

Horizon 2020 Policy Support Facility



MLE on 'National Strategies and Roadmaps for Intl. Coop. in R&I'

Governance and Processes

Country Visit France
Paris, 2019-06-03

Purpose

- Ensure strategic guidance and coordination during strategy development and implementation
- Make stakeholders feel responsible and committed to develop and implement the R&I internationalisation strategy
- Goal: Instead of separation, stakeholders should cooperate more consistently internationally and develop and implement joint initiatives



Steering Challenges

- Competence distribution among ministries (and delegated agencies) leading to graded layers of competences and involvement
- Steering usually exercised by a 'Task Force' (or similar) composed of senior officials from main ministries [science, innovation, foreign affairs]
- Final beneficiaries are usually not involved and often do not care unless reached via incentives (i.e. delegated power to intermediaries, esp. funding agencies → principal-agent tension)



2nd Cycle of Stakeholders

- Public R&I funding agencies
- Research councils
- Academies of science and representatives of universities and research organisations (e.g. rectors' conference)
- Specialised agencies (such as international oriented business agencies, development cooperation agency, or space agency),
- Ministries which have only marginal relations to R&I internationalisation
- and – in some countries – social partners, different federal levels or large private research funding foundations



Strategy Development

- Requires cross-government and cross-agency coordination
- Extensive and timely involvement of other stakeholders through different formats
 - input papers
 - dialogue formats
 - surveys
 - interviews
 - working groups
 - joint foresight
- Expectation management becomes important!



Strategy Implementation

- Continue the implementation process with a formalised body operated by one dedicated and responsible task manager with authority
- Establish routines of information exchange and coordinated steering (e.g. jour-fixes)
- Report to the Parliament or Council
- Scientific monitoring of the strategy implementation
- Dialogue formats with final beneficiaries to exchange views/opinions on certain aspects, identify common concerns and discuss points for coordinated activities
- Newsletters, social media, ePlatforms,



Coordination with external partners or initiatives

- Important for scaling-up and reaching critical mass
- Often complex with less scope for national steering
- Capacity shortages (human resources, budgets)
 - Subsidiarity principle by delegating more central coordination tasks to the European Commission
 - Make use of available multi-level capacities and expertise in other ministries, agencies, research organisations, councils etc. (e.g. the 'leading houses'-approach in Switzerland)



One input

Governance and processes for establishing a new STI internationalisation strategy

- Martina Hartl (Deputy Head of Department, Federal Ministry for Education, Science and Research)



Open discussion in 3 parallel sessions

Group 1:

How to govern the process of development of a new STI internationalisation strategy?
Which are the most common governance challenges and what are the best ways to overcome them?

Group 2:

What evidence base is needed and how to map the existing status quo?
Which formats and processes of consultation have proven to work?

Group 3:

How to balance bottom-up desires with top-down prioritisation (expectation management)?
How to gather/align all stakeholders behind a common strategy?

