



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

Session 1. Introduction

14:00-14:30	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

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

16:15-16:55	Reporting from the discussions on the four tables
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Session 4. Conclusion

16:55-17:00	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**
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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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