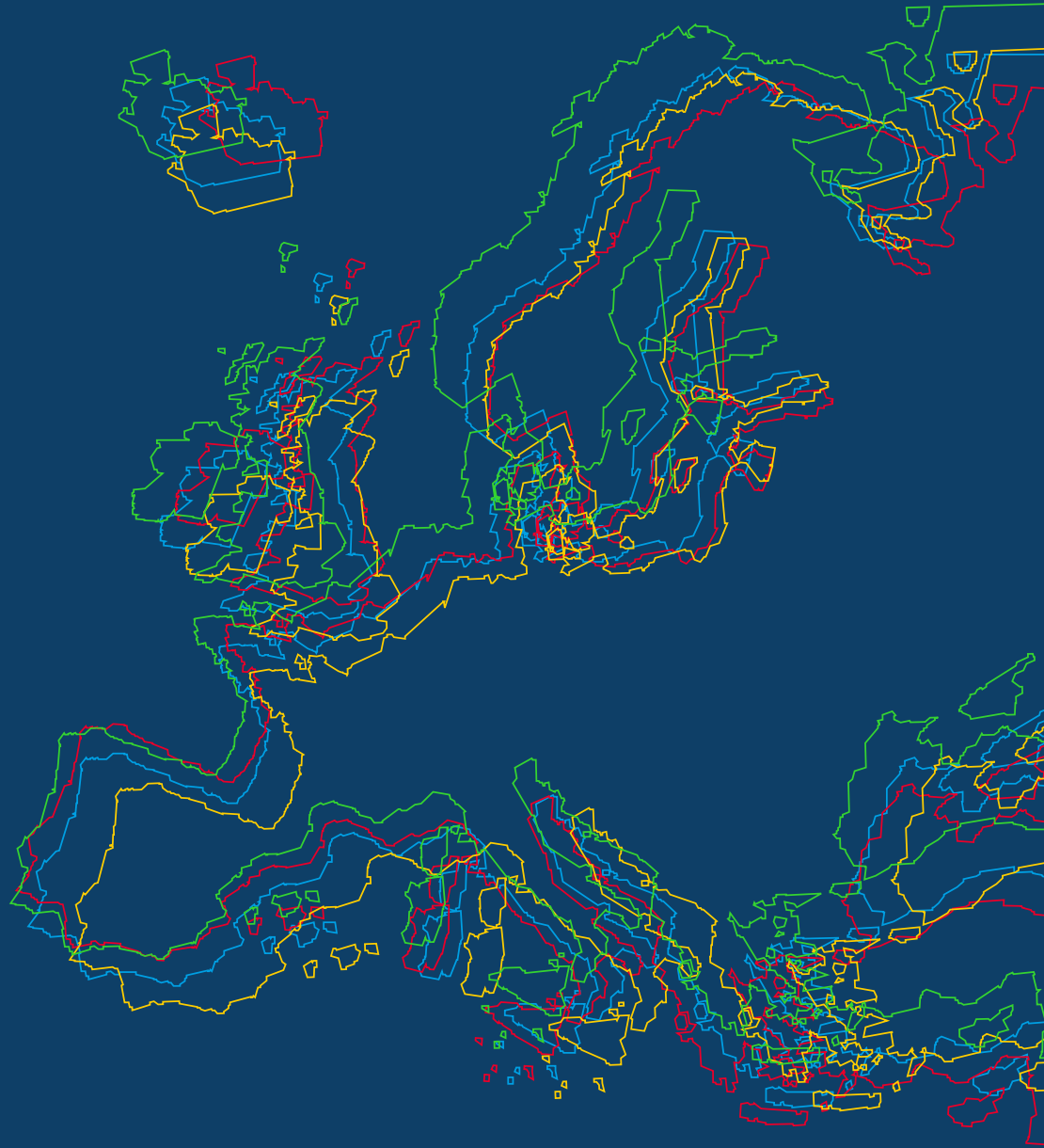




InRoad synchronising research infrastructure
roadmapping in Europe



InRoad 2nd Engagement Workshop Brussels, 15-16 January 2018

Final Report



InRoad has been funded by the
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InRoad 2nd Engagement Workshop

Final Report

Summary of outcomes

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Workshop report

The 2nd Stakeholder Engagement Workshop '**Towards better synchronisation of priority settings and evaluation mechanisms for research infrastructures beyond National relevance**' aimed to publicly present the first outputs and results on National Research Infrastructures Roadmapping Procedures (NRIRMP) and related evaluation practices in Europe. Moreover, the workshop also discussed the practices and views among EU, national policy makers and stakeholders on the matter.

The workshop took place as InRoad reached the middle of the project duration. It was therefore the ideal moment to take stock of what has been reached so far and trigger the project into its second and final phase. The three objectives of the Workshop were:

- 1) interactively discuss the [InRoad Consultation Report](#) including linked preliminary policy insights;
- 2) review the [InRoad response](#) on the Long-term Sustainability (LTS) of RI in the light of the [call for action](#) of the European Commission (EC) perspective on LTS of RI;
- 3) gather feedback from the stakeholders on the future activities of InRoad, which are the second series of Regional Workshops, the InRoad case studies, the areas of further investigation and on the dissemination of the findings especially with regard to:
 - The second series of regional workshops: suggestions for RI topics in the area of roadmapping, funding and business modelling that need to be tackled in the next regional workshops.
 - InRoad Case Studies: advices for case studies in the area of RI roadmapping, funding and business models.
 - Areas of further investigation for InRoad.
 - How to disseminate the findings.

In total, **84 participants** from 18 different countries participated in the workshop. The event offered a balanced [programme](#) with on the one hand [presentations](#) from InRoad partners and from external RI stakeholders on the other hand. The first day fostered discussion mostly around InRoad first findings, policy insights and the second data collection round. During the second day, discussions were mostly led around the EC perspective on the Long-Term Sustainability (LTS) of RI.

Outcome Presentation Session – 15 January 2018

At the beginning of the workshop, Martin **Müller**, InRoad Project Coordination from the Swiss National Science Foundation (SNSF), welcomed and [introduced](#) the participants to the specific aims and activities of InRoad as well as on the objectives of the workshop.

John **Womersley**, Director-General of European Spallation Source gave an [opening keynote](#) on the challenges and gaps for a more effective coordination of national RI policies. He addressed the definition of research infrastructures and introduced the three waves' of RI. The first wave starts with large national and international laboratories for high energy and nuclear physics (e.g. CERN). The second wave includes national centres to host machines for materials science and structural biology (e.g. ESFR, XFEL), which are serving user facilities. The third wave aims to federate and network centres as national nodes of a distributed RI (e.g. climate science, bioinformatics). Moreover, he emphasised the reasons why roadmaps are needed for major investment decisions and explained why RI investment is important compared to other policy areas. He also addressed the importance of business plan as part of the investment strategy.



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Indeed, if the roadmap is a strategy for investment, then a business plan is a necessary part of the roadmapping process in order to set and communicate the priorities.

Secondly, Isabel **Bolliger**, PhD candidate at the University of Lausanne and InRoad consortium member [presented](#) some results and insights arising from the InRoad consultation report. The InRoad consultation targeted national organisations in charge of national RI roadmapping and aimed at collecting information about national RI policies in EU Member States and Associated Countries to Horizon 2020. She polled the audience in order to see if a potential discrepancy could arise from the audience compared to the broad online-consultation conducted by InRoad.. As an example, among the purposes most frequently mentioned by the audience as being relevant for national RI roadmapping the following factors were reported:

1. listing strategic priorities for foreseen funding with 85% compared to 67% in the consultation;
2. having an input for funding decision on RI between stakeholders with 72% compared to 74% in the consultation;
3. planning instrument to prepare for the negotiations at European (ESFRI) and international levels with 57% compared to only 30% in the InRoad consultation.

The full results of the audience consultation during the InRoad workshop can be examined [here](#). Note that the audience consultation is of course not representative but highlights the point that different stakeholder groups might have different views on the purpose of RI roadmapping. As an indicator, be aware that the majority of the audience came either from a Research Funding Organisation (33%) or from a Research Infrastructure (24%).

The following panel discussion addressed the [InRoad preliminary policy insights](#). As members of the panel, InRoad was pleased to welcome Riita **Maijala**, Vice president for Research at the Academy of Finland, Christian **Chardonnet**, Head Department of Large Research Infrastructures at the French Ministry of Higher Education and Science and David **Bohmert**, ESFRI Executive Board Member. The panel discussed the challenges of a better alignment of European roadmapping procedures. Indeed, it was outlined that any attempt at alignment or synchronisation should take into account the specificities of national research and innovation systems. There is no one-size-fits-all approach. The work of InRoad is seen as very important in the context of RI LTS, because a more coordinated approach and methodology could make the RI landscape more efficient and thus contribute to RI LTS. InRoad can help by coming with good practices on RI roadmapping and funding in the second phase of the project in order to offer the right tools to different RI stakeholders.

For the closing presentation of the first day, Stéphanie **Lecocq**, from the French National Center for Scientific Research (CNRS) and the InRoad consortium [presented](#) the InRoad second data collection round, which will be carried out in the form of case studies and interviews. Following the large consultation and desk study, the case study will extend the findings and allow the project to extract relevant good practices. InRoad' second data collection round will also allow to engage with a target group that has not been reached during the consultation such as the RI themselves. As InRoad consultation led mainly to quantitative knowledge of national RI roadmapping, funding and business planning, more in-depth and qualitative data are needed. The aims of the case studies are:

1. to identify good practices of decision-making processes and criteria used on a national or regional level in view of a sustainable RI landscape in Europe;
2. enhance synchronization and interoperability of different funding schemes throughout each stage of a Research Infrastructure's life cycle;
3. examine business planning processes in the light of long-term sustainability of RI.



The discussion pointed out to the need to focus the second data collection phase on a set of core elements to provide meaningful answers, given the tight timeframe. Moreover, following on the approach put forward by the consortium comments were made during the discussion:

1. The case studies and interviews touch upon different but interlinked issues in the context of RI roadmapping (decision-making and evaluation processes, funding issues and RI business plans). For the sake of consistency, a **common approach must be used** for the second data collection phase.
2. In order to derive relevant good practices and given the tight timeframe, InRoad should focus on **cases that have significant experience**, rather than the ones without.
3. For the overall goal, the audience suggested to **develop a common understanding of criteria and indicators** of national RI roadmapping procedures. This would allow to **develop a perspective in order to compare national roadmaps**. In this respect, the goal of InRoad is not to impose but to illustrate. For many countries, it is crucial to understand the relationship between national and European levels in order to take their own decisions.
4. Some participants suggested to broaden the target group and include “unusual” RI stakeholders that are in direct contact with the civil society (e.g. hospitals). However interesting, this cannot be done within the timeframe of the project.

InRoad will base its case study design following these considerations.

Outcome Presentation Session – 16 January 2018

The second day tackled mostly the question of LTS of RI through different perspective but also the findings of InRoad Regional Workshops (RW) and an inspiring closing keynote on gaps and challenges ahead for InRoad.

Philippe **Froissard**, Deputy-Head of Unit Research Infrastructures, Directorate-General for Research and Innovation at the European Commission (EC), gave the [EC perspective on LTS of RI](#). After a brief summary of the historical context behind RI LTS, he outlined the need for a holistic approach to RI lifecycle. He presented the seven key issues for the action plan, which are:

1. Ensuring excellence of the services provided by the RIs;
2. Ensuring that RIs have the right people in the right place at the right time;
3. Exploiting better the data generated by RIs;
4. Exploiting the potential of RIs as innovation hubs;
5. Assessing the economic and wider societal value of RI;
6. Establishing adequate framework conditions for effective governance and sustainable long-term funding of RI;
7. Strengthening the international dimension of pan-European RI.

He also discussed the next steps, which can be divided into three stages: identification of priority actions, endorsement by member states and timetable for reporting on progress and possible adjustments. InRoad has a clear contribution to by contributing to establishing adequate framework conditions for effective governance and sustainable long-term funding for RI.

The presentation of Froissard was followed by an intervention of Beatrix **Vierkorn-Rudolph**, on behalf of InRoad Advisory Board. She gave a [presentation](#) on the InRoad’s response to the European Commission (EC) LTS action plan. In November 2017, InRoad released a two-page response to the EC action plan. Even though, the EC put forward 42 policy actions for the long-term sustainability of RI within 7 areas, InRoad dealt mainly with area 6 which is ensuring



effective governance and sustainable life-cycle management. Moreover, InRoad consultation results revealed that 37% of the responding countries do not take potential combination with other sources of RI funding into account when designing their funding instruments. Therefore, policy action 12, which is encouraging national and regional funding programmes to support cross border access to RI was also presented as this policy action is very important and relevant for InRoad.

Thirdly, Carme **De Andres Sanchis**, InRoad consortium member from Helmholtz Association [introduced](#) the findings of the RW, which took place in Prague and Rome. The objective of the RW is to provide a space for stakeholders from different research facilities and public funding organisations to discuss, identify shortcomings and bottlenecks and deliver recommendations for improvement better use of European Structural and Investment Funds (ESIF) for RI. The topics of the RW were primarily the role of ESIF, national, institutional and European funding in RI and complements the discussions on national RI roadmapping procedures. The bottlenecks and benefits, the relevance to different RI life cycle phases, the links between national strategies and European priorities, the role of the EC and regional and national authorities are subject matters, which were directly addressed. The first findings can already be consulted [here](#). However, a full report on the RW will be shortly available on our website and will detail the main outcomes resulting from the RW.

Finally, Barbara **Haering**, Member of ETH Board and InRoad consortium member, gave a [closing keynote](#) on filling the gaps and challenges with InRoad. She addressed three challenges, which exist at the strategic level: bridging the gap between demand side (research) and funder (politics); the need for a strong evidence to base decisions and prioritisations and; the ambition of balanced decisions regarding sustainable investments. She also outlined where InRoad can make a difference. First, by strengthening the strategic level in order to help bridging the gap between demand side and funder side and to encourage evidence-based decision-making. Secondly, by focusing on evidence and best practice to enhance decision-making. By establishing good practices, InRoad contribute to a better RI roadmapping and this will reinforce the competitiveness and sustainability of RI landscape in Europe.

Next Steps and Follow Up



As stated in the introduction to this report, InRoad enters now in a second data collection phase through case studies and interviews. InRoad will identify good practices for a better synchronisation of RI funding and roadmapping processes that will be shared with the relevant stakeholders. In September, a validation Workshop en marge of ICRI 2018 will be held to validate the draft findings from the case studies and first project recommendations. Moreover,

regional workshops in Hamburg (1-2nd March 2018), in Aveiro (12-13 April 2018) and in Wroclaw (24 - 25 May 2018) will be organised in order to examine with targeted communities the importance and role of structural funds in RI roadmapping and funding. These workshops aim to provide a forum for discussion before the final conference in December 2018, which will disseminate the project results.



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Programme

Monday 15 January 2018

12:00 – 13:00	Registration and light lunch
13:00 – 13:10	Welcome and presentation of InRoad: objectives and activities Martin Müller , InRoad coordinator
13:10 – 13:30	Opening keynote: challenges and gaps for a more effective coordination of national RI policies John Womersley , Director-General European Spallation Source
13:30 – 14:00	Presentation of InRoad first findings - Main findings from the InRoad consultation report and the regional workshops as well a preliminary policy insights Isabel Bolliger , University of Lausanne
14:00 – 14:15	Coffee break
14:15 – 16:00	Panel and Audience Discussion on InRoad preliminary policy insights Panel Members: Riitta Maijala , Vice President for Research at the Academy of Finland Christian Chardonnet , Head of Department Large Research Infrastructures at French Ministry of Higher Education and Science David Bohmert , ESFRI Executive Board Member
16:00 – 16:30	Coffee break
16:30 – 18:00	InRoad second data collection round: case studies and interviews Stéphanie Lecocq , CNRS Presentation and audience discussion on InRoad second data collection round <ul style="list-style-type: none">- Identification of areas of further investigation;- Main challenges and bottlenecks ahead;- Linking InRoad's outputs to the interests of participants.
18:00 – ...	Networking reception

Tuesday 16 January 2018

9:00 – 9:15	Opening words: wrap up of day 1 and introduction to day 2 Martin Müller , InRoad coordinator
9:15 – 9:45	The European Commission perspective on Long-term Sustainability of RI Philippe Froissard , Deputy-Head of Unit Research Infrastructures, Directorate-General for Research and Innovation
9:45 – 10:00	InRoad's response to the European Commission Long-term Sustainability report InRoad Advisory Board
10:15 – 10:45	Coffee break
10:45 – 11:30	Sustainable funding for research infrastructures: findings from the regional workshops in Prague and Rome and outlook for Hamburg Carme De Andres Sanchis , Helmholtz Association
11:30 – 12:00	Closing keynote: filling the gaps and challenges with InRoad Barbara Haering , Board member of ETH Board
12:00-...	End of workshop and light lunch

