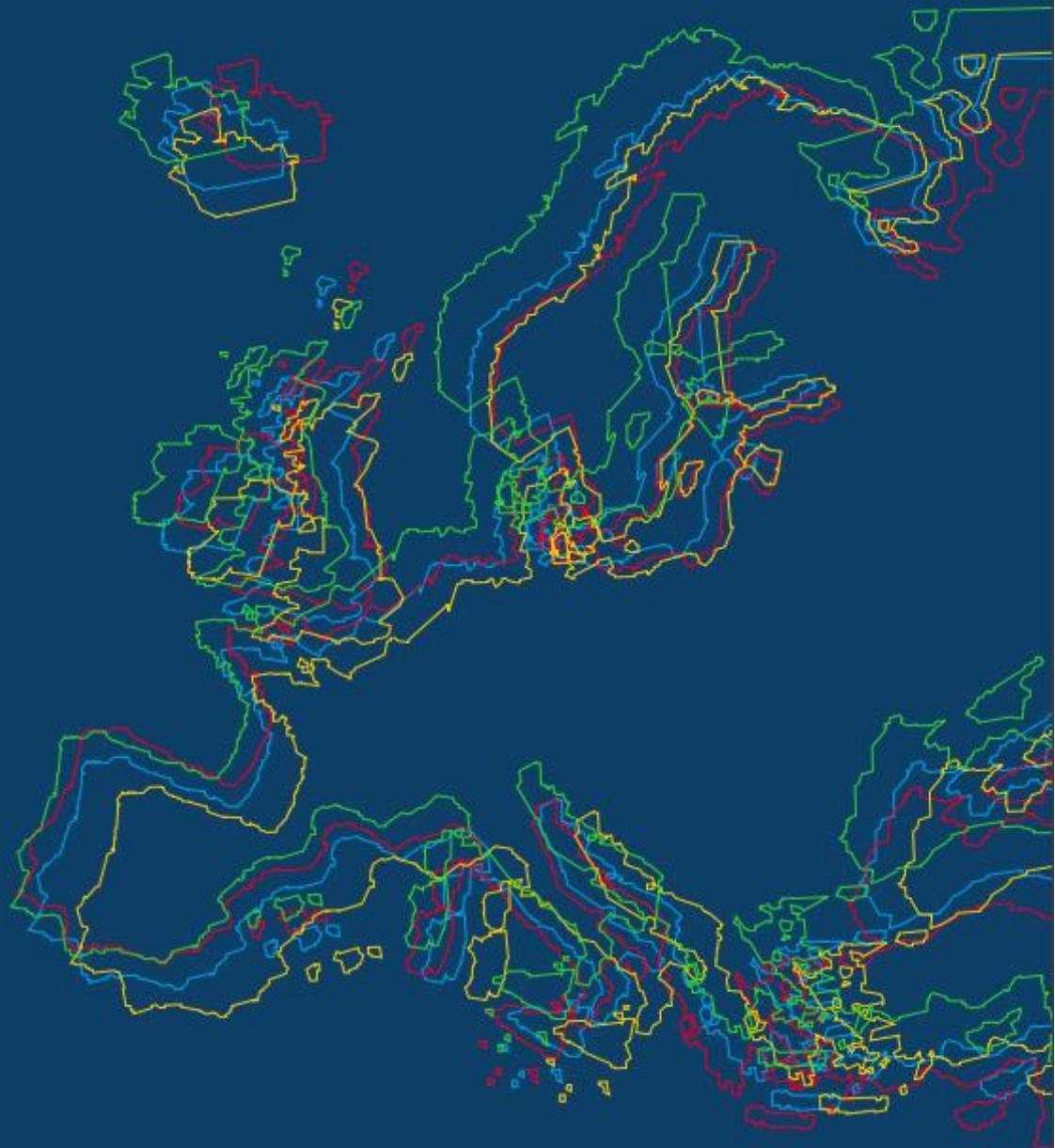




synchronising research infrastructure
roadmapping in Europe



InRoad Validation Workshop Brussels, 01-02 October 2018

InRoad Validation Workshop Report



InRoad has been funded by the
European Union's Horizon 2020
Research and Innovation programme
under grant agreement No 730928.

InRoad Validation Workshop Report

Summary of outcomes

Brussels, October 2018
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Workshop report

The [InRoad Validation Workshop](#) had for objective the discussion and validation of the project's preliminary findings, insights and good practices, which have been developed in a [Briefing Note](#).

The Workshop took place as InRoad reached the very last phase of the project. It was therefore the ideal moment to take stock of what had been achieved so far and to trigger the project into its concluding phase. The three objectives of the Workshop were:

- 1) Interactively discuss, review and validate the project's findings, insights and good practices;
- 2) Identify missing elements and gaps in the current findings that will be addressed in the final report;
- 3) Discuss challenges linked to the implementation of the project's findings.

In total, **73 participants** from 21 different countries participated in the Workshop. The Workshop offered a balanced [programme](#) with presentations from external RI stakeholders as well as table discussions in groups on the project preliminary insights. The first day of the Workshop focused on discussing InRoad policy findings on the following areas: (1) coordination of national and European RI roadmapping processes and (2) embedding RI roadmap processes in national research and innovation systems. During the second day, discussions mostly focused on the other policy areas, namely: (3) higher degree of coordination between regional, national and European funding frameworks and (4) towards best practices and common standards for RI business planning.

The Workshop fruitful discussion broadly validated the project preliminary findings and policy insights developed in the [Briefing Note](#). The recommendations will be further refined and developed in a policy brief, which will be released shortly before [InRoad Final Conference](#).

Outcome of Presentation Session – 01. October 2018

At the beginning of the Workshop, Martin **Müller**, InRoad Project Coordinator from the Swiss National Science Foundation (SNSF), welcomed the participants and [introduced](#) the objectives of the Validation Workshop, as well as the data collected by the project and the main areas covered.

Peter **Fletcher**, InRoad Advisory Board member, gave a [presentation](#) on the importance of coordination for RI. He emphasised that excellence science clearly depends on state-of-the art RI and that coordination needs to be pursued for two main reasons: for the researchers themselves and for the rationalisation of costs. Coordination matters, as there is a need to harmonise design methodologies in order to build a successful RI and to encourage their long-term sustainability. Coordination matters for researchers, so that they can work together on common objectives, for agencies to be clear on their requirements and for policy makers to work together on standards.

Secondly, Philippe **Froissard**, Deputy Head of Unit Research Infrastructures at the Directorate-General for Research and Innovation, gave a presentation on the European context towards long-term sustainability of RI. He emphasised the need for better alignment and synchronization of the different funding instruments, namely European Structural and Investment Funds (ESIF) and the EU Framework Programmes, especially to address the existing gap to cover the transition phase between construction and operation (which cannot be funded to date by ESIF)



notably for pan-European RI. Froissard also addressed the need to consolidate the landscape of pan-European RI. He underlined the essential contribution of InRoad in this context. He highlighted that the inputs provided by the project must be used for the next steps, following the [May Competitiveness Council Conclusions](#) and the [recommendations](#) of Sofia Conference. Froissard called on InRoad to formulate bolder recommendations in order to advance more efficiently on the long-term sustainability agenda. The landscape of European RI needs to be consolidated. This consolidation will touch upon clustering and development of common services to address the needs of communities and to identify challenges and redundancies in the provision of services by RI.

Finally, Andrew **Smith**, Head of External Relations – ELIXIR, gave a [closing keynote](#) on his perspective as manager of a distributed RI on the limits and benefits of coordination of RI policies and funding sources. He mentioned the challenges for the central headquarters, raising from the lack of alignment of national RI roadmaps. The effort needed to understand what is included in each country-specific roadmap in such a diverse landscape complicates coordination efforts. A higher degree of coordination would be beneficial for EU MS and AC and would ensure a good return on investments. Finally, especially in area of life sciences, there is a clear need to coordinate to make data available and accessible across borders. This coordination effort allows nodes to build on shared priorities.

Outcome of Table Discussions - #1 Coordination between national and European roadmapping processes - 01. October 2018

Isabel **Bolliger**, InRoad consortium member from the University of Lausanne, [presented](#) some insights and results arising from InRoad briefing note on theme 1, namely coordination between national and European RI roadmapping processes. She detailed the two main recommendations and introduced elements of good practice for national RI roadmapping processes.

The following table discussions broadly validated the corresponding recommendations. However, the need to clarify the benefits of being on the roadmap and to raise awareness of those benefits was underlined. It was also suggested to introduce more complementarity between the different European, national and regional levels in order to better visualise how the RI fits into these landscapes. The level of detail and the target of this exercise needs to be further developed, starting with the mapping. The benchmark elements should be seen as a mutual learning checklist on what other countries have experienced. Exchanging information between countries and their respective methodology is more important than having a common approach for RI roadmapping. Therefore, flexibility (not a one-size-fits-all approach) is essential. Moreover, it was also suggested to take into consideration other projects dealing with landscape analyses such as for example [MERIL](#), [RICH](#), [ENVRIPlus](#), and so on. Transparent prioritisation at different levels was also addressed, in order to upscale the prioritisation from user level to institutional level. As for the minimal set of common evaluation and monitoring criteria, it was suggested to take the ESFRI criteria as a reference and to add socio-economic impact. Finally, it was broadly agreed that it is particularly important for RI to justify their existence not only at the beginning, but also according to their lifecycle.

Outcome of Table Discussions - #2 Embedding RI roadmap processes in national Research and Innovation systems - 01. October 2018

Gerd **Rücker**, InRoad consortium member from DLR-Project Management Agency, [presented](#) some insights and results arising from InRoad briefing note on theme 2, namely embedding RI roadmapping processes in national Research and Innovation systems. He detailed the



recommendations and emphasized the benefits of a bottom-up process linked to a clear definition of priorities by funders and decision-makers based on various inputs. He stressed the importance of identifying common areas of interest and finding opportunities for increased collaboration within the existing landscape. This increased collaboration may take different forms of user organization, e.g. loose coupling or tighter clusters of users in common and/or interdisciplinary areas and usage of RI. He further put forward the importance to connect long-term funding considerations in the national RI roadmap, even when it does not include direct funding commitments, to ensure transparency and foster coordination between and across levels (regional, national, European).

The following table discussions broadly validated the insights. Regarding the inclusion of RI roadmap in national research and innovation system, the discussions mentioned the need to promote linkages and interconnections between national roadmaps and national research and innovation systems. Moreover, the distinction between processes and strategies was also discussed. It was generally validated that user communities should increase their collaboration in order to prioritize their long-term needs. However, the existing differences between user communities have to be taken into account, as they do not have the same incentives and capacity to collaborate. Therefore, some level of orchestration for developing criteria and for prioritizing the RI needs could be envisaged, with interaction between users and decision-makers. This could be achieved through clustering initiatives at national and EU levels. This would also enable users to be more involved in strategic levels, where research and innovation systems are being designed and approved. Finally, it was broadly validated that the benefits of long-term funding outcomes need to be taken into account through periodic evaluation for example.

Outcome of Presentation Session – 02. October 2018

Gabriela **Pastori**, Head of International Relations at BBSRC, gave a [closing keynote](#) on day 2 on the importance of roadmapping in particular to identify priorities and to plan investment accordingly. Coordination of RI at the European level continues to be increasingly important to drive joint strategies and investments, as well as to ensure continuous focus on excellence by exploiting RI as innovation and skills hubs. She explained that ESFRI is the most influential instrument to enable this coordination. ESFRI, by establishing itself as a strategic instrument and having an interconnected landscape, demonstrated the power of a joint strategy as well as the credibility of a robust process with variable geometry. The key for coordination is for the ESFRI procedures and the national procedures to evolve side-by-side. The diversity of the landscape, which makes this whole process complex, is outweighed by the value of international collaboration notably in term of long-term sustainability.

Outcome of Table Discussions - #3 Higher degree of coordination between regional, national and European funding frameworks – 02. October 2018

Teresa **Jorge**, InRoad consortium member from Comissao de Coordenacao e Desenvolvimento Regional do Centro, [introduced](#) the project's insights related to higher degree of coordination between regional, national and European funding frameworks. She underlined the importance of having combined long-term strategic vision and funding commitments from national governments, agencies and institutions from early stages to support long-term sustainability of the RI ecosystem. Jorge also stressed the need to simplify and align the rules between ESIF (for research and innovation) and the EU Framework Programme. Exchanges of experience would enable mutual learning and the development of solutions for the current gaps and challenges.



The following table discussions broadly validated the recommendations but the Workshop participants overall were concerned about their actual implementation, which could be a challenge. The importance to consider the RI in their respective lifecycles was stressed several times. The existing challenges are due to the differences between the rules from ESIF and EU Framework Programme and come from the fact that their respective objectives are different. Therefore, coordination has to be improved through synergies or by dedicating a funding line in ESIF for RI, and national governments should guarantee co-funding as well as funding of operational costs. About the assessment of socio-economic impact of RI on their related ecosystems, participants mostly agreed that this supports the increase of RI development. There is also a need for exchanging information at lower levels, especially for new RI managers.

Outcome of Table Discussions - #4 Towards best practices and common standards for RI business planning – 02. October 2018

Annika **Thies**, InRoad consortium member from Helmholtz Association, [presented](#) the recommendations related to best practices and common standards for RI business planning. She mentioned that InRoad advises business plan to address topics such as, among others, the mission and objectives of the RI, the RI user strategy, access policy and data management, as well as financial and funding framework. Thies also mentioned the need for coherence across distributed RI (between central hub and nodes) through ensuring coherence of their strategy, resources and goals. Again, support measures for RI managers to facilitate exchanges of good practices and favor mutual learning were addressed.

The following table discussions broadly validated the insights. However, it was mentioned that the term business plan appears to be not so well understood to some stakeholders, especially in the scientific community. The challenges encountered by distributed RI were also mentioned, especially the respective organization at the national level. One major challenge identified is the resistance to more administrative work, as this would create an additional burden for national nodes. If national nodes do not draft business plans on a voluntary basis, the actual process might end up being counterproductive. However, the central hub could play a supporting role in the business plan drafting exercise, for example by providing template that could guide the specialization of the nodes and ensure their standardization. Indeed, some alignment is reach more coherence such as recognizing the importance of including business plan assessment in national RI roadmapping procedure. Finally, a big issue that remains is the difficulty to calculate the actual costs of RI, especially distributed RI.



Next Steps and Follow Up



❖ **SAVE-THE-DATE** – InRoad final Conference 12. December 2018

❖ **Final project report**

- ❖ *D.3.3 Result report on the elaboration of good practices and common trends of NRIRMP and RI evaluation*
- ❖ *D.3.4 Best practices and common trends of NRIRMP and monitoring and evaluation mechanisms including recommendations*
- ❖ *D.4.3 Case studies*
- ❖ *D.4.5 Recommendations on the synchronisation and interoperability of RI funding instruments*
- ❖ *D.5.4 Recommendations, template of information sheet, contributions to the dissemination meetings of the project results*

InRoad is now entering its concluding phase. After its second year of operation, it is soon time for the project to disseminate the project's final results and recommendations during [InRoad Final Conference](#). **The Final Conference will be held on Wednesday, 12. December 2018 at the BIP, Rue Royale 2-4, 1000 Brussels.**

During the Final Conference, InRoad will present and discuss the findings with high level experts. The final recommendations build mainly upon the InRoad [consultation report](#), the InRoad [compendium](#), the latest [briefing note](#) and also our final report, based on in-depth case studies and interviews, which is currently being finalised and will be released in December 2018.

Registrations will be open in the beginning of November.



Programme

MONDAY 01. OCTOBER 2018

From 12:00 Registration and light lunch

13:00 Welcome and presentation of InRoad
Martin Müller
InRoad Coordinator, Swiss National Science Foundation

13:10 Coordination, why does it matter?
Peter Fletcher
InRoad Advisory Board member

13:40 The European Context: towards RI long-term sustainability
Philippe Froissard
Deputy Head of Unit Research Infrastructures, DG RTD

14:10 Coffee break

14:30 #1 COORDINATION BETWEEN NATIONAL AND EUROPEAN ROADMAPPING PROCESSES
Presentation of InRoad's insights on theme 1 (10')
Isabel Bolliger, InRoad Consortium member, University of Lausanne
Group discussion on the insights (50')
Validation of InRoad's insights on theme 1 (20')
Moderated by: **Isabel Bolliger**, InRoad Consortium member, University of Lausanne

15:50 Coffee break

16:10 #2 EMBEDDING RI ROADMAP PROCESSES IN NATIONAL RESEARCH AND INNOVATION SYSTEMS
Presentation of InRoad's insights on theme 2 (10')
Gerd Rücker, InRoad Consortium member, DLR-Project Management Agency
Group discussion on the insights (45')
Validation of InRoad's insights on theme 2 (25')
Moderated by: **Gerd Rücker**, InRoad Consortium member, DLR-Project Management Agency

17:30 Closing Keynote for day 1: The perspective of a distributed RI on the limits and benefits of coordination of RI policies and funding
Andrew Smith
Head of External Relations, Elixir

18:00 Networking reception



TUESDAY 02. OCTOBER 2018

9:00 **Opening words: wrap up of day 1 and introduction to day 2**

Martin Müller

InRoad Coordinator, Swiss National Science Foundation

9:05 **#3 HIGHER DEGREE OF COORDINATION BETWEEN REGIONAL, NATIONAL AND EUROPEAN FUNDING FRAMEWORKS**

Presentation of InRoad's insights on theme 3 (10')

Teresa Jorge, InRoad Consortium member, Comissao de Coordenacao e Desenvolvimento Regional do Centro

Group discussion on the insights (45')

Validation of InRoad's insights on theme 3 (25')

Moderated by: **Jan Hrusak**, InRoad Consortium member, Czech Academy of Sciences

10:25 **Coffee break**

10:55 **#4 TOWARDS BEST PRACTICES AND COMMON STANDARDS FOR RI BUSINESS PLANNING**

Presentation of InRoad's insights on theme 4 (10')

Annika Thies, InRoad Consortium member, Helmholtz Association Brussels Office

Group discussion on the insights (45')

Validation of InRoad's insights on theme 4 (25')

Moderated by: **Annika Thies**, InRoad Consortium member, Helmholtz Association Brussels Office

12:15 **Closing Keynote for day 2**

Gabriela Pastori

Head – International Relations - BBSRC

12:45 - **End of Workshop and light lunch**

