Supporting the preparation of future European Partnerships

Governance and coherence among European Partnerships

Objective

- Horizon Europe orients R&I partnerships towards the achievement of objectives and policy impacts.
- The new approach to European Partnerships calls for different governance arrangements – both for the individual partnerships as well as among them.
- Necessary to develop governance models that will support European Partnerships in delivering on these expectations.
- As an outcome of the discussion, guidance for good governance principles for European Partnerships with Member States should be developed.

Lessons learnt from the past

- Impacts of partnerships often limited to achieving the R&I objectives of funded projects.
- Broader policy objectives often not achieved.
- Overall lack of coherence among partnerships, and with the Framework programme and other Union programmes

➔ **Strengthen role of partnerships governance in programming and planning, and in monitoring the achievements of objectives**

Governance features to be considered

- Overall governance of the partnership, including clearly defined role of the Commission
- Internal arrangements of the partners (other than the Union), e.g. consortium management of programme co-fund actions
- Other elements, as appropriate, with clear functionalities, e.g.
  - Stakeholder involvement
  - Scientific advise
  - Deployment and uptake of results
  - Clearly established links to other Partnerships

Important for MS: Identify the relevant national representatives that can ensure the initiative is well embedded in the national policies and priorities, and ensure national commitments and contributions.

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European Commission

Supporting the preparation of a future European Partnership on biodiversity

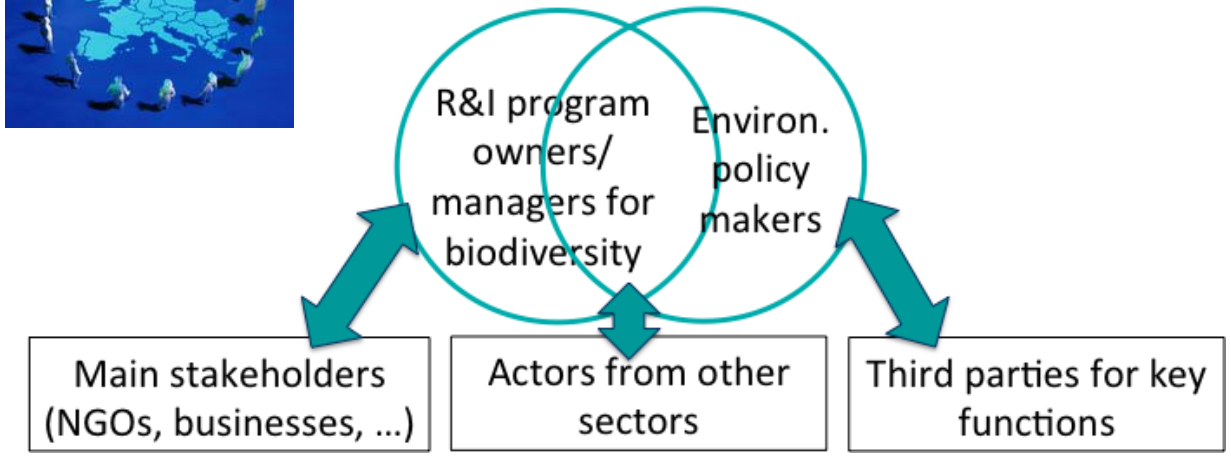
Session: Governance

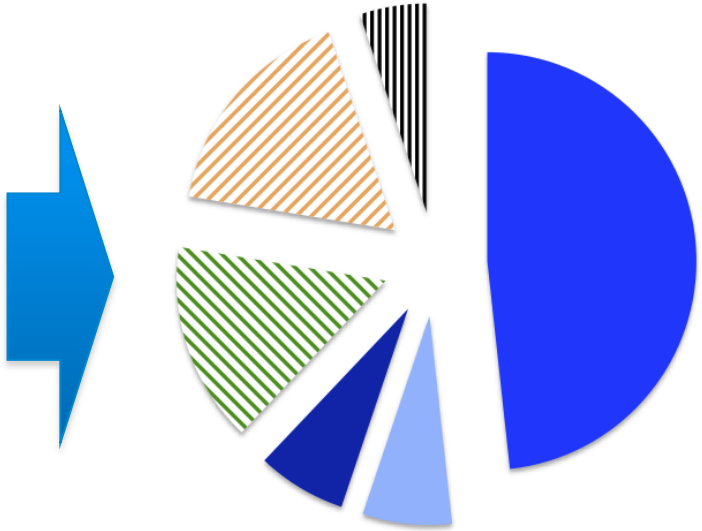
Xavier Le Roux, BiodivERsA Chair and Coordinator

& Claire Blery, BiodivERsA CEO

Experiences from BiodivERsA & EC services (FP7 & H2020)

Membership: take into account the issues to be tackled by the Partnership & national contexts





- funding agency/ foundation
- Environment Protection Agency
- Local government
- Ministry of research
- Ministry in charge of environment
- Other ministry

- Top-down: incentive for mobilizing funder plus ministries in charge of R&I and Environment
- Bottom-up: each country to decide who should be on board (funders, ministries, both)
- National-EC link: Encourage setting up of ad-hoc governance at national level (e.g. mirror groups)
- Inclusiveness: encourage participation/success from countries with smaller research communities

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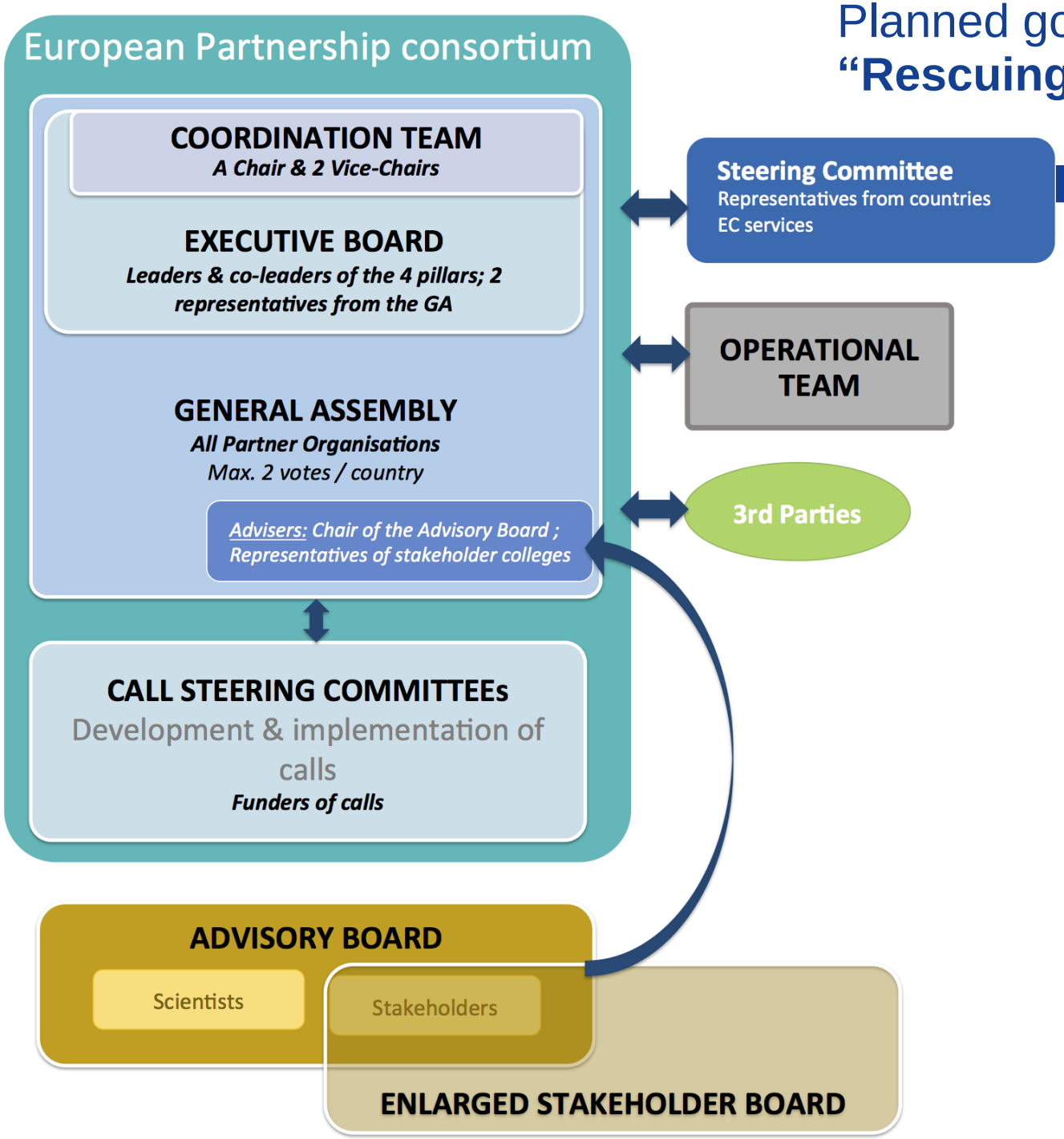
Experiences from BiodivERsA

- **Find a good balance / effectiveness in the governance**
  - Devoted Chairs and Vice Chairs
  - Good link between the consortium and the EC services, maximizing synergies
  - Centralized versus distributed operational team (secretariat)
  - Ad hoc Call Steering Committees
- **Participation of stakeholders**: co-creation with stakeholders eased, through Advisory Board, bilateral collaborations, and larger consultation, as needed
- **Collaboration with other initiatives**:
  - Demonstrate openness & capacity to cover trans-sectoral issues through the development of collaborations with relevant EU & international initiatives
  - A few strategic collaborations could lead to support to Third parties, when added value to the Partnership (and Third Party) is clear and high enough

Planned governance for the co-funded partnership
“Rescuing Biodiversity to Safeguard Life on Earth”



Important issues:

- **Partnership membership**: funders, R&I ministries and ministries in charge of environment because they will be directly involved in key activities
- **Steering committee**: do not induce a too high bipolarisation between an internal and external governance ➔ would generate more problems than solutions
- **Stakeholder engagement:** complementing the Advisory Board with an enlarged Stakeholder board to reach a large variety of actors
- **Remaining question**: How to ensure possible participation from private sector, for instance in case of Sponsorship of a co-funded call

EDCTP / Global Health

Session: Governance of and coherence among European Partnerships

EDCTP: Background & experience

- **EDCTP1 (2003-2015): Article 185 Initiative, FP6 - European Economic Interest Grouping (EEIG)**

- **EDCTP2 (2014-2024): Article 185 Initiative, FP Horizon 2020 - EDCTP Association**

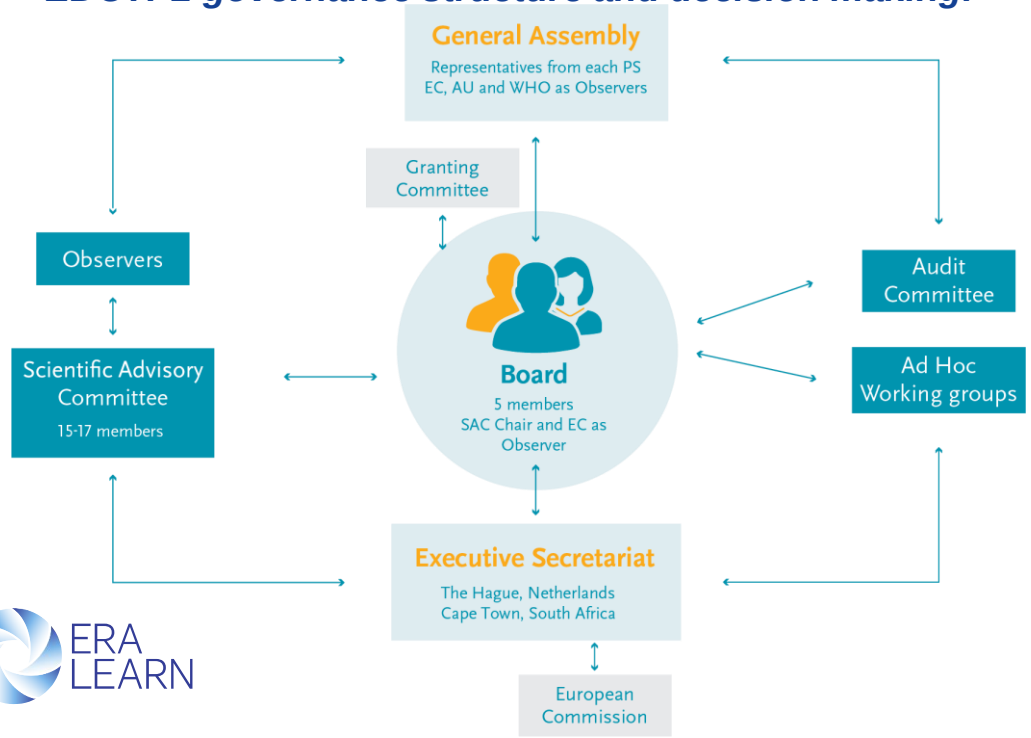
- **EDCTP3/EU-Africa GHP (2021-2031): Article 187 Initiative (preferred), FP Horizon Europe - Joint Undertaking between EC and an EDCTP3 Association**

- **Experiences under EDCTP1/EDCTP2:**
  - Equal European-African partnership is critical to the success of the programme
  - Added value of Participating States' Initiated Activities (PSIAs) in laying the ground for a more ambitious joint programme under EDCTP3/GHP
  - Evolution of Participating States (PSs) from innately national focus to increasingly international outlook, as evidenced by both cash and in-kind contributions → unrestricted cash contributions are important for ensuring flexibility and responsiveness
  - Increased participation of the private sector (foundations, industry etc.) in EDCTP governance would increase the partnership's ability to be flexible and adjust to changing policy, societal and/or market needs, as well as to collaborate and coordinate with other European Partnerships, such as IMI
  - Financial guarantees have proven to be a challenge under EDCTP2 – could better coordination with other European Partnerships have helped to address this issue, despite different legal structures and subject matters?

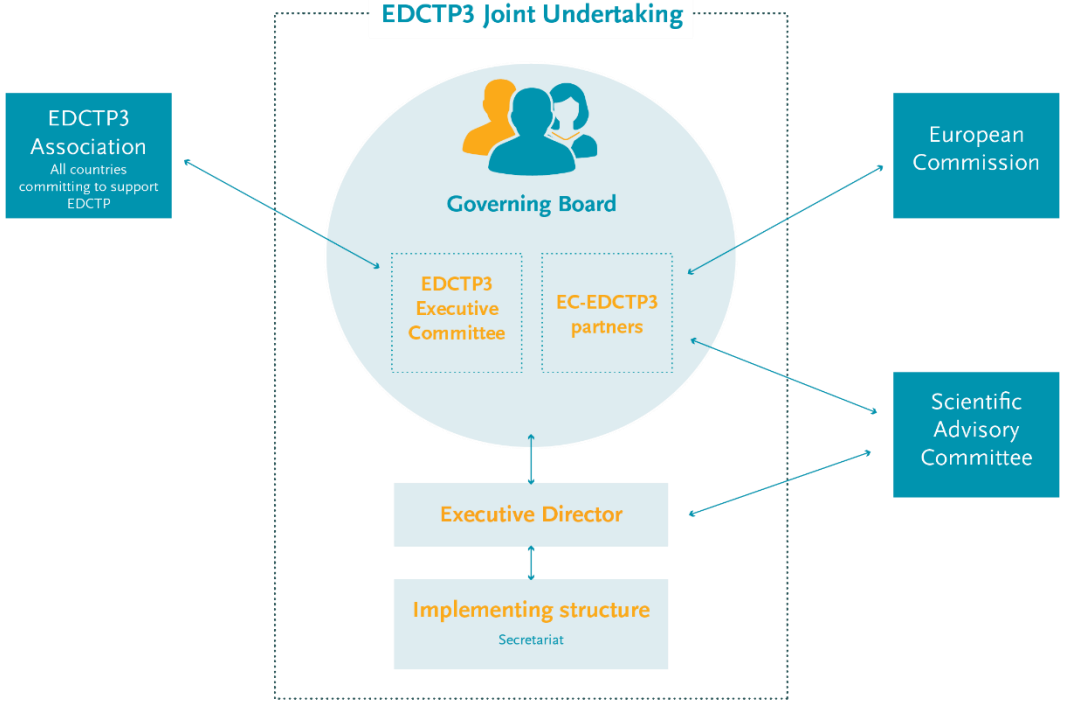
Evolution of partnership model & governance structure

- **Main reasons for a shift from Article 185 → 187:**
  - Increased visibility of African PSs as equal governance partners from the outset, as reflected in the legal decision
  - Need for increased flexibility to enable private sector and third countries to be members and for their financial contributions (including those from African PSs) to be matched by EU funds
  - EC integral part of the governance structure, with strong political commitment and a true EC-PS partnership

EDCTP2 governance structure and decision making:



Proposed EDCTP3/GHP governance structure and decision making:



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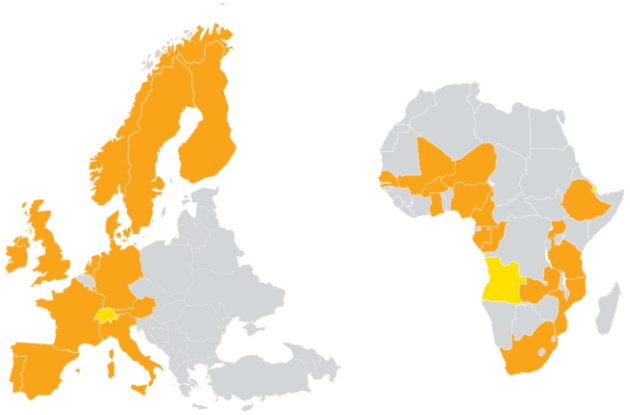
Proposed joint financing for the EDCTP3/GPH programme

Participating States*



≥ €900 M

Cash/In-Kind

Participating States funding mechanisms

1. Transnational joint calls for research and development
2. Fellowships
3. National calls open to host countries and beneficiaries in other PSs
4. National/multinational funding for activities that directly support the implementation of EDCTP3 projects
5. Direct support to multi- and supranational organisations /institutions (i.e. PDPs, WHO, etc.)
6. Transnational joint calls with EU co-funding (based on Art 187 model)
7. EDCTP3 Participating States to joint activities.

*Also open to new members

Third parties

- Private sector
- Third countries

≥ €500 M

Cash/In-Kind

Third-party funding mechanisms

1. Joint calls for research and development
2. Cofunding through strategic activities on thematic topics of common interest.

European Union

≤ €1.4 BN

Cash

This includes the following centrally managed activities:

1. Research and Innovation Actions (RIAs)
2. Coordination and Support Actions (CSAs)
3. Training and Mobility Actions (TMAs)
4. Other programme activities.

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EMPIR

Session: Governance of and coherence among European Partnerships

Experiences

EURAMET has identified several routes to ensure effective governance

- **Over the last decade we have developed a robust system to a) collect input and output data from all our activities to meet / monitor the requested objectives and to b) steer calls and budgets to meet the targets (see www.euramet.org/impact)**
- **Latest development is the establishment of EMNs to engage the different types of stakeholders in their fields as both an exploitation route and to provide input to SRAs**

Collaboration with other European Partnerships:

- **well elaborated collaboration with CEN/CENELEC STAIR (**STAndards, Innovation and Research). **This is much appreciated by the standardisation community and addresses the policy needs in that field**
- **Further partnerships have been encouraged to provide the input to our calls as well although that has been more difficult**

Plans

EURAMET is putting much effort in the successful further development of the EMNs as we rely on their input to our work program.

We are planning to continue the successful implementation of monitoring the input and output data to meet the objectives as we did in EMRP and do now in EMPIR – we expect incremental improvements in the partnership.

STAIR is willing to continue the well established cooperation regarding input from the standardisation community.

We would appreciate to be informed about a suitable route to provide input from the metrology community to other partnerships for their workplan/call scope and encourage them to provide input to us as well.

Questions? Comments?.

Guiding questions for discussion

- What are the elements you consider necessary to ensure an effective governance of European Partnerships that is more responsive to policy needs?
- How to best engage the different types of stakeholders?
- How to ensure coherence and collaboration with other European Partnerships in the preparation phase, and in the annual planning and implementation of activities?

Thank you.