

Networking Workshop

Marta Candeias

Head of R&I Pre-Award Advisory Unit

17 apr | 10:00



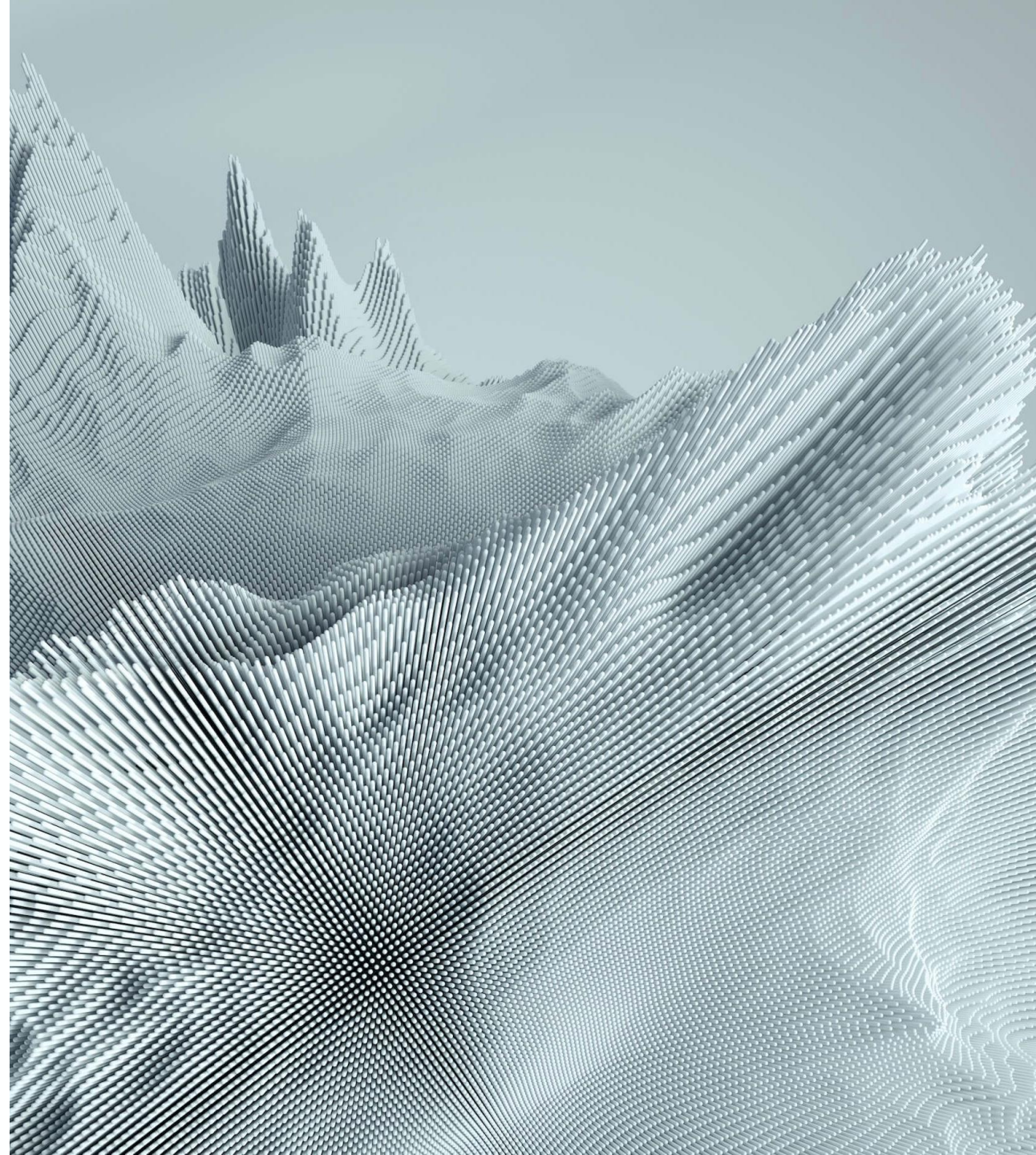
R&I Pre-Award Advisory Unit
Pre-Award Network

Contents

- Horizon Europe Collaborative Projects
- Call Topics
- Strategies and Tools to find partners/consortia



Horizon Europe

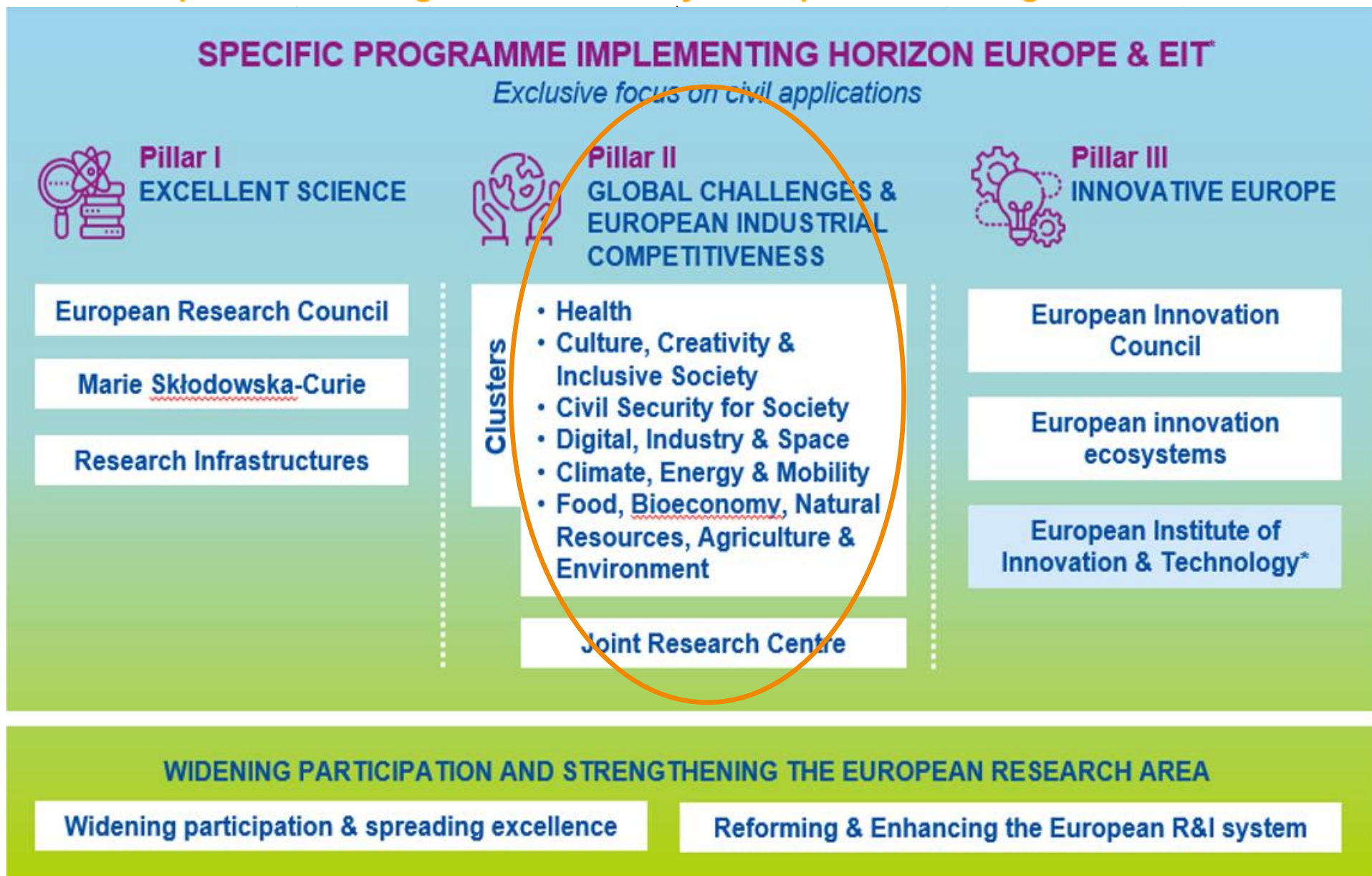


Support the creation and diffusion of high-quality knowledge

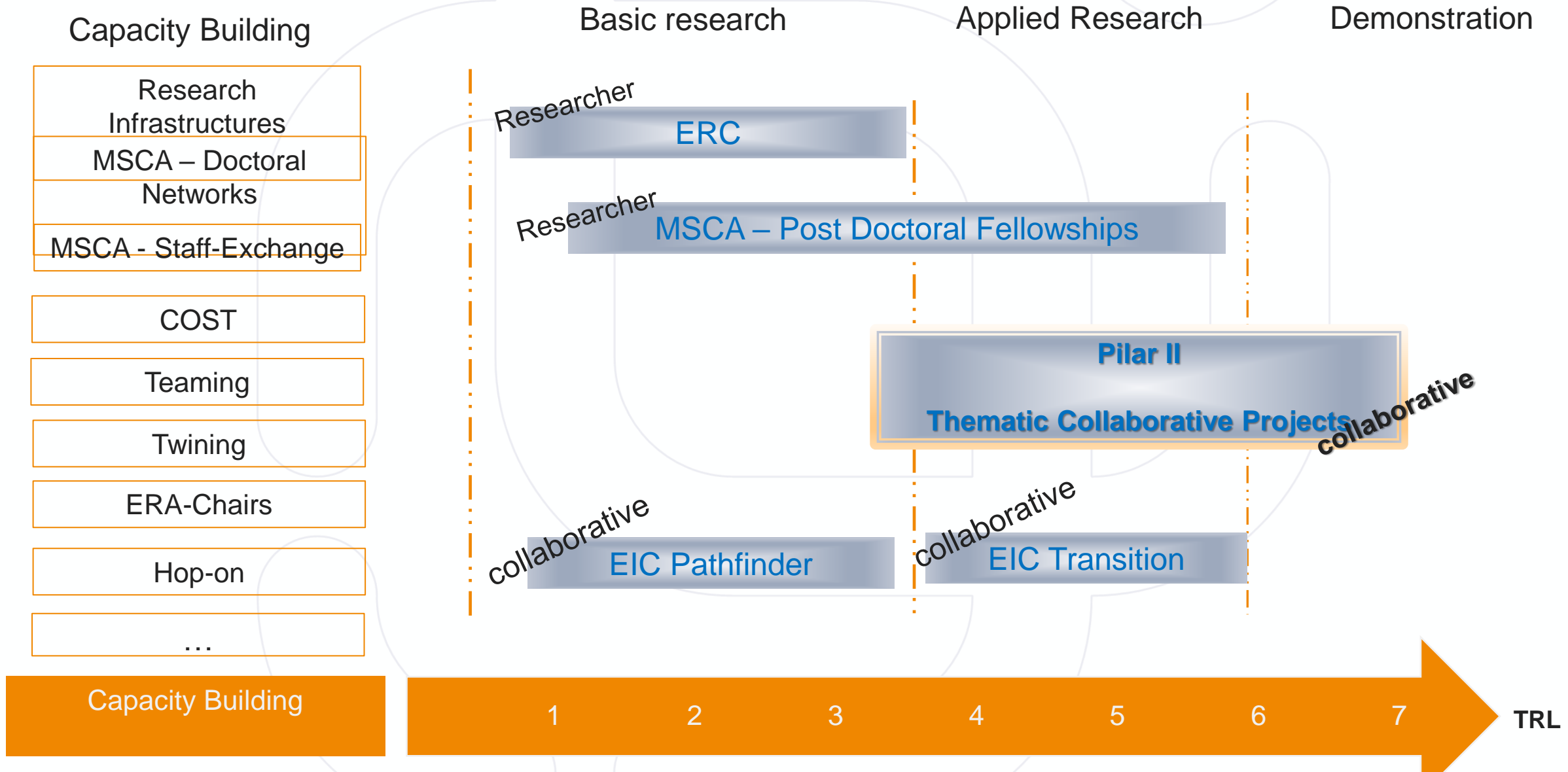
Strengthen the impact of R&I in supporting EU policies

Foster all forms of innovation and strengthen market deployment

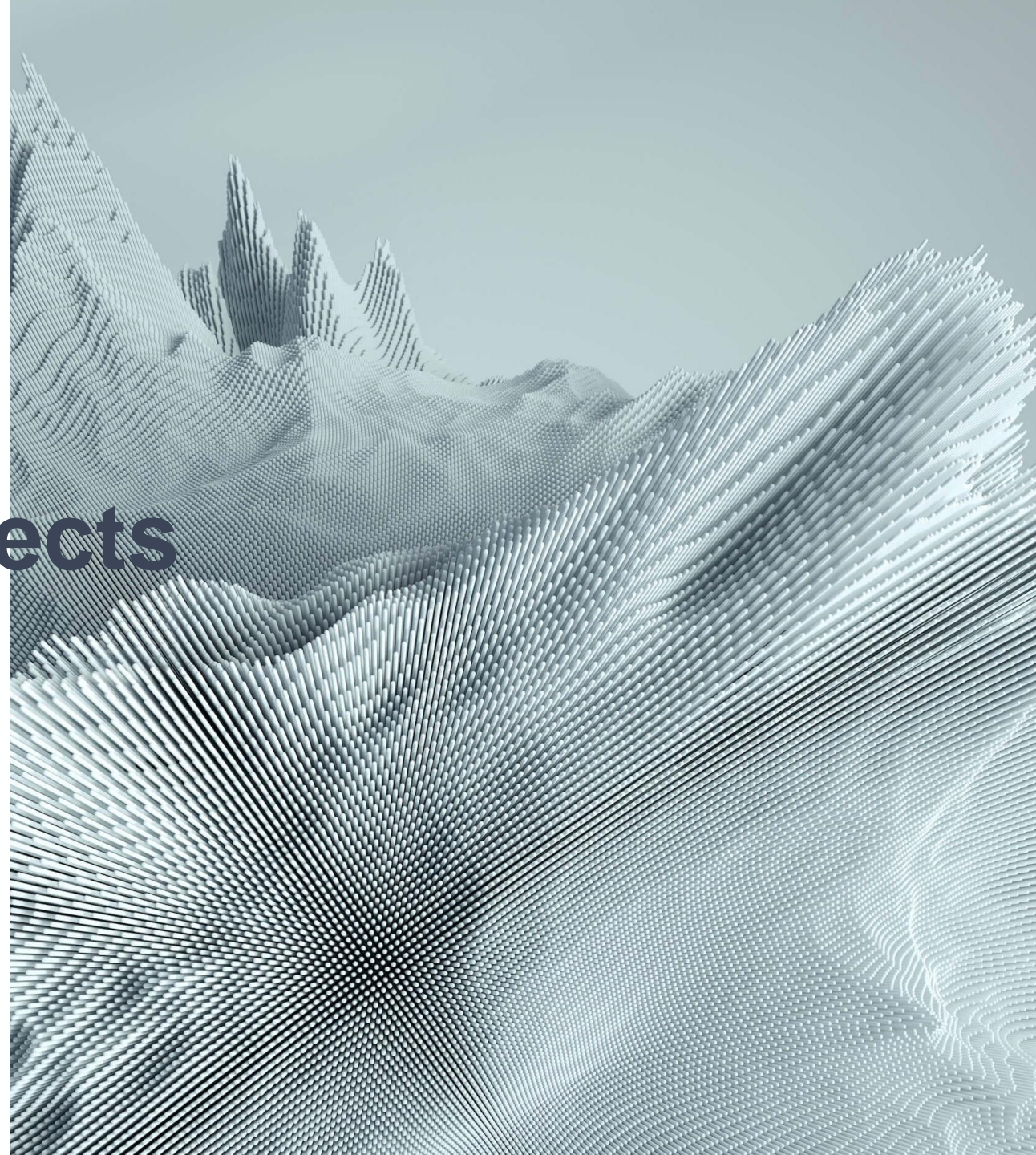
Optimise the Programme's delivery for impact in a strengthened ERA



Funding Instruments along the Innovation cycle



Collaborative Projects



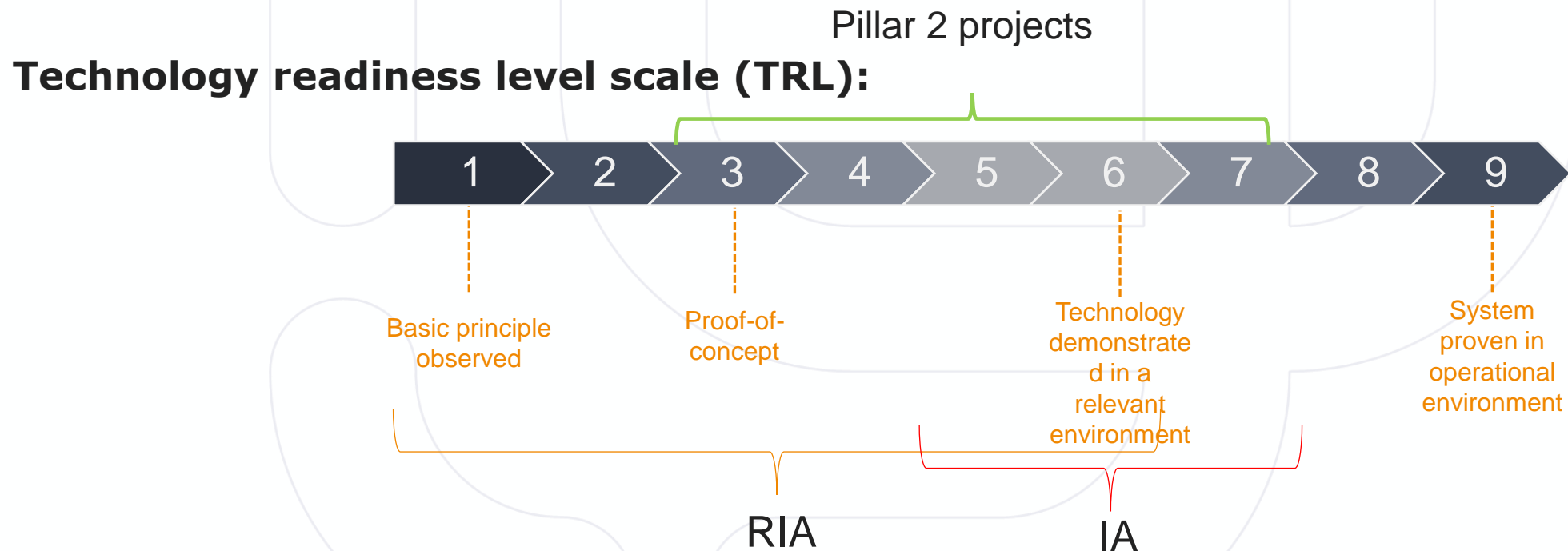
Research and Innovation Activities

- **RESEARCH and DEVELOPMENT: (RIA)**

Activities aiming to establish **new knowledge** and/or to **explore** the feasibility of a **new or improved technology, product, process, service or solution**.

- **INNOVATION: (IA)**

Turning an **idea** into a **solution** that **adds value** and is **adopted by people**



Innovation Cycle



End users



Society



+ sciences



Standards



Regulators



Policy



Industry



Research



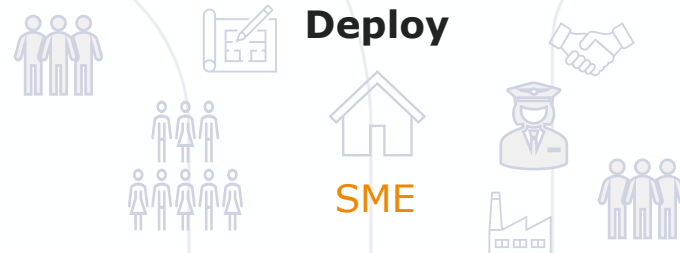
Academia

Develop



RTO

Deploy



SME



Research

Develop

Deploy





End users



Society



+ sciences



Standards



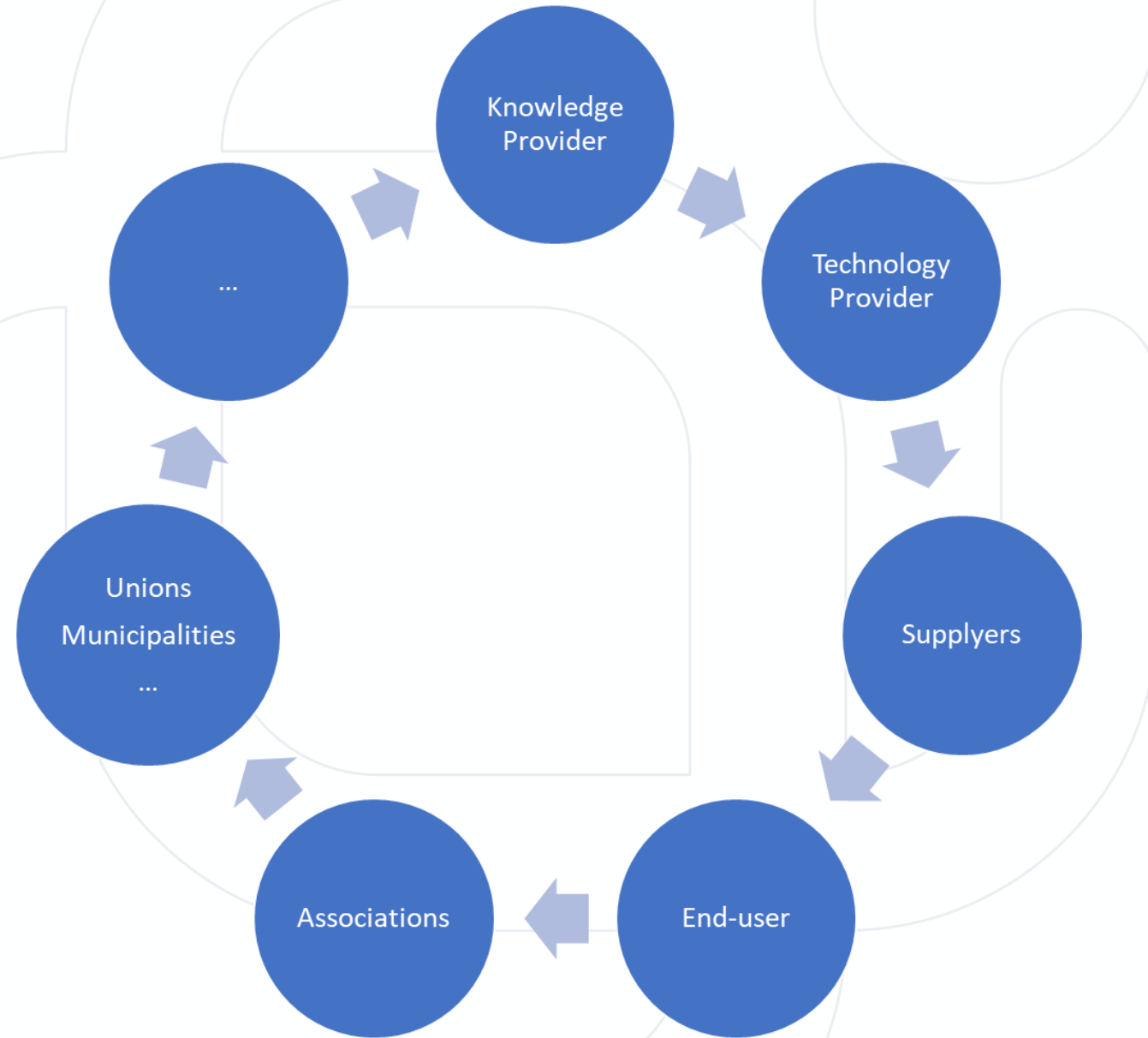
Regulators



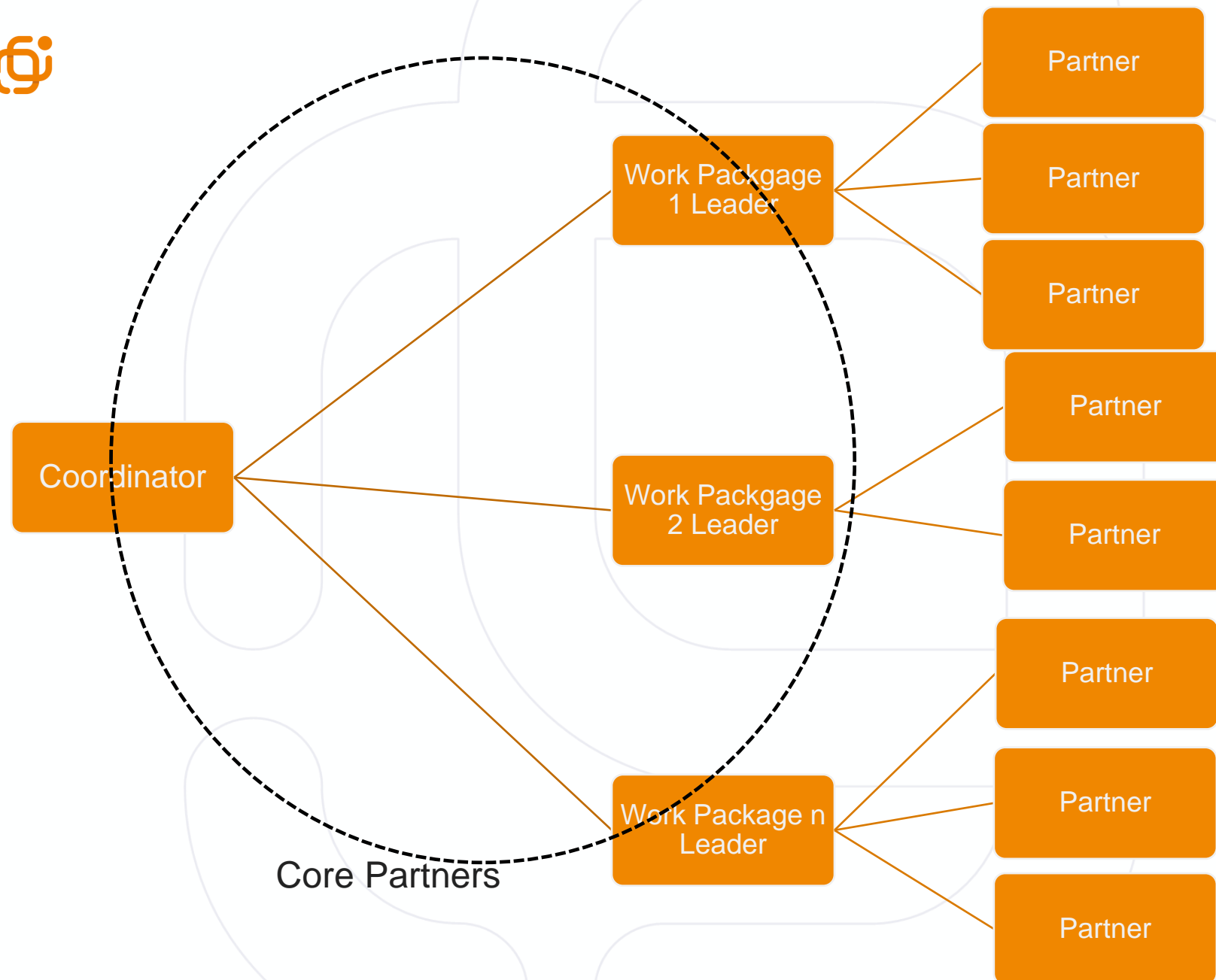
Policy



Industry



Roles in the consortium



Fundamentals

- **Complementarity** not redundancy: which composition of partners can optimally serve the project definition and goals?
- **Excellence**: identification of the true key opinion leaders (KOL) within your field or topics.
- **Interdisciplinarity**: bring together diverse viewpoints and knowledge / setting up a consortium that combines partners from various disciplines.
- **Balance**: geographical spread of partners, balance between for-profit and non-profit partners, gender balance of involved key investigators.



Topic

Title

Specific conditions

Expected outcome

Scope

- HORIZON-CL6-2021-BIODIV-01-02: Data and technologies for the inventory, fast identification and monitoring of endangered wildlife and other species groups

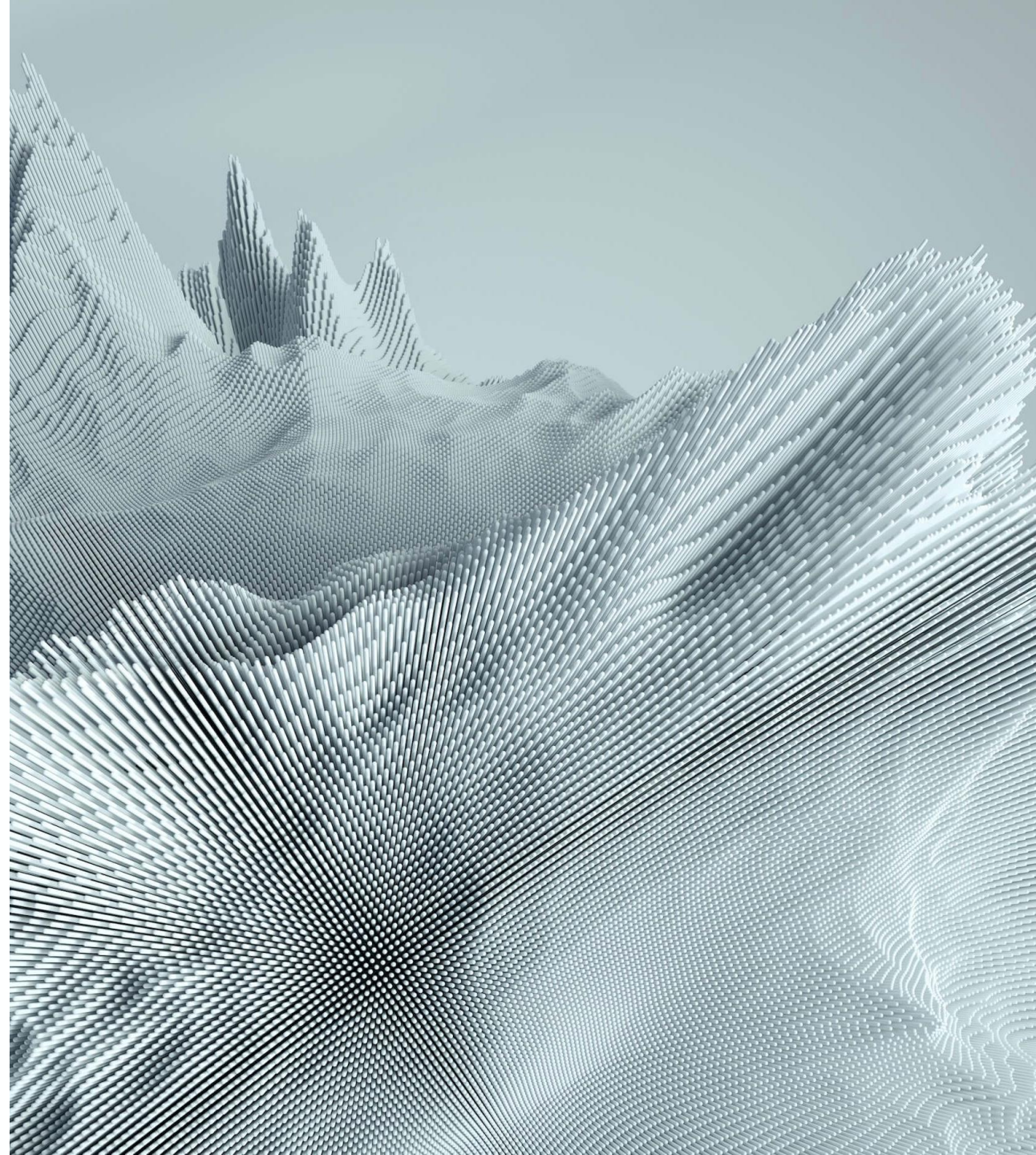
Specific conditions	
Expected EU contribution per project	The EU estimates that an EU contribution of between EUR 3.00 and 5.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 10.00 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).</p>

Expected Outcome: In support of the implementation of the Green Deal, the EU Biodiversity Strategy 2030 and the Birds and Habitats Directives, successful proposals will contribute to bridge taxonomic and monitoring gaps, by providing methods, data, knowledge and models on the conservation status and ecological requirements of species and habitats, to better understand and address biodiversity decline, its main direct drivers and their interrelations.

Projects results are expected to contribute to some of the following expected outcomes:

- Systemic, integrated and (open-)standardised data, knowledge and models on the conservation status and ecological requirements of species and habitats, with a focus on those covered by the Birds and Habitats Directives and IUCN Red List. This will lead to better management of protected sites and species, in particular with a view to setting conservation objectives and developing appropriately designed and effective management plans
- Bridge taxonomic and monitoring gaps by developing, testing and implementing enabling tools, technologies and fast identification methodologies and the development of integrated monitoring systems across Europe on wildlife species that can help identify

Call Topics



Example 1

HORIZON-CL6-2022-CIRCBIO-02-02-two-stage: Exploring extreme environments: novel adaptation strategies at molecular level for bio-based innovation

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 5.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 10.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Technology Readiness Level</i>	Activities are expected to achieve TRL 4-5 by the end of the project – see General Annex B.

Example 1

Expected Outcome: Projects will contribute to the expected impacts identified for Destination ‘Circular economy and bioeconomy sectors’, and to the European policies it supports, in particular the European Green Deal, the circular economy action plan and the Bioeconomy and biodiversity strategies. Their results will help to improve the European industrial²⁴⁶ sustainability, competitiveness and resource independence by lowering the environmental footprint (including on biodiversity), enabling climate-neutrality and higher resource efficiency (in particular upcycling and cascading use of biomass) along and across value chains, developing innovative bio-based products. They will engage all stakeholders and improve their knowledge and understanding of science, in particular biotechnology-based value chains

Projects results should contribute to all of the following expected outcomes:

Deeper understanding of the molecular, biochemical and cellular mechanisms of ecological adaptation of terrestrial and aquatic organisms in response to life under extreme or changing environments, while strengthening the remediation options at macro level for the studied populations, including by their interactions, thus contributing to expanding the range of potential climate change mitigation strategies.

- Stronger innovation capacity by applying the discovered principles (including via biotechnology routes) to the development of more resilient innovative feedstocks needed for sustainable bio-based products²⁴⁷
- A significantly improved environmental footprint of novel feedstocks based on discovered principles²⁴⁸, and a wider range of sustainable biomass resources available to European industry, that are important for industrial competitiveness and SMEs participation, thus helping to create skilled jobs and boost the economy.

Example 1

- Increased public understanding in Europe of biotechnology, the conservation of biodiversity, and EU biodiversity strategy goals. Respect of the principles of access and benefit sharing (UN Biodiversity Convention), via clear, inclusive and transparent communication strategies.

Scope: The topic covers R&D needed to advance and potentially exploit knowledge on the ways terrestrial and aquatic organisms and their populations adapt, on molecular, physiological, and ecological levels, to the effects of climate change, such as by tolerance to extreme temperatures, drought/water stress, salinity or increased biotic pressures (new pests), as observed at macro-scale (e.g. shifting ecological niches). The scope covers understanding the complex interactions between the affected populations (e.g. molecular signalling), and broader outcomes on an ecological level. International cooperation is strongly encouraged to maximise the impact.

Where relevant, proposals should seek synergies and capitalise on the results of past and ongoing research projects. Proposals should:

- Identify and justify the choice of the selected organism or system under investigation, specifying the level and characteristics of the environmental stimuli covered (i.e. extreme or changing environment linked to climatic conditions).
- Consider the broader level of climate adaptation in the systems identified, in order to shed light on the possibility and magnitude of applying the discovered principles as part of a mitigation strategy.

HORIZON-CL4-2024-HUMAN-01-07: Collaborative intelligence – combining the best of machine and human (AI Data and Robotics Partnership) (RIA)

Example 2

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 5.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 20.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Eligibility conditions</i>	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).</p>
<i>Technology Readiness Level</i>	Activities are expected to start at TRL 2-3 and achieve TRL 4-5 by the end of the project – see General Annex B.

Example 2

Expected Outcome: Projects are expected to contribute to the following outcomes:

- **Demonstrate the value of human-machine collaboration and interaction** by improved effectiveness, intuitiveness, efficiency, completeness, limits of knowledge indication and other objective or quantifiable subjective measures.
- **Demonstrate how collaborative decision-making improves over human decision-making** and that the collaborative decisions cover all stages of reasoning (that they are based on an improved coverage of data and knowledge sources, on an improved analytic ability to reason from input to output, and on a well-communicated decision).

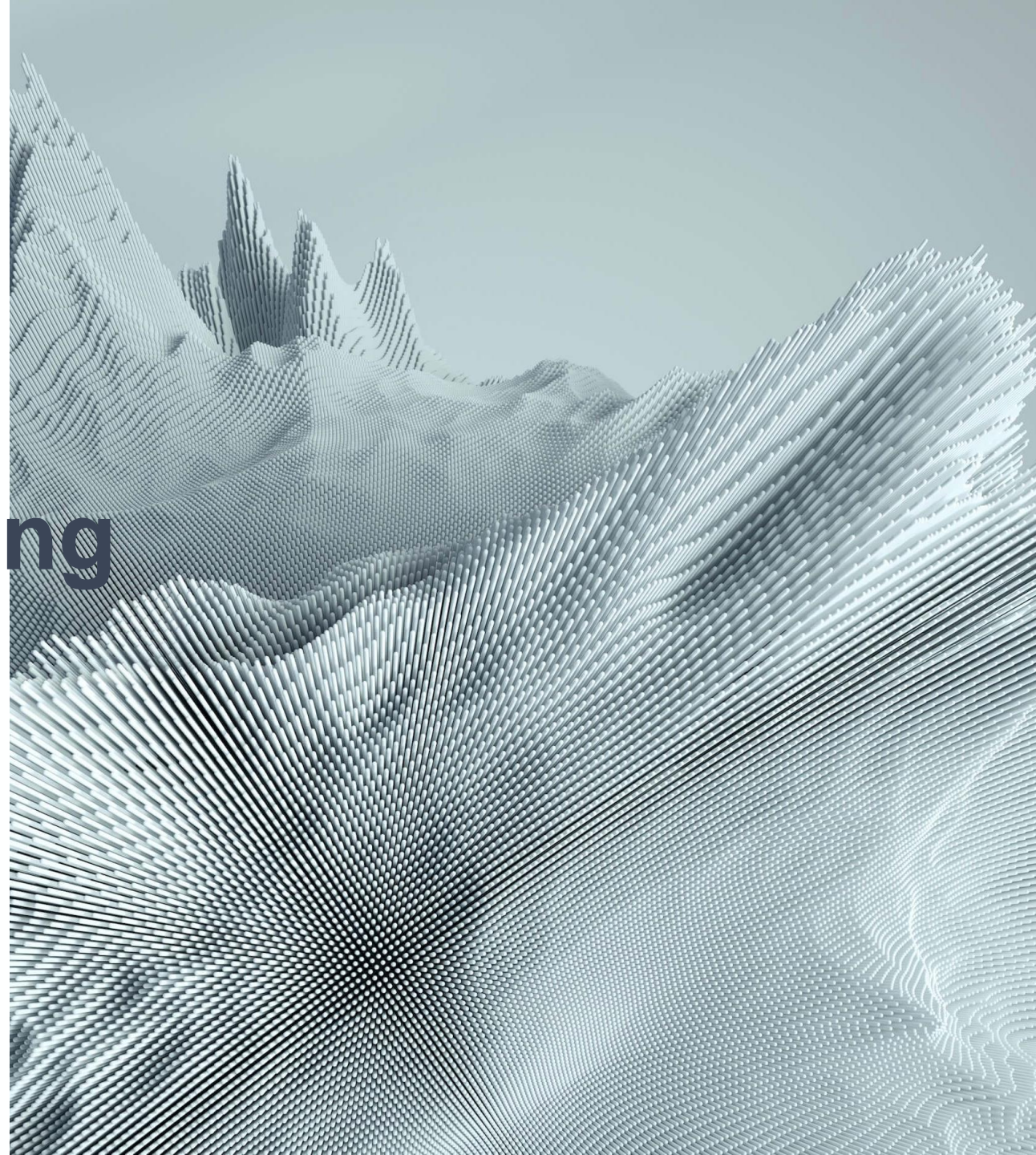
Proposals are expected to address at least one of the expected outcomes.

Scope: The R&I priorities require work at different levels, including both foundational research and well-studied piloting efforts, concentrated in impactful projects, bringing critical mass of expertise and investment to demonstrate potential for more than one major application sectors respectively.

Research should focus on:

- foundational research towards the next generation of collaborative AI, bringing excellence, critical mass and novel approaches as well as quantitatively proven improvement in the levels of human-machine collaboration.
- simulations and experimentation (with and without humans in the loop) to explore the consequences of different interventions and/or to explore the design approaches that help manage decision making.

Consortium Building



Project idea

Topic text

Activities to respond to the topic	Expertise/Role (proposal)	(Partners profile)	Potential partners (proposal)

Example Topic X

Consortium

10 partners + 2 UK

Coord – University

2 Uni GR

1 Uni DK























1 Univ NL

1 RTO DE

2 Univ UK

6 SME (IT, PT, TK, CY, ES, NL)

Tolerate: Adaptation to climate change in the rhizosphere across the millennia

	PANEPISTIMIO PATRON  Greece	Net EU contribution € 276 925,00
	DIMOKRITIO PANEPISTIMIO THRAKIS  Greece	Net EU contribution € 251 250,00
	EcoTechSystems Srl  Italy	Net EU contribution € 184 000,00
	DANMARKS TEKNISKE UNIVERSITET  Denmark	Net EU contribution € 615 538,75
	ALFRED-WEGENER-INSTITUT HELMHOLTZ-ZENTRUM FÜR POLAR- UND MEERESFORSCHUNG  Germany	Net EU contribution € 479 822,50
	MOLKIM ENDUSTRIYEL URUNLER SANAYI VE TICARET ANONIM SIRKETI  Türkiye	Net EU contribution € 166 702,50
	CONTACTICA SL  Spain	Net EU contribution € 161 250,00
	BIOFABICS LDA  Portugal	Net EU contribution € 370 000,00
	STRATEGIC OMNIA RESEARCH AND TECHNOLOGY DEVELOPMENT LTD  Cyprus	Net EU contribution € 149 875,00
	BIOCLEAR EARTH BV  Netherlands	Net EU contribution € 299 925,00
	WAGENINGEN UNIVERSITY  Netherlands	Net EU contribution € 168 468,75

Example Topic X

Consortium

14 partners + 3 Univ (2 USA, Canada)

Coord – University

















3 Uni FR

1 Uni AT

4 RTO (DE, NL, AT, Serbia)

3 LE (2FR, RO)

3 SME (2FR, PL)

		INSTITUT NATIONAL POLYTECHNIQUE DE TOULOUSE France	Net EU contribution € 196 000,00
		INSTITUT ZA RATARSTVO I POVRTARSTVO INSTITUT OD NACIONALNOG ZNACAJA ZA REPUBLIKU SRBIJU Serbia	Net EU contribution € 184 865,00
		STICHTING WAGENINGEN RESEARCH Netherlands	Net EU contribution € 236 137,50
		JULIUS KUHN-INSTITUT BUNDESFORSCHUNGSINSTITUT FÜR KULTURPFLANZEN Germany	Net EU contribution € 213 700,00
		JOANNEUM RESEARCH FORSCHUNGSGESELLSCHAFT MBH Austria	Net EU contribution € 330 380,00
		NAPIFERYN BIOTECH SP ZOO Poland	Net EU contribution € 235 000,00
		MAISADOUR SEMENCES ROMANIA SRL Romania	Net EU contribution € 208 500,00
		SYNGENTA FRANCE SAS France	Net EU contribution € 270 001,25
		INRAE TRANSFERT SAS France	

Example Topic X

Consortium

9 partners + 4 (2 CZ, USA, DE)

Coord – RTO

3 Uni (CZ, SA, USA)

7 RTO (DE, NL, AT, Serbia, IT, BU, Etiopia)

SME (CZ, ES, IT, BE, IR)



**CONSIGLIO PER LA RICERCA IN AGRICOLTURA E
L'ANALISI DELL'ECONOMIA AGRARIA**

Address

Via della navicella 2-4

00184 Roma

 Italy 



HEINRICH-HEINE-UNIVERSITAET DUESSELDORF

 Germany



VIB VZW

 Belgium




ETHIOPIAN INSTITUTE OF AGRICULTURAL RESEARCH

 Ethiopia



UNIVERSITY OF CAPE TOWN

 South Africa



**TSESTAR PO RASTITELNA SISTEMNA BIOLOGIYA I
BIOTEHNOGIYA**

 Bulgaria



BIOATLANTIS LIMITED

 Ireland



APHEA.BIO

 Belgium



EU CORE CONSULTING SRL

 Italy




IDCONSORTIUM SL

 Spain



UNIVERSITAET BERN

 Switzerland



MICHIGAN STATE UNIVERSITY

 United States




KWS SAAT SE & CO KGAA

 Germany



QUANTIS

 Switzerland

Get closely acquainted with your call

- Don't start with details, BUT write a **one-page outline** to provide a high-level overview of your project proposal (vision/innovation, objectives, results, budget, impacts, stakeholders)
- Make sure:
 - you are addressing **all** the **call requirements**
 - You have **all the relevant profiles and competences** in the consortia
 - Your **project results** will contribute to the **expected outcomes in the call** text and to the **Key Impact Pathways of the destination and of the Horizon Europe Program**



Coordinator vs Partner

- **Have strong leadership and professional experience**

- Be (ideally well) experienced in **leading international working groups** / EU projects.
- Have a reputation in co-operation abilities.
- Have a portfolio of professional competences.
- Be able to **design complex processes** within the consortium & represent them outward.
- **See & oversee** the big picture.
- Be a **supervisor**, a mentor & mediator.
- Show time management & organisational skills.
- Apply a mix of top-down & bottom-up approach (depending on the situation).

- **Soft skills and social competences**

- Have:
 - **Innovative** mindset & acting;
 - **Diplomatic** skills & be solution-oriented in case of disputes;
 - Negotiation skills (for discussions with the EC).
- Show **pro-active** behaviour & action.
- Be **participative & motivating**.
- Be integrative, encouraging, and demanding.
- Maintain **honesty**.

- **Be aware of the work**

- Have time & **willingness** to coordinate EU projects.
- Have a **realistic approach** to prepare a project proposal.
- Have (ideally) support in management & financials.

- **Personal interest**

- **Networking capabilities** within the European Union.
- Have a **high interest** in research in co-operation.
- **Enjoy cultural awareness** and diversity.

If you are a coordinator looking for partners!!

Partner Search

**Scientific
Reputation**

**Excellent Scientific Reputation
(Publications, Conferences, EU Projects,...)**

**EU Project
Reputations**

**Reliable Partner in European Projects
(Past EU Proposals + Past EU Projects)**

New Ideas

Existing Research, Foresight Group, Experts Groups

If you are a coordinator looking for partners!!

A good partner should be:

- **Scientifically and/or technically competent:** do not hesitate to check reputation and resources. You can do so by checking websites or looking up for their participation in other projects.
- **Committed** to the project: everyone must be actively involved in the preparation of the project proposal and must contribute (pro-actively) to and critically question its drafting and set-up. Only an active partner is a good one!
- **Trustworthy:** you will have to work with your partners for several years; it is important to have good relations and mutual trust.
- **Responsive:** with respect to the coordinator's requests.

If you are looking to be part of a consortium!!

Expertise Offer

EU Brand	Clarify your Niche within Niche (within Niche)
Visibility at EU Level	Join EU Networks, COST Actions, Conferences..
	EU Funded Projects (Join events, invited speaker..)
	Visit Laboratories (Infrastructure Access, COST,...)
	Evaluation of Horizon Europe Proposals
Public Events	EU Info Days, Brokerage Events, NCP Events
	Databases (Horizon Europe Partner Database)

If you are looking to be part of a consortium!!

Expertise Offer

- Identify the **topic**
- Show how you and your organisation can **contribute** to a project to that **specific topic** (your competences/know-how, track record, facilities, patents, equipment, etc)
- What is your **unique** value

Pitch

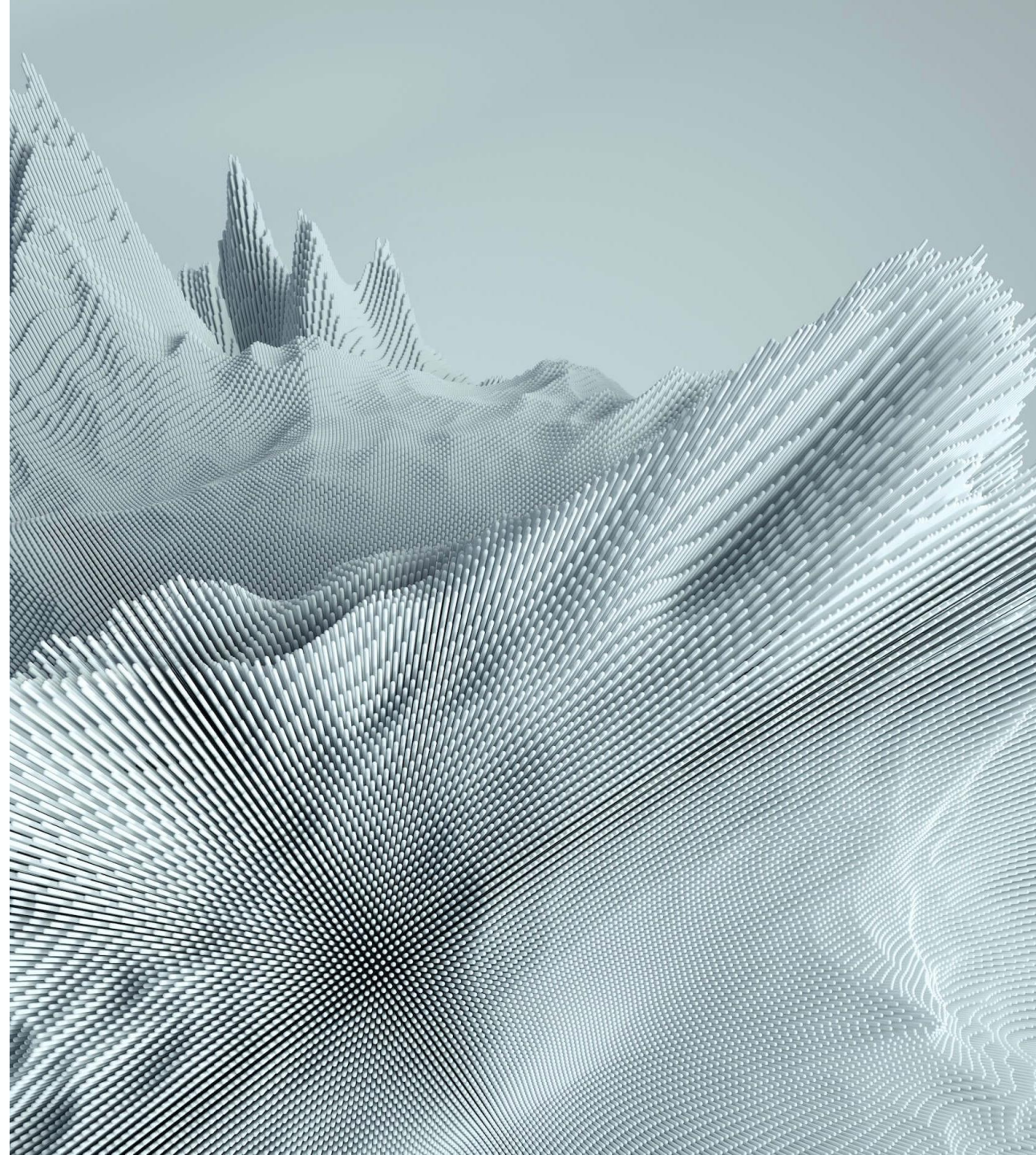
Partner Search

[Horizon Europe Cluster 2 Community Platform | Marketplace](#)

Partner offer

[Horizon Europe Cluster 2 Community Platform | Marketplace](#)

Networking Tools



Look for organisations that have participated in related projects with your call topic

The screenshot shows the CORDIS website header and navigation bar. The header includes the European Commission logo, the text 'CORDIS EU research results', a language selector set to 'English EN', and a search bar. The navigation bar is dark blue with several menu items: 'HOME' (highlighted in yellow), 'RESULTS PACKS', 'RESEARCH*EU MAGAZINES', 'PODCASTS & NEWS', 'PROJECTS & RESULTS' (highlighted with a red box), 'ABOUT US', 'SEARCH', and a 'LOG IN' button. Below the navigation bar, the main content area features a large article titled 'Past global warming sheds light on the life and death of cold-water corals' with a sub-headline 'How will corals in the depths of the oceans fare in the future? Evidence from the last major global warming event thousands of years ago gives scientists a hint.' and a 'Read the news article' button. To the left of the main article, there are three sections: 'NEWS' with the same article title, 'RESULTS PACKS' with 'Open Innovation Test Beds to accelerate European innovation', and 'RESULTS IN BRIEF' with 'Decarbonising Europe's transport sector'.

Look for organisation's track record and experience!



SEARCH FUNDING & TENDERS

HOW TO PARTICIPATE

PROJECTS & RESULTS

WORK AS AN EXPERT

SUPPORT



HORIZON DASHBOARD

Information and tutorials

Implementation figures

This section presents an overview on **evaluated proposals** (incl. success rates) and detailed statistics and data on **funded projects** and their participants in EU R&I programmes, broken down by countries and regions, research domain/programme part, organisation type, etc.

Country Profiles

Find out more about country-specific performance in EU R&I programmes: funding received, participations by region, top beneficiaries, collaboration with other countries, SME participation and more - all the information at your fingertips!

R&I Country Profiles

- [Horizon Dashboard Quick Guide](#)
- [FAQ](#)
- [What is Horizon Dashboard?](#)
- [How to explore country profiles?](#) **New!**
- [Webinar on Key Features \(25 March 2020\)](#)
- [How to see H2020 participants?](#)
- [How to see SME participation in H2020?](#)
- [How to see Third Country participation in H2020?](#)
- [How to find details about specific H2020 participants?](#)

Participate in InfoDays and EC Events to check who is attending!

 Log in

Register now

 EN English

Home

The research and innovation community platform


Connecting researchers across borders and disciplines. Take part in events, access exclusive content, widen your network.

[Home](#) [Events](#) [Community](#) [How it works](#)

COMING SOON

Horizon Europe info day - Cluster 1

This info day aims to inform (potential) applicants about topics included in the Cluster 1 'Health' work programme of 2023

 **19 January 2023** 07:30 (GMT+00:00)

Participate in Brokerage and Matchmaking events!

Look for Marketplaces opportunities!

European Defence Fund Industry & Matchmaking Day - Space4Defence 2025

26 Feb 2025 | Luxembourg City



Pitching sessions

B2B Networking

Presentations



34 Opportunities found



Relevance

Manage opportuni



Project cooperation

Resilient Healthcare and AI for National Defense (Emergency kit in cas...

Cybersecurity and defense are now critical priorities. Healthcare and rescue systems operational offline during disasters and emergency kit.

topic 1

topic 2

Research

Technical



Jorge Martínez

Business Development Software at ACCURO Technolo...
Madrid, Spain



Project cooperation

MGSE Specialist, design manufacture and delivery

Mechanical engineering, structural engineering, turnkey projects, prepare for launch.



Damy van Nuisenburg

Director at Pentacon Engineering BV
Haarlem, Netherlands



34 RESULTS

Reset

Search opportunities



OPPORTUNITY TYPE

Project cooperation (34)



Topic

☐ topic 1 (10)

☐ topic 2 (8)

Call

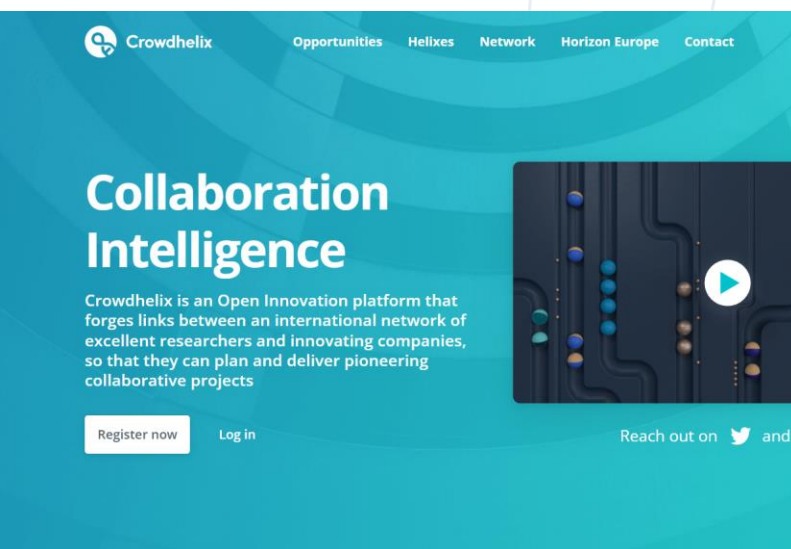
☐ Call 1 (9)

☐ Call 2 (7)

Check the list of past and future events at Pre-Award Webpage or ask your Research Manager!

Area Theme	Name	Call	Type of Event	Date 2025	Hour (GMT) - local if onsite	Form	Access Online - when available	Agenda	Registration	Notes Resources
EU Funding & Tenders Portal	All you need to know about 2-Factor authentication (2FA) with EU Login	-	Info Session	29/abr	09:00 (GMT)	Online	Live Stream	Agenda	-	Survey about 2-factor authentication
Defense	Sessão Informativa sobre os CAPTECHs da EDA	-	Information	29/abr	13:30 (GMT)	Onsite	-	Agenda	Register	Academia Militar, Amadora
Health	CLUSTER Health Horizon Europe Brokerage Event 2025	Cluster 1 Health	Matchmaking	5/mai	09:00 (GMT)	Online	HNN3.0 Brokerage Event	How it Works	Register until 30 April	
Battery	The 5th Annual Conference Battery 2030+	-	Conference Forum	5/mai	16:00 (GMT)	Onsite	About the Conference	Agenda	Register (Münster, Germany)	
Space	Group on Earth Observations (GEO) Global Forum 2025	-	Conference Forum	5/mai	11:00 (LT)	Onsite	-	Agenda	Register (Rome, IT)	
Climate	Horizon Europe info days - Cluster 5	Cluster 5 Climate, Energy and Mobility	HE info day	6/mai	08:00 (GMT)	Onsite	Live Stream Available	Agenda	Register until 31 March (Brussels)	

Crowdhelix



SM

Dr. Sharon Marsh for The University of British Columbia

1 day ago in Health, Liver Health, Cell & Gene Therapy



Seeking project coordinator and partners for HORIZON-HLTH-2025-01-TOOL-01: Enhancing cell therapies with genomic techniques

 Project Proposal

Can act as:

Individual Expert

Work Package Leader

Consortium Partner

Seeking expertise:

Bioprocesses

Omics

Immune cells

Consortium coordinator

Human pluripotent stem cells

Consortium building

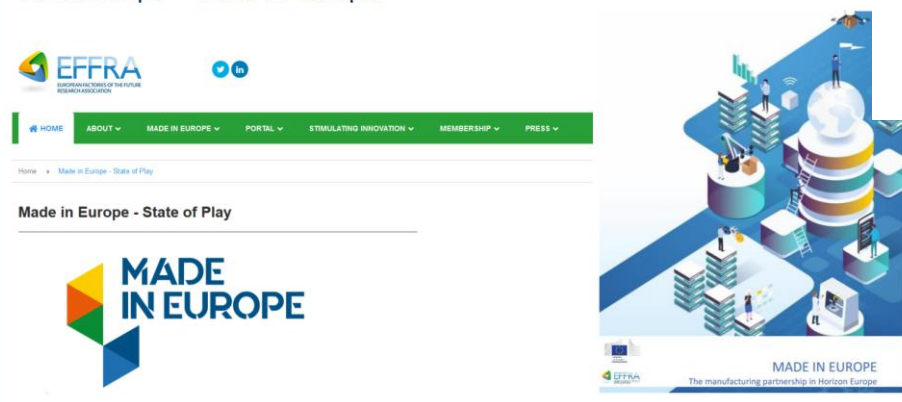
Seeking a coordinator and consortium partners for the upcoming Cluster 1 call: HORIZON-HLTH-2025-01-TOOL-01: Enhancing cell therapies with genomic...





Cluster Digital, Industry and Space
Partnerships – Made in Europe

[EFFRA](#)



EUROPEAN
RAW MATERIALS
ALLIANCE

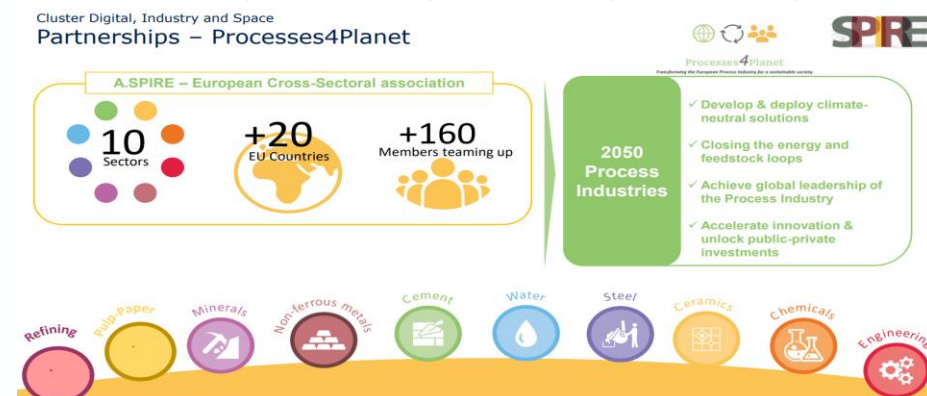
ERMA

[ERMA](#)

[ADRA](#)



[A.SPIRE](#)



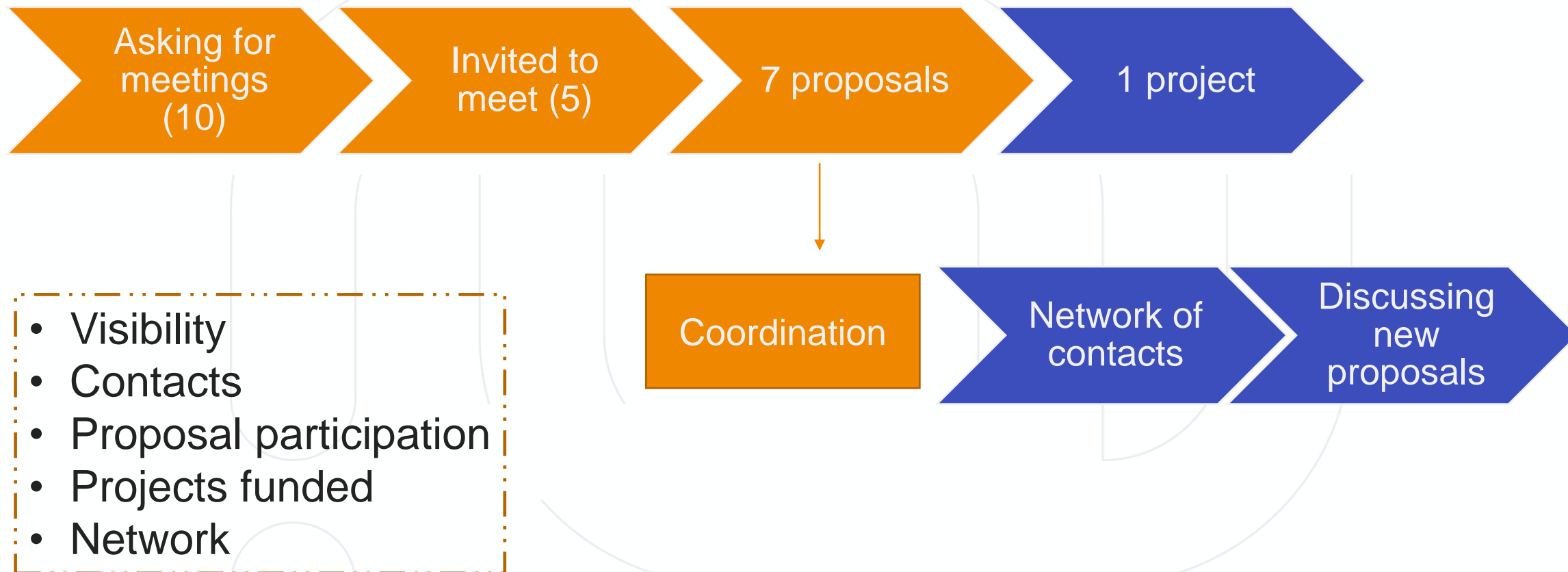
CLAIRE

[Claire](#)

[BEPA](#)



Case Study “Brokerage Event”



Case Study “Brokerage Event”

Before

- **Plan in advance by identifying the topics** even if from draft documents
- Define a vision/ Define what your contribution might be
- Prepare short, clear, straightforward, topic oriented presentations
- Make your registration early as possible
- If possible, present yourself/your idea (pitch)
- Check the participants in the brokerage, identify which ones you want to meet and send an invitation
- Focus on your objectives (even if you have to decline some invitations! Be polite!)

Meet

- Adapt your speech according to whom you are talking (Researcher/Research Manager/ SME)
- Focus on causing a good impression (this is your first meeting and you want to have a second)
- Show your added value, what are your strengths, where do you make a difference
- **Exchange your contacts** and, if possible, plan a second meeting or follow-up

After

- **Do a follow-up contact**
- Send relevant information so that the interest is kept
- Plan a second meeting

ISTID The process (part 1)

- **Create a project vision**

- Read the call work programme and background documents.
- Create a project vision (larger than your own research interest).

Outcome:
1/2 page vision

- **Create a core group with reliable partners (basis for consortium)**

- Contact 2-3 reliable stakeholders (industry/SME, research organisation, academia).
- Organise 0,5 day meeting + 1 day follow-up.
- Joint discussion and refinement of the vision document / identification of knowledge gaps.
- Joint creation of a **long list** of potential solution providers to the knowledge gaps.

Outcome:
1-2 page starting document

- **Search for partners pro-actively**

- Use your own business / research contacts.
- Participate in **brokerage** events (EC info/coordinators days, match making events,...).
- Do **networking**.
- **Listen** to the community: is there another strong & competing but too small core group around?
- Use the chance to give pitch deck presentations.
- Consult websites (CORDIS, Ideal-ist, Enterprise Europe Network, etc.).
- Consult your National Contact Point (NCP).

- **Invite potential complementary partners (based on long list)**

- Initiate **non-binding brainstorming** on the „starting document“.
- Moderate individual discussions on vision and project interpretation.
- Regular exchange and conversations.
- Identify **serious contributors**.
- Develop a clear project description and headlines for work packages.

Outcome:
2-4 page
baseline proposal
concept

! Participation does not automatically lead to acceptance as consortium partner !

- **Build the optimal complementary consortium (quality partnership)**

- **Discuss** with core partners & **decide** on the complementary partners.
- Inform selected partners.
- Core group identifies & nominates WP leaders.
- Discuss coordination & management (structures) with the finally selected consortium.

Outcome:
time table + action
plan for proposal

! Do not bring (just) your friends but excellent stakeholders & committed contributors (new & already known) !

Obrigado!

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