

**Mid-term review of  
the contractual Public Private  
Partnerships (cPPPs)  
under Horizon 2020**

***Report of the Independent Expert Group***

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# The Group of Experts

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# Terms of References

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- Efficiency
- Relevance and Appropriateness
- Coherence with other EU instruments
- Effectiveness
- Impact - EU Value added

# Methodology

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- Analysis of Monitoring Reports
  - Questionnaire to the Associations
  - Interviews with Associations, participants, SMEs
  - Analysis of data from CORDA database
  - Informal consultation of Member States
  - Maturity and Nature of cPPPs
- The Survey:**
- 7 questions
  - 9 answers (all associations replied)
- The interviews**
- 56 persons interviewed:
    - Representatives of 12 Associations
    - EC officers in charge of cPPPs
    - MEP Soledad Cabezón Ruiz
    - MEP Christian Ehler
    - Peter Dröll, Director DG RTD
    - Khalil Rouhana, Deputy Director General DG CONNECT

# cPPPs in H2020

- More involvement/commitment of Industry
- Contractual agreements define budgets, KPIs, governance
- Calls managed by EC according to H2020 rules

	<b>Total Union funding (€)</b>	<b>European funding (€)</b>	<b>Number of projects</b>
<b>5G</b>	129 849 414		19
<b>Big Data</b>	69 879 676		15
<b>EeB</b>	203 759 304		46
<b>EGVI</b>	281 659 651		36
<b>FoF</b>	428 061 070		94
<b>HPC</b>	179 166 049		33
<b>Photonics</b>	228 402 782		56
<b>Robotics</b>	235 991 838		52
<b>SPIRE</b>	356 873 815		61

# Efficiency

- Overall cPPPs have performed efficiently in the 2014-2016.
- In terms of time to grants they have performed better than average H2020.
- Wide scope of call topics and requirements not always well specified
- Overall cPPPs organization ensure openness, inclusion and transparency

	5G	Big Data	EeB	EGVI	FoF	HPC	Photonics	Robotics	SPIRE
% of non-members in the participations (beneficiary count)	71	78	75	67	77	62	80	58	73
% of EU funding to non-members	60	71	70	53	77	60	71	46	71
% of SMEs in participations (partner count)	>17	>25	>33	>15	>35	>11	>28	>18	>27

	Average time to grant (days)	Average quality rate (%) - proposals above threshold/eligible proposals	Average success rate (%) - funded projects/eligible proposals for funding
<b>FP7</b>	313	45.3%	16.8%
<b>Horizon 2020</b>	233	45.0%	11.0%
<b>5G</b>	203	52.5%	23.8%
<b>Big Data</b>	200	50.0%	17.0%
<b>EeB</b>	198	22.6%	12.1%
<b>EGVI</b>	219	41.4%	19.9%
<b>FoF</b>	205	25.0%	12.4%
<b>HPC</b>	219	66.7%	29.7%
<b>Photonics</b>	218	59.7%	19.5%
<b>Robotics</b>	216	39.4%	10.1%
<b>SPIRE</b>	205	19.2%	8.6%

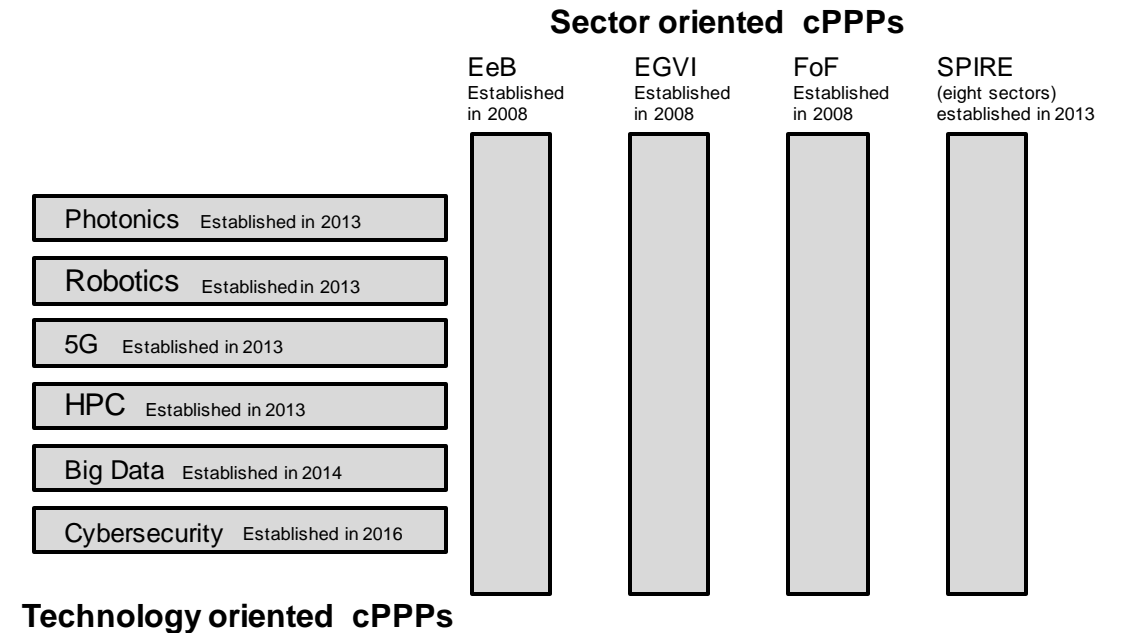
# Relevance and Appropriateness

- Private for profits are major beneficiaries
- SME participation is generally high, but funding shares differ among cPPPs
- EU-13 partners funding share is generally not higher than H2020 average
- Concentration of beneficiaries is higher than average in H2020.
- Communication and dissemination of results should be aligned with the best practices.
- Not a common defined process to update Roadmaps.

	FP7	Hori zon 2020	5G	Big Dat a	EeB	EGV I	FoF	HPC	Pho toni cs	Rob otic s <sup>12</sup>	SPI RE
% of funds to private for-profit (PRC)	25%	28%	63%	46%	53%	62%	53%	26%	44%	26%	50%
% of funds to SMEs	15%	24%	16%	19%	31%	11%	30%	13%	26%	10%	26%
% of funds to top 10 beneficiaries	8%	10%	25%	31%	14%	28%	15%	32%	25%	21%	15%
% of funds to top 50 beneficiaries	20%	22%	65%	64%	37%	58%	35%	69%	50%	56%	36%
% to top 5 countries	58%	58%	70%	66%	62%	74%	67%	74%	62%	70%	57%
% funding to EU13	4%	4%	2%	5%	9%	3%	4%	3%	4%	3%	5%

# Coherence

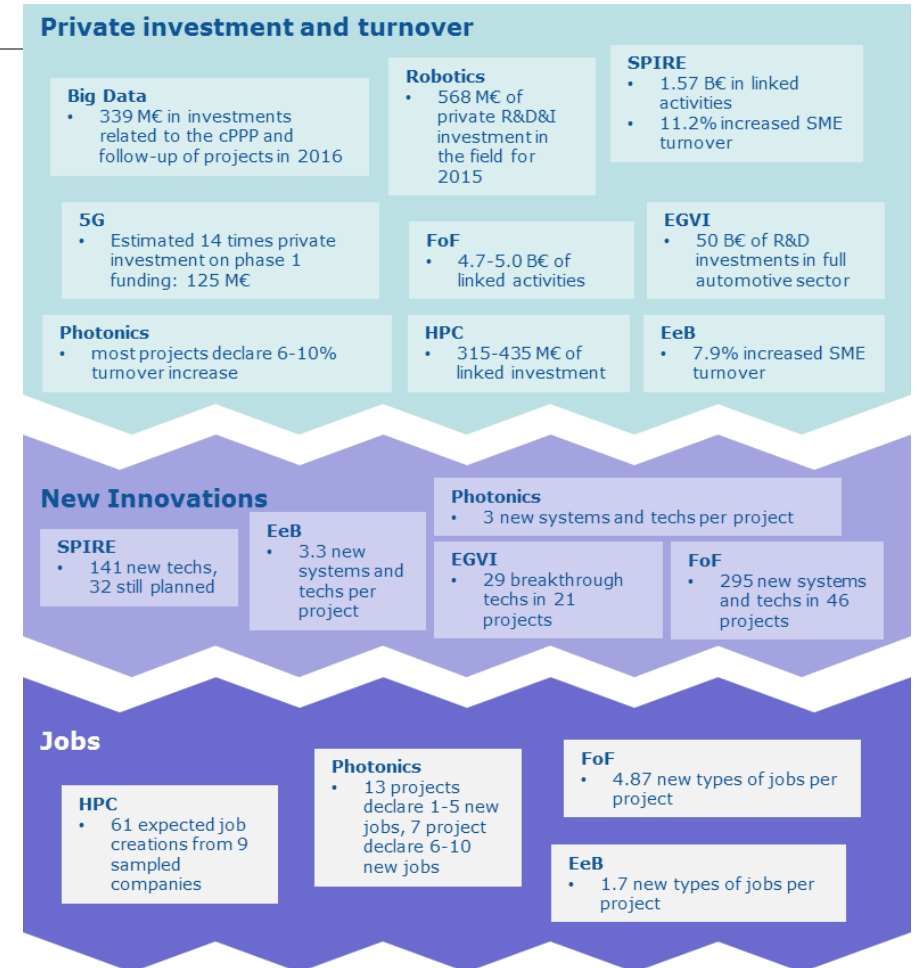
- cPPPs are linked to other Industrial Pillars Programs of H2020 and to KICs.
- Potential synergies and cross-fertilization appear not fully exploited.
- More structured links to JTI, KICs and instruments to fund projects follow up, especially for SMEs.
- Few joint calls among cPPPs.





# Effectiveness

- Too early to evaluate impact of cPPPs on European Industry competitiveness.
- According to Monitoring Reports and available statistics, the cPPPs fulfill the (measured) contractual KPIs.
- KPIs are not smart, realistic, measurable and assessed.
- Leverage KPIs are not measured according to a common, robust methodology. It is not possible to assess the fulfillment of financial commitment by the Industry.
- We should deeply rethink the KPI definition, measurement and assessment.



# Impact - EU Value Added

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- A significant positive impact at EU level
  - Enhancing interactions - consolidating networks.
  - Empowering the value chains
- Overall limited impact on national and regional policies
- Role of Member States

## Multi-dimensional analysis of all cPPPs.

Evaluation levels: **WOT**="Well on Track", **STG**="Shift the Gear" and **NE**="Not evaluable".

Evaluation dimension	5G	BigData	EeB	EGVI	FoF	HPC	Photonics	Robotics	SPIRE
Open discussion on roadmaps	WOT	WOT	WOT	NE	WOT	WOT	WOT	WOT	WOT
Challenging and updated roadmaps	WOT	WOT	STG	STG	WOT	NE	WOT	WOT	STG
High number of industry and RTO (representativeness)	WOT	WOT	WOT	STG	WOT	STG	WOT	WOT	WOT
Portal of project results	WOT	NE	WOT	STG	WOT	WOT	WOT	WOT	WOT
Dissemination activities	WOT	WOT	WOT	NE	WOT	WOT	WOT	WOT	WOT
KPI reporting	WOT	STG	WOT	STG	STG	STG	WOT	STG	WOT
Methodology to compute Leverage KPI	STG	STG	STG	STG	STG	STG	STG	STG	STG
Easy access to information and membership (newcomers)	WOT	WOT	WOT	WOT	WOT	WOT	WOT	WOT	WOT
Links to other cPPPs and EU Actions and Instruments	STG	WOT	WOT	WOT	WOT	WOT	WOT	WOT	STG
Inclusion of SMEs	STG	WOT	WOT	STG	WOT	STG	WOT	STG	WOT
Inclusion of EU13	STG	WOT	WOT	STG	WOT	WOT	WOT	STG	WOT

# The Recommendations of the Group

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## ***Recommendation #1:***

*The process of translating priorities from the roadmap into calls should be more participatory, ensuring clear links between roadmaps and calls under a common process between the industrial association and the European Commission. The more focused calls in line with the needs defined in the roadmap will increase the effectiveness and the quality of proposals. An agreed, clearer timeline between the European Commission and private side is suggested, ensuring that time-sensitive priorities are fully implemented.*

# The Recommendations of the Group

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## ***Recommendation #2:***

*The governance of cPPPs should be revised. Associations and European Commission should enhance the transparency of the management processes, widen the debate and update reference roadmaps focussing on reaching the highest number of stakeholders and the broader society. Furthermore, the systematic dissemination of results, the development of studies of exploitation and the transferability of technical solutions within the same sector and along the supply chain are strongly encouraged. Participation of SMEs and EU-13 countries should be fostered.*

# The Recommendations of the Group

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## ***Recommendation #3:***

*The links between the cPPPs and the other European Commission instruments should be strengthened. The European Commission should take systemic action (e.g. mapping synergies) to develop joint programming, cross-fertilisation and partnerships.*

# The Recommendations of the Group

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## ***Recommendation #4:***

*The Expert Group strongly recommends redesigning the KPI framework of all cPPPs. The redesign process should be coordinated by the European Commission and start soon after the publication of this report.*

# The Recommendations of the Group

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## ***Recommendation #5:***

*In order to enhance the impact of the cPPPs on national and regional policies as a way to increase their EU value-added, Member States should be represented in the cPPPs. The Commission should explore jointly with Member States suitable mechanisms.*



# The Recommendations of the Group

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## ***Recommendation #6:***

*The Expert Group joins the Fab-Lab-App recommendation to move towards a mission-driven approach in the next Framework Programme. Industrial associations and the European Commission should cooperatively mobilise joint investments in order to tackle industrial, scientific and societal challenges. Mobilising joint investment in established missions, through a dynamic and flexible co-fund mechanism may be a way to take the cPPP instrument forward.*

