

# HOW TO imagine different roles in your project

This How-To sheet aims at informing on the different roles different partners can play in a consortium in a Horizon Europe project. It is aimed at all types of entities. On the one hand, it targets academic and research institutions so it becomes clearer what is the contribution different stakeholders can give to a project, and its added value. On the other hand, it also targets all non-academic and research institutions, such as CSOs (Civil Society Organizations), GLAMs (Galleries, Libraries, Archives, Museums), CCI (Cultural and Creative Industries), decision-makers, and municipalities, among others, to learn what role they can play in collaborative research and innovation projects.

## STEP 1: find the best topic

From the academic and research institution lens: the partners one adds to a consortium depends on both the specific topic of interest and on the idea and project you are proposing. So, the 1st step is to read carefully the call topic in order to identify potentially relevant partners.

**Important tip:** keep in mind that all partners must have a clear role and contribution.

From the academic and research institution lens: check the opportunities available and identify a topic, or more, you can see yourself being able to contribute to: be it by addressing your field of work and/or intervention, be it by solving challenges you have a lot of experience in, be it by addressing a new field you want to explore. Important tip: be sure to identify and narrow down the number of topics of your interest and to identify and to effectively communicate to others your potential, added value, and contribution to the specific topic(s) you flagged.

## STEP 2: mind your role

Horizon Europe projects focus on contributing to solutions to challenges society and people face, and thus, their active involvement and input are key for a later uptake and acceptance of the results and solutions of these projects. Most Horizon Europe projects have a focus on research and innovation (R&I), thus academic and research institutions tend to take a leading role and are usually the partners that are responsible for such activities. But the project's societal impact is equally important in all horizon projects. Thus, if you are an institution that does not have research in its core, you can also participate, taking on a different role.

Each project is made up of different tasks: research-oriented, innovation-oriented, administrative (management), practical (e.g. communication). Thus, there are different roles one can take in a project: as the coordinator, a research partner, an advisor giving input based on a specific experience, a partner testing new solutions, an owner of a collection used for research or innovation, a stakeholder.

Given this, a multi and interdisciplinary and a multi-actor approach is promoted. For example,

- A museum can participate, providing access to its cultural objects, identifying needs, and testing solutions developed within a project.
- A CSO focused on migrants, for example, can participate by inputting their knowledge of being on the ground, advising on what measures or policies might work in practice, providing support in accessing migrants for the collection of data, and benefiting from the knowledge produced in a project and contribute to policy recommendations that are closer to 'reality'.
- A municipality can participate as an implementer of a living lab or pilot study, in which theories and methodologies can be tested on the ground on a larger scale, and benefit from the results built in a project.

## STEP 3: learn from best practice

Project websites often give a good impression of different partners and their roles within a project. Here are some examples:

- <https://synclusiveproject.eu/>
- <https://recharge-culture.eu/>
- <https://criticalchangelab.eu/en/about/>
- <https://www.dignityfirm.eu/team/>
- <https://pushbacklash.eu/consortium/>

**Important tip:** previous and ongoing projects represent the existing **good practice** - they exemplify what is expected of a Horizon Europe (or any other programme's) project of a particular type.

## STEP 4: be visible

Collaborative projects require, by default, a consortium of different entities from different countries, thus having a sound network of collaborators is key. The best way to increase your chances of participating in Horizon Europe is to strategically invest in long-term collaborations and networks. This can be achieved by continuously participating in relevant meetings, including international ones; conferences; info days & brokerage/b2b/ matchmaking events. Keep in mind, to reach out for partners complementary to you and not redundant. You can (and should) also look for collaborations outside the context of Horizon Europe, or you can apply for opportunities requiring international collaboration for smaller projects with smaller consortia and use this as a stepping stone for Horizon Europe (e.g., COST Actions, Creative Europe, Erasmus projects, CERV).

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It is all about relationships of trust.