Funded by the European Union

ERA-LEARN Networking Event 2026

Bridging European Partnerships:

Connecting, Sharing, Growing

Tech Gate | Vienna

18 Nov. 2026

Welcome

ERA LEARN

Funded by the European Union

Welcome and Introduction

- **Roland Brandenburg, ERA-LEARN**
- **Kathrin Kapfinger, Team Leader European Partnerships, DG RTD, G.4**

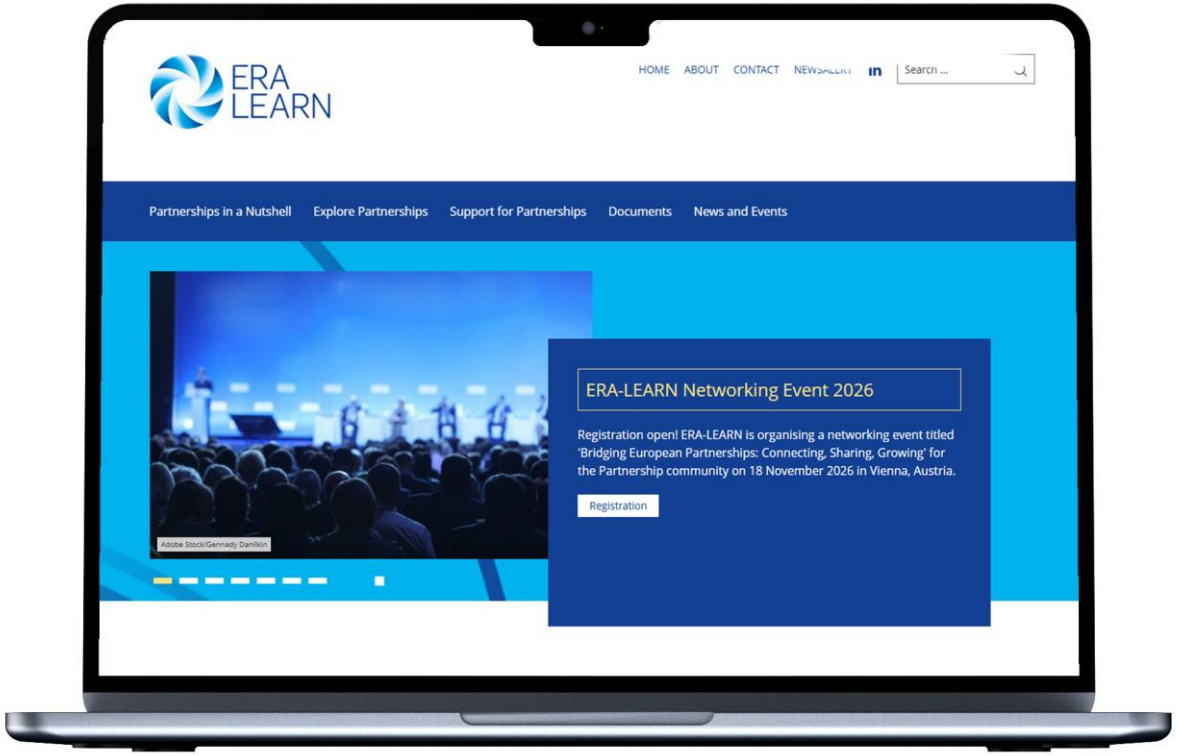
Moderation: Christiane Wehle, ERA-LEARN

Funded by the European Union

ERA-LEARN:
Central Information Hub for European Partnerships

Roland Brandenburg, ERA-LEARN

- ERA-LEARN reaches out to all stakeholders involved in European Partnerships
- ERA-LEARN operates a unique online database of partnership initiatives and calls
- ERA-LEARN provides guidance and practical information such as manuals, tools, reports and publications on the Partnership portfolio, good practice examples and documentation of events for the European Partnership community



ERA LEARN

Funded by the European Union

Introduction

Kathrin Kapfinger, Team Leader European Partnerships, DG RTD, G.4

Partnership Pitches

- Advancing the Partnership – the National Hubs System | **Basile Cazalis de Fondouce, PARC**
- From research to deployment: managing the full ATM innovation journey | **Gauthier Grousset, SESAR3JU**
- Pioneering tripartite governance to federate Europe's shared R&I investments | **Aneta Pazik-Aybar, Ute Gunsenheimer, Pantelis Tziveloglou, EOSC**

PARC:
The National Hubs system

Basile Cazalis de Fondouce (ANSES)

18/11/2026 – ERA-LEARN Workshop

PARC

Partnership FOR THE Assessment OF Risks FROM Chemicals

Co-funded by the European Union

PARC overview



Co-funded by
the European Union

WHAT IS PARC ?

TYPE OF PARTNERSHIP:

PARC is a **PUBLIC-PUBLIC CO-FUNDED** partnership which is **PROJECT-BASED** with a yearly **INTERNAL CALL** for projects integrated in **ANNUAL WORK PLANS**.

OBJECTIVES:

To consolidate and strengthen the EU's R&I capacity for chemical risk assessment to protect human health and the environment

Co-funded by the European Union

WHAT IS PARC ?

TYPE OF PARTNERSHIP:

PARC is a **PUBLIC-PUBLIC CO-FUNDED** partnership which is **PROJECT-BASED** with a yearly **INTERNAL CALL** for projects integrated in **ANNUAL WORK PLANS**.

OBJECTIVES:

To consolidate and strengthen the EU's R&I capacity for chemical risk assessment to protect human health and the environment



SET UP **CROSS DISCIPLINARY SCIENCE-TO-POLICY NETWORK** FOR R&I IN CHEMICAL RISK ASSESSMENT

DEVELOP & IMPLEMENT **JOINT R&I PROGRAMME** TO RESPOND TO AGREED EU & NATIONAL PRIORITIES

IMPROVE R&I CAPACITIES TO IMPLEMENT **NEXT GENERATION CHEMICAL RISK ASSESSMENT**

WHAT IS PARC ?

PARTICIPATION

200+

2300+

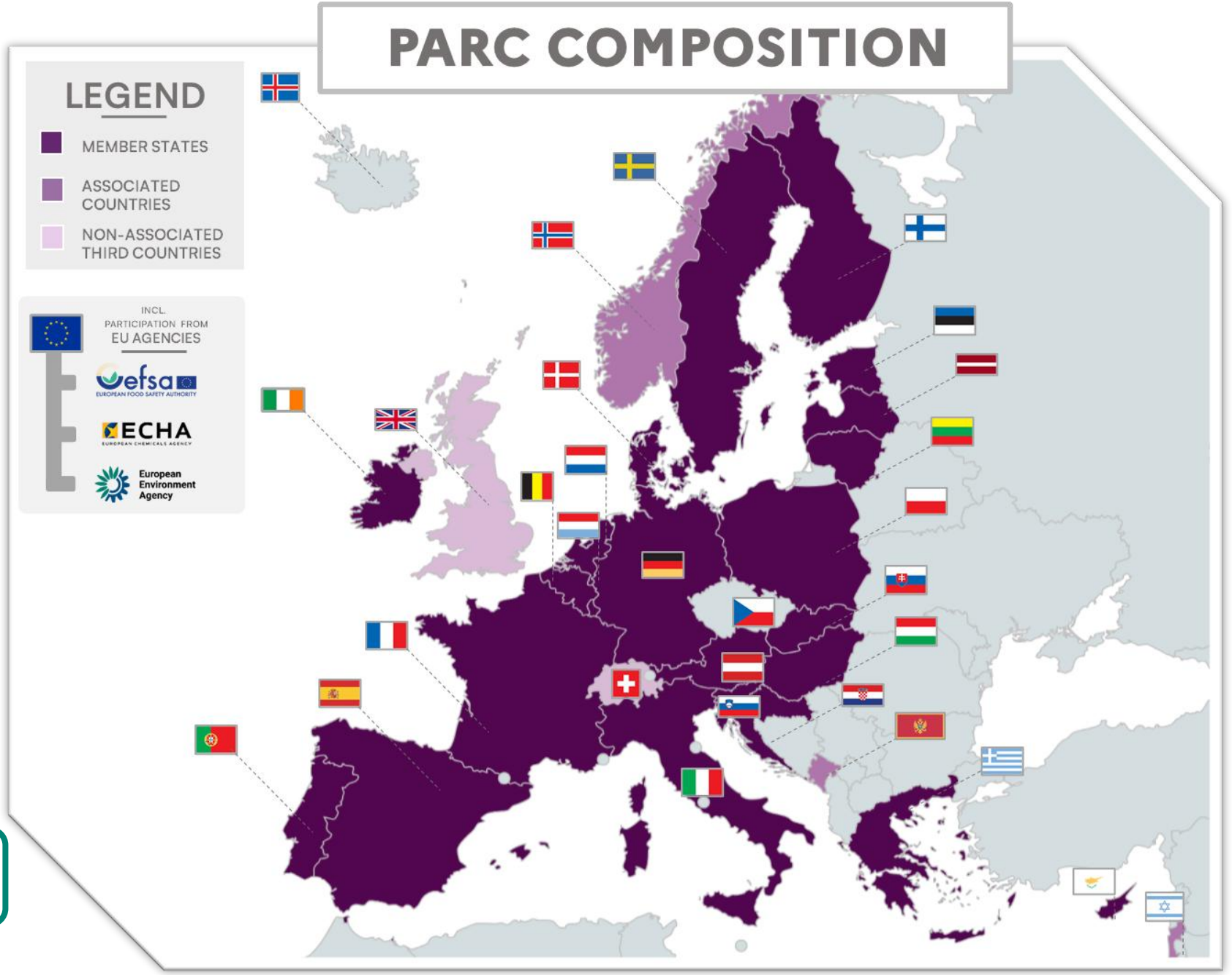
30
and **EU**

BUDGET

400 million €

Funded 50% by Member States & 50% by the EU

PARC COMPOSITION



Co-funded by the European Union

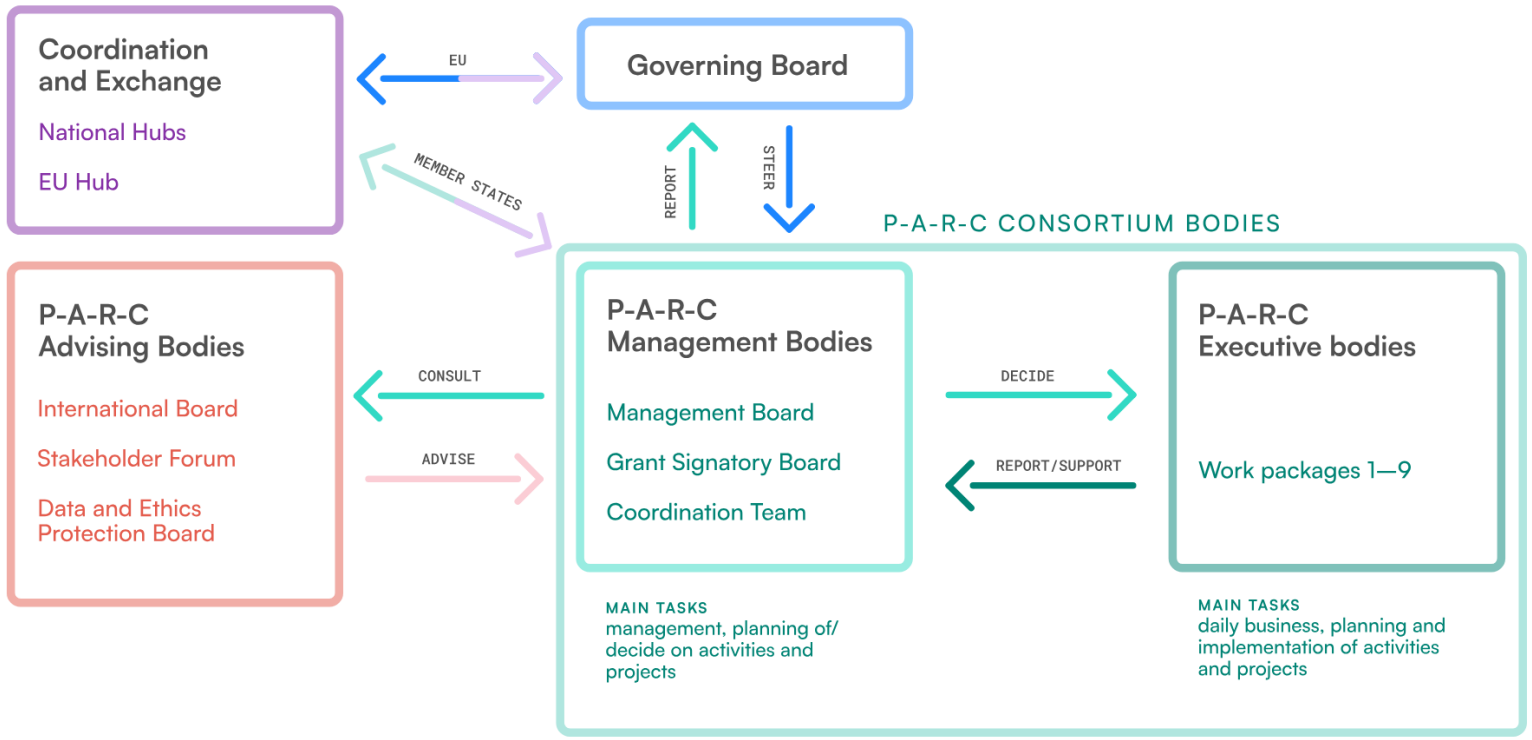
THE NATIONAL HUBS SYSTEM



Co-funded by
the European Union

PARC GOVERNANCE

The PARC governance is centered around **3 governance bodies** which are complemented by **advisory bodies**.



STRATEGIC

GOVERNING BOARD

The GB is the overarching body of PARC that provides the highest level strategic steering of the Partnership.

The GB represents the national ministries or equivalent competent authorities of all participating countries and the relevant European Commission's Directorate Generals.

It ensure alignment between PARC activities with activities undertaken at the European, national and international levels

GRANT SIGNATORY BOARD

The GSB manages the contractual implementation of PARC both on the scientific and administrative levels

The GSB members are national or EU agencies in charge of chemical risk assessment.

The GSB members bring their network of scientists with whom they cooperate at national level into the Partnership as Affiliated Entities

MANAGEMENT BOARD

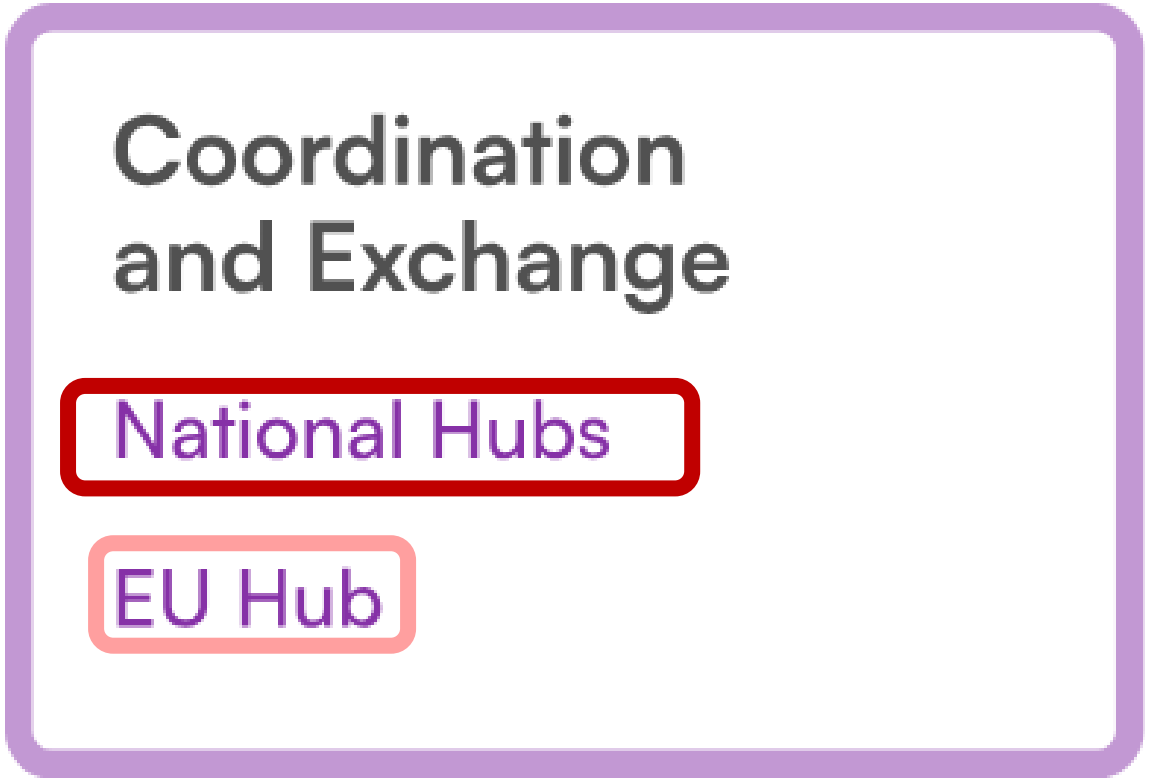
The MB is the operational body that supports the Coordination in the day-to-day implementation of the activities.

The MB includes the Coordinator and the Work Package co-leaders

OPERATIONAL

Co-funded by the European Union

NATIONAL HUBS



ORIGIN:

Good practice first implemented under **HBM4EU** (PARC predecessor partnership)

WHAT ARE THEY ?

NHs are **networks of organisations at the country level**, involving PARC partners, relevant public and research institutions and other stakeholders (e.g. industries, NGOs, trade unions) active in the field of chemical risk assessment

ROLE:

Facilitate **sharing of information and needs** in a two-way dialogue between the project players and the national stakeholders.



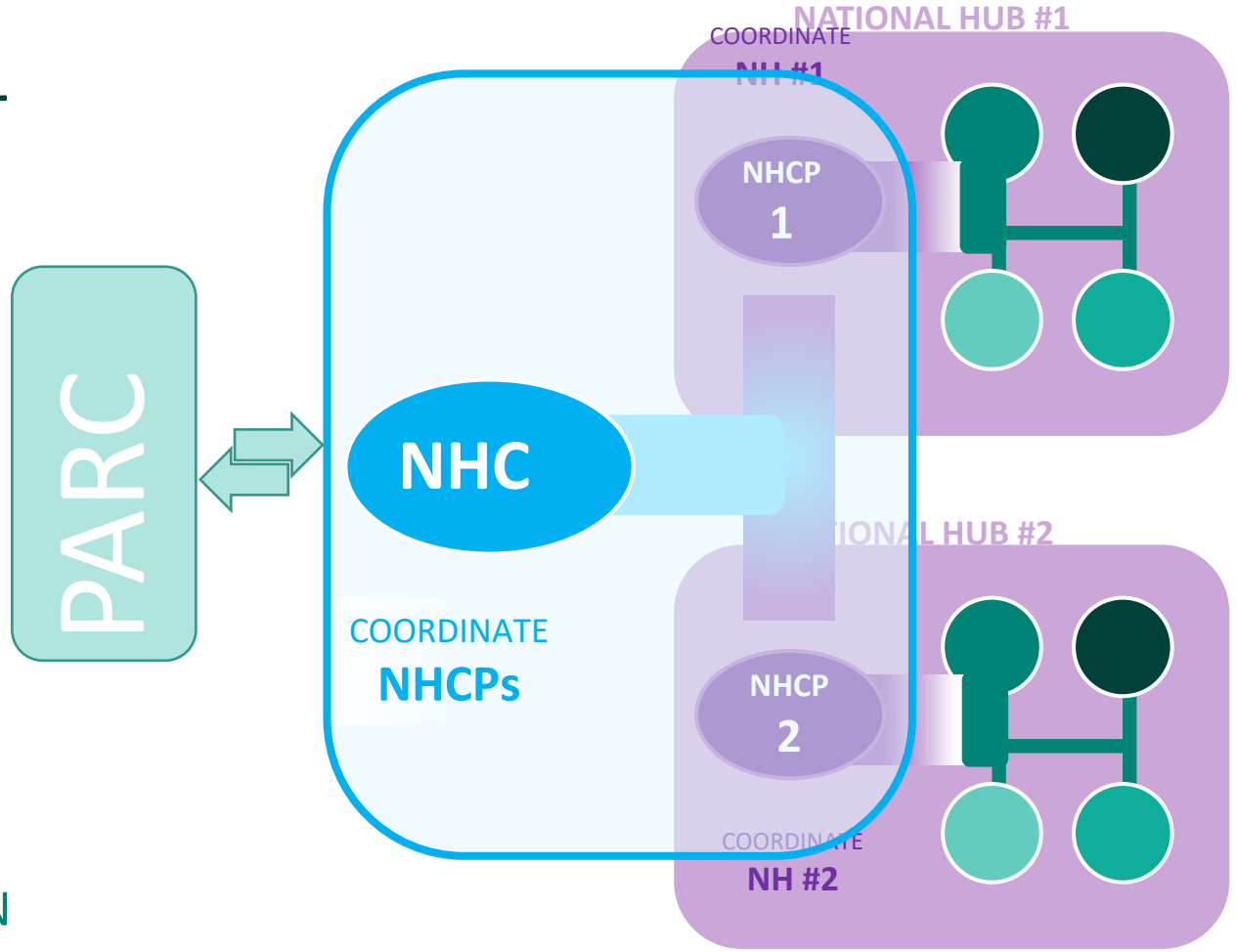
Co-funded by the European Union

HOW DOES NATIONAL HUBS WORK ?

- EACH PARC MEMBER STATE HAS TO SET UP A NATIONAL HUB (NH) WITH **RELEVANT NATIONAL CHEMICAL STAKEHOLDERS** AND APPOINT A **NATIONAL HUB CONTACT POINT** (NHCP)

- EACH **NHCP** HAS TO ORGANISE MEETINGS WITH STAKEHOLDERS AND COORDINATE NH INPUTS TO CONSULTATIONS AND/OR ESCALATE NATIONAL FEEDBACK

- TWO **NATIONAL HUB CO-COORDINATORS** (NHC) HELP COORDINATE ACTIONS FROM THE DIFFERENT **NHCPs** AND MAKE THE LINK BETWEEN NH INPUTS (VIA **NHCP**) AND OTHER PARC ACTORS

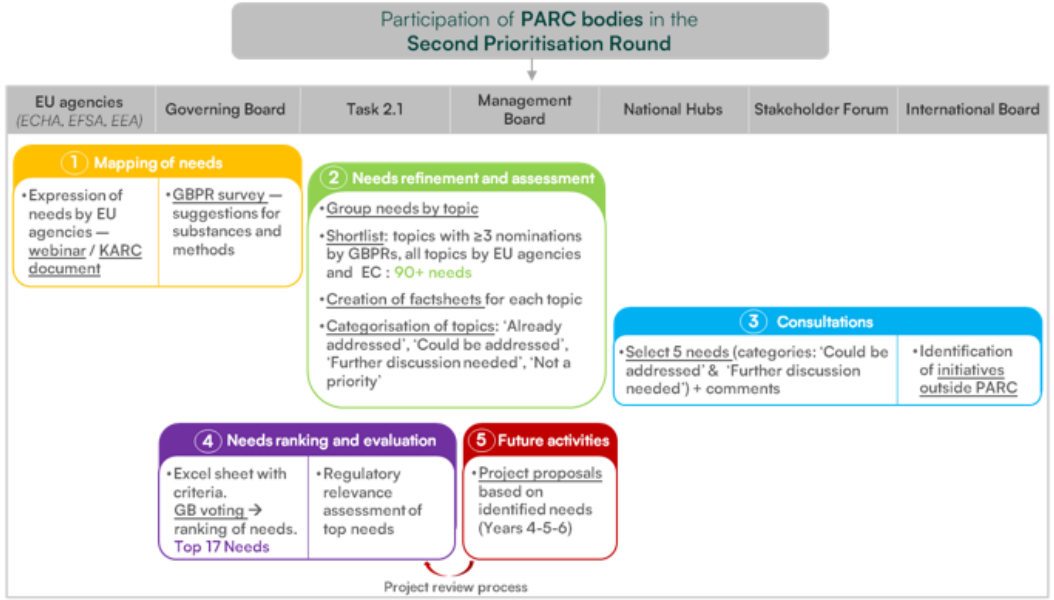


Co-funded by the European Union

EXEMPLES OF NH CONTRIBUTION & INSIGHTS

PAST PRIORITISATION PROCESS

As part of the last round of prioritisation, NHs were asked to outline their **TOP FIVE SPECIFIC NEEDS** for future PARC activities, and to **OUTLINE NATIONAL INITIATIVES**



ONGOING SURVEY

TO NHCP

2nd SURVEY ON EXIT STRATEGY

30/11/2026

Get a **national vision** at the current stage of PARC on the **level of implementation of PARC activities** and follow-up on **PARC's contribution and impact** on this at the national level

Co-funded by the European Union

CHALLENGES & LESSONS LEARNED

- VARYING DEGREE OF INVOLVEMENT IN EACH NATIONAL HUB
- NOT ALWAYS EASY TO CONNECT WITH NATIONAL POLICYMAKERS & REGULATORS AND GET THEM ACTIVELY INVOLVED IN THE NH
- IMPORTANT TO SHOWCASE HOW NH FEEDBACK IS TAKEN UPTO AVOID LOSING INTEREST FROM MEMBERS
- COORDINATING CERTAIN NATIONAL FEEDBACK CAN BE CHALLENGING FOR NHCPs

Despite challenges, we receive **overall positive feedback** on the **National Hubs system,** and it is a **key outputs** for which we wish to **secure sustainability** beyond PARC.

Co-funded by the European Union

QUESTIONS ?



Co-funded by
the European Union

FOR MORE INFORMATION

WEBSITE

Check out the PARC **website** for more information !

CONTACT US

PARC@anses.fr

The **Science Digest** which brings together our latest peer-reviewed scientific articles monthly

The **P-A-R-C Sampler** that appears twice a year, bringing together all the latest news, interviews, science impact and much more.

NEWSLETTER

PARC OUTPUTS

All PARC deliverables

All the PARC **scientific publications**

Check out the PARC **leaflet**

And the PARC **policybriefs**

LEAFLET & POLICYBRIEFS

Co-funded by the European Union

Insight on governance and deployment: the SESAR JU perspective

Gauthier Grousset
SESAR JU

Vienna, 18 November 2026

Co-funded by the European Union

SESAR JU is more than a grant-managing entity

- A shared instrument for **policy implementation** and **system change**
- SESAR is the **technological pillar** of the Single European Sky (SES2+)
- **Innovation must reach operations**
  From research to deployment at scale and at pace.
- R&I on ATM is done essentially at EU level through SESAR (very limited activities at national and regional levels).



A strategic roadmap : Performance-driven rather than technology-driven innovation

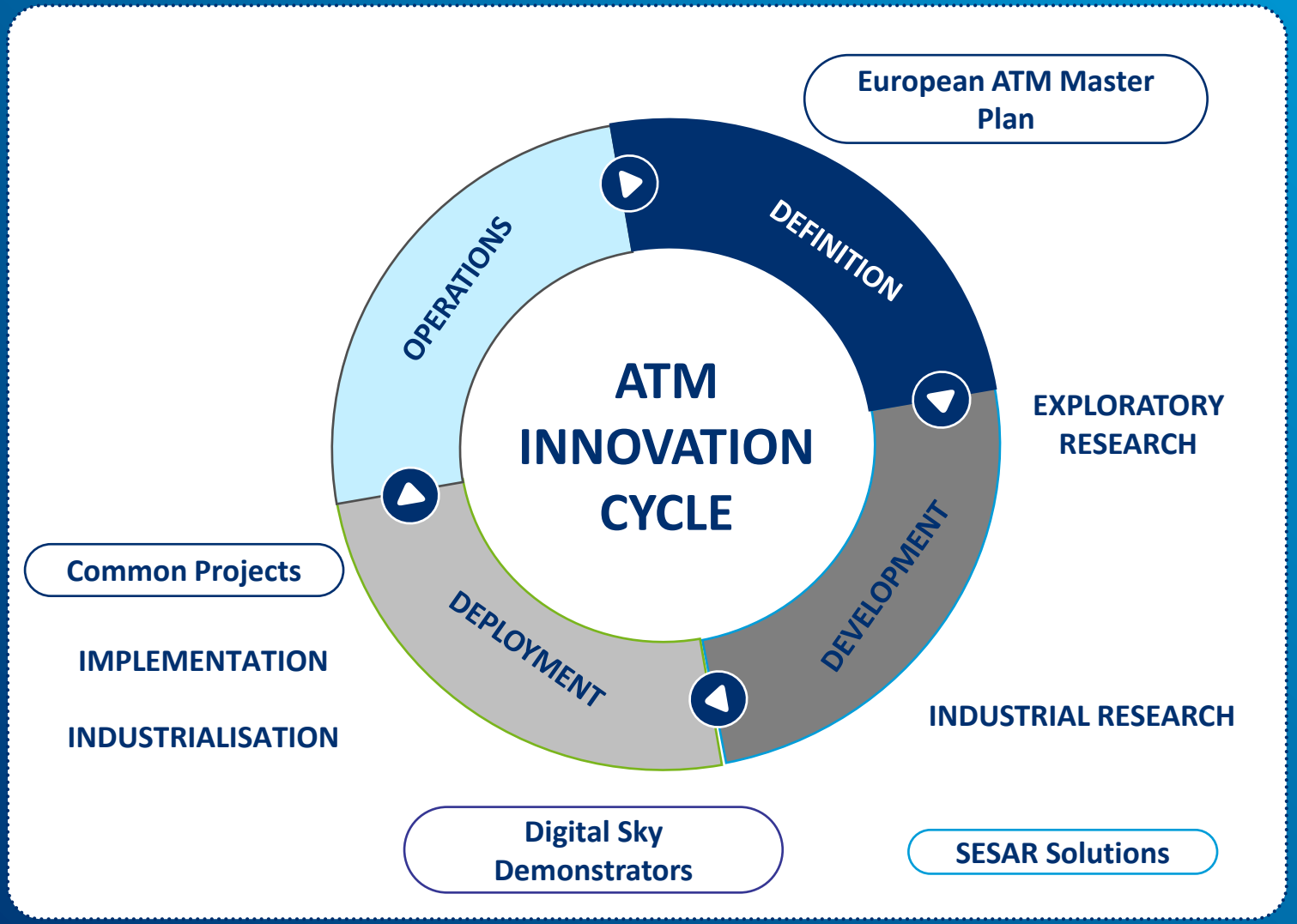
- Content: Vision, roll-out, **deployment** priorities, development priorities, benefits and investment needs
- Adopted in December 2024 after preparation / consultation with all European stakeholders
- Endorsed by the European Commission, Member States and Industry
- Time horizon 2045



The ATM innovation cycle

- SESAR is the technological pillar of the **Single European Sky** and covers the 3 phases of the **Definition**, **Development** and **Deployment**

- SESAR **accelerates time-to-market**, halving the development time from 10 years to around 5 years, speeding up the deployment of important improvements.



Governance

- **Collective ownership** of the transformation roadmap
- Governance fit for purpose, reflects the entire **ATM ecosystem**
- **Permanent observers** in the GB to prepare deployment (certification and standardisation)



57 private members representing

- ***4*** *Airlines*
- ***12*** *Airports*
- ***18*** *ANSPs*
- ***13*** *Manufacturers*
- ***3*** *New entrants*
- ***7*** *Research centres*

Market uptake & link to deployment

- **Coordination activities** with EASA and standardisation bodies to facilitating an accelerated market uptake of SESAR solutions
- **Digital Sky Demonstrators** projects to bring solution from TRL6 to TRL8
- Funded through the **Connecting Europe Facility** (CEF) programme
- **Common Projects** make deployment of SESAR Solutions mandatory under EU law



Demonstrators with early movers



Shortening time to market

EASA European Aviation Safety Agency

Early identification of regulatory needs
Close collaboration with EASA to secure the evolution of the regulatory framework at an early stage

EUROCAE

Early identification of standardisation needs and coordination with EUROCAE and other standardisation bodies

Co-funded by the European Union

SESAR JU is more than a grant-managing entity. It is an instrument supporting policy implementation and system transformation.
It brings together the **entire ATM ecosystem** around a jointly agreed **strategic roadmap** covering the full innovation life cycle, from definition to deployment, and ensuring alignment with EU policy objective.
Performance-driven innovation and not technology-driven innovation.
Further consolidation of **EU support**, both financially and regulatory, is crucial to enabling **accelerated market uptake**.



STAY IN TOUCH!

communications@sesarju.eu

www.sesarju.eu

@SESAR Joint Undertaking

@sesarju.bsky.social

@SESAR_JU

sesar

JOINT UNDERTAKING

EUROPEAN PARTNERSHIP

Co-funded by the European Union

EOSC: Pioneering Tripartite governance to federate Europe's shared R&I investments

- Ute Gunsenheimer, Secretary General, EOSC Association
- Aneta Pazik-Aybar, Co-Chair, EOSC Steering Board
- Pantelis Tziveloglou, Team Leader, European Commission, RTD/A.4

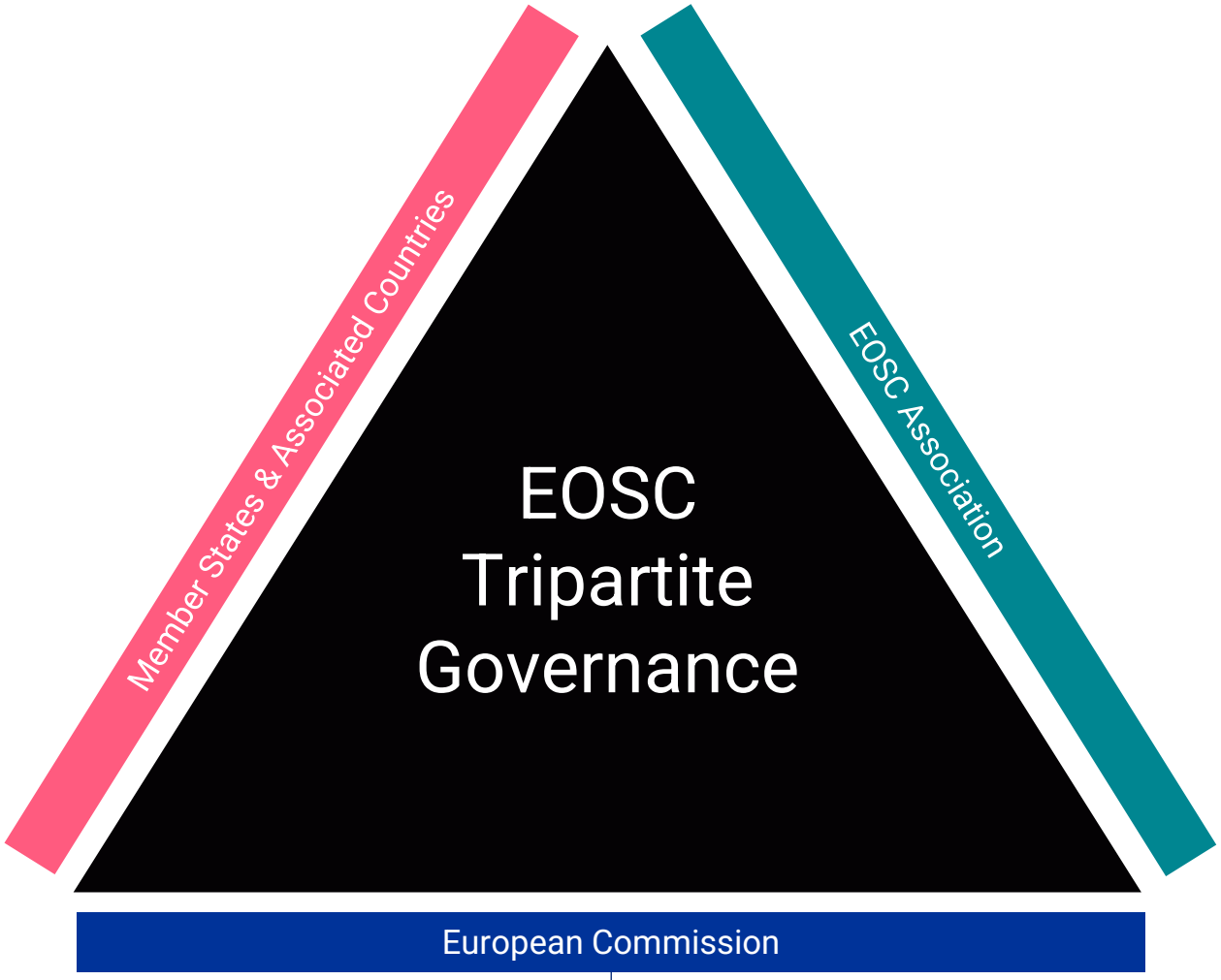
18 November 2026

The ambition of EOSC is to develop a ‘Web of FAIR Data and Services’ for science in Europe.

- ✓ EOSC connects researchers, data, services and infrastructures across disciplines and borders
- ✓ EOSC supports research data management across Europe in line with the FAIR principles
- ✓ EOSC enables a sovereign, integrated, competitive and resilient European R&I ecosystem

EOSC is a key component of Europe’s research and digital policies

- ✓ ERA Policy Agenda
- ✓ European Strategy for Research and Technology Infrastructures
- ✓ Data Union Strategy
- ✓ Strategy for AI in science



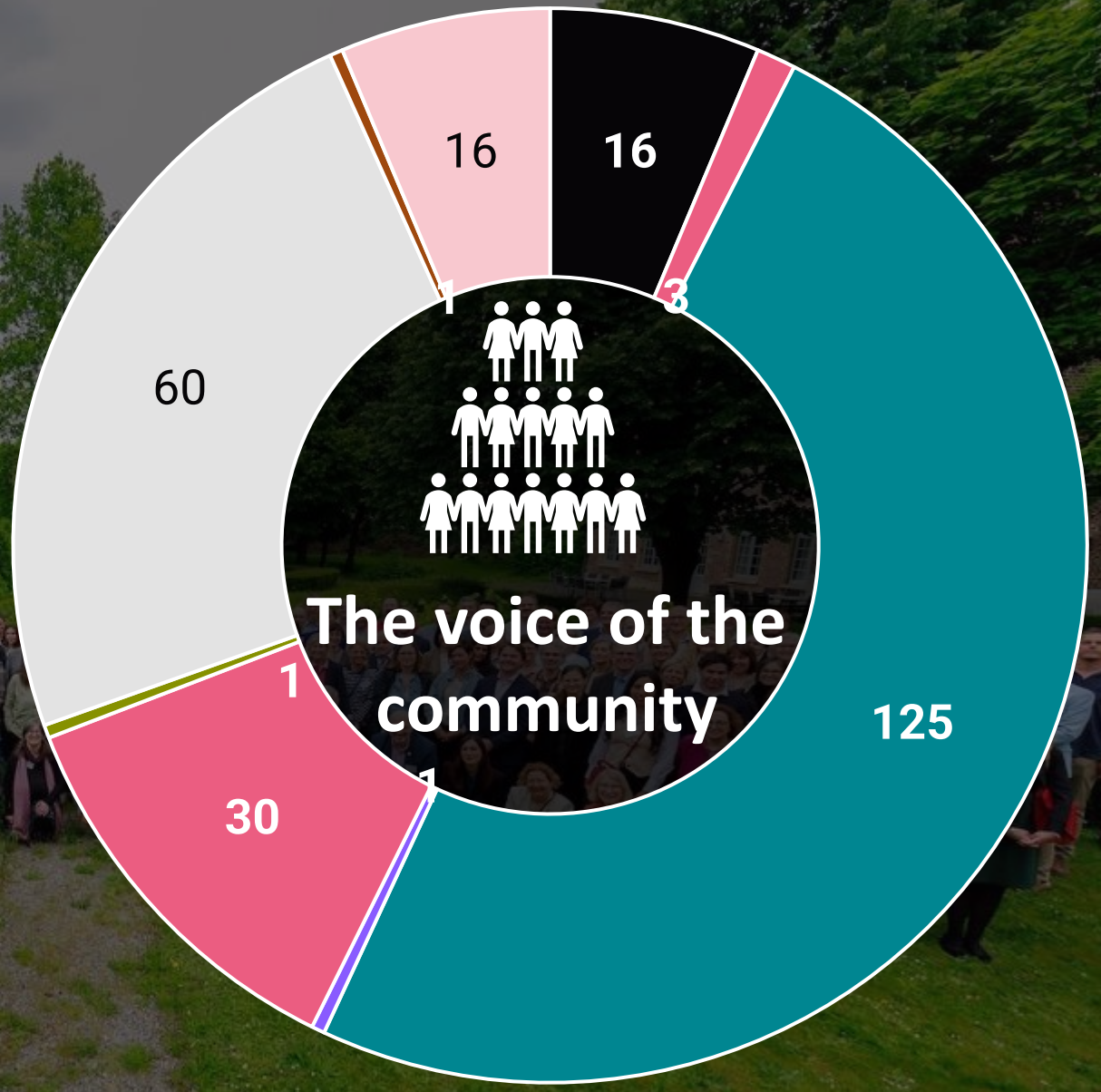
EU contribution to the Partnership amounts to ~ EUR 500 million under Horizon Europe, in

- EOSC collaborative projects
- EOSC EU Node



>250

EOSC Association
Members & Observers



- Research Funding
- Research Funding, Service Provider (Including RI)
- Research Performing
- Research Performing, Research Funding
- Research Performing, Service Provider (Including RI)
- Research Performing, Service Provider (Including RI), Other
- Service Provider (Including RI)
- Service Provider (Including RI), Other
- Other

EOSC Steering Board / EC's Expert Group

Core role

1. **Strategic advice**
   Provides advice and expertise to the European Commission on EOSC strategy and implementation within the ERA

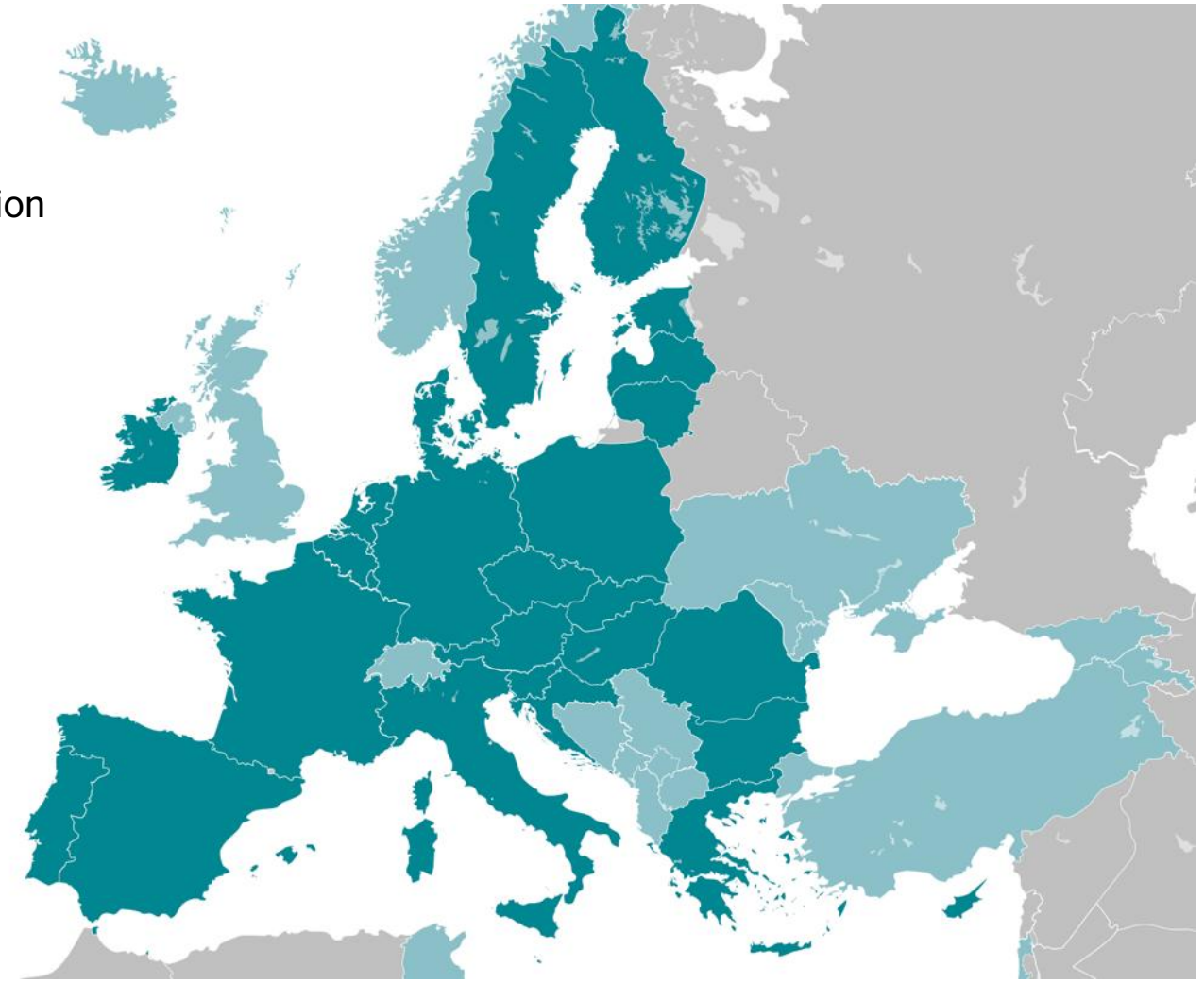
2. **Policy alignment**
   Supports coordination and synergies between European and national policies and investments in EOSC

3. **Monitoring**
   Helps monitor EOSC's overall strategic development and implementation

National investments in EOSC and Open Science (2021–2024)

€1,67 billion

- 2021: €397.89 million
- 2022: €479.13 million
- 2023: €342.24 million
- 2024: €447.96 million



Source: EOSC surveys on national contributions to EOSC and Open Science (surveys 2022–2025 cover the following years: 2021, 2022, 2023, 2024); EOSC Observatory eoscobservatory.eu/explore/investments-in-eosc. 2024 aggregated data publication pending.

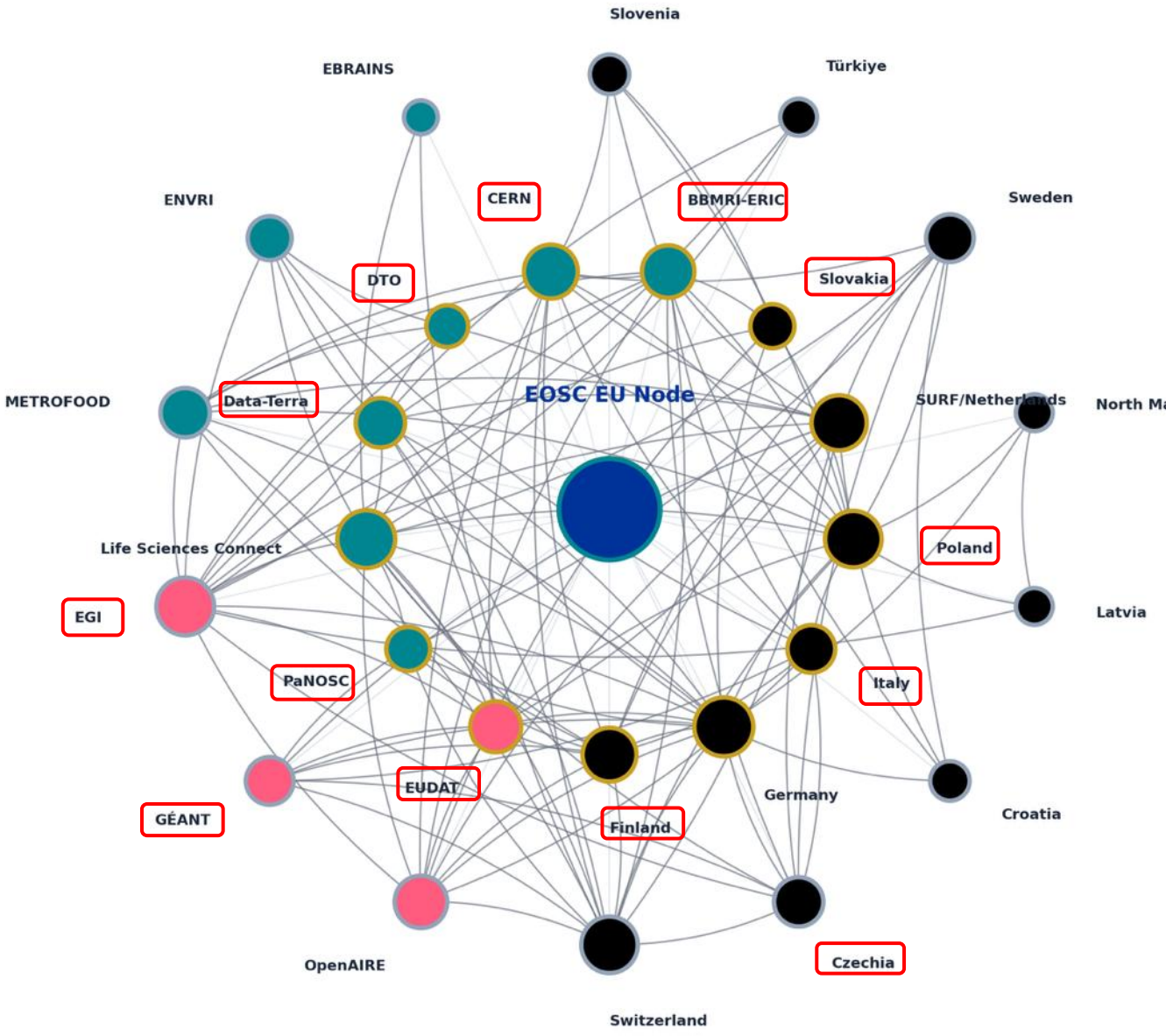
eosc | Federation

A new phase for European science begins now:

Experience the EOSC Federation

open-science-cloud.ec.europa.eu/resources/nodes

eosc | Federation



Node type

- National
- Thematic
- E-Infrastructure
- EOSC EU Node (universal)

Enrolment wave & links

- First wave (13) — inner ring
- Second wave (14) — outer ring
- Documented node-to-node link
- EU Node dependency (all nodes)

Aiming for Production by Symposium

Enrolment support window	Node
1: May-Aug 2026	EGI Node EOSC CZ Node GÉANT EOSC Node EOSC Scholarly Commons Node
2: Sep-Dec 2026	METROFOOD-RI EBRAINS EOSC Node ENVRI EOSC Node EOSC Latvia Node Croatian EOSC Node
3: Jan-Apr 2027	EOSC Node North Macedonia Turkish National EOSC Node Slovenian EOSC Node EOSC Node Switzerland Swedish National EOSC Node

Many more candidate nodes are preparing for a 3rd wave of enrolment in 2027

Documented cross-node collaborations mined directly from the nodes' latest project charters, coloured by node type; EOSC EU Node shown as universal dependency

Challenges & Solutions

A very **broad and ambitous policy initiative**	→	The introduction of the **concept of the EOSC Federation** and the procurement of the EOSC EU Node in 2023 created focus and unlocked national investments
A nominally **weak governance framework** based on a legally non-binding MoU	→	In-person, biannual meetings of the Tripartite Governance Establishment and monthly meetings of Tripartite Group since 2024
EC project funding not necessarily in sync with fast-paced evolution of the EOSC Federation, which is mostly based on in-kind contributions	→	Creation and testing of **formats** to **increase proliferation** between EOSC Federation and INFRAEOSC projects
Governance and **coordination of the EOSC Federation**	→	Tripartite Governance with the **community in the driver's seat**

Joint vision for EOSC post-2027

- Tripartite governance
- Aligned EU and national funding
- Community-drive
- EOSC Federation as the Common European Data Space for R&I

Image by Gerd Altmann from Pixabay


eosc
TOGETHER
WE MADE IT HAPPEN
WE WILL KEEP MAKING IT HAPPEN

ERA LEARN

Funded by the European Union

Workshop Results

A1 - A4 and B1- B4 | ERA-LEARN Team

ERA LEARN

Funded by the European Union

Main Results

A1 From Data to Decisions

Ed Leigh, ERA-LEARN

Overarching conclusions

- Start with decisions and intended impacts
- Use theories of change as living management tools
- Combine quantitative and qualitative evidence
- Monitor portfolios as well as individual projects
- Focus on outcomes and enabling conditions
- Assess contribution without claiming sole attribution
- Keep monitoring proportionate and useful

Monitoring should be understood as a **pathway from data to decisions - designed around clear strategic questions**, monitoring can help European Partnerships to **demonstrate their contribution to scientific, economic and societal transformation.**

Funded by the European Union

Main Results

A2 Fom Results to Deployment

Jordan Stodart, ERA-LEARN

- Design for deployment from programme outset
- Funded research needs tailored, hands-on translation support
- Close the gap between demonstration and deployment
- Connect roadmaps, funding and delivery responsibilities across the full innovation journey
- Build the conditions for market adoption, not just better technologies!

ERA LEARN

Funded by the European Union

Main Results

A3 Partnerships in Practice

Malwina Gebalska, ERA-LEARN

- Dedicated (flexible) measures are needed to support collaboration and decision-making, especially in the absence of a strong governance framework,
- Achieving innovation requires empowering actors to take leadership, combining resources, and fostering synergies across stakeholders
- Engaging a broader range of stakeholders, including patient organisations or grassroots initiatives, requires targeted measures and support to facilitate their participation in research projects

Funded by the European Union

Main Results

A4 Resilient Partnerships

Gonzalo Soberon, FECYT, ERA-LEARN

- The session focused on how partnerships anticipate and respond to crises, and what they can learn from them, including presentation of the policy brief
- Resilience is necessary as a topic but has limited consideration across the partnership landsape, it’s not just about mainstreaming but also research on different dimensions of resilience
- Present and future crises requires more flexible innovation cycles and agility built into different levels of programming and implementation
- There is both great demand and limited outlook on how to integrate security and dual-use issues and assessments within the partnership landscape, need for differentiated approaches across programme, call and project levels

ERA LEARN

Funded by the European Union

Main Results

B1 From Projects to Impacts

Jordan Stodart, ERA-LEARN

- Steer projects towards shared goals
- Connect project data to see the bigger picture
- Help results reach people who can use them
- Support uptake, not just visibility
- Build the legacy before funding ends

Main Results

B2 From Research to Policy and Society: Turning research into societal and policy impact incl. SSH, stakeholder engagement, capacity building and policy uptake.

Gonzalo Soberón Casado, FECYT- ERA-LEARN

- Active participation and synergies of demand-side and supply-side of demands is required, main approach is based on procurement.
- Accelerating the uptake of the results. Make policy become the demanders of the innovation themselves.
- Important idea is to implement a codesign and cocreation process in stakeholders, it’s not only a communication topic, but a systemic knowledge production.
- The capacity of mobilising stakeholders out of the main infrastructure actively and synergise with mobilisation of stakeholders and the timing of the relevant regulation structured in a way that helps the communication. Impact stories try to be disseminated as a news and the targeting of the audience to be reached becomes more relevant.
- It’s important to pay attention to the mechanisms and the work and information flows and establish stable connections and boards where expertise and capacity building may be boosted.
- Consider research and Partnership activities as a tool and a shaper of public policies; the role of cross-cutting activities, including skills, PNR, safety and sustainability, in the development of social acceptance and building impact.

Funded by the European Union

Main Results

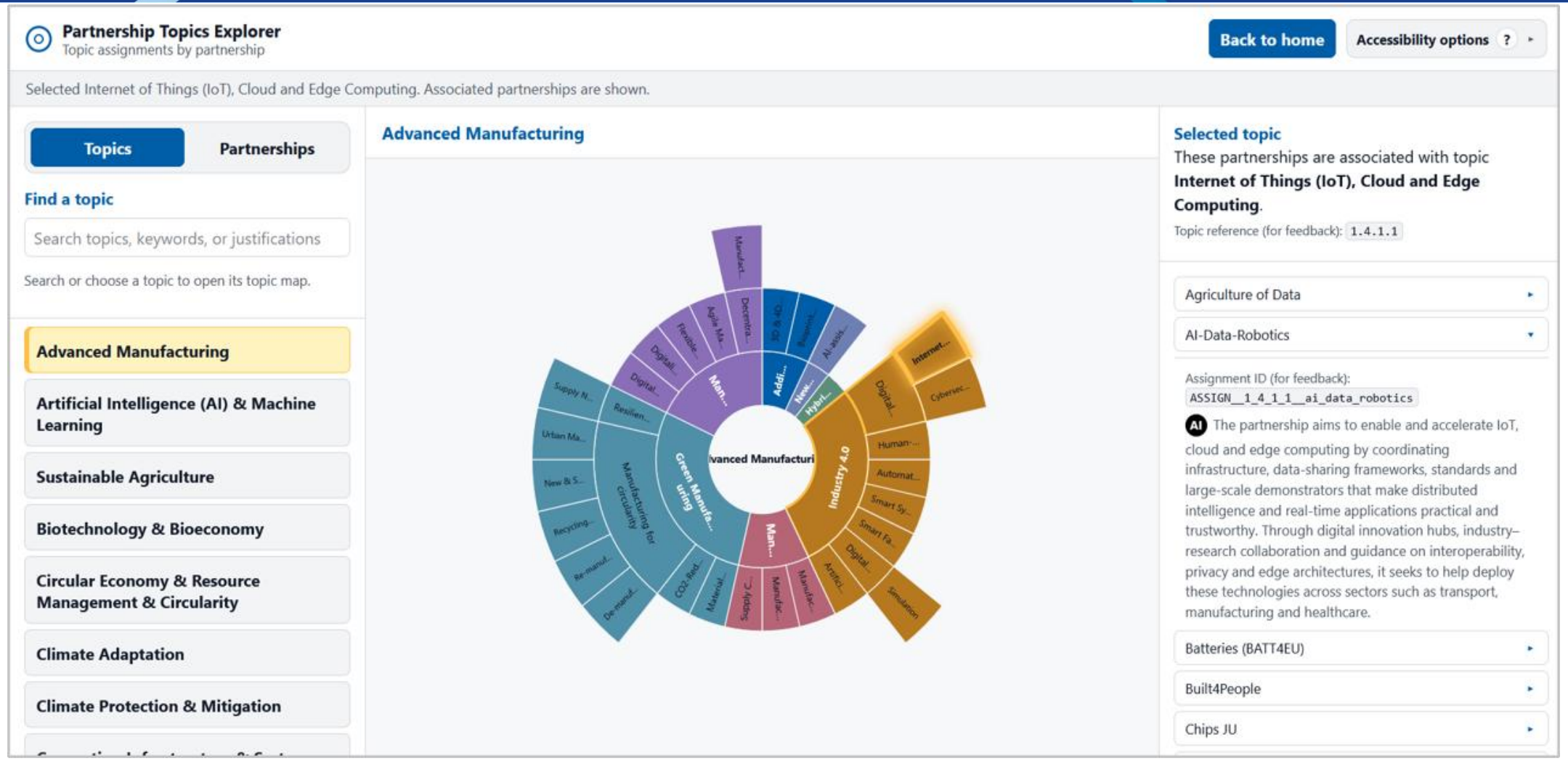
B3 Connected European Ecosystem

Vitaliy Soloviy, AIT, ERA-LEARN

- Focus: strengthening collaboration across European Partnerships with a presentation of two ERA-LEARN tools and hands-on group work.
- Need for collaborations around resilience of critical infrustructure, regional development, recovery, increasing engagement (e.g. of SMEs).
- Harness digital technologies to foster synergies, but creating synergies takes many small steps and they often emerge over time.
- The two new ERA-LEARN tools are available by the QR code – find topics for collaboration with the other partnerships and explore mechanisms and pathways to make them happen.

Partnership Topics Explorer

Partnership Collaboration Pathway Finder


Partnership Topics Explorer
Topic assignments by partnership
Back to home
Accessibility options
Selected Internet of Things (IoT), Cloud and Edge Computing. Associated partnerships are shown.
Topics
Partnerships
Find a topic
Search topics, keywords, or justifications
Search or choose a topic to open its topic map.
Advanced Manufacturing
Artificial Intelligence (AI) & Machine Learning
Sustainable Agriculture
Biotechnology & Bioeconomy
Circular Economy & Resource Management & Circularity
Climate Adaptation
Climate Protection & Mitigation
Advanced Manufacturing
Selected topic
These partnerships are associated with topic Internet of Things (IoT), Cloud and Edge Computing.
Topic reference (for feedback): 1.4.1.1
Agriculture of Data
AI-Data-Robotics
Assignment ID (for feedback):
ASSIGN__1_4_1_1__ai_data_robotics
The partnership aims to enable and accelerate IoT, cloud and edge computing by coordinating infrastructure, data-sharing frameworks, standards and large-scale demonstrators that make distributed intelligence and real-time applications practical and trustworthy. Through digital innovation hubs, industry–research collaboration and guidance on interoperability, privacy and edge architectures, it seeks to help deploy these technologies across sectors such as transport, manufacturing and healthcare.
Batteries (BATT4EU)
Built4People
Chips JU

ERA LEARN

Funded by the European Union

Main Results

B4 AI, Data and Digital Transformation

Pierre-Oliver Pin, ERA-LEARN

Key messages

- Partnerships actively working on the digital transformation and AI, data and digital technologies transforming European Partnerships in turn => Partnerships for AI and AI for partnerships
- Successful digital transformation requires high-quality data, interoperability, cybersecurity, responsible AI and clear human accountability
- Partnerships have an important role to play in the digital transformation as spaces to bring together technology providers, research organisations, public authorities and industrial users around shared challenges
- More cooperation and dialogue needed across Partnerships: would welcome more exchange spaces or platforms to discuss technologies, strategies, or even operational challenges

European Partnerships under Horizon Europe 2028-2034

State of play and outlook

ERA-LEARN Networking Event 2026: Bridging European Partnerships: Connecting, Sharing, Growing

Kathrin Kapfinger, Team Leader for European Partnerships DG RTD G4

European Commission

From proposal to the next generation of partnership



Where we stand

The Commission proposal and the legislative negotiations



What we are working on

Turning the framework into operational arrangements and preparing the portfolio



What this means for you

Managing uncertainty, contributing constructively, and preparing for the future

Rethinking partnerships in Horizon Europe 2028-2034

- Partnerships showed fragmentation, rigidity, and implementation issues
- Use partnerships where EU action alone or other instruments cannot deliver the objectives
- The new Horizon Europe proposes a more strategic, simpler, and more flexible partnership model:
  - Based on lessons learned from Horizon Europe 2021-2027
  - Select a coherent portfolio with clear objectives and credible commitments
  - Revised instrument design and harmonised framework
  - Connect R&I better with uptake and deployment

Commission proposal: recap

Simplified Toolbox

- One default work programme-based instrument
- Tripartite collaboration as standard
- Art. 185/187 TFEU in exceptional cases

Harmonised Implementation Framework

- Revised contribution framework
- Central management of financial resources
- More transparent and comparable rules
- Continuous monitoring with common indicators
- Sunset clause and transition planning

Portfolio & Selection

- Limited number of partnerships
- Focus on a strategic and coherent portfolio
- Competitive, criteria-based selection

Negotiations: emerging positions

Dimension	Council PGA	ITRE report
Partnership models	WP-based and institutionalised partnerships; MoU + contract for financial contributions	Greater emphasis on Art. 185/187; contractual arrangements
Portfolio & selection	Limited portfolio; areas guided by Council; close MS involvement	Maximum 35 partnerships; Commission consults EP and MS; advice from High-Level Council
Partner contributions	MS responsible for national funding	Substantial budgetary commitments; in-kind contributions to additional activities possible
Governance	Partner representation and voting rights; jointly agreed SRIA	Greater EP oversight and independent expert input
Programming & ECF	Horizon for R&I; ECF potentially for deployment; deployment agenda where relevant	Shared Research, Innovation & Deployment Agenda; Horizon funding reserved for R&I
Monitoring & renewal	Common monitoring and lifecycle criteria; upfront phasing-out	Biennial portfolio report; independent evaluation before portfolio decisions/renewal

Navigating the transition together

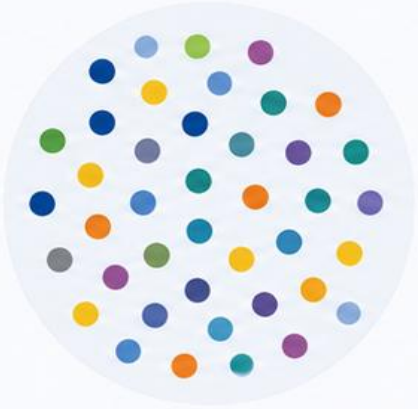
- New concepts that require out-of-the box thinking and testing
- Difficult trade-offs: prioritisation and simplification sometimes require tough decisions
- Constructive dialogue – room to help identify practical solutions
- Ambition meets budgetary pressure:
  - The Commission has proposed an ambitious Horizon Europe 2028-2034 envelope
  - Proposals to reduce the overall future MFF underline the pressure on EU spending, including on research

  → Shared evidence challenge

Towards a strategic portfolio: process

1 IDENTIFY THEMATICS

Collect a pool of candidate thematics

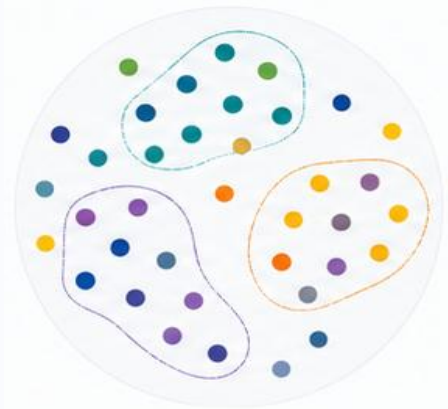


Each dot = one thematic

Input collected from MS/ACs and EC services

2 PARTNERSHIP AREAS

Explore different ways of grouping thematics into partnership areas



Many possible groupings

Flexible boundaries

Early exploration, not final

Input from EG

3 ASSESS PARTNER-SHIP NECESSITY

Assess each candidate partnership area: is a partnership the right instrument?

Candidate partnership areas

Necessity of partnership approach



Input from EG

4 BUILD PORTFOLIO OPTIONS

Use the areas assessed as necessary to build alternative portfolio configurations



Compare options according to:

- *Strategic fit*
- *Coherence*
- *Balance across objectives*
- *Critical mass & efficiency*
- *Adaptability*

Input from EG

5 EMERGING PORTFOLIO

Converge on a portfolio option and refine partnership areas



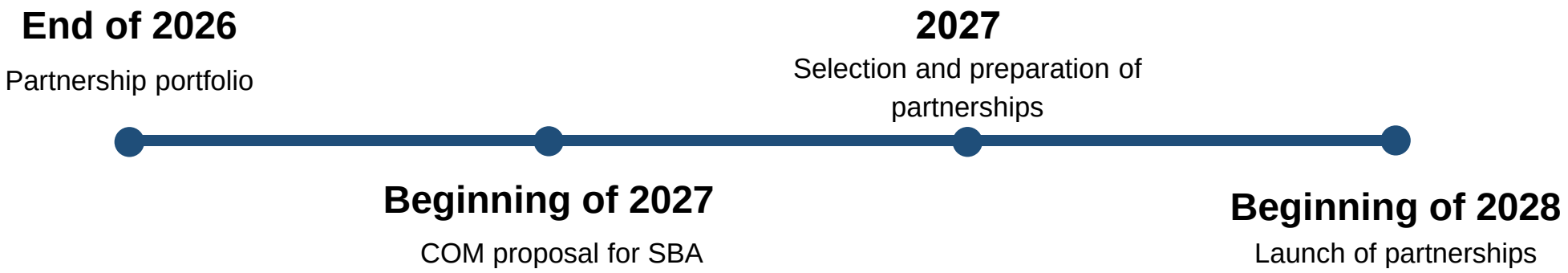
Balancing broad thematic coverage with streamlining and strategic prioritisation

Consider input collected from MS/ACs and stakeholders

May / June — **July / August** — **September / October** — **November / December**

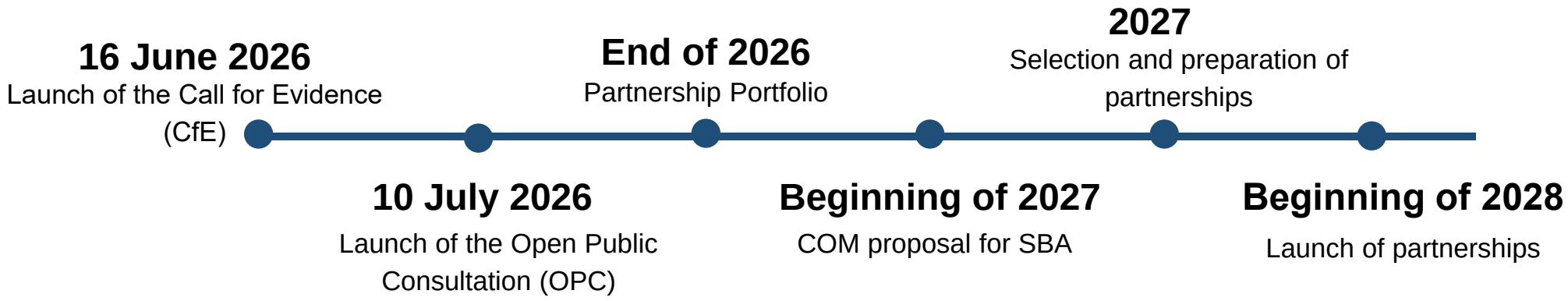
Preparation and selection

- Guiding principles: open and transparent, coordinated, newcomer-friendly, level playing field
- Preliminary process elements:
  - Call for expressions of interest and commitments
  - Matchmaking
  - Co-creation of proposals
  - Assessment
- Details and timelines will be communicated shortly



Preparing the future Single Basic Act

- Joint Undertakings (JUs) will be established under a Single Basic Act (SBA)
- Simplify and improve coherence of the JUs' implementation through the future SBA in accordance with the Horizon Europe 2028-2034 proposal
- Input from the Call for evidence and the Open Public consultation
- Drafting of the Impact Assessment and Staff working document is ongoing
- COM proposal in early 2027



Shape the future



Think ahead

Look beyond current structures – where could your activities, capabilities and networks contribute in FP10?



Help make it work

Provide constructive input



Tell the story

Show impact and help decision-makers understand why R&I investments matter

Thank you



© European Union 2025

Unless otherwise noted the reuse of this presentation is authorised under the CC BY 4.0 license. For any use or reproduction of elements that are not owned by the EU, permission may need to be sought directly from the respective right holders.