



## **DII.4: Strategy Paper**

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<b>PU</b>	Public	
<b>PP</b>	Restricted to other programme participants (including the Commission Services)	X
<b>RE</b>	Restricted to a group specified by the consortium (including the Commission Services)	
<b>CO</b>	Confidential, only for members of the consortium (including the Commission Services)	

## Introduction

This strategy paper aims to offer an overview of the different co-operation and coordination options between programmes that were identified and analysed during Work Package II (PREPARE). It includes an overview of the preceding as well as proceeding work, the outcomes so far, and a collection of possible pilot activities for the future.

The contents of the strategy paper and, in particular, its recommendations and conclusions were discussed and approved, completed or modified during the Steering Committee meeting in order to ensure that the proposed strategy is supported by the full consortium and a decision for the subsequent design phase can be made.

The selected pilot activities will be designed and coordinated in Work Package III (DESIGN) in preparation for Work Packages IV (TRY) and V (GO).

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## About COMPERA

The objective of the COMPERA ERA-NET project is the creation of a sustainable network of programme administrations that fund Competence Research Centres (CRCs). COMPERA will inform the strategic decision-making process of programme owners and managers at pan-European level in the context of CRCs. The project started in June 2005 and will run for 42 months till 30 November 2008.

Its main strategic objectives are:

- The creation of a networking infrastructure to achieve a new sustainable co-operative culture
- The development of synergies between the participating programmes through the broadening of the co-operation structures, and the preparation and implementation of joint transnational activities
- The Preparation of an alliance scheme allowing for long-term co-operation
- Demonstrating to the European innovation community the benefits of networking and coordination at the level of Competence Research Centre Programmes

Scoping discussions within the COMPERA consortium taking into account the strategic importance of CRC's, their organisational complexity and the variety in programmes supporting these initiatives, resulted in the formulation of the following operational objectives:

- COMPERA should initiate a learning process between the participating agencies regarding the different aspects of programme design, implementation and evaluation. The development of a 'European model' for Competence Research Centres should be envisaged.
- Joint initiatives should, at least in a first stage, focus on the development of measures that will 'facilitate' different forms of cooperation between Competence Research Centres ("accompanying measures").
- The vision of more ambitious coordination activities, such as co-planning among funding agencies, the organisation of joint calls for proposals, etc., should be kept in mind as a medium-to-longer term target.

### What are Competence Research Centres:

No formal definition of 'Competence Research Centres' exists; it is a broad concept that covers a large variety of initiatives. Within COMPERA the following, non-restrictive, definition is used:

"CRCs are structured, long-term RTDI collaborations in strategic important areas between academia, industry and the public sector. They aim to bridge the gap between technological and economic innovation by combining academic excellence with industrial and/or public needs. The activities within CRCs can be multiple: pooling of knowledge, concentration of infrastructure, creation of new knowledge by performing different types of research (pre-competitive and competitive research), training and dissemination of knowledge towards target groups of involved actors in a tailor-made way. In general, they have a large degree of autonomy in determining their own strategies and activities that enable them to anticipate in topical developments within their desired working environment."

In recent years, the concept of CRCs has received increased attention, as these centres are seen as an important instrument to reduce the so-called European Paradox: the fact that Europe plays a leading role in the world in terms of scientific excellence and the provision of highly-skilled human capital, but largely fails to convert science-based finding and inventions into wealth-generation innovations. Since these centres provide a shared environment for the scientific and industrial world, they improve the networking and knowledge transfer between different RTDI actors. CRCs are therefore expected to develop demand-driven RTDI strategies resulting in the improved utilisation of research results

## **State-of-the-Art of COMPERA**

Since the start of the project on 1 June 2005, COMPERA has progressed well towards its goals. Mutual trust between the partners has been established and the new network has already proved to be valuable in the development of new national/regional initiatives.

To date, activities have been mainly related to Work Packages I (SHARE) and II (PREPARE).

### **Work Package I (SHARE)**

WP-I (SHARE) focuses on the sharing of knowledge, good practices and other experiences about programme design and management. Within this context, a survey regarding the characteristics of the participating programmes and funded projects has been carried out.

A first analysis of the collected information confirmed that, although the established CRCs in Europe have a shared objective, there is much variation between the different European countries and regions in the ways these centres are created, organised and supported. Whilst some programmes focus on networking of existing capabilities and resources resulting in virtual new centres (e.g. Germany, Sweden, Norway, The Netherlands), others build up competence centres as new physical infrastructures with their own legal entities (e.g. Valencia, Austria, Estonia, Hungary). The type of activities carried out within the centres also varies: from a higher emphasis on innovation (e.g. Flanders, Northern Ireland, Valencia and Hungary) to more strategic basic research (e.g. Romania, Sweden, Walloon Region and Basque Country).

### **Work Package II (PREPARE)**

The objective of WP-II (PREPARE) is to discuss, select and agree on a number of joint transnational activities (Joint Activities) that will be designed and implemented in the form of pilot projects in the subsequent work packages. Within the framework of this work package a national/regional consultation round was organised. This exercise allowed the different partners to confront their ideas on potential Joint Activities with the expectations of the local innovation actors involved in the development/implementation of CRC programmes. The outcomes of this consultation were then further discussed and consolidated into a list of topics for future Joint Activities. These proposed activities were subsequently submitted to an in depth analysis taking into consideration needs, weaknesses and barriers. This current strategy paper on potential Joint Activities is the outcome of these activities.

## Methodology of PREPARE

To achieve objectives, the process of identification and analysis of possible Joint Activities commenced right from the beginning of the project and is ongoing. This approach allows for the integration of new ideas arising from working on the project and will be continued to ensure the sustainability and continuation of the project and the steady involvement of all partners.

Following the work process of COMPERA, the analysis of the potential Joint Activities (JA) were organised in Task Forces (TF) consisting of several members of the Technical Committee, each with one designated Task Force leader to organise and structure the outcomes.

### Kick off Joint Activities

At the outset, the project team identified the necessity and opportunity to get a head start on the analysis of Joint Activities. Therefore four possible Joint Activities were initially selected during the first Technical Committee meeting. The activities were analysed in parallel to the work on WP-I and were worked on in Taskforces (TF 4-7), i.e.

- JA1: Exchange of international scientific/industrial experts for evaluation of CRCs
- JA2: Measures for non-scientific staff exchange
- JA3: Guide on existing measures to foster collaboration between CRCs
- JA4: Joint PR activities and transparency over CRCs in Europe

### Kick off Workshop, Bilbao, February 2006

During the concluding Workshop for WP-I (which also worked as the Kick-off Workshop for WP-II), additional suggestions for Joint Activities were collected. The suggestions stemmed mainly from the outcomes of the 'COMPERA Survey' which were discussed during the meeting.

- Sharing experiences and collecting best practices on, amongst others, management models, IPR, Consortium Agreement, the measuring of economic impact and enhanced cooperation/participation of industry;
- Joint Calls between all partners would be very difficult, however joint call/activity between 2-3 countries/regions should be possible;
- Stimulate cooperation between a few centres in areas of common interest;
- Foster complementary services between CRCs in connected themes;
- The sharing of Infrastructures of CRCs/List of available infrastructures to third parties and under which conditions;
- Networking of CRCs;
- Staff exchange of CRC-management;
- Use of EU instruments to promote opening-up of CRCs for foreign target groups;
- Foster international representation through intermediary organisations.

### **National Consultation, February to May 2006**

The first step within WP-II towards a selection of possible Joint Activities was a national consultation exercise. In every participating country and region, the suggested activities were discussed, not just with the Technical Committee members and the scientific committee, but also with CRC managers, CRC programme owners and other relevant target groups. Additional ideas for activities arising from the discussions were added to the portfolio. These national portfolios of possible Joint Activities were collected and distributed to the COMPERA team. The following activities were suggested for further analysis in WP-II:

- Mutual knowledge of work methods
- Joint activities within FP7
- Training activities and personnel exchange
- Platform for International Cooperation between CRCs
- Impact Measurement
- Rules and Agreements
- Knowledge Exchange between Agencies
- Exploitation of CRC's RTDI achievements on the international markets
- Strengthening the relations between CRCs and companies
- Assisting the CRCs in becoming holdings
- Assisting CRCs in thematic international cooperation
- Reporting from CRC activities to document that State Aid guidelines are satisfied
- Bottom-up cooperation between CRCs for sharing experiences and strategic activities
- Speed dating between CRCs to get to know each other
- Explore meaningful bi/multi-lateral strategic cooperation between CRCs

### **Selection Workshop, Vienna, June 2006**

During the first workshop the outcomes of the national consultations were presented and discussed. The numerous suggested activities, both from the Kick off Workshop and the national consultation, were clustered and several main topics were identified. The following suggestions for Joint Activities were decided to be of mutual interest:

- JA5: Monitoring and Evaluation
- JA6: Toolbox for CRCs
- JA7: Relations with new clients
- JA8: Pilot Co-operations
- JA9: Workshops for CRCs
- JA10: Knowledge exchange between agencies

Like the 'Kick-off Joint Activities' these activities were organised into Task Forces (TF 8–3) to be analysed concerning needs, weaknesses and barriers for the remaining duration of WP-II.

Due to lack of interest from the CRCs, the following suggested activities were not considered as suitable JAs:

- Intermediary organisations
- Sharing of infrastructures

Additionally the Kick-off Joint Activity JA2: 'Measures for non-scientific staff exchange' turned out to be not suitable as a separate Joint Activity. The activity will nevertheless be kept as a horizontal activity throughout all relevant Joint Activities and active support to CRCs that wish to exchange non-scientific staff will be provided.

### **Milestone Workshop, Brussels, October 2006**

This first meeting of the selected Task Forces for the Joint Activities enabled them to set up a detailed work programme and a more defined concept of the individual topics.

JA8: 'Pilot Co-operations' was temporarily put to sleep due to the Task Force leader's (CEUC) withdrawal.

### **Milestone Workshop, Namur, December 2006**

The second meeting allowed for more concrete work on the topics, including the preparations for the interim report.

### **Strategy Paper Workshop, Budapest, February 2007**

The third meeting presented the progress of the Joint Activities. They were evaluated by the Technical Committee according to their importance for the future and their influence on the strategy paper. (Compare diagram 'Recommended Joint Activities')

JA10: 'On demand exchange between agencies' has been rejected as a specific joint activity as it is intrinsic to the concept of ERA-NET and thus a continuous activity in the COMPERA project and beyond.

JA7: 'Relations with new clients' was decided to join with JA 6: 'Toolbox for CRCs', due to the close relation between the topics

JA8: 'Pilot Co-operations' was revived as the COMPERA Technical Committee feels that this opportunity should not be ignored.

### **Other Workshops**

Individual Workshops of Task Forces to work on the Joint Activities were held at several points between the regular meetings. These workshops were held either on a virtual basis (via online or telephone conferencing) or as actual meetings.

## Analysis of potential Joint Activities

The initial discussions in WP11 revealed that, in order to achieve the objectives of COMPERA, there consists a need to further stimulate and improve cooperation and coordination, both at the level of programmes and at the level of the resulting projects, namely the CRCs.

### At the level of programme managers, the main desires identified were:

- to learn more about programme management methods for CRC programmes in other countries, to set-up or improve own methods
- to increase the visibility of the CRCs and provide them the necessary tools to enhance the performance of the centres
- to stimulate the international cooperation between CRCs
- to further improve the use and value-for-money of regional/national funding

### At the level of the CRCs, the main conclusions were:

- need for help with CRC management issues by exchange and adoption of best practices
- many CRCs were not aware of the existence of CRCs in their domain in other COMPERA countries
- although international visibility and cooperation are important items for CRCs, it is difficult to establish this cooperation, due to lack of visibility and/or finding suitable funding schemes

In order to achieve increased international coordination and cooperation between programmes, the actions taken should address both the needs of programme managers and CRCs. This resulted in the further analysis of the following Joint Activities.

## Descriptions of Joint Activities

Both levels of needs are covered in the selected Joint Activities. An in-depth description of the Task Forces working on the Joint Activities, including analysis concerning needs, barriers and weaknesses, as well as an overview on added value, is provided in the annex of the strategy paper.

### JA1: Exchange of international scientific/industrial experts for evaluation of CRC

The aim of this JA is to increase the common know-how about CRCs in Europe by using the experiences from different evaluations (*ex ante*, *ante* or *post ante*) from different CRC programmes within the COMPERA partnership.

### JA2: Measures for non-scientific Staff Exchange

The aim of this JA is to develop new, and harmonise existing, measures allowing for non-scientific staff exchange between CRCs.

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### JA3: Guide on existing measures to foster collaboration between CRCs

The European Community provides financial and technical support for the implementation of common international Research Technical Development and Innovation [RTDI] projects with the participation of universities, academic institutes and industrial partners. The aim of JA3 is to disclose EU facilities to CRCs through which they can join international projects, strengthen their international connections, or obtain financial aid for their RTDI activity.

### JA4: Joint PR-activities and transparency over CRCs in Europe

The aims of this JA are to develop a website to highlight the competitiveness and the offers of the CRCs, to give an overview over the structure of the European research landscape, to support the international cooperation of CRCs by giving contacts and offering funding information and to strengthen CRC management by offering downloads, e.g., CRC management guides.

### JA5: Monitoring and Evaluation

The aim of JA5 is to define and implement common standards concerning monitoring, evaluation and impact measurements which are key issues for CRCs and CRC programmes.

### JA6: Toolbox for CRCs

The aim of JA6 is to collect, assess and clarify tools that CRC programmes supply, either as guidelines or as examples, to their CRCs. This set of tools includes: IPRs, consortium agreement, contracts with partners, guides on Research Management & CRC Administration, Self Assessment, Gender Issues and Environmental impact.

### JA7: Relations with "new clients"

JA aims to assist the CRCs in positioning themselves as attractive partners for various companies and research institutes in order to be able to compete internationally.

### JA8: Pilot cooperation

The aim of JA8 is to establish a series of pilot measures of co-operation between new and existing CRCs (both at national & international levels) to share best practice & learning, and to provide exemplars for all such CRCs and other Joint Activities.

### JA9: Workshops for CRCs

This JA will explore the possibilities and measures that will allow CRCs in Europe to get to know each other, in particular via workshops. The Joint Activities developed should lead towards increased international cooperation between CRCs, enhanced coordination and complementarity of expertise and activities, and the better performance of CRCs through the exchange of best practices.

### JA10: On-demand exchange between agencies

The aim of this JA is to document the exchange of ad hoc knowledge between COMPERA agencies to support programme managers/agencies in the development and implementation of their programme and to make the exchange available to all partners.

## Recommendations & Conclusions

COMPERA is now at the stage that it can demonstrate its added value to the programme managers and CRCs with concrete actions.

First preliminary visible outcomes of COMPERA are:

- a) the joint web based PR CRC portal [www.competence-research-centers.eu](http://www.competence-research-centers.eu) (JA4),
- b) the guide on existing measures to foster collaboration between CRCs (JA3) and
- c) the planned speed-dating workshops in the first half of 2007 (JA9).

It is therefore recommended that in WP-III these Joint Activities will be further executed and optimised.

In addition to these three activities, the other initiatives (JA1, JA5 and JA6) meet the direct needs of programme managers and/or CRC managers and have been classified as highly important. It is strongly recommended that these Joint Activities be further elaborated in WP-III and that they deliver their first results during 2007.

The Joint Activities mentioned so far are very important as a first step towards enhanced coordination and cooperation in the field. They allow for the demonstration of the added-value, the necessity of the COMPERA network, and also to keep participants focussed and committed.

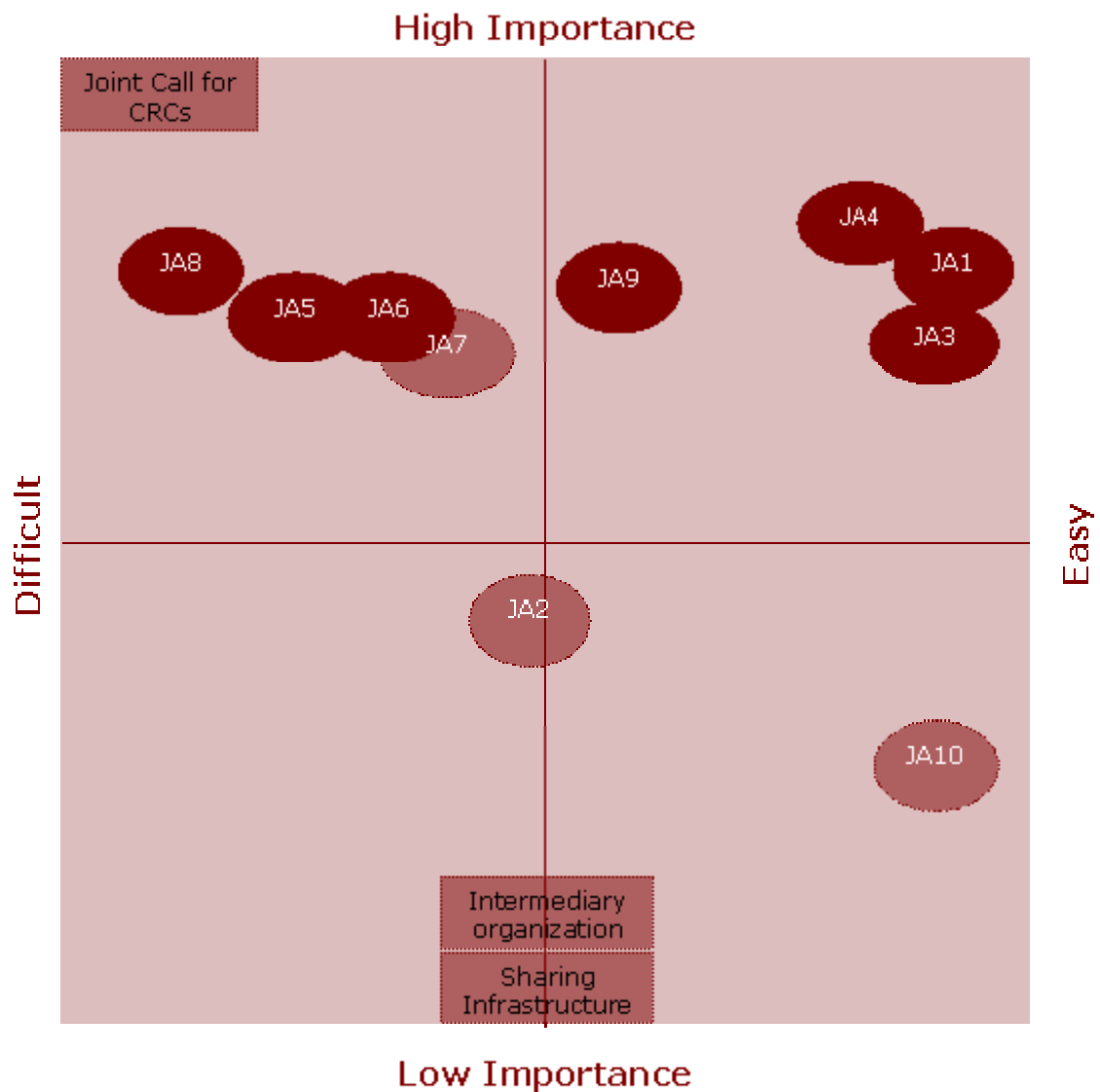
However; it's our opinion that COMPERA should strive to achieve more ambitious goals which in turn should lead to sustainable coordination and cooperation between the CRC-programmes. This will require more adaptation of national and regional rules and will have a higher impact on national and regional policies.

The pilot Joint Activity Pilot Cooperation (JA8) will be a first step towards more intense cooperation between CRC-programmes at their project level.

**Recommended Joint Activities**

Based on the national consultation exercise, the analysis of potential Joint Activities, and its consolidation by COMPERA **it is therefore recommended** that COMPERA further proceeds with the following Joint Activities:

- JA1: Exchange of international scientific/industrial experts for evaluation of CRC
- JA3: Guide on existing measures to foster collaboration between CRCs
- JA4: Joint PR-activities and transparency over CRCs in Europe
- JA5: Monitoring and Evaluation
- JA6: Toolbox for CRCs
- JA8: Pilot cooperation
- JA9: Workshops for CRCs



JA1: Exchange of international scientific/industrial experts for evaluation of CRC

- Building up of an "information platform" between the consortium members. The members of this platform are contact persons within each organisation that are able to identify relevant experts for the evaluation of Programmes/CRCs. The communication is standardised by e-mail templates.  
*This activity has been successfully initiated.*
- Pilot expert search for the Estonian CRC programme

The Steering Committee agreed to the suggested activity and recommends implementing it immediately.

JA3: Guide on existing measures to foster collaboration between CRCs

- A guide that takes stock of the measures that exist both at national/regional level and at European level to foster collaboration between CRCs, to be provided on the web platform.
- *This activity has been successfully implemented*
- Extension of the guide to funding and cooperation possibilities outside Europe

The Steering Committee decided that an extension of the guide is not required. Instead the current guide should be integrated into the website and developed into a more interactive reference point for CRCs. Subsequently JA 3 is to be integrated into JA 4. If the guide proves to be successful the set up of a partner search tool could be considered.

JA4: Joint PR-activities and transparency over CRCs in Europe

- A website presenting Competence Research Centres in Europe has been developed. A mapping function allows the user to search for CRCs by topic and/or country. Successes of the CRCs (innovations, path-breaking research outcome etc.) supplement the presentation. Supporting material such as news, events and calls is offered.  
*This activity has been successfully established*
- Adaptation of the website to host outcomes of Joint Activities as JA3, JA6 and JA9.
- Expansion of the website to CRCs outside the COMPERA network.
- Development of an 'assessment tool' to ensure the quality and suitability of new CRCs on the website.

The Steering Committee agreed to the suggested activity and recommended the integration of JA 3.

JA 5: Monitoring and Evaluation

- Development of a basic monitoring system for CRCs based on a common set of goals.
- Definition of benchmarks that provide a point of orientation for CRC programmes and CRCs to define indicators and target values.
- Exploration of methods to link monitoring data to programme (and, in a further step, also to policy) goals.

The Steering Committee recommended renaming the activity to 'Learning by Monitoring' and to concentrate the effort on 'soft indicators' and their measurement.

JA6: Toolbox for CRCs

- Online guide on best practice concerning the set up and running of CRCs (with regard to IPRs, consortium agreement, contracts with partners, guides on Research Management & CRC Administration, Self Assessment, Gender Issues and Environmental impact)
- Accompanying online library for respective tools to set up and run CRCs

The Steering Committee recommended the focusing the actions on four main topics:

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- 1) Legal Aspects
- 2) Governance
- 3) Public Private Partnership
- 4) Research Management

Additionally the involvement of external experts and the organisation of respective workshops and/or seminars were suggested.

### JA7: Pilot cooperation

- Establishment of two pilot co-operations (preferably one at a national level and one at an international level)
  - Inventory of cross-border cooperation which has taken place / or is now taking place on an *ad hoc* basis between CRCs
  - Joint transnational activity: a joint call by two or more CRCs, a joint programme or a set of actions that can be run parallel in two (or more) countries
- The Steering Committee recognises the strategic importance of the Activity. However the results expected of this activity have to be clarified.

### JA9: Workshops for CRCs

- Speed-dating workshops:  
allowing CRCs to meet via "dates" at the workshop to exchange information on their activities, members, target groups, cooperation.  
Speed-dating workshop Production Technologies – 10 May 2007 (Romania)  
Speed-dating workshop at the EuroNanoForum 2007 – 18-21 June 2007 (Germany)  
*This activity has commenced*
- Workshops on horizontal issues:  
Partnering event at the occasion of the Hanover Fair 2007 – 16-10 April 2007 (Germany).  
*This activity has commenced*

The Steering Committee agrees to this Activity. It is however recommended to time the events over a longer period to avoid over saturation.

### Conclusion

In parallel with the preparation and implementation of these actions, the exploration and analysis of further necessary and ambitious forms of cooperation will be continued (compare reactivation JA8). Additionally, the current activities will be broadened and/or deepened towards the COMPERA objectives, i.e. of creating a 'European model' for CRCs and the more strategic co-planning of the programmes involved. The activities of WPII PREPARE will therefore be continued.

The regular assessment on the impact and appreciation by target groups will be part of all Joint Activities and, as such, a fixed agenda item of each Technical Committee meeting. Depending on the outcomes of these evaluations, the now accompanying measures for CRCs can be further developed e.g. to be implemented at programme level.

To ensure long-term effects (sustainability) it is essential that the Joint Activities developed by COMPERA be integrated into the national/regional programmes and/or policies of the funding agencies. This will be a particular point of attention in the work to be done in all subsequent work packages.

## ANNEX

COMPERA is organised around a variety of Task Forces, dealing with the work on Joint Activities as well as on supportive measures for the Work Packages or the overall project.

### Supportive Task Forces

#### **TF1: Communication**

*Members:* IWT, FFG, VINNOVA, KPI, VDI TZ

*Objective:* Develop/maintain a communication strategy and assure the follow-up of its execution.

*Status:* Communication strategy and plan are available, implementation according to plan.

#### **TF2: Information**

*Members:* IWT, FFG, RCN, EUROBULEGOA, MHEST, CEUC

*Objective:* prepare and organise the survey between the partners, integrate the obtained results and organise a workshop to validate the results.

*Status:* TF completed its tasks with the publication of the report on the results of the survey and the workshop.

#### **TF3: Analysis and Preparation**

*Members:* FFG, VINNOVA, INVEST NI, DGTRE, VDI TZ, IWT

*Objective:* Prepare and organise the activities for WP11: perform a selective analysis of the information collected during WPI, prepare national/regional consultations, organise a workshop to identify/confirm topics of common interest, organise a number of workshops around these topics, elaborate a strategy paper on future Joint Activities, including a list of possible pilot actions.

*Status:* National/regional consultation has been completed. Workshops to identify/confirm topics of common interest were organised on 19/20 June 2006 (Vienna), and on 5/6 October 2006 (Brussels).

### Joint Activity Task Forces that have been completed or cancelled

#### **TF5: Measures for non-scientific Staff Exchange (JA2)**

*Members:* FFG, RCN, VDI TZ

*Objective:* Develop new and harmonise existing measures allowing for non-scientific staff exchange between CRCs.

*Status:* It was agreed that the measures for staff exchange are not suitable as a separated Joint Activity. The activity will nevertheless be kept as a horizontal activity throughout all relevant Joint Activities (e.g. pilot cooperation, website, etc.) additionally to supporting CRCs in undertaking non-scientific staff exchange.

#### **TF13: On-demand exchange between agencies (JA10)**

*Members:* FFG, all

*Objective:* Ad hoc knowledge exchange between COMPERA agencies to support programme managers/agencies in the development and implementation of their programme.

*Status:* though continuous exchange will be stimulated, there is no need to actively register all contacts. Programme managers will be made aware of the possibilities offered within COMPERA to visit other agencies.

## Description of Joint Activity Task Forces

### TF 4: Exchange of international scientific/industrial experts for evaluation (JA1)

#### Members

**VINNOVA**, Enterprise Ireland, FFG, EAS, NURC

#### Aim of the Task Force

Increase the common know-how about CRCs in EU. Use the experience from evaluation (ex ante, ante or post ante) from different CRC programmes in EU. Use the experience in an efficient way.

#### Preliminary results of the TF

Outline of the e-mail structure/forms to test this as a pilot

#### Needs and weaknesses

1. availability of suitable (competent) experts, especially in small countries
2. transparency in order to avoid conflict of interests

#### Barriers

1. language skills
2. fear of breach of confidentiality [IPR issues]
3. administration

#### Next Steps for the Task Force

Handle the needs above and convert this to a pilot with considerations of weaknesses and barriers

#### Added Value of the Task Force

Which added value can be expected from this TF for:

1. the COMPERA Network:
  - A more efficient use of experts
  - Easier to come in contact with experienced experts.
  - Better evaluations
2. the CRCs within the COMPERA Network:
  - Improved quality of the CRC
  - Better feedback to the CRC to develop
3. the European Research Area:
  - Improved quality of the evaluation and common knowledge of the CRC

## **TF 6: Guide on existing measures to foster collaboration between CRCs (JA3)**

### Members

KPI, IWT, MHEST, EUROBULEGOA

### Aim of the Task Force

The European Community provides financial and technical support for the implementation of common international Research Technical Development and Innovation [RTDI] projects with the participation of universities, academic institutes and industrial partners. The aim of TF6 is to disclose EU facilities for CRCs through which they can join international projects, strengthen their international connections, obtain financial aid for their RTDI activity.

### Preliminary results of the TF

TF6 prepared short descriptions on the following EU programmes: FP7, COST, EUREKA, CIP, Regional Funds, European Science Foundation. These descriptions are summarizing basic information on the mentioned programmes in a solid structure:

- Name (and acronym);
- Program owner;
- Budget;
- Deadline;
- Target groups;
- Topics;
- Type of support;
- Web access;
- Eligibility (organizational, economic, scientific, geographic);
- Contact data of already participating CRCs.

The descriptions of the six programmes were integrated into the COMPERA-website.

### Needs and weaknesses

Collecting basic information on the most significant EU measures (supporting RTDI activity) and publishing them on the web is an essential task for a project which aims to encourage stronger connections between the academic and the industrial claims of RTDI.

Although most of the participants of the CRCs are taking part in some programme strengthening the European Research Area, great changes have happened and will happen in these measures from 2007, namely from the start of the new budgetary period of the EU. This fact made the TF's efforts and work necessary in order to inform the CRCs on the new or amended facilities.

### Barriers

The descriptions of the chosen programmes were prepared by the beginning of December 2006. We experienced that not all the programmes had been finalized in details (e.g. the new calls for proposals). Although we intended to collect general data on the programmes, details can change. From this reason the descriptions of the EU measures need maintenance and updating. To give adequate information to the applicants we have to call their attention that the detailed information can be found on the official website of the programmes.

## Next Steps for the Task Force

After the mentioned EU programmes will have started the descriptions will be needed to revise and corrections will be needed to make if necessary.

As the summary of the EU measures is a part of the development of the COMPERA website, probably the work of TF6 won't be able to generate an own pilot project – not ignoring its usefulness.

The TaskForce will also look for funding possibilities outside Europe.

## Added Value of the Task Force

### 1. For the COMPERA Network:

The work of TF6 provides the facility of a deeper insight into the existing (and further) EU measures in the field of RTDI support. The preparation and publication of the descriptions give a tool to the COMPERA network to express its intention for supporting CRCs warily, considering their needs.

### 2. For the CRCs within the COMPERA Network:

The efforts of TF6 help the CRCs to obtain basic and systematized information on the EU measures which can contribute to the success of their RTDI activity.

### 3. For the European Research Area

Joining projects at a common European level the CRCs can strengthen the European Research Area with their ideas and RTDI activity. Through the programmes concerned CRCs can define and match the needs of the academic and the industrial partners.

**TF 7: Joint PR-activities and transparency over CRCs in Europe (JA4)**

Members

**VDI TZ**, IWT, VINNOVA, DGTRE, EUROBUGOIA, CEUC

Aim of the Task Force

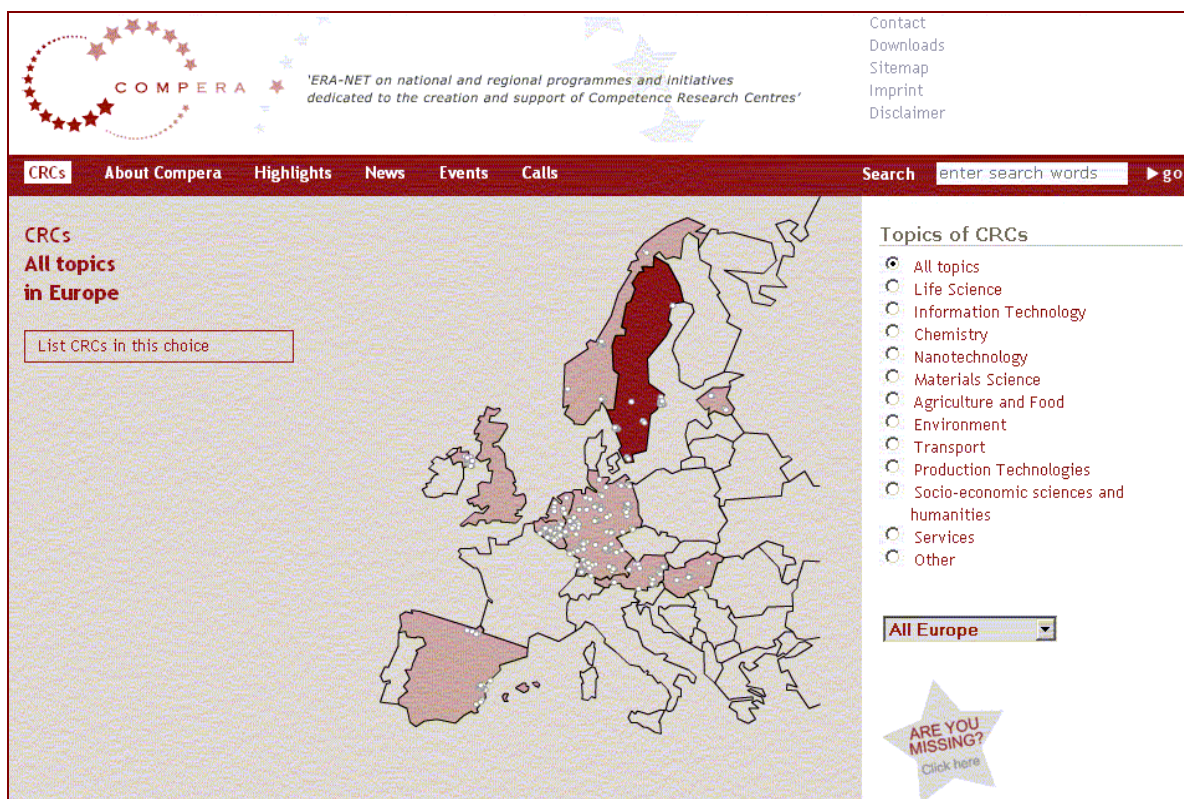
The aims of the TF is to develop a website to

- highlight the competitiveness and the offers of the CRCs,
- give an overview over the structure of the European research landscape,
- support the international cooperation of CRCs by giving contacts and offering funding information and
- strengthen the CRC management by offering downloads as for example CRC management guides.

Preliminary results of the TF

An integrative part of the PR-concept of COMPERA is the development of a website presenting Competence Research Centres in Europe. Via a map function the user has the possibility to search for CRCs by topic and country. Successes of the CRCs (innovations, path-breaking research outcome etc.) supplement the presentation of the CRCs. Moreover, well-structured supporting material such as news, events and calls is offered.

Meanwhile, the technical infrastructure has been developed and the content concept could be realised. The website is fully operational and experiences an increasing number of visits.



# COMPERA

## Needs

In the current phase of the TF we face the following needs

1. make the website better known and easier to find for search engines
2. to encourage CRCs to actively use the website, for example when promoting an innovation highlight or searching for partners.

## Weaknesses

The reasons for developing a transparency tool is that the CRC landscape in Europe lacks a “face” and that, therefore, geographic specialisation and concentration could not be made visible.

## Barriers

The main barrier is the low number of users right now. An increasing number of registered CRCs are required. Moreover, more thematic contributions of the COMPERA-Partners and the CRCs might be desirable.

## Next Steps for the Task Force

- Continuous identification of innovation and research highlights
- Development of promotional material and realisation of corresponding PR activities.
- Introduction of country pages in de-central responsibility.
- Development of a concept for more user-friendly topic pages and its realization.
- Activities aimed at increasing the visibility of the site by encouraging links to the site.

## Added Value of the Task Force

Which added value can be expected from this TF for:

1. the COMPERA Network
  - tool to get an overview over the CRCs in Europe
  - instrument for communication with the most relevant stakeholders
  - source of information
  - raise awareness about COMPERA-Project
2. the CRCs within the COMPERA Network
  - Raising visibility and reputation through membership in an “European Club”
  - Finding partners and being found as partner
  - Being informed about news, upcoming events and calls
3. the European Research Area
  - Easy and intuitive access to the structure of the ERA (thematic and regional map and list functions)
  - Demonstration of the contribution of CRCs to the competitiveness of the ERA

## **TF 8: Monitoring and Evaluation (JA5)**

### Members

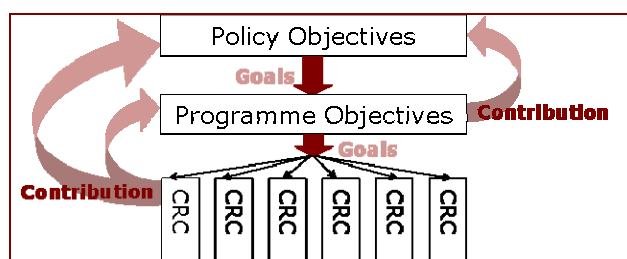
**FFG, RCN, KPI, NURC, INVEST NI, SenterNovem**

### Aim of the Task Force

Monitoring, evaluation and impact measurements are key issues for CRCs and CRC programmes. This TF could aim to the development of basic standards for monitoring & evaluation within COMERA. It would equally provide possible benchmarks that can be a point of orientation for both new CRCs as well as new CRC programmes to define indicators and target values.

An additional aim of this Task force is to link monitoring data to programme (and in a further step also to policy) goals. This link would allow to measure in which way CRCs contribute to reaching the goals of the programme.

### Preliminary results of the TF



### Needs

To set up CRC benchmarks

→ to make their output visible

→ to provide points of orientation for CRCs and CRC programmes

To find ways to measure CRCs impact and contribution towards programme & policy goals.

To define best practice, not just by experience and functionality but also by their impact and their contribution towards the goals.

### Weaknesses

So far there is no simple model on linking standard monitoring data with programme or policy goals.

### Barriers

As there are different systems in the different programmes a change or at least adaptation of the monitoring systems would be necessary.

### Next Steps for the Task Force

Select a common set of Goals and define according monitoring values that can be implemented in the monitoring systems of all CRCs.

Analyse the data in how far they provide information towards the fulfilment of programme / policy goals. Define benchmarks and set up of best practice guide.

### Added Value of the Task Force

The standardisation of monitoring and Evaluation within the COMPERA network is a first step towards a co-planning of CRC programmes. In a further though more ambitious step an approach to implement joint monitoring and evaluation on programme level can be attempted.

Joint monitoring is also a first brick stone in the building up of a 'European Model' for CRCs.

## TF 9: Toolbox for CRCs (JA6)

### Members

**FFG** (preliminary lead), **VDI TZ** (sub lead IPR), **RCN** (sub lead), SenterNovem, INVEST NI, Enterprise Ireland, MHEST, KPI

### Aim of the Task Force

There is a certain amount of tools that CRC programmes provide, either as guidelines or as examples to their CRCs. These tools should be collected, analysed and developed into a set of harmonised good practice examples for CRCs.

This set of tools includes: IPRs, consortium agreement, contracts with partners, guides on Research Management & CRC Administration, Self Assessment, Gender Issues and Environmental impact.

### Preliminary results of the TF

So far a list of do's and don'ts was developed, building a basis for the set of good practice examples:

1. IPR
  - make use of existing agreements
  - realise that IPR should be protected from just being sold, a problem that may arise within universities.
  - One possible answer could be to set up a separate holding company that is owned by the university, in which IPR are exploited and managed.
  - Allow for enough money (e.g. personnel) in university technology transfer offices to deal with IPR
  - Make sure that IPR is well defined in each separate project, shared, and make results fully accessible to all relevant partners
  - Be aware of accessibility of results on different levels: prior rights to partners directly involved; but allowing secondary partners access to results so that these can be used for new projects (envelope system). Try to avoid the "lock in problem"
  - realise that IPR is an essential part of contract negotiations, and also translates into the attached working plan: "how to produce new projects"
  - make sure that you know exactly what your IPR is worth
  - protect your IPR in such a way that you can build up competence, but still make leave the possibility for a buy-out of patents/licenses
2. Research Management
  - provide for training of the management
  - organise annual centre days (allow for networking amongst CRC managers)
  - set up a forum for the management
  - consider a national organisation (e.g. the Irish National Institute for Technology Management)
  - define selection criteria with regard to leadership (quality, -non- academic positions etc.)
3. CRC Administration
  - define clear upfront criteria for M&E
  - have a dedicated group of people available for administration (covering accounting, but also PR, project acquisition, links to management etc. Best not to have researchers themselves covering these tasks!)
  - Make a good division of tasks, don't fragmentise
  - Do not underestimate the number of people needed for administration
4. Sustainability of CRCs
  - define whether you want the horizon of your programme to match the lifespan of a CRC; do you want endless sustainability of your CRC ? Is that natural?
  - horizon of CRC lies between 3-10 years on average: supporting a CRC for the first three years could be accompanied by "hints" how to park funds for sustainability after the initial years. (e.g. funding "overhead" can be applied in later years)

## COMPERA

- try to recognise in an early stage which CRC is not going to continue: use evaluations to ask CRCs for future plans
  - consider it a good result if a CRC naturally evolves into an existing and lively network
  - Not all CRCs are, or can act as, independent entities
  - avoid CRCs artificially prolonging their lifespan
  - beware of too much focus on future sustainability instead of current quality
5. Collaborative Agreement
- Best have checklists and/or templates available for CRCs to draft agreements accordingly
  - allow for clauses in which the entry of new parties is made possible
  - consider whether you, as a programme manager, want to co-sign / approve the agreements
6. International Cooperation
- the need for int'l coop is also defined by the spectrum of research: in general the more applied it is, the less international it will be.
  - make it a criteria when selecting projects and incorporate it in monitoring successes
  - define where value creation takes place in case of int'l coop
  - let int'l coop lead to intensive networking and learn from best practices. Make it a selection criteria
  - is national infrastructure allowing easily for knowledge workers from abroad? Many people encounter problems when applying for a working permit...
  - don't be afraid of co-funding from (non-EU) partners/institutes (e.g. National Science Foundation)
7. Self Assessment
- should be an internal audit taken by CRC itself before the official evaluation takes place
  - should be used as an internal watch dog to keep on track; strict honesty should be encouraged at all - internal- levels
  - hand out a standard self-evaluation set before the CRC starts
  - encourage at least annual self assessments
  - make known what the (international) external evaluate will measure, see if that translates back into the standard self-evaluation
8. Public Awareness/PR
- show CRCs the road to the COMPERA website, make them an active and integrated member, let COMPERA be appealing and attractive
  - allow for events organised around awarding money
  - tell CRCs to be open and willing to share information
  - obligate CRCs to have a communication plan
  - make demonstration projects of certain CRCs
  - make bulletins/newsletters
  - organise 1 day courses for management how to deal with press (hire professional consultants!)
  - each CRC will have to set-up a website and it should be bilingual/in English. If not: reduction of funding
9. Gender Issues and Equal Opportunities
- define criteria; if not met, evaluation scores will be lowered
  - take into account that EU-co funding often requires meeting high demands, therefore make it hard evaluation criteria as well
  - have each CRC draft both a gender plan, an equal opportunity plan and a career programme
  - define indicators to measure what has been done in this respect
  - reward meeting wanted figures by making additional funding available or present portfolio of other funding possibilities
  - see if national legislation guarantees fulfilment sufficiently
10. Environmental Impact
- define criteria, follow at least EU legislation

# COMPERA

## Needs

All CRCs need a certain amount of 'tools' when starting as well as during their funding period. As CRCs can be very individual in their set up, the predefined national tools, in case they are available, do not always fit the specific needs.

CRC programmes have to develop these tools or give some form of guidance toward how certain things like contracts, IPRs or gender issues should be talked, especially if they are part of the evaluation process in for of indicators.

## Weaknesses

Examples are in many cases available, but rarely in English.

Some CRC programmes differ so much from each other that there will be no chance for a unified approach.

## Barriers

One 'good practice model' might again be too narrow to cover the needs of all CRCs.

The legal set up of the different CRC programmes requires in some cases very specific tools.

## Next Steps for the Task Force

1. Unite with TF 10 and then split up in new subdivisions
2. Make a detailed work plan, outlining next steps and responsibilities
3. Develop a collection of possible good practice tools + general guidelines, in order to allow for flexibility between programmes as well as between countries
4. Design methods how to disseminate information (website, workshop together with TF12)

## Added Value of the Task Force

1. the COMPERA Network
  - This Task Force is a potential source of new ideas for Joint Activities which could be worked on in the course of the project. (e.g. IPRs, Self Evaluation, etc...)
  - This Task Force is also able to take on board new tools that prove to be interesting and / or necessary at a later stage of the project
2. the CRCs within the COMPERA Network
  - Access to a set of tools that is approved by the COMPERA members
  - A selection of different tools that allow for the specific need of the CRC
  - Forster collaboration between CRCs
3. the European Research Area
  - Long term effect of this set of tools will lead to lower thresholds for setting up CRCs

**TF 10: Relations with new clients (JA7)**

Members

**KPI, VDI**

Aim of the Task Force

To assist the CRCs in positioning themselves as attractive partners for various companies and research institutes in order to be able to compete internationally.

Preliminary results of the TF

Questionnaires were sent to the COMPERA Partners and results were processed.

Needs & weaknesses

The overlap with the toolbox of best practices became clear. The results of TF10 will therefore be integrated with the results of TF 9 and then divided along several sub themes.

Barriers

The number of options in best practices is enormous. It will depend on each individual CRC which set of best practices fits its own needs best.

Next Steps for the Task Force

Combine TF 10 with 9 and use the preliminary outcome of questionnaires sent to CRCs to add best practices to the toolbox.

Added Value of the Task Force

See TF 9

### TF 11: Pilot cooperation (JA8)

#### Members

**SenterNovem**, IWT, DGTRE, Invest NI, Enterprise Ireland

#### Aim of the Task Force

To establish a series of pilot measures of cross border co-operation between new and existing CRCs to share best practice & learning and to provide exemplars for all such CRCs and other Task Forces.

#### Preliminary results of the TF

This Task Force has remained dormant due to the previous Task Force leader's (CEUC) withdrawal. The COMPERA Technical Committee feels that this opportunity should not be ignored and so in order to re-invigorate this Task Force, it is proposed to establish a, more focused team to maximise the potential of this opportunity.

#### Next Steps for the Task Force

The primary aim of this Task Force then will be to develop measures at programme/agency level in order to encourage/facilitate the establishment of at least two small scales cross border pilot co-operations between CRCs. These pilots are small scaled as only a limited number of participating funding agencies will be involved. Ideally they have a mid- to long term character.

The outcome of such pilot cooperations allows for determining whether the measures are appropriate, if they meet demands in the field, and if up scaling (i.e. an increased number of participating countries) is envisageable.

This preferably leads to joint transnational activity, which could either be a joint programme executed by two or more CRCs, or a set of actions that can be run parallel in both (or more) countries.

This Task Force would also like to pursue the creation of a further inventory of cross-border cooperation which has taken place / or is now taking place on an *ad hoc* basis between CRCs.

These contacts are not normally monitored and in many instances are not even known by programme managers, with the exception of a few German-French contacts (of which programme manager VDI TZ is well aware (and stimulating)).

Needs, opportunities and possible problems encountered in existing cooperation can thus be mapped.

#### Action Required by the Steering Committee

- to confirm the importance of reinstating TF 11 with new members;
- to agree to the proposed strategy (as above);
- to allow selection of potential candidate CRCs in the respective countries and initiate talks to set up pilot cooperation.

#### Added Value of the Task Force

The outcome of the pilot cooperation preferably leads to a joint transnational activity that could either be a joint call by two or more CRCs, a joint programme, or a set of actions that can be run parallel in both (or more) countries.

**TF 12: Workshops for CRCs (JA9)**

Members

IWT, VDI, NURC, DGTRE, Enterprise Estonia

Aim of the Task Force

This Joint Activity will explore the possibilities and measures that will allow CRCs in Europe to get to know each other, in particular via workshops. The Joint Activities developed should lead towards increased international cooperation between CRCs, enhanced coordination and complementarity of expertise and activities, and better performance of CRCs by exchange of best practices.

Preliminary results of the TF

The TF concluded that two kinds of workshops, or a combination of these, could be organised:

- speed dating workshops: allowing CRCs to meet via "dates" at the workshop to exchange information on their activities, members, target groups, cooperation, etc.
- workshops on horizontal issues, e.g. how to improve involvement of industry? How to set up a demand-driven research agenda?

It should be mentioned that the organisation of scientific/technological workshops falls outside the scope of this Joint Activity.

The following table shows the main differences between the two types of workshops:

	<b>Horizontal workshops</b>	<b>Speed dating workshops</b>
Topic	Generic	Thematic
Target Group	Large	Limited
Objective	Learning/Best Practices	Get to know each other
Other	Links with TF9/10 Empowering of CRCs: outcomes could be used as input for workshops	

The TC approved that three pilot speed dating workshops will be organised in the first half of 2007 (see section *Next Steps for the Task Force*). Based on the evaluation of these workshops, both by participants and the COMPERA consortium, the organisation and implementation of this Joint Activity will be adjusted and further improved.

The pilot speed dating workshops will be linked to existing events, to ensure optimal use of time and costs for both the COMPERA partners and the CRCs. Where appropriate, the plenary session of the workshop will also be used to present horizontal issues related to CRC management. A preliminary list of relevant topics has been set up. The list will be regularly updated and the selection of the horizontal topics will be done in close cooperation with TF9 *Empowering of CRCs*.

Needs

The national/regional consultation amongst the CRCs in WP11 was organised to identify the current status of internationalisation of CRCs and the needs/barriers for international cooperation. One of the main conclusions of this consultation was that most CRCs didn't know the other CRCs in their field of expertise that were listed by COMPERA. It was proposed by a CRC to organise speed dating activities within COMPERA. This speed dating will allow CRC-managers within a limited amount of time to meet and talk directly to several other "COMPERA" CRCs. Through this face to face contact CRCs will know more about each others activities, strategies, consortium, costumers, facilities, etc. and it will make future contacts easier. In addition it will be a first step to explore possibilities for cooperation.

## COMPERA

### Weaknesses

The main weakness identified that makes the activities of this TF necessary is the fact that many of the CRCs don't know the CRCs in the other countries, which hampers their international cooperation. When this weakness is addressed benefits arise on both the CRC level as well on the policy level:

- for CRCs: international cooperation with other CRCs can enhance their performance, both on scientific/technological level as well as management level. In addition, through cooperation with complementary centres, their services towards their companies will be further improved.
- for policy makers/programme managers: in addition to the above, increased cooperation will lead to enhanced complementarity and will avoid duplication and thus to more efficient and effective use of resources.

### Barriers

A direct barrier for a successful implementation of the Joint Activity is the limited time available for the CRC manager to participate in the workshops. The link with existing events and a well prepared workshop with an appealing agenda should overcome this barrier. In addition, **active promotion by the COMPERA partners to their CRCs is a prerequisite for successful implementation of the workshops.**

The extra costs related to the organisation of the first pilot speed dating workshops are covered by the COMPERA project. The CRCs will cover their travel costs by their own budget, and is accepted by the COMPERA partners as eligible costs in their project funding. If the speed dating workshops are positively received by the CRCs and the programme managers/policy makers, it is expected that the organisation and financing of these workshops would in due course be integrated in the programmes.

On the longer-term, the foreseen increased international cooperation could be hampered by availability of funding for these activities. However, COMPERA, but also other ERA-NETs, are established in particular to overcome this barrier. As a side-effect, the workshops could provide important input to programme managers for measures that will facilitate enhanced internationalisation of their programmes and related CRCs.

### Next Steps for the Task Force

The following pilot speed dating workshops are planned:

- partnering event at the occasion of the Hanover Fair 2007 – *16-10 April 2007* (Germany)
- speed dating workshop Production Technologies – *10 May 2007* (Romania)
- speed dating workshop at the EuroNanoForum 2007 – *18-21 June 2007* (Germany)

# COMPERA

## Partnering Event at the Occasion of the Hanover Fair 2007

16 – 20 April 2007 – Hanover (Germany)

### Background, Aims and Basic Idea

The Hannover Fair (HMI) is the world's largest industrial fair. It will take place from April 16 to April 20. The VDI and its partner organisations will be present at the Fair in Hall 2 Research & Technology (Booth D36). The booth hosts, among others, the VDI Lounge that can be used for partnering talks (see also <http://microsites.vdi-online.de/index.php?id=1405>). Traditionally, numerous German and international CRCs attend the Hannover Fair.

VDI TZ already plans partnering activities between German CRCs and French Poles de Competitivité. We suggest that these partnering activities are complemented by a COMPERA partnering event. The COMPERA partnering event addresses CRCs exhibiting or visiting the Hannover Fair and aims at providing a platform for first contacts between individual CRCs from different member states.

An Inventory of CRCs visiting or exhibiting at the HMI will be produced and distributed among this group of CRCs. In a registration form they have the opportunity to choose those CRCs they are interested to talk with. The matching will take place on the basis of the submitted registration forms. The VDI VIP Lounge serves as a meeting space. In a report the experiences collected in this pilot activity will be evaluated

### Work Plan

- Organisational preparation
- Identification of CRCs that will exhibit at or visit the HMI 2007
- Production of an "CRC at HMI Inventory" and sending it to all listed CRCs
- Preparation of registration form for partnering event to be sent together with CRC Inventory
- Submission of registration forms for partnering event
- Scheduling of partnering talks
- Production of PR Materials (Poster)
- Development of Feed-Back-Form for Evaluation
- Being on-site during Partnering Event
- Analysis of Evaluation Feed-Back-Forms
- Experience Report

### Budget

The VDI offered the following arrangement:

Booth in a traffic-intensive area of the VDI: 5000 EUR (of which about 3500 EUR will be financed by the German-French partnering activity)

Use of VDI Lounge for matchmaking talks between CRCs: included in price for booth



Presentation of COMPERA and/or some of its CRC's within the framework of the VDI Business Talks: included in price for booth

Article in the Hannover Fair Supplement of the VDI Nachrichten (Large German Weekly for Technical Executives): included in price for booth

In addition to the package the VDI offered us, we might need additional promotional material such as posters and roll-ups. According to my experience this should not cost more than 1000 EUR.

Production and distribution of inventory: Will be distributed electronically; therefore no further costs will occur.

The personnel and travel costs for COMPERA-member-institutions will be covered by the regular COMPERA budget. As we in first instance only address CRCs that are at the HMI anyway, no additional costs for CRCs will occur.

### **Speed dating workshop Production Technologies**

*10 May 2007 – Cluj Napoca (Romania)*

#### Background, Aims and Basic Idea

Every year, National University Research Council – Executive Agency for Higher Education and Research Funding (NURC-UEFISCSU) organizes the National University Research Conference. Usually, the conference is held on the 1st half of May in different university centres. In 2007, the 9th Conference will be hosted by Cluj- Napoca, important economic and academic centre, 600 Km far from Bucharest.

During the conference, there will be presented the NURC Report, the State of the art of the Romanian Research System, the results of funding programs and the necessary measures for the improvement of the Romanian Research visibility in the European Research Area and not only.

**Time:** 1 and ½ days (from Friday to Saturday)

**Language:** Romanian (for foreign guests translation into English is assured)

**Participants:** top management from universities, research institutes, Romanian Academy of Science, official people from public administration and private sector

invited speakers from abroad (organisations similar to NURC- UEFISCSU such as ESF, DFG, DG Research, National Science Foundation (USA) etc

#### Work Plan

- Organizational preparation, practical information
- Invitation, preliminary agenda and registration form to all Production Technologies CRCs
- Receiving participation confirmation
- Sending to all speakers presentation background
- Identification of one best practice model
- Receiving final presentation from all speakers
- Sending message to all participants with practical info, final agenda, list of participants
- Preparation of workshop pack
- Development of Feedback form

#### Preliminary Program (DRAFT 1)

**Time:** one day before our conference

**Language:** English

**Location:** Technical University of Cluj Napoca

**Organisation:** NURC – UEFISCSU Partner of COMPERA project

**Participants:** representatives of over 50 CRCs and Partners of COMPERA project.

#### 1st day

- Presentation of COMPERA project
- FP7 – cooperation opportunities
- CRCs – their own presentation
- Best practice model
- Visit to a Romanian CRC in Cluj - Napoca
- Debates
- Match making among CRCs
- Feed-back from CRCs

#### 2nd day

During the conference there will be a special session dedicated to COMPERA projects and short summary regarding the workshop.

## COMPERA

### COMPERA partners Role:

- dissemination of COMPERA Objectives in their own country, including workshop, by persuading CRCs to participate;
- Advising CRCs in order for them to find the travelling funds.
- Each COMPERA partner who has CRCs involved in workshop will be present in Cluj – Napoca.

An organising committee is established for each workshop. This committee is responsible for the organisation and evaluation of the workshop. A detailed planning for the workshops in Hanover (Germany) and Romania is prepared (see info boxes above). The TF is currently developing the documents/forms and organisational structure for the speed dating.

### Added Value of the Task Force

Which added value can be expected from this TF for:

#### 1. the COMPERA Network

- increased cooperation between CRCs in Europe, leading to better performance of the CRCs and improved complementarity.
- improved management of the CRCs through exchange of best practices
- more efficient use of funding for CRCs
- opening up of CRC programmes/improved measures for international cooperation for CRCs

#### 2. the CRCs within the COMPERA Network

- better performance
- increased and improved possibilities for international cooperation
- increased knowledge on the innovation landscape in Europe
- enhanced visibility, improved valorisation of results
- access to facilities

#### 3. the European Research Area

- more effective and efficient use of resources
- bottom-up structuring of the innovation landscape
- better RTD-performance and increased valorisation of results

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