

ROLE OF EUROPEAN PARTNERSHIPS IN NATIONAL POLICIES

Facilitating Management &
Implementation of
Partnership Activities

Mutual Learning Exercise |
PKH | 11.3.2025

Petra Žagar, Ministry of
Higher Education, Science
and Innovation, Slovenia





- The Expert Group
- January 2021 – June 2022
- to support the Strategic Coordinating Process – a new governance framework for the EU Partnerships.

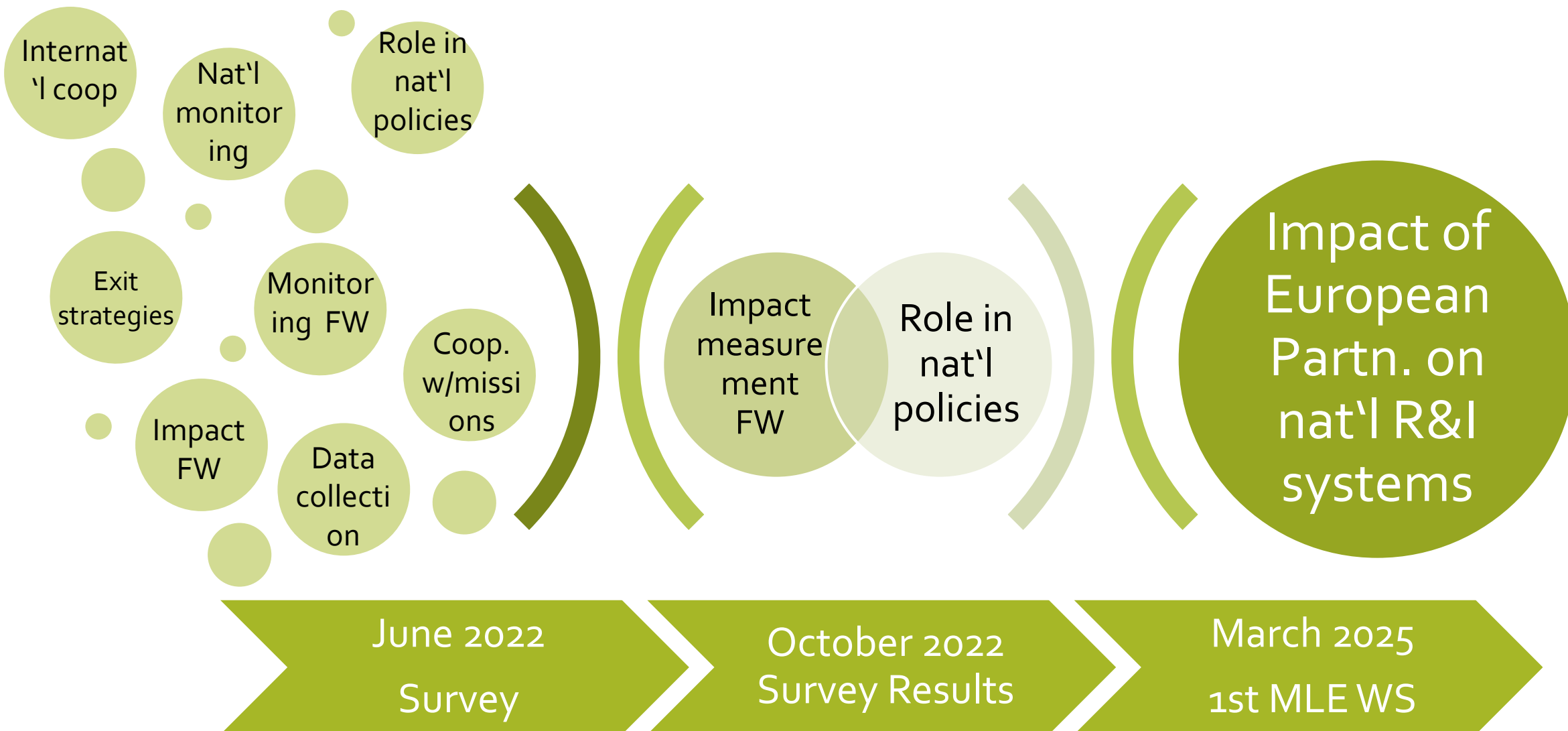
RECOMMENDATIONS RELATED TO PARTNERSHIP MONITORING PROCESSES

RECOMMENDATIONS RELATED TO PARTNERSHIP DATA COLLECTION

RECOMMENDATIONS RELATED TO EUROPEAN PARTNERSHIPS AS A POLICY INSTRUMENT

RECOMMENDATIONS RELATED TO TOPICS FOR MUTUAL LEARNING

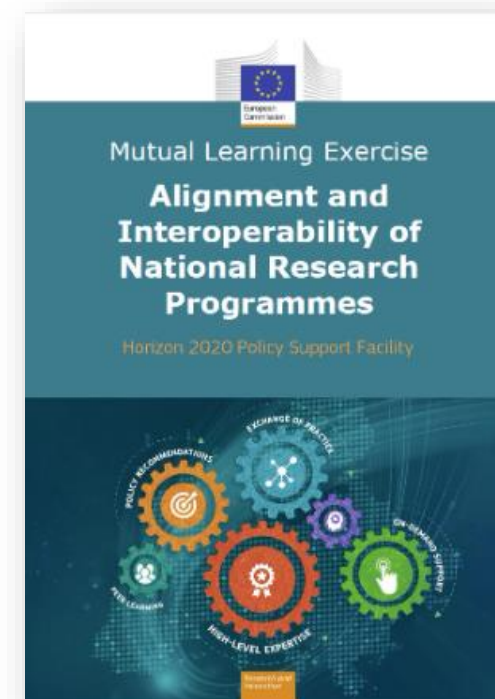


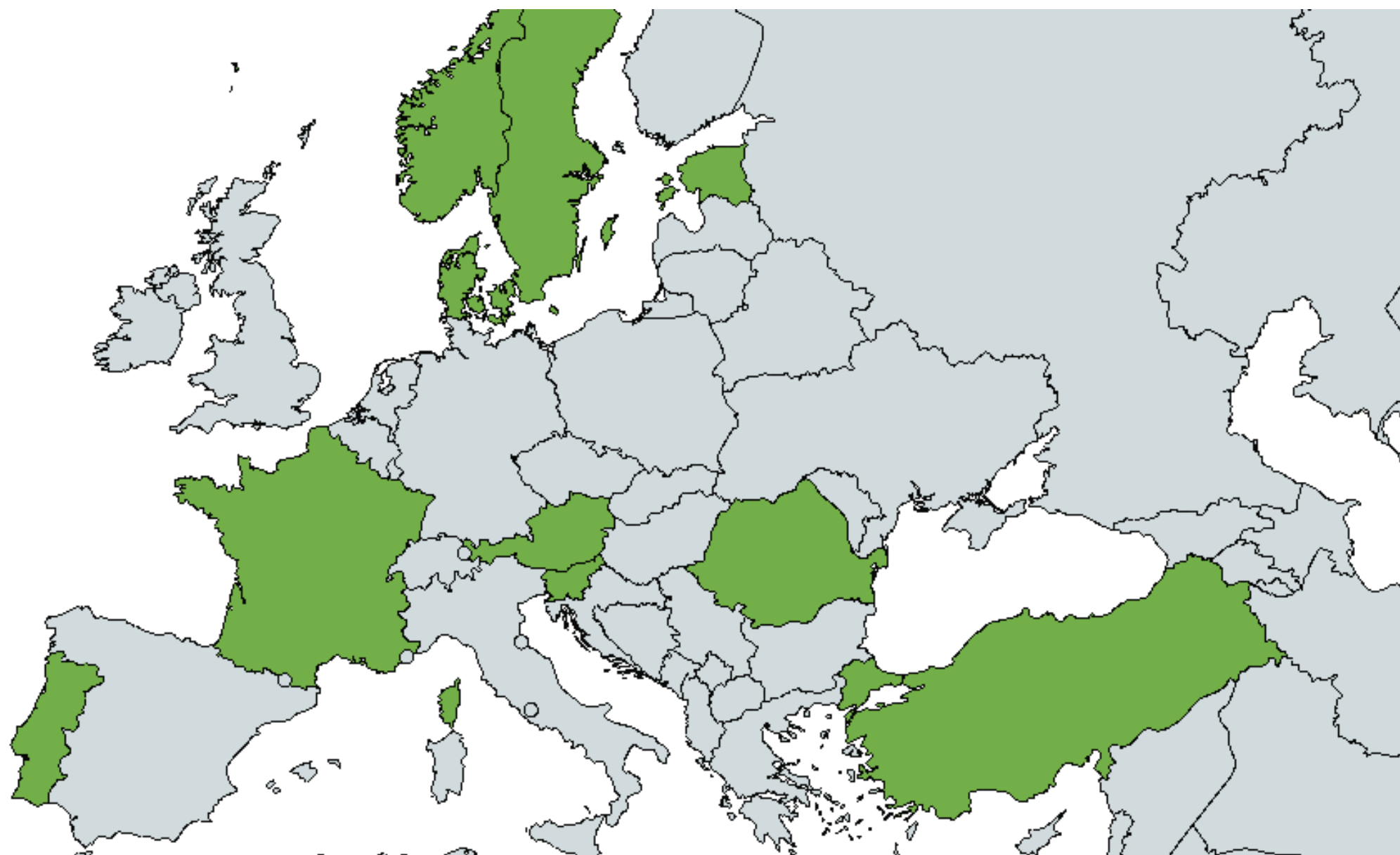




How to maximize nat'l participation in European Partnerships?

- Political commitment beyond research ministries
- Systematic decision making process – which partnership to join
- Available funding
- Coordination at nat'l level
- Exchange knowledge and experience







How to maximize nat'l participation in European Partnerships?

Knowledge on everything partnerships-related



Before
2017 MLE

After MLE

After 8
years –
PKH-MLE

Learn
something
new every
day



PKH-MLE Analogy



Vs.



**DEVELOPING
TRANSNATIONAL
COORDINATION
MECHANISMS TO
FACILITATE MANAGEMENT
AND IMPLEMENTATION OF
PARTNERSHIPS ACTIVITIES
– NEEDS TAILORED TO
MS/AS/PS**

Mutual Learning
Exercise | PKH |
11.3.2025

Petra Žagar, Ministry of
Higher Education, Science
and Innovation, Slovenia



How to get there?

Political
commitment

Dedicated budget

Lead ministry w/
established
operating model

Flexible nat'l
funding
instruments

Coordination
between
ministries

Mobilising
(financial)
resources to
engage in partn.

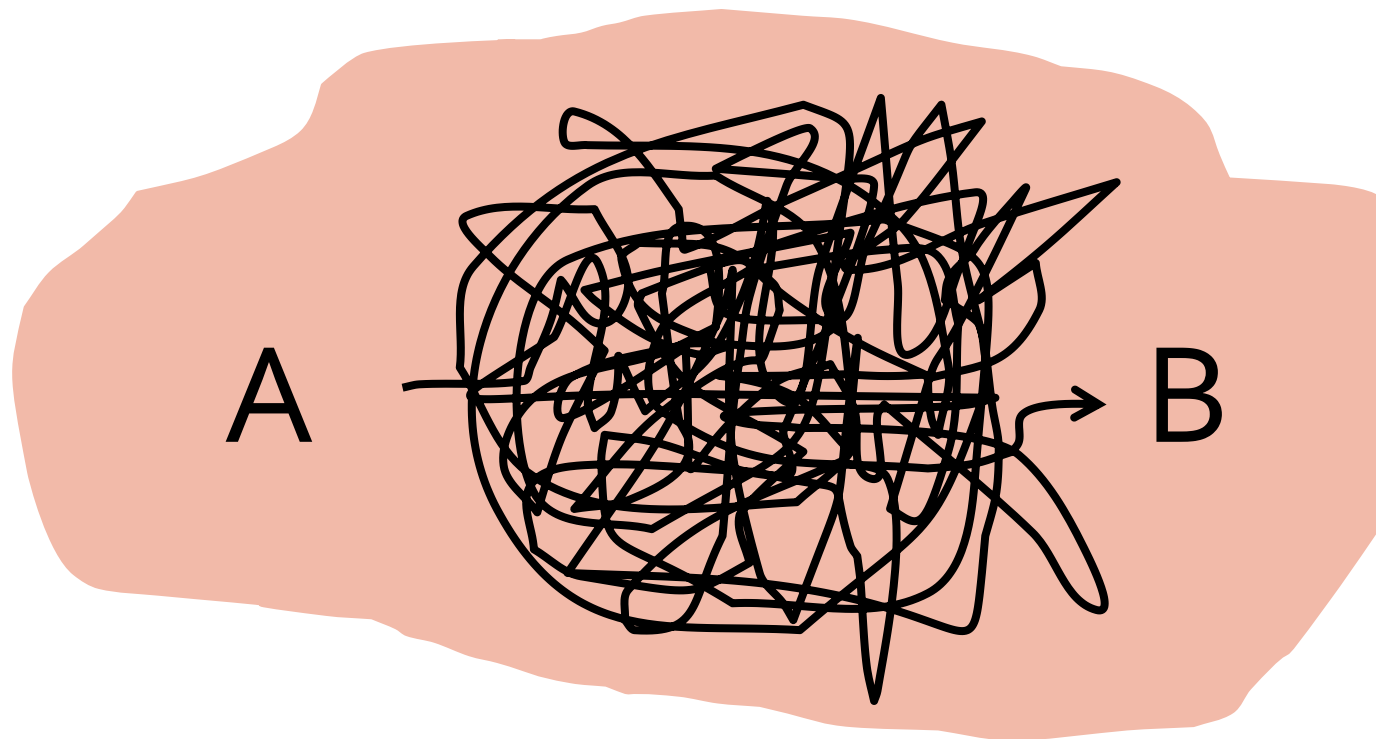
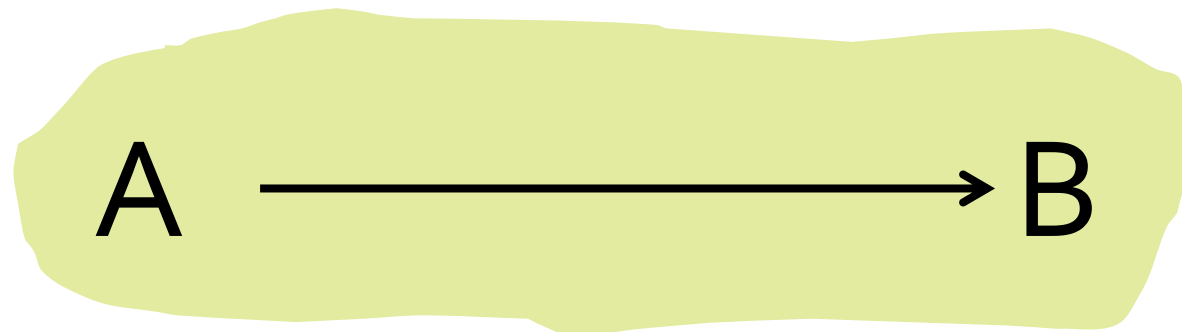
Platform for
stakeholder
engagement/
involvement

Communicating
impact to sectoral
ministries

Communication
to attract
researchers



Theory VS. Practice:





How to get there?



Political
commitment

Dedicated budget

Lead ministry w/
established
operating model

Flexible nat'l
funding
instruments

Coordination
between
ministries

Mobilising
(financial)
resources to
engage in partn.

Platform for
stakeholder
engagement/
involvement

Communicating
impact to sectoral
ministries

Communication
to attract
researchers



Political commitment

- 2019 – FP9 discussions on partnerships: The Government decision - instructed the ministries to participate in European partnerships
- 2021 - Scientific research and innovation activity Act (ZZrID, 1 Jan 2022)
 - Chapter on Governance of R&I system - Art. 6(5): *...funding shall also be provided by other ministries*
 - Chapter on Stable funding conditions - conditions of scientific excellence; at least 2 contracts for R&I projects in the last 8 year under the EU FP for R&I OR projects resulting from partnership projects



Dedicated budget

- State budget – Policy 05 – Science and information society
 - Ministry of HE, Science and Innovation, Ministry of Digital Transformation, Ministry of Agriculture, Forestry and Food, Ministry of Cohesion policy and regional development
- Resolution on the Slovenian Scientific Research and Innovation Strategy 2030
 - Objective 2 - Enhanced investment in R&I → Measure 2.5: *...develop the necessary basis for Slovenia to invest at least 5% of public funds in scientific research, development, and innovation for joint programmes, European partnerships and RI by 2023*



Lead ministry w/ established operating model



- After MLE - set out to prepare a kind of procedure document about the steps, the process of decision-making and involvement in an individual partnership
- At the same time we prepared an internal rulebook with forms that defines an implementation of a partnership (2018 written, adopted 2024!)
- Availability of documents to other ministries (however, they have to find their own legal bases)
- Using our State Aid scheme (no need to develop and report their own)



Lead ministry
w/ established
operating
model

- Several recruitment campaigns for other Ministries
- Survey - Q4 2023:
 - to gain insights into the importance of partnerships for recipients of funds
 - the perception of partnerships by contract admins
 - understanding of the instrument
 - whether we effectively utilize EU funds and nat'l funds through participation in partnerships
 - are we effectively using the instrument of partnerships to achieve political goals



Flexible funding instruments

- Flexibility observed at state budget level – if the funds for partnerships are not spent at the end of the year, they do NOT have to be returned to the state budget anymore
- Flexibility in the sense of origin of funds: just nat'l budgets, no cohesion funds
- Flexibility on the level of grants → possibility of advance payments – no, too complex at the level of Ministry of Finance



Mobilising
resources to
engage in
partn.

- Financial:
 - not an issue for Ministry of HE, science and innovation
 - Some issues for other ministries
- Administrative capacity:
 - more often cited as a reason for non-participation
- Enhancing the role of Research and Innovation Agency
 - Idea for the future to be an implementing body for interesting Ministries – now everything at the level of person dealing with partnership



Platform for stakeholder engagement

- SI Horizon Europe webpage – tab on EU partnerships (contacts, Instructions for applicants and beneficiaries, overview of Partn.landscape...)
- Knowledge Platform (form 2021) – Teams group with possibility to subscribe/share/comment on the documents
 - Fiches for 2nd wave partn. uploaded
- 1st nat'l day for European partnerships (Nov 25, 2025)



Coordination between ministries



Involvement

Integration

Inclusion

Mobilization

Outreach

Affiliation

Participation Expansion

- Developmental Council
- Programme committee for operational coordination of scientific research and innovation policy
 - Additional Ministries / Environment!!!
 - Partn. landscape presented several times + invitation to get involved



Communicating impact to sectoral ministries



- Interministerial Coordination as a Strategic Advantage
- Amplifying Impact with EU Resources
- Measurable Success & Best Practices
- National Interests & Competitiveness



Communication to attract researchers

- Sometimes forgotten
- Lack of interest – will not participate in 3rd call of Blue Economy (! after inclusion nothing was done on the promotion of the calls)
- Lack of awareness – observed for CP partnerships
- A lot of interest - Water4All (from JPI Water days) - we insist that it should be the Ministry of Natural Resources getting involved



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA VISOKO ŠOLSTVO,
ZNANOST IN INOVACIJE

synergies

alignment WGA

collaboration coherence

implementation

FACILITATING MANAGEMENT & IMPLEMENTATION OF PARTNERSHIP ACTIVITIES

Mutual Learning Exercise | PKH | 11.3.2025

Petra Žagar, petra.zagar@gov.si