

**Mutual Learning Exercise (MLE) on Alignment and Interoperability
of Research Programmes
(Sequence 1: National Coordination)**

**Challenge Paper No 3
Governance of JPP/P2P**

7 December 2016

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1 Introduction

This Challenge Paper on National Governance Structures has been prepared to help prepare for the 2nd MLE Country Visit in Ljubljana on December 16th 2016, hosted by the government of Slovenia. Based on this workshop a **Report on National Governance Structures** will be produced, which will be one of the main deliverables of this MLE project.

This input paper is based on a review of background information and telephone interviews with representatives of 10 countries that are participating in this MLE (Austria, Denmark, Estonia, France, Norway, Portugal, Romania, Slovenia, Sweden and Turkey with Germany as Observers), and three previous workshops of this MLE (the kick-off meeting in Brussels, July 7th; the National Coordination Workshop, October 3rd and the Preconditions Workshop, Vienna October 13th).

Two more specific papers (on National Preconditions - Challenge Paper 2) and Communication Flows and Visibility - Challenge Paper 4) have been or will be produced for subsequent workshops to be organised in association with the country visits.

1.1 Purpose of this Challenge Paper

The first topic of this MLE, National Preconditions has some overlap and certainly inter-connection with the topic of national governance structures. For instance, political commitment to the JPP has a strong influence on the involvement of Ministries and the allocation of funding to P2Ps. Similarly, the Communication Flows and Visibility topic has a bearing on the involvement of stakeholders in the JPP/P2P activities.

This overlap is not a major conceptual issue, rather a reflection of the systemic nature of research and innovation policy making. We have tried to prevent too much overlap in discussion of individual Key Factors, but some repetition is unavoidable.

Governance structures are historically grown and partly settled through institutional constellations defining policy making and implementation. The composition and mandate of Ministries, the presence of Agencies and the tasks these institutions have is often following a long historical tradition. Some countries have changed this institutional set up in the last decade (e.g. Denmark) but in most cases this is quite stable.

While the context of R&D governance is thus quite different across countries, in relation to JPP the key **policy processes** are similar:

- Defining overall strategy for R&D and innovation policy and the role of international/ EU cooperation within that strategy (mostly covered in the challenge paper on Preconditions)
- Choosing (and sometimes prioritising) which European P2P activities to engage with
- Allocating funding to the P2P activities from RDI and or other policy domains (covered in Preconditions Paper –high policy level and this Governance paper – mechanisms to leverage funding from existing national sources)
- Taking part in the governance of the P2P activities

- Taking part in the implementation of the P2P activities (e.g. organising and managing calls)
- Encouraging research performers to take part in P2P activities (covered in the Challenge Paper No. 4)
- Disseminating the results and impacts of P2P activities (partly covered in the Challenge Paper No. 4)

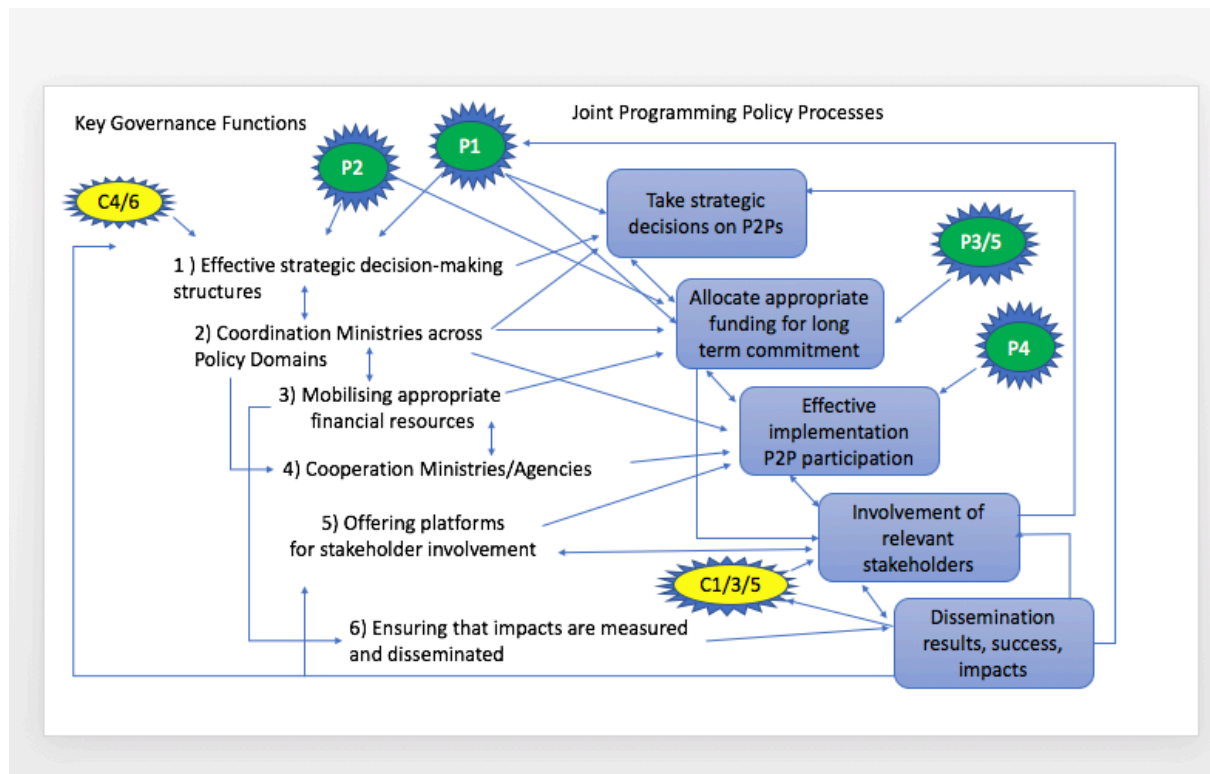
While the above policy processes give an overview on **what** needs to be done for JPP, the Key Governance Factors focus on **how** they can be done (or organised). In the National Coordination Paper, we identified six Key Governance Factors that influence the JPP policy processes:

- Effective strategic decision-making structures for JPP/P2Ps
- Coordination between Ministries across policy domains
- Mobilising appropriate financial resources for JPP/P2Ps
- Coordination between Ministries and Agencies conducive to JPP
- Offering and organising platforms for stakeholder involvement
- Ensuring that results and impacts are measured and disseminated

Thus, the mutual learning can focus on addressing the relevant JPP policy processes and adapting that to different national governance structures if possible. We are aware that some potential improvements (e.g. the division of labour between and mandates of Ministries and Agencies and other changes to the 'hard' governance structures) will meet with great barriers of change, beyond the scope of this MLE exercise. Nevertheless, the MLE exercise has shown that improvements can be made within existing national structural contexts. The governance examples that are interesting to share amongst the countries are those that address 'soft structures' such as working groups, stakeholder platforms, informal networks, mirror groups, as well as working practices such as guidelines, common frameworks and communication processes. These can be adapted per country to fit the more 'hard' institutional structures that are more difficult to shape for the purpose of this MLE.

The following Figure 1 shows the interdependency of the Key Governance Factors, the JPP policy processes as well as the inter-action with Preconditions and Communication Flow factors. The following paragraphs will elaborate on the Governance issues in more detail.

Figure 1 Key Aspects National Governance Structures and JPP



2 Expectations and Priorities of the National Participants

During the course of the MLE project there have been several occasions where MLE participants have elaborated on the issues and barriers related to JPP during the interviews over the summer of 2016 and in the first National Coordination workshop. In the National Coordination workshop (Brussels 3 October 2016) key issues were discussed and examples for good practices identified in breakout sessions focussing on governance issues.

In addition, material from the ERA National Action Plans (NAPs) has been used for this report to distil the references to JPP related governance issues. Only a few MLE countries have explicitly addressed international R&D cooperation and alignment in their ERA Roadmaps. Austria explicitly addresses alignment of Austrian strategies and programmes with European strategies and programmes. In the NAP the setup of Grand Challenges driven Networking Platforms is announced as a new mechanism as well as a monitoring and evaluation framework. Portugal also discusses the importance of international cooperation and alignment in its NAP and suggests the Inter-Ministerial Group as a possible mechanism for more internal coordination. Denmark mentions the launch of H2020 Reference Groups and has mapped possible stakeholders in thematic areas. Innovation Fund Denmark will develop an international cooperation strategy. In Slovenia optimising the RDI funding system is foreseen to encourage complementarities and synergy among national and European R&D funds. The development of a monitoring system for each partnering instrument is announced. The Romanian NAP notes that the involvement in H2020 and JPI should increase, however no actions are yet developed.

In general, all MLE participants expect to learn how other countries have arranged their JPP governance and tackled specific JPP barriers. Each country has a different set of priorities in terms of learning from good examples as far as their different national context allows comparison and changes.

In the National Coordination MLE workshop held in Brussels on 3 October the MLE participants discussed major issues in terms of governance in relation to JPP. Quite some issues were raised by the MLE members that influence the JPP policy processes in the member's countries. The barriers are categorised and elaborated as shown in Table 1. Possible suggestions for improvements through (soft) governance responses are listed in the last column. The aim of the MLE workshop in Ljubljana is to elaborate on several examples for possible improvements in more detail and adapted to national priorities.

Table 1 Barriers in JPP Policy processes and their potential governance responses

Topic	Specific examples of barriers	Potential governance responses to these
i) Take strategic decisions on P2Ps		
Decision to take part in P2Ps	<p>No common framework with selection criteria available to prioritise</p> <p>Selection criteria not conducive to societal challenges</p> <p>Ministries use inconsistent criteria (despite a common framework for selection)</p> <p>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>Develop and agree on common framework for P2P selection with all Ministries and Agencies involved (example AT)</p> <p>Create political support for consistently using the common framework</p> <p>Develop policy debate on selection criteria suitable for research aimed at societal challenges (excellence and relevance)</p>
ii) Allocating appropriate funding for long term commitment		
Generating sufficient budgets for international STI	<p>A majority of the budget is fixed through institutional funding and national programmes</p> <p>Ministries with commitment to societal challenge not accustomed/willing to fund R&D</p>	<p>Seek high level support for P2Ps and earmarking (multi-annual) budgets for this purpose either at central level and/or cross-ministerial level</p> <p>Involve sectorial ministries into the P2P discussions at an early stage of planning (example EE)</p> <p>Include sectorial ministries in all efforts to show results/ impacts of P2P efforts</p>
Providing multi-annual long term commitment to P2P activity	<p>Budgets are fixed/negotiated annually</p> <p>Very small budget for STI</p>	<p>Seek high level political support for earmarking (multi-annual) budgets for P2P</p> <p>Engaging influential stakeholders in the plea for more investment in research and innovation</p> <p>Expand the debate to societal issues (and not only to the benefits for science). Example: RCN-NO</p>
Combining budgets from	Agency structure not conducive to multidisciplinary research activities across basic and applied research	Ensure political support for JPP at cross-ministerial level to ensure multi-agency

Topic	Specific examples of barriers	Potential governance responses to these
different stakeholders		buy-in (example RCN-NO, Mirror Groups FR)
iii) Ensuring an effective implementation for P2P participation		
Taking part in the international P2P activities	<p>Not sufficient HR to take part in all governance bodies</p> <p>No cooperation between stakeholders in sharing knowledge /governance burden on P2P</p> <p>No interest from relevant stakeholders (e.g. sectoral ministries) to actively take part</p> <p>Limited capacity of research performers to take part</p> <p>Potential conflict of interest situations if research performers take part</p>	<p>Seek stronger political support to manage international R&DI collaboration</p> <p>Involving other Ministries/Agencies to support the P2P governance (example Mirror Groups-FR)</p> <p>Creating a good working relationship between Ministry and Agency to share P2P governance (e.g. AT,FR, NO,SE, ..)</p> <p>Involving representatives from the research community to support the P2P governance while being aware of conflict of interest situations (SI, RO)</p> <p>Have regular meetings with policy stakeholders involved in all P2Ps to exchange information and experiences (example AT, SE)</p>
iv) Involvement of relevant stakeholders (from research performing organisations)		
Generally weak interaction with H2020 activities in country	<p>Lack of information on H2020 opportunities</p> <p>Lack of suitable networks with potential partners</p> <p>Lack of incentives for RD&I performers to enter international RD&I cooperation</p>	<p>Expand H2020 information activities</p> <p>Include incentives for international cooperation in performance based funding models (NO, TK)</p> <p>Provide support for EU networking in countries with weak presence in H2020 activities</p>
Stakeholders are not heard in agenda-setting for JPP or not aware of results	<p>There are no structures of platforms for stakeholders to engage in JPP debate</p> <p>In some thematic areas stakeholders are hardly networked or organised</p> <p>Platforms are not meeting systematically</p>	<p>Engage with informal networks in certain domains</p> <p>Set up thematic reference groups and inform them regularly</p> <p>Develop systematic meetings and involve also relevant policy stakeholders to mobilise their target groups</p>
v) Dissemination results, success and impacts		
No monitoring and evaluation activities	<p>No culture to evaluate international cooperation</p> <p>No resources for monitoring and evaluation available</p> <p>Lack of clear indicators for outcomes/impacts</p> <p>No suitable data available</p> <p>Dissemination of results to limited target group only</p>	<p>Design monitoring and evaluation framework for international R&D cooperation including SMART indicators</p> <p>Start with mapping activities to know who is involved (AT and EE)</p> <p>Define data and data collection needs across the national innovation system</p> <p>Hold regular dissemination meetings of existing P2P initiatives with wide stakeholder community</p>

3 The Key Governance Factors elaborated

3.1 Effective strategic decision-making structures for JPP

Challenge Paper 2 on Preconditions already addresses issues that are closely related to national governance structures:

1. Political commitment to the JPP
2. The prioritisation of societal challenges
3. Dedicated budgets for JPP/P2P activities and flexible funding
4. A lead ministry /agency with dedicated human resources to enable participation

One of the most commonly mentioned issues in the MLE country interviews, but also noted in earlier reports and papers, is **the lack of a clear decision making process** to join an upcoming P2P opportunity and similarly the decision to end the participation in a P2P. The decision to **join** a particular P2P is mostly done in an ad hoc and pragmatic manner. As the process is ad hoc, the financial resources for such a new opportunity are not secured beforehand. Thus, a challenge is to secure sufficient financial resources to co-fund the initiative. We have not come across one country example where there is a systematic and coordinated decision process across Ministries and Agencies which P2Ps have priority (e.g. fitting national priorities) and how much funding resources are allocated to each of the prioritised initiative. We did find examples to improve this process. In Austria, a common (across Ministries and Agencies) framework for selecting P2Ps has been developed. The remaining challenge is to have all policy stakeholders to apply this common framework consistently. Portugal has a solid list of arguments to join or not join particular P2Ps. In the end, it is the Minister for Science who decides, so the decision-making process is quite straightforward. However, the funding for any particular P2P is not secured so even if the arguments are positive the participation is still uncertain.

Likewise, there is no clear decision process to **end** the participation to P2Ps in cases countries have joined before. This leads to the challenge that countries take part in too many initiatives in relation to the research funding they have available. Resources are subsequently thinly spread. However, we have also come across an example (in Norway) of common guidelines set for all Ministries and Agencies for engaging with a P2P and even work towards a common model for managing P2Ps. These are interesting examples to share and discuss as an option in other countries.

The decision making on P2Ps that are focused on more basic research in one particular science domain is usually less complex, as decisions are often with one Ministry (typically the Education and Science Ministry). P2Ps that are more multidisciplinary, that have a stronger societal challenge focus (and might therefore also need a strong component of applied research) require the involvement of more decision makers and stakeholders. The decision-making process requires **more coordination**, leads to **greater transaction costs** and could face **conflicting interests** between policy domains.

3.2 Coordination between Ministries across policy domains

The effectiveness of strategic decision making is interlinked with the Key Factor Coordination between Ministries. Coordination between Ministries is important as JPP covers sector policy domains that go beyond the traditional RDI Ministry domains. It is important to involve these Ministries to have access to their strategic intelligence, their stakeholder groups and possibly additional RDI funding.

The interviews with MLE partners and the mapping exercises done by the GPC clearly show several different governance models:

- **Centralised models** where one Ministry (or Agency) is clearly in charge of taking all decisions regarding P2Ps including their funding. Other Ministries are informed but do not take part in decision making. This model has clear advantages in terms of decision making and priority setting. The model has disadvantages in terms of mobilising broader political and financial support for P2P initiatives. France for example a model of a centralised country which has used mirror groups to involve other ministries. But centralised countries such as Portugal, Romania and Slovenia and Turkey have more difficulties in engaging other ministries in the JPP process. Turkey is an example where P2P involvement is centralised with Tubitak having the decision power and budget to engage into P2Ps.
- **Decentralised models** where several Ministries (and Agencies) are involved in the P2P decision making processes and funding. This model has clear advantages in terms of policy involvement with the societal challenges that are addressed in P2Ps. It can have disadvantages in terms of national priority setting, the transaction costs of decision making, the predictability of financial support and coordination and learning across P2Ps. In Sweden for instance the number of ministries and agencies involved in the decision-making process make that the decision to take part is time consuming and sometimes difficult.
- **Hybrid models** which have elements of both of the above.

The interesting learning opportunity for the MLE is to share ways how to benefit from the advantages of each model, while learning from each other's mechanisms to overcome the disadvantages of each of the models. Here governance context and historical trajectories matter, so the mutual learning should focus on those elements of the governance structure that have a certain flexibility for change and improvement (soft governance structures such as the abovementioned mirror groups).

Portugal potentially has an interesting model with its Interministerial Board. This could be a high-level platform to discuss societal challenges and its research and innovation policy challenges. However, while the governance structure formally exists, it is not active. Sweden has a P2P Platform for all Ministries where information is exchanged on JPP and H2020 developments. As we heard in the MLE workshop in Vienna, Austria has a working Group involving multiple Ministries defining the alignment agenda.

The **societal challenge character** of JPP has an effect both on strategic decision making and on mobilising appropriate funding.

Most P2P activities and particularly the Joint Programming Initiatives are focused on grand societal challenges where research and innovation are expected to contribute to addressing these grand challenges. The research supported in many cases is both basic and applied science. Industry involvement so far has not been strong but this is something that could change in the future. Depending on the thematic area, the outcome of the research can feed into public action, e.g. the development of new policies for instance for the environment, health, agriculture or transport. That implies that sectoral ministries should have an interest in the topics of the P2P activities as it can inform or shape their policy domain. We could expect that P2P should interest ministries and agencies outside the traditional science, research and innovation ministries. This interest could be in different phases of the P2P activity:

- Deciding whether or not to participate in a new P2P initiative, depending on the alignment with national strategies (and allocating national budget to the P2P)
- Influencing the research programme and topics of a P2P initiative
- Contributing to identifying relevant stakeholders to involve in the P2P
- Learning from the outcomes of the research conducted in the P2P programme

This aspect of European P2P brings additional governance challenges. Particularly in centralised countries where funding research and innovation is the sole responsibility of one Ministry and/or one agency, the experience in other ministries with influencing research and innovation policies is small. There is likely to be a policy premise that budget responsibility should be solely with that one Ministry/Agency. There might even be legal issues where some Ministries are not allowed to engage in research policy. An example of a centralised country with mechanisms to include sectoral ministries is France with its mirror groups. This approach has mixed results and depends on the thematic area on how well it works. The engagement of other Ministries in the early agenda setting phase is still difficult. It is more easy to interest them to share the results of P2P projects and programmes.

Examples of centralised countries where it has been difficult to engage sectoral ministries are Portugal, Romania, Slovenia and Turkey.

More decentralised countries would likely have some research and innovation units in sectoral ministries and perhaps even their own policy oriented research centres (e.g. in public health, meteorology, transport and so on) and/or agencies who report to these sectoral ministries. In our MLE countries we have examples where these sectoral ministries are directly involved in the P2P activities (e.g. Austria, Sweden, Norway). An additional governance challenge in these decentralised countries is that the sectoral ministries are not always well informed or connected to H2020 and the European research policy community. Therefore, raising interest for P2Ps needs more work.

3.3 Mobilising appropriate financial resources

This potential bottleneck is likely to be a structural issue: a failing Precondition to allocate sufficient funding to R&DI policy in general, or to allocate and earmark sufficient funding to

international cooperation and JPP. This problem has already been covered in the Preconditions Report.

Even in countries that have ample resources for R&DI the need to prioritise P2Ps is becoming more urgent. R&DI budgets are typically declining in many countries and there are an increasing number of P2Ps to take part in. To have a leverage effect the available funding for national participants should have sufficient critical mass to make it attractive to take part and to have a more lasting effect on international cooperation. In Sweden for instance dedicated P2P money is allocated in the annual Science Bill and pre-allocated to the various Agencies.

Despite that this is mostly a high level political issue, potential improvements for this MLE exercise can be found in improvements in the governance and particularly the 'soft-governance' factors. The early involvement of sectorial ministries in the decision process of joining particular P2Ps or providing input to their research agendas could help to raise their interest in raising additional funding as well as supporting the P2P governance activities. It would require that policy makers from sectorial ministries are able and willing to translate their policy issues in adequate research questions or topics that could contribute to their policy issues. This needs extensive communication and discussion and is as MLE participants have expressed 'hard work'. In Norway, the Research Council Norway, that has multiple Ministries as their Principals, undertakes this role of translating policy issues into relevant research themes. In countries with strict divisions between responsibilities for science policies and other policy domains this is more challenging.

Another Key Factor that could have a strong role to address the bottleneck of insufficient funding is better systems from monitoring, impact measurements and demonstrating impacts to a wider stakeholder audience. Wider refers to a community beyond the research community that is mainly interested in the science that is conducted in a P2P initiative. While it is difficult to measure the impact of P2P initiatives on Grand Societal challenges, more could be done in general to show how a P2P contributes to working towards solutions.

Estonia has an interesting model to secure wider research funding. The Estonian Research Council co-funds an ERA-NET, if a sectorial Ministry also secures some of the ERA-Net funding. Thus, the Research Council actively seeks (financial) support in other Ministries. This example will be presented in the Ljubljana workshop on 15 December.

3.4 Relationships between Ministries and Agencies

One of the Key Factors that was identified in the National Coordination Challenge paper is the coordination between Ministries and Agencies. If this relationship works well, information is exchanged on JPP matters, decisions on calls for P2Ps can be made more effectively, the burden of governing P2P can be shared (and thus helping with available human resources). An effective cooperation between Ministry and Agency has a positive effect on the participation in P2P governance structures: the burden of the governance tasks is shared and there are replacements in case individuals are not able to attend all meetings. To exchange information several countries (AT, EE, NO, SE) have reported to have reference or working groups 1-2 times a year to exchange information between different P2Ps.

However, in the MLE meeting in Brussels on 3 October the policy coordination between Ministry versus Agency did not feature prominently as one of the major barriers raised by the participants.

The institutional set up of Agencies in MLE countries is so diverse, that transferring of learning models on this Key Governance Factor is challenging. The most important issue raised was regular and open communication between Ministry and Agencies and a sharing of the burden of JPP governance tasks. In Norway RCN plays an intermediary role between several Ministries that have a stake in RDI policy. That is embedded in the governance structure of Norway where RCN, as umbrella agency for all research domains, reports to multiple Ministries rather than to one (Science or Industry) Ministry, which is the more common model in other EU countries. There is one EU coordinator who speaks to all Ministries.

A big issue, in particular for smaller countries, is the allocation of sufficient human resources and relevant experience to the management of various P2P activities. Being part of a P2P management body costs time. Our interviews identified interesting models where coordination is shared across different types of stakeholders (representative of Ministries, Agencies and research performers). But in quite a few countries this is a major bottleneck for effective participation in a P2P. With limited resources available representation is often delegated to stakeholders. This raises issues of legitimacy, continuity and coordination across P2Ps.

Increasing the number of staff in a country dedicated to JPP is not an easy task and is most likely outside the scope of this MLE. Examples exchanged in the MLE that could help in the short term are regular organisation of information meetings to exchange knowledge about what is happening at the European level and at national level in particular JPP themes. In the short term this will mean even more work for the small number of staff involved. In the long term, it could raise interest and commitment of other policy stakeholders who might be more willing to take up P2P governance roles.

An issue that was raised by several countries was a non-optimal relationship between Agencies in countries that have multiple Agencies. Effective cooperation is hampered by a divide between basic and applied research mandates, by variations in available funding levels (for P2Ps) and even inter-agency rivalry. Again, this issue is so context specific that not many general lessons can be shared for this MLE, apart from the regular hosting of JPP information exchange platforms across different thematic areas.

3.5 Involvement of stakeholders

There is quite a number of interesting show cases across the MLE countries on the involvement of stakeholders. These vary from mirror groups involving other Ministries in P2P decision making (France), to advisory and feedback groups from representatives of the science community, to internal coordination bodies across Ministries and Agencies between overlapping JPIs. The interviews have shown that a lot of activity has already started on this particular governance topic. These are also mechanisms where the MLE representatives have some room for manoeuvre and can learn from examples that have been set up in other

governance structure contexts. In the Ljubljana workshop we will hear from the example of the French mirror groups.

Norway is organising thematic reference Groups that meet 1-2 per year. Denmark has a strong informal networking between stakeholders in a thematic area. In Sweden reference groups exist for some research areas, less so in others. In France the Ministry involved the regional networks that have been set up in strategic technology domains. It is clear from the examples that the level of stakeholder engagement strongly differs between thematic areas. It also depends on the level of self-organisation of the stakeholders in those thematic areas and whether these areas are very focused (e.g. cancer research) or very broad (e.g. climate change).

3.6 Measuring Impacts and making impacts visible

We can clearly state that measuring impacts of P2P is poorly developed across all MLE countries. In the MLE preparation we found very few, if any, examples where data is gathered systematically on P2P participation. We could not identify one example of an evaluation of outputs and impacts across the MLE countries. This is an area where huge improvements could be made. It ties in with the issue of visibility (see Challenge Paper 4) and political support for P2Ps (Challenge paper 2), that could be much stronger as impacts could be better communicated. Indeed, some countries communicated success stories. This was mostly addressed to the scientific community to raise awareness of the P2P opportunities.

In terms of expected impacts, the emphasis of most policy makers is to look at the impacts from the scientist perspective (better scientific co-operation, working with the best in Europe, better international impact of science). Our interviews showed that only few look at potential impact in terms of its contribution to societal challenges.

A good first step for this monitoring activity is to map which stakeholders are currently involved in the P2Ps. Both Austria and Estonia are in the process of using this as a basis for further monitoring. If this Key Governance Factor is to be developed further it would need some serious effort:

- Ensuring that resources (staff and budget) is available for setting up and executing the monitoring and evaluation framework
- Definition of key indicators for progress and identification of data needs, data collection responsibilities and sources to measure these indicators
- A real-time monitoring system to collect and analyse data
- Regular evaluations of progress made

4 Preparation for the 4th Working Meeting

The 4th MLE working meeting will be held in Ljubljana on 15 December and hosted by the Slovenian Ministry of Education, Science and Sport. The agenda as sent out separately has the aim to:

- Learn from the specific Governance issues in Slovenia
- Exchange information learning on the Key Governance Factors that have been described in the paper
- Learn from the examples presented. These examples illustrate Inter-Ministerial cooperation (the Mirror Group example from France as well as the Slovenian ERA-NET which has involvement from two cooperating Ministries), and mobilising additional funding (the example of Co-funding by the Estonian Research Council).
- Reflect on and discuss the self-assessment on the six Key Governance Factors
- Formulate with help of peers and experts possible improvements related to the JPP governance

The Self-Assessment Tool was introduced in the second MLE workshop and used for the Preconditions Report. A similar self-assessment tool is made for the Key Governance Factors. It is aimed to help to reflect on possible improvements for each MLE country and can be used in the exchange of ideas during the workshop, although individual scores are not shared. Please fill this in before the meeting and return to: patries.boekholt@technopolis-group.com

APPENDIX: Draft Self-Assessment Framework to assess JPP/JPI Factors

(NB: a separate EXCEL file is sent to allow MLE participants to fill in the Scores)

Key Factors		Degree of Alignment			Self Assessment		
		LOW (L)	MEDIUM (M)	HIGH (H)	National Situation	Ranking (L/M/H)	Scope for Learning & Improvement
G1	Decision making on P2P priorities	Ad hoc decision making on participation	←————→	Systematic criteria that governs national decision on P2P entry and exit			
G2	Coordination between Ministries across policy domains	No other than one P2P funding Ministry involved. No coordination processes or structures with other Ministries	←————→	All relevant policy and funding actors for the P2P domain are involved			
G3	Mobilising financial resources for P2P activities	Funding is committed to joint calls if available from national budget	←————→	Dedicated central funding pot for P2P with transparent rules for distribution			
G4	Coordination between Ministries and Agencies	No cooperation between Ministries/Agencies in P2P. No formal rules on P2P governance	←————→	Effective coordination between Ministries Agencies with clearly defined roles and responsibilities			
G5	Involvement of stakeholders	No processes to involve others outside direct participants	←————→	Formal frameworks with systematic processes to involve relevant stakeholders			
G6	Measuring impacts and making them visible	No resources or processes are set up to gather and disseminate evidence for results and impacts	←————→	A systematic process is in place to monitor, evaluate and disseminate results and impacts			