



The PhD degree in the context of EU plans for Sciences and Research

Sergio N.A. DI VIRGILIO
Research Directorate General
European Commission

Sergio.di-virgilio@ec.europa.eu

ORPHEUS 2009
Aarhus University, Denmark
23rd-25th April 2009





a European "internal market" for research

- **An adequate flow of competent researchers**
- **World-class research infrastructures**
- **Excellent research institutions**
- **Effective knowledge-sharing**
- **Well-coordinated research programmes and priorities**
- **A wide opening of the European Research Area to the world**





EUROPEAN
COMMISSION

Community research

Since the March 2000 Lisbon European Council endorsed the objective of creating a European Research Area (ERA)

Member States setting national R&D investment targets in the context of the overall **EU 3% of GDP** R&D investment objective and taking measures to improve their research and innovation systems

A substantial and sustained increase of business R&D investment is essential to break with the current stagnation of the EU's overall R&D intensity at **1.9% of GDP** and to progress towards national and EU targets

From: Brussels, 4.4.2007

COM(2007) 161 final

GREEN PAPER

The European Research Area: New Perspectives

(Text with EEA relevance)

{SEC(2007) 412}





EUROPEAN
COMMISSION

Community research

THE OBJECTIVES

'broad-based innovation strategy', which will improve the framework conditions for research and innovation : European patent strategy

financial instruments - the Structural Funds - give strong priority to the development of research and innovation capacities,

Adequate numbers of well-trained and mobile researchers, responsive to the needs of industry,

An excellent public research base (research institutions and infrastructures) with strong interactions with industry





EUROPEAN
COMMISSION

Community research

THE TOOL

“The EU **Research Framework Programme** is explicitly designed to support the creation of ERA and its funding has been substantially increased, although less than initially proposed by the European Commission.

New initiatives launched in conjunction with the **7th Framework Programme (2007-2013)**, such as the **European Research Council**, will have an important impact on the European Research landscape. The future **European Institute of Technology** also has the potential to play a substantial role in creating world-class 'knowledge and innovation communities'”.



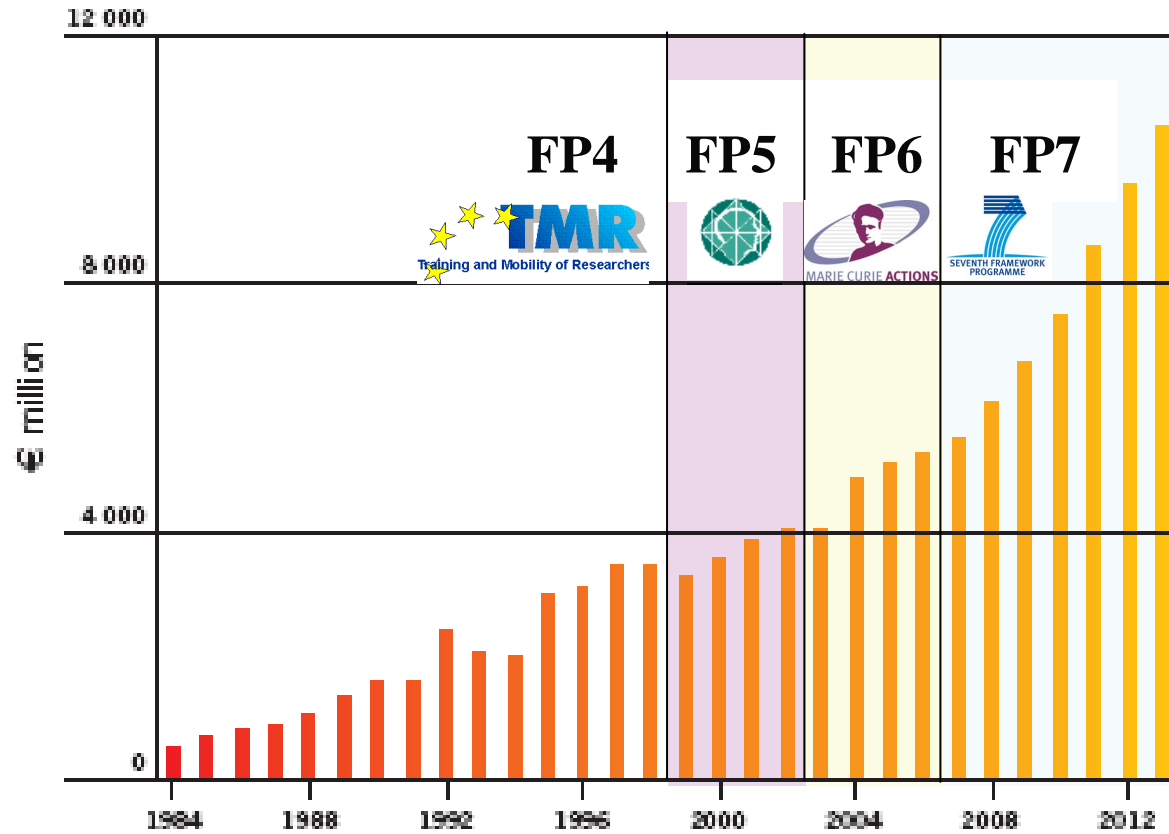


EUROPEAN
COMMISSION

Community research

THE INCENTIVE

Framework programme budget (1984-2013)





SOME HISTORY
to convince you
that Research Policy is
also a Dynamic Science





EUROPEAN
COMMISSION

Community research

TMR Call for Proposals (FP 4)

1995-1996: 96 network contracts

1997-1998: 153 network contracts



HP Call for Proposals (FP 5)

1999-2000: 167 HPRN Network contracts

2001-2002: 170 HPRN Network contracts



“Marie Curie” Actions Call for Proposals (FP6)

2003-2004: 107 Research Training Network contracts

2004-2006: 120 Research Training Network contracts



MARIE CURIE ACTIONS

Marie Curie Actions Call for Proposals (FP7)

2007-2008: 75 Initial Training Networks (ITN) and 41 IAPP negotiated contracts

2008-2009: 100 Initial Training Networks (ITN) and 41 IAPP contracts under negotiation



Currently around 500 running networks and 200 EST and 40 IAPP out of 1926 contracts for Hosts and more than 5000 for DG RTD



FP4- Training and Mobility of Researchers (TMR)

MC Individual Fellowships

Category 30

Return & Reintegration

Category 20

Category 40

Research Training Networks

Euroconferences, Summer Schools
and Practical Training Courses

FP5- Improving Human Potential

MC Individual Fellowships

Category 30

Return & Reintegration

MC Host Fellowships

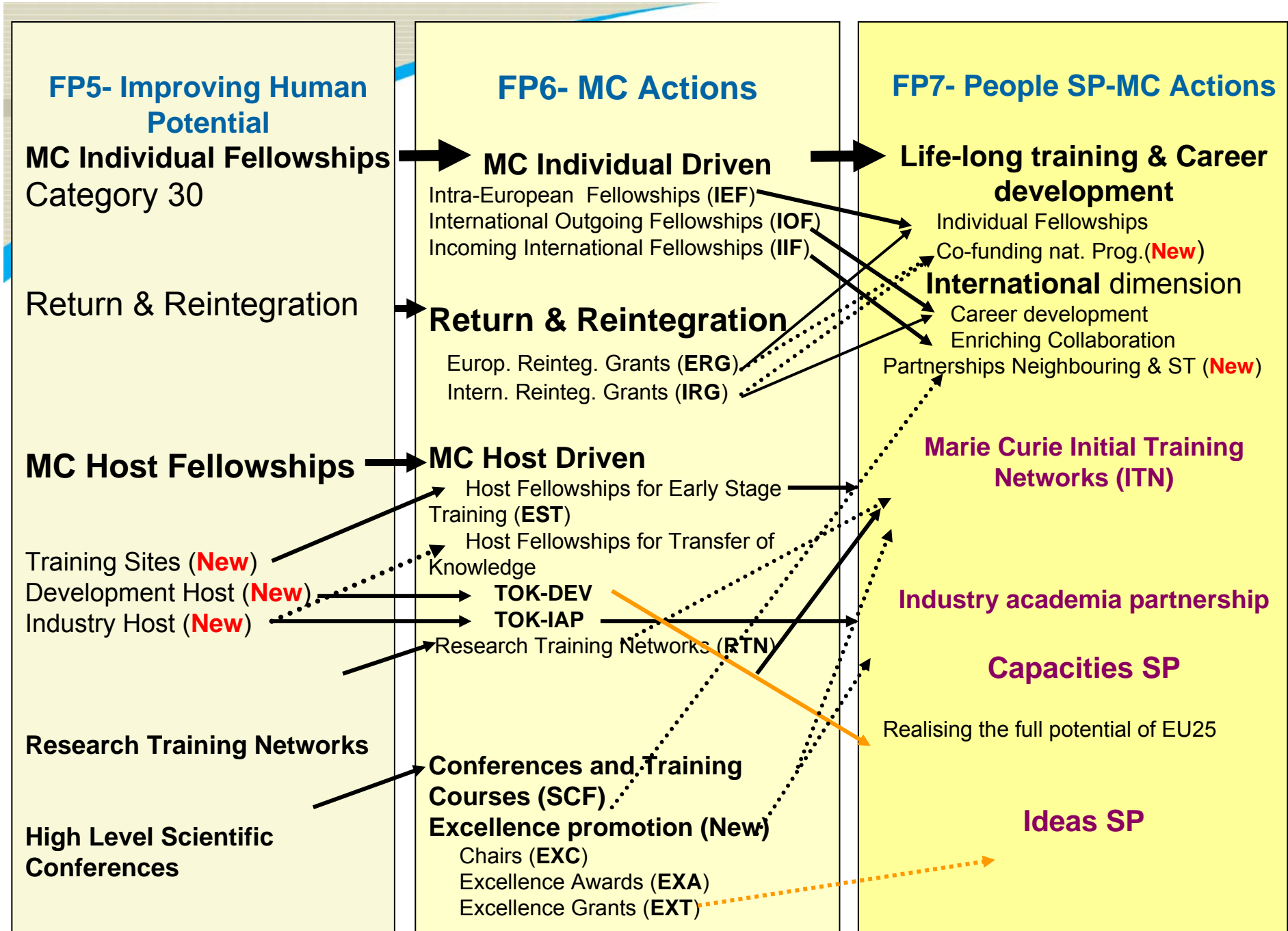
Training Sites (New)

Development Host (New)

Industry Host (New)

Research Training Networks

High Level Scientific Conferences





EUROPEAN COMMISSION

Community research

FP7 overview (2007-2013)

Cooperation

- Health
 - Food, Agriculture and Fisheries, Biotechnology
 - Information & communication technologies
 - Nanosciences, nanotechnologies, materials & new production technologies
 - Energy
 - Environment (including Climate Change)
 - Transport (including aeronautics)
 - Socio-economic Sciences and the Humanities
 - Space
 - Security
-
- Coordination of Research Activities
 - Joint Technology Initiatives

Ideas

- ERC



People

- Initial training
- Life-long training
- Industry academia
- International dimension
- Specific actions

Capacities

- Research infrastructures
- Research for the benefit of SMEs
- Regions of knowledge
- Research potential of Convergence Regions
- Science in society
- Support to the coherent development of research policies
- International cooperation



Euratom

- Indirect actions
 - Fusion
 - Fission
- Direct actions

JRC



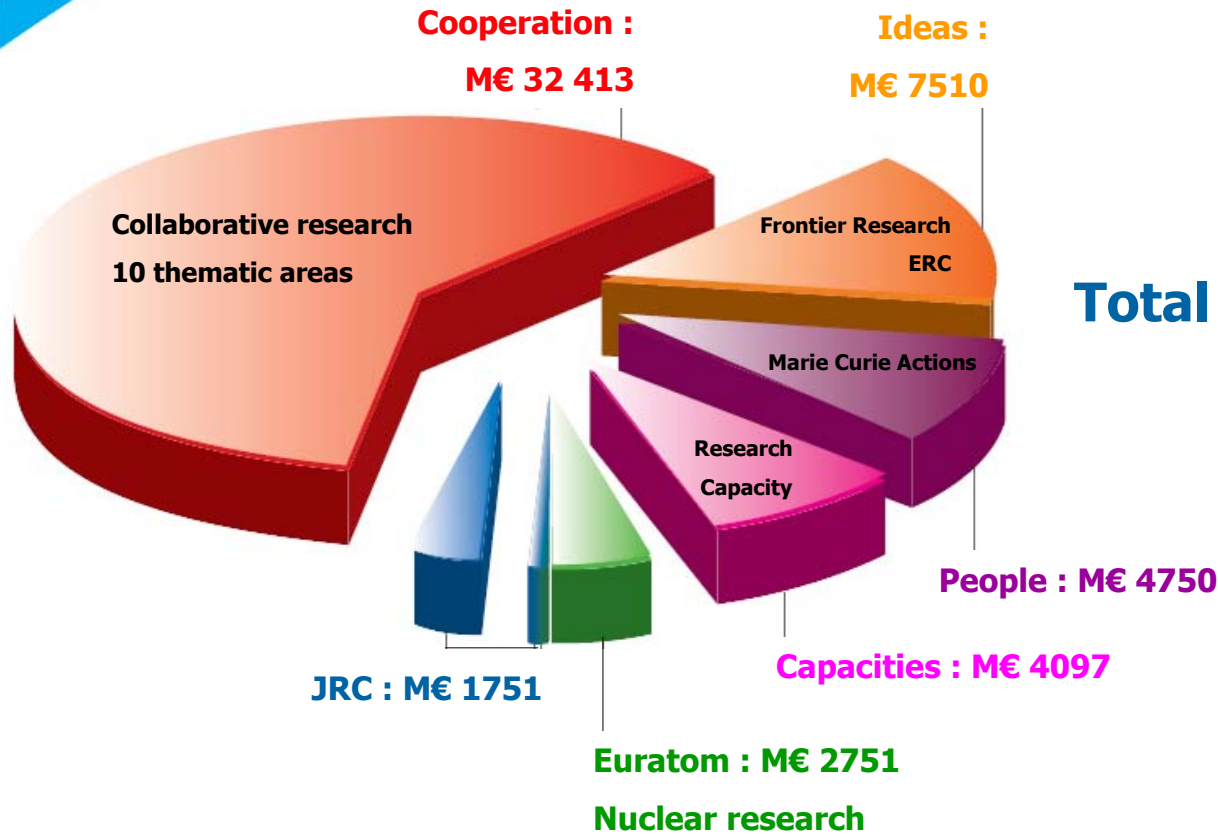


EUROPEAN COMMISSION

Community research

FP7 overview (2007-2013)

FP7 breakdown (€ million)



Total EC budget : M€ 50 521





EUROPEAN
COMMISSION

Community research

FP7 overview (2007-2013)

EU's main instrument for funding research

Aim : Contribute to the Union becoming the world's leading research area



EAC
EA
Education, Audiovisual & Culture
Executive Agency





EUROPEAN
COMMISSION

Community research

EACEA

Education, Audiovisual & Culture
Executive Agency



EM 2009-2013 : Objectives

1. Promoting **European higher education**
 - offer **high quality** with a distinct **European added value**
 - Improve **accessibility, profile and visibility** in the world
2. Helping improving and enhancing the career prospects of **students**
 - developing the qualifications of men and women
3. Promoting intercultural understanding through cooperation with **third countries** in the field of Higher Education
 - development of **human resources** and the **international cooperation capacity** of HEIs in third countries
 - **mutual enrichment of societies**

2009 – 2013
**ERASMUS
MUNDUS**





EUROPEAN
COMMISSION

Community research



The parts of FP7 that the REA will manage are:

The Marie Curie Actions of the People Programme

The SME-Specific activities of the Capacities programme

A large part of the Space and Security themes from the Cooperation Programme





EUROPEAN
COMMISSION

Community research



The parts of FP7 that the ERC will manage are:

ERC grants aim to support "frontier research", in other words the pursuit of questions at or beyond the frontiers of knowledge, without regard for established disciplinary boundaries.

Applications can be made in any field of research - including the social sciences and humanities - with particular emphasis on the frontiers of science, scholarship and engineering. In particular, proposals of an interdisciplinary nature which cross the boundaries between different fields of research, pioneering proposals addressing new and emerging fields of research or proposals introducing unconventional, innovative approaches and scientific inventions are encouraged, as long as the expected impact could be significant.





EUROPEAN
COMMISSION

Community research

FP7 overview (2007-2013)

EU's main instrument for funding research

Aim : Contribute to the Union becoming the world's leading research area





EUROPEAN
COMMISSION

Community research

The People Programme in FP7

Initial training

Initial Training Networks*

Life-long training and career development

Intra-European Fellowships / European Reintegration Grants
Co-funding of regional/national/international programmes

Industry dimension

Industry-Academia Partnerships and Pathways*

International dimension

Outgoing & Incoming* International Fellowships; International Cooperation Scheme; International Reintegration grants; Support to researcher 'diasporas'*

Policy support actions

Mobility and career enhancement actions; Excellence awards

* Open to third-country nationals





EUROPEAN
COMMISSION

Community research

The People Programme in FP7

People programme = Marie Curie Actions

From pure mobility actions to a dedicated programme for structuring training, mobility and career development

Objectives:

- Strengthening the human potential in R&D in Europe
- Stimulate people to enter into the profession of researcher
- Encouraging researchers to stay in Europe
- Attracting researchers from around the world
- Addressed to researchers at all stages of their careers





EUROPEAN
COMMISSION

Community research

The PEOPLE PROGRAMME IS NOT A PhD PROGRAMME





EUROPEAN
COMMISSION

Community research

IT IS MORE THAN THAT





EUROPEAN
COMMISSION

Community research

Marie Curie Actions: FP7 vs FP6

€ 4 750 million over 7 years

(50 % average increase compared to FP6)

FP6 human resources and mobility: € 1580 million over 5 years

Average budget/project for ITN: 4 Mio €

Average budget/project for IAPP: 2 Mio €

- **Continuity of FP6**
- **with focus on structuring impact**
- **increased private sector participation**
- **Strengthened international dimension**
- **Balanced gender objective**





EUROPEAN
COMMISSION

Community research

Marie Curie Actions

Main characteristics

- Open to all domains of research (bottom-up approach)
- Application through calls for proposals
- Selection criteria:
 - S&T quality
 - Quality of participants
 - Impact
 - Implementation
- Trans-national and intersectorial (IAPP) mobility
- Budget covers mainly salaries of researchers





EUROPEAN
COMMISSION

Community research

Marie Curie Actions

Indicative Budget Share
2007-2013 (%)

1. Initial training of researchers	40
2. Life-long training and career development	25-30
3. Industry-academia pathways and partnerships	5-10
4. International dimension	25-30
5. Specific actions	1





EUROPEAN COMMISSION

Community research

Marie Curie Actions

What action can I apply to?

Applicants

Individual researchers

Industry/Research Institutions

Profile of researchers

Senior researchers

> 10 years

Post-docs

> 4 years

Post-graduates

< 4 years

IEF

OIF

IIF

ERG

IRG

IAPP

ITN



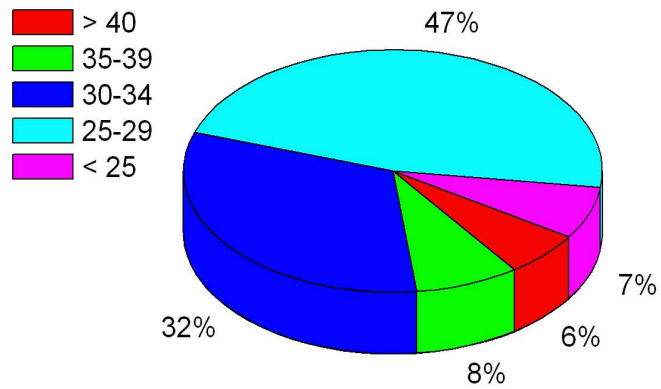


EUROPEAN
COMMISSION

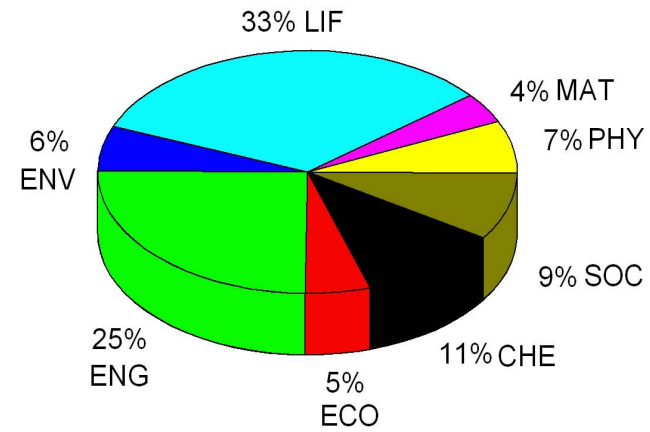
Community research

Today's audience

Age of fellows



Distribution by scientific panel





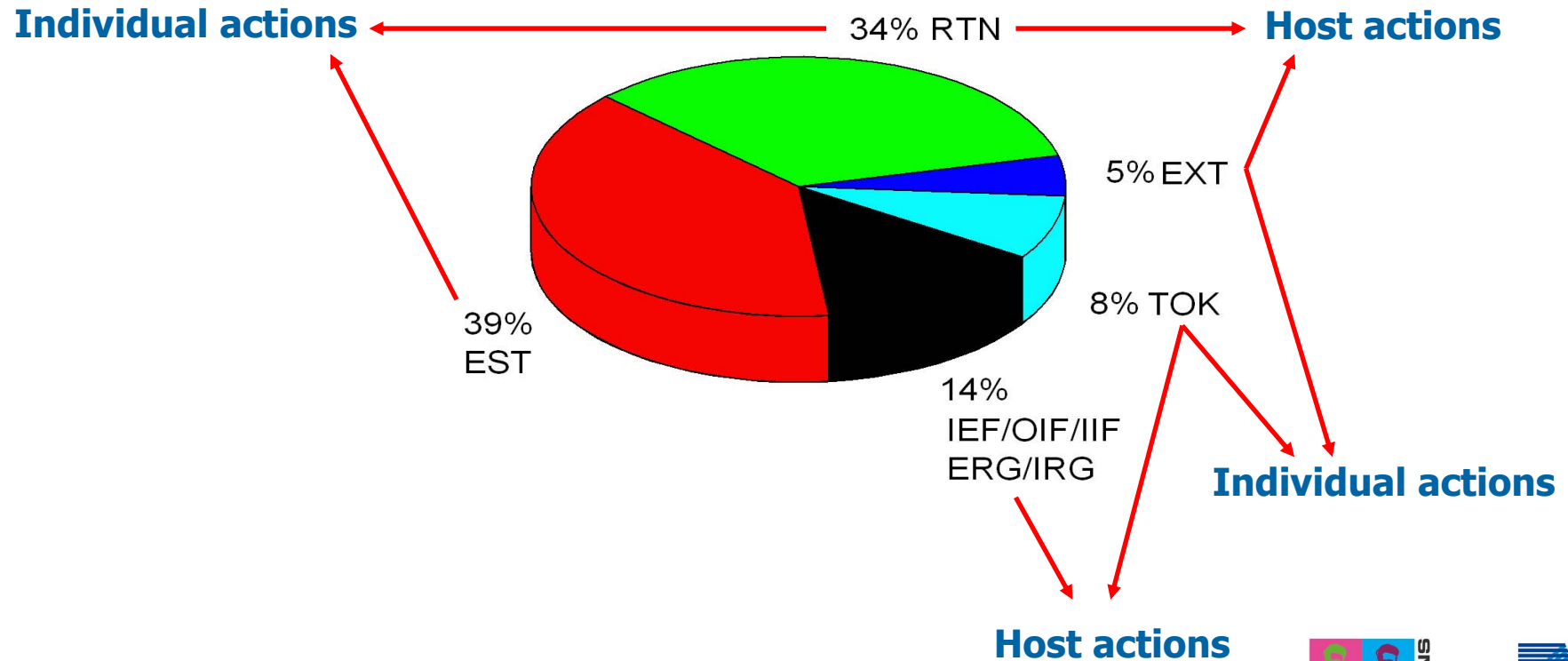
EUROPEAN
COMMISSION

Community research

Today's audience

FP6 (2002-2006 and until 2011)

Distribution by funding scheme





EUROPEAN
COMMISSION

Community research

ITN & IAPP

Opportunities in Host Projects





EUROPEAN
COMMISSION

Community research

FP7 (2007-2013) "People" Specific Programme - Marie Curie Actions

Indicative budget share for

Initial Training Networks

around 40 %
(1870 Mio €)

Indicative Distribution of ITN budget (Mio €)

2007	2008-2009	2010	2011	2012	2013
245	330	230	280	380	410





EUROPEAN
COMMISSION

Community research

Initial Training Networks (ITN)

Aims to improve career perspectives of early stage researchers in both public & private sector :

- Joint research training programme
- For nationals of any country other than the country where the host is located

Structuring the Initial Training of Researchers at EU level :

- International Networks of Participants
- Mutual recognition of Training/Diplomas
- Opening training events to external researchers
- Complementary skills acquisition: entrepreneurship, management, IPR, grant writing, communication





EUROPEAN
COMMISSION

Community research

Initial Training Networks (ITN)

Eligible researchers:

- Nationals of any country other than the country where host is located (Mobility is key)
- Early Stage Researchers (Research experience \leq 4 years or no PhD)
 - Funding: 3-36 months
- Experienced Researchers (PhD or at least 4 years of research experience) in the **first year of post doctoral research (4+1)**
 - funding: max 24 months
- Visiting scientists (experienced researchers)
 - for short stays
 - To complement the network's capacity to transfer new knowledge + strengthen supervision of the network-wide training activities



SEVENTH FRAMEWORK
PROGRAMME



EUROPEAN
COMMISSION

Community research

FP7 (2007-2013) "People" Specific Programme - Marie Curie Actions

Indicative budget share for

Industry-Academia Partnership and Pathways

around 5 to 10%

(230-460 Mio €)

Indicative Distribution of IAPP budget (Mio €)

2007	2008	2009	2010	2011	2012
38,5	45	65	75	90	100





EUROPEAN
COMMISSION

Community research

Industry–Academia Partnerships and Pathways (IAPP)

Aims to open and foster dynamic pathways between public research organisations and private commercial enterprises

- Based on common research project
- Inter-sector mobility and skills exchange
- Staff secondments and recruitments of experienced researchers
- Networking activities and research costs





EUROPEAN
COMMISSION

Community research

Industry–Academia Partnerships and Pathways (IAPP)

Eligible researchers:

- For **staff exchange - secondment**
 - Any level of experience, incl. technical & managerial staff
 - Exchange always between sectors and countries
 - Exchange period: 2 months to 2 years
 - Obligatory return for at least 1 year

- For **recruitment** :
 - Only experienced researchers
 - Nationals of any country other than the country where host is located
 - Recruitment period: 1 to 2 years



EUROPEAN
COMMISSION

Community research

Ongoing Opportunities in FP6

In FP6 (2002-2006) : FP6 Contracts will be running until 2011

- **877** contracts in the host-driven actions: **RTN, EST, TOK, SCF**
- More than **6700** fellows recruited to date from 87 different countries that All benefit from **Career Development** opportunities and acquisition of **new and/or complementary skills**
 - RTN: post-graduates and post-docs
 - EST: post-graduates only
 - TOK: post-docs and senior researchers
 - Opportunities posted online: see our website
 - SCF: training courses
- **109** Excellence Grants (**EXT**) with opportunities for all researchers
- An additional **29000** researcher-days at conferences and training courses





EUROPEAN
COMMISSION

Community research

Opportunities in ITN and IAPP

Preliminary figures for FP7





EUROPEAN
COMMISSION

Community research

ITN

- 1st call for proposals, 2007:
 - Total no of proposals received: 905
 - 7358 participants in total
 - Total no of proposals funded: 68
 - 632 partners in total

- 2nd call for proposals, 2008:
 - Total no of proposals received: 900
 - 7581 participants in total
 - Total no of proposals funded: 92 (ongoing negotiations)
 - 875 partners in total

- Next Call: late 2009

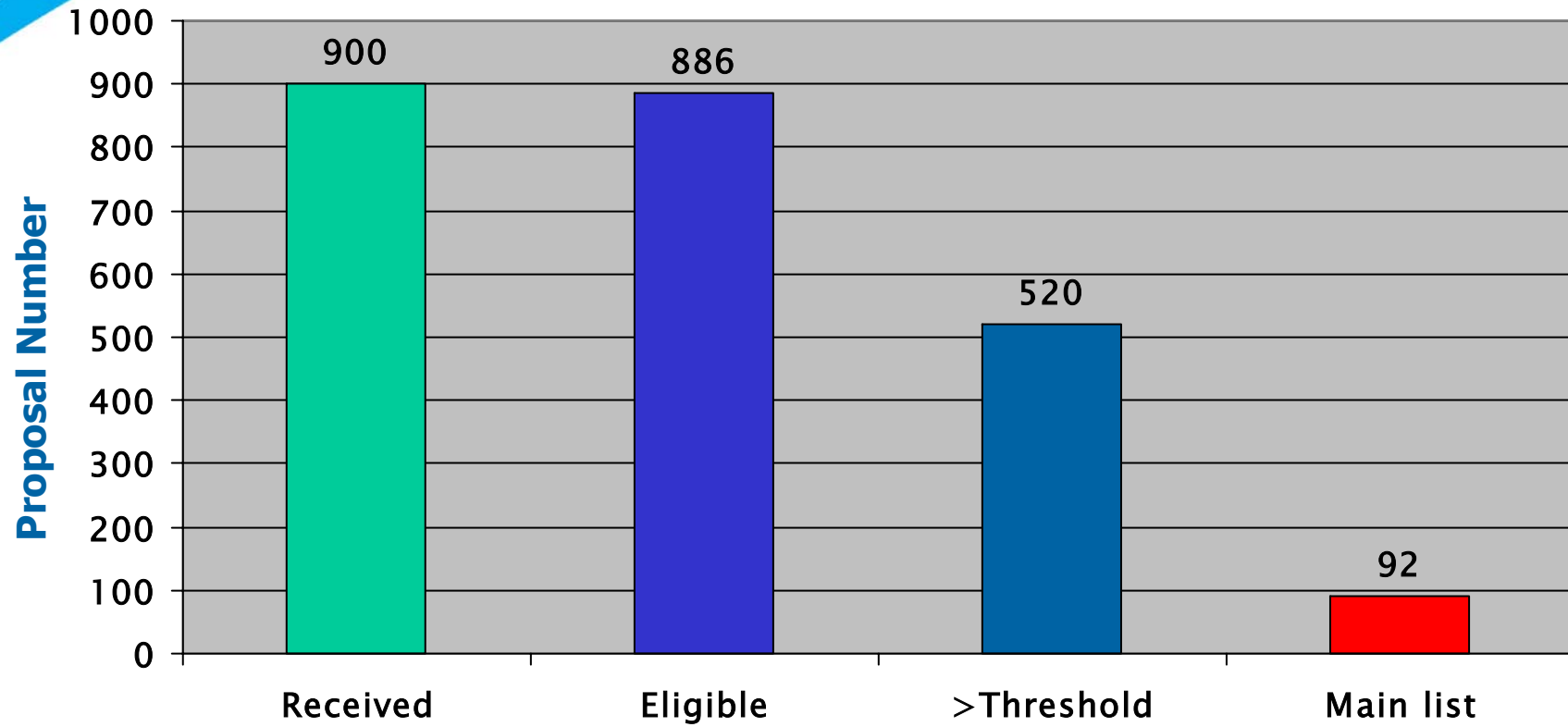




EUROPEAN
COMMISSION

Community research

ITN





EUROPEAN
COMMISSION

Community research

Current Call: ITN-2008 scientific disciplines

Disciplines	No. eligible proposals-2007 call (905 submitted)		No. eligible proposals - 2008 call (900 submitted)	
	Total	%	Total	%
CHE	115	12,7	85	9,7
ECO	21	2,3	21	2,4
SOC	78	8,6	90	10,2
ENG	183	20,2	185	20,7
MAT	29	3,2	19	2,1
ENV	95	10,5	108	12,2
LIF	229	25,6	264	30
PHY	152	16,8	114	12,7
	902		886	

Between the 2 calls: Increase SOC and LIFE

Decrease PHY and CHE



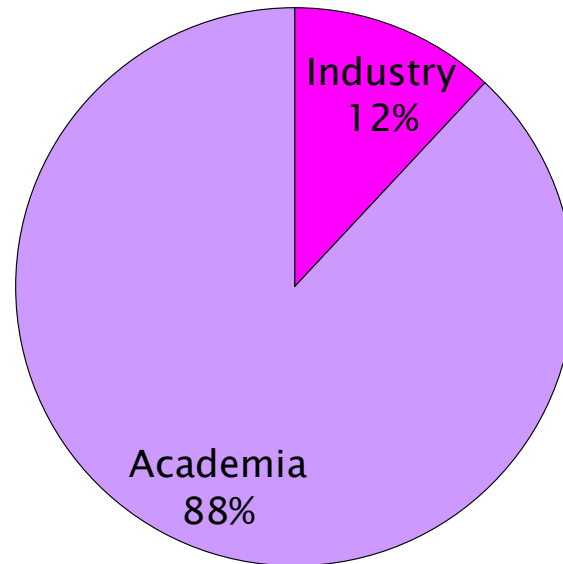


EUROPEAN
COMMISSION

Community research

Current Call: ITN-2008 sector participation

7932 participants



977 from Industry
of which 513 SMEs
(53%)

6955 from Academia





EUROPEAN
COMMISSION

Community research

IAPP

- 1st call for proposals, 2007:
 - Total no of proposals received: 102
 - 399 participants in total
 - Total no of proposals funded: 41
 - 161 partners in total;
- 2nd call for proposals, 2008:
 - Total no of proposals received: 141
 - 612 participants in total
 - Total no of proposals funded: 41 (last negotiations ongoing)
 - 154 partners in total
- Next call for proposals is published 24 April 2009, deadline 27 July 2009

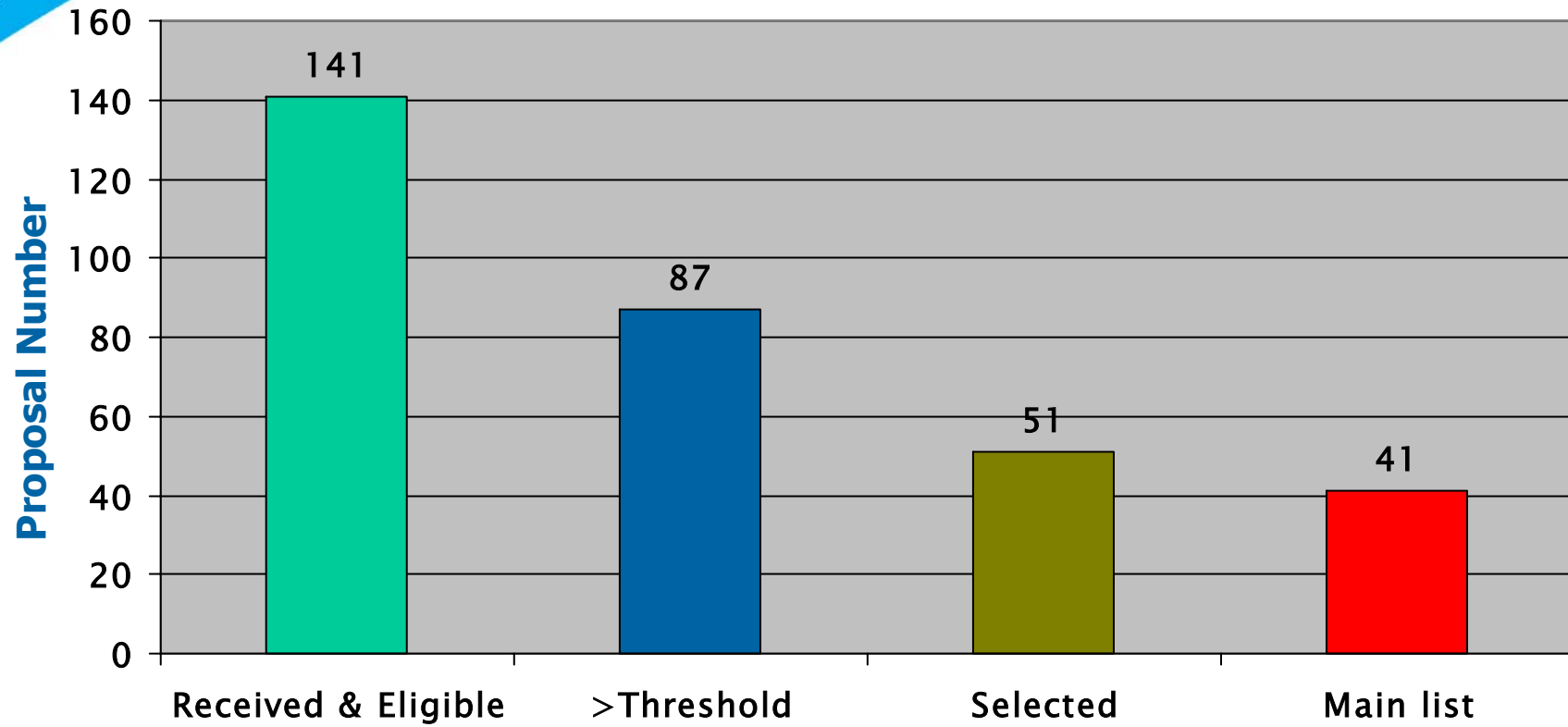




EUROPEAN
COMMISSION

Community research

IAPP





EUROPEAN
COMMISSION

Community research

Current Call: IAPP-2008 scientific disciplines

Proposals were submitted in all disciplines, although the distribution was uneven.

	submitted proposals		
	number	%	% in FP6
TOTAL	141		
ENG	57	41 %	44 %
LIF	34	24 %	24 %
ENV	19	14 %	8 %
CHE	10	7 %	11 %
SOC	9	6 %	3 %
PHY	6	4 %	3 %
ECO	4	3 %	4 %
MAT	2	1 %	3 %





EUROPEAN
COMMISSION

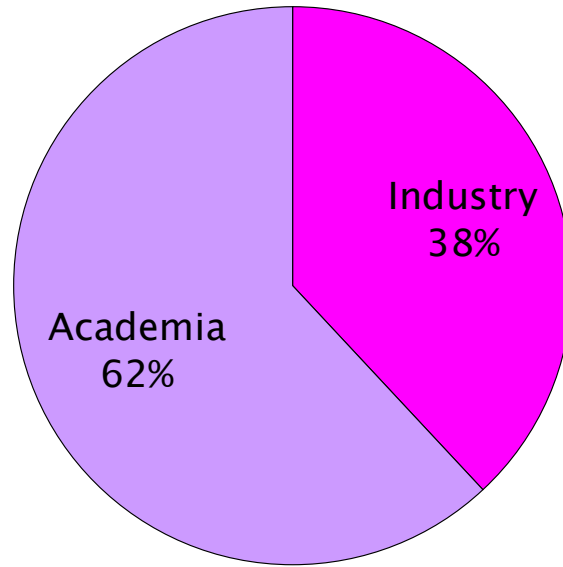
Community research

Current Call: IAPP-2008 sector participation

613 participants

235 from Industry

of which 177 SMEs
(75%)



378 from Academia





EUROPEAN
COMMISSION

Community research

Life-long training and career development

(IEF, ERG and COFUND)

International dimension

(OIF, IIF and IRSES)





EUROPEAN
COMMISSION

Community research

Life-long training & career development: Marie Curie fellowships for career development

Objectives

- **Career development** of experienced researchers by e.g.: diversification skills/competencies; reintegrate after mobility/resume research

Operated through:

- **For Experienced researchers** (doctorate or 4 years of research experience)
- **Centralised mode:** selection/funding of fellows through call at EC level
 - Intra-European Individual Fellowships (IEF)
 - European Reintegration Grants (ERG)
 - International Reintegration Grants (IRG)
- **« Co-funding » mode (COFUND):**
 - Selection of « *co-funded* » national, regional and international programmes through open calls (no country quota)
 - Community funding: 40 % of fellowship costs of trans-national researchers





EUROPEAN
COMMISSION

Community research

Life-long training – career development

Individual Intra-European Fellowships – IEF

- **Joint application** researcher with hosting research organisation
- **Trans-national mobility** for EU/AS nationals (or assimilated) within EU or Associates States (AS)

Reintegration grants – ERG/IRG:

- **Objective:** help mobile researchers access a stable research career, within EU or Associated States, including in country of origin
- **ERG after a Marie Curie fellowship** of at least 18 months
- **IRG after a stay in a third country** of at least 3 years
- **Financial contribution** of €15000 (ERG) / 25000 (IRG) per year for 2-4 years





EUROPEAN
COMMISSION

Community research

Life-long training – career development

Co-funding of national programmes - COFUND:

- **Selection of national, regional or international programmes through open calls (no nationality quota)**
- **Minimal conditions:** trans-nationality; independent evaluation of the fellows by international evaluators; minimal social coverage
- **Proposals of researchers are addressed to the national programmes, implemented in an independent manner**
- **Community contribution: 40% of the costs of trans-national fellows**
- **« Co-labelling » Marie Curie**





EUROPEAN
COMMISSION

Community research

Marie Curie International dimension

Overall objective

- **Reinforce extra-European dimension of the ERA through mobility**

Two action lines:

- Career development/life-long training for EU researchers :
 - International outgoing fellowships (IOF), **with mandatory return**
- International co-operation through researchers from 3d countries :
 - **All Marie Curie *host driven* actions open to 3d country nationals**
 - International incoming fellowships (IIF) **for knowledge transfer to Europe and collaboration with 3d countries**
 - International research staff exchange scheme (IRSES) **to enhance co-operations between research organisations in EU and 3d countries (for EU neighbourhood policy countries and S&T agreement countries)**





EUROPEAN
COMMISSION

Community research

Individual Outgoing/Incoming international fellowships

International Outgoing fellowships - IOF

- **Objective: training/career development** for experienced researchers
- **Outgoing phase in a 3d country (1-2 years) followed by compulsory return phase to EU/AC (1 year); Grant agreement with European return institution**
- **For EU/AS nationals only**
- **Joint application researcher with (return) hosting research organisation**

International Incoming fellowships – IIF

- **Objective: transfer of knowledge/international cooperation** through experienced researchers
- **For 3d country nationals only**
- **Incoming phase (1-2 years), followed by optional return for researchers from less developed (ICPC) economies**
- **Joint application researcher with hosting research organisation**





EUROPEAN
COMMISSION

Community research

Individual fellowships: Past Success rates

FP6	Submitted proposals	Eligible proposals	Percent Ineligible	Selected proposals	Success Rate	Budget (MEUR)
IEF	9509	8901	6,39%	1574	17,68%	250
IOF	1549	1444	6,78%	302	20,91%	71
IIF	2323	2123	8,61%	380	17,90%	66

FP7 (1 st / 2 nd deadline)	Submitted proposals	Eligible proposals	Percent Ineligible	Selected proposals	Success Rate	Budget (MEUR)
IEF	1701	1672	1,70%	423 / 462	25,30%	72
IOF	341	332	2,64%	100 / 150	30,12%	24
IIF	573	562	1,92%	131 / 118	23,31%	24
ERG	117	NA	NA	101/	86, 32%	9.5
IRG	316	NA	NA	181/	57,28%	14.5

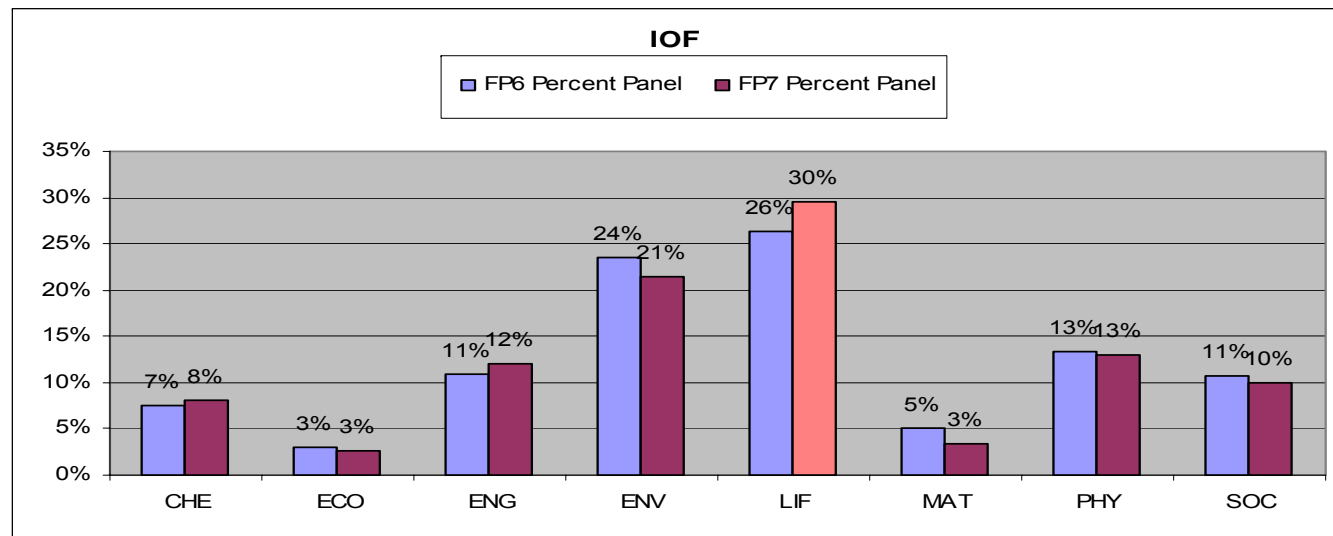
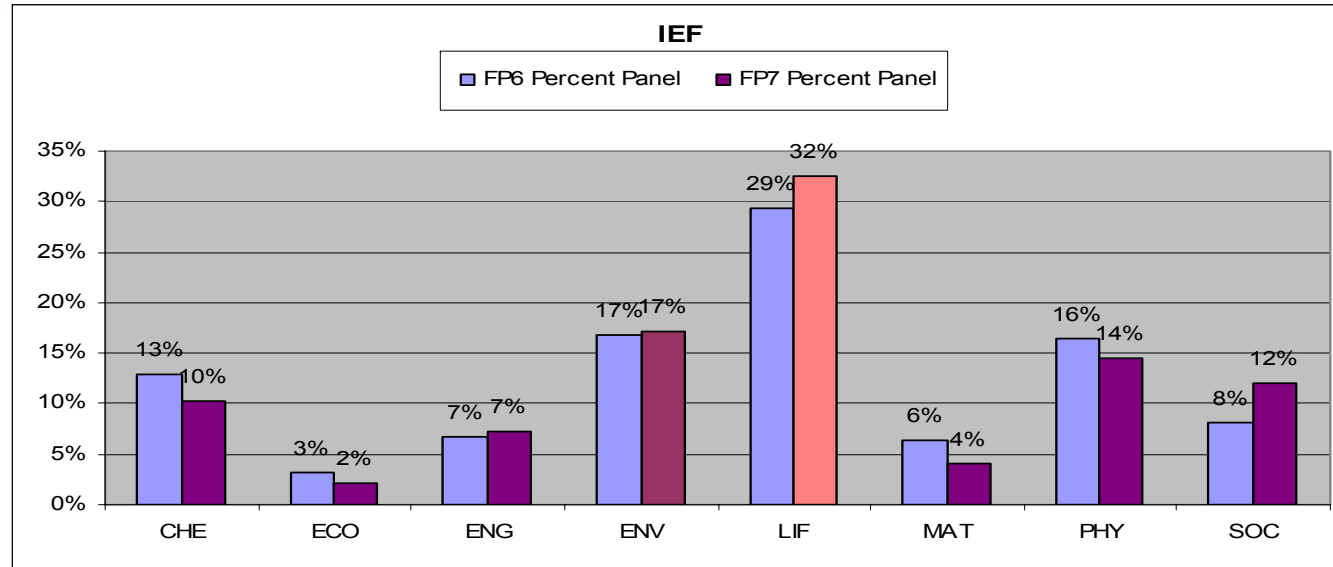




EUROPEAN
COMMISSION

Community research

Individual fellowships: Distribution by scientific panel





EUROPEAN
COMMISSION

Community research

Individual fellowships and Reintegration Grants

2007 evaluations

Action	Budget (M€)	Total prop./negot.	Success rate
IEF	72	1701/423	25 %
IOF	24	341/100	29 %
IIF	24	571/131	23 %
ERG	9.5	95/85	89 %
IRG	14.5	270/205	76 %

2009 Call Calendar

Action	Budget (M€)	Call Open	Deadline
RG (ERG & IRG)	31	9 Oct 2008	2 Apr 2009 8 Oct 2009
IEF	95		
IOF	28	18 Mar 2009	18 Aug 2009
IIF	28		

→ Full list available at : <http://cordis.europa.eu/fp7>





EUROPEAN
COMMISSION

Community research

Staff Exchange - IRSES

Participation rules

Partnership: min. 2 independent EU/AC research organisations of at least 2 different countries and one or more organisations in a third country +

Coordinator from EU/AC

Duration of Partnership: 2-4 years

- + **Eligible third countries** S&T agreements with EC: **Argentina*, Australia, Brazil*, Canada, China*, Chile*, Egypt*, India*, Japan, Republic of Korea, Mexico*, Morocco*, New Zealand, Russia*, South Africa*, Tunisia*, Ukraine*, US;** EU Neighbourhood Policy countries: **Armenia*, Azerbaijan*, Belarus*, Georgia*, Moldova*, Ukraine* Algeria*, Egypt*, Jordan*, Lebanon*, Libya*, Morocco*, Palestinian-administrated areas*, Syrian Arab Rep*., Tunisia*** (*ICPC= International Cooperation Partner Countries)





EUROPEAN
COMMISSION

Community research

Staff Exchange - IRSES

Exchange programme

Multi-annual research staff exchange programme **for short stays (up to 1 year per person in total)**

- ***Exchanges to/from Europe (not between EU/AS partners)***
- ***Staff are seconded (maintain salary in institution of origin and have the right to return)***
- Each partner funds **its own** outgoing **researchers (funding of ICPC and Neighbourhood policy countries in exceptional cases)**
- Community contribution: **Fixed 1800€/person/month (incl. travel, subsistence)**





EUROPEAN
COMMISSION

Community research

Staff Exchange - IRSES

2007-2008 evaluations

MCA	Budget (M€)	Total prop./negot.	Success rate
ITN 2007	245	905/68	7.5 %
ITN 2008	330	900/102	11.3%
IAPP 2007	38.5	102/41	40.1 %
IAPP 2008	45	141/41	29.0%
IRSES	25	72/59	82%

2009/2010 Call Calendar

MCA	Budget (M€)	Call Open	Deadline
ITN	230	End of 2009	Early 2010
IAPP	65	24 Apr 2009	27 Jul 2009
IRSES	30	25 Nov 2008	27 Mar 2009





EUROPEAN COMMISSION

Community research

Marie Curie Actions

What action can I apply to?

Applicants

Individual researchers

Industry/Research Institutions

Research Institutions, public bodies

Profile of researchers

Senior researchers

> 10 years

Post-docs

> 4 years

Post-graduates

< 4 years

IEF

OIF

IIF

ERG

IRG

IAPP

ITN

COFUND

IRSES





EUROPEAN
COMMISSION

Community research

CONCLUSIONS



The Nobel Laureate Meetings at Lindau.
Educating, Inspiring, Connecting Scientific Generations since 1951.

- 57th Meeting of Nobel Laureates at LINDAU
19th Meeting dedicated to Physiology or Medicine
- The European Commission was acting as Academic Ambassador for 36 Marie Curie Fellows coming from the different Actions.





EUROPEAN
COMMISSION

Community research



L'avenir de la recherche biomédicale au 21ème siècle

By Prof. Luc MONTAGNIER, Nobel Prize 2008 for Physiology or Medicine ,
European Parliament, Brussels (April 1st 2009) organised by STOA
(Science and Technology Option Assessment)

- Funding should also consider innovation and risk
- Change paradigm from molecular biology to interdisciplinary approaches
- Change mentalities from remediation (curative care) to more preventive care and monitoring (education, increase mobility and increase complementary skills training)
- Fight back illegal in drug manufacturing and administration





EUROPEAN
COMMISSION

Community research



The European Charter for Researchers

**To be
implemented....
on a
voluntary
basis**



The Code of Conduct for the Recruitment





EUROPEAN
COMMISSION

Community research

For more information

Marie Curie website:
<http://ec.europa.eu/mariecurieactions>

Research Enquiry Service:

<http://ec.europa.eu/research/enquiries>

Euraxess website:

<http://ec.europa.eu/euraxess/>

The screenshot shows the homepage of the Marie Curie Actions website. At the top, there is a navigation bar with the European Commission logo and the text 'European Commission RESEARCH'. Below this, a breadcrumb trail reads 'European Commission > Research > Marie Curie Actions'. The main content area is divided into several sections: 'Welcome to the Marie Curie Actions' with a small graphic; 'Highlights' featuring a 'Researcher Mobility Survey' and 'New calls for proposals in the FP7 People specific programme published on COBIDS!'; 'Policies' with a list of 'Other useful information' including 'European policies for researchers', 'Europe@researchers Newsletter', and 'The European Charter 4 Researchers and the Code of Conduct 4 their Recruitment'; 'Funding' with 'Marie Curie Actions FAQs' and 'Marie Curie Actions funded job vacancies'; and 'Careers' with 'The European Researcher's Mobility Portal'.





EUROPEAN
COMMISSION

Community research

THANK YOU

