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# The InRoad Newsletter

# 02



synchronising research infrastructure roadmapping in Europe

Welcome to the Newsletter of **InRoad**, a Horizon 2020 project going towards better synchronisation of priority settings and evaluation mechanisms for research infrastructures beyond national relevance.



The Advisory and Steering Boards members in Liblice (Czech Republic)

## Half-time for InRoad

InRoad looks back to a successful first year of operation

InRoad, a two year Horizon 2020 project going towards better synchronization of priority settings and evaluation mechanisms for Research Infrastructures (RI) in Europe, completed its first year successfully.

### Looking back

In 2017, InRoad looks back with great satisfaction to the following milestones:

**(1)** The first engagement workshop in Brussels: On 14 March 2017, 66 RI stakeholders from 20 countries all over Europe met in

Brussels with the aims to inform the community about InRoad and gather feedback to the upcoming InRoad consultation. The workshop successfully identified bottlenecks for the consultation.

**(2)** Launch of the InRoad consultation: On 2 May 2017, In InRoad launched its consultation to collect information about national RI policies including decision-making, funding and business models and their link to roadmapping processes from EU Member States ▶

### Highlights in this issue :

#### InRoad Consultation Report

The InRoad Consultation Report about Prioritisation, Evaluation and Funding of Research Infrastructures in Europe has been published in November. > [Page 3](#)



#### Interview with Prof. Dr. Dr. h.c. Barbara Haering



**Prof. Dr. Barbara Haering** discusses with InRoad the remaining challenges in RI roadmapping and the role InRoad could have in helping to tackle those. > [Page 5](#)



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

(EU MS) and Associated Countries to Horizon 2020 (AC). After 5 weeks, from the 46 MS and AC addressed, 22 MS and 5 AC answered the consultation, representing a remarkable response rate.

**(3) Technical regional workshops in Prague and Rome:** In November 2017, InRoad organised two technical regional workshops to gather regional and local stakeholders to discuss topics such as the role of national funding organisations. Read more about it below on page 2.

**(4) Publication of InRoad consultation:** On 21 November 2017, InRoad launched the results of the consultation in a comprehensive report. Read more about it below on page 3.

### An exciting second year ahead

InRoad is excited to kick-off the new year with the second Engagement workshop in Brussels from 15 – 16. January (see page 4). Thereafter, three additional technical workshops are planned in Hamburg (March), in Portugal (April) and in Poland (May) (see page 2). Furthermore, based on the consultation results, InRoad will further investigate the results by conducting case studies research on selected cases, which will be discussed during the Engagement workshop. Additionally, in September 2018 InRoad will organise a Validation workshop before presenting the final results in December in a public conference gathering its stakeholders in Brussels. ◀

For more information: [www.inroad.eu](http://www.inroad.eu)

## Regional Stakeholders meet in Prague and Rome

Lessons learnt from the interactive technical workshops



InRoad's Regional Workshops (RW) aim to foster interaction and exchange of ideas and practices among experts (identified stakeholders) to the project.

In total, InRoad will organise five technical RWs gathering around 30-40 people in roundtable discussions. At this stage of the project, two successful RWs were already held in the Czech Republic and in Italy. Each RW intend to build upon the findings of the InRoad consultation report.

**On 8 and 9 November 2017**, the first RW – organised by Ustav Fyzikalni Chemie J. Heyrovskeho Av Cr, v.v.i (HIPC) – took place at the Liblice Castle, in Czech Republic. The aim of the meeting was to discuss case studies on funding and roadmapping with a special focus on the role of the different funding sources. The purpose of the meeting was to provide a space for stakeholders from different research facilities and from public funding organisations to discuss and deliver recommendations for the improvement of RI funding in the next generation of structural

funds and the European Union Framework Programme for Research and Innovation (FP9). The meeting was held on a strategic level, with a clear aim of providing inputs to the coordination and funding of national RI processes and to come up with recommendations.

The focus was put on the Czech case but the participation of about 15 representatives of other countries allowed having external perspective.

**On 27 and 28 November 2017**, the second RW – organised by the National Research Council of Italy (CNR) – took place in Rome. The purpose of the workshop was to discuss policy aspects linking RI roadmapping with national funding as well as with other funding instruments. The discussions gave rise to emerging views across countries including different types of users of RI in order to contribute to the ongoing reflection about the long-term sustainability of RI in Europe. The different stakeholders such as RI managers, funders and policy-makers from different countries agreed on three key aspects for the long-term sustainability of RI. First, there is a need to develop a more comprehensive user strategy. Secondly, the enhancement of the role of research organisations and their scientific communities in providing services for excellent scientific experiments is required. Thirdly, there is a necessity to raise awareness on the existent bottlenecks in the way the ESIF are operated.

## From Germany via Portugal to Poland

A brief overview about the upcoming regional workshops

The next InRoad RW will be held in Hamburg the 1 and 2 March 2018 and will discuss the role of regional, national, institutional and EU funding in the long-term sustainability of RIs. This RW is organised by our German partners Helmholtz Association and Desy. The goal of this RW is to bring together different stakeholders from different research facilities and public organisations to:

1. Identify the main bottlenecks during the different RI phases;
2. Discuss the importance of the national roadmap process, its timing and funding;
3. Share experiences with regard to the long-term funding of RIs;
4. Provide recommendations for a better coordination of the different levels of RI funding. ◀

After Hamburg, two more RWs will be held: in Portugal the 12-13 April 2018 and in Poland the 10-11 May 2018



Augusta Paci during the technical regional workshop in Rome, Italy.

### Press – Releases of the RW

Have a look at the two press releases of the RWs in Prague and Rome.

#### Press releases Prague

[http://inroad.eu/wp-content/uploads/2017/11/20171115\\_Press-Release\\_Regional\\_Workshops.pdf](http://inroad.eu/wp-content/uploads/2017/11/20171115_Press-Release_Regional_Workshops.pdf)

#### Press releases Rome

[http://inroad.eu/wp-content/uploads/2017/12/20171204\\_Press-Release\\_Regional-Workshop-Roma.pdf](http://inroad.eu/wp-content/uploads/2017/12/20171204_Press-Release_Regional-Workshop-Roma.pdf)

## PARTICIPANTS IN THE CONSULTATION

### Participants from EU Member States

Austria, Belgium, Bulgaria, Denmark, Czech Republic, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Lithuania, Poland, Netherlands, Portugal, Romania, Slovenia, Spain, Sweden, United Kingdom.

### Participants from Associated Countries

Iceland, Israel, Montenegro, Norway, Switzerland.

## KEY FACTS

85%

Of all respondents have a national RI roadmap in place.

59%

Of all the respondents have RI monitoring procedures.

## FACTS ABOUT FUNDING

93%

Have a link between funding decision and strategic priorities.

25%

Plan changes in their RI funding schemes.

## FACTS ABOUT BUSINESS CASES

61%

Of the responding countries indicated that they consider a business plan as an eligibility criterion for RI to be included in the roadmap

26%

Offer supportive measures to improve the business cases of a RI.

# InRoad Consultation Report

However, only offer supportive measures to improve the business cases.

On 2 May 2017, InRoad successfully launched its consultation for 5 weeks to collect information about national RI policies. This included three key topics, namely (1) decision-making, (2) funding and (3) business models and their link to roadmapping from MS and AC. After a first rough analysis in June and July 2017, InRoad has further analysed the data and published the results in the InRoad consultation report. Here are some key results at a glance.

## Approaches for synchronisation of RI roadmapping

The consultation concluded that the purposes, timing and methodologies behind different national RI roadmapping vary greatly. Synchronisation could be improved at different levels, including: purposes, content, procedure, eligibility and feasibility criteria and available information. They often do not align with supranational processes.

Therefore, in order to enhance the adaptability of national RI roadmaps to supranational RI roadmaps, Inroad recommends the following four points to be taken into account regarding RI roadmapping.

1. First of all, the purpose and process of the national RI roadmap needs to be defined and clearly communicated. In this view, a publicly accessible guide providing criteria, processes and timelines is essential.
2. Secondly, a common RI classification would contribute to a better synchronisation of the RI roadmap process, for example, by developing of a common framework.
3. Thirdly, an alignment of timelines of the national RI roadmapping concerning international RI roadmap processes, e.g. ESFRI, GSO, OECD would be beneficial.
4. Finally, but yet importantly, recommendations to enhance the adaptability of national RI roadmaps to supranational roadmaps need to acknowledge and respect the sovereignty of each country in setting their specific priorities for their national research policy.

## Link between strategic priorities and funding decisions for RI

For the majority of countries, the consultation results show a link between funding decisions and strategic priorities for RI. This link results in most cases in the construc-

tion of a national RI roadmap, Action Plans, Performance Agreements with the relevant actors, or the development of national Research and Innovation Smart Specialisation Strategies (RIS3).

InRoad concludes that linking funding decisions on RI with strategic priorities is not only perceived as important by the majority of the consulted countries but can also be regarded as a major achievement of the national R&D policies. Aligning the investments with the previously established strategic priorities would contribute to the effectiveness and the socio-economic impacts of the investments made. In addition, the inclusion of such an approach in the decision-making process provides a predictable environment for future R&D investments. Furthermore, taking into account the strategic priorities of neighbouring countries may also be useful to work towards stronger macro-regional networks of RI.

## Business Plans for RI

More than half of the responding countries (17 out of 27) stated that the existence of a business plan is an eligibility criterion for an RI to be included into the national RI roadmap. However, at this stage of the analysis, the examination of the supporting documents, in particular calls for proposals, shows that the roadmap process seldom request a “business plan” as a separate strategic document in their evaluation processes. Moreover, information pertaining to business planning (e.g. a general outline of the RI budget) is often requested in the application form of national call for projects, which the majority of countries implement. Also, the information requested to assess RI sustainability varies from country to country.

Therefore, InRoad encourages MS and AC to make business plan assessment part of their strategic consideration, as sound financial planning is crucial for the long-term sustainability of RI. An approach could be sought in which a description of the main RI business plan components is made available to the scientific community that takes into account the varied needs of different types of RI (e.g. excellence-driven access facilities vs market-driven access facilities). Another approach could be a standard baseline (a set of common indicators) developed among countries to facilitate the initial evaluation, monitoring and follow-up of RI.

# Coming Up: Second Engagement Workshop in Brussels

InRoad kicks off the project's second half with an exciting workshop

On 15-16 January 2018, InRoad organises its second workshop, the so-called Engagement Workshop, in Renaissance Brussels Hotel to present and discuss the preliminary results of InRoad's work. During the workshop, InRoad will present the consultation report 'Prioritisation, evaluation and funding of research infrastructures in Europe' and introduce different policy messages based on the findings. These results and policy messages will be discussed in an interactive discussion round with you as well as with other prominent guests. The workshop pursues three different aims:

(1) First of all, the workshop aims to interactively **discuss, review** and **validate the InRoad Consultation Report** including linked preliminary policy insights with the attendees. Before **Isabel Bolliger**, InRoad consortium member from the University of Lausanne, presents the findings, **John Womersley**, Director-General at the European Spallation Source, will give an opening keynote about the challenges and gaps for a more effective coordination of national RI policies in order to set the context for the discussions. Thereafter, a distinguished panel including **Riita Majjala**, Vice President for Research at the Academy of Finland, **Christian Chardonnet**, Head of Department Large Infrastructures at the French Ministry of Higher Education and Science, and **David Bohmert**, ESFRI Executive Board Member, will discuss InRoad's preliminary policy insights together with the audience.

(2) After the consultation report has been discussed and validated, the second aim of the workshop is to **prepare InRoad's second data collection** round, namely the case studies and interviews. **Stéphanie Lecoq**, InRoad's French consortium partner of the Centre national de la recherche scientifique (CNRS), presents InRoad's intention for the second data collection round. Thereafter, the floor is open to the audience for input, especially with regard to:

1. the identification of areas of further investigation
2. the main challenges and bottlenecks ahead and
3. the potential to link InRoad's output to the general interest of the participants.

Last but not least, linked to the second aim, InRoad wishes with this workshop to identify areas of further investigation for the second year. Particularly, InRoad would like **to find out how to disseminate the findings of the project more effectively with the RI stakeholder community.**

## From the regional to the European level

During the second day of the workshop, InRoad will then tackle the question of the long-term sustainability of RI from different perspectives.

Starting on the European level, **Philippe Froissard**, Deputy-Head of the Unit Research Infrastructures at the European Commission (EC), will present the EC's perspective on the long-term sustainability of RI. Thereafter, the InRoad Advisory Board prepared a response to the findings of the EC based on the consultation results.

From a regional perspective, in the light of the upcoming technical regional workshop Hamburg, Germany, (see page 2), **Carme De Andres Sanchis**, InRoad consortium partner of the Helmholtz Association, will present the findings of the previous regional workshops in Prague and Rome. She will especially focus on the aspect of sustainable funding for RIs.

In a final closing session, InRoad is pleased to have Prof. Dr. Barbara Haering to hold a closing keynote on how to fill the challenges and gaps in the current RI system with InRoad.

## KEY DOCUMENTS FOR THE WORKSHOP

### Workshop Programme

In order to receive a better overview about the content of the workshop, You may find the detailed workshop programme including the aims of the workshop here.

### InRoad Workshop Briefing Note

All workshop participants will receive a workshop briefing note prior to the sessions. Within this briefing note the aims and purpose of each session are described. Additionally, concrete questions for the audience to prepare are included. The briefing note will be sent out one week before the workshop.

### InRoad Consultation Report

During the workshop, InRoad will present the consultation report 'Prioritisation, evaluation and funding of research infrastructures in Europe' and introduce different policy messages based on the findings. These results and policy messages will be discussed in an interactive round with you as well as other prominent guests. You can find the report here.

### InRoad's Response to the LTS Report

InRoad aims to contribute to mutual learning and stronger coordination among policy and decision-makers in Europe with regards to different aspects relevant to RI roadmapping. The goal is to work towards a better harmonisation and synchronisation of procedures and funding streams, thus contributing to the long-term sustainability of the RI ecosystem in Europe. InRoad therefore directly contributes to some of the recommendations listed in the European Commission report 'Sustainable European Research Infrastructures'. The purpose of this note is to contribute to the Commission action plan in areas where InRoad has expertise and where the InRoad consortium members believe that further action must be taken by the Commission and Member States when addressing RI Long-Term Sustainability.

➤ You can find the full response here.

## Interview with Prof. Dr. Dr. h.c. Barbara Haering

InRoad interviewed Prof. Dr. Dr. h.c. Barbara Haering, the Swiss consortium partner from the University of Lausanne, regarding her experiences as Board Member of the ETH Board in respect with RI roadmapping.

### What is the most appealing aspect of RI for you?

It's actually the research done with Research Infrastructures! Moreover, fundamental blue-sky research may lead to disruptive innovation – on the long run.

### As a member of the ETH Board you are actively involved in the RI roadmapping in Switzerland. From the perspective of this position, what bottlenecks in the decision-making process do you see?

I see three main challenges. Firstly, as a decision-maker at the strategic level, you have to balance very different logics and speeds. RI have a long life-cycle including a long planning phase. These long-term perspectives have to meet necessities of rather short-term political decision-making. The ETH Board therefore must understand the different logics and requirements of research on the one side and politics on the other – we are



responsible for bridging the gap between these two different approaches. Secondly, our aspiration is to come to evidence based decisions. However, it is a challenge to prioritise proposals from scientific fields where you are a layperson. Thus, we depend on thorough evaluation done by scientific experts. And thirdly, there is a balance to be found between investing in national RI in

view of strengthening the competitiveness of the national research and innovation system, thus attracting excellent researchers, students and industries – and participating in international cooperation to use synergies. Luckily, Switzerland is still able to fund world best RI, as for example SwissFEL. But what will the future bring, since funding requirements for RI are growing faster than budgets for research? The RI roadmapping at EU level is very helpful in this respect to balance the interest between location and synergies.

### Where do you see potential for InRoad to offer help for these challenges?

InRoad can offer valuable basic information. Until now there is no comprehensive and coherent information about RI roadmapping processes available. Furthermore, benchmarks on good practice particularly regarding evaluation methodologies for RI, including indicators, criteria and actors would offer great learnings. I will talk more about this aspect during my speech at the Engagement Workshop in Brussels.

### Impressum:



synchronising research infrastructure  
roadmapping in Europe

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