Funded by the European Union

ERA-LEARN Networking Event 2026

Bridging European Partnerships:

Connecting, Sharing, Growing

Tech Gate | Vienna

18 Nov. 2026

Parallel Workshops

A1 From Data to Decisions

Exploitation strategies, uptake and valorisation of results, pathways to impact, dissemination of results.

Welcome

Moderation: Noemi Bergesio, ERA-LEARN

Introduction

Keynote “Capturing the impact of collaborative innovation initiatives”

Emily Wise - online



Capturing the impact of collaborative innovation initiatives

EMILY WISE, SENIOR STRATEGIST AND RESEARCHER, LU COLLABORATION AND CIRCLE, LUND UNIVERSITY

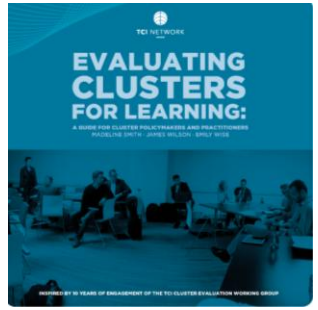
My background

- 20+ years as analyst and accompanying researcher to collaborative innovation programmes and initiatives
- PhD in research and innovation policy (2014) on the role of innovation intermediaries in international innovation processes
- Research focus on strategy, governance and evaluation of clusters and other collaborative ecosystems (or platforms, partnerships, etc.)
- Most recent: evaluation strategies for transformative innovation policies (TIP)

VINNVÄXT VINNARE

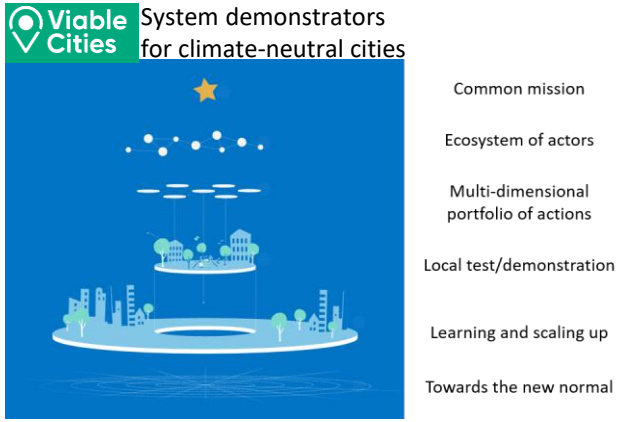
Norwegian Innovation Clusters

EUCLES
European Clusters Excellence Labelling Structure



DIGITALWELL ARENA

Future by Lund





An evolving policy rationale and intervention logic

From	To
• Market and system failures • Research and innovation • Scientific and economic impact	• Transformative failures • R&I with other policy domains • Scientific, economic and societal impact
• Single domain competence centers or clusters • Individual projects with science, technology and innovation aims	• Inter-disciplinary and cross-sectoral initiatives • Portfolios of interrelated projects (across the “innovation chain”, addressing multiple dimensions)

Consistent characteristics: collaborative strategy/direction-setting, implementation and governance

Affects how we think about MEL

	Traditional STI Evaluation	TIP Evaluation
Scope of boundaries and directionality	Innovation systems (geographic, sectoral); general improvements	Broader socio-technical systems; specific context and challenges
Targeted outcomes and impacts	Research and innovation; capacity for innovation for scientific and economic impacts	Various SI dimensions (RDI and beyond); transformative capacities for scientific, economic and societal impacts
Types of indicators/data	Static metrics	Dynamic indicators of (context-driven) change processes
Who assessing what	External assessments of performance	Participatory sensemaking of progress towards (self-defined) priorities/direction
Primary uses	Accountability Ex-post policy learning	Integrated/continual learning Ongoing development/ adjustments to implementation (initiative and policy levels)

Source: Miedziński M., Arnold E., Janssen M., Wise E. (eds) (forthcoming), *Monitoring, evaluation and learning for transformative innovation policies. Emerging concepts, methods, and practice in monitoring, evaluation and learning for transformative policies,* Publications Office of the European Union, Luxembourg, 2026, JRC147629

Today: three key messages

1. Begin with the end in mind

2. Rethink metrics

3. Rethink methods

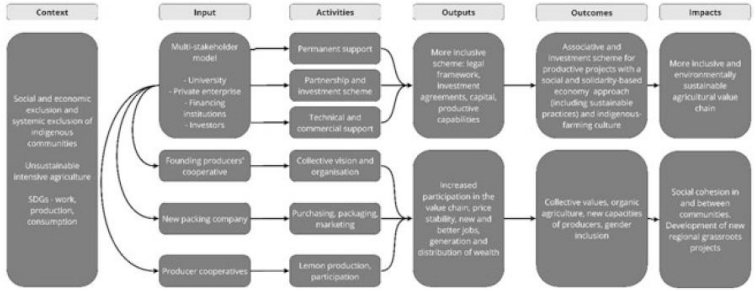
Begin with the end in mind

- Importance of clarifying focus and formulating intention
- What scope?
  - What policy/research domains covered?
  - What other areas relate to?
- What directionality?
  - What rationale for action?
  - Given context, time frame and resources, what targeted aims?
- Theory of change
  - Context (problem framing), Mechanisms (actions and assumptions about causal chains); Outcomes (multiple stages)
  - ToC considerations: relevant? coherent? realistic and actionable?

Example ToCs build for transformative policies



Figure 1. Theory of change: multi-stakeholder, social learning through national learning alliances to improve sustainable agricultural intensification policy and investment processes.



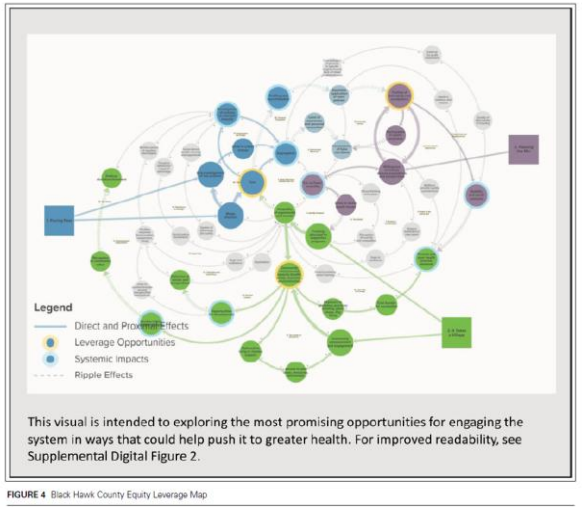


FIGURE 4 Black Hawk County Equity Leverage Map

Rethink metrics (1/2)

- **Impact pathways**: Tracking relevant outcomes through ToCs built on system-embedded impact pathways.
- **Multi-level metrics**:
  - a) **Track progress** towards systemic change through quantitative and qualitative indicators or indications (Are we progressing in the right direction?)
  - b) **Capture changes in enabling environments** (Are we improving environment or ecosystems that enable desired change?)
  - c) **Measure longer-term outcomes and impacts** (How much are we contributing to transformative change? Are we closing the gap?)

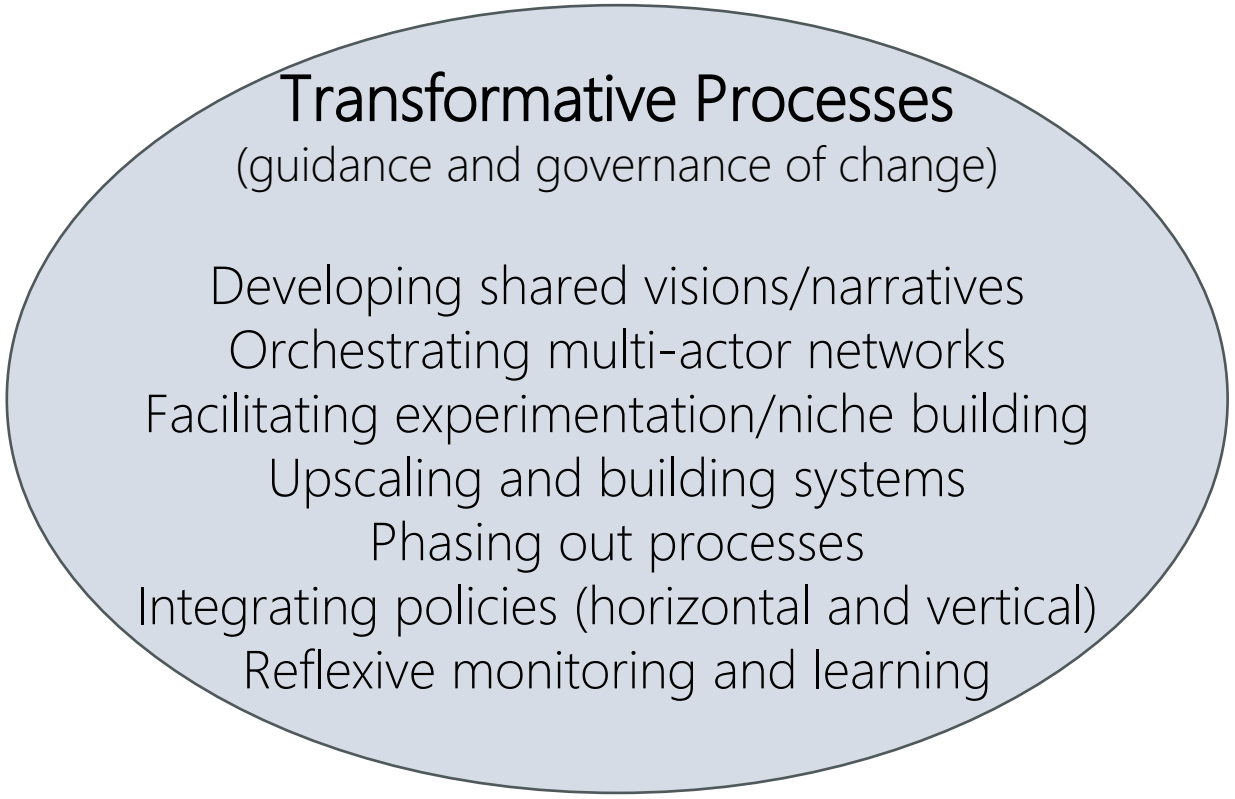
Transformative outcomes and impacts - examples

Australia[1]	Austria[2]	Denmark[3]
System-level and mission-attributable outcomes	***Impact areas and pathways***	***Tipping points and enablers of change***
System-level outcomes 1. Choices (coordinated direction and priorities) 2. Mobilisation (of human and financial resources) 3. Risk Mitigation (transition risks known and mitigated) 4. Consolidation (new solutions adopted, scaled and consolidated into systems) **Mission-attributable outcomes*** 1. Innovative capacity 2. Enabling environment 3. Options and business models 4. Capital investment 5. Legitimacy	**Research and Technology** 1. Generation of new knowledge and technologies with implementation potential 2. Human potentials and institutional capacities for implementation **Economy and Society** 3. Democratic participation and education 4. Utilization of knowledge to design transformative solutions 5. Development of shared visions 6. Scaling and replication of solutions **Policy and Governance** 7. Mission-oriented governance 8. New policy instruments, incentive systems, regulations, standards and norms	**Tipping points** 1. Technological (new technologies enabling new solutions) 2. Market-related (changed market dynamics, conditions, players) 3. Regulatory (new legislation and regulation) 4. Systemic (changes in physical or institutional structures and processes that support a system) 5. Cultural (shifts in views, values and norms in society) **Project portfolio and Enablers of change*** 1. Strategic learning 2. Multi-sectoral collaboration 3. Authentic engagement 4. Transparent and inclusive governance 5. Capacity development

*These categories are on different levels in the respective ToCs, where "lower-level" mission-attributable outcome and enablers of change (under more direct control of the intervention) contribute to "higher-level" system-level outcomes and tipping points.

Source: Miedzinski, Arnold, Janssen, Wise (eds) (forthcoming)

Rethink metrics (2/2)



- “Enabling conditions” encompass multiple functions and processes to “guide and govern” a collaborative initiative
- Important to show strong ecosystem enablers and how work with continual development of capacities

Rethink methods (1/2): emerging methodological trends in monitoring transformative outcomes

- Impact pathways related approaches (e.g. impact narratives or stories, key impact pathways)
- Data from project portfolios across instruments (tagged and cumulatively tracked over time);
- Self-reported impact reports (participatory data collection and sensemaking)
- Explorative use of AI and advanced data analytics for real-time monitoring
- Exploration of system dynamics modelling and portfolio analysis
- (Planned) theory-based impact evaluations using process tracing and qualitative comparative analysis (QCA) or portfolio-level counterfactual evaluations using quasi-experimental designs (QEDs).

Source: Miedzinski, Arnold, Janssen, Wise (eds) (forthcoming)

Rethink methods (2/2): emerging focus on real-time MEL

- **Why**: Addresses complexity, uncertainty and knowledge gaps on societal challenges; Engages knowledge, expertise and differing views on policies; Serves as a flexible way to build capacity and learn.
- **Approaches**
  - Flexible ToCs and ToAs: Initial ToCs become starting points for iterative testing, learning and refinement;
  - Facilitated ongoing learning processes: Embedded researchers as active facilitators and brokers of participatory learning processes;
  - New approaches to documentation and communication (e.g. dashboards and other visuals, storytelling and dialogue);
  - Integrated mechanism of dynamic governance: Results of reflection and sensemaking used to guide decisions and adapt strategy.

Source: Miedzinski, Arnold, Janssen, Wise (eds) (forthcoming)

Thank you!

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LU Collaboration and CIRCLE
Lund University
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Partnership Pitches

- BE READY: Practical reflections on identifying meaningful indicators and building reporting processes that remain useful and manageable, **Sylvain Godoc**
- DUT: Learnings from implementing DUT Theory of Change, **Maximilian Jäger**
- Photonics: Lessons learned from the monitoring Framework & indicators of the Photonics partnership, **Michael Amiot-Wurzinger**

BE READY

European Partnership for Pandemic Preparedness

PREPARING EUROPE FOR FUTURE HEALTH CRISES

Co-funded by the European Union

Grant Agreement No. 101226682

Three Main Axes

Understand & Prepare — Increase scientific knowledge on pandemic-relevant matters and contribute to a better prepared European research ecosystem

Prevent & Anticipate — Improve infrastructures, processes and workflows to establish an ever-warm research system of coordinated networks, covering all aspects of research

Respond & Control — At the time of a crisis, provide guidance on the use of research resources for the rapid development of countermeasures



VISIT
beready4pandemics.eu

CONTACT US
info@beready4pandemics.eu

ERA LEARN NETWORKING EVENT 2026 - **Panel A1**

sylvain.godoc@inserm.fr



Grant agreements 2026/2035

18 Work Packages

Joint Transnational Calls

Additional activities including in house research ecosystem readiness activities

Monitoring for strategic decisions in European Partnerships

European Partnerships seek to **influence policies, research ecosystems and societal outcomes**. Decisions at every level need **a credible assessment of what partnerships deliver and what they contribute**. As reporting demands grow, *so can the number of indicators with limited value for decisions.*

Different decision levels, different needs

External organisations interested in collaborating
Review ongoing activities to identify opportunities for collaboration.

BE READY Partnership
Improve day-to-day delivery and assess progress towards the outcomes in its theory of change.

National funders
Use funding and research-related data to improve national calls.

European Commission (BMR)
Use evidence of societal impact to assess progress towards EU policy goals.

BE READY's two evidence needs

Day-to-day delivery
Internal data on project milestones, call progress, work packages and spending, ...

Use these data to spot delays and adjust delivery.

Longer-term outcomes and impact
External evidence from national programmes, interviews, public health data, etc.

Assess BE READY's contribution by combining sources, some harder to gather.

How can BR partnership collect evidence that informs strategic decisions at every level while keeping monitoring manageable?

Co-funded by the European Union
Grant Agreement No. 101226682

Two key issues from BE READY's initial M&E review

EXAMPLE n°1 · Contribution of the Partnership to broader societal goals

GO n°1 : Reduce the health burden of Emerging Infectious Diseases

Routine quantitative data alone cannot show how BR contributes to this objective. How to adress that ? An outbreak provides an opportunity to examine how the Partnership's activities support the response.

APPROACH BEING EXPLORED

Conduct structured impact case studies in 2028 and 2035, combining statistical data for a defined period and geographical area with documentary evidence of the Partnership's contribution.

EXAMPLE n°2 · Uptake of the Partnership's SRIA

SO n°2 : Close research and related infrastructure gaps in pandemic preparedness research and response

SRIA is a « Partnership key feature » (BMR). How can we assess whether it shapes national funding priorities and calls?

APPROACH BEING EXPLORED

Integrate this dimension into our Observatory, a comprehensive resource for tracking and analysing R&I MS and Associated Countries efforts in our domain. Partners would use a common template and consult stakeholders in their countries.

Drafting KPI according to their purpose – focusing on achieving **impact** and taking better and more informed **decisions.**

Start with the decision: **who** needs to make it, **when** and **what evidence** will help? Then design or refine an indicator with a **data source, method and baseline** that make it **feasible to track.**

M&E specialists lead the benchmarking exercise, with input from work package leaders and partners.

Co-funded by the European Union

Grant Agreement No. 101226682

Driving Urban Transitions Partnership

Learnings from implementing DUT Theory of Change

ERA-LEARN Event, 18 Nov 2026

Maximilian Jäger, AustriaTech GmbH

Driving Urban Transitions Partnership

Together with **73** partners from **32** countries, and the European Commission, we fund over **40** transnational research and innovation projects each year.

Three Transition Pathways for urban transitions

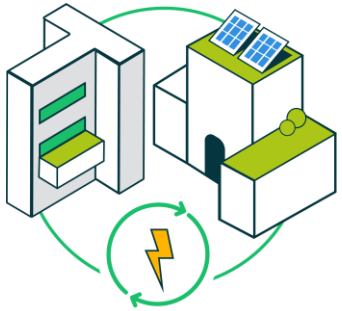
Circular Urban Economies (CUE)

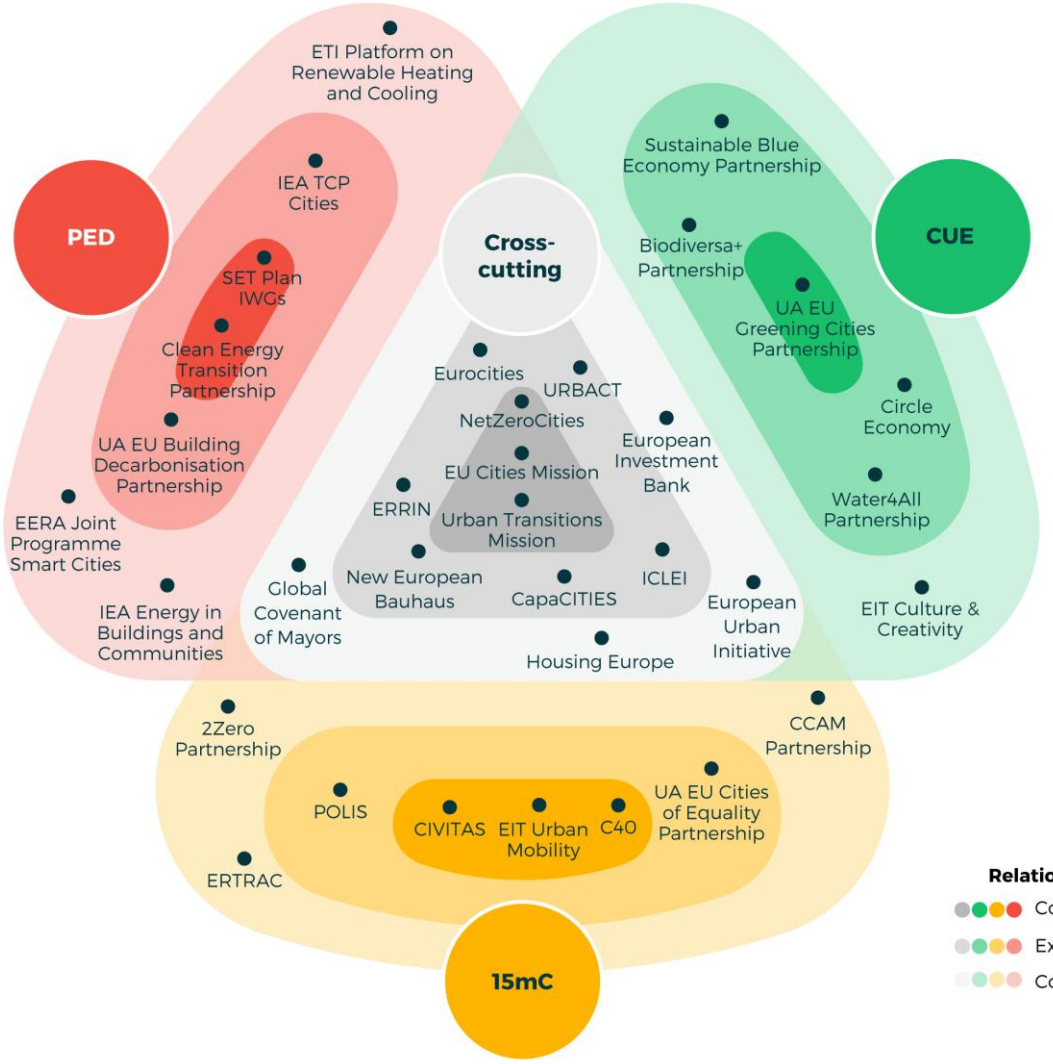


15-minute City (15mC)

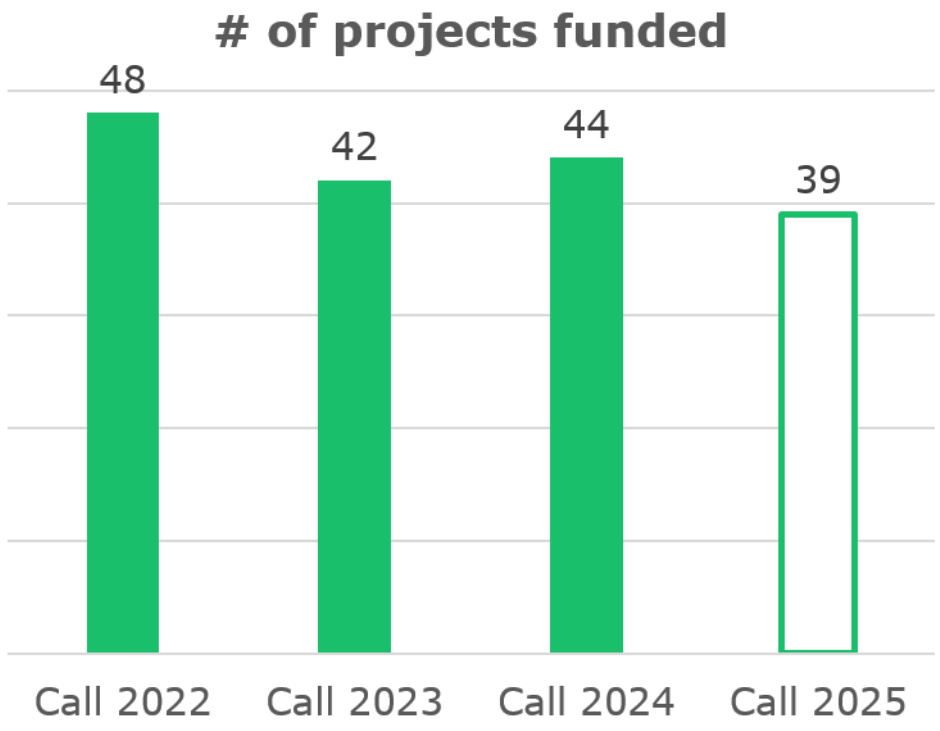


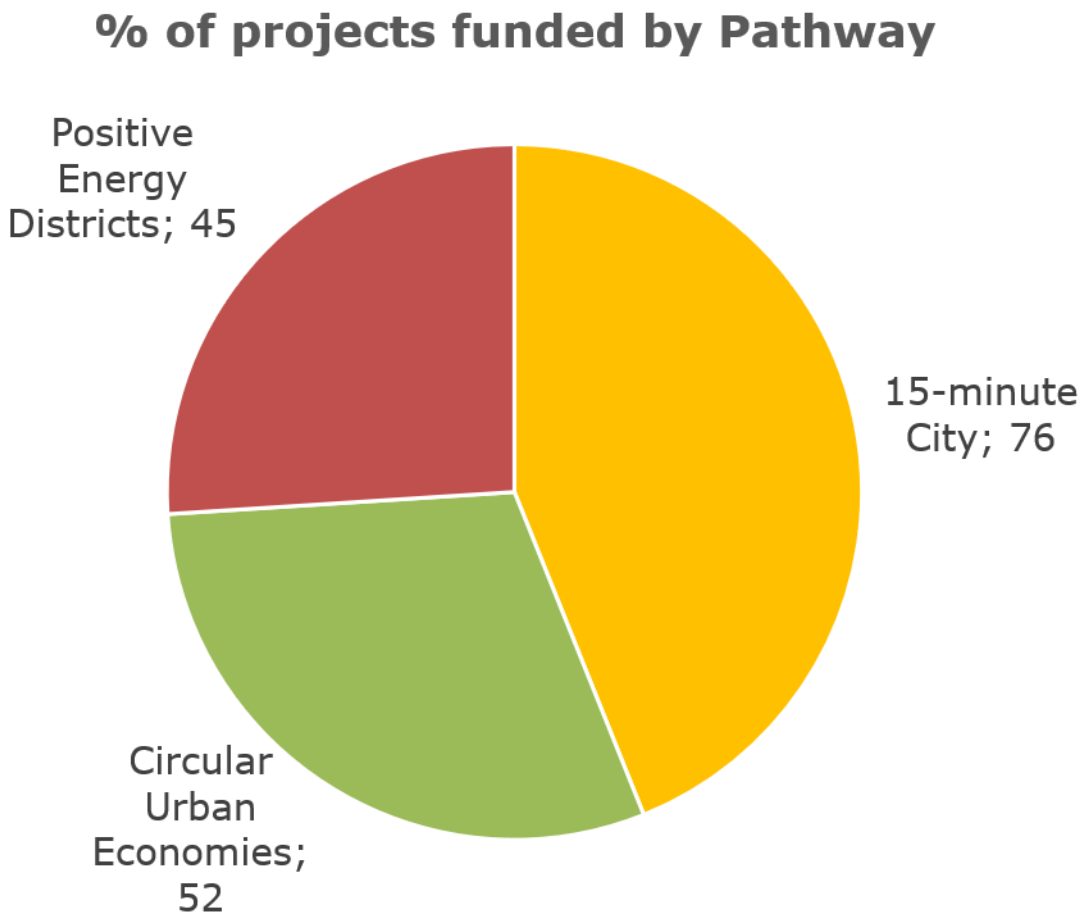
Positive Energy Districts (PED)



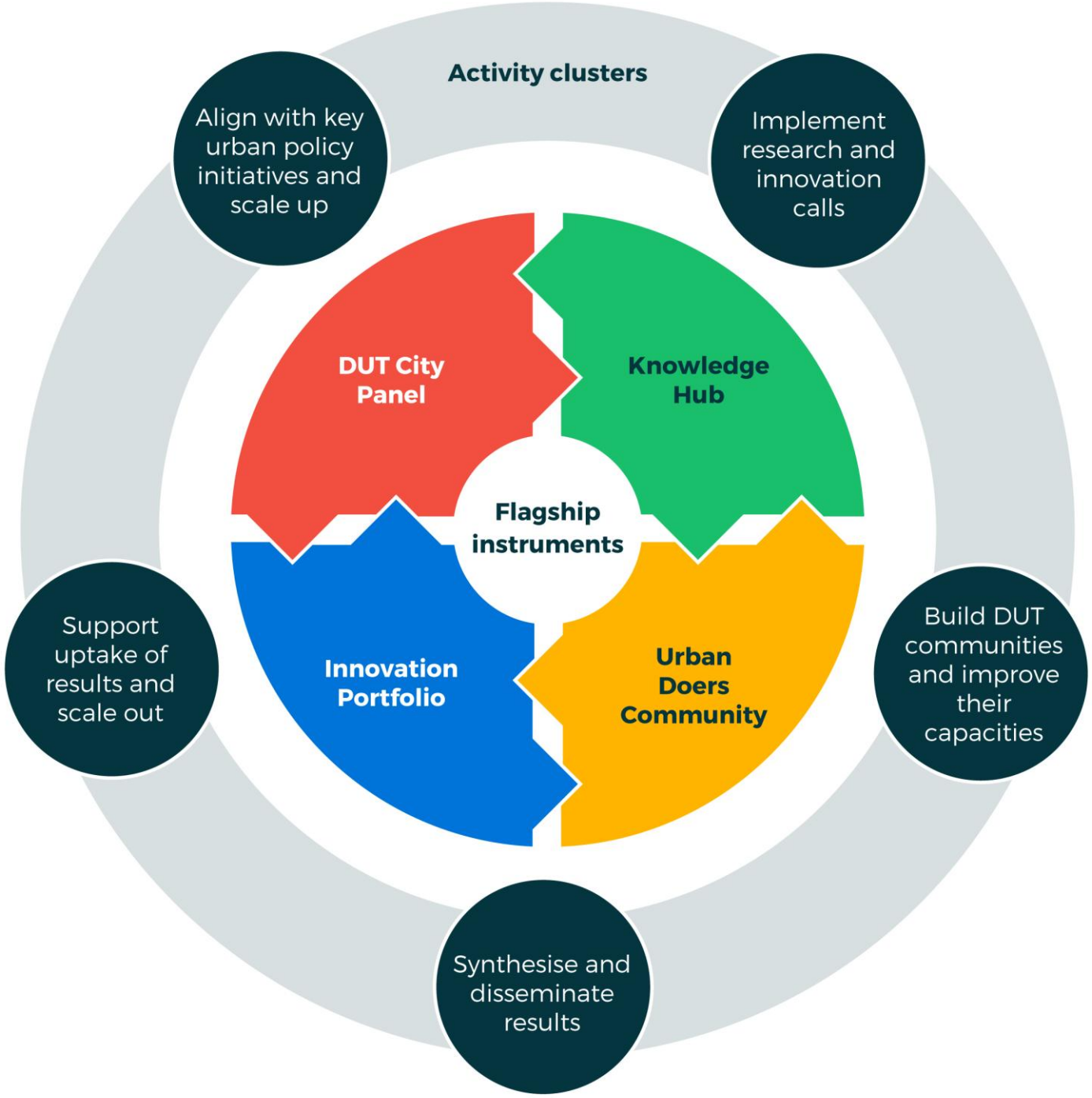


Joint Call Programming as main tool…

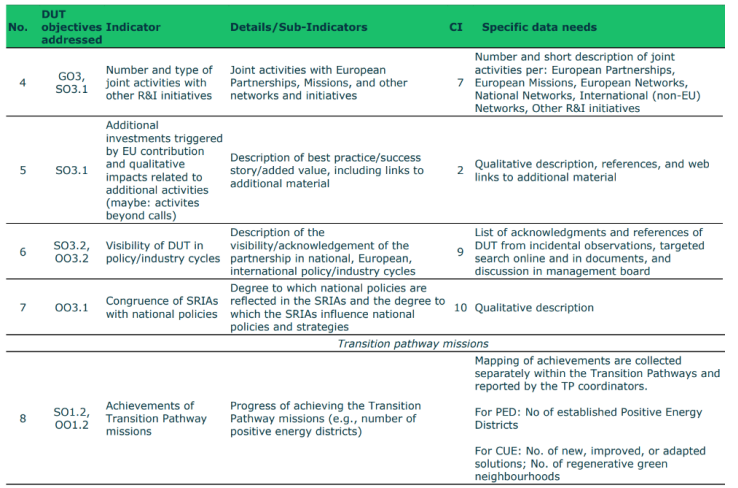




...but not the only one!

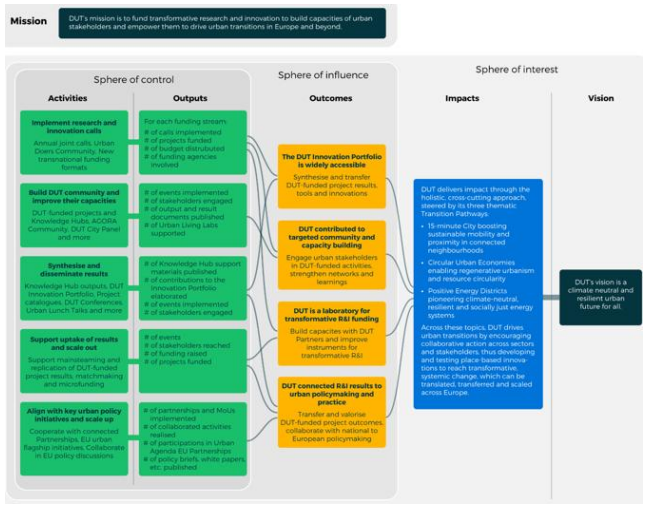
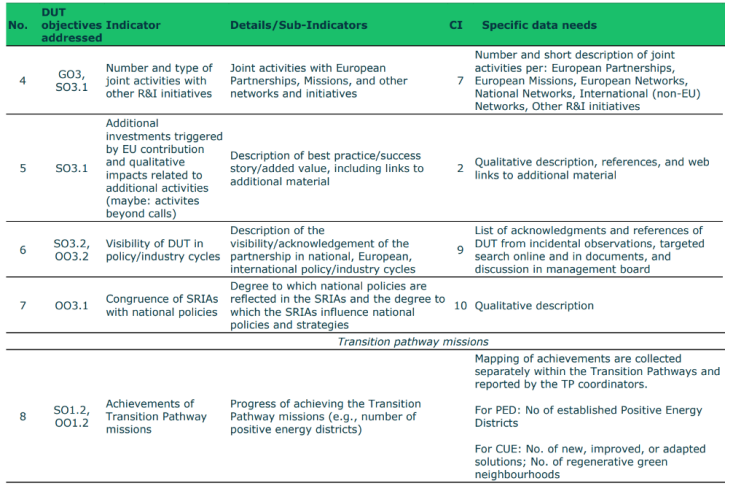


From strategy to monitoring

Tool	DUT Roadmap	Monitoring Framework
Look		
Focus	Define strategic priorities for DUT, explain DUT's Mission, Vision, impact (TPs) and flagship activities	Monitoring and evaluation of operational and procedural workings of DUT
Target group(s)	External communication on strategic level	Internal, EC project officers
Method	Qualitative	(Predominantly) quantitative
Output	Document	KPIs, reports
Publish-ing Year	2021, 2025 update	2022, 2026 update

No.	DUT objectives addressed	Indicator	Details/Sub-Indicators	CI	Specific data needs
4	GO3, SO3.1	Number and type of joint activities with other R&I initiatives	Joint activities with European Partnerships, Missions, and other networks and initiatives	7	Number and short description of joint activities per: European Partnerships, European Missions, European Networks, National Networks, International (non-EU) Networks, Other R&I initiatives
5	SO3.1	Additional investments triggered by EU contribution and qualitative impacts related to additional activities (maybe: activites beyond calls)	Description of best practice/success story/added value, including links to additional material	2	Qualitative description, references, and web links to additional material
6	SO3.2, OO3.2	Visibility of DUT in policy/industry cycles	Description of the visibility/acknowledgement of the partnership in national, European, international policy/industry cycles	9	List of acknowledgments and references of DUT from incidental observations, targeted search online and in documents, and discussion in management board
7	OO3.1	Congruence of SRIAs with national policies	Degree to which national policies are reflected in the SRIAs and the degree to which the SRIAs influence national policies and strategies	10	Qualitative description
			Transition pathway missions		
8	SO1.2, OO1.2	Achievements of Transition Pathway missions	Progress of achieving the Transition Pathway missions (e.g., number of positive energy districts)		Mapping of achievements are collected separately within the Transition Pathways and reported by the TP coordinators. For PED: No of established Positive Energy Districts For CUE: No. of new, improved, or adapted solutions; No. of regenerative green neighbourhoods

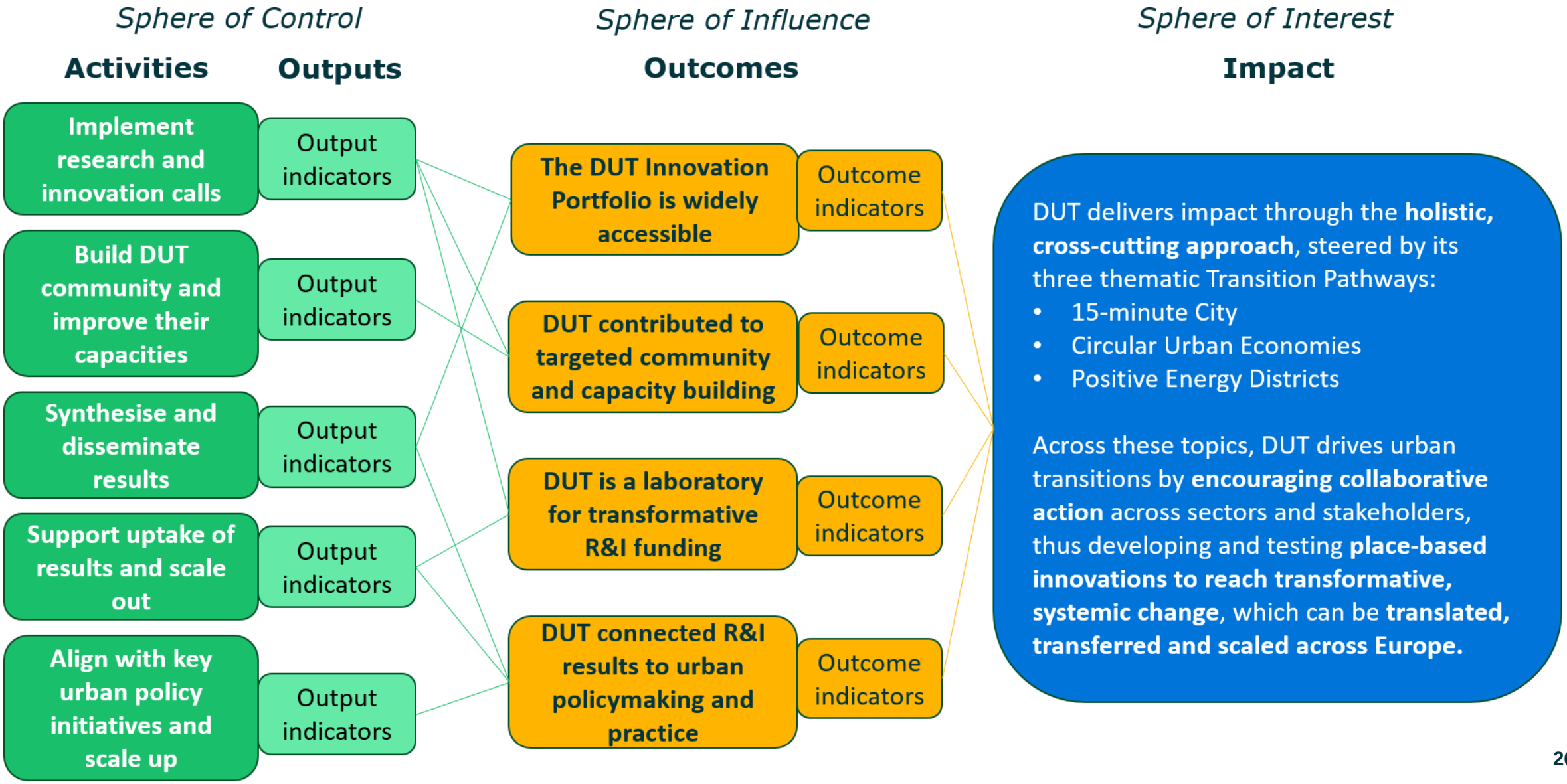
From strategy to monitoring

Tool	DUT Roadmap	Theory of Change	Monitoring Framework
Look			
Focus	SRIA: Define strategic priorities for DUT, explain DUT's Mission, Vision, impact (TPs) and flagship activities	Management instrument laying out narrative from activities via outputs and outcomes to impacts	Monitoring and evaluation of operational and procedural workings of DUT
Target group(s)	External communication on strategic level	Informed / interesting audience, internal management tool	Internal, EC project officers
Method	Qualitative	Qualitative + quantitative	(Predominantly) quantitative
Output	Document	Document, KPIs, Dashboard	KPIs, reports
Publish-ing Year	2021, 2025 update	2026 (tbd)	2022, 2026 update

DUT Theory of Change

Sphere of Control		*Sphere of Influence*	*Sphere of Interest*
Activities	**Outputs**	**Outcomes**	**Impact**

DUT Theory of Change



Theory of Change and our lessons learnt

What works well

- All **indicators get more direction**, perspective from activites to outcomes & critical reflection
- **Focus resources on achieving outcomes** (not mainly outputs) (e.g. distinguish events and stakeholders according to their purpose)
- **Follow a narrative**: Depth of indicators > 1 aggregated number
- **Try out, reflect and keep updating**

We struggle with

- Still **some empty indicators** (1st project cohort not finished yet)
- **Define realistic impact-oriented indicators** (e.g. policy uptake, environmental & social impacts of DUT's activities – when going beyond qualitative success stories and project self-assessment)
- Ambitious indicators are **much (!) more work** (e.g. follow-up on replication of project results)

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LESSONS LEARNED FROM THE MONITORING FRAMEWORK & INDICATORS OF THE PHOTONICS PARTNERSHIP

Michael Amiot-Wurzinger, Photonics Partnership representative

18 November 2026, ERA-LEARN Networking event 2026, Vienna

MONITOR THE PHOTONICS PARTNERSHIP'S KPIS, ECONOMIC IMPACT OF PHOTONICS AND STRATEGIC DEPENDENCIES IN THE PHOTONICS SUPPLY CHAINS

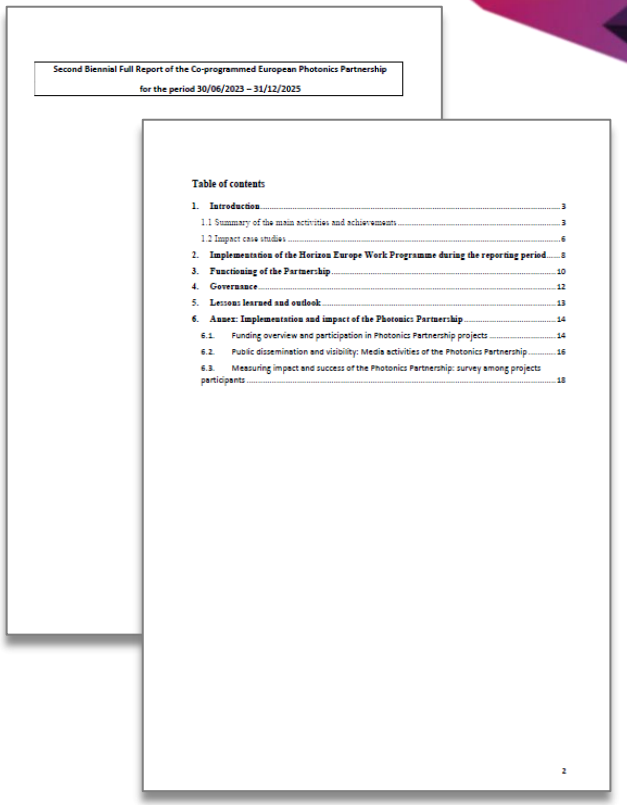
Reporting overview for the co-programmed Photonics Partnership

- ADDITIONAL ACTIVITIES REPORTING (via EC-Tool):
  - To be reported every two years since 2026.
  - Reports submitted in 2023 (covering 2021-2022), 2024 (covering 2023) and 2026 (covering 2024-2025).
  - Next report planned 31/01/2028.
- PARTNERSHIP'S FULL REPORT:
  - To be reported every two years since 2026.
  - 1st Biennial Full Report Photonics Partnership, covering 01/06/2021-30/06/2023, delivered in December 2023.
  - 2nd Biennial Full Report Photonics Partnership, covering 30/06/2023-31/12/2025, delivered in June 2026.
  - Next report planned 31/01/2028.
- Contribution to the BIENNIAL MONITORING REPORT:
  - Common Indicators Survey + Partnership Fiche
  - Every two years in Q3, next contribution 2028.

MONITOR THE PHOTONICS PARTNERSHIP'S KPIS, ECONOMIC IMPACT OF PHOTONICS AND STRATEGIC DEPENDENCIES IN THE PHOTONICS SUPPLY CHAINS

Monitoring activities of the Photonics Partnership in the last months:

- In preparation of this year's (2026) monitoring activities: elaboration and conduction of a survey among all Photonics Partnership project partners in autumn 2025; the results were analysed at the beginning of 2026.
- The In-Kind Additional Activities (IKAA) reporting was finalised at the end of **April 2026**.
- The input to the Biennial Monitoring Report (BMR) (Partnership Fiche + Common Indicators survey) was finalised at the end of **May 2026**.
- The 2nd Biennial Full Report was provided to DG RTD at the end of **June 2026**.


Second Biennial Full Report of the Co-programmed European Photonics Partnership
for the period 30/06/2023 – 31/12/2025

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2

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MONITOR THE PHOTONICS PARTNERSHIP'S KPIS, ECONOMIC IMPACT OF PHOTONICS AND STRATEGIC DEPENDENCIES IN THE PHOTONICS SUPPLY CHAINS

Market Intelligence – Gathering of KPIs

- Regular (biennial) publication of the photonics market study:
  - Industry market data such as growth rate, market share by segments & regions, time series
  - Employment in photonics
  - R&I investment such as R&I spending by photonics segments, globally/by regions
  - Structure of photonics industry (global vs. Europe)
  - Forecast for photonics industry (global vs. Europe)
  - Investment in photonics
- The last photonics market study was published in 2024.
- The new photonics market study will be published in December 2026.



LESSONS LEARNED & OUTLOOK

- The Photonics Partnership has initiated a wide range of activities and funded numerous research and innovation projects that have been shown to make a **positive contribution to innovation capacity**.
- Transparent, bottom-up processes and activities have contributed to identify **future R&I priorities**, and the **Photonics Strategic Research and Innovation Agenda has been regularly updated**.
- Achievements of Photonics21 and the impact of the Photonics Partnership on innovation and on the competitive position of Europe's photonics ecosystem rest on a foundation of **mutual commitment between the European photonics community and the European Commission**.
- **Success of the Photonics Partnership is therefore inherently collaborative**.



LESSONS LEARNED & OUTLOOK

- Due to the pace of technological change by 2040 many industries that depend on photonics will be using technologies that have yet to be invented.
- Further competitive levels of investment in the future will be necessary to build on Europe's strengths, meet growing demand from within Europe, **generate economic growth**, and **strengthen supply chain resilience** through photonics technologies innovated and manufactured in Europe.
- This **strategic investment in photonics will be essential to ensuring Europe's technological sovereignty** in a rapidly changing world. Without it, key industries - ranging from semiconductor manufacturing and defence to secure communications and artificial intelligence - will be at risk.

LESSONS LEARNED & OUTLOOK

- In general, the partnership monitoring activities of the European Commission should be simplified.
- All partnerships should use the same key performance indicators.
- The European Commission tool for reporting the In-Kind Additional Activities could be improved as the same information sometimes needs to be reported several times.
- The reporting of the survey on common indicators is quite detailed.
- Overall, it can be stated that the monitoring activities of the Photonics Partnership require a lot of manpower (~1/2 FTE in case of the Photonics Partnership) next to the regular work for running the Photonics Partnership and related activities of the Photonics21 Secretariat.

➢ **The European Commission should simplify the monitoring for all partnerships in the next framework programme FP10.**



PHOTONICS21

Thank you!

Further information about Photonics21 & the Photonics Partnership on the Photonics21 website
www.photonics21.org