



ALCUE NET

Latin America, Caribbean and European Union Network on Research and Innovation

Elaboración de una propuesta

23 – 25 de mayo de 2016
Colombia





Situación actual





Punto de partida: Análisis personal e institucional

- Intereses
- Fortalezas/Debilidades
- Disponibilidad de tiempo
- Constancia
- Capacidad para trabajar en equipos internacionales
- Inversión de tiempo
- Capacidad para Marketing y lobby

Tipos de acciones en H2020

Acciones de
Investigación e
Innovación (RIA)

Acciones de
Innovación (IA)

Acciones de
Coordinación y
Apoyo (CSA)

Compra Pública
Innovadora (PPI)

Compra Pública
Pre-Comercial
(PCP)

ERANET Cofund

Premios

Instrumento
PYME

Fast Track to
Innovation

Condiciones de elegibilidad y financiamiento

Condiciones Mínimas de Elegibilidad		Financiamiento
Acciones de Investigación e Innovación (RIA)	Al menos 3 entidades legales establecidas en diferentes Países Miembros o Países Asociados a la Unión Europea. Las 3 entidades deben ser independientes entre sí.	100%
Acciones de Innovación (IA)	Al menos 3 entidades legales establecidas en diferentes Países Miembros o Países Asociados a la Unión Europea. Las 3 entidades deben ser independientes entre sí.	70% (excepto para organizaciones sin fines de lucro, que tienen el 100%)
Acciones de Coordinación y Apoyo (CSA)	Al menos 1 entidad legal establecida en un País Miembro o País Asociado de la Unión Europea.	100%
Instrumento para las Pequeñas y Medianas Empresas (PYMEs)	Al menos 1 PYMEs con ánimo de lucro Establecidas en País Miembro o País Asociado de la Unión Europea.	1º Fase: Investigación - 50.000 aprox. (6 meses aprox), 2º Fase: Innovación - 70%, 3º Fase: Comercialización – No financiamiento directo

Estructura de las convocatorias

- Work Programme = Programa de trabajo
- Call = Convocatoria (call for proposal)
- Topics = Tópicos



Programa de trabajo de Horizonte 2020

- ✓ Biannual: 2016/2017
- ✓ Introducción General
- ✓ Desafío específico
- ✓ Impacto esperado
- ✓ Tipo de acción

Anexos Generales

Calls ≠ Topics

Una convocatoria puede tener varios tópicos

Las propuestas se presentan a un tópico determinado

Documentación básica:

- Programa de Trabajo (Introducción + específico + anexos generales)
- Bases legales H2020: Reglamento + Reglas de Participación



Tópicos

Líneas temáticas concretas a financiar

- 3 elementos claves (evaluación)
 - **Reto Específico:** contexto, problema a resolver
 - **Objetivo:** foco y líneas generales de la posible acción, pero sin especificar demasiado.
 - **Impacto esperado:** elementos claves a obtener
- Tipo de Instrumento (RIA, IA, CSA...)
- Presupuesto estimado de los proyectos
- Áreas relevantes de la política de la UE (si aplica)

Búsqueda de una convocatoria



RESEARCH & INNOVATION

Participant Portal

European Commission > Research & Innovation > Participant Portal > Calls

HOME

FUNDING OPPORTUNITIES

HOW TO PARTICIPATE

EXPERTS

SUPPORT ▾

Search PP



LOGIN



REGISTER

EU Programmes 2014-2020

Search Topics

Call Updates



Calls



H2020

Research Fund for Coal & Steel

COSME

3rd Health Programme

Consumer Programme

FP7 & CIP Programmes 2007-2013

Calls

Calls for Proposals



Horizon 2020

[Advanced search for topics](#)
[Calls for tenders on TED](#)

- Excellent Science**
 - European Research Council (ERC)
 - Future and Emerging Technologies (FET)
 - Marie-Sklodowska-Curie Actions
 - Research Infrastructures
- Industrial Leadership**
 - Leadership in enabling and industrial technologies (LEIT)
 - Information and Communication Technologies

Status Forthcoming

Open

Closed

Filter a call

FILTER

Sort by (Planned) Opening Date

Deadline

Call title

Call identifier



Búsqueda por palabra clave

HOME

FUNDING OPPORTUNITIES

HOW TO PARTICIPATE

EXPERTS

SUPPORT

Search PP



LOGIN



REGISTER

EU Programmes 2014-2020

Search Topics

Updates



Calls



H2020

Research Fund for Coal & Steel

3rd Health Programme

Promotion of Agricultural Products

Consumer Programme

COSME

Justice Programme

FP7 & CIP Programmes 2007-2013

Calls

Other Funding Opportunities

36

Results

Keyword Search:

Agriculture

SEARCH

If you don't find your topic, you can also use the .

[free text search](#)

Programme H2020 RFCS COSME 3rd Health Programme
 Consumer Programme Justice Programme Promotion of Agricultural Products

Status Forthcoming Open Closed

Sort by (Planned) opening date Deadline Topic title Topic identifier

Topic: **BBI-2016-D01: Improve sustainability of value chains based on forest biomass and increase productivity and profitability on supply side by adapting forests to climate changes**

[Open](#)

Publication date: 19 April 2016

Types of action: BBI-IA-DEMO Bio-based Industries Innovation action - Demonstration

DeadlineModel: single-stage

Deadline: 08 September 2016

Opening date: 19 April 2016

Time Zone : (Brussels time)

Topic: **BBI-2016-D02: Improvement and adaptation of industrial crop varieties and novel sources of biomass to diversify biomass feedstock for biorefineries**

[Open](#)

Publication date: 19 April 2016

Types of action: BBI-IA-DEMO Bio-based Industries Innovation action - Demonstration

Búsqueda por área

EU Programmes 2014-2020

Search Topics

Updates

Calls

H2020

Research Fund for Coal & Steel

3rd Health Programme

Promotion of Agricultural Products

Consumer Programme

COSME

Justice Programme

Calls for Proposals



Horizon 2020

[Advanced search for topics](#)
[Calls for tenders on TED](#)

- Advanced manufacturing and processing
- Space
- Access to risk finance
- Innovation in SMEs

Societal Challenges

- Health, demographic change and wellbeing
- Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy

Status Calls with forthcoming topics Calls with open topics Calls with only closed topics

Sort by Call title Call identifier Publication date

Filter a call

FILTER

FP7 & CIP Programmes 2007-2013

Calls

Other Funding Opportunities

Societal Challenges
Horizon Prize - Birth Day
H2020-BirthDayPrize-2016

Publication date:28 April 2016

Societal Challenges
H2020-JTI-IMI2-2016-09-two-stage
H2020-JTI-IMI2-2016-09-two-stage

Publication date:27 April 2016

Societal Challenges
Horizon Prize - Cleanest Engine of the Future
H2020-FutureEnginePrize-2016

Publication date:20 April 2016

Societal Challenges
Horizon Prize - Engine Retrofit for Clean Air
H2020-EngineRetrofitPrize-2016

Publication date:20 April 2016

Societal Challenges
BIO BASED INDUSTRIES PPP
H2020-BBI-JTI-2016

Publication date:19 April 2016

Societal Challenges
Clean Sky 2 Call for Proposals 03
H2020-CS2-CFP03-2016-01

Publication date:10 March 2016



EU Programmes 2014-2020

Search Topics

Updates



Calls



H2020

Research Fund for Coal & Steel

3rd Health Programme

Promotion of Agricultural Products

Consumer Programme

COSME

Justice Programme

FP7 & CIP Programmes 2007-2013

Calls

Other Funding Opportunities

TOPIC : Improve sustainability of value chains based on forest biomass and increase productivity and profitability on supply side by adapting forests to climate changes

Topic identifier: BBI-2016-D01

Publication date: 19 April 2016

Types of action: BBI-IA-DEMO Bio-based Industries Innovation action - Demonstration

DeadlineModel: single-stage

Opening date: 19 April 2016

Deadline: 08 September 2016 17:00:00

Time Zone : (Brussels time)



Horizon 2020

Información general del Llamado:

[Call budget overview](#)

Programa de Trabajo y Aspectos Legales

Topic Description

[+ More](#)

Specific Challenge:

The demand for forest-based biomass for various applications is increasing. The markets of forest-based products are very competitive, with other regions (namely North and South America)

Topic conditions and documents

Documentos relacionados con el llamado, información sobre la postulación

[+ More](#)

Please read carefully all provisions below before the preparation of your application.

- List of countries and applicable rules for funding:** described in [part A of the General Annexes](#)



ALCUE NET
Latin America, Caribbean and European Union Network on Science and Innovation



CONSORCIO ESTRATEGIA Y BÚSQUEDA DE SOCIOS PARA EL PROYECTO



ALCUE NET
Latin America, Caribbean and European Union Network on Science and Innovation

¿Cómo coordinadores eligen sus socios ?

- En línea con los objetivos del proyecto
- Motivación y compromiso
- COMPLEMENTARIEDAD
 - ✓ geográfica
 - ✓ experiencia
 - ✓ reputación
 - ✓ conocimientos
 - ✓ tipo de institución
- Barrera del idioma y diferencias culturales
- Socios que quieren trabajar por años
- Confianza mutua



Formación de Consorcio

- ✓ Definir previamente:
 - Tipo de Socio que necesito.
 - Actividades que se espera realice dentro del proyecto.
- ✓ Revisar las condiciones de elegibilidad
- ✓ Diseño de perfil institucional.
- ✓ Solicitar información:
 - Descripción general de la entidad
 - Experiencia relacionada a la temática
 - Capacidad para desarrollar las actividades



Encuentre socios para el Proyecto

- NCP Temáticos o nacional
- CORDIS NCP
- Participación eventos internacionales
- Conocidos o conocidos de conocidos
- Instituciones de referencia temática
- Redes temáticas
- Brokerage eventos

CORDIS – Búsqueda de socios



CORDIS

Community Research and Development Information Service

European Commission > CORDIS > Partners Service > Guest > Home

Sign in



News and Events

Funding Programmes

Projects and Results

Top Stories

research*eu magazines

Research Partners

National and Regional

EU Research Partners

Looking for research partners?

You can:

- Search for partners
- Query more with an advanced search
- Browse these active profiles and collaboration requests to build your network:
 - 7835 Partner profiles
 - 111 Open FP7 Calls for Proposals
 - 5070 Partnership requests
 - 1093 Proposing project
 - 3977 Offering collaboration

Log in to create or update your profile

Username:

Password:

[Forgot your username or password?](#)
[Not yet registered?](#)

Log in



National Contact Points

Network of National Contact Points

The network of National Contact Points (NCPs) provides information and assistance on all aspects of

What is the NCP network?

NCPs are national structures established and associated to the framework programme in all 28 EU member states and the applicant countries. They provide support on the spot and in applicants' own languages. The NCP systems can vary from one country to another from highly centralised to decentralised networks, and a number of very different actors, from ministries to universities, research centres and special agencies to private consulting companies.

NCPs are also established in many non-EU and non-associated countries ("third countries").

NCP Services

As the NCPs are national structures, the type and level of services offered may differ from country to country. In general, the following basic services are available in accordance with the [NCP Guiding Principles](#) agreed by all countries:

- Guidance on choosing relevant H2020 topics and types of action
- Advice on administrative procedures and contractual issues
- Training and assistance on proposal writing
- Distribution of documentation (forms, guidelines, manuals etc.)
- Assistance in partner search

National Contact Points

The network of National Contact Points (NCPs) is the main structure to provide guidance, practical information and assistance on all aspects of participation in Horizon 2020. NCPs are also established in many **non-EU** and **non-associated** countries ("third countries").

Search for:

Cocos Islands (or Keeling Islan
Colombia
Comoros
Congo
Congo (Democratic Republic o

All functions
Coordinator
Legal and Financial
SMEs

SEARCH

Sort by

Country

Contact name

Most recent

Organisation

Mrs. Carolina Peláez Peláez - Colombia

National NCP coordinator

Organisation name: Mission of Colombia to the EU

Address: Av. Franklin Roosevelt, 96A, BE-1050 Brussels, 1050, Brussels, Belgium

Tel: 0032 0 255 40569 - Fax:

Send Mail - Website: <https://belgica.embajada.gov.co>

Update date: 08-APR-16 - **Record Control Number:** 3001115

Mr. Francisco Solano - Colombia

National NCP coordinator - Marie Skłodowska-Curie actions on skills, training and career development -

Organisation name: COLCIENCIAS

Address: Carrera 7B Bis No.132-28 Bogotá, Colombia, N/A, Bogotá, Colombia

Tel: 0057 1 6258480 Ext:5212 - Fax:

Send Mail - Website: <http://www.colciencias.gov.co>

Update date: 08-APR-16 - **Record Control Number:** 4000010



Partner Search

Events

FP7 Projects

Call Information

Library

Headlines

Partner Search - Partner Offer

Nanotechnologies, Advanced Materials, Biotechnology and Advanced Manufacturing and Processing in HORIZON 2020

The NMP TeAm Partner Search Facility has been established by the network on NMP NCPs in order to offer best support to its clients. This web service is strictly focused on the open calls for proposals of the key enabling technologies ***Nanotechnologies, Advanced Materials, Biotechnology and Advanced Manufacturing and Processing of HORIZON 2020*** and related actions like FET open and ERA-NETs like SIINN and M-ERA.NET.

On this web-service we discern between

- **Partner Offer** - Researchers who offer their research expertise and who seek for collaboration in possible project consortia and
- **Partner Search** - Researchers or consortia with a definite idea for a project who are looking for further partners to complement the expertise scope of the consortium

In order to get information on the already published entries, please enter: [Search for partner entries](#)

To order to submit your own partner offer or partner search you first have to register

Login

Username (E-Mail address):

Password:

[login](#)

[Registration](#)

[Password lost?](#)

Navigation

[Partner Search Home](#)

[Search for Partner](#)

[Entries](#)

[Search for Partner](#)





ENTERPRISE EUROPE NETWORK

European Commission > Enterprise Europe Network > Services > Going International

Home

About

Services

Events

Success stories

News & Media

services



Services

- [Going international](#)
- [Technology transfer](#)
- [Access to finance](#)
- [Research funding](#)
- [EU law and standards](#)
- [Intellectual property](#)
- [Speak up on EU law](#)



Going international

When you expand your business to another country, you need competent and trustworthy partners. The Enterprise Europe Network helps you find them. Our business database contains thousands of company profiles and you can meet potential business partners in person at our matchmaking events.

With hundreds of new company profiles added every week, our business cooperation database is one of the world's largest. When you get in touch with the Network, we enter your cooperation offer or request into the database. You will then receive updates on companies interested in the same kind of cross-border business as you.

Meet potential business partners

We also organise matchmaking events across Europe where you can meet potential business partners in person. We schedule meetings for you and help you prepare for them. Matchmaking events often take place at international fairs, which helps keep travel and accommodation costs down.

Success stories

1. **Business across borders**

[Italy](#) [United Kingdom](#)
[Going international](#) | [Materials](#)

7 April 2014

An Italian company specialised in energy-efficient buildings was keen to open a branch in London but had no idea how to go about it. The Enterprise Europe Network stepped in and made a complicated process simple.



MÁS Redes para la BÚSQUEDA DE SOCIOS



- **NMP Partner Search Facility** www.nmpteam.com
- **Health NCP Network** <http://www.healthncpnet.eu/>
- **Security NCP Network** <http://www.seren-project.eu/>
- **SSH NCP Network (NET4SOCIETY)** <http://www.net4society.eu/>
- **Transport NCP Network** <http://www.transport-ncps.net/>
- **ICT NCP Network (Ideal-IST)** <http://www.ideal-ist.eu/>
- **SPACE NCP Network (COSMOS)** <http://www.fp7-space.eu/>
- **ENVIRONMENT NCP Network** <http://www.env-ncp-together.eu/>
- **KBBE NCP Network (Bionet)** <http://www.ncp-bio.net/>
- **Energy NCP Network** <http://www.c-energyplus.eu>



ALCUE NET
Latin America, Caribbean and European Union Network on Science and Innovation

PASOS PARA LA ELABORACIÓN DE LA PROPUESTA



Registro de la Organización

European Commission Participant Portal

European Commission > Research & Innovation > Participant Portal > Funding

HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT Search PP LOGIN REGISTER

- H2020 Online Manual
- Reference Documents (H2020 & FP7)
- Beneficiary Register**
- Financial Viability Self-Check
- SME Participation



How to participate

H2020 ONLINE MANUAL

The first steps to prepare your proposal and apply for EU research funding. Learn how to find a suitable Call for proposals or project partners and how to submit your proposal.

The following guidance services facilitate your participation:

- **H2020 Online Manual:** step-by-step online guide through the Portal processes from proposal preparation and submission to reporting on your on-going project
- **Reference documents:** library of legal documents, guidance notes, and additional reference material for H2020 and FP7
- search for already registered organisations and their **PICs**
- **Financial viability self-check tool** allows you simulating the financial viability check of your organisation
- **SME participation:** dedicated H2020 guidance page for SME

FIND a call

1

FIND partners

2

CREATE your account

3

REGISTER your organisation

4

SUBMIT a proposal

5

Step 1 - Find a suitable Call for Proposals

H2020 ONLINE MANUAL

The Commission publishes on the Participant Portal all the Calls of its research and innovation programmes **H2020**, and you can search calls from previous programmes (**FP7** and **CIP**). In addition you can find information about some additional calls in the **Other Funding Opportunities** section. If you apply for the first time and do not know yet the programmes, it is useful to read the H2020 Online Manual. It helps you choose the most suitable programme for your area and profile. Besides, you can [search according to your research topic](#) with key words and set filters in the calls list.





Registro de Organización - PIC (9 dígitos)

European Commission > Research & Innovation > Participant Portal > Organisation Search

HOME

FUNDING OPPORTUNITIES

HOW TO PARTICIPATE

EXPERTS

SUPPORT ▾

Search PP



LOGIN



REGISTER

H2020 Online Manual

Reference Documents (H2020 & FP7)

Beneficiary Register

Financial Viability Self-Check

SME Participation

Beneficiary Register

H2020 ONLINE MANUAL

If you want to participate in a project proposal, your organisation needs to be registered and have a **9-digit Participant Identification Code (PIC)**. Please quote your PIC in all correspondence with the Commission

The **register contains all beneficiaries** participating in the EU research and innovation or education, audiovisual and cultural programmes.

Is your organisation already registered? PIC search

Please check whether your organisation has already been registered. If so, no need to register it again.

SEARCH

Register your organisation

To register, you need to **login** in the Portal or, if you are a new user, [create your account](#).

Check what information you need to register in the [H2020 Online Manual](#) - **and keep it to hand** during the registration procedure. To start registration, click on the button below.

If your organisation is a Small or Medium-sized Enterprise (SME) you must enter a few key data on your organisation in a questionnaire that will become accessible during your registration when you selected "Research and Innovation Programme" from the drop down list.

REGISTER ORGANISATION

You can quit the registration process at any time; the data entered can be saved as a draft and you may **continue your registration** later. To do that, go to [My Organisations](#) of the My Area section. Incomplete, draft registrations are automatically deleted after one year.

REGISTRO ECAS . Participant Portal



EUROPEAN COMMISSION AUTHENTICATION SERVICE (ECAS)

External

EUROPA > Authentication Service > Login

[Login](#) [New password](#) [Sign Up](#) [Help](#)



(authenticates your identity on European Commission websites)

Participants Portal
requires you to authenticate

Login [Not registered yet](#)

Is the selected domain correct?
External [Change it](#)

Username or e-mail address *

Password *

[More options...](#)

[Login!](#) [Lost your password?](#)

* Required fields

Elaboración de la Propuesta



Temas transversales :

- ✓ Género
- ✓ Ambiente
- ✓ Participación
- ✓ Transparencia

Actores:

- ✓ Participación de la sociedad civil
- ✓ Participación de las empresas

Consideraciones

- LEER TODOS LOS DOCUMENTOS (convocatoria + tópicos)
- Seguir la Guía del Participante
- Considerar los Criterios de evaluación
- Ponerse en el lugar del otro
- Respetar las indicaciones formales y conceptuales



Elaboración de la Propuesta

■ Parte A- Administración

- Nombre de los participantes
- Tipo de organización
- Número de registro
- Los datos de contacto
- Otros datos de administración
- Presupuesto

■ Parte B - Plan de Trabajo

- Excelencia
- Impacto
- Implementación
(Límite general de la página)
- **perfil de los participantes**
- **Ética y Seguridad**



ALCUE NET
Latin America, Caribbean and European Union Network on Science and Innovation



ELABORACIÓN DEL PRESUPUESTO



Costes elegibles y no elegibles

ELEGIBLES

- Costes de personal
- Materiales
- Viajes
- VAT no reembolsable (nuevo)
- Subcontrataciones
- Publicaciones en Acceso abierto
- Otros costes directos necesarios
- Costes indirectos

NO ELEGIBLES

- Costes no relacionados con el proyecto
- VAT reembolsable
- Intereses adeudados
- Pérdidas por cambio de moneda
- ...

3 - Budget for the proposal

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub-contracting /€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of in kind contributions not used on the beneficiary's premises/€	(F) Indirect Costs/€ (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs	(H) Total estimated eligible costs/€ (= A+B+C+D+F+G)	(I) Reimbursement rate	(J) Max. grant / € (=H*I)	(K) Requested grant / €
		0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



ALCUE NET
Latin America, Caribbean and European Union Network on Science and Innovation

EVALUACIÓN DE LA PROPUESTA



EVALUACION

1. Excelencia

1.1 Objetivos

1.2 Relación con el Programa de Trabajo

1.3. Concepto y el enfoque, la calidad de las medidas de apoyo y coordinación

2. Impacto

2.2 impactos esperados

2.2 Medidas para maximizar el impacto

3. Implementación

3.1 Consorcio

3.2 Mecanismos de gestión y monitoreo



Tipo de convocatorias y propuestas

- ✓ Convocatorias basadas en retos, por lo tanto más abiertas a soluciones innovadoras
- ✓ Mayor énfasis en el impacto
- ✓ Mayor énfasis en innovación (especialmente en IA, pero aún así, hay que tenerlo en cuenta siempre)

Criterio de elegibilidad

- ✓ Que llegue a tiempo
- ✓ Número mínimo de socios (independencia y país)
- ✓ Que contenga todas las partes
- ✓ Que corresponda a la temática. Normalmente lo decide la CE
- ✓ Ciertos criterios específicos



Registro como Experto Evaluador

- Evaluaciones a título personal
- Independientes, imparciales, objetivos
- Declaración de confidencialidad y documento que acredite ausencia de conflicto de interés
- Nivel alto de experiencia y competencias comprobable

Registro

ALCUE NET
Latin America, Caribbean and European Union Network on Research and Innovation

European
Commission

Participant Portal

European Commission > Research & Innovation > Participant Portal > Experts

HOME

FUNDING OPPORTUNITIES

HOW TO PARTICIPATE

EXPERTS

SUPPORT

Search PP



LOGIN



REGISTER

News

H2020 call for expression for interest for experts (11/2013)
New calls for expression of interest for individual experts and for organisations to [suggest experts](#) were just published in OJ C342 of 22 November 2013. European Commission will soon need experts to evaluate first Horizon 2020 proposals. Don't forget to tick the H2020 box in the registration platform and update your expertise.

Quick Links

- [FAQ for Experts](#)
- [Expert recommendations](#)

Logistics for Brussels

- [Map of evaluation area](#)
- [Info on hotels](#)
- [Metro map](#)



Experts

H2020 ONLINE MANUAL

Join the database of independent experts for European research and innovation.

The European Commission appoints independent experts to assist with research and innovation assignments including the evaluation of proposals, monitoring of projects, and evaluation of programmes, and design of policy.

New experts

Who can be an expert?

You have a chance of being selected as an expert if you:

- have high-level of expertise in the relevant fields of research and innovation ([see call](#) for details on types of expertise).
- can be available for occasional, short-term assignments

REGISTER AS EXPERT



What do expert assignments involve?

Experts, as peer reviewers, assist in the:

- **evaluation** of proposals
- **monitoring** of actions

In addition, experts assist in the :

- **preparation, implementation or evaluation of programmes and design of policies.** This includes the Horizon 2020 Advisory Groups.

Assignments mainly concern research and innovation, falling within the Horizon 2020 programme designed to address the challenges Europe is facing through funding excellent science, technology and innovation.

Take a look at the most recently funded projects.



H2020

- Oportunidad
- Objetivos y metas claras
- Constancia
- Utilizar todos los mecanismos disponibles
- Redes de largo aliento

MUCHAS GRACIAS POR SU ATENCIÓN!

Claudia Romano

romano@mec.gub.uy

Anneken Reise

anneken.reise@dlr.de