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Setting the scene

Results of previous Phasing out workshops

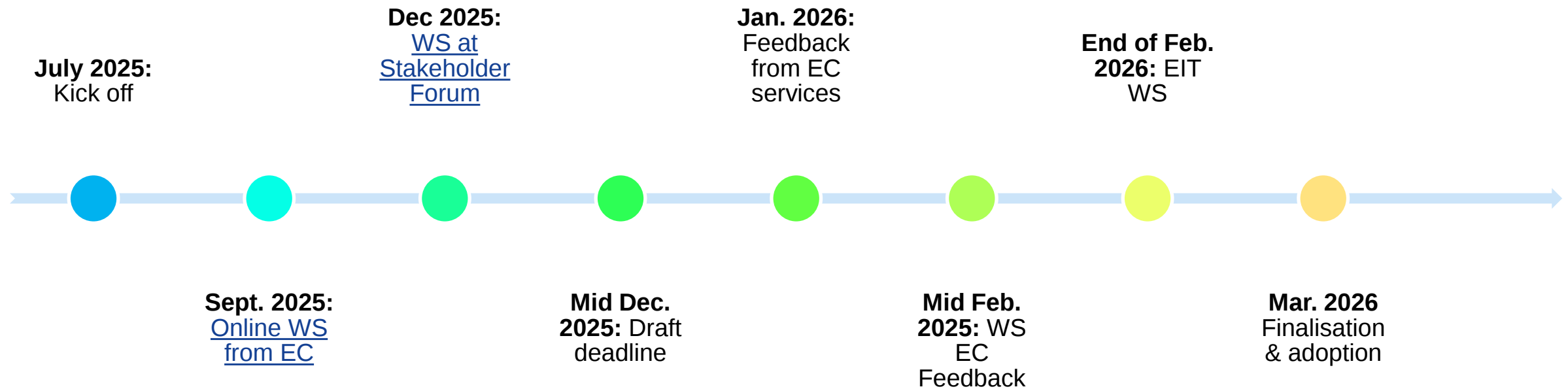


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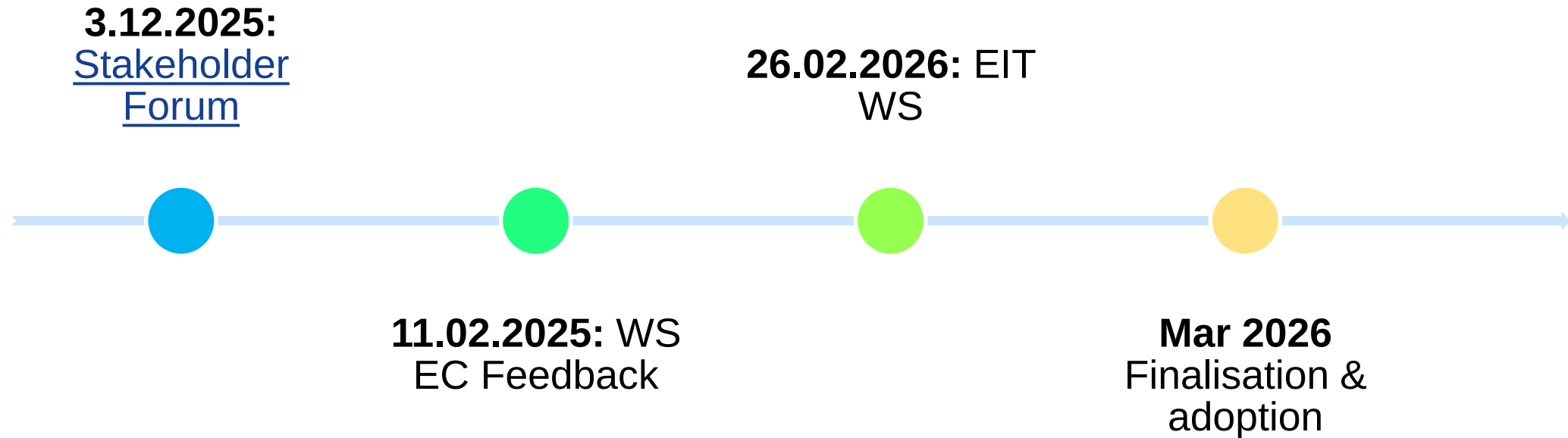
Financial sustainability workshop 2026

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Phasing out timeline – European partnerships



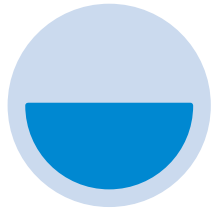
Where are we at? And why this workshop?



The workshop aimed to:

- Deepen understanding of timing, process, and goals of phasing out
- Identify success factors and systemic challenges
- Explore alternative funding models (public, private, hybrid)
- Strengthen cross-partnership dialogue
- Feed into the Financial Sustainability discussions

— Core focus: How to safeguard impact and legacy beyond EU Framework funding.

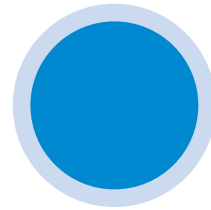


NOT

Termination

Compliance

An exit plan



RATHER

A resilience exercise

A strategic repositioning tool

A strategy to ensure legacy

- **The legal obligation is clear. The strategic context is not.**
- **Planning is happening under structural ambiguity.**
- **Uncertainties persist around:**
 - Multiannual Financial Framework
 - FP10 portfolio design
 - Possibilities for other national or European funding instruments
 - Governance architecture
 - Future Commission role

Funding beyond the Framework Programme: 4 pathways

Membership Fees

- Sustain core coordination, require strong value proposition
- Not sufficient for large-scale R&I

Private Funding

- Realistic near market, limited for pre-competitive research
- Concerns regarding the power imbalance between stakeholders

Other EU Instruments

- Often deployment-focused; may require portfolio shift
- Confusion as to which ones are available and viable

Public–Public (National/Regional)

- Risk of re-nationalisation and fragmentation
- Worries about possible constraints of national legislation

Conclusion: Hybrid models constitute realistic scenarios within the strategies, yet they remain complex, fragile, and dependent on too many variables.

- Phasing-out effectively starts at the end of FP funding
- Strategies must project into a future financial landscape that is still undefined
- They must remain hypothesis-driven and treated as living documents
- Downscaling and prioritisation are realistic expectations
- No official overview exists of future EU instruments — partnerships must self-identify options

- Tight timelines create governance and transparency tension (Board vs. GA approval)
- Newer associations face higher sustainability risks than established ones
- Scenario planning must balance detail with adaptability
- It is difficult to come up with realistic scenarios while taking into account the whole partnership ecosystem
- There is agreement that this document is strategically important, however, it is operationally demanding.

The goal of this workshop is **not** that of comparing phasing out strategies of partnerships with the KICs' lifecycle.

The value is to take inspiration from the operational adaptability that is intrinsic to the KIC structure, based, among others, on:

- Blended funding logic
- Membership-based models
- Long-term ecosystem thinking
- Structured private-sector engagement

Participation is voluntary. **The objective is strategic insight, not convergence.**

Phasing-out strategies are:

- Living transition frameworks
- Tools to prioritise essential legacy elements
- Mechanisms to clarify value and resilience

This workshop moves from “How do we phase out?” to “How do we evolve sustainably?”

1. Membership Fees

- Transition to membership-based platforms
- Preserving coordination, roadmaps, networking
- Critical mass & industry willingness
- Governance transparency
- Risk assessments
- Financial autonomy vs. accessibility

2. Private Funding

- Limits of industry financing
- Pre-competitive vs. market-oriented activities
- Business plans under policy uncertainty
- Balancing RDI and deployment actors

3. Public-Public Models

- National contributions & return logic
- Mirror groups & ministry dialogue
- Managing fragmentation risks
- Governance alignment under tight timelines
- How do we diversify funding while preserving coherence?



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Thank you.



Reports and summaries of past workshops
are available on the ERA-LEARN website:
<https://www.era-learn.eu/>