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Lot 4: Assessment of the impact of information and
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for the European Commission
Research Directorate General

**Euraxess-Links Abroad (ELA) Geographic
Expansion- Feasibility study**

12 June 2009

Euraxess-Links Abroad (ELA) Geographic Expansion – Feasibility study

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FINAL REPORT

Submitted to:

**The European Commission
Research Directorate General**

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Euraxess-Links Abroad Geographic Expansion – Feasibility study

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ACRONYMS

DG RTD	Directorate General for Research
EC	European Commission
EU	European Union
EU MS	European Union Member States
ELA	Euraxess-Links Abroad
ERA	European Research Area
FP	Framework Programme
ICT	Information and Communication Technologies
IP	Intellectual Property
NCP	National Contact Point
S&T	Science and Technology

1 INTRODUCTION

Deloitte and The Evaluation Partnership Limited (TEP) are submitting this final report on the Feasibility study on the geographic expansion of Euraxess-Links Abroad (ELA) specific Agreement No RTD/Dir C/C4/2008/0227619, implementing the Framework Contract (ref: RTD-C5-2005-I&C for the Assessment of the Impact of Information and Communication Policy Products, Lot 4).

Section 2 of the report describes the present study, its rationale and background, presents its scope and objectives and outlines the functioning of the current ELA networks.

Section 3 gives an overview of the methodology and approach followed to conduct the present study. The section details the approach step by step.

Section 4 summarises the data and findings gathered during the feasibility study. This chapter aims at answering the research questions indicated in the proposal submitted to DG RTD. This section presents a description of the third countries selected, the features of the next generation of ELA networks and the options to European Commission as regard to the management structure and governance scenarios of the next generation of ELA networks.

Section 5 presents the conclusions and recommendations the study team addresses to DG RTD.

The **Annexes** to this report, to be found in a separate document, contain the detailed methodology and approach to this study, the findings of the exploratory phase, the list of interviews conducted during the study and the interview guide used during the second phase.

2 CONTEXT

This chapter describes the present study, its rationale, background, approach and objectives, and provides an overview of the current ELA networks.

2.1 Background

The Communication presenting a strategic European framework for international cooperation in science and technology (S&T)¹, states that “an open European Research Area (ERA) is the best way to make European S&T more attractive globally. Ultimately the success of the ERA depends on the availability of highly qualified researchers to underpin the development of a competitive, knowledge-based economy. Researchers trained both in Europe and in third countries, or linked through networks, will become ambassadors for international cooperation”.

This is sustained in a briefing document provided to the study team by DG RTD Unit C4, “a very large number of European researchers are working abroad [...] This represents a potential asset for the European Research that has been largely unrecognised until recently [...] Europe wants to build and maintain links with its expatriate researchers. For this reason the European Commission has been actively pursuing Euraxess-Links Abroad (hereinafter referred to as ELA). This is seen as an important part of the strategy to develop an open, competitive, and attractive European labour market for researchers, in support of brain circulation at European and world level”.

Further the document states the vision relative to ELA: “European researchers abroad can and should become a unique and valuable resource towards the realisation of the Lisbon Agenda. If properly managed they can become a dynamic engine boosting all three aspects of the knowledge triangle, namely, education, research and innovation in Europe. As such, they are essential stakeholders whose opinions and concerns are currently not considered when formulating European S&T policy. Looking ahead, ERA-Link² will be the forum for European researchers abroad allowing them to have a “seat at the table”, thus maintaining them as a European resource even if they are not physically present in Europe”.

Currently a first ELA (ERA-Link at that time) was launched in the United States in 2006, followed by an ELA launched in Japan in June 2008. A third one should be launched in 2009 in China.

As resources (both financial and human) are limited, it will not be possible to launch an ELA in each country in the world. Therefore there is a need to develop a strategic approach and identify which ELAs should be launched next. Furthermore some questions arise as well about the “management and governance” model of such an initiative and networks. These are the main reasons for launching a horizontal feasibility study aiming at producing recommendations on the next generation of ELA candidates and on the various models of management and governance in the future.

2.2 Overview of the current ELA networks

The first Euraxess-Links Abroad (ERA-Link at that time) was successfully launched in 2006, directed to the European researchers' community in the United States. As indicated by the European Commission, the choice of the United States for the first experience was self-evident, given the particularly high number of European researchers there and considering the deepness of the ties the EU research community maintains with that country. In June 2008, Euraxess-Links Abroad (ELA) was launched in Japan given its strategic importance to the EU S&T policy and also thanks to the high commitment of local actors to the idea. A third ELA in China will be launched in 2009.

¹ COM (2008) 588 final

² ERA-Link was the name of this initiative before its re-branding under the Euraxess umbrella.

The purpose of the Euraxess-Links Abroad is to provide information about European research policy, opportunities for research funding, international cooperation, and international mobility to European researchers, scientists and scholars abroad.

The launch of each of these three ELA was preceded by a study targeting European researchers, with some nuances regarding the survey's target group in China as it targeted not only those European researchers working in the country but commuters (travelling to China frequently) and those interested in working in China in the future. The purpose of the study was to assess the landscape of European researchers with links to the specific country and to understand the needs of the target audience. In particular, a survey was designed to develop recommendations for the establishment of the network and identify the types of information and services that would be helpful to European researchers in that country.

Results from the studies in the US, Japan and China

The studies conducted in preparation for launching Euraxess Links in the US, Japan and China were primarily used by DG RTD for two purposes:


1. to take a decision on whether to proceed with the network and
2. to determine the types of information and services that the networks should provide.

Table 1 on the following page provides some basic information on the survey results for each country.

There are certain conclusions that can be drawn that are consistent across all three countries. EU researchers consulted in the US, Japan and China all reacted very positively to the concept of Euraxess-Links Abroad and as a result the majority of respondents, in each case, provided their details for a contact database.

Additionally, the types of information and services deemed most useful by respondents in the three surveys were relatively consistent with sources of funding, collaboration and job opportunities, a mechanism for contacting other researchers all featuring among the top services a network could offer.

Table 1: Summary information from online surveys carried out in the US, Japan and China

	No. of survey respondents	No. of different nationalities represented	Geographic spread of respondents	% of respondents expressing an interest in Euraxess Links	No. of respondents providing details for a contact database	Information and services deemed most useful by respondents (Top 6)
Euraxess US 	1912 - 97% US based - 3% EU and other	- All EU MS represented - Plus respondents from 6 non-European countries	All US States 15% from California	91	1740	- Email Alerts for European Calls for Proposals, Fellowships, Job Opportunities; - Funding Search Tool and Frequently Asked Questions Mechanism (for example, on Research Funding, Job Opportunities in Europe); - European Researchers in the US Contact Database; - Euraxess Links Electronic Newsletter.
Euraxess Japan 	571 - 98% Japan based - 2% EU and other	- All EU MS represented - Plus respondents from 3 non-European countries	35% Tokyo 65% outside Tokyo	93	531	- Europe-Japan cooperation opportunities - Sources of funding - Career opportunities - Improved contacts with researchers - Improved contacts with scientific organisations
Euraxess China 	758 - 13% China based - 85% Europe based - 2% other	- 21 EU MS represented	China based respondents in 20 provinces - 46% Beijing province - 15% Shanghai province	96	667	- Sources of funding from Europe and China; - Europe-China cooperation opportunities; - Increased contacts with Chinese researchers and organisations; - Funding search tool; - Contact database; - Email alerts for calls for proposals, jobs etc; - Visiting professorships.

Source: Analysis results US, Japan and China Feasibility Studies

Euraxess-Links in US Membership May 2009

The study team contacted the Information Officer in the US and the following information regarding the membership of ELA in US was provided.

Email lists

Firstly it has to be noted that the total number of members in the database constantly fluctuates. The fluctuation is due to the fact that members move back to Europe, while new members sign up.

There are currently 3400³ active members on the Information Officer list for US, and 673 members whose information has been archived (due to mobility issues: researchers returning to Europe, or changing their email address and/or the new email address not being provided).

The percentage of EU members by nationality remains stable in the last years. The table below presents the data on the ELA US membership by nationality.

Table 2: ELA US Membership by Nationality

Nationality	Percentage
Austria	3
Belgium	5
Bulgaria	1
Cyprus	1
Czech Republic	1
Denmark	1
Estonia	
Finland	1
France	7
Germany	17
Greece	7
Hungary	2
Ireland	1
Italy	13
Netherlands	3
Poland	2

³ This figure does not include the Synapse members.

Nationality	Percentage
Portugal	2
Romania	2
Slovakia	1
Spain	7
Sweden	1
UK	7
Non EU nationality/Unknown	16

Source: Information Officer, US

Out of the total number of current members, 366 members⁴, who provided information about their nationality, are non-EU nationals. The top 10 other nationalities are (in decreasing order): Turkish (97 members), US nationals (76), Swiss (32), Indians (21), Norwegians (13), Russians (11), Canadians (10), Israelis (8), Egyptians (8) and Croatians (7 members).

SINAPSE Membership

SINAPSE is the membership portal for the Euraxess Website, intended to serve as a means through which researchers can interact, share information, and locate other researchers.

There are 124 new members who signed up via the SINAPSE system. According to the Information Officer the new member information collected via this system has not been added due to the fact that reliable data is not currently available from these members.

Euraxess-Links in Japan Membership May 2009

The study team contacted the Information Officer in Japan and the following information regarding the membership of ELA in Japan was provided.

Statistics from Japan's Ministry of Education, Culture, Sports, Science and Technology (MEXT) suggest that there are 8,920 European researchers in Japan. However, the scope for inclusion within this statistic is rather broad, including not only those that are employed in research in Japan, but also those that have visited Japan for seminars, collaborative research projects, lectures and symposiums⁵.

One of the main research funding organisations, the Japan Society for the Promotion of Science (JSPS), noted in their 2008 Annual Report⁶ that 1,464 European researchers were funded in 2007⁷, equivalent to 24.6% of the total number of researchers supported on an annual basis. Looking at JSPS data over a three year period (2005-7) would give 3,820

⁴ Data provided by Information Officer, May 2009.

⁵ Condition of International Research Flows (in Japanese):
<http://www.mext.go.jp/b_menu/houdou/20/01/08020410.htm>

⁶ http://www.jsps.go.jp/j-outline/data/2008_j.pdf

⁷ One or two year programme.

European researchers in Japan. Given that most of these European researchers are within the postdoctoral scheme⁸ there may be around 2500 of these staying over a two year period.

These JSPS sponsored researchers, in combination with other researchers who have stayed here over the longer term, and those that are on short terms visits funded by other organisations may give us around 4000-5500 or so European researchers in Japan.

Email Lists

Following the questionnaire results from the online survey carried out for the feasibility study for Japan, a list of researchers email addresses was developed for communication with the network. This remains the main means of communication.

The mailing list is constantly changing due to attrition and the addition of new members.

In January 2009, the list stood at 498 email addresses⁹. In May 2009, the list stands at 600 researchers, where they have added the email address of people who have attended seminars or have contacted the Information Officer to sign up – there is more of this type of growth than SINAPSE membership growth.

SINAPSE Membership

Since inception in November 2008, membership has grown from 156 members in January 2009 to 187 members. 63.1% of these researchers are based in Japan.

The percentage of EU members by nationality is presented below. By country of nationality French, German and Spanish researchers are the most numerous.

Table 3: Japan ELA Membership by Nationality (May 2009)

Country	Frequency	Percentage
Austria	5	5.75
Belgium	2	2.3
Bulgaria	7	8.05
Czech Republic	2	2.3
Denmark	1	1.15
France	16	18.39
Germany	14	16.09
Ireland	1	1.15
Italy	9	10.34
Lithuania	1	1.15

⁸ This, however, has a declining share of all fellowships over years 2005-7 from 60% in 2005 to 37% in 2007, with bilateral and other forms of exchange gaining importance. Furthermore, long term invitations for more senior researchers have also declined over the three year period from 3% of total grants to 1.5% in 2007.

⁹ In terms of membership, there was a lag between when the survey results were obtained (2007) and when the mailing list began to be used for the network

Country	Frequency	Percentage
Malta	1	1.15
Netherlands	1	1.15
Poland	5	5.75
Portugal	1	1.15
Romania	1	1.15
Slovenia	2	2.3
Spain	11	12.64
United Kingdom	7	8.05
Total	87	100

Source: Information Officer, Japan

Management and activities

The three existing ELA networks have been launched in countries where there is an S&T counsellor. In terms of governance, the overall coordination is in the hands of DG RTD, C4 while the day-to-day management is under the responsibility of the EC Delegation and the operational implementation falls under the Information Officer who has been recruited per country. In the already launched ELAs the profile of the Information Officer is of someone close to research and with a good knowledge of the concerned country. The Information Officer reports monthly on the following issues:

- Preparation of and Participation at Organised Events (Hosted Events);
- Preparation of and Participation at Events (Attendance only);
- Monthly E-Newsletter;
- Website Development & Maintenance;
- Meetings (internal meetings with EC Delegation);
- Events ;
- Team effort (human resources effort).

Moreover, Information Officers use SINAPSE¹⁰ communication tool.

The main tools of communication towards the researchers are the Euraxess-Links website (http://ec.europa.eu/euraxess/links/index_en.htm), newsletter and events.

As stated in the website Euraxess-Links focuses on three types of activity: networking of researchers, information dissemination and helping expatriate researchers to collaborate with colleagues in Europe or to return to rewarding careers in Europe. There are no costs linked to membership of Euraxess Links.

¹⁰ SINAPSE is a web communication platform offering tools to promote a better use of expertise in EU policy making and governance (networking of advisory bodies, support to expert groups, ad-hoc/public consultations and e-debates, etc.). For more information, please go to <http://europa.eu/sinapse/sinapse/index.cfm>

The main services offered by Euraxess-Links include a website; continuous information to the members on job, funding, collaboration opportunities and networking opportunities/events/career fairs; an electronic newsletter, organisation of networking events/meetings/information and training workshops on EC grants open to members and additional networking features onto the website.

The following services are offered on the website:

- What's new;
- Collaboration opportunities;
- Careers and Funding;
- Useful links;
- Monthly Newsletter;
- National Networks of European researchers in the respective country;
- Destination world¹¹;
- Events.

Other related initiatives targeting EU researchers in the world

Australia has a well established programme in terms of scientific cooperation with the EU, the so-called FEAST¹² (Forum for European-Australian Science and Technology cooperation) programme. This programme initiated in 2002, offers similar services than those offered by the ELAs including a newsletter, website, online forums, events/workshops, partner searches and online databases. Thus, FEAST provides information on fellowships and grants, job opportunities, etc.

In terms of management, FEAST is governed by a Board representing key stakeholders. In 2001, they established a European-Australian Joint Advisory Group to provide an opportunity for wider input, to build concrete commitment from all stakeholders and to assist with the implementation of FEAST. The Australian National University hosts the FEAST Secretariat and is responsible for the delivery of the work programmes.

The initiative FRENZ¹³ (Facilitating Research cooperation between Europe and New Zealand) launched as a joint initiative between the European Commission and the New Zealand Ministry of Research, Science and Technology aims at enhancing the engagement of the New Zealand research, science and technology community with the European Union's Framework Programme for Research and Technological Development (FP7). Currently FRENZ offers a helpdesk (email and phone), email updates, newsletter, events, training sessions to researchers.

In addition, FRENZ operates the Research in New Zealand Mobility Portal¹⁴ that aims at stimulating the cooperation between the EU and New Zealand, through an increased engagement of EU and New Zealand researchers into FP7 and facilitating EU researchers' mobility in the country. Although there are regular contacts with DG RTD, the network remains fully independent from the European Commission.

2.3 Scope and objectives of the evaluation

DG RTD requested the feasibility study on ELA Geographic Expansion to establish recommendations for the new series of countries/regions on the next generation of ELA

¹¹ Destination World provides links mainly to researchers mobility portals in third countries.

¹² <http://www.feast.org/>

¹³ <http://www.frenz.org.nz/>

¹⁴ <http://www.researchinnz.com/>

candidates to be assessed and on the various models of its structure and management in the future. The objective of the study in proposing various scenarios for the future ELA management aim at assisting the EC to overcome the difficulties that the expansion of the network would face in terms of sustainability, human resources at EC level, Delegation level and the limitations within the terms of the current framework contract.

The main objective of this study is to collect and analyse useful data in order to recommend in which countries next ELA networks should be established, whether ELA networks should be created country by country or using a “hub” approach and which management models could be envisaged to run the networks.

The evaluation study intends to reply to the following questions:

- Based on the criteria listed in the briefing note and taking into account a limited list of countries, which countries should be first taken into account for the next generation of ELA?
- Based on the current functioning of the existing ELA networks, what are the activities that are successful in creating a community, what are the main obstacles, what are the risks in the development of such networks?
- In the countries that are going to be selected for the fieldwork, are the EU researchers interested in the services of existing ELA? Would a “hub” approach be welcomed by the EU researchers?
- For the future ELA networks, if there are no EC science counsellors in the concerned country, what are the alternative possibilities to manage ELA?
- What are the management and governance structure models of ELA? What are the pro’s and con’s of the various models?

3 METHODOLOGY

This section gives an overview of the methodology and approach the study team followed to produce the present report. A detailed methodology and approach is presented in annex I to this report.

3.1 Approach and methodology

The approach to this study was firstly to collect a first set of data in order to feed the criteria grid indicated in the briefing document, during the first exploratory phase. The study team was able to produce insights on the current situation in the selected 13 third countries. The study team used the information gathered as a background for further investigation in the selected five third countries during the second phase.

The project encompassed three key phases, which are described in detail below:

1. Inception and Exploratory Phase
2. Data Gathering Phase
3. Analysis, Conclusion and Reporting Phase

Two reports have been produced:

- The first report (Inception report) presented the initial exploratory findings.
- The current report (Final Report) presents the findings from the data gathering and analysis phases and provides detailed conclusions and recommendations for action to DG RTD - Unit C4.

3.2 Definition

In order to clearly delimit the scope of the present study, it is critically important to base the work on a common understanding of who the target audience for such a network would be. Therefore, a proposed summary description of EU researchers in third countries is contained in the box below¹⁵. This reflects the line to be taken by the study team in its contact and discussions with stakeholders and potential beneficiaries. It is deliberately concise, and without jargon, so as to facilitate an effective communication.

¹⁵ The definition is based on the definition of non-European researchers agreed with the Commission in the context of the NERE-Link (Euraxess-Links Europe) - Feasibility study

Definition of EU researchers in third countries

1. For the purposes of this project, a *researcher* is a highly educated individual (i.e. with at least a finished Master's degree or equivalent) who is professionally engaged in scientific, technological or engineering research, be it in an academic, government, or private institution.¹⁶
2. *EU* is taken to mean individuals who are originally from a country that is a member of the EU or of EFTA¹⁷. This could potentially include researchers who have taken on the nationality of their third country of residence.¹⁸ In all cases, the EU researcher should be one who went to reside in the third countries with the purpose of being professionally engaged in research.
3. The geographic expansion of ELA would be aimed at European researchers who are longer-term *residents* in the third countries (i.e. who have resided or intend to reside in a third country for at least one year). European researchers who do not reside in a third country but frequently remain for short-term visits could be included in the scope of this definition.

3.3 Work Plan

As indicated in the Introduction, the Feasibility Study was composed of three stages.

3.3.1 Stage 1

This stage consisted of an exploratory phase in order to get a first overall picture of the situation of the management processes of the existing ELA networks and of the countries to be assessed for ELA expansion. For this exploratory phase, 13 third countries were selected to be explored: Argentina, Brazil, Canada, Chile, Egypt, Indonesia, Mexico, Morocco, Singapore, South Africa, South Korea, Thailand, and Tunisia.

The first phase began with the kick-off meeting and ended with the approval of the Inception report. The following main tasks and activities were undertaken:

3.3.1.1 Study launch

- Kick-off meeting: this meeting between DG RTD and Deloitte took place in Brussels on 17 December 2009. The kick-off meeting aimed at clarifying the study team's approach to the project, as well as the expectations of DG RTD.
- EC interviews: members of the study team undertook a series of interviews with officials from DG RTD as well as DG RELEX and DG DEV in order to learn more about relevant EC policies, available data, and ideas and suggestions for the study. The study team interviewed a total of seven officials.

3.3.1.2 Desk research

- Immediately following the kick-off meeting, the study team began to identify, review and log relevant sources of information, including a review of relevant websites (notably, DG RTD, EC Delegations and national websites), international

¹⁶ Thus, PhD students would count as researchers, while Master's students would not.

¹⁷ The European Free Trade Association (EFTA) includes Iceland, Liechtenstein, Norway and Switzerland.

¹⁸ Though this risks capturing researchers who moved to third country at a young age, the study team feels that naturalised researchers cannot be ruled out altogether.

organisations on-line databases (notably, OECD, UN and Eurostat databases), reports and studies concerning the current ELA networks, etc.

- These sources were used to further increase the study team's understanding of the issues at stake and of approaches to address them.

3.3.1.3 Exploratory steps

- The exploratory steps consisted of a series of telephone interviews and email contacts in order to obtain baseline information on the current situation in a sample of 13 third countries. As a first step, the study team contacted the EC Delegations in each of the third countries selected. The aim of the conference calls was to obtain a first insight on the five criteria defined in the proposal¹⁹.
- The study team then went on to contact relevant stakeholders identified together with the EC Delegations in the 13 third countries being national and international institutions, relevant National Authorities, NCPs, and EU Member States embassies.
- In addition, the study team attempted to collect qualitative information on EU researchers in the third countries selected. On the one hand, the study team sought the information through the contacts made with EC Delegations and relevant stakeholders identified. On the other hand, the study team performed an analysis of relevant sources of information on the Internet. It should be noted that although the study team sought for quantitative information on EU researchers in the third countries, in the majority of the case the information was not available.
- In order to gather all relevant information on the existing ELAs, the study team conducted phone interviews with ELA staff in Japan and US, desk research on the website, reporting and a comparative analysis of the results of the three studies carried out before the launch of the three existing ELAs.

3.3.1.4 Refine methodology and scope of the feasibility study

- Based on the lessons learned during the activities described above, the study team reviewed and, where necessary, further developed and fine-tuned the methodological approach for the second phase of the study (data gathering phase).
- More specifically, the study team developed guidelines for the fieldwork to be undertaken in the selected five third countries already agreed with DG RTD.

3.3.2 Stage 2

Stage 2 focused on a selection of countries that are more likely to host the next ELA networks, in which the study team collected primary data. The third countries already selected by DG RTD were Argentina, Brazil, Canada, Singapore and South Africa.

¹⁹ The study briefing document prepared by the EC, DG RTD, Unit C4 proposed a number of criteria that would guide the decision process for an expansion of ELA in a particular country/region:

1. Number of European researchers in that country/region;
2. Strategic importance of that country/region to S&T in European Commission;
3. Level of cooperation with the EU in the field of S&T (i.e., to what extent European researchers could enhance collaborations with that country?);
4. Level of commitment of local actors to the idea of ELA (local actors are for example the EC Delegation, Science Counsellors of EU Member States and the relevant Government offices of that country);
5. Resources, i.e., do we have the necessary financial and Human resources to handle an additional ELA launch

3.3.2.1 Preparation of the fieldwork activities

The study team prepared the various fieldwork activities (making arrangements for the interviews). The preparation started with the identification of the stakeholders to be interviewed in the five third countries thanks to the information collected during the exploratory phase and with the support of the European Commission and the EC Delegations.

3.3.2.2 Fieldwork in five third countries

The evaluation team conducted a series of face-to-face interviews in each of the five third countries selected in the sample²⁰.

- Interview of the EC Delegation in each country (1 interview);
- Interview with the relevant National Authority/NCP responsible for Research (1 interview);
- Interviews with International Department of research institutes/universities (2 interviews);
- Interviews with three EU researchers to be identified in each country (3 interviews).

The EU researchers to be interviewed have been identified in cooperation with the EC Delegation, EU offices (i.e. NCPs), International Department of research institutes/universities and EU Member States embassies.

The study team also performed additional phone or face-to-face interviews with relevant stakeholders active in mobility and research initiatives, notably:

- Representative of Marie Curie Fellowship Association;
- Coordinator of “INCO-NET”²¹ activities;
- Coordinator of “BILAT”²² activities;

In addition, the study team met the DG RTD Desk Officer in charge of each of the third country visited.

3.3.2.3 Complementary desk research

In addition to the interviews that have been conducted in each of the selected countries, the evaluation team further analysed the reports and documents available relative to EU scientific diasporas in the various countries.

3.3.3 Stage 3

During stage 3, the study team focused on the analysis of the data collected and the development of the options to the European Commission regarding the management structure of the next generation of ELA networks.

Stage 3 also provides recommendations on the geographic expansion of ELA and on its management structure.

²⁰ The list of interviews is presented in the annexes to the report.

²¹ The purpose of an INCO-NET is to bring together policy makers and stakeholders of a given region or group of countries with the EU partners to establish a dialogue to identify S&T priorities of mutual benefit and interest; define cooperation policy orientations together; implement specific activities to promote and contribute to the participation of the targeted regions or countries in the Framework Programme.

²² Bilateral coordination project for the enhancement and development of S&T Partnerships.

3.3.3.1 Analysis of the collected information and scenario development

The findings from phase 1 and 2 have been analysed, summarised and put into this final report.

Regarding the scenario development, data and views on financial and human resources dimensions were discussed during a meeting involving EC officials (Unit C4).

The comprehensive analysis of findings allowed the study team to assess the opportunity for the geographic expansion of ELA and the various management models, and to draw conclusions and recommendations.

3.3.3.2 Workshop Scenario development

The analysis conducted by the study team of the various scenarios has been presented and discussed in a workshop together with EC officials (mainly from Unit C4 and Directorate D). A SWOT exercise was carried out during the workshop.

At the end of the workshop, comments and issues have been highlighted and the scenarios have been reworked accordingly.

3.3.3.3 Development and Presentation of the Final Report

This report constitutes the final report. This document presents all of the results, analysis and conclusions and recommendations for future action.

The draft of the **Final Report** has been discussed with DG RTD. This provided an opportunity to agree on any amendments to the wording of the report, particularly the formulation of the recommendations.

4 THE FEASIBILITY STUDY

This chapter summarises the data and findings gathered during the feasibility study. This chapter aims at answering the research questions indicated in the proposal submitted to DG RTD, which are:

1. Based on the criteria listed in the briefing note and taking into account a limited list of countries, which countries should be first taken into account for the next generation of ELA?
2. Based on the current functioning of the existing ELA networks, what are the activities that are successful in creating a community, what are the main obstacles, what are the risks in the development of such networks?
3. In the countries that are going to be selected for the fieldwork, are the EU researchers interested in the services of existing ELA? Would a “hub” approach be welcomed by the EU researchers?
4. For the future ELA networks, if there are no EC science counsellors in the concerned country, what are the alternative possibilities to manage ELA?
5. What are the management and governance structure models of ELA? What are the pro’s and con’s of the various models?

This chapter is therefore structure in three main sections covering all aspects of the research questions:

- Section 1 aims at responding to **research question 1**. It presents the criteria for selection of the next generation of ELA, and a detailed country description for each of the five third countries selected. This section will also partially respond to the **second part of research question 3** (findings on what would be the best approach to be applied – national or regional).
- Section 2 presents the findings on the **research questions 2 and 3 (first part)**. The section outlines the specific features of the next generation of ELA gathered during the field visits in the five selected countries. The findings are presented in terms of added-value of ELA, type of services that could be offered to EU researchers and potential obstacles and keys to success.
- Section 3 aims at responding to the last two **research questions (4 and 5)**. It explores the key features and relative advantages and disadvantages of the five main options available to the Commission. The section is divided into two sub-sections: the common features to the five scenarios (roles and responsibilities, activities, reporting structure, communication and knowledge management, budget (Human resources, IT)); and, the specific features of each scenario and how their structure impacts the common features as well as a SWOT analysis.

4.1 Proposed countries for the next generation of ELA

4.1.1 Introduction

The need for launching a network for EU researchers that was firstly identified in the US and later followed by Japan and China were clear choices based mainly on the need of the EU researchers in those countries. Then, the geographical expansion of the Euraxess Links Abroad is being analysed through this study based on the qualitative data and the study findings. This section briefly describes the S&T landscape of the countries selected for carrying out field visits and presents the data and findings gathered in those five selected countries.

4.1.2 Criteria for selection

As explained in the methodological section, the study briefing document prepared by the EC, DG RTD, Unit C4 proposed a number of criteria that would guide the decision process for an expansion of ELA in a particular country/region:

1. Number of European researchers in that country/region;
2. Strategic importance of that country/region to S&T in European Commission;
3. Level of cooperation with the EU in the field of S&T (i.e., to what extent European researchers could enhance collaborations with that country?);
4. Level of commitment of local actors to the idea of ELA (local actors are for example the EC Delegation, Science Counsellors of EU Member States and the relevant Government offices of that country);
5. Resources, i.e., do we have the necessary financial and Human resources to handle an additional ELA launch?

Based on the information gathered during the inception phase for these criteria and on the discussions with the EC during the meeting held on 19 March, the following countries²³ were selected to be first taken into account for the next generation of ELA: Argentina, Brazil, Canada, Singapore, and South Africa.

The following section presents the data and findings gathered during the interviews organised in the five selected countries and aims at providing answers to the criteria above described whenever possible²⁴.

4.1.3 Country description

4.1.3.1 Argentina

Introduction

Argentina, due to its political and economic context, has suffered greatly in the last decades; the military dictatorship of the 70s and the economic crisis experienced in 1998 and 2001 set the scene of a science that is reconstructing itself. Within this background, the country is putting their efforts in science and technology under the strategic policies followed particularly in the last years. The best example of the importance given to S&T is the new Ministry of Science, Technology and Innovation of Production recently created. Moreover, within the policies developed by the Argentinean government in science and technology, it is clear that cooperation at multilateral and bilateral levels with other countries/organisations is a key part of their strategy.

²³ The five selected countries were drawn from a preliminary list provided by the EC: Argentina, Brazil, Canada, Chile, Egypt, Indonesia, Mexico, Morocco, Singapore, South Africa, South Korea, Thailand and Tunisia.

²⁴ There was no data available across all third countries in terms of number of EU researchers in the country.

In order to evaluate Argentina's desirability as a location for the expansion of the Euraxess Links network, to determine precisely what services the network could offer and how it could function, the study team carried out a field visit during April 2009. During the field visit, interviews were conducted with 15 individuals from the following Argentinean and European organisations:

- Argentinean Bureau for Enhancing cooperation with the EU in Science, Technology & Innovation (ABEST);
- Centre of international cooperation in agronomy for development (CIRAD);
- CEO group (consultancy on Science & Technology issues);
- Delegation of the European Commission to Argentina;
- Embassy of France in Argentina;
- Embassy of Spain in Argentina, Chile, Paraguay and Uruguay;
- German Academic Exchange Service (DAAD) in Argentina;
- National University of San Martin;
- National University of Cordoba, International Department;
- National University of Cordoba, Facultad de Matemática, Astronomía y Física;
- Spanish Agency on International cooperation for development (AECID) in Argentina;
- University of Buenos Aires.

Data on the S&T landscape of the country

The science and technology indicators²⁵ show that national research and development (R&D) expenditure was 0.51% of GDP (up from 0.41% in 2003). Only Brazil, Chile and Cuba have higher expenditure than Argentina. In relation with the more developed countries, the existing gap will be difficult to breach in a medium term. The average of the OECD countries represents four times the expenditure of the Argentinean one. This is well below EU Member States such as France (2.11%²⁶) but higher than countries such as Uruguay (0.22%²⁷) and Paraguay (0.09%²⁸).

In terms of business sector expenditure, we see that there are great differences between Latin American countries and more developed countries. The average participation of the business sector in the region accounts for approximately 37%²⁹.

Argentina has managed to maintain a sustainable growth in the R&D personnel since 2003. In 2007, the number of researchers was 46,884 and 12,168 scholarship holders (becarios) and 14,506 technical and support staff (headcount), just over 53,187 full-time equivalents (FTEs). The most important research fields in terms of expenditure were engineering and technology (38%), natural sciences (17%), medical and health sciences (15% each) and social sciences and humanities (8% and 5% respectively)³⁰.

International scientific and technological cooperation is seen as a strategic tool for the policy design. The cooperation with the European Union has a long economic and political

²⁵ Ministry of Science, Technology and Innovation of Production, Indicators of Science and Technology (MinCyT), Argentina 2007. Source: MinCyT, OECD & RICyT.

²⁶ Data for 2006.

²⁷ Data for 2002.

²⁸ Data for 2005.

²⁹ Ministry of Science, Technology and Innovation of Production, Indicators of Science and Technology (MinCyT), Argentina 2007.

³⁰ Ministry of Science, Technology and Innovation of Production, Indicators of Science and Technology (MinCyT), Argentina 2007.

cooperation tradition, leading to the special association agreement for Science and Technology in 1999.

Regular Steering Committees between the EC and Argentina have also been set up to develop opportunities for developing bilateral policy dialogue and promote, monitor and steer cooperation. The last Steering Committee took place in Brussels in April 2009. During this meeting Argentina highlighted working with the EU is a priority and their strong interest in fostering bi-regional cooperation³¹.

As part of the regional cooperation, we find the FP7 initiative called EULARINET³² (INCO-NET project) aimed at strengthening the dialogue on Science & Technology between EU Member States, Associated States and Latin American Partner countries. EULARINET is aimed at stakeholders at policy and programme level as well as in research establishments and private companies.

Moreover, Argentina, Brazil, Paraguay, Venezuela, Chile, Bolivia, Colombia, Ecuador and Peru share a common S&T area for the discussion and implementation of cooperative research, development and innovation action focused on the solution of MERCOSUR projects³³. MERCOSUR's first meeting of Science and Technology Ministers and High Authorities and Associated countries was held in Buenos Aires in 2006. Following this meeting a MERCOSUR Science and Technology programme was developed with the aim of strengthening the regional integration through science, technology and innovation.

Overall, Argentina sees multilateral cooperation as part of their S&T strategy. Amongst those organisations with whom Argentina cooperates in the area of science and technology, we find, aside from the EU, the United Nations Organisation for Education, Science and Culture (UNESCO), the organisation of American States, the World Bank, the Ibero-American Science and Technology Programme (CYTED).

Argentina's S&T Cooperation with the EC Delegation and EU Member States

Cooperation in science and technology with the European Union renewed its impetus in the mid-80's. This relationship was strengthened in 1999 with the Agreement for Scientific and Technological Cooperation between the European Unions and Argentina. Then, in October 2005 the Argentinean Bureau for Enhancing Cooperation with the European Union in Science, Technology and Innovation³⁴ (ABEST) was launched in order to create a platform to enhance and expand cooperation activities with the European Union and the Members States. ABEST is one of the BILAT projects that the EC co-finances in third countries. BILAT coordinates through networking different stakeholders for the enhancement and development of S&T Partnerships. The aim of ABEST is to establish a platform in Argentina in order to improve and expand cooperation activities in the science, technology and innovation area with the European Union and with its EU Member States. ABEST coordinates, as well, their participation with other Latin American countries that have Association agreements with the EU on S&T issues (Brazil, Chile and Mexico).

The EC Delegation in Buenos Aires does not have an S&T Counsellor. Instead, there is one staff member within the Cooperation section that has S&T cooperation in her portfolio. Consequently, this staff member, employed locally, does not work full time on S&T issues. Overall, the involvement of the EC Delegation in S&T issues is limited as DG RTD liaises directly with the Ministry of Science, Technology and Innovation of Production.

³¹ <http://ec.europa.eu/research/iscp/index.cfm?lg=en&pg=argentina>

³² www.s2lat.eu/eularinet

³³ http://www.mincyt.gov.ar/index.php?contenido=coopinter_archivos/multilateral/MERCOSUR#recyt

³⁴ URL: <http://www.abest.mincyt.gov.ar/en/>. ABEST is a BILAT project. ABEST is known as well as the oficina de enlace EU-Argentina.

Argentina has been participating in Framework Programmes since 1986. Since then, more than 200 projects with Argentinean participation have been funded. The areas of greatest activity were biotechnology, food quality, environment and health³⁵.

In terms of FP6 participation, there were 751 projects in which European organisations and research centres participated with Argentinean organisations.

The repartition of cooperation with Argentina among EU Member States is shown in the table below.

Table 4: Frequency of EU MS participation in FP6 projects involving teams from Argentina

Participant Country Name	Number of Participants
Austria	16
Belgium	42
Cyprus	1
Czech Republic	13
Denmark	23
Estonia	5
Finland	9
France	83
Germany	98
Greece	25
Hungary	10
Ireland	11
Italy	75
Lithuania	3
Malta	1
Netherlands	62
Poland	17
Portugal	22
Slovakia	6
Slovenia	8
Spain	88
Sweden	26
United Kingdom	107
Total	751

Source: European Commission, International Cooperation³⁶

³⁵ <http://www.mincyt.gov.ar/coopinter.htm>

³⁶ <http://ec.europa.eu/research/iscp/index.cfm?lq=en&pg=argentina-6>

Amongst these projects, we find that the following EU Member States have the highest participation of organisations and research centres: United Kingdom (107), Germany (98), Spain (88), France (83), Italy (75) and the Netherlands (62).

According to interviewees, there is neither active cooperation with other EC Delegations in the region nor active cooperation with EU Member State Embassies in the area of S&T. Nevertheless, there are some contacts with the EU Member States embassies in the area of higher education, universities. To this end, the EC Delegation is mainly in contact with France, Germany, Italy, Spain and the UK.

It is important to note that the nature of cooperation in the area of education and S&T cooperation between different EU Member States and Argentina varies widely. In general, this takes distinct forms. Among those EU Member States which were contacted for this project, France concentrated principally on true S&T cooperation. Other EU Member States, such as Spain, view S&T cooperation with Argentina through the lens of development cooperation.

Since the EU Member States are not pursuing the same goals, they are not extensively coordinated in their S&T efforts with Argentina. A quick look at France and Spain illustrates the two kinds of S&T cooperation pursued by EU Member States. France has a full-time S&T counsellor in the Embassy. Spain, on the other hand, does not have any human resources explicitly devoted to S&T cooperation within the Embassy. Instead, the Education section within the Spanish Embassy, that covers not only Argentina but Chile, Paraguay and Uruguay, follows up scientific and cultural and educational opportunities.

Other countries such as Austria, Belgium, Finland, Greece, the Netherlands, Hungary, Ireland, Poland and Slovenia are also active in Argentina with more limited programmes targeting a wide variety of sectors including energy, research, education and culture³⁷.

The current situation for EU researchers in Argentina

There is no precise data recorded regarding the ebb and flow of EU researchers in Argentina. All evidence collected was therefore of an anecdotal nature, reflecting the experiences of individual researchers, university, centres of research and embassy staff. Moreover, it must be noted that there is currently no database of EU researchers in Argentina. Most of those researchers that were reached for interviews necessarily had contact with either Member State Embassies, international departments of universities or national research foundations. Therefore, the strong possibility that some EU researchers are living in Argentina without contact with any of these organisations should not be neglected.

As indicated above there is no clear data on the numbers of EU researchers in Argentina but according to interviewees most of the EU researchers in Argentina are in the country for short stays through either EU funded initiatives or bilateral agreements/projects with EU Member States. Interviews revealed that there are permanent researchers in the country but it is not clear to the study team the length of time they would spend in the country, their intention to return to Europe and their specific area of research. In the cases of Germany and France data on those EU researchers with public funded grants could be traced by requesting the information to the National Authorities in the home country. In the case of Spain, there is a database of projects that involve Argentinean and Spanish organisations (universities, centres of research, etc) but further analysis and follow up would be needed to identify those researchers currently living and doing research in Argentina.

Most of the interviewees could not think of any authorities or programmes specifically charged with monitoring EU researchers or giving them assistance. Nevertheless, there were a few French researchers that participated in the meetings organised every 3-4 months by

³⁷ Argentina country strategy paper 2007-2013, European Commission, p.23.

the S&T counsellor of the French Embassy. These meetings are aimed at facilitating the contact between French researchers in order to pursue projects and future collaboration opportunities. In addition, Argentinean researchers that have close ties with France are invited. The participation to these meetings reaches an average of 10-15 participants.

Fieldwork showed that EU researchers were in contact with their Member State when involved in projects either financed by the Member State or by the Framework Programme. Those researchers contacted that had no contact with the Member State embassy had no ongoing funds from either source. However, they were open to participating in activities that could potentially benefit the research they were carrying out in the country.

The added value of ELA

All interviewees were convinced of the added value of a network that would connect EU researchers in Argentina. The different interviewees from EU Member States embassies indicated that the added value of ELA for EU researchers was the potential of cooperating in research projects at different levels: with individual EU Member States and with the EU. The EU researchers were convinced that this network could assist them in identifying topics where the EU excels and in which Argentina would be interested in partnering. The National Authorities were cautious in their views about the network. However, it seems that if this network of EU researchers could be a way for them to identify trustworthy partners in the EU then, the network would be of great added value.

From the existing EU services provided by the other ELA networks, the EU researchers valued most highly the information on financing opportunities at EU level. As well, a number of the EU researchers and EU Member States interviewees indicated that the information on financing opportunities at EU level could be complemented with information on financing opportunities at Member State level. In this regard, in the area of education there are a number of EU Member States that collaborate together to bring EU Universities to the Europosgrados³⁸. Therefore, based on the successful cooperation in the area of education between EU Member States and the EC Delegation we could envisage that this cooperation could be replicated within the area of S&T.

The access to financing was one of their identified needs. Moreover, alongside funding opportunities, collaboration opportunities were seen as something necessary.

A number of researchers indicated that meetings/events would be seen valuable to network with other researchers, mainly if related to their research area. Few of them saw meetings/events as interesting only from a social point of view. In particular, some interviewees highlighted that networking events were ideal to meet potential partners for projects and for discussing ideas for potential projects

Overall all EU researchers indicated that the access to information was not an issue. However, it seems that there is an overload of information and therefore, targeting the information to their needs is missing.

Other services such as the newsletter, database, and online forum were not seen as priorities by the EU researchers. In particular, EU researchers saw that the added value of a database would be linked to the use that the researchers can make of it.

Approach to be taken and management

In terms of management, all those interviewees that were aware of the ABEST project suggested that ABEST should be involved in the network. Further discussion would be needed as the objectives of ABEST do not exactly match the objectives of the Network of EU researchers.

³⁸ <http://www.europosgrados.org/>

Overall, all interviewees agreed that the EC Delegation should be informed and participate in the meetings but as it seems that there is low activity on S&T issues at the EC Delegation due to the limited human resources allocated to this area, then, management should not be placed in the EC Delegation. Moreover, the different EU Member States embassies indicated that they were interested in being informed and some of them indicated that they would attempt at combining existing initiatives. There were a number of organisations that expressed their interest in managing this network if financial resources would be allocated for human resources and for the launch and implementation of the network.

The EU researchers had no clear view on who should play which role on the management.

In terms of approach, all interviewees agreed that the network should have a regional approach. Differences in terms of which would be the countries integrating the network arose. Based on the existing collaboration framework within MERCOSUR in S&T issues and the fact that the critical mass of EU researchers residing permanently within one country alone would not be of high magnitude, the regional approach would maximise the services/activities given and attract a potential higher critical mass of EU researchers.

Currently, four countries in the region of Latin America have BILAT projects (also known as *oficinas de enlace*) Argentina, Brazil, Chile and Mexico. Therefore, a number of interviewees saw the potential to create in the long term a virtual network that would coordinate the overall information and the different *oficinas de enlace* would take the tasks including events organisation/participation and offering a point of contact within the country. Moreover, the network should be open to the participation of other countries that might be less advanced in terms of S&T cooperation with the EC.

In addition, it was highlighted by most interviewees that if the network was launched the adequate number of financial and human resources should be allocated to it as the EU researchers would have certain expectations.

Obstacles and keys to success

As indicated above most of the interviewees were very positive about the initiative and as well about the keys to success.

Interviewees indicated that synergies with existing regional initiatives and national projects should be pursued, for example, by coordinating the actions with ABEST in order to avoid duplications and reach those EU researchers that work in the country and that are not in contact with national or European organisations, Embassies, etc. Moreover, all interviewees agreed that there is a very active regional cooperation and so the network should follow this approach.

EU researchers agreed that factors of success would be to produce the needed services and connecting the EU researchers with other EU researchers with the goal of accessing to financing opportunities. A gap on finding the right partners could be the added value that the network could provide. In addition, targeting the information to the EU researchers would be a success factor when the network is launched.

EU researchers highlighted the issue of accessing information on opportunities and finance at EU and EU MS level. Therefore, if the network could facilitate this type of information, which is a demanded service, the success of the network is to some extent ensured. In addition, the network should promote itself within the active S&T players in order to maximise a large dissemination and consequent participation of EU researchers.

The main obstacles seen by interviewees for the network were to ensure adequate funds, capacity in terms of human resources and the selection of the adequate location- hosting structure in the region.

In short, if the network builds upon existing relevant regional and national initiatives, working closely with those EU Member States that showed an interest in participating in the initiative,

offering those services that are most demanded by the EU researchers – information targeted to them, information on funding and collaboration opportunities with the possibility of EU researchers interacting together, the network would be in the right path to success amongst its target group.

Conclusion

Overall, all the interviewees showed a positive interest in the expansion of the network to Argentina. It seems that most EU researchers in Argentina are in the country for short stays and there are a smaller number of EU researchers residing permanently (more than just a few months) in Argentina.

The added value for the network in Argentina could build on the excellence of research of the EU in certain areas and build upon partnerships based on the existing ongoing cooperation on a bilateral level (Argentina and EU Member States) and on a pan European level (Framework Programme participation with EU research groups from different EU countries).

It is clear from the interviews that the network should be a regional network, including countries involved in MERCOSUR but should not be closed to other countries expressing an interest in participating in the network. The views of the different interviewees differ in terms of which countries should be part of the network and the study team believes that the network should be open to all those countries that are trying to engage with the European Commission on an S&T discussion even if they do not have an S&T agreement yet.

4.1.3.2 Brazil

Introduction

Being the largest country of Latin America, Brazil profits from a large economical and environmental spectrum. On the one hand, the country – nature reserve areas combined to large urban sectors – offers researchers a large range of research activities in the field of health, urban studies, biology, bio-energy, social sciences, etc. In addition, the country recently opened its S&T priorities to space research and information and communication technologies (ICT). On the other hand, since the eighties, the Brazilian government made significant efforts to build a science and technology educational infrastructure through for instance the creation of universities and research institutions. This policy context led, during the past few years, to a drastic decrease of the number of degrees obtained abroad for Brazilian researchers and made Brazil an attractive research location for foreign researchers.

In the framework of this study, the team carried out a field visit in early April 2009. Eight interviews were conducted with individuals from the following Brazilian and European organisations:

- The Delegation of the European Commission to Brazil;
- The Brazilian Bureau for Enhancing the International Cooperation with the European Union (B.BICE);
- The National Foundation for Indians (FUNAI);
- The National Institute for Space Research (INPE);
- The National Institute for Amazonia Research (INPA);
- The Met Office (Meteorological Office) (UK).

Data on the S&T landscape of the country

According to the OECD database, Brazil's national R&D expenditure reached 1.02% of GDP in 2007 (compared to 0.94% in 1998). The country has good academic performance, excels

in many areas and has a basic business structure capable of accelerating the introduction and diffusion of technical progress. However, the structural conditions of the economy and the regulatory framework existing in the past did not create an environment conducive to endogenous technological development. The efforts of companies to innovate and add value to goods and services are still limited, hampering their full integration into the technical-economic dynamics of the globalized world. Brazil is, therefore, a country of intermediate position in the international arena, both in the academic and the production field, still far from developed nations but in the top position of the countries of the corresponding level of development.

The S&T policy is working towards consolidating its scientific system and moving from science to industry. The priority areas identified by the Brazilian government as regard to S&T include health (pharmaceutical industry), information technologies, biotechnology, and nanotechnology.

At governmental level, the Ministry of Science and Technology (MCT) was created in 1985 in order to formulate and implement national science and technology policy. A four-year national plan for science, technology and innovation was approved at the end of 2007. This national plan presents the following four strategic priorities:

1. The expansion and consolidation of the National Science, Technology and Innovation System;
2. The promotion of Technological Innovation in the industrial sector;
3. Research, Development and Innovation in strategic areas; and,
4. Science, Technology and Innovation for social development.

Those four strategic priorities are divided into 21 actions lines.

As Science, Technology (S&T) and innovation is a declared priority area for the Brazilian government³⁹, the cooperation in this area between Brazil and EU is being strengthened more and more.

The EU-Brazil relations are based on a Framework Cooperation Agreement signed in 1992 and, more specifically in the field of research, on a Science and Technology Cooperation Agreement signed in 2004. This S&T agreement came into force in December 2006, allowing Brazil to participate in the EU's Seventh Research Framework Programme (FP7, 2007-2013). This possibility provides a sound basis for increasing existing co-operation, Brazil being one of the most important third country participants in the Sixth Research Framework Programme (FP6, 2002-2006)⁴⁰ with joint research activities at bilateral and bi-regional levels in all major thematic areas from environment, food and health to energy and surface transport.⁴¹ A Steering Committee on scientific and technical cooperation is in charge of the management and the monitoring of the implementation of the agreement. The Committee is composed of members of the European Commission and Brazilian ministries⁴².

The EU and Brazil hold regular S&T meetings at bilateral but also at sub-regional and regional levels through MERCOSUR (EU-MERCOSUR Framework Cooperation Agreement signed in 1995) and ALCUE, in accordance with the Guadalajara Declaration on science and technology⁴³

³⁹ Current investment in research of 1% of GDP is set to double until end of President Lula's second mandate.

⁴⁰ Brazil held more than 120 participations in FP6 – Source: <http://ec.europa.eu/research/iscp/index.cfm>

⁴¹ Towards an EU-Brazil Strategic Partnership, COM(2007) 281

⁴² Agreement for Scientific and Technological Cooperation between the European Community and the Federal Republic of Brazil, 8 September 2003.

⁴³ European Commission, Brazil Country Strategy Paper 2007-2013, 14.05.2007 (E/2007/889)

As part of the regional cooperation, we find the FP7 initiative called EULARINET⁴⁴ (INCO-NET project) aimed at strengthening the dialogue on Science & Technology between EU Member States, Associated States and Latin American Partner countries. EULARINET is aimed at stakeholders at policy and programme level as well as in research establishments and private companies.

Bilateral cooperation with individual EU Member States is also significant. Amongst others, Brazil has bilateral cooperation agreements with Germany, France, Italy, Spain, and UK, which represent the most important backers in terms of cooperation projects including research programmes⁴⁵.

In 2005, the 6th Framework Program supported the implementation of the project B.Bice (Brazilian Bureau to Enhance the International Cooperation between Brazil and Europe). This project came within the scope of the BILAT (bilateral agreement coordination) projects. The project aimed at fostering and enhancing the cooperation in Science, Technology, and Innovation between Brazil and the European Union.

Currently, the Bureau acts as a mechanism to:

- improve the participation of Brazil in the 7th Framework Program of Research and Development, through the organisation and dissemination of information concerning cooperation research priorities;
- identify financial mechanisms for supporting this cooperation;
- search Brazilian and European partners for setting up project proposals.

Besides, B.Bice helped the Brazilian scientific and technological institutions, and the technological based enterprises in the preparation and negotiation process of project proposals to be submitted to the European Commission. Another additional function of B.Bice was to keep a permanent contact and flow of information with the other three Latin American countries with bilateral cooperation agreement in ST&I with the EU (Argentina, Chile, and Mexico) in order to look for a coordination and integration of the four countries when preparing and presenting project proposals in response to calls⁴⁶.

Taking into account the progress made through the project, it was decided in 2008 to extend the project for an additional period of three years.

Brazil's S&T Cooperation with the EC Delegation and EU Member States

Reflecting the high level of cooperation between the EU and Brazil, the EC Delegation in Brasília has a whole team in charge of the implementation of the cooperation agreement including an S&T counsellor. The S&T team includes two main areas in the EC Delegation: Research and Information Society.

In terms of human resources, there are four staff members (out of 20) that have an allocated budget from DG RTD. They are dedicated full time to RTD activities. The S&T counsellor devotes 90% of his time to direct RTD activities and 10% to RTD International policy aspects. It is important to note that the S&T counsellor in Brasília, is Deputy of the Head of EC Delegation (chargé d'affaires a.i.), besides his active role in research policy. In addition, the staff members receive the support of B.BICE that, despite it is run independently of the EC Delegation, works closely with the S&T team.

Cooperation with other EC Delegations is currently being organised but not yet operational. One objective is to facilitate cooperation at sub-regional level (Mercosur) and/or at regional level (Latin America). One instrumental plan is to cooperate via the "Oficinas de Enlace"

⁴⁴ www.s2lat.eu/eularinet

⁴⁵ Livre Bleu 2008 de la coopération de l'Union européenne au Brésil – The Delegation of European Commission to Brazil <http://www.delbra.ec.europa.eu>.

⁴⁶ CORDIS <http://cordis.europa.eu>

(National Contact Points) but, except in Brazil, those “Oficinas de Enlace” are not linked to the delegations but to Brussels.

Cooperation with EU Member States is developed with the support of the EU Presidencies, the EC Delegation organises regular meetings that are co-chaired by the EU Presidency Embassy.

Moreover, it seems that the bi-lateral cooperation in S&T with individual EU Member States is in place since many years and in particular between European and Brazilian research institutions for most of EU Member States. According to one of the interviewees, the well-established cooperation between some of the EU Member States (specifically Germany, France, and UK) and Brazil makes difficult the task of adding an “EU dimension” despite sharing common strategy and goals.

The current situation for EU researchers in Brazil

As far as interviewees know, there is no available aggregated data on the number of EU researchers currently working in Brazil. According to interviewees, the National Authorities do not keep track of this information.

However, foreign researchers who work with Brazilian research institutes (public sector) have to be registered in the LATTES Platform⁴⁷ run by the CNPq (National Council of Technological and Scientific Development). The Lattes Platform is a database integrating researchers' curricula and research institutions in the area of science and technology in a single information system. The CNPq uses the information contained in the Lattes Platform to support the formulation and the management of science and technology policies. The CNPq has developed a collection of information system now used not only by the agency but also by most institutions to support universities and research institutes in the country. Its use is compulsory for researchers who benefit from public funding. The database contains around 1,100,000 curricula from which 9% are Ph.D.

The database does not offer the possibility to identify the number of foreign researchers out of the total number of curricula. It is important to note that researchers working for private companies as well as researchers working for research institutes without any funding from the Brazilian public authority have no obligation to register into the database. Therefore, data on those groups is missing. According to interviews with international department of research institutes, there is no procedure to identify foreign researchers. Most of the time, foreign researchers are present because of personal contacts between professors of different universities.

Based on the number of bilateral agreements with individual EU Member States combined with the cooperation between European and Brazilian institutes, interviewees agreed that a large number of European researchers are likely to work in Brazil. Interviewees also indicated that Brazil offers good research infrastructure and unique research fieldwork to be undertaken.

According to interviewees, the Itamaraty (Foreign Office of the Ministry of External Relations), which is responsible for the delivery of long-stay VISA, might have tracked the foreign researchers staying more than one year. However, the data is not made public.

Interviewees indicated that there are no initiatives targeting specifically EU researchers. Interviewees pointed out that researchers of the same nationality are likely to have their own network, especially for British, French and German researchers who are well-established and organised. Those networks are likely to be set up either on a thematic area or on the belonging to a specific institute (institutes which have a bilateral agreement). Amongst others, interviewees pointed out the following initiatives:

⁴⁷ <http://lattes.cnpq.br/>

- France: Fiocruz institutes and the INSERM (Institut National de la Santé et de la Recherche Médicale). Based on the bilateral cooperation between both institutes, a network of Brazilian and French researchers was created in order to promote the cooperation in the healthcare field.
- Germany: DAAD (The German Academic Exchange Service) is very active in Brazil promoting exchange of researchers. The Alexander von Humboldt Foundation supports more than 700 researchers spread over Latin America and promotes academic cooperation between scientists and scholars from abroad and from Germany.
- The Netherlands: NEDWORC Association is a network-organisation for development cooperation professionals, offering its 450 members a forum for contacts, information and job mediation facilities.
- The Magalhães network is a bilateral initiative in the fields of Higher education and scientific mobility initiatives. Based on the successful experience of the EU Erasmus-Socrates program and at the same time following recommendations from the ALCUE initiative between the European Union and Latin America and the Caribbean, a number of leading European and LA&C universities in the fields of engineering and architecture have started this cooperation network.

The added-value of ELA

There was a consensus amongst interviewees that the network would be a high added-value to the scientific community. In general, it is seen as very interesting as it could leverage opportunities of collaboration amongst the research community as well as encourage knowledge and experiences exchanges. Nevertheless, the reasons why the network would be an added-value vary between the types of interviewees.

At EC Delegation level, the network is seen as an important added-value as it could leverage scientific cooperation and the development of strategic cooperation at both national and regional level. European researchers are seen as valuable vehicles to support cooperation opportunities between the European Union and third countries. Moreover, linking the researchers would foster innovation – which is still slowly developing in Brazil – in an emerging economy allowing the EU to be one step ahead in the cooperation as potential partners in this field. In addition, there are a range of new research centres in Brazil which have poor visibility amongst the scientific community. If the EU researchers could speak together, the visibility of those centres would increase as well as the mobility across them and, therefore, would create new cooperation opportunities for the EU with those new institutes.

International cooperation departments indicated that the EU researchers could definitely foster cooperation between the EU and third countries. Moreover, interviewees have seen an added-value for the Brazilian institutes in which EU researchers work. Linking the EU researchers between them would bring cooperation opportunities and indirectly will positively impact the Brazilian institutes in which they work.

Finally, EU researchers interviewed were very keen about the set up of such network. The EU researchers could definitely play a role since each of them is currently working on his/her own, through bilateral agreements between EU Member States and Brazilian universities/research centres. This individual cooperation does not favour systematic or institutionalised cooperation. Moreover, if the EU was linked to its researchers on the ground, the EU could have a better and global view on what happens in the scientific ‘reality’. This would enhance and improve support from the EU to research. This would also bring much more visibility and strength to the researchers working outside the EU. Researchers could be able to share and find the results of the scientific work of each other. A platform could be a good idea and should encourage researchers to see the benefits of the network to them.

Some interviewees indicated that it would be a pity to limit the network to EU researchers working in Brazil. The network should be open to Brazilian researchers willing to work in Europe in order to foster cooperation and exchange of information.

In terms of activities, interviewees indicated that the most important service that the network should offer is the dissemination of the cooperation and funding opportunities. All interviewees highlighted the added-value of having one single point of information that promotes the international cooperation with the EU and third countries. Moreover in Brazil where there is an important gap to fill in concerning the dissemination of the practice of finding funds for the research. However, the information should be updated regularly and the information system should allow researchers to find information by areas of interest. Those services would be highly appreciated by researchers working on multidisciplinary research and, thus, that are unlikely to have a network of researchers in areas different from theirs.

Regarding the database, there is a divergence of opinion amongst the interviewees. While the EC Delegation, the International department of institutes and the BILAT project would welcome a database of EU researchers, EU researchers do not always see the added-value of such service. EU Researchers expressed their concerns about the use of the database in terms of confidentiality. The use of the database would be ensured if the researchers see the benefits they can get from it. In addition, some interviewees were in favour of opening the database to all the players in a given geographical area instead of narrowing the access and registration to EU researchers. This would allow to truly enhancing cooperation and knowledge exchange. In any case, the database would only be viable if it is very well managed and if the data is secured and protected.

According to interviewees, a newsletter might be an interesting way to inform EU researchers about the latest news on the EU research field on one hand and on the other, of the latest updates of the network. Again, interviewees highlighted that the newsletter should be short and concise allowing the end user to go into further details by following hyperlinks. The content should target EU researchers (for instance, presenting the latest results of a project or a specific science area).

The interviewees welcomed the services of conferences and events. Some interviewees expressed concerns on how to ensure researchers participation. First of all, the time to go to such events is limited as researchers are often very busy. Secondly, in a country like Brazil, the researchers are spread all over the territory which limits the participation due to travel expenses. Moreover, if conferences and events are organised, the topics should be carefully selected and presented to ensure high level of participation.

Interviewees indicated that those services should be hosted on a virtual platform. A physical office where users can go to is unnecessary at least at the outset. Interviewees highlighted that it would be more efficient to start with online services and stressed out that there is no need to open an office. However, interviewees considered as important to have a contact person to call in case of questions.

Though interviewees considered that an online forum and short-term visits to the home country might be services offered to the community of users, most of the interviewees indicated that these are not a priority.

According to some interviewees, other information that might be interesting to be provided are sections related to private sector and innovation, technology transfer and information on the private companies of the country that can offer job opportunities. In addition, the potential users would welcome practical information such as information on language courses.

Approach to be taken and management

As mentioned above, there is an S&T counsellor within the EC Delegation. Interviewees indicated that the EC Delegation could launch the network. However, human resource should be allocated to the management and the animation of the network while the S&T counsellor

would coordinate the activities with DG RTD. Interviewees also indicated that the network should be built on existing initiative using the “Oficinas de enlace” (BILAT) for instance. On the one hand, the network could benefit from the experience in European research policies of the staff involved in the project and, on the other hand, of their experience in the Brazilian ground. This view is strengthened by interviews with researchers who indicated that they do not see the added-value of a physical office. Nevertheless, EU researchers indicated that a contact person should be available in case of questions and further information request coming from the community of users. Basically, the management approach of the Euraxess in US could be duplicated in Brazil using the BILAT as Information Officer.

Research institutes expressed their readiness to participate in the network. Besides their involvement in the network as users, the international department of the institutes visited would be keen to disseminate information and promote the network amongst their researchers.

There was no consensus amongst interviewees on which approach – national or regional – would best suit the Brazilian case. Due to the particularities that make Brazil quite different from its neighbours (larger territory, more developed research infrastructure, etc.), interviewees expressed different points of view. Some highlighted that the regional approach would be an added-value for the other countries of Latin America which would be able to benefit from the Brazilian context and thus that Brazil should be the regional coordinator of the network. Others highlighted that Brazil is not always well considered by the other countries so in the case of a regional approach, the coordination should go to another Latin America country in order to avoid unsuccessful network. Others stressed the fact that Brazil could be a starting point for the network and then, if successful, could be extended to other countries in Latin America.

In the case of a regional approach of the network based on the EC Delegations and the Oficinas de enlace (BILAT), the network would be limited to countries where there is an “Oficina de enlace” being Argentina, Chile and Mexico. However, interviewees pointed out that Mexico should not be considered as a potential country to be included. Instead, interviewees indicated that Mexico should be included in a North American regional approach due to the S&T context and geographical location of the country (border with US).

In addition, researchers also indicated that the network could be set up according to the field of research, for instance, by allowing users to create communities within the network. Therefore and in order to enhance international cooperation on multidisciplinary research field, the network could spread over the continent ensuring larger participation of researchers.

Obstacles and keys to success

Interviewees indicated several potential challenges the network would face when being set up.

First, interviewees stressed that the coordinator of the network should be highly visible and appreciated by the National authorities of the country as well as highly experienced with research matters in order to be accepted by the research community. This coordination role combined with high quality of the content of the network activities/services would ensure successful implementation of the network and researchers’ participation.

Second, interviewees pointed out that in the case of a national approach, the multidisciplinary and multinational aspects would be lost. Therefore, the regional approach – including other Latin American countries – would be best. However, Brazil has a geographical and political context that leads it to a prominent situation in the S&T landscape in Latin America. This statement was an obstacle for some of the interviewees. Others countries would half-heartedly welcome that Brazil is ‘again on the stage’.

Third, the most important issue is to demonstrate to the EU researchers' community that there is an added-value to participate in the network. For instance, that the network enables them to share the results of the research with their home country (through organisation of events in home country giving the opportunity to the researchers to present their results).

Finally, another potential obstacle is the awareness of the network amongst the user community. The information and communication of the existence of the network should be clearly defined and carefully implemented in order to ensure EU researchers' participation. The benefits for the researchers to participate in the network should be explained in a comprehensive manner.

Conclusion

In general, interviewees agreed that the network would be an added-value and welcomed the idea of setting up such network either at regional or national level.

Brazilian science and technology educational infrastructure combined with political willingness to put science, technology and innovation into the national agenda as a priority makes Brazil an attractive country for EU researchers. In addition, there is no initiative targeting EU researchers and bringing a European dimension to this research landscape. Therefore, there is a need for a systematic and institutionalised network targeting the whole European scientific community currently working in Brazil.

Dissemination of information on cooperation and funding opportunities was considered as the most important service the network should offer to researchers. It was highlighted that particular attention has to be put into the promotion of the network ensuring researchers' participation and specifically into the benefits that researchers can get from the network.

There was no consensus amongst interviewees on which approach – national or regional – would suit best. Interviewees saw pro's and con's for each option. However, researchers were more in favour of a regional approach guaranteeing the coverage of multidisciplinary and cross-border activities. Due to the specific position of Brazil regarding S&T, a national approach could be envisaged as a first step and, if successful, the network would be expanded to other Latin America countries.

4.1.3.3 Canada

Introduction

Canada welcomes researchers from its position as eighth largest economy and seventh highest standard living in the world. Thus, Canada has a long and proud history of research excellence and scientific success⁴⁸. Canada stands on the best economic footing of any of the Group of Seven (G-7) economies, with the strongest job-creation record over the past decade and the lowest debt-to-gross-domestic-product (GDP) ratio⁴⁹. Researchers from the world feel at home within Canada's multicultural work force.

In order to evaluate Canada's desirability as a location for the expansion of the Euraxess Links network, to determine precisely what services the network could offer and how it could function, the study team carried out a field visit during April 2009. During the field visit, interviews were conducted with 13 individuals from the following Canadian and European organisations:

- Delegation of the European Commission to Canada;
- Embassy of Germany in Canada;
- Embassy of Spain in Canada;

⁴⁸ Mobilizing Science and Technology to Canada's Advantage, 2007.

⁴⁹ Op.cit.

- Embassy of United Kingdom in Canada;
- ERA-CAN project;
- Foreign Affairs and International Trade Canada;
- McGill University, Department of Biology;
- McGill University, Mechanical Engineering Department;
- McGill University, Atmospheric & Oceanic Sciences;
- National Research Council, International Relations Office;
- University of Ottawa, Technology Transfer and Business Enterprise;
- University of University of New Brunswick, Faculty of Forestry and Environmental Management.

Data on the S&T landscape of the country

Canada's national R&D expenditure was 1.88%⁵⁰ of GDP. This is just below the OECD average for the same year (2007), but higher than the EU-27 average. The business sector performs 54.4%⁵¹ of all R&D, which is less than other OECD countries. The government performs 9.2% and higher education sectors performing 36%.

In 2006, the number of researchers was 125,330 full-time equivalents (FTEs)⁵².

In 2007, the Government of Canada set out a multi-year science and technology strategy for the country. "Mobilizing Science and Technology to Canada's Advantage". This plan follows the economic plan released in 2006 by Canada's federal government, entitled "Advantage Canada". As indicated in the S&T strategy plan⁵³, Canada is willing to continue building on S&T through the country's strengths which include the principle of building partnerships. Building on this concept of partnership, the 2007 EU Canada Summit indicated that the focus needs to be on a more common research agenda and on "flagship cooperation projects" in key strategic areas⁵⁴.

The cooperation between the EU and Canada that started in the 1950s as a purely economic relationship has evolved. The annual summits between the EU and Canada see the exchange of views between the different countries.

In the area of S&T, cooperation was earmarked with the Agreement on Scientific and Technological Cooperation between Canada and the EU signed in 1996, following a brief period when bilateral relations cooled as a result of a fisheries dispute. The Agreement aims at facilitating, formally, the cooperation in areas of mutual interest and benefit.

The Joint S&T Cooperation Committee is the governing body for this agreement, which meets approximately every 12 months to review collaboration and establish goals for next year.

The scope of the cooperation EU-Canada covers the following sectors of research: space; nanotechnologies, information communication technologies, energy, life sciences, agriculture, health and climate change/environment. The 2007 EU-Canada Summit Declaration highlighted climate change and energy as areas in which urgent, sustained global action and an integrated policy approach were required.

⁵⁰ Statistics Canada. <http://www.statcan.gc.ca/pub/88-221-x/2008002/t054-eng.htm>

⁵¹ Main Science and Technology Indicators 2008, Key figures. OECD, Main Science and Technology Indicators, April 2008.

⁵² OECD, Main Science and Technology Indicators, April 2008.

⁵³ Mobilizing Science and Technology to Canada's Advantage, 2007.

⁵⁴ 2007 EU-Canada Summit Statement.

http://ec.europa.eu/external_relations/canada/sum06_07/2007_declar_4june_en.pdf

In practical terms, the EU Canada Joint Study: Assessing the costs and benefits of a closer EU-Canada economic partnership, highlights a number of measures to develop cooperation between EU and Canada in the area of science and technology including:

- Benchmarking and mapping of excellence (including, who is who in Canada an EU);
- Dedicated Canadian funding for collaboration with the EU;
- Greater role for Canadian provinces within the Canadian Science and Technology Governance Structure;
- National Contact Points in Canada;
- Reduction of Institutional and Administrative hurdles;
- Enhanced networking.

Existing policy dialogue and research collaboration exist between Canada and a number of Member States. Thus, bilateral science and technology agreement exist between Canada and France (1965), Germany (1971), and Belgium (1971) and a Declaration of Intent with Spain (2007). Moreover, prolific cooperation at Canadian provincial level with EU Member States and European regions exists. For example, Québec has the most extensive formal economic relationship, with France.

Canada's participation in the EU Research Framework Programme (FP) began in FP4 with the signature of the S&T Cooperation Agreement. Canada ranked second amongst industrialised third countries after the United States in number of projects⁵⁵.

Canada's S&T Cooperation with the EC Delegation and EU Member States

Though, S&T is becoming more and more important at political level within the cooperation between EU and Canada, the EC Delegation in Ottawa does not have an S&T Counsellor. There is one staff member, whose role, under the supervision of the head of the economic and trade sector, crosses over into S&T cooperation, accounting for approximately 10-15% of his time.

The EC Delegation actions in the area of S&T cover different levels, with the European Commission, through regular contacts with DG RTD staff, including participation to some meetings in Brussels regarding S&T; with national stakeholders, through their participation in the ERA CAN steering Committee, which is an S&T cooperation initiative to improve linkages between Canada and the European Research Area and at Member State level through the meetings organised (one per EU Presidency term) with EU Member States representatives.

According to interviewees, there is not much cooperation with other EC Delegations but some with Member State Embassies. There are meetings on S&T every 6 months coinciding with each EU Presidency. The EC Delegation invites S&T representatives from EU Member States and participation to these meetings includes the following EU Member States: France, Germany, Italy, Spain and UK.

Most of the EU Member States have a great trade presence and not all EU Member States have staff fully dedicated to S&T. Amongst those EU Member States that have one or more FTE staff dedicated to S&T issues in their Embassies are France, Germany, Italy and UK.

The activities on S&T and their reach to EU researchers within the different EU Member States are diverse. In the case of Germany, the embassy tries to reach to researchers through the institutions in which they work (Universities, scientific institutes); more could be done in this area but resources are limited. As well, there is cooperation with some provinces and some Landers in some specific areas, such as energy, environment. In the case of UK, the S&T team is located in Toronto (1.4 FTE) and Ottawa (2.2 FTE). Their activities include

⁵⁵ EU Canada joint Study, Assessing the costs and benefits of a closer EU-Canada economic partnership.

coverage of policy, aside from the monitoring of ongoing issues on S&T in Canada. Their focus is on identifying areas where there is a common interest for UK and Canada; areas such as polar research or aging research. In the case of Spain, their involvement in S&T issues is limited to mainly the organisation of missions of Spanish delegations to Canada and their participation every 6 months in the S&T meetings with the EC delegation and the EU MS.

The current situation for EU researchers in Canada

As with other countries, there is no precise data recorded regarding the ebb and flow of EU researchers in Canada. In fact as indicated above the Joint Study calls for practical measures including an improvement of “who is who” in the EU and Canada. The study indicates that such a mapping of excellence and competencies would be an asset to further enhanced cooperation.

In light of the lack of consistent quantified data on EU researchers, all evidence collected was of an anecdotal nature, reflecting the experiences of individual researchers, university and embassy staff. Moreover, it must be noted that there is currently no database of EU researchers in Argentina. Those that were able to be reached for interview necessarily had contact with either Member State Embassies, international departments of universities, or national research foundations. In addition, some EU researchers were reached through the Euraxess Links USA database. Thus, the strong possibility that some EU researchers are living in Canada without contact with any of these organisations, should not be neglected.

There was broad agreement from interviewees across all sectors that there are a large number of EU researchers in Canada. Interviewees indicated the high standard of living, the professional opportunities and the infrastructure of the laboratories in their areas to be key factors in bringing them to the country.

Most of the interviewees were not aware of any programmes specifically charged with monitoring EU researchers or giving them assistance, with the exception of Italian and Austrian researchers.

In the case of the Italian researchers, an association⁵⁶ for Italian researchers in Canada exists for the last 3 to 4 years, launched by the scientific attaché of the Italian Embassy. There are monthly meetings with the purpose of exchanging information regarding their research and ideas on cooperation with their home country and other EU Member States. The association has around 70 members that are mainly located in Quebec and Montreal. Their meetings are hosted at the Italian Institute of Culture.

In the case of Austrian researchers, an independent association for Austrian scientists and scholars in North America (ASCINA⁵⁷) was founded in 2002. This association was launched following the guidance from the OST network of Austrian scientists & scholars abroad which was established by the Office of Science & Technology (OST) at the Austrian Embassy in Washington, DC. The different locations organised different type of meetings, some more social, others more informative. Information on the association activities is published on the website. There are currently three groups within ASCINA Canada; Montreal, Vancouver and the largest being in Toronto.

Moreover, it seems that other EU Member States may have similar type of networks, including Belgium, Germany (i.e. German Scholar Organisation) and Greece.

Among interviewees, the activities by far most frequently cited targeting EU researchers were S&T cooperation projects, principally linked bilateral programmes. Very few of the EU researchers interviewed would contact their Embassy when their move to Canada was being

⁵⁶ <http://colba.net/~andromeo/csic-sq/>

⁵⁷ www.ascina.at

organised as their University, research group would assist them with all the administrative issues regarding the move to the country.

The added value of ELA

All interviewees welcomed the idea of a network of EU researchers in Canada. Specifically, those EU researchers involved in national initiatives highlighted the added value of a truly pan European initiative and its prospects in terms of contacts and information. National authorities saw synergies with existing EU funded initiatives (ERA CAN) and EU Member States representatives indicated their interest in meeting researchers to exchange views on the research landscape back in their home country.

In terms of activities for the network, most interviewees agreed that the most necessary activity would be to provide information about funding opportunities for projects and collaboration. The information mostly requested was on funding opportunities, EU and EU MS related information (links on where to find grants, etc). Thus, the network should provide the information to the researcher on a more process oriented way: when are the next calls, who is eligible, for which topics, how to apply? For example, it could show the steps of application for a grant. In short, the information has to be targeted to the audience of EU researchers; otherwise EU researchers would not participate in the network. Tailored given information could be the best asset of the network.

As well, events were the second activity preferred by interviewees, as for many of them, new ideas happen during events. And thirdly, newsletters and any other tools for communication would be important within the network.

The idea of the database was seen more as a tool for communicating with the EU researchers than a service. The mapping of EU researchers, would therefore be of added value for national and European Stakeholders.

For a number of interviewees, the contact in the local area would be necessary in the long run. Nevertheless, at first it would be sufficient to have a central point but then there might be need for local contacts per region due to the size of the country.

Creating synergies was mentioned by most of the interviewees, for example, leveraging existing national networks, cooperating closely with other EU initiatives and being open to collaboration with future projects that could be mutually beneficial. In terms of cooperating closely with other EU initiatives, it was clear to most of the interviewees that the network could work closely with the ERA CAN initiative. The ongoing channels of communication, contacts and national S&T knowledge of ERA CAN could be a great complement to the network. In terms of collaboration with future projects, synergies with projects such as the INCO NCP Network project could be pursued. In addition, it was self evident to the EU researchers that synergies with existing national initiatives should be explored and linked with the activities organised by the network.

Short term visits were not seen to be a priority, but were described as interesting incentives to the EU researchers. Moreover, for the EU researchers the short term visits should be tied to projects. For the interviewees the possibilities of the network are great, especially if the network members are active and proactive.

Approach to be taken and management

There was no general consensus among interviewees regarding the approach to be taken and management of a new network, for some the network should be a virtual network and for others it should be a network, with a contact person available by phone and email that eventually would have different contact points in the country.

Because of its large size and dispersal of researchers across several regions, interviewees worried how one physical office would cover the entire Canadian territory. Some interviewees suggested to firstly launch the network as something virtual with phone and email and the

organisation of some events. Then, the network could have some physical office(s) depending on the allocated budget and interest shown by EU researchers in terms of participation in the network.

The existing ERA CAN project was consistently quoted as complimentary for the network. Despite not having the same objectives, both will attempt to reach the researchers. The network could use the ongoing contacts and communication channels to reach the EU researchers and complimentary actions bringing together all researchers could be pursued. There would be a need to define the complementarities, synergies between the network and ERA CAN. The EC delegation would be informed of the activities of the network and would participate in relevant meetings. Moreover, the cooperation between the network animator and the EC delegation would be necessary to ensure EC Delegation participation to some events, etc. Due to the different resource allocation in the S&T area within EU Member States, the involvement of EU Member States would vary but during the feasibility study they all showed an interest to participate within their possibilities. Specific possible actions included opening the Embassy for events, some small financial assistance for example, when organising thematic workshops.

In terms of the information, the EU information would be provided by Brussels to the different networks and the EU Member States in the country could provide relevant links to funding opportunities in their Member State. The newsletter would be fed with overall EU information-provided by Brussels and some specific information on the network in Canada and eventually relevant information from national stakeholders.

The scope of the network would bring together EU researchers in Canada. It was not a desired option to have a North American network for EU Researchers, as most of the interviewees felt that not enough attention would be given to Canada itself. The EU researchers felt strongly about the geographical scope of the network. Indeed, some of the EU researchers that were currently in Canada had previously been in the US and participated in networks that would cover North America but that had most of its actions happening on the US. Indeed the size of the country itself, for the interviewees, called for a dedicated network in Canada with activities happening in different locations within the country. Nevertheless, cooperation with other networks, principally that of the US was seen to be positive especially as some of the EU researchers that were now in Canada were members of the Euraxess Links US and had a positive experience with the network.

Obstacles and keys to success

EU researchers see the capacity to provide the information targeted to the audience as an added value, therefore this activity would be key to success. At the same time, an obstacle are the information challenges; in terms of targeting the audience, timeliness of information/getting the information on the call on time, and the knowledge of the European landscape (quality of information).

Another obstacle highlighted by many interviewees is the fact that Canadian researchers do not get a dedicated fund from Canadian government that matches the EU FP funds. Therefore, as the most required activity is the information for opportunities, there is a need to clearly specify how the different funding opportunities work.

Conclusion

Overall, local stakeholders and EU researchers were very positive about the possibility of the launch of the Euraxess Links network in Canada. The service most required was targeted information to the target audience, in relation to funding and collaboration opportunities through the use of communication tools such as a website, newsletter and events. Despite EU researchers did not see the database as a service, local stakeholders and National Authorities were convinced that the mapping exercise of who is who in Canada/EU was needed.

Exploring synergies with those existing national initiatives in Canada for EU researchers would bring added value to the national initiatives and would allow the network to have some existing networks with a membership that would assist in dissemination and common activities.

The approach of the network would be to target Canada and due to the size of the country and the dispersal of researchers, special attention to local events/workshops should be taken into consideration to engage with a large number of EU researchers. Future collaboration activities with Euraxess Links US were seen positively.

4.1.3.4 Singapore

Introduction

Singapore is clearly one of the top locations for research and innovation, not only in South East Asia but as well worldwide. Many of the characteristics sought by researchers in Europe are also present in Singapore: well advanced and developed infrastructures, quality of life, focus on research and innovation and relevant IP protection regulations. Moreover, compared with other South-East Asian countries, corruption is declared to be non-existing.

In order to evaluate Singapore's desirability as a location for the expansion of the Euraxess Links network, to determine precisely what services the network could offer and how it could function, the study team carried out a field visit during April 2009. During the field visit, interviews were conducted with 19 individuals from the following Singaporean and European organisations:

- Delegation of the European Commission to Singapore;
- British High Commission in Singapore;
- Embassy of France in Singapore;
- A Star (Agency for Science, Technology and Research);
- National University of Singapore (NSU);
- Nanyang Technology University (NTU);
- Siemens Water Technologies Global R&D Center Singapore;
- Thales Technology Centre Singapore;
- A Star Bioinformatics Institute;
- EU Centre in Singapore;
- International Bureau of the German federal Ministry of Education and Research (PT-DLR, managing the SEA-EU-NET project).

Data on the S&T landscape of the country

Singapore 2007 National Survey of R&D⁵⁸ indicates that national R&D expenditure was 2.61% of GDP (the Singapore government aims at achieving 3% Gross Expenditure on R&D by 2010). This is well above the OECD average for the same year (2.26%), and also above many EU countries. The private sector accounts for approximately 66% of all R&D, with the government, higher education and the public research institutes each contributing 12, 10 and 12%. In 2007, the number of researchers was 28,600 (headcount), among which 24,506 were research scientists and engineers (RSEs) and 4,094, full-time postgraduate research students (FPGRSs). 83% of the 24,506 RSEs and 27% of the FPGRSs were Singapore

⁵⁸ Agency for Science, Technology and Research. Singapore. December 2008. <http://www.a-star.edu.sg/uploads/File/R&D%20Survey%202007%20Booklet.pdf>

citizens and permanent residents. As a whole, 58% of total R&D expenditure was on experimental development, 25% on applied research, and 17% on basic research. The most important research fields in terms of expenditure were engineering and technology sciences (65%), biomedical sciences (17%) and natural sciences (9%).

One of the key characteristics of the R&D field in Singapore is the close integration of R&D with economic development objectives. This is supported and strengthened by the setting-up of five-year S&T plan (the 2006-2010 plan being the fourth one) and by the organisational framework of the various institutions dealing with S&T matters in Singapore.

Overall the Cabinet of the Prime Minister is in charge of the implementation of the S&T framework.

The Research, Innovation and Enterprise Council (RIEC), chaired by the Prime Minister, drives the promotion of the research, innovation and enterprise by encouraging new initiatives for knowledge creation in science and technology. The role of the RIEC is to design the S&T policy and strategies. These are implemented by the National Research Foundation (NRF), which is responsible for allocating the requisite funding. The NRF works with different government agencies to develop plans and policies in line with the five strategic priorities of the national R&D agenda (provide more resources for R&D, focus on selected areas of economic importance, balance investigator-led and mission-oriented research, encourage more private sector R&D and strengthen linkage between R&D and business). Strategic R&D areas have been identified: biomedical services, environmental and water technologies, interactive digital media.

Under the authority of the Ministry of Trade and Industry, the Economic Development Board (EDB) aims at creating sustainable economic growth and business opportunities in Singapore by attracting multinationals to open R&D centres (as an example the Siemens Research Water Technologies centre has been established in Singapore thanks to a funding from the EDB). The Agency for Science, Technology and Research (A Star)'s mission is to foster world-class scientific research and nurture world-class scientific talent in line with Singapore's economic goals, by setting up thematic priorities for public research, attracting research-intensive projects from multinationals, developing existing local clusters, encouraging its own research institutes to develop international cooperation. In this overall context, joint projects between private companies and universities are further encouraged and world-class foreign researchers easily find appropriate challenges and working conditions.

No S&T agreement has been signed between the European Union and Singapore. There are several bilateral agreements or at least projects between Singapore and EU Member States (or institutions within EU Member States).

Singapore's R&D players have been involved in FPs since FP4. As of FP7, Singapore partners are not considered anymore for funding as the economic status of Singapore has been adapted. But partnerships are still encouraged.

Singapore's S&T Cooperation with the EC Delegation and EU Member States

As stated above, no S&T agreement has been signed between Singapore and the EU. A memorandum of understanding on Information Society and ICT has been recently signed between Singapore and the EU. The EC Delegation in Singapore has one policy officer dealing with S&T, Trade and Industry and Information Society aspects. As from September 2009, a new officer in charge of Information Society will join. As already stated, Singapore is not entitled anymore for funding under FP7.

Singapore is not taking part to the INCO-NET initiative – SEA-EU-NET – coordinated by the International Bureau of the German federal Ministry of Education and Research. The specific competitive position of Singapore in the S&T field compared with other South-Asian countries could partly explain this.

There is also some cooperation with Member State embassies. The nature of this cooperation varies:

- The Merlion scholarships fund travel costs for researchers travelling between France and Singapore is an initiative entirely managed by the French embassy;
- The UK-Singapore S&T relationship is defined in an agreement signed in 2005 and an agreement between A Star and the British Medical Research Council has been recently signed; and,
- Institutional joint projects have been set up between Singaporean and German research institutes and universities.

The current situation for EU researchers in Singapore

As with other countries, there is no precise data regarding the number and situation of EU researchers in Singapore. Broadly speaking, according to the EC Delegation, there should be about 5,000 EU researchers in Singapore on a total number of approximately 30,000. The Singapore's National Survey of R&D 2007 does not provide data on EU researchers but indicates a total number of 7,846 foreign researchers on 30,409 with regard to the R&D manpower. According to the EC Delegation, 2/3 should work for the private sector and the main areas would be information communication, water and environmental technologies, biotech and energy.

No central database of EU researchers is currently managed by the EC delegation, or by EU Member States embassies. Some databases do exist at EU Member States embassies but are either only partial or not up-to-date.

It is interesting to note that EU researchers are probably all working in quite close locations due to the size of the country but as well to the fact that research activities are geographically concentrated in a specific area (Fusionopolis, Biopolis and the Universities area – NTU and NSU⁵⁹).

No interviewees could think of any authorities or programmes specifically charged with monitoring EU researchers or giving them assistance. Support to EU researchers was given either by the Human Resources Department of multinationals in the case of private research centres, or by the international cooperation departments in the case of universities of academic research centres.

Among interviewees, the activities by far most frequently cited targeting EU researchers were S&T cooperation projects. Those activities are principally linked to bilateral programmes, and networks with their home countries, such as GIST (German Institution for Science and Technology), DAAD (German Academic Exchange Service), the Goethe Institute, Alumni chapters of universities or sector-specific associations (e.g. DECHEMA, German Society for Chemical Engineering and Biotechnology). Some activities are also organised by the EU Member States embassies. Additionally, it was emphasised that researchers were well attuned to developments within their specific discipline. Personal networks with researchers in Europe were described as durable and dynamic, and were used to secure collaboration and spread information about funding. Interviewees among researchers questioned the relevance of the “nationality” angle as opposed to the “scientific domain” angle. This will be further discussed under next topic.

The added value of ELA

Most interviewees across all sectors agreed that a network for EU researchers in Singapore would have a high added value, and that it could help foster S&T cooperation. Nevertheless some researchers questioned the relevance of a new network, in addition to their already

⁵⁹ The Singapore Management University is located in the centre of the town, while NSU and NTU are located near Fusionopolis and Biopolis.

existing ones, such as their “natural” network consisting of their colleagues in their research field and as alumni or specialised networks. Furthermore, some interviewees also questioned the relevance of the nationality of researchers, as compared to the importance of the research area. But the majority of interviewees has not expressed these two remarks.

Undoubtedly funding opportunities (at all levels: EU, EU Member States, Institutions, etc.) would bring an added value to the researchers. As funding within FP7 is not anymore eligible for Singapore, the researchers interviewed felt that information on funding from elsewhere in Europe was not structured and that such information would definitely increase the use of such a network. Several interviewees explained, for example, that it would be extremely useful to hear of funding vehicles from institutes, universities and other organisations originating in EU Member States.

Interviewees mentioned among the key services to be delivered by the network: collaboration opportunities, open positions, last trends in key research fields, funding opportunities open to European researchers, funding possibilities for exchange of PhD students, information about key lectures given by top researchers, newsletter and connection with other ELAs in the world. Short term visits have been considered as interesting as well. Doubts have been expressed about the online discussion forum (“yet another forum”) and the physical offices. An interesting question on information on conferences was raised as well on how to collect and communicate information on key conferences in different research fields without decreasing the relevance and/or the precision of information. Some interviewees mentioned as well the organisation of informal meetings on a regular basis as a potential service to be delivered (social networking).

All interviewees agreed on the importance of providing precise, up-to-date and sharp information. E.g. the newsletter should not be too long and provide key up-to-date information on funding and collaboration information or on the last changes on the website.

Most interviewees considered a potential database of EU researchers as an interesting feature of such a network. Some issues were raised on the feasibility of such a database with regards to the updating process and the structure of the database. In all cases, following features of the database should be considered:

- Key words searching capabilities;
- Multiple entry points (by nationality, by research field);
- Communication should involve key stakeholders in Singapore (e.g. international cooperation department at universities, private companies, National Authorities, etc.) as key relays of information to the EU researchers.

Approach to be taken and management

There was general consensus among interviewees regarding the approach to be taken and management of a new network: ELA should be a virtual network, with a contact person available by phone and email. The regional hub dimension was also welcomed by most of the interviewees, but bearing in mind the specific position of Singapore compared with its neighbours. In order to implement ELA successfully, it was mentioned to first launch the network in Singapore, and once successful to extend it to other South-Asian countries. Some interviewees also mentioned that starting the network on the basis of the research areas would ease the process while other interviewees were in favour of a network crossing over the research areas as from the start.

While a few interviewees did not see much value in having a physical office for the network, all interviewees clearly expressed the need for the network to be managed locally, although partially using and channelling information that could be centrally collected for all ELA networks. Interviewees indicated the EC Delegation as the logical place to manage the network, despite a low level of connections between the EC Delegation and most of the

interviewees. The EC Delegation expressed its motivation and willingness to take over this role. The EC Delegation suggested starting the network in Singapore and then extending it to Malaysia and Thailand first, relying on the EC Delegations in these countries to further communicate on the initiative. At the time of the interview, the network could be launched without extra human resources, but if it grows further, IT support could be necessary. Collaboration with the European Centre in Singapore⁶⁰ could also be further examined with regard to the implementation process of the network.

Best practices from already existing ELA networks should be collected and communicated to the new ones.

Obstacles and keys to success

One of the first obstacles mentioned consists of the communication challenge. As already stated, precise and structured information about the identity, the location and the number of EU researchers in Singapore is not available. How to effectively reach them and make them aware about the existence of the network is a challenge. It was clear to the interviewees that information relays such as the university departments in charge of international collaboration, Human Resources departments of private companies and the EU Member States embassies or institutions, as well as any other organisation having contacts with EU researchers (Alumni associations, etc.) would play an important role in this context.

Secondly, researchers would need to see personal benefits to participating in the network. All researchers are overwhelmed by information. Subsequently there is a clear need to provide them with straight-to-the-point, precise, on time and up-to-date information. Several interviewees have also mentioned ease of access, implying a user-friendly approach for the web platform, short and precise newsletters, etc. As stated by one of the interviewees, “making it interesting and making it simple to use is the challenge”.

Information about funding opportunities was mentioned as one of the cornerstones of the added value of the network. As Singapore institutions are not anymore eligible for funding under FP7, other funding opportunities will have to be identified and communicated. Some interviewees expressed also the idea of setting up funding opportunities for EU researchers abroad because of their European origin.

Conclusion

Overall, stakeholders in Singapore were enthusiastic about the possibility of a network to link EU researchers together. News about funding and collaboration opportunities were the services most solicited. Most of those interviewed would be keen to participate in the network. The communication challenge is clearly seen as crucial and the European Commission should seek the support from local actors in implementing the communication strategy. A regional approach was seen as favourable, after getting the network off the ground in Singapore. The EC Delegation should manage of the network.

4.1.3.5 South Africa

Introduction

South Africa presents researchers with a unique environment. While it enjoys many of the attributes that researchers hold dear in Europe and the United States – (relatively) advanced infrastructure, open and robust intellectual debate and good quality of life – the country also possesses a host of qualities, both positive and negative, that are widespread in southern Africa but not in much of the developed world. These include unparalleled biodiversity, a relatively new democracy and infectious diseases such as HIV/Aids. All of these factors make South Africa an enriching destination for researchers, not only for field study that could

⁶⁰ The European Centre in Singapore is a collaboration between the European Commission and the NUS and NTU.

only take place in Africa, but for the lab- and library-based scholarship that has traditionally taken place in Europe's ivory halls.

In order to evaluate South Africa's desirability as a location for the expansion of the Euraxess Links network, to determine precisely what services the network could offer and how it could function, the study team carried out a field visit during April 2009. During the field visit, interviews were conducted with 13 individuals from the following South African and European organisations:

- Department of Science and Technology of South Africa (DST)
- Delegation of the European Commission to South Africa
- Embassy of Germany in South Africa
- Embassy of Sweden in South Africa
- French National Centre for Scientific Research (CNRS)
- Human Sciences Research Council (HSRC)
- Stellenbosch University (SUN)
- University of South Africa (UNISA)
- University of the Western Cape (UWC)

Data on the S&T landscape of the country

South Africa's 2006/07 R&D Survey⁶¹ reveals that national R&D expenditure was 0.95% of GDP (up from 0.87% in 2004/05). This is well below the OECD average for the same year (2.26%), but higher than countries such as Brazil (0.82%) and Argentina (0.49%), and not far off some EU countries such as Spain (1.20%). The business sector accounts for approximately 55% of all R&D, with the government and higher education sectors each contributing approximately 20%. The number of researchers was nearly 40,000 (headcount), or just over 18,500 full-time equivalents (FTEs). The most important research fields in terms of expenditure were engineering sciences, natural sciences and medical and health sciences.

At a government level, the DST is in charge of formulating and implementing S&T policy, though the National Research Foundation and Human Research Council deal with some aspects of it and do not report directly to the DST.

South Africa views strong international relations as crucial to achieving and maintaining enduring and equitable benefits from S&T for all South Africans, and the relationship with the EU is "undoubtedly one of South Africa's most strategic partnerships in international S&T relations."⁶² The agreement on scientific and technological co-operation between the EU and South Africa was signed in 1996, affording South African researchers the opportunity to participate fully in the EU's Framework Programmes (FPs) for Research and Technology Development. South Africa has also signed bilateral S&T agreements with a number of EU Member States, including France, Germany, Italy, Spain and the UK.

In 2002 the South African Department of Science and Technology took a strategic decision to create a focus on greater co-operation within the FPs and put in place a number of new support mechanisms, including "seed funding" (to support the travel costs of South African researchers travelling to Europe to engage with potential European partners regarding FP7 collaboration), a network of National Contact Points arranged thematically, and the creation of ESASTAP (a dedicated platform for the advancement of European - South African S&T

⁶¹ Department of Science and Technology of South Africa: National Survey of Research and Experimental Development 2006/07. URL: <http://www.hsrc.ac.za/Document-2926.phtml>

⁶² Source: ESASTAP. <http://www.esastap.org.za/esastap/aboutus/about.php>

cooperation).⁶³ Since FP6, non-EU partners have been able to benefit financially from the FP, furthering the trend towards more cooperation than ever before.

Joint S&T Cooperation Committees have also been set up to monitor and evaluate progress in implementing the agreement, which is part of a broader agreement on trade and development with the EU. These committees seek to ensure that there is a logical spread of activities and that they are useful both for South Africa and the EU. Yearly meetings discuss plans for the future, which recently opened dialogue for cooperation on space technology.

South Africa's S&T Cooperation with the EC Delegation and EU Member States

Though, as explained above, there is extensive S&T cooperation between the EU and South Africa, the EC Delegation in Pretoria does not have an S&T Counsellor. Instead, there are two staff members whose roles, predicated on development, cross over into S&T cooperation. Consequently, neither of these staff members, both employed locally, work full time on S&T cooperation; rather they are involved on a project-by-project basis.

Both staff members work with the South African DST, through ESASTAP, towards implementing a budget support programme. Titled 'Innovation for Poverty Alleviation', the programme is worth €30m and falls under the broader heading of the South Africa-EU Trade and Development Cooperation Agreement. It centres on specific topics for research, including creating sustainable livelihoods through agro-processing and aquaculture in rural areas; social services and infrastructure; high impact health initiatives (including TB, HIV/Aids and malaria); human capital development; ICTs for access to government services; technology transfer through technology stations; and improvement of climate change research and response.

According to interviewees, there is no cooperation with other EC Delegations and but some with Member State Embassies. This is principally to coordinate aid and avoid donor overlap or duplication. To this end, the EC Delegation is in contact with Finland, France, Germany, Sweden, the UK and the World Bank Institute.

It is important to note that the nature of S&T cooperation between different EU Member States and South Africa varies widely. In general, this S&T cooperation takes two distinct forms. Among those EU Member States which were contacted for this project, Germany and Finland concentrate principally on true S&T cooperation, whereby S&T strengths and weaknesses are exploited on equal footing on both sides in order to advance each country. Other EU Member States, such as Sweden, view S&T cooperation with South Africa through the lens of development cooperation.

Since the EU Member States are not pursuing the same goals, they are not extensively coordinated in their S&T efforts with South Africa. A quick look at Germany and Sweden illustrates the two kinds of S&T cooperation pursued by EU Member States. Germany has a full-time S&T counsellor who coordinates a vast swathe of projects, about 30-40 per year. These usually aim to take advantage of South Africa's natural conditions and involve partnership with German companies looking to develop mutually beneficial technologies. Sweden, on the other hand, does not have any human resources explicitly devoted to S&T cooperation. Instead, the Deputy Head of Development Cooperation (who is employed by SIDA (the Swedish International Development Agency) rather than the Embassy) acts as a bridge between the Swedish Science Council and the South African NRF. Projects must be development-related in order to qualify for joint funding.

The current situation for EU researchers in South Africa

As with other countries, there is no precise data recorded regarding the ebb and flow of EU researchers in South Africa. All evidence collected was therefore of an anecdotal nature, reflecting the experiences of individual researchers, university and embassy staff. Moreover,

⁶³ URL: <http://www.esastap.org.za/>

it must be noted that there is currently no database of EU researchers in South Africa. Those that were able to be reached for interview necessarily had contact with either Member State Embassies, international departments of universities or national research foundations. Therefore, the strong possibility that some EU researchers are living in South Africa without contact with any of these organisations, almost as would a ‘true’ South African researcher, should not be neglected.

There was broad agreement from interviewees across all sectors that there are a large number of EU researchers in South Africa. Though many of them are directly involved in field work that cannot be undertaken in Europe, the stimulating intellectual environment, good quality of life and formidable university infrastructure of South Africa attract substantial numbers of researchers from abroad across a wide range of topics, including those, such as laboratory sciences, that are not specific to South or southern Africa. Numbers proved elusive, but the UWC claimed to have recruited on a permanent basis about 50 EU researchers over the past 20 years.

No interviewees could think of any authorities or programmes specifically charged with monitoring EU researchers or giving them assistance. While many EU researchers are involved in FP7 projects that necessarily put them into contact with the DST and Member State S&T counsellors (the German Embassy put this number for Germany at about 25), others would encounter their National Authorities only under extenuating circumstances.

Among interviewees, the activities by far most frequently cited targeting EU researchers were S&T cooperation projects, principally linked to the FP and bilateral programmes and networks with their home countries, such as DAAD (German Academic Exchange Service). Additionally, it was emphasised that researchers were well attuned to developments within their specific discipline. Personal networks with researchers in Europe were described as durable and dynamic, and were used to secure collaboration, spread information about funding and secure a broader outlook than is possible within a relatively small country such as South Africa.

The added value of ELA

Interviewees across all sectors were unanimous in asserting that a new network for EU researchers in South Africa would have a high added value, and that it could help foster S&T cooperation. It was stressed, however, that research is a worldwide pursuit and that seriously restricting any new network to EU researchers would be detrimental on two fronts: firstly, it would undermine the scope for cooperation with the DST and other South African authorities; secondly, the nationality of researchers is of peripheral, if any, importance to researchers in their work. In a forum for sharing experiences, funding opportunities and areas for collaboration, interviewees were quick to mention the need to make the services of a possible network available to all researchers, despite a European theme.

Stakeholders offered various ideas regarding the services a network should offer, though they agreed on three aspects of it: the network’s primary function would be to spread information on funding possibilities and opportunities for collaboration, and it should offer members a newsletter.

The researchers interviewed felt quite tuned into funding made available through the FP, and were thus reticent to call for further information in this area, especially given the risk of overlapping with other instruments, such as the Europe4Researchers newsletter released monthly by the Commission. Instead, it was pointed out that aside from the FP and links with a given researcher’s home country, awareness of funding from elsewhere in Europe was tenuous at best. Several interviewees explained, for example, that it would be extremely useful to hear of funding vehicles from institutes, universities and other organisations originating in EU Member States other than their own.

Though researchers claimed to already be in contact with other researchers in Europe and elsewhere within their fields of study, harnessing the network to spread information on opportunities for collaboration was seen as an indispensable service for a future network to provide. This was especially true for researchers that often work on cross-disciplinary projects that call for expertise across several areas. While a given researcher might know his or her counterparts in a narrowly defined field, a service that allowed them to get in contact with peripherally related disciplines would be welcomed.

A newsletter should play a role in a new network, but interviewees explained that researchers, already faced with overflowing inboxes, would be at pains to leaf through a long, narrative magazine. Instead, they would appreciate a punctual, concise email update on new funding opportunities and other information that had been recently added to the network's website. This would turn researchers' attention to the network at key times and increase its effectiveness.

Interviewees diverged most over whether or not it would be feasible and/or useful to develop a database of researchers. Though most interviewees agreed that a database of EU researchers in South Africa would be useful, some expressed concerns that compiling a list made up solely of EU researchers would not add much value. Others disagreed as to whether it would be possible to create a comprehensive database. Some interviewees, for example, assumed it would be quite simple to convince researchers to sign up for a database by posting information about it on the Commission's, EU Member States' and universities' websites. Others thought that it would not be possible to generate enough interest in the network to achieve the critical mass that would render it of significant utility.

While many interviewees were favourable towards the general idea of conferences and other meetings/events, it was stressed that in order to be useful they would have to be targeted sufficiently as to prevent what several referred to as 'yet another talking shop'. To do this, interviewees advocated numerous solutions. For example, the Commission could hold only small workshops aimed specifically at researchers in a certain field. Or, it could partner with other organisations or government authorities already holding a conference, increasing the appeal of the conference and bringing publicity to the network. Thirdly, it was suggested that instead of holding its own conferences, the Commission could assist EU researchers in South Africa to attend the main conferences in their field, which often take place in Europe and bring together the preeminent minds in a given discipline.

Short-term visits to home countries and online discussion forums were dismissed for their lack of value for investment and likely failure to enlist a sufficient level of usage, respectively.

Approach to be taken and management

There was general consensus among interviewees regarding the approach to be taken and management of a new network: ELA should be a virtual network, with a contact person available by phone and email, which would use South Africa as a springboard to eventually cover the entire southern African region.

Because of its large size and dispersal of researchers across several regions, interviewees did not see much value in having a physical office for the network. Instead, a person, based either at the EC Delegation or DG RTD in Brussels, could manage the network (i.e. posting information on the website, organising events, compiling the newsletter and handling contact with members) while members interacted with it mostly over the internet. Though most interviewees would be happy to see the Commission manage the network, a small number of interviewees pointed out that the Commission in general was associated with a high bureaucratic burden and that the network should therefore be outsourced and managed by a consultancy based in South Africa, able to capitalise on an smaller structure and local knowledge.

South Africa is substantially richer, more developed and better organised than its neighbours. However, in both natural and social sciences European researchers in such neighbouring countries are likely to share interests with their counterparts in South Africa. Therefore, the interest expressed by interviewees for a network that brought together EU researchers not only in South Africa, but in the entire southern African region was strong. Indeed, researchers interviewed saw assisting in future collaboration between themselves and other EU researchers in neighbouring countries as a principle function the network could serve. However, they also insisted that obstacles to implementation would be far greater in less wealthy, more corrupt southern African countries with poor infrastructure and low levels of IT penetration. Therefore, the solution would be to launch the network in South Africa, and, once successful, export it throughout the region. As one interviewee stated poignantly, ‘if you can’t make it work in South Africa, you can’t make it work on the rest of the continent’.

Obstacles and keys to success

All interviewees were keen to share their views on possible challenges the Commission could face in setting up a network and measures that could be taken to overcome them. Most centred around two areas. Firstly, cooperation from South African authorities and institutions would be necessary. The DST itself was enthusiastic about possible involvement in the network, through hosting joint workshops and taking advantage of the ESASTAP National Contact Points. The network would not be overtly predicated on retrieving researchers formerly lost, but would instead make it easier for EU researchers in South Africa to participate in European projects and collaborate with partners in the EU.

Secondly, researchers would need to see personal benefits to participating in the network. A publicised launch event, and ensuring from early on that the network made researchers aware of useful and otherwise unknown information would make sure the network attained a sufficient number of participants. In addition, interviewees mentioned that researchers are loath to invest in any project that does not appear sustainable. It should therefore be clear from the beginning that the network was conceived with the long term in mind.

Conclusion

Overall, stakeholders in South Africa were enthusiastic about the possibility of a network to link EU researchers with their home continent. While news about funding and collaboration opportunities were the services most solicited, occasional workshops and other small events would also add value for EU researchers. Most of those interviewed would be keen to participate in the network, but for maximum effectiveness the Commission would have to work with South African authorities and provide practical services that researchers are not already receiving elsewhere. A regional approach was universally seen as favourable, after getting the network off the ground in South Africa, where conditions are more forgiving than elsewhere on the African continent.

4.2 The next generation of ELA: added value, services and potential obstacles

This section presents the findings on specific characteristics of the next generation of ELA gathered during the field visits in the five selected countries.

This section covers the following characteristics of the network:

- The added-value of ELA;
- Type of services that could be offered to EU researchers;
- Potential obstacles and keys to success.

The source of information was gathered during fieldwork amongst the following type of interviewees:

- EU researchers;
- Local stakeholders (these include EC Delegations and EU MS embassies)
- National stakeholders (these include National Authorities, NCPs, Research Institutes/Universities)⁶⁴.

4.2.1 Added-value

4.2.1.1 EU researchers

There was a clear consensus that the network would bring added-value to EU researchers working in third countries. Interviewees agreed that, EU researchers could play an important role in enhancing cooperation between the country where they work and the EU. Some interviewees also highlighted that the benefits would be reciprocal. The network could enhance the exchange of knowledge and information. Moreover, closer links between the EU and its researchers on the ground, would allow the EU to have the view of S&T issues on the ground and further tailor their policy actions.

4.2.1.2 Other stakeholders

Most of the interviewees welcomed the idea of the network.

In Argentina, interviewees from EU Member States representatives indicated that there is a potential regarding cooperation in research projects with other EU Member States and with the third country. In Canada, EU Member States representatives indicated their interest in meeting researchers to exchange views on the research landscape – both research landscape of their home country and research landscape of host country.

In Brazil, at EC Delegation level, it was highlighted that in the case of emerging countries, the network could leverage scientific cooperation and the development of strategic cooperation. European researchers are seen as valuable vehicles to support cooperation opportunities between the European Union and the third countries. Moreover, linking the researchers would foster innovation allowing the EU to be one step ahead compared to other potential partners in this field.

Interviewees from National Authorities diverge on their views from one country to another country. In some of the countries visited, the National Authorities were cautious in their views about the network. However, it seems that the network of EU researchers would bring specific added value through the identification of trustworthy partners in the EU. In other countries, National Authorities were enthusiastic to play an active role in the network as National Authorities recognise that the network would be of great added value.

⁶⁴ The list of interviewees can be found in the annexes.

Linking the EU researchers between them would bring cooperation opportunities and indirectly would associate the Institutes.

4.2.2 Services

In total, the study team interviewed 31 EU researchers during fieldwork⁶⁵.

EU researchers were asked to indicate what would be the services and activities that the network should offer to them⁶⁶. We summarise in the table below the list of services that were mentioned during those interviews and the importance EU researchers gave for each of them. A rating scale illustrates the relative importance of each service which values are the following:

- +++ : essential
- ++ : important
- + : somehow important
- - : not important
- - - : useless

Table 5: Type of Services – Overview of the relative importance given to the services listed

Service	Importance given to services
Database of other EU researchers in the third country	+
Funding opportunities	+++
Cooperation opportunities	+++
Useful links	- -
Online discussion forum	-
Conferences or meetings/events	++
Short-term visits to home countries	-
Newsletter	++
Physical offices	- -

Source: fieldwork interviews with EU researchers

Interviewees agreed on four priorities on which the network should focus: the network's primary function would be to communicate information on **funding possibilities and opportunities for collaboration**; the network's secondary function would be to allow researchers to meet and network by organising **conferences and events** and disseminate information on latest news by sending a **newsletter** to the community of users.

While the access to financing was one of the most important needs identified, cooperation opportunities were seen as essential. The information related to these two priority aspects should be made available at European and Member State level. EU researchers stressed that the information should be up-to-date and targeted to their specific needs. In general, interviewees indicated that the access to information is not an issue. Instead, it seems that there is an overload of information and therefore, targeting the information to their needs is missing. Accurate and targeted information would ensure researchers' participation in the

⁶⁵ The list of interviews can be found in the annexes.

⁶⁶ During the interviews, the EU researchers were explained that the network will not finance the researchers.

network and would be the best asset of the network. In addition, interviewees highlighted the added-value of having one single point of information. Those services (information on funding possibilities and opportunities for collaboration) would be highly appreciated, especially by researchers working on multidisciplinary projects that call for expertise across several research areas. While a given researcher knows his or her counterparts in a specific research area, some of the interviewees saw a service that would allow researchers to get in contact with other disciplines as an asset of the network.

Researchers indicated that organisation of conferences and meetings is valuable for several reasons. First, cooperation and partnerships on ongoing or planned projects could stem from networking. Second, new ideas often come up during events. Finally, it allows to network amongst researchers and thus is interesting from a social point of view. However, some interviewees expressed concerns about how to ensure researchers participation. It was stressed that the content of the events would have to be targeted to the audience. Interviewees suggested several ideas to attract researchers such as the organisation of small workshops aimed specifically at researchers in a certain field, the co-organisation with other organisations or government authorities already holding a conference to bring more visibility and promote the network or the assistance to EU researchers to attend the main conferences in their field.

The newsletter was seen as an effective way to inform EU researchers on the latest news on the European research area on one hand and on the other, of the latest updates of the network. Researchers feel that there is often an overload of information. Thus, the newsletter could be presented as a targeted communication tool to researchers. Specifically, the newsletter could be sent as an email that would contain the main issues (in bullet points) and hyperlinks to the full story. As indicated above, the main issues that the newsletter would include are updates on new funding opportunities and other information recently added to the network's website. Therefore, researchers would be informed but they would choose by clicking on the hyperlinks if further information is needed/wanted. In consequence, the newsletter effectiveness would increase due to its concise information.

Interviewees half-heartedly welcomed the creation of a **database of EU researchers**. While most interviewees agreed that the database would be a good communication tool to ensure the dispatch of information, they expressed concerns about its feasibility and use. Regarding the feasibility of such tool, some interviewees pointed out that it would be difficult to compile comprehensive data about EU researchers. EU researchers expressed their concerns about the use of the database in terms of confidentiality, protection and access to data. In addition, some interviewees were in favour of opening the database to all the players in a given geographical area instead of narrowing the access and registration to EU researchers. In their view, this would allow to enhance truly cooperation and knowledge exchange.

Interviewees did not see the added-value of a **physical office**. Researchers indicated that the services of the network would be sufficiently effective if hosted on an online platform. However, most of the interviewees would appreciate to have a person of contact to whom they can go in case of specific request. For a number of interviewees, the contact in the local area would be necessary in the long run. Nevertheless, at first it would be sufficient to have a central point but then there might be need for local contacts per region according to the size of the country.

Despite interviewees considering **short-terms visits to the home country** and **online forum** as services that could be offered to the community of users, these services are not priorities for most of the interviewees due to the lack of value for investment and likely failure to enlist a sufficient level of usage, respectively.

Some interviewees indicated other potential services that could be offered to the community of users such as information related to innovation and knowledge transfer from academia to

industry and job opportunities in the private sector. In addition, EU researchers would welcome practical information such as language courses possibilities.

4.2.3 Potential obstacles and keys to success

4.2.3.1 EU researchers

While EU researchers welcome the launch of a network, they expressed some concerns about three main aspects: the type of information provided and its adequacy to the target audience, the promotion of the network and its sustainability.

First, interviewees agreed that the network should ensure that the information provided is useful and otherwise unknown by the EU researchers. More specifically, interviewees highlighted the difficulty to obtain information on cooperation and funding opportunities. Ensuring that the network delivers accurate data on these specific issues (cooperation and funding opportunities) would be key to the success of the network. In addition, the information provided should be tailored to EU researchers' needs.

Second, the promotion of the network should be carefully carried out. EU researchers stressed that the communication of the existence of the network should be clearly defined and carefully implemented in order to ensure researchers' participation. The communication actions should highlight specifically what are the benefits for the researchers to participate in the network. Some interviewees suggested for instance to involve S&T players in order to maximise a broad dissemination and in consequence increase the participation of EU researchers in the network.

Some interviewees highlighted that the network should be accessible to all researchers regardless their nationality in order to ensure broader cooperation opportunities. In other countries, the idea of opening certain actions from EU Member States to local researchers (from the third country) was already a reality.

Some interviewees also stressed that the coordinator of the network should be highly visible and appreciated by the National Authorities of the country while highly experienced with research matters in order to be accepted by the research community. This coordination combined with high quality of content would ensure successful implementation and researchers' participation in the network.

Finally, some interviewees mentioned that researchers loath to invest in any project that does not seem sustainable. It should be clearly indicated from the launch of the network that the initiative follows a long term strategy and perspective.

4.2.3.2 Other stakeholders

Interviewees indicated potential challenges mainly centred around three areas: the actors to be involved, the synergies to exploit and, the structure of the network.

Interviewees diverged over whether the National Authorities should be involved in the implementation of network. Some interviewees pointed out that the implication of National Authorities would make the structure and the functioning of the network heavier (Brazil). Others assumed that cooperation with National Authorities would be necessary (South Africa).

However, there was a general consensus that the network should create synergies with existing initiatives at national and regional level. The coordination of the activities with other projects or programmes (BILAT projects in Argentina, Brazil, Canada, and South Africa) would avoid duplications and reach those EU researchers that work in the country and that might not be in contact with national or European organisations, embassies, etc. Interviewees highlighted that the network, even if independent from those initiatives, should

be in close contact with them through exchange of information, hosting joint workshops or events. In addition, those EU Member States embassies that showed an interest in participating in the network should be involved to some extent in order to ensure information at Member State level meets the researchers' demand.

In terms of the management structure, interviewees also raised the issue that the availability of funds and human resources might be an obstacle. Except for Singapore⁶⁷, this is particularly true in those countries where there is no S&T counsellor (specifically Argentina, Canada). In addition, the selection of the adequate location might be challenging for some of the countries visited. Disparity of national S&T policy combined with difference in S&T priorities level would be an obstacle to a regional approach (Latin America). Though interviewees recommended a regional approach, they advised to carefully organise the coordination of a regional network. Others clearly expressed that a regional approach could be taken based on a successful implementation at national level first (Singapore, South Africa).

⁶⁷ Interviewees in Singapore indicated that the human resources necessary to run the network would not be an obstacle to the implementation of the network, at least at the start to launch the network.

4.3 Management and governance scenarios

The geographical expansion of the network will not be sustainable in terms of human resources for DG RTD and suffers limitations in terms of outreach events under the current framework contract (for existing ELAs). Therefore, DG RTD asked the study team to develop and propose management structures that would address these limitations and that could be applied to the next generation of ELA.

The following section explores the common key features of the next generation of ELA (roles and responsibilities, activities, reporting structure) and the main options available to the EC in terms of management structure.

4.3.1 Common features

4.3.1.1 Roles and Responsibilities

The study team identified the following main roles:

- The definition of the strategy of the network;
- The coordination of the network at EU level;
- The coordination of the network at local level;
- The animation of the network.

In addition, specific responsibilities are linked to each role which are explained in the sections below.

Strategy

This role stays, no matter which scenario, with the European Commission. In the framework of this role, DG RTD will have the following responsibilities:

- The establishment of the scope of the initiative: DG RTD will define the strategic objectives the network would achieve, the target audience to be reached, the geographical coverage of the network bearing in mind the strategic importance of the country to the EU in terms of S&T;
- The strategic follow up of the initiative: based on the achievements reported by the network team members, DG RTD will monitor the alignment, compliance with and achievements of the strategic objectives;
- The definition and provision of branding guidelines: in order to ensure consistent branding of the network, DG RTD will be responsible for the design of the templates and the definition of the guidelines (website, logo, promotion material, etc.).

Coordination at EU level

The coordination at EU level is intended as the coordination of the different networks worldwide. The key responsibilities linked to the coordination at EU level relate to the following:

- The coordination of all the networks launched in terms of communication and knowledge sharing;
- The organisation of ELA network animators meetings in order to ensure a common vision of the operational aspects of the ELA and exchange of best practice;
- The organisation of the training sessions (e.g. on EU issues, communication and information dissemination, SINAPSE tool, etc.)

Coordination at local level

Depending on the approach selected, the local coordination would be either at national or regional level. Compared to the coordination at EU level, the local coordination consists of coordinating the implementation of the network “on the field”. The local coordinator would be assigned with the following responsibilities:

- The set up and the implementation of the network: the local coordinator will be responsible for the launch of the network as per option selected (scenario x) and for the follow up of the activities to be carried out;
- The monitoring and evaluation of the network activities: the local coordinator will be in charge of monitoring and evaluating the network’s achievements. Those tasks will be performed by collecting the information requested by the reporting structure. The information will be related to the progress and the achievement of the network activities;
- Furthermore, the local coordinator will be the contact point between the European Commission and the animators of the network. In addition to the dissemination of the EC guidance and template to animators, the local coordinator will maintain regular contacts with the actors involved in the network in order to provide feedback on progress (from EC to animators) and, if necessary, identify potential issues (from animators to EC).

Animation

The role of the animator of the network would imply to be responsible for running the network on a day-to-day basis and thus taking care of the operational aspects of the network. The main responsibilities of the animator would be:

- The implementation of the activities (communication activities, SINAPSE community management, update of the database, etc.);
- The communication with the other ELA networks;
- The reporting to the coordinator of the network at local level.

4.3.1.2 Description of the activities

This section relates to the activities which will be carried out by the network. These proposed activities are in line with the activities currently carried out by the existing ELA and some further recommendations from the study team.

The study team identified two types of activities depending on whom the activities are targeted to.

On the one hand, several activities target EU researchers who are the end-users of the network. The activities include:

- Development and maintenance of the website;
- Updating of the website;
- Updating of the database;
- Content development of the SINAPSE community;
- Launch and follow-up with members of the SINAPSE community;
- Help desk activities (email, phone queries);
- Newsletter;
- Organisation and/or participation in events;

- Organisation of information sessions/meetings about ELA network to relevant stakeholders;
- Regular feedback to coordinator (local and/or EU level).

On the other hand, some activities will be specifically targeted to the staff of the ELA network. Those activities are notably:

- Training on EU issues;
- Training on communication and information dissemination;
- Training on SINAPSE tool;
- Participation in meetings with other ELA network animators, Euraxess events;
- Reporting.

4.3.1.3 Reporting structure

Based on the reporting structure for the existing ELA, there is a top down and bottom up approach. A bottom up approach (reporting process) covering the implementation of the activities, the coordination of the different networks, etc. A top down approach (feedback process) covering mainly issues identified in the implementation of activities, best practice, how to better reach the EU researchers, etc.

4.3.2 Proposed scenarios

The methodology applied to bring forward a number of scenarios include field visits in the five third countries selected combined with a workshop organised with DG RTD. These actions and internal brainstorming brought the study team to five scenarios for the management of the next generation of ELA.

The scenarios are summarised in the table below.

Table 6: Scenarios developed for the next generation of ELA

No	Heading	Description
Scenario 1	“In-house”	Coordination and animation by the EC Delegation
Scenario 2	Subcontracting 1	Coordination by the EC Delegation Animation by an external Information Officer
Scenario 3	Subcontracting 2	Coordination by the EC Delegation Animation by an existing EU initiative
Scenario 4	Franchising-type	Coordination and animation by a franchisee (set up of the network on a voluntary-based cooperation)
Scenario 5	Outsourcing	Outsourced coordination and animation (call for tender)

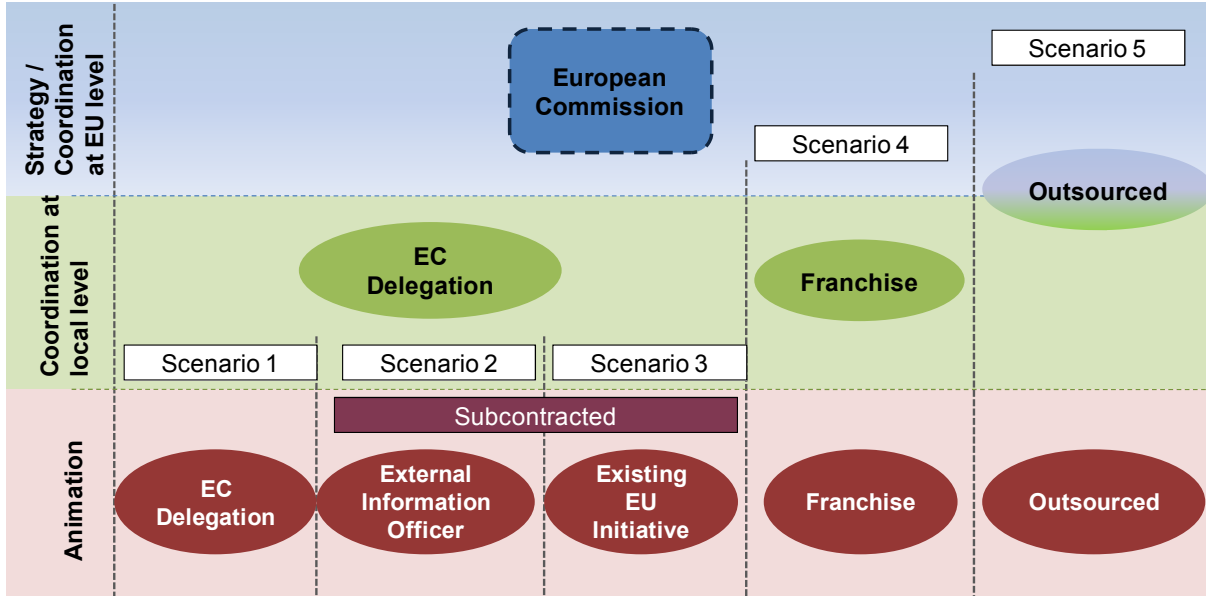
Each scenario will be combined with the following variations:

- Variation 1: the network structure might be impacted by whether there is a S&T counsellor or not in the third country;

- Variation 2: the network structure might be impacted by the approach – regional or national – to be applied.

The graph below shows the overview of the structure of the five scenarios developed.

Figure 1: Overview of the structure of the scenarios



5 Conclusions

The following section presents the conclusions of the study based on the data collected during fieldwork and findings.

5.1 Proposed countries for the next generation of ELA

- The five selected third countries for the fieldwork, which are Argentina, Brazil, Canada, Singapore, and South Africa, expressed an interest in being the next countries for the ELA geographic expansion.
- All interviewees showed a positive interest in the expansion of the network to Argentina. In terms of management, it is clear that the network should have a regional dimension.
- Brazil was eager to welcome ELA network either following a national or a regional approach. However, EU researchers were more in favour of a regional approach guaranteeing the coverage of multidisciplinary and cross-border activities.
- In Canada, all interviewees were very positive about the possibility of launching ELA in the country. However, a national network was suggested to be the most appropriate management approach.
- Interviewees in Singapore were enthusiastic about the launch of ELA in the country. A regional approach was seen as favourable after getting the network off the ground in Singapore.
- Overall interviewees in South Africa were eager to implement ELA in the country. For maximum effectiveness, the EC would have to work with South African Authorities and provide practical services that researchers are not already receiving elsewhere. A regional approach was universally seen as favourable, after successfully implementing the network in South Africa.

5.2 The next generation of ELA: added value, services and potential obstacles

5.2.1 Added-value

- There was a consensus that the network would bring added-value to EU researchers working in third countries. It is clear that EU researchers could play an important role in enhancing cooperation between the country where they work, the EU and the individual EU MS.

5.2.2 Services

- The most requested services by the EU researchers were:
 - funding opportunities;
 - cooperation opportunities;
 - conferences and events; and,
 - newsletter.
- The potential database of EU researchers is seen as an interesting tool of the network.
- The EU researchers did not see physical offices as an added-value service.

5.2.3 Potential obstacles and keys to success

- EU researchers expressed concerns about three main aspects: the type of information provided and its adequacy to the target audience, the promotion of the network and its sustainability.
- The other stakeholders (EC Delegations, EU MS embassies, national stakeholders) indicated the actors to be involved, the synergies to exploit and, the structure of the network as potential challenges to the implementation of the network.
- The communication challenge is clearly seen as crucial. Interviewees indicated that awareness campaign highlighting specifically what are the benefits for the EU researchers to participate in the network would be essential.
- In a number of countries visited, interviewees highlighted the need to open the activities of network to non-EU researchers.

5.3 Management and governance scenarios

5.3.1 Common features

5.3.1.1 Roles and responsibilities

- Based on the existing ELA networks and the future enlargement of the network we can find, in the organisational structure, the following main roles in any foreseen scenario:
 - The definition of the strategy of the network;
 - The coordination of the network at EU level;
 - The coordination of the network at local level;
 - The animation of the network.
- The key responsibilities linked to each role are the following:
 - Strategy: the establishment of the scope and the strategic follow up of the initiative and the definition and provision of branding guidelines;
 - Coordination at EU level: communication and knowledge sharing amongst networks, coordination of meetings and training sessions for the ELA animators;
 - Coordination at local level: setting up and implementation of the network, monitoring and evaluation of the activities and liaising between the EC and the animators;
 - Animation: running the operational aspects of the network on a day-to-day basis.

5.3.1.2 Activities

- There are two main types of activities to be carried out within the network. On the one hand, several activities target EU researchers who are the end-users of the network. On the other hand, there are a number of activities specifically targeted to the staff of the ELA network.

5.3.1.3 Reporting

- Currently the reporting in the existing ELAs meets a contractual need but it is limited to the implementation of the activities (animation level). Therefore, the reporting process does not support the EC in terms of the strategic potential of the network in

the country and added value for its members as it does not provide clear monitoring based on performance indicators.

5.3.2 Proposed scenarios

The following sections describe the different options to the European Commission when setting up the next generation of ELA networks. It is important to note that the common features explained in previous section apply to all the detailed scenarios. We present below the impacts on and potential changes to those common features for each of the five scenarios. In addition, the detailed explanation takes into account the two variations earlier identified, being:

- Variation 1: the network structure might be impacted depending on whether there is a S&T counsellor or not in the third country;
- Variation 2: the network structure might be impacted depending on the approach – regional or national – to apply.

For the sake of clarity, scenarios one to four are developed in a national approach by default. Variation 2 describes only the impact on roles and responsibilities in case of a regional approach. The exception being scenario 5, the outsourcing option, for which no impact is foreseen whether a national or regional approach is followed in terms of the organisational structure proposed.

In order to clarify individual roles and levels of participation in relation to each of the responsibilities, R.A.C.I. methodology has been applied for each scenario. R.A.C.I. helps specifying the expected input/outcome from each of the actors involved. R.A.C.I. stands for⁶⁸:

- **(R) - Responsible** (“the doer”): Person working on the activity;
- **(A) - Accountable** (“the buck stops here”): Person ultimately responsible for the activity;
- **(C) - Consulted** (“in the loop”): Person consulted before final decision – has opportunity to influence final decision;
- **(I) - Informed** (“the knower”): Person to consult as part of the activity or inform of final decision⁶⁹.

Budget aspects are presented in terms of human resources to be allocated. The study team also points out the potential additional activities that certain scenarios/approach might bring. It is important to note that particular attention has to be paid to the operational costs of the network including infrastructure and IT. Those aspects have to be taken into account when setting up the ELA networks.

Finally, a **SWOT analysis** has been undertaken. SWOT Analysis is a strategic planning tool used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats involved in a project or in a venture. It involves specifying the objective of the venture or project and identifying the internal and external factors that are favourable and unfavourable to achieving that objective.

5.3.2.1 Scenario 1

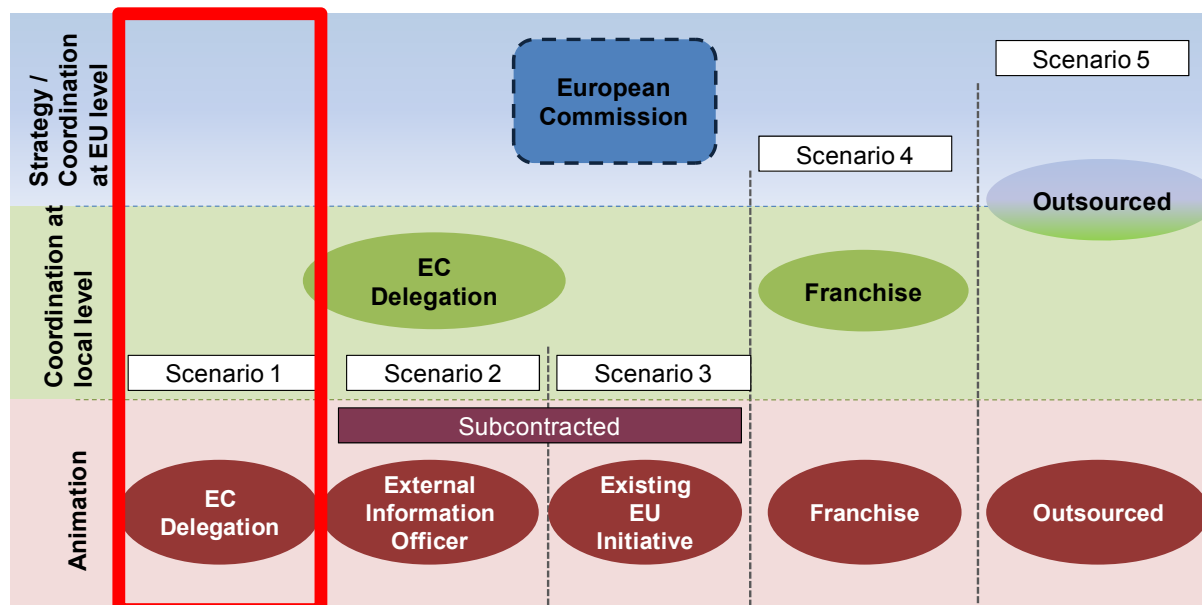
As illustrated in the graph below, the management structure of scenario 1 is based on a network fully implemented and run by the European Commission without any intervention of any external actor. The network is therefore deployed “in-house” using EC human resources.

⁶⁸ “R”, “A”, “C”, and “I” can be combined under the same role. For the sake of clarity, we did not differentiate “R” and “A” level of involvement.

⁶⁹ “Informed” has to be intended here as the circulation of information through report/feedback

Management Structure

Figure 2: Management structure of scenario 1



In terms of roles and responsibilities, the definition of the strategy remains with DG RTD which will inform the EC Delegation through provision of guidance and feedback (based on monitoring and evaluation process). DG RTD will also be in charge of the coordination at EU level ensuring the coordination of and communication amongst the networks (meetings, training sessions, etc.). The identification of needs and issues related to the activities to be carried out by the EU coordinator will be fed through reporting process and consultation with local coordination.

The EC Delegation will ensure the local coordination and the animation of the network.

The table below summarises the roles and the actors of the network “In-house”. It specifies also the level of involvement of each actor using the R.A.C.I. methodology. The actors responsible and accountable for the different role are highlighted in a different shade.

Table 7: Roles and level of involvement of the actors in the management structure of scenario 1

Role	Actors involved	
	DG RTD	EC Delegation
Strategy	RA	I
Coordination at EU level	RA	CI
Coordination at local level	(C)I	RA
Animation	I	RA

As mentioned above, the study team defined two variations which are likely to have an impact on the management structure.

Variation 1

Variation 1 will impact on the coordination at local level. There are two possible options within the EC Delegation depending on its structure:

- If there is an S&T counsellor: he/she will take over the role of coordinator of the network;

- If there is no S&T counsellor: the EC Delegation will have to assign somebody to coordinate the network. Ideally, the coordination responsibility would fall under the EC delegation staff member (either EC staff or local agent) in charge of S&T matters.

Variation 2

If a regional approach is chosen within scenario 1, the coordination at local level will be divided into two layers. The EC Delegations to all the third countries covered by the regional approach will still provide local coordination. One regional coordinator would need to be appointed amongst all relevant EC delegations to coordinate the network at regional level. The animation of the network stays within the EC Delegation in each country covered by the regional approach.

Budget

Regarding the financial aspects of the network, it is important to note that scenario 1 implies that human resources are made available to the overall coordination (DG RTD), the regional and/or local coordination as well as the animation of the network.

Moreover, the regional approach will generate additional activities for the regional coordinator of the network within the EC Delegation. It is mainly related to the alignment, overall coordination, the monitoring and the evaluation of the activities of the various national networks.

A regional approach will impact the budget as there would be a need to appoint one regional coordinator who will endorse the additional task of ensuring coherent approach amongst the national networks through coordination at regional level.

SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • EC Delegations gain high visibility • Researchers have direct contact to “Europe” via EC Delegations • EC and EC Delegation would have less administrative burden • Sustainability • Coordination at local level via EC Delegations (better coordination of planning and animation) • Efficiency: low costs for EC 	<ul style="list-style-type: none"> • EC Delegations may not be interested and able to carry out ELA. • Not applicable to all countries within the budget of FP7 • Limited number of S&T counsellors • Lack of know-how at national/regional level • Human Resources needed (lack of time - S&T counsellor or not) 	<ul style="list-style-type: none"> • Ownership by EC Delegations • The network could benefit from the Treaty of Lisbon (the new Treaty enhances significantly the status of the EC Delegations, reinforcing the EU dimension by increasing their cooperation with EU MS representatives) • Better internal communication of the strategy by the fact that EU Member States and EC Delegations work together 	<ul style="list-style-type: none"> • Too much ownership at EC Delegations level • Sustainability (if there is no political decision and official changes in the job descriptions within the EC Delegation, the set up and running of ELA is based on EC Delegation’s willingness) • EC Delegations will not consider ELA as a priority • EC Delegations may see their status and tasks changed by the Treaty of Lisbon. This could have an impact on the set up of the network.

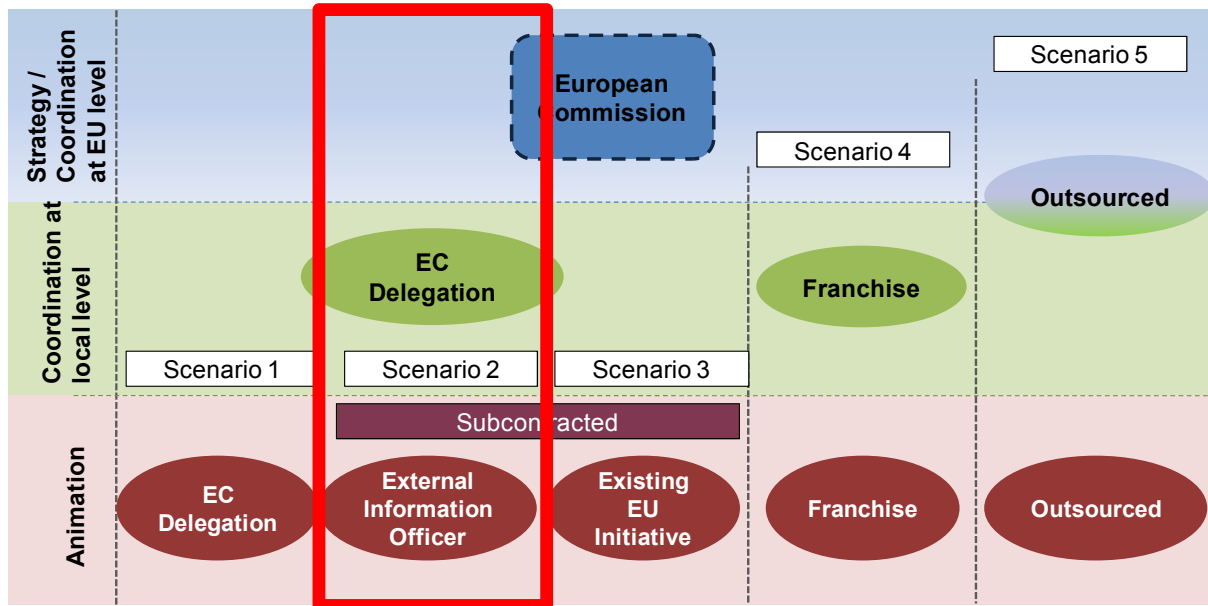
5.3.2.2 Scenario 2

This second option is currently applied in Japan, USA and shortly in China. The management structure is based on coordination from the European Commission and the EC Delegation to the third countries while the animation is handed over to an external information officer.

Therefore, a significant part of the operational tasks will be subcontracted to an external consultant.

Management Structure

Figure 3: Management structure of scenario 2



As stated above, DG RTD will ensure the coordination at EU level, the EC Delegation to the third country will coordinate the network at local level, and an external information officer will animate the network under the supervision of the EC Delegation.

The table below summarise the roles and level of involvement (RACI) of each actor of the network “Subcontracted 1”.

Table 8: Roles and level of involvement of the actors in the management structure of scenario 2

Role	Actors involved		
	DG RTD	EC Delegation	Information Officer
Strategy	RA	I	I
Coordination at EU level	RA	CI	I
Coordination at local level	(C)I	RA	I
Animation	I	CI	RA

In terms of variations, the management structure will be impacted as follows:

Variation 1

The impact of variation 1 is similar to the impact of scenario 1 within the EC Delegation. Basically, the two options are the following:

- If there is an S&T counsellor: he/she will take over the role of coordinator of the network;
- If there is no S&T counsellor: the EC Delegation will have to assign somebody to coordinate the network. Ideally, the coordination responsibility would fall under the EC delegation staff member (either EC staff or local agent) in charge of S&T matters.

Variation 2

The impact of variation 2 is similar to the impact on scenario 1 but concerning the animation.

An external information officer in each country selected will perform the animation of the network. The information officer will work upon the supervision of the EC Delegation to the country covered by the regional approach. In terms of coordination at regional level, as for scenario 1, one regional coordinator would need to be appointed amongst all relevant EC delegations covered by the regional approach.

In each country, the animator will inform and consult EC Delegation on activities progress.

Budget

The EC, DG RTD would continue to commit one to two staff members for the overall strategy and coordination at EU level (in terms of ensuring coherence amongst all the ELAs launched in the world).

Within the EC Delegation, human resources would need to be allocated. At least one staff member would be responsible for the follow up and contact with the Information Officer. Moreover, the animation will require a budget line in order to hire an external information officer.

It is clear that the human resource investment at EC and EC Delegation level is higher the first year of the launch of the network as the recruitment process of the information officer is lengthy. In addition, a budget for the recruitment process is needed if travel for the EC is foreseen to meet the candidates for the post in the third country.

An estimated budget of 140000€⁷⁰ average should be envisaged for the information officer post (this estimation includes fees of information officer, infrastructure, design of certain promotional material, i.e. newsletter). During the first year, due to the recruitment process an additional 30000€ should be foreseen for the recruitment process.

A regional approach will impact the budget as it would be necessary to appoint one regional coordinator who will take the additional task of ensuring coherent approach amongst the national networks through coordination at regional level.

⁷⁰ Estimation based on EC feedback.

SWOT analysis

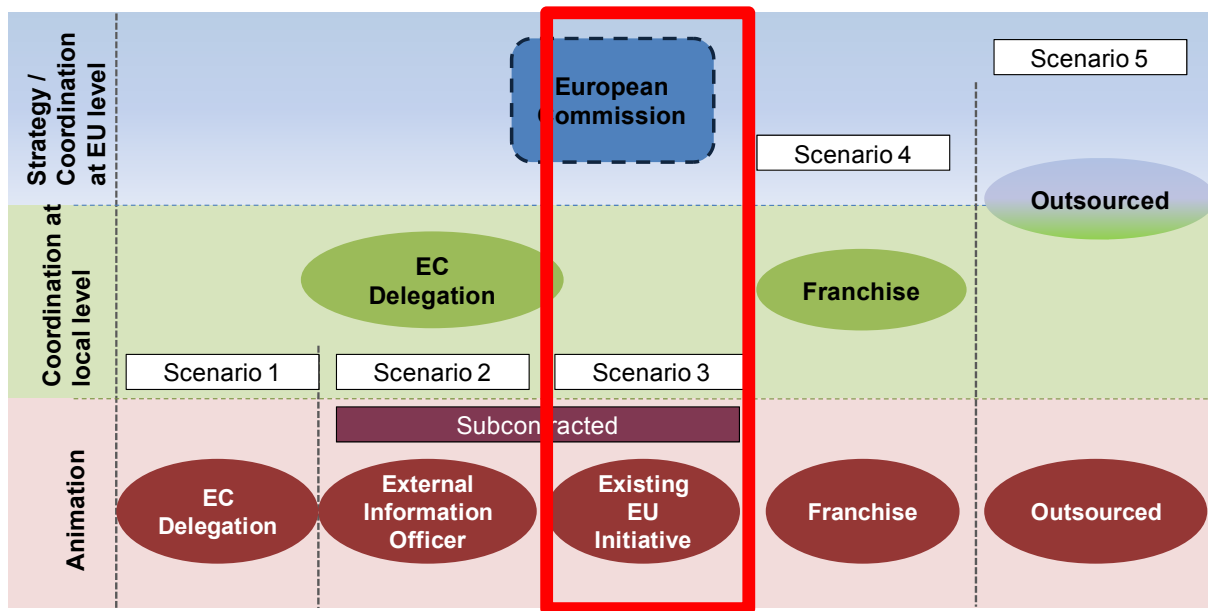
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Closer link to EC Delegations • Know-how on regional specificities • Limited additional workload for EC Delegations • Effectiveness compared to other scenarios • Clear distribution of roles and responsibilities • Information Officer would have a strong network amongst EU researchers from which the ELA should benefit 	<ul style="list-style-type: none"> • Relatively high costs (EC Delegation maintenance) • Administrative burden linked to the execution of the contract of the Information Officer • Heavy EC procedures linked to FP7 budget • Sustainability: a yearly call would be an issue for the Information Officer in terms of stability of the assignment • Management structure too heavy to apply in each country selected • Responsibility within one person only 	<ul style="list-style-type: none"> • The Information Officer could be supported by non-EC actors (e.g. EU MS) • Advantage for the EC Delegations with no S&T counsellor • One person in place by country 	<ul style="list-style-type: none"> • Sustainability (if there is no political decision and official changes in the job descriptions within the EC Delegation, the set up and running of ELA are based on EC Delegation's willingness) • Distance from ELA strategy if the Information Officer is not well-managed

5.3.2.3 Scenario 3

Scenario 3 is a management structure that implies subcontracting the animation activities of the network. While coordination – both at EU and local level – remains a responsibility of the European Commission, the animation part is subcontracted to an existing European initiative. Therefore, like scenario 2, the option suggests that a significant part of the network is subcontracted.

Management Structure

Figure 4: Management structure of scenario 3



The roles and responsibilities taken by the actors are similar to the ones defined for scenario 1 but for the animation of the network. As stated above, the animation will be carried out by an existing EU initiative⁷¹.

Moreover, the coordination at local level could be limited to the supervision from the EC Delegation to the third country. While, EC Delegation is still informed and consulted, the main tasks of local coordination could be handed over to the EU initiative staff.

The table below summarises the roles and level of involvement (RACI) of the actors of the network “Subcontracted 2”.

⁷¹ In scenario 3, we intend as EU initiative, the BILAT projects.

Table 9: Roles and level of involvement of the actors in the management structure of scenario 3

Role	Actors involved		
	DG RTD	EC Delegation	Existing EU initiative
Strategy	RA	I	I
Coordination at EU level	RA	CI	I
Coordination at local level	(C)I	RA	I
	(C)I*	CI*	RA*
Animation	I	CI	RA

*In case the EU initiative hands over the local coordination

In terms of variations, the management structure will be impacted as follow:

Variation 1

The impact of variation 1 in scenario 3 is similar to the impact on scenario 1:

- If there is an S&T counsellor: he/she will take over the role of coordinator of the network;
- If there is no S&T counsellor: the EC Delegation will have to assign somebody to coordinate the network. Ideally, the coordination responsibility would fall under the EC delegation staff member (either EC staff or local agent) in charge of S&T matters.

Variation 2

The impact of variation 2 in scenario 3 is similar to the impact on scenario 1 with the exception of animation.

The animation of the network will be performed by existing European initiatives which will take the lead in each third country covered by the regional approach upon supervision of the EC Delegations to the country covered.

The EC Delegations to the third countries covered will take the role of coordinator at local level.

In the case the EU initiative takes additional tasks in terms of coordination at local level, the involvement of the EC Delegation could be minimal at local level.

In terms of coordination at regional level, as for scenario 1, one regional coordinator would need to be appointed amongst all relevant EC delegations covered by the regional approach.

In each country, the animator will inform and consult EC Delegation on activities progress.

Budget

Scenario 2 implies that human resources are made available to the overall coordination (DG RTD), the regional and/or local coordination, as well as the animation of the network.

Within the EC Delegation, the human resources that have to be made available will be limited thanks to the subcontracted animation. However, the animation will require a budget line in order to select and fund the EU initiative that will take this role.

The study team identified that in a number of the third countries visited, EC funded initiatives existed that had an overarching objective of assisting researchers into Framework

Programme and organising events for them. These EU initiatives called BILATs expressed an interest in being informed and in some cases a clear interest in participating in the network. It is important to mention that their participation in the network (animation) is feasible if there is an allocated budget (human resources and other operational costs).

In the case the European initiative takes additional tasks in terms of coordination at local level, the involvement of the EC Delegation could be minimal and thus decrease the human resources to be allocated to the implementation of the network. A framework for subcontracting the tasks to an existing initiative should be identified.

A regional approach will impact the budget as it would be a need to appoint one regional coordinator who will take the additional task of ensuring coherent approach amongst the national networks through coordination at regional level.

SWOT analysis

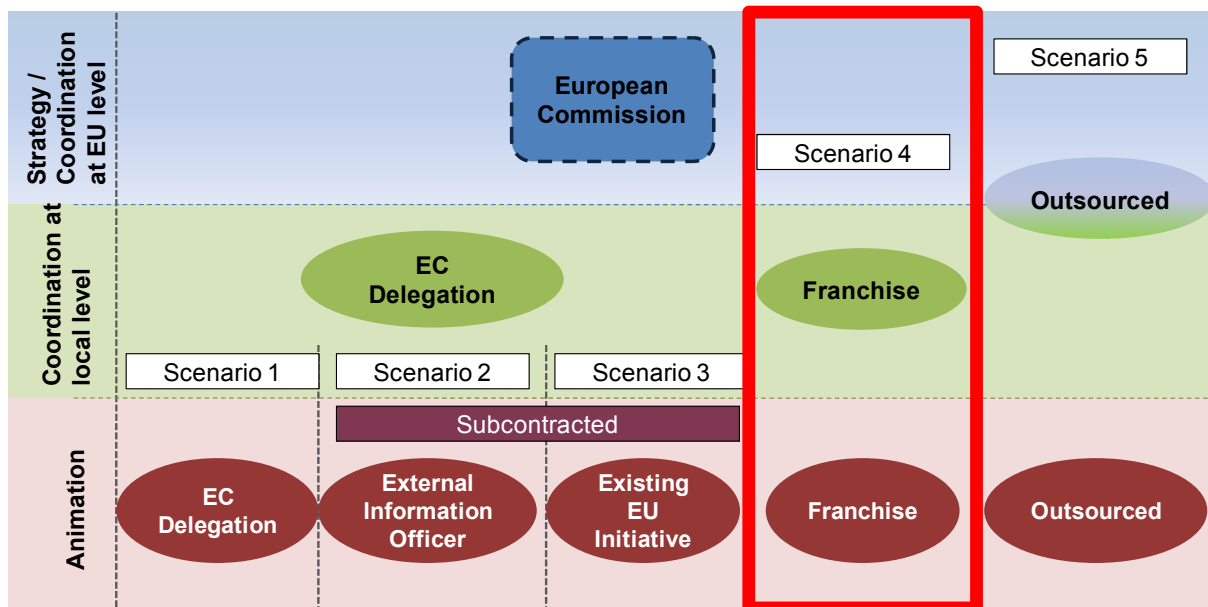
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • As local coordination could be partly taken by EU initiative, human resources allocated at EC Delegation level could be minimal • High degree of sustainability linked to the 3 year contracts (BILATs) • Network build up on already established initiatives (BILATs) 	<ul style="list-style-type: none"> • Need to restrict access to contract to existing EU initiatives • ELA will not be the main job/concern of the initiative • Expansion of the terms of Reference of existing initiatives • Not under the remits of existing initiative • Low control on strategy and content from EC • Extra money from EC • Heavy selection process 	<ul style="list-style-type: none"> • Could be taken up by an existing EU MS initiative • Gain views and access to networks not available otherwise • No need to set up the network from scratch 	<ul style="list-style-type: none"> • ELA could become a non-active “sleeping” network • Inappropriate choice of the EU initiative (INCO-Nets are inappropriate) • Threat of overwhelming existing role of the BILATs • Sustainability: what happens when the initiative finishes? • No possible change of scope within existing initiative

5.3.2.4 Scenario 4

Scenario 4 is a franchising-type option to the European Commission. While DG RTD takes the overall strategic coordination (strategy and coordination at EU level), a franchisee is in charge of the coordination at EU and local level and the animation of the network. This scenario applies when a national stakeholder (notably, an existing initiative, a National Authority or any other body) shows interest in and motivation to set up an ELA network. This body addresses specific request to DG RTD to implement the network and to be provided with strategic orientation and branding guidance. In this specific case, the set up of the network is based on a voluntary approach.

Management Structure

Figure 5: Management structure of scenario 4



Though DG RTD remains the owner of the brand of ELA, an external actor executes the animation and the coordination at local level. The external actor proactively seeks for the templates and guidance from DG RTD. Within this scenario, the role of DG RTD is limited to the follow up of the network regarding the strategic aspects and to the coordination at EU level. However, in this case, the compliance to the coordination at EU level, instead of being contractual, is also based on a voluntary approach: DG RTD will open the activities targeting ELA network’s staff to the franchisee who expresses the interest in participating. The external actor in charge of the implementation and organisation of the network stays independent from the European Commission.

This scenario can be integrated in any of the other scenarios as it is based on a voluntary approach from an external actor that would require some follow up and overall guidance. If this scenario is strategically interesting for DG RTD then, in order to increase the demand, DG RTD will have to promote it actively.

The EC, DG RTD would be involved in the acceptance of external bodies coming forward to take this option⁷².

⁷² The external actor that voluntarily approached the EC in the current country where this option has been taken is a National Authority.

Though in this option, the requirements in terms of reporting are limited as the external actor in charge of the implementation is completely independent from the EC, DG RTD would follow up the use of the brand of the ELA.

The table below summarise the roles and level of involvement (RACI) of the actors of the network “Franchising-type”.

Table 10: Roles and level of involvement of the actors in the management structure of scenario 4

Role	Actors involved	
	DG RTD	Franchisee
Strategy	RA	I
Coordination at EU level	(RA*)CI	I
Coordination at local level		RA
Animation		RA

* In case of a regional approach, a coordinator at EU level should be appointed (not necessary within DG RTD)

Variation 1

As the EC Delegation to the Third country is no longer involved in the local coordination of the network, there is no impact of variation 1.

Variation 2

A regional approach will imply that a coordinator at EU level should be appointed in order to ensure common strategic and operational orientation of the different ELA networks.

Budget

The impact on budget is limited if the number of external bodies voluntarily approaching the EC increases steadily.

However, allocation of one staff member within DG RTD will be needed to follow-up and provide guidance to the external actor. Attention has to be paid in case of a large growth occurring in a short period of time as the human resources currently envisaged might not be sufficient to perform the follow up.

In order to increase participation and interest of potential franchisees, DG RTD could invest in promotion campaigns. This means that a budget line has to be released for promotional activities.

SWOT analysis

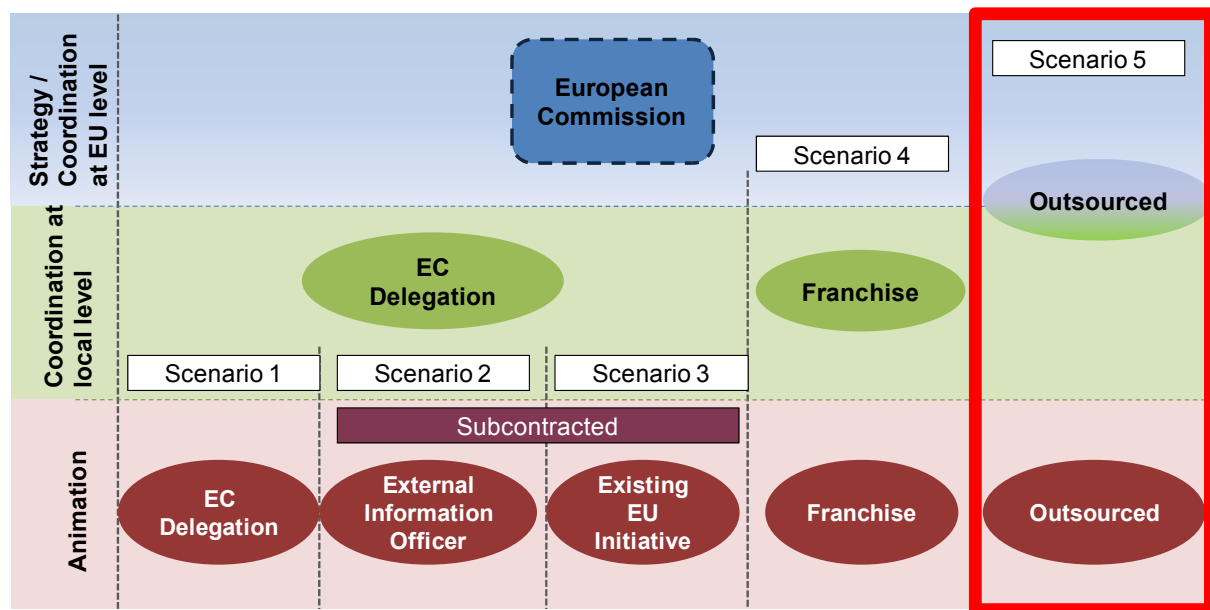
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The voluntary-based approach of the franchisee reflects high interest and great motivation in setting up the network. This would potentially ensure the sustainability of the network. • Possible coexistence with other scenarios • Efficiency with regards to human resources and budget • Clear interest of the third country, high motivation based on a proactive approach • Clear distribution of responsibilities • Decrease of workload for EC • Country/region tailor made network 	<ul style="list-style-type: none"> • Low involvement of local actors/EU MS embassies/EU associations • Demand unclear/unknown • No EC strategic vision as it is based on voluntary basis • No direct contact with “Europe” for researchers • Weak reporting/monitoring from EC • Reduced ownership of strategy and content by EC • Potential lack of EU dimension. 	<ul style="list-style-type: none"> • Allows significant expansion of the ELA if successful 	<ul style="list-style-type: none"> • If not well done, EC cannot stop it • Distance from ELA principles and objectives • Franchisee’s potential inclination to use the network for its own purpose • Can disappear anytime due to voluntary-based approach

5.3.2.5 Scenario 5

Scenario 5 proposes an outsourcing option. As illustrated in the graph below, the management structure of scenario 5 is based on a network fully implemented and run by external resources. The network is overseen by the EC in terms of strategy but it is fully outsourced in terms of implementation of day to day activities and coordination at EU and local/regional level.

Management Structure

Figure 6: Management structure of scenario 5



In terms of roles and responsibilities, the EC will remain responsible at strategy level and would be receiving feedback from the subcontractor(s). The subcontractor will execute the coordination at EU level as well as ensuring the local/regional coordination and the animation of the network. However, it is important to note that DG RTD will still be informed and consulted as regards to the coordination at EU level while the EC Delegation to each country covered will remain informed and consulted as regards to the coordination at local level.

The table below summarise the roles and level of involvement (RACI) of the actors of the network “Outsourced”.

Table 11: Roles and level of involvement of the actors in the management structure of scenario 5

Role	Actors involved		
	DG RTD	EC Delegation	Subcontractor (s)
Strategy	RA	I	I
Coordination at EU level	CI	I	RA
Coordination at local level	I	CI	RA
Animation	I	I	RA

Within scenario 5, the different variations presented for each previous scenario either regional or national have no impact. Scenario 5 is flexible in terms of adopting different variations as countries involved.

Budget

Regarding the financial aspects of the network, it is important to note that scenario 5 implies that the EC launches a call for tender for the management and implementation of activities by the subcontractor(s).

The EC would need to have at least one person available regarding the overall strategy (DG RTD) and follow up of the different ELAs (feedback to be provided regularly by the subcontractor).

In terms of human resources regarding the overall coordination and implementation, through the call for tender the EC would indicate the tasks, deliverables and timeframe with an allocated budget and each bidder would indicate their forecast regarding the human resource allocation.

SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Less administrative burden in long run • One coherent management structure • Extra ideas on strategy from the outsourcing company • One contract but many adjusted management and operational models • More coherent approach • Sustainable • Easier “corporate branding” 	<ul style="list-style-type: none"> • Higher cost • Periodical project but gap between calls • No direct contact for researchers with “Europe” (and vice-versa) • Accounts less for country and regional variation • Integration of current ELAs 	<ul style="list-style-type: none"> • Within one scenario, all countries/approaches can be covered • Consistency and harmonisation in the activities of ELA globally 	<ul style="list-style-type: none"> • Poor or few tender bids • Difficulty to find one company to carry out the tasks • Gradual loss in the policy aspects of ELA

6 Recommendations

6.1 Proposed countries for the next generation of ELA

- Based on the fact that the five countries selected for fieldwork expressed an interest in ELA, the study team recommends that there should be a prioritisation in order to select the countries for the geographical expansion of ELA. This selection should be based on the criteria identified by the EC within budget and resources strategy. The key criteria for the selection should be the perception of the critical mass (EU researchers) in the third country, the readiness of the local actors to implement the network and the strategic importance of the third country to the EC and their cooperation level.
- The expansion of ELA in Latin America should follow a regional approach. There are different options in terms of how the regional approach can be implemented. The study team recommends that the expansion of ELA in Latin America should consider involving actively existing EU initiatives (BILAT projects: “Oficinas de Enlace”). A first step should be to launch the ELA network in those third countries where there are “Oficinas de Enlace”. Nevertheless, the network should be open to all the countries that are trying to engage with the EC on an S&T discussion even if they have not an S&T agreement yet.
- The study team recommends that a national approach is followed in the case of Canada based on the request and needs of EU researchers. In addition, future collaboration between ELA Canada and ELA US should be envisaged to maximise know-how and experience of the networks.
- The study team recommends that regional approach is followed after getting the network off the ground in Singapore. Based on capabilities and willingness showed by the EC Delegation to Singapore, we recommend that the network is implemented and animated by the EC Delegation.
- The study team recommends that regional approach is followed after getting the network off the ground in South Africa.

6.2 The next generation of ELA: added value, services and potential obstacles

6.2.1 Added-value

- The study team recommends that synergies are exploited with existing national, EU MS and EU initiatives in order to:
 - avoid duplication;
 - maximise existing services; and,
 - bridge the gap between EU researchers’ needs and potential services to be offered by the network.

This would allow to build upon experience and knowledge acquired by existing initiatives and to tailor the network to EU researchers’ needs. Cooperation, dialogue, and exchange of information should be further engaged amongst the different stakeholders.

6.2.2 Services

- From the ongoing services provided by the existing ELA, the study team recommends that the network focuses on the four services most requested by EU researchers (funding and cooperation opportunities, conferences/events organisation, newsletter).

- The study team recommends that the database is used as a tool to support promotion and communication activities of the network. In addition, the use of the database should allow ELA network's staff to:
 - tailor the services to target audience;
 - know better the target group to be reached;
 - improve service delivery.
- Based on the fact that there is no need for a physical office, the study team recommends that a helpdesk (phone and email) is implemented. We recommend that whoever is acting as helpdesk acts as a person of contact between the EU researchers, National Authorities, EU MS and EU stakeholders.

6.2.3 Potential obstacles and keys to success

- The study team recommends that the network targets the provision of information to the EU researchers' needs. Information provided to EU researchers should relate to EU and EU MS opportunities.
- The study team recommends that the ELA network actively pursues the cooperation with local stakeholders and existing initiatives (at national, EU MS and EU level). In addition, attention has to be paid to the availability of funds and human resources when implementing the network.
- The study team recommends that the EC seeks the support from local actors in implementing the communication strategy.
- Despite the fact that the target audience of the network is the EU researchers, the study team recommends that the network should be open to involving non-EU researchers, in certain activities, in order to enhance cooperation activities.

6.3 Management and governance scenarios

6.3.1 Common features

6.3.1.1 Roles and responsibilities

- When setting up the network, the study team recommends that the roles and responsibilities are clearly defined at each level of management structure within each scenario establishing written guidelines/procedures to ensure the same understanding across different ELA countries.

6.3.1.2 Activities

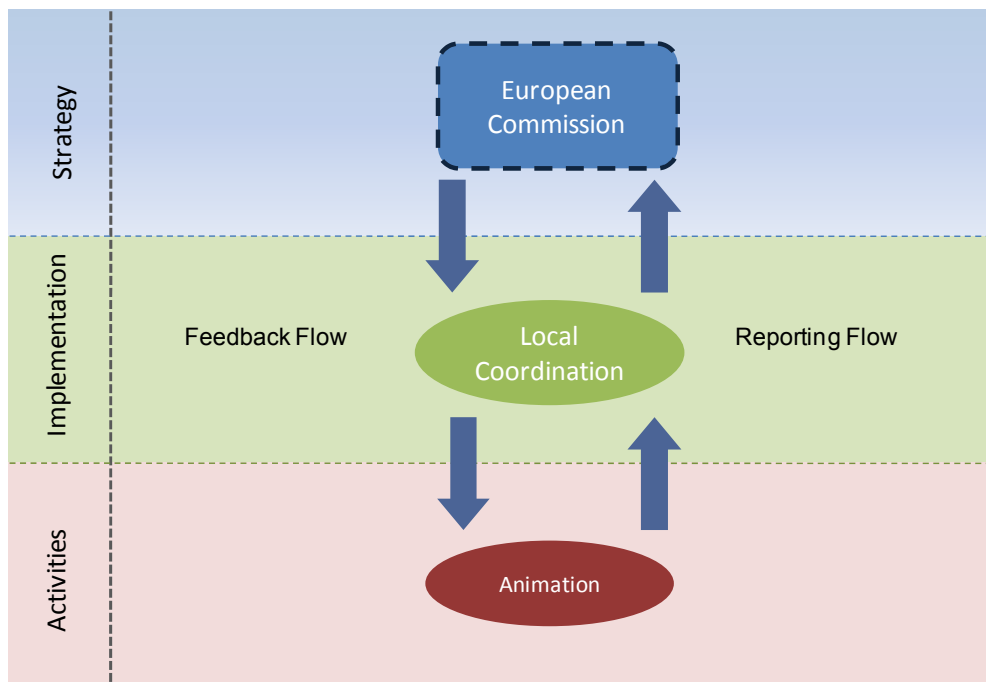
- The study team recommends that the activities targeting the end users of the network: EU researchers should include:
 - Development and maintenance of the website;
 - Updating of the website;
 - Updating of the database;
 - Content development of the SINAPSE community;
 - Launch and follow-up with members of the SINAPSE community;
 - Help desk activities (email, phone queries);
 - Newsletter;
 - Organisation and/or participation in events;

- Organisation of information sessions/meetings about ELA network to relevant stakeholders;
- Regular feedback to coordinator (local and/or EU level).
- In addition, the study team recommends that specific activities targeting the staff of the ELA network should include:
 - Training on EU issues;
 - Training on communication and information dissemination;
 - Training on SINAPSE tool;
 - Participation in meetings with other ELA network animators, Euraxess events;
 - Reporting.

6.3.1.3 Reporting

- The study team recommends that the reporting structure follows a streaming process based on the respective role and responsibilities of the actors involved:
 - Reporting, monitoring and evaluation at strategic level: this reporting process relates to the information flow between the local coordinator and DG RTD. The local coordinator of the network will submit an activity report on an annual basis. The report should be based on information collected through performance and quantitative indicators and will enable DG RTD to monitor and evaluate the strategic achievements of the networks. In addition, DG RTD will be informed of the implementation progress and the activities carried out to date.
 - Reporting, monitoring and evaluation of the implementation of the network. A reporting process will be put in place between the animators and the local coordinators of the networks. A six-monthly report will be submitted based on pre defined indicators. Those indicators will enable the local coordinator to monitor and evaluate the implementation of the network and the activities performed and to take necessary actions if any issues are identified. The local coordinator will use the information collected to produce the annual report to be submitted to DG RTD.
- The graph below summarises the proposed reporting process.

Figure 7: Reporting structure



6.3.2 Proposed scenarios

- Based on the SWOT analysis, the study team recommends the following issues to be taken into consideration for the geographic expansion of ELA:
 - Communication of Euraxess-Links:
 - Awareness amongst the target groups: the ELA brand has to be promoted in such a manner that awareness of the network increases among the research community due to the communication challenge identified by the study team.
 - Internal communication amongst:
 - ELA's staff: due to the potential expansion of ELA, there should be a clear communication plan including meetings, exchange of information, good practice, participation in Euraxess events;
 - Local actors (EC Delegations, EU MS embassies, national stakeholders): ensure all actors involved are aware of the activities and the overall strategy and enable them to further share their experiences/initiatives.
 - EC and stakeholders: there should be an information flow both at top-down and bottom-up level.
 - Sustainability of ELA:
 - While it is highly likely that ELA would not have got off the ground had it not been for DG RTD (putting resources behind the initiative), the SWOT raises the issue of sustainability. This is especially important given the reluctance researchers have for investing their time in networks and other initiatives that risk fading out after a couple of years. The study team recommends that the long-term strategy, the

need for an active involvement of EU researcher and the benefits (What is in it for me?) are communicated to the users.

- Preparation for expansion of ELA:
 - As this study presents mainly qualitative data on the feasibility of the geographic expansion of ELA, quantitative data should be gathered in order to further detail the needs and expectations of EU researchers and services to be provided to them.
- Impact of the Lisbon Treaty on ELA:
 - The study team recommends that the EC analyses the impact that the Lisbon Treaty could have on EC Delegation status and structure.

7 ANNEXES

Please see separately enclosed document.

Annex I – Detailed methodology and approach

Annex II – Findings of the exploratory phase

Annex III – List of interviewees per phase and country

Annex IV – Interview Guide for stakeholders