

De la idea al éxito: claves para propuestas excelentes en Cluster 2: la mirada de la evaluadora

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1. Cómo se evalúan las propuestas
2. Qué buscan realmente los evaluadores
3. Errores más comunes
4. Recomendaciones prácticas para maximizar la puntuación



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Cómo se evalúan las propuestas

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Standard evaluation process



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Receipt of proposals

Individual evaluation

Consensus group

Panel review

Finalisation

Admissibility/
eligibility check

Allocation of
proposals to
evaluators

Experts assess proposals **individually**.

Minimum of **three experts per proposal** (but often more than three).

All individual experts discuss together to agree on a **common position**, including comments and scores for each proposal.

The panel of experts reaches an **agreement** on the scores and comments for all proposals within a call, checking **consistency across the evaluations**.

If necessary, resolves cases where evaluators were unable to agree.

Ranks the proposals with the same score.

The Commission/Agency reviews the results of the experts' evaluation and puts together the **final ranking list**.

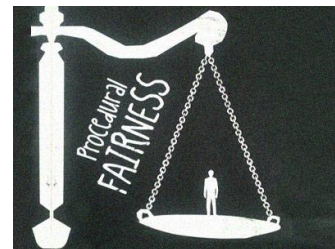
The role of independent experts



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

As an independent expert:

- **You are responsible for carrying out the evaluation of the proposals yourself and you are not allowed to delegate the work to another person!**
- You must close reports in the electronic system within a given deadline.
- Significant funding decisions will be made on the basis of your assessment.
- **If you suspect any form of misconduct** (e.g. plagiarism, double funding), **please report this to EU staff.**
- **You do not need to comment on ethics**, as proposals that are successful in this scientific evaluation will undergo an ethics review.



Guiding principles



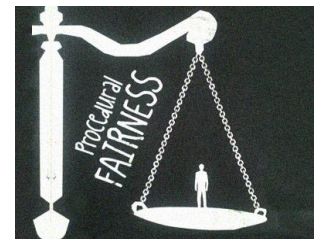
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Independence

- You are evaluating in a personal capacity.
- You represent neither your employer, nor your country!

Impartiality & objectivity

- You must treat all proposals equally and evaluate them on their merits, irrespective of their origin or the identity of the applicants!
- You must keep to subject-related judgements, without letting personal beliefs, external influences or outside factors such as geo-political events interfere!



Accuracy

- You evaluate each proposal as submitted, meaning on its own merit, not its potential if certain changes were to be made.
- You make your judgment against the official evaluation criteria and the call or topic the proposal addresses and nothing else.

Consistency

- You apply the same standard of judgment to all proposals

Confidentiality



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You must:

- **Not discuss** evaluation matters (e.g. content of proposals, evaluation results or opinions of fellow experts) with anyone, including:
 - Other experts or EU staff or any other person (e.g. colleagues, students...) not directly involved in the evaluation of the proposal.
 - The sole exception: Your fellow experts who are evaluating the same proposal in a consensus group or Panel review.
- **Not contact** partners in the consortium, sub-contractors or any third parties.
- **Not disclose** names of your fellow experts.
- **Maintain confidentiality of documents**, paper or electronic, at all times and wherever you do your evaluation work (on-site or remotely).
 - Do not take anything away from the evaluation building (be it paper or electronic).
 - Return, destroy or delete all confidential documents, paper or electronic, upon completing your work, as instructed.
 - Please be aware that the **use of generative AI tools for evaluation**, particularly generative AI online tools, **may represent a breach of the confidentiality requirements of your contract***.

Use of generative AI tools preparation & evaluation



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Disclaimer included in Application Forms (Part B)

"When considering the use of generative artificial intelligence (AI) tools for the preparation of the proposal, it is imperative to exercise caution and careful consideration. The AI-generated content should be thoroughly reviewed and validated by the applicants to ensure its appropriateness and accuracy, as well as its compliance with intellectual property regulations. Applicants are fully responsible for the content of the proposal (even those parts produced by the AI tool) and must be transparent in disclosing which AI tools were used and how they were utilised".

Specifically, applicants are required to:

- **Verify the accuracy, validity, and appropriateness** of the content and any citations generated by the AI tool and correct any errors or inconsistencies.
- **Provide a list of sources used to generate content and citations**, including those generated by the AI tool. Double-check citations to ensure they are accurate and properly referenced.
- **Be conscious of the potential for plagiarism** where the AI tool may have reproduced substantial text from other sources. Check the original sources to be sure you are not plagiarising someone else's work.
- **Acknowledge the limitations of the AI tool** in the proposal preparation, including the potential for bias, errors, and gaps in knowledge.

Expert evaluators:

- **must not delegate** the evaluation of proposals to AI tools
- may use AI tools:
 - only for side tasks (e.g. to collect background information) and **not for the assessment** of proposals
 - only if the **confidentiality** of all the proposal information and the protection of **personal data** are ensured
 - only if they take necessary precautions for potential limitations of AI tools (i.e. hallucinations and biases)
- **must appropriately document** the use of AI tools (and make the documentation available to the contracting authority on request)
- **are responsible** for keeping the **confidentiality** of proposal information and the protection of **personal data**
- must be **aware that breaching confidentiality or personal data** obligations may have serious consequences, such as rejection/reduction of the remuneration/costs, suspension or termination of the contract.

Evaluation criteria



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

RIAs and IAs

Research and innovation action (RIA)

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

This may include basic and applied research, **technology development and integration, testing, demonstration and validation** of a small-scale prototype in a laboratory or simulated environment.

Innovation action (IA)

Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.

These activities may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication.

EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**, and the extent to which the proposed work is ambitious, and goes beyond the state-of-the-art.
- ✓ Soundness of the proposed **methodology**, including the underlying concepts, models, assumptions, interdisciplinary approaches, appropriate consideration of the **gender dimension** in research and innovation content, and the quality of **open science practices** including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

IMPACT¹

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

- ✓ Quality and effectiveness of the **work plan**, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- ✓ Capacity and role of each **participant** and extent to which the **consortium** as a whole brings together the necessary expertise.

NEW! (1) Simplification of evaluation of impact from WP2026/7 onwards: Scale and significance of contributions are no longer considered.

CSAs

Coordination and support actions (CSA)

Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities, except those carried out under the 'Widening participation and spreading excellence' component of the programme (part of 'Widening participation and strengthening the European Research Area').

Also eligible are bottom-up coordination actions which promote cooperation between legal entities from Member States and Associated Countries to strengthen the European Research Area, and which receive no EU co-funding for research activities.

EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**.
- ✓ Quality of the proposed coordination and/or support measures, including soundness of methodology.

IMPACT¹

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

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Proposal scoring, thresholds and weighting



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

- **Evaluation scores are awarded for the criteria** (not for the different aspects in each criterion).
- You provide **a score from 0-5** to each criterion **based on your comments** (max. score for a proposal is 15).
 - The whole range of scores should be used. Use steps of 0.5.
 - Scores must pass the individual threshold AND the overall threshold if a proposal is to be considered for funding within the limits of the available call budget.
- **Thresholds apply to individual criteria and to the total score.** The default threshold for individual criteria is 3 and the default overall threshold is 10 (unless specified otherwise in the WP).
 - **Scores are normally NOT weighted.** Weighting is used for some types of actions — and only for the ranking (not to determine if the proposal passed the thresholds).
 - Specific calls or topics may have different rules regarding thresholds and weighting.
 - For **Innovation actions, the criterion Impact is given a weight of 1.5** to determine the ranking.

Scores



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

INTERPRETATION OF SCORES

- 0.** The proposal **fails to address the criterion** or cannot be assessed due to missing or incomplete information.
- 1. Poor.** The criterion is inadequately addressed, or there are serious inherent weaknesses.
- 2. Fair.** The proposal broadly addresses the criterion, but there are significant weaknesses.
- 3. Good.** The proposal addresses the criterion well, but a number of shortcomings are present.
- 4. Very Good.** The proposal addresses the criterion very well, but a small number of shortcomings are present.
- 5. Excellent.** The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

DEFINITIONS FOR SCORE DESCRIPTORS

- A **'minor shortcoming'** is an issue that relates only to a marginal aspect of the proposal with respect to the criterion and/or can easily be rectified (it will not impact the scoring).
- A **'shortcoming'** is a problem that relates to an important aspect of the proposal. It impacts the scoring but does not render the proposal inappropriate for funding, i.e. the proposal is still expected to lead to useful results with positive impact.
- A **'(significant) weakness'** means that the proposal addresses the criterion in a limited and/or not sufficiently effective way (will lower the score below threshold).

Evaluating the excellence criterion



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Assess the project's objectives:

- Are they clear and pertinent to the topic?
- Are they measurable and verifiable?
- Are they realistically achievable?
- Is the proposed work ambitious and goes beyond the state-of-the-art?
- Does the proposal include ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models?
- Is the R&I maturity of the proposed work in line with the topic description?

Please bear in mind that advances beyond the state of the art must be interpreted in the light of the positioning of the project. For example, expectations will not be the same for RIAs at lower TRL, compared with Innovation Actions at high TRLs.

Assess the scientific methodology:

- Is the scientific methodology (i.e. the concepts, models and assumptions that underpin the work) clear and sound?
- Is it clear how expertise and methods from different disciplines will be brought together and integrated in pursuit of the objectives? if applicants justify that an inter-disciplinary approach is unnecessary, is it credible?
- Has the gender dimension in research and innovation content been properly taken into account?
- Are open science practices implemented as an integral part of the proposed methodology?
- Is the research data management properly addressed?
- For topics indicating the need for the integration of social sciences and humanities, is the role of these disciplines properly addressed?

Evaluating the impact



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Assess the proposed pathways towards impact:

- Is the contribution of the project towards the 1) expected outcomes of the topic and 2) the wider impacts, in the longer term, as specified in the respective destinations of the WP, credible?
- Are potential barriers to the expected outcomes and impacts identified (i.e. other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behavior), and mitigation measures proposed? Is any potential negative environmental outcome or impact (including when expected results are brought at scale, such as at commercial level) identified? Is the management of the potential negative impacts properly described?

NEW! (1) Simplification of evaluation of impact from WP2026/7 onwards: Scale and significance of contributions are no longer considered.

Assess the measures to maximise impact – Dissemination, exploitation and communication :

- Are the proposed dissemination, exploitation and communication measures suitable for the project and of good quality? All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project.
- Are the target groups (e.g. scientific community, end users, financial actors, public at large) for these measures identified?
- Is the strategy for the management of intellectual property properly outlined and suitable to support exploitation of results?
 - If exploitation is expected primarily in non-associated third countries, is it properly justified how that exploitation is still in the Union's interest?

Evaluating the Quality of implementation



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

Assess the proposed work plan, and the effort and resources:

- Is the work plan of good quality and effective?
- Does it include quantified information so that progress can be monitored?
- Does it follow a logic structure (for example regarding the timing of work packages)?
- Are the resources allocated to the work packages in line with their objectives and deliverables?
- Are critical risks, relating to project implementation, identified and proper risk mitigation measures proposed?

Assess the quality of participants and the consortium as a whole:

(Note that important information on role of individual participants and previous experience is included in part A of proposal)

- Does the consortium match the project's objectives and bring together the necessary disciplinary and interdisciplinary knowledge?
- Does the consortium include expertise in open science practices, and gender aspects of R&I, as appropriate?
- For topics flagged as SSH relevant, does the consortium include expertise in social sciences and humanities?
- Do the partners have access to critical infrastructure needed to carry out the project activities?
- Are the participants complementing one another (and cover the value chain, where appropriate)?
- In what way does each of them contribute to the project? Does each of them have a valid role, and adequate resources in the project to fulfil that role (so they have sufficient operational capacity)?
- Is there industrial/commercial involvement in the project to ensure exploitation of the results?

Additional questions in the evaluation form

Evaluation form includes:

- Main part with the three **evaluation criteria** where you give comments and scores
- **Additional questions:** The evaluators are asked to take a position on additional questions linked to the selection procedure or policy considerations.

Additional questions in Horizon Europe evaluations

- Scope of the application
- Exceptional funding
- Use of human embryonic stem cells (hESC)
- Use of human embryos (hE)
- Activities not eligible for funding
- Exclusive focus on civil applications
- Do no significant harm principle(*)
- Artificial Intelligence(*)

(*) Simplification of proposal template from WP2025 onwards: No longer necessary to assess compliance with the DNSH principle and the robustness of AI tools for topics where this is not mandatory, as specified in the topic conditions (currently only for EIC topics).

Evaluating the lump sum detailed budget table



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

As expert, you:

- **Check the cost estimations and whether the resources proposed and split of lump sum shares are reasonable** and allow completing the activities described in the proposal.
 - Importante alinearse o justificar desviaciones con el [HE Dashboard lump sum](#)
- If needed, **make precise recommendations on changes to the detailed budget table**. On this basis, the lump sum amount and lump sum breakdown will be modified during grant preparation.

You can recommend:

- To decrease the lump sum amount for a work package and/or a beneficiary;
- To reallocate lump sum shares among work packages and/ or beneficiaries.

Following the recommendations of the experts, the requested grant amount might be decreased. However, the requested grant amount cannot be increased.

- Evaluate the detailed budget table under the criterion “implementation”
 - **Corrections** to individual cost estimations **should not affect the score**.
 - However, **significant shortcomings must lead to a lower score** (e.g., a flawed budget structure or a clearly inappropriate total lump sum).D

The panel review



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf

- Consists of **experts from the consensus groups and/or new experts**
- Ensures the **consistency of comments and scores** given at the consensus stage
- **Endorses the final scores and comments** for each proposal
 - Any new comments and scores should be carefully justified, as a result of:
 - checking on possible inconsistencies
 - **benchmarking proposals** belonging to different areas and/or subtopics
 - resolving minority views in consensus phase
 - **cross-reading proposals** with equal scores.
- Recommends a list of proposals in **priority order** (including those with identical total scores according to the established rules)
- The discussion is led by the panel chair (normally EU staff), ensuring fair and equal treatment of the proposals and seeking agreement on a common view.

2

Qué buscan realmente los evaluadores

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4. Recomendaciones prácticas para maximizar la puntuación

Aspectos importantes

- Cuanto mayor es la competitividad, más importante es **captar la atención**, ser original en los planteamientos mientras se mantiene la rigurosidad metodológica y científica.
- El evaluador tiene el foco puesto en el **topic expected outcomes & destination impacts**. La "rationale" de la propuesta debe ser potente.
- Las propuestas deben **conectar rigor analítico con utilidad pública**.
- El rol de los **stakeholders**, instituciones y usuarios finales pesa mucho y no puede ser secundario sino **absolutamente estratégico**.

Que buscan en Excellence

EL TODO ES
MAS QUE LA
SUMA DE
LAS PARTES

Como obtener una buena evaluacion

Claridad en el estado del arte y cómo la propuesta contribuye a su avance (ambition).

Alineación de los objetivos y concrecion (SMART)

Methodology sólida, con modelos y supuestos convincentes.

Fondo y forma:
narrativa, imágenes, edición

Que buscan en Impact

Pathways

Contribución creíble de los resultados a los expected outcomes y expected impacts asociados al topic.

Documentar el marco lógico, referenciar y justificar dicha contribución (ejemplos, datos, estudios, etc).

Barriers

Identificación de barreras regulatorias, sociales, institucionales o de mercado.

Puede ser un aspecto diferencial, profundizar en analizar las barreras y cómo el proyecto las conoce y gestiona es donde casi nadie saca el brillo.

Measures

Dissemination, exploitation and communication concretas y proporcionadas.

Conocer bien los actores/audiencias, detallar por anticipado sus necesidades y/o idiosincrasia, y los mensajes, foros, canales pensados para acceder a ellos. Cuantificar (con argumentos y criterio) puede marcar la diferencia



Que buscan en los Cross-cutting aspects

SSH

Integrada en research questions, methods, tasks concretas y perfiles del consortium.

Gender dimension

Esencial en R&I (salvo exclusión explícita del topic).

Especificar medidas, análisis previo, evitar obviedades y genericos

Open science & Public engagement

Detalles de la política OS concreta
Citizen/end-user engagement metodológicamente justificada y realista

- Evidenciar la trascendencia política y social del conocimiento y los resultados que producirá el proyecto





Que buscan en Quality and efficiency of the implementation

Work plan lógico, con relaciones entre las tareas, los deliverables trazable y realista (gráficos, Pert, Charts que sean visibles y entendibles, por favor!!)

Análisis de riesgos convincente y relevante (quitar paja, obviedades, contingencias ridículas, etc).

Effort y resources razonables y proporcionadas a los resultados. Especial atención a las especificidades del lump sum y al dashboard.

Responsabilidades y contribuciones de los socios a las tareas bien detallada y coherente.

Consortium complementario y relevante para el topic (evitar socios fantasma, socios estrella, socios hombre-orquesta). Industrial/commercial or policy-facing involvement cuando apoya exploitation.

3

Errores más comunes

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Fragmentos de ESRs CL2

- *The research objectives are somewhat broad and generic. They are not clearly stated.*
- *The conceptual foundation is not fully elaborated, and the proposal lacks current debates that are relevant*
- *There is no justification/reasoning on the choice of the case studies/pilots/demonstrators, etc. Why these have been chosen is missing*
- *The proposal would have benefited from a clearer explanation of how different methodological components will be integrated to achieve a genuinely interdisciplinary contribution.*
- *The data management plan is only briefly and marginally addressed.*
- *The discussion on impact introduces a new data stream (surveys) not mentioned in the methodology, and these surveys are not sufficiently explained.*
- *It is not clear whether plans to market the final product of the proposal will impact open science practices.*
- *The approach to targeting and prioritising these groups has not been explicitly defined to ensure that the planned research outcomes effectively reach and benefit the intended audiences.*
- *Potential barriers in relation to methodological issues and challenges are not addressed sufficiently*
- *The complementarity of the partners is not fully demonstrated especially in terms of the flow of communication between the academic and practitioner roles.*
- *the relatively high amount allocated to subcontracted for communication and dissemination has not been sufficiently delineated in terms of what exactly will be subcontracted.*
- *The key potential risks for project implementation are outlined; however, risks relating to, which are highly relevant, does not described convincing mitigation actions and/or contingency measures..*

Errores recurrentes en CL2

Retórica > evidence

Mucha relevancia declarada, poca demostración metodológica.

Impact inflado

Promesas sistémicas sin pathway to impact defendible.

SSH cosmética

Presente en el discurso, ausente en diseño y tasks. carencia de conocimiento real de las necesidades de los stakeholders.

Work plan confuso

Dependencias poco claras, deliverables débiles o riesgos triviales.

Consortium diplomático

Demasiados partners "estéticos" con valor añadido poco visible.

Policy relevance vaga

No se concreta quién usará los resultados ni cómo.

4

Recomendaciones prácticas para maximizar la puntuación

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Anticiparse a la experiencia y expectativa del evaluador

“No me obligues a inferir”

Si un rol, un impacto o una tarea no se explican, suelen penalizarse.

“Comunicar y disseminar random no funciona”

Eventos, web , policy briefs sin estrategia, no sustituyen adoption pathways.

“End-users y citizens/policy partners de relleno, no gracias”

Es muy evidente cuando se les involucra tarde y mal

“Si nos ponemos de acuerdo rápido, es buena”

Una propuesta donde los 3 evaluadores coinciden positivamente, parte con ventaja.

“La sobreactuación no convence”

Promesas grandilocuentes o vagas generan desconfianza.

“Mas de lo mismo”

La calidad científica importa, pero su originalidad y atractivo es esencial.

Checklist final antes de enviar

- ¿Responde con precisión al expected outcome del topic?
- ¿Se entiende el European added value y la innovación en una lectura rápida?
- ¿Objetivos y metodología están perfectamente alineados?
- ¿SSH, gender dimension y open science están bien integrados?
- ¿El impacto es una consecuencia lógica de los resultados, sin retórica?
- ¿Los target groups están bien definidos e integrados y se responde a sus intereses?
- ¿El work plan, los recursos y los resultados son creíbles y realistas?
- ¿Cada partner tiene un role claro y justificado?
- ¿La propuesta es fácil de navegar y es suficientemente visual para expertos externos?
- ¿Se han eliminado contradicciones y repeticiones?
- Se ha profundizado suficiente en los detalles que pueden generar la diferencia?

Recomendaciones generales

El evaluador lee con el evaluation form en la cabeza

Las mejores propuestas responden de forma explícita y/o intuitiva a las preguntas implícitas del evaluation form.

La claridad estructural y la estética como aliados

Orden, títulos útiles y buena jerarquía facilitan la comprensión y familiaridad. Los elementos visuales, pedagógicos e intuitivos son claves también.

La utilidad pública y social importa, sé relevante

No basta con calidad académica; hace falta credibilidad de uptake y contribution to policy or practice. Evidencia el potencial transformador y change maker de la propuesta.

Las debilidades no van a desaparecer, y lo sabes

Una debilidad puede sobrevivir a la lectura individual, pero difícilmente en el consenso o en el cross-reading del panel. Identifícala a tiempo, mediante reviews internos (o externos) y corrígela o compensala bien antes de que sea tarde



**Write to engage and
convince, not only to react
to and complete the forms**

Referencias principales



- https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/experts/standard-briefing-slides-for-experts_he_en.pdf
- <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/work-as-an-expert>
- <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon/lump-sum/dashboard>

Thank you so much!!!

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