

European Partnership Stakeholder Forum

**“One-year review of
European Partnership
Initiatives in Horizon Europe”
Brussels, 15-16 Nov 2022**

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1. Introduction

The first Partnership Stakeholder Forum was organised by ERA-LEARN in collaboration with the European Commission (DG RTD/G4) and took place in Brussels, 15-16 November 2023. This was the first get-together of the partnership community (including partnerships, Commission services, ministries national/regional funding agencies and research and innovation actors) after an interruption of 2.5 years due to the COVID-19 pandemic. The aim was to:

- provide the platform for the entire partnership community for exchange of information, experience and networking
- review the first year of the European Partnerships: impact of European Partnerships and contribution to the green and digital transitions and increasing Europe's resilience drawing on the recently published first [Biennial Monitoring Report \(BMR 2022\)](#),
- highlight the political context: European Partnerships and their link to the ERA,
- exchange information on implementation aspects along the criteria framework of European Partnerships,
- share experiences and identify good examples of partnerships in creating synergies, which was the underlying theme of the Forum.

The Forum brought together the whole community of co-funded, co-programmed and institutionalised partnership stakeholders, including officials from national and regional governments, public funding agencies, the private sector and other science policy makers from all over Europe and beyond involved in the design and implementation of European Partnerships. In total, more than 250 participants attended the event in person, while more than 250 people also watched the web-streaming of the plenary and parallel sessions. A crucial element of the event was the participation of key institutional players in leading discussions and chairing sessions, notably Member States and Associated States representatives, relevant MEPs and high-level Commission representatives.

The structure of the workshop consisted of

- an opening plenary discussion with high-level Commission and Member State officials and European Partnership representatives
- parallel sessions addressing the main theme of the forum, “synergies”, across different thematic areas representing the major EU goals (A sessions)
- parallel sessions addressing important cross-cutting topics (B sessions), and
- the concluding plenary where the key messages as well as considerations for the future were highlighted.

A poster session was also hosted throughout the duration of the Forum where around 20 partnerships were able to present their networks during coffee breaks and sessions dedicated to networking.

This report summarises the key messages that were drawn from the discussions during the two days. Detailed documentation including the agenda of the event as well as the slides and video recordings are available on the ERA-LEARN website, <https://www.era-learn.eu/news-events/events/european-partnership-stakeholder-forum-one-year-review-of-european-partnership-initiatives-in-horizon-europe>.

2. Setting the scene

2.1. Turbulent times calling for more collaboration and flexibility

The host of the First Partnership Stakeholder Forum, Julien Guerrier¹, welcomed the participants and noted the importance of the event and the wealth of the discussions organised during the two days. Following this, Signe Ratso² opened the Forum together with Radka Wildová³. Signe Ratso noted that the Forum is both an opportunity to take stock of the first year of the new Horizon Europe Partnerships as well as to reflect on the future of Partnerships in view of the second Strategic Plan of Horizon Europe, which will be the result of a highly engaging consultation process for the European Commission and the Member States/ Associated States. Modern times are facing multiple crises; the energy crises amidst the Ukrainian war and these on top of the long-acknowledged challenges regarding the climate and the environment. Within this framework, the Green, Digital and Fair Transition and the orientation towards resilience are even more pertinent. By pooling and mobilising resources towards common goals, European Partnerships are at the heart of this transition enabling direct investments towards transformative research and innovation. With a share of the Horizon Europe budget reaching 38% of Pillar II and 25% of the total, Partnerships are important policy instruments. As Signe Ratso concluded, *“By working together we can make sure that our cooperation through European Partnerships bring the needed impact to make the Green and Digital Transition a reality beneficial to everyone to make our Europe EU more resilient”*.

Radka Wildová highlighted the attention paid by the Czech presidency to European Partnerships. European Partnerships are a unique form of cooperation and have rightly received a great deal of attention and interest from research institutes and national governments. They can only be successful, however, if all relevant stakeholders combine efforts and contribute their share to the common EU goals. Creating synergies are substantial to achieving this. European Partnerships cannot function effectively in isolation, synergies in financial terms are important. Thus, the governance of the European Partnerships should be carefully considered to ensure smooth, consistent, and coherent design, implementation and monitoring, taking into account their specific nature. *“This joint effort can contribute not only to setting European Partnerships in the right way but also ensure they achieve jointly set objectives for the benefit of the entire ERA.”*

¹ DG RTD, Director DIR G Common Policy Centre. [starting at 0:00 \(watch on YouTube\)](#)

² Acting Director General DG RTD, [starting at 2:37 \(watch on YouTube\)](#)

³ Deputy Minister for Education, Youth and Sports Czech Republic, [starting at 11:45 \(watch on YouTube\)](#)

2.2. Taking stock of the first year of European Partnerships

In his keynote speech, Julien Guerrier⁴ looked back at the achievements of the partnerships in creating a critical mass of resources and building alignment among programmes and strategic agendas since their first appearance in 2006. At the same time, he noted the increase in concerns over time about the overpopulation of the partnership landscape, the limited coherence and the lack of openness and transparency. There has been significant leveraging of additional investment but less so on the impact and contribution of partnerships to EU policies and national objectives. As a result, a more coherent, impactful and strategic approach was adopted in Horizon Europe with specific criteria addressing the creation, implementation and phasing out of the partnerships. The new approach also included a new monitoring and evaluation framework in line with the monitoring and evaluation of Horizon Europe.

Drawing on the [First Biennial Monitoring Report](#) (BMR 2022), Julien Guerrier noted that, so far, for the next seven years of Horizon Europe, Member States and Associated Countries have committed € 9 billion, which is as much as they have invested since their launch in the Sixth Framework Programme (2006-2020). The industry has already committed up to now, €22 billion, which is significantly more than what was aimed for. More than 60% of Horizon Europe partnerships' collective resources plan to contribute to the Green Deal objectives while more than 30% are oriented towards resilience (in health). These estimations mark a significant increase compared to Horizon 2020. Partnerships also contribute to six of the United Nations Sustainable Development Goals and have been instrumental in building links beyond Europe. According to the [2021 ERA-LEARN Annual Report](#), partnerships established collaboration with more than sixteen non-European countries.

While efforts have been taken to streamline the partnership landscape, more synergies need to be created to accelerate the diffusion of innovation across countries, regions, and sectors. Other funds such as ESIF need to be recognised as national contributions for partnerships; this may be an important incentive for collaboration, especially for the less involved regions/countries. It is encouraging that certain initiatives already exist that enhance cooperation and synergies such as the Clean Planet Inter-Partnership Assembly or the [Hydrogen Valleys](#) where different types of stakeholders and sources of funding are involved.

In addressing transparency and openness, the new Partnerships must take measures to increase participation of the widening countries as well as a specific types of R&I actors, like SMEs, and there are new tools (such as the Horizon Europe Monitoring Flash) to help take timely action. The new Partnerships need to have more transparent processes in agenda setting and dissemination/communication to promote wider participation. Several actions have already been implemented in the past, which are moving in the right direction. Julien Guerrier concluded by emphasising the need to work hard together to maximise impact on delivering on EU priorities. *“The two days of the Forum should be used to the maximum to share ideas and experiences and to pass on the lessons learnt to be more successful in the years to come.”*

⁴ [starting at 18:30 \(watch on YouTube\)](#)

2.3. European Partnerships in line with EU priorities but synergies needed

The panel discussion⁵ that followed addressed the level to which European Partnerships contribute to EU political priorities. The panellists highlighted the relevance of partnerships to the EU high-level priorities. For instance, the [Clean Hydrogen Partnership](#) is at the heart of the Green Deal and strengthening European competitiveness by supporting decarbonisation and hydrogen technologies that are indispensable for emission reduction. The [health-related partnerships](#) are closely linked to the Sustainable Development Goals (No 3) while also affecting and being affected by the Twin Transition and directly contributing to the resilience of European societies. The [Partnership on Agroecology, Living Labs and Research Infrastructures](#) that is in the making is oriented towards the Green Deal but also the Digital Transition (given the importance of data) and the Common Agricultural Policy. The [Key Digital Technologies Partnership](#) encompasses a wide range of technologies and applications cutting across all the major EU goals as well as building European sovereignty in the digital area.

The high level of investment committed to the European partnerships has increased expectations. To multiply the impact of partnerships, efforts need to be placed on inclusiveness, openness and synergies. All the partnerships represented in the panel have several examples of synergies with their stakeholders, and other partnerships as well as other related associations, structures and international organisations. Yet, there is room for improvement. Within, and across the clusters where the partnerships belong, there needs to be more and better collaboration as they are parts of the same ecosystem. Such synergies can help demonstrate the partnerships' additionality and impact on national and European policies as well as their contribution to innovation and European leadership. Synergies should be established in the form of a continuous dialogue going beyond research e.g. about standardisation, regulation, and facilitating the route to the market.

New innovative tools and instruments are needed to build links and apply results on the ground. The new Partnership on Agroecology, for example, applies the concept of the living labs, which is a bottom-up approach engaging citizens, communities, and local authorities in their local context. This provides the ability to get everybody on board and also address any growing concerns in time. Synergies with other European instruments are also necessary with the Clusters and Missions (i.e. the Soil Mission). The [Lighthouse Initiatives](#) of the KDT JU are another example of the successful engagement of a variety of stakeholders along with the [Pilot Lines](#) projects, involving all players in the value chain including end-users.

The panellists also stressed the importance of connecting internationally under a global approach to research and innovation. Several steps have been taken in this direction. In the area of health, for instance, the [International Rare Diseases Consortium](#) has been created, and the new [Africa-EU Partnership](#) is establishing a track record of international collaboration building in the prior success of the [EDCTP](#) Association. The Africa-EU Partnership also includes several non-state

⁵ The panellists were: Melissa Verykios, member in the Governing Board of Clean Hydrogen JU and in the Board of Hydrogen Europe; Yves Gigase, acting Executive Director of KDT JU; Daria Julkowska, member of the Expert Group on support of the strategic coordinating process for partnerships (BMR); Kerstin Rosenow, DG AGRI, Head of Unit F2 "Research and Innovation, Mission Manager for Mission Soil"; Irene Norstedt, DG RTD, Director DIR D "People". Panel discussion [starting at 39:04 \(watch on YouTube\)](#)

and civil society organisations, youth bodies, economic and social actors, and the private sector. The overarching approach of One Health is also an important guiding framework that boosts synergies across partnerships as well as clusters.

Partnerships in the health area, such as the [Innovative Health Initiative](#), link to national and local actors (businesses, regional authorities etc.) as this is the actual level at which the results will be deployed. In addition, the new strategy [Accelerating Clinical Trials in the EU \(ACT EU\)](#), which aims to make Europe more attractive to clinical trials, pushes for more effective collaboration with the relevant stakeholders. A marked difference between the new partnership IHI and the first two rounds of IMI is that, in the past, the main collaborator was the pharmaceutical industry whereas now the full health industry is involved creating a more systemic, value chain approach (health innovation industry, diagnostics industry, medical technologies, pharma, etc.).

Partnerships have made serious steps in engaging all relevant stakeholders in their design and implementation. In agroecology-related partnerships, for instance, there is increased citizen engagement and new experimentation through new tools like the living labs that allow the deployment of solutions on the ground. The partnerships related to digital technologies found new ways to approach the community and shape the work programme to be more attractive through the lighthouse initiatives and the so-called pilot lines projects. The EJP Rare Diseases has two strands of supporting research; one where research is funded in an open competitive manner and another that supports in-house research done by research institutions, involving researchers as well as users and patients. In the new partnership, national meetings will be organised to examine strengths and weaknesses and to map and increase capacities. By connecting the national and European levels, in-house research can move forward in case competitive money needs to be invested somewhere else to respond to urgent needs. Partnerships are a perfect place to experiment and develop transformative ways to include stakeholders like patient organisations and this can lead to a national discussion to acknowledge them as actual research organisations. In Institutionalised Partnerships, stakeholders are also engaged in contributing to the determination of topics to address through the relevant governance structures (stakeholders groups/boards).

2.4. European Partnerships' response to crises: agility is key

Experience has shown that flexibility and agility have now become more important than ever in responding to crises. This needs to be factored in while designing the operation of partnerships. Looking back on how the partnerships responded to the urgent requirements due to the Covid-19 pandemic, more efforts need to be made by all for rapid responses. While partnerships moved fast and dedicated funds for emerging research needs were identified, gaps were created concerning the funding of the other areas agreed upon, or certain funders changed their prioritisation and moved their funds elsewhere. This is a challenge, especially where the funds made available for the partnerships are limited. There needs to be a balance between flexibility and stability in the funding and the topics addressed.

Drawing on their experience from SARS and Ebola crises, the health-related partnerships include provisos in their work-programmes to safeguard some funds for emergencies. This has proven

very helpful and allowed rapid action in the case of the Covid-19 pandemic. At the same time, the development of the [ERAvsCorona Action Plan](#) by the EC and the Member States is another example of rapid response to the Covid-19 pandemic, which also led to the Pandemic Preparedness Partnership currently being prepared. A lesson learned from this experience is that there needs to be some level of 'steady state' activities in parallel to mechanisms that can gear up large levels of investment when the need arises.

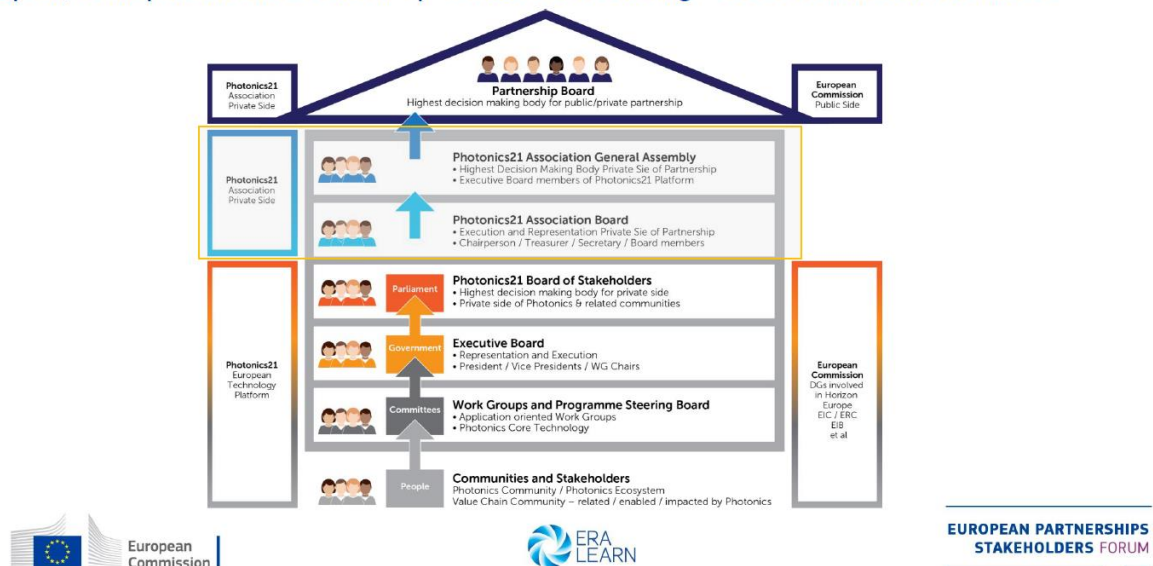
At the same time, putting together the [European Chips Act](#) is exemplary of a good response to future crises. This area calls for building the necessary infrastructure and ensuring the political support of the EU, the Member States and the stakeholder industry to prepare proper responses to future needs. The strategic research and innovation agendas also need to be constantly adapted.

2.5. Two showcases of synergies

The first plenary session ended with the presentation of two showcases. The first, the [Photonics21 Partnership](#), supports the development of this cross-sectional deep technology with multiple applications in key markets and with the involvement of the photonics community, industry and research organisations, together with the EC. The partnership serves the European Green Deal and Digital Transformation as well as the competitiveness of the European industry and technological sovereignty. The governance model builds on the experience gained over the years and involves more than 3000 individual members representing the whole value chain, the research community, the private side and related communities.

Proven governance model sustained

Open, transparent and bottom-up decisions involving >3000 individual members

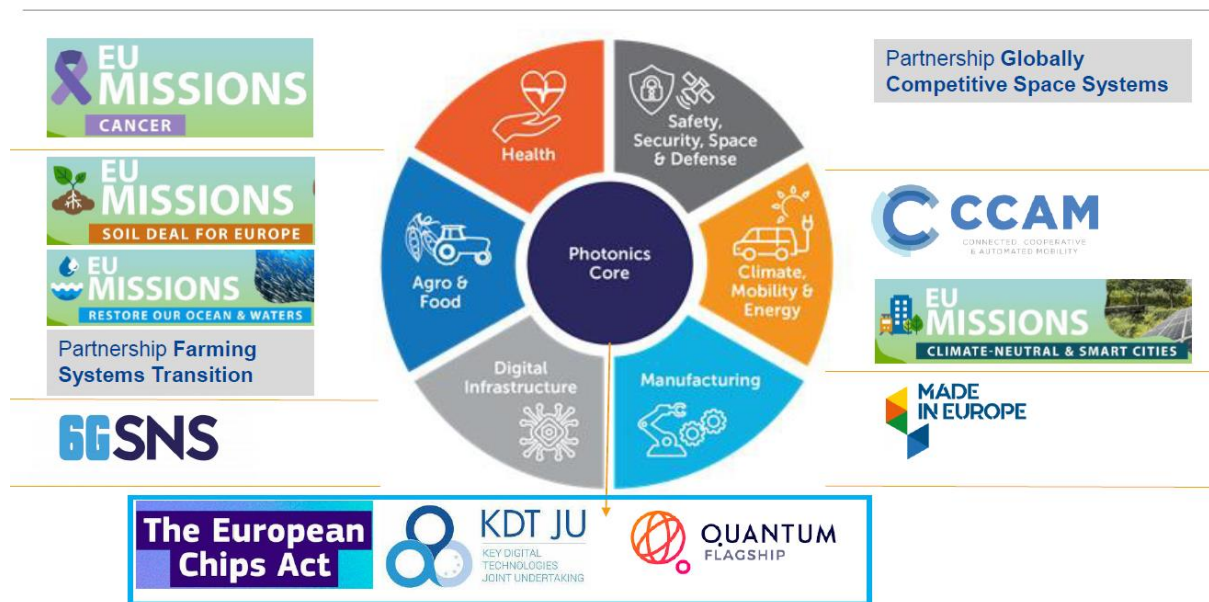


Source: Jaap Lombaers, Vice President Photonics21. **Showcase 1: Photonics (co-programmed European Partnership).** [starting at 1:47:42 \(watch on YouTube\)](#)

A central ambition is to further expand collaboration with other partnerships, other programs – such as Quantum Flagship, KDT and Chips JU, Health Area Partnerships - Member States and the EU Missions. Better engaging the end-users is also an important target as is the support of deep technologies and fostering entrepreneurial activities in close cooperation with the European Innovation Council, the European Investment Bank, and other related means.

Teaming up

With value chain partners and other deep-tech initiatives



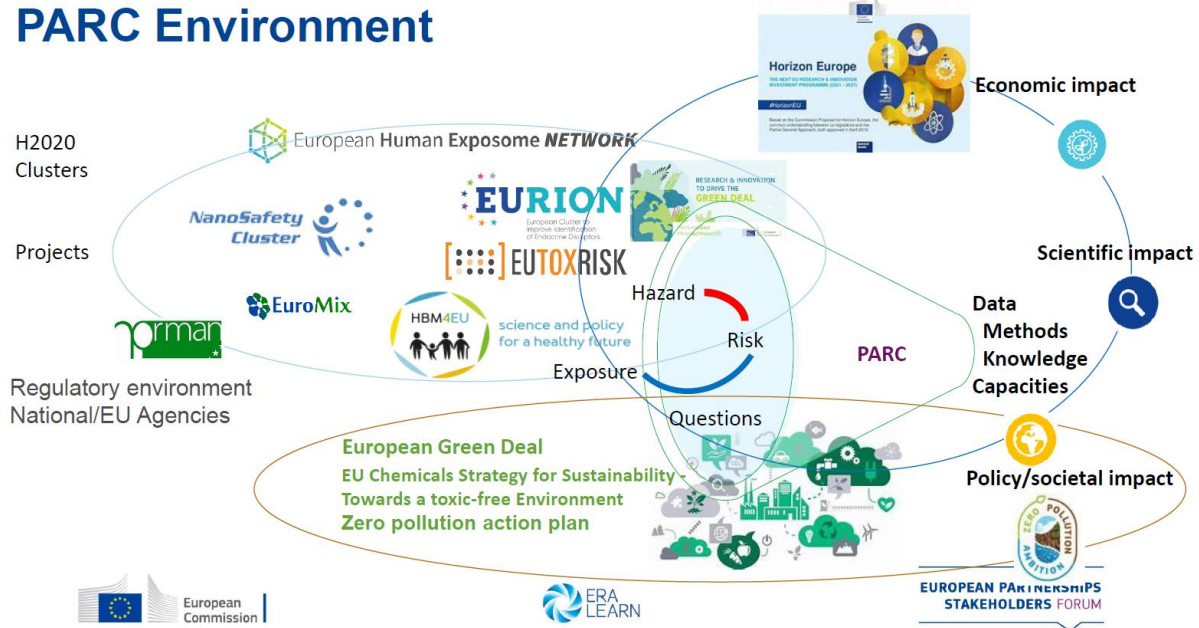
Source: Jaap Lombaers, Vice President Photoncis21. **Showcase 1: Photonics (co-programmed European Partnership).** [starting at 1:47:42 \(watch on YouTube\)](#)

Acknowledging that synergies are crucial to support such a pervasive technology, it is essential to work closely with the EC to implement cross-DG joint calls and to exploit the opportunities to combine and link various instruments/programs (such as ESIF, Missions, EIC / EIB, etc.). It is also key to create synergies with other programmes and instruments to address different readiness levels (TRL's), although dealing with different procedures and programmatic timelines can be a challenge. Achieving shorter lead times towards new calls is also important as is securing sufficient financing especially for SMEs and start-ups.

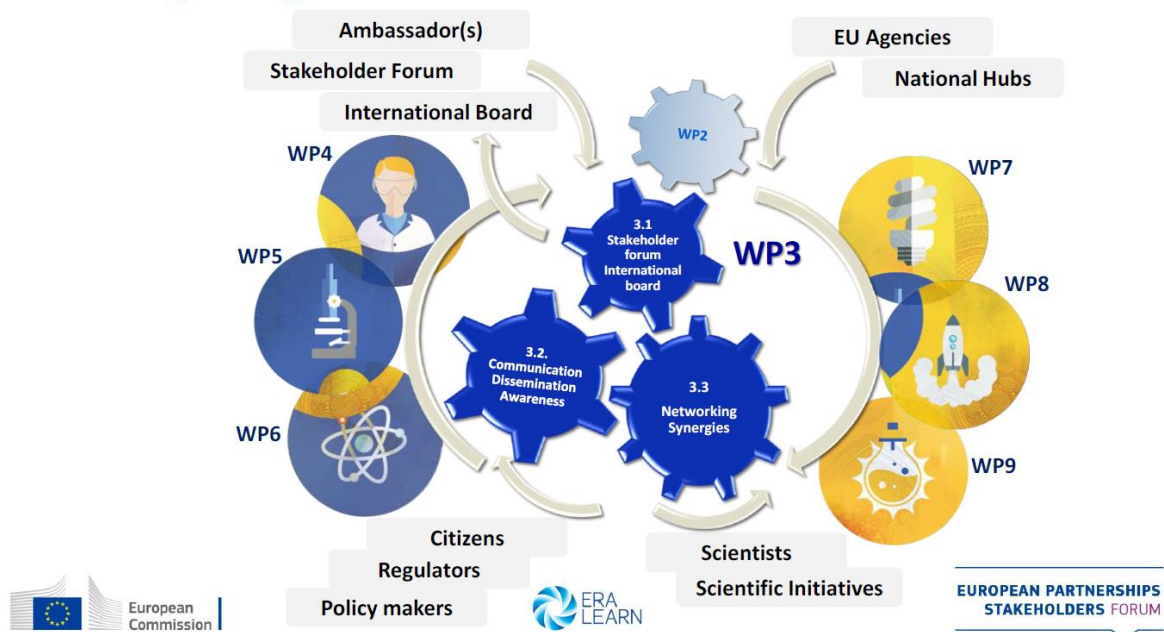
The second showcase is a new partnership, [the European Partnership for the Assessment of Risks from Chemicals](#) (PARC) building on the [HBM4EU](#) H2020 partnership. This is a Co-funded Partnership involving almost 200 Institutions from 28 Countries. The PARC environment cuts across the European and national levels and stakeholder types, from national regulatory authorities to European institutions/agencies, to H2020 clusters and projects. Addressing an area (chemical risk) that cuts across several fields, the partnership is driven by the Green Deal as well as the EU Chemicals Strategy for Sustainability and the Zero pollution action plan. Creating synergies is of utmost importance for PARC. This is pursued through the operation of the

Stakeholder Forum including a variety of actors and a specific work-package dedicated to this.

PARC Environment



PARC Synergies



Source: Christophe Rousselle, Deputy Coordinator PARC. **Showcase 2: PARC (co-funded European Partnerships)** [starting at 2:03:19 \(watch on YouTube\)](#)

3. Synergies: an aspect to address at multiple levels

Synergies are noted as being within partnerships as well as among partnerships and between partnerships and other European instruments and funding sources. The topic of synergies was addressed from a thematic perspective in six parallel sessions reflecting the major EU goals⁶. This section provides a summary of the main points that surfaced in the discussions.

3.1. A1: Green Transition

The [European Green Deal](#) aims to make Europe climate neutral by 2050, to boost the economy through green technology, to create sustainable industry and transport and reduce pollution, to turn climate and environmental challenges into opportunities, which will make the transition just and inclusive for all. The European Green Deal supports the transformation of the EU into a fair and prosperous society with a modern and competitive economy.

Horizon Europe investments are aligned with the objectives of the Green Deal initiatives in support the ecological transition. 67 % of Horizon Europe Partnership collective resources are planned to be allocated to R&I contributing to the Green Deal objectives, a 38 % increase compared to H2020.⁷ Partnerships in Cluster 5 focus on ‘deep reduction of greenhouse gas emissions in the energy and transport sectors’. Partnerships in Cluster 6 support initiatives, such as the Farm to Fork Strategy, EU Biodiversity Strategy, and the Circular Economy Action Plan. Partnerships in Cluster 1 and Cluster 4 plan significant investments to a green transition. There is significant potential to identify and establish synergies.

Partnership representatives of the Clean Aviation JU, the Circular Bio-based Europe JU, the CETP Partnership, Processes4Planet Partnership, the Clean Hydrogen Partnership, the EIT Manufacturing KIC and the EC Clean Energy Transition Unit discussed how European Partnerships address the Green Transition, and the associated challenges, how synergies/complementarities among European Partnerships, and between Partnerships can be created and which type of measures/activities are needed going beyond R&I.

The discussion showed that that Green Transition is a systemic transition rather than a technological transition alone. While innovations are important to find solutions to pressing problems and challenges, the role of citizens and consumers is also critical along with policy conditions and regulatory frameworks that should be revisited to fit to changing conditions.

⁶ A1: Green transition; A2: Digital transition; A3: Industrial transition; A4: Resilience: Health; A5: Missions; A6: Partnerships as drivers for deepening the European Research Area.

⁷ Source: Performance of European Partnerships. Biennial Monitoring Report 2022, <https://ec.europa.eu/assets/rtd/bmr/2022/>

To reach the Green Transition more investments are needed; the financial input of partnerships for getting innovations to the market is small. At the same time, partnerships are an important tool for dialog with industry and are showcasing what can be done to put research to the ground and to bridge the gap concerning investments.

Yet, partnerships are not yet in the deployment phase – linking results to innovation and market uptake – but they are creating the necessary conditions along this path. Further support is needed to support companies that conduct research of high TRLs to generate impact. Synergies on all levels can increase the efficiency and are important to create in this regard between research and deployment.

The development of new technologies in isolation is not enough to reach the Green Transition. Using hydrogen, for instance, in an aircraft, also necessitates creating the needed infrastructure. Without the infrastructure, the innovation cannot be implemented. Synergies can be seen as glue as all partnerships want to achieve impact. Strategic and operational synergies can help partnerships achieve more in a more efficient way by leveraging resources across partnerships/technological solutions/ infrastructure. Yet, what is still missing is a way to identify the ways and what synergies to create. A tool for identifying possible synergies is important. In addition, empowering citizens is critical to reach the Green Transition and there is also a need to share knowledge among a broad variety of actors/stakeholders.

Most of the ‘new’ partnerships are built on predecessors with whom they formed a joint vision. Thus, synergies are considered in the planning of the SRIAs of the new partnerships. In this regard, the creation of synergies needs to contribute to achieve the transformation goals of the partnerships.

The EU needs to overcome the strict rules and regulations to achieve the goals and to be competitive in the world - but needs to recognise when there is a unfair competition and defend itself - There is a need to combine different policies better and to create joint new mechanisms to address innovation challenges.

It was concluded that achieving a green transition is an inherent ambition of many partnerships. The challenges go beyond R&I and require the transformation of sectors/ industries. It needs to be expanded to the needs of bringing innovation to the market. It is the transformational challenges that require coordination and synergies beyond R&I policies, which goes across all sectors across different levels and prepare also the ground for the infrastructure needed (e.g. hydrogen).

3.2. A2 – Digital transition

The EU, through the European Commission, has made it a top priority to lead a digital transition that goes hand in hand with a green transformation, consistent with European values such as sustainability, privacy and trust, benefiting citizens’ well-being while safeguarding critical infrastructures and wider security interests. These top priorities have been widely recognised but need to be implemented in a harmonised way. The European Partnerships represent a clear example of convergence of different interests (private and public) towards these goals.

The area of digital technologies is of prime importance for European technological sovereignty. The crisis exposed the vulnerabilities of Europe's digital space and dependency on critical, often non-EU based technologies. Increasing the sovereignty of Europe in the whole value chain of semiconductors is key, while Europe needs a more self-sufficient digital value chain also for geopolitical reasons. To foster the digital transition, by achieving the ambitions set in the Digital Compass proposed by the Commission by 2030, a 2020 estimate shows that additional investment of around €125 billion are needed per year.⁸ The contribution to these priorities is among the key high-level objectives of the partnerships (mainly Co-programmed, Institutionalised) while there is also a need for Co-funded partnerships in this area.

Digital technologies themselves will have to become more sustainable and energy and resource efficient. Emphasis must be placed on the ownership, reliability and transparency of infrastructures, which may require significant resources and coordinated investments, while certain areas such as the design capabilities for semiconductors should receive particular attention.

AI/data and robotics are key technologies for manufacturing and have a huge impact on productivity and competitiveness, while they can also provide answers to the shortages in skills and workforces and rationalise operations. Data sharing solutions are a necessity for circular economy and circular manufacturing. Moving towards the convergence of AI, Data and Robotics is the route to follow.

The digital research area faces several challenges. Besides increasing collaboration, the link between research and innovation should be strengthened by addressing the whole value chain. The partnership programmes need to be more focused on the set priorities and supported by adequate funds. Both policy and budgetary alignment is needed between the European Commission, industry and the participating states. The participation of SMEs needs particular attention as well as attracting new members in the industrial associations.

Concrete steps towards establishing **synergies within a partnership** should be planned as early as possible, i.e., in the design of the partnerships and the development of the Strategic Research and Innovation agendas. This will help avoid obstacles in the collaboration like incompatible time-frames, overlaps, and lack of money for planning extra joint activities including joint calls, etc. Coordination and Support activities (CSAs) through the regular (HEU) programme seems like a good idea on how synergies could be strengthened and planned before the start of the partnerships. The In-kind Additional Activities (IKAA⁹) are also a challenging area that ultimately should lead to synergies between the EU and the MS and the industries' own activities within the scope as the partnerships.

⁸ [SWD/2020/98 final. Commission Staff Working Document Identifying Europe's Recovery Needs Accompanying The Document Communication From The Commission To The European Parliament, The European Council, The Council, The European Economic And Social Committee And The Committee Of The Regions Europe's Moment: Repair And Prepare For The Next Generation, p. 18](#)

⁹ Term used in the Joint Undertakings and now the Co-programmed partnerships.

It is important to bring in all voices within a partnership, including that of the private sector, in particular, SMEs, and create “new-comer friendly” spaces. As an example, the European Innovation Council helps SMEs in their journey to innovation and strategic links with partnerships are needed to help them join large consortiums where a relevant part of their supply chain is present. The Fast Track scheme¹⁰, implemented by the EIT-KICs, is also another example of facilitating and boosting the participation of SMEs that can be extended to other relevant partnerships with similar evaluation procedures. Hop-on schemes that allow [Widening Countries](#) to join on-going projects could also be a way to further establish synergies.

Synergies also need to be established **between different partnerships** by launching joint calls. Yet, additional funds need to be made available and administrative and financial technicalities need to be overcome. Cross-participation in partnerships’ governance structures, consultations or thematic working groups is also facilitating the creation of synergies. The example of the Metrology Partnership is relevant here where there is a strategy to create thematic European Metrology Networks to become the primary tool for external stakeholder involvement and bring in the input from other partnerships, missions, and initiatives to the research agenda of the Metrology Partnership. The Metrology Partnership Steering Group is an example of cross-participation involving people representing national authorities, standards organizations, universities and research institutions, regulators and policy-makers, and also other industrial partnerships. In addition to this, the Metrology Partnership runs a series of thematic open consultation events, where European Partnerships and other stakeholders are consulted on their needs for new metrology.

The Made in Europe Partnership has established several links with the other initiatives in the areas of AI, data, and robotics as well as Metrology, P4Planet and EIT Manufacturing. Formal collaboration agreements exist with some of them. Besides this, there is strong ‘informal’ collaboration as the same actors are active in several partnerships bringing the message about the industrial needs to the tech-oriented partnerships, and on the other hand, showing the innovative tech solutions to the manufacturing companies. Shared White Papers and statements have also been produced.

Notwithstanding, more efforts are needed to enable synergies starting from getting different partnership representatives together to discuss specifically about this topic and getting the support they need to move this forward. Knowing that the digital area is transversal and cuts across practically all other areas, there is a clearly need for more possibilities and platforms to come together.

It is also important to have interfaces **with the national and regional levels**, including dedicated support groups. The so-called « mirror groups », implemented within several partnerships, are a means to create synergies among the various stakeholders at the national level. This is a way to secure, through continuous exchanges, an alignment with national strategies. Connecting with national public-private partnerships and initiatives is also key as is establishing synergies among national and European, private and public funding. The governance bodies in the partnerships, i.e., the technological / scientific committees and the

¹⁰ As an example, <https://eithealth.eu/programmes/fast-track/>

state representative groups (for institutionalized partnerships) are those to involve in the process of implementing synergies with national programmes.

The role of the European Commission is crucial in facilitating the creation of synergies by offering support and spaces for mutual engagement or by launching CSAs to cover the identified needs, or facilitating exchanges across the framework programme pillars among the different stakeholders possibly taking the [EIC Forum](#) as an example.

Drawing on experience, further good practices to follow in the future include:

- The “[Lighthouse Initiatives](#)”, a concept introduced by ECSEL Joint Undertaking to signpost specific subjects of common European interest. These initiatives supported coordinated activities, for example facilitating the cooperation of several ECSEL project (RIAs and/or IAs), with H2020 (e.g. FET Flagships), Eureka, national or regional projects, etc.
- The [I4MS Initiative \(ICT Innovation for Manufacturing SMEs\)](#) a European initiative supporting manufacturing SMEs and mid-caps in the widespread use of information and communication technologies (ICT) in their business operations.
- The [QCN, Quantum Community Network](#), a network of multipliers composed of distinguished members of the Quantum Technology (QT) community, that are committed to linking the Quantum Flagship community with their national stakeholders.
- The “[Pilot lines](#)” i.e. "a type of industrial project whose main objective is to develop innovative technologies through a realistic production environment (pilot line) for early adoption by the electronics industry on the downstream value chain"¹¹.

3.3. A3 - Industrial transition

This dual session saw members of Clean Steel, Built4People, Photonics and Clean Aviation present their partnerships and how they contribute to the industrial transition in Europe. This was complemented by input from a member of the Finnish Ministry of Economic Affairs and Employment and SINTEF, which is involved in a number of data related Partnerships. There was discussion around the measures that could be put in place to ensure synergies with other partnerships and how to encourage meaningful collaboration within the complex structures of partnerships and across a broad landscape. Questions were asked from the audience related to exit strategies and defining KPIs and reflected back to the presentations by the panel members.

The discussions highlighted the need for collaboration both within and across partnerships to address current and emerging industrial needs more fully. It is believed that partnerships are stronger when they have involvement from developers, suppliers and users of technologies as well as other stakeholders in the policy and industry domains. This presents a unique opportunity to bring strategic and operational elements of a sector together to achieve common aims and objectives.

¹¹ <https://www.kdt-ju.europa.eu/news/ecsel-ju-pilot-lines-success-stories-impact>

While the identification of opportunities for alignment and synergies was recognized as an important element in the partnership landscape moving forward, a number of challenges and barriers were identified. One of the barriers was the lack of resources to undertake these types of actions, be that from a physical resource perspective (time, effort and budget) or from a knowledge perspective. The partnerships highlighted the need/desire to know what others are doing (operationally and strategically), what other SRIAs are relevant and what collaboration mechanisms are possible within the different partnership structures. Building familiarity and making connections with other partnerships is important and networking is key to this – it allows partnerships to understand what is going on beyond what can be seen on websites and documents. The European Strategic Partnership Forum was noted as an important and helpful event to facilitate this. The role of the EC was also mentioned as facilitator of such collaboration among the partnerships or supporting some form of mapping on similarities in structure, content and approach across the partnerships. Any examples that could be shared would be valuable.

The use of a monitoring process within the Partnerships was also discussed in relation to monitoring the achievement of results as well as the alignment with wider industry needs and objectives. This is an important mechanism through which Partnerships can understand if the technical objectives are being met, remain relevant and address the evolving needs of industry, ensure there are no gaps in how the industrial transition is addressed and inform any potential exit strategy.

In relation to exit strategies, the human tendency to want to keep initiatives going was noted as was the fact that technical excellence takes time, which may not follow a structured instrumental approach but rather a need to focus on the content of partnerships and the prospects for innovation. Evaluation, monitoring and reflections are key tools to assess this. Partnerships need to evolve and remain relevant for emerging industrial needs, but innovation can bring some unexpected outcomes; indeed the intensification of collaboration could bring new opportunities for many.

3.4. A4: Resilience: health

Health system resilience is the capacity to foresee, absorb and adapt to system's shock. The element of anticipation focuses on health issues that are to come due to migrations, the ageing population, and the effects of climate change on health and is an important element of foresight and preparedness of the system to unforeseen circumstances. Absorption of and adaptation to shocks refer to the system's intrinsic capabilities to accommodate change and react constructively. Key is preparation and the capacity to react and adapt to alleviate strain on health systems yet maintaining cohesion.

There are partnerships operating in these areas and their common denominator is learning. Learning to face shock to the system through a collaborative approach (fostering cohesion) and increase capacity through a process of collaborative R&I actions not just limited to the narrow areas of health. This translates, in the case of Anti-Microbial resistance (AMR) into delivering new treatment options through new diagnostics and new antibiotics. Actions would also include investigations in prescription practices, the study of transmission channels (not only in humans) and an efficient and timely approach to policy. In practice this also means

alignment of R&I programmes at the national and international level also beyond the EU (i.e., the UN organisations) and an approach that is cross-sectoral rather than confined in narrow health areas.

In the case of the EIT Health, learning is carried out through knowledge and innovation communities, providing an approach promoting social impact through better health outcomes, competitive and sustainable health systems. For resilience this means learning, innovating, and creating a cross-sectoral ecosystem. The approach to this is through taking into consideration i) health systems organisation and governance, ii) digital and med tech together with health and medical innovation, iii) policy and funding.

There is some resistance to change that can be tackled by evidence and experimentation. At the same time, resilience can be achieved through coordination of the fragmented initiatives at the national and regional levels. For this to happen, it is necessary that policy and practice are working together starting from their common objectives (the needs of people) and looking at regional disparities and working towards solutions that can be commonly shared and transferrable. This is a learning process whereby a system's approach based on a people's needs perspective can foster sustainability through providing quality of care conscious of the costs and integrate technologies (from the digital sector and the medical sector). For this to happen are necessary investments in health R&I and in areas which would benefit health research and innovation.

Producing knowledge is not enough. There needs to be an ecosystem where this knowledge can be exploited and implemented to create additionality and synergies. Synergies in health are quite a complex matter and pertain the domains of policy, programmes and instruments whether applied at the national or regional levels, or at the same time or sequentially. The idea is to think about synergies as an impact multiplier and act strategically. That means start thinking about synergies already at the phase of building an overarching mission for a partnership through to implementing joint calls, exchanging results and clustering of projects.

IHI is very experienced in this area and has tackled synergies from the start by mapping different partnerships and initiatives with whom it was possible to create links. The objective is to understand the landscape and identify complementors. The approach has to be scientific and political. The scientific view identifies the needs and the dependencies and the political approach sets out the dialogues between these state and regional representatives to make sure these synergies can be achieved. ERA4Health highlighted how increasing funding and funding bodies' initiatives in specific areas are a starting point along with the identification of these areas (such as nanomedicine, cardiovascular medicine, nutrition, and lifestyle etc.). Building capacity is also key whilst seeking for complementarities through collaborations between partnerships, with infrastructure and overall, with the policy domain. The experience of Photonics clarified the role of photonics in health and the possible areas of synergies from scientific investigation, diagnostics and monitoring.

The discussion concluded with a set of recommendations: 1) institution of common calls to provide opportunities to build up synergies starting with focussed areas and progressing to more articulated collaborations; 2) set out priorities and governance models to co-design topics and calls; 3) approach synergies and priorities through collective and open discussion including stakeholders' consultations.

3.5. A5 Collaboration with EU Missions

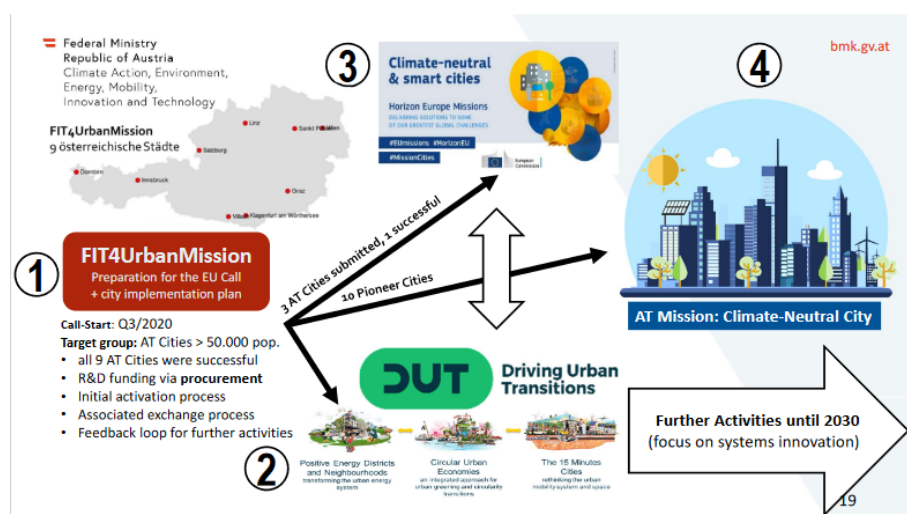
A5 „Collaboration with EU Missions“

The session participants included representatives of partnerships and the EC for each of the five European Missions. This facilitated discussions between the Missions and Partnerships along pre-defined questions to map and take action on future possibilities.

Both Missions and Partnerships establish clear and strategic directionality in funding for R&I. They set clear destinations and prepare the way towards them by concentrating R&I funding, related funding streams and other instruments (policy, regulation) on key strategic challenges that matter to EU citizens.

The session highlighted the importance of identifying and using synergies between the European Partnerships and the European Missions, to create a win-win scenario for maximising the impact of the two instruments. Collaboration already takes place both at European level in various formats, as well as national level. Examples for concrete measures are manifold and may include co-creation of calls or cross-referencing to linked thematic areas or call topics. Bringing thematically linked projects together, exchanging on results and stimulating networking among the involved actors from various organisations will be useful ways of increasing the uptake of results. Further examples for collaboration could focus on alignment/coordination of government structures, establishment of mutual contact points for strategic exchange and organisation of joint events.

There are also examples of collaboration at the national level as illustrated by the Austrian experience, where the European Mission “Climate-neutral & smart cities” and the Driving Urban Transition Partnership (DUT) are interlinked and aligned. In a strategic policy process the European City Mission has been translated into an Austrian Mission where 10 pioneer cities will be supported. The Driving Urban Transition Partnership (DUT) is a key instrument to support the achievement of the Austrian Mission “Climate-Neutral City” alongside the European City Mission.



Interaction between Austrian Mission on Cities, European Mission “Climate-neutral & smart cities” and Partnership “Driving Urban Transition”.

The Partnership DUT contributes to achieve the European City Mission by providing capacity building, experimentation and evidence for cities and urban decision makers, by supporting national coordination and transformative R&I funding instruments, by providing strategies and frameworks for key areas for urban transition, by mobilising and engaging stakeholders across Europe and by enabling peer-to-peer learning towards uptake of tangible R&I.

Making concrete synergies and good practise models visible is important to stimulate the exploitation of cooperation opportunities. By inviting representatives of all five missions, the workshop offered the possibility for bilateral meetings between partnership stakeholders and mission representatives to further elaborate on linkages and potential joint activities. Furthermore, representatives of the initiative TRAMI were present to provide information. The project [TRAMI \(Transnational Cooperation on the missions approach\)](#) focuses on making Missions work by creating communities of practice, exchanging knowledge and offering mutual learning.

As suggested, the next step can be a systematic mapping of concrete measures to exploit potential synergies between Partnerships and Missions, which may help to put this process forward and stimulate mutual learning.

3.6. A6 session - Partnerships as drivers for deepening the European Research Area

The [WIDERA CSA Call](#) enables a bottom-up approach in identifying topics of common interests for collaboration among countries/regions/R&I actors and achieving alignment across and relevant strategies and priorities in view of launching joint activities. Although, one could assume that the initiation of partnerships is a top-down process with strategic directions at the Member State and EU levels guiding their creation, it is also a bottom-up process with the national research communities that want to work closely with European counterparts and beyond, among the main drivers.

Platforms and spaces enabling the exploration of the interests of research communities and national / regional authorities are important for a variety of reasons. Some countries may be particularly interested in very specific research fields (for instance, forest research for Finland). Such platforms are important to identify common areas of interest in a bottom up manner and to gather the critical mass need in capacities and resources to address the specific areas of interest. In addition, countries with smaller research communities and limited research funds find it hard to prioritise which partnerships or other relevant initiatives to join.

Initiatives enabling bottom-up discussions and coordination at the national and the transnational levels are important for decision-making and prioritisation. These initiatives are the right places where initial interests and ideas for collaboration can mature; they may serve as a stepping stone to prepare for the creation of new partnerships or the participation in already established partnerships. Given that the new European Partnerships are larger, more ambitious, and strategic endeavours, such spaces enabling the necessary preparation and building trust and alignment across interested regions, countries or R&I actors are crucial.

The experience of the [ERA Green Hub](#) is relevant here. The ERA Green-Hub, one of the first projects funded under the WIDERA call, was conceived to bridge the gap between the several ERA-NETs and Cofunds that were ending with the finish of Horizon 2020 and the start of the new partnerships. The CSA addresses the process bringing together 15 ERA-NETs to create an umbrella structure. The purpose is to keep and build on the large pool of knowledge that was created in the last 17 years. The ambition of the partners is to continue to a new phase possibly by establishing a new partnership.

The interest in the first WIDERA call was limited. Several reasons may explain this including, for instance, the timing of the call which landed in a hectic period of preparing for the new European Partnerships or the limited awareness / visibility about the call especially among research performing organisations.

Communication about the WIDERA call and partnerships in general is certainly an area that has potential for improvement and there are several channels that can be utilised in this regard. The Strategic Coordination Process foresees the set up of the so-called 'mirror groups' at national level, where the interests of the national research communities can be discussed along with the alignment of the areas and priorities addressed by partnerships with national interests. This process has not been implemented as desired during the past two years due to the pandemic but it will certainly take place in the near future in view of defining new topics for partnerships.

Notwithstanding, increased coordination is also required at the national level. The example of Estonia shows that constant communication and collaboration is needed supported by a strong national level coordination process involving all different actors (sectorial ministries, research funding organisations, and research performing organisations). The "scientific advisors" placed within each ministry have an important role in keeping the 'nodes' together and establishing regular communication with researchers as well as industrial actors. This process should also involve awareness raising about calls such as WIDERA where smaller and simpler networks may be the best answer.

The ERA Hub and the NCPs as well as the COST networks are also relevant channels to increase awareness about the call and explore the interest of researchers to collaborate with peers abroad under certain themes. This can then motivate the respective funding agencies to get engaged in relevant proposals being formed under the call. The added value of the CSA call needs to be clearly communicated.

Smaller and flexible spaces like CSAs can also be best placed to address collaboration at the regional level where the priorities / challenges are more specific than those at the national level and can effectively be dealt with by a limited number of other interested regions. Not all issues / challenges need to be addressed by existing or new partnerships. In this regard CSAs can act as complementary to partnerships in addressing common interests or challenges.

The experience of the Saxony Region in ongoing ERA-NETs is positive. Although the participation of regions in partnerships is not very common, regions are increasingly realising the potential of such cooperation and the value of the opportunity to contribute to EU goals while supporting their RIS3 strategies. NCPs are key in this context as they are the ones to discuss with local stakeholders. Thus, access to the right and timely information is pertinent.

It goes without saying that synergies are important among the CSAs and partnerships. Experience shows that in such bottom-up approaches it is expected to map synergies with relevant initiatives at both the European and national levels (e.g. missions, partnerships, national/regional programmes) and create links. In a similar vein, synergies between Horizon Europe, Cohesion Policy Funds and national funding are also important.

4. Addressing cross-cutting dimensions in partnerships

The parallel sessions on the second day addressed important cross-cutting topics including internationalisation, the lifecycle approach to partnerships and societal engagement. Continuing on the synergies topic, two more parallel sessions were dedicated to synergies with industrial strategies and Cohesion Policy Funds. Summaries of the discussions are provided below.

4.1. B1: International visibility and positioning

European Partnerships are open by design to address global topics on a global scale. Experience shows that if successful they become “centres of gravity” in their areas and attract partners from all around Europe and beyond. Global outreach is essential and has been practiced increasingly over the years. Structures such as the [Belmont Forum](#) is a functional platform to connect to international funders for many research areas and has been a collaborator for many partnerships in the past. Partnerships serve as an entry point for non-European R&I actors for collaboration with European counterparts as well as local innovation networks. By the same token, international partners in European partnerships serve as ambassadors of European R&I into their eco-systems (e.g., US, Japan, Israel, Australia, etc.)

At the same time, addressing global disruptions needs to be pursued with an approach to restore value generation in European countries and sharpen European strategies and actions towards technological sovereignty. In this regard, the level of openness of European Partnerships may be worth reviewing and need further qualification/specification.

Within this framework, setting up and operationalising international collaboration in partnerships is not an easy task. Ample time needs to be invested to generate trust and functional collaboration. Establishing a “level playing field” is not easy to achieve with international partners trying to collaborate with a European Partnership. Understanding the partnership approach and procedures is not always easily achieved by targeted non-European partner countries, given their European context. Related barriers exist for instance in relation to rules and legal bases, reaching far beyond funding gaps.

The coordination of schedules of funding is another issue that challenges international cooperation, and there is always the risk of losing leanness and flexibility while trying to align with too many and too different funding systems.

The option of CSAs (under the WIDERA call) in support of partnerships is very important providing the ‘glue money’ necessary for international collaboration, as well as the opportunity for building trust, preparing, discussing, and designing cooperation processes.

The Commission acknowledges that there is still complexity in facilitating international collaboration of Partnerships, and it is intended to apply the lessons learnt so far to ease participation in the next framework programme through simplification and reduction of bureaucratic and legal hurdles).

4.2. B2: Lifecycle Approach of partnerships

The [Draft Criteria Framework for European Partnerships](#) explicitly suggests that all partnerships include in their legal provisions appropriate timelines, measures and conditions to decide their phasing out and/or the phasing out of Framework Programme funding, without prejudice to other national or EU programmes, which might continue to fund initiatives. Partnerships should also introduce a realistic business plan for winding down operation or continuation outside the scope of Framework Programme support, while Institutionalised partnerships (based on Article 185 or 187) should introduce a realistic plan for continuation outside the scope of an institutionalised format, by the date of the mid-term evaluation.

The launch of partnerships needs to be based on sound justification proving that they are the right instrument to achieve the envisaged goals and that there is no overlap in the areas addressed by other Horizon Europe instruments. Partnerships have also become an integral part of national R&I policies with more responsibilities at the national level, and, as the experience with the pandemic showed, they need to be flexible to react quickly to emerging, urgent needs. The life-cycle approach for partnerships is not about terminating them but emphasising the need for reflection and agility.

The panel consisted of representatives of partnerships with long-standing presence and varied evolution paths, as well as representatives of ministries and members of the Partnership Knowledge Hub (PKH). The panellists agreed that the presence of a strong, well-functioning and trusted governance structure is a prerequisite for any path towards sustainability. This takes time to build and can take various forms, such as the JPI Urban Europe structure preceding the Driving Urban Transitions Partnership, or the Water JPI that was one of the predecessors that the Water4All Partnership was based on, or the networks preceding the Biodiversa+ Partnership that go as far back as the Sixth Framework Programme. The deepening of collaboration among partnership members through the joint additional activities (alignment of programmes and strategies, institutional procedures, mechanisms, etc.) will also help create the necessary conditions of trust and ownership for the path towards self-sustainability.

Maintaining a well-functioning governance and implementation structure requires human and financial resources. The so-called “glue” money is very important to ensure for the management and coordination of a partnership. When this is not possible to safeguard with EU funds, other solutions need to be found, such as setting up membership fees and signing Memoranda of Understanding to continue collaboration and implementation of joint activities.

Although, relying on national funds may be risky, as policies and priorities might change, support from the national level is key for sustainability. Partnerships need to be part of and build on national strategies to achieve a feeling of ownerships among interested countries. Regular

exchange and co-design processes are means to build up trust and ownership involving research and sectorial ministries and the other relevant stakeholders such as funding agencies, and R&I actors in the public and private sectors. Demonstrating the impacts of partnerships and increasing their visibility can reinforce national commitments and engagement, and thus the potential for the partnerships to become self-sustainable. Stronger links to policy-making and the business sector are crucial to achieve uptake of research results and thus increased impact.

Not relying on EU funds avoids having to write lengthy proposals and progress reports, which can be time-consuming and take resources away from the actual partnership work. However, the participation of the EC acts as an incentive with the top-up funding provided. A self-sustained network can be small and simple to run and enjoy increased flexibility, but there is a trade-off. Without the EU funding, which can act as a motivation for certain countries to remain in the partnership, the available resources can be far less, thus enabling the implementation of only base line activities.

The continuation of some of the partnerships as self-sustained networks alongside the new partnerships to be established under the EU Framework Programmes may add complexity to the landscape. The EC and particularly the Partnership Knowledge Hub has an important role to play by overlooking the evolution of all types of partnerships and identifying research gaps to meet with the most appropriate type of partnerships. The EC needs to act as facilitator in this process, helping to build links among partnerships and increase synergies between them and with other relevant EU policy instruments (Missions, other Horizon Europe instruments, EU funding sources, etc.).

Whilst a discussion about possible exit strategies may sound premature, the experiences of long-lasting networks showed that this is not the case. The time is also ripe for such a discussion given the task of the Partnership Knowledge Hub to set up guidelines for the phasing out of partnerships by the end of 2023.

Concluding the panellists listed the key success factors towards sustainability:

- consortium cooperation built on trust and mutual ownership by the partners to help evolve and develop the partnership together
- ambition, commitment, and enthusiasm as well as impact demonstration to encourage commitment;
- useful and relevant research and concrete results with added value to the national communities but also going beyond what individual countries can do alone
- effective communication about partnerships and high visibility alongside strong and influential leadership.

4.3. B3 Societal engagement

This dual session focused on how partnerships are engaging with civil society, including the challenges and opportunities this brings, and considered the different approaches and channels that can be used to bring science closer to citizens. ERA Action 14¹² highlights the aim of popularizing science across society and to make people more aware of the importance of science in their everyday lives; indeed, achieving the green and digital transitions will not be possible without science, which cannot work in isolation from the societal challenges and so it needs to be a co-creation process. ERA Action 14 includes a number of desired outcomes, which are being implemented to achieve its aims and were discussed in the session, specifically the Plastic Pirates initiative that seeks to involve school children as citizen scientists investigating plastic pollution in European rivers. In a similar vein, the European City of Science programme (held in Leiden in 2022), has been very successful in creating an impact at the local level through a series of events and activities organised over 365 days. The European City of Science seeks to promote a passion for science and engage with society to define and embed science within communities. It is hoped that future cities will elevate the impacts by thinking about ways to trigger investment for the cities (venues, labs, research infrastructure, tourism, etc.) and achieve both societal and economic impacts to ensure that there is a legacy and concrete impact from the event.

The Water4All Partnership presented a summary of the actions it has implemented aimed at engaging with civil society. It noted that societal engagement is a key pillar within the partnership, both in relation to the definition of needs and in the implementation process (to ensure social acceptance). The types of activities it has carried out includes consultative workshops (to feed into the ongoing development of the SRIA), public consultations (feedback from stakeholders and society), communication and dissemination activities both to society in general and to more targeted groups, launch of knowledge hubs on specific themes, launch of demonstrator sites and living labs and capacity development activities (PhD schemes, training, mobility programmes).

It was agreed that the role of European Partnerships in bringing science closer to citizens is very important, with a need to bring different types of partners together and provide easy-to-understand material for all involved. This also supports societal adaptation and buy-in of the solutions. Engagement with educational institutes is also an important way to prepare the skillsets needed for future generations and to address market needs. The year 2023 is the European Year of Skills and so investment in skills will be a focus of activities across Europe, with the EC aiming to expose as many citizens as possible to science and the opportunities that it can bring. This extends to young scientists and early career researchers.

In terms of other, more innovative ways in which to engage with citizens, a number of these were discussed but keeping in mind the significant challenge of using the right approach with the right stakeholder group. For example, reaching interested citizens is a feasible aim as people tend to be motivated if you can bring together practitioners, academics, and citizens. Reaching the average person on the street, however, is very difficult and an example was given of using stage performances to do this – it provides a platform to show what is being researched but in an easy

¹² For more information please consult: [European Research Area Policy Agenda](#), p. 17.

to understand and demonstrable, relatable way. Another example of how to reach a specific group in society is to use initiatives and media such as poetry and rap music to address the issues – young people may connect with this much more easily than with traditional communication channels.

The real challenge, however, is in reaching those that are not interested in science, reiterating the need for skills development in this field and in engaging society with the solutions identified. It was noted that citizen interface organisations can be used effectively to reach the right audience and understand the right approach, but proving and measuring the impact from such social engagement activities can be difficult to do as the increasing focus on impact favours some types of research over others.

4.4. B4: Synergies with industrial strategies

There is a long track record through which partnerships explored and exploited synergies with various high-level national and EU industrial strategies. For instance, Factories of the Future (now Made in Europe) and Processes4Planet, the successor to the Horizon 2020 SPIRE Partnership, developed and articulated synergies through various tools such as exploitation workshops, joint call, cooperation and coordination and design of industrial roadmap whilst at the same time pursuing the core business of the partnership. A similar approach has also been undertaken in technological areas such as microelectronics and photonics through the relevant Joint Undertakings. The Key Digital Technologies Joint Undertaking is taking a direct approach to build synergies with the more application-oriented partnerships working on energy and hydrogen through identifying areas of potential synergies and call implementations. Other areas identified as important to address refer to skills, which are very important for joining the R&I component with the industrial strategy.

Excellence and efficiency are important elements in the industrial transition/transformation discussion. This focus translates into tangible/measurable outcomes such as faster production, reduced waste (no mistakes), agile production etc. The reduction of environmental impact becomes particularly important in terms of systemic impact and the introduction of affordable digital technologies may, for example, link to better meeting the consumers' preferences.

Overall, the approach is based on the need of companies to catch increasingly sophisticated demand and societal expectations, meeting the political agendas. The 'pieces' of this approach reinforce each other and pursuing this strategy keeps industry in a continuous cycle of change towards becoming increasingly modern and attractive. The [ERA industrial technology roadmap for low-carbon technologies in energy-intensive industries](#) shows that low carbon technologies are key to reach the policy objectives and that partnerships are strategic in directing investments and achieve innovations to reaching objectives for decarbonisation (2030) and climate neutrality (2050). This would be difficult to achieve without the further direct involvement of industry.

Practical examples of synergies concern the partnerships in the digital area. There is some common agenda setting regarding the core topics of interest. Many initiatives in microelectronics for example, are directed at finding alternatives to technological dependencies (the case of ARM chips). In the same sectors (chips, specifically), the partnerships are looking into a smart approach to network and system making with repercussions to other sectors such as automotives or telecoms (6G tech). Another example of synergies is the digital area and automotives where almost 50% of the value of a car is in electronics and software components. In autonomous and assisted driving processing capabilities are also a key element. In Photonics there is a series of synergies with digital technologies even through joint calls (i.e., on silicon and photonics). The same approach to capitalising synergies may be exploited in the area of AI by linking it to the data stored in the cloud. In automotives and other sectors where real time calculation are critical, real time data can be processed through edge computing¹³ therefore shifting towards smart data

¹³ Edge computing refers to devices at or near the physical location of either the user or the source of the data.

management and elaboration. These cross sectoral or hybrid applications are in the experimentation and testing using infrastructure built for/by the AI and the Robotics partnerships.

The discussion also highlighted that partnerships are key for the development, piloting and deployment of new innovations (including business model innovation) in the area of materials and technologies for decarbonisation and circularity. Partnerships have a role in linking industrial support with the EU strategy and national Member States agendas. The objective is also to enhance global competitiveness of European industries by nursing existing pipelines towards first in market developments. The Impact panel of Process4Planet is taking this as part of its SRIA and collaborations are ongoing with the European Innovation Fund, the European Investment Bank, Life programme, European Innovation Council and other DGs (DG CLIMA) to initiate demonstrators to bridge the gap between research and development towards deployment.

The European Battery Alliance has initiated several initiatives to build critical mass and capitalise on the achievements, generated competences and consolidated the European impact on the battery sector involving Member States and Regions. This also contributed to streamlining the European sectoral approach to batteries in a consolidated and strong ecosystem. Concerning synergies, the Battery Partnership mentions various avenues: joint working group, collaborative SRIA, and bringing together the European R&I community and add value through demonstrators, such as the Battery Innovation Day(s).

The concept of circularity is present in the SRIA of many partnerships. IN the KICs community there is the [EIT circular economy community](#), while five of such KICs are directly involved in the circular economy. The EIT circular economy community brings together a whole set of other initiatives. This facilitates links and collaborations for example with the new [Circular Cities and Regions initiative](#), and also demonstrates that it is a possible overarching approach in implementing important policies such as the [Industrial Emission Directive](#) and facilitate the identification and development of best available and emerging techniques and technologies.

As the circular economy addresses issues that cut across a variety of sectors and partnerships (e.g. batteries, manufacturing, Process4Planet, etc.) a common approach would be beneficial enabled by a platform/facility to exchange issues related to the circular economy and possible avenues for collaboration. Enabling technologies may be a good starting point for introducing the circular economy principles, although in terms of alignment rather than as imposition.

There are several hurdles still painning the process that mostly concern bringing innovation to market, and improve (global) competitiveness of European actors. While education and business support can be effective in helping overcoming such hurdles, partnerships need to interact strongly with industry and be provided with adequate funding to accelerate innovation. A regulatory framework encompassing issues of circularity may facilitate connection between all players, generate trust and promote a more responsible approach to the whole process. This is particular important in the times of energy crisis and cost increases that we are experiencing today. Such an approach mobilising synergies across different concepts (i.e. circularity) and partnerships can help putting the industrial transformation on a sustainable path.

4.5. B5: Synergies with Cohesion Policy Funds

Representatives from DG Regio and DG RTD provided a clear overview about the efforts and intentions of the European Commission to support and improve the implementation of synergies among different funds to converge different intervention logics towards the strengthening of the social and economic impact of R&I results. The ERDF and Horizon Europe intervention logics present differences that hinder the implementation of synergies among Horizon Europe and Cohesion Policy Funds. These include the different administrative levels involved and the different approaches, procedures and even 'language' in the use of these funds.

The workshop discussions were mostly around the Synergy Guidelines that were jointly published by DG RTD and DG REGIO in July 2022. These guidelines are particularly relevant for partnerships as they introduce the possibility to use the Cohesion Policy funds as national contributions. This is a significant step in creating synergies between CPF and Horizon Europe. In the previous framework program (and CPF programming period) it was possible to use cohesion funds for partnerships, but only for those calls that were not co-funded by Commission. Given that cohesion funds comprise a very significant proportion of the national research budget in many countries, especially the widening countries, this new development has a major impact. Notwithstanding, the involved authorities now need to increase their efforts to resolve the problems faced at the practical level.

Whereas establishing synergies between different funding sources is voluntary, the increased funds made available contribute to achieving the regional development priorities and objectives. At the same time, it is important that the strategic planning at the national level aligns with the EU priorities, and this prepares a favourable ground for creating synergies between national and a variety of European funds.

The pathway towards synergies cannot be standardised. The administrative structures, the cultural approach, the social and economic specificities of a territory including the specific needs are all factors to take into consideration for generating innovation. The Smart Specialisation Strategy (S3) remains the milestone to consider at the start of planning synergies. Managing authorities at both the national and regional levels need to strengthen the dialogue on S3 to meet the needs of territories based on their excellence and specialities. European Partnerships represent a holistic approach to research and innovation, addressing European and global challenges, by creating critical mass and common approaches among Member States, managing authorities, and industries.

Many Member States have experience with implementing synergies with mono-beneficiary instruments. Yet, the majority has no experience concerning partnerships, while regions are less skilled in this aspect. It is important to set up continuous dialogue and learn from the experience of others. A case of successful synergy implementation is the [Seal of Excellence \(SoE\)](#). The Community of Practices created under the SoE can be replicated to facilitate the participation of different funding agencies and managing authorities in Horizon Europe and specifically in the European Partnerships.

The creation of an ad hoc group under the ERA Forum composed by the managing authorities, dealing with the CPF, and national research representatives would also be useful. In a similar

vein, the reinforcement/creation of cooperation with the Horizon Europe National Contact Points in monitoring the Cohesion Policy implementation would further facilitate the possibilities for synergies and the better understanding of the roles of the different funding sources with regard to national/regional participation in European Partnerships.

The national and regional experiences exchanged during the workshop confirm the need to work on this path with a shared approach and a continuous debate among the European Commission, the Member States and the authorities mandated with managing funds for the benefit of the economic and social development of their territories and industries. Clear and timely communication is also needed between the Partnerships and the Member States/regions' managing bodies regarding the planning of activities and especially the Joint Transnational Calls. This knowledge would help the managing bodies to design funding instruments accordingly and prepare operational programs considering synergies with Horizon Europe and Partnerships in particular.

Synergies need extra effort, continuous dialogue and close cooperation between potential beneficiaries and managing authorities. The R&I policy and Cohesion Policy communities need to work hand in hand both in setting up the funding instruments and in their implementation. Cohesion Policy Funds, on the other hand, may support Horizon Europe projects to proceed towards market deployment and reach higher TRLs, thus strengthening place-based innovation chains.

5. The way ahead

The discussions on the second day focused on the year ahead. Fabienne Gautier¹⁴ set the purpose of the day, i.e., to explore a long-term vision for partnerships to be developed by the EC, Member States and Associated Countries considering the progress made until now. Partnerships are putting together coordination and collaboration mechanisms and seek to build synergies with other actors, funding instruments, programmes, and sectors. To illustrate such practices, two EC officers from DG RTD were welcomed, Rosalinde van der Vlies and Peter Droell.

Drawing on the experience from the partnerships in cluster 5 (climate, energy and mobility), Rosalinde van der Vlies¹⁵, noted that already in the first year, the partnerships demonstrated high relevance to the EU political priorities especially the Green Deal and the [REpowerEU](#) Action Plan. This led the EC to invest an extra €200 mil in the Clean Hydrogen Partnership in recognition of its significant role in delivering the EU priorities. The EU agenda is mainly focusing on reducing the dependency of the EU on key resources coming from other parts of the world, as well as on reducing the negative effect on the environment and climate with concepts like circularity and recyclability mainstreamed in the EU policy discourse.

For the next year, the priorities include a) reviewing the SRIAs of the partnerships to keep abreast of developments and continuing to be highly linked to EU political priorities, considering also the topics of reskilling and upskilling given that 2023 will be the European Year of Skills, b) strengthening synergies, and c) better aligning the agendas of the Partnerships with those of the Member States especially in relation to hydrogen but also in other areas like solar energy.

Synergies have multiple dimensions. Building on the good collaboration among partnerships, the creation of the Clean Hydrogen Inter-Partnership Assembly is an important step that can be replicated in other areas. Another notable example is the first joint call between the [Cities Mission](#), the [2ZERO](#) and the [CCAM](#) Partnerships already planned which could serve as an inspiration for the future. It is also important to note that a CSA is foreseen in the next year's work-programme to support synergies between Horizon Europe with the Innovation Fund, and a pitching event to promote results coming from finished projects to deployment programmes, Business Angels, the European Investment Bank, Invest EU, etc.

Rosalinde van der Vlies noted that, in the previous year, partnerships demonstrated their ability to deliver in record time, although the timing was extremely challenging. Amidst the multiple crises faced, the dedication and commitment of the partners, the openness to look beyond their boundaries and create links with other parts of Horizon Europe were remarkable. Significant experience also exists in building synergies between Horizon 2020 and ESIF. The [Clean Aviation](#)

¹⁴ [starting at 0:00 \(watch on YouTube\)](#)

¹⁵ DG RTD, Director Dir C "Clean Planet", [starting at 3:09 \(watch on YouTube\)](#)

[Partnership](#), for example, included Memorandums of Understandings with regional authorities that facilitated the use of ESIF. The [Hydrogen Valleys](#) is also an important tool to attract investments from different sources and support by the new guidelines published by the EC on synergies with ESIF, such cases are valuable to build upon in the future to intensify cooperation.

Peter Droell¹⁶, drawing on his experience from partnerships in digital, industry and space (cluster 4), highlighted the need for fundamental transformation to enable more sustainability, resilience and people-centricity as the context for the partnerships. The focus on synergies, impact and skills is key, and the long-term vision and directionality should be kept. *“We should not lose our orientation towards transformation in the phase of exploding energy prices for instance”*.

A second important point is that 2023 is the year of evaluation, which we should address as a creative process to design next steps under common understanding. Third, partnerships should remain open to Member States and countries associated to Horizon Europe. Fourthly, the SRIAs indeed need to be reviewed with the courage of being flexible and turning to a model of *“regenerative economy, giving back more than what is taken”*.

Looking back at 2022, Peter Droell, stressed the good cooperation across certain partnerships, e.g., the [Clean Steel Partnership](#) and the [Processes4Planet Partnership](#), as well as with [EIT-KIC Manufacturing](#). This has been a valuable experience with a steep learning curve as regards the definition of topics and dealing with timing incompatibilities.

Creating synergies may have a differentiated approach. For instance, the [Made in Europe Partnership](#) prioritises collaboration in the EU territory due to its different scope and leaves internationalisation as a second step. The [PARC Partnership](#) or the [Metrology Partnership](#), on the other hand, already enjoy wide international networks and collaborations as risk assessment and metrology deal with common issues across countries, while the [Vanguard Initiative](#) is instrumental in supporting regions to collaborate. In identifying gaps in research and innovation in the future, there are several insights to share. For instance, advanced materials is an area that holds strong promise if we want to sustain the European leadership in the area; and there is a need to build on the strong movement that has been created through the past partnerships, the European Technology Platforms and the [2030 Advanced Materials Manifesto](#). Yet, the issue is the availability of funds, given that this is only one area of many that require attention in the future.

¹⁶ DG RTD, Director Dir E “Prosperity”... [starting at 12:25 \(watch on YouTube\)](#)

The Partnership Knowledge Hub and the Second Strategic Plan of Horizon Europe

Alexander Grablowitz¹⁷ presented the role and the mandate of the Partnership Knowledge Hub (PKH) in the context of the Strategic Coordinating Process. The Strategic Coordinating Process is a new governance framework for European Partnerships in Horizon Europe to ensure strategic oversight of the partnership portfolio and evidence-based policy making. It includes three main building blocks: the Programme Committee, the Partnership Knowledge Hub, facilitating interactions between the Commission, EU countries, as well as partnership representatives on issues related to monitoring, mutual learning and foresight, and the Stakeholder Forum, a regular event bringing together the whole partnership community.

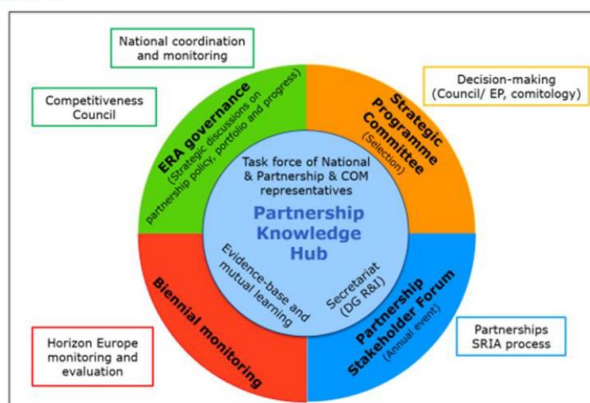
The PKH is at the core of the Strategic Coordinating Process for Partnerships drawing on evidence produced at European and national levels, and with strong links to relevant EU decision-making procedures and institutions. Specifically for 2023, the mandate of the PKH includes two major tasks requiring strong involvement of stakeholders: to prepare an opinion for the partnerships under the 2nd Strategic Plan (by March/April 2023) and draft first guidelines for the partnerships' phasing out modalities (by December 2023). In addition, two Mutual Learning Actions are planned on impact measurement frameworks, and the role of partnerships in national R&I policies. The PKH has a pivotal policy role in the Strategic Coordinating Process, A key element to support its operation is the mobilisation of its stakeholders. As a result, their strong engagement is encouraged.

Partnership Knowledge Hub (PKH)

Composition:

- 31 members (MS/AC, Commission)
- 49 observers (Partnership representatives)
- two co-chairs (DG RTD/ MS (DE))

Figure 1: Strategic Coordinating Process for Partnerships - Schematic illustration of main element and activities



Source: Alexander Grablowitz, [starting at 1:03:45 \(watch on YouTube\)](#)

¹⁷ Head of Unit "Research and Innovation in the EU", German Ministry of Education and Research, Co-Chair PKH, [starting at 1:03:45 \(watch on YouTube\)](#)

Fabienne Gautier¹⁸, then, presented the 2025-2027 strategic planning process for Horizon Europe, which will prepare the contents of the Horizon Europe work-programmes for that period. The Strategic Plan will consider a broad range of perspectives, from Commission priorities, foresight, quantitative data, evaluations and analysis to citizens' insights and ideas based on a wide consultation process that ends in February 2023. It will also include exchanges with Member States and the European Parliament, as well as interservice consultation, adoption and communication. In view of the second Strategic Plan, a relatively small second wave of partnerships will be selected based on the pre-defined criteria including:

- Ambitious objectives, EU added value and impacts
- Rationalisation (a limited number)
- Clear contribution to the current EU policy priorities
- Coherence and synergies at EU and national level
- Transparency and openness as well as flexibility of implementation
- Increased level of commitments from partners compared to the current level, in particular private partners
- International positioning

The process for selecting new partnerships will be done in the context of the Strategic Coordinating Process for European Partnerships. The preparatory work for the consultation will be done by the Partnership Knowledge Hub that is expected to provide advice on potential new partnerships for the second wave, thereby facilitating discussions in the Horizon Europe Strategic Programme Committee. This exercise was launched at the 4th PKH meeting that took place on 4 October 2022 with the launch of a Working Group, composed of Germany, Netherlands, Estonia, France, and Austria.

¹⁸ [starting at 1:12:45 \(watch on YouTube\)](#)

6. Overall conclusions¹⁹

European Partnerships are a perfect instrument to implement and adapt to changes and are important to further advance the development of the ERA. Partnerships benefit from linking to the regional and local levels when it comes to the deployment of research results and the path towards innovation. Establishing synergies is of paramount importance to achieve the EU wider goals of Green and Digital Transitions and increase the EU's Resilience in view of current and future crises. Synergies occur between partnerships as well as across thematic clusters as the challenges we are facing not only cut across national borders but also sectors and scientific disciplines. Synergies are also needed between partnerships and other European instruments such as Clusters or Missions. Several concrete measures have already been implemented in this direction, while more efforts are needed. Synergies are also relevant in the path towards market deployment in the form of links to industrial strategies. The challenge is to better address the links between research and innovation, bringing all relevant stakeholders together. Combining different funding sources is also key in maximising the resources available to tackle the challenges of current times.

Well-thought-out, concerted actions are needed. European Partnerships are also important instruments to further advance the development of the ERA and efforts are needed to allow them to continue to exploit their potential to the full. The challenges faced due to the pandemic made it inevitable that funds would be shifted from certain topics to others, especially in the health area to immediately respond to urgent needs. This led to disruption in parts of some partnerships' programming. Yet, it also showed that partnerships can be flexible to adapt and respond to crises. We must avoid European Partnerships becoming too big and complex to react and adapt to crises by, for instance, safeguarding parts of the budget for emergencies. To be effective, partnerships need to be embedded in the national and European policy contexts as well as in the strategic planning of their members, be they Member States/Associated Countries, European Institutions, industrial associations, or research and innovation actors. The lessons learnt in this first year amidst the pandemic, that brought additional challenges for partnerships to tackle, are valuable for the future. The Partnership Knowledge Hub together with the EC has a vital role to play in safeguarding the flexibility in the partnerships' design and in capitalising on the experience gained thus far in view of preparing the next wave of partnerships as well as in setting the ground for discussions on their phasing out.

¹⁹ Fabienne Gautier, DG RTD, Head of Unit G4 "Common Missions and Partnerships Service" [starting at 1:23:52 \(watch on YouTube\)](#)

Annex – Agenda

Partnership Stakeholder Forum 2022

when

15/11/2022

13:00 - 19:00 CET

16/11/2022

09:00 - 13:30 CET

where

BluePoint Brussels

Bd A. Reyers Ln 80

1030 Brussel

15/11/2022

Partnership Stakeholder Forum 2022 Day 1

12:00

Optional welcome lunch and registration

13:00 – 15:15

Welcome and opening

Signe Ratso, DG RTD, Acting Director General

Radka Wildová, Deputy Minister for Education, Youth and Sports, CZ

Keynote: European Partnerships – one-year review

Julien Guerrier, DG RTD, Director DIR G “Common Policy Centre”

How do European Partnerships contribute to EU political priorities

- Panel discussion/ High-level round-table

Melissa Verykios, member in the Governing Board of Clean Hydrogen JU and in the Board of Hydrogen Europe (online)

Yves Gigase, Head of Programmes KDT JU

Daria Julkowska, member of the Expert Group on support of the strategic coordinating process for partnerships (BMR)

Kerstin Rosenow, DG AGRI, Head of Unit F2 “Research and Innovation, Mission Manager for Mission Soil

Irene Norstedt, DG RTD, Director DIR D “People”

Success stories

Showcase 1: Photonics (co-programmed European Partnership)

Jaap Lombaers, Vice President Photoncis21

Showcase 2: PARC (co-funded European Partnerships)

Christophe Rousselle, Deputy Coordinator PARC

Moderation: Julien Guerrier, DG RTD, Director DIR G “Common Policy Centre”

15:15 – 16:30

Community building: Poster Session on screen & coffee break

16:30 – 17:15	Parallel sessions - Partnerships' directionality
17:20 - 18:00	A1: Green transition A2: Digital transition A3: Industrial transition A4: Resilience: Health A5: Collaboration with EU Missions A6: Partnerships as drivers for deepening the European Research Area
18:00 – 19:00	Community building: Poster Session on screen
19:00 – 21:00	Evening Reception
16/11/2022	Partnership Stakeholder Forum 2022 Day 2
09:00 – 9:45	Plenary session The year ahead (2023) for Partnerships Peter Droell , DG RTD, Director Dir E “Prosperity” Rosalinde van der Vlies , DG RTD, Director Dir C “Clean Planet” (online) Discussion on the year ahead Moderation: Fabienne Gautier , DG RTD, Head of Unit G4 “Common Missions and Partnerships Service”
10:00 – 10:45	Parallel sessions – cross cutting issues
10:50 – 11:30	B1: International visibility and positioning B2: Lifecycle implementation of partnerships B3: Societal engagement (SSH, citizen science, dissemination and exploitation) B4: Synergies with industrial strategies B5: Synergies with Cohesion Policy Funds
11:30 – 12:00	Community Building & networking with coffee corners
12:00 – 13:30	Concluding plenary session Results of parallel sessions and wrap up <ul style="list-style-type: none"> Discussion with representatives of parallel sessions A A1: Green transition Michael Dinges, AIT, ERA-LEARN A2: Digital transition Pekka Sivonen, Better Outlook Advisors A3: Industrial transition Matthijs Soede, DG RDT, European Commission A4: Resilience: Health Dimitri Gagliardi, University of Manchester, ERA-LEARN A5: Collaboration with EU Missions

Marion Jamard, DG RTD, European Commission

A6: Partnerships as drivers for deepening the European Research Area

Ulrike Ziegler, Coordinator Green ERA HUB, successfully funded CSA under WIDERA-Call

- Discussion with representatives of parallel sessions B

B1: International visibility and positioning

Margit Noll, DUT Partnership, FFG

B2: Lifecycle implementation of partnerships

Hilde Eggermont, Biodiversa+

B3: Societal engagement (SSH, citizen science, dissemination and exploitation)

Esther Diaz, Coordinator of WaterJPI, Coordinator of Pillar A (Strategic Direction of the Partnership) in the Water4All Partnership

B4: Synergies with industrial strategies

Christophe Rouselle, Deputy Coordinator, European Partnership for the Assessment of Risks from Chemicals (PARC)

B5: Synergies with Cohesion Policy Funds

Maarja Adojaan, Head of Department International Research Cooperation, Estonian Research Council

Activities of PKH and partnerships of 2nd strategic plan

Alexander Grablowitz, German Ministry of Education and Research, Head of Unit "Research and Innovation in the EU", Co-Chair PKH

Fabienne Gautier, DG RTD, Head of Unit G4 "Common Missions and Partnerships Service"

Concluding remarks

Fabienne Gautier, DG RTD, Head of Unit G4 "Common Missions and Partnerships Service"

Moderation: Fabienne Gautier, DG RTD, Head of Unit G4 "Common Missions and Partnerships Service"

13:30 – 14:30

Optional light lunch

Partnership Stakeholder Forum 2022

Sessions A1: Green transition

Time: 15. November 2022, 16:30 – 17:15, 17:20 - 18:00, Room Einstein

Background

The need for focusing the European economic growth model towards the green and digital transitions and economic and social resilience has been well acknowledged by all Member States. The green transition addresses through the European Green Deal climate change, energy and resource security of the Union, is considered to need additional investments by around €520 billion per year in the coming decade. The contribution of the European Partnerships to these priorities is among the key high-level objectives of the partnerships across all types.

The overarching aim of the workshop is to exemplify how existing partnerships contribute to the green transition and to identify possible synergies / complementarities to facilitate the green transition.

Goals/ Output

This workshop aims to...

- provide an indication how the partnerships aim to address the facilitation of a green transition
- detail how partnerships can create synergies with other partnerships and the framework programme activities, in view of maximizing the relevant impacts in achieving the high-level EU policy goals,
- draw suggestions for establishing synergies and collaboration among partnerships at the EU and national levels in view of setting up an EU collective approach to transition and resilience.

Session 1

Moderator: Michael Dinges (AIT - Austrian Institute of Technology, ERA-LEARN)

Speakers:

- Helene Chraye, EC, Head of unit Clean Energy Transition
- Daniele Violato, Clean Aviation Joint Undertaking
- Nikolas Reschen, CETP Partnership
- Virginia Puzzolo, Circular Bio-based Europe Joint Undertaking (CBE JU)

Session 2:

Moderator: Michael Dinges (AIT - Austrian Institute of Technology, ERA-LEARN)

Speakers:

- Helene Chraye, EC, Head of unit Clean Energy Transition
- Raquel Almeida, Processes4Planet
- Kostis Sakellaris, Clean Hydrogen Partnership
- Antoni Pijoan, EIT Manufacturing

Partnership Stakeholder Forum 2022

Session A2: Digital transition

Time: 15. November 2022, 16:30 – 17:15, 17:20 - 18:00, Room Copernic

Background

The need for focusing the European economic growth model towards the green and digital transitions and economic and social resilience has been well acknowledged by all Member States. To foster the digital transition, by achieving the ambitions set in The Digital Compass proposed by the Commission by 2030, a 2020 estimate shows that additional investment of around €125 billion are needed per year. The contribution of the European Partnerships to these priorities is among the key high-level objectives of the partnerships across all types.

Goals/ Output

This workshop aims to...

- detail the discussion on synergies and collaboration across clusters and partnership types in view of maximizing the relevant impacts in achieving the high-level EU policy goals and how relevant evidence can be produced to support this,
- demonstrate good practices of synergies and collaboration as well as cases of multiplication of impacts towards a specific EU goal,
- draw further suggestions for establishing synergies and collaboration among partnerships at the EU and national levels in view of setting up an EU collective approach to transition and resilience,
- produce recommendations for a specific thematic focus that can be taken up in the preparation of the following BMR in 2023.

Session 1: Microelectronics

Moderator: Pekka Sivonen

Speakers:

- Isabel Obieta (EIC/ EISMEA, Programme Manager for Responsible Electronics)

- Yves Gigase (KDT/Chips JU, Head of Programmes)
- Mikko Merimaa (EURAMET, Secretary General)

Session 2: AI, robotics & data

Moderator: Pekka Sivonen

Speakers:

- Evangelia Markidou (DG CNCT- Robotics & Artificial Intelligence Innovation and Excellence, A1)
- Riikka Virkkunen (Made in Europe, co-chair)
- Trond Bakken (SINTEF – SESAR)

Partnership Stakeholder Forum 2022

Sessions A3: Industrial transition

Time: 15. November 2022, 16:30 – 17:15, 17:20 - 18:00, Room Huygens

Background

Member States recognize the value of partnerships by showing increased interest and commitments in the Horizon Europe partnerships. Acknowledging the value of Horizon Europe partnerships as more strategic policy instruments marks a difference from the way in which the first partnerships were perceived during Framework Programme 6 and Framework Programme 7, when they were merely considered as an additional funding source.

Under Horizon 2020, the partnerships have led to a variety of impacts at national level going beyond those created by the transnational collaboration in R&I. These include structural impacts improving the national R&I governance system, as well as dedicated funding structures and tools enriching the national portfolios. Some partnerships have also been instrumental in improving the capacity of certain countries in relation to infrastructures. This is particularly important for the less-advanced countries.

Goals/ Output

This workshop aimed at:

- complements the new partnership approach introduced by Horizon Europe, giving incentives at programme level collaboration to identify upfront candidate European co-funded, co-programmed and institutionalised partnerships in the Strategic Plan, EU missions to be supported through Horizon Europe,
- highlights the importance and added value of such collaboration, also in view of future possible candidate European partnerships,
- supports to maintain existing and the establishment of new collaborations on a bottom-up procedure, thereby continuing the spirit of the successful ERA-NET scheme,

- raises visibility to Horizon Europe - Work Programme 2021-2022 “Widening participation and strengthening the European Research Area”, a topic aimed at strengthening the programme level collaboration between national R&I policy makers,
- collects ideas for support needed to implement programme level collaboration.

Session 1: 16:30 – 17:15

Moderator: Matthijs Soede, DG RTD

Speakers:

- Franz Horzenberger (Arcelor Mittal/ Clean Steel)
- Laura Pallares (World Green Building Council/Built4People)
- Timo Haapalehto (Ministry of Economic Affairs and Employment, Finland)

Rapporteur: Haley Welsh, ERA-LEARN

Session 2: 17:20 - 18:00

Moderator: Matthijs Soede, DG RTD

Speakers:

- Jaap Lombaers (VDI/Photonics)
- Daniele Violato (Clean Aviation)
- Till Lech (SINTEF)

Rapporteur: Haley Welsh, ERA-LEARN

Partnership Stakeholder Forum 2022

Session A4: Resilience: Health

Time: 15. November 2022, 16:30 – 17:15, 17:20 - 18:00, Room Galiliei

Background

The need for focusing the European economic growth model towards the green and digital transitions and economic and social resilience has been well widely acknowledged. In order to accelerate Europe’s recovery from the COVID-19 pandemic and its resilience, several Horizon Europe clusters contribute to the EU resilience objectives with Cluster 1 focusing on resilience in health. As key strategic elements towards achieving the EU high-level objectives, a number of European Partnerships – co-financed, co-programmed and institutionalized – contribute to the goal of resilience in health ensuring access to innovative and high-quality health care and maintaining a globally competitive health-related industry. Establishing synergies and cross-fertilizing processes is an essential means to leverage impacts of partnerships.

Approach of the Session A4 Resilience: Health

In its first part, the session will discuss how health partnerships in Horizon Europe contribute to the EU policy goal of strengthening resilience in the health area. In its second part, the session will put a focus on synergies. It will explore which opportunities and challenges health and health-related partnerships encounter to develop and exploit synergies with other partnerships, missions, EU actions and activities on national/regional level.

Within panel discussions, representatives of both established and developing partnerships in Horizon Europe will exchange experiences and challenges on how partnerships can achieve their expected impacts and foster collaboration towards the goals of resilience and exploiting synergies.

Goals/ Output

- explains how the strategic goal of achieving resilience in the health area is translated in EU actions and what expectations are placed on health partnerships
- analyses how the resilience goal is reflected in health partnerships' SRIAs and Workplans
- demonstrates good practices of synergies and collaboration with other partnerships and EU actions, between the public and private sector and/or with strategies/initiatives on national level
- draws further suggestions for establishing synergies and collaboration among partnerships at the EU and national levels in view of setting up an EU collective approach towards the resilience goal,
- captures bottlenecks and challenges of (developing) health partnerships towards their expected impact

Session 1: 16:30 – 17:15 Resilience in health in European partnerships

Moderator: Daria Julkowska, National Institute of Health and Medical Research (INSERM), France

Speakers:

- NN, European Commission
- Nora Benhabiles
French Atomic Energy Agency (CEA) (EIT Health-KIC, private-public partnership)
- Sabrina Montante
Italian National Institute of Health (ISS) (Transforming health and care systems co-funded partnership, public-public partnership)
- Laura Marin
Swedish Research Council (One-Health AMR co-funded partnership, public-public partnership)

Session 2: 17:20 - 18:00 Empowering Europe in the area of health – The synergies

Moderator: Daria Julkowska, National Institute of Health and Medical Research (INSERM), France

Speakers:

- Carmen Laplaza Santos, European Commission

- Magali Poinot, BE
Innovative Health Initiative Joint Undertaking, private-public partnership
- María Cristina Nieto García
National Health Institute Carlos III, ES (ERA for Health Research co-funded Partnership, public-public partnership)
- Thomas Mayerhöfer
Leibniz Institute of Photonic Technology, DE (Photonics co-programmed partnership, public-private partnership)
- Daria Julkowska
INSERM (Rare Diseases co-funded Partnership, public-public partnership)

Partnership Stakeholder Forum 2022

Sessions A5: Collaboration with EU Missions

15.11.2022 Session 1: 16:30 – 17:15, Session 2: 17:20 – 18:00 Room: Baekeland

Background

Both Missions and Partnerships establish clear and strategic directionality in funding for R&I. They set clear destinations and prepare the way towards them by concentrating R&I funding, related funding streams and other instruments (policy, regulation) on key strategic challenges that matter to EU citizens. Synergies between missions and partnerships could offer great opportunities in a win-win scenario on both sides, for industry and society at large. All the benefits at the service of maximising the impact of these initiatives.

Synergies between these two instruments and processes have to be revealed and developed.

Goals/ Output: This workshop

- feeds in the discussion on strengthening the collaboration between the European Partnerships and the missions,
- supports the engagement of partnerships through aligning programmes and creating synergies,
- collects ideas for support needed to implement synergies between missions and partnerships.

Session 1

Moderator: Marion Jamard, European Commission

Agenda:

- ***Exploring synergies between Partnerships and Missions: State of play***
Marion Jamard, European Commission, DG Research and Innovation
- ***Linking partnerships and missions on national level: Austrian experience report in the area of Cities***

Anna Wang, Austrian Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology

- ***Meet & Exchange with Mission representatives from the European Commission & TRAMI project (Transnational Cooperation on the missions approach)***

For each of the five European Missions a representative from the EC will be present for fruitful exchange on collaboration opportunities. Workshop participants will be invited to provide input to the European Commission along pre-defined questions to map and take action on identified future possibilities. In addition a representative of the EU funded initiative TRAMI will provide project insights.

Mission representatives from the EC:

- Cancer: Annika Nowak
- Restore our Ocean and Waters by 2030: Marcin Sadowski
- Adaption to Climate Change: Federico Porra
- 100 Climate-Neutral and Smart Cities by 2030: Christos Fragakis
- A Soil Deal for Europe : Matthias Leonhard Maier, Paola Eulalio

&

TRAMI – Angela Schindler-Daniels

Session 2

Moderator: Marion Jamard, European Commission

Agenda:

- ***Exploring synergies between Partnerships and Missions: State of play***

Marion Jamard, European Commission, DG Research and Innovation

- ***Mission “Climate-neutral Cities” – Transformative Innovation Policy for Austria***

Anna Wang, Austrian Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology

- ***Meet & Exchange with Mission representatives from the European Commission & TRAMI project (Transnational Cooperation on the missions approach)***

For each of the five European Missions a representative from the EC will be present for fruitful exchange on collaboration opportunities. Workshop participants will be invited to provide input to the European Commission along pre-defined questions to map and take action on identified future possibilities. In addition a representative of the EU funded initiative TRAMI will provide project insights.

Mission representatives from the EC:

- Cancer: Annika Nowak
- Restore our Ocean and Waters by 2030: Marcin Sadowski
- Adaption to Climate Change: Federico Porra
- 100 Climate-Neutral and Smart Cities by 2030: Christos Fragakis
- A Soil Deal for Europe : Matthias Leonhard Maier, Paola Eulalio

&

TRAMI – Angela Schindler-Daniels

Partnership Stakeholder Forum 2022

Session A6: Partnerships as drivers for deepening the European Research Area: Fostering the collaboration between national R&I programmes

15. November 2022, 16:30 – 17:15, 17:20 - 18:00 Room Darwin

Background

Member States recognise the value of partnerships by showing increased interest and commitments in the Horizon Europe partnerships. Acknowledging the value of Horizon Europe partnerships as more strategic policy instruments marks a difference from the way in which the first partnerships were perceived during Framework Programme 6 and Framework Programme 7, when they were merely considered as an additional funding source.

Under Horizon 2020, the partnerships have led to a variety of impacts at national level going beyond those created by the transnational collaboration in R&I. These include structural impacts improving the national R&I governance system, as well as dedicated funding structures and tools enriching the national portfolios. Some partnerships have also been instrumental in improving the capacity of certain countries in relation to infrastructures. This is particularly important for the less-advanced countries.

Goals/ Output

This workshop

- complements the new partnership approach introduced by Horizon Europe, giving incentives at programme level collaboration to identify upfront candidate European co-funded, co-programmed and institutionalised partnerships in the Strategic Plan, EU missions to be supported through Horizon Europe,
- highlights the importance and added value of such collaboration, also in view of future possible candidate European partnerships,
- supports to maintain existing and the establishment of new collaborations on a bottom-up procedure, thereby continuing the spirit of the successful ERA-NET scheme,
- raises visibility to Horizon Europe - Work Programme 2021-2022 “Widening participation and strengthening the European Research Area”, a topic aimed at strengthening the programme level collaboration between national R&I policy makers,
- collects ideas for support needed to implement programme level collaboration.

Session 1

Moderator: Joerg Niehoff (EC)

Speakers:

- Alexander Grablowitz, German Ministry of Education and Research, Co-Chair PKH
- Antoaneta Folea (UEFISCDI), Head of Unit NCP-Horizon Europe Romania
- Ulrike Ziegler, Coordinator Green ERA Hub

Session 2

Moderator: Elena-Mihaela Williams (EC)

Speakers:

- Rune Vistad, Research Council Norway, NO
- Ulrike Ziegler, Coordinator Green ERA Hub
- Ülle Napa, Estonian Research Council

Partnership Stakeholder Forum 2022

Sessions B1: International visibility and positioning

Time: 16. November 2022, 10:00 – 10:45, 10:50 – 11:30, Room Galilei

Background

In order to tackle global challenges adequately, international collaboration between countries both in and outside of Europe is essential, and Partnerships are ideal for its manifestation through their joint activities. One of the EC's main goals in supporting future European Partnerships is to make sure that joint endeavors are created and implemented with respect for openness and transparency principle. Partnerships should demonstrate (targeted) openness towards relevant partners and stakeholders already in the process of the programme design and remain open to newcomers and interested parties throughout its lifetime. Adopting these principles also with a view to international visibility and thereby ensuring the right portfolio of partners will help identify priorities and build Partnerships' vision and work plan, attain strategic policy goals, and maximize the programme's impact.

Goals/ Output

This session...

- addresses the motivations and goals of international activities and the involvement of international stakeholders,
- shows how Partnerships report about their strategies and mapping exercises for collaboration with countries outside Europe,

- demonstrates good practices of international cooperation within governance structures and the envisaged work plans,
- collects ideas for support needed to implement international collaboration.

The overarching aim of the sessions is to discuss the motivations and goals of international cooperation, good practices and methods to achieve successful international positioning and involvement of international stakeholders by Partnerships, as well as the respective needs for support of Partnerships and international stakeholders.

Session 1 (10:00-10:45)

Moderators: Michael Dinges / Maximilian Zieser
(AIT – Austrian Institute of Technology, ERA-LEARN)

Speakers:

- Davide Valitutti, EC (DG RTD), Horizon Europe Association
- Tor Ivar Eikaas, Research Council of Norway
- Wouter IJzermans, BATT4EU (European Partnership for Batteries)
- Margit Noll, DUT (Driving Urban Transitions to a Sustainable Future)

Session 2 (10:50-11:30)

Moderator: Michael Dinges / Maximilian Zieser
(AIT – Austrian Institute of Technology, ERA-LEARN)

Speakers:

- Davide Valitutti, EC (DG RTD), Horizon Europe Association
- Antonella Autino, PRIMA (Partnership for Research and Innovation in the Mediterranean Area)
- Antonio Io Porto, Water4All Partnership (Water Security for the Planet)

Partnership Stakeholder Forum 2022

Session B2: Lifecycle implementation of partnerships

Time: 16. November 2022, 10:00 – 10:45, 10:50 – 11:30, Room Einstein

Background

European Partnerships are to evaluate impacts achieved at Union and national level in relation to defined targets and key performance indicators, feeding into the Programme evaluation. This includes an assessment of the most effective policy intervention mode for any future action and

the positioning of any possible renewal of a European Partnership in the overall European Partnership landscape and its policy priorities. European Partnerships have the responsibility, in the absence of renewal, to find appropriate measures ensuring to respond to emerging EU policy needs with a view to their SRIA, their workplan, as well as possible exit strategies. This new challenge has to be considered already in the implementation phase of the partnership.

Goals/ Output

This workshop

- finds key indicators for the development of former networks and partnerships, considering the implementation with a view to the whole life cycle approach,
- reveals strategies for communication between relevant stakeholders on the proceeding of the partnership,
- collects ideas for support needed to implement the life cycle approach,
- examines former networks (ERA-NETS) that are self-sustained today and asks about challenges, motivation, success factors and results of the self-sustained network.

Session 1 (10:00 – 10:45)

Moderator: Effie Amanatidou, ERA-LEARN

Speakers:

- Alexander Grablowitz, German Ministry of Education and Research, Co-Chair PKH
- Nicolas Tinois, European Partnership on Accelerating Farming Systems Transitions
- Ariane Blum, Water4all
- Hilde Eggermont, Biodiversa+

Session 2 (10:50 – 11:30)

Moderator: Christiane Wehle, ERA-LEARN

Speakers:

- Petra Zagar, Ministry of Science SI, member PKH, former GPC Chair
- Baldissera Giovani, Euphresco Network for Phytosanitary Research Coordination and Funding
- Margit Noll, Driving Urban Transitions (DUT)

Partnership Stakeholder Forum 2022

Session B3: Societal engagement (SSH, citizen science, dissemination and exploitation)

Time: 16. November 2022, 10:00 – 10:45, 10:50 – 11:30, Room Huygens

Background

European Partnerships should continue facilitating contact and seek collaboration with different stakeholder communities and relevant parties in all phases of its implementation. They should strive to attract and support societal engagement to further define the partnerships' goals and priorities. European Partnerships should take every effort to disseminate results also to society in an open and transparent way. Programme outcomes should be promoted through appropriate channels, including non-members, across the EU and beyond. Communication within and beyond the own network and between different actors on the cross-cutting thematic areas is needed to be better achieve the set targets.

Goals/ Output

This workshop

- shares good practices of communication and dissemination of results,
- invites partnerships to share information about their communication efforts within the recent challenges,
- refers to the ERA Action "Bring science closer to citizens" to support citizen science, citizen engagement and citizen empowerment events in the context of European Year of the Youth and Bauhaus,
- supports the co-designing with the Commission and stakeholders to facilitate exchange of best practices to open up science and innovation to citizens, especially the youth,
- collects ideas for support needed to implement societal engagement.

Session 1

Moderator: Malwina Gębalska (PL, National Science Centre; ERA-LEARN)

Speakers:

- Tudor-Trestieni Ion (Head of Sector, DG Research & Innovation, A.3 - R&I Actors and Research Careers)
- Esther Diez-Ceborello (FR, Coordinator of WaterJPI; Water4All Partnership)

Session 2

Moderator: Malwina Gębalska (PL, National Science Centre; ERA-LEARN)

Speakers:

- Apostolia Karamali (Head of Unit, DG Research & Innovation, A.3 - R&I Actors and Research Careers)
- Gerhard Schnyder (Professor of International Management & Political Economy at Loughborough University London)

Partnership Stakeholder Forum 2022

Session B4: Synergies with industrial strategies

Time: 16. November 2022, 10:00 – 10:45, 10:50 – 11:30, Room Baekeland

Background

The impact of R&I activities addressed by the European Partnerships can be increased through dedicated dissemination and uptake of focused strategies. The work between the European Commission and the Member States and Associated Countries is essential to collect and develop targeted R&I strategies for the green and digital transitions.

For the benefit of better and easier uptake of research results of European Partnerships, specific measures for replication and upscaling, alignment of measures with a perspective on national innovation and investment programmes and cross-partnership approaches could contribute to produce useable outputs for stakeholders and applicants.

The 'New ERA' aims to speed up the transfer of research results into EU industrial ecosystems through the development of common industrial technology roadmaps with Member States, industry and relevant stakeholders to include R&I investment agendas from fundamental research to deployment. Therefore, interaction with ERA Action 12 and the respective ERA industrial technology roadmaps and relevant technology infrastructures should be envisaged.

Goals/ Output

This workshop

- will reveal synergies between partnerships with a perspective on national innovation and investment programmes,
- will make visible synergies between partnerships and the ERA industrial technology roadmaps for low-carbon technologies in energy-intensive industries and for circular industrial technologies and business models,
- refers to ERA Action 12 "Accelerate the green/digital transition of Europe's key industrial ecosystems",
- collects ideas for support needed for the benefit of better and easier uptake of research results into EU industrial ecosystems.

Sub-Session 1: Synergies of partnerships for the transformation of the industry

This session discusses conceptual aspects of how the industry can become circular and low-carbon through innovation in production processes, and the organisation of partners in production networks through partnerships` synergies.

The session highlights best practices in certain industries in order identify transfer potential and synergies.

Moderator

Christophe Rouselle. Deputy Coordinator, European Partnership for the Assessment of Risks from Chemicals (PARC)

Panellists

- Zeljko Pazin. Made in Europe Partnership. Executive Director – European Factories of the Future Research Association (EFFRA).
- Pauline Sentis. EC, RTD – E1 Industrial Research, Innovation & Investment Agendas, Policy Officer – Economic and Business Analysis.
- Arian Zwegers. EC, CNECT – A3 Microelectronics and Photonics Industry, Head of Sector.

Sub-Session 2: Synergies of partnerships for innovative processes, materials and technologies for circularity

This session discusses concrete material and technical innovation to bring circularity of materials and products to a next level through the utilization of partnerships` synergies. Different industries, like the battery and electronics industry, reveal their challenges and solutions.

The session identifies best practices and derives transfer potentials or opportunities to create synergies by learning from each other.

The session also discusses how roadmaps/Strategic Research and Innovation Agendas (SRIA) of the partnerships can be harmonized.

Moderator

Christophe Rouselle. Deputy Coordinator, European Partnership for the Assessment of Risks from Chemicals (PARC)

Panellists

- Ignacio Calleja. EIT Raw Material. Senior Advisor – Circular Economy and Recycling.
- Philippe Jacques. Batteries European Partnership. Secretary General - Batteries European Partnership Association (BEPA)
- Antonio Ferrández García. EC, RTD – E3 Industrial Transformation, Policy Officer – Research / Manufacturing and Energy Intensive Industries

Partnership Stakeholder Forum 2022

Session B5: Synergies with Cohesion Policy Funds

Time: 16. November 2022, 10:00 – 10:45, 10:50 – 11:30, Room Classroom

Background

Synergies between the Framework Programme for Research and Innovation and European Structural and Investment Funds is a key topic since the preparation of Horizon 2020 based on the need to convey European funds in a strategic way with the objective of strengthening the social and economic impact of R&I results.

The Horizon Europe regulation, as well as the other concerned Programmes of the Multi-annual Financial Framework 2021-2027, are strengthening this aspect in order to enable and simplify the convergence of EU Funds.

The Commission guidelines on the synergies between ERDF and Horizon Europe provides very clear indication on how to implement synergies. The further implementation relies on the concrete solutions on bringing together national/regional R&I funders and Managing Authorities for ERDF.

Goals/ Output

This workshop

- wants to bring about the conditions for more synergistic use of the Cohesion Policy Funds in order to support national participation in the next European Partnerships,
- supports all relevant stakeholders, especially Managing Authorities, in addressing the issue of synergies between Structural Funds and the European Partnerships by providing advice and concrete tools for the drafting of future operational programmes,
- collects ideas for support needed to implement the use of structural funds in partnerships.

Session 1

Moderator: Michele Guerrini - senior policy officer - National Research Council of Italy - Bruxelles liaison office

Speakers:

- Peter Schenk –Policy Officer European Commission - Directorate-General for Research and Innovation - ERA & Innovation - European Semester & Country Intelligence (RTD.A.1)
- Karolina Tilman – Policy Analyst - Directorate-General for Regional and Urban Policy - Smart and Sustainable Growth and Programme Implementation IV - Smart and Sustainable Growth (REGIO.G.1) Urban Policy Unit G1-Smart and Sustainable Growth

- Maria Rachele Nocera – Italian Ministry of Universities and Research – National Expert involved in Driving Urban Transition Partnership
- Katarzyna Walczyk-Matuszyk - Deputy Head of Centre for EU Research Programs, Institute for Fundamental Technological Research, Polish Academy of Sciences

Session 2

Moderator: Michele Guerrini - senior policy officer - National Research Council of Italy - Bruxelles liaison office

Speakers:

- Peter Schenk –Policy Officer European Commission - Directorate-General for Research and Innovation - ERA & Innovation - European Semester & Country Intelligence (RTD.A.1)
- Karolina Tilman – Policy Analyst - Directorate-General for Regional and Urban Policy - Smart and Sustainable Growth and Programme Implementation IV - Smart and Sustainable Growth (REGIO.G.1) Urban Policy Unit G1-Smart and Sustainable Growth
- Lucie Nunez - Ministry of Education, Prague, Czech Republic - previously Head of Unit of the European Research Area
- Simona Costa – Head of office TOUR4EU and chair of Giuri working group on synergies among eu funding schemes

Imprint

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