 words)

Being one of the main objective to improve communication between management staff and researchers, boosting their interaction, researchers are involved and will participate in all phase of the implementation.

We highlight that FISEVI is the managing institution of the Institute of Biomedicine of Seville and is therefore working in close collaboration with the Institute in this process.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. * 

Detailed description and duly justification (max. 500 words)

FISEVI objectives are defined in Strategic Plan designed by and for the Andalusian Network of Managing Foundations. One of the objective is precisely lined to the HRS4R, concretely "Continue to develop the commitments associated with the European Charter for Researchers and the European Commission's Code of Conduct in the Recruitment of Researchers. To this end, the Foundation will promote and monitor the development of the principles of hiring researchers included in the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R)".

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Following FISEVI usual practice and procedure, the activity is internally controlled and monitored. Annual objectives are usually set for all departments and staff, and the consecution is monitored at least twice a year at a general level.

Appropriate progress or design and implementation of contingency measures will be agreed by the Steering Committee.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Human Resources and Project Management Unit will monitor the actions implementation and prepare and send quaterly progress report to the Steering Committee.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

The Action plan already defines most of the indicators related to the implementation process. When proceeding with the first internal evaluation of the implementation, after one year, indicators and deliverables might be redefined to monitor progress, being assessed quantitatively and/or qualitatively, to ensure the best results at the end of the second year.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

FISEVI is the managing institution of the Institute of Biomedicine of Seville. Therefore, the implementation of the strategies will be intertwined. Follow up on the Action Plan execution, the development of new action or mitigation measures whenever necessary will be communicated and a common solid communication on the implementation results will be designed.