

# MIRRIS recommendations for better participation to the ERA

03 March 2016, Prague

Synergies with Research and  
Innovation Funds: The Stairway to  
Excellence, DG JRC

**Research,  
Development & Innovation**



**Mobilising Institutional  
Reforms in Research and  
Innovation Systems**

**let's bridge the GAP**

Target Countries

- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Estonia
- Hungary
- Latvia
- Lithuania
- Malta
- Poland
- Romania
- Slovakia
- Slovenia



Partners



Widening participation of EU 13  
countries in European research  
funding programmes



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The research leading to these results has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement 101019112.



# 1 MIRRIS

## 2 Main findings and barriers

### 3 Conclusions



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This Project is funded by the European Union under the 7th Framework Programme

## Support action aiming at:

- 1) **Profiling** R&I performance in ERA and Framework Programmes of New Member States;
- 2) Proposing **actionable** solutions to improve performances and participation to H2020.

More at [www.mirris.eu](http://www.mirris.eu)  
updated Reports on EU13 participation to ERA

**MIRRIS** is funded under FP7 SSH and is implemented by a consortium of 11 leading organizations under the coordination of META Group.



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SEVENTH FRAMEWORK PROGRAMME

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## MIRRIS closure:

52 dialogue meetings held in EU 13 during period of three years during which:

800 national stakeholders mobilised

85 national ministries engaged

75 universities engaged

50 innovation engaged

A number of reports, unique analysis, policy briefs and academic papers produced

More at [www.mirris.eu](http://www.mirris.eu)



The poster features a blue and white color scheme. At the top, it says 'Research, Development & Innovation' next to a stylized image of a modern building. Below this is the 'Mirris' logo. A central blue box contains the text 'Mobilising Institutional Reforms in Research and Innovation Systems'. Below that, a dark blue banner reads 'let's bridge the GAP'. The middle section shows a map of Europe with 13 countries highlighted in blue, accompanied by a list of these countries. To the right of the map is a 'Partners' section with various logos. At the bottom, it mentions 'Widening participation of EU 13 countries in European research funding programmes' and includes the European Union flag and the 'SEVENTH FRAMEWORK PROGRAMME' logo. The website 'www.mirris.eu' is prominently displayed at the bottom.

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# MIRRIS High Level Conference

**Better exploiting European funds for  
Research and Innovation:  
„The Quest for Excellence of EU13”**

**26 May 2016, Brussels**

**Representation of the “Lazio Region in  
Brussels” Rond Point Schuman, 14, Brussels,  
Belgium**



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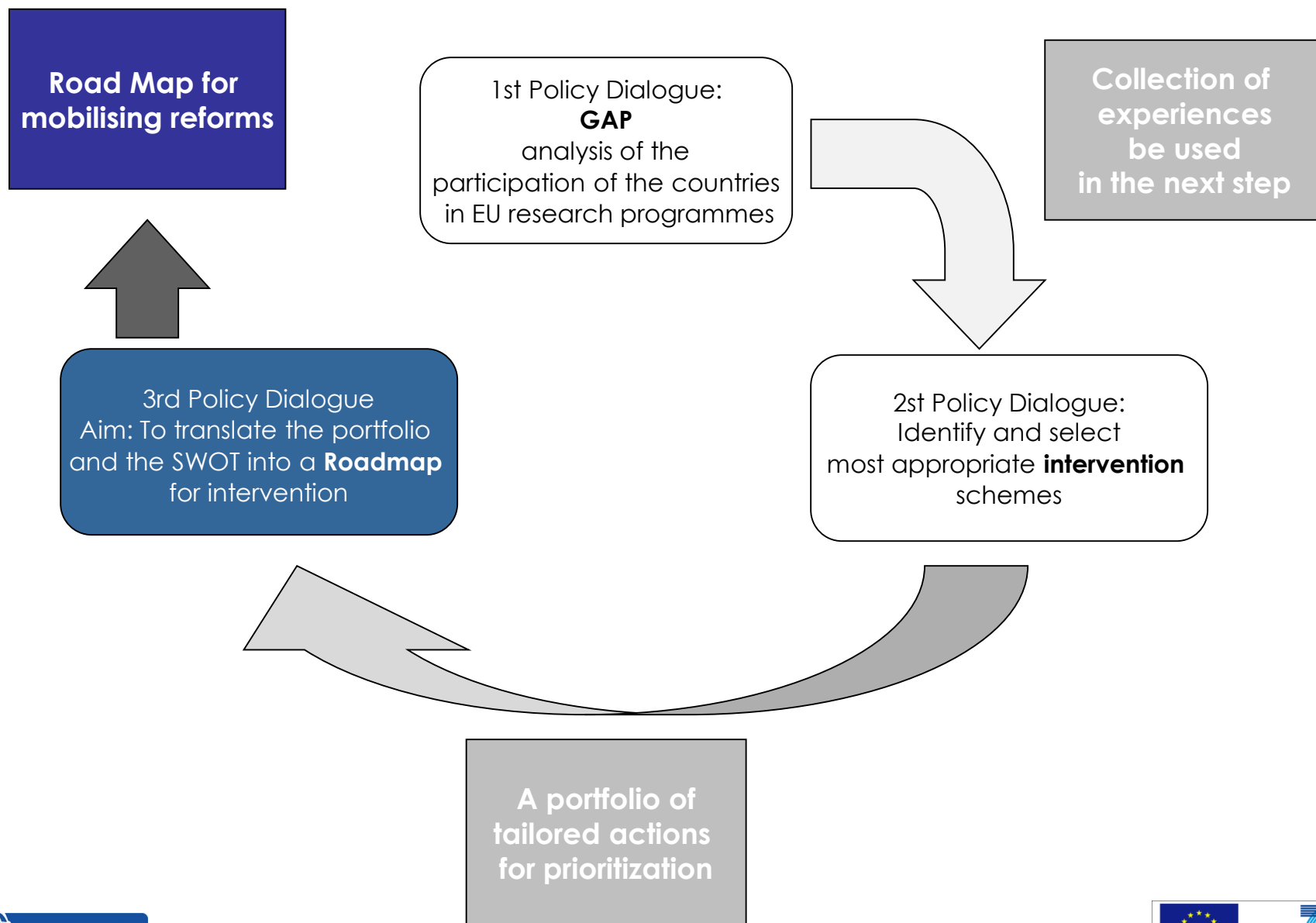
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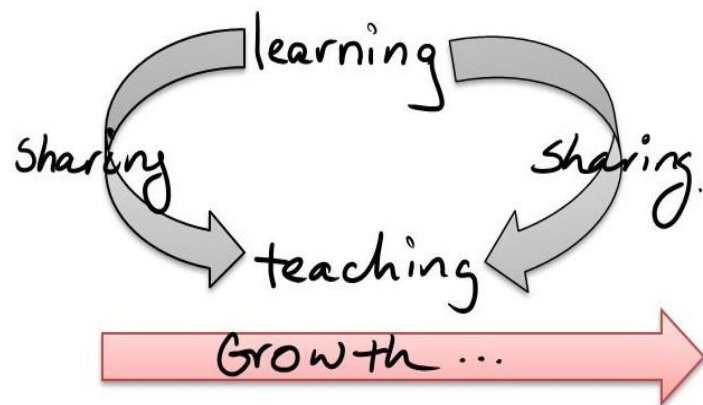
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## ACTION ORIENTED



### MIRRIS Good Practices

- ✓ 29 good practices selected
- ✓ 15 countries (9 “Old” MS – 5 NMS – 1 Extra EU)

Topics matching the identified GAPs:  
Pre-preparation and pre-call intelligence;  
Pre-preparation and application readiness;  
Project preparation and administrative issues.

More at [www.mirris.eu](http://www.mirris.eu)



## ACTION ORIENTED

### The devil is in the detail

- Coaching to a specific actor on one intervention selected from the identified priority list.
- The format is based on a 1,5 days peer to peer mutual learning activity.
- To close the circle, MIRRIS will provide the selected organisation with one of the key people involved in the implementation of the intervention.
- The series of MIRRIS Coaching Seminars starts with Czech Republic on March 04 in cooperation with ***Technology Centre of the Academy of Sciences (Technology Center ACSR)*** on topic of synergies.





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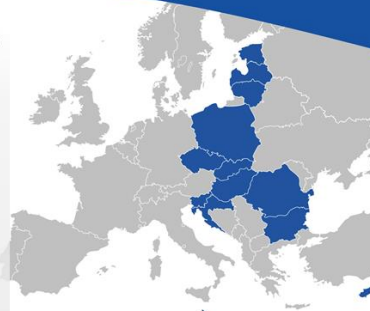


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# Main findings from MIRRIS Policy Dialogues

**Mobilising Institutional Reforms in Research and Innovation Systems**

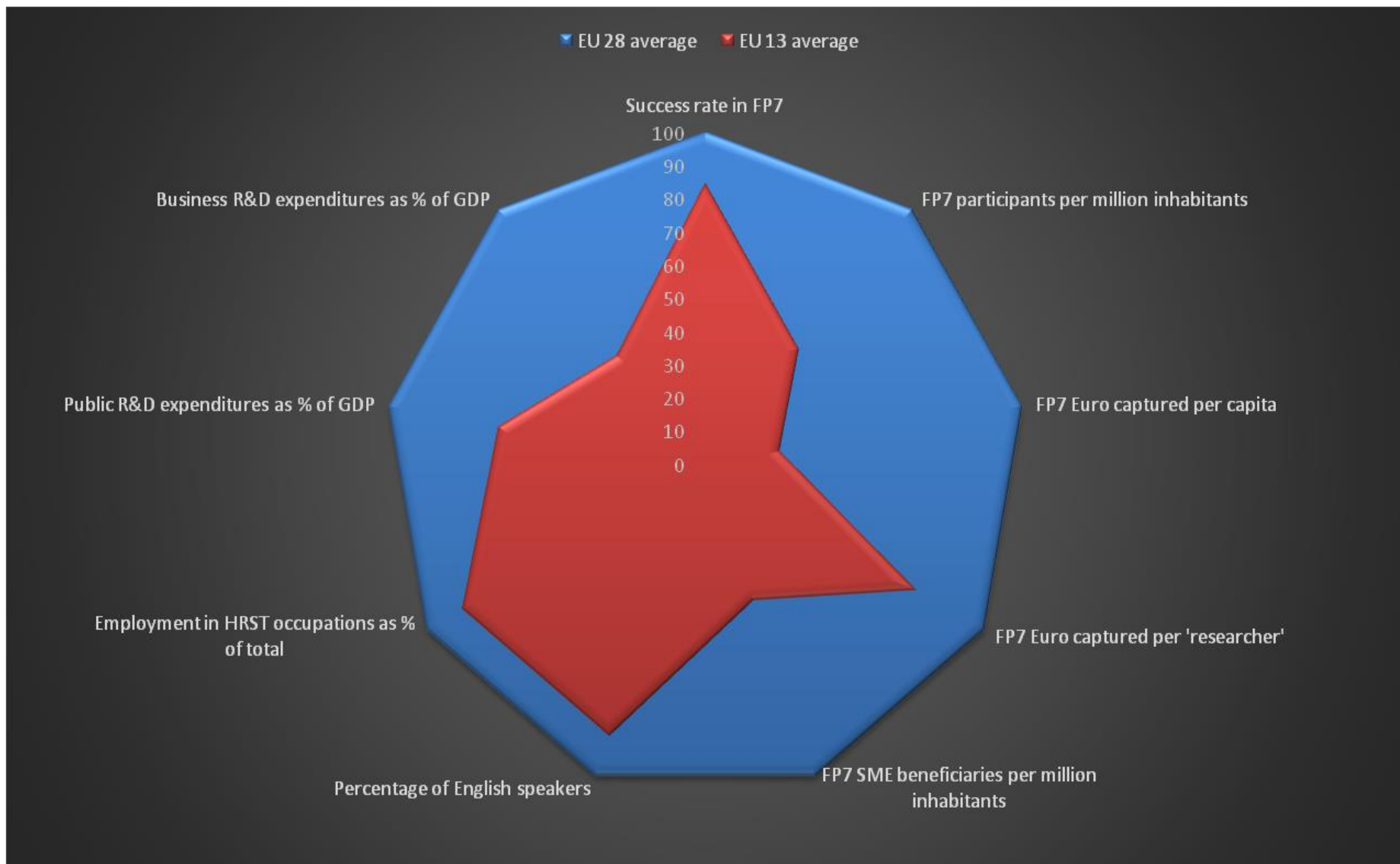


## FP7: EU 13 & EU 15

*Whatever criteria taken into consideration, EU12 (and Croatia) Member States are **less performing** than EU15*

*&*

*huge **disparities** between EU12 (and Croatia) Member States*



## Benchmark of EU 13 and EU 28

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Barriers  
Personal level  
Organisational level  
Structural level

Mobilising Institutional Reforms in Research and Innovation Systems



## PERSONAL/MOTIVATIONAL

- ◉ Low Economic **reward/wages**/incentives of researchers;
- ◉ Lack of **attractiveness** of FP7/H2020 funding in comparison to **ERDF** funding and/or, when available, to other national or bilateral schemes(less bureaucracy, less selection criteria, no or less international dimension);
- ◉ No **willingness** in taking responsibility of administrative management (lack of time, little or no access to a project office support), **project leadership**.



## ORGANIZATIONAL

- ◉ Weak **involvement** in European networks, which very often play a role in generating ideas for projects and facilitating partnerships;
- ◉ Difficulty to join (and **remain**) existing EU15 excellence consortia;
- ◉ Difficulty to maximize information and experience to **influence** and address the participation to the working committees;
- ◉ No sectorial **focus/strategy** to support FP7 stakeholders;
- ◉ Lack of **cooperation** between ministries;
- ◉ No leverage on **diaspora** and on successful **applicants** to coach the other potential participant.





## STRUCTURAL

- **Geographical** disadvantages (far away from Brussels);
- Limited national R&D **budget**, and in many countries in particular the private investment in R&D;
- **Uncertainty** of national funding mechanism of University and National Research Centres;
- Lack of “**systemic**” support to applicants; Limited resources to NCP (often voluntary ); Weak capacity of drafting proposals; (cost of paying a consultant is often prohibitive);
- **Brain drain** (less excellent researchers in EU13 than in EU15 due to diaspora) and weak presence of foreign researchers (key to mobilise partnerships).



## COMMON HEADLINES

1. «*we cannot do anything because we have **no money!***»
2. «***you** tell us solutions*»
3. “*we need updated **figures.***”



## WHAT IS BEHIND THESE ARGUMENTS?



## WHAT IS BEHIND THESE ARGUMENTS (1/2)?

- FP7 Projects are seen just as an opportunity to increase salaries (**tactical, shortterm**);
  - The **strategic** elements (international visibility, access to knowledge, better positioning in the scientific community, **income from R&D results exploitation** etc...) are **not considered** at all both by researchers and organizations;
  - The quest for **excellence** is not taken into consideration. ERA is **not** seen as an **opportunity** for the best actors in the country to remain competitive or **improve their profile** at international level (and attract more funding, including private ones);
- “**Information driven**” and “**unidirectional**” type of support lack of **marketing** of excellence abroad.



## WHAT IS BEHIND THESE ARGUMENTS (2/2)?

- ◉ No **proactive**, systemic approach to **exploit opportunity** before the call is out (most activities can be done at zero cost);
- ◉ No strategic approach to tackle the challenge of the **global dimension** of R&D;
- ◉ **Attractiveness** (talent **circulation**) is a complex matter that goes beyond participation to EU Research programmes or level of salary.

# Challenges & Roadmap

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## COMMON CHALLENGES

1. **Understanding** benefits for participation to FP7/H2020
2. ESIF/H2020 **Synergy**
3. Research **Excellence** Promotion
4. Brain **drain**
5. Mobility of reserchers, talent **circulation**
6. Skilled human **capacity**
7. **Evaluation** system
8. Involvement of **private** sector in ERA
9. Innovation drive and **market** oriented research



# NATIONAL CHALLENGES CZECH REPUBLIC

1. Understanding of added value for participation to FP7/H2020
2. Promotion of Czech Research Excellence
3. Leverage on ESIF funds to participation in H2020
4. Innovation driven research system
5. Skilled human capacity inside Research Organisations (ROs)
6. 'Brain drain.



**MOBILISATION OF  
FOREIGN RESEARCHERS  
PROMOTION OF CZECH  
RESEARCH EXCELLENCE AT  
WIDER SCALE  
STRONGER PRESENCE IN  
BRUSSELS**



**PARTICIPATION TO  
EUROPEAN ASSOCIATION  
AND NETWORKS  
FURTHER BUILDING OF  
PARTNERSHIPS AND  
INTERNATIONAL LINKAGES  
STRENGTHENING OF  
INTER-SECTORIAL  
COLLABORATION**



**PROVIDING SOFT AND  
HARD INFRASTRUCTURE  
BASED ON SYNERGIES  
BETWEEN ESIF AND  
H2020**





<b>Description of the challenge</b>	<ul style="list-style-type: none"><li>• <b>Promotion of benefits to researchers with regards to participation in FP7/H2020 versus ESIF;</b></li><li>• <b>Raising awareness of values related to participation to the EU programmes;</b></li><li>• <b>Strengthening of partnership and networks through associations and networks, in particular those based in Brussels;</b></li><li>• <b>Reward scheme for reseachers.</b></li></ul>
<b>Understanding of added value for participation to FP7/H2020</b>	
<b>Proposed actions</b>	<ul style="list-style-type: none"><li>• Develop a communication strategy focused at promoting the added value of participation in EU programmes, showcase of successful stories and outcomes of the participation (success stories written by the scientists themselves about the participation in a form of publications);</li><li>• Successful scientists to be used as role models to newcomers and undertake the roles of mentors and trainers;</li><li>• Establish of a reward scheme for researchers that participate to EU programmes (different incentive scheme for those that were successfully awarded by EC and those that have passed the threshold but were not awarded in the final selection); introduce incentive measures for ERC grantees and expand the scheme so that successful applicants to the SME instrument and H2020 are included (the scheme shall be compliant by the upcoming Seal of Excellence measure to be introduced by the European Commission);</li><li>• Endorse measures aimed at raising awareness of the value of participation to different European associations and networks based in Brussels for the purpose of strengthening the existent networks, building of new partnerships with an aim to increase participation to the EU programmes as well as to undertake more roles in the capacity of Project Coordinators;</li><li>• Endorse a set of measures aimed at establishing of the peer review schemes with countries that are identified as good peers in terms of knowledge transfer and capacity building (Scandinavian countries to be used as a benchmark);</li><li>• Organise workshops with successful participants from peer countries during annual events that are focusing at EU programmes such as CZEch Days for European Research (CZEDER) that would focus at sharing of success stories and value of participation to EU programmes</li></ul>
<b>Proposed implementing institutions</b>	<ul style="list-style-type: none"><li>• Ministry of Education, Youth and Sports</li><li>• Technology Centre ASCR</li><li>• The Council of Research, Development and Innovation</li></ul>
<b>KPI's to be used when</b>	<ul style="list-style-type: none"><li>• Increase number of Czech coordinators in H2020 and WP leaders;</li></ul>



# CONCLUSIONS MADE BASED ON RESPONSE OF CZECH STAKEHOLDERS

1. Need for rapid implementation of the reforms already in train, and which are aimed at introducing an effective methodology for the evaluation of research institutions;
2. The new funds distribution system prioritising internationalisation will promote the needed cultural change;
3. The need for effective co-ordination of ESIF and H2020 funds. Here the onus is on respective ministries to explore synergies, both up and down stream involving all the funding bodies;
4. The good co-ordination activity amongst Czech Republic's various delegations in Brussels is already in place. All the representative offices in Brussels already have an high level of cooperation and joint organise events to promote partnerships and the excellence of Czech research institutions toward relevant European. The intelligence cleaned by these 'actors' was not always used effectively by targeting key institutions back in Czech Republic.
5. Coaching priorities are 'synergies' (between ESIF and H2020), and the implementation of the 'Proof of concept instrument.'

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# MIRRIS „Take Aways”

## Mobilising Institutional Reforms in Research and Innovation Systems





- ✓ Aim high (at the international level) and market the excellence of the EU13 centres and research teams to EU15 consortia leaders;
- ✓ Establish a rewarding system for researchers or teams winning (not participating) H2020 Grants (down-stream synergies, grant for the use of R&D results);
- ✓ Involve successful teams and the diaspora as "role models" for first time applicants;
- ✓ Make a better use of the "Country" presence in Brussels;
- ✓ Incentivise the establishment of "project offices" in universities and research centres;
- ✓ Better coordination (between NCPs and EEN) for going beyond information and marketing excellence abroad.



- ✓ Leverage on previous ERDF investment in R&D **infrastructure** as flagships for marketing the capacity to be involved in H2020 projects as staircase to **excellence**;
- ✓ Use the opportunities opened up by **RIS3** (ex-ante conditionality for Thematic Objective 1) to tackle the challenge of **synergies** to exploit excellence and international dimension;
- ✓ Use Article 70 of the common provision regulation in order to build long-term partnerships (Article 70(2) stipulates the possibility to allocate resources to operations located **outside the programme area**).





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## WHAT FIGURES DON'T TELL US?

### 1. What is the influence of **structural** factors?

- **quality** of excellence in R&D
- effectiveness of support **ecosystem**
- availability of national **budget**
- preference for **ERDF** funding
- **talent** to transform an idea into a proposal

### 2. What influence have **subjective** factors?

- **visibility** of the R&D eco-system
- readiness of **stakeholders**
- willingness for **networking**- expectations of researchers/organizations
- **strategic** attitude

### 3. What influence have **objective** factors?

- **date** of full membership to the EU
- size of **population**
- **number** of qualified researchers and middle management staff
- **relevance** of the services provided by intermediary organisations (NCP, ...)



- ✓ Support often intended as “Processing **information**”
- ✓ Differences in performances are often related to different **strategic vision** (Tactical v/s strategic attitude “egg” v/s “chicken”)
- ✓ H2020 v/s ESIF 2014-2020 **competition** between instruments rather than co-operation
- ✓ Perceived effectiveness of support and lack of **proactive** attitude
- ✓ Attitude of working in **silos** v/s capitalizing on “collective intelligence” and understanding of the value chain
- ✓ **local v/s global**, focus on national dimension rather than **openness** to internationalization;