



Marie Skłodowska - Curie Individual Fellowships

Writing the scientific proposal

Tuesday - 29/05/2018

Sala Verde (Ca' Vignal - Borgo Roma)

Thursday - 31/05/2018

Aula 1.4 (Polo Zanotto - Veronetta)



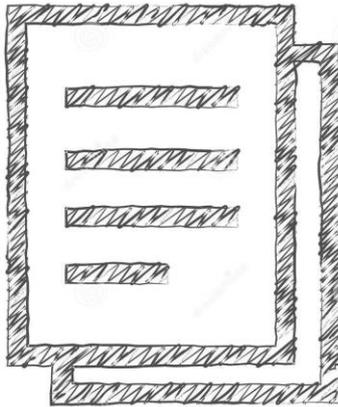
Who is writing the proposal?

The proposal is a collaborative action between the Experienced Researcher and the Supervisor at the beneficiary institution

GF: also the supervisor at the host institution needs to be involved!



The blank page panic!



**Template for the
scientific proposal**



**Annotated Template
by UNIVR Grant Office!**

<http://www.univr.it/documenti/Documento/allegati/allegati672062.pdf>

DON'T PANIC



Why using the template?

- It helps you with the blank page panic
- It gives you a clear structure for your proposal
- It gives you advice on what is important to stress in your proposal and how to write it

The document will be used by the evaluators!

➔ Use the template and address all points and suggestions in the template! Each one corresponds to an **award criterion** for evaluators and it guides them



The evaluators will assess the proposal with a familiar structure



Page limits

Document 1	Document 2
Max 10 pages for Sections 1 to 3 (Excellence, Impact, Quality and Efficiency of the Implementation)	<ul style="list-style-type: none">• Max 5 pages for Section 4 on the CV• Max 1 page for the overview of the participating organisations in Section 5• Max 1 page for the Beneficiary in Section 5• Max 1 page for the Partner organisation in Section 5• Ethical aspects, if present (no page limits)• For GF: include the Letter of commitment of the partner organization in the third country

Note that all literature references have to be included in footnote and count towards the page limit!

Documents to be submitted

Part B is divided and should be submitted in 2 parts: Document 1 presents the scientific proposal (Excellence, Impact, Implementation), Document 2 presents the CV of the applicant and the practical arrangements (including the ethical assessment)



Template Part B1

1. Excellence
2. Impact
3. Quality and efficiency of the implementation



Section 1

Excellence

1.1 - Quality and credibility of the **research/innovation** project; level of novelty, appropriate consideration of inter/multidisciplinary and gender aspects

1.2 - Quality and appropriateness of the **training and of the two way transfer of knowledge** between the researcher and the host

1.3 - Quality of the **supervision** and of the **integration** in the team/institution

1.4 - Potential of the researcher to reach or re-enforce a position of **professional maturity/independence** during the fellowship



- Introduction
- Objectives
- State-of-the-art
- Research methodology and approach
- Originality and innovative aspects of the research programme
- The interdisciplinary aspects of the action **(if relevant)**
- The gender dimension in the research content **(if relevant)**

Try to summarise the main features of your proposal in few lines

The Why – Motivation

- Why is this proposal important for the research area?
- Why is this proposal important for the ER career?
- Why is this proposal important for the HO/S?

The What – Main scientific result(s) of your project

- The topic(s) of the project
- The research goal(s)
- The main research results

- The Who – Key actors involved
- The Experiences Researcher (ER)
- The Host Organisation(s) (HO)
- The Supervisor(s) (S)

You can use these tips also to write an abstract of the project!

Review this summary once the proposal is finished!



How to find objectives?

DEFINE THE PROBLEM/S AND SUBSTANTIATE THE NEED FOR STUDY

Objectives must be few!

You should be in a position to answer the following questions:

- What is/are the problem/s you intend to explore?
- Can the proposed research improve what now 'is'?

Objectives must be SMART!

- ✓ **S = Specific:** *‘What specifically needs to be done to reach the global objective?’*
- ✓ **M = Measurable:** *‘How will you know when the objective has been successfully met?’ (use qualitative or quantitative indicators)*
- ✓ **A = Achievable:** *‘Can the objective be accomplished within the established timeframe and planned human and physical resources?’*
- ✓ **R = Relevant:** *‘Is it instrumental to the scope and impact set out in the call, and to the fixed GOs?’*
- ✓ **T = Time-bound:** *‘Will it be accomplished within the target date?’*

- ✓ Formulate the main question of your research project
- ✓ Expose the available positions (with their strong and weak points)
- ✓ Stress the stalemate situation or the difficulties in choosing one of the main available positions expressed by the scientific community

References to bibliography



Research methodology and approach

- ✓ Methodological steps (sequential phases, thematic areas)
- ✓ Research methods and how they are connected
- ✓ Different approaches and traditions (for humanities)
- ✓ Key concepts
- ✓ Protocols, experimental plans, pilots, activities of testing and demonstration
- ✓ Make use of graphs and tables



- ✓ Why is your research project original or innovative?
- ✓ How could it bring the investigation beyond the actual state of the art?

Refer to the state of the art



© Can Stock Photo

Originality, novelty and innovation might refer to:

- ✓ Basic / fundamental concepts and ideas
- ✓ Methodologies/approaches
- ✓ Final expected results

You do not have to mention them if NOT relevant to your research activity!

Gender dimension in the research content

- ✓ Not referred to gender-balance in the staff and policies for gender equality
- ✓ Referred to the sex and gender factors that might influence the research outputs
- ✓ In research activities **where human beings are involved** (e.g. as subjects or end-users), gender dimension is always relevant

Gendered Innovation website
http://ec.europa.eu/research/swafs/gendered-innovations/index_en.cfm?pg=home

Interdisciplinary aspects of the action

Aspects of **different scientific disciplines** that you will face during the project (e.g. mathematics, computer science, engineering, social sciences, etc.)



Training and knowledge transfer

Outline how a two way transfer of knowledge will occur between the researcher and the host institution(s):

- Explain how the *experienced researcher* will gain new knowledge during the fellowship at the hosting organisation(s).
- Outline the previously acquired knowledge and skills that the researcher will transfer to the host organisation(s).

Global Fellowships: explain how the newly acquired skills and knowledge in the Third Country will be transferred back to the host institution in Europe (the beneficiary) during the incoming phase.

Describe the training that will be offered.

- ✓ *Training-through-research* → **individual personalised project**
- ✓ Training for **developing scientific skills**: new techniques, instruments, research integrity, 'big data'/'open science'
- ✓ Training for **developing transferrable skills**: entrepreneurship, grant preparation, patents applications, management of IPR, project management, task coordination, etc.
- ✓ Inter-sectoral or interdisciplinary **transfer of knowledge** (e.g. through secondments)
- ✓ Taking part in the **research and financial management**
- ✓ Organisation of **scientific/training/dissemination events**
- ✓ Communication/outreach activities
- ✓ Training dedicated to **gender issues**



A **Career Development Plan** should not be included in the proposal, but will be part of the action's implementation in line with the European Charter for Researchers. It should aim at achieving a realistic and well-defined objective in terms of career advancement (e.g. attaining a leading independent position) or resuming a research career after a break.



It is part of implementing the project!



It will be the first thing to do during your project



Qualifications and experience of the supervisor(s)



The **level of experience** on the research topic proposed: publications, participation in projects, patents, international collaborations (in the topic!)

Experience in supervision/training:

- role in doctorate programmes, number and quality of supervised PhD students and Post-docs, excellence of researchers who used to work in the centre/lab of the supervisor
- education for PhD students, classes, courses at advanced levels
- referee for PhD thesis

In GF you need to distinguish between hosting organisations



Hosting arrangements

Integration in the research group

- ✓ participation to lab/centre meetings
- ✓ introduction to researchers working in the host organisation
- ✓ integration in the research interests of the host organisation
- ✓ ...

→ Present the networks and relations at European and worldwide level of your supervisor

Here it is necessary to **distinguish among the host organisation** (beneficiary), the host organisation in the third country (only for GF), the host organisation of the secondment (if any).



Researchers should **demonstrate** how their **professional experience, talents and the proposed research** will contribute to their development as **independent/mature** researchers, **during the fellowship**.

Explain the **new competences and skills** that will be acquired and how they **relate to the researcher's existing professional experience**.

Professional maturity/independence

In this section you have to demonstrate that this project is a **“good investment” for the European Commission** in terms of **enhancing the career of the funded ER during the fellowship**

- ✓ Demonstrate that you are one of the most talented researchers
- ✓ Show the new skills and competences you will acquire during the fellowship
- ✓ Demonstrate that the fellowship will enhance your maturity and independence





Section 2

Impact

2.1 - Enhancing the **future career prospects** of the researcher after the fellowship

2.2 - Quality of the proposed measures to **exploit and disseminate** the action results

2.3 - Quality of the proposed measures to **communicate** the action activities to different target audiences



Future career prospects of the ER

Explain the expected impact of the planned research and training on the future career prospects of the experienced researcher after the fellowship.

Focus on how the new competences and skills (as explained in 1.4) can make the researcher more successful in their long-term career.

- Career perspectives **after the end of the fellowship**
- Short-medium term = 2-3 years after the fellowship
- Long-term = 5 years after the fellowship
 1. Increased scientific production
 2. Improved scientific production (higher impact factors, better journals...)
 3. Improved Funding ID
 4. Better professional position (academy / industry)

Marie Curie researchers and their long-term career development: A comparative study. Final Report (2014)
https://ec.europa.eu/research/fp7/pdf/mca/marie_curie_researchers_and_their_long-term_career_development.pdf



Exploitation and dissemination

Describe how the new knowledge generated by the action will be disseminated and exploited

Discuss the strategy for targeting peers (scientific, industry and other actors, professional organisations, policy makers, etc.) and to the wider community.

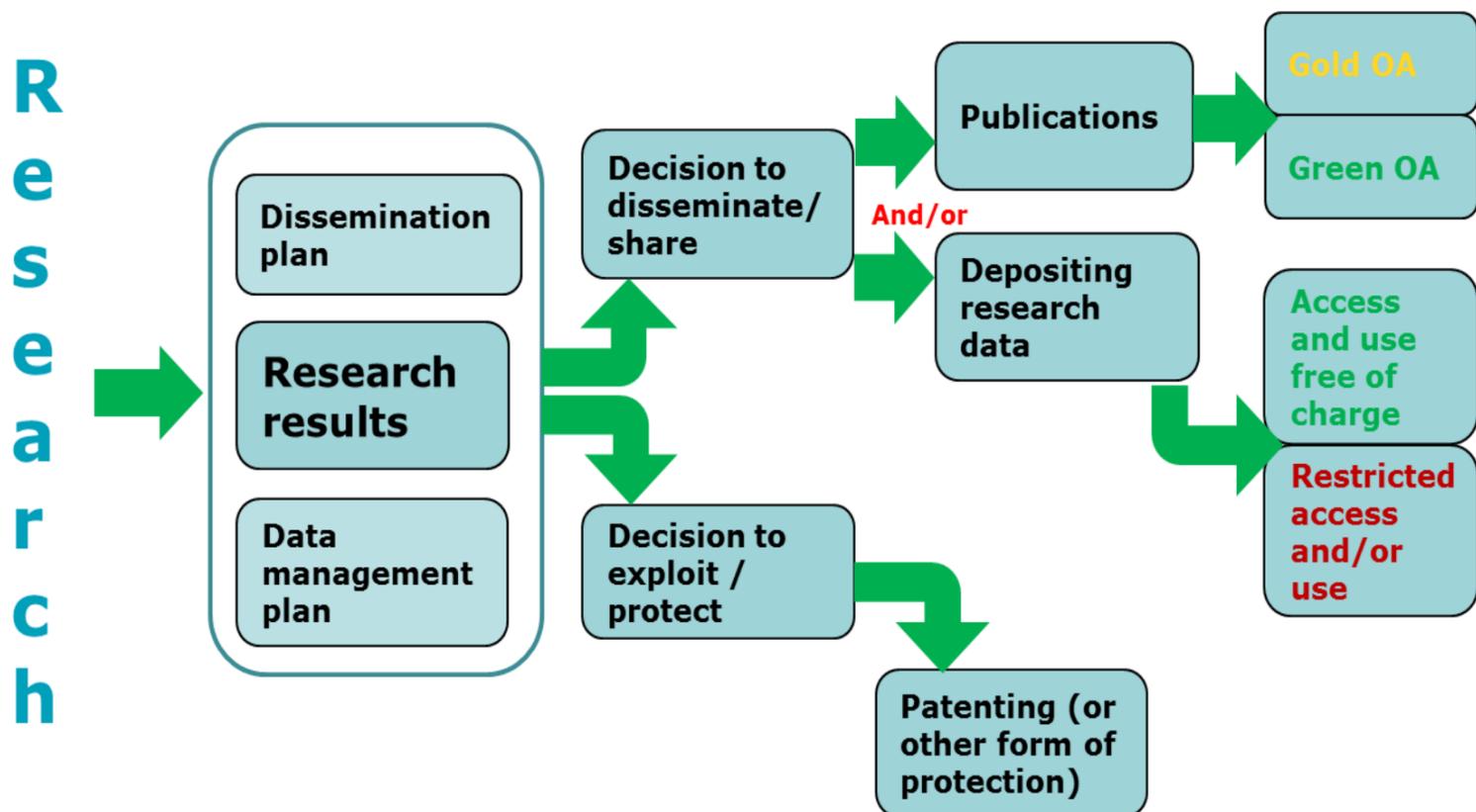
Also describe potential commercialisation, if applicable, and how intellectual property rights will be dealt with, where relevant.

(See H2020 online manual on the participant portal)

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

Guidelines to the Rules on Open Access to Scientific Publications and Open Access to Research Data in Horizon 2020

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf





Exploitation and dissemination

Results: *any tangible or intangible output of the action, such as data, knowledge or information, that is generated in the action, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights*

Dissemination: *disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium*

Exploitation: *use of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities*

“Communicating EU Research & Innovation. A guide for project participants”

<http://bookshop.europa.eu/it/communicating-eu-research-innovation-pbKI3212366/>

What are the results you plan to transfer

... And to whom!

Dissemination activities - examples

- Publication of research findings on journals, monographs, ...
- Presentation in scientific conferences (papers and posters)
- Presentation on other media (e.g. project website)
- Presentation to specific target groups (e.g. end-users, policy makers, ...) through participation in fairs/exhibitions and other public events, production of policy briefs, ...
- Distribution of the project data (if relevant)

Presentations at conferences, journal papers and other events can be both dissemination and communication activities! **Try to avoid repetitions**

Open Access Policy

Provide policies for Open Access to Publications and Research Data (mandatory!)

Open access refers to the practice of providing online access to scientific information that is free of charge to the end-user and reusable

Open Access to Publication and to Research Data

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm

Open Access to Publications

Open access publishing
Gold road

Article is published in an Open Access journal

(= everybody can read it for free)

Self-archiving
Green road

After the article is published you store a copy in an institutional repository (if necessary after an embargo period)

(= everybody can read it for free, eventually after the embargo)

IRIS at UNIVR <https://iris.univr.it/>

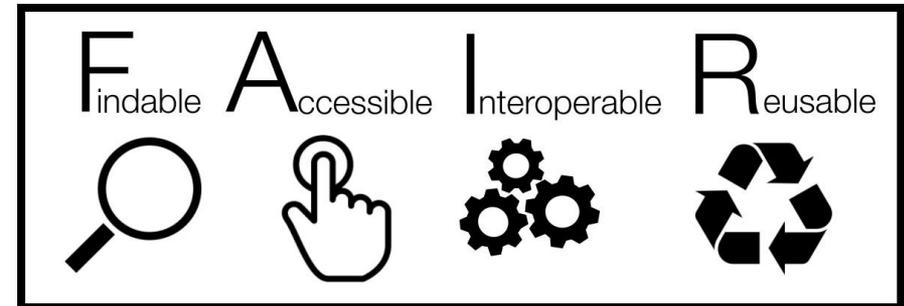
Open Access to Research Data

Refers to the right to access and reuse **digital research data**

- Statistics, results of experiments, measurements, observations resulting from fieldwork, survey results, interview recordings and images

Mandatory, unless

- ✓ It endangers privacy or security
- ✓ It is against your commercialisation plans and IPRs
- ✓ It jeopardises the project



Exploitation of the project results

If some results **are further exploitable during or after the project**, you should mention them or mention this possibility

Examples

- Further research, product or service development, licensing, joint venture, spin-off, standardisation activities

Commercial exploitation ➔ sketch a short business plan / business analysis

If you are going to exploit a project result, you do not have to publish it and therefore no Open Access obligation arises

BUT, IPR issues might arise
➔ take them into account!

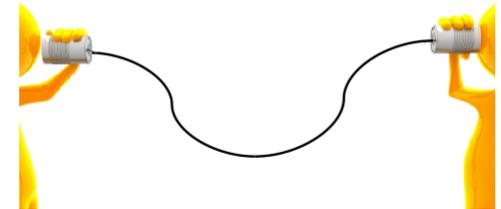
European IPR Helpdesk - “Fact Sheet - IP management in Horizon 2020 Marie Skłodowska-Curie Actions”

https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS_IP_management_in_MSCA-H2020_v1.0.pdf

Demonstrate how the planned public engagement activities contribute to creating awareness of the performed research. Demonstrate how both the research and results will be made known to the public in such a way they can be understood by non-specialists.

Project **communication objectives are:**

- Presenting your project to a general public
- Promoting research itself
- Enhancing a positive attitude of EU citizens
- Giving evidence of the EU support



Communication contributes to support dissemination and exploitation

Communication plan

- **Who:** what are your target groups?
- **How:** shortly describe your activity
- **What:** what is the key message?
- **When:** when do you schedule this activity?



Section 3

Quality and Efficiency of the Implementation

3.1 - Coherence and effectiveness of the **work plan**, including appropriateness of the **allocation of tasks and resources**

3.2 - Appropriateness of the **management structure and procedures**, including risk management

3.3 - Appropriateness of the institutional environment (**infrastructure**)



Describe how **the work planning and the resources** mobilised will ensure that the research and training objectives will be reached. Explain why **the number of person-months** planned and requested for the project is appropriate in relation to the proposed activities.

Additionally, a **Gantt Chart** should be included in the text listing the following:

- Work Packages titles (there should be at least 1 WP);
- List of major deliverables, if applicable;
- List of major milestones, if applicable;
- Secondments, if applicable.

Work package: a major sub-division of the proposed project

- Coherent sets of activities contributing to expected results that will lead to the achievement of the specific objectives of the project

Deliverable: a distinct output of the project, meaningful in terms of the project's overall objectives

- Report, document, technical diagram, software, video, etc.

Milestone: a critical moment in time, like a go/not go moment

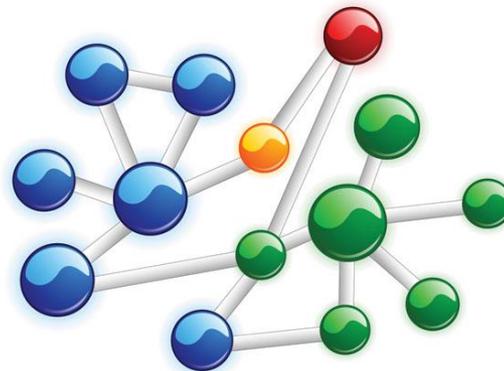
→ **not every delivery date is a milestone!**

- Completion of a key deliverable, allowing next phase of the work to begin
- Intermediary point so that, if problems have arisen, corrective measures can be taken

The work plan shall include **interconnected WPs** with defined **deliverables and milestones**, which have to be consistent with project's objectives



Research, knowledge transfer, training, communication and dissemination and management activities



Secondment(s)

Organisation unknown

- ✓ Where and when are you moving for the secondment?
- ✓ What kind of organisation?
- ✓ In what sector?
- ✓ How and when do you plan to find the organisation?
- ✓ How will the beneficiary help you in this task?

Organisation already know

- ✓ Mention the organisation, the lab/dept/unit, the supervisor

In both cases

- ✓ Describe the research AND training activities during the secondment

If you are splitting the secondment in several periods provide an explanation for this choice



- How and why the host institution(s) will provide you with all infrastructures needed to carry out your research project
- How and why the host institution(s) will support you with the required skills and competences

Demonstrate that the **project duration is adequate** (i.e. **neither too short nor too long**) → see Gantt Chart!

Example: Gantt Chart

Work Package	Title	Year 1												Year 2												Year 3											
		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	26	27	28	29	30	31	32	33	34	35	36
WP1	Management						D1.1																	M1.1												M2, D1.2	
WP2	Data collection						M2.1									D2.1																					
WP3	Field work						M3.1													M3.2	D3.1																
WP4	Research part x																	M4.1, D4.1															M4.2, D4.2				
WP5	Research part y																							M5.1, D5.1													
WP6	Dissemination and communication					D6.1					D6.2			D6.3						D6.4																	
WP7	Secondments																												M7.1								
...	...																																				

Legend Milestone M
 Deliverable D



Describe the **organisation and management structure**, as well as the **progress monitoring mechanisms** put in place, to ensure that objectives are reached.

Discuss the **research and/or administrative risks** that might endanger reaching the action objectives and the **contingency plans** to be put in place should risk occur.

Indicate here information on the **support services** provided by the host institution (European offices, HR services...).

Scientific and training monitoring is the main task of the supervisor together with the researcher

- ✓ Periodic meeting / web-conference with the supervisor
- ✓ Written activity report sent to the supervisor
- ✓ Daily contact face-to-face
- ✓ For GF or secondments: stay in touch with your main supervisor!



The lab / research team could be involved in the scientific monitoring

➔ **regular lab meetings**

Financial management is performed by the Secretariat of the Department and by the Research Area at UNIVR

Periodic meetings with the researcher are encouraged!

Risk Management

List **ALL** risks related to research, training and general management activities

RISK: Any event not governed by you that might happen with a negative impact on your project

For each risk:

- Provide a **short description** (refer to the concerned WPs)
- Indicate its **likelihood** (low – medium- high)
- Indicate its **impact** on the project (low – medium- high)
- Explain the **plan B (contingency plan)**



The **active contribution of the beneficiary** to the research and training activities should be described.

Main tasks and commitments of the beneficiary and all partner organisations (if applicable).

Infrastructure, logistics, facilities offered in as far they are necessary for the good implementation of the action.



Commitment and tasks

Stress the **different contributions** of each hosting organisation (beneficiary, partner organisation in the Third Country, host organisation for the secondment)

Stress the common scientific interests between the host institution, the partner organizations (if any) and the ER



Template Part B2

4. CV of the ER
5. Capacities of the participating organisations
6. Ethical aspects
7. Letter of Commitment (GF only)



The CV is intrinsic to the evaluation of the whole proposal and is assessed throughout the 3 evaluation criteria by the expert evaluators.

Applicants without a doctorate should clearly justify any period of **Full-Time Equivalent Research Experience**.

Any **research career gaps and/or unconventional paths** should be clearly explained so that this can be fairly assessed by the independent evaluators.



1. The name of the researcher
2. Professional experience
3. Education
4. Publications in peer-reviewed scientific journals, peer-reviewed conference proceedings and/or monographs of their respective research fields, indicating also the number of citations (excluding self-citations) they have attracted.
5. Granted patent(s).
6. Research monographs, chapters in collective volumes and any translations thereof.
7. Invited presentations to peer-reviewed, internationally established conferences and/or international advanced schools.
8. Research expeditions that the *Experienced Researcher* has led.
9. Organisation of International conferences in the field of the applicant (membership in the steering and/or programme committee).
10. Examples of participation in industrial innovation.
11. Prizes and Awards.
12. Funding received so far
13. Supervising, mentoring activities, if applicable.

Maximum 5 pages



List of participating organisations (one page)

Beneficiaries and partner organisations must complete the tables in the template.

One table (min font size: 8) of maximum **one page per beneficiary and one page per partner organisation.**



List of participating organisations

Participating organisations	Legal Entity Short Name	Country	Supervisor	Role of Partner Organisation
<u>Beneficiary</u>				
University of Verona	UNIVR	Italy	Prof. Mario Rossi	
<u>Entity with a capital or legal link</u>				
① Azienda Ospedaliera Universitaria Integrata di Verona	AOU	Italy	Dr. Med. Clara Verdi	
<u>Partner Organisation</u>				
② University of Auckland	UOA	New Zealand	Prof. Barbara White	Hosting the outgoing phase
③ Acme Corporation	ACME	UK	Dr. John Brown	Hosting the secondment
④ To be defined	SME	DK	To be defined	Hosting the secondment

- ① applies only if an **Entity with a capital or legal link** with the Beneficiary will host you
- ② **only for Global fellowship**
- ③ **only if a secondment is planned and the host organisation is **ALREADY defined****
- ④ **only if a secondment is planned and the host organisation is **NOT YET defined****

N.B. The beneficiary is always the host organisation located in a Member State or an Associated country, which recruits the researcher.



Participating organisation table

<i>Role (beneficiary, entity with a capital or legal link to the beneficiary, partner organisation for GF, partner organisation for secondment)</i>	
[Full name + Legal Entity Short Name + Country]	
General Description	
Academic organisation	
Role and Profile of key persons (supervisor)	
Dept./Division / Laboratory	
Key Research Facilities, Infrastructure and Equipment	
Independent research premises?	
Previous and Current Involvement in Research and Training Programmes	
Relevant Publications and/or research/innovation products	



Compliance with the relevant ethics provisions is essential from the beginning to the end of the action and is an **integral part of research** funded by the European Union within Horizon 2020.

Applicants submitting research proposals for funding within Marie Skłodowska-Curie actions in Horizon 2020 should demonstrate proactively that they are **aware of and will comply with European and national legislation and fundamental ethical principles** [...].

If you compiled the **“Ethics Issues Table (EIT)”** in Administrative forms, you **need** to detail **HERE**, through an **Ethics Self-Assessment**, the ethical issues that your research might rise

The Ethics Self-Assessment does not refer only to medical/clinic studies!

Ethics Self Assessment is not part of the evaluation
BUT

Ethical issues might arise during your project and **jeopardise its results or prevent you to obtain the funding!**

Guidance - How to complete your ethics self-assessment

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

List of possible issues (from the EIT)

1. **Human embryos & fetuses** (e.g. stem cells)
2. **Human beings** (e.g. clinical trials, involvement of children, information and consent/assent procedures)
3. **Human cells or tissues** (e.g. clinical trials, stem cells)
4. **Personal data** (e.g. data protection and privacy issues related to data collected)
5. **Animals** (e.g. clinical trials, but also farming, please specify you will use the 3R rule = replacement, reduction and refinement)
6. **Non-EU countries** (e.g. involvement of a Third Country for research, in this context also Associated Countries are considered Third Countries)
7. **Environment, health & safety** (e.g. staff and environment possible harm)
8. **Dual use** (e.g. military/weapon applications)
9. **Exclusive focus on civil applications** (e.g. if a military partner is involved, but research needs to have ONLY civil applications)
10. **Potential misuse of research results** (e.g. research results can be misused to harm people, environment or animals)
11. **Other** (e.g. new developments in the fields of neurobiology, man-machine interaction, developments in nanotechnology, genetic enhancement, the creation of androids and cyborgs, etc.)

Describe how the proposal meets the **EU and national legal and ethics requirements** of the country/countries where the task raising ethical issues is to be carried out.

Specify, for each ethical issue, the compliance to the relevant and specific EU and National legislations, **listing the documents and their expiry date**

You do not need them when you are submitting your proposal!

- If you already have them, specify it!
- If you do not have them, state that they will be requested and obtained **before starting the project** and **indicate the approximate date to obtain them**

Fill in this table if you already have ethical approvals!

Humans	
I confirm that training certificates/personal licenses of the staff involved in animal experiments have been obtained and will be kept on file.	Yes <input type="checkbox"/> No <input type="checkbox"/>
I confirm that templates of the informed consent forms and information sheets (in language and terms intelligible to the participants) will be kept on file.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Animal	
I confirm that relevant authorisations for animal experiments (covering also the work with genetically modified animals, if applicable) have been obtained, and will be kept on file.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Environmental protection and safety	
I confirm that appropriate health and safety procedures conforming to relevant local/national guidelines/legislation are followed for staff involved in this project.	Yes <input type="checkbox"/> No <input type="checkbox"/>
I confirm that authorisations for relevant facilities (e.g. security classification of laboratory, GMO authorisation) have been obtained, and will be kept on file.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Third country	
I confirm that the research performed outside the EU is compatible with the Union, National and International legislation and could have been legally conducted in one of the EU Member States.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Data protection	
I confirm that a Data Protection Officer (DPO) has been appointed and the contact details of the DPO are made available to all data subjects involved in the research.	Yes <input type="checkbox"/> No <input type="checkbox"/>
I confirm that data intended to be processed is relevant and limited to the purposes of the research project (in accordance with the 'data minimisation' principle).	Yes <input type="checkbox"/> No <input type="checkbox"/>
I confirm that relevant authorisations for further processing of previously collected personal data have been obtained and will be kept on file.	Yes <input type="checkbox"/> No <input type="checkbox"/>
I confirm that the data used are publicly available.	Yes <input type="checkbox"/> No <input type="checkbox"/>



Explain in detail how you intend to address the ethical issues flagged

For each issue in the EIT specify:

- ✓ **What research objective or research methodology** leads to that issue
- ✓ **Why** such results can raise this potential ethical issue
- ✓ What procedures and methods you will use to **avoid** or what measure you will use to **contain** such issue



The Letter of Commitment is required **only for Global Fellowships**, for the host organization based in the Third Country.

GF Proposals which fail to include a letter of commitment of the partner organisation will be declared inadmissible.

The letter should be detailed!

- **Why** the supervisor and the partner organization have decided to host the ER during the outgoing phase
- **What positive impact** they expect from this MSCA proposal (positive transfer of knowledge from the ER toward the partner organization, increased and long-lasting cooperation between the beneficiary and the partner organization, etc.)
- What are the main **hosting arrangements**

We are here to help you!

Contact us for any questions regarding proposal writing and submission

Progetti Horizon 2020: interazione tra scienze socio-economiche e umanistiche (SSH) e scienza, tecnologia, ingegneria e matematica (STEM)

7 giugno, h 9:30 - 13

Santa Marta, Aula SMT.2

More documents at

<https://bit.ly/2KUGHnE>





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Direzione
GENERALE

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Università di Verona

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Unità Progettazione e Rendicontazione Progetti di Ricerca

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