

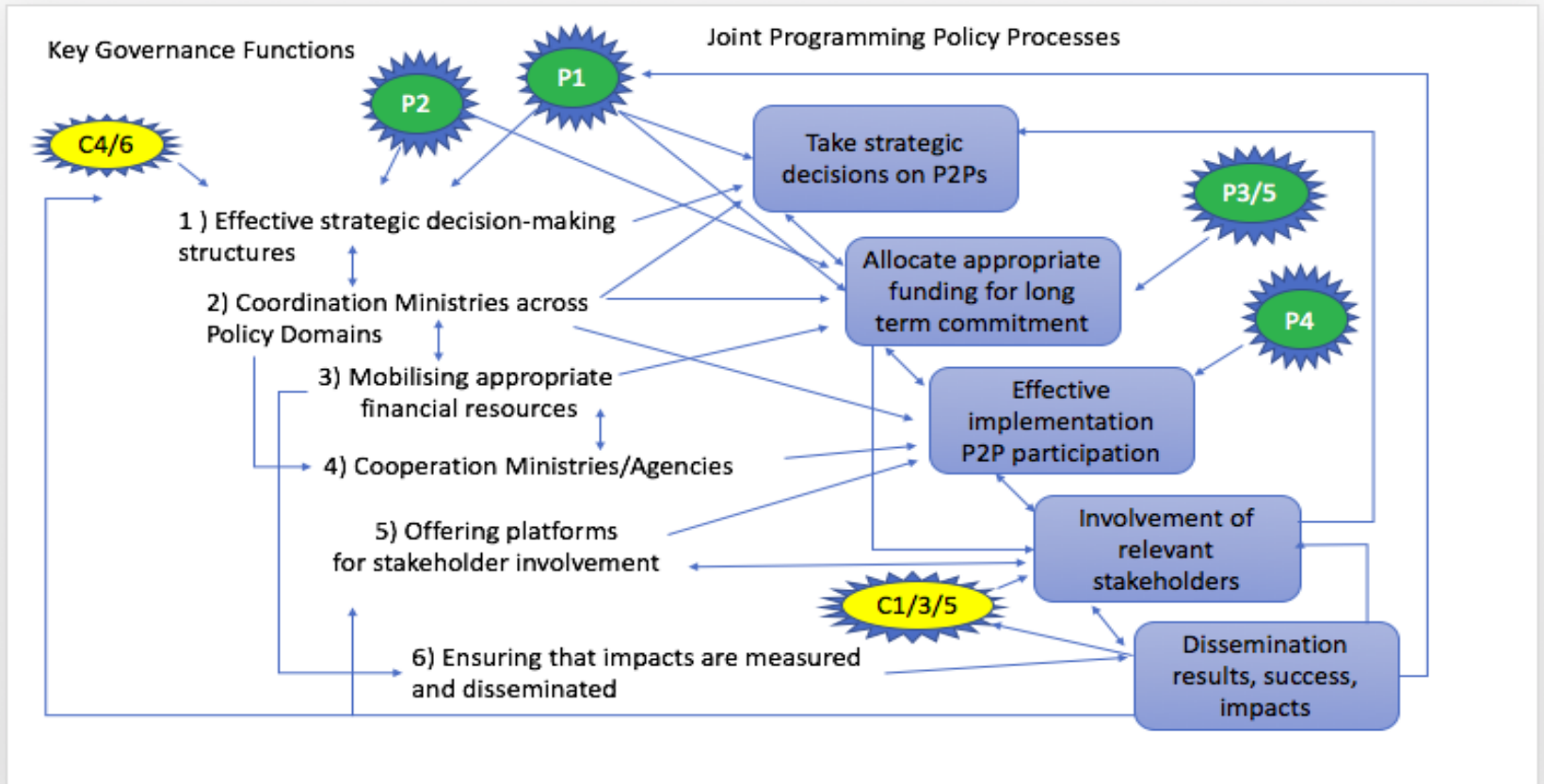


# Horizon 2020 Policy Support Facility

National Governance  
Structures Challenge Paper  
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# Overview of interconnections Key Factors



# Potential Barriers and potential responses (1)

Topic	Barriers	Responses
<b>Strategic decision making</b>		
<p>Decision to take part in P2Ps</p>	<p><b>No common framework with selection criteria available to prioritise</b></p> <p>Selection criteria not conducive to societal challenges</p> <p>Ministries use inconsistent criteria (despite a common framework for selection) Hard to say no to P2Ps (pressure to be involved in everything)</p> <p>Hard to say yes to P2Ps (complex decision making process with many stakeholders)</p>	<p><b>Develop and agree on common framework for P2P selection with all Ministries and Agencies involved (example AT)</b></p> <p>Create political support for consistently using the common framework</p> <p><b>Develop policy debate on selection criteria suitable for research aimed at societal challenges (excellence and relevance)</b></p>

# Potential Barriers and potential responses (2)

Topic	Barriers	Responses
Allocating Appropriate Funding levels		
Generating sufficient budgets for international STI  (Partly a Precondition)	A majority of the budget is fixed through institutional funding and national programmes  <b>Ministries with commitment to societal challenge not accustomed/willing to fund R&amp;D</b>	<ul style="list-style-type: none"> <li>- Seek high level support for P2Ps and earmarking (multi-annual) budgets for this purpose either at central level and/or cross-ministerial level</li> <li>- <b>Involve sectorial ministries into the P2P discussions at an early stage of planning (example EE)</b></li> <li>- <b>Include sectorial ministries in all efforts to show results/ impacts of P2P efforts</b></li> </ul>
Providing multi-annual long term commitment to P2P activity	Budgets are fixed/negotiated annually Very small budget for STI	<ul style="list-style-type: none"> <li>- Seek high level political support for earmarking (multi-annual) budgets for P2P</li> <li>- Engaging influential stakeholders in the plea for more investment in research and innovation</li> <li>- <b>Expand the debate to societal issues (and not only to the benefits for science). Example: RCN-NO</b></li> </ul>
Combining budgets from different stakeholders	Agency structure not conducive to multidisciplinary research activities across basic and applied research	<ul style="list-style-type: none"> <li>- Ensure political support for JPP at cross-ministerial level to ensure multi-agency buy-in (example RCN-NO, Mirror Groups FR)</li> </ul>

# Potential Barriers and potential responses (3)

Topic	Barriers	Responses
<b>Ensuring an effective implementation for P2P participation</b>		
<p>Taking part in the international P2P activities</p>	<ul style="list-style-type: none"> <li>- Not sufficient HR to take part in all governance bodies</li> <li>- No cooperation between stakeholders in sharing knowledge /governance burden on P2P</li> <li>- No interest from relevant stakeholders (e.g. sectoral ministries) to actively take part</li> <li>Limited capacity of research performers to take part</li> <li>- Potential conflict of interest situations if research performers take part</li> </ul>	<ul style="list-style-type: none"> <li>- Seek stronger political support to manage international R&amp;DI collaboration</li> <li>- <b>Involving other Ministries/Agencies to support the P2P governance (example Mirror Groups-FR)</b></li> <li>- <b>Creating a good working relationship between Ministry and Agency to share P2P governance (e.g. AT,FR, NO,SE, ..)</b></li> <li>- Involving representatives from the research community to support the P2P governance while being aware of conflict of interest situations (SI, RO)</li> <li>- <b>Have regular meetings with policy stakeholders involved in all P2Ps to exchange information and experiences (example AT, SE)</b></li> </ul>

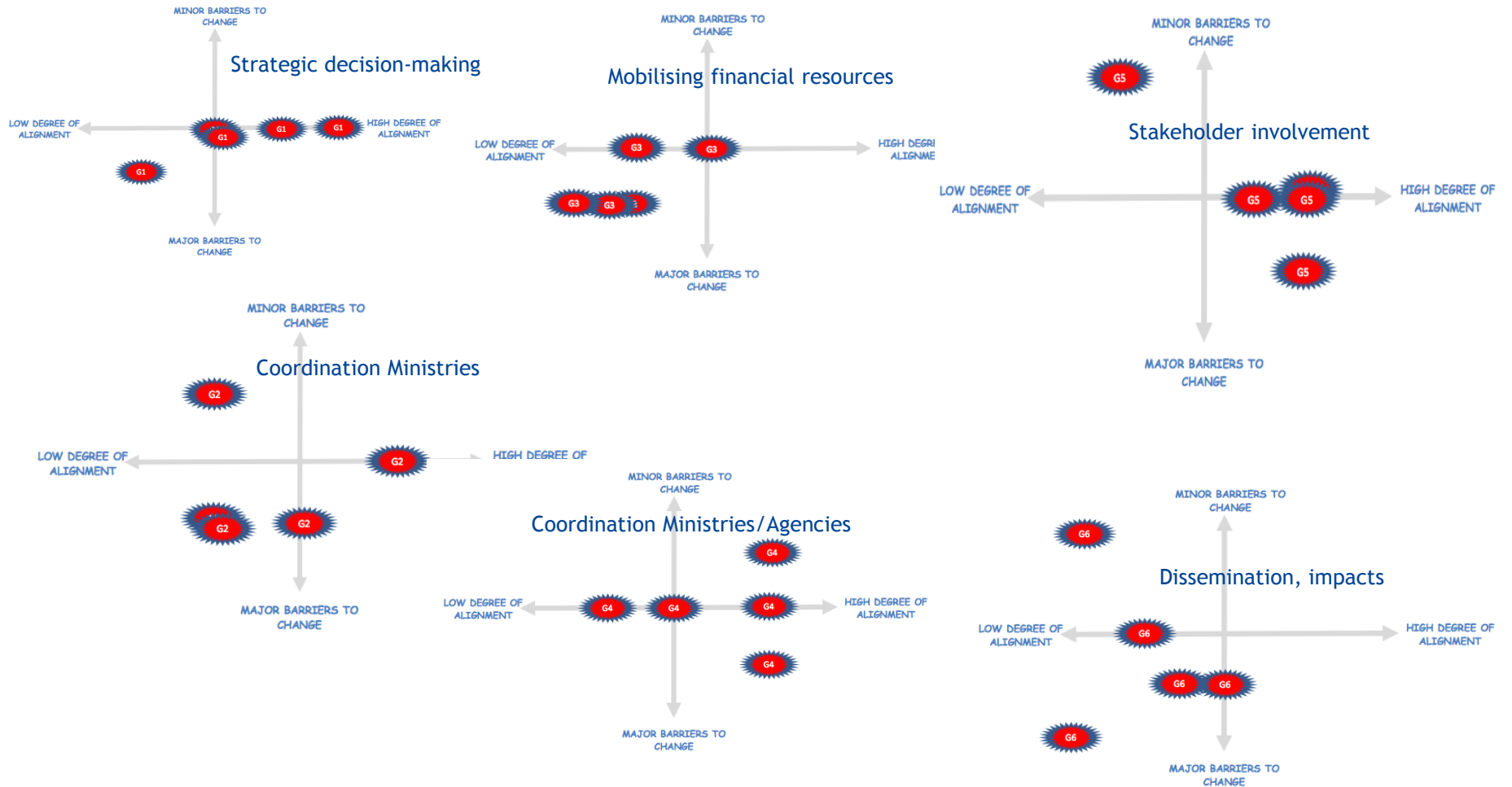
# Potential Barriers and potential responses (4)

Topic	Barriers	Responses
<b>Involvement of relevant stakeholders (from research performing organisations)</b>		
<p>Generally weak interaction with H2020 activities in country</p>	<ul style="list-style-type: none"> <li>• Lack of information on H2020 opportunities</li> <li>• Lack of suitable networks with potential partners</li> <li>• Lack of incentives for RD&amp;I performers to enter international RD&amp;I cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Expand H2020 information activities</li> <li>• Include incentives for international cooperation in performance based funding models (NO, TK)</li> <li>• Provide support for EU networking in countries with weak presence in H2020 activities</li> </ul>
<p>Stakeholders are not heard in agenda-setting for JPP or not aware of results</p>	<ul style="list-style-type: none"> <li>• <b>There are no structures of platforms for stakeholders to engage in JPP debate</b></li> <li>• In some thematic areas stakeholders are hardly networked or organised</li> <li>• <b>Platforms are not meeting systematically</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Engage with informal networks in certain domains</b></li> <li>• <b>Set up thematic reference groups and inform them regularly</b></li> <li>• <b>Develop systematic meetings and involve also relevant policy stakeholders to mobilise their target groups</b></li> </ul>

# Potential Barriers and potential responses (5)

Topic	Barriers	Responses
<b>Dissemination results, success and impacts</b>		
<p>No monitoring and evaluation activities</p>	<ul style="list-style-type: none"> <li>• No culture to evaluate international cooperation</li> <li>• No resources for monitoring and evaluation available</li> <li>• Lack of clear indicators for outcomes/impacts</li> <li>• No suitable data available</li> <li>• Dissemination of results to limited target group only</li> </ul>	<ul style="list-style-type: none"> <li>• Design monitoring and evaluation framework for international R&amp;D cooperation including SMART indicators</li> <li>• Start with mapping activities to know who is involved (AT and EE)</li> <li>• Define data and data collection needs across the national innovation system</li> <li>• Hold regular dissemination meetings of existing P2P initiatives with wide stakeholder community</li> </ul>

# Scoring self assessment scales





# Potential learning opportunities & Actions

- Short term
  - In Key Factors where barriers of change are medium to low
    - Example: organising workshops with stakeholders
  - Depending on specific areas where alignment is low to medium
- Medium to long term ambitions
  - Small steps to start influencing the relevant Key Factors with medium to high barriers of change