Agency for the Promotion of the European Research

Supporting research stakeholders over the last 20 years

Angelo D’Agostino, Milano
Summary

LE RETI DI DOTTORATO MARIE SKŁODOWSKA-CURIE (MSCA):

- COSA SONO
- COME FUNZIONANO
- COME PRESENTARE UNA PROPOSTA COMPETITIVA
[Horizon 2020]

Excellent Science
- European Research Council
  - Frontier research by the best individual teams
- Future and Emerging Technologies
  - Collaborative research to open new fields of innovation
- Marie Skłodowska Curie actions
  - Opportunities for training and career development
- Research infrastructures
  (including e-infrastructure)
  - Ensuring access to world-class facilities

Industrial Technologies
- Leadership in enabling and industrial technologies
  - ICT, nanotechnologies, materials, biotechnology, manufacturing, space
- Access to risk finance
  - Leveraging private finance and venture capital for research and innovation
- Innovation in SMEs
  - Fostering all forms of innovation in all types of SMEs

Societal Challenges
- Health, demographic change and wellbeing
- Food security, sustainable agriculture, marine and maritime research & the bioeconomy
- Secure, clean and efficient energy
- Smart, green and integrated transport
- Climate action, resource efficiency and raw materials
- Inclusive, innovative and reflective societies
- Security society

European Institute of Innovation and Technology (EIT)
- Spreading Excellence and Widening Participation
- Science with and for society
- Joint Research Center (JRC)
[Shift in focus and redefined priorities]

"Marie Skłodowska-Curie actions" shall provide **excellent** and **innovative** research **training** as well as attractive career and **knowledge-exchange** opportunities through **cross-border** and **cross-sector mobility** of researchers to best prepare them to face current and future **societal challenges.**

MSCA Objective

Ensure the optimum development and dynamic use of Europe’s intellectual capital in order to generate new skills, knowledge and innovation

Budget 2014-2020: 6 162 million €
Open to all domains of research and innovation from basic research up to market take-up and innovation services

Entirely bottom-up

Participation of non-academic sector strongly encouraged, especially industry and SMEs

Mobility as the key requirement - funding on condition participants move from one country to another

Particular attention to gender balance

Public engagement of supported researchers
Academic sector: public or private HEI awarding academic degrees, public or private non-profit research organisations, international European interest organisations

Non-academic sector: any socio-economic actor not included in the academic sector definition

Beneficiaries => signatories of the grant agreement

Partner organisations => not signing the grant agreement

Categories of researchers: ESR and ER – in line with FP7 approach

Full time research equivalent and mobility rule – following FP7 approach
Research fields are freely chosen by the applicants, except:

- research activity aiming at human cloning for reproductive purposes
- research activity intended to modify the genetic heritage of human beings which could make such changes heritable
- research activities intended to create human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer
- areas of research covered by the EURATOM Treaty
Innovative networks supporting early-stage training (Including *Industrial doctorates & Joint doctorates*)

**ITN**
Early-Stage Researchers

**IF**
Experienced Researchers

**RISE**
Exchange of Staff

**COFUND**
Co-funding

Individual fellowship supporting experienced researchers undertaking mobility

International and inter-sector cooperation through research and innovation staff exchange

Co-funding of regional, national and international programmes funding doctoral and postdoctoral researchers

www.apre.it
Innovative Training Networks (ITN)

MSCA - main EU programme for structured doctoral training

Objective
✓ raise excellence and structure research and doctoral training
✓ train a new generation of creative, entrepreneurial and innovative early-stage researchers

Scope
✓ European Training Networks (ETN), European Industrial Doctorates (EID) or European Joint Doctorates (EJD)
✓ Triple 'i' dimension of mobility and particular focus on innovation skills

Expected Impact
✓ structure research and doctoral training in Europe
✓ trigger cooperation and exchange of best practice among participants
✓ enhance researchers' employability and provide them with new career perspectives

www.apre.it
Innovative Training Networks (ITN)

European Training Networks (ETN)
- The most general mode, epitomising the ITN policy objectives
- Does not require mandatory doctoral training but...

European Industrial Doctorates (EID)
- Focus on academic/non-academic collaboration
- Widening fellows' career horizons

European Joint Doctorates (EJD)
- Promoting greater structural co-operation between universities
- Offering more employment opportunities to fellows
[ITN – Main features]

- **Budget**: € 405.18 Million in 2014 (EID: 25.5 Mio, EJD: 30 Mio)
  - € 370 Million in 2015 (EID: 25 Mio, EJD 28 Mio)

- Duration of projects: maximum 4 years

- Consortium agreement: required only for EID

- Support to **early-stage researchers only**

- Fellowships of 3-36 months

- Maximum **540 researcher-months** per consortium (180 for EID with 2 partners)

- Separate **multidisciplinary panels for EID and EJD**
Who can apply?

• Networks of organisations involved in research and (research) training.

What types of organisations can apply?

• Two different types:

  ✓ **Academic sector**: public or private HEI awarding academic degrees, public or private non-profit research organisations, international European interest organisations

  ✓ **Non-academic sector**: any socio-economic actor not included in the academic sector definition
[Level of participation]

✔ **Beneficiaries**: signatory to the agreement
  ✔ full partners
  ✔ They contribute directly to the implementation of the research training programme by appointing, supervising, hosting and training researchers. They may also provide secondment opportunities

✔ **Partner organisations**: non-signatory of the agreement
  ✔ do not employ the researchers within the project
  ✔ A letter of commitment in the proposal
# Innovative Training Networks (ITN)

<table>
<thead>
<tr>
<th>Implementation Mode</th>
<th>Country of beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Training Network (ETN)</td>
<td>Minimum: 3 different countries: MS or AC</td>
</tr>
<tr>
<td>European Industrial Doctorates (EID)</td>
<td>Minimum: 2 different countries: MS or AC</td>
</tr>
<tr>
<td>European Joint Doctorates (EJD)</td>
<td>Minimum: 3 different countries: MS or AC</td>
</tr>
</tbody>
</table>

Additional beneficiaries or partner organisations can be established anywhere in the world (MS, AC, TC)

**Duration of support:** 3-36 months

Researchers in EID shall spend at least 50% of their time in the non-academic sector

www.apre.it
## Level of participation

### Minimum Number of Participants

<table>
<thead>
<tr>
<th>Network Status</th>
<th>ETN</th>
<th>EID</th>
<th>EJD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beneficiary</strong></td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 doctoral-degree awarding; 1 non-academic</td>
<td>doctoral degree- awarding</td>
</tr>
<tr>
<td><strong>Partner Organisation</strong></td>
<td>No minimum</td>
<td>No minimum</td>
<td>No minimum</td>
</tr>
</tbody>
</table>

### Summary of Tasks

<table>
<thead>
<tr>
<th>Network Status</th>
<th>Recruitment of Researchers</th>
<th>Training and/or Hosting of Seconded Researchers</th>
<th>Participation in Supervisory Board</th>
<th>Directly Claims Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beneficiary</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Partner organisation</strong></td>
<td>×</td>
<td>✓</td>
<td>✓</td>
<td>×</td>
</tr>
</tbody>
</table>
[ITN – consortia]

Typical size of 6-10 beneficiaries

Typical size of 4-8 beneficiaries

Typical size of 2-3 beneficiaries
Early Stage Researchers

Innovative Training Networks are exclusively for early-stage researchers in the first 4 years (full-time equivalent research experience) of their career and not awarded a PhD at the time of their (first) recruitment.

Full-time equivalent research experience is measured from the date when a researcher obtained the degree which would formally entitle him or her to embark on a doctorate, either in the country in which the degree was obtained or in the country in which the researcher is recruited.

- Researchers recruited for min. 3 months and max. 36 months.
- No restrictions based on nationality.
The researcher must not have resided or carried out his/her main activity (work, studies, etc.) in the country of his/her host organisation for more than 12 months in the 3 years immediately prior to his/her (first) recruitment.

- Compulsory national service and/or short stays such as holidays are not taken into account.

- Exception: for international organisations, the mobility rule does not apply to the hosting of eligible researchers. However, the appointed researcher shall not have spent more than 12 months in the 3 years immediately prior to recruitment at the same organisation.
http://ec.europa.eu/euraxess/
Research and Training Activities

• **Training through research** by means of individual, personalised projects, including meaningful exposure to different sectors;

• Development of **network-wide training activities** (e.g. workshops, summer schools)

• **Provision of structured training courses** (e.g. tutorials, lectures)

• **Exchanging knowledge** with the members of the network through undertaking intersectoral visits and secondments

• **Invitation of visiting researchers** originating from the academic or nonacademic sector
Networking activities:

- Organisation of scientific or managerial network meetings;
- Visits and secondments between partners in order to exchange knowledge;
- Invitation of external experts for specialist input;
- Attendance of the recruited researchers at international conferences and workshops;
- Use of the Internet, email and video conferencing;
- Collaboration with other ITN project or research group;
- Organisation of a final network conference.
Public Engagement

the primary goal of public engagement activities is to create awareness among the general public of the research work performed and its implications for citizens and society.
Transferable skills:

- **Training related to research and innovation**: management of IPR, take up and exploitation of research results, communication, standardisation, ethics, scientific writing, personal development, team skills, multicultural awareness, gender issues, research integrity, etc.

- **Training related to management or grant searching**: involvement in the organisation of network activities, entrepreneurship, management, proposal writing, enterprise start-up, task co-ordination, etc.
Joint degree: single diploma issued by at least two higher education institutions offering integrated programme and recognised officially in the countries where the degree-awarding institutions are located.

Double or multiple degree: two or more separate national diplomas issued by two or more higher education institutions and recognised officially in the countries where the degree-awarding institutions are located.
Q33: Is it mandatory to appoint fellows for the maximum 36-month period under the -EID and the EJD modes?

A: Although not mandatory, these modes are essentially designed to fund doctoral research programmes and therefore Early-Stage Researchers should generally be appointed for the maximum 36-month period. Shorter appointments would have to be carefully explained and justified and would be assessed by the expert evaluators during the evaluation procedure.
Q35: Project duration is normally 4 years. Are longer or shorter durations possible? If EID and EJD are doctoral programmes, why can Early-Stage Researchers only be appointed for a maximum of 36 months when many will take longer than this to complete their PhDs?

A: Project duration is a maximum of 4 years. This gives the consortium sufficient time to recruit the fellows and to appoint them for the maximum 36-month period. Shorter durations of the grant agreement are theoretically possible but not recommended, since experience has shown that a project duration of 4 years offers the consortium a useful margin for manoeuvre.

In those countries where the duration of PhD study is formally 4 years, additional funding from other sources should be secured by the participant in order to fund the 4th year of doctoral studies.
Q39: Is it compulsory for the ESRs enrolled in a PhD to defend their thesis within 3 years?

A: No. In EID and EJD the researchers must be enrolled in the doctoral programme. In case of EJD it shall be a joint doctoral programme leading to the award of joint, double or multiple doctoral degrees. However, in cases when a doctoral degree is awarded after 3 years or even after the end of the project the REA may check if the commitment to provide doctoral training was fulfilled.
Key points

• A joint research training or doctoral programme
• These programmes should respond to well-identified multi- and inter-disciplinary needs in defined scientific or technological areas, expose the researcher to the academic and non-academic sectors, and offer a comprehensive set of transferable skills relevant for innovation
• individual, personalised research projects
## Financial Aspects

<table>
<thead>
<tr>
<th>Marie Skłodowska-Curie Action</th>
<th><strong>Researcher unit cost</strong></th>
<th><strong>Institutional unit cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>person/month</strong></td>
<td>person/month</td>
</tr>
<tr>
<td>Living allowance*</td>
<td>3 110</td>
<td>1 800</td>
</tr>
<tr>
<td>Mobility allowance</td>
<td>600</td>
<td>500</td>
</tr>
<tr>
<td>Family allowance</td>
<td>500</td>
<td>1 200</td>
</tr>
<tr>
<td>Innovative Training Networks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Management and indirect costs*
**Indicative timetable for this call**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication of call</td>
<td>02 September 2014</td>
</tr>
<tr>
<td>Deadline for submission of proposals</td>
<td>13 January 2015 at 17:00:00, Brussels local time</td>
</tr>
<tr>
<td>Evaluation of proposals</td>
<td>March 2015</td>
</tr>
<tr>
<td>Information on the outcome of the evaluation</td>
<td>June 2015</td>
</tr>
<tr>
<td>Indicative date for the signing of grant agreements</td>
<td>September 2015</td>
</tr>
</tbody>
</table>
### Award criteria: ITN

<table>
<thead>
<tr>
<th>Excellence</th>
<th>Impact</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality, innovative aspects and credibility of the research programme (including inter/multidisciplinary and intersectoral aspects)</td>
<td>Enhancing research- and innovation-related human resources, skills, and working conditions to realise the potential of individuals and to provide new career perspectives</td>
<td>Overall coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources (including awarding of the doctoral degrees for EID and EJD projects)</td>
</tr>
<tr>
<td>Quality and innovative aspects of the training programme (including transferable skills, inter/multidisciplinary and intersectoral aspects)</td>
<td>Contribution to structuring doctoral / early-stage research training at the European level and to strengthening European innovation capacity, including the potential for:</td>
<td>Appropriateness of the management structures and procedures, including quality management and risk management (with a mandatory joint governing structure for EID and EJD projects)</td>
</tr>
<tr>
<td></td>
<td>a) meaningful contribution of the non-academic sector to the doctoral/research training, as appropriate to the implementation mode and research field</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) developing sustainable joint doctoral degree structures (for EJD projects only)</td>
<td></td>
</tr>
<tr>
<td>Quality of the supervision (including mandatory joint supervision for EID and EJD projects)</td>
<td>Effectiveness of the proposed measures for communication and dissemination of results</td>
<td>Appropriateness of the infrastructure of the participating organisations</td>
</tr>
<tr>
<td>Quality of the proposed interaction between the participating organisations</td>
<td></td>
<td>Competences, experience and complementarity of the participating organisations and their commitment to the programme</td>
</tr>
</tbody>
</table>
## Call deadlines 2015

<table>
<thead>
<tr>
<th>Call ID</th>
<th>Call Opens</th>
<th>Call Deadline</th>
<th>Budget (Mio EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2020-MSCA-ITN-2015</td>
<td>02-09-2014</td>
<td>13-01-2015</td>
<td>370.00</td>
</tr>
</tbody>
</table>
Links


www.apre.it
Horizon 2020 Calls for Proposals

Excellent Science
- Marie Skłodowska-Curie Innovative Training Networks (ITN)
  - H2020-MSCA-ITN-2015
- COFUND - Co-funding of Regional, National and International Programmes
  - H2020-MSCA-COFUND-2014

Deadlines: 02/10/2014
Opening Date: 10/04/2014

In addition to the search facilities, the full list of H2020 Calls can be found here.

GUIDE FOR APPLICANTS
Marie Skłodowska-Curie Actions

Innovative Training Networks (ITN)
Call Identifier: H2020-MSCA-ITN-2015
Closing Date: 13 January 2015 at 17:00:00 (Brussels local time)

Date of publication: 2 September 2014
Version Number: 2014.2

HORIZON 2020
WORK PROGRAMME 2014 – 2015

3. Marie Skłodowska-Curie Actions

Important Notice on the First Horizon 2015 Work Programme

This Work Programme covers 2014 and 2015. Due to the launching phase of Horizon 2020, parts of the Work Programme that relate to 2015 (topics, budgets) are provided at this stage on an indicative basis only. Sixth Work Programme parts will be decided during 2014.

Proposals in this call must be submitted electronically, using the *Electronic Submission Services of the Commission* accessible from the call page on the Participant Portal.

In **Part A** you will be asked for certain administrative details that will be used in the evaluation and further processing of your proposal. Part A constitutes an integral part of your proposal.

Details of the work you intend to carry out will be described in **Part B**
## Part A of the Proposal

### Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General information</td>
<td>Show</td>
</tr>
<tr>
<td>2</td>
<td>Participants &amp; contacts</td>
<td>Show</td>
</tr>
<tr>
<td>3</td>
<td>Budget</td>
<td>Show</td>
</tr>
<tr>
<td>4</td>
<td>Ethics</td>
<td>Show</td>
</tr>
<tr>
<td>5</td>
<td>Call-specific questions</td>
<td>Show</td>
</tr>
</tbody>
</table>
[Part B of the Proposal]

Part B of the proposal contains the details of the proposed research and training programmes along with the practical arrangements planned to implement them.

Applicants must structure their proposal according to the headings indicated in the Part B proposal template.

A Word version of the submission template can be downloaded from the Electronic Submission Services of the Commission. Applicants must ensure that proposals conform to this layout and to the instructions given in this Guide for Applicants.
The maximum total length of sections 1 to 3 of Part B of the proposal is 30 pages.

There is no page limit per section. Within the overall page limit, applicants are therefore free to decide on the number of pages dedicated to each section.

Please remember that it is your responsibility to verify that you conform to page limits. Experts will be instructed to disregard any excess pages above the 30 page limit.

The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers). Ensure that the font chosen is clearly readable (e.g. Arial or Times New Roman).
[Part B of the Proposal]

Literature references should be listed in footnotes, font size 8 or 9. However, regardless of the format used, all footnotes will count towards the page limit.

Part B of your proposal carries as a header to each page the proposal acronym and the implementation mode to which you are applying (i.e. Standard EF, CAR, Reintegration, GF). All pages should also be numbered in a single series on the footer of the page to prevent errors during handling. It is recommended that the numbering format "Part B - Page X of Y" is used.

Partner organisations must include a letter of commitment in the proposal to demonstrate their real and active participation in the proposed network. Such letters should be scanned and included in Section B.6.
[Weaknesses]

- **Excellence**
  - Multidisciplinarity aspects of the training are not provided in sufficient detail.
  - The many different objectives of the project are inadequately interconnected.
  - Reference methods to be used for the validation purposes are only briefly explained.
  - The state of the art is not described in sufficient detail and the originality of the research program is not convincingly demonstrated.
  - The involvement of non-academic sector in training of ESRs is described but not in details.
[Weaknesses]

- **Impact**
  - The contribution of the non-academic sector to doctoral training is not substantially elaborated.
  - The intersectoral exposure of ESRs is not meaningful for some of them, and overall the secondments to the non-academic sector are not sufficient to have a clear impact.
  - Measures for the dissemination of the results to the private sector are not specifically addressed.
[Weaknesses]

- **Implementation**
  - The individual research projects are described in insufficient detail
  - Representatives of the ESRs are not included in the Supervisory Board
  - Contingency plans are not fully defined
  - Potential complementarities are not fully exploited
[Tips on how to write a successful proposal]

- Use standard and concise english
- Make the text clear, well structured, and fluent
- Plan an index, use short paragraphs, point out key passages, schematise the concepts
- Insert only information relevant to the project
- Answer to ALL! the questions indicated in the form
- Coherent language in all proposal paragraphs (e.g. service – system, experimentation – test etc.)
[Tips on how to write a successful proposal]

- Do not assume that the evaluator is a hardcore expert in the field
- A clear description of the research methodology
- Explain why it is original, innovative, timely and relevant
- Highlight interdisciplinary/multidisciplinary aspects of the proposal
- Why the research and training presented will bring new skills and knowledge to the candidate
- Complementary skills
- Demonstrate its feasibility, risk analysis, and, if possible, show a plan B
[Tips on how to write a successful proposal]

Make the proposal readable. Evaluator has few hours to read your proposal and evaluate it. Write in bold, use cursiv, underline.

Better one table than thousand words...
Eleven centres and research groups active in andrology and medical sexology have been selected: Leuven (B), Muenster (D), Leipzig (D), Barcelona (E), Rome (I), Florence (I) (these biomedical centres also have interdisciplinary connections with psychological and psychosocial research groups and inter sectorial connections with research groups in the sectors of sociology and science of communication; complementary training described in point B2.1 will be organised in these Centres); Malmo (S), Manchester (UK), Giessen (D), Tartu (EE), Lodz (PL) (centres with clinical and bio-molecular facilities). See also point B3 with the individual Centres description.

As previously noted, these centres are already linked by a common training project under the EAA. This new research and training project will be able to make use of an already effective network.

Also inserted in the Network will be the companies most involved in producing the latest generation products active in the andrological field: Serono, Organon, Ferring, Sigma Tau producing hormones and drugs proposed for therapy male infertility, Eli Lilly, Pfizer, Bayer, and GSK, manufacturers of phosphodiesterase inhibitors acting on erectile dysfunction, Johnson & Johnson, manufacturer of the forthcoming selective inhibitor of the serotonin reuptake, specifically aimed at treating premature ejaculation, Schering and Solvay, manufacturers of new testosterone formulations with innovative, specific administration methods dedicated to age-related forms of hypogonadism. Part of the complementary training described in point B2.1 will be organised by experts from these pharmaceutical companies.

List of involved Centres
Malmö (S), University of Lund, Department of Urology Malmö, Chairman Prof. Aleksander Giwercman
Manchester (UK), Department of Endocrinology, Manchester Royal Infirmary, Chairman Prof. Frederick Wu
Tartu (EE), Department of Urology, Tartu University Hospital, Chairman Prof. Margus Punab
Leuven (B), Department of Endocrinology, University Hospital, Chairman Prof. Dirk Vanderschueren
Muenster (D), Institute of Reproductive Medicine University of Munster, Chairman Prof. Eberhard Nieschlag
Giessen (D), Department of Dermatology, Justus-Liebig University of Giessen, Chairman Prof. Andreas Meinhardt
Leipzig (D), Department of Andrology and Dermatology, University of Leipzig, Hans-Juergen Glander
Lodz (PL), Department of Andrology and Reproductive Endocrinology, Medical University of Lodz, Chairman Prof. Krzysztof Kula
Barcelona (E), Fundacion Puigvert Andrology Service, Clinica de la Santa Creu, Chairman Prof. Osvaldo Rajmil
Rome (I), Department of Medical Physiopathology, University of Rome “La Sapienza”, Co-Chairmen Prof. Andrea Lenzi and Prof. Franco Dondero
<table>
<thead>
<tr>
<th>centres</th>
<th>Clinical</th>
<th>Laboratory</th>
<th>Sexological</th>
<th>Psychological</th>
<th>Ethical</th>
<th>Sociological</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rome</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Malmo</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Manchester</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Tartu</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leuven</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Muenster</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Giessen</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Leipzig</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lodz</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barcelona</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Florence</td>
<td>x</td>
<td>X</td>
<td>X</td>
<td>x</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
[Tips on how to write a successful proposal]
[Tips on how to write a successful proposal]

CHANGE PERSPECTIVE

Your proposal must be written in order to resolve European problems identified in EU policies

Never give the impression that you are writing a project because trying to get funding!
APRE
Agenzia per la Promozione della Ricerca europea
via Cavour, 71
00184 - Roma
www.apre.it
Tel. (+39) 06-48939993
Fax. (+39) 06-48902550

Angelo D‘Agostino
dagostino@apre.it
Katia Insogna
insogna@apre.it
Marco Ferraro
ferraro@apre.it

Facebook
Linkedin
APRE Youtube

www.apre.it