

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

**Challenge Paper No 4
Communication Flows & Visibility of JPP/P2P**

6 February 2017

Contents:

| | | |
|-----|---|----|
| 1 | Introduction | 2 |
| 2 | Communication flows and visibility in the context of the MLE | 2 |
| 2.1 | Basic understanding and relation to other work streams of the MLE | 2 |
| 2.2 | On the content of communication | 4 |
| 2.3 | On senders of communication | 4 |
| 2.4 | On recipients of communication | 5 |
| 2.5 | On the objectives of communication | 6 |
| 2.6 | Relating objectives of communication and target groups | 6 |
| 3 | Overview of the Alignment Factors | 7 |
| 3.1 | Communication within the P2P-community | 7 |
| 3.2 | Impact on sectoral policy | 9 |
| 3.3 | Attraction of researchers | 11 |
| 3.4 | Outreach to end-users and other stakeholders | 12 |
| 3.5 | Building political support | 13 |
| 4 | Preparation of the 5th workshop | 15 |
| 5 | APPENDIX: | 16 |
| 5.1 | Draft Self-Assessment Framework to assess JPP/JPI Factors | 16 |
| 5.2 | Annotated agenda | 17 |
| 5.3 | Logistical information about the workshop in Oslo | 19 |

1 Introduction

This Challenge Paper No. 4 on *Communication Flows & Visibility* has been developed to help the participants of the Mutual Learning Exercise on Alignment and Interoperability of Research Programmes (MLE) to prepare for the Country Visit to Norway on 16 and 17 February 2017. It builds on several sources:

- a review of background information, in particular the report of the GPC IG 2,
- telephone interviews, which were conducted with representatives of 10 countries participating in the MLE in mid-2016,
- four workshops held in the MLE from July to December 2016,
- three Challenge Papers and related reports that have been produced in this MLE: Report No. 1 on National Coordination; Report No. 2 on National Preconditions; Report No. 3 on National Governance.

The Challenge Paper will use the same methodology as the other reports of discussing five Communication Alignment Factors, which participating countries will be asked to assess prior to the workshop in Norway. Based on the discussion during the workshop a *Report on Communication Flows & Visibility* will be produced.

The five Communication Alignment Factors are

- Communication within the P2P-community
- Impact other sectoral policy domains
- Attraction of researchers
- Involvement of end-users and other stakeholders
- Building political support

In the next section the concepts of communication flows and visibility will be discussed and put into the context of the MLE, before each of five Communication Alignment Factors is presented in greater detail in section 3. Section 4 provides some information about the workshop in Oslo. Together with questions flagged in red throughout the document this information is meant to prepare a lively discussion.

2 Communication flows and visibility in the context of the MLE

2.1 Basic understanding and relation to other work streams of the MLE

Regarding the topic of communication flows and interoperability the report of Implementation Group 2 stated that “individual MS are encouraged to step up their JPI governance, **communication channels and strategies** in order to achieve better conditions for national and transnational collaboration and more efficient use of Europe’s common resources.” The issues of sharing information amongst the members of the P2P-community and having clearly established communication channels was echoed by the contributions of MS to the scope of the MLE, as well as the telephone

interviews conducted with MS representatives in 2016. In the latter two some countries also highlighted the need to discuss issues of visibility of JPP/JPI.

Communication in a broad sense can be understood as the process of conveying information, meaning, knowledge or experience from a sender to a recipient, usually in service of a particular objective. Different forms of communication can be further distinguished according to the intensity of the involvement of the recipient of information:¹

- **Information** aims to get the attention for, raise the awareness of or/and increase the knowledge about JPP/JPI and/or research results. It constitutes a one-way communication from a sender without any specific mechanism to handle feedback or any other input from the recipients of communication. Examples include conferences or other dissemination events, but also public hearings.
- **Communication in the narrow sense or consultation** aims to inform research policy decision makers about opinions of the recipients of the communication. It is a two-way communication, in which decision-makers initiate information gathering from recipients and seek their advice or opinion on a plan, an initiative or ways of utilisation of research results. The outcome may impact the deliberation and planning processes and the decision making. Examples are stakeholder consultations, citizens' panels, planning for real, focus groups and science shops.
- **Participation** aims to have recipients of the communication to partly or fully share in the decision-making-power on research policy issues. It assumes information and consultation a two-way communication. Examples include co-governance and direct democracy mechanisms such as participatory budgeting, agenda setting processes or referendums putting a framework for research.

This notion of communication has a number of implications regarding the content, sender, recipient and objectives of communication, which will be discussed in greater detail below.

- **Visibility** is related to the quality of a topic to be clearly discernable in the bulk of today's information. The discussion at the Kick-off meeting showed that visibility is concerned with the information about the results of JPP/JPI, their diffusion and branding, as well as with outreach and communication to stakeholders. Communication can be regarded as a means to ensure visibility.

There is surely some overlap with the other working streams of the MLE, National Governance Structures and on National Precondition. The overlap is not so much a conceptual issue but rather a reflection of the systemic nature of research and innovation policy making. While it is intended to keep the intersection with the other

¹ The following distinction is based on Mejlgaard and Raven, Monitoring the Evolution and Benefits of Responsible Research and Innovation (MoRRI). Sub-task 2.5, analytical report, Deliverable 2.1 accessed online at http://www.technopolis-group.com/wp-content/uploads/2016/12/2171-D2_1-Public_engagement.pdf on 27/01/17.

reports to a minimum some repetition will be unavoidable. The emphasis here will be on those aspects that are concerned with ensuring smooth communication flows among all parties concerned and, in particular, to raise the awareness of the JPP/JPI.

2.2 On the content of communication

In the context of the MLE the information, knowledge or experience will be concerned with **joint programming policy making**, i.e. it is communication *about* the research policy and *about* the research, as opposed to communication required to conduct the research.

In other words, the discussion will in the following not be concerned with the communication flows and visibility activities of specific JPIs about their particular research topics but with contents that concern all JPIs and the JPP in general. These contents concern for example

- The broader justification for taking part in the JPP including an illustration of the rationale (societal challenge-led research), of the wider objectives of participating in JPP, as well as of
- Priorities of JPP/JPI research and
- the impact and expected benefits of participation.
- Communication flows among all actors of the JPP/JPI community so that they can do their research work and address any issues and challenges that cut across the implementation of different JPIs or where different JPIs interact (if there are any).

➤ *In preparation of the workshop in Oslo please think about the type of content that is and should preferably be communicated at national level, i.e. that should neither be communicated at the level of individual JPIs nor at EU-level.*

2.3 On senders of communication

The **sender** of communication will usually be the ministry/agency in charge of the policy making/coordination of JPP/JPI activity of a country. More particularly, it will be a unit or an individual person.

Again, it is not the communication by JPIs that we will focus on during the discussion, but rather the efforts cutting across and bringing together all or a number of JPIs. JPIs are increasingly developing their own communication efforts. They explain on websites the background for their research and showcase research results. Moreover, they reach out to potential users (“end-users”) of their research results, be they in policy-making of their domain, in industry or public services. JPI Urban Europe, presented at the Vienna Workshop (16 October 2016), and JPI Antimicrobial Resistance might serve as a case in point.

To the extent that JPIs flex their communication muscle it might be of interest for Ministry/Agency overseeing the JPP/JPI to collaborate with those researcher or officers in the JPIs responsible for communication.

2.4 On recipients of communication

The discussion during at the workshops in Brussels (3 October 2016), Vienna (16 October 2016) and Ljubljana (15 December) pointed to a variety of **recipients** of communication:

- **P2P-policy community:** These are actors involved in the implementation of the JPP and JPIs and of other transnational research programmes, in particular ERA-NETs or Article 185 activities and of Horizon 2020. They may come from the *working level* of the research ministry/agency itself, of other ministries and agencies, as well as research performing organisations (in the latter case the emphasis here is on communication relating to purposes of administration, coordination as compared to research itself).
- **Research community:** These are researchers of research performing organisations (RPO) or of private companies in as much as the latter take part in the research work of JPIs.
- **Research/Innovation ministry:** Important recipients in this context are actors at the *political level* of the research ministry who might in some cases need to be made aware of of JPP/JPIs (their relevance for the national research strategies, of the need to finance them, the benefits they have etc.).
- **Other ministries/agencies:** They may be involved in implementation of the JPP/JPIs and/or may be implementing policies, which could benefit from applying research results. The communication needs to be directed at working level as much as at the political level of the relevant ministries.
- **End-users and other stakeholders:** This group includes a variety of actors such as private companies applying research results in their effort to innovate and to bring new products and services to the market; end-users (public and private) such as hospitals, water and other utility companies or law enforcement agencies; or regional councils and agencies that promote regional growth.
- **Political and societal actors** such as high-ranking political figures in ministries, members of parliament, the media, non-governmental organisations with an interest in research policy or public figures with a cloud in research policy, as well as the public at large.
- **European actors** are first and foremost the European Commission (Directorate General for Research and Innovation) and the Council but also other actors, such as the European Parliament, interest organisations, associations. Smooth communication with them can open additional possibilities for shaping the wider research agenda.

Communicating with each of these actors might serve one or more specific purposes, such as raising awareness (among researcher) about or gaining support for the financing of JPP/JPI activities.

2.5 On the objectives of communication

Communication about JPP/JPI can have a variety of **objectives**. In the MLE it was agreed to focus on how to effectively communicate impact and benefits of JPP/JPI participation and how to show results, disseminate them and increase the visibility of JPP/JPI. In the discussion at the Brussels workshop a variety of objectives of communication were delineated:

- To ensure seamless **decision-making** on all matters concerning the JPP/JPI in order to allow for the smooth working of process and of JPIs, which is in turn compatible with similar processes and decisions in other MS and at EU level.
- To **coordinate research activities** and to align research priorities: Ideally, JPI/SRIAs would be developed in line and in parallel with national research programmes/activities, as discussion also reflected in that of Governance Alignment Factors 1.
- To **generate interest** among researchers to take part in P2P-research activities.
- To **shape societal policies** based on the JPP/JPIs results, which are usually formulated and implemented by ministries other than research.
- To **impact business** as to ensure application of JPP/JPI research results, be it in form of industrial products or services or public services and infrastructures.
- To **build political support** for JPP/JPIs among politicians and the public at large.

Objectives and recipients of communication are closely related. A closer analysis of the two will lead to the development of five Alignment Factors, which will then be used to structure the analysis of Member States.

2.6 Relating objectives of communication and target groups

Communication is often directed towards various target groups, depending on the objectives of communication. The table below shows the main (not all) relationships between the two categories.

For example, for taking general decisions about JPP/JPI such participation or the national structures will require communication with the P2P-community and the (political level of of the) research ministry; other ministries should be – and in some countries actually are – involved in these decisions concerning their portfolio. In addition, end-users and other stakeholders and EU actors, notably the European Commission, need to be communicated with, for example, if new JPIs are to be set up. This would also require to address actors in other MS.

Table 1: Relating objectives and recipients of communication

| Recipient Goal | P2P community | Research community | Research ministry | Other ministries | End-users & otherstakeholders | Political actors | EU actors |
|----------------|---------------|--------------------|-------------------|------------------|-------------------------------|------------------|-----------|
| Take decisions | X | | X | X | | | x |

| | | | | | | | |
|-------------------------|---|---|---|---|---|---|---|
| Coordinate research | X | x | | X | | | |
| Generate interest | | X | | | | | |
| Shape societal policies | | | | X | | | |
| Ensure impact | | x | | | X | | |
| Built support | | X | x | | | X | x |

A few clarifications are in order:

- The example above shows that most objectives have several target groups, which in turn differ in their significance (marked by the difference in size of the “X”).
- There is a certain overlap between the groups, i.e. in some countries “other ministries” are involved in the governance of JPIs, consequently, they would also be part of “P2P-community”.
- Finally, the discussion shows that there is also overlap with other Alignment Factors, in particular with those discussed in the report on National Governance Structures, a fact that will be further discussed below.

Based on this analysis and the discussion at previous workshops five Communication Alignment Factors will be presented in the next step.

3 Overview of the Alignment Factors

In the following each factor will be briefly described and then characterized by referring to the objectives, target groups and to practical examples taken from selected countries.

3.1 Communication within the P2P-community

This Alignment Factor reflects to what extent the P2P-community of a country is effectively communicating. The report of the JPP Expert Group Report² and the embedded Statement of the 10 JPI Chairs³ shows that they would welcome a situation where all participating countries would have an effective two-way communication structure with all national actors involved in JPP/JPI and towards EU-institutions such as the European Commission and Parliament. During the discussion at the workshop in Brussels (3 October 2016) participants decided that it was useful to include the entire P2P-community in the discussion about communication i.e. also the units responsible for ERA-NETs, Article 185 and Horizon 2020 research.⁴

² Evaluation of Joint Programming to Address Grand Societal Challenges, Final Report of the Expert Group, 2016.

³ Statement of the 10 Chairs of Joint Programming Initiatives for the LUND Conference 2015

⁴ This Alignment Factor is closely related to Governance Alignment Factor 1 (effective strategic decision-making structures for JPPs) and partly to Governance Alignment Factor 4 (coordination between Ministries and

- Communication within the JPP/JPI-community can focus on three **goals**⁵:
- To ensure seamless **decision-making** on all matters concerning the JPP/JPI, i.e. to allow for the flawless and smooth working of the JPIs, which is in turn compatible with similar processes and decisions in other MS and at EU level. This calls for the establishment of dedicated “communication channels” and the definition of “communication strategies” and “flows”.
- To **coordinate research activities** and to align research priorities, in particular those funded through Horizon 2020, ERA-NETs, Article 185 or by other ministries and – in some countries – by universities. Ideally, JPI/SRIAs would be developed in line and in parallel with national research programmes/activities.
- To enable national parties of the JPIs to **communicate their common interests**.

The **target groups** of this kind of communication includes the GPC, representatives of all JPIs, in some countries representatives from other ministries and agencies (in as much as they are involved in the work of JPIs), as well as officers/units overseeing policy making for research funded by ERA-NETs, Article 185 and Horizon 2020.

Practical experience: Communication channels and flows mainly depend on the national governance model. As each country has a different structure of ministries and agencies with responsibilities and funding opportunities in the JPP, their ways of communication differ considerably.

- In **France** communication within the P2P-community rests mainly on the so-called Mirror Groups. They bring together the French representatives in a JPI Governing Board (usually one person from the Research Council ANR and from one of the five so-called national research Alliances (thematic clusters of research centres and universities) respectively, representatives the Ministry for Higher Education and Research (MESR), including those responsible for Horizon 2020, from other sectoral Ministries (Health, Environment, Agriculture, Culture), specific RPOs and in some cases, other funders or private sector representatives. They typically meet twice a year and bring together experts from the working level of each organisation (compared to the political level). While the alignment of research priorities is subject of the work of some Mirror Groups, it is not for others. Learning and interest representation are not a topic either.
- In **Germany** communication is mainly based on a mailing list of 80 people involved in JPI management and on regular meetings of all members of JPI management boards meet. The latter take place three times a year and bring together about 15 participants. Issues of alignment, learning and interest representation are usually not addressed in this forum.

Agencies). See MLE Report No. 3 on National Governance Structures. Admittedly there is some overlap between the two Alignment Factors. While the governance discussion focused on structures, the emphasis here will be on communication i.e. what information is exchanged, is the exchange more a one-way or rather a two-way communication.

⁵ Report of Implementation Group 2.

- In **Sweden** the national GPC Delegate regularly meets with JPI-representatives. After each GPC meeting national JPI representatives (located in the Research Council) and representatives of other ministries meet and discuss the most recent developments (this setting does not include other P2P activities).
 - In **Portugal** all officers of the research council responsible for JPIs meet once a month. Issues of alignment are addressed through other forums within the Ministry of Research.
- *In preparation of the workshop please reflect how is communication organised in your country.*
- *How effective is interest representation organised?*
 - *In what ways can both be improved?*

3.2 Impact on sectoral policy

- This Alignment Factor shows the extent to which the formation and implementation of socio-economic policies (policies other than research) is linked to the JPP. In most countries it seems to be detached from policies, which is aimed at helping to address grand societal challenges.⁶
- The main **actors to communicate with** are ministries addressing societal challenges, specifically agriculture, health, transportation and energy, depending on the portfolio of the different ministries in each country.
- Communication in this context **aims** mainly at making sure that the results of the JPP-funded research find their way into policy making addressing societal challenges, which is usually formulated and implemented by different ministries. How can impact be achieved?
- Usually, this kind of communication starts and ends at “the end of the pipe” with an **information** of other ministries about the results and output that JPIs brought about *after* the research work has mostly been finalised. The challenge with such an approach is, why should other ministries bother about a JPI that they have not been consulted on or asked to shape in a manner relevant to them.
- If communication to impact sectoral policy domains started “upfront”, through a **consultation and deliberation** or even a joint decision-making by all relevant ministries in the priority setting and planning phase of research policy, then chances are higher that the research results will find their way into policy making. Sectoral ministries would provide input to the JPP. If they also contributed to the funding of JPIs and participated in the governance, their “intrinsic” interest in applying research results is likely to be even higher.

⁶ The discussion is partly reflected in that of Governance Alignment Factor 2 (coordination between Ministries across policy domains).

- Finally, impacting sectoral policy domains also means to “go beyond” the dissemination of research results, ensuring **mutual learning** and exchange of best practices among all JPIs and all relevant ministries.
- The report of Implementation Group 2 suggests that every country establishes an inter-ministerial advisory group with “joint responsibility to process shared experiences [and best practices] and formulate a common national policy for the JPIs”. Such an inter-ministerial advisory group would be in line with the “cross-sectorial” nature of most JPIs. The report called upon national GPC representatives to initiate and coordinate such a platform.

Practical experience: The way, communication is geared toward other ministries to impact policy making in their domains is to an extent dependent on the national governance model (see the discussion of Governance Alignment Factor 2, coordination between Ministries across policy domains, where basically a centralised and a decentralised model are discussed).

In decentralised models – where several sectoral ministries (and agencies) are involved in the JPP/JPI decision-making processes and funding, e.g. Austria or Sweden – communication with sectoral ministries will start in the early stages of planing and decision-making about the JPP and the specific JPIs. The ministry funding the JPI is often representing the country in the Governing Board and, thereby, timely information about goals, progress and output is not an issue. Moreover, they are able to shape the specifics of the research work to a certain extent. Finally, the ministry whose funds are used has an incentive to make sure the research is relevant and will be used for policy making.

- **Austria** and **Sweden** have P2P interministerial groups at working level where all relevant ministries exchange information on JPP (and H2020) developments. Experience from Sweden (and Norway) will be presented at the workshop in Oslo. It can serve as the basis for learning for other countries.
- In the centralised models – where one ministry (or agency) is clearly in charge of taking all decisions and funding, e.g. France, Portugal, Romania and Slovenia or Turkey – the setting is different.
- While there is in some cases (notably the **French** Mirror Groups) an early and continuous involvement of sectoral ministries, they are mainly informed (as compared to consultation and joint decision-making). While their participation at working level is rather effective, it remains a challenge to reach the attention of the political level of sectoral ministries and make sure the research results find their way into policy making. Given the fact that sectoral ministries do neither have a say nor a financial commitment in the JPIs the question arises, what results might be interesting for them.⁷

⁷ One solution seems to be, to have the JPIs individually approach sectoral ministries in an attempt to shape policies addressing societal challenges.

- In **Estonia** each ministry has a scientific counsellor. Together with scientific ambassadors (well known researchers) they help the research ministry to promote JPI and their ERA Co-Fund approach to involve sectoral ministries.
- **Portugal** has an Interministerial Board, which could serve as a high-level platform to discuss societal challenges and its research and innovation policy challenges. However, the structure only exists formally and has not been active.

It seems that communication to shape sectoral policies has been focused on the first two goals mentioned above – information about research results and consultation to get input for JPIs – and less on the third goal of learning and exchange best practices. The latter was explicitly proposed by Implementation Group 2, yet appears not to have been addressed by any of the Member States.

- *In preparation of the workshop please reflect upon your personal experiences in the communication with sectoral ministries.*
- *In what ways can it be improved?*
- *How can mutual learning and exchange about best practices be addressed?*

3.3 Attraction of researchers

- This Alignment Factor reflects to what extent the research community is aware of, interested in and participating in JPP/JPIs. The discussion in Brussels (3 October 2016) showed that researchers could also be understood as a stakeholder group, yet there is a difference in the objective of communication. While stakeholder communication is mainly concerned with ensuring impact and receiving input, communication with researchers **aims** primarily at generating interest and awareness among researchers to take part in these research activities.
- Sufficient interest among researchers is important to ensure a high quality of research, yield research synergies and to avoid duplication of research efforts. Moreover, researchers need to be informed about the difference and particularities of JPP/JPI research e.g. in comparison to a funding obtained through Horizon 2020, with which many are more familiar with.
- This communication **targets** researchers of research performing organisations but also of organisation, which might benefit from taking part in JPIs such as industrial companies or end-users (e.g. hospitals, law enforcement and other agencies, infrastructure providers).
- **Practical experience:** Almost all countries provide information about JPIs via websites or flyers. Moreover, in some states there is ample experience with reaching out to the research community in a more comprehensive way. For example

- **Austria** sees the need for researchers to systematically start thinking how their research could contribute to address societal challenges. This would foster a way of thinking that takes its orientation from the challenge-driven approach of the JPP. However, so far this consideration has not been translated into any formal requirements.
 - **Norway** holds regular national workshops for researchers attracting attendance also from industry and end-users. Moreover, the Research Council has made it a condition that end-users and companies are approached to become part of the research teams. The workshops are used to start up the collaboration between the different types of actors. Experience from Norway will be presented at the workshop in Oslo and can serve as the basis for improvements in other countries.
 - However, even in these cases it remains a challenge to make researchers aware about JPP/JPIs. While most researcher and RPOs are acquainted with the Horizon 2020 and even ERA-NETs, there is little knowledge about the character and specific requirements of JPIs.
 - Consequently, in some MS it remains a challenge to generate adequate interest among researchers to participate in JPP/JPI research activities.
- *Please reflect upon the examples of effective communication with the research community to attract their interest in participating in a particular research initiative. This can be Horizon 2020 or any other research programme.*
- *What can be learned for it for the communication of JPP/JPI?*

3.4 Outreach to end-users and other stakeholders

- This Alignment Factor gauges to what extent JPP/JPI end-users and other stakeholders are approached and involved throughout the process of planning, conducting research and disseminating its results.⁸
- The **primary objective** of communicating with end-users and other stakeholders is the broad and swift application of JPP/JPI research results in order to meet those societal challenges, which were originally targeted by the research. The communication aims at shaping solutions be it processes of production and service provision or new industrial products and services. Moreover, communication with end-users and other stakeholders at an early stage of the policy cycle would not only allow to draw their attention to the research early on in the process but also to take their (research) priorities into account to shape the national JPP-strategy. However, the question arises to what extent specific research priorities of particular stakeholders should indeed be taken into account for policy decisions.

⁸ There is some overlap with the discussion of Governance Alignment Factor 5 (offering platforms for stakeholder involvement), where structure and setting for engaging different types of stakeholders were discussed. The focus here is on communication activities.

- In order to closely involve end-users and other stakeholders communication could **target** for example industrial companies, end-users, infrastructure providers or intermediaries such as regional development agencies or cluster organisations. Communication can be directed at those organisations that are implementing smart specialisation strategies and engaging with industrial players that can deliver new solutions to the market based on the fruits of JPI research. This may also apply to end-users i.e. public administrations and public services (e.g. city authorities, hospitals, etc.) that need new solutions to address their challenges.
- **Practical experience:** While there is general agreement among most participants that communication should be more open towards end-users and other stakeholders, there are only a few examples of practical experience. As there is some overlap with the discussion of National Governance Structures, some of the following examples are taken from the discussion of Governance Structures.
- **Norway** points to the good example JPI Climate of how to involve end-users. During the workshop a representative of a company will present her experience of being involved in the research work. Norway also uses workshops with the research community, as well as the funding conditions for promoting the early involvement of stakeholders in the research process (see the discussion above under 3.3). Finally, Norway is also organising thematic reference Groups that meet 1-2 per year. The latter will be presented at the workshop in Oslo and might serve as an example for other countries to emulate.
- **Denmark** has a strong informal networking between stakeholders in a thematic area.
- In **Sweden** reference groups exist for some research areas.
- In **France** the Ministry involved the regional networks that have been set up in strategic technology domains.

Other formats for reaching out to end-users and other stakeholders at national level would be the publication of a special newsletter for stakeholders by the agency/ministry overseeing the JPP/JPI policy making. Moreover – at JPI-level – each JPI could be guided to articulate specifically what their ambition is and how it could be relevant for which types of stakeholder. Finally, JPIs including end-users could also be asked to think about new business models that are possible from their research.

- *What stakeholders would you like to involve in the communication in your country?*
- *In what ways would you like to involve them in the future?*

3.5 Building political support

- The Alignment Factor shows the extent to which systematic measures are taken to ensure a stable and continuous support for JPP/JPI research amongst

politicians and the society at large. The latter implies that relevant media and societal actors such as NGOs are informed and supportive of JPP/JPI research.⁹

- Communication in this context **aims** at gaining attention, raising awareness and spreading knowledge about JPP research. Detailed information about the investments into and impacts of JPIs will help to communicate their significance for society. Participants consider it most important to demonstrate the added value and the “whole picture”, as well as the achievements of JPP/JPIs.
- **Target groups** of this kind of communication include the political level of all ministries (including research), members of national parliaments, the media and relevant societal groups is key, as well as the European Commission and other actors at European level.
- **Practical experience:** While the importance of sustained political support is acknowledged among all participants there is almost no practical experience with a systematic effort in this regards. However, there seem to be some cases where individual JPIs reached out to politicians. The JPI on antimicrobial resistance, for example, is said to have communicated results to politicians, including the G8. Moreover, JPIs such as Urban Europe or Antimicrobial Resistance started to employ dedicated communication officers for a closer link to the media.
- At the Brussels workshop (3 October 2016) it was pointed out that if in a country the parliament and the general public are using the “societal challenges” vocabulary, then JPP/JPI should be connected to that agenda. Moreover, an argumentation that points to the impact of research on employment and regional development would make it easier to address parliamentarians and to get them interested in JPP/JPI issues.
- Finally, the discussion showed that while considered to be an important topic overall, the communication with politicians and the public at large was seen as less central to the work of MS than that with other target groups. This Alignment Factor was, therefore, not included as a separate topic for the discussion in Oslo. It can, however, be discussed in the afternoon of day 2 of the workshop.

➤ *What is your personal experience with building political support for JPP/JPI?*

➤ *What would you like to try out in the future?*

⁹ This Alignment Factor has a synergy with Precondition Alignment Factor 1 (political commitment to the JPP) and with Governance Alignment Factor 6 (Measuring Impacts and dissemination of results).

4 Preparation of the 5th workshop

The 5th MLE workshop will be held in **Oslo on 16 and 17 February 2017** and hosted by the Research Council of Norway. The agenda as sent out separately has the aim to:

- Learn from the specific experience in Norway regarding communication & visibility
- Reflect upon the five Communication Alignment Factors that have been described in this paper
- Learn from the examples presented at the workshop
- Reflect on and discuss the self-assessment on the five Alignment Factors
- Formulate with help of peers and experts possible improvements related to communication & visibility of the JPP

In preparation of the Oslo workshop we kindly invite you

- To fill in the **Self-Assessment Tool**, used already in the previous discussions of National Preconditions and Governance Structures. Please fill in the Excel spreadsheet sent to you separately, before travelling to Oslo and **email it to thomas@leadtotrust.com by 14 February 2017**.
- To **reflect upon the questions** marked in red font throughout the text:
 1. *How is JPP/JPI communication organised in your country?*
 2. *What contents is and should preferably be communicated at national level, i.e. that should neither be communicated at the level of individual JPIs nor at EU-level.*
 3. *How effective is interest representation organised?*
 4. *In what ways can it be improved?*
 5. *What is your very personal experiences in the communication with sectoral ministries?*
 6. *In what ways can it be improved?*
 7. *How can mutual learning and exchange about best practices be addressed?*
 8. *What examples of effective communication with the research community to attract their interest in participating in a particular research initiative do you know?*
 9. *What can be learned for it for the communication of JPP/JPI?*
 10. *What stakeholders would you like to involve in the communication in your country?*
 11. *In what ways would you like to involve them in the future?*
 12. *What is your personal experience with building political support for JPP/JPI?*
 13. *What would you like to try out in the future?*

5 APPENDIX:

5.1 Draft Self-Assessment Framework to assess JPP/JPI Factors

NB: This is merely for illustration, as a separate EXCEL file was sent to all MLE participants to allow them to fill in the requested information.

MLE Learning Framework - Communication & Visibility

Country: ...

| | | | | | | | <i>Briefly describe the national situation</i> | <i>What score would you give (1-5) for the national situation</i> | <i>What would be the main barriers to improvement</i> | <i>How would you rate the barriers (very low, low, medium, high or very high)</i> | <i>What do you think could be done to improve that national situation?</i> |
|--------------------------|--|--|---|---|---|--|--|---|---|---|--|
| Alignment Factors | | Degree of Alignment | | | | | Self Assessment | | | | |
| PRECONDITIONS | | 1 | 2 | 3 | 4 | 5 | National Situation | Score for Alignment | Barriers to Improvement | Score for Barriers | Score for Learning & Improvement |
| C1 | Communication within the P2P-community | No forum of exchange among the members of the P2P-community | | | | One or several fora involving the entire P2P-community | | | | | |
| C2 | Impact on sectoral policy | No, or only sporadic/infrequent, communication among relevant ministries | | | | Regular and systematic communication and consultation with all relevant ministries | | | | | |
| C3 | Attraction of researchers | Basic information only | | | | Effective means of communication to ensure high degree of participation | | | | | |
| C4 | Outreach to stakeholders | No systematic contact with industry and other stakeholders | | | | Regular and systematic engagement with industry and other stakeholders | | | | | |
| C5 | Building political support | No systematic contact with policy makers | | | | Regular and systematic dissemination to, and engagement with, policy makers | | | | | |

5.2 Annotated agenda

MLE Alignment and Interoperability

WORKSHOP on COMMUNICATION FLOWS & VISIBILITY

16 February 2017, 13:00 – 17:00 and 17 February 2017, 9:00 – 15:00

Norges forskningsråd - Drammensveien 288, 0283 Oslo, Norveška - Tel: +47 22 03 70 00

Draft Agenda

Thursday, 16 February 2016

- | | |
|----------------------|---|
| 13:00 - 14:00 | Arrival & Lunch |
| 14:00 - 14:05 | Welcome from the Chair (Jana Kolar) |
| 14:05 - 14:30 | Communication and the governance system of JPI's in Norway – successes and challenges (Inguun Borlaug Lid and Kristine Naterstad) <i>Brief presentation of the Norwegian system as a background for the discussion of the communication measures to be presented the next day incl. Q&A</i> |
| 14:30 - 15:30 | Review and feedback of the MLE Report 3 on Governance (Patries Boekholt) <i>Feedback from Member States and suggestions for improvement. Follow up by MS of short term actions included in the Report.</i> |
| 15:30 - 15:45 | Coffee |
| 15:45 – 16:15 | Discussion of the Final Report (Jana Kolar) <i>Discussion of elements and contents of the Final Report by Member States incl. a discussion of the first lessons learned</i> |
| 16:15 - 17:30 | Outlook and preparation for next day (Thomas Teichler) <i>Discussion of personal experience of communicating P2P and how to draw on it for the wider communication effort, including prioritisation</i> |
| 17:30 – 19:30 | Return to the city centre of Oslo; Check-in to the hotels |
| 19:30 | Dinner at a restaurant in the city centre of Oslo |

- 9:00 – 9:15** **Welcome from the Host (Kristin Danielsen, RCN)**
Introduction to the topic of the day incl. Q&A
- 9:15 – 9:30** **Challenge paper No 4: Communication Flows & Visibility (T. Teichler)**
Presentation of Challenge paper 4 with some illustrative examples and an overview of the national self-assessment scores
- 9:30 – 10:00** **Discussion of the Challenge Paper**
General reactions to the Challenge Paper including comments, suggested changes, further details
- 10:00 – 11:15** **Communication with Ministries**
- *Importance of JPIs for the Ministries (Kristine Naterstad, Ministry for Education and Research) incl. Q&A*
 - *Experience from Sweden (Karin Schmekel tbc) incl. Q&A*
 - *Moderated discussion of learning opportunities (Jana Kolar)*
 - *Design of actions for each country by MS representatives (Jana Kolar)*
- 11:15 – 11:30** **Coffee**
- 11:30 – 12:45** **Communication with the business sector**
- *Importance of JPI for the business sector (Asun St. Clair, DNV GL), Q&A*
 - *Experience from Portugal (...tbc)*
 - *Moderated discussion of learning opportunities (Jana Kolar)*
 - *Design of actions for each country by MS representatives (Jana Kolar)*
- 12:45 – 13:15** **Lunch**
- 13:15 – 14:15** **Communication with the research community**
- *How can the research community use JPI's. Bottom-up (Jenifer Joy West, CICERO)*
 - *Moderated discussion of learning opportunities (Jana Kolar)*
 - *Design of actions for each country by MS representatives (Jana Kolar)*
- 14:15 – 14:35** **Discussion of communication to other P2P-stakeholder groups (Jana Kolar)**
Moderated discussion on communication with the other stakeholder groups (e.g. JPIs, SCAR, wider public) and instruments to engage them incl. tour de table on main learning opportunities for each country and the design of future actions by experts
- 14:35 – 15:00** **Next steps**
Presentation of the timeline till the end of the MLE and the required inputs from experts; scheduling the date and location of the final workshop; actions to be taken by experts in preparation of the final workshop
- 15:00** **End of workshop & departure**

5.3 Logistical information about the workshop in Oslo

Some selected hotels in Oslo:

Please book your hotel stay on-line. We have suggested some hotels and checked the price for the actual dates. Please be aware of that there are other hotels in the city centre, and the price may also vary:

[Comfort Hotel Grand Central](#), ca 1300 NOK per night

Jernbanetorget 1, Østbanehallen 0154 Oslo, Norway

[Comfort Hotel Xpress Youngstorget](#), ca 750 NOK per night

Møllergata 26, 0179 Oslo

[Thon Hotel Opera](#), ca. 2000 NOK per night

Dronning Eufemiasgate 4, 0191 Oslo

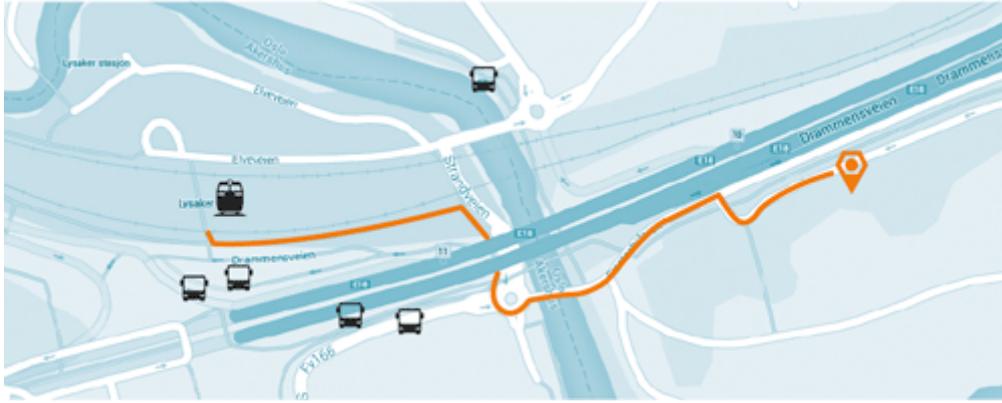
Public transport from the Airport to Lysaker (RCN office)

When you arrive to the airport in Oslo February 16th. You may take the airport express train directly to Lysaker. The airport express train departs five times an hour and takes 30 minutes to Lysaker. It is also possible to take the public train from the airport which is a cheaper alternative.

The RCN-office at Drammensveien 288 is a five-minute walk from the Lysaker railway station. Please leave the train station area through the south exit and walk east towards the river. Follow the pedestrian walkway down (east) to the road under the E18 highway. Turn right, walking under the E18 highway, and then turn left, heading east on the south side of the highway. (See map below).

In the morning the 17th we advise you to take a westbound train from Oslo S or the National theatre station to Lysaker. It takes ten minutes to travel by public train from Oslo Central Station to Lysaker, with several trains departing every hour in each direction. All trains stops at Lysaker except the one that ends at Skøyen.

Note that it is cheaper to buy a ticket **before** entering the train. Please remember to validate the ticket before you get on the train. You may buy train tickets at every kiosk and at the train station (ticket machines).



Dinner February 16th

We return to the city centre after the meeting February 16th. You may then check in to your hotels. The dinner will be in the city centre. Please let us know if you are able to attend the dinner, we will make a reservation based on your response:

<http://doodle.com/poll/x74in2f9waz96gdz>

We would like to take into account if you have any dietary constraints (allergies etc.). Please let us know in beforehand.