European Partnership Stakeholder Forum 2025

"Re- Imagining partnerships: the road to FP10"

3 December 2025, 09:30-19:00

Location: Square, Coudenberg 3, 1000 Brussels (https://square-brussels.com)

Agenda

Moderation: Charlotte Van Velthoven-Geerdink, *Charly Speaks*

09:30 – 10:30	Registration and welcome coffee (5th floor: Panoramic Hall)
10:30 – 10:45	**Welcome and opening audience activation** *(4th floor: Plenary-Hall 400)*
10:45 – 11:00	**Welcome address and High-level keynote speech** • Marc Lemaitre Director-General of DG RTD
11:00 – 11:15	**Presentation of the Commission's Proposal for Horizon Europe (FP10)** • Pauline **Rouch,** Director from DG RTD, DIR G
11:15 – 12:30	**Panel 1: *"Shaping Collaboration: European Partnerships under FP10"*** Panel members: • Pauline Rouch, European Commission, Director of DG RTD, DIR G • Alexandre Affre, Deputy Director-General, BusinessEurope • Lucie Nunez, Czech Ministry of Education, Youth and Sports, Director of the Department of R&D • Benedicte Løseth, Research Council of Norway, Executive Director - Research System and Internationalisation • Pirita Lindholm, Director at the European Regions Research & Innovation network (ERRIN)
12:30 – 14:00	Networking lunch and bilateral talks (*5th floor: Panoramic Hall*)

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14:00 – 15:30

Parallel workshops

A1 ***Assessing and demonstrating the impact of European Partnerships*** *3rd floor: 314/316*	***A2*** ***Raising the potential for synergies and cooperation within clusters, across partnership and beyond*** *4th floor: Plenary-Hall 400*
A3 ***Innovation and market uptake*** *3rd floor: 313/315*	***A4*** ***Phasing out strategies*** *3rd floor: 311/312*

15:30 – 16:15 Networking coffee (5th floor: Panoramic Hall)

16:15 – 17:30

Panel 2: *"Building a coherent and strategic portfolio of European Partnerships"* *(4th floor: Plenary-Hall 400)*

Presentation by the new Commission Expert Group on Directional Initiatives, introducing an array of proposed options they developed for identifying thematic areas to be addressed through partnerships, defining the optimal configuration of the overall portfolio, and outlining the steps and sequencing of the partnership selection and portfolio-building process. The presentation will be followed by a Q&A with the audience and a panel discussion.

Panel members:

- Emily Wise, Chair of the Commission Expert Group on Directional Initiatives
- Michael Dooms, member of the Commission Expert Group on Directional Initiatives
- Alexander Grablowitz, Co-Chair of the Partnership Knowledge Hub
- Anne-Marie Sassen, Head of Unit, Executive Agency, EISMEA.01

17:30 – 19:00 Networking dinner and bilateral talks (5th floor: Panoramic Hall)

Parallel sessions 3. Dec 2025, 14:00 – 15:30

The parallel sessions (workshops) of European Partnership Stakeholder Forum 2025 are organised across Clusters and formats of Partnerships of Horizon Europe. The topics of the parallel sessions were defined beforehand together with the Partnership community.

Session A1: Assessing and demonstrating the impact of European Partnerships

Background

Under the Horizon Europe framework, partnerships have adopted a more **strategic, impact-oriented approach** that aims to improve their coherence among themselves and in their interactions with other instruments in the Framework Programme. In addition to contributions along the Horizon Europe Key Impact Pathways, partnerships have also developed unique **partnership-specific impact pathways** to tackle demands of their thematic domains, innovation ecosystems and value chains, along with tailored indicators, methods and monitoring arrangements.

Identifying and measuring the **diverse impacts of partnerships** (going beyond publications and patents) is essential to establish their added value and systemic impact on the EU R&I systems and ecosystems, as well as the contribution to addressing broader societal, economic and environmental challenges. Capturing those types of impact remains a major challenge, requiring methods and indicators that allow for assessing both tangible and less direct, intangible impacts that may manifest only over time. The session, therefore, invites shared exploration on how to approach, assess and demonstrate the multifaceted impacts of the European Partnerships.

Session goals

The aim of the workshop will be to:

- **Discuss unique impact pathways and specific approaches to impact assessment** that have been applied by partnerships in their respective domains.
- **Showcase the wide range of impacts** that the partnerships can generate, spanning the policy, economic, environmental and social realms.
- **Identify ‘recipes’ for impact creation** in highly dynamic and demanding contexts: the necessary factors and ingredients that any such journey should have.

The session will feature a panel discussion among representatives of European Partnerships across different clusters. They will share their stories of impact, challenges they have overcome on the road to impact, and recipes for capturing and assessing the diversity of impacts.

Session A2: Raising the potential for synergies and cooperation within clusters, across partnerships and beyond

Background

Collaboration across European Partnerships plays an increasingly important role in **improving efficiency, strengthening coherence,** and enhancing the strategic reach of activities under Horizon Europe. At the last Partnership Stakeholder Forum, participants also explicitly requested a deeper exchange on how **synergies can be advanced in practice.**

Although many partnerships already engage in joint activities, several structural and operational challenges continue to limit the full exploitation of synergies. Among others, these could include the **diversity of instruments and funding modalities**, **differences in governance structures**, the lack of systematic mechanisms to facilitate **collaboration across clusters or beyond formal partnership frameworks or even insufficient systematic knowledge on common topics of synergetic potential.** Understanding these challenges is essential not only for improving the coordination of partnership activities, but also for strengthening the contribution of the partnership ecosystem to the broader European R&I landscape. Effective synergies can reduce duplication and create complementarities, support alignment with policy priorities. Together we want to co-create solutions that help to make better use of existing and potential synergies.

Session goals

The aim of this session is to:

- **Share experiences,** including good practices and common challenges that affect cooperation and the development of synergies.
- **Jointly develop approaches and solutions** to address the challenges identified in areas such as instruments, collaboration topics, governance arrangements, cross-partnership cooperation and synergies beyond partnership boundaries.

Expected Outcomes

- **A set of approaches to better use existing and potential synergies** that partnerships can integrate into their own processes to strengthen collaboration.
- **Strengthened connections and mutual awareness** among partnerships across clusters, helping to build a foundation for future cooperation.
- **Insights for the European Commission and ERA-LEARN** on how to further support partnerships in enhancing synergies, including suggestions for improved guidance, facilitation mechanisms and support services.

Session A3: Innovation and market uptake

Background and goals:

Stakeholders across the European Union struggle to translate research into innovation and market outcomes. European Partnerships could play a key role in bridging the innovation gap and turning scientific knowledge into practical solutions. The European Commission has recently published the report "Scaling up ideas", which includes an analysis of technology readiness levels (TRL) and technology progression in Horizon Europe projects. Regarding European Partnerships, the report contains data on Joint Undertakings and co-programmed European Partnerships. According to the analysis, most projects funded by Joint Undertakings are concentrated in the range of TRL4 to TRL6, representing 68% of all EU contributions in the JUs. 29% is allocated to projects at TRL7 and above. In co-programmed European Partnerships, TRL5 to TRL7 represent 86% of all EU funding, while TRL8 and TRL9 combined account for 10%. The report provides no data on co-funded European Partnerships.

The goal of this session is an interactive exchange on experiences and challenges for research-driven innovation by sharing lessons learnt and good practices, addressing for example:

- Engaging industry
- Bringing results to the market
- Contributing to the development of standards
- Providing value for society

Expected outcomes:

- Participants gain insights and inspirations to improve their own strategies for innovation and market uptake
- Ideas and needs for future support activities are collected which could be organized by ERA-LEARN / EC

The session will feature short good-practice presentations and a panel session followed by questions from the audience and a plenary discussion.

Session A4: Phasing out strategies

Background and goals

This session is co-organised by ERA-LEARN and the EIT and planned as a cross-partnership workshop to work on phasing-out and sustainability strategies across different European Partnership formats. Building on insights from previous workshops, the session aims to facilitate peer learning and structured exchange among partnerships facing similar transition challenges towards the post-Horizon Europe landscape. Specifically, the session intends to:

- Deepen the **understanding of the goals, processes and timing** for developing phasing-out strategies in different partnership contexts (Co-funded, Co-programmed, Institutionalised (all formats) bearing in mind the deadline of the first draft for feedback 15 December 2025.
- Identify **common success factors and challenges** in ensuring sustainability beyond EU framework funding.
- Explore **diverse income/ co-financing generation models** (public, private, hybrid) and their applicability across partnership types.
- Provide a space for **experience sharing and co-creation** of preliminary ideas feeding into future sustainability actions and the 2026 Financial Sustainability Workshop.
- Strengthen the **cross-partnership dialogue** to build a more coherent strategy for sustainability.

Expected outcomes

- Improved understanding of how different partnership models can approach phasing-out in a structured, sustainable and impact-oriented manner.
- Identification of concrete building blocks for future sustainability frameworks, including governance, financial and policy dimensions.
- Collection of key challenges and actionable ideas to be further discussed in the upcoming 2026 EIT/ ERA-LEARN Phasing out/ Financial Sustainability Workshop.
- Enhanced cross-partnership awareness of synergies and complementary approaches.

Note:

All materials from the COM workshop on phasing-out strategies (25.09.2025) are available on: Workshop on Phasing-out Strategies — ERA-LEARN, including the recording of the workshop, the summary report, the ppt-presentations, the FAQ document