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**MEETING DOCUMENT**

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From:	ERAC Secretariat
To:	ERAC (European Research Area and Innovation Committee)
Subject:	ERAC plenary on 6 June 2019 - PowerPoint presentations - Item 6.2

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Dear ERAC delegates,

Please find attached the following PPT presentations given under item 6.2 of the agenda of the ERAC plenary on 6 June 2019:

- Policy Support Facility - PSF 2.0;
- Evaluation of the Horizon 2020 - Policy Support Facility: Presentation of the results.

Kind regards,

ERAC Secretariat



# Policy Support Facility

## PSF 2.0

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Team Leader Strategy

# PSF Evaluation

- PSF has proven to be a positive force for reforms
  - There continues to be a demand from MS /AC
- Yet its role in developing ambitious policy reform agendas could be further strengthened

# The way forward:

# 9



## Key strengths

- Voluntary and bottom-up
- Challenge-driven with a practical focus
- Tailorability and low cost
- High-level expertise and EU collegiality
- Complementarity with the European Semester



## Key areas for improvements

- An upgraded role to drive reforms (implementation and political commitment at national level)
- Improving the design (greater flexibility, scoping work, etc.)
- Improving the mechanics (dissemination and communication)

# Fit for a new R&I strategy to sustain growth and grow sustainably



Strengthen the quality and efficiency of R&I systems

European Semester, ERA



Unlock the potential of R&I for systemic transformations towards sustainability

« Towards a Sustainable Europe by 2030 » paper and Sibiu Communication

# PSF 2.0

## 4 services



### PSF Country:

At the request of one country, PSF sets up a panel of experts to provide an assessment of its R&I system (comprehensive or focused on a specific aspect) and formulate policy recommendations



### PSF Challenge:

at the request of several countries, PSF facilitates the exchanges of experiences and the identification of good/ bad practice around a specific R&I policy challenge.

**Increased flexibility to accommodate wider policy needs**

# PSF 2.0



## PSF Open:

at the request of a single or a group of countries, PSF addresses a wider range of policy needs that do not fall under the “Country” or “Challenge” services

**Novelty!**



## PSF Intelligence:

at the request of the EC, PSF provides cross-cutting and/or cross-country policy analyses, exploiting the existing results from past PSF exercises or other analytical/policy reports.

# PSF 2.0

## Other improvements

- Reinforce « internationalisation » of PSF
- Work more synergetically with the wider portfolio of policy reform tools
- Strengthen Communication and dissemination activities
- More attention to intangible outcomes (networking)



As from first quarter of 2020

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# Evaluation of the Horizon 2020 Policy Support Facility

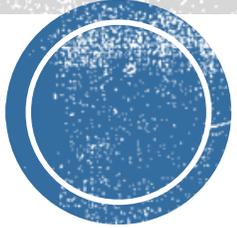
## Presentation of the results



**Horizon 2020 Commission Expert Group for the evaluation of  
the Horizon 2020 Policy Support Facility:**

Frieder Meyer-Krahmer (Chair), David Wilson (Rapporteur),  
Jacqueline Grech, Begoña Sánchez, Petra Žagar

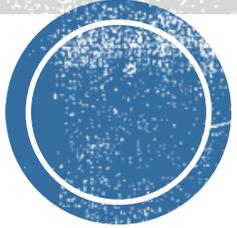
# Table of Contents in Report



- Mandate of the Expert Group
- Methodology
- Basic Data for PSF
- Findings
- Recommendations



# Mandate of the Expert Group



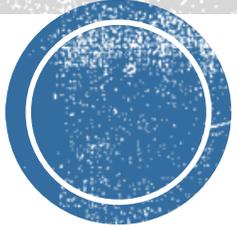
- Objectives

- Consolidated assessment of PSF
- Outlook on the future of PSF
- Proposals for improvement
- Recommendations on design and implementation

- Assess

- Relevance and appropriateness of PSF for EU R&I policy
- Efficiency of PSF
- Coherence with other relevant policy instruments
- Effectiveness and contribution to EU policy objectives
- Added value on national and EU level

# Methodology



- **Expert Group**
  - 3 external experts without prior involvement in PSF
  - 2 representatives of national administrations (involved in PSF)
- **Two questionnaires**
  - Policy makers in participating countries
  - Experts with experience of PSF activities
  - 75 responses (from 318 circulated)
- **Individual and panel interviews - 27**
- **Summary reports of two seminars**
  - December 2017 seminar on Peer Review and Specific Support
  - September 2018 seminar on Mutual Learning Exercises
- **Case studies from Malta and Slovenia**

# Basic Data for PSF

1/4

- **Four different services**
  - **Peer Review (PR)** of individual national R&D and innovation system, by panel of experts and policy practitioners from other MS/AC
  - **Specific Support (SS)** to individual country on targeted policy issues, by panel of experts and policy practitioners
  - **Mutual Learning Exercises (MLE)** – volunteer groups of countries exploring R&I topics through structured exchange of good practice with supporting external expertise
  - **PSF Knowledge Centre (KC)** –website containing all PSF outputs plus R&I monitoring and analysis from European Semester

# Basic Data for PSF

2/4

- Process



- Work to date

- Launched in 2015
- 30 PSF activities initiated
  - 9 PRs, 10 SSs, 11 MLEs

- Average costs to EC

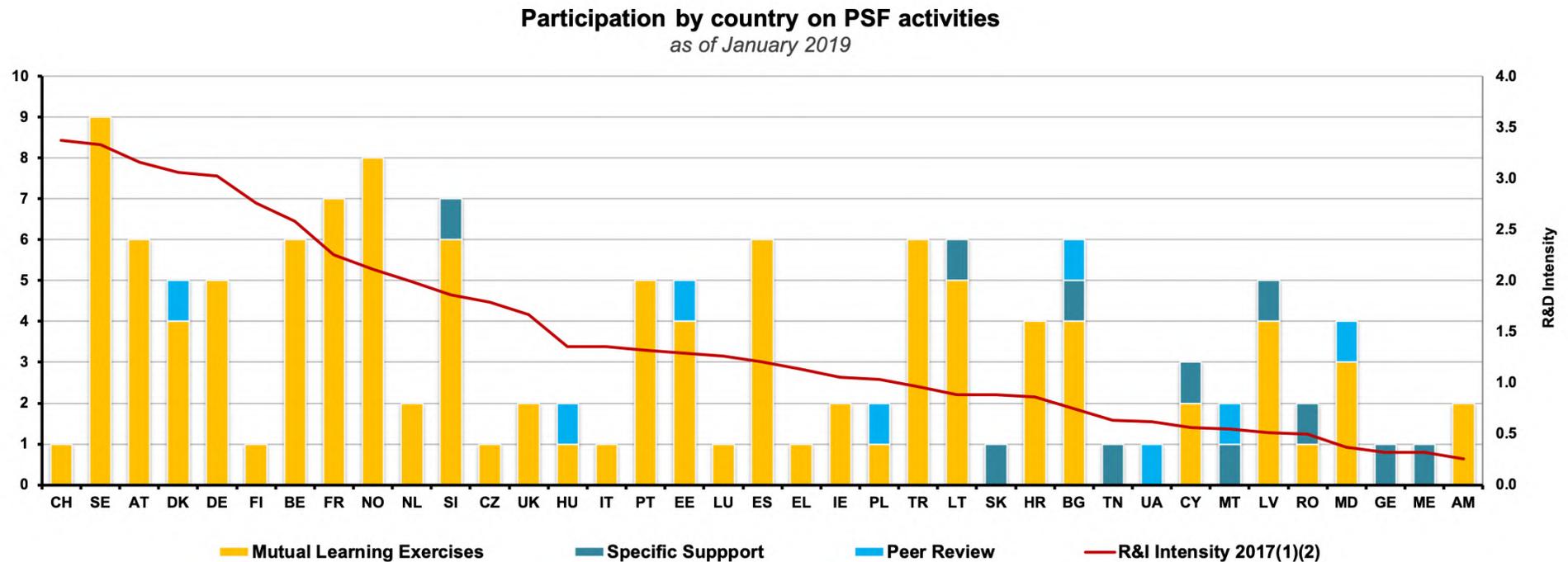
- PR €280,00
- SS €190,000
- MLE €315,000

- Average duration

- 12 months

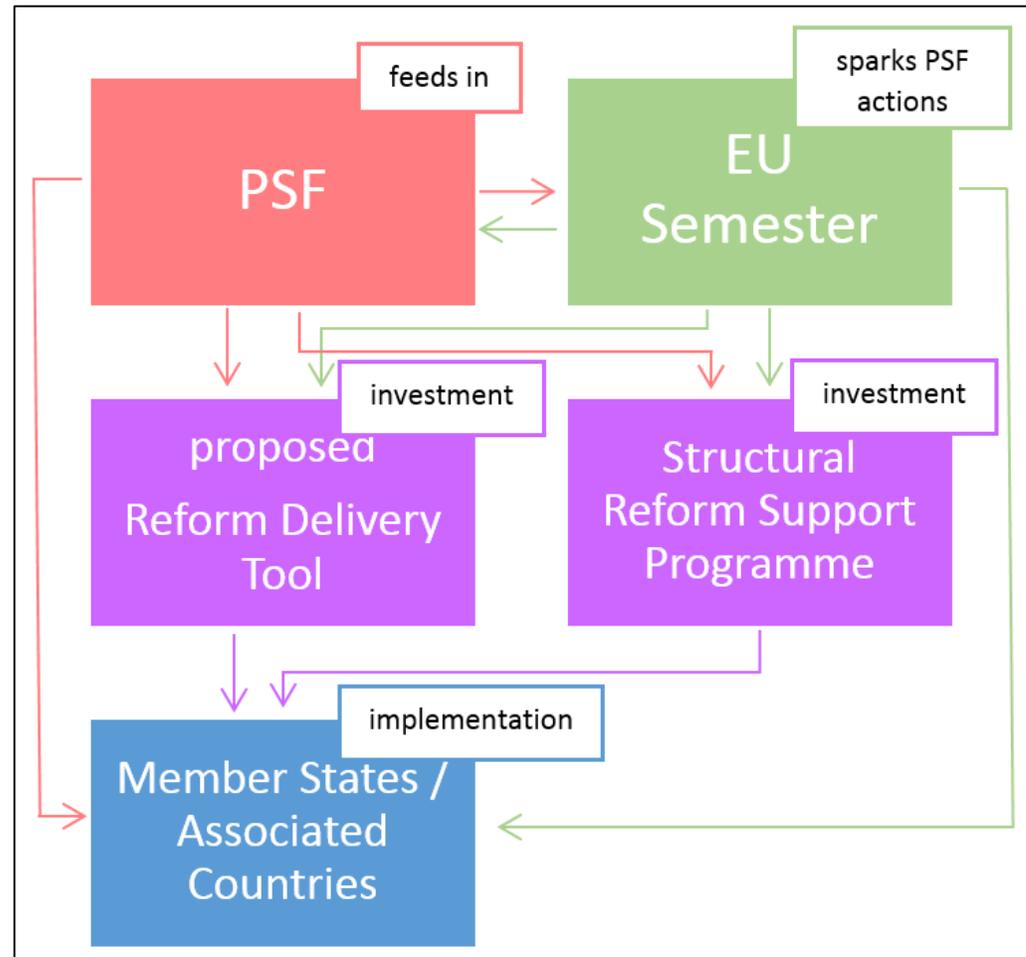
# Basic Data for PSF

- Participation by country compared to R&I intensity



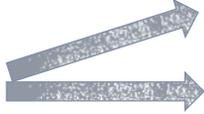
# Basic Data for PSF

- PSF and other EU reform instruments



# Findings

1/7

- Relevance and appropriateness of PSF for EU R&I policy
- Efficiency of PSF → split into  design  
execution
- Coherence with other relevant policy instruments
- Effectiveness and contribution to EU policy objectives  incorporated
- Added value on national and EU level 

# Findings

R1

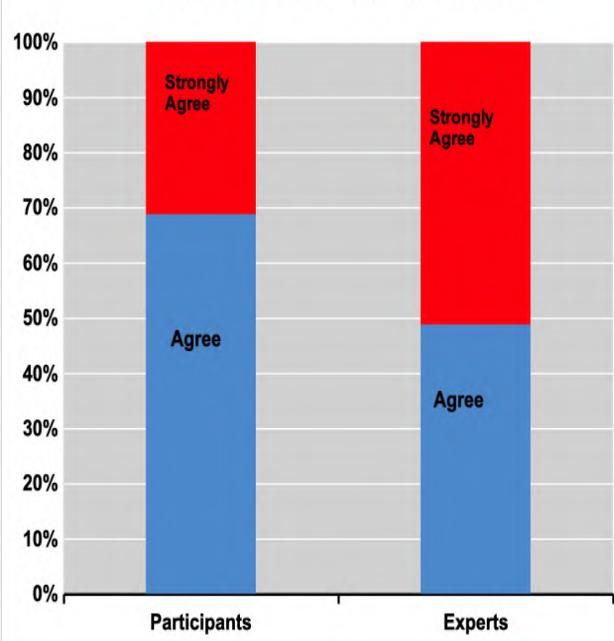
R3

2/7

- Relevance and appropriateness of PSF for present and future European R&I policy

- PSF-type activities remain relevant and appropriate
  - Enable learning that would not otherwise take place
  - Help policy-makers understand their own system and develop outward looking perspective
- Need for services like PSF will continue in Horizon Europe
  - Continuing disparities in countries' R&I performance
  - Mix of system-level and fine-grained analysis still required
  - Users want more flexibility to respond to socio-economic developments
- Clear rationale for EU-level activity
  - Building European Research Area
  - Raising quality and efficiency of R&I performance

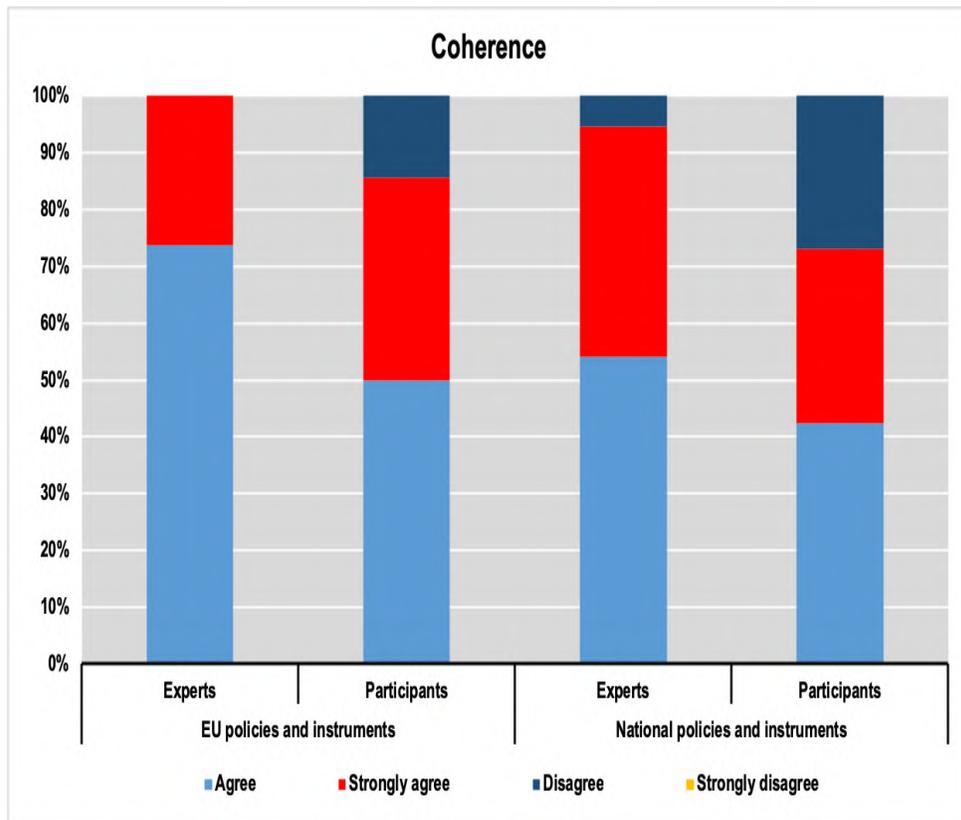
Relevance and Appropriateness



# Findings



- Coherence with other relevant policy support instruments



- PSF has distinct identity compared to similar instruments
  - topic-driven, challenge-driven, customer-oriented, flexible
  - OECD and World Bank peer reviews have different methodology and purpose
- PSF complements EU reform instruments, but:
  - PSF not visible outside inner circle
  - Commission and Member States need to work to make links more effective
  - still too hard to find and combine EU support
  - all ERA-related groups not consistently involved

# Findings

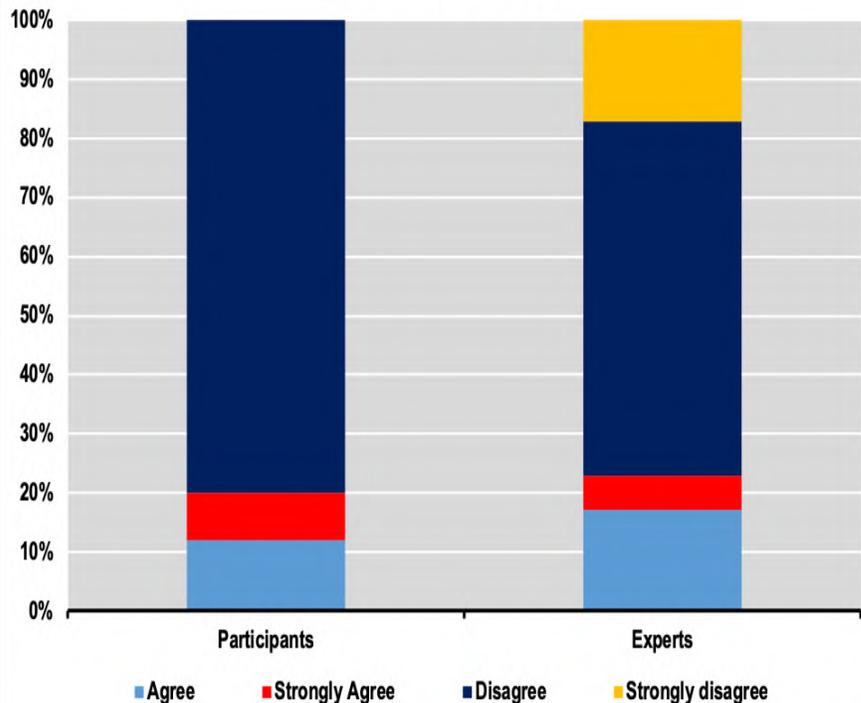
R4

R8

4/7

- Efficiency – design and structure

Efficiency - Design



- Design and structure of PSF are well formulated – build on strengths and extend
- Bottom-up nature is key success factor – countries’ needs determine what PSF does
- But needs:
  - analytical overview to inform decisions on priorities
  - continued momentum on raising profile of innovation and human capital issues
  - systematic integration of expertise from outside EU
- Services cover right ground, but could be supplemented: hot topics, raising capacity to implement reforms, and group Specific Support activity

# Findings

R2

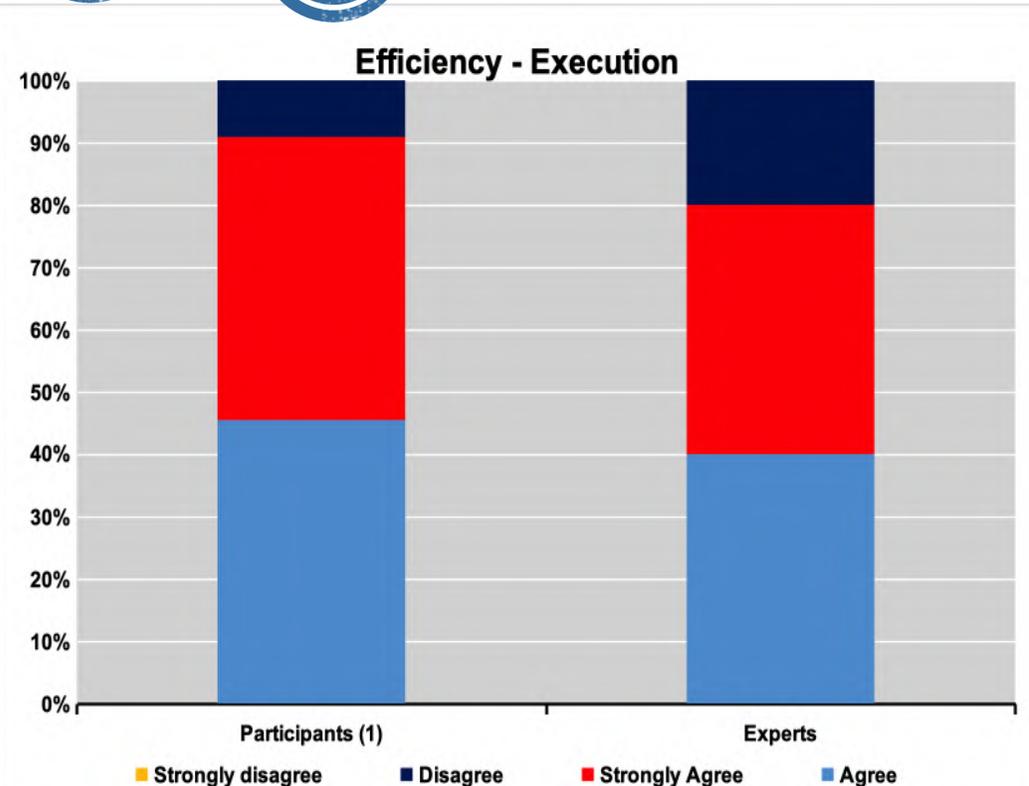
R3

R5

R6

R7

5/7



<sup>(1)</sup> Response rate very low because unlike experts, participants don't see most of the administrative work when the country is being studied.

- Efficiency - execution

- Execution generally works well and outputs are of good quality
- Excellence and range of expertise of panel are key success factors
- Pre-phase crucial: clarity of scope and ownership by countries
- Follow-up is main weakness: short-term focus, dissemination, implementation, support, impact measurement
- Insufficient attention to intangible outcomes
- Lack of clarity in branding and communication strategy

# Findings

6/7

R2

R3

R5

R6

R7

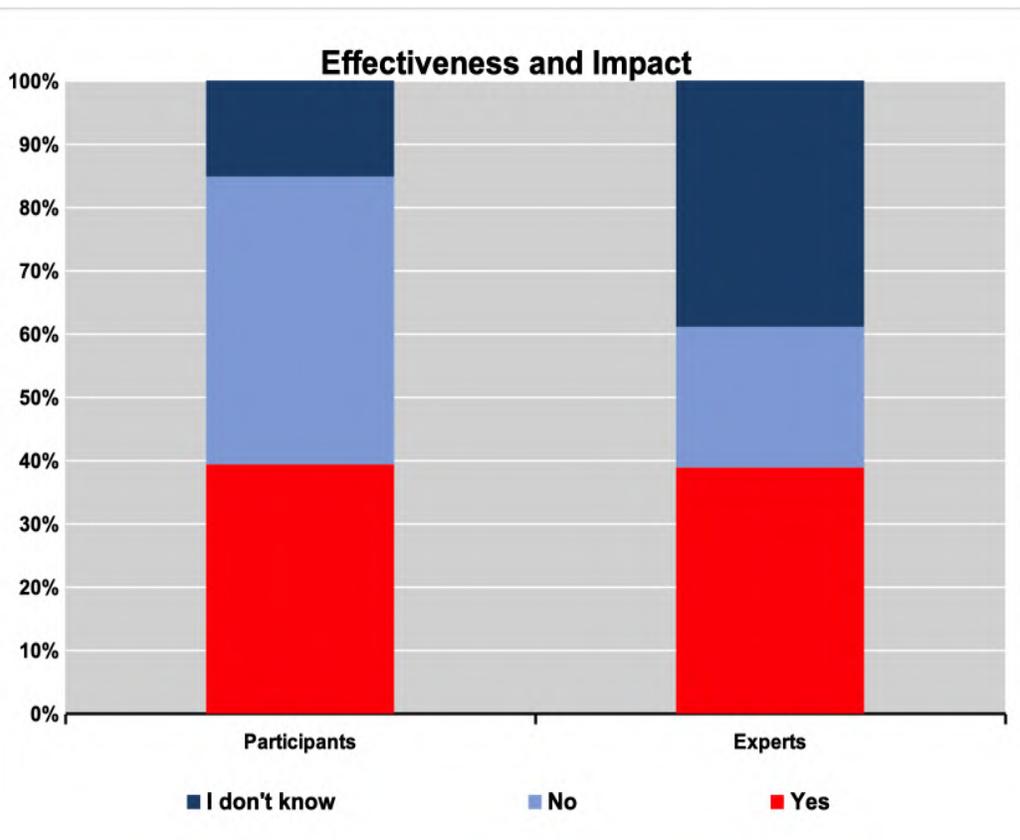
- Efficiency - execution: weakness in follow-up
  - Five key issues
    - (1) PSF too short-term in focus
    - (2) underwhelming launch and dissemination of reports
    - (3) lack of framework to encourage implementation of recommendations
    - (4) difficulties in assembling packages of EU support for implementation
    - (5) no systematic way of measuring resulting policy changes and impact
  - But solutions need to be consistent with voluntary nature of PSF

# Findings



- Effectiveness and impact:

- Valuable programme delivering good quality results
- Too early to assess the impact but:
  - seen as positive force for reform
  - delivers EU added value
- Two related issues to achieve full potential:
  - implementation
  - wider political commitment at national level



# Recommendations

## An upgraded role for PSF to drive reforms

R1

strengthen quality and efficiency of R&I systems & encourage more systematic dialogue on meaningful reform agendas

R2

where EU support needed for implementation, Commission to prepare cross-cutting package of policy measures

## Extending the design specification of PSF

R3

extended time frame appropriate to ambitious policy reforms and institutional change

R4

greater flexibility, including for novel policy topics, capacity building and exploiting knowledge from PSF

R5

framework for follow-up to support implementation, capture resulting policy changes and enable monitoring of impact

## Improving the mechanics of PSF

R6

make pre-phase more rigorous

R7

ensure execution actively builds in our success factors

R8

put more effort into dissemination and communication

R9

raise PSF's profile and give it a clear brand identity

# Recommendations

- An upgraded role for PSF to drive reforms
  1. PSF should contribute not only by enabling Member States and Associated Countries to strengthen the quality and efficiency of their R&I systems but should also be better used to encourage more systematic and extended dialogue among Member States and Associated Countries and between them and the European Commission on **meaningful reform agendas**.
  2. If a country needs support from the EU to implement the outcomes of a PSF activity, the European Commission should prepare a **package of policy measures** to facilitate the country's access to relevant instruments and information across Directorates-General.

# Recommendations

- Extending the design specification of PSF
  3. PSF needs an **extended time frame** since ambitious policy reforms and institutional change within R&D and innovation systems require a long-term trajectory for implementation.
  4. Allow **greater flexibility in the process** to accommodate a wider range of policy needs such as novel policy topics, capacity building and exploiting the knowledge gained by the PSF.
  5. PSF requires a framework for **follow-up** to support implementation, to capture the policy changes resulting from its outcomes and to enable monitoring of the resulting impact.

# Recommendations

- Improving the mechanics of PSF
  6. Make the **pre-phase** of all PSF activities more rigorous to ensure clarity on ownership, scope, the target audience for the work and the follow-up that will be required.
  7. Ensure that the execution of the PSF actively builds in the **success factors** we have identified.
  8. Put more effort into **dissemination and communication of PSF activity** in a user-friendly way, both to ensure they have more impact in the countries involved and to raise the visibility of PSF and in particular of the Knowledge Centre as a definitive source of expertise on policy reform.
  9. More needs to be done to raise the **profile and wider visibility** of PSF and to give it a **clear brand identity**.

***"The EU is dependent on the co-evolution of the reform agendas of its Member States. PSF makes a key contribution to this process"***

Frieder Meyer-Krahmer – Chair

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***"PSF is not miraculous or instantaneous, but its strong independent and high quality nature (...) prompts change at national level."***

## **"OTHER IDEAS"**

by survey respondent

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