



# **Workshop on Practical Implementation of Alignment II**

## **Novel Activities, Guidelines and Lessons Learnt**

Brussels 23 November 2016

## Activities and Outcomes of ERA-LEARN 2020 with respect to alignment

### 01/2015-11/2016

- Workshop on Practical Implementation of Alignment I (09/2015) with results relevant for the alignment typology and case studies (Task 4.2)
- [Alignment Typology](#) (11/2015)
- [Case Studies](#) on current, novel and trans-regional alignment approaches (2016)
- Workshop on Practical Implementation of Alignment II (11/2016) with results important for the practical guidelines to achieve alignment

### 12/2016-12/2017

- Guidelines for specific joint actions to achieve alignment (report and online) (03/2017)
- SWOT analysis specific joint actions to achieve alignment (11/2017)



**Identify and promote good practices  
on how to achieve alignment in P2Ps**

## Introduction of the workshop objectives

- The overall objective is to identify success factors for the practical implementation of specific joint actions to achieve alignment
- Similar cases have been grouped into four clusters of joint actions to achieve alignment, which we want to develop success factors for
- Based on the cases and your personal experience and expertise success factors will be identified, practical guidelines will be developed based on the success factors

## Overview of Clusters

1. Achieving alignment via **Strategic and Policy Cooperation and Enhanced National (In-Country) Coordination**
2. Achieving alignment via **cooperation of national research and innovation programmes and project**
3. Achieving alignment via **institutional cooperation between research performing organisations**
4. Achieving alignment **via sharing of research knowledge, data and infrastructure**

# 1. Achieving Alignment via Strategic and Policy Cooperation and Enhanced National Coordination

- Success Factors
  - **Clearly define the objective** and the scientific scope of the mapping and SRIA
  - Develop a **governance model that can support the effective design and implementation of the SRIA**
  - Develop **criteria that facilitate in-country decision-making regarding joint programming** based on the SRIA
  - Clearly **link transnational R&I activities** (“aligned activities”) to **national research objectives** and planning processes
  - Allocate **adequate financing** for SRIA development and the subsequent set-up of transnational R&I joint actions
- Pre-conditions
  - Promote in-country awareness and political commitment to alignment
  - Strengthen national coordination processes and groups for joint programming

## 2. Achieving alignment via national research and innovation programmes

- Success Factors
  - **Long-term financing for transnational joint programming**
  - **Flexibility of national budgets**, i.e. an easy shift between the budgets dedicated to national and transnational programmes, allows countries to follow national as well as transnational priorities
  - While virtual common pots for funding research are the most common practice, **real common pot procedures show clear benefits** (cf. ERA-NETplus Infravation).
  - Establish a **central programme management structure**, supported by an integrated system for grant application and reporting activities
  - **Dedicated dissemination instruments for effective impact on end-users** need to be developed

### 3. Achieving alignment via institutional cooperation between research performing organisations

- Success Factors
  - Find the **right strategic arguments** to convince research performing organisations to join the research alliance
  - **Generate commitment by Scientific Directors** of the research performing organisations, not only researchers
  - Develop an ambitious, but **realistic common research strategy and implementation plan** for a multiple year period
  - Develop a **flexible mechanism for the funding of joint projects**
  - Building a **strong coordination team and manage to gain cash and in-kind funding**
  - Balancing openness to partners across Europe but also ensure added-value of new partners
- Pre-conditions
  - It is supportive if institutional cooperation on transnational level is highlighted as one element in the national research and innovation strategy

## 4. Achieving alignment via sharing of research knowledge, data and infrastructure

- Success Factors
  - **Make scope and objectives of shared infrastructure clear**, adapt to new research needs
  - Design a **balanced governance model**
  - Design a **sustainable funding model** for operation of the network/infrastructure
  - Adopt **joint rules for the set-up** of the infrastructure
  - Establish a **support team** that ensures an optimal use of an infrastructure
  - Develop **communication and dissemination strategies**
- Pre-conditions
  - Initial national coordination, interoperability and flexibility of national rules
  - **Already existing alignment at strategic level** (e.g. joint strategy designed by countries at policy level)

# Workshop Agenda

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## Session 1. Introduction

<b>14:00-14:30</b>	Introduction of the workshop aim and agenda
	Introduction of the joint actions to achieve alignment based on case studies
	The world café setting and the questions

## Session 2. World Café

<b>14:30-15:30</b>	Interactive discussion on the four tables I & II
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<b>15:30-15:45</b>	Coffee break
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<b>15:45-16:15</b>	Interactive discussion on the four tables III
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## Session 3. Reporting to audience

<b>16:15-16:55</b>	Reporting from the discussions on the four tables
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## Session 4. Conclusion

<b>16:55-17:00</b>	Next Steps
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## Workshop Setting follows World Cafe Approach

- 4 tables are prepared for discussing the 4 clusters
- Split into 4 groups of equal size
- The discussion will be moderated along 2 guiding questions, one very practical and one reflective question
- Group discussion on the table for 30 min, for each question:
  - 1. Step: Collection of ideas on post-its (each on their own)
  - 2. Step: Introduction of ideas and discussion
- After 30 min, participants can change the table, each participant has the chance to join 3 out of 4 tables
- Moderators will summarise the discussion at the end of the workshop

## Guiding Questions

### 1. Question on **practical implementation**

What are **success factors** for this joint action to achieve alignment?

- What activities should be put in **place at strategic, financial and operational level**?
- What are the necessary **pre-conditions**?

### 2. **Reflective** Question

What are the **overall benefits** for JPIs or other P2Ps of this joint action to achieve alignment?



## Reporting from the discussions on the four tables

1. Achieving alignment via **Strategic and Policy Cooperation and Enhanced National (In-Country) Coordination**
2. Achieving alignment via **cooperation of national research and innovation programmes and project**
3. Achieving alignment via **institutional cooperation between research performing organisations**
4. Achieving alignment **via sharing of research knowledge, data and infrastructure**

## Next Steps

- Photographic record of flipcharts to all participants
- Based on the workshop discussion ERA-LEARN 2020 will develop **guidelines for specific joint actions** to achieve alignment (report and online), planned for 03/2017
- **Comments on the draft version** of the guidelines from workshop participants are welcome



**Thank you for your participation!**

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on behalf of ERA-LEARN 2020**

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