



European Partnership Stakeholder Forum 2023 - from idea to impact

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European Partnership Stakeholder Forum

“From idea to impact”

Brussels, 5-6 Dec 2023

February 2024

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1. Executive summary

The second Partnership Stakeholder Forum was organised by the European Commission and ERA-LEARN and took place in Brussels, 5-6 December 2023. The event attracted more than 250 people that were able to take part in several parallel sessions that addressed important topics for the Partnership community: synergies between Partnerships and Missions, experiences, achievements and needs of the European Partnerships based on the HE interim evaluation, the additionality and directionality of European Partnerships as well as openness and transparency and developing a coherent Partnership portfolio. At the same time, the future of Partnerships was also discussed in detail both in terms of their selection process and their design under FP10 considering also their internationalisation and global links under the spectrum of strategic autonomy for the EU.

“In a world of limited resources, European Partnerships help us reach critical mass and build a better future together. We now invest more than 20bn € from Horizon Europe leveraging over 30 bn € from partners mostly industry. This investment symbolises our belief; Yes, Europe can become the first climate-neutral continent; Yes the EU can spearhead the circular economy, push the digital transformation and achieve global tech leadership in area like AI and photonics.”
(Markus Schulte - Head of Cabinet of Commissioner Iliana Ivanova, replacing the Commissioner)

After an extended period of getting started and exploration that lasted more than 10 years, Partnerships need now to enter a maturity phase. Their orientation should be better balanced towards economic and societal goals. Partnerships need to escape the bureaucracy trap and set high goals and achieve the scale needed for global competition. It is also important to strike the right balance between openness and protection by cooperating with like-minded actors that respect the EU values and ensuring reciprocity.

The importance of evaluating the European Partnerships and assessing their impacts cannot be overstated. While the interim evaluation of Horizon Europe is underway, it needs to be stressed that the additionality of Partnerships does not include only public or private investments mobilised towards common EU priorities. It also refers to qualitative impacts, such as valuable networks and innovative ecosystems, international visibility, development of standards or regulations that give Europe a leading position in the world. While there are diverse approaches to directionality across countries, alignment of national and EU policies and definition of priorities at national level helps to increase the efficiency of the actions undertaken. At the same time, there is a need for not underestimating the importance of the Partnerships' visibility in Europe and beyond and for developing a strong communication framework.

Implementation needs to be straightforward and the structures that need to be in place or created anew should not overburden the partners, nor the administrative burden be excessive for the

Partnership beneficiaries¹. Partnerships need to act faster in FP10 and be less bureaucratic. Abiding by the long-term commitment, and the principles of openness and transparency is still relevant, but we need to move forward and start discussing new topics putting Partnerships at the centre of the EU goals in the industrial and societal sphere. Political commitment needs to be revived and policy scope needs to be extended beyond research and innovation.

We need a strengthened and more balanced co-creation approach between the Commission, the Member States and Associated or Third Countries, the research actors and the industry stakeholders for the selection of Partnerships. Looking ahead, a single type of Partnership would need to be highly complex to allow for the flexibility needed for Partnerships to respond to evolving challenges. While there may be an opportunity to maximise efficiency, it is important to consider the purpose and the needs of the individual Partnerships.

Partnerships are an important instrument for achieving the EU policy goals, but their creation needs to be backed by sound justification. Flexibility is key to accommodate differences in focus, scope and orientation. It is important that 'form should follow function' in the design of the Partnerships. Equally important is to exercise anticipation and set specific goals to regain leadership of European industries. Focusing on fewer, top-down priorities may be due in this regard. Constant learning circulation among policy, research and businesses is needed as well as learning from the global best practice.

Slides from all sessions and the video recordings of the plenary sessions are available on the event's page at <https://www.era-learn.eu/news-events/events/Partnerships-stakeholder-forum-2023>.

¹ Partners are the partnership members i.e. ministries, funding agencies, industrial associations, research organisations, while partnership beneficiaries are the organisations that benefit from partnership funding, i.e. the research teams of funded projects, researchers that benefit from networks supported by partnerships, or from infrastructures shared under partnerships, etc.

2. Introduction

The aims of the second Partnership Stakeholder Forum were to:

- review the state of play of implementation of the European Partnerships launched under the first Strategic Plan, as well as to have a first look on the interim evaluation of Horizon Europe,
- present and discuss the enlargement of the Partnership portfolio under the second Strategic Plan, and
- have a first exchange of views with the community at large on European Partnerships in the next Framework Programme.

The Forum brought together the whole community of co-funded, co-programmed and institutionalised Partnership stakeholders, including officials from national and regional governments, public funding agencies, the private sector and other science policy makers from all over Europe and beyond involved in the design and implementation of European Partnerships. In total, more than 250 participants attended the event in person, while the plenary sessions were streamed live on both days.²

Attendees were able to take part in several parallel sessions that addressed important topics namely, synergies between Partnerships and EU Missions, experiences, achievements and needs of the European Partnership based on the HE interim evaluation, the additionality and directionality of European Partnerships as well as openness and transparency and developing a coherent Partnership portfolio. At the same time, the future of Partnership was also addressed both in terms of their selection process and their design under FP10 also considering their internationalisation and global links under the spectrum of strategic autonomy for the EU. Opportunities for networking were also be provided.

The structure of the conference consisted of

- the keynote speech by Markus Schulte, Head of Cabinet of Commissioner Iliana Ivanova,
- an opening plenary discussion towards the Second Strategic Plan with high-level Commission and Member State officials and European Partnership representatives,
- parallel sessions addressing key elements of the European Partnerships including synergies, additionality and directionality, the context of the interim evaluation of Horizon Europe, and developing a coherent Partnership portfolio (A sessions),
- parallel sessions addressing the future of the Partnerships with the selection process of candidates, their design in FP10, and the always relevant topics of transparency and openness, and globalisation and internationalisation in the framework of European strategic autonomy (B sessions),

² Recordings of the stream are available on YouTube, [European Partnership Stakeholder Forum 2023 - from idea to impact — ERA-LEARN](#)

- the concluding part with the key take-aways, and
- the final panel discussion with high-level Commission and Member State officials and European Partnership representatives where key considerations were highlighted on the next Framework Programme.

This report summarises the key messages that were drawn from the discussions during the two days. Detailed documentation including the agenda of the event as well as the slides and video recordings are available on the ERA-LEARN website. ³

³ [European Partnership Stakeholder Forum 2023 - from idea to impact — ERA-LEARN](#)

3. Setting the scene

On behalf of the European Commission, Marnix Surgeon⁴, welcomed the participants and noted the importance of the event and the wealth of the discussions organised during the two days. Following this, Markus Schulte - Head of Cabinet of Commissioner Iliana Ivanova, replacing the Commissioner - opened the Forum, and shared the Commissioner's thoughts on the achievements and the future of European Partnerships.

As he pointed out *“amidst the ecological and digital transitions, collaboration is not just nice to have it is an absolute necessity... European Partnerships are key tools for pooling resources and addressing societal challenges”*. Reflecting on achievements by Partnerships, Schulte referred to EDCTP which became a flagship initiative for cooperation over the years achieving tangible results such as the malaria vaccine for children. Partnerships are creating a critical mass of resources currently bringing together 20 billion € and leveraging 30 billion € from partners, mostly industry. In the framework of the recent epidemic, natural disasters and wars, nothing can be taken for granted. This puts forward important questions: “Are our efforts enough?”, “How do we ensure the portfolio of Partnerships makes a difference?”.

Commissioner Ivanova envisages future Partnerships with a clear purpose, being inclusive and attractive to all stakeholders involved, i.e. younger researchers, SMEs, public and private authorities also from Widening countries. The next European Partnerships should be role models of integrating new perspectives including those of citizens. The ability to consider contributions of ESIF as national contributions to Partnerships is a major incentive for less-engaged regions and Member States. More transparent engagement in agenda setting and broader dissemination of results, are also key along with synergies with other instruments, such as the EU Missions. Schulte acknowledged that the support and commitment of the Partnership community has been instrumental but also made the point that this needs to be continued to strive for stronger impact.

The opening speech was followed by a high-level round table about the Second Strategic Plan moderated by Joanna Drake, Deputy Director-General, DG RTD.⁵ A key take-away from the discussion referred to the importance of ensuring a smooth implementation supported by structures and procedures that do not overburden the partners. At the same time, a more balanced co-creation is needed among the Commission, the MS and the industry stakeholders for the design of the Partnerships in the future. The criteria (as defined in the legal basis) for setting up Partnerships work well, but flexibility in implementation is important and we need to focus on areas where Partnerships are still needed considering scientific excellence as well as

⁴ DG RTD, G4 Common Missions and Partnerships service.

⁵ The panellists included Alexander Grablowitz, Co-chair of the PKH, Martin Kern, Director of EIT, Merete Clausen, DG GROW Dir C, Christian Dubarry, BPI France - Eureka's High-Level Representative, and Michael Lippert, BEPA President SAFT - Battery manufacturing industry.

strategic autonomy. The life cycle approach of the Partnerships is still an area that needs attention.

The KICs are good examples of integration and putting synergies in practice. The EIT impact model is another area for Partnerships to learn from as is achieving financial sustainability, with several examples of KICs continuing with own funding from national/regional funds or from turnover from created startups. Reserving parts of the budget to elaborate on these topics and go beyond the Partnership landscape is essential. EUREKA, and particular the EUROSTARS part (now being the Innovative SMEs Partnership), can also be an example of increased SME participation by ensuring easy access and a bottom-up, thematic orientation with small projects. Stability and easy implementation are key to increase SME participation.

For the future of Partnerships, it is important to focus on flexibility to adopt to a changing environment, and a broader approach to Partnerships addressing areas where there are actual gaps. Partnerships have an important socio-economic impact. They deliver on important aspects of internationalisation and strategic autonomy. They need to target strategic autonomy and industrial competitiveness besides scientific excellence. Coordination of programmes and actors is crucial for success, while there is still room for improvement in relation to the coherence of the Partnership landscape and the synergies with other instruments (e.g. EU Missions).

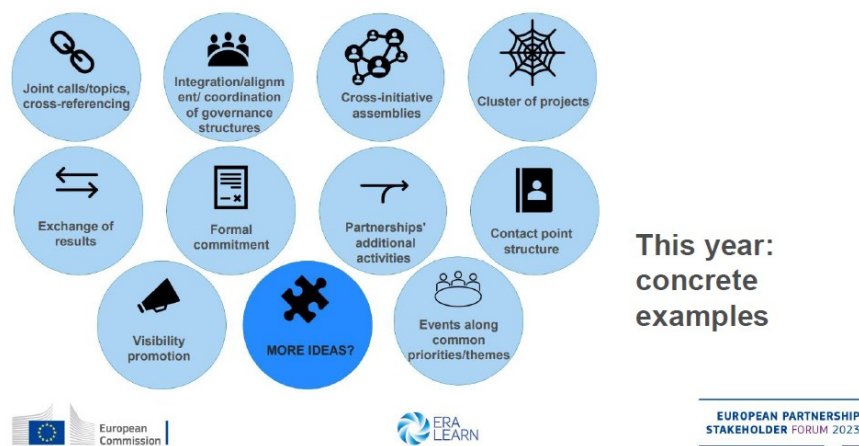
4. Key aspects of European Partnerships

The parallel sessions A1-A4 on the first day addressed key elements of the European Partnerships including **synergies, additionality and directionality, the context of the interim evaluation** of Horizon Europe, and **developing a coherent Partnership portfolio**. This section provides a summary of the main points that surfaced in the discussions.

4.1. A1: Synergies between Partnership and EU Missions

Both EU Missions and Partnerships were established to provide clear and strategic directionality in funding for R&I. They set clear destinations and prepare the way towards them by concentrating R&I funding, related funding streams and other instruments (policy, regulation) on key strategic challenges that matter to EU citizens. At the previous event (Partnership Stakeholder Forum Nov. 2022) the session “Collaboration with EU Missions” highlighted the importance of identifying and using synergies between the European Partnerships and the EU Missions, to maximise the impact of the two instruments.

Last Year - Toolbox



Source: Tom Espen Møller, Research Council of Norway, introductory presentation A1

While we can easily identify possible synergies, the challenge lies in how to operationalise them and exploit the impact in the best way. Last year’s session highlighted potential activities that could strengthen synergies such as joint calls, linking projects thematically together, exchanging results and stimulating networking among the involved actors, contributing knowledge, by feeding results into capacity building, experimentation, etc.

The [Prague Declaration on Synergies \(2022\)](#) shows the importance of identifying and utilising synergies in several ways as well as the need to remove persisting barriers. Synergies are

also featured as a cross-cutting theme in the [Biennial Monitoring Report \(BMR\) 2022](#) on Partnership in Horizon Europe, bringing to light diverse examples of synergy creation.

Goals and output

Based on the previous work, this parallel session focused on synergies between Partnership themselves and EU Missions. The aims of the parallel session were: 1) overview of potential synergies; 2) showcase good practices; 3) facilitate exchange of experiences; 4) next steps

The session set up included presentations of good practice cases from the thematic area environment, climate and health, and open discussion also triggered by Slido questions.

The first case centred on the links between the EU Mission 'A Soil Deal for Europe' and the Partnership 'Agroecology'. The main links between the EU Mission and the Partnership refer to research activities, identifying cross-cutting themes and coordinating calls and joint calls; cooperation and coordination between projects (grouped in clusters) or focusing on cooperation and coordination of soil monitoring activities. In the areas of data, many opportunities have been identified for interoperability and data sharing which also are enhanced and promote connections between living labs and lighthouses. In 'non-research areas', focus is given to sharing of good practices, experts, capacity building and communication and dissemination. More synergies are being sought and developed first at the theme level, identifying connections, then at the research infrastructure and living lab levels for their operationalisation.

The second case was the Driving Urban Transitions Partnership (DUT) and how it creates scientific evidence and the conditions for bringing such knowledge into action. This means bringing actors across urban settings to drive change strategically, building co-creation activities and foster a new management approach (ecosystem) involving cities and the wider communities (local authorities, municipalities, businesses, citizens). This bridges the Cities Mission objectives at a regional and city level to leverage policy effects and valorise activities. The approach is place-based, as issues are strictly local, but their uptakes and visibility constitute the foundation for peer-to-peer learning. One significant aspect is to provide capacity building through the study of good practices and mainstreaming of the approach through replication and valorisation. Overall, DUT keeps closely in line with the Cities Mission objectives since it capitalises on success stories by connecting and engaging directly with stakeholders and, strategically, at the higher level.

Indeed, the Cities Mission has links with several Partnership that are fundamental to achieve the goal of delivering 100 climate-neutral and smart cities by 2030. 50 Mio Euro were budgeted for a joint topic in the Horizon Europe Work Programme, which requires co-creation with multiple stakeholders necessary to connect the strategies of multiple sectors. Two proposals were selected, which can work as demonstrators in two cities and attract joint funding. Synergies are very important to reach policy objectives in this area as is disseminating experiences across the cities and municipalities to demonstrate achievements.

The third experience was about the synergies between the Sustainable Blue Economy Partnership and the EU Mission: Restore our Ocean and Waters by 2030. The criterion for connecting with the EU Mission (and other ERA-Actions) concerns the level of thematic convergence. One theme where the Partnership is fully aligned with this Mission is the Digital Twin of the Ocean, although they share a sea basin approach with the Mission lighthouses

but with a slightly different target. The Partnership exploits synergies by connecting with the wider community to enhance space/place-based co-creation. There is a strong coordinating aspect that goes from mapping of projects focusing on joint actions to mutual presentation of roadmaps (and timelines). These activities tend to foster a community of practices (even involving other domains such as agriculture) where scientists share results, experience, and protocols. There are also activities engaged in building common databases to promoting comparative analyses, syntheses of approaches and a drive to co-publication and dissemination. The objective is to achieve directionality in R&I activities, speed to realisation and obtain critical mass for diffusion of results. These principles are in place to increase efficiency between projects and reduce duplication, but also to involve all parties to create trust between scientists operating within similar domains and promote cooperation (rather than competition).

The last case that was presented was JPI Climate and links with the EU Mission “Adaptation to Climate Change”. The JPI Climate can support the international and European climate agenda. To this end, there are strong and organic links amongst the supported projects (about 120 projects), bringing together humanities and social sciences communities focusing on knowledge of social transformation in the face of climate change, as well as the economics and financial aspects of climate change. Besides, knowledge creation, synergies are to be found in the exchange and dialogues between the science and policy domains to extend and enhance knowledge transfer, and assessments on key issues such as sea-level rising. The objective is to achieve knowledge cross-fertilisation especially on adaptation to climate change and mitigation of climate change effects.

In the discussion that followed, several points were raised about the impacts arising from climate change in sectors such as agriculture, health, transports and whether there will be further strategizing in these areas. Another point made was that several Partnerships are engaged in different aspects of climate change, and whilst complementarities are evident, less work has been put into identifying and exploiting additionalities emerging. To this extend, it would be appropriate to look at shared challenges and how the calls are fitting in these areas.

Perhaps a more multi-modal approach would also be necessary besides the bilateral exchanges between Partnerships and EU Missions. There seem to be an emerging need for “a meeting place” for sharing good practices (rather than best practices). A meeting place/forum would stimulate a more systematic exchange between the stakeholders (better than bilateral or trilateral approaches). Knowledge transfer also needs to be an inclusive activity as also businesses are producers of knowledge, and their role should be acknowledged.

What needs to be improved to achieve synergies?

0 1 4



Another aspect that was discussed concerned duplication of effort. Amongst the panel, it was highlighted that duplication was not an issue especially when focusing on building a critical mass or on identifying the gaps in knowledge and on involving all the actors to build an overarching system of innovation. There is evidence that, working on different levels (municipality/city, regional and national, sectoral etc) through exchange of practices and looking/engaging with the market side is producing results even though coordination is necessary.

4.2. A2 – Experiences, achievements and needs of the European Partnership: Input for HE interim evaluation.

The interim evaluation covers the first results of Horizon Europe's R&I actions funded by the EU in 2021-2023, as required under Regulation 2021/695 (Article 52). It provides a baseline for understanding the key achievements to date and will help inform the design of future EU R&I instruments. The evaluation covers five thematic areas: excellence in science, green transition, digital and industrial transition, resilient Europe, and innovative Europe.

Goals and output

- Collect feedback from stakeholders on their experiences with this evaluation, provide space for discussion and facilitate mutual learning among participants.
- Identify areas where demand for action lies, discuss opportunities and risks Partnership foresee for the next few years in a rapidly evolving context.

The discussion set up was structured along a presentation of the HE interim evaluation results that were available unto then, a panel discussion and an open discussion around certain topics, i.e. experiences of the evaluation process, demand for action and navigating the future.

Experiences from the evaluation

The Partnerships' experience of the evaluation process was generally very positive. The process was well-managed and supported by the experts and the DGs of the Commission. Interviews were conducted professionally, and information was provided in advance. Respondents could also clarify any issues following the interviews if needed. In some cases, Partnership governing boards were engaged at the start of the evaluation to build a common understanding of the process.

However, the timeline of the evaluation was not clear to some Partnerships and a more thorough, introductory explanation would have been useful. Planning is important for the Partnerships, including knowing what data and information they need to provide and when. The session also highlighted the need to further adapt the evaluation to the needs of different types of Partnerships. In addition, it was discussed that (project) evaluation should be simplified in the second phase of HE: timelines need to be shorter, processes faster and double reporting should be minimized.

Some session participants noted that different wording and terminology was used in relation to some indicators, compared to those that were commonly used by Partnerships. Thus, it was not always possible to report what was asked immediately, requiring further clarifications. The monitoring and evaluation framework under Horizon Europe seeks to introduce standardized methodologies and definitions across different programme parts. Partnership representatives recommended that the general terminology for the evaluation should be more straightforward to ensure complete clarity by all participants.

EC representatives acknowledged a high level of collaboration from Partnerships in submitting data, and that further efforts will be made to streamline the evaluation process.

Demand for action

Partnership representatives noted the growing need for developing a shared vision at the European level and beyond. Partnerships are a great platform to serve this purpose. In terms of challenges, there was a shared view that Horizon Europe presents a very high level of complexity in terms of funding instruments and priorities. Rationalisation and simplification of the funding landscape are needed to lower entry barriers, especially for SMEs who are at the heart of innovation in Europe. Common guidelines and templates for grant agreements and reporting, and simplification of renewal procedures of the Partnership portfolio are necessary. Greater clarity on cost eligibility and justification would help reduce financial risks.

Sharing of experiences is also needed in handling administrative burdens and clarifying synergies with regional funds and joint calls. Participants expressed willingness to explore synergies among and between the Partnerships, and with different instruments, but this requires a lot of coordination and support and can detract Partnerships from their core activities. Important synergies should be made clear from the start to balance the expectations and ensure that Partnerships effectively focus on their key priorities.

Funding was mentioned as a crucial factor impacting the capacity of consortia to achieve their aims. Funding should match the level of ambition and should be sufficient to achieve the desired impacts stemming from both calls and additional activities such as the development

of open databases, solution platforms, international cooperation beyond Europe, networking activities that support the valorisation and the transfer of results to the end-users.

Some Partnerships noted the challenges of the increasing focus on openness, highlighting this as both necessary but also potentially changing the concept of some Partnerships. In case of Partnerships such as KICs, this can lead to profound changes in the membership structure and the very idea of what the individual Partnership was about in its initial phase.

Overall, harmonization is necessary. Every instrument should be fit for purpose. Some rules that apply well to all Partnerships need to be common, while others that play out differently from Partnership to Partnership should apply accordingly.

Navigating the future

Partnerships need to be able to adapt to change and leverage this flexibility to added value. The legacy of Partnerships should be the ability of new Partnerships to effectively build on previous achievements, complement efforts to date and avoid overlaps. The sharing of lessons learnt with the younger Partnership should be encouraged, and this is particularly important at the start of new Partnerships.

While the changes in Horizon Europe for older European Partnerships are warmly welcomed, the changes to core-parameters should be considered in the context of how these will impact the Partnerships' capacity to deliver on their priorities. Changes to the Multiannual Financial Framework (MFF) mean another set of design questions for the organisational set-up of Partnerships. The evolving political priorities of the European Commission also influence Partnerships that need sufficient resources to accommodate such changes.

Investment expectations and strategic planning should be adapted to geopolitical and economic changes in the wider environment. The Commission and industry should tackle change proactively, including through anticipatory action and adaptation of the Strategic Research and Innovation Agendas (SRIAs). The attractiveness and scalability of projects are important, but we should look beyond the short term; if we remove funding from lower TRLs we might have short-term gains, but we also need to compete over the long term. Higher levels of research funding for low TRLs will help to attract academia but it has been acknowledged that applying the concept of TRLs is not always easy in the real world, particularly for SMEs.

Partnerships emphasised that they need to work together with different instruments, initiatives, and actors to achieve societal impacts. Some stakeholders may not find the Partnerships attractive but joining forces with other calls, for example, helps to make them more attractive by building connections and opening doors to new consortia / activities. More collaboration is also needed with parts of Europe where alliances are less established, and with the Widening countries. Partnerships should remain attractive to all their stakeholders, and any entry barriers should always be addressed with relevant actors.

For the next framework programme, there is an overall desire to move away from the 'business as usual' approach, particularly considering the areas where both risks and rewards are high. Changing the concept of "risk" should be considered and this can be supported by targeted R&I programmes focusing on high risk and high reward. This would also necessitate coordination with European financing bodies (e.g. European Investment Bank) to complement grants with other financing instruments.

Resilience, open strategic autonomy, and financial risks are expected to matter in the years to come. Partnerships will need to respond to the future challenges triggered by the multi-crisis quickly and systematically, effectively navigating strategic priorities, immediate concerns, and emerging needs.

4.3. A3 - Beyond HE funding: additionality and directionality of European Partnerships

European Partnerships are established only if there is evidence that they support achieving EU policy objectives more effectively than other Horizon Europe actions. Their programmes are based on agreed objectives and a long-term vision, underpinned by Strategic Research and Innovation Agendas (SRIAs) that are shared and committed to by all partners.

An important added value of European Partnerships derives from the additional private and/or public R&I investments in EU priorities (additionality) that can be translated into a leverage effect resulting from Union intervention. The alignment of these investments and contributions towards common objectives (directionality) and the achievement of impacts that cannot be created by other Horizon Europe or national actions alone is the main justification for using a Partnership approach.

Goals and outputs

The aims of the parallel session were to

- give an overview on the background of the Partnerships' criteria on additionality and directionality,
- provide an overview on analyses on directionality and additionality,
- provide examples and different dimensions of directionality and additionality reached in different European Partnerships,
- facilitate the exchange of experiences with stakeholders from all Partnership formats,
- discuss challenges, chances, and limits of European Partnerships with regard to directionality and additionality also in the light of Partnerships in FP10.

The discussion set up included presentations of directionality and additionality aspects of Partnership by the Expert Group that prepared the BMR 2022, as well as representatives of MS, European Partnerships, and a research institute.

The key take-aways from the discussion referred to the need to expand the understanding of the additionality and directionality concepts to include the value of the networks that Partnerships create, beyond the economic resources mobilised towards the pre-defined goals. Through the interaction in these networks, Smart Specialisation Strategies and national level R&I strategies are influenced to lead to better alignment across countries and with the EU level policies. The leverage effect is equally important and relevant for both the Co-programmed and Co-funded Partnerships, despite their differences.

The alignment of national agendas with European policies is reflected in the Partnerships' SRIAs with a mixed bottom-up and top-down perspective, and in a balanced manner. National supporting measures and definition of priorities to ease the participation in relevant Partnerships helps to increase the efficiency of the actions. MS need to consider EU programming in national planning. Considering the right timing, the set-up of national structures and thematic priorities is key for the successful co-creation of Partnerships, always bearing in mind the need for a long-term sustainability of the ecosystem beyond the European funding.

Efforts should be continued to improve flexibility and reduce the administrative burden for all the stakeholders involved. This is especially relevant for the research community. It is important to avoid reducing the motivation to take part in Partnership and increase scientific success.

At the same time, there is a need of not underestimating the importance of the Partnerships' visibility in Europe and beyond, especially in different continents with strong research ecosystems. A strong communication framework needs to be developed in this context.

4.4. A4: Developing a coherent Partnership portfolio

In the context of the second strategic planning phase of Horizon Europe for 2025-2027 that is planned to be adopted in 2024. The Commission and national and regional governments make decisions about launching and participating in European Partnerships based in political priorities and the Horizon Europe legal base. However, there is currently no established methodology allowing objective and systematic analysis and assessment of candidate Partnership proposals in this context.

The Expert Group for support of the Strategic Coordination process for Partnerships⁶ was entrusted with the task of developing a methodology that will allow the creation of evidence-based decision support for the development of the portfolio of European Partnerships. The methodology complements the current bottom-up selection process with a strategic view of the portfolio building, considering the coherence of the portfolio as a whole and as regards emerging R&I priorities. The suggested methodology was designed to provide an additional strategic overview in the light of policy priorities and societal challenges, and to assess the portfolio as a whole. It can help filter the results of the current selection process and ensure that the final list is constituted by the most relevant candidates.

Goals and outputs

Besides the experts' work, the resulting methodology was based on consultation with relevant EC officials as well as the Partnership representatives and was briefly presented in one of the Partnership Knowledge Hub (PKH) meetings. Yet, it would benefit from a structured discussion

⁶ <https://ec.europa.eu/transparency/expert-groups-register/screen/expert-groups/consult?lang=en&do=groupDetail.groupDetail&groupID=3738&news=1>

in the framework of the Partnership Stakeholder Forum. Thus, the aim of the parallel session was to:

- Familiarize the Partnership community (also including the EC and Member States/Associated Countries) with the suggested methodology.
- Explore the need for specifications/adjustments to account for the features of the Partnership approach and thematic orientations and identify any gaps or deficiencies in the suggested methodology.
- Examine the applicability and integration of the methodology in the overall selection process existing today.

The set up included a presentation of the methodology elaborated by the Expert Group, comments on the methodology by the panellists and an open discussion involving the audience. Answers to specific Slido questions also triggered responses and comments throughout the parallel session. The audience included representatives of MS and European Partnerships, EC officials, as well as research organisations and universities, regional authorities and consultants.

The methodology developed by the expert group includes specific steps, and a set of criteria addressing the legal basis as well as the Partnership-internal portfolio management requirements, as well as methods and tools on how these criteria can be assessed.

Portfolio-management criteria (internal)

Legal basis criteria (external)

| Dimension / criterion | Priority |
|-----------------------------------|----------|
| Agility and flexibility | High |
| Synergies (internal) | High |
| Synergies (external) | High |
| Market Readiness | High |
| TRL evolution | High |
| IP generation | High |
| Sunk costs / irreversibility | Medium |
| Trust and stakeholder flexibility | Medium |
| Scale | Medium |
| Diversified portfolio management | Low |
| Monitoring and evaluation | Low |

1. Necessity for action at the EU level.
2. Aims/goals or impacts needed to address the challenges are not expected to be fully met by other types of Partnerships
3. Need for a long-term perspective in addressing the defined challenges.
4. Building on a higher degree of integration
5. Prospect for aligning R&I agendas, improving skills, and increasing absorption capacity of European businesses
6. Need for systematic engagement of stakeholders and end-users, including standardization bodies and international partners to achieve uptake of solutions.
7. Addressing a set of systemic, market and transformational failures, which is a pre-condition for accelerating the development and diffusion of innovations.
8. Addressing the Union's economic capacities and its scientific and technological sovereignty.

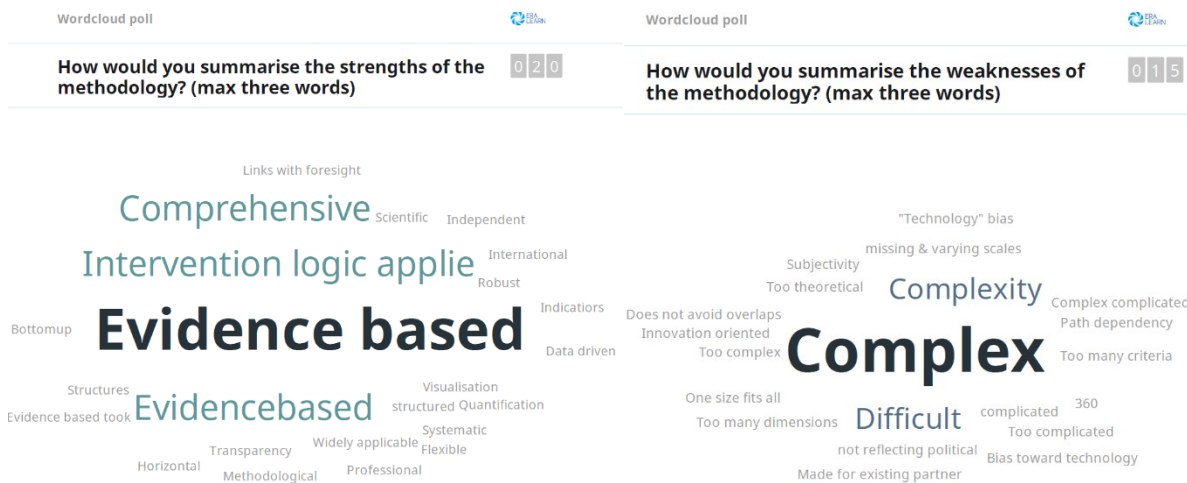
Source: Daria Julkowska, Michael Dooms, presentation of the methodology suggested by the Expert Group on support of the strategic coordinating process for Partnership (BMR)

The two sets of criteria were considered suitable for the portfolio management of Partnership (63% in the Slido question), but more work is needed especially on the external portfolio management criteria (50% in the Slido question).

From a public-private Partnership perspective (IHI), the participatory process of developing the methodology was appreciated as well as the mixed approach combining different criteria and weighting criteria differently across the Partnership types. The need to involve all Partnership types in applying the methodology was noted as important and jointly setting goals for the future of European Partnerships. Other possible improvements addressed the importance of flexibility to encompass different orientations and goals of the Partnerships and simplification.

The PKH co-chair, Alexander Grablowitz, stressed the need for a more evidence-based approach in FP10 and the importance of testing before fully applying it. A path dependency has been created over the years that needs to be escaped. As he noted “We failed completely in HE to build up Partnerships in areas where we didn’t have any”. It is crucial to identify gaps and then justify why a Partnership is needed to cover this gap.

Overall, the methodology was considered useful, possibly also possibly at the national level too, and reflected the value of co-creation and supporting decision making process with more evidence. At the same time, the need to keep it simple and flexible was echoed in the discussion. Quantification, although tricky, might also facilitate some improvements in the decision-making process based on an overview of the Partnership properties. It needs to be acknowledged, though, that it is difficult to estimate the total overall value of a Partnership or the value of structures and skills that have been developed, which is currently less reflected in the criteria. While finding the optimum Partnership portfolio is a necessity, choosing what Partnership to create is eventually a political decision.



5. On the future of Partnerships, including openness and globalisation

The parallel sessions B1-B4 on the second day addressed important topics for the future such as the **selection process of candidate Partnerships and their design in the next Framework Programme**. The topic of **openness and transparency** was also discussed as the international dimension of Partnership which was seen in view of a contributing to the **EU's strategic autonomy** which has become highly important.

5.1. B1: Selection process of Candidate Partnerships: fit for purpose?

The selection of Partnerships has followed a step-based process that consists of a consultation of the internal EC services involved in managing the Partnerships, the preparation of draft proposals for candidate Partnerships and a wide consultation based on these proposals addressing the Member States and Associated Countries as well as the Partnership community through various committees (e.g. the Partnership Knowledge Hub (PKH), the Strategic Programme Committees, etc.). The PKH published an Opinion on the selection process of future Partnerships and the Expert Group for support of the Strategic Coordination process for Partnerships⁷ was entrusted with the task of developing a methodology that will allow the creation of evidence-based decision support for the development of the portfolio of European Partnerships. The methodology complements the current top-down selection process triggered by the EC with a strategic view of the portfolio building, considering the coherence of the portfolio as a whole and as regards emerging R&I priorities.

Goals and outputs

Within the above context and based on the results of the discussions of the session A4: “Developing a coherent Partnership portfolio – work of the Expert Group supporting the EC in the Strategic Coordination Process for Partnerships”, the B1 session aimed at

- reviewing the selection process of future Partnerships in view of the next framework programme with particular emphasis in streamlining by
 - discussing elements to be improved regarding the coordination amongst the various committees and consultation bodies involved and orchestrating their inputs in terms of content and timing to achieve maximum effectiveness,

⁷ <https://ec.europa.eu/transparency/expert-groups-register/screen/expert-groups/consult?lang=en&do=groupDetail.groupDetail&groupID=3738&news=1>

- exploring the need for specifications/adjustments to account for any special features of the thematic areas addressed,
- capitalizing on the knowledge produced by the EC in relation to forward-looking studies and key areas of strategic importance that need to be addressed by instruments like the Partnership.

The session set up included brief presentations of the existing selection process, and the [PKH Opinion on the European Partnerships under the second Strategic Plan](#) recently published by the PKH, and a brief overview of the results from the A4 parallel session that took place on the previous day and addressed the development of a coherent Partnership portfolio. A few Slido questions were also integrated at various points in the discussion. The audience mainly consisted of Partnerships and Member State/Associated Country or EC representatives, also including regional authorities.

The PKH Opinion on the European Partnerships under the second Strategic Plan concludes with 14 recommendations which targeted different actors like the EC or MS/AS. Among them, the need is highlighted for more evidence-based decision-making concerning the type of Partnership instrument to apply (co-programmed or co-funded for example). PKH members think that the selection process is crucial for shaping the Partnership landscape in the future. Yet, the consultation process should allow for more time for PKH members to respond, and the PKH should play a more important role in the selection and phasing out of Partnerships.

Figure 1: The 14 recommendations published by the PKH



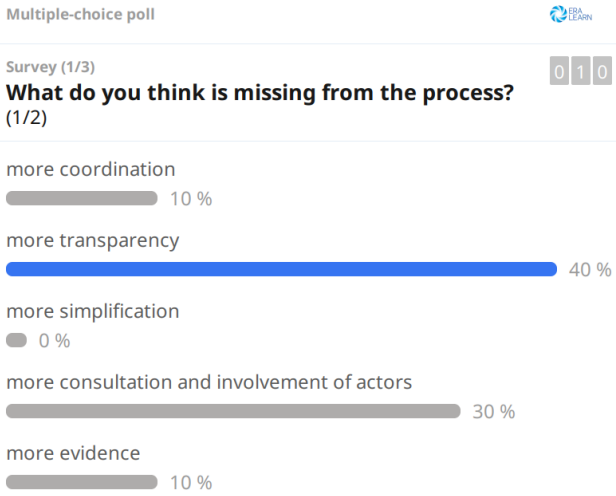
Source: presentation by Petra Žagar, Ministry of Higher Education, Science and Innovation Slovenia, PKH/SPC

From a Member States/ Associated Countries perspective, more time would be appreciated for working out the details and justification of proposed Partnerships before deciding. A more selective process would also be pertinent, while technical questions concerning the Partnership types should be clarified as early as possible. There is also need for more targeted information and ensuring Partnerships are also linked to new instruments – synergies is a key issue – besides being very important in terms of efficiency and enabling collaborative research.

In their work, Thematic Programme Committees may be addressing many Partnerships. In this regard, they have an important role to play in the consultation process together with all the other groups. Their role should be clarified, capitalising on the gained knowledge about which research areas are covered and how, both within and beyond the Framework Programmes. This would contribute to the research gap analysis upon which an evidence-based approach can be built for establishing new Partnership.

The A4 parallel session discussion on developing a coherent Partnership portfolio concluded that the methodology suggested by the Expert Group was valued due to the co-creation process applied and the building of evidence that it enables. Yet, it is important to further work on the operationalisation of the methodology, simplify it and allow flexibility to the degree possible. While quantification methods might offer some improvements, it was considered difficult to estimate the total value of a Partnership or the value of structures and skills already in place, which are elements that are not reflected in the existing criteria for setting up a Partnership. Addressing the phasing out of Partnerships is also necessary. While it is understandable that the Partnership community gets attached to what they have built, there is a need to see the full picture on a longer term and understand that things will change. Besides setting up a robust methodology for reviewing Partnerships and developing a coherent portfolio, training people in funding agencies is also key in view of improving harmonisation and better understanding of the Partnerships' potential.

In the open discussion, the audience repeated the concerns on the timing. It was noted that the Opinion of the PKH was released months after the drafting of the candidate Partnerships were finished. The process was criticized as MS/AS had the opportunity to propose new candidate Partnerships only after the first consultation on the candidates proposed by the EC services was already launched, while the national consultation needed to be conducted during the summer which is difficult to handle. The need for a more coordinated process was highlighted allowing for more time to respond and ensuring the good timing of the different steps to treat all relevant authorities, structures and committees on an equal footing. Overall, it was concluded that more co-creation, coordination, transparency and evidence is needed in future – with transparency getting most of the votes in the Slido survey. The discussion concluded with a positive note highlighting the good will of all parties involved to improve the process in the future.



5.2. B2: The design of Partnerships in FP10

“European Partnerships are initiatives through which the EU together with private and/or public partners commit to jointly support the development and implementation of a programme of research and innovation activities. The partners could represent industry, universities, research organisations, bodies with a public service remit at local, regional, national, or international level or civil society organisations including foundations and NGOs.”⁸

With every new Framework Programme, new Partnership types and Partnership instruments have been proposed although it has proven to be much more difficult to abandon or replace existing ones. Horizon Europe brought about a major reform and rationalization of the European Partnership landscape by reducing the number of Partnerships in total and focusing on three types of Partnerships (Co-programmed, Co-funded, and Institutionalised) that evolved from previous types of Partnerships.

The practical implementation of the general Partnership concept is critical in achieving its objectives. In this parallel session, all actors involved in the entire Partnership landscape were welcome to actively contribute to a first brainstorming on possible Partnership formats for the next Framework Programme, to start in 2028.

Goals and outputs

The goal of this session was to reflect on and consider of a number of specific factors for the design of Partnerships and Partnership formats in the next Framework Programme. Specifically, the following questions were posed to delegates:

- What do you consider relevant aspects that justify establishing a Partnership over several years? How could this necessity check effectively be assessed and enforced?
- Could you imagine a single type of Partnership with flexible building blocks? What could it look like?
- The life cycle approach of Partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged Partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
- How could EU Missions and Partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

The session used a world café style format where stakeholders were asked to discuss the above questions and enter their thoughts and ideas in the Slido online tool to capture the inputs. This was followed by a short panel session to summarise the discussions and gain the perspectives of the invited speakers.

⁸ European Commission, Directorate-General for Research and Innovation, *Horizon Europe – The next generation of European Partnerships – Contributing to a greener and more digital Europe*, Publications Office, 2021, <https://data.europa.eu/doi/10.2777/768845>

Relevant aspects justifying Partnerships: The necessity of Partnerships was justified based on factors such as ensuring funding availability, tackling challenges that single entities cannot handle alone, and the ability to engage and mobilise a wide European ecosystem in collaborative efforts. Partnerships, as an instrument, help to bring key players together to deliver more effectively and create more impact, particularly in sectors that are competing globally and where scale and critical mass are needed. Directionality was also highlighted as an important consideration in terms of aligning clearly with overarching EU goals and policies. Overall, there is a belief that Partnerships are an important instrument but that they need to have a strong *raison d'être*.

Building blocks for Partnerships: The concept of flexible building blocks for Partnerships was explored. There was consensus that a single type of Partnerships would need to be highly complex to allow for the flexibility needed for Partnerships to respond to evolving challenges. This would make the governance and underlying legal basis quite complex as well. While there may be an opportunity to maximise efficiency, it is important to consider the purpose and the needs of the individual Partnerships.

Life cycle approach of Partnerships: The necessity for clear exit strategies was highlighted during the discussions. This topic has been less addressed by the Partnerships and there may be lessons to learn from the EIT-KICs community. There was acknowledgement in the audience that, after the first funding period, Partnerships should review their purpose to adapt to the changing needs of the sector and environment around them, and to ensure continued alignment to policy objectives. The necessity for a pilot phase was questioned as it may not be required in all circumstances and may create a lengthier process for setting up a Partnership.

EU Missions and Partnerships' synergies: Strategies to articulate Missions and Partnerships were explored, focusing on the need for strategic planning, coordination, strengthening of Missions, and engagement of various stakeholders. There was consensus that there should be further synergies in the implementation of EU Missions and Partnerships in FP10, particularly where the objectives overlap and/or complement each other. Some participants noted that Missions should be strengthened to apply a portfolio approach and to articulate their needs to the Partnership community. The links need to be clear and should work towards increasing the impact of the planned activities. Delegates called for a clear contact point for the EU Missions, an understanding of the expectations from the EU Missions as well as well-aligned information flows between EU Missions and Partnerships.

5.3. B3: Transparency and openness: where are the newcomers (including widening countries)?

Openness and transparency are key principles in the design and implementation of European Partnerships. Partnerships should demonstrate openness towards all relevant partners and stakeholders already in the process of the programme design and remain open to newcomers and interested parties throughout its lifetime. Adopting openness and transparency and ensuring a balanced portfolio of partners will help identify priorities and build the Partnerships' vision and work plan, attain strategic policy goals, and maximize the programme's impact.

The Biennial Monitoring Report 2022 on Partnerships in Horizon Europe points out several challenges related to involving and attracting newcomers including for example: fragmented ecosystems, shortage of resources and personnel, lack of national networks or mirror groups that serve as a tool for engaging various stakeholders.

An important component of the openness and transparency principle is strengthening the European Research Area (ERA) through Sharing Excellence and Widening Participation in all pillars of Horizon Europe. Organisations from the Widening countries are less active in the European Partnerships and reluctant to take leadership roles. Enhancing participation of Widening countries in European Partnerships throughout the life cycle of a Partnership is particularly important in achieving significant impact and delivering on EU policy priorities.

Goals and outputs

The panel discussion had a special focus on the participation of Widening countries, whose potential is not yet fully exploited in the European Partnerships. The participants were encouraged to discuss possible measures and activities that can serve to broaden their engagement in the Partnerships and strengthening their leadership roles.

The discussion was facilitated by a presentation of the main challenges and obstacles faced by Widening countries in relation to participation in European Partnerships and the best practices identified in a [survey carried out by ERA-LEARN in 2022](#). Based on this survey that gathered national and organisational experiences of Widening countries in European Partnerships, Widening countries do not engage as much as the rest of the countries in European Partnerships because of lack of personnel, limited budget, difficulty in defining national priorities, in aligning Partnership goals with national agendas, and involving national and regional stakeholders. Additionally, administrative complexity was identified as a challenge by both Widening and non-Widening countries.

The panel discussion revealed some good practices in boosting the participation of the Widening countries in European Partnerships and made some recommendations for the future. The One Health AMR Partnership is dedicated to engaging new stakeholders from various European and non-European countries. This emphasis is particularly crucial for achieving the overarching goals of the program, which centres on curbing antimicrobial resistance. The Partnership strives to enhance participation of Widening countries by introducing different measures, such as calls for scientific networks, or introducing post-doc positions for candidates in Widening countries. The latter is now discussed by the networks as part of the preparation for future calls for research projects.

Based on the Estonian experience, the introduction of a national strategy dedicated to the participation in European Partnerships is crucial for aligning national strategies with the overarching goals of Partnerships. Engaging sectoral ministries and supporting them with scientific advisors in the preparation and implementation of Partnership at the national level is of utmost importance.

The EIT Digital Partnership offers a good example of engaging the business community of Widening countries. Most of the EIT Digital Partnership offices are situated within this group of countries, while the Partnership is committed to minimizing the administrative complexity of

participation, allowing stakeholders to concentrate on covering their needs and addressing their interests in research and innovation.

Strengthening the engagement of the research community is also crucial for Widening countries. Attracting early career researchers and effectively communicating the opportunities provided by the Partnerships is of paramount importance. Organising meetings in countries or regions with emerging or less active communities is recommended, as it provides a valuable opportunity to discuss the priorities and challenges faced by this group of stakeholders.

5.4. B4: Globalisation and internationalisation: challenges for European Partnerships

In our globalised world, international collaboration on research and innovation plays a key role to solve the societal challenges we are currently facing (e.g. climate and biodiversity crises). Further, joint research and collaboration can strengthen international ties and promote peace. In times of geopolitical conflicts, intellectual property infringements, and the necessity for technology sovereignty in certain technological areas to increase resilience, the EU strives to implement its foresight-based concept of Open Strategic Autonomy. Against this backdrop, Partnerships require trustworthy international relations and therefore need to assess risks and opportunities of collaboration. The session discussed the applicability of Open Strategic Autonomy and best practices of European Partnerships.

Goals and outputs

- Gain a better understanding of the meaning of Open Strategic Autonomy and technology sovereignty in the context of European Partnerships
- Discuss good practices of Partnerships regarding the implementation of Open Strategic Autonomy in order to prepare resilience for the future.

The session was organised along presentations, followed by a discussion that was also triggered by questions. The panellists and speakers agreed that the recent context of rising international tensions and crisis such as the Covid pandemic or the energy crisis exposed the dependencies of both the European Research & innovation (R&I) system and economy (e.g., health, energy or manufacturing sectors) to international partners. This highlighted the challenges associated with cooperation beyond the EU in the field of R&I.

Cooperation in R&I, however, remains essential. Its aims are manifold. Global cooperation is overall positive for the quality of science, and essential to address global challenges and deliver solutions. One should not ignore that the economy is largely globalized. In the industrial sector, firms operating with diversified global connections recovered from recent crises faster than others. Diversification and selection of the most suitable partners seems more realistic than monolithic perspectives to close down ties in view of ensuring strategic autonomy, hence the need to keep an open stance to cooperation.

Consequently, R&I are higher than ever on the EU's international agenda. A global approach to R&I needs to have a strong link with the EU economic security strategy, which consists in promoting competitiveness, protecting the EU from security risks, and partnering with global players. The guiding principle should be striking the right balance between openness and protection, by preserving collaboration, cooperating with the right actors ("like minded" ones), ensuring reciprocity and mutual benefits, and mitigating risks associated with excessive dependencies, asymmetric and unfair competition.

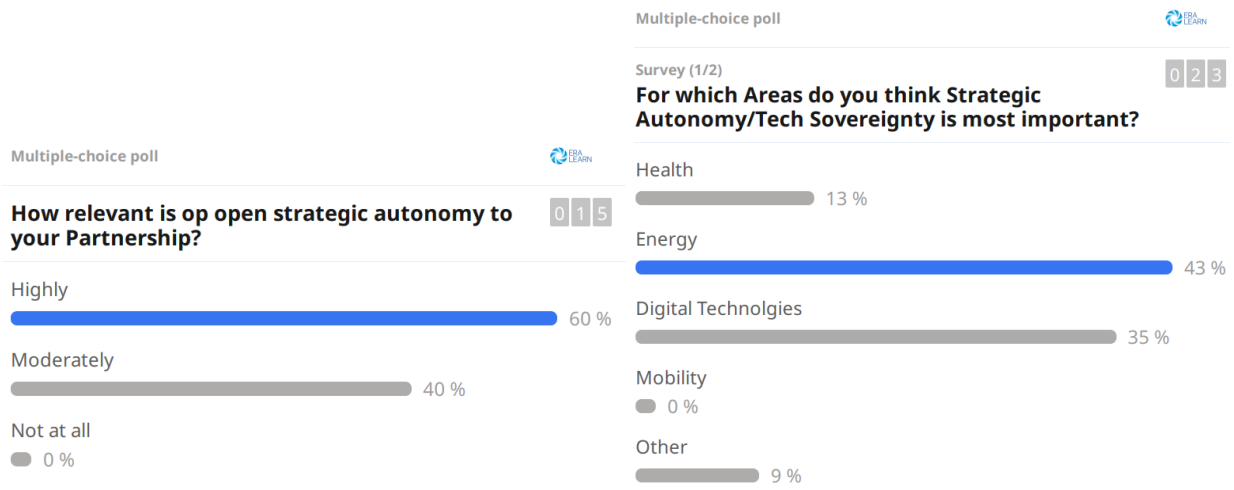
To do so and enjoy the highest possible benefits of R&I, it is essential to have systematic and transparent discussions on the possible future contexts and 'future-proof' R&I policy strategies for the EU. Acknowledging the importance of the overall context (e.g. EU prosperity, level of international tension and cooperation, rapidly evolving scientific landscape) and the interrelation between various critical issues can help the EU adapt its R&I policy and steer the contributions of Partnerships accordingly.

It is also essential to recognise that the implementation of cooperation should vary across sectors. Stakes are different between basic and applied research. Although long-term cooperation is needed in the case of basic research, experience shows that it is easier than in applied research, as illustrated by the renewal of the EU's cooperation agreement in the field of water research with China. The background, such as protection conventions signed by the EU in the field of environmental research, also plays a role and must be acknowledged. Additionally, concrete actions should also vary according to the type of international partners. The various approaches to global cooperation adopted by the EC serves to illustrate these points: a diversity of actions is implemented from bilateral to multilateral or regional contexts, or across different critical technologies ranging from quantum technologies to raw materials.

At Partnership level, various types of actions may also be implemented based on differentiated approaches. Joint calls may be an objective, but exchanges of experiences with countries having similar strategies or experiences, mapping and foresight exercises, actions towards a better interfacing of science and policy, or strengthening cooperation around international infrastructures may also be valuable targets. Cooperation should, however, remain meaningful as it adds complexity to a Partnership's governance and implementation. A relevant global approach to international cooperation should not only achieve the right balance between openness and protection, but also between gains and complexity.

Overall, the EU and the Member States have a crucial role to play to achieve a relevant balance between openness and protection. Their responsibility is to define critical sectors and identify which ones to support. This should encompass a wide array of technologies, assets (e.g., digital ones) and competences (e.g., human resources). A strong support to R&I through the Framework Programme, and particularly the Partnerships, is essential. The Partnerships' responsibilities lie in pooling together analysis and experiences, fostering preparedness and adaptability, and deciding on corresponding measures. Providing guidance and frameworks for cooperation with specific partners (including addressing the situation where a partner drifts away from shared values) is also key. Overall, Partnerships have a large array of possibilities in terms of concrete cooperation actions to contribute to the strategic autonomy of the EU.

Participants to the Slido survey considered open strategic autonomy as important or highly important to their Partnership. They considered that a global approach was particularly important for the areas of energy digital technologies and health as well as raw material and natural resources.



Most respondents picked the US and the UK as the partner countries with which it was most likely for their Partnership to establish cooperation, besides the EU. Other countries mentioned included Canada and New Zealand. In terms of regions, Latin America, Africa and Asia were quoted.

6. Outlook to the next Framework Programme

The closing session hosted a high-level round table about the role of the Partnerships in FP10. The discussion was moderated by Marnix Surgeon⁹. The panellists included Ann Mettler, Vice President, Europe, Breakthrough Energy, Thibaut Kleiner, DG CNECT Director of policy strategy and outreach, Hugh Lavery, Executive Director ad interim, Innovative Health Initiative JU, Christian Naczinsky, Austrian Ministry of Education, Science and Research.

As the panellists noted, after more than 10 years of existence, Partnerships have gone through an exploratory phase and a consolidation phase. It is now time to enter the maturity phase. Partnerships need to better streamline societal as well as economic and policy objectives. Partnerships can also help regain the lost ground in relation to leadership in certain sectors. In this regard, we need to simplify the process of funding innovation through Partnerships and bring in the right actors. A new approach to innovation might also be necessary (process innovation) instead of long-term incremental innovation. Building trustful networks with industry is crucial for innovation, and this can be improved through flexibility in FP10 by reducing the rules and procedures associated with funding mechanisms.

Partnerships in FP10 need to focus on long-term financing, openness, impact, and political commitment, and they also have a role in fundamental research. We need to understand that Partnerships are to be set up only in case of high European added value, and stop any proliferation of initiatives, duplication and overlap in the future.

It is important that 'form should follow function' in the design of the Partnerships. Equally important is to exercise anticipation and set specific goals to regain leadership of European industries in certain areas like 6G or energy, material revolution, etc. Focusing on fewer, top-down priorities may be due in this regard. Constant learning circulation among policy, research and businesses is needed as well as learning from the global best practice. At the same time, we need to manage our expectations about what Partnerships and the research communities can achieve.

Partnerships are an important instrument for achieving the EU policy goals, but their creation needs to be backed by sound justification. Their modular format and governance structures call for caution regarding complexity, and the legal basis needs to allow for flexibility to accommodate differences in focus, scope and orientation. The importance of a co-creation process among Member States, the European Commission, and the industry is undoubted, as is to ensure buy-in from the Member States to keep their commitments. Trust needs to be strengthened while also setting aside funds at EU level and allow for the needed flexibility to address emerging needs.

⁹ DG RTD, G4 Common Missions and Partnerships service.

7. Annex I

European Partnership Stakeholder Forum 2023 – from idea to impact

Full Agenda

when

05/12/2023, 13:00 - 19:00 CET

06/12/2023, 09:00 - 14:00 CET

where

BluePoint Brussels

Bd A. Reyers Ln 80

1030 Brussel

05/12/2023

European Partnership Stakeholder Forum 2023, Day 1

09:30 – 12:00

Satellite event (by invitation)

Meeting of Partnership Knowledge Hub

12:00 – 14:00

Registration and welcome lunch

14:00 – 14:10

Keynote speech

Markus Schulte, Head of Cabinet (Cabinet of Commissioner Iliana Ivanova)

14:10 – 15:30

Towards the Second Strategic Plan - Panel discussion/ High-level round-table

The round-table discussion will be focused on the lessons learnt from the first Strategic Plan with regard to European Partnerships and the preparation of the Partnerships under the second Strategic Plan.

Merete Clausen, DG GROW Dir C, investment

Martin Kern, Director of EIT

Christian Dubarry, BPI France - Eureka's High-Level Representative

Michael Lippert, BEPA President SAFT - Battery manufacturing industry

Alexander Grablowitz, Co-chair of the PKH

Moderation: Joanna Drake, Deputy Director-General, DG RTD

15:30 – 16:00

Networking coffee

16:00 – 17:15

Parallel sessions

A1: Synergies between Partnerships and Missions

A2: Experiences, achievements and needs of the European Partnerships: Input for HE interim evaluation.

A3: Beyond HE funding: additionality and directionality of European Partnerships

A4: Developing a coherent Partnership portfolio – work of the Expert Group supporting the EC in the Strategic Coordination Process for Partnerships

17:30 – 19:00

Networking cocktail

06/12/2023

European Partnership Stakeholder Forum 2023, Day 2

09:00 – 09:30

Registration and coffee

09:30 – 10:45

Parallel sessions

B1: Selection process of Candidate Partnerships: fit for purpose?

B2: The design of Partnerships in FP10

B3: Transparency and openness: where are the newcomers (including widening countries)?

B4: Globalisation and internationalisation: challenges for European Partnerships

10:45 – 11:15

Networking coffee

11:15 – 11:45

Main takeaways of parallel sessions and wrap up

Rapporteurs of each parallel sessions

Moderation: Marnix Surgeon, DG RTD, G4 Missions and Partnerships

11:45 – 13:00

Outlook to the next Framework Programme

Ann Mettler, Vice President, Europe, Breakthrough Energy

Thibaut Kleiner, DG CNECT Director of policy strategy and outreach

Hugh Lavery, Executive Director ad interim, Innovative Health Initiative JU

Christian Naczinsky, Austrian Ministry of Education, Science and Research

Moderation: Marnix Surgeon, DG RTD, G4 Missions and Partnerships

13:00 – 14:00

Networking lunch

Parallel session A1: Synergies between Partnerships and missions

Moderator: Tom Espen Møller, Research Council of Norway

Agenda

16:00 Introduction/ Setting the scene, *Tom-Espen Møller, RCN*

Speakers identify good practice cases from the thematic area environment, climate and health

- *Luis Vivas Alegre, EC, DG AGRI,*
- *Margit Noll, FFG, DUT*
- *Kathrine Angell-Hansen, RCN, Sustainable Blue Economy Partnership*
- *Petra Manderscheid, JPI Climate*
- *Andrea Gentili EC, DG RTD*

Open Dialog

17:00 Wrap-up

End: 17:15

Parallel session A2: Input for HE interim evaluation: experiences, achievements and needs of the European Partnerships

Moderator: Roberto Volpe, RTD/G2, European Commission.

Panel speakers

- Annika Szabo Portela, Managing Director for EIT Health Scandinavia and ad interim Chief Partnership Management Officer at EIT Health
- Wouter IJzermans, Executive Director for BEPA, the private-side association representing the battery research and industry communities in the Batt4EU
- Ariane Blum, CEO Water4All, French national research agency (ANR)
- Nicolás Giacomuzzi-Moore, Executive Director of CBE JU

Agenda

16:00 Welcome by the moderator and presentation of the agenda and speakers.

16:05 Presentation, followed by a short Q&A.

- *Horizon Europe interim evaluation: approach, process, and next steps, Milena Isakovic-Suni (RTD/G2).*

16:15 Panel and audience discussion structured around thematic blocks, starting with an introduction by the moderator, a reflection by the panel and an invitation to the audience to join.

- *Experiences of the evaluation process.* What worked well during the interim evaluation, and what could be improved in future evaluations?
- *Demand for action.* What gaps and challenges do Partnerships face today considering the changes within Horizon Europe and broader developments?
- *Navigating the future.* What are the risks and opportunities for the next few years towards achieving the Partnerships' desired results?

17:00 Final discussion and reflection across topics.

Parallel session A3: Beyond HE funding: additionality and directionality of European Partnerships

Moderator: Pierre Michel, European Commission

Agenda

16:00 Introduction, *Pierre Michel, European Commission*

Directionality and Additionality: Outcomes of the Biennial Monitoring Report

- *Ülle Napa, member of the BMR expert group*

16:15 Additionality/ directionality and national strategies

- *Jakob Just Madsen, MS representative, DK*

16:25 Dimensions of additionality/ directionality in European Partnerships

- *Rainer Sodtke, Biodiversa+*
- *Jesus Contreras, EIT Digital Chief Operations and Financial Officer*

Added value of European Partnership funding compared to other European instruments and national programmes

- *Prof. Klaus Pantel, Director of the Institute of Tumor Biology, University Medical Center Hamburg, Eppendorf, ERC Advanced and PoC Grantee*

17:00 Main conclusions and discussion on future processes and necessities

End: 17:15

Parallel session A4: Developing a coherent Partnership portfolio – work of the Expert Group supporting the EC in the Strategic Coordination Process for Partnerships

Moderator: Marion Jamard, European Commission

Agenda

16:00 Introduction, *Marion Jamard, European Commission*

16:05 Developing a coherent Partnership portfolio – work of the Expert Group supporting the EC in the Strategic Coordination Process for Partnerships

- Daria Julkowska, Chair of the Expert Group on support of the strategic coordinating process for Partnerships (BMR)
- Michael Dooms member of the Expert Group

16:25 Panel comments by followed

- Alexander Grablowitz, German Ministry of Education and Research, Head of Unit “Research and Innovation in the EU”, Co-Chair PKH
- Erik Canton, European Commission
- Magali Poinot, Innovative Health Initiative

16:40 Panel and open discussion supported also by Sli.do questions/results.

17:10 Rapping up of the discussion and end of session

Parallel session B1: Selection process of candidate Partnerships: fit for purpose?

Moderator: Kathrin Kapfinger, European Commission

Speakers

- Szilvia Németh, Deputy Head of Unit, RTD.B.4 - Oceans, Seas and Waters
- Daria Julkowska, Chair of the Expert Group for Support of SCP for Partnerships
- Petra Žagar, Ministry of Higher Education, Science and Innovation Slovenia, PKH/SPC
- Lydia González Fernández, Representative of the Climate area (Cluster 5) and PNC of the Environment area (Cluster 6) of Horizon Europe at CDTI
- Effie Amanatidou, member of the Expert Group for Support of SCP for Partnerships

Agenda

09:30 Introduction, Kathrin Kapfinger, European Commission

Existing selection process,

- European Commission followed by panel reactions.

09:50 Results of the A4 discussion on Developing a coherent Partnership portfolio

- by Effie Amanatidou (Expert Group member / ERA-LEARN)

10:00 Group work or open discussion supported by Sli.do questions and results.

10:30 Panel / open discussion

10:45 End of session

Parallel session B2: The design of Partnerships in FP10

Structure/ format

Slido stations for interactive discussions and overall involvement

- Slido used to mirror the structure of the four world café stations (each double)
- Each station has a dedicated section in Slido where participants can contribute to each question
- During the world café, the panel members circulate among the stations and read the content added to Slido, to prepare their intervention in the last part of the session

Agenda

09:30 – 09:40 Welcome and recalling the essence of the Partnership instruments (objectives, specificities and design principles)

Moderator: Alexander Grablowitz, PKH Co-Chair

09:40 – 10:20 Brainstorming/ World Café (with Slido), Introduction: Marion Jamard

10:20 – 10:45 Collection and discussion of output of the stations and messages from the perspectives of speakers

Moderator: Alexander Grablowitz, PKH Co-Chair

Speakers:

- Peter Spyns, Coordinator international policy at the Flemish Government - Department of Economy, Science and Innovation (EWI)
- Angelo Wille, Deputy Head of Unit Industrial Research, Innovation and Investment Agendas, EC DG RTD 4
- Mirela Atanasiu, Clean Hydrogen, Head of Unit Operations and Communications
- Jörn Stenger, Metrology, EURAMET Chair

Concluding remarks

End: 10:45

Parallel session B3: Transparency and openness: where are the newcomers (including widening countries)?

Agenda

1. Presentation of the ERA-LEARN report on Challenges of Widening Countries in European Partnerships
2. Discussion involving invited speakers

Moderation: *Manuel Aleixo, ERA, Spreading Excellence and Research Careers, Head of Unit, EC*

Speakers:

- *Laura Marin, OH AMR, coordinator, VR, Sweden*

- *Julia Rosend, Ministry of Education and Research of Estonia, Chief Expert, International RDI Cooperation, Estonia*
 - *Jesús Contreras, EIT Digital, Hungary*
3. Q&A session involving the audience

Parallel session B4: Globalisation and internationalisation: challenges for European Partnerships

Moderation: Marnix Surgeon, EC, DG RTD

Speakers:

- Diego Sammaritano, Deputy Head of Unit, International Cooperation in Research and Innovation, DG RTD
- Attila Havas, Institute of Economics, Centre for Economic and Regional Studies, Senior Scientists
- Riikka Virkkunen, Co-Chair Made for Europe
- Rainer Sodtke, Biodiversa Plus
- Bjørn Kaare Jensen, Water4All

Agenda

- 9:30 Introduction
- 9:35 Overview Global Approach & International Cooperation in R&I
Diego Sammaritano, Deputy Head of Unit, International Cooperation in Research and Innovation, DG RTD
- 9:50 Global Context Scenarios and Policy Implications
Attila Havas, Senior Researcher at AIT, Austria and at Centre of Regional Studies in Hungary
- 10:00 Views from the industry: Made for Europe Partnership
Riikka Virkkunen, Co-Chair of Made for Europe
- 10:20 Internationalisation of Partnership Activities in times of global challenges: Biodiversa+
Rainer Sodtke, Vice Chair of Biodiversa Plus
- 10:30 Internationalisation of Partnership Activities in times of global challenges: Water4All
Bjørn Kaare Jensen, Water4All
- 10:30 Open discussion with audience
- 10:45 Wrap up and closing

8. Slido responses

Imprint

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European Partnership Stakeholder Forum 2023

05 - 06 Dec 2023

Poll results

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- What needs to be improved to achieve synergies?

A4: Developing a coherent Partnership portfolio – work of the Expert Group supporting the EC in the Strategic Coordination Process for Partn

- Who are you representing?
- Which set of criteria is more suited for the portfolio management of your partnership?
- Which set of criteria do you think needs to be developed further?
- How would you summarise the strengths of the methodology? (max three words)
- How would you summarise the weaknesses of the methodology? (max three words)

Learning Needs - European Partnerships 2023

- Survey

A1: Synergies between Partnerships and Missions

What needs to be improved to achieve synergies?

0 1 4



**A4: Developing a coherent Partnership
portfolio – work of the Expert Group
supporting the EC in the Strategic
Coordination Process for Partn**

Who are you representing?

0 2 6

EC



European Partnership



Member State or an Associated Country



other



Which set of criteria is more suited for the portfolio management of your partnership?

0 1 6

external portfolio management criteria



internal portfolio management criteria



both



none



Which set of criteria do you think needs to be developed further?

006

external portfolio management criteria



internal portfolio management criteria



both



none



How would you summarise the strengths of the methodology? (max three words)

0 2 0



How would you summarise the weaknesses of the methodology? (max three words)

0 1 5



Learning Needs - European Partnerships 2023

Survey (1/11)

002

ERA-LEARN is broadening its target group to all Partnership formats. Please specify your needs for future support related to:

Co-funded Partnerships



Co-programmed Partnerships



Institutionalised Partnerships



KICs



Survey (2/11)

002

Please let us know which events you would like to be offered:
(1/3)

Webinar for co-funded partnerships on additional activities beyond joint calls



A technical workshop (physical) on the administrative burden of European Partnerships



Workshop on phasing out strategies



Workshop on foresight



Survey (2/11)

002

Please let us know which events you would like to be offered:

(2/3)

Workshop on impact pathways



Webinar on Monitoring and Evaluation



Webinar on Stakeholder Engagement



Workshop on forming national coordination mechanisms (including involvement of relevant stakeholders on the national level)



Workshop for newcomers



Survey (2/11)

002

Please let us know which events you would like to be offered:

(3/3)

Regular community building events



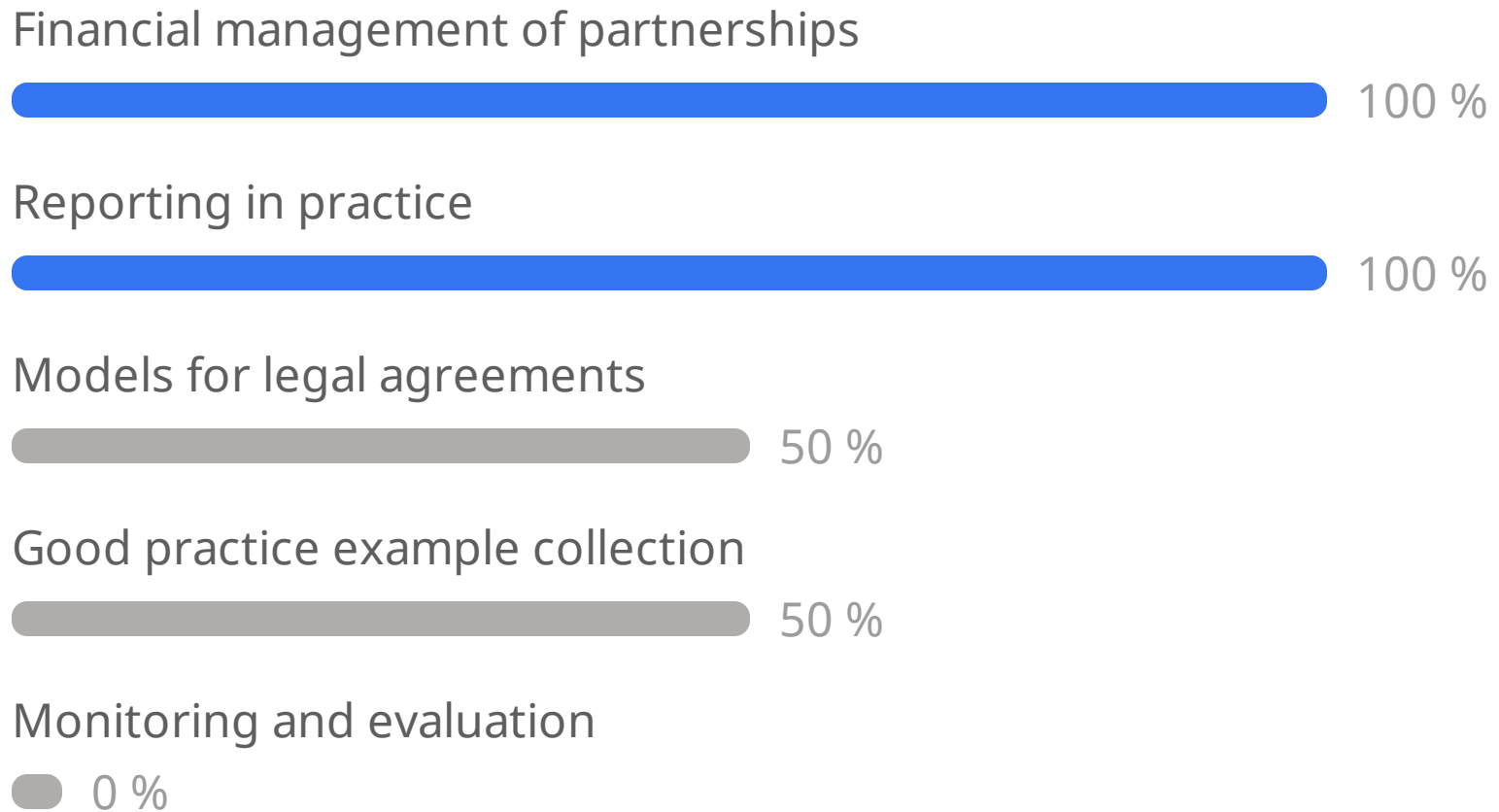
Other



Survey (4/11)

002

Please let us know for which issues you need guidance material:
(1/2)



Survey (4/11)

0 0 2

Please let us know for which issues you need guidance material:
(2/2)

Toolbox for newcomers



Short videos/tutorials on important topics



Other



Survey (6/11)

002

How do you keep up with the latest developments in European Partnerships? (1/2)

ERA-LEARN Website



ERA-LEARN newsletter



X (Twitter)



LinkedIn



Commission Services (website etc.)



Survey (6/11)

0 0 2

How do you keep up with the latest developments in European Partnerships?
(2/2)

Other

0 %

Survey (8/11)

002

Which topics should be addressed in the European Partnership Stakeholder Forum 2024 ? (1/2)

Impact of European Partnerships



Partnerships in FP10



Cross-cutting synergies



Good practice presentations



Administrative issues



Survey (8/11)

0 0 2

Which topics should be addressed in the European Partnership Stakeholder Forum 2024 ? (2/2)

Funding programmes synergies



Room for networking



Other





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B1: Selection process of Candidate Partnerships: fit for purpose?

- Survey
- Survey

B2_1_Relevant aspects to justify Partnerships

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- What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

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- Could you imagine a single type of partnership with flexible building blocks? What could it look like?

B2_3_Life Cycle approach

- The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?

B2_4_Missions and Partnerships

- How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

B4: Globalisation and internationalisation: challenges for European Partnerships

- How relevant is open strategic autonomy to your Partnership?
- Survey
- Survey

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Learning Needs - European Partnerships 2023

- Survey

A1: Synergies between Partnerships and Missions

What needs to be improved to achieve synergies?

0 1 9



Which are the most important tools/instruments to create synergies?

0 1 8



**A4: Developing a coherent Partnership
portfolio – work of the Expert Group
supporting the EC in the Strategic
Coordination Process for Partn**

Who are you representing?

0 2 6

EC



European Partnership



Member State or an Associated Country



other



Which set of criteria is more suited for the portfolio management of your partnership?

0 1 6

external portfolio management criteria



internal portfolio management criteria



both



none



Which set of criteria do you think needs to be developed further?

006

external portfolio management criteria



internal portfolio management criteria



both



none



How would you summarise the strengths of the methodology? (max three words)

0 2 0



How would you summarise the weaknesses of the methodology? (max three words)

0 1 5



**B1: Selection process of Candidate
Partnerships: fit for purpose?**

Survey (1/2)

0 1 8

Who are you representing?

EC



European Partnership



Member State or an Associated Country



Other



Survey (2/2)

0 0 1

Specify "other"

- Region

Survey (1/3)

0 1 0

What do you think is missing from the process? (1/2)

more coordination



more transparency



more simplification



more consultation and involvement of actors



more evidence



Survey (1/3)

0 1 0

What do you think is missing from the process?
(2/2)

more actors

0 %

other

10 %

Survey (2/3)

0 0 2

Explain "Actors"

- Well designed co
- Actors: PKH and ERALEARN

Survey (3/3)

0 0 2

Explain "Other"

- Well designed co-creation participatory approach selection process between EC-MS/AC
- More coordination, more transparency, more evidence

B2_1_Relevant aspects to justify Partnerships

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(1/8)

- Partnerships have a capability to engage their European ecosystem in wide collaboration in developing the SRIA. E.g. in Chips/KDT/ECSEL JU, the industry associations gathered insights from 300 experts. Consequently, the SRIA is not just a document to define

calls but a powerful European technology roadmap, including not only industrial needs but also the cutting edge of the research. In addition, in Chips JU the max budgets for IA calls have been big enough to enable building large consortiums (up to 70 partners) that widely engage the whole industrial supply chain and related research

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(2/8)

- in intense collaboration. All the key players onboard, such a project is really impactful and can really deliver effectively. Furthermore, this kind of a big project may form a node of a new industrial & RDI ecosystem of its own, sparking also future collaborations. I have not seen similar capabilities enabled by the normal HEU CI1-CI6.
- Monitoring should be easy and useful for policy
 - Phase out only on certain work streams when they reach maturity not for the whole partnership (especially the institutionalised)
 - Choose the Eu policies you want to target with partnership, and ask research communities to tell, how they will solve the challenges these EU policies are defined for. Define if partnership is for

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(3/8)

ongoing communities' support or readjusting them to new aims and needs. Remember there are other EU policy aims than support for markets and industry, like peaceful and democratic societies. Thank you, Jyrki Hakapää

- When you need to harmonise some procedures like open science, funding organisation have a big role here,

in addition to funding the projects.

Then partnership is best On the other hand, in the current partnerships funders cannot do all and other actors are needed, but how to get them in? Networking within partnership, bringing together people is one role, community building happens easier here

- Continuity of funding in the topic makes stakeholders more committed over time.

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(4/8)

- Partnerships are effective to reach common standards
- Partnerships are great for sectors that are competing globally with other continents (Chips, batteries, road transport) and where Partnerships create a critical mass from what otherwise would be a wide set of disparate actors across the memberships
- Directionality (it needs to flank / prop up important EU policy goal) It needs to involve a large set of disparate stakeholders - the more intricate the value chain, the better suited to a Partnership.
- By having partnerships we maximize the funding
- Partnerships ensures that the member states are onboard and prioritizes the thematic
- A reasonable way of pooling the national resources and directionality with overarching EU goals

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

(5/8)

- network of existing partners relevant work programm, directionality
- Agility to address a changing world
- There is an expectation of agility within the partnerships to tackle emerging challenges but this is contrary to the very strict rules and permissions that need to be sought from the funding authority at every step.
- Cofunded Partnerships are
 - very powerful tool to coordinate Member States Research and Innovation and should be strengthened in FP10.
 - For coordinating and mobilising different actors
 - Ensure scale
 - Strategic scope for Europe
 - Demand driven, not top down.
 - These are critical structures to co-create the programme and to multiply impacts
 - It needs an strategic

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(6/8)

approach to identify PS topics. An analysis that identifies research areas or societal challenges where only a PS instrument can help to make progress.

- Convincing program management. Involvement of Member States via cofunded partnership.
- Ring-fencing budget for a specific policy challenge, fostering community-building. Over time, the focus has to be on the

policy challenge itself, and not on the instrument that was created to try to implement it. If the instrument is no longer suitable (or not enough) it should be changed. Also, ring-fencing budget will always reduce the flexibility of the FP and that is something to be considered when multiplying partnerships.

- Partnerships have to have a structuring effect in their respective domain of R&I.

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

0 2 3

(7/8)

- join forces; bringing industry into the public private discussion; improving a sector in supporting certain research topics; hearing the voices (needs; constraints;) of the industry to develop the best fitting regulations for a sector;
- Cofunded partnerships are very effective tools to increase scale, relevance of research and to coordinate European research.
- Value added compared to collaborative research to reach clear policy objectives. And a very clear plan to deliver the partnerships' specific objectives within the 7-10 years duration without being renewed continuously.
- More than just science but important question that need research and innovation to be resolved.
- Focus on specific topics (specialization) and Coordination with private and MS

What do you consider relevant aspects that justify establishing a partnership over several years? How could this necessity check effectively be assessed and enforced?

(8/8)

0 2 3

- Strategic aspects with respect to relevant EU policies
- Societal challenge to be addressed by a partnership. Clear program approach and involvement of stakeholders.
- Leverage effect
- Sectoral issue(s) that require multidisciplinary solutions
- Clear program approach, targets, milestones, deliverables. Program that is effective over many years.
- Added value for affected scientific communities

B2_2_Building Blocks for Partnerships

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(1/8)

- X
- Rather than having a single type of partnership. Give some flexibility to existing ones. Two suggestions 1) Governance of coprogrammed partnerships could include participation of member states besides stakeholder representatives. This would avoid the concern of MS that they lose control on a topic with coprogrammed partnerships. 2) Flexibility of TRL addressed in particular for coprogrammed partnerships. Even if participation of industry is Key it doesn't mean there shouldn't be some more basic science. That would allow a too sequential approach of research and innovation.
- The governance and sria design could be a cofund activity. The calls should be open to all and should

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(2/8)

be like a coprogramme. The MS could at every moment put also money to complement their countries entities

- One type of partnership would require an absolute flexible legal basis that allows all the different partnerships to implement their activities.
- Would be desirable if providing more modularity while also reducing bureaucratic complexity.
- It is not wise to go with the

structure angle but try to find out what are the needs in different thematic fields. Some need more research (low TRL) than others, some more take up attempts. MS are putting money on Research Infrastructures and these should better be linked with partnerships - maybe to learn from their practises

- Too simplistic
- Research infrastructures (RI) can play a key role

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(3/8)

- in concrete partnerships. Having a building block for RI in FP10 can be tested with Agroecology now, and with Brain Health in the upcoming future. On the other side: Putting in-kind contributions of RI in an indirect action being published as COFUND is very complicated and the colleagues in the executive agency are not knowledgeable
- Co-programmed partnerships could just be regular calls in the workprogrammes of FP10
 - One size fits none, however, more structure could make it more transparent
 - Flexible is risk. Flexible for the funding authority to add additional elements? Who checks the ability to achieve this? Who pays? Criteria/modules should be known and set in advance and not changeable unless there is coverage of the costs of the rework.
 - if it ends up in a more simplified structure

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(4/8)

- and some kind of quality control for the partnerships this could be a way forward to improve the impact of partnerships (industry point of view)
- Coprog. Are more or less HEU projects. I would see them separately. Cofund and inst. Ps can be combined. Have one block with activities that every PS has to do and then a portfolio of blocks to select according to their needs. Like education, infrastructure, calls etc
 - How to align to a common financial regulation? Is this all published in advance, or do people gamble about what might eventually be permitted?
 - Xxx
 - In theory possible but would to allow for really different building blocks. So in the end maybe not more than a "packaging exercise" to put the current types under one roof.
 - Not really, too big and too complicated to

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(5/8)

manage, we should rather focus on merging topics.

- There could be some advantages, but the size of the partnership could get unmanageable.
- It is important to look at the specific needs of a partnership and thematic area, what is important for them to function in a good way not hindered by too much red tape
- Looks impossible! How to avoid complexity??? Who is dictating the rules, flexibility?

Challenge in governance, by whom?

Partnerships are already too complicated Trust is needed towards MSs! Thematic Help to take up research results needed everywhere Clear connections to infrastructures could be made!!

- It would bring a lot of complexity in the implementation
- Simplified reporting based on unit costs for operational costs (personnel, travels)
- KDT model is good for a combination of co-programmed,

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(6/8)

co-fund (with simple national funding rules) and industrial partnership.

- Look at who do you want to bring together - maybe one answer is not good for all. Look at the purpose!
- Hybrid flexible mode based on well structured building blocks to different types of activities.
- Maybe we stick to 3 types but coordinate thematic
- It always is a means and not an end in itself. It can

help align Partnerships (timelines SRIA and WPs etc), leading to more synergies and reduce confusion in the landscape. Deciding which topics are generalized is a daunting task, as you could end up with a "one size fits none."

- A "model" partnership should pick up the best and successful elements of the actual

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(7/8)

ones: - centralized management of operations to a tasked secretariat structure (transparent recruitment if persons not procurement of organizations) - contribution in cash from public funders (funding agencies) - EU top up paying for operational costs and gap filling - industry direct engagement as in the JU and contribution in terms of additional investments - clear

portfolio approach, in termini of technology area and funding schemes for example RIA and IA - minimum set of standardized additional activities (knowledge management and valorization; channelling project through the innovation chain and sequential funding, etc.) so not to reinvent the wheel

- It could be beneficial to be able to pick some aspects of other

Could you imagine a single type of partnership with flexible building blocks? What could it look like?

0 1 9

(8/8)

types: for instance run integrated projects within co-programmed partnership, not only JU

- Try to avoid complexity but aligning timelines could help

B2_3_Life Cycle approach

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?

0 1 3

(1/7)

- ESFRI Roadmap is a good example of life cycle approach
- Not every PS needs a pilot to continue, and there should be an opportunity to continue over the MFF periods to give priority and stability. There is no one taking over that public sector.
- This strongly depends on how partnerships and their supporters (funders) define the aims of partnerships (broadly) and then each partnership's individual aims are defined. I would also like to think more of the terms: pilot/preparatory period does not really define what partnership communities do at the beginning period, since that time is done in creating community and its aims. At least, get rid

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(2/7)

0 1 3

- of the term "pilot" and maybe use "rebuilding & - defining networks and community. Furthermore, don't continue ant partnerships as such after the first funding periodn, but at least ask them to redefine their purpose and methods - world has changed, and so has our needs.
Best, Jyrki Hakapää
- CSA could ve an option, nit an obligation.
 - Member state survey results on partnerships for the stategic plan 2025-2027 is very helpful and needed to guide partnership candidates to the right instruments
 - Pilot phase as option, not mandatory. That could help with new topics.
 - Pilot phase might make the process even lengthier. If there

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(3/7)

0 1 3

- are urgent research needs it might be too complex.
- Phasing out for topics without private funding and commercial interest might be difficult as here is no financial revenue.
 - Mandatory pilot phase might not be needed because technology platforms for instance in road mobility
- ERTRAC already create such opportunity to structure stakeholders, no need for additional CSA.
 - In the SRIA of the Partnership to clearly describe this process.
 - One thing is end of FP and to reassess the partnership for next FP (new research priorities emerging, new policy priorities, maybe other stakeholders should

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(4/7)

0 1 3

- get involved). Another thing is to design programme with a link to deployment funding. The link to deployment funding is now missing and is needed!
- Mandatory assessment of partnership during its lifecycle
 - In the area of energy, ETIPs could be considered as a preparatory phase/pilot for the development of Partnerships.
 - Instead of phase out we should concentrate to transition. All partnerships will continue somehow in some format.
 - Life-cycle is a wrong term. It's negative.
 - Self sustainability seems to be very difficult
 - Difficult to achieve market and just stop there. There are always many different research aspects coming up so it needs

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(5/7)

0 1 3

- to be taken up in new FP. Maybe in new partnership with new stakeholders. But not totally phased out.
- This is only assuming that partnership develops one product and going with it through different TRL levels. But it's not the case. Partnership evolves during lifetime and focuses on different aspects, not only one product...
 - The focus must be on the policy objective, and not on the instrument used to achieve said objective. Therefore, why would there be a need for a transition into a next

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(6/7)

0 1 3

maturity phase? If the objective remains valid, an adequate instrument (maybe a partnership) should be supported. But there is no point in supporting an instrument tackling an irrelevant policy objective.

- Phasing out depending on critical mass: What's the critical mass? Partnerships w/ member states

as stakeholders could think in applying the Council rules for taking decisions: 65% of EU population. If less, assessing whether a phase-out is to be discussed. Regarding industry stakeholders: Check, how much % of the market the participating industry « owns ».

- The (simplified) methodology of the expert group for building a portfolio is a

The life cycle approach of partnerships could be captured through (1) a pilot/preparatory phase, (2) a fully-fledged partnership, and (3) its transition into its next maturity phase (out of FP funding). How could this be rolled out?
(7/7)

0 1 3

pre-requisite for being eligible for a preparatory phase. About phase-out (not asked here) you could take the example of ESFRIs: If there are countries/stakeholders dropping down, the partnership should be assessed whether a continuation is worth it

- Include clear exit strategy as for the KICs.

B2_4_Missions and Partnerships

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

(1/7)

- Missions could provide their needs to partnerships, more coordination meetings to figure out what partnership can deliver to support the missions.
- Liaison between missions and partnerships is difficult because missions don't have "representatives" or owner to talk with
- Missions should be empowered to be able to do more portfolio management and build synergies with the partnerships.
- Missions as a coordination instrument
- Synergies should be made clear ahead not ad hoc
- The question is, who is the mission, contact person or body to speak to.
- We could use PKH as a forum to discuss with

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

(2/7)

0 1 4

- partnerships and missions managers etc. the cooperation and strategic planning.
- Empower missions to do portfolio approach.
- Fora for interaction empower missions to engage more with P's and join implementation
- Global picture
- Specific frameworks and platform for interactions
- Regular match making between mission and partnerships
- Knowledge integration and valorisation
- Partnerships involved in sub groups involved in missions
- The Missions are meant to be about much more than R&I, but this is not happening enough. In the future the Missions should be general EU Missions outside of the framework programme, and then partnerships as well as other parts of Horizon should feed into this

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

0 1 4

(3/7)

- Giving missions more empowerment to cocreate with partnerships
- We need citizen engagement in order to create a transition to a greener world
- More contribution by actors other than research and innovation.
- Any activity that we use taxpayer money needs to be justified. Missions and partnerships are good instruments to increase knowledge to different sectors/areas where research might not be a top priority
- Constraints: social, regulations
- Well aligned information flows
- Mission implementation plans should articulate the role of partnerships
- Complex structure of missions how to interact with them
- Difficult to compare and have a helicopter view

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

(4/7)

- Timeline alignment
- Clear expectations form missions and more initiative
- Contact points for missions
- Expectations from the missions
- There has to be a clear place for any partnership in the missions implementation plan. At the moment lacking.
- Pull from the mission to help define priorities, SRIDA, SRA
- Interesting that there are only 5 missions, but many more partnerships. Partnerships can be very specific and should help reach goals in missions and FP10
- There needs to be a clear contact point for partnerships when they want to coordinate with a mission.
- No same criteria between missions and partnerships for living labs
- Complementarity, like living labs
- While there are clear

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

(5/7)

0 1 4

contact points to speak to for partnerships a contact point for coordination for missions is missing. There are many activities spread all over...

- We need different types of activities to be able to get impact.

Partnerships, missions and calls in FP10 should build on each other

- Missions just portfolio management
- Missions can bring citizen engagement, e.g.

through citizen labs, that could be beneficial to Partnerships.

Reversely, Partnerships could contribute through the private sector's involvement

- Partnerships should be tools to implement missions
- Mission Contact point
- Missions should be something more than R&I. Missions need to be wider
- Clear links between partnerships and missions

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

0 1 4

(6/7)

- Partnerships should be one of tools to implement missions. Missions should be broader than research cause at the moment they are funded from HE only.
- They should increase the general knowledge of research impact for politicians and public
- Did not know if approved
- Not a fan of missions missions should be connected to partnerships
- Partnerships should be an instrument for implementation of missions.
- Important to involve different social groups, industry, public sector
- Missions and partnerships should work in synergy
- Special type of partnership that allows for dialogue between science industry and policy
- Co creation among missions and partnerships
- Science literacy

How could missions and partnerships be articulated with one another and further synergised in FP10 to maximise their effectiveness and impact?

(7/7)

0 1 4

- among policymakers
- By design, missions should be an umbrella under which many instruments, including partnerships, should be grouped. Therefore, two different levels of policy implementation (in theory, although practice may be different).
- Take advantage of the fact that Missions bring in new types of partners - Mission stakeholders
- could be involved in the co-development of Partnerships and raise awareness on them, and vice-versa
- Through considering how their objectives overlap and complement, what kind of tradeoffs and benefits there are
- Integrate the mission and the relevant HE partnerships in a complementary way in FP10

**B4: Globalisation and
internationalisation: challenges for
European Partnerships**

How relevant is open strategic autonomy to your Partnership?

0 1 5

Highly



Moderately



Not at all



Survey (1/2)

0 2 3

For which Areas do you think Strategic Autonomy/Tech Sovereignty is most important?

Health



Energy



Digital Technologies



Mobility



Other



Survey (2/2)

0 0 2

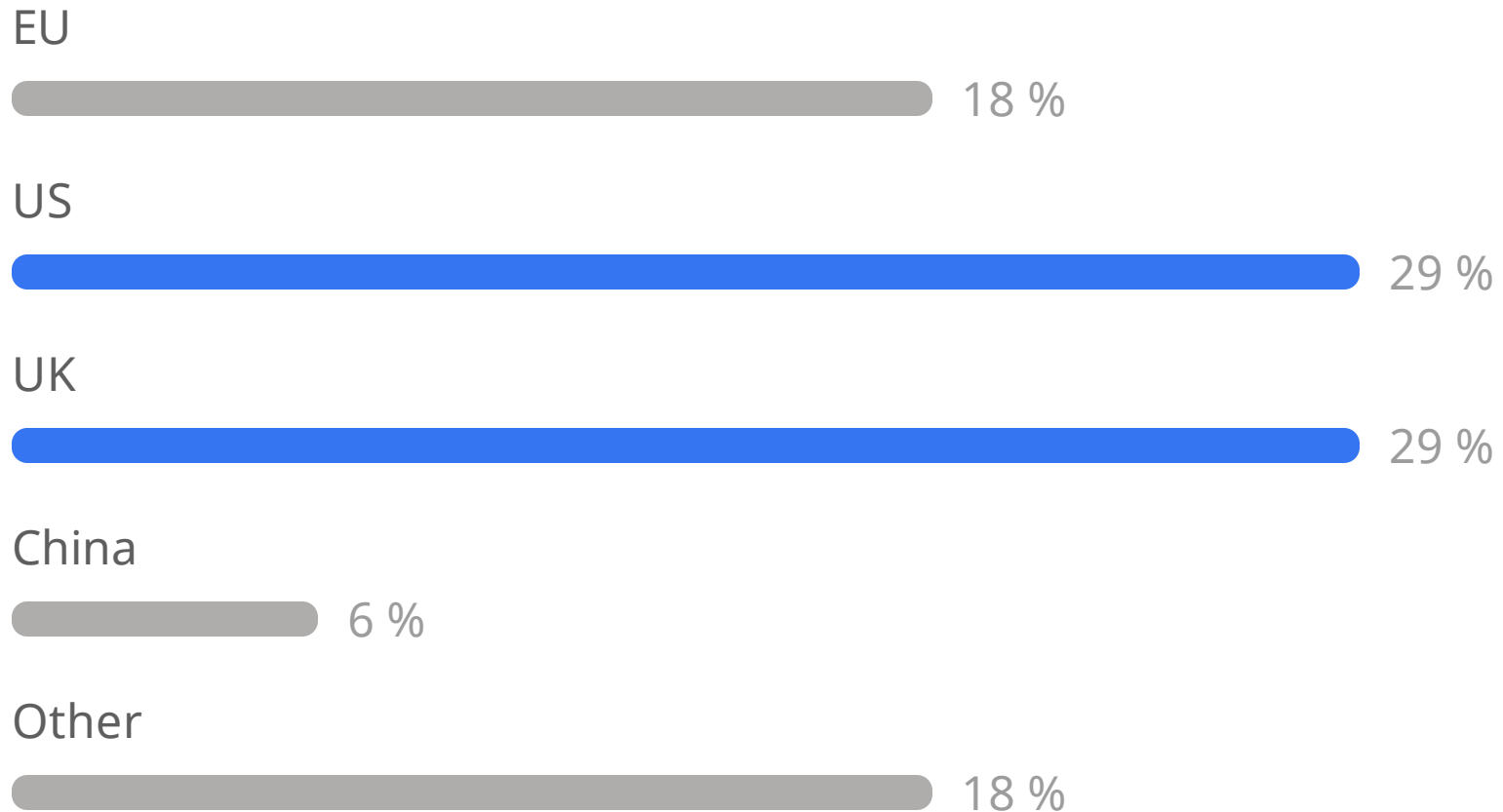
Specify "other"

- Raw materials and natural resources
- all

Survey (1/2)

0 1 7

In the research area addressed by your partnership, which are the regions/countries you would like to foster collaborations with?



Survey (2/2)

005

Specify "Other" :

- OR and OCT, regions LAC, Africa and ASEAN
- Africa
- global partners
- Several, including above and Canada, new zealand
- Latin America

Learning Needs - European Partnerships 2023

Survey (1/11)

009

ERA-LEARN is broadening its target group to all Partnership formats. Please specify your needs for future support related to:

Co-funded Partnerships



Co-programmed Partnerships



Institutionalised Partnerships



KICs



Survey (2/11)

009

Please let us know which events you would like to be offered:
(1/3)

Webinar for co-funded partnerships on additional activities beyond joint calls



A technical workshop (physical) on the administrative burden of European Partnerships



Workshop on phasing out strategies



Workshop on foresight



Survey (2/11)

009

Please let us know which events you would like to be offered:
(2/3)

Workshop on impact pathways



Webinar on Monitoring and Evaluation



Webinar on Stakeholder Engagement



Workshop on forming national coordination mechanisms (including involvement of relevant stakeholders on the national level)



Workshop for newcomers



Survey (2/11)

009

Please let us know which events you would like to be offered:

(3/3)

Regular community building events



Other



Survey (4/11)

009

Please let us know for which issues you need guidance material:
(1/2)

Financial management of partnerships



Reporting in practice



Models for legal agreements



Good practice example collection



Monitoring and evaluation



Survey (4/11)

009

Please let us know for which issues you need guidance material:
(2/2)

Toolbox for newcomers



Short videos/tutorials on important topics



Other



Survey (5/11)

0 0 1

Please specify other guidance material

- Regular up to date information on what is happening with the other partnerships

Survey (6/11)

008

How do you keep up with the latest developments in European Partnerships? (1/2)

ERA-LEARN Website



ERA-LEARN newsletter



X (Twitter)



LinkedIn



Commission Services (website etc.)



Survey (6/11)

008

How do you keep up with the latest developments in European Partnerships?
(2/2)

Other



Survey (7/11)

0 0 2

Please specify other sources for the latest developments in European Partnerships:

- Meetings from PKH
- Networks with partnerships themselves

Survey (8/11)

009

Which topics should be addressed in the European Partnership Stakeholder Forum 2024 ? (1/2)

Impact of European Partnerships



Partnerships in FP10



Cross-cutting synergies



Good practice presentations



Administrative issues



Survey (8/11)

009

Which topics should be addressed in the European Partnership Stakeholder Forum 2024 ? (2/2)

Funding programmes synergies



Room for networking



Other



Survey (9/11)

0 0 1

Please specify other topics for the European Partnership Stakeholder Forum 2024

- Give a voice to the private side of the partnerships. The current event was too focused on what the the Commission and Member States authorities want.

Survey (10/11)

002

Which learnings / good practices would you like to share?

- Building synergies through CSAs on specific topics.
- Synergies between partnerships, engaging with the wider community

Survey (11/11)

0 0 1

Other comments

- Most of the discussions, panels, presentations in these common partnerships events are focused on the co-funded and institutionalized partnerships. There is almost no discussion on the co-programmed one.