



Issue | July 2018

# The InRoad Newsletter

# 03



synchronising research infrastructure  
roadmapping in Europe

Welcome to the Newsletter of **InRoad**, a Horizon 2020 project going towards better synchronisation of priority settings and evaluation mechanisms for research infrastructures beyond national relevance.



INROAD PARTNERS AND WORKSHOP PARTICIPANTS IN HAMBURG, 2.03.2018

### Highlights in this issue :

#### InRoad at ESOF 2018

The project held a panel session at the EuroScience Open Forum (ESOF) in Toulouse. Four outstanding panellists brought their expertise to discuss the aims of the project and deliver some recommendations. [> Page 4](#)



## 5 months to go ! THE PROJECT IS LOOKING TOWARDS ITS FINAL STEPS

**InRoad**, a two year Horizon 2020 project looking at ways towards better coordination of priority settings, evaluation and funding mechanisms as well as sustainable planning for Research Infrastructures (RI) in Europe, successfully completed three quarters of the project. The InRoad consortium partners would like to inform you with this newsletter, about the **progress during the past six months** of the project, **share some results** and **have a look into the final steps** of the project. Additionally, InRoad presents proudly some insights from its panel discussion at the EuroScience Open Forum (ESOF). Finally, **Elena Hoffert**, from the French Ministry of

Research and Higher Education, who follows InRoad carefully, shares her perspective about the **how to achieve better coordination of RI policies in Europe** and the importance of business planning for RI. Before diving into our newsletter, here are the most important facts about InRoad's progress.

### What happened so far

With only a few months left to go, InRoad is currently in a crucial phase of analysis and preparation of the final outputs of the project. Let's take a look at what happened so far: InRoad first launched a broad consultation last year, gathering data about the research infra- ▶

### Interview with Elena Hoffert



**Elena Hoffert** from the French Ministry of Higher Education and Research talks about better coordination and business planning for research infrastructures. [> Page 5](#)

structure (RI) roadmap processes of 22 Member States (MS) and 5 Associated Countries (AC). The results of this consultation were presented in a report, in which the project's first insights were soundly formulated.

### What is happening now

This year InRoad entered a second phase of data collection, based on case **studies and interviews**. Project members have been in touch with a wide array of experts and stakeholders from across Europe to ask them about their **experiences, challenges and recommendations**. This work complements the consultation. Furthermore, recommendations will be drawn from the Regional Workshops, where funding issues were discussed with the RI community (see p. 2).

The aim of the case studies and interviews is to complete the results from the consultation with **real-life examples, success-stories, good practices, but also challenges or bottlenecks** encountered by the RI community and policymakers when dealing with roadmapping, funding or business planning. The results of the case studies will support the project's recommendations (see p. 3). ◀

For more information: [www.inroad.eu](http://www.inroad.eu)

## Lessons from the Regional Workshops

Some insights from stakeholders around Europe



Project members and workshop participants in Wroclaw, 24.05.2018

InRoad held its fifth and final Regional Workshop (RW) in May in Wroclaw, Poland, following the RW of Prague, Rome, Hamburg and Aveiro. The aim of these workshops was to discuss issues regarding funding of RI with local stakeholders from different countries. This exercise brought together InRoad, RI managers and policymakers to have a **dialogue about challenges and bottlenecks related to the funding of RI**. Here are some of the lessons learnt from the workshops.

First, many stakeholders have underlined that a better understanding of definitions (e.g. what is a RI and what is a roadmap) is still needed, as there is not yet a truly common view. It is important to have a **clear, shared vision at national and European level**. Indeed, this would improve communication between users, providers, funders and policymakers. Exchanges between these different stakeholders are important to make the roadmap process effective and transparent.

Furthermore, the complexity of the funding landscape is emphasized by RI managers;

synergies could be improved and more clarity is needed. Because of this complexity, many participants have also emphasized the importance of non-scientific skills, such as economics and management. These skills are crucial to run top-class facilities and ensure their long-term sustainability. They could be further developed through more **training, adequate human resources strategies and better communication** as underlined above.

From the different workshops, it has also become clear that there are important disparities between countries: some funding instruments are more relevant in some places than in others. European Structural and Investment Funds (ESIF) are an important example. Moreover, some challenges are specific to countries with developing research and innovation systems: they still need to build capacity and therefore may lack the users or the funds to keep their facilities running optimally. Thus, **it is especially important to develop clear, transparent strategies and to prioritize funding for RI**.

For more details and recommendations, you may find workshop reports on our website.

#### FOR MORE INFORMATION

You may find our workshop report [here](#).

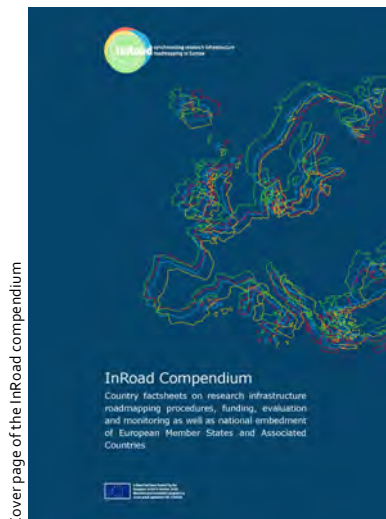
## 27 countries, 1 overview

Browse InRoad's extensive compendium online

After an extensive desk-study and verification work, InRoad has compiled information about **roadmap processes, funding, evaluation and monitoring** for research infrastructures in Europe. The information concerns the 22 Member State and 5 Associated Countries who responded to our consultation. The results of this work were initially presented in an extensive report, the **InRoad Compendium**. Now, they are also available in a more user-friendly format as a series of factsheets that you can browse on our website.

### What will you learn?

Have you ever wondered which countries follow the definition of research infrastructure developed by the European Strategic Forum for Research Infrastructure (ESFRI)? Or how the RI are evaluated and monitored in a certain country? Or perhaps, how RI are funded in your own country? All this information is now available at your fingertips!



Cover page of the InRoad compendium

#### FOR MORE INFORMATION

To browse our factsheets on the website, click [here](#). To access the compendium, click [here](#).

## DID YOU KNOW ?

**The purpose of RI roadmapping**

The top three purposes for national roadmaps, as indicated in our consultation, are (1) having input for funding decision on RIs, (2) listing strategic priorities for foreseen funding and (3) identifying scientific needs and existing gaps.

**Business planning for RI**

63% of the countries who responded to our consultation answered that **having a business plan** is an eligibility criterion for RI to be included in the national RI roadmap. However, the required content of the business plan can vary. Budget, costs, governance and description of services (access policy, user capacity and services provided) are the most commonly found elements.

## KEY FACTS ABOUT INROAD

367

Overall participations to our (7) workshops

56

Interviews were conducted with RI managers, policy- and decision-makers from all around Europe.

30+

RI (including national nodes of pan-European infrastructures) were contacted.

4

In-depth case studies of national RI roadmap processes are conducted: the Czech Republic, Finland, the Netherlands and Sweden.

## PARTNER NEWS



The ResInfra@DR project is holding a concluding consultation workshop 23-24 October 2018 in Budapest. They will tackle 1) ex-ante evaluation of RI, 2) monitoring of the activities of RI, 3) socio-economic impact assessment of RI. If you would be interested in participating, you can subscribe to their newsletter for more information.

## Coming up: interactive Validation Workshop

The results of the project will be discussed in Brussels in October

With the project coming to an end in only a few months, InRoad is preparing a series of recommendations that will be critically discussed at the **Validation Workshop, the 1-2 October**. The workshop will take place at the Renaissance Hotel in Brussels. This article presents some context and a preview of what will be discussed.

**European context**

There is increasing awareness that the existing diversity of strategic priority-setting exercises, funding instruments and costs models for RI in Europe is threatening the long-term sustainability of the RI landscape. Indeed, the issue was taken up during the Bulgarian Presidency Flagship Conference in Sofia and during the Competitiveness Council. The conclusions of Bulgarian Presidency Flagship Conference highlighted the need to **align RI policies and investments at different levels** in order to develop a more **robust and coherent funding landscape for RI across the life-cycle** and to increase the **impact of RI as knowledge hubs**. The latest Competitiveness Council conclusions also underlined the need to further consolidate the landscape of pan-European RI through coordinated decision-making, improved monitoring of the performance of RI, coherent use of funding and adequate transnational access policies.

**InRoad's contribution**

The aforementioned issues are at the core of InRoad's activities. The aims of the project are to **deliver recommendations and benchmarks for a better coordination of RI policies and funding mechanisms in Europe**. To achieve this objective, InRoad will come up with some draft findings after the summer break. They will be discussed with the RI stakeholder community in October and refined in view of the final report.

**InRoad's final report**

InRoad's final report will touch upon **4 areas of national and European roadmap processes**, (2) Linkages between funding and RI roadmap processes, (3) Synergies and interoperability between different funding mechanisms (regional, national, European) for different lifecycle phases, (4) Best practices and common standards for RI business plan assessment. Each thematic area will contain broad recommendations and sub-recommendations, supported by concrete examples.

These recommendations will be targeted towards **strategic bodies, policymakers at EU and national levels, RI funders, RI managers and RI user communities**. Until the beginning of September, InRoad will analyze the results collected in the past months more in depth. Those results will serve as a basis for the validation workshop in October. After this workshop, the recommendations will be finalized, compiled in a final report and released during InRoad's final conference in December.

If you would like to attend the workshop, check our website and social media regularly. An agenda is in preparation and registrations will be open soon!

## FOR MORE INFORMATION

For more information about the first results of InRoad, you may consult our [reports](#) and our [policy papers](#).

## InRoad at ESOF 2018

Our four outstanding panelists discussed the purpose of the project and some recommendations for research infrastructure roadmapping

InRoad was proud to present an exceptional panel session at the EuroScience Open Forum (ESOF) in Toulouse the 12 July 2018. Indeed, four outstanding speakers with high levels of expertise on RI were invited to discuss the following topic: **'Towards better alignment of policies and funding for RI in Europe'**. The aim was for each panellist to give their perspective on RI policies and ways to better coordinate them or align them, whenever it is relevant. First, our project coordinator Martin Müller presented InRoad in a few words and introduced the question with two guiding questions: (1) **To what extent should national RI funding and decision-making processes be aligned?** (2) **How much alignment is realistically feasible?**

**Barbara Haering** is a member of the ETH Board, representing Switzerland's two most important Institutes of Technology, as well as four major research institutes. She presented the processes and challenges of RI roadmapping at national level, and emphasized the need for continuity and bridging between research and politics. This can be achieved by providing strong **evidence to support decisions, comprehensive research and innovation strategies, harmonized processes, definitions, methodologies and SMART indicators**.

**Frédéric Sgard** is currently project administrator at the Global Science Forum (GSF) of the Organisation for Economic Co-operation and Development (OECD). He has been involved in many of the GSF projects on RI, such as the 2017 report on RI long-term sustainability. He presented examples from outside Europe (South Africa, Australia and Canada) to show how better coordination is possible in practice. He highlighted that RI roadmaps have a key role in providing stability in the planning beyond annual funding cycles, as well as giving visibility to individual RI.

**Milena Zic Fuchs** is a professor in linguistics at the University of Zagreb. She has extensive experience with RI in Social Sciences and Humanities (SSH). She is also a member of InRoad's Advisory Board. She emphasized the importance and relevance of distributed RI. She called for their increased visibility and for an end to the artificial division between 'hard' and 'soft' sciences. She also underlined

that clear policies (i.e. roadmaps) for research infrastructures are currently still lacking in EU-15 countries, although they are very much needed to **ensure a transparent process**. She also emphasized that the term **alignment must not mean top-down**: in her view, coordination is best achieved when it comes from the bottom (national processes and practices) to the top (European processes and practices).

**David Bohmert** is the Secretary General of the Conference of European Schools for Advanced Engineering Education and Research (CESAER). He is also member of the executive board of ESFRI. He showed that **alignment is already happening and roadmaps are gaining momentum in Europe**. He emphasized the challenges posed by the focus on single-sited RI, the ever-increasing concentration of RI in few places and the fact that small, closed-off communities are handling large budgets for RI. He then gave some recommendations: (1) make the definition of RI more inclusive of SSH, engineering and interdisciplinary RI, (2) establish more interdisciplinary evaluation panels, (3) separate strategic planning and evaluation processes, (4) bring closer the evaluations of the scientific case and of the implementation, (5) establish a quality culture rather than purely KPI-driven monitoring, (6) include ethical issues in the assessment of RI.

At the outset of the session, it was clear that coherent and transparent policies for RI are very much needed from the policy point of view, from the strategic point of view, and from the point of view of researchers. InRoad has a key role to play in defining **key minimal requirements for roadmap processes** and identifying **good practices** that can lead to better coordination.



Milena Zic Fuchs at the InRoad panel discussion.

### SOME RI HIGHLIGHTS FROM ESOF



#### Impact of research infrastructures

The newly launched RI-Paths project held a session on the 11 July on how to measure the socio-economic impact of research infrastructures. Find out more about them on their website: [www.ri-paths.eu/](http://www.ri-paths.eu/)

#### Research infrastructures and the making of the European Research Area (ERA)

Milena Zic Fuchs also moderated the plenary panel session on RI before she joined InRoad's session. She was accompanied on this panel by John Womersley, Director General of the European Spallation Source, Ulrike Felt, professor in Science and Technology Studies at the University of Vienna, and Niklas Blomberg, director of ELIXIR. They discussed what RI are and what their purpose and relevance is for European research. They agreed on the importance of RI for developing European research, and the need for RI policies that reflect the diversity of the RI landscape. The recording of the plenary is now available on Youtube.

## Interview with Elena Hoffert

InRoad asked Elena Hoffert, Project Manager for the update of the French and European RI roadmaps at the French Ministry of Higher Education and Research: ***From your experience, what do you think is needed for better coordination in RI policies in Europe?***

Scientific issues impose the challenge of building research facilities at the forefront of scientific and technological knowledge. RI are created and monitored by national, European or international organizations, which require outstanding instrumentations but also substantial financial and human resources, with the support of the public authorities.

In this context, and in order to continue to strengthen scientific and technological bases in ERA, the development of concerted actions in European RI policies is a necessity. To meet the demands of knowledge and innovation in Europe, should be taken into account the more recent inputs of technology, the up-to-date developments of scientific practices, the articulations between European or international networks, the human and financial investments, the benefits for innovation as well as the recent reconfigurations of the European research landscape.

RI play a leading role in the construction of the European Research Area and are an integral



part of the Excellence Pillar of the European Framework Program. But with ESFRI coming on board, research infrastructures' issues far outweigh the issues and the financial and policy capacity of the Framework Program. The strategic, scientific and financial challenges related to research infrastructures are such that sooner or later we will need to jointly program European and national investments in major research facilities.

This imperative of harmonization is already impacting the practices and cultures of data

management and data sharing that vary across domains, communities, countries, and organizations - their conservation and reuse should be optimized to boost technological and societal developments.

***Why do you think business planning is important for RI?***

The large RI are not working tools like the others. Their longevity, their ambitions, their costs are all peculiarities which it is important to appreciate the value while conducting a strategic reflection which lead to the publication of national or European roadmaps.

The support of these infrastructures is intended to ensure the maintenance of European positions in major research fields, but also to continue the strengthening of national facilities that remain the first point of access for the researchers. This ambition presupposes an increased requirement in the governance of RI, which must apply at all levels: a selective and hierarchical choice of projects to support, a good evaluation of the construction costs but also the control of the exploitation costs. Such approach is the only way of guaranteeing the long-term sustainability of the RI, alongside with the necessary consideration of their economic, societal and cultural impact.

Impressum:



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