

Annotated template for the partnership fiche for BMR 2024

Introductory remarks to the BMR 2024 process for partnership fiches

This is a set of guidelines to help update or create partnership fiches to be included in Chapter 4 (Partnership Specific Performance) in DG RTD's Biennial Monitoring Report.

The 2024 partnership fiche does not deviate at the level of its generic content from the 2022 template. In order to update the fiche for partnerships who provided a fiche for the 2022 BMR, or to create a new partnership fiche, the overall guidelines remain the same. In terms of the practical process towards implementation, the following ex-ante distinction will be made, either triggered by the expert team, or by the partnerships themselves:

- **(1) Complete partnership fiches which will require minimal updates** (e.g. completion of missing information and/or updating of existing information)
- **(2) Complete partnership fiches which will require substantial updates** (e.g. modifications to the strategy map, a new strategy map, new indicators to be added, indicators to be removed) – in this case, partnerships need to signal this at their earliest convenient time to the expert team so a 'major' revision can take place
- **(3) Partially filled partnership fiches** (e.g., missing the KPI table or PSIPs) which require further work – in this case, partnerships will be required to send these outputs following their creation to the expert team to allow for interaction and revision
- **(4) New partnerships** requiring a process to establish the first partnership fiche: the process as followed with the BMR 2022 will be applied, started with a kick-off meeting significantly ahead of the deadline (at least 3 months) between the assigned expert and the partnership.

For (1) and (2), the expert team will investigate the most efficient way to integrate the modifications, i.e. by either creating an MS Word template where partnerships would need to, per page, communicate the modifications after which the experts will integrate the modifications within the existing documents and/or directly asking partnerships to perform modifications in the outputs previously delivered in MS Word (pages 1, 3 and 4) and MS PowerPoint (page 2). For (1), comments through sticky notes on the existing pdf may be foreseen as well. **The exact way(s) of working will be communicated once the data collection process is launched but any input on the preferred process to be applied is welcomed during the consultation.**

For (3) and (4) partnerships will be invited to either substantially update and/or provide the information and data by using the templates provided (MS Word and MS PowerPoint).

Partnership profile fiche (4 pages per partnership)

Preliminary notes:

- This document serves both as a guideline as well as the main form through which information for Chapter 4 (Partnership Specific Performance) of the Biennial Monitoring Report will be gathered. A separate process is foreseen to collect information on the common indicators for Chapter 2 (Aggregated performance of the portfolio of European Partnerships).
- This template forms the basis for the creation of a new partnership fiche, i.e., for partnerships, which were not integrated into previous Biennial Monitoring Reports. **Existing partnerships will be asked to update or complement their existing document(s) following minor or major revision processes (see above), and not be asked to fill out everything again.**
- Following validation of the content (see timeline below) of all partnership fiches, these will be sent for layout by the graphic design team.
- The partnership profile fiche is based on three main elements, each of which will be added to a dedicated MS Teams channel (see below):
 - An MS Word editable file containing textual inputs
 - An MS PowerPoint editable file with the strategy map, which after validation is integrated as a figure in the MS Word editable, but needs to be provided separately for graphic design purposes
 - An MS Word editable file with a table containing the partnership specific KPIs, which after validation is integrated in the MS Word editable file and is not to be provided with the final versionsOther elements, if relevant and necessary, can be added (e.g., logo of the partnership in high resolution, images, pictures).
- For each partnership, an MS Teams channel is created to facilitate updates, consultation, and feedback without the need for endless e-mail exchanges (however, other communication processes such as traditional e-mail exchange are possible depending on the preferences and technical possibilities). Each partnership shall be assigned to an expert.
- The timeline for delivery is as follows:
 - Initial contact e-mail to be sent by assigned experts: before September 30th, 2023
 - Interactive processes between experts and partnerships: October 1st - November 15th, 2023
 - Delivery of draft final partnership fiche inputs by partnerships: November 15th, 2023
 - Provision of final feedback by assigned experts and coordinator: December 1st, 2023
 - Delivery of final validated inputs by partnerships: December 15th, 2023
- Experts will be available for support, feedback and consultation during the process through the different channels and working methods (i.e. 'office hours', dedicated MS Teams channels, etc.).

(Existing content from BMR 2022 which has not changed can be copied)

PAGE 1: Partnership Profile

Name of the Partnership (+ logo to be delivered in separate file):

Type of Partnership:

Cluster:

Pillar:

Key facts and figures:

- *[Composition of partnership, categories, and geography (NB! this information will be collected via EUSurvey and inserted later)].*
- *Total budget = EU contribution + commitments by the partners other than EU.*
- *Is it a successor or a new partnership?*
- *Start date – End date (or year)*

Contact details:

- Name of coordinating entity/entities
- Website and social media identifiers (hyperlinks)
- Contact details (e-mail) – use a functional mailbox address (no personal e-mails)

Mission and vision statement of the partnership:

(max. 150 words)

Here you should describe what the partnership is doing in terms of its activities, and which stakeholders are involved/targeted; in short – what is the purpose of the partnership.

You should also outline your vision – what are your main longer-term objective(s).

Main UN Sustainability Development Goals (SDGs) supported (<https://sdgs.un.org/goals>):

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|
| | | | | | | | | | | | | | | | | |

*Place an X where appropriate. Choose max. 5 (if more, please select the most important ones). You may also provide a link to public documents where the partnership's support of SDGs is explained. On the fiche we will add a "Find out more" button with hyperlink.

(Existing MS PowerPoints may be updated or when unchanged just uploaded on the MS Teams channel or sent via e-mail to the assigned expert)

PAGE 2: Partnership Specific Impact Pathways (PSIPs)¹ through a strategy map

Provide, in a separate file, your strategy map in editable PowerPoint format, following the example provided in the first interim report of the expert group (a ppt. file will be made available).

Some remarks on the PSIPs:

- The intervention logic developed in the draft proposals and/or in the impact assessment provides a starting point for the strategy map with PSIPs. The strategy map is a more harmonised and, in some cases, a somewhat more detailed approach to the intervention logic.
- Limit the strategy map with PSIPs to 3 to 5 (vertical) pathways showing the key linkages between resources and actions/activities, outcomes, and impacts at the partnership level. **For new partnerships or partnerships which did not provide a strategy map in 2022, the existing 2022 BMR with the collected fiches provides inspiration.**
- We realise that the development of a strategy map may sometimes require simplifications, but the aim is to allow non-experts to quickly understand the key impacts and how they will be achieved. Use short, action-oriented language (“improve”, “reduce”, “grow”, “create”, etc.) in the different levels of the impact pathway. **All partnerships are invited to look at the existing published set available on the 2022 BMR webpage to get inspiration to optimize the format and content.**
- We acknowledge that there are major differences between partnerships, and that certain aspects or dimensions may need to be added. This is possible, as long as the overall logic and format is followed, and the content remains accessible and understandable to non-experts.
- Make sure that the elements on the strategy map connect to the table of partnership specific KPIs (see below). **I.e. the action/objective orientation of the strategy map needs to reflect the KPIs used and vice-versa.**
- In the PSIPs scheme the “strategic objectives” level corresponds to the ones that have already been established such as, the [EU policy priorities](#)/strategies and SDGs, as well as objectives in the [Horizon Europe Strategic Plan](#), in line with the partnership SRIA, and stated objectives in the MoU (co-programmed) or basic act (institutionalised).
- There are no specific font or colour guidelines as this will be standardised during graphic design but we advise to keep the MS PowerPoint file basic. A basic template is provided by the expert team but partnerships may create their own file.

¹ More guidance on PSIPs and setting good indicators can be found in the Appendix 4 of the first interim report of the expert group - <https://op.europa.eu/en/publication-detail/-/publication/6b63295f-d305-11eb-ac72-01aa75ed71a1/language-en/format-PDF/source-215872593>

(Existing KPI tables from the BMR2022 may be updated and pasted below)

PAGE 3: Table of KPIs (template see infra)

Page 3 is entirely devoted to a **table** containing, in line with the PSIPs, the main KPIs that are specific to the partnership and essential for it to achieve its goals. The table will initially be provided in a separate file (editable MS Word Table) with instructions, to allow relevant experts within the Partnership to separately work on the file. There will be a space below the table to provide some comments on the table (contextualisation, explanation, etc.).

Some remarks:

- Limit yourself to 10 to maximum 20 KPIs that are directly related to the PSIPs. We understand that there may be more KPIs monitored; you may provide hyperlinks to your own reports in a text window below the table.
- There may be some overlap with the common indicators. If some of these common indicators and their targets are essential within the PSIPs, they should indeed be reported here (e.g., the number of newcomers may be an outcome to support reaching a specific impact).
- Keep KPI definitions short (the table needs to fit 1 A4), and do not confuse objectives with KPIs.
- Once there exists a validated version, it can be integrated in this main document.

(Optional) text space below the table (needs to fit together with the KPI table on 1 A4):

(max. 200 words)

Here you should provide:

- Explanations of the baselines and targets marked as 'TBD'
- Explanations (context) of the obtained results. In particular, targets that may be "off track" at a certain point
- Explanations regarding the monitoring process or challenges encountered (e.g., difficulties in establishing baselines)
- Hyperlinks to publicly available reports with more detailed information on the partnership's performance (e.g., annual activity reports, impact reports, specific studies, etc.)
- Success stories linked to achievements at the level of KPI targets (e.g., short reference & hyperlink)

PAGE 4: Thematic content

Page 4 is entirely devoted to thematic content.

For 2024, the following themes have been chosen (see also the text on thematic foci):

The Expert Group (EG) is proposing **technological sovereignty and international positioning** as thematic foci for the BMR 2024. The key questions that will be answered in BMR 2024 are: *“What is the contribution of European Partnerships to the technological sovereignty of Europe?”* and *“How is Europe being seen as a partner in research and innovation by countries that are global research and innovation leaders (namely the United States), as well as by other countries?”*.

The definition of **technological sovereignty refers** to Europe's ability to develop, provide, protect and retain the critical technologies required for the welfare of European citizens and the prosperity of European businesses, as well as the ability to act and decide independently in a globalised environment. This definition encompasses three key elements: technological (the development of European research and development (R&D) competencies by maintaining a strong knowledge base, industry, and networks in the critical technologies), economic (the ability to turn R&D into market products, and access to a diversity of resources along the value chain with the aim of reducing dependence on third countries), and regulatory (the development of adequate policies and standards that reflect European values, to influence global regulation, standards and practices) (source: *Study, Panel for the Future of Science and Technology, European Parliamentary Research Service Scientific Foresight Unit, December 2021*).

Regarding the **international positioning**, the goal would be not only to capture international cooperation from the European Union (EU) perspective, but also how the EU is perceived by the partners, as well as whether there is mutual access to reciprocity, and impact from exchanges. The BMR 2024 will be providing information and analysis of the contribution of the non-EU partners (organisations), which are members of the European Partnerships. Partnerships are expected to provide content answering the following questions through either success stories, examples, intended objectives, as well as KPIs measured or achieved related to both themes:

- What are the specific activities through which Partnership is pursuing pathways to technological sovereignty?
- How do Partnership take advantage of the collaborative agreements that the EU has with countries which are global research and innovation leaders, as well as with other countries? Which opportunities or leverage are supported or created?

Links to common indicators:

- *Indicator #4 Based on your best guesstimate, how much of your overall budget is planned for connections/collaboration with non-European actors?*
- *Indicator #9 Visibility of the Partnership in European, international policy/industry cycles*

Partnerships may provide up to maximum altogether 5 ‘success stories’ and/or examples on maximum 1 page in total. Given that sometimes complex or more elaborate storytelling is needed, hyperlinks to supporting documents may be provided, as well as some images in separate files. Kindly note that we prefer quality and depth over the quantity of reported stories.

Success story/example 1

(...)

Success story/example 2

(...)

Success story/example 3

(...)

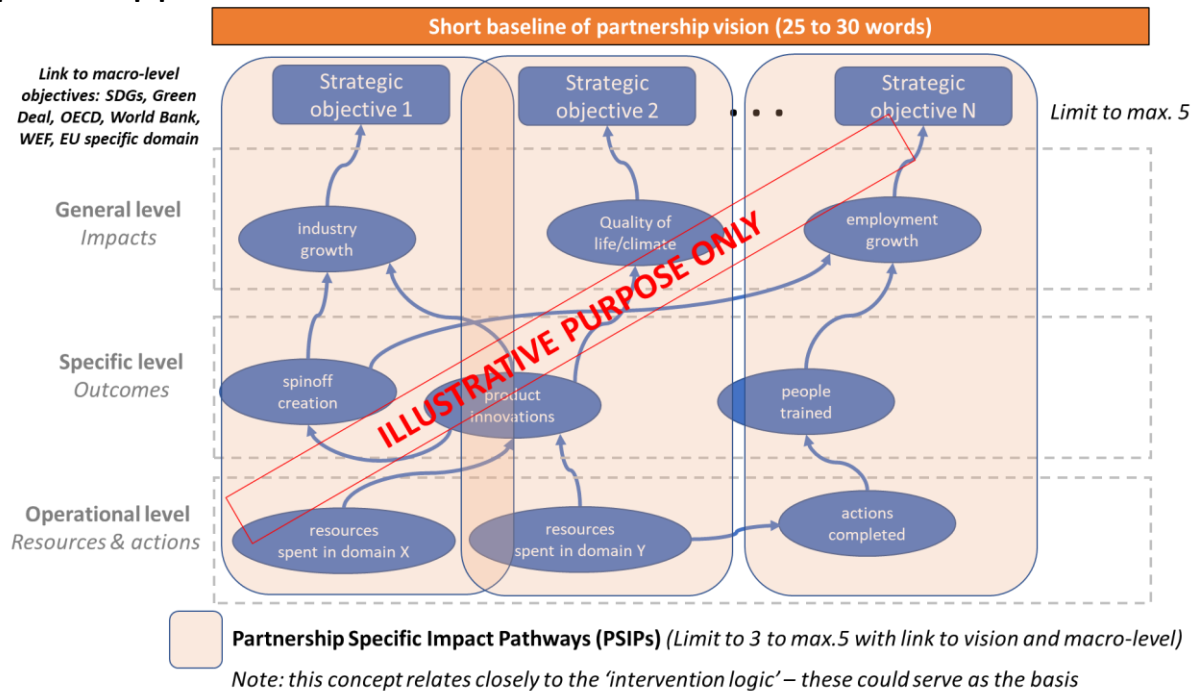
Success story/example 4

(...)

Success story/example 5

(...)

The Partnerships Specific Impact Pathways (PSIPs) graph to be included on Page 2 of the partnership profile



Guidelines for preparing the graph:

- A separate PowerPoint file will be provided for the preparation of the graph
- Partnership vision needs to address the societal challenge(s) it contributes to
- Define limited amount of high-level strategic objectives (max 3 to 5) directly linked to partnership vision and macro-level objectives
- Define limited amount of “vertical” Partnership Specific Impact Pathways (PSIPs)(max. 3 to 5) through strategy mapping: from resources and actions towards outcomes/impacts, based on (expected/proven) causal links
- Attach impacts in a direct and causal way to a limited number of macro-objectives. Keep connections limited and straightforward (no need to connect everything with everything, only the material interactions, also avoid double arrows).
- PSIPs as the basis for the partnership ‘storylines’ in biennial reports, limit # of indicators within a PSIP (max. 5 indicators per PSIP) ; between 15 – 30 in total for the framework and link to the KPI table.
- Preference for quantitative indicators within the PSIPs (potentially qualitative case studies at the level of linkages to macro-objectives if quantitative link is challenging)
- If qualitative cases: explain the case through the whole PSIP

The KPI table to be included on Page 3 of the partnership profile

| KPI Name | Unit of measurement | Baseline | Target 2023 | Target 2025 | Target 2027 | Ambition >2027 |
|---|---------------------|----------|-------------|-------------|-------------|----------------|
| Resources (input), processes and activities | | | | | | |

Outcomes

Impacts

Guidelines for filling out the table:

- Keep names of indicators and units of measurement short, as the whole table needs to fit 1 A4 page. Do not confuse objectives with KPIs, or KPIs with unit of measurement.
- If an indicator is purely qualitative, write 'qualitative indicator' under the unit of measurement (but avoid too many qualitative indicators – more guidance can be found on pp 85-89 of the [first interim report](#)).
- Some baselines may still be under discussion or under measurement. If so, put 'TBD' (although we would expect these baselines to be fixed for a next BMR cycle). **For partnerships having submitted the table for the 2022 BMR, we would expect no remaining TBD in the 2024 BMR.**
- Some indicators may have annual targets (and thus also biennial targets), others may not, as they will only be measured once or twice over the lifetime of the partnership. If this is the case, there is no need to fill out all the cells, just put 'N/A'. Also, there may be some deviation between the actual moment of measurement (say 2024) and the year the target is set out (2025). It is sufficient to clarify at that point in a footnote or in the text box under the table.
- Explain abbreviations and acronyms specific to the field or sector in a footnote.
- For new partnerships, some indicator targets may still be under discussion. If a target is not fixed by the time of submission of the finalized table, put 'TBD'.
- Some ambitions, in particular for impacts, may stretch beyond the end date, please mention these in the > END YEAR OF THE PARTNERSHIP column (for most partnerships this is 2027, for new partnerships this needs to be adapted and will be discussed case by case during the process of establishing the fiche)
- [In future reports, starting with the 2026 BMR, a status column including the value achieved will be included to clarify whether an indicator is considered "on track" or "off track" or that a certain tendency is indicated (which is usually the case in dashboards, in order to integrate a forward-looking element, i.e., reporting also as a future oriented tool instead of mere ex-post evaluation).]