NOTE

Subject:	Report of the GPC Working Group on GPC and JPIs

Delegations will find attached Report of the GPC Working Group on GPC and JPIs as adopted by the GPC on 9 September 2014 via written procedure.

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JOINT PROGRAMMING

How to pursue and deepen relations between the GPC and JPIs

FINAL REPORT

of the GPC Working Group

chaired by **Patrick Kelly**
(GPC Delegate for Ireland)

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GLOSSARY

AC	Associated Country
AT	Austria
CIRCABC	Communication and Information Resource Centre for Administrations, Businesses and Citizens
DDG	Deputy Director General
EC	European Commission
GPC	*'Groupe de Programmation Conjointe'* – Council Group in charge of Joint Programming
HoU	Head of Unit
JP	Joint Programming
JPI	Joint Programming Initiative
JPIs-To-CoWork	Funded under the FP7 ERA-net-2011 scheme
JPND	Joint Programming initiative 'Alzheimer and other neuro-degenerative diseases'
MS	Member State
SRA	Strategic Research Agenda
WG	Working Group

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Executive Summary

The recommendations in this report are subject to endorsement by the GPC, which mandated the establishment of the Working Group. The recommendations are based on views expressed by GPC members, JPIs and Commission officials and the Working Group would like to express its appreciation of the time taken by all concerned to provide their valuable input to this Report.

KEY MESSAGES

- ***A properly structured relationship between the actors involved in Joint Programming is needed***

Feedback from the consultations undertaken with the GPC, JPIs and Commission officials in preparation of this Report indicates that relations / communications between these three partners in the Joint Programming process are currently suboptimal to the attainment of their respective mandates.

The GPC Working Group did not find evidence of properly structured relationships between the GPC, JPIs and Commission, nor evidence of a reliable and consistent communications structure between the parties involved in Joint Programming. The current arrangements are somewhat *ad hoc* and based on individual personal contacts within the various groups. This lack of structured communication channels led to the recommendations in the 2012 GPC Biennial Report (endorsed by the GPC) and the Report of the Expert Group on Joint Programming (October, 2012) which identified the need to pursue and deepen relations between the GPC and the JPIs.

- ***The role of the Commission in supporting the Joint programming process can be further improved***

The Working Group identified the Commission as a key player which has both the resources and ability to bring all parties together. Moreover, the Commission has responsibility under the Treaty to take any useful initiative to promote such coordination to ensure that national policies and Union policy are mutually consistent.[1]

Joint Programming Initiatives are key instruments in developing such mutual consistency. Recommendations addressed to the Commission include that it should streamline its internal coordination and information process and communication channels relating to JP; harmonise the official status of the EC in the different JPIs

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[1] *Article 181 of TREATY ON EUROPEAN UNION (TEU)*

    *1. The Union and the Member States shall coordinate their research and technological development activities so as **to ensure that national policies and Union policy are mutually consistent.***

    *2. In close cooperation with the Member State, **the Commission may take any useful initiative to promote the coordination referred to in paragraph 1**, in particular initiatives aiming at the establishment of guidelines and indicators, the organisation of exchange of best practice, and the preparation of the necessary elements or periodic monitoring and evaluation. The European Parliament shall be kept fully informed.*

and proactively promote JP and the JPIs. It is considered that a key mechanism to achieve this is the establishment of a Task Force on Joint Programming, composed of the responsible Commission officials, as elaborated in this Report.

- ## *Stronger political support at Member States level is needed*

While the Commission should perform this coordination promotion role, the JP process should continue to be a Member States driven initiative. This places an onus on the GPC, as the political and strategic forum for Joint Programming, to have a clear vision and determined and sustained political commitment. A common response from all key stakeholders consulted is that there is a need for such a determined and sustained political commitment to ensure that:

- ✓ the political environment within the MS is supportive of the work of the JPIs,
- ✓ it facilitates the required activities within the MS research programming policies and activities, and
- ✓ adequate resources (human and financial) are in place to support the MS actively participating in JPIs.

The 2008 commitment of the MS towards Joint Programming should be renewed and strengthened as soon as possible.

- ## *GPC should be the key actor to help promote the implementation of JPIs*

Equally, JPIs should consider the GPC as the political forum for addressing their difficulties, not only their achievements and successes. JPIs should work closely with the GPC to address barriers to the implementation of their SRAs and alignment of national research and innovation agendas.

JPIs can facilitate a wide spectrum of scientific, managerial and financial integration, from the lowest to the highest level. For those JPIs where there is sufficient integration and who wish to consider adopting a legal basis according to Article 185 of the EU treaty (in line with Art. 13 of the Horizon 2020 Framework Regulation[2]), the GPC should discuss such proposals and how they can best be facilitated. This could give greater certainty to the future sustainability of the JPIs until they fulfil their mission.

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[2] *Article 13 Horizon 2020 - the Framework Programme for Research and Innovation*
  1. For the implementation of Horizon 2020, account shall be taken of the need to build appropriate synergies and complementarities between national and European research and innovation programmes, for example in areas where coordination efforts are made through the Joint Programming Initiatives.
  2. Union support to Joint Programming Initiatives may be considered with any support to be delivered through the instruments referred to in Article 26, subject to the conditions and criteria laid down for such instruments.

- **Active participation by Member States and Associated Countries is needed**

The Working Group considers that in future new actors could show interest in the societal grand challenges, such as currently less active EU member states, countries wishing to associate themselves with any of the Joint Programming Initiatives. While externalities such as the current economic climate have an impact on the participation of actors in Joint Programming, over time economic conditions are subject to change. Other limitations and barriers to participation in all Joint Programming (such as human resources, financial resources, etc.) also exist. However, the Working Group considers that active participation by all EU Member States (not only active participation at GPC level) who join JPIs is vital in order to promote cohesion, to maintain a high level of interest in Joint Programming and to maximise resources utilisation. It is important, therefore, to keep open the opportunity of future participation by Member States in Joint Programming and Article 185 initiatives. The principles of Open Access and Variable Geometry are valuable features of Joint Programming and should be enshrined in future Joint Programming mandates needed to secure sustainable commitment of the MS in this process.

- **JPIs play a key role in the completion of ERA**

The contribution of the JPIs to the completion of the ERA has recently been noted by the Council. In its conclusions of 20 and 21 February 2014 the Council considered that the development of the ERA Roadmap should take into account alignment, where possible, of national strategies and research programmes with the Strategic Research Agendas of the JPIs.

- **Need for the JPIs to reach next step of implementation**

The JPIs have evolved significantly since 2008. The time has come to consolidate achievements made so far and to take the necessary measures to proactively facilitate JPIs in fulfilling their mission. The WG considers that implementation of the recommendations made in this Report, which are integral to the points made above, will significantly improve the working relationship between the key partners (GPC, JPIs and the Commission services) and contribute to the achievement of the JPIs' full potential.

RECOMMENDATIONS

The report draws conclusions from the key issues from the consultations and presents them under three overarching findings (main recommendations I, II and III below) relating to the three key stakeholders (GPC, JPIs, and the Commission services) in the JP process.
Detailed recommendations to address each of the findings are also presented.

MAIN RECOMMENDATION I:

As the political and strategic forum for Joint Programming, the GPC requires an explicit mandate to oversee the implementation by the Member States of the Council's commitment to the need for the EU to act rapidly and coherently to achieve the scale of impact needed to effectively address societal challenges with available research funds.

Consideration should be given to the renewal of the GPC mandate as soon as possible to explicitly empower it to monitor, and report to the Council, the extent to which MS are implementing the Council's expressed desire to see alignment, where possible, of national strategies, priorities and research programmes with the JPIs' strategic research agendas to tackle major societal challenges.

MAIN RECOMMENDATION II:

The JPIs should work closely with the GPC to address barriers to the implementation of their SRAs and alignment of national research and innovation strategies (and any other issues that arise).

There is a perception that the JPIs' attention has been taken up largely with operational matters and securing sustainability and that their main focus must now be on demonstrably addressing the societal challenges they were established to tackle. Demonstrating their 'added value' in tackling societal challenges will be the criterion by which their success or otherwise is judged. We recommend that the JPIs ensure their main focus is on delivering results and being in a position to demonstrate their achievements and the added value they contribute.

MAIN RECOMMENDATION III:

The Commission services should streamline their internal coordination and information process/communication channels relating to JP; harmonise the official status of the Commission in the different JPIs and proactively promote JP and the JPIs.

Given the complex and diverse landscape in DG Research and Innovation in the area of Joint Programming, the WG recommends the establishment of a 'Task Force' composed of relevant Commission officials in charge of following the JPIs in the Thematic Directorates and their colleagues from the coordinating entity.

1. Introduction

The main aim of the GPC is to address societal challenges through Joint Programming. JPIs were created and tasked with setting up their own structure in order to address a single social challenge which has individual and particular properties.

Each JPI was tasked with setting its own governing structure, i.e. management and scientific board and devising scientific/strategic research (and innovation) agendas (SRAs). Following the principle of variable geometry, JPIs were not dictated with any structure model in order to allow the creation of the right tools to address particular issues of each societal challenge.

JPIs were given a free hand to shape their governing structure in a form professionals in the field deemed fit for purpose. Now that JPIs have established their modus operandi, time is right for the GPC to review the relationships, which are intended to be two way (three way or more), to consolidate current ties and create new robust communication lines for the benefit of the whole process.

The contribution of the JPIs to the completion of the ERA has recently been noted by the Council. In its conclusions of 20 and 21 February 2014 the Council considered that the development of the ERA Roadmap should take into account alignment, where possible, of national strategies and research programmes with the Strategic Research Agendas of the JPIs.

1.1. Establishment of the Working Groups

At the meeting of the GPC on 25 June, 2013, following discussion of a synthesis of recommendations from:

> GPC **B**iennial Report (December, 2012),

> Report of the **E**xpert Group on Joint Programming (October, 2012),

> Dublin **C**onference on Joint Programming (February, 2013) and

> European Commission Communication on "*A Reinforced European Research Area Partnership for Excellence and Growth* "(July 2012)

The GPC decided to establish 6 ad hoc Working Groups:

Actions (Source*)
ENSURING A SUSTAINABLE COMMITMENT OF MEMBER STATES AND ADVANCING IN THE IMPLEMENTATION OF JPIS
Alignment with SRAs Reflect on ways of aligning national and European strategies and research programmes with Strategic Research Agendas of JPIs and promote alignment (B, C, E)

Securing Commitment and Engagement in Joint Programming
Examine how best long-term commitment to JPIs can be maintained, and in particular how to build sustainability and trust in Joint Programming and in the JPIs (C, E)
Ensure greater involvement of national stakeholders into the JPI process (C, E)
GPC and JPIs
Pursue and deepen exchanges between the GPC and JPIs (B)
PROMOTING USAGE OF IMPROVED GUIDELINES ON FRAMEWORK CONDITIONS FOR JOINT PROGRAMMING
Framework Conditions for Joint Programming
Examine ways of developing the Framework Conditions Guidelines to make them more useful and used (C, B, E)
Collect experiences and distil out the most important issues for common actions (C, E)
EVALUATING JPIS
Measuring JPIs progress and impact
Suggest methods for reviewing JPIs and plan for a more thorough evaluation of JPIs after the start of H2020 (C, B, E)
PREPARING FOR NEW CHALLENGES
Future initiatives
Consider a process for deciding on future challenges (B, E)

This report covers the issues related to the WG on 'how to pursue and deepen the relations between the GPC and the JPIs'.

The 2012 GPC Biennial Report (page 26) provides the context for the mandate of the WG as follows:

'The GPC thus wishes to:
- *encourage the implementation of JPIs through learning processes on the use of framework conditions, international cooperation, when and where appropriate the involvement of industry and users, common thematic areas, and through a possible ERA Mark label,*
- *call on JPIs to step up efforts to implement SRAs, ensure that JPIs build upon national programmes, that adequate national resources are committed and strategically aligned at European level in these areas,*
- *encourage JPIs to build on the success stories and to make good use of them by closely cooperating with each other in a process of mutual learning,*
- *encourage JPIs to widen the participation of interested countries,*
- ***pursue and deepen exchanges between GPC and JPIs on these issues,***
- *support the JPIs in using a wide range of JP tools beside joint calls.'*

The mandate of the GPC Working Group was set in this context in September 2013, to consider and recommend:

- ways by which timely communication between the GPC and the JPIs can be enhanced in order to facilitate the implementation of the JPIs, follow their advances and be aware of their needs;

- the issues on which information should be exchanged between the GPC, JPIs and Commission services in charge of following Joint Programming.

2. The Key Stakeholders (GPC, JPIs and the Commission services)

The starting point of this report is that of identifying the key stakeholders involved in Joint Programming and setting out what is the current state of play from a communications/ relations perspective.

The High Level Group on Joint Programming (GPC), created in 2009 by the European Council to identify the societal grand challenges, is a dedicated configuration of ERAC (formerly known as CREST) composed of high-level representatives of the Member States and of the Commission and, where appropriate, associated countries (AC).[3] It was tasked with matters related to the Joint Programming process and the JPIs' organisation and management, including conducting various assessments. From a political perspective, the GPC plays a critical role in ensuring political recognition and support for the JPIs.

Member States were invited to step up efforts to implement joint research agendas addressing grand societal challenges, to share information about activities in agreed priority areas, to ensure that adequate national funding is committed and to strategically align at European level in these areas and that common ex post evaluation is conducted.[4]

The GPC is considered as the forum where exchange of information about developments at national level in priority areas takes place in order to harmonise national research strategies with the JPIs' SRAs agreed priority areas.

JPIs were tasked with setting up their own governance in order for each to address a single societal challenge. JPIs were entitled to make use of the variable geometry principle and were tasked with setting their own management, scientific board and scientific / strategic research agenda (SRA).

The GPC did not interfere with the establishment of the JPIs in order to allow for the creation of the right set of tools to address each particular societal challenge. Over the years, JPIs evolved at different levels according to their own particular needs.

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[3] *Official Journal, 30.01.2009, C 24/6, Mandate of the High Level Group on Joint Programming (GPC)*
[4] *COM (2012) 392 final, ERA Communication: A reinforced European Research Area Partnership of Excellence and Growth, Pg 7*

JPIs were also asked to maintain the principle of open participation to all EU Member States (MS) who might wish to participate in them.

Since the first JPI (pilot JPI) was set up in 2009, JPIs' structures have evolved at different levels according to their own requirements taking into account the Framework Conditions elaborated by the GPC in 2010. At present, now that all JPIs have established their individual internal structures, it is time to create stronger ties in order to establish stronger relationships both vertical and horizontal between GPC, JPIs and the Commission services.

The communication structures envisaged by this Working Group are intended to be two way (three way or more) to consolidate current ties and (if appropriate) create new robust ones. This provides a window of opportunity to maximise the potential of the GPC to coordinate research programmes and funding at MS level required to undertake the type of research to deliver on the vision of the JPIs.

The WG took into consideration the evolution of existing relationships between the GPC, the JPIs and the Commission services. Its work focused around current opportunities and challenges in order to facilitate communication channels, establish various communications systems, the role of contact points and the content of communication.

The mandate of the WG on 'how to pursue and deepen relations' aimed to identify areas for improved coordination, cooperation and exchange (information, people, and practices). The WG strove to propose recommendations to enhance communication between the GPC and the JPIs in order to establish and maintain into the future a uniform network of communication.

Although the mandate was essentially directed towards relations between GPC and JPIs, the WG decided to extend it to include also the Commission services as there was also the need to address some issues regarding communication between JPIs and the Commission services as different areas of Joint Programming are covered by different Commission officials within DG Research and Innovation. This created additional complexity in the exchanges required to be simplified within a proposed communication strategy.

It was agreed that a communication strategy would also encompass enhancement of JPI communication channels horizontally (between JPIs).

2.1. State of Play

Feedback from the extensive consultations undertaken (with the GPC, JPIs and relevant Commission officials – see Chapter 6 Methodology), indicates that relations / communications between the GPC, JPIs and the Commission services are currently suboptimal to the attainment of the GPC and JPIs' mandates. Examples of issues that need to be addressed include:

- GPC members feel it is not sufficiently recognised by the JPIs, while JPIs seem to lack knowledge about the work of the GPC (some do not even know their Member State's representative).

- JPIs lack timely contact with the MS representatives/GPC, while MS representatives sometimes do not even know their country's JPI-leader. From a JPI perspective, contact with the MS representatives at GPC level is considered of vital importance. Both GPC and JPIs need to create a mutual understanding environment in order to better appreciate each other's roles. Regular information exchange facilitates mutual understanding where JPIs share progress and obstacles with the GPC as the GPC is the right forum for Member States to take decisions and facilitate the implementation of JPIs.

- The current flow of communication (on issues like CSA, Horizon 2020, Work Programmes, Innovation Plan, relations between H2020 and Innovation Plan etc.) is not considered to be optimal and there is no real timely communication between the Commission services and GPC/JPIs.

- There is a lack of exchange of best practice (in calls, in developing the Action Programme, in 'in kind' driven activities, networking /information) between all key actors.

- Until now, interaction with the Commission services was considered by the JPIs to be not sufficiently transversal as it is always limited to specific Societal Challenges.

3. Key Issues from Consultations

This Chapter outlines key issues arising from the consultations undertaken with stakeholders. Chapter 4 deals with conclusions drawn from these issues and recommendations to address them.

a) Need for Political Commitment
A common response from all key stakeholders consulted is that there is a need for determined and sustained political commitment to ensure that:

- the political environment within the MS/AC is supportive of the work of the JPIs,

- it facilitates the required activities within the MS/AC research programming policies and activities, and

- adequate resources (human and financial) are put in place to support the MS/AC actively participating in JPIs.

GPC Delegates can play crucial role in this regard by coordinating resources to support Member States' participation in the JPIs. The GPC may also

contribute further by its members providing a platform to JPIs on a national level and promoting JPIs' success stories as much as possible in order to enhance JPIs' visibility. GPC delegates expressed willingness to use all opportunities which arise to promote JPIs both on a personal basis (reputational management) and also to be advocates of the Joint Programming process within their own hierarchies.

b)   Issues for the GPC

The consultation raised a number of issues concerning the representation on the GPC, its role, how it functions and the information it should receive and provide.

1.   Representation on GPC

There was agreement across the stakeholder groups consulted on the need for context specific representation sent to strategic GPC meetings. Proposals were made that MS should be represented at a level which enables them to take decisions engaging their MS/AC.

The minimum Commission services level contact should be Head of Unit; Commission officials in charge of JPIs should attend GPC meetings regularly.

2.   Function of GPC

The GPC should have a strategic vision on JPI goals / objectives and implementation timeframe and ensure the definition of clear national positions regarding alignment of National Research and Innovation agendas *(SRAs, EU research and innovation programmes, Structural Funds …).*

The GPC should voice concerns of JPIs during GPC meetings *(if not addressed by JPIs)* and ensure that issues are debated and focused towards solution.

3.   Role at National Level of the Institutions represented on GPC

GPC members should be 'key' to lobbying at national level for the right level of human and financial resource allocation to JPIs; one of their main tasks should be to encourage entities/bodies at MS level to participate in those JPIs which their MS has chosen to join. They should also encourage the JPIs to take on board regional/national smart specialisation strategies in view of synergetic funding of JP by Structural Funds or other national, regional or Community funding.

MS representatives in the GPC should support the joint activities required for the implementation of SRAs, to ensure that the JPI's are involved in development of policy at national level, consulting the JPIs at key time points, while constantly supporting the JPI's in promoting their achievements and success stories.

GPC members should support the JPIs to work on aligning their SRA with the national research programmes and policies and consider their role in facilitating international co-operation between JPIs and Third Countries.

4. Information GPC should receive

As a policy group of ERA, the GPC should request the Commission services to provide an overview of ERA developments and coordination with related multilateral initiatives on Joint Programming.

The GPC wishes to be informed in a timely manner in advance on future Horizon 2020 Work Programmes and its support to JPIs, including ERANETS and CSAs, and would like the Commission services to implement a consultation process to favour synergies (between Horizon 2020 & JPIs), putting in place a routine mechanism for the exchange of information related to strategic programming of Horizon 2020.

The GPC considers that JPIs should regularly report to the GPC.

The GPC should receive (written) interesting 'news' from the JPIs regularly. This 'news' should cover issues such as communicating the steps in implementation of SRAs (strategy, milestones covered, forward planning/foresight, best practices), providing information on outcomes of JPI meetings and progress & achievements of the JPI, as well as information on internationalisation of JPIs (countries, topics, barriers, successes etc.).

JPIs are requested to inform GPC on difficulties to address alignment of national research and innovation agendas as well as specific needs to sustain their operation; the GPC should become the forum for the JPIs to find solutions to their issues / difficulties / problems.

5. Information GPC should provide

GPC should communicate to JPIs decisions taken during the meetings and main discussion points and should regularly invite the JPI Chairs to the GPC meetings.

The GPC sees the necessity to inform JPIs on their Work Programme, agenda, minutes, progress, meeting dates & output of WGs and to communicate on priorities, best practice and relevant developments in other transnational cooperation in a timely manner for the benefit of the JPIs.

c) Issues for the JPIs

In general terms, there seems to be a **tendency for a JPI to become a little inward looking** where the strive for knowledge and scientific advancement seems to be the main horizon for many of the stakeholders involved, resulting in a lesser focus on delivering innovations where society most needs them.

1. JPIs' Needs

It is commonly considered that success for JPIs is still to a large degree regarded as being the ability to access and win as much research funding as possible.

Although the Commission initiated the JP concept, it should not leave MS alone in implementing it. Even without direct funding, the Commission should

play the role of facilitator and always recall the importance of JPIs in the completion of ERA.

On one hand, all stakeholders still see a need for some convincing, marketing and fine tuning before the benefits of Joint Programming is really felt by all and a better coordination of the JPIs with other activities, e.g. in EIPs, KICs, Research Infrastructures is completed. There is clearly a need at this stage for a better clarification on answering questions on interpreting and complying with JPI 'Framework Conditions' and 'Alignment'.

On the other hand, there seems to be a lack of clear direction on the JP process, especially through the measures taken so far to promote JP implementation and visibility both internally and to the outside world.

The GPC should help enable the JPIs to position their initiative (vision, SRA and Action Plan) within an economic, social, environmental and political context while informing JPI of examples they consider to be best available practice, based on other JPIs' experience.

Routinely, a mechanism for exchange of information between the individual JPI and the relevant configuration(s) of the Horizon 2020 Programme Committees should be in place to ensure coherence. However, the objective should not be for JPIs to align themselves with Horizon 2020 as Joint Programming is about alignment of National research and innovation strategies.

Furthermore, all events relevant to JPIs should be brought to their attention by the Commission services and/or the GPC.

d)   Issues for the Commission services

1.   Information the Commission services should receive
Commission officials see a need for JPIs to report more regularly to allow better monitoring of the progress of the JPIs. Such reporting should be detailed and cover reasons for lack of progress, actual/potential difficulties, reservations from MS, improved cooperation, alignment, ongoing/planned activities, ability to deliver added value and accelerated advances in their field, procedures developed, lessons learned, best practices etc. Furthermore, there is information needed on the JPI management, participation, commitment/lack of commitment from the MS, etc.

The view was expressed that internal coordination/information is currently not optimal due to the fact that availability of information to Commission officials in the thematic Directorates is not considered to be fully complete and timely. Feedback on implementation aspects/progress of specific JPIs as well as information and feed-back on GPC/JPI, internal and other relevant JP meetings was also identified as requiring improvement. Several Commission officials regretted the lack of their involvement in GPC and its WGs.

2.   Information / actions required from the Commission services

The Commission services should develop and present to GPC its vision for the future of Joint Programming including a debate with the GPC on a sound funding strategy (CSA, ERA-Nets, European Structural and Investment Funds etc.).

The Commission services should provide a political perspective (including a long term view) to the JPIs and ensure consistency between EU policies, coordinating initiatives and actions towards a more coherent framework.

Furthermore, at JPI Management Board meetings the Commission services should inform on possible complementary measures to support the JPIs; information on EU actions and funding instruments (e.g. ERA-NET Co-Fund, European Structural and Investment Funds etc.) and communicate pertinent elements of strategic programming of Horizon 2020 that impact the JPIs' SRA and better associate the JPI to the process at an early stage.

An important aspect under H2020 is strategic programming where the Commission services should closely consider research and innovation priority objectives identified under mature JPIs when preparing the work programme.

Proactively seeking participation of less active countries into JP / JPIs as already done in the past through specific missions of Commission representatives to raise awareness at highest political level, should also be the role of the Commission services.

Furthermore the Commission services should inform JPIs on broader planning of research infra-structures and research cooperation with third countries.

There is a major need for streamlining the monitoring of the JPIs and their governing structure in relation to the GPC as the political forum for JP. A single contact person in GPC, JPIs and the Commission services should be identified as early as possible, ensuring that contacts take place on a regular basis, i.e. GPC members should attend MB meetings of the JPIs and vice versa.

Following the practice established in the pilot JPI on Neurodegenerative diseases (JPND), the Commission is an observer in the Management Boards of the three first wave JPIs launched in 2010. The rationale for this status was for the Commission to focus on its facilitation role and to ensure that Member States would remain fully responsible for defining priorities and allocation of national funds for the JPI's Strategic Research Agenda.
Included in the Commission Recommendations relating to second wave JPIs, a provision that the Commission be given the role of non-voting member of the JPIs Management Boards was made. The Commission should inform the GPC on the possibility of a common status of its representative in the JPIs' Management Boards within the scope of harmonisation of its official status.

3. *Enhanced visibility and promotion*
JPIs and GPC agree that enhanced visibility and promotion of the JP concept and the individual JPIs is strongly needed. Both stakeholders express the

need for the Commission services to take charge of organising workshops or seminars (i.e. on case studies and examples of successful implementation) and the JP Annual Conference wherein the GPC should play its role in deciding on the timing of such events and the topics to be brought up/discussed.

The Commission services should act as a secretariat in organising all such meetings and also meetings of the JPI chairs on a regular basis.

Upon request by individual JPIs, the Commission services should support (not fund) communication, dissemination and awareness raising activities and, as a clear added value for Europeans, the European research and useful for the completion of the European Research Area, better support efforts and actions MS undertake to raise awareness about JP and the JPIs.

Furthermore, the Commission services should ensure communication with its political channels at all possible occasions and inform about the progress of the JPIs, their achievements and successes whenever relevant.

Commission officials in charge of following the individual JPIs in the different thematic Directorates of DG Research and Innovation see a clear communication role for the coordination services, in close contact with the thematic Directorates, in ensuring that JP is placed more prominently in Commission publications, Communications, etc.

A commonly elaborated communication strategy and action plan would be helpful and should be discussed with the JPIs and the GPC.

e)   Communication

In today's digital era, online communications are considered as an indispensable tool in the communication toolbox. An online communications infrastructure set up would need to also include a common space for exchange of information, data etc. Nevertheless, online communication must never replace face-to-face meetings.

The internet also enhances JPIs' visibility and an individual landing page for each JPI is required to coordinate and provide shortcuts to the myriad of information regarding JPIs. All key actors agree that in the current situation, there is a need for structured electronic communication which should also include a common space for exchange of information, data, etc. Nevertheless, meetings several times per year are also seen as essential to the working relationship and full exchange of information.

In general terms, communication should be monitored and its impact measured constantly by relevant indicators (to be set in close cooperation with GPC and JPIs); during the consultation phase Commission officials have proposed several indicators they deem necessary.

There is a common agreement that communication should be supported with emphasis on the difference between Joint Programming and EU research

funding programmes and their complementarity. This approach would (even at this stage) help clarify the currently fragmented landscape of actions and their heterogeneous funding.

4. Conclusions and Recommendations

This Chapter draws conclusions from the key issues outlined in Chapter 3 and presents them under three overarching findings (main recommendations I, II and III) relating to the three key stakeholders (GPC, JPIs, and the Commission services) in the JPI process. Detailed recommendations to address each of the findings are also presented. The Key Issues from Consultations (Chapter 3) should be borne in mind when implementing these recommendations.

MAIN RECOMMENDATION I:

As the political and strategic forum for Joint Programming, the GPC requires an explicit mandate to oversee the implementation by the Member States of the Council's commitment to the need for the EU to act rapidly and coherently to achieve the scale of impact needed to effectively address societal challenges with available research funds.

I.1. GPC Mandate

The European Commission noted in its Communication *'A Reinforced European Research Area Partnership for Excellence and Growth'* COM(2012) 392:

> *'The EU needs to act urgently and coherently to achieve the scale of effort and impact needed to address grand challenges with the limited public research funds available. …The level of alignment is presently too low to make a serious impression on big and complex challenges. This is due in part to differences between national funding rules and selection processes, **but it is also a question of political will**.'*

In its conclusions of 11 December 2012 on this Communication, the Council stressed

> *'the need for the EU to act rapidly and coherently to achieve the scale of impact needed to effectively address societal challenges with available research funds.'*

Furthermore, in its conclusions of 21 February, 2014 on progress in the ERA, the Council considered that in developing an ERA roadmap by mid-2015 the following should be taken into account:

'aligning, where possible, national strategies and research programmes with the strategic research agendas developed within the Joint Programming Initiatives to cope with major societal challenges and improving the interoperability between national programmes to facilitate transnational cooperation and sharing of information about activities in priority areas'.

In order for Joint Programming to play its full part in the realisation of the ERA, the renewed political commitment in these Council conclusions must be <u>implemented</u> by active engagement by the MS to ensure that:

- adequate resources (human and financial) are in place to support the MS actively participating in JPIs;

- national strategies, priorities and research programmes are aligned, where possible, with the JPIs' strategic research agendas, and

- the interoperability between national programmes is improved to facilitate transnational cooperation.

Consideration should be given to the renewal of the GPC mandate as soon as possible to explicitly empower it to monitor, and report to the Council, the extent to which MS are implementing the Council's conclusions outlined above.

I.2. Vision and Strategy for the future of Joint Programming

GPC, JPIs and the Commission services should jointly elaborate a sound vision and strategy for the future of Joint Programming under the lead of the MS representatives. The GPC should present key issues of JP to ERAC and the Council with recommendations for decisions, where required, to support the implementation of the running JPIs. GPC should issue a statement / resolution to raise awareness of the JPIs towards the GPC; at the same time, MS/AC represented on the GPC need to be 'empowered' to engage their MS to ensure alignment of national strategies and to secure national funding for JPIs.

I.3. JPIs and Article 185

JPIs can facilitate a wide spectrum of scientific, management and financial integration, from the lowest to the highest level. For those JPIs where there is sufficient integration and who wish to consider adopting a legal basis according to Article 185 of the EU treaty (in line with Art. 13 of the Horizon 2020 Framework Regulation[5]), the GPC should discuss such proposals and how they can best be

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[5] *Article 13 Horizon 2020 - the Framework Programme for Research and Innovation*

1. For the implementation of Horizon 2020, account shall be taken of the need to build appropriate synergies and complementarities between national and European research and innovation programmes, for example in areas where coordination efforts are made through the Joint Programming Initiatives.

2. Union support to Joint Programming Initiatives may be considered with any support to be delivered through the instruments referred to in Article 26, subject to the conditions and criteria laid down for such instruments.

facilitated. This could give greater certainty to the future sustainability of the JPIs until they fulfil their mission.

I.4.   Establish Single Contact Points

For each JPI, a single contact person in the GPC, JPIs and the Commission services should be appointed to take care of the continuous multi-directional information flow.

The appointed member of GPC for a particular JPI could participate in that JPI's Management Board meetings (or if necessary SAB meetings) as an observer to provide greater coherence and ensure discussions/outcomes are in line with issues relevant for GPC. An alternative proposed by Belgium is that JPIs would appoint a member of their Governing Board to represent the JPI once a year in a GPC-JPI meeting.

I.5.   National Forum for JP

Each MS/AC should consider the possibility of regular meetings at national level between its GPC member(s) and its national JPI representative(s) to ensure quick and sound decision making and information flow (National Forum.

I.6.   Monitoring and implementation of GPC Decisions

To efficiently manage decisions taken by the GPC during its meetings and required follow-up actions, a 'running list' should be established by the GPC Chair recording the decisions and the actions required / implemented. This list should be circulated for, and reviewed at, each GPC meeting and copied to the JPIs.
MS representation on GPC should be at a senior level which enables them to take the appropriate decisions during meetings and in follow-up.

I.7.   Recommended Cycle of Annual Meetings

The following cycle of GPC meetings, JPI meetings, national fora, etc. might usefully be arranged to provide a continuous flow of information/contribution of inputs to each respective meeting.

The idea is to have the meetings of GPC each year at the same time of the year, relating all other relevant meetings at fixed times to these meetings in a coherent way.

The 4 yearly meetings of the GPC generally take place in spring, summer, autumn and winter. The summer and autumn meetings of the GPC should be of 'strategic' nature' requiring high level participation of the MS representatives, in particular when discussing 'strategies' in summer and 'taking strategic decisions' in autumn. The GPC meetings in spring and winter serve the purpose of collection of input from the various sources (in spring) and wrap-up of the yearly contributions/decisions (in winter).

Aligned on the baseline of the 4 GPC meetings per year, the annual cycle should ideally start with the 'JP Annual conference' to be organised every year around

January/February so that the previous' year's wrap-up could be presented as well as new issues/policies for the upcoming annual cycle.

National fora, as recommend to the MS, should then ideally take place prior to the spring and summer meetings of the GPC to allow collection of input. In autumn and winter the national fora would be useful to take place after the GPC meetings, to inform the stakeholders on the decisions taken during the autumn GPC meeting and on the wrap-up discussed by the GPC during its winter meeting.

Throughout a year, only 3 JPI Chair meetings are deemed necessary, the first one prior to the summer meeting of the GPC to provide contributions to the strategic discussions. It is then suggested to have the second JPI Chair meeting just after the autumn meeting of the GPC in order to communicate in a timely manner all decisions taken by the second strategic GPC meeting. Finally, the third JPI chair meeting should be organised in the form of the JPI Chairs reporting to the GPC winter meeting.

The cycle of annual meetings as proposed above is represented in the graphic below:
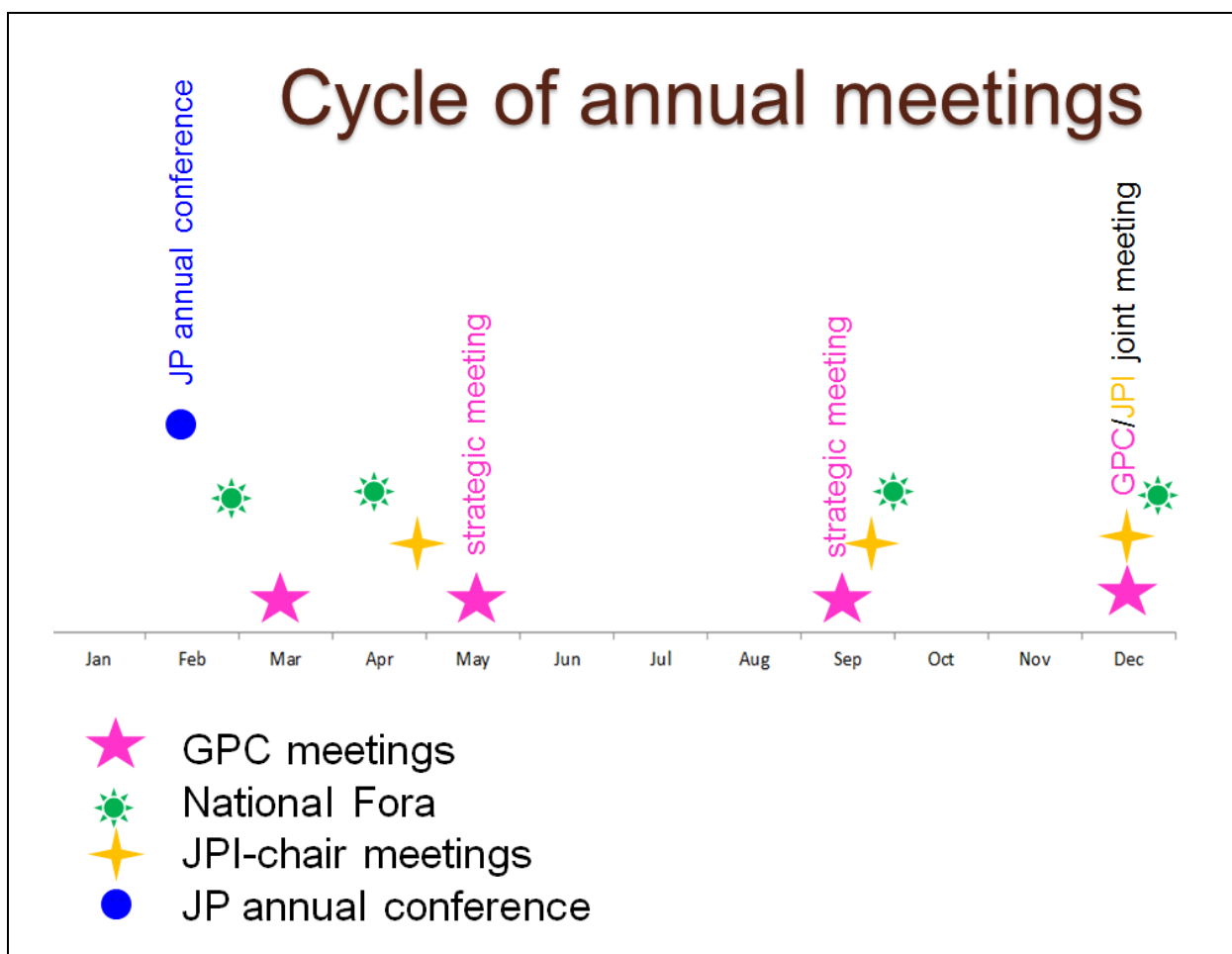
II.1. JPIs' focus on societal challenges

There is a perception that the JPIs' attention has been taken up largely with operational matters and securing financial sustainability and that their main focus must now be on demonstrably addressing the societal challenges they were established to tackle. Demonstrating their 'added value' in tackling societal challenges will be the criterion by which their success or otherwise is judged. We recommend that the JPIs ensure their main focus is on delivering results and being in a position to demonstrate their achievements and the added value they contribute.

II.2. JPI reporting to GPC

At least once a year all JPI leaders, upon invitation from the GPC chair, should report on achievements, progress, barriers etc., to facilitate discussion of these reports by the GPC. These meetings should take place regularly at the same time each year to fit the cycle of annual meetings of GPC and related meetings (cf. I.8. above).
JPIs should consider the GPC as the political forum for addressing their difficulties, achievements, successes taking into account all information needs expressed by the key stakeholders.

II.3. JPI reporting to EC

JPIs should report to the Commission services on a voluntary basis, but more frequently on progress including reasons for lack of progress, potential difficulties, reservations from MS, improved cooperation, alignment, and ongoing/planned activities. They should demonstrate their ability to deliver added value and accelerate advances in their field, procedures developed, lessons learned, best practices etc. Furthermore, they should inform regularly on issues in JPI management, participation, commitment/lack of commitment etc. A structured reporting scheme should be developed for his purpose.

II.4. Commission services' participation in JPI Meetings

JPIs should invite Commission officials in charge of JPIs to relevant meetings of the JPIs, to facilitate greater understanding of, and feedback on, expectations by the Commission services and the GPC.

II.5. JPIs' outreach and promotion activities

JPIs should involve GPC in their outreach activities, either by inviting their country's GPC representative or their contact point as recommended under I.4. here above. This will serve a double aim, namely informing the GPC more in detail on communication issues related to a JPI, but also allowing the MS to stand up for a JPI and demonstrate political commitment and support.

III.1. Establish an EC Joint Programming 'Task Force'

Given the complex and diverse landscape in DG Research and Innovation in the area of Joint Programming, the WG recommends the establishment of a 'Task Force' composed of Commission officials in charge of following the JPIs in the Thematic Directorates (similar to the Inter Service Group that was running in the past) and their colleagues from the coordinating entity (sector Joint Programming). A detailed description of the proposed Task Force can be found in Chapter 5 Implementation.

The members of this task force should (amongst others) be tasked with actively seeking contacts with high-level representatives of less active countries to discuss issues related to JP and encourage the countries' participation in the JPIs.

The members should also ensure that the appropriate level of representation (HoU or higher) of Commission officials is sent to the relevant meetings of the GPC (cf. annual cycle of meetings) to facilitate policy discussions and decisions.

III.2. Harmonise Commission representation on JPIs

The official status of the Commission services in the Management Boards of the different JPIs (non-voting member, observer…) should be harmonised and a clear practice on participation (who, when …) in the JPIs' Management board/scientific advisory board etc. should be established and followed by the Commission services.

III.3. Ensure articulation with Horizon 2020

The Commission services should ensure articulation of JPIs with Horizon 2020 in accordance with Article 5(5) of the Specific Programme for Horizon 2020. ('The work programmes for Horizon 2020 shall take account of the state of science, technology and, innovation at national, Community and international level and of relevant policy, market and societal developments. They shall contain information on coordination with research and innovation activities carried out by Member States, including in areas where there are Joint Programming Initiatives. They shall be updated where appropriate'.)

Furthermore, Strategic planning for the 2016-2018 Horizon 2020 Work Programmes should include early consultation with the JPIs.

III.4. Commission services should actively promote JP

The Commission, as the guardian of the EU Treaty, should become more proactively involved in the process of Joint Programming and should play a proactive role in discussion with the JPIs, GPC and also in-house to ensure thorough information flow and exchange of information at all levels. It should promote JP and the JPIs whereby the services should act as the secretariat for the organisation of all events related to coordination of JP and the JPIs.

To ensure an enhanced information flow between GPC-JPIs-Commission services, adequate human and financial resources should be put in place.

The Commission's communication services should ensure that the 'JP Annual conference' under the auspices of the Council Presidency include appropriate press/diffusion activities.

Regular meetings of the JPI Chairs should be organised centrally in Brussels to allow exchange of best practices between JPIs (GPC and Commission services to be invited); Workshops on issues determined by the GPC, or upon request of the JPIs via the GPC, should also be organised.

Consideration should be given to the preparation of a regular internal (electronic) newsletter (4 times/year) with input from the JPIs, including contributions on achievements of the JPIs and news on JP, for the information of the GPC (delivery in advance to the GPC meetings). This newsletter could contribute to the ERA (external) newsletter to enhance visibility of JP and its JPIs.

A collection of success stories and achievements of JPIs should be prepared in view of its use for future policy actions in Council or at National and Community level.

III.5. EC portal/database

The independent EC secure portal established in 2012 should be used for all issues relevant to JP and JPIs, and also with open information for the public. The AT portal could be used on an ad hoc basis. This is elaborated on in Chapter 5 Implementation.

The graphic representation hereafter shows the ways of communication of the stakeholders and the link of the EC database with other JPI sites.
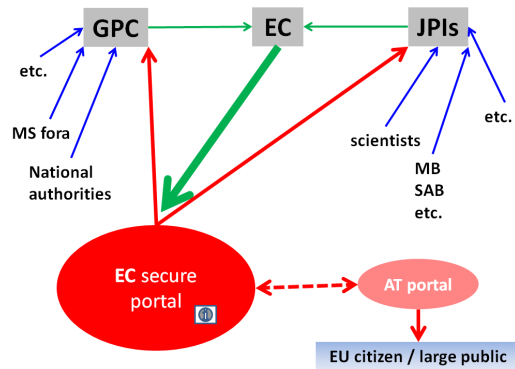
5. Implementation

5.1. Endorsement Required

The recommendations in this report are subject to endorsement by the GPC, which mandated the establishment of the Working Group. The recommendations are based on views expressed by GPC members, JPIs and Commission officials and the Working Group would like to express its appreciation of the time taken by all concerned to provide their valuable input to this report. In particular, the Working Group thanks Dr. Irmela Brach, Senior Policy Officer, DG Research and Innovation, for her unstinting support and expert advice.

Recommendations addressed to the GPC:
The recommendations approved by the GPC should be prioritised and implementation tracked through the GPC running list of decisions and actions proposed by the Working Group. MS are to report to GPC meetings on progress to implement the GPC's recommendations at national level.

Recommendations addressed to the JPIs:
These recommendations take into account views expressed by JPIs in the course of the consultation undertaken by the Working Group. The WG, therefore, counts on the understanding of the JPIs to the soundness of the recommendations and hopes for full acceptance and implementation. JPIs should nevertheless report on the implementation of the GPC's recommendations by written communication to the GPC or when attending GPC meetings as proposed above.

Recommendations addressed to the Commission:
It is proposed that recommendations addressed to the Commission be implemented by the Task Force recommended by the Working Group (see description below). The WG counts on the Commission services to endorse the recommendations at the highest level for the benefit of the JP process and the JPIs, in line with the Commission's obligation to ensure the EU Treaty is properly applied. GPC would appreciate feed-back on implementation by the Commission services in early 2015.

5.2. Timeline for implementation

All recommendations of the WG should ideally be implemented as soon as possible after endorsement by the GPC. Nevertheless, the WG is aware of the fact that such recommendations are sometimes difficult to implement in the diverse landscape such as JPIs or the Commission services wherein the JPIs are spread over different Directorates.

The WG would like to draw the attention of all key actors in the field to the fact that the JP process is currently in a critical situation, requiring a new impetus and orientation and that the JPIs are more than ever in the need of political commitment to ensure sustainability.

5.3. Human and financial resources needed

The WG has tried to check its recommendations against feasibility as well with the Commission officials in charge of JPIs, several GPC members and some JPI-leaders. Human resources should therefore not be a major problem even if several recommendations request some early substantial need for human resource (i.e. update of the EC portal, the establishment of the Task Force etc.).

The WG is convinced that all actors will be able to find sufficient human and financial resources to satisfy the recommendations.

5.4. Description of the recommended EC 'Task Force' on Joint Programming

In follow-up of the recommendation by the Working Group and the proposed issues the Commission services should deal with, the WG proposes the establishment of a Commission internal 'Task Force'.

The proposed task force should ideally be composed of the responsible Commission officials in charge of following JP and the JPIs in the Coordination unit (Joint Programming sector), in the different Thematic Directorates and their hierarchy.

It is proposed that the officially nominated representative of the Commission in the GPC (Deputy Director General) nominates the members of the task force ensuring a certain degree of stability in composition. Though all members are Commission officials, they should have, in our opinion, a certain degree of autonomy to meet their mandate in accordance with the mission of their respective Directorates' policy.

The task force should for evident reasons be led by the DDG and have regular meetings on issues relevant to the GPC and the JPIs; the frequency of these meetings should be flexible, but determined by the DDG. The members of the task force being the most experienced Commission officials in the field of their respective

JPIs could lead as such the coordination efforts across the Commission's strategy and policy with respect to Joint Programming.

The task force should substantially contribute to the preparation of the agenda of the GPC meetings, WPs/calls for proposals and should take care of the up-taking of issues relevant for JPIs. Their involvement in foresight activities should serve the GPC and JPIs, ensuring timely information exchange and involvement.

Given the focus of Joint Programming addressing societal challenges, the task force should ideally stimulate a certain degree of cross-fertilisation as well as successfully deliver on achievements and successes of JPIs.

Furthermore and in follow-up of certain important issues brought up during the consultation process of the key stakeholders, this task force should, while mainly supporting the coordination team in all tasks, be contributing to:

- the development of a vision/strategy on JP
- a sound strategy for funding from the Commission services to be commonly agreed by the task force internally and then discussed with the JPIs and GPC
- the harmonisation of the common status of the Commission in the Management Boards of the JPIs.

With reference to the coordination unit acting as the secretariat/chef de file for the handling of communication issues (such as awareness raising actions, conference organisation, impact analysis etc.), the taskforce should, in this respect contribute to:

- the organisation of conferences, dedicated workshops, press activities, etc.
- the support of efficient awareness raising activities of the MS.

Furthermore, it should take full responsibility for:

- sustained operation of the JPIs
- voicing concerns and striving for discussing problems/issues related to JP/JPIs in view of finding solutions, if needed with the help of the GPC
- encouraging entities and bodies at national level to participate in JP/JPIs and striving towards more internationalisation of JP/JPIs
- informing on progress, interesting news/highlights/achievements from their respective JPIs
- communicating the Directorate's policy priorities in task force meetings
- clarifying articulation, coordination and synergies between JPIs and Horizon 2020 in a timely manner
- implementing a sound and efficient routine mechanism for exchange of information at all levels
- ensuring proactive, context specific participation at relevant level in meetings of the GPC and the JPIs.

Such a task force, as a common forum for exchange of information internally, could be seen as an easy tool to furthermore ensure spreading a sound, coherent and

commonly agreed message towards the external key stakeholders and via political channels.

The members of this task force are the right forum to take care of putting more prominently Joint Programming and its initiatives in Commission publications, briefings, notes, speeches and on the political agenda whenever possible/necessary. They could be considered as the Commission's ambassadors for Joint Programming.

5.5. EC database for JP/JPIs

Since the end of 2011, the Commission's coordination unit had created a sound and well-structured database for JP/JPIs. Although this database has shown to be fully operational during its test phase, it has never been used in a systematic way.

In follow-up of its recommendation, the WG would encourage the Commission services to complete the information in this database with all relevant information for JP and JPIs since it offers a reliable, secure and efficient service to a wide-spread community of users while fully meeting the requirements of administrations, businesses and associations. This database enables users to work on a same subject and achieve common goals in a swift and cost-effective manner.

We would recommend extending the 'closed/confidential section's reserved space' to the work of the proposed EC Task Force on Joint Programming with special access restriction.

The database had been created with open-source software for collaborative workspaces where communities of users can work together over the web and share information and resources, CIRCABC (Communication and Information Resource Centre for Administrations, Businesses and Citizens). For the 10 on-going Joint Programming initiatives this database could be a useful tool to exchange information (confidential, restricted or public) and learn from each other. As such, this common space presents an added value for everybody involved in JP and/or JPIs, be it internally or externally.

Being even more than just a platform for mutual learning and exchange of best practices, CIRCABC is a major opportunity for JPIs to enhance implementation based upon experience from others.

Access to this powerful tool as it has now been set-up, is to be granted by the Commission services to the predefined user groups as a function of their status and with regard to confidentiality of the information made available as well as with respect to the potential embedding of the database in the ERA website (public access to certain areas). The CIRCABC database as it stands is ready for embedding into the ERA website.

As the database is set up, JPI leaders can also upload their documentation to complete the information on their JPI and/or exchange information with relevant users about their on-going work, best practices and major achievements.

The concept of the site structure is presented in the graphic hereafter.
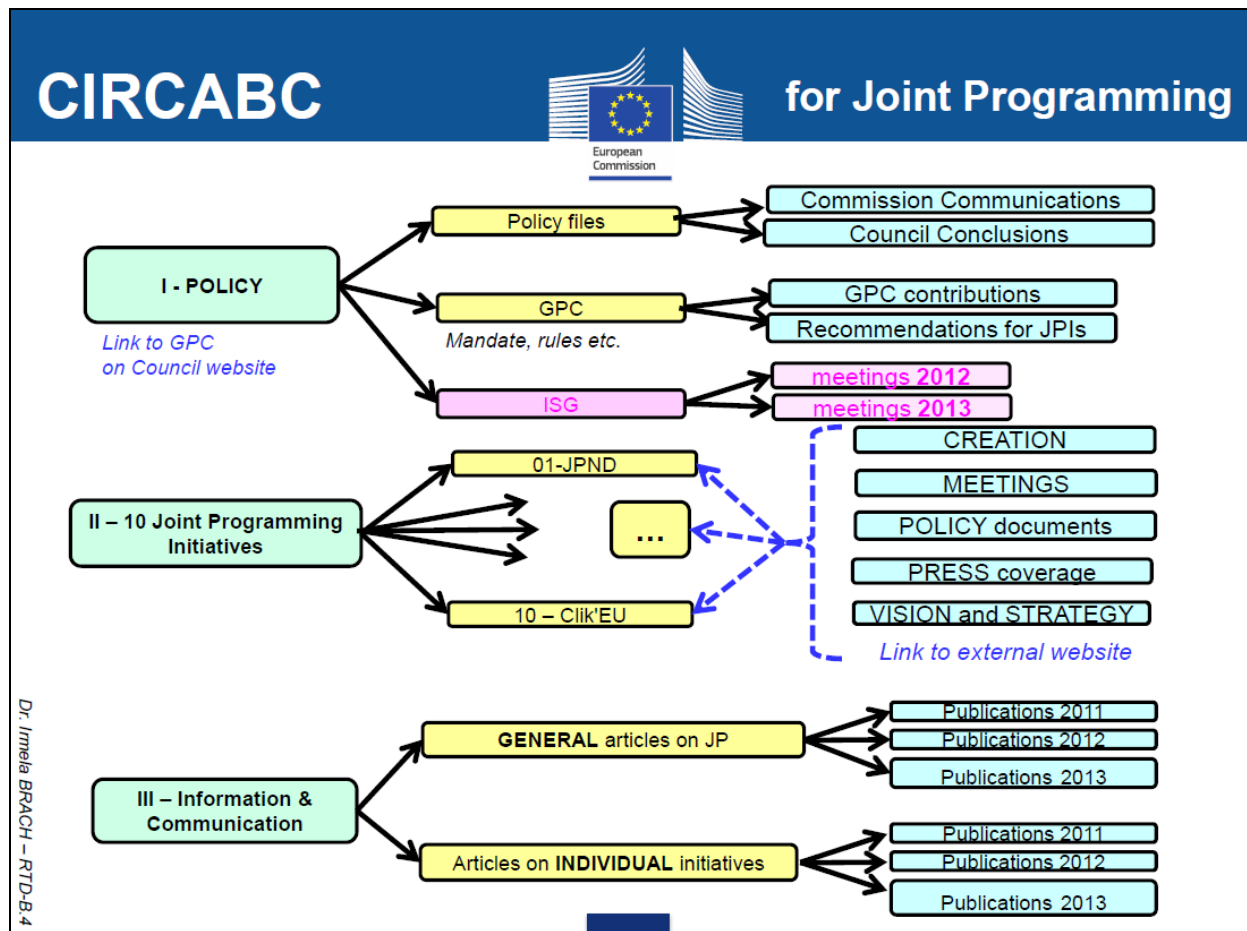
Until now, only a few documents have been uploaded into the predefined folders. Members with different access rights have tested successfully the system as currently set up. Upload of all relevant documents should subsequently be undertaken and the member list should be completed / extended.

An information session for the various users should be scheduled and a large awareness campaign should then be conducted towards all members of the GPC and the participants of the JPIs.

At this stage, it is critical to complete the archiving/uploading of the existing documentation/information etc. with respect to Joint Programming and its 10 initiatives as a first step to mutual learning and exchange of information for an enhanced and more efficient implementation of Joint Programming in Europe while contributing to the achievement of the ERA by 2014. CIRCABC is a major step in this direction.

6. Methodology

This Chapter outlines the approach taken by the WG in the preparation of its report. For the purposes of this exercise, data was collected from three main groups (namely GPC representatives, JPIs and Commission Officials) as well as information from the coordinator of the CSA JPIs to Co-Work.

Information was gathered in the following manner:

In most of the cases, questionnaires [cf. annex a. to this report], elaborated by the WG, were sent to the key stakeholders (JPI leaders and GPC members/observers) between October and November 2013.

It was decided by the WG to also send a questionnaire to the coordinator of the JPI-To-Cowork to have the benefit of his experience in the issues addressed.

During an extended interview in early December with the officially nominated Commission representative in the GPC, speaking on behalf of the coordination unit, it was suggested to also consult the Commission officials in charge of following the different JPIs in the thematic Directorates in DG Research and Innovation. Consultation with those officials in general underpinned the findings from the GPC and JPIs.
Further face-to-face interviews have been conducted with certain JPI-leaders by the chair of the WG or its individual members. In particular during the JPI-chair meeting in early December 2013, helpful information and support was given to the WG by representatives of the JPIs or their leaders.

The group organised its discussions around 5 meetings (between September 2013 and May 2014).

In particular, WG discussions and questionnaires focused on how the roles of the GPC, JPIs and Commission services as individual entities and collectively could be enhanced in order to improve and consolidate their communication structures (such as its relationships i.e. in the way these entities communicate with one another, communication ways and means, etc.) in order to facilitate the circulation of complete and timely information between the entities and to third parties in order to become more efficient. Themes discussed in meetings and in questionnaires addressed a variety of subjects from the promotion of Joint Programming to the frequency of exchange of information to communication ways and means.

The Working Group's report, which makes specific recommendations to address the various issues raised, will be presented to the GPC in September 2014 in order to contribute to the preparation of the 2014 GPC Biennial Report.

It is envisaged that the GPC will follow-up on implementation of recommendations, once endorsed, at each of its meetings from December 2014 onwards.

ANNEXES

a. Questionnaires

QUESTIONS addressed to the JPI leaders
(October 2013)

1. ways by which timely communication between the GPC and the JPIs can be enhanced in order to facilitate the implementation of the JPIs, follow their advances and be aware of their needs
2. the issues on which information should be exchanged between the GPC, JPIs and Commission services responsible for Joint Programming.

QUESTIONS addressed to the GPC (members and observers) and to the coordinator of JPIs-To-Cowork
(November 2013)

1. What are the key elements you consider to be necessary to be communicated by the GPC and by which communication channels/tools? To the JPIs ? - To the EC ?
2. Which elements, and by which means, should be communicated from the JPIs? To the GPC ? - To the EC ?
3. Which elements, besides the input from the Commission services during the GPC meetings, should be communicated to the GPC by the Commission and by which means?
4. Which are the key issues the Commission services should communicate to the JPIs and by which means taking into account the service structure of the Commission services responsible for JP & JPIs?
5. How do you see the JPIs involved in or associated to the strategic planning / preparation of the work programmes (Horizon 2020)?
6. Do you see an added value of Commission support (not funding) to raise awareness on Joint Programming as a political initiative for the future of European research?
7. Do you consider the Commission should support (not fund) dedicated communication on the Joint Programming Initiatives upon request from the MS/JPI-leaders (i.e. valorisation actions on results/outcomes, etc.)?
8. In your opinion, how can the relations between the Commission services and the JPIs be deepened (organisation of accompanying measures, i.e. workshops, specific events, press activities…)?
9. How would you suggest measuring the impact of new ways of communication?
10. How can the GPC and its members help the JPIs in reaching their goals?

QUESTIONS addressed to the Commission Officials following the JPIs in the Thematic Directorates
(February 2014)

1. What are the key elements the YOU consider to be necessary to be communicated and by which communication channels/tools? To the JPIs ? - To the GPC ?
2. Which elements and by which means should be communicated from the JPIs? To the GPC ? - To the EC ?
3. Which elements, besides the input from the Commission services during the GPC meetings, should be communicated from the JPIs and by which means? To the GPC ? - To the EC ?
4. Which are the key issues the Commission services should communicate to the JPIs and the GPC and at by which means taking into account the service structure of the Commission services responsible for JP & JPIs?
5. How do you see the JPIs involved in or associated to the strategic planning / preparation of the work programmes (Horizon 2020)?
6. Do you see an added value of EC support (not funding) to raise awareness on Joint Programming as a political initiative for the future of European research?
7. Do you consider the EC should support (not fund) dedicated communication on the Joint Programming Initiatives upon request from the MS/JPI-leaders (i.e. valorisation actions on results/outcomes, etc.)?
8. In your opinion, how can the relations between the GPC and the JPIs be deepened (organisation of accompanying measures, i.e. workshops, specific events, press activities…)?
9. Should the Commission services play a pivotal role in such a process and if yes, which service?
10. In your opinion, what would be the adequate frequency of these exchanges of information? GPC <-> JPIs ? - JPIs <-> EC ?
11. How would you suggest measuring the impact of new ways of communication?

b. synthesis tables on outcome of the consultations

SYNTHESIS TABLE 1:
Responses from the JPI leaders

1. Please indicate ways by which timely communication between the GPC and the JPIs can be enhanced in order to facilitate the implementation of the JPIs, follow their advances and be aware of their needs.

The GPC has been created initially to identify the topics that should be identified as "grand challenges" by the European Commission. Then he was in charge of several matters related to the JPI organisation and management, including an appraisal of their actions. Now the JPI have grown up and most of them have integrated the role and function of JPI, to reduce fragmentation and to increase collaboration within member states, associated countries and third countries on European Grand Challenges that are indeed global challenges.

More bilateral exchanges and updates are necessary to develop synergistic actions in order to solve as efficiently as possible these grand challenges. Due to the fact that JPI are primarily member states initiative, the GPC could be the body that could receive information from JPI, receive information of the European Commission and act as a "place" of exchange along with its strategic action.

1. So regular exchanges could begin by mutual information of the agendas of the JPI and of the GPC
2. A section could be created in the GPC meeting to address questions submitted by the JPI
3. GPC could ask each JPI to give a yearly state of play of its action
4. GPC could synthesize the points of view of its members regarding the roles and framework conditions of JPIs within ERA and to communicate to JPIs
5. GPC should be informed of the progress in the implementation of the SRA of the JPI
6. GPC should be informed of the alignment of the SRA of the JPI with MS research agenda
7. GPC should collect from its members their perception and their action plan for the JPI. For instance all members are not interested in all JPI. A clear picture of these areas of interest should be elaborated by the GPC and information could be transmitted to the JPI.
8. A common information sheet should be elaborated between GPC and JPIs to be presented during the management board of the JPIs and during the plenary session of the GPC
9. The GPC have created working groups. JPIs members should be proposed to participate in each of them to insure a constant link between GPC and JPI and offer a realistic vision.

The GPC can be informed of JPI progress and needs through:
- Occasional GPC participation in Governing Board (GB) meetings as FACCE has already done
- JPI websites
- JPI newsletters
- Periodic telephone interviews with coordinators, GB Chair
- JPI participation in meetings organised by the GPC

- Given the importance placed by the European Commission on 'alignment 'of national research programmes with JPI SRA and Action Programmes , local MS dialogue with GPC representative Members is critical. National forum of JPI participants with their GPC representatives are necessary.

- Send GPC communication to JPIs' coordinators in order to be up dated on the relevant information which regard JPI implementation within the frame of the national and EC research programming.
- Annual meeting with all JPIs in the presence of GPC and EC in order to facilitate successful monitoring, state of implementation, exchange of knowledge, identification/tackling of common problems.
- Regular reports on the milestones reached by the JPIs including new activities and actions required by the JPIs (i.e. Heritage plus, CSA etc.)
- Use of the Heritage Portal (in a secure dedicated areas) to communicate with the GPC.

The GPC plays a critical role in ensuring the political recognition and support for the JPI's. The JPIs are all evolving at different rates which are dependent on the base from which they started. The JPI HDHL is working hard to develop strong relationships between health; physical activity and food researchers – a group of researchers that did not work together in the past. The research programmes at MS level are not all fully co-ordinated or integrated to undertake the type of research required to deliver on the vision of this JPI. Therefore, much effort has been made and will continue to be made to develop the appropriate ecosystem in which many of the research groups across Europe and beyond can come together and establish a critical mass that will result in the expected impact.

The GPC can ensure that the political environment within the MS is supportive of the work of the JPI HDHL; can facilitate the required activities within the MS research programming policies and activities; and can ensure that adequate resources (human and financial) are in place to support the MS actively participating in the JPI HDHL. To ensure implementation of the JPI HDHL's SRA, the GPC should encourage the MS representatives on the GPC to support the joint activities required for implementation. Appropriate and timely communication between the JPI and the GPC will enable implementation. Currently, the communication activity between the GPC and JPI is low. Below are some issues / activities to enhance communication:

Specific Activities:
- The Commission has been responsible for developing the policy for JPI's – the GPC could ensure that the JPI's are involved in that policy development and should be consulted a key time points in that process.
- The GPC should ensure that the JPIs are consulted in the development of actions and activities related to Horizon 2020 such as the strategic programming and development of the WP's;
- The GPC should support the JPI's to promote their achievements and success stories;
- The GPC should support the JPI HDHL to work on aligning the SRA with the national research programmes and policies;
- The GPC could consider their role in facilitating international co-operation between JPI's and other countries.

- Electronic communication to JPIs (Chairs, Administrative Structure) about major results and discussions in GPC meetings after the meeting
- Yearly reporting of JPIs to GPC about major achievements and progress and (potential) barriers/problems in the development of JPIs
- Yearly meetings between GPC and JPI representatives, Participation of JPIs in GPC meetings

- Once a year JPIs should report to the GPC in an ordered manner, including status quo, achievements, plans for next year, etc. (all JPIs should report a 3-5 page document with predefined headings)
- Once a year JPI Chairs should meet back-to-back with the GPC in order to exchange views and agree on common issues to be reported to the GPC
- If desired, cross JPI thematic working groups (e.g. concerning evaluation) could be established by the JPIs, results could also be presented to the GPC

- Timely communication needs to be increased substantially between the GPC and the JPIs by developing activities such as:
  ➢ Annual meetings to be established with the presence of the JPI representatives/coordinators in order to enhance information exchange, set goals and evaluate progress.
  ➢ Meetings/workshops where JPI progress and impact; as well as barriers to JPI implementation can be discussed.
  ➢ Meetings/workshops where synergies in the implementation of JPIs and H2020 and the sustainability of JPIs can be discussed.
- The GPC should visit daily activities of the JPIs. As national delegates of JPI partner countries, GPC representatives can be invited to attend JPI

meetings and to experience by themselves both progress and problems. Additionally, a number of GCP representatives from different countries are very close to JPI partners. In the case of the Water JPI, two partner countries are very close to their GPC representatives and can contribute to this liaison.
• Water JPI shows its availability to participate to the ad-hoc groups created at GPC, and congratulates the GPC for their creation.
• A GPC member could be appointed to take part as observer in JPI Oceans Management Board / or a single GPC contact point could be appointed for each of the JPI in order to facilitate exchange of information • GPC could invite JPI representatives occasionally or regularly to their meetings. According to the type of meeting (plenary meeting, working groups), JPI could appoint the most relevant representative at the proper level. • JPI Oceans has put in place some communication tools aiming at stakeholders, institutions and national bodies: these can also benefit GPC (newsletter, tweeter, and website).
Distribute agenda and minutes of GPC meetings to JPIs. (Agenda before the meeting to allow for input.)

2. Please indicate the issues on which information should be exchanged between the GPC, JPIs and Commission services responsible for Joint Programming.

The GPC could continuously keep high level of information regarding the positions of EC on JPIs as an instrument in the fulfilment of ERA-between the Commission and GPC-and between individual JPIs and GPC. The GPC on the specific topic of each JPI could be the place where the coordination between the progress in the implementation of Horizon 2020 and the progress of the implementation of the JPI SRA could be presented At the very beginning, the question of the framework conditions of JPI has been a major issue for GPC. A regular update should be made to allow a more practical implementation of these framework conditions The GPC could be the common place where JPIs coordinators could exchange on their daily practice. GPC could gather JPI coordinator, European commission representative and GPC members to have brain storming and experience exchanges. The GPC and JPI could build out the role and inform about JPIs as the "Knowledge Hub " for the Program Area of the JPI for the particular issue of each of the JPIs GPC could be the place where JPI could progress, improve and develop in order to fulfil their defragmentation role as efficiently as possible. Among the different topics that could be addressed • Harmonization of their terms of reference • Harmonization of their dissemination strategies • Facilitation of international relationships • Discussions about the sustainability options for JPI • Facilitation of information about JPI to country government represented in the GPC • Facilitation of the relationships between the different European Commission services • Lobbying places for alignment of national plans and identification of milestones and indicators to reach (to be defined : for instance % of national funds earmarked to JPI program each year…)
Respective roles of GPC, JPIs and Commission services

• Different way of communication and consultation between EC and JPIs: Being JPIs built on thematic areas and planning different instruments for common research programming, JPIs need transversal interactions with the EC on Horizon 2020, not limited on specific Societal Challenges. • Greater flow of communication from EC on issues like CSA, Horizon 2020 (including Specific Programme and Work programme), Innovation Plan, relation between Horizon2020 and Innovation Plan (including the discussion on the instruments to correlate the two Programmes). • Greater communication between EC and JPIs on expectation. • Best practice in calls, in developing the Action Programme, in 'in kind' driven activities, networking /information.
Information exchange between the GPC, JPI's and Commission on the following issues are important to facilitate progress in delivering the ERA: • EC Policy on JPI and on other policies that can facilitate JP i.e. Regional Policies; Smart Specialisation; Industrial Policy (especially when JPI's can support research on development of standards; Sectoral policies (especially where JPI's can support activities that can underpin public health policy or regulatory policy); • Horizon 2020 –strategic programming; funding instruments; • Activities in the ERA – how JPIs are contributing to building the ERA and how that can do more to achieve the ERA; • Information on other JPI's – sharing of best practice • Amendments / discussions on the Framework Conditions.
• Relations and Interaction between JPIs and Horizon2020 (in terms of research priority-setting and funding mechanisms and public-public-partnerships) – especially mechanisms and outcomes of interexchange. • Expectations/Evaluations from GPC members towards the JPI instrument • Voluntary Guidelines for Framework Conditions and their adaption/modification to the on-going developments of JPIs
• Funding strategy of JPIs (CSA, ERA-NETS) • Role for JPIs for international cooperation • Evaluation of JPIs • Framework Conditions
• Issues related to the difficulties to address alignment of national research and innovation agendas. • Issues related to the mobilisation of the Research and Innovation programmes in partner countries. Very often mobilisation of the resources in partner countries is only partial. The GPC can help in gaining access to all potentially interested agencies and programmes within a partner country. • Issues related to the cooperation between JPIs and Horizon 2020. It is very important that communication and discussion reaches the GPC delegates. Their closeness to the Council will ensure that issues are debated and focused towards solution. • Issues related to establishing a dialogue with prospective additional JPI partners. National representatives before the GPC can ease these contacts.

• current activities of JPIs including:
    ➢ development and implementation of SRIA
    ➢ mapping and foresight activities
    ➢ pilot actions or other common activities
    ➢ synergies and cooperation within Horizon 2020
• Development of questionnaires in order to secure relevance regarding progress (a single questionnaire does not fit all as JPIs are all at different stage of implementation)

• Collaboration between JPIs and Commission services responsible for JP. • Role and Use of Framework Conditions.

SYNTHESIS TABLE 2:
Responses from the GPC (members and observers) and to the coordinator of JPI-To-Cowork

1. What are the key elements you consider to be necessary to be communicated by the GPC and by which communication channels/tools?	

To the JPIs ?	Willingness/ability of member states to support JPIs, requests for information needed by JPIs, ways how according to GPC the implementation could be improved (as a way to support the JPIs, not trying to patronize them)
	First of all GPC needs to communicate that it is there to facilitate the JPIs work. The GPC needs to establish itself as a board for the improvement of framework conditions for Joint Programming in a broader sense. It can then serve as link from the JPIs to MS/AS and EC. We need to create a mutual understanding of each other's roles. I do have the impression that JPIs do not perceive GPC as important or even helpful for them. A communication can only successfully be established, if there is a mutual interest in that communication. We need to cater for that first.
	I think we should decide at each meeting of the GPC what we want to communicate to the JPIs. We could make a kind of newsletter to be sent to all JPIs containing information we consider relevant for them. A member of the GPC could take over the role to prepare this. Furthermore, if need be, we could address some or a certain JPI with specific information or address questions to them. For this kind of communication all JPIs should name us an e-mail address.
	Simplification and standardisation of common procedures across the different JPI´s
	Full focus should be given to the obstacles that MSs face during either joining or implementing JPIs in their respective countries
	We believe the GPC and the JPIs need to have a common ground of work, with sustained communication flow. This communication should be instrumented in two ways: 1) JPIs attend specific GPC strategic meetings; and 2) GPC representatives attend relevant JPI meetings. Please note that a number of country delegates at the JPIs are at the same time GPC delegates. Regarding key elements to be communicated: • GPC Vision on general JPI goals and time frame; • GPC vision on the procedures and ambition in the alignment of National Research and Innovation Agendas.
	What: a) important decisions taken at GPC meetings and recommendations adopted b) Work programme in order to get their inputs **How**: each JPI should nominate a contact person to be the link to GPC chair by mail
	• Updated list of GPC members and contact details; • A single point of contact on the GPC for each JPI; • Member States national JP strategies and governance structures • Minutes of GPC meetings; • GPC work plan • The GPC Secretariat should be able to email this information to JPIs
	The main decisions, the work programme, the agenda and minutes of the meetings. In case, specific indications as e.g. the output

	of the WGs
	Key elements: In spite of the fact that the JPI tackle different thematic areas, most of them have very similar problems related to: • Means for sustainability • Methodologies to create the Strategic research agenda • Organization of the calls • Outreach and interaction with the stakeholders • Outreach and interaction with industry • Communication with general public Each JPI is at present time addressing these themes individually: this is excellent because the creativity of each JPI is challenged: however it would be useful to be able to compare the different approaches and facilitate cross-dissemination. In addition, each JPI is facing different difficulties which should be defined and clearly presented to the GPC with the aim of finding a solution. The main decisions, the work programme, the agenda and minutes of the meetings. In case, specific indications as e.g. the output of the WGs should be communicated as well.
	• Long term support – sustainable commitment and forward looking planning • Coordination support on an international level • Supporting JPI initiatives - Building sustainability through forward looking plans (targets to be achieved as well as funding available) communicated to JPIs in order for JPIs to plan calls • Alignment of national funding to SRAs
	• On-going GPC work to create better enabling and facilitating conditions for the JPI's • GPC work programme, progress and meeting dates
	decisions on outcomes of GPC meetings i.e. priorities, best practice, relevant developments elsewhere in transnational co-operation e.g. COST, ERA-Nets
	GPC should communicate its priorities related to: • Thematic areas to be tackled by JPIs • Preferred options on how to address framework conditions (and closely related issues such as governance) and increase consistency across all JPIs • Identification of potential spaces for collaborations among JPIs including the implementation of framework conditions: foresight, peer review, evaluation, dissemination, IPR
	• Reporting from key discussion topics • Any updates regarding framework conditions • Any updates that could have an impact on the JPIs • Could be send the meeting dates in case the JPIs would like to submit any specific item • Means: email communication and a yearly joint meeting
To the EC ?	National policies in supporting the alignment of RTDI, willingness/ability to support JPIs, need for support by the EC (CSA's for the JPIs…)
	I do not see the need to improve the communication from GPC to EC
	Plans and progress reports for the individual JPI´s

	The need for top up financing and/or financing of CSA
	Full focus should be given to the obstacles that MSs face during either joining or implementing JPIs in their respective countries
	We believe it can be useful the EC can participate in the GPC as a member, such as it is now. It can be useful that a wider, context specific representation of the EC attends specific meetings. Regarding key elements to be communicated: • Difficulties found at the JPI level in progressing towards their goals. • Specific needs of the JPIs to sustain their operation, particularly relating to Horizon 2020 • Need to optimize the coordination and synergy with H2020 • Needs for coordination with other EU initiatives, such as the European Innovation Partnerships, where relevant
	What: preparations of meetings, exchange of opinions **How:** within the GPC meetings; the minimum EC level contact should be Head of Unit.
	As above if not in receipt through participation on GPC
	The EC participates to the meetings. Unless there are issues which should be dealt according to a very 'formal' procedure, I do not see the need for a specific communication
	An Annual meeting with all JPIs in the presence of GPC and EC would facilitate monitoring, state of implementation, exchange of knowledge, identification/tackling of common problems; however, the EC participates to the meetings. Unless there are issues which should be dealt according to a very 'formal' procedure, we do not see the need for a specific communication
	• Assist and support JPIs in their CSAs (continuation of) • Provision of CSA support in H2020 (continuation of) • Visibility and promotion of JPIs and their activities • Coordination support on an international level **Means:** • Single contact person in GPC, JPIs and EC to consolidate communication channels • Electronic mail • Mail • Special Communications • Events and periodic meetings
	• On-going GPC work to create better enabling and facilitating conditions for the JPI's • GPC work programme, progress and meeting dates
	As the Commission are represented by DG RTD at GPC meetings and at working groups I am not clear what the communication issue is. If there are other DGs that need to be communicated with e.g. DG CNECT then should this be done by GPC secretariat?

	• Thematic areas to be tackled by JPIs
	• H2020 activities:
	  ➢ To complement JPIs, e.g. with Marie Curies, specific scientific topics in work plans, support to less active countries (regional and cohesion policy)
	  ➢ Exploratory activities to enhance consistency of framework conditions across JPIs and collaboration across JPIs
	  ➢ Activities needed to build European science information systems and data bases to identify gaps, overlaps and unnecessary duplications, including data from national programmes, and to facilitate smart specialization in one hand and European coordination in the other

	• This should be replied by GPC members

2. Which elements, and by which means, should be communicated from the JPIs?	
To the GPC ?	Brief information in a structured way on the progress of the JPI every year or twice a year (GPC to develop a template for this), Suggestions, how GPC could support the JPIs
	The JPIs should communicate to the GPC the problems they are facing and the things/resources/support they need And of course they should communicate the steps in implementation they make. A (the same) GPC member could take over the task to collect this information.
	Short annual presentation at the meetings and/or short written reports on main activities and plans
	For instance financing schemes should be communicated by EC. Initially the process was led and research activities were financed solely by Member States, now Commission has promised to strengthen its support in Horizon 2020 (*e.g.* what rules apply to using Structural Funds in financing JPI activities?).
	• Issues related to the difficulties to address alignment of national research and innovation agendas. • Issues related to the mobilisation of the Research and Innovation programmes in partner countries. Very often mobilisation of the resources in partner countries is only partial. The GPC can help in gaining access to all potentially interested agencies and programmes within a partner country. • Issues related to establishing a dialogue with prospective additional JPI partners. National representatives before the GPC can ease these contacts. It is very important that communication and discussion on these issues reaches GPC delegates. Their closeness to the Council will ensure that issues are debated and focused towards solution.
	What: Strategy, milestones covered, 2 years planning, information on calls. Problems and best practices on implementation. **How:** written report to chair and once a year presentation to the GPC committee. In every GPC meeting should be an information point by written that will include any interesting news. The GPC chair will collect and select the interest points to be included in the documentation to be sent to the delegates in advance
	• A single point of contact for each JPI (by email to GPC Secretariat) • Annual update of progress (by attendance at GPC meeting) • Invitations to and reports of JPI annual meetings and conferences (by email to GPC Secretariat) • Key decisions, policy documents (SRAs), proposed calls • Issues which require GPC attention and recommendations
	The main decisions, their SRA, the agenda and minutes of the meetings, underlining issues (if any) for which action by the GPC is required
	Given the importance placed by the European Commission on 'alignment 'of national research programmes with JPI SRA and Action Programmes, local Member States dialogue with GPC representative Members is critical. National forum of JPI participants with their GPC representatives are necessary. Regular reports on the milestones reached by the JPIs including new activities and actions required by the JPIs (i.e. Heritage plus, CSA etc.) have to be provided. For example, in JPICH the use of the Heritage Portal (in a secure dedicated areas) is a good means to communicate with the GPC. Through the GPC Members of the Coordinator and Participating Countries.

	In addition, the main decisions, their SRA, the agenda and minutes of the meetings, underlining issues (if any) for which action by the GPC is required.
	- Periodical progress - Calls to be published - Amendments occurring within the JPI - Foresight planning - Strategies towards third counties and industry - International relations activities - Other activities - JPIs needs in terms of support from the GPC - Detailed information regarding JPIs and their activities - Details regarding relations of JPIs with third parties - Provide advice to MS, GPC and Commission (advisory role) **Means:** - Periodic reports - Electronic mail - Mail - Special communications - Web portal - Single contact person in GPC, JPIs and EC to consolidate communication channels - Events and periodic meetings
	- barriers for cooperation - experiences with connecting multilateral programmes (e.g. JPI) and national programmes - points to be included in the GPC agenda - brief progress reports once a year
	Outcomes and actions from their meetings. Progress on the JPI itself
	- Lessons learned in JPIs useful to be adopted by national programmes in relation to foresight, peer review, evaluation, dissemination, IPR - Recommended improvements on national programmes for better implementation of JPIs - Problematic inconsistencies in national positions in different JPIs - Needs related to infrastructures
	- GPC should be updated with latest information on the JPIs: a yearly brief report on key activities and achievements could be sent. - Specific communication could be done when the JPIs need specific political support
To the EC ?	Brief information in a structured way on the progress of the JPI every year or twice a year (GPC to develop a template for this), Suggestions, how GPC could support the JPIs.
	See point 4
	Short annual progress report on main activities and plans for the coming year

	For instance financing schemes should be communicated by EC. Initially the process was led and research activities were financed solely by Member States, now Commission has promised to strengthen its support in Horizon 2020 (*e.g.* what rules apply to using Structural Funds in financing JPI activities?).
	- Issues related to the cooperation between JPIs and Horizon 2020. - Coordination of cooperation approaches JPI - Horizon 2020. - Need for support to reach out to all areas of Horizon 2020, not just the Societal Challenges, specially mobility programmes - Need to moderate the time overhead required to manage the financial support from the European Commission: from proposal preparation to the last report.
	What: Strategy, milestones covered, 2 years planning, information on calls. **How:** Directly to the EC liaison officer and with copy to the GPC Board for the important issues **NEW**: To the participants and national / regional managers? **How:** annual open Conference on Joint Programming presenting the status of every JPI and discussing future plans
	- A single point of contact for each JPI (by email to GPC Secretariat) - Annual update of progress (by attendance at GPC meeting) - Invitations to and reports of JPI annual meetings and conferences (by email to GPC Secretariat) - Key decisions, policy documents (SRAs), proposed calls - Issues which require EC attention and recommendations
	Same as above, plus administrative issues
	JPIs need transversal interactions with the EC on Horizon 2020, not limited to specific societal challenges. Administrative issues should be also part of the communication.
	- Periodical progress - Detailed information regarding JPI activities - Details regarding relations of JPI with third parties **Means:** - Single contact person in GPC, JPIs and EC to consolidate communication channels - Electronic mail - Mail - Periodical reports - Special Communications - Web portal - Events and periodic meetings
	brief progress reports once a year
	- Scope of thematic areas of JPIs and points to be coordinated with H2020 - Complementary activities needed related to infrastructures and human resources - Supporting activities for less active countries and promoting smart specialization
	- To the EC JPIs coordinating unit: a yearly brief report - To the EC thematic unit: constant regular information in all aspects as a key partner within the JPI

3. Which elements, besides the input from the Commission services during the GPC meetings, should be communicated to the GPC by the Commission and by which means?

Overview on elements in H2020 where the JPIs can find corresponding topics, More information on support to the JPIs coming from H2020 (CSA's…)
There should be a constant dialogue between GPC and EC. Joint Programming needs to be implemented in a true partnership between MS/AS and EC. Therefore I do not see the need to define specific elements or channels.
The Commissions comment to the annual reports from the JPIs and how the input (e.g. the strategic plans) can be useful for the Commission in relation to Horizon2020 in general.
For instance financing schemes should be communicated by EC. Initially the process was led and research activities were financed solely by Member States, now Commission has promised to strengthen its support in Horizon 2020 (*e.g.* what rules apply to using Structural Funds in financing JPI activities?).
We believe that communication between the GPC and the Commission is very important, due to the closeness of the GPC to both the Council and the JPIs. The commission should discuss with the GPC developments in JPIs and expectations, given a previous good coordination between GPC and JPIs. The critical view of the GPC on these issues stands good chances of resulting useful to steer the JPIs.
What: the experience till now is very poor. EC should early present -and debate at GPC- theirs plans in order to support JPI. GPC should know in advance their ideas on future H2020 work programs. They should share within GPC their feeling on how are going forward the 10 JPI. Also should be included an analysis and possible connections of JPI with ongoing and future ERA-Nets. At GPC should be a debate (including EC) on the relation of JPI and their corresponding research at the normal calls. Should every delegate read the 20 work programmes of Horizon in order to discover how EC is trying to support every JPI? **How:** information points and debates at GPC meetings
EC's strategic plan for joint programming (by presentation to GPC)
See answer to question 1
The European Commission position arising from monitoring activities, towards JPIs should be communicated also in view of Horizon 20202 through specific items and written procedure. Consultation procedures should be implemented to favour synergies between Horizon2020 and JPIs, which are for their nature transversal to the three pillars. In addition, see also answers to question 1.
• Briefing on all developments that could affect the structure and function of JPIs and developments on H2020 in general • Highlighting any existing barriers or challenges that may be hindering the work of the JPIs so that these can be addressed • Any other information involving JPIs • The items above should be included in the GPC agenda
Commission communication related to GPC meetings should be sufficient. • Overview of ERA developments relevant for joint programming • related multilateral initiatives
The GPC should be kept informed of any significant developments that are likely to have an impact on joint programming in a timely fashion. This might mean that there will be communication via email between GPC meetings via the GPC secretariat.
Updated generic policy priorities such as Smart Specialization, Responsible Research and Innovation, Human Resources Strategy for Researchers, Innovation scoreboards, I3S

4. Which are the key issues the Commission services should communicate to the JPIs and by which means taking into account the service structure of the Commission services responsible for JP & JPIs?

Overview on elements in H2020 where the JPIs can find corresponding topics, More information on support to the JPIs coming from H2020 (CSA's…)
The JPIs should establish a constant communication channel with the officer(s) in charge of the corresponding part(s) of H2020. Those EC officials should actively participate in the JPI's work.
It could be useful with information to the JPI´s about timing and plans relevant for the research activities in the JPI´s - e.g. activities and plans related to Horizon2020 calls
Not only information exchange between JPIs and corresponding FW projects is necessary, but also broader planning of research infrastructures as well as research cooperation with third countries should be communicated to JPIs. Also, JPI should be informed about political issues/setting of regulations, *etc.* that is ongoing on the same field.
The structure we now see is a liaison officer from the thematic unit plus an officer from the Joint Programming Unit. The liaison officer seems to be the single entry point to the Commission.   We understand that as an initiative we can have a fluid communication with different services of the EC, depending on the subject/instrument of communication. We believe on an enhanced communication on issues of mobility and completion of ERA. We are counting on the Liaison officer for these contacts. Interaction within the Commission seems to be quite important, since officers in other areas of DG R&I are not current with JPI developments.
What: future plans on related fields of research in order to inform and if possible complementing actions for covering the value chain.
It depends from the governance structure, whether the EC is a member of the governing boards or not
A member of the Commission is already present in the Management Board of most of the JPIs as observer, in order to ensure a continuous flux of information between the Commission and each JPI: this same figure should be responsible for the flux of info between Commission-GPC and JPI; in any case it should be present in those in which it is still not.
• Briefing on all developments that could affect the structure and function of JPIs and developments on H2020 in general   • Highlighting any existing barriers or challenges that may be hindering the work of the JPIs so that these can be addressed   • Any other information involving JPIs   • Commission services to propose how improvements can be made within JPIs by using examples from other networks and best practices   • The items above should be included in the GPC agenda
I don't have enough experience of JPIs to comment on this. Presumably anything that affects JPIs should be communicated to them via the GPC secretariat
• The same as for the GPC   • updating of activities such as JTIs in related thematic fields
• Should inform about the possible instruments that could support the JPIs   • Should communicate regarding any events relevant for JPIs   • Should communicate on any information relevant to JPIs   • It would be good to communicate on any political initiative in general that could affect JPIs   • Ideally they could gather some information among JPIs and facilitate exchanges of good practices or key information   • From JPIAMR we have in 2013 received any information from them

5. How do you see the JPIs involved in or associated to the strategic planning / preparation of the work programmes (Horizon 2020)?

Give an overview on elements in H2020, in the Work Programmes and call document where the JPIs can find corresponding topics, information on possible support to the JPIs coming from H2020 (CSA's…). It is a big task for Member States to make Joint programming possible and support by the EC can have a huge impact.
To be involved in the strategic planning (including WPs) of H2020 is from my point of view one of the main tasks of JPIs. H2020 has to be one of the means to implement the SRA's.
Important with active involvement of JPI´s strategic planning in the preparation of the work programmes (Horizon2020).
JPIs should give a common vision of where we are moving in scientific field and the content of H2020 should match with this vision, as H2020 is one tool to implement them. While H2020 and JPIs should be directly connected, it is not clear yet in some cases. It should also be reflected in funding schemes – at the moment direct links between H2020 and JPIs are not clearly pointed out in this sense
In our view, JPIs need to be more involved in the strategic planning of the EC initiatives for Horizon 2020, the Innovation Union (in case of Water through its EIP on Water) and the ERA. In Work Programmes where there is an established JPI, the role of the JPI is 'key' to share and complement priorities (through the JPI SRIA) at a pan-European level. Communication with Horizon 2020 is at this time informal through the liaison officer. A more structured communication would be more effective and practical. There is no formal link between the JPIs and the Programme Committees. Some JPIs are represented at the Advisory Groups of the Societal Challenges.
What & How: JPI are a members and associates states driven initiatives; as the members and associates states are already represented at the Horizon 2020 committees, the natural way to channel their ideas should be through their national representatives at the committees. There is no need to complicate even more the representation structures.
Many Member State representatives on the Horizon 2020 Programme Committees have little or no involvement in joint programming/JPIs. It is vital that the objectives and plans of the JPIs are taken into account and facilitated by the Programme Committees when preparing the work programmes. JPIs should be invited to make written submissions, supported by presentations, to the relevant Programme Committees on each occasion when a work programme is being prepared.
I think the relationship between the JPIs and the so-called "configurations" of the H2020 Programme Committee should be the same as with the GPC, i.e. they can be invited (and they can ask to be invited) in specific circumstances. Routinely, a mechanism for exchange of information between the individual JPI and the relevant configuration(s) should be in place
Through the identification of common research thematic, on which the work programme should be created. Most JPIs have been very active in the generation of the SRA: this knowledge should be the basis for the preparation of the Horizon 2020 programming: thus each JPI should represent a major source for the consultation in each respective thematic group and should be highly responsible for the development of the European Agenda in the field of their respective competence. However, this responsibility necessitates that the procedure for the generation of the SRA in each JPI meets a certain set of requirements which should be set and assessed by the GPC. Common research areas have already been identified among JPI Urban Europe, JPI Cultural Heritage, JPI Seas and Oceans and JPI Climate. In addition, the relationship between the JPIs and the so-called "configurations" of the H2020 Programme Committee should be the same as with the GPC, i.e. they can be invited (and they can ask to be invited) in specific circumstances, during H2020 Programme Committee meetings. Routinely, a mechanism for exchange of information between the individual JPI and the relevant configuration(s) should be in place. • Proposing initiatives to GPC which in turn can approve the proposals and define a plan of action for implementation • Step up efforts to implement SRAs

- Ensure SRAs are developed and aligned with both the priorities addressed in H2020 and also aligned to national strategies of MS in order to facilitate coordination. JPIs should aim to create synergies with H2020 work programmes and design calls for proposals that complement the rest of the work under H2020.
- JPIs are still encouraged to have their own strategy when approaching industry at national, regional and international levels
- JPIs need to be proactive and take initiative so that they involve themselves in on-going consultations
- FACCE developed a model for addressing research issues. New issues: workshops to explore, upcoming issues in H2020 and ongoing issues by Joint programming. This idea could be explored further
- JPI's should not develop towards another lobbying group for topics in H2020

I think that both the GPC and JPIs should be involved in the wider strategic planning for Horizon 2020 and other instruments for European research collaboration such as COST.

JPIs should be formally consulted and officially included in the process

We currently hold several synergies meetings with the EC during the year regarding funding programmes coordination and they are also using our SRA for H2020 funding. This model currently works very well in our side

6. Do you see an added value of Commission support (not funding) to raise awareness on Joint Programming as a political initiative for the future of European research?

JPIs to be consulted, strategic planning of JPIs to be taken into account if possible. Joint Programming is a joint effort of Member States and the Commission

Yes, I am convinced that a determined political support by the EC for Joint Programming is essential. The EC rightly keeps saying that MS shall be in the lead. But the EC is a core player in the ERA and therefore needs to involve itself in the JP process also through promoting it and considering it as an important element of the ERA in its policy.

Increasing volume (funding from member states) is essential for raising awareness of the JPI. In addition the Commission can inform about the progress at relevant meetings

Certainly. MSs make considerable effort to raise awareness on JPIs and it would be helpful if EC could support these actions

We believe the EC support to raise awareness on Joint Programming as a pan European socio-economic-political initiative can be of a clear added value for Europeans, the European research and can certainly be useful for the completion of the European Research Area.

Before going any further, the Commission should concentrate on awareness to the existing JPI and ERA-Nets in the following issues:
- Pushing as much as possible the knowledge generated on those initiatives closer to the market.
- Fostering on adding coherence to all EU initiatives in related fields in such a way that the already existing ones (before inventing new ones) should complement each other and linking them: JPI & ERA-Net with EIP/ JTI-PPP/ Art. 185/ and related big projects as appropriate

The Commission can and should play a vital role in helping to promote awareness of joint programming given the Council's decisions to approve the establishment of the JPIs. The political decisions by the Council should be fully supported / facilitated by the Commission which should use its resources not just to promote awareness of joint programming but to require Member States to demonstrate the actions they are taking to implement Council's decisions.

Definitely YES; but I suggest additionally that there should be incentives for those who practice a Joint Programming process

Yes, seen as the connection for mutual exchange of information.

Indeed the Commission should be even more active and set a series of actions aimed at raising the awareness of the relevance of Joint programming and

find means facilitating the process of joint programming.

The Commission could also facilitate the access of information of the JPI to the activities of SME and Industries funded by the EC and working in the field of interest of each JPI: often the information available is not sufficiently updated.

Definitely YES; but I suggest additionally that there should be incentives for those who practice a Joint Programming process

- There is added-value of Commission support to raise awareness on joint programming as a political initiative – Member States need to be made aware that incentives exist to coordinate their R&I efforts in certain fields and to reduce the fragmentation that exists across different countries.
- Support from the Commission will assist Member States and encourage them in participating in EU research and innovation fora
- Commission support can facilitate networking through the creation of hubs which may link JPIs especially in certain areas where there may be overlapping between the various JPIs. Such occasions may be excellent opportunities for JPIs to interact horizontally and hence deepen the networking also at horizontal level.
- Provide information about best practices and inform GPC and JPIs, it can also work the other way round where JPIs have best practices which can be used as an example in other fora.

yes: connecting national research strategies and programmes at European Level

I am not sure that I would call it a political initiative. I think it would be worth identifying what awareness of joint programming exists in the European research community and see how it can best be promoted through existing mechanisms at Commission and MS/AC level. If there is need for more support from Commission to raise awareness then the GPC could request that support from Commission.

Of course, but in joint venture with the GPC and / or national authorities

yes

7. Do you consider the Commission should support (not fund) dedicated communication on the Joint Programming Initiatives upon request from the MS/JPI-leaders (i.e. valorisation actions on results/outcomes, etc.)?

Yes, it would be very helpful if Joint programming would be placed more prominently in Commission publications, communications, etc.

yes

Not important – it is a member state initiative

Yes, Commission should support the communication. As JPIs are interministerial by nature, the question of responsibility arises, but smooth cooperation between different ministries is a precondition for successful implementation – in this sense the involvement of EC could help considerably.

We believe that support on communication, dissemination and raising awareness from the EC is of special importance for the JPIs.

Yes. The Commission has a very good communication office that should help JPI, if properly advancing, on facilitating these tasks.

Yes, see answer to Question 6.

Definitely YES

Definitely YES

- The Commission should take a proactive approach with regards to dedicated communication on JPIs and if approval is required, the Commission should seek this approval from the MS/JPI-leaders so as to support dedicated communication on JPIs.
- The Commission needs to actively involve itself and foster stronger communication between it, the GPC and the JPIs.

• should be included in regular JPI initiatives and CSA's, no special role for the Commission
• I don't have enough experience of JPIs to comment on this. I don't know what communication activities are currently undertaken.
Yes, but jointly with JPIs themselves
Yes For example we are going to do a joint workshop with the EC show casting results /projects of both of our programmes

Yes
See point 4
Perhaps workshops or seminars on case studies and examples of successful implementation would be helpful? As also pointed out already earlier by others, JPIs suffer from lack of routine – this is an untested field of operation in Europe
The EC and JPIs can foster their relations through different existing tools: participation in already existing committees of each other, consultation and frequent meetings (something already done by Water JPI). We need to structure a formal approach to interaction with Horizon 2020, and specifically consider areas other than the societal challenges.
See the previous answer plus organising the JP Annual Conference.
The Commission, rather than individual MS, is best placed to organise such accompanying measures given the service structure of the Commission services responsible for JP & JPIs.
By guaranteeing flow of information
Yes, through all the means listed, by guaranteeing flow of information Several meetings and workshops are already organized and there is no need to add other meeting to those already on-going, as said before the Commission should participate to the meetings held in each JPI in order to convey the desires of the Commission to the JPI and vice-versa
• EC is doing an excellent job in supporting JPIs • Visibility to JPIs is a key element in order to raise awareness and to strengthen the JPI networking at MS level. • EC to actively seek MS participation into JPIs • Workshops and press activities can improve relations between the Commission and JPIs
Joint activities GPC (members) Commission and JPI's
I don't have enough experience of JPIs to comment on this. If there is currently a lack of awareness if understanding of roles/activities between Commission and JPIs then a workshop would seem to be a good start. We would, of course, need clarity on what the objectives and desired outcomes for such an event were.
workshops
Specific events by topics that could benefit all the JPIs (e.g. research infrastructures or peer review issues) Joint press activities regarding JPIs events or joint activities

9. How would you suggest measuring the impact of new ways of communication?

EC organising mutual learning exercises, EC acting as a secretariat in organising meetings of the JPI chairs (like the meeting on 4.12. organised by Austria and the JPI Urban Europe)
Since well working communication is the basis of every successful system, improved overall performance of the JP process could be the simple indicator.
The involvement of different institutions in JPIs should rise as a consequence.
The Impact of the new ways of communication, including Communication 2.0 could be measured through activities realised online (e.g.: European Twitter Infoday of Water JPI on 13 November 2013 aiming to promote the open call for research and innovation proposals), through social media followers and interactions. However, we believe that there is still a lot to do in the arena of conventional communication.
The stakeholders' views will be the best barometer of whether new ways of communication are having the desired impact. A review after a year might include GPC, JPIs and the EC being asked for their views as to what is working better and what is not. Participation of JPIs in strategic planning of Horizon 2020 should be measured i.e. attendance at / submissions to programme committees. Measurement of extent of ongoing engagement between GPC and JPIs – attendance at key meetings and events. Population with relevant data and use of communications portal.
I know there are professional experts who can answer this question. I am not
As we know, there are professional experts who can answer to this question. In any case, in my opinion, it can be done through questionnaires. The trend of communication on line is spreading: there are easy ways to measure the impact of on line information through the social networks and by assessing the access on line to specific sites
• By measuring the popularity of the communications measure over a period of time, one can assess whether that particular means of communication was successful or not. • Communication tools should be kept as uncomplicated as possible in order to maintain a pragmatic communications approach and to minimise misunderstandings between GPC and JPIs. • increase in Joint programming activities
Consult with communication experts in the Commission (I assume they have marketing, digital communications and press people). In order to measure impact we will need to establish the current level of awareness, any issues with communications now. This might be done through a short survey perhaps using an online questionnaire service like Survey Monkey which would be repeated in 12 months. The chairs of JPIs meeting would seem the logical place to sound out JPIs on what the key issues are and what sort of communication they are looking for
Making surveys to involved actors on: • Satisfaction • Consistency of different programmes and framework conditions
You can ask on a yearly basis regarding satisfaction, impact is much more difficult to measure

10. How can the GPC and its members help the JPIs in reaching their goals?

See replies to previous questions. Act as a partner for the JPIs
As said under point 1., the GPC needs to establish itself as a board for the improvement of framework conditions for Joint Programming in a broader sense. It can then serve as link from the JPIs to MS/AS and EC pushing the needed actions by MS/AS and Commission.
By encouraging coordination at national level – .sharing best practice – encouraging national participant to work together by facilitating national meetings or working at the same places or other activities according to national
The idea of JPIs as a tool to connect national research policy goals between different MSs is still not widely acknowledged. Knowledge about JPIs being one of the five initiatives of European Research Area does not help to fully grasp the range and extent of activities performed by JPIs or in connection with JPIs. Therefore it is important to communicate all relevant information to the stakeholders as soon as possible. Perhaps developing materials in local language would also help.

The GPC can help the JPIs with the following:
• Timely communication to be increased substantially between the GPC and the JPIs by developing activities such as:
  ➢ Annual meetings to be established with the presence of the JPI representatives/coordinators in order to enhance information exchange, set goals and evaluate progress.
  ➢ Meetings/workshops where JPI progress and impact; as well as barriers to JPI implementation can be discussed.
  ➢ Meetings/workshops where synergies in the implementation of JPIs and H2020 and the sustainability of JPIs can be discussed.
• The GPC should visit daily activities of the JPIs. As national delegates of JPI partner countries, GPC representatives can be invited to attend JPI meetings and to experience by themselves both progress and problems. Additionally, a number of GCP representatives from different countries are very close to JPI partners. In the case of the Water JPI, two partner countries are very close to their GPC representatives and can contribute to this liaison.
• Water JPI shows its availability to participate to the ad-hoc groups created at GPC, and congratulates the GPC for their creation.

Reinforcing the dialogue as described in questions 1&2
In addition to above, by enabling the JPIs objectives and needs to be a key factor in the work plan of, and decisions taken by, the GPC. Actively pursuing decisions taken by the GPC on foot of requests/needs of the JPIs. GPC meetings should conclude with a list of actions to be taken and a running list of earlier decisions and the measures taken to implement them. Representing key issues of the JPIs to the Council with recommendations for decisions to support the JPIs to reach their goals. GPC/Member States should each map their own Country's participation in the JPIs, detailing which JPIs they participate in or observe, who are the officials in Ministries and agencies at national level participating in each national JPI steering committee. Where feasible GPC members should attend meetings of the JPI national steering committees. Member States should outline to GPC their national JP strategies and governance structures.
By a structured reciprocal consultation and 'early warning' mechanism. A periodical monitoring/measuring exercise (an example exists with the European Strategic Forum for Research Infrastructure ESFRI) could help. In a way, the Expert Group, although established to the evaluation of the 'process' and not of the individual JPIs, it provided some evidence about the 'degree of maturity' of almost each of them
It is of crucial importance that GPC communications are sent to JPIs' coordinators in order to be up dated on the relevant information which regards JPI implementation within the frame of the national and EC research programming. By a structured reciprocal consultation and 'early warning' mechanism. A periodical monitoring/measuring exercise (an example exists with the European Strategic Forum for Research Infrastructure ESFRI) could help. In a way, the Expert Group, although established for the evaluation of the 'process' and not of the individual JPIs, provided some evidence about the 'degree of maturity' of almost each of them.
• Encourage entities and bodies at MS level to participate in JPIs • Provide coordination at MS level refunding for participation and other expenses

- Voice concerns of JPI participants during GPC meetings if these are not addressed by JPIs
- provide coordination of funding from national agencies
- Discuss and subsequently approve JPIs' financial requirements on a long term basis
- Analyse annual and financial reports to be provided by JPIs and provide feedback to JPIs

At the risk at stating the obvious by providing effective governance for joint programming with effective communication of decisions, improved guidelines on framework conditions etc. (i.e. all the things that the GPC working groups are currently looking at)

- Defining clear national positions regarding framework conditions
- Working towards increasing coherence among these national positions

- GPC members could lobby at the national level to make that the JPIs national representatives have time allocated to work in JPI issues and can allocate the right level of resources
- GPC members could discuss cross issues among JPIs and help in facilitating the contacts among JPIs
- GPC could support JPIs when they need political support
- GPC could share strategic visions with JPIs

11. How can the Commission help the JPIs in reaching their goals ?

See replies to previous questions. Act as a partner for the JPIs.

As said under point 6., the EC must involve itself in the JP process since H2020 is one of the means to implement JPIs and the Commission must support JP politically as well.

Topping up funding

Both the JPIs and the EC share the overarching goal of strengthening European competitiveness in research and innovation.
The established common ground for work between them has to be fostered. The JPIs need a wider gateway for interaction with the EC (different services/policies: i.e.: research & innovation, cohesion, education & culture, environment, energy, etc.), which by its well established mechanisms can be valuable to reach the JPIs goals in tackling pan-European societal challenges. Specifically:
- The Commission needs to continue supporting JPI activities with H2020 funds. This seems to be a critical point for JPIs take off.
- The Commission should consider ways to moderate the time required from the JPI to obtain and manage these funds; a simplification of procedures is required.
- The Commission should offer JPIs a clear and coordinated approach to the interaction with Horizon 2020.

Commission help should be selective depending on the advances and integrating steps taken by every JPI.

Ensuring JP and JPIs' objectives are taken into account in all relevant policy areas e.g. Horizon 2020.
Keep JPIs and MS apprised of policy development
Maintain adequate staff resources to provide support to JPIs and GPC members

The major difficulties within the JPIs are to raise the awareness of the activities carried out within the JPIs in the different participating Countries: this is a major limitation for the alignment of the different Countries. Thus the Commission should further enhance the means of communication with the diplomatic and political channels within the EU Countries
- EC could provide best practices in other fora in order for challenges the JPIs are currently facing to be addressed at GPC level

• Provide continued support to JPIs via CSAs in H2020
The Commission should ensure that they consider joint programming as integral to H2020 and other EU wide initiatives and communicate effectively the opportunities to JPIs. (Apologies if they already have mechanisms in place for doing this)
• Supporting a European science information system • Supporting less active countries • Complementing JPIs with H2020
• Facilitate exchange of practices among JPIs • Facilitate information on EC instruments to support JPIs • Facilitate alignment between H2020 and JPIs SRAs • Centralise information on JPIs activities and support on their dissemination

c.   List of the 10 Joint Programming Initiatives

Alzheimer and other neurodegenerative diseases

Agriculture, Food Security and Climate Change (FACCE)

Cultural Heritage and Global Change, A New Challenge for Europe

A Healthy Diet for a Healthy Life

More Years, Better Lives - The Potential and Challenges of Demographic Change

Urban Europe - Global Urban Challenges, Joint European Solutions

Water Challenges for a Changing World

Healthy and Productive Seas and Oceans

The Microbial Challenge - An Emerging Threat to Human Health

Connecting Climate Knowledge for Europe