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# How to get organised for European R&I cooperation
# Learning from the case of Austria

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# Outline

- **The situation at the Austrian start in the FP in 1993**
- **Some general considerations at the start**
- **Objectives for setting up NCP system**
- **Different approaches in different contexts**
- **Structuring the NCP system**
- **Ministries – NCPs: Roles and division of labour**
- **Tasks of NCPs**
- **Funding the NCP system**
- **Success criteria: people and partners**
- **Annual planning and reporting, coordination**
- **Summary**

# The situation at the start in 1993

- **No/very little experience in European R&D**
- **Little knowledge and understanding of the "machinery" of European R&D**
- **Sceptical attitude regarding collaborative R&D**
- **Low expectations regarding "success"**

**BUT**

- **Cooperative spirit between all R&D policy actors**
- **Preparedness towards long-standing investment in developing an appropriate system for support**
- **Ambition of researchers in science and business**

# Some general considerations for the start
## Lessons learnt in Austria

- **Awareness of the need of developing a long-term strategy for participation in FP – Commitment of government and partners**

- **Key role of an organisation for information & advice**
  - In Austria the BIT and later the EIP/FFG (NCP organisation)

- **Resources spent for establishing and running a NCP system are a strategic investment**
  - Opportunities for high return on investment

- **Participation in Horizon 2020 is a „winning game"**
  - A well conceived NCP system will contribute towards strengthening the working relations between Ukrainian and European researchers
  - Horizon 2020: an important contribution towards knowledge circulation
  - In any case, participation will create added value for UA R&I system

# Operational objectives of the AT NCPs

**A structure at the interface H2020 and AT R&D**

- Offering free, user-friendly, transparent and equal information and support for accessing EU and international R&I co-operation

- Safeguarding communication with all parts of the R&I community, the national policy actors, the EC services and other NCPs

- Ensuring complementarity and synergies between national and international RTD actions and initiatives => system integration

- Monitoring of the participation: data as evidence

# NCP systems: Different approaches
## Different approaches in different countries

## Depending on size and structure of the NIS

- **Contact Point structures:**
  - National Contact Points
  - Organisations offering services at regional level (Regional Contact Points)
  - Support structures at institutional level
- **Host organisations:**
  - Central organisation (stand alone or integrated)
  - Different hosts distributed across country
  - Mixed models
- **Different levels and intensity of coordination or cooperation with national S&T programmes**

# Ministries and NCPs
## Different roles, division of labour

- **Ministries: responsible for national policies, strategies and programmes**
  - Partner of the Commission in the EU-UA S&T Agreement and the Joint EU-Ukraine Committee
  - Getting key national players in R&I on board as strategic partners

- **NCPs: operational support (information, advice, training) for the participation in FP**
  - Participation in different NCP networks, Working Groups

- **In any case needed: clear agreements on who does what and when**
  - Clear and transparent decision procedures

# Funding of the NCP organisation
## The case of Austria

- **100% from the state and the Economic Chamber**
  - Based on defined aims defined in a Performance Contract for the duration of a FP - for Horizon 2020 2014-2020
  - Regular monitoring, reporting, performance check by main funders
  - Also audit by the Austrian Court of Auditors
- **Some additional income from training activities and advice services - self-financing is not realistic**

# Getting organised for European R&I
## Key requirements 1

## NCP system has to fit

- **into national policies, priorities and strategies**

- **into national structures**
  - National and regional authorities
  - Scientific, research and technology communities
  - Business communities (BIG and SMEs)
  - The national research funding system

- **into the structure of Horizon 2020**

- **into European NCP networks**

# Getting organised for European R&I
## Key requirements 2

- **Addressing / reaching the relevant target groups**

- **Having the appropriate capacities and capabilities „to do the job" and be accepted**

- **Providing competence in the specialities of FP7 including legal and financial aspects**

  - **The only thing NCPs can offer is competence!**

- **Coherence & consistency of services**

- **Geographical coverage and strong coordination**

- **Transparency and equal access – no monopolies, closed clubs or conflict of interest**

# Main principles of the NCP system

- **Coherence & consistency of services**
- **For a distributed system: strong coordination**
- **Transparency – no monopolies or closed clubs**
- **Addressing / reaching the relevant target groups**
- **Having the appropriate capacities „to do the job"**
- **Competence in specialities of Horizon 2020 including legal and financial aspects**
- **Geographical coverage of the whole country**
- **Preparedness to learn, to adapt and to improve!**

# Tasks of NCPs
## A well-designed portfolio of services

- **Developing the client base - capacity building**

- **Creating awareness on EU R&I programmes**

- **Disseminating general and specific information**

- **Assisting in partner search and in preparing proposals**

- **Providing strategic advice to R&I organisations**

- **Training of trainers and clients on H2020 advice**

- **Monitoring the participation in Horizon 2020**

- **Networking with NCPs in other countries**

  - Learning and adapting – not copying from experienced colleagues!

- **Signposting to other EU network services**

➢ **To be successful a highly professional approach is necessary: you need the right people**

# Success criteria for NCPs

- **Mid- and long-term orientation: sustainability**

- **Full „ownership"and long-term commitment by national authorities, recognition by the Commission**

- **Acceptance & recognition by scientific and business communities and organisations**

- **Excellent professional qualification of NCP staff**

- **Strong strategic partners**

# An NCP organisation's success ...

## ... is based on excellent people with ...

### A specific qualification profile:

- Practical experience and expertise in RTI and/or  business - thematic / cross-cutting expertise
  - You need to be accepted by the R&I community!
- Understanding R&I processes and the specific role of collaborative transnational activities
- R&I management and marketing knowledge and experience, capabilities and skills
- Business (SME!) & market insight/understanding
- Communication skills including ENGLISH language, the ability to provide advice, to moderate meetings and to organise promotion actions, to convince…

# An NCP organisation's success ...
## Strategic partners of NCPs

- **Partners at home**
  - ministries and other authorities
  - Intermediaries like chambers of commerce or others
  - Academy of sciences, National Agencies, rectors conference, other scientific organisations
  - Member States' embassies in Ukraine
  - Individual experts, evaluators, etc.
- **Partners abroad**
  - European Commission, INCO Directorate, JRC, etc.
  - NCP organisations in EU MS and AC
  - Active partners of UA organisations: e.g. TEMPUS, bi-lateral agreements, transnational programmes
  - UA embassies abroad

# A realistic development strategy
## Some advice 1

**General:**

- **Don't strive for the „perfect and complete" NCP system covering everything but coming late**

- **Develop a strategy and initiate a process**

- **Build the system on UA's strengths**

- **Get the commitment of your strongest institutions and go for success cases – you need ‚champions'**

- **Use the EU-UA S&T Agreement to promote your priorities that fit to the H2020 – EU-UA S&T Roadmap**

# A realistic development strategy
## Some advice 2

## Specific:

- **Developing the system:**
  – Organisational and staff development
  – Identifying target groups, developing data base
  – A effective and efficient communication strategy
  – Establishing evidence base for activities and results: feedback, monitoring and reporting
- **Developing basic instruments and tools**
  – Tayloring activities and measures according to target goups
  – Preparing information material, website
  – Designing events: info days, brokerage events
  – Develop training programmes
  – Provide tools for individual advice and coaching

# NCP system for the Ukraine
## Communication strategy 1

**Identifying and developing your target groups:**

- **Mapping of research & technology actors related to Horizon 2020 priorities**
  - Universities, NASU,  Space Agency, and industrial research institutes
  - Innovative companies - large companies,  SMEs
  - Other organisations (e.g. ministries, city or regional authorities, hospitals, technology centres)
- **Identify existing proposers and successful partnerships from FP6 and FP7**
  - Collect and disseminate information about practical experience in Framework Programmes
  - Identify and analyse problems of proposers

# NCP system for the Ukraine
## Communication strategy 2

- **How to best reach your target groups? Which communication means and channels to use?**

    - Data base (CRM Customer Relationship Management)
    - Website
    - eMailings, printed information
    - Information and training events
    - Institutional info days targeting „hot spots"
    - Individual advice and coaching

- **Define the format and level of information**

    - What is needed and/or expected by the different target audiences

- **Develop a realistic portfolio of communication means in conformity with your resources**

# Annual planning and reporting

- **Define activities according to a clear strategy**
  - Organisational and staff development
  - **Identifying target groups, developing the client base**
  - Plan of activities and measures
  - Preparing information material, website
  - Events: info days, brokerage events, training
  - Individual advice and advice for institutions
- **Develop a feedback and monitoring system**
  - Organise client feedback regarding your services
  - **Preparing statistics on activities and participation**
  - Distinguish between inputs and outputs
  - Define what is a success
  - Consider the most important results: success cases

# NCP system
## Annual planning

- **Activity plan according to calls**
    - eMailings
    - Information days and brokerage events
    - Training activities  - general and call specific
    - Public relations and awareness measures
    - Individual advice and coaching
- **General activity plan – improving the system**
    - Development of NCP infrastructure (database, e-tools)
    - Staff development: training, placements abroad, etc.
    - Development of tools: e.g. consultancy guidelines, guides for proposers, guide on legal and financial, etc.
    - Communication and networking: national, European

# NCP system
## Annual reporting

**Ensure that your sponsors know what you do**

- **Agree with your sponsors on**
  - General format of reporting
  - Information and data regarding activities
  - Information and data regarding to results
  - Statistical information
  - Financial information
  - Comparison between plan and result
  - Benchmarking
  - …

# Coordinating the NCP system
## Learning from Austrian experience

**Independently if system is central or distributed:**

- **Develop a spirit of collaborative learning and mutual support and create „corporate identity"**
  - Make optimal use of scarce resources

- **Start defining coordination & cooperation measures & division of labour: mabye with regions, institutions**
  - Where to act individually, where in cooperation with other partners; avoid duplication and overlap of actions

- **Success is a success of the whole NCP system – ensure that information is shared**

- **Organise everyday communication and regular meetings to guarantee consisteny in the system**

# Summary 1

**NCP work requires a broad spectrum of knowledge, capabilities and skills …:**

- **to be competent regarding contents and rules of Horizon 2020**

- **to be convincing in communication**

- **to being efficient regarding information and advice**

- **to be effective towards supporting national success in the EU R&I activities**

- **be prepared to learn (not copy) from others**

- **becoming an accepted and respected partner in the UA and in European networks**

# Summary 2

- **Horizon 2020 is all about cooperation and competition - at national and at EU level**

- **Horizon 2020 is a complex programme difficult to promote - but it pays off**

- **You have to develop a strategy and to get organised to become successful in Horizon 2020**

- **Starting NCP activities in a newcomer country is hard work - but one mostly underestimantes the potential & the benefits**

- **Horizon 2020: „avantgarde" for European cooperation**

# Thank you for your attention!

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