



The cover features a central circular graphic with a blue-to-green gradient. The text 'Annual Report 2022' is prominently displayed in the center. Surrounding the circle are seven thematic areas: 'CENTRES OF EXPERTISE AND SERVICES' (top-left), 'EUROPEAN AND INTERNATIONAL COOPERATION' (top), 'SOCIETY, INNOVATION AND TECHNOLOGY' (right), 'HEALTH' (bottom-right), 'EDUCATION, GENDER' (bottom), 'ENVIRONMENT AND SUSTAINABILITY' (bottom-left), and 'CENTRES OF EXPERTISE AND SERVICES' (top-left, repeated). The text is white and curved to follow the circle's edge. Two blue L-shaped corner brackets are positioned at the top-left and bottom-right corners of the central graphic area.

# Annual Report 2022

CENTRES OF EXPERTISE AND SERVICES

EUROPEAN AND INTERNATIONAL COOPERATION

SOCIETY, INNOVATION AND TECHNOLOGY

HEALTH

EDUCATION, GENDER

ENVIRONMENT AND SUSTAINABILITY

# Your strategic partner: DLR Projektträger

Our wide range of services advances Germany, Europe and the world. With broad scientific expertise and strategic foresight, we pave the way for research, education and innovation.

With a rich variety of activities, DLR Projektträger supports stakeholders from politics, administration, science, industry and society in developing solutions for current and future challenges. Our strength lies in the combination of interdisciplinary scientific expertise with methodological competence and international networking in the research, education and innovation system. Our broad thematic scope gives us a distinctive profile in Germany's project management landscape.

## The divisions of DLR Projektträger



Centres of  
Expertise and  
Services



European and  
International  
Cooperation



Health



Society,  
Innovation,  
Technology



Education,  
Gender



Environment and  
Sustainability

Our experts work together in interdisciplinary and agile project teams, which we assemble according to the requirements of the assignment. With this breadth of expertise and our knowledge of the entire innovation value chain, we are a strategic partner to our clients.

Preparing Germany and Europe for the future – that is our shared mission. This is why "Strategic Foresight" is also one of the instruments of DLR Projektträger. With strategic foresight, our experts outline possible future scenarios and look for measures with which these "futures" can be researched, anticipated and influenced.

Where DLR Projektträger  
observes developments,  
thinks ahead and lays the  
foundations for political  
decisions.

## Strategy consulting examples

1. Advised by DLR Projektträger, the Federal Ministry of Education and Research (BMBF) recognised early on that economic issues were becoming increasingly important in the climate and energy policy debate. Therefore, the BMBF's funding priority **Economics of Climate Change** deals with highly topical issues concerning climate policy instruments such as carbon pricing, research on climate damage and adaptation costs and international climate policy. For climate economics, we have built up a "scientific community" in Germany that can respond directly to climate and energy policy issues.
2. In 2019, the Federal Ministry of Economics and Technology was faced with the challenge of finding and promoting powerful AI consortia within a few months. The notion of an **AI Innovation Competition**, which was as new as it was successful and which was then created by DLR Projektträger, was later also used in the "Secure Digital Identities Showcase". Furthermore, we advised the BMBF on its AI strategy.
3. The **EU Office** of the BMBF provides political advice on the design of the "European Research Area" (National ERA Strategy), on the implementation of the "EU Missions" and on the identification of national contributions (roadmap processes). With SynBLAG, it manages a strategic exchange format between the Federal Government and the Länder in order to create synergies between the Research Framework Programme and the Structural Funds.
4. DLR Projektträger played a major role in developing the **Digital Technologies** funding framework of the Federal Ministry for Economic Affairs and Climate Action (BMWK). The new flexibility in funding provided by the document is considered a significant step forward in the strategic development of funding programmes.
5. On behalf of the BMWK, DLR Projektträger is involved in the federal government's **Games Strategy**. In this context, it worked closely with the stakeholders and made important contributions to the conception of the programme for "Federal Computer Games Funding". Since then, DLR Projektträger has been supporting the programme.
6. For a long time, the BMBF has made use of the strategic advice of DLR Projektträger on **multilateral processes** (EU, UNESCO, UN, G7/G20, OECD). In 2022, this included the conception and implementation of the G7 Presidency with a focus on academic freedom, research to combat climate change and post-COVID-19.
7. As advisors to the European Commission, we develop "POLICY ANSWERS" on the **Western Balkans**. The study "Strategic Foresight in the Western Balkans" is just as much a part of our service package as the monitoring and analysis, the development of new support programmes and the co-organisation of meetings between the EU Commission and the Western Balkan states.
8. Combatting **infectious diseases** requires coordinated efforts worldwide. 33 research funding organisations from 25 countries have joined forces to form the "Global Research Collaboration for Infectious Disease Preparedness (GloPID-R)". The BMBF is an active member and is represented in various committees by the DLR Projektträger Health Division.
9. DLR Projektträger also advises the BMBF on **global health**. We evaluate complex, internationally coordinated documents with regard to research policy implications and technical priorities. When chairing working groups of international initiatives, we ensure that they are designed in the interests of the funders.



# Our services for your goals

With a broad portfolio of services, we get your projects on the road. Our support ranges from strategy consulting and funding management to dialogue and knowledge transfer.

## Transfer and utilisation

In order to accelerate the broad application of new knowledge, our staff think and advise with an eye on transfer and economic utilisation. The rapid implementation of new knowledge and research findings is one of our core concerns. We also keep an eye on this in our funding management. We provide our clients with recommendations on how funding measures can specifically support transfer processes.



## Analysis and evaluation

Technological insights are important. But they are not enough to advance economy and society. The consequences of new applications must also be taken into account. Areas in which DLR Projektträger uses its wide thematic range include assessing developments at regional or global level, in specific sectors or in markets. On this basis, our clients receive well-founded assessments to enable them to face the challenges competently and confidently.

## Strategy consulting

We identify the issues of the future and support actors from politics, science, business and society with our clear recommendations. To this end, we draw on our own in-depth analyses and evaluations, advanced methodologies and many years of practical experience. Our clients commission us to develop tailor-made strategies and action plans for key objectives and a wide range of target groups.

## Funding management

Research, education and innovation – that's what DLR Projektträger is all about. Our clients provide funding on the basis of strategic decisions. We develop concepts tailored to your goals and efficiently implement corresponding funding programmes. Whether small, short-term projects or multi-year programmes with complex structures – we adapt our funding management to individual needs. We always focus on the efficient use of funding in compliance with the relevant regulations.

## Communication and dialogue

Progress in research, education and innovation improves our lives. Communicating this fact in an understandable and technically correct way and entering into dialogue with society about it is part of our service. But how does new knowledge reach the different groups? And which formats are suitable for this? Questions like these are answered by our highly specialised communication teams for science and technical communication as well as public relations who implement the concepts in a target-oriented manner.



# Customised service – our Centres of Expertise

Three Centres of Expertise complement the content-related expertise of DLR Projektträger.

## Centre of Expertise for Analyses, Studies and Evaluation:

We show what works

Do funding measures work as they were intended? Does a measure fulfil its purpose? Our clients from politics, business and society increasingly want to check how their actions are to be assessed in terms of effectiveness and efficiency. This is where the Centre of Expertise for Analyses, Studies and Evaluation comes in. We offer high-level methodological skills for analyses, studies and evaluations. We provide support through strategy and organisational consulting, evaluate funding programmes and write methodologically sound studies. Our portfolio ranges from different analytical methods through the development of evaluation concepts and impact models to customised data analyses. We not only look at programmes and projects in retrospect, but also advise in advance on which criteria and methods are useful, for example, to make the achievement of a funding programme's goals measurable. An important strategic outlook for the future!

### Contact

[Julia.Galeczka@dlr.de](mailto:Julia.Galeczka@dlr.de)

## Centre of Expertise for Science Communication:

We strengthen dialogue and citizen science

How can complex scientific content be made understandable for different target groups? What formats are used to get people interested in science and encourage them to discuss and participate? And how can science learn from the public? The Centre of Expertise for Science Communication provides the answers. As experts in science communication and participation, we support the BMBF, for example, in strengthening the dialogue between science and society. We manage nationwide communication campaigns, supervise funding projects and advise BMBF departments and other project organisers. We play at the interfaces between politics, science and society, keep the threads in our clients' hands and continuously further develop our services.

### Contact

[Franka.Ostertag@dlr.de](mailto:Franka.Ostertag@dlr.de)

## Centre of Expertise for Public Relations:

We make content visible

Which communication channels do I choose for my message? How do I reach the target groups that are important to me? Which design suits my project? Efficient public relations makes content visible and ensures a high recognition value. The Centre of Expertise for Public Relations accompanies our clients in the target group-oriented planning and cross-media implementation of public relations measures. Design, online, text and events are the four focal points of our work, which always concentrates on the message and the recipient.

### Contact

[Kathrin.Stratmann@dlr.de](mailto:Kathrin.Stratmann@dlr.de)

## Our effective funding management

### Tailor-made programmes from a single source

The paths to successful and efficient funding are just as diversified as the topics of the funding programmes, the funding agencies and the funding recipients. After all, funding should reach where it is needed as quickly and straightforwardly as possible and achieve the most effective result. At the same time, legal and financial conditions set an important framework for practical implementation. With our many years of broad experience in administrative and technical issues of project funding, we manage to flexibly develop and constantly optimise the individually appropriate funding procedure.

Our funding management offers a wide range of solutions for every need, from standardised small-scale funding with a high number of units to individual financing of large-scale projects with close technical and administrative support.

We also use our expertise in advising stakeholders, implementing funding and evaluating programmes to further hone our own skills, which ensures that our clients always benefit from a suitable solution and the funding recipients from target group-oriented, low-threshold funding offers.

### Digital funding processes: an efficient way into the future

For years, digitisation has been a key instrument in our core business. The focus is on two central points: the digitalisation of communication with interested parties and applicants in order to facilitate and shorten access to funding and the digitalisation of funding processes for the purpose of efficient, modern procedures that we use as a project management organisation.

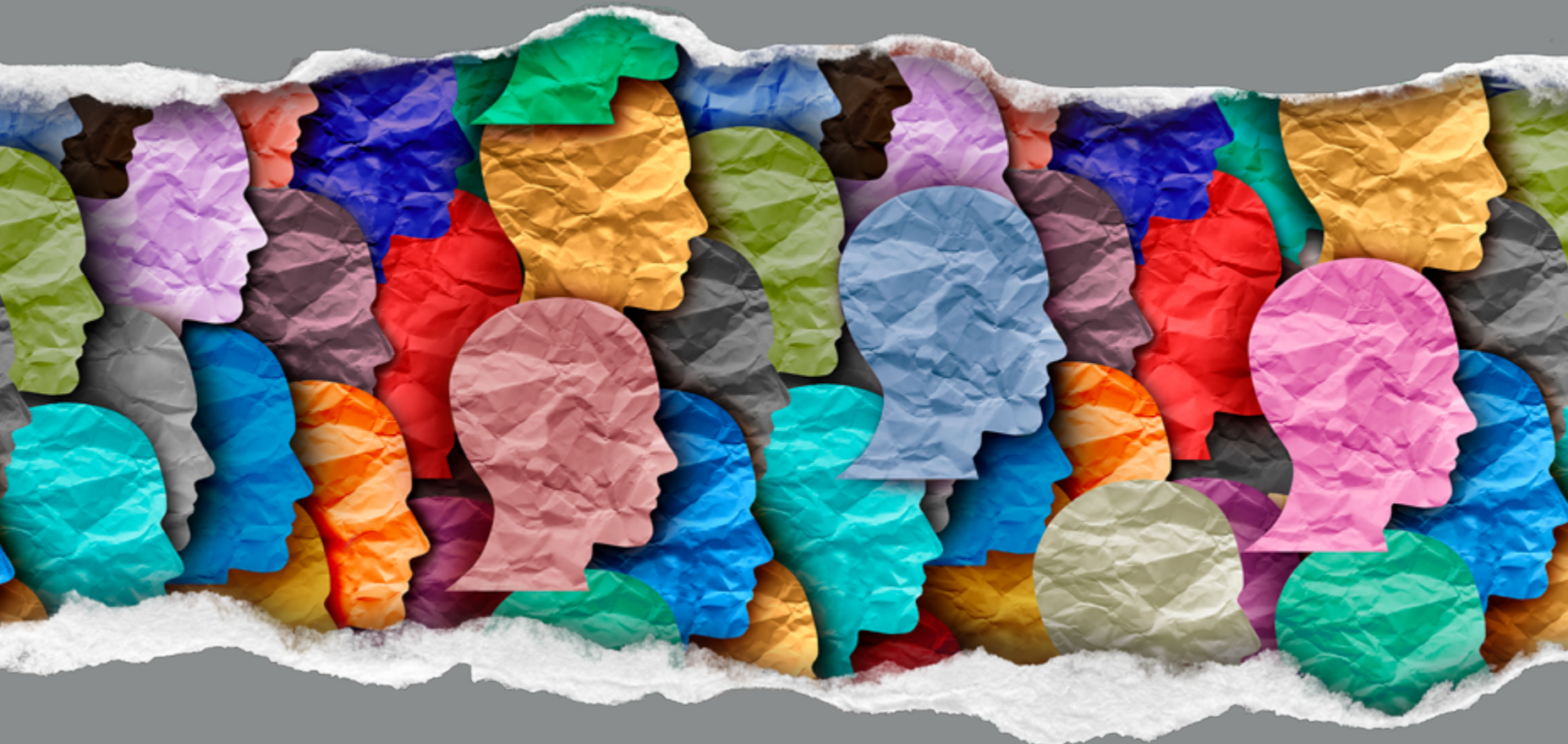
Professional, administrative and legal expertise, many years of experience and an established, flexible way of working, combined with the positive effects of advancing digitalisation. We not only pave the way for successful and efficient funding, but also work together with funding providers and recipients in research, education and innovation – nationally, in the EU and globally.

### Kontakt

[Sandra.Metz@dlr.de](mailto:Sandra.Metz@dlr.de)



# Working together



Networked thinking and action is easy for us since no other project management organisation is as broadly based as we are.

From questions of education and fair participation to the future of healthcare and the development or application of key technologies to social and ecological transformation, the preservation of biodiversity, dealing with climate change and its consequences, and societal innovation capacity – only DLR Projektträger works on such a broad range of topics. And it does so in a regional as well as in a national and international context.

Our strength is the combination of interdisciplinary scientific expertise, a high level of skills along the value chain and international networking in the research, education and innovation system.

#### Bundling skills, recognising connections

We use the highly diversified expertise of our approximately 1,600 employees to investigate interdisciplinary and transdisciplinary contexts. We identify interdependencies and, if necessary, bring together the skills of different disciplines in

agile project groups in order to address concrete social challenges and to shape the future through economic and social innovations.

Together, our specialist departments and Centres of Expertise and Services seek answers to the questions of the day. The result is balanced recommendations that facilitate future-oriented action for our clients. We develop solution-oriented strategies and concepts for them in order to plan and implement measures that fit precisely – from knowledge generation and transfer to market-oriented, social and sustainable utilisation.

#### Across political and professional boundaries

The transdisciplinary dialogue of actors in the science and education system with society, business and politics is also one of our specialities. The communication and dialogue processes we organise involve different interest groups and strengthen the exchange across political and professional boundaries. Because transfer of knowledge can only succeed if everyone is involved in the public discourse and the design process – politics and social groups as well as researchers and teachers from all directions.

## Interdisciplinary, transdisciplinary, holistic

Our teams can easily cross professional boundaries. Four examples show how DLR Projektträger approaches its current assignments when holistic solutions are sought.

The energy transition and the transport transition are two current topics that are closely linked. DLR Projektträger has experienced staff from various disciplines such as physics, chemistry, vehicle engineering, transport control and planning who can advise the Federal Government on a cross-departmental basis if required. In **mobility and energy issues**, our interdisciplinary teams provide their expertise to the Federal Ministry for Digital and Transport (BMDV) and the BMWK and are in charge of three key funding measures that form building blocks for new transport systems.

**"Ethical, Legal and Social Aspects of Modern Life Sciences"** (ELSA) research is funded by the BMBF. It supports projects that require comprehensive knowledge in different disciplines. Experts from the social sciences, law and life sciences work together in an interdisciplinary manner at DLR Projektträger to provide competent advice to the BMBF.

There is a consensus in science that the goal of climate neutrality cannot be achieved without the active **removal of CO<sub>2</sub>** ("Carbon Dioxide Removal" – CDR) from the atmosphere. Based on this debate, DLR Projektträger developed the funding programme "Methods for the removal of atmospheric CO<sub>2</sub>" for the BMBF. Ten interdisciplinary research networks with more than 100 participating scientists are currently investigating possible CDR methods. Various stakeholder groups are also involved in the process, which is managed by DLR Projektträger.

Germany has lost its long-standing leading position in scientific and technical **peace and conflict research**. Against this background, DLR Projektträger – on the initiative of the German Bundestag and on behalf of the BMBF – is establishing groups of young peace researchers in the natural sciences and technology. Their aim is to maintain competence in conventional and nuclear arms control and to help prevent the spread of biological and chemical warfare agents. The interdisciplinary character of the DLR Projektträger's Society, Innovation and Technology Division comes into play in this funding measure. For beyond biology, chemistry, physics, information technology and social sciences, a broad spectrum of disciplines is necessary for implementation.

# The global view

DLR Projektträger always keeps an eye on international trends and partners when it comes to the contracts it takes on. For we know that global challenges like climate change can only be mastered globally.

For Germany as an industrial nation, it is important to be integrated into international knowledge flows and value chains. That is why we tap the potential of international cooperation in research, education and innovation for our clients.

In an increasingly complex world, resilience - the ability to adapt to change - is a competitive advantage. If, for example, failures occur in the globally networked production and supply chains, this has a direct impact on an industrial nation like Germany. As project executing agency, we therefore see it as our duty not only to plan strategically and for the long term, but also to react quickly and flexibly to short-term developments - in coordination with our clients.

By dovetailing regional, national, European and international activities, our employees from 23 nations help connect the key players to find common answers to questions about the future.

## On a science diplomacy mission

On behalf of various ministries, we operate six international information and coordination points as well as a number of national contact points as project management agencies. These support companies or research institutions that wish to benefit from European funding programmes. In this way, we contribute to stable

partnerships and sustainable, resilient structures in education, science and research.

Two years ago, the European Commission adopted "Europe's Global Approach to Cooperation in Research and Innovation". Science diplomacy, which describes the interaction between international politics and science, plays a central role in this strategy. Member states, the Commission and stakeholders are currently developing a "European Agenda for Science Diplomacy". Together with Switzerland's mission to the EU, in 2022, DLR Projektträger assumed a "facilitator" role in this process, supporting exchange between science, politics, diplomacy and stakeholders and shaping the dialogue on science diplomacy at European level. DLR Projektträger plays an active role in the "EU Science Diplomacy Alliance"; in 2021, it held the chair.

## European values and security issues

"Twinning", an instrument of the EU to support political, scientific or even economic reform processes in partner countries, is of increasing importance in international cooperation. Twinning projects support the development of public structures that correspond to European values and standards.

However, international research cooperation also exists with countries that follow other values and legal systems. Our task here is to keep channels of communication open while observing the "dual-use" problem, to prevent unwanted technology leakage during cross-border knowledge and technology transfer, and to protect intellectual property. To ensure this, we work closely with the Federal Ministries and subordinate agencies.

## Coordination and information centres

On behalf of various Federal Ministries, DLR Projektträger currently operates six international coordination and information centres.



### German IPCC Coordination Unit

The German IPCC Coordination Unit is the point of contact for science, government, authorities, the public and the media on questions relating to the Intergovernmental Panel on Climate Change (IPCC). It advises the Federal Foreign Office and the BMBF and promotes the transfer of knowledge between climate research and climate policy.

[www.de-ipcc.de](http://www.de-ipcc.de)



### Eureka Office

Eureka is a network of 43 states and the European Commission as well as three associated countries that promote cross-border, market-oriented research and innovation. The German Eureka office, located at DLR Projektträger, advises and supports the BMBF on strategic issues and in the implementation of funding measures such as "Eurostars".

[www.eureka.dlr.de](http://www.eureka.dlr.de)



### German Coordination Office for COST

COST (European Cooperation in Science and Technology) is an intergovernmental initiative for European cooperation in the field of scientific and technological research. The German COST Coordination Office, located at DLR Projektträger, supports the BMBF, advises interested parties and applicants and supports participants in COST projects in Germany.

[www.cost.dlr.de](http://www.cost.dlr.de)



### German IPBES Coordination Unit

The German IPBES Coordination Unit works on behalf of the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) and BMBF at the interface between politics and science. It promotes the integration of technical expertise into the work processes of the World Biodiversity Council IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services) as well as into German research, politics and the general public.

[www.de-ipbes.de](http://www.de-ipbes.de)



### International Bureau

On behalf of the BMBF, the International Bureau, based at DLR Projektträger, provides advice and information on cooperation potential worldwide. It also implements measures for the international networking of German universities, research institutions and companies.

[www.internationales-buero.de](http://www.internationales-buero.de)



### EU Bureau of the BMBF

The BMBF's EU Bureau supports the Ministry on topics such as the EU Framework Programmes for Research and Innovation (currently "Horizon Europe"), EU research and innovation policy, the European Research Area and European educational cooperation. The office, which is based at DLR Projektträger, also offers German institutions extensive advisory and support services, including as a central contact point for Horizon Europe. It also serves as the office of the network of National Contact Points in Germany.

[www.eubuero.de](http://www.eubuero.de)

Focus on  
the future



# On the road worldwide

A selection of international DLR Projektträger assignments, projects and partnerships

## Canada

On behalf of the BMBF, we are supporting the Forschungszentrum Jülich and the Karlsruhe Institute of Technology in establishing a German-Canadian virtual centre. The aim is to use artificial intelligence and machine learning to advance the development, integration and application of new materials in sustainable energy technologies.

## USA

The "Bilateral Collaboration in Computational Neuroscience" initiative, which is supervised by DLR Projektträger and funded by the BMBF and US funding organisations, networks researchers from Germany and the USA. International cooperation on research into information processing in the nervous system opens up new opportunities for research, application and inventions.

## Europe

The European Union wants to better prepare for pandemics with a research partnership. DLR Projektträger will help shape the agenda in the preparatory "Coordination and Support Action BE READY" and develop a communication strategy for the partnership.

## Czech Republic and Slovakia

DLR-PT regularly carries out evaluations for political foundations. In 2022, we evaluated the activities of the Hanns Seidel Foundation's regional project "Central Europe" in Prague and Bratislava. The aim was to take stock and formulate recommendations for action in order to be able to provide the Bavarian foundation with tailored advice.

## Finland, Canada and Sweden

The BMBF's multilateral Eureka project "NOVIRAL-RISK" is researching the behaviour of aerosols in buildings. Newly developed measurement methods help to better assess the virus concentration in rooms and to reliably evaluate the performance of ventilation systems. Together with the partner countries and the BMBF, we developed the multilateral funding call and designed the national funding call, evaluated project proposals and implemented the funding.

## Mexiko

The BMBF is funding the establishment of a "Mexican-German Higher Education Cooperation" between the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Mexico's largest private technical university, and 35 German universities of applied sciences. We promote the establishment of joint double degree programmes and thus support the recruitment of skilled workers as well as the internationalisation of the participating universities.

## Latin America and the Caribbean

As part of an EU-funded project, DLR Projektträger is coordinating the internationalisation of pilot research infrastructures in Europe and Latin America – in the fields of health, cultural preservation, biodiversity and high-performance computing – on behalf of the BMBF. DLR Projektträger promotes the qualification of specialist staff and mutual access to modern instruments.

## Brazil

As part of the BMBF funding measure "Research Structures in Latin America", we are implementing a project on climate research in Brazilian metropolises. In the "KLIMAPOLIS" project, German and Brazilian research partners are working together with the population to develop methods for monitoring and improving air quality and CO<sub>2</sub> emissions in cities.

## North Africa, Nigeria and Central Asia

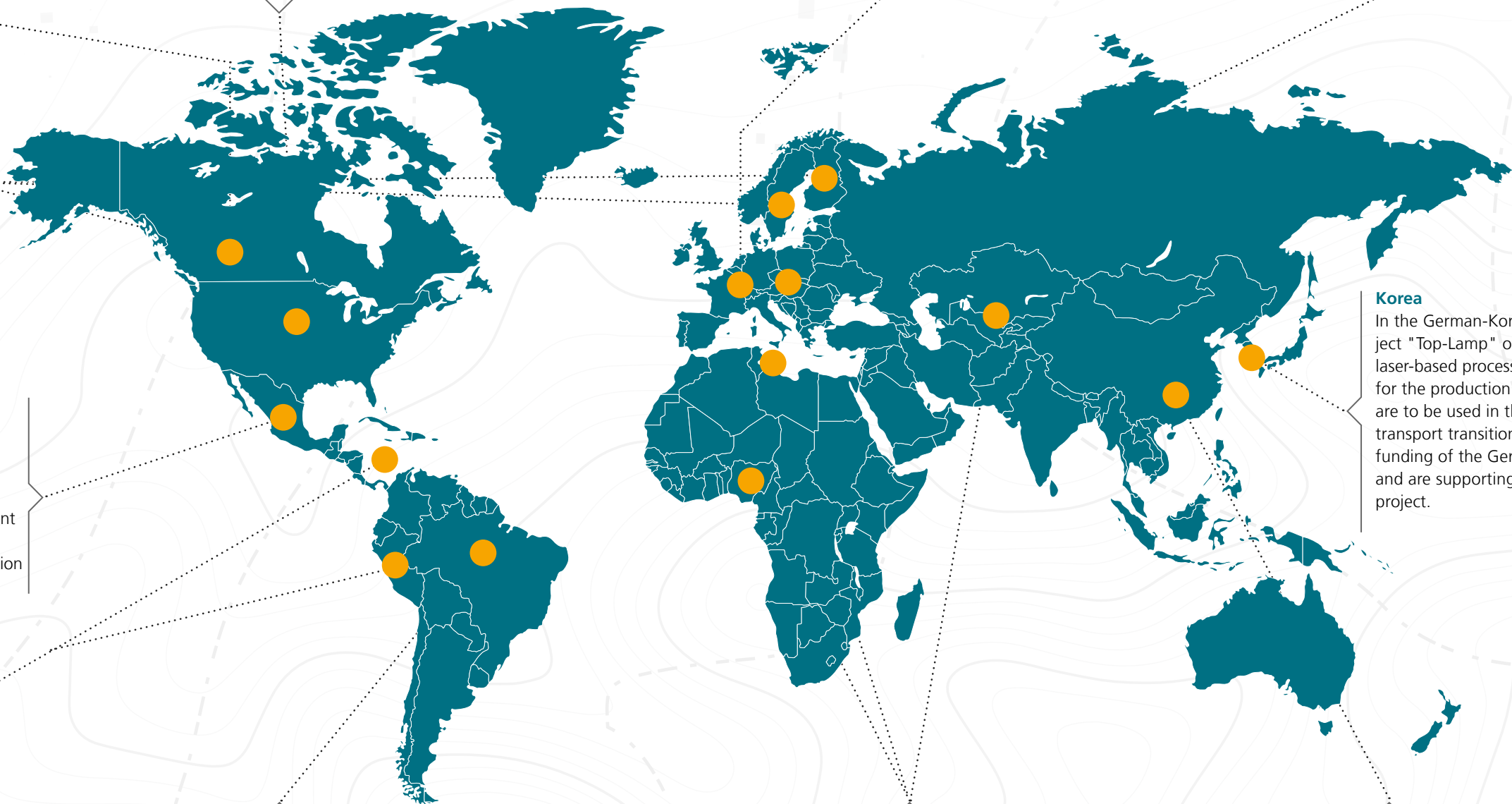
On behalf of the Office of Technology Assessment at the German Bundestag, DLR Projektträger is organising three stakeholder dialogues in the consortium in countries and regions that are potential suppliers of green hydrogen: North Africa, Nigeria and Central Asia. The aim is to discuss the social, political and environmental impact of hydrogen partnerships on the situations in the countries.

## China

Current political developments and changes in the legal framework lead to challenges in science cooperation with the People's Republic of China. As part of the BMBF's China orientation, we organise comprehensive information events and confidential exchanges for the German science and higher education landscape – for confident and responsible action.

## Korea

In the German-Korean Eurostars project "Top-Lamp" of the BMBF, a new, laser-based process is being developed for the production of fuel cells that are to be used in the context of the transport transition. We initiated the funding of the German participants and are supporting them during the project.

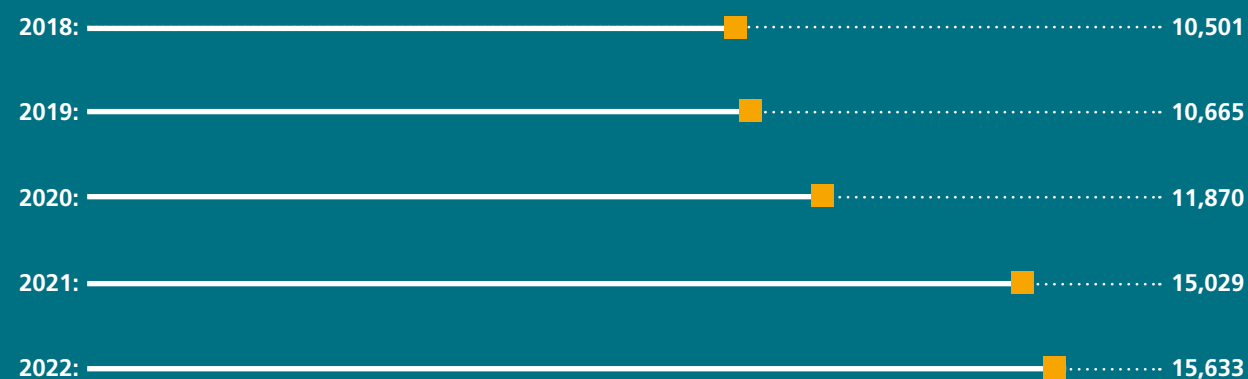


# Facts and figures 2022

## Funding and projects

In 2022, DLR Projektträger was responsible for a **funding volume of 1.98 billion euros**. A total of **15,633 ongoing projects** benefited from the funding – 4.2 percent more than in the previous year. Since 2018, the number of funding projects managed by DLR Projektträger has grown by almost 50 per cent (see chart).

## Supported funding projects



## Services

### 4,108 analyses

Input for position papers, evaluation of documents, expert opinions and statements for clients 2022

### 103 networks

National and international networks in which we continuously participate for our clients

### 362 lectures

Presentations at specialist conferences, congresses, events

### 15 video clips

Produced or designed by DLR Projektträger in 2022 as part of our orders

### 266 fact sheets

Technical reports and data sheets for clients

### 469 bodies

Professional and political bodies in which our staff represented and/or accompanied clients in 2022

### 269 newsletters

Individual issues of email newsletters in 2022

### 217 social media channels

Supervised by DLR Projektträger in terms of content and/or organisation within the framework of our commissions

### 2,625 counselling appointments

Appointments with clients, grant recipients 2022

### 971 events

In 2022, we organised specialist conferences, information events, seminars, workshops, information days and brokerage events, 803 of which were online or hybrid.

### 97 brochures and flyers

Printed works produced for clients in 2022

## Our clients (selection)



1,603 employees from  
23 nations

(31.12.2022)



2<sup>nd</sup> place

for DLR in the "Consulting, Research and Technology" category of the "Germany's Best Employers 2023" ranking

(„stern"/Statista)



# Future in view: our employees

Attractive tasks and professional working conditions make DLR Projektträger one of the most interesting employers in Germany.

A unique variety of topics, a pronounced internationality and the opportunity to contribute to solving global challenges – there is no shortage of substantive **arguments for working** at DLR Projektträger. And our services benefit from this. Our strength in thinking and working on topics in an interdisciplinary and transdisciplinary way is based on the diversity of our 1,600 employees.

We attach great importance to offering our colleagues an **attractive working environment** with flexible working conditions – and security for solid life planning. For we believe that creativity, personal responsibility, team spirit and excellent quality can only flourish where freedom exists.

Since 2018, DLR, with which DLR Projektträger forms a single entity under staff law, has held the **audit beruf und familie** certificate for family-conscious staff policy. **Germany's best employers**, a survey by "stern" and Statista among employees of 650 well-known companies, has ranked DLR in the top 10 for years. In January 2023, we were in second place in the category "Consulting, Research and Technology".

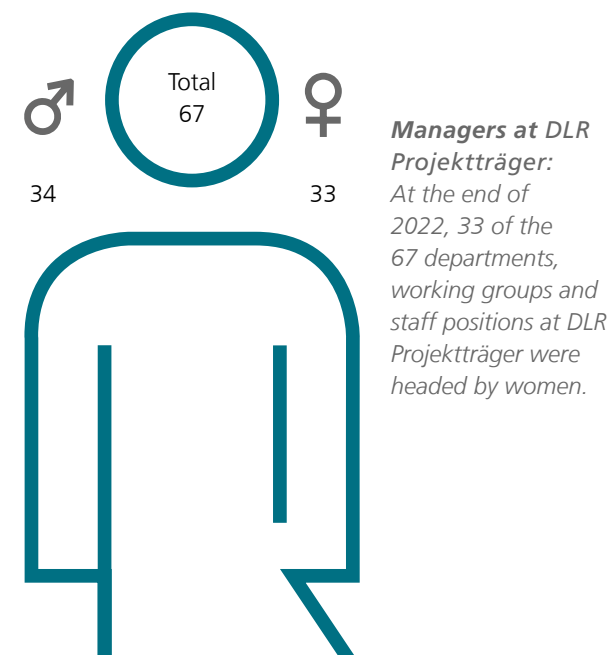
The job portal "Glassdoor" lists DLR among the **10 best employers in Germany in 2023**. Points such as diversity and inclusion, compensation and benefits, culture and values, and work-life balance were included in the evaluation by employees. **Arbeitgeber-Ranking.de** lists us among the "Top 10 Most Attractive Employers" for graduates in computer science, natural sciences and engineering.

To maintain this high level of job satisfaction, we have developed a **hybrid work concept** with our employee representatives that combines office presence with flexible off-site work. For gender **equality**, a framework equality

plan came into force in 2022. At the end of 2022, 1,035 of the **1,603 employees** were female.

In addition to a wide range of academic and non-academic jobs and apprenticeships, DLR Projektträger also offers its own dual study programme: **Research and Innovation Management** at the Rhine-Ahr Campus of Koblenz University of Applied Sciences. The course is combined with intensive practical phases at DLR Projektträger in Bonn and serves as a strategic tool for developing future funding managers. We also train office management assistants ourselves, who take on important tasks in our teams.

At the same time, we place high demands on the professional **qualifications** and personal skills of our employees. To this end, they are given a variety of opportunities to further develop their skills further through high-quality, individual training programmes.



## DLR Projektträger at the „Career Day“

Science, business, or something else completely? What happens after graduation or a doctorate, for example in medicine, health services research, health economics or another subject in the health sciences? At the "CoRe-Net Career Day 2022", PD Dr Anne Lücke, Head of the Strategy and Ethics Department in the Health Division of DLR Projektträger, informed young students about the various opportunities at DLR Projektträger.

In the Health Division, more than 250 experts work together with clients such as Federal and State ministries, the European Commission, foundations or the Federal Joint Committee on current issues in health research and health care. Those who are passionate about science have the opportunity here to accompany funding measures from their conception to their conclusion. The area of tasks is wide-ranging and offers health science graduates exciting challenges – for example strategic advice, the development of customised funding instruments, expert advice for applicants, the evaluation of results and, finally, communicating successes to the public. The opportunity to promote European and international cooperation in the field of health in various bodies is also an interesting perspective for health scientists.

The Career Day was organised by the Cologne Research and Development Network (CoRe-Net) of the University of Cologne in cooperation with the Centre for Health Services Research Cologne (ZVFK). Both networks regularly offer joint events for students and early career scientists from the healthcare sector to promote early career researchers.



## Strategic digitalisation

### Digitalisation – holistic, strategic

**Customised, secure business processes – they are crucial to DLR Projektträger success. But digitalisation is a multi-layered development.**

In order to further develop our processes and workflows, we consistently rely on digitalisation. In all contracts, the Inhouse Service Software Development (IKS) successfully maps DLR Projektträger's services in its systems. Here we develop individual software solutions for our customers according to international IT service management methods – from web applications and project websites for the Federal and State governments to online platforms for complex funding programmes.

Our Centre of Expertise for Analyses, Studies and Evaluation, for example, carries out digitally supported, scientifically sound surveys, programme monitoring and data analyses for the practical benefit of clients. We also use our own digital tools for project management in consortia, for example for the fiscal promotion of research and development. For all services, we guarantee data and information security based on ISO 27001 certification.

#### **Corona pandemic as a catalyst for digitalisation**

Especially during the Corona pandemic, it became apparent that established business processes such as printing documents or physical signa-

# Quality and sustainability in all processes



DLR Projektträger regularly has its business processes certified. Clients, employees and the environment benefit from this.

DLR Projektträger's Integrated Management System bears recognised seals of quality from the German Institute for Standardisation (DIN), the European Standard (EN) and the International Organisation for Standardization (ISO). DIN EN ISO 9001 is considered the "mother of all management standards" for quality management. It describes the criteria of a process-oriented management system and explains how it should be implemented and monitored. Documentation is crucial: the standard confirms that tasks at DLR Projektträger are clearly formulated and that responsibilities and interfaces are clearly regulated.

In addition, DLR Projektträger defines all guidelines, processes and procedures

for handling sensitive data and information via DIN EN ISO 27001 (Information Security Management System) (see box below). Our clients can thus rely on systematic success control and appropriate risk minimisation measures.

#### **Environmentally conscious and energy efficient**

Environmental protection and sustainability are also central topics. They influence the work processes at DLR Projektträger far beyond the funding programmes managed by our Environment and Sustainability Department. For example, we use DIN EN ISO 14001 (environmental management system) to develop environmental aspects and goals and derive measures from them. The DLR-wide central energy manage-

ment system – certified according to DIN EN ISO 50001 – supports all energy-relevant processes and creates the basis for a resource-efficient, continuously improved use of energy.

In addition, DLR-PT has introduced a process entitled "Working Sustainably". In this process, the environmental, social and economic aspects are weighed up and permanently improved. Among other things, committed employees of DLR Projektträger developed a concept for improving social interaction in the "Sustainability Forum" and implemented it on a pilot basis in 2022.

In 2021, the "3<sup>rd</sup> DLR Sustainability Report" was published, in which DLR Projektträger employees played a major role. It comprehensively documents DLR's efforts to conduct sustainable research. A DLR concept for reducing business travel-related CO<sub>2</sub> emissions also ensures CO<sub>2</sub> compensation for unavoidable travel at DLR Projektträger.

#### **Steps towards a transport turnaround**

Since 2020, DLR Projektträger has participated in the City of Bonn and the Rhine-Sieg District's "Jobwärts" programme. This programme promotes the use of bicycles, buses and trains to reduce car traffic to the workplace and CO<sub>2</sub> emissions.

Since 2022, DLR Projektträger employees have received a subsidy for their job ticket: on application, up to 50 per cent or a maximum of 40 euros of the monthly price if they choose public transport. A pilot project is also currently underway between DLR Projektträger and "goFlux", a carpooling app for commuting and short journeys.

tures find their limits in mobile work. At DLR Projektträger, we adapted processes early on and developed new workflows to optimise efficiency and speed for our customers. The effort for digitalisation could thus be invested sensibly and pay off positively.

But technology and process optimisation alone are not enough to make meaningful and successful use of digital tools. The new approaches require other forms of cooperation and learning to use the new possibilities of flexibility arising from digitalisation in a targeted manner. We believe that only those who manage to implement current developments at short notice in the course of a project will generate custom-fit, value-creating solutions for their customers. DLR Projektträger offers the modern process models and project management approaches for this necessary agility.

#### **Digitalisation – make it easy**

People, processes and technology – in order to shape this triad of digitalisation, we at DLR Projektträger have set up the strategic initiative "Digitalisation – make it easy". In it, we define our "destinations" on the path of digitalisation and develop a wide range of activities so that we can realign them at any time.





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### Centres of Expertise and Services

Our *Centres of Expertise and Services* support the work of DLR Projektträger by developing and providing suitable core skills and management tools as well as technological and organisational infrastructure. In addition to process and product innovations, they ensure quality in the implementation of funding projects and form the basis for the development of innovative business areas.

The Centre of Expertise for *Science Communication* specialises in communicating scientific findings to the public. It shapes the dialogue between science and society and is a reliable partner in the conception, implementation and further development of science communication in funded projects.

The Centre of Expertise for *Public Relations* supports clients in the planning and cross-media implementation of public relations measures along its focal areas of design, online, text and events and works closely alongside the departments as an in-house agency.

The Centre of Expertise for *Analyses, Studies and Evaluation* offers a high level of methodological competence for analyses, studies and evaluations. With customised data analyses and accompanying monitoring, the team evaluates funding programmes, for example, or writes methodologically sound studies and impact models.

*Human Resources* and our *Contract Management and Controlling, Legal Support and Infrastructure and Information services* offer qualified services and effective approaches to solutions: whether in the development and submission of offers, the support of ongoing orders, the drafting of contracts and clarification of any legal issues, staff acquisition and support or the management of planning and reporting processes.

*ICT Projects and Services* provide the digital infrastructure for implementing our missions. They ensure that the opportunities offered by powerful digital tools are used in all business areas of

DLR-PT. They support digitalisation in core processes and funding contracts and ensure highly innovative communication structures.

The *ICT Software Development* service is responsible for the further development of DLR Projektträger's information technology, with a special focus on custom software development. In particular, activities concentrate on the strategic orientation of DLR Projektträger, strengthening the core business and supporting the internal business processes of the specialist departments in order to achieve a competitive advantage with the help of special software developed in-house.

From the conception of funding measures to the development and application of suitable funding instruments and the monitoring of projects to the exploitation of results: the *Quality Assurance* service supports and advises clients and DLR Projektträger departments at every stage.



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### European and international cooperation

Climate protection, energy transition, pandemic control or international security – in the search for cross-border solutions at European and international level, research, education and innovation play a decisive role. With our services, we help to tap the potential of transnational cooperation and integrate Germany as a high-tech location into knowledge flows and value chains – both Europe-wide and worldwide.

Our strengths lie in strategic consulting, research and funding management and knowledge transfer, but also in communication and networking across national borders. We see ourselves as bridge-builders between policymakers

and stakeholders in research, education and innovation.

For our clients, we develop roadmaps and scenarios for European and international cooperation (e.g. EU missions, Green Hydrogen agenda process), evaluate measures of European and international cooperation (e.g. evaluation of EU regional policy) and use strategic foresight to develop future scenarios as a basis for political decision-makers (e.g. EU study on the Western Balkans).

As the *International Bureau*, the *Eureka Office* and the *COST Coordination Office*, we implement targeted funding programmes for our clients and provide customised advice to those interested in funding from science and industry on the opportunities of global networking

and on bilateral and multilateral funding opportunities. In addition, we operate the *EU Bureau of the BMBF* as a central point of contact for everything related to Horizon Europe and as the office of the National Contact Points for advice and information on European funding. With the *National Coordination Office EURAXESS Germany*, we offer an information and advice centre for internationally mobile researchers who are coming to Germany or would like to go abroad.

As a *coordination and transfer office of the "Model Projects Smart Cities" (MPSC)*, we support municipalities on their way to becoming sustainable and liveable smart cities, network them Europe-wide and worldwide and thus contribute to regional development.





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### Health

Strong health research is an investment in a healthy future; the comprehensive management of this research is our mission. Our work begins well before research projects are launched: We analyse the state of science and care and develop proposals of funding strategies for Federal and State ministries as well as for national and international funding agencies. We make funding decisions possible by preparing and conducting the selection of promising project applications in expert reviewer meetings. We provide technical and administrative support for the selected projects until their successful completion. And finally, we foster the transfer of new findings and procedures quickly and reliably out of the laboratory and into everyday medical care. For our clients, we drive forward innovations in health research, taking ethical, legal and social dimensions into

account. Accompanying these projects with our expert communication for the public is of utmost concern to us: Only if the results of science are well explained can people understand what successful health research does.

At national level, we implement extensive funding measures for the Federal Ministry of Education and Research (BMBF) under the Federal Government's "Health Research" framework programme. Among other things, we are involved in the further development and implementation of the BMBF's medical informatics initiative, which makes data from health care and research better usable. We are also strongly engaged in topics such as global health, systems medicine, personalised medicine and bioethics. For the Federal Ministry of Health (BMG), we accompany the departmental research of around 40

specialist units, and for the Federal Joint Committee (G-BA), we support the Innovation Fund for application-oriented projects on new forms of health-care and health services research. We fulfil important tasks for global funding measures and in the European Union's research framework programme "Horizon Europe". Our National Contact Point Health provides information and advice to German institutions on European funding opportunities. With around 250 experts, we stand for competence and experience in health research. For example, experts from medicine, pharmacy and psychology as well as from the social sciences, law and life sciences work for us. Together with our clients, we aim to ensure that diseases are detected early, treated in a targeted manner and, in the best case, prevented altogether.



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### Society, Innovation, Technology

We take on major societal challenges and thus lay the foundations for the opportunities of tomorrow. These include topics such as digitalisation, technological sovereignty, mobility solutions, artificial intelligence (AI) and quantum computing, as well as questions about the causes and effects of social innovation and transformation processes. We work in a strengths-based, output-oriented and collaborative manner; we seek solutions from a cross-disciplinary perspective. Our interdisciplinary teams have in-depth knowledge in engineering, humanities, and social and natural sciences.

At national and European level, we steer the implementation of AI topics as a long-standing partner of the BMWK and the (BMBF) and advance the digital and economic transformation of the econo-

my at federal level, especially in SMEs. In shaping a sustainable and holistic mobility and transport turnaround, we have been a reliable and competent partner alongside the BMDV and the BMWK for many years. We also look to the future for the BMBF. The BMBF framework programme "Understanding Society – Shaping the Future", which we helped to design, provides up-to-date research on the innovative capacity of societies. By implementing the programme for the BMBF, we are helping to strengthen social cohesion, resolutely combat extremist tendencies and safeguard cultural heritage. Overall, we draw attention to social diversity and cohesion. We help to ensure Germany's technological sovereignty by supporting the BMBF in all strategic issues related to funding the research, development and application of key technologies that will influence tomorrow's life in many

ways. In addition, we fully support the Council for Technological Sovereignty, which was founded in 2021, in its work.

As a think tank, we prepare studies and analyses, identify trends and provide impetus for political and economic change processes. We offer strategic advice on the creation of programmes and projects and contribute to their further development. Our teams think about the transfer of research results from the very beginning – we see ourselves as innovation managers and thus enable our clients from business, politics and the foundation sector in the interaction of society, innovation and technology, so that they can gain new products, processes and services as well as new, thought-provoking impulses for shaping sustainable societies.

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### Education, Gender

We are shaping the path to a sustainable, equal-opportunity future and are committed to making Germany a modern education location. In doing so, we support the goal of making education accessible to all people – regardless of origin, social, cultural or family background.

DLR Projektträger's *Education, Gender* Department offers expertise and thematic competence across all phases of education and life. The interdisciplinary teams at DLR Projektträger keep an eye on global megatopics such as digitalisation and educational opportunities, migration and integration, inclusion, equality and diversity, and open up paths for an efficient, diversified education system. In our BMBF mandate, we are shaping the implementation

of the "Framework Programme for Empirical Educational Research", which provides important knowledge bases for educational policy and practice. With the BMBF's "Digital Media in Vocational Education and Training" programme, we contribute to raising the potential of digital media for teaching and learning and to opening up the multitude of possibilities for vocational education and training. In addition, we are making a contribution to ensuring that sustainable action is anchored in all areas of teaching, learning and life.

Many years of experience and methodological skills of the approximately 250 experts in the department make it possible to recognise and evaluate current developments, new trends and future topics at an early stage. With their expertise from disciplines such as

education, psychology, sociology, economics, linguistics and communication sciences, they identify relevant research and funding needs and provide important impulses for future funding topics.

We are currently implementing various initiatives and programmes of ministries at Federal and State level as well as foundations. We advise and support our clients with scientific expertise in the implementation of various research and innovation programmes. We design and manage funding priorities with recourse to our interdisciplinary thematic expertise. In addition, we prepare analyses, studies and evaluations in the context of educational and social research, develop innovative formats for events and the transfer of knowledge to practice, and network central actors.



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### Environment and sustainability

We work on global environmental and sustainability challenges. DLR Projektträger has unique expertise among German project management agencies in the cross-cutting issues of climate change and biodiversity. This makes us one of the most important players in linking research, innovation and policy advice on environmental protection and nature conservation.

National and international funding measures for climate and nature protection, biodiversity conservation, sustainable urban and land management and sustainable social change benefit from thematic and organisational-administrative expertise in the field of *environment and sustainability*. By identifying relevant developments, trends and challenges at

an early stage and by generating and harnessing knowledge, we help our clients to translate current challenges into effective research and innovation funding.

The transformation towards a sustainable economy, consumption and lifestyle preoccupies us just as much as the question of which new technologies, social initiatives or business models could evolve into the great innovations of the future.

*The German IPCC Coordination Office*, which is based at our office, works at the interface between science and politics. It is the national contact for questions relating to the IPCC, as well as the *German IPBES Coordination Office*,

which communicates the results of the World Biodiversity Council processes to national research, politics and the public and thus supports decision-making processes. Our *Secretariat of the Science Platform Climate Protection* accompanies and coordinates expert advice to the German government on the implementation and further development of the German long-term strategy on climate protection.

We also contribute to the protection of biodiversity and nature conservation through our services as the German Red List Centre and as a programme office for the Federal programme "Biological Diversity".



# National Contact Points under Horizon Europe

The German Advisory Service for the European Framework Programme for Research and Innovation Horizon Europe consists of a tightly knit and highly differentiated network of experts. Their common goal is to support German institutions applying for European funding for research and innovation projects. On behalf of the Federal Government, DLR Projektträger operates 13 of 19 National Contact Points (NCPs), contributes to two more and hosts several additional Contact Points. Through this bundling of skills and knowledge, DLR Projektträger is the first address for all potential applicants in Horizon Europe who seek help or assistance. All NCPs as well as other Contact Points are organised in a NCP network, coordinated by the EU Bureau of the Federal Ministry of Education and Research (BMBWF) in DLR Projektträger.

## Overarching tasks

NCP Coordinator

[www.eubuero.de/de/nks-koordination-2406.html](http://www.eubuero.de/de/nks-koordination-2406.html)

NCP Legal and Financial Aspects

[www.nks-ruf.de](http://www.nks-ruf.de)

NCP EU Missions

[www.nks-eu-missionen.de](http://www.nks-eu-missionen.de)

## Excellent Science

European Research Council (ERC)

[www.nks-erc.de](http://www.nks-erc.de)

Marie Skłodowska-Curie Actions (MSCA)

[www.nks-msc.de](http://www.nks-msc.de)

Research Infrastructures

[www.eubuero.de/de/nks-fis-2437.html](http://www.eubuero.de/de/nks-fis-2437.html)

## Global Challenges and European Industrial Competitiveness

NCP Health

[www.nksgesundheits.de](http://www.nksgesundheits.de)

NCP Society

[www.nks-gesellschaft.de](http://www.nks-gesellschaft.de)

NCP Digital and Industrial Technologies

[www.nks-dit.de](http://www.nks-dit.de)

NCP Joint Research Centre

[www.eubuero.de/de/nks-jrc-2440.html](http://www.eubuero.de/de/nks-jrc-2440.html)

## Innovative Europe

NCP EIC Accelerator

[www.nks-eic-accelerator.de/eic-accelerator.php](http://www.nks-eic-accelerator.de/eic-accelerator.php)

NCP EIC Pathfinder

[www.eubuero.de/de/nks-eic-pathfinder-2458.html](http://www.eubuero.de/de/nks-eic-pathfinder-2458.html)

NCP European Institute of Innovation and Technology

[www.nks-eit.de](http://www.nks-eit.de)

## Widening Participation and Strengthening the European Research Area

NCP Widening participation and spreading Expertise

[www.eubuero.de/de/nks-widening-2506.html](http://www.eubuero.de/de/nks-widening-2506.html)

NCP Reforming and Strengthening the European R&I System

[www.nks-efr.de](http://www.nks-efr.de)

## Advice on specific aspects, measures and initiatives

Contact Point Women into EU Research

[www.eubuero.de/de/fif-2512.html](http://www.eubuero.de/de/fif-2512.html)

Contact Point European Partnerships

[www.eubuero.de/de/eu-partnerschaften-2684.html](http://www.eubuero.de/de/eu-partnerschaften-2684.html)

Contact Point for European Cooperation in Science and Technology (COST)

[www.eubuero.de/de/cost-2635.html](http://www.eubuero.de/de/cost-2635.html)

Eureka – the European initiative for market-oriented research and development

[www.eureka.dlr.de](http://www.eureka.dlr.de)

Eurostars – the funding programme for innovative SME

[www.eurostars.dlr.de](http://www.eurostars.dlr.de)

Synergies Dialogue Managing Office

[www.eubuero.de/en/synergies-dialogue-managing-office-2405.html](http://www.eubuero.de/en/synergies-dialogue-managing-office-2405.html)

Contact Point for Knowledge Transfer/IPR

[www.eubuero.de/de/wissenstransfer-ipr-2631.html](http://www.eubuero.de/de/wissenstransfer-ipr-2631.html)

Contact Point Ethic

[www.eubuero.de/de/ethik-2633.html](http://www.eubuero.de/de/ethik-2633.html)

Social science and humanities in the global challenges

[www.nks-gesellschaft.de](http://www.nks-gesellschaft.de)

KOINNO - Innovative procurement

[www.koinno-bmwi.de/eu-foerderung](http://www.koinno-bmwi.de/eu-foerderung)