

Welcome to Brussels for the

Workshop

“Supporting the preparation of future European Partnerships”

Overall coherence of the Partnerships landscape and relevance for the political priorities of the New Commission

Angus Hunter, OPTIMAT

Requirements for European Partnerships – how to address Partnerships criteria in practice?

Joerg Niehoff, DG Research and Innovation

Overall coherence of the Partnerships landscape and relevance for the political priorities of the New Commission

Angus Hunter, OPTIMAT

10.03.2020

Studies led and coordinated by Technopolis

1. Individual studies for each of the 13 candidate Institutionalised Partnerships

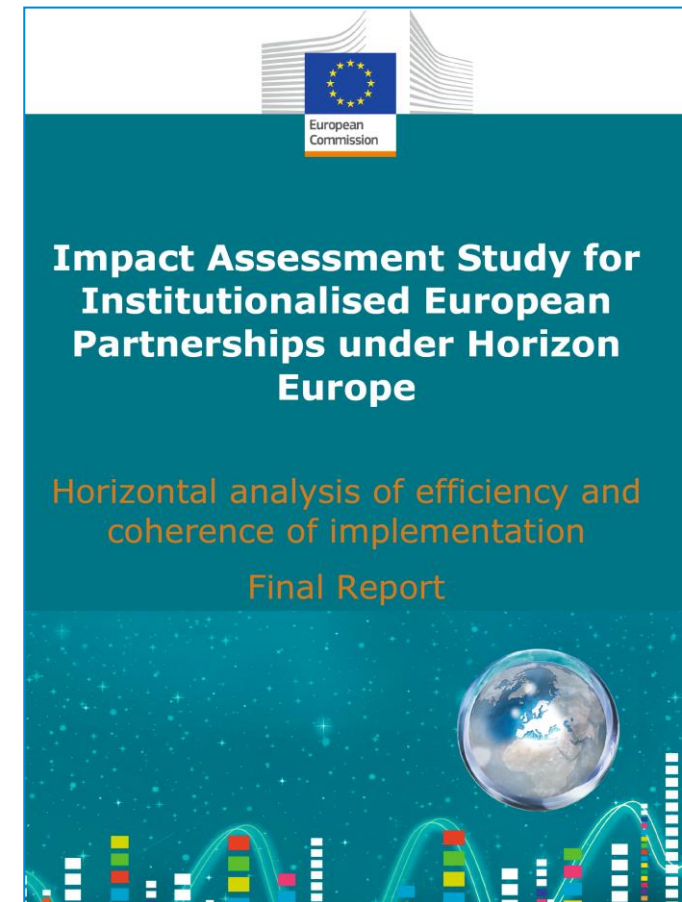
Article 185s

EU-Africa Global Health, Innovative SMEs, European Metrology

Article 187s

Innovative Health Initiative, High-Performance Computing, Key Digital Technologies, Smart Networks & Service, Transforming Europe's Rail, Integrated ATM, Clean Aviation, Clean Hydrogen, Safe and Automated Road Transport , Circular Bio-Based Europe

2. Horizontal analysis of efficiency and coherence of implementation



Horizon Europe orients R&I partnerships towards the achievement of objectives and policy impacts. The new approach to European Partnerships calls for different governance arrangements – both inside the partnerships as well as between them. A major difference is the expectation that they take a “*systemic approach in the achievement of the objectives*”, including “*approaches to ensure flexibility of implementation and to adjust to changing policy, societal and/or market needs*”. Horizon Europe legal base also stipulates that **partnerships need to ensure coordination with other relevant R&I initiatives, including between themselves.**

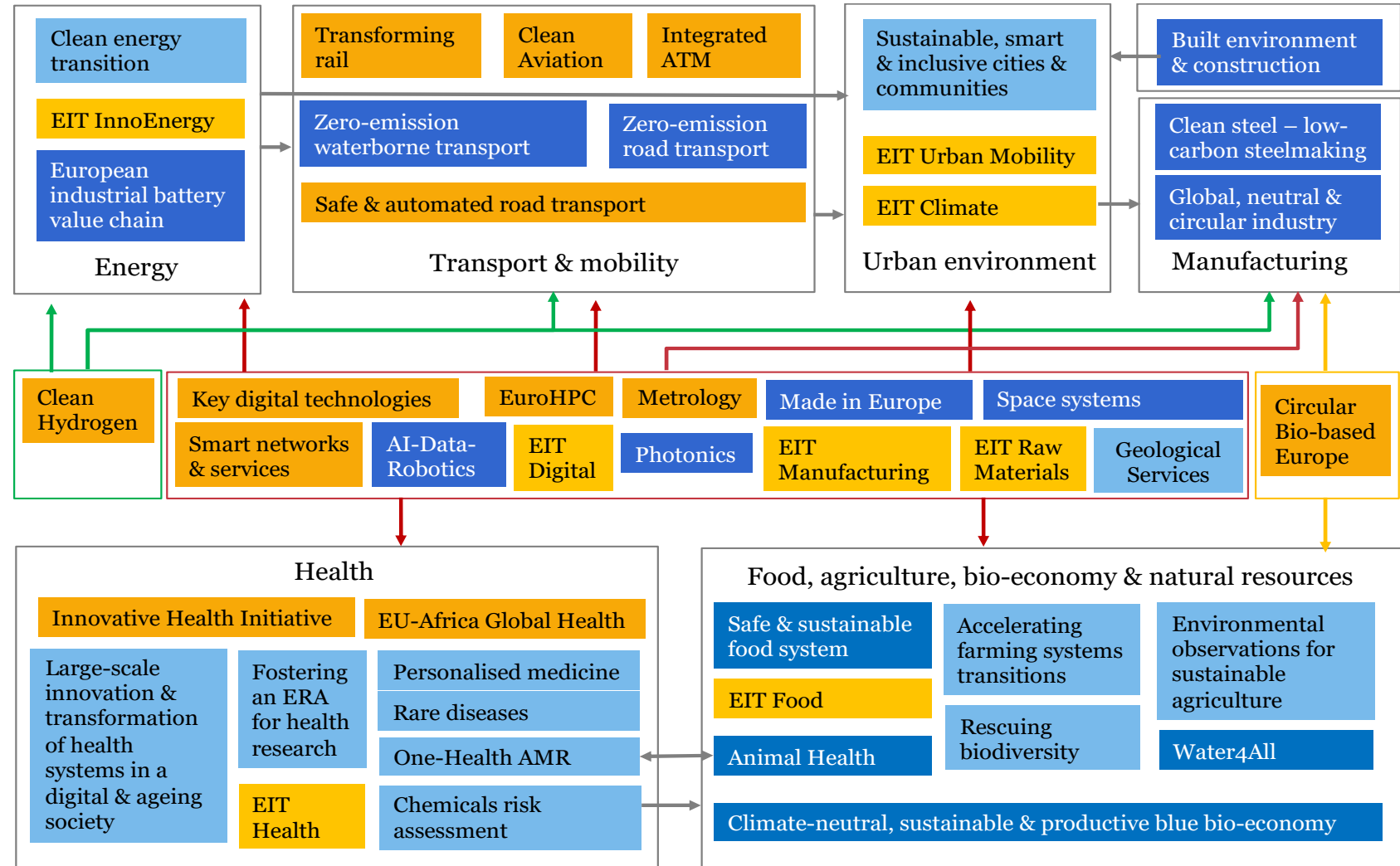
Definition of coherence - the quality of being logical and consistent, the quality of forming a unified whole.

Portfolio of possible European Partnership

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Industry-orientated
'vertical'
partnerships

'Horizontal'
partnerships



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Candidate Institutionalised Partnerships

EIT KIC

Co-Programmed

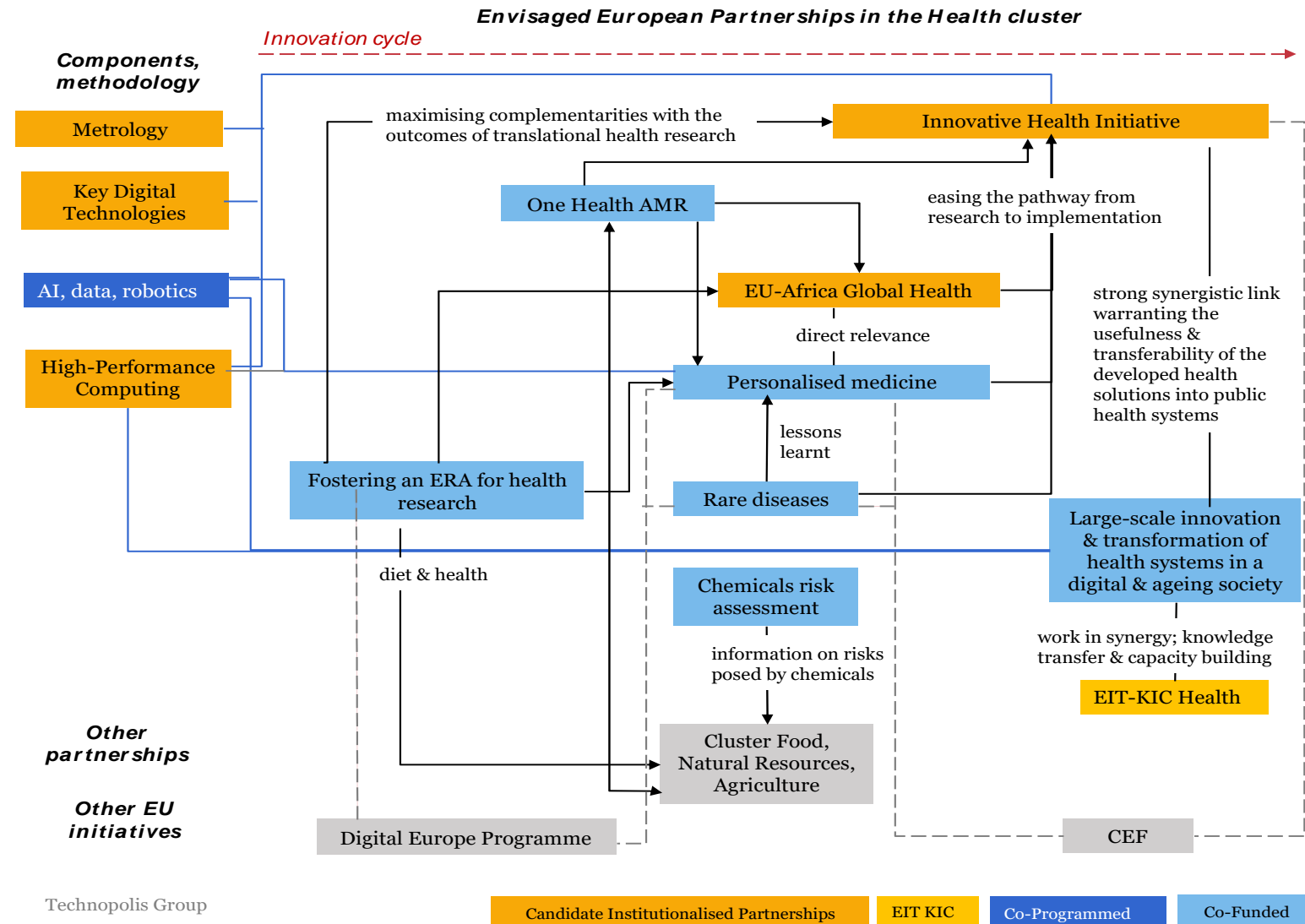
Co-Funded

CPP or CFP



Vertical partnerships in
the societal application
areas

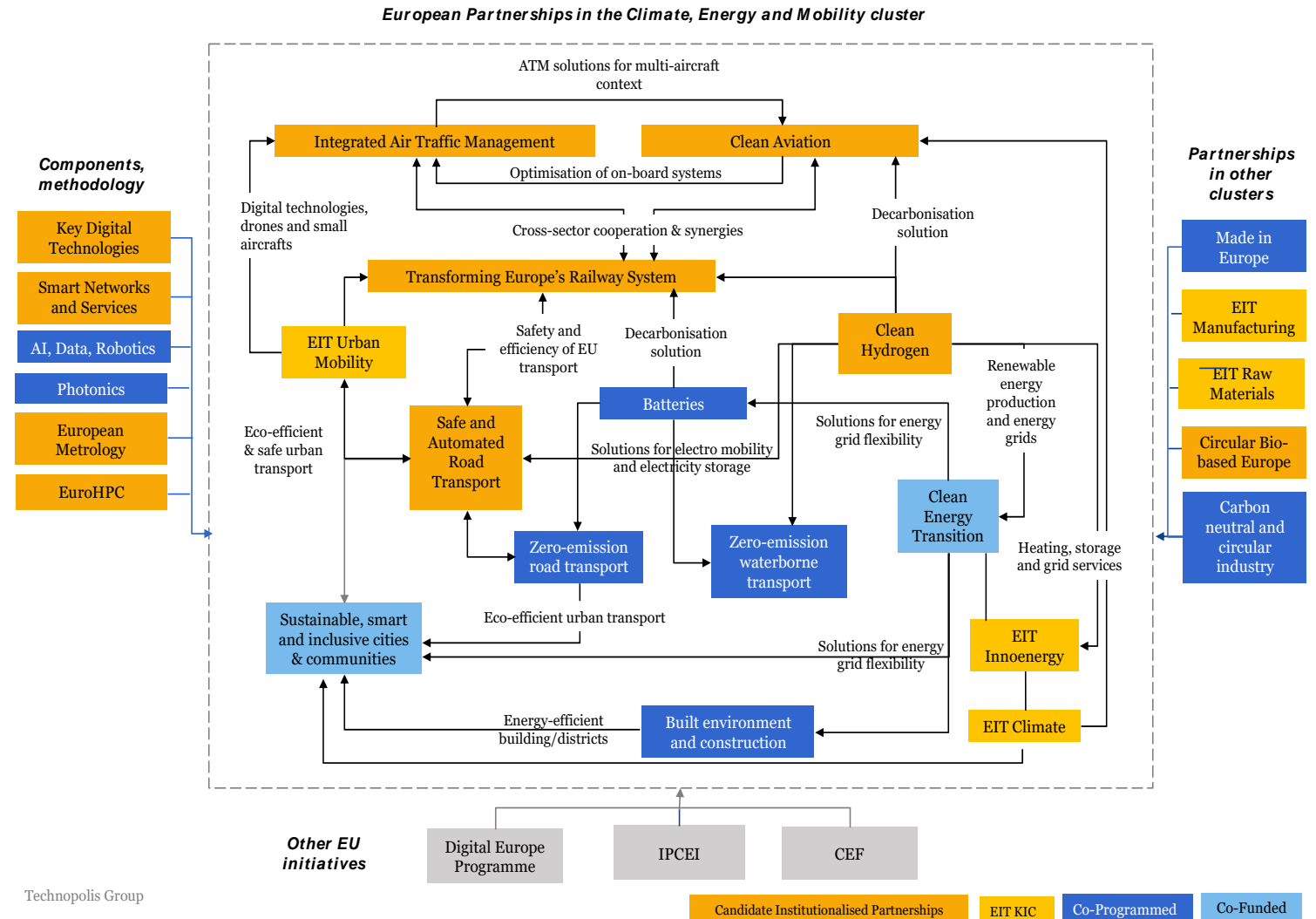
- 9 candidate Partnerships
- Most are Co-funded type
- Pronounced focus on R&I orientation related to 'tackling diseases and reducing the disease burden'
- IHI could offer pathways from research to exploitation for other partnerships
- Important potential contributions from digital and metrology partnerships



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- 14 candidate Partnerships
- No A185 and only two Co-funded
- Strong orientation towards the mobility area
- Twin challenges of decarbonisation and digitisation indicate synergies with digital/industry cluster
- Central role of hydrogen and batteries in this cluster
- Three KICs and SSI cities & communities partnerships could help enable inter-cooperation



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- Partnerships in other clusters**
- One Health AMR
- Animal health
- Food safety
- Ecological farming
- Accelerating farming systems transition
- Environmental observation for a sustainable EU agriculture
- Potential synergies agriculture - bioeconomy
- Potential synergies agriculture - bioeconomy
- Links biodiversity loss - climate change
- Rescuing biodiversity
- Links biodiversity loss - climate change
- Knowledge on ecosystems
- Knowledge on ecosystems
- Global competitive space systems
- Key Digital Technologies
- Smart Networks and Services
- AI, Data and Robotics
- Geological services for Europe
- Made in Europe
- EIT Climate
- EIT Raw Materials
- Chemical Risk Assessment
- Clean Energy Transition
- Circular bio-based Europe
- EIT Food
- Safe and sustainable food system
- Water4all
- Climate-neutral, sustainable and productive Blue Economy
- Food, biofuel, clean energy
- Food, biofuel, clean energy
- Food waste solutions
- Food, biofuel, clean energy
- Other EU initiatives
- CAP
- LIFE programme
- European Investment Bank
- Digital Europe Programme
- Copernicus

Many will also contribute to 'promote our European way of life' (health) or enable global leadership and thus contribute to the 'stronger Europe in the world' priority

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49		
		EU-Africa Global Health	Innovative Health Initiative	Chemical Risk Assessment	ERA Health	Large-scale innovation and transformation of health systems	Personalised Medicine	Rare Diseases	One Health/AMR	High Performance Computing	Key Digital Technologies	Smart Networks and Services	AI, data and robotics	Photonics Europe	Clean Steel	European Metrology	Made in Europe	Carbon Neutral and Circular Industries	Global competitive space systems	Geological Service for Europe	Transforming Europe's rail system	Integrated Air Traffic Management	Clean Aviation	Clean Hydrogen	Built environment and construction	Towards zero-emission road transport	Mobility & Safety for automated road transport	Zero-emission waterborne transport	Batteries	Clean Energy Transition	Sustainable, Smart and Inclusive Cities and Communities	Accelerating farming systems	Animal health	Environmental Observations for a sustainable EU agriculture	Rescuing biodiversity to safeguard life on Earth	A climate neutral, sustainable and productive Blue Economy	Safe and Sustainable Food System	Circular bio-based Europe	Water4All	Innovative SMEs	European Science Cloud	EIT Climate-KIC	EIT InnoEnergy-KIC	EIT Digital-KIC	EIT Health-KIC	EIT Food-KIC	EIT Manufacturing-KIC	EIT Raw Materials-KIC	EIT Urban Mobility-KIC	EIT Cultural and Creative Industries-KIC		
A European Green Deal				●						○	○	○	○	○	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	
An economy that works for people			○							○	○	○	○	○	○	○	●	○	○		○	○	○	○	○	○	○	○	○							○		●		○	○	○	○	○	○	○	○	○	○	○	○	
A Europe fit for the Digital Age		○				○				●	●	●	●	●		●	●		○								○												●	○	○	○	○	○	○	○	○	○	○	○	○	○

All European Partnerships are highly relevant for Member States in addressing common challenges (also confirmed by the MS consultation)

SDG2: Zero hunger

SDG3: Good health & well-being

SDG6: Clean water and sanitation

SDG7: Affordable and clean energy

SDG8: Decent work and economic growth

SDG9: Industry, innovation and infrastructure

SDG10: Reduces inequalities

SDG11: Sustainable cities and communities

SDG12: Responsible consumption & production

SDG13: Climate action

SDG14: Life below water

SDG15: Life on land

Our mapping and analysis of the European Partnerships portfolio showed that the partnerships are geared towards playing a pivotal role in tackling the complex economic and societal challenges that constitute the R&I priorities of the Horizon Europe Pillar II. They address in particular the overarching EU policy priorities of the European Green Deal, a people-centred economy, the fit for the Digital Age, and a stronger Europe in the world

A key feature that distinguishes European Partnerships from other collaborative research instruments is the focus on the development of Strategic Research and Innovation Agendas (SRIA) that are shared and committed to by all partners in the partnership. It places European Partnerships in a unique position to address transformational failures. Addressing directionality failures through the development of shared visions on the goal and direction of the required system transformation process is at the core of the European Partnership policy instrument. All of the European Partnerships also find their rationales in addressing systemic failures. They aim at reducing the fragmentation in specific fields and technological systems and at integrating further nascent and disarticulated value chains in order to accelerate the development and diffusion of innovations.

Multiple potential interconnections and synergies exist between the candidate European Partnerships within the clusters. There are, however, only a few potential interconnections across the clusters. In other words, clusters still act as silos. Exceptions to the rule are the technology- and methodology-oriented partnerships.

We see a critical role for the European Commission services in enhancing collaboration and bridging the gaps between the industry- and member states-led partnerships. The creation of a platform to facilitate networking and knowledge exchange opportunities between these partnerships, grouped in cross-cluster 'partnership focus areas', could be beneficial from this perspective.

Thank you.

Requirements for European Partnerships – how to address Partnerships criteria in practice?

Joerg Niehoff, DG Research and Innovation

Criteria for European Partnerships – where are they defined?

- Horizon Europe Regulation specifies in Annex III detailed criteria for the selection, implementation, monitoring, evaluation, phasing-out and renewal
- A draft Criteria Framework aims at providing a better understanding of
 - the meaning of the criteria and how they need to be addressed along the lifecycle of a European Partnership;
 - the form of European Partnerships that might be best suited to achieve particular objectives;
 - essential elements that need to be developed in preparation of a proposal for a European Partnership.

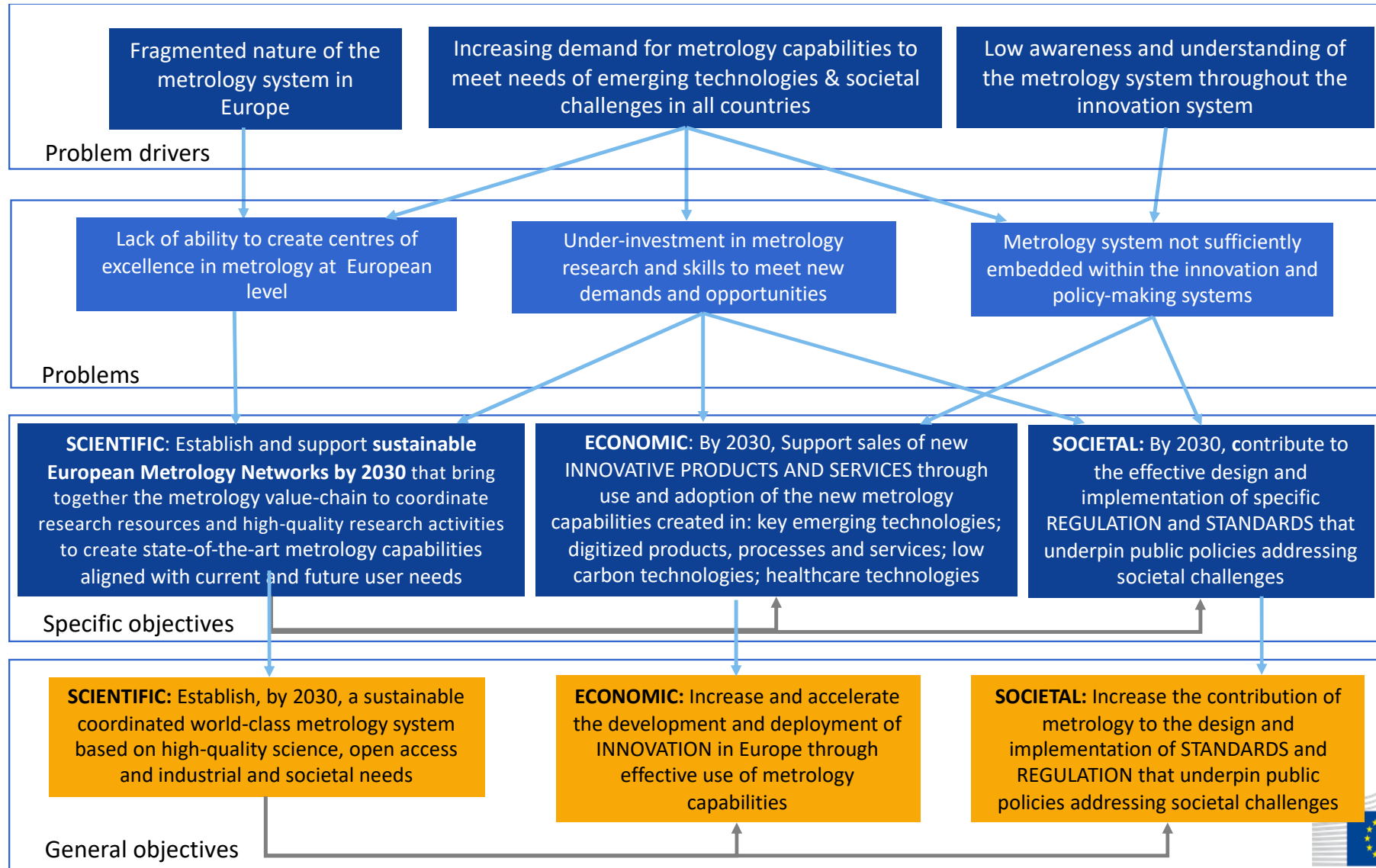
➔ **The document will be updated and revised, on the basis of the experience collected in the preparation of the first wave of European Partnerships (2021)**

Important to build a clear intervention logic

When? In the partnership proposals that are currently developed / revised

1. **Problem definition:** What is the problem the European Partnerships is set to address? What are problem drivers and/or strategic opportunities, underlying research, innovation, deployment or systemic bottlenecks and/or market failures?
2. Develop a clear definition of **objectives and expected impacts**
 - Define (a) general, (b) specific and (c) operational objectives
 - In particular the specific objectives need to be SMART (specific, measurable, achievable, realistic and, timely or time-bound);
 - Link objectives to Horizon Europe objectives, broader EU policy objectives, in particular priorities set by the new Commission (A European Green Deal, An economy that works for people, and A Europe fit for the Digital Age), and with relevant global strategies;
 - Make clear what should be achieved by 2030, with the R&I investment from the partnership.
3. **Develop and describe an ambitious set of activities** that convincingly demonstrate that the objectives and expected impacts can be achieved by the partnerships.

Intervention logic: example (Metrology)



Necessity test for the European Partnership

Why is the European Partnership is more effective in achieving objectives than traditional Horizon Europe calls?

Main lines of argumentation:

- **Directionality:** The need to ensure that efforts of partners and the union go into the same direction, towards agreed objectives and expected impacts via the SRIA&R)
- **Additionality:** For the success of the initiative, it is required that partners bring in additional resources, investment, commitments that the framework programme cannot provide.

When to address? In the partnership proposals that are currently developed / revised

- Demonstrate convincingly that the envisaged Partnership will be more effective in achieving the related objectives and expected impacts by e.g.:
 - extending cooperation well beyond collaborative R&I projects;
 - supporting more systematic innovative solutions / systemic transformation.
- Demonstrate a meaningful collaboration relevant national/regional authorities and their respective commitments to reach higher level of impacts, beyond the narrow scope of the partnerships activities.

Openness and transparency

A partnership will maximise its impacts by involving all relevant partners and stakeholders beyond the narrow composition of core partners and remaining open during its lifetime, serving the interests of all relevant stakeholders. Consequently, the implementation of the partnership via its work plans should include regular activities that allow new players to enter, participate in and benefit from its activities, and add value to the partnership without compromising ownership and commitment from the partners.

Need to develop measures and a governance that ensure

- Partnership is established with a broad, open and transparent approach towards different sectors and geographical areas including international partners when relevant;
- Open and transparent processes for consulting all relevant stakeholders for the identification of its priorities and the design of its activities (including for the preparation of Annual Work Programmes);
- Involvement of new partners in the partnerships, including open policy to membership and member services in private associations;
- Appropriate level of openness in implementation, in particular for participation in its calls for proposals;
- Communication and dissemination - broadly and through various channels to ensure the necessary information is available to all possible stakeholders, all along its life time.

Long term commitment

A partnership will only be successful, if all partners are and remain committed and provide and maintain binding commitments for the necessary financial and/or in-kind contributions necessary to achieve the objectives. In addition, to support the idea of 'directionality, indications on the share of overall investments coordinated through the partnership are expected.

All partnership proposals need to include clear commitments from all partners other than the EU

When will they be formalised:

- **Co-programmed**
Signature of the “MoUs” (before adopting Annual Work Programme Horizon Europe).
- **Co-funded**
 - At the moment of including the topic for the Programme-co-fund action supporting the Partnerships in the draft Annual Work Programme Horizon Europe.
 - Confirmation with the submission of proposals and signature of Grant Agreement.
- **Article 185/187:** adoption of COM proposal (basic act).

Systemic approach ensuring achievement of impacts

The 'systemic' refers to the underlying intervention logic and links up the research and innovation measures of the partnerships. The partnership should be able to deploy the necessary broad range of activities and adjust them to its needs over time, going beyond the classical calls for R&I proposals, including those related to market, regulatory, societal or policy uptake.

- Objectives, expected impacts, contributions etc. to be defined ex-ante for each partnership (in the MoU, Grant Agreement, Basic Act)
- Overall targets for the partnership are outlined in the **Strategic Research and Innovation Agenda** and in annual **work plans** specifying intermediate steps, expected outcomes, deliverables, milestones;
- A **broad range of activities** including calls for R&I proposals, up to demonstration and validation, as well as joint activities beyond joint calls that effectively support achieving its objectives.
- Mechanisms are in place that ensure **complementarity of activities** and avoid unnecessary duplications with other relevant initiatives of Horizon Europe (including partnerships and missions).
- The partnership takes early on into account relevant standardisation, regulation and certification issues to maximize the impact of its actions and **ensure market, regulatory or policy uptake**.

Exit strategy and measures for phasing-out from the Framework Programme funding

While legally speaking, there has always been a time limit on partnerships by being part of the MFF, the reality is that most partnerships do not prepare themselves for a phasing-out and expect continued funding from the next Framework Programme. Future partnerships should include activities allowing for an orderly phasing-out or exit from Framework Programme funding.

- Identify in your proposal a credible exit-strategy (or sustainability strategy without EU funding), with measures for preparing and implementing its winding down at the end of its expected mandate, or once it reached its objectives, whichever comes first, including a time limit for the activities of the partnership.
- Include appropriate timelines, measures and conditions to decide its phasing out and/or the phasing out of Framework Programme funding. This shall be without prejudice to other national or Union programmes, which might continue to fund initiatives;
- Introduce a realistic business plan for winding down operation or continuation outside the scope of Framework Programme support. This has to ensure among others the continuity of exploitation and dissemination activities beyond the duration of the Union participation.

Thank you!

Comments? Questions?

10h00 – 11h30

Studio 311	E: Financial management of co-funded European Partnerships
Studio 312	A: Governance of and coherence among European Partnerships
Studio 314	F: Creating synergies between different funding sources at regional, national and European level
Studio 316	C: Implementation of joint calls for transnational R&I projects

11.30 – 12:00 **Coffee break/ Networking - The Arc Foyer**

12:00 – 13:00 **Plenary session: Results of parallel sessions**

13:00 – 14:00 **Light lunch - The Arc Foyer**

14:00 – 16:30 **Workshop Monitoring of European Partnerships:** how to ensure complete data on proposals, projects and results for all calls under European Partnerships? **Plenary, all partnerships requested to participate!**

Coffee break/ Networking