

# Annual Event on Public-Public Partnerships 2017

Co-designing Public-Public Partnerships (P2Ps) for the next Framework Programme (FP9)

Conference Report





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# **Executive summary**

The focus of the 2017 Annual Public-Public Partnerships Conference was on the future of P2Ps under the motto "Co-designing Public-Public Partnerships for the next Framework Programme", to emphasise the collaborative approach in involving stakeholders in the future design of P2Ps. In setting the scene, Fabienne Gautier<sup>1</sup> noted that we are moving towards a wider partnership approach encompassing public-public partnerships (P2Ps), public-private partnerships (PPPs) and other relevant research and innovation partnerships. This move should be a collective effort among the Commission, Member States (MS) and relevant stakeholders in the research and business communities.

P2Ps started to appear when the first ERA-NETs were created in Framework Programme 6 (FP6). In their 15 years of existence they have demonstrated a variety of impacts and realised some significant achievements. From the initial 71 ERA-NETs created in FP6, a total of more than 260 research networks have been established and supported. By the end of Horizon 2020 an impressive amount of €6-8 billion will have been mobilised in terms of national and EU contributions to P2Ps. Evidence is being realised in the documented structural impacts for better policy cooperation at national level, notably between research and innovation and sectorial policy making bodies, in addition to strengthened cooperation with international partners at programme level. Apart from scientific impacts, that is publication records in highly-ranked scientific journals, human capital development and capacity building impacts, there is also strong evidence of economic impact related to employment increases and launch of innovative products and services in the market. Conceptual impacts regarding changes in the way we approach certain challenges are not insignificant along with recognised influences on policies at national, European but also international level.

Feedback from participants in P2P-supported projects was highly positive in relation to achieved and expected impacts. In particular, the level of achievement of the science/innovation and behavioural impacts exceeded original expectations for almost all of the respondents to the relevant ERA-LEARN survey, reflecting high appreciation of the opportunities for international visibility and collaboration giving access to additional high-quality expertise and additional opportunities for funding. Apart from the issue of greater administrative effort, the majority agreed that the transnational project was superior to participating in a similar project with only national partners in their country. In comparison to project participation in EU Framework programmes, feedback was also highly favourable in terms of lower bureaucracy, flexibility, probability of success and solutions-orientation, although the EU FPs scored higher in relation to scientific excellence.

P2Ps are confronted with certain challenges that need to be dealt with effectively if their full potential is to be exploited in coordinating national and regional strategies and programmes in pursuing common objectives. Albeit at different degrees amongst P2Ps, they suffer from limited long-term commitment, weak coherence and strategic positioning in relation to national/EU initiatives, as well as lack of institutional, organisational and strategic management capacities in many Member States (MS). The efforts to streamline the overpopulated landscape of P2Ps should intensify. Establishing synergies and deciding on life-cycles and exit strategies for P2Ps should be a key feature of any future P2P strategy.

Conference participants highlighted the importance of simplifying the implementation and ensuring flexibility in P2P support and increased coherence in the P2P landscape. They would also appreciate a transparent

<sup>&</sup>lt;sup>1</sup> Head of Open Science and ERA Policy Unit DG RTD.



and open selection process for new partnerships. The interests and needs of the less research-intensive countries and regions need to be considered and a plea was made for a more global focus beyond the EU.

With regards to the future form of P2Ps a consensus seemed to emerge from the conference, towards a specific scenario that was suggested by the European Commission which takes into consideration the views of Member States. This scenario adopts a dual approach that will help rationalise the currently overpopulated P2P landscape towards fewer and broader initiatives increasing coherence among P2Ps, as well as between P2Ps, PPPs, and Framework Programme activities. This approach includes, on the one hand, a CSA-type of support for coordination activities among Member States in a broad range of areas also allowing use of additional sources such as ESIF, and financial instruments or public procurement schemes. On the other hand, a simple and flexible co-fund instrument is needed to support a few, selected P2Ps in areas of high relevance to Framework Programme/Union priorities, where co-investments and policy collaboration with MS is necessary to achieve impacts. The Union support would be subject to clear sunset clauses that would be defined from the beginning. The overall approach could be supported by efficiency measures in implementation, such as centralised services for proposal submission, evaluation and grant management, central integration of project data in eCorda and Cordis, also promoting a single implementation structure and the broader use of a single set of rules.

In further discussing the particularities of the specific approach conference participants highlighted the importance of setting up a transparent procedure in selecting the areas that would be supported by P2Ps in the future in close collaboration with all involved stakeholders. Concerns surfaced about the sunset clauses in new partnership agreements. It was explained that once objectives are met there should be an exit strategy for the Union support.

The general plea for streamlining the P2P landscape has always been accompanied with calls for more cooperation among the P2Ps. This was a shared need across all thematic areas where discussions were organised as was the need to engage the end-users in a more active, co-creative approach, and attract private investments. Yet, certain preconditions need to exist to enable P2P collaboration. The special features of each thematic area need to be taken into account. The parties interested in collaboration need to be willing to develop a common narrative or vision around a topic of common interest. There needs to be strong willingness to work together on both sides and cooperation needs to be set up from the start; it cannot be an "add-on" during the process. Good communication and trust-building is crucial and the value of personal interactions should not be underestimated.

Certain means for increasing collaboration among P2Ps were suggested and will be considered in the coming years by ERA-LEARN in order to provide suitable support. P2Ps further requested additional services from ERA-LEARN especially in relation to communication and dissemination, support of P2Ps on specific issues (such as up-take of research results, internationalisation and widening participation to less research intensive countries, stakeholders engagement, standardising call management and evaluation procedures) as well as impact assessment and delivery. ERA-LEARN is committed to respond in the coming months to the P2P community on what steps will be taken to address each of the requests made.

The willingness and feasibility was also explored to define a common branding for P2Ps. While the value was acknowledged in terms of sharpening P2P profiles and increasing political visibility, the diversity of P2Ps came forth as a challenge. ERA-LEARN will take up this issue in its future work and prepare a proposal for a P2P umbrella branding and communication strategy, in close cooperation with the P2P community.



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# Setting the scene

The 2017 Annual Public-Public Partnerships Conference focused on the future of P2Ps under the motto "Codesigning Public-Public Partnerships for the next Framework Programme" to emphasise the collaborative approach in involving stakeholders in the future design of P2Ps. The first day was devoted to presentations and interactive sessions enabling discussions about the future of P2Ps, with a view to the preparations for the next Framework Programme. The second day was dedicated to achievements of P2Ps to date and the type of support that P2Ps would like to receive from ERA-LEARN in the future.

This year the conference was structured in such a way to enable more interactive deliberations including a mix of plenary sessions and workshops, as well as panel discussions and round tables.<sup>2</sup> In addition, the possibility was offered to participants to interact directly with speakers and panellists by posing questions and responding to pre-defined polls through Sli.do<sup>3</sup>. This attracted a large number of comments by the audience while the response to Sli.do polls that were defined for specific sessions reached around 150 inputs in most cases.

The following sections of this report present the main points of the presentations and discussions that were held, including the results of the Sli.do inputs where relevant. The whole conference was moderated by Karen Coleman<sup>4</sup>, journalist and broadcaster from Ireland. A total of 350 registered participants took part in the conference.

At the opening session, Fabienne Gautier<sup>5</sup> set the scene for this year's conference by placing the discussion on P2Ps in the broader context of the preparation for the next Framework Programme (FP9). This involves the ex-ante impact assessment of FP9 that primarily addresses three main elements:

- 1. Why do we need a European Framework Programme?
- 2. Definition of policy options
- 3. Comparison of different policy options and identification of most appropriate policy options.

The result of this exercise will help formulate the proposal on how the next framework programme structure and scope is to be defined. The current planning for the adoption of the proposal is set for June 2018.

Particularly on P2Ps, Ms. Gautier noted that we are moving towards a wider partnership approach encompassing public-public partnerships (P2Ps), public-private partnerships (PPPs), and other relevant research and innovation partnerships. This move should be a collective effort involving Member States (MS), the Commission as well as research funding and performing organisations. The future of P2Ps should be explored and defined in a process involving all relevant stakeholders. The European Commission addresses grand societal challenges through the 3 'Os' policy approach, i.e. 'open innovation, open science, open to the world' but also by advancing the European Research Area. This conference offered the opportunity to both position P2Ps in the 3 'Os' policy framework and to help realise the ERA.

<sup>&</sup>lt;sup>2</sup> The agenda is attached as Annex to the present report and can also be downloaded with the presentations from <a href="https://www.era-learn.eu/events/annual-conference-on-public-public-partnerships-7-8-nov-2017/2017P2Peventagenda\_07081117.pdf">https://www.era-learn.eu/events/annual-conference-on-public-public-partnerships-7-8-nov-2017/2017P2Peventagenda\_07081117.pdf</a>

<sup>&</sup>lt;sup>3</sup> https://www.sli.do/.

<sup>4</sup> http://karencoleman.com/

<sup>&</sup>lt;sup>5</sup> Head of Open Science and ERA Policy Unit DG RTD.

https://ec.europa.eu/digital-single-market/en/news/open-innovation-open-science-open-world-vision-europe



The future of research and innovation in Europe was also addressed in the opening plenary by Matthias Weber who presented the results of the BOHEMIA study. BOHEMIA is a strategic foresight study that aims to contribute to the formulation of the proposal for FP9 in terms of research focus by considering major challenges at the long-term horizon (~2035 as starting point). Its specific objectives include:

- Drawing a picture of possible alternative futures setting the societal, economic and political conditions and boundaries for EU research and innovation (R&I) policy;
- Assessing possible future evolution of socio-economic as well as of scientific and technological challenges, needs and opportunities; and
- Suggesting issues which could be addressed by EU R&I policy and funding.

After producing meta-scenarios relevant for Europe and deeper insights in topical fields, and completing a Delphi survey to gain insights on future technologies, societal issues, and R&I practices, BOHEMIA is now at its third and final phase, that of analysis to finalise the targeted scenarios and produce policy recommendations. To illustrate possible transitions in the future of Europe, BOHEMIA produced two types of scenarios: 'perseverance scenarios', where current structures and institutions persevere, leading to a continuation of current cleavages, and 'transition scenarios' where Europe spearheads the structural transition to a desirable future. The first set of scenarios is characterised by inequality while the latter enjoys a sense of fairness.

Figure 1: BOHEMIA set of perseverance and transition scenarios

#### A Turbulent tomorrow: The 'perseverance' scenarios in short

By the 2030s, Europe's population is ageing and shrinking, while immigration pressures rise from younger, poorer neighbours. A generation gap, between the many retired and the fewer working, widens. Health problems multiply, but the rich have better access to new medicines and care than do the poor. More people crowd into sprawling, polluted cities. Technology is rushing ahead, changing the way we work and live but it mainly benefits the biggest companies with the top labs, most patents and best distribution and supply chains. Small companies have trouble breaking through and many people struggle to make ends meet in the 'gig' economy. Despite their green promises, governments never managed to act decisively to prevent climate change and the effects are visible: conflicts and critical shortages in resources. Europe, no longer a leader in the world, is just one among many unhappy voices.

Inequality is the key word here. It is a failure of our leaders to make the right choices, develop the right technologies and to work together within Europe and across the globe.

#### Transition to a better age: The 'change' scenarios, in short

By the 2030s, Europe and the world have made progress towards the UN Sustainable Development Goals. A rapid switch to low-carbon energy is reducing the risk of climate change and society is adopting the models of the circular economy: Recycle and re-use; rent and share rather than buy and throw away; design for sustainability. A new social contract, funded by resultant productivity gains, provides a basic income and a 'social budget' for all. Living a productive, healthy 100 years is growing common, as healthcare now prevents and manages disease holistically, and regulation permits a healthier work-life balance. Education, digital job markets and productivity-enhancing technologies create new work opportunities. The growing cities have

<sup>&</sup>lt;sup>7</sup> From the Austrian Institute of Technology

<sup>&</sup>lt;sup>8</sup> Foresight in Support of the Preparation of the EU's Future Policy in Research and Innovation (BOHEMIA).



become laboratories of good governance, and transport is more efficiently organised. All this has made society and the world at large, more secure.

Fairness is the key word, here the ability of our leaders to make the right choices, develop the right technologies, and work together within Europe and across the globe.

Source: https://publications.europa.eu/en/publication-detail/-/publication/b2d78a84-3aae-11e7-a08e-01aa75ed71a1/language-en p. 9.

The targeted scenarios<sup>9</sup> have been devised to provide narratives of change and shared ambitions. They are rooted in Delphi results and are sensitive to future uncertainty. They enable the definition of items for future research and innovation agendas, as well as future issues and opportunities in other than R&I policy areas.

The targeted scenarios point to the need for policy alignment in terms of:-

- joining forces in R&I between several but not necessarily all, European countries,
- improving coherence between R&I policy and sectoral policies early on,
- strengthening integration and mobilisation of stakeholders and citizens in programme design and implementation.

Partnership models are important in solving future challenges but need to include all possible partnership forms including the private sector and adopting a global rather than a European perspective. In addition, we are still in a situation where we create new research and innovation approaches without adequately considering demand side policies. BOHEMIA also points to the importance but also the challenges facing international collaboration that need to be tackled. The future calls for governance frames for global challenges and global crises (food, climate, demographics, cities, security, the oceans etc.) as well as 'big decisions' on major options (nuclear, geo-engineering, etc.). Setting such frames at multi-governance levels is not a trivial task, neither is sharing visions and seeking policy consensus.

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<sup>&</sup>lt;sup>9</sup> The BOHEMIA scenarios report can be downloaded from https://publications.europa.eu/en/publication-detail/-/publication/b2d78a84-3aae-11e7-a08e-01aa75ed71a1/language-en.



# Achievements of P2Ps and lessons learnt so far

P2Ps have been discussed and assessed on a number of occasions in view of the interim evaluation of Horizon 2020 and the preparations of the next Framework Programme As presented by <u>Jörg Niehoff in the plenary of the 1<sup>st</sup> day of the conference.</u> The Staff Working Document accompanying the Interim Evaluation of Horizon 2020 lists the strengths and challenges of P2Ps drawing on various studies such as the <u>Expert Group 'Analysis of ERA-NET Cofund actions under Horizon 2020'</u> and the <u>Expert Group report 'Evaluation of Joint Programming to Address Grand Societal Challenges'</u>. In terms of identified strengths, P2Ps enable more efficient and effective use of public resources compared to uncoordinated national spending. They have achieved significant investments in supporting cross-border collaboration through 600 – 1000 transnational projects per year that are complementary to H2020 actions.

Evidence starts to build up documenting better policy cooperation at national level, notably between research and innovation and sectorial policy making bodies, as well as strengthened cooperation with international partners at programme level. In relation to challenges, they suffer from limited long-term commitment (due to budgetary and legal constraints), weak coherence and strategic positioning in relation to national/EU initiatives, as well as lack of institutional, organisational and strategic management capacities in many Member States (MS). In addition the focus remains mostly on competitive funding, with limited range of deployment of additional financial instruments.

A recent <u>ERA-LEARN</u> report on the 15 years of P2Ps presented by <u>Dr. Effie Amanatidou from ERA-LEARN</u> / <u>University of Manchester</u> collected all available evidence about achievements as well as challenges faced by P2Ps since their introduction in FP6. From the initial 71 ERA-NETs created in FP6, a total of more than 260 networks have now been supported during the past fifteen years. Currently there are 98 active networks and in addition to the 28 EU Member States, a total of 13 Associated Countries and 29 Third Countries participate in P2P calls. This is impressive considering that the initial participants were 14 EU Member States and 2 Associated Countries in 2004. The EU support of P2Ps across the different FPs has increased significantly, from €380 million in FP6 (2.1% of the FP6 budget) to €802 million (1.4% of FP7 budget) in FP7 and to approximately €2.500 million in Horizon 2020 (around 3.1% of the budget). This investment has mobilised national contributions that have increased exponentially over the years despite the recent financial crises, i.e. €1,250 million under FP6 to an estimated €6-8 billion until the end of Horizon 2020.

Adding to this, there are numerous P2Ps that present clear evidence of impressive outcomes and a variety of impacts that go beyond 'rate of return' interests but are considered equally, if not more, important. Apart from scientific impacts, i.e. publication records in highly-ranked scientific journals, human capital development and capacity building impacts, there is evidence of economic impacts related to employment increases and launch of innovative products and services in the market. Conceptual impacts regarding changes in the way we approach certain challenges are not insignificant along with influence on policies at national, European but also international level. Structural impacts are also evident and mostly have to do with increased coordination at the national level that leads to more effective coordination of national strategies and programmes.



€ 900 € 700 € 600 € 500 € 400 € 300 € 200 € 100 2006 2009 2010 2011 2012 2014 2015 2016 2017 ■ ERA-NET FP6 ■ ERA-NET FP7 ■ ERA-NET + ■ Article 185 ■ ERA-NET Cofund ■ JP1 ■ Self-sustained Networks ■ ERA-NET Cofund (unfunded call) ◎ Remaining 2017 Yellow line: co-funding from the Union

Figure 2: Annual national investment in P2Ps

Source: ERA-LEARN Third Annual Report on Public-Public Partnerships

Challenges stem from the lack of a coordinated and coherent P2P strategy across the national and European levels. The next Framework Programme deliberations offer the option to design and implement such a multi-level strategy and approach to joint programming. This may also assign P2Ps a more strategic role at the national level. Needless to say the efforts to streamline the overpopulated landscape of ERA supporting instruments should intensify. Establishing synergies and deciding on life-cycles and exit strategies for P2Ps should be a key feature of any future P2P strategy along with increased commitment to deliver the envisaged impacts.

The prerequisites for successful joint programming as they were identified in various reports reviewing P2Ps include clear goals stemming from a joint vision; their manifestation in a strategic research and innovation agenda; long-term commitment; and evidence of 'substance' as reflected by the number of countries involved, the range of participating stakeholders and budget volume. P2Ps need to revisit missions and manage expectations, create a new (policy) narrative underlined by a wider P2P partnering approach including a wide range of partnerships, and produce evidence of impacts and added value. The report concludes that "notwithstanding the challenges that P2Ps face, what is certain is that in the challenging future that lays ahead of us these partnerships and the spirit of trust and true collaboration they build may be the only effective and concentrated means of addressing the grand challenges that cross our national borders."



Going further to explore impacts at the R&D project level, the pilot impact assessment exercise carried out by ERA-LEARN in close collaboration with the Platform network<sup>10</sup> offered some enlightening results as presented by <u>Angus Hunter from ERA-LEARN / Optimat.</u> The pilot exercise involved three bio-economy related P2Ps that were both willing to participate and had a batch of projects that had been completed in 2016 (CORE ORGANIC II, SUSFOOD, and ERA-IB-2). Each of these P2Ps invited beneficiaries of funded projects from at least one call to complete the online common questionnaire and 76 responses were received and analysed from a response rate of 27%.

The feedback was generally very positive. The major motivations for participation in the projects were the opportunities to 'develop new knowledge in the subject area' and 'build scientific relationships with organisations in other countries'. Apart from the issue of greater administrative effort, the majority agreed that the transnational project was superior to participation in a similar project with only national partners in their country. In particular, some 90% agreed that the project provided 'access to higher-quality additional expertise and/or facilities' and 'pursued more ambitious objectives'. The feedback in comparison to participation in EU Framework programmes was also very favourable in terms of lower bureaucracy, flexibility, probability of success and solutions-orientation. The only unfavourable comparison was related to scientific excellence.

The majority agreed that the expected impacts on their organisation would include improved access to networks; higher profile within the European/international research community; improved competence & skills; increased interest in R&I partnerships with organisations in other European countries and additional research income. In particular, the level of achievement of the science/innovation and behavioural impacts exceeded original expectations for almost all of the respondents. Survey participants noted the importance of consortium leadership and quality of interaction with other project partners as key factors for success.<sup>11</sup>

ERA-LEARN - Kev results on impacts (1/2)

Conference participants were also given the chance to report the most important impacts based on their own experience through Sli.do. The dominance of knowledge and cooperation related benefits became evident. When asked whether P2P participation was worth the effort, the vast majority (74%) replied 'Yes definitely' with the rest being more moderately positive (26% replied 'so and so').

What would be the most important impact from your P2P participation in one sentence? cooperation challenges europe countries research societal projects knowledge partners provide long real excellent country p2p european funding networking integration national expertise

The on-line survey of project-level impacts has been complemented by

network and project level interviews to form a good understanding of the performance of P2P networks through an analysis of individual projects that span various levels of success. This experimental work of

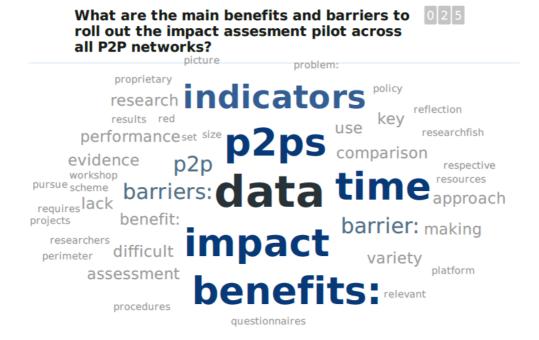
<sup>10</sup> http://era-platform.eu/

<sup>11</sup> ERA-LEARN Third Annual Report on Public-Public Partnerships.



ERA-LEARN will guide the full-scale implementation of a centralised system for assessing impact at project level that is expected to be launched in 2018.

Conference participants were also able to share their own views about rolling out the pilot exercise to the whole P2P community. The diversity of P2P networks making it difficult to devise common impact indicators and the timing issue in impact assessment stood out as barriers. On the other hand, the benefit of gathering data and producing evidence of impacts was appreciated.





# The Future of P2Ps in FP9

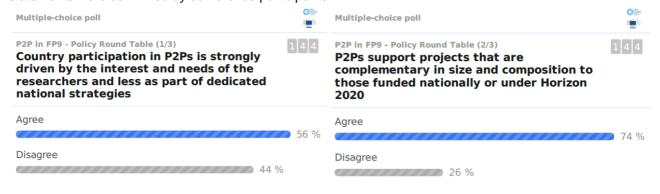
The future of P2Ps has been a key subject of discussion in view of the preparations of the next Framework Programme <u>as presented by Jörg Niehoff</u>. The '<u>Lamy Report'</u> produced two recommendations specific to partnerships (incl. P2Ps):

- Recommendation 5: Mission-oriented and impact-focused approach to address global challenges: partnerships should be supported with additionality for achieving "missions" as guiding criterion;
- Recommendation 9: Better align national and EU investment: EU to limit co-funding to partnerships clearly delivering on EU missions with a simplified and flexible co-funding mechanism.

The ERAC opinion on P2Ps taking also into account the GPC input stresses that "effectively addressing the grand societal challenges, the strategic design, governance and implementation of EU and national R&I activities should be aligned, on a voluntary basis, in the form of a strategic approach that promote interdisciplinary, trans-border research and innovation communities in all MS/AC. FPs should support these efforts in a flexible manner, with co-funding conditional to the existence of high EU added value." Further, ERAC recommends that the next FPs should consider a single scheme that is flexible enough to be adapted to the specific needs, and simple enough to achieve value for money for the funding organisations, while also providing long-term and flexible co-funding of transnational research projects. At the same time, a centralised procedure for the implementation of the calls should be supported.

The Informal Council meeting on 25 July 2017 under the Estonian presidency facilitated a debate on "partnerships" (PPPs, P2Ps, Knowledge and Innovation Communities, etc.) based among others on the Technopolis Study on "increased coherence and openness of European Union research and innovation partnerships". The overall impression from the debate was that Member States continue to value partnerships in general but would like to see a transparent and open selection process for new partnerships. The current partnership landscape is highly complex with too many instruments undermining the added value of the initiatives. This calls for more coherence between the different initiatives, as well as between the initiatives and the (future) Framework Programme.

Taking the discussion further in workshops organised by the European Commission<sup>12</sup> on the future form of P2Ps, the Member States delegates that were present clarified that participation of countries in P2Ps is primarily driven by the interest/needs of the researchers and less part of dedicated national strategies. They further recognised the complementarity of P2Ps in relation to national and Framework Programmes. These statements were confirmed by conference participants.



<sup>&</sup>lt;sup>12</sup> 27/6/2017 Brussels, 9/11/2016 Brussels.



Countries wish to build on the strength of P2Ps allowing for more balanced participation, supporting 'active openness' and international collaboration. Looking to the future form of P2Ps a consensus seemed to emerge towards a scenario with a clear distinction between:

- Future support to the majority of P2Ps covering administrative costs, with no co-funding for calls/research activities; and
- Co-funding simplified and limited to selected P2Ps in areas of high FP relevance where systematic coinvestments and policy links with MS are necessary to achieve impacts.

At the same time, participants highlighted the importance of increasing efficiency of implementation and stronger integration of national programmes.

The conference also hosted a policy round table on Public-Public Partnerships in FP9. Indrek Reimand<sup>13</sup> noted that P2Ps are even more important for small countries, such as Estonia, acknowledging the value of bringing together resources and knowledge to deal with issues that cannot be dealt with by a small country alone. He also remarked, however, that deciding which P2P to join becomes more difficult due to the lack of coherence in the P2P landscape. To deal with this Estonia has initiated a national framework to take stock of the types and focus of existing P2Ps and the country's participation, map relevant interest for participation, and reach out to and engage all relevant ministries. Participation in the MLE exercise on Alignment and Interoperability of Programmes was also very useful and made them realise that they need to be more proactive.

The French perspective was reflected in Patrick Monfray's <sup>14</sup> intervention who stressed the need for better coordination in the P2P landscape. Adding to this, different DGs of the European Commission have different expectations from P2Ps and this does not help making the landscape leaner. It is important to set up strong links and better interface between the initiatives to increase impact but also clean up overlaps and improve coherence. JPIs are a key component of the P2P landscape but they too need improvement. They need to be reshaped and can possibly become policy hubs enabling clustering of different initiatives under their multidisciplinary missions. The next Framework Programme should have one simple co-funding instrument. Yet, the approach for creating or revising P2Ps should be primarily driven by identified common priorities and not by the type of instruments that are available.

The complexity of the landscape was echoed by Michael Matlozs<sup>15</sup>, who also stressed that although increasing rationalisation is imperative, this should not imply directing all national investments in transnational cooperation under one unique framework. Maintaining diversity as well as flexibility in this regard is important. Science Europe is promoting the development of a shared agenda between P2Ps and the next FP under a transparent procedure.

The proliferation of P2Ps and the existing overlap was also reported in the case of Portugal. Eduardo Maldonado<sup>16</sup> stated that there is a political pressure to be a part of P2Ps but being involved in too many creates a problem in decision-making. Countries with smaller budgets available have to be much more focused. Portugal would like to see a clear and transparent prioritisation process between Member States, the Commission and the rest of the stakeholders involved.

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<sup>&</sup>lt;sup>13</sup> Deputy Secretary General for Higher Education and Research, Estonia.

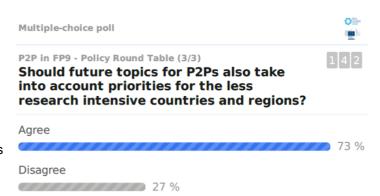
<sup>&</sup>lt;sup>14</sup> Deputy Director for Research and Innovation Strategy, Ministry for Higher Education and Research, France.

<sup>&</sup>lt;sup>15</sup> President, Science Europe.

<sup>&</sup>lt;sup>16</sup> FCT, Portugal.



On the side of the European Commission, Jörg Niehoff<sup>17</sup> agreed on the need for increasing coherence, coordination and synergies in the P2P landscape, as well as simplification of the implementation. This requires making choices also on the side of the Member States and commitment to these decisions. In addition, the interests and needs of the less research-intensive countries and regions need to be considered.



Michael Willmott<sup>18</sup> shared the perspective of a Third Country (Canada). P2Ps are attractive as they provide opportunities for alignment, sharing best practices and collaboration on global challenges. They provide more opportunities for researchers to engage in globally relevant and impactful research. P2Ps are a platform to engage with Europe. Increasing participation from Third Countries requires simplification of both the landscape as well as the rules of engagement. Mr. Willmott made a plea for a more global focus and consideration of what countries such as Canada can contribute.

The discussion that followed included questions from the audience. These reflected concerns about the sunset clauses in new partnership agreements and the possibility of ensuring long-term support in areas that need this. It was explained that once objectives are met there should be an exit strategy for P2Ps. This would not necessarily mean dissolving the networks but they could also take another format or continue as national initiatives. At the same time, it is important to maintain long-standing collaboration in areas that need long-term support. To do this we need to ensure not only the necessary resources but also political commitment, otherwise co-funding from the Commission cannot be justified.

Networks also need to be dynamic and update their design and objectives to respond to changes. Member States need to consider what they can do collectively at national and regional level, while priorities have to be set at the strategic level – national, regional, transnational and European. P2Ps do encourage national strategic thinking, but it takes much more to agree on common prioritisation across countries. In this regard, consulting all relevant stakeholders is key not only at cross-national but also within the national level.

# The preferred scenario for P2Ps in FP9

Building on the stakeholders' views, the European Commission devised five scenarios that were subject to further discussions with stakeholders. These scenarios along with the scenario that emerged as the preferred one during these deliberations were presented at the conference by Jörg Niehoff.

<sup>18</sup> First Secretary, Science and Technology, Mission of Canada to the EU

 $<sup>^{\</sup>rm 17}$  Head of Sector Joint Programming, DG RTD, European Commission.



#### **Table 1: The Five P2P Scenarios**

**Scenario 1, 'Business as usual'** continues to provide support to P2Ps via co-funding of calls and programmes. The P2Ps continue to be linked to Framework Programme priorities that are predefined in the respective work-programmes. This scenario would ensure continuity of implementation. As the relevant studies so far have shown the impact at EU level would be limited and the identified challenges would persist. These include diverging policy frameworks, a landscape of initiatives or funding instruments that is not rationalised and consequently no increased coherence between partnerships and other initiatives.

**Scenario 2, 'Discontinuation'** would cease support to P2Ps from the Framework Programme. This would allow an increase in EU funds for FP priorities. It would, however, also mean the end of P2Ps that would not be able to continue without FP support, as well as dependence on national investment to transnational research to pre-2002 levels. Coherence between MS and FP activities would be undermined.

**Scenario 3, 'Coordinated Funding'** would limit support to co-ordination activities among MS via a CSA-type instrument and focus on priorities set out by Member States that would not necessarily be linked to FP priorities. This would offer the MS room for their own initiatives and allow a variety of investments to be made, including through ESIF and other funding sources. It would, however, also mean the end of cofunding instruments such as the ERA-NET Cofund, EJP Cofund and Art.185. The outcome would be missed opportunities to achieve FP impacts that rely on trans-national collaboration.

**Scenario 4, 'Joint Funding'** focuses on selected P2Ps in areas of high relevance to FP priorities where achievement depends on MS collaboration and co-investments. Naturally this would increase the resources targeted towards FP priorities and would thus make a strong contribution to FP objectives, whilst also bringing some coherence between MS and FP activities in areas of common interest. It would, however, still lead to the discontinuation of many P2Ps and would miss the opportunity to strengthen MS collaboration on a broader range of activities.

Scenario 5, the 'Integrated Approach' offers a combination of Scenarios 3 and 4 with additional elements to achieve increased EU-wide integration in research and innovation under improved coherence and efficiency of implementation. Allowing for both options (scenario 3 and 4) it would offer MS room for new initiatives but would also support coherence between MS and FP activities. It would make a strong contribution to achieving FP impacts and would also make possible a broad range of MS investments. Yet, some tough choices would need to be made primarily in relation to which type of support would be suitable for which type of P2Ps.

In practical terms Scenario 5 would allow a CSA-type of support to coordination activities among MS in a broad range of activities including one central call per year. The selection of P2P candidates to support each year would be based on an open and competitive process. Drawing on the experience with FP6 and FP7 ERA-NETs that enjoyed a similar type of support, such a scheme could create strong leverage effects on national investments (leverage factor between 15-20) and efficiency gains compared to uncoordinated national funding. This type of support would also allow flexibility in using implementation modalities and establishing synergies with other Union programmes (ESIF), financial instruments or public procurement schemes.



The second component available under Scenario 5 is a simple and flexible co-fund instrument that would support a few, selected P2Ps in areas of high relevance to Framework Programme/Union priorities, where co-investments and policy collaboration with MS is necessary to achieve impacts. Use of Article 185 will only be possible if adequately justified vis-à-vis Cofund. Foundations would also be eligible for support apart from programme managers and programme owners and the Union support would be subject to clear sunset clauses that would be defined from the beginning. The overall approach could be supported by measures increasing the efficiency of implementation, for example, centralised services for proposal submission, evaluation and grant management, central integration of project data in eCorda and Cordis and would promote a single implementation structure and the broader use of a single set of rules.

The dual approach enabled under Scenario 5 would help rationalise the currently overpopulated P2P landscape towards fewer and broader initiatives and would increase coherence among P2Ps, as well as between P2Ps, PPPs and Framework Programme activities, national and European policies. Discussions with MS revealed a strong preference towards scenario 5 (whereas there was clear disagreement with scenarios 2, 3, and 4).

Scenario 5 was further discussed during the conference in parallel workshops that enabled all participants to have a say on four main themes:

- 1. Strengths of the preferred scenario
- 2. Challenges of the preferred scenario
- 3. How to improve efficiency of implementation?
- 4. Which other issues have to be addressed?



Word cloud of workshop discussions on Scenario 5

# Strengths of the preferred scenario

Overall, conference participants appreciated the flexibility offered by Scenario 5 and the fact that coordination and management activities could be funded. The proposed CSA-type of approach was seen as easy to understand and an entry point for possible new networks. It can help the less research-intensive countries participate in networks and consolidate the existing P2P landscape by merging existing networks. The CSA-type of support can facilitate a bottom up approach to building new networks which is appreciated, and the requirement of one call per year is expected to increase the ambitions of the funded networks without, however, setting unrealistic objectives. International collaboration was seen as another positive point to the CSA instrument. The possibility to use other funding instruments such as ESIF or public procurement of innovation (PPI/PCP) was also welcomed. At the same time, having a single, flexible Cofund instrument was perceived as a further sign of simplification (when compared to the two currently available Cofund instruments in Horizon 2020). The participants appreciated the fact that there would be higher budgets available for fewer networks which would help increase international visibility and competitiveness.

## Challenges of the preferred scenario

The governance process and criteria in the definition and selection of topics of common interest where the Cofund instrument will be used was perceived as a critical point that needs to be designed with care, while



ensuring that key stakeholders (including also civil society) are consulted. Participants also noted the challenges that exist today in using additional funding sources such as ESIF or other financial instruments or public procurement schemes in P2Ps. The availability of the Cofund instrument in a few areas of high relevance to FP priorities, although creating critical mass and thus more effective and impactful networks, might limit the interest from researchers and funding organisations to take part in P2Ps. At the same time, the CSA-type of support might result in high competition among P2P candidates and introduce uncertainty in the planning of the research funding organizations, while smaller Member States might have a lower capacity to participate in such a competitive process. Some participants also feared that the current overcrowded ERA-NET Cofund landscape might be replaced by an equally confusing proliferation of CSAs.

## How to improve efficiency of implementation?

Conference participants identified several areas where the efficiency of implementation could be improved. Issues such as: clearer and fewer rules, a centralised implementation for calls and common implementation structures across the initiatives, a better integration with ESIF and a stricter application of sunset clauses were raised by workshop participants. Better monitoring of the funded projects via Key Performance Indicators was also proposed as a way of improving efficiency and enabling the measurement of P2P impacts.

# Which other issues have to be addressed?

The international dimension in general and how to incentivise third countries to participate were raised by several participants. Addressing the needs of less research-intensive Member States was highlighted. The issue of governance and especially the selection process of a few areas where the new Cofund instrument will be deployed was appealing to a number of workshop participants. Cooperation between Public-Public (P2P) and Public Private (PPP) Partnerships was also highlighted as a possible area that needs more attention in the next Framework Programme. Participants discussed the need to promote a dialogue between Member States and the European Commission to increase impact at policy level from the results of research supported by P2P networks.

# **P2P Cooperation**

The general plea for streamlining the P2P landscape has always been accompanied with calls for more cooperation among the P2Ps that belong to the same or similar thematic areas but also with Public-Private Partnerships (PPPs). This aspect was discussed in detail during the thematic workshops on the second day of the conference. The need for more collaboration among P2Ps was unanimous across all areas<sup>19</sup> as was the need to engage the end-users in a more active way and to attract private investments.

The workshop on 'food, agriculture and the bio-economy' identified the main pre-conditions for advancing collaboration among P2Ps. First, a clear thematic complementarity is needed. Co-operation works best when it is around a topic that cannot be addressed by one network alone. In addition, all relevant networks interested in collaborating with each other need to be willing to develop a "common narrative" around a joint topic. This will facilitate collaboration in the process of launching joint actions or calls. Cases cited are the FACCE-JPI that set up a joint ERA-NET Co-fund action with JPI Water on sustainable water management in agriculture and JPI HDHL that proposed a joint action together with JPI Oceans and FACCE-JPI on food and nutrition security in the face of climate change.

<sup>&</sup>lt;sup>19</sup> Thematic workshops were organised in the areas of 'health', 'environment and climate', 'food, agriculture and the bioeconomy', 'industrial technologies' and 'energy'.



Equally important, there needs to be a strong commitment to work together during the collaboration. Cooperation needs to be established from the outset; it cannot be an "add-on" during the process. Collaborative activities need to be explicitly referred to in each network's programme of work. Last but not least, good communication and trust-building is crucial amongst the network co-ordinators, whilst the value of personal interactions should not be underestimated.

In reality, specific challenges arise and have to be managed. Convergence of the needs of different network partners across different networks, including funding agencies, ministries and research organisations is not a trivial task. It is sometimes difficult to find a consensus on the topic to be jointly addressed. Interested networks need to ensure adequate visibility and to synchronise their work-programmes to allow implementation of joint actions. Problems may arise when the networks rely on different funding instruments (ERA-NET Plus, vs. ERA-NET Cofund) due to different implementation rules.

Notwithstanding these challenges, the benefits of collaboration are wide ranging:

- Greater cost-efficiency thanks to shared costs,
- Greater impact on policymakers and other end-users thanks to joint dissemination and outreach, e.g., vis-à-vis EU sectoral policy bodies, e.g., European Forest Institute,
- Greater "voice" and influence vis-à-vis the EC (e.g., the topic for the ERA-NET Cofund on "Innovative Forest-Based Bioeconomy" included in the SC2 WP2016-17 was prepared jointly by three forest-based ERA-NETs: WoodWisdom, SUMFOREST and FORESTERRA),
- Opportunities to increase inter-disciplinarity in research,
- Opportunities to foster harmonisation/standardisation,
- Access to a wider range of funding opportunities/funders.

In the <u>area of industrial technologies</u> there are no clear thematic boundaries. Based on the data gathered by ERA-LEARN, it is clear that a significant budget is committed in this area. When EUROSTARS and EMRP/EMPIR are included in the analyses, networks related to Industrial Technology have launched around a quarter of the calls overall since 2004. Almost 47% of all projects funded by transnational calls are from Industrial Technology related networks.<sup>20</sup> Discussions in the conference workshop on this topic echoed the view that establishing collaboration needs adequate time and effort. Identifying gaps that can be filled in by collaboration is essential as is transparency and willingness to share. More complementarity and exchange of information/best practices would be beneficial. Suggested means of collaboration include:

- Developing a strategic roadmap and proposing novel ideas, such as launching a joint initiative on entrepreneurship,
- Exploring the possibility of funding the more near-to-market phases of a supported project under a collaborating P2P or PPP or other instrument
- Clustering the projects to improve streamlining of the P2P landscape.

The need to look for improved synergies among P2Ps and setting clear selection criteria for P2Ps was echoed by <u>Doris Schröcker</u> from Directorate Industrial Technologies (DG RTD) along with the need to identify the collaboration areas that need to be supported and the means to do so.

<sup>&</sup>lt;sup>20</sup> https://www.era-learn.eu/events/annual-conference-on-public-public-partnerships-7-8-nov-2017/session-4/1Session4Statistics.pdf



In the various thematic workshops, cases were presented that demonstrated what P2Ps can achieve together. In the area of environment and climate change, BONUS has set up a process of shared use of infrastructures in the Baltic Sea Region which has resulted in wide ranging economic, scientific and policyrelated impacts. JPI Water has implemented joint actions, including research calls, with FACCE-JPI and with BiodivERsA, JPI Oceans and JPI AMR. BiodivERsA enjoys an on-going collaboration with JPI water and JPI Ocean and anticipates increasing collaboration with JPI Climate in the future. JPI Climate collaborates with FACCE-JPI, JPI Oceans and other structures such as ICOS, a pan-European research infrastructure called Integrated Carbon Observation System<sup>21</sup>. In the <u>area of health</u> a representative from the JPI AMR network talked about their experiences of working with the European Commission and international high-level policy communities such as G7 and G20.

In the workshop on Industrial Technologies the collaboration experiences of several networks were presented (EUREKA/EUROSTARS, ECSEL Joint Undertaking, SPIRE, M-ERA.NET and Flag-ERA). In the energy workshop, the collaboration experiences of the ERA-NET Cofund CCS-ACT and the JPI Urban Europe were presented along with the joint actions under Societal Challenge 3: "Secure, clean and efficient energy".

To advance the level of collaboration among P2Ps the special features of each thematic area needs to be taken into account. Discussions during the environment and climate change workshop stressed the importance of establishing collaboration between P2Ps and the private sector. As Anneli Pauli from DG CLIMA noted, public investment needs to attract private investments. Yet, P2Ps are not very well known by DG CLIMA, which is not the case for Public-Private Partnerships (PPPs). It is important that P2Ps engage with policy makers from the start and make the key users an integral part of the partnership under a codesign and co-creation approach to dealing with the challenges addressed. At the same time, due to the cross-disciplinary and cross-sectoral nature of the environment and climate change area, it is equally important that policy silos are broken down and more collaboration and communication is effective between DG AGRI and DG CLIMA along with local and national policy makers. The specific area also lends itself to strengthening the role of scientists from social sciences and humanities in the research conducted as well as engaging citizens as citizens-scientists for instance.

In the area of health, Hella Lichtenberg presented a topic that could become a joint venture among all health P2Ps because of high relevance: assuring the quality of pre-clinical research in order to address the (lack of) reproducibility problem. The starting point could be a specialized workshop on this issue. Other topics of interest mentioned by the workshop participants included clinical research, patient involvement / empowerment, and public relations and dissemination targeting also the EU Parliament.

Discussion in the energy workshop stressed the need to have a joint vision on renewable energy as well as the importance of having the SET Plan as the overall strategic framework of developing action. The SET plan plays an important role in the energy field and there is a close link between those involved in implementing the CCUS (SET-plan action 9) and the P2Ps in the field. For instance, ACT is mentioned as one of the instruments to deliver the SET implementation plan. Suggested actions to strengthen collaboration include:

- Annual workshops together with other energy-related initiatives;
- Bi-annual meeting with the EC officers in the specific topic;
- Discussions between networks on progress and how to increase impact.

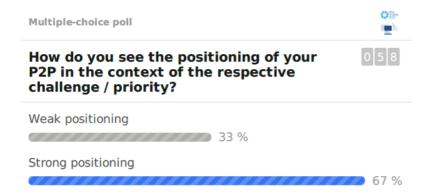
<sup>&</sup>lt;sup>21</sup> https://www.icos-ri.eu/



# Support from ERA-LEARN

ERA-LEARN provides a variety of support services to the P2P community. Imelda Lambkin presented in detail how the information available in the ERA-LEARN platform can be utilised. To start with, the information on the upcoming P2P calls offer opportunities for new participation in both the P2Ps and their calls to the research community. It is also useful for policy-makers in their annual and multi-annual planning and research themes prioritisation, as well as in terms of identifying gaps that need to be filled in by cross-country collaboration. Related to the formation of joint calls is the need for interaction among P2Ps as well as between P2Ps and FP Programme Committee members in home countries and/or other governance structures (European/national) to determine the potential for P2P agenda setting and participation.

The available information on the P2P networks is vital to stay updated on the activities of other P2Ps that exist in the same or similar area of interest, particularly to identify overlaps and potential for synergies. Although many of the conference participants considered that their networks held a central position in the respective area/challenge, the thematic clustering of P2Ps that is available in the ERA-LEARN platform, can help take stock of the initiatives in a specific area and the type of research being supported.



The possibility of obtaining a snapshot for each country in terms of number of network participations and the number of projects and organisations participating in P2Ps from the specific country helps to answer questions such as "how does my country compare to others?", "what does an analysis of the participation at organisation level tell us?" or "is our contribution paying back enough across the different types of P2Ps we are part of?" Such information would also help to interact with the Horizon 2020 National Contact Point in promoting the calls to increase national participation and possibly trail the progression of P2P-supported researchers into Horizon 2020 calls. The evidence produced would help answer questions about the potential return on investment/impact and whether it merits continued support of a P2P activity.

Information and examples of joint activities undertaken by P2Ps could be helpful for setting up new activities in P2P work-programmes. The P2P community can also benefit from the extended strategic analysis that has been done in the past 3 years on issues such as alignment, stakeholder engagement or P2P evaluation and impact assessment. A number of recommendations and lessons learnt can be explored along with good practice cases and specific manuals, toolboxes and guides created in order to facilitate analysis of own organisations and countries.



The usefulness of ERA-LEARN platform and services was also discussed in the thematic workshops (day 2 of the conference). The guidance and tools provided by ERA-LEARN are considered very important. Services that are well-known and should be continued include: workshops, toolkit and policy briefs about P2P impact assessment, statistics, data analyses and visualisation, best practice workshops / trainings, tools for designing and implementing ERA-NET Cofund, and comprehensive website/database.

## Table 2: Further services requested by the P2P community

#### Communication and dissemination

- 1) Communicate better to policy makers and other people outside the ERA-NET community provide news with relevance to policy makers, especially about success stories and impacts
- 2) Creation of a better outreach strategy
- 3) Improvement of the ERA-LEARN website making it more user-friendly, provide links to ESFRI and other related services Add web links to ERA-LEARN in EC sites (e.g. participant portal)
- 4) Share results from P2Ps on the ERA-LEARN platform

# Support P2Ps on specific issues

- 5) Thematic approach (definition of common issues; analysis; workshops; networking)
- 6) Communication strategies and uptake of P2P results
- 7) Opening up to Third Countries and widening to less research-intensive EU Member States; support science diplomacy efforts
- 8) Strategic analysis of the bioeconomy P2P landscape (beyond the already existing statistical analysis) to help identify opportunities for collaboration and synergies around common "missions"
- 9) Stakeholder engagement (identify stakeholder groups and contacts, and organize linking events, use existing guidelines as a starting point such as the <u>BiodivERsA Stakeholder Engagement Handbook</u>)
- 10) Propose and develop standardised procedures for all calls launched by P2Ps (call management, evaluation procedures, etc.)
- 11) Provision of central IT services for P2Ps (in particular for proposal submission and evaluation)
- 12) Improved outreach to citizens (including citizen science)
- 13) Systematic analyses of the needs of the P2Ps
- 14) Identification of best practice from the perspective of national funders
- 15) Provide advice and guidance material on P2P related decision making to policymakers (when to get involved in P2Ps? On what? How to ensure inter-ministerial communication/coordination? How to promote political support for P2Ps?)

## Impact delivery and assessment

- 16) Services for impact assessment and evaluation of P2Ps
- 17) Help P2Ps assess longer-term impact, e.g. 5 years after completion
- 18) Help P2Ps increase impact via better science-policy links; guidance on the drafting of policy briefs
- 19) Impact assessment at stakeholder level.
- 20) Collection of feedback from researchers (e.g. on impact, overall experience)

ERA-LEARN is committed to respond in the coming months to the P2P community on what steps will be taken to address each of the requests made above.



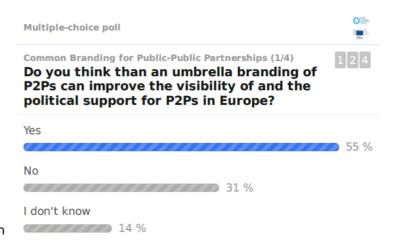
# **Common branding**

Following recommendations of several Expert Group reports that reviewed P2Ps recently, the conference held a session to explore the desirability of developing a common branding for P2Ps. This would sharpen their profile concerning their objectives and impacts, their communication towards various stakeholders, as well as their strategic positioning within the respective national and EU research and innovation policy frameworks. Thus, it would increase the overall political visibility of P2Ps.

Marcus Flatten presented the idea of developing an umbrella branding. He explained what makes a brand strong and why the 'P2P' might not be suitable as it can be mixed-up with peer2peer networks, the full-length version is quite complicated, the idea behind it is still unfamiliar to many people and it lacks a key message. After clarifying the core attributes and benefits of P2Ps, a discussion started with the audience to explore the feasibility and desirability of creating an overall, umbrella brand name.

Naturally the diversity of P2Ps (JPIs, ERA-NETs, Art 185s) came forth as a challenge, but it was acknowledged by the majority of the respondents to the respective Sli.do question that indeed an umbrella branding would improve visibility and political support. In particular respondents noted that the specific benefits from an umbrella branding would include:

- Strengthening the European dimension of the national programmes (62%)
- Better support from policy makers (58%)
- Facilitating coordination and cooperation with other networks in the field (41%)



Participants specified that the main target groups for P2P communication are:

- National / regional policy makers (81%)
- Researchers / research organisations (78%)
- Research funders (55%)
- Companies (39%) and users of research results (38%)

They further acknowledged that Ministries and funding agencies need a demarcation between the Framework Programme and P2Ps, as these are two different models and the latter is characterised by high diversity. Apart from that, a brand to signify that countries and regions are working together is an important suggestion. An umbrella branding would not be about adding another logo, but it would reflect the appropriate narrative for P2Ps and that can lead to a clearer vision. For some, branding was not the issue as they thought that demonstrating impact is much more important for policy-makers. Moreover, an umbrella branding should not avoid the need for a more consistent and focused way to communicate. ERA-LEARN will take up this issue in its work over the coming years and prepare a proposal for a P2P umbrella branding and communication strategy whilst working in close cooperation with the P2P stakeholders.



Wordcloud poll



Common Branding for Public-Public Partnerships (2/4)



flexible

power

What are the terms and notions that should be associated with the proposed umbrella branding? (max. 5 words)

partnership programming

pointless unnecessary pooling

efficiency push panellist intergovernmental

national societal partnership global partnerships

questions pointless r&i funding prioritized quality positive international

coordination use brand public

excellence researc

promoters programming

partner europe cooperation joint vision

network programme era

collaboration

transnational

european uniformity

innovation

voluntaty bottom up cooperation



# **Conclusions**

While the discussions and preparations for the next framework programme are well underway, P2Ps have started to gain momentum in the policy discourse both at the national and European level as valuable instruments and initiatives in strengthening ERA and coordinating national and regional policies and programmes under commonly set objectives. Evidence shows achievement of impact of various types and increasing interest from European countries and beyond to get involved.

The future that lies ahead for Europe is characterised by high uncertainty. This calls for more coordination and joint efforts in dealing with challenges that cross national borders. P2Ps have a critical role to play alongside national and other European policies and instruments supporting trans-national research and innovation. Their development needs to be underlined by a strong strategy realising their high potential to coordinate and bring together national and regional resources to respond to common challenges and achieve goals of common interest.

Yet, there are several challenges to overcome. Implementation has always been an area where improvements are never too many. A centralised system facilitating proposal submission and evaluation and supporting evaluation and impact assessment through a common assessment framework respecting the differences among P2Ps is highly desired. The proliferation that has characterised the creation of P2Ps in the past needs to be replaced by a streamlined landscape with less P2Ps of broader focus and increased coherence.

Member States and relevant stakeholders seem to agree that the best way forward is to adopt a dual approach in the future design and support of P2Ps. On the one hand, a CSA-type of support would be desired for coordination activities among Member States in a broad range of areas also allowing use of additional sources such as ESIF, other financing instrument and public procurement schemes. On the other hand, a flexible co-fund instrument is needed to support more ambitious endeavours of Member States in a few, selected areas of high relevance to Framework Programme / Union priorities, where co-investments and trans-national policy collaboration is necessary to achieve impacts. The Union support would be subject to clear sunset clauses that would be defined from the beginning and the overall approach could be supported by measures increasing the efficiency of implementation.

As noted by Fabienne Gautier<sup>22</sup> in the closing plenary, this approach received substantial support from the P2P community. The conclusions of the relevant discussions that were held at the conference about the strengths and weaknesses of the particular approach should inform the design of the envisaged instruments and structures under FP9. The issues raised need to be further discussed especially in relation to the design and implementation of future P2Ps, and the selection process of the areas to support through P2Ps. Fabienne Gautier highlighted that the conference was instrumental in improving our understanding about P2Ps and what their future should be like, and appreciated ERA-LEARN as an instrumental and important platform for P2Ps in Europe that should be continued in the future.

<sup>&</sup>lt;sup>22</sup> Head of Open Science and ERA Policy Unit DG RTD.



# **Annex: Conference agenda**

# **Annual Conference on Public-Public Partnerships 2017**

# Co-designing Public-Public Partnerships (P2Ps) for the next Framework Programme (FP9)

7-8 November 2017

MCE Management Centre Europe, Rue de l'Aqueduc 118, 1050 Brussels

## 7 November 2017 – Towards P2Ps in FP9

12h00 – 13h00 Registration of participants and welcome lunch

13h00 – 13h45 Public-Public Partnerships in FP9 – opening plenary

moderator: Karen Coleman

Welcome and introduction

Fabienne Gautier, Head of Unit ERA Policy and Reform, DG RTD, European Commission

Beyond the Horizon – Foresight Scenarios in Support of the Preparation of the EU's Future Policy in Research and Innovation (BOHEMIA)

Matthias Weber, AIT Austrian Institute of Technology, Vienna

**P2Ps in the Horizon 2020 interim evaluation and related assessments – lessons learned** *Jörg Niehoff, Head of Sector Joint Programming, DG Research & Innovation* 

# 13h45 - 15h00

# Public-Public Partnerships in FP9 – policy round table

moderator: Karen Coleman

The policy round table brings together national representatives and key stakeholders who react on the findings presented and discuss their views on FP9 and the role of P2Ps:

- Indrek Reimand, Deputy Secretary General for Higher Education and Research, Estonia
- Patrick Monfray, Deputy Director for Research and Innovation Strategy, Ministry for Higher Education and Research, France
- Eduardo Maldonado, FCT, Portugal
- Michael Willmott, First Secretary, Science and Technology, Mission of Canada to the EU
- Michael Matlosz, President, Science Europe
- Joerg Niehoff, Head of Sector Joint Programming, DG RTD, European Commission

15h00 – 15h30 Coffee break



# 15h30 - 17h00 Public-Public Partnerships in FP9 - break-out sessions

moderator: Karen Coleman

Emerging preferred scenario for P2Ps in FP9, topics for the interactive sessions. örg Niehoff, Head of Sector Joint Programming, DG RTD, European Commission
Break-out sessions dealing with a number of key issues for the future of P2Ps. All sessions follow the same structure, so that all participants give feedback on all issues::

- Feedback on the proposed scenario for P2P in FP9
- Increase efficiency of implementation and simplification of instruments
- Selection strategies towards future topics and simplification of landscape

17h00 – 17h15 Coffee break

# 17h15 – 18h00 Towards a common branding of Public-Public Partnerships - plenary session

moderator: Karen Coleman

Presentation, followed by a moderated discussion with representatives of initiatives.

18h00 – 21h00 Dinner reception at MCE



# 8 November 2017 - Support of P2Ps by ERA-LEARN

8h30 – 9h00 Welcome coffee

9h00 - 10h00 ERA-LEARN - key results on impacts - plenary session

moderator: Karen Coleman

15 years of P2Ps - Impacts at national and European level

Effie Amanatidou, University of Manchester

Analysis of P2P structures and policies in the different

challenges and priorities of Horizon 2020

Imelda Lambkin, Enterprise Ireland

Results of pilot study on impact assessment at research project level

Angus Hunter, OPTIMAT

10h00-10h30 Coffee break

10h30 – 12h30 Increase coherence and efficiency of implementation

Designing ERA-LEARN support to thematic P2P clusters -parallel sessions

Session 1: Health

moderator: Hubert Misslisch, DLR

**Session 2: Environment and Climate** 

moderator: Jennifer Cassingena Harper, MCST

Session 3: Food, Agriculture and the Bio-economy

moderator: Heather McKhann, INRA

**Session 4: Industrial Technologies** *moderator: Duncan Jarvis, EURAMET* 

**Session 5: Energy** 

moderator: Tor Ivar Eikaas, RCN

12h45 - 13h30 Closing plenary

moderator: Karen Coleman

User feedback on P2Ps in FP9 - conclusions from the parallel sessions

Future support from ERA-LEARN to thematic P2Ps – conclusions from the parallel sessions

**Conclusions** 

Fabienne Gautier, Head of Unit ERA Policy and Reform, DG Research & Innovation



# 10h15 – 12h00 Parallel session day 2 Increase coherence and efficiency of implementation Designing ERA-LEARN support to thematic P2P clusters

**Session 1: Health** 

Moderator: Hubert Misslisch, DLR

#### Welcome and introduction

# Pilot activities from networks - An example what P2Ps could do together in this thematic area

Improving the quality of pre-clinical research Hella Lichtenberg, ERA-NET NEURON

#### **Network cooperation**

How to increase the relevance and impact and facilitate cooperation between the P2Ps in this area?

#### Open discussion

- on which topics should the thematic networks cooperate?
- how can P2Ps collaborate with other stakeholders active in the same thematic area?
- how to identify mutual benefit and increase impact of P2Ps?
- what has worked well so far and what could be done differently?

## Services provided by ERA- LEARN

Christiane Wehle, ERA-LEARN

## Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future?

## Cooperation of health P2Ps and the European Commission

## Prioritising ERA-NET Cofund in the H2020 Work Programme

Cornelius Schmaltz, Head of Unit, Strategy, Dir. E Health, DG RTD

# Taking into account the EC's activities on Antimicrobial Resistance in defining JPIAMR's strategy

Patriq Fagerstedt, JPIAMR

## Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future?

#### **Conclusions**

Rapporteur: DLR



# **Session 2: Environment and Climate Change**

Moderator: Jennifer Casingena, The Malta Council for Science & Technology

#### Welcome and introduction

# Pilot activities from networks - An example what P2Ps could do together in this thematic area

Boosting shared use of infrastructures (in the Baltic Sea region): *Kaisa Kononen, Coordinator BONUS (Art 185)* 

# **Network cooperation**

How to increase the relevance and impact and facilitate cooperation between the P2Ps in this area?

#### **Panelists:**

- Anneli Pauli, Hors Classe Adviser, DG CLIMA
- Kaisa Kononen, coordinator BONUS (Art 185)
- Dominique Darmendrail, JPI Water
- Xavier Le Roux, BiodivERsA ERA-NET
  - How can R&I networks collaborate with other stakeholders active in the same thematic remit?
  - On which topics should the thematic networks cooperate?
  - How to identify mutual benefit and increase impact?
  - What has worked well so far and what could be done differently?

#### Services provided by ERA-LEARN

Hannele Lahtinen, ERA-LEARN

# Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future?

# **Summary and closing**

Rapporteur: AKA



# Session 3: Food, Agriculture and the Bio-economy

Moderator: Heather McKhann, INRA

#### Welcome and introduction

#### **Network cooperation**

How to increase the relevance and impact and facilitate cooperation between the P2Ps in this area?

#### **Introductory remarks**

- Heather McKhann, FACCE-JPI
- Mika Kallio, WoodWisdom ERA-NET and SUMFOREST ERA-NET

#### Open discussion

- o How can R&I networks collaborate with other stakeholders active in the same thematic remit?
- On which topics should the thematic networks cooperate?
- What can be done jointly to improve the communication and dissemination of research results towards policymakers?
- O What has worked well so far and what could be done differently?

What types of support services have been delivered so far to bioeconomy P2Ps, and how could these evolve in the future?

### **Introductory remarks**

Caroline Lesser, ERA-LEARN/ INRA Christine Bunthof, PLATFORM / WUR

## Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future to strengthen coherence and efficiency of P2Ps (and what could be realistically expected from ERA-LEARN)?

How could the interaction between the bioeconomy P2P community, the Standing Committee on Agricultural Research (SCAR) and the EC evolve to increase the coherence and impact of P2Ps?

## **Introductory remarks**

Hans-Joerg Lutzeyer, Unit Agri-Food Chain, Dir. F Bioeconomy, DG RTD

#### Open discussion

- What has worked well so far?
- What could be done differently in the future?

#### **Conclusions**

Rhonda Smith, Minerva Communications, CommBeBiz Project



# **Session 4: Industrial Technologies**

Moderator: Duncan Jarvis, General Secretary, EURAMET

#### Welcome and introduction

## **Network cooperation**

How to increase the relevance and impact and facilitate cooperation between the P2Ps in this area?

#### **Panelists**

Philippe Vanrie, Head of EUREKA/EUROSTARS Secretariat
Alun Foster, Head of Plans and Dissemination, ECSEL Joint Undertaking
Angels Orduña, Executive Director, SPIRE
Roland Brandenburg, coordinator, M-ERA.NET
Edouard Geoffrois, coordinator, FLAG-ERA

- How can R&I networks collaborate with other stakeholders active in the field?
- On which topics should the thematic networks co-operate?
- How to identify mutual benefit and increase impact?
- What has worked well so far and what could be done differently?

## Support to the partnerships in the H2020 Work Programme 2018-2020

Doris Schröcker, Head of Unit, Strategy, Dir. D Industrial Technologies, DG RTD

# Services provided by ERA- LEARN

Hayley Welsh, ERA-LEARN

#### Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future?

#### **Conclusions**

Rapporteur: FFG



# **Session 5: Energy**

Moderator: Tor Ivar Eikaas, RCN

#### Welcome and introduction

## **Network cooperation**

How to increase the relevance and impact and facilitate cooperation between the P2Ps in this area?

#### **Panelists**

Steve Martin, Steering group for the SET plan Hans-Günther Schwarz, UrbanEurope/Smart Cities Ragnhild Rönneberg, coordinator of ERA Cofund CCS –ACT

- How can R&I networks collaborate with other stakeholders active in the field?
- The role of P2Ps for the SET-plan implementation?
- On which topics should the thematic networks co-operate?
- How to identify mutual benefit and increase impact?
- What has worked well so far and what could be done differently?

## Support to the partnerships in the H2020 Work Programme 2018-2020

Gwennael Joliff-Botrel, Head of Unit, Strategy, Dir. G Energy, DG RTD

## Services provided by ERA- LEARN

Jan-Arne Eilertsen, ERA-LEARN

#### Open discussion

- What has worked well so far and what could be done differently?
- What other services could be offered in the future?

#### **Conclusions**

Rapporteur: RCN