
STRATEGIC PLANNING – FROM THE STRATEGIC PLAN TO THE WORK PROGRAMMES



Permanent Representation of Slovenia to the EU
16 November 2023
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Planning

Agenda



What is the strategic plan?

Overview and rationale

Content

The way leading to the 2nd strategic plan



From the strategic plan to the work programmes



WHAT IS THE STRATEGIC PLAN?

Overview



Six Commission priorities for 2019-2024

A EUROPEAN GREEN DEAL

Striving to be the first
climate-neutral continent

AN ECONOMY THAT WORKS FOR THE PEOPLE

Working for social fairness
and prosperity

A EUROPE FIT FOR THE DIGITAL AGE

Grasping the opportunities
from the digital age within
safe and ethical boundaries

PROMOTING OUR EUROPEAN WAY OF LIFE

Building a Union of equality
and diversity, standing up for
justice and values

A STRONGER EUROPE IN THE WORLD

Strengthening our unique
brand of responsible global
leadership

A NEW PUSH FOR EUROPEAN DEMOCRACY

Nurturing, protecting and
strengthening our democracy

Rationale for strategic planning



Research and innovation projects funded by Horizon Europe can make a great contribution to key EU policy priorities



What is required is an effective interface between EU policy priorities and programme activities
⇒ **Strategic Plan**



Strategic Plan as intermediate step towards the work programme:

Defines **key strategic orientations**

Outlines important **approaches and instruments** for the implementation

A chance to **interact with stakeholders and citizens** on research priorities

Benefits of strategic planning – increasing the impact of investments in R&I

The Strategic Plan



acts as a **reference document** with which Member States and associated countries can align activities, ensuring better coordination;



is **co-created** with Commission services (including executive services) and **co-designed** with citizens and stakeholders and in an extensive exchanges with the Member States and the European Parliament;



takes into account inputs from **stakeholder consultations**, helping to identify and fine-tune priorities to fit societal needs.

For stakeholders strategic planning represents:



A chance for **interaction on R&I priorities** in an open forum;



Greater **transparency and continuity** on priorities for the work programmes.

Overview of the strategic planning



WHAT IS THE STRATEGIC PLAN?

Content



Content and process is set out in the Horizon Europe Specific Programme

- **Article 6:** “[...] *the implementation of the Specific Programme shall be facilitated by a multiannual Strategic Plan of R&I activities, also promoting consistency between the work programmes, EU priorities and national priorities. The result of the strategic planning shall be set out in a multiannual Strategic Plan, for preparing the content in the work programmes, [...]*”
- **Coverage:** In particular Pillar II, 'Global Challenges and European Industrial Competitiveness' and cover also relevant activities in other pillars and the Widening Participation and Strengthening the European Research Area part.
- **Content:** Key strategic orientations for R&I support, including a description of expected impacts, identification of co-programmed and co-funded European Partnerships and Missions; Areas for international cooperation; Specific issues such as SSH, Gender, Ethics etc.
- **Process:** Early involvement and extensive exchanges the Member States; extensive exchanges with the European Parliament, complemented by consultation with stakeholders and the general public.
- **Analysis** to be taken into account.

Horizon Europe Strategic Plan: content

The Horizon Europe Strategic Plan 2021-2024 was adopted in March 2021.

key **strategic orientations** for research and innovation support and their **expected impacts**

identification of European co-funded and co-programmed **partnerships**

identification of EU **missions**

approach to **international cooperation**

orientations on **specific issues** like gender, open science, dissemination and exploitation and other cross-cutting issues

detailed **cluster-specific annexes**



Key strategic orientations from 2021 to 2027

Key Strategic Orientation A

Promoting an open strategic autonomy by leading the development of key digital, enabling and emerging technologies, sectors and value chains to accelerate and steer the digital and green transitions through human-centred technologies and innovations

Key Strategic Orientation B

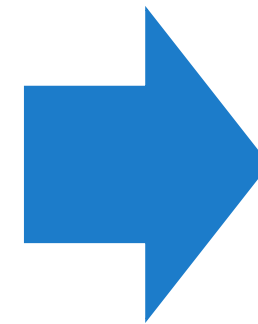
Restoring Europe's ecosystems and biodiversity, and managing sustainably natural resources to ensure food security and a clean and healthy environment

Key Strategic Orientation C

Making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction and production systems

Key Strategic Orientation D

Creating a more resilient, inclusive and democratic European society, prepared and responsive to threats and disasters, addressing inequalities and providing high-quality health care, and empowering all citizens to act in the green and digital transitions



Green transition

Digital transition

A more resilient, competitive, democratic and inclusive Europe

Strategic Plan 2021 – 2024: new approach to partnerships

New generation of **strategic** and **more ambitious** partnerships in support of **agreed EU policy objectives**

Strategic Planning: identification of priorities to be addressed by partnerships

CO-PROGRAMMED

Based on Memoranda of Understanding/contractual arrangements; implemented independently by the partners and by Horizon Europe



Topics included in the 'main' work programmes

CO-FUNDED

Based on a joint programme agreed and implemented by partners; commitment of partners for financial and in-kind contributions



Initial co-funding included in the 'main' work programmes
-> partnerships then implement

INSTITUTIONALISED

Based on long-term dimension and need for high integration; partnerships based on Art 185/187 of TFEU and the EIT legal acts for 2021-2027

Strategic Plan 2021-2024: 49 European Partnerships

PILLAR II - Global challenges & European industrial competitiveness

CLUSTER 1: Health	CLUSTER 4: Digital, Industry & Space	CLUSTER 5: Climate, Energy & Mobility	CLUSTER 6: Food, Bioeconomy, Agriculture, ...
Innovative Health Initiative	Key Digital Technologies	Clean Hydrogen	Circular Bio-based Europe
Global Health Partnership	Smart Networks & Services	Clean Aviation	Rescuing Biodiversity to Safeguard Life on Earth
Transformation of health systems	High Performance Computing	Single European Sky ATM Research 3	Climate Neutral, Sustainable & Productive Blue Economy
Chemicals risk assessment	European Metrology (Art. 185)	Europe's Rail	Water4All
ERA for Health	AI-Data-Robotics	Connected and Automated Mobility (CCAM)	Animal Health & Welfare*
Rare diseases*	Photonics	Batteries	Accelerating Farming Systems Transitions*
One-Health Anti Microbial Resistance*	Made in Europe	Zero-emission waterborne transport	Agriculture of Data*
Personalised Medicine*	Clean steel – low-carbon steelmaking	Zero-emission road transport	Safe & Sustainable Food System*
Pandemic Preparedness* <i>Co-funded or co-programmed</i>	Processes4Planet	Built4People	
	Global competitive space systems**	Clean Energy Transition	
		Driving Urban Transitions	

- Institutionalised Partnerships (Art 185/7)
- Institutionalised partnerships / EIT KICs
- Co-Programmed
- Co-Funded

PILLAR III - Innovative Europe

EIT	SUPPORT TO INNOVATION ECOSYSTEMS
InnoEnergy	Innovative SMEs
Climate	
Digital	
Food	
Health	
Raw Materials	
Manufacturing	
Urban Mobility	
Cultural and Creative Industries	
CROSS-PILLAR II AND III	
European Open Science Cloud	

* Calls with opening dates in 2023-24
 ** Calls with opening dates not before 2022





2025-2027: new candidate Partnerships

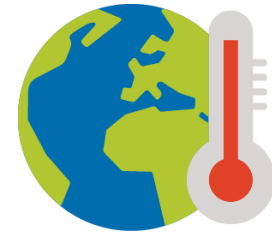
- ✓ 17 July 2023: [Second batch](#) of candidate **co-funded and co-programmed European Partnerships** proposed
- ✓ Selection takes place in context of **Strategic Coordinating Process** for European Partnerships that complements the strategic planning
- ✓ Early **involvement of Member States** is ensured through the **Partnership Knowledge Hub** and the **Strategic configuration of the Horizon Europe Programme Committee**
- ✓ **Selection criteria** based on **Annex III of the Horizon Europe Regulation**

2nd set of European Partnerships: Overview

Title	Envisioned implementation mode	Cluster
Brain Health	Co-funded	1
Forests and Forestry for a Sustainable Future	Co-funded	6
Innovative Materials for EU (I'M for EU)	Co-programmed	4
In-Orbit Demonstration and Validation	Co-funded	4
Raw Materials for the Green and Digital Transition	Co-funded	4
Resilient Cultural Heritage	Co-funded	2
Social Transformations and Resilience	Co-funded	2
Solar Photovoltaics	Co-programmed	5
Textiles of the future	Co-programmed	4
Virtual Worlds	Co-programmed	4

EU Missions

- **Adaptation to Climate Change:** support at least 150 European regions and communities to become climate resilient by 2030
- **Cancer:** improving the lives of more than 3 million people by 2030 through prevention, cure and for those affected by cancer including their families, to live longer and better
- **Restore our Ocean and Waters by 2030:** restore the health of our ocean and waters by 2030
- **100 Climate-Neutral and Smart Cities by 2030** and these cities should act as demonstration and innovation hubs to allow for all European cities to become climate-neutral by 2050
- **Improve the health of soils in Europe:** Create 100 living labs and lighthouses to lead the transition towards healthy soils by 2030



WHAT IS THE STRATEGIC PLAN?

Towards the Strategic Plan 2025-2027



Towards the Strategic Plan 2025-2027



- Creating the analytical foundation for the plan (analysis published May 2023)
- Collecting data and consulting stakeholders (results published April 2023)



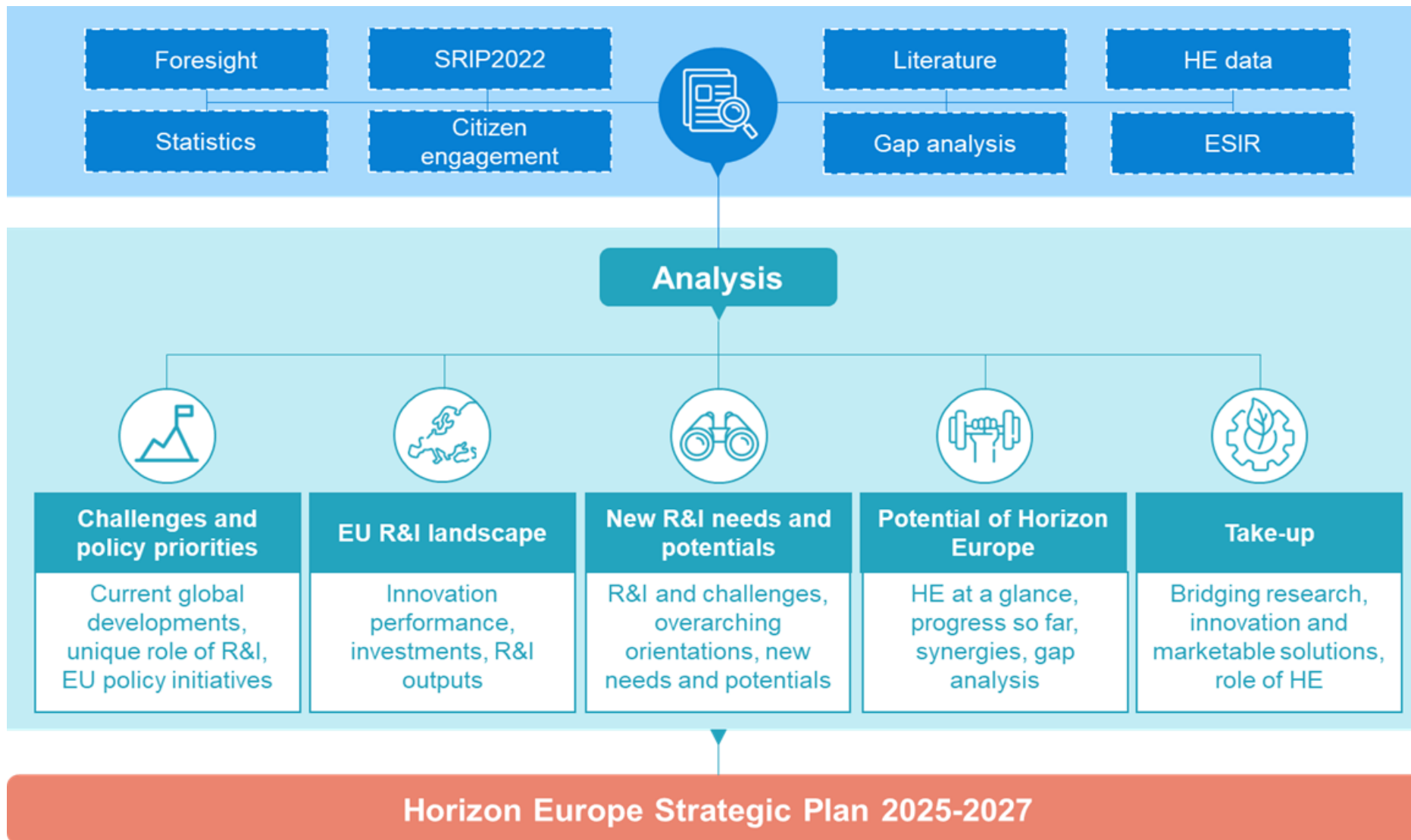
Drafting of the Strategic Plan Q2 2023 – Q4 2023



Adoption of the Strategic Plan Q1 2024

More information can be found on the [webpage of the Strategic Plan](#)

HE Strategic Plan 2025-2027 Analysis – overview of the analysis



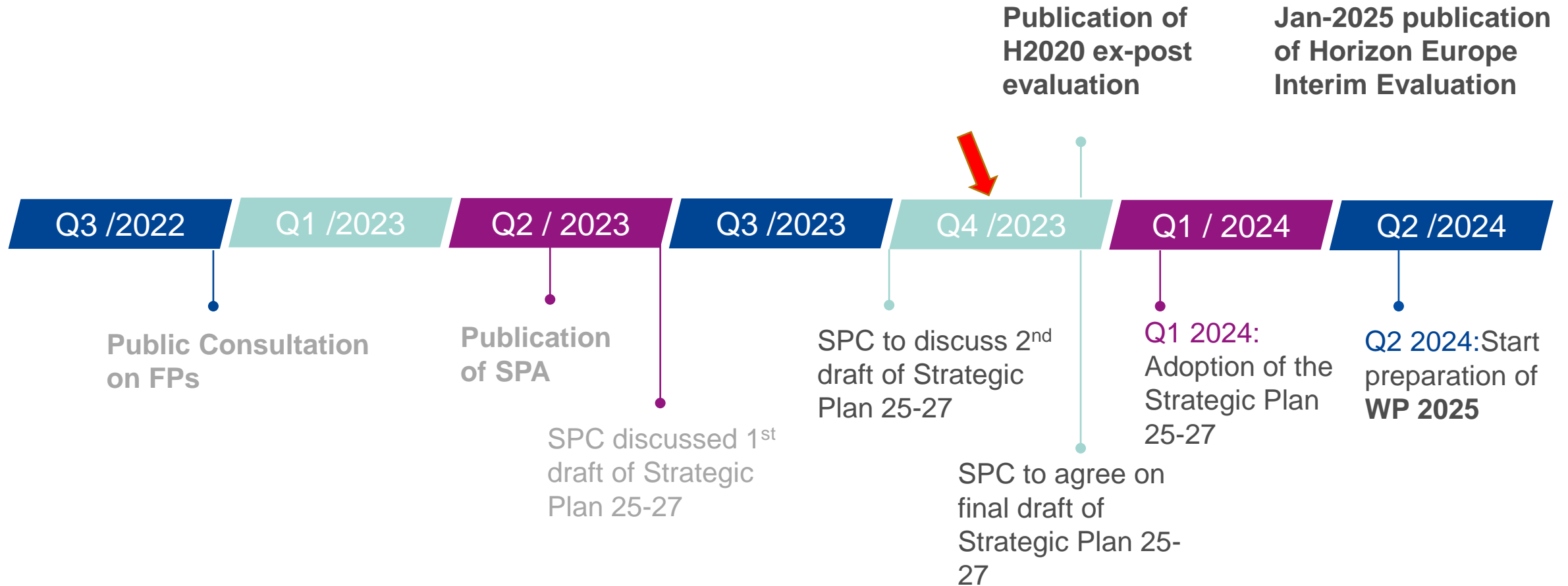
Some key messages



- investments in R&I to strengthen EU's resilience
- EU patenting world leader, but declining due to China's rise
- under-performance in digital technologies
- 3/4 proposals unfunded due to lack of budget
- improving the EU's ability to take up research into market is a priority

More information can be found online in the [analysis](#)

Timeline of strategic planning (tentative)



STRATEGIC PLAN AND WORK PROGRAMMES

From the strategic plan to the work programmes



About the Horizon Europe work programmes

Horizon Europe supports research and innovation especially through work programmes, which set out funding opportunities for research and innovation activities.

The 'main' Work Programme covers the following components of Horizon Europe:

- ❖ From Pillar I: Marie Skłodowska-Curie actions and Research infrastructures
- ❖ From Pillar II: all 6 Clusters and the Missions
- ❖ From Pillar III: the European innovation ecosystems
- ❖ From the 'horizontal pillar': Widening participation and spreading excellence, and reforming and enhancing the European R&I system (Widening Participation and Strengthening the European Research Area part).

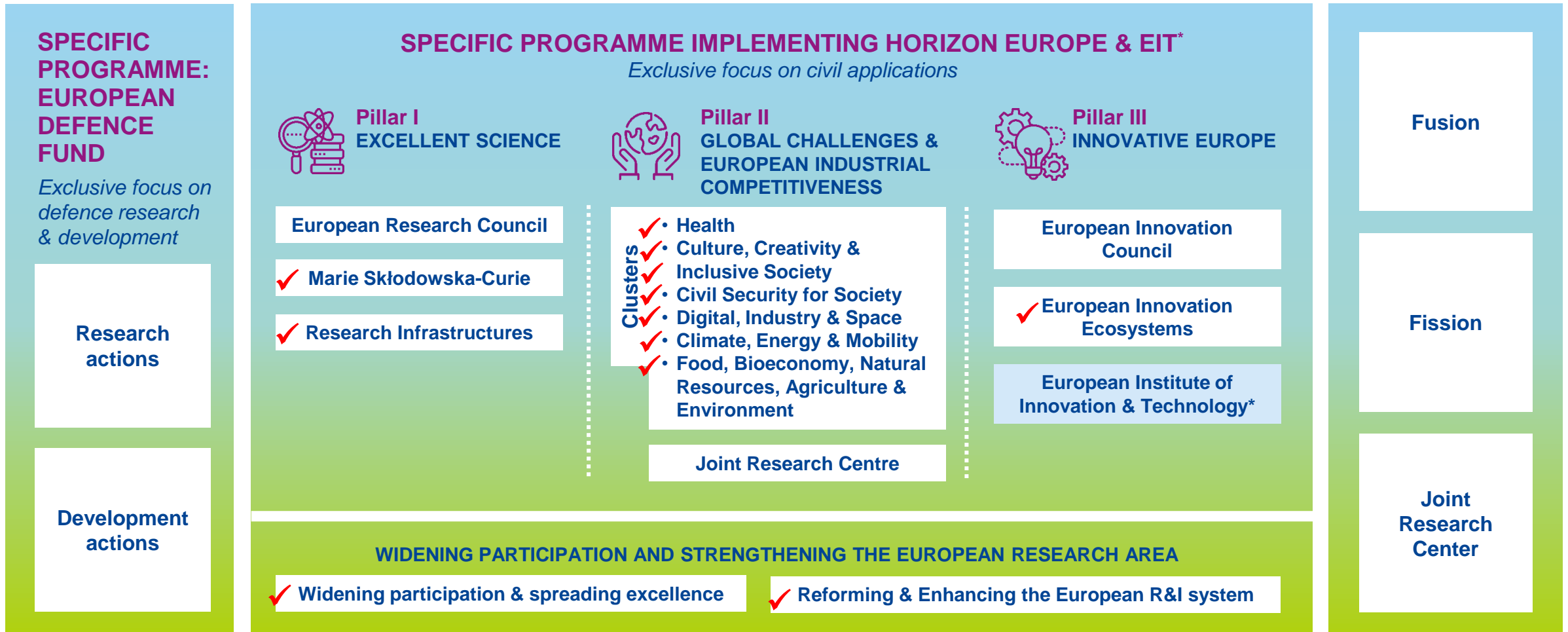
Separate work programmes cover:

- ❖ the European Research Council (ERC)
- ❖ the Joint Research Centre (JRC)
- ❖ the European Innovation Council (EIC)

The European Institute of Innovation and Technology (EIT) has its own modalities.

HORIZON EUROPE

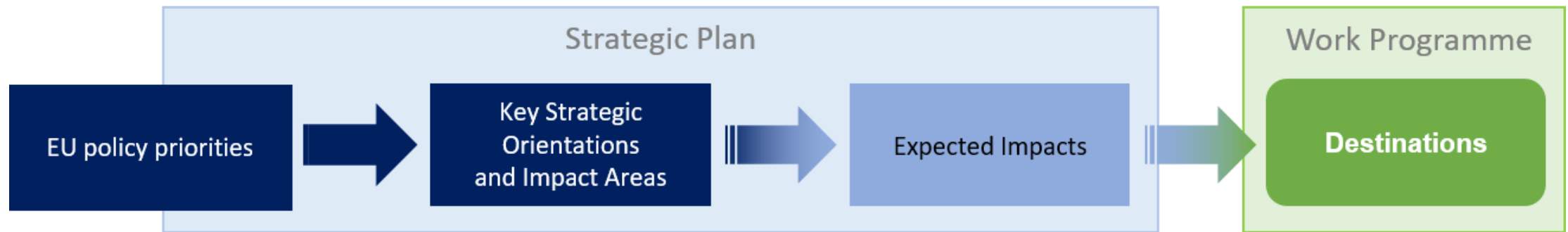
EURATOM



* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

✓ = covered by the 'main' Horizon Europe work programmes, together with a General Introduction, WP part on Missions, and General Annexes

From the key strategic orientations to the work programme



- The work programme parts are structured by ‘Destination’.
- Each ‘Destination’ in the Cluster work programme parts mirrors one specific expected impact of the strategic plan, while also contributing to other expected impacts
- All 32 expected impacts of the strategic plan are covered by the work programme
- The expected impacts are also used for monitoring and programme evaluation
- The expected impacts of the strategic plan cover the 4-year period 2021-2024, so are reflected in the ‘Destinations’ of the work programmes for 2021-2022 **and** 2023-2024

Work Programme 2023-2024 in a nutshell

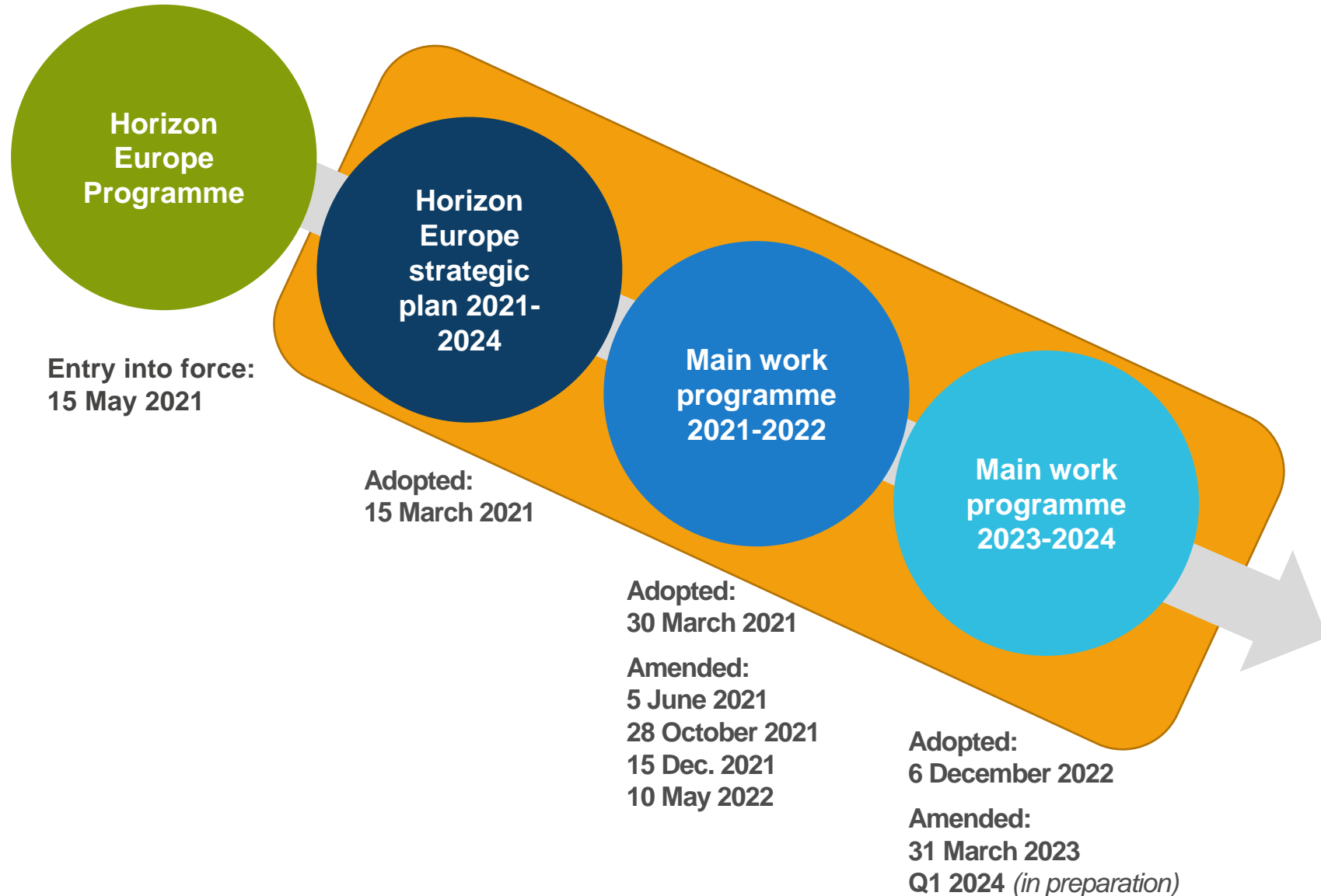


- Total budget ca. **€13.5 billion** for research and innovation (R&I)
- Support to the **green and digital transitions**:
 - climate objectives and biodiversity
 - digital transition in a wide range of sectors and core digital technologies
- Investment in EU's **safety, security** and **resilience**:
 - economic recovery from the COVID-19 pandemic
 - clean energy transition and reducing energy dependency
 - pandemic preparedness
 - fighting physical and cyber threats
- Targeted support for **Ukraine**
- Multiannual approach over the two-year period 2023-2024

EU Missions: state of play

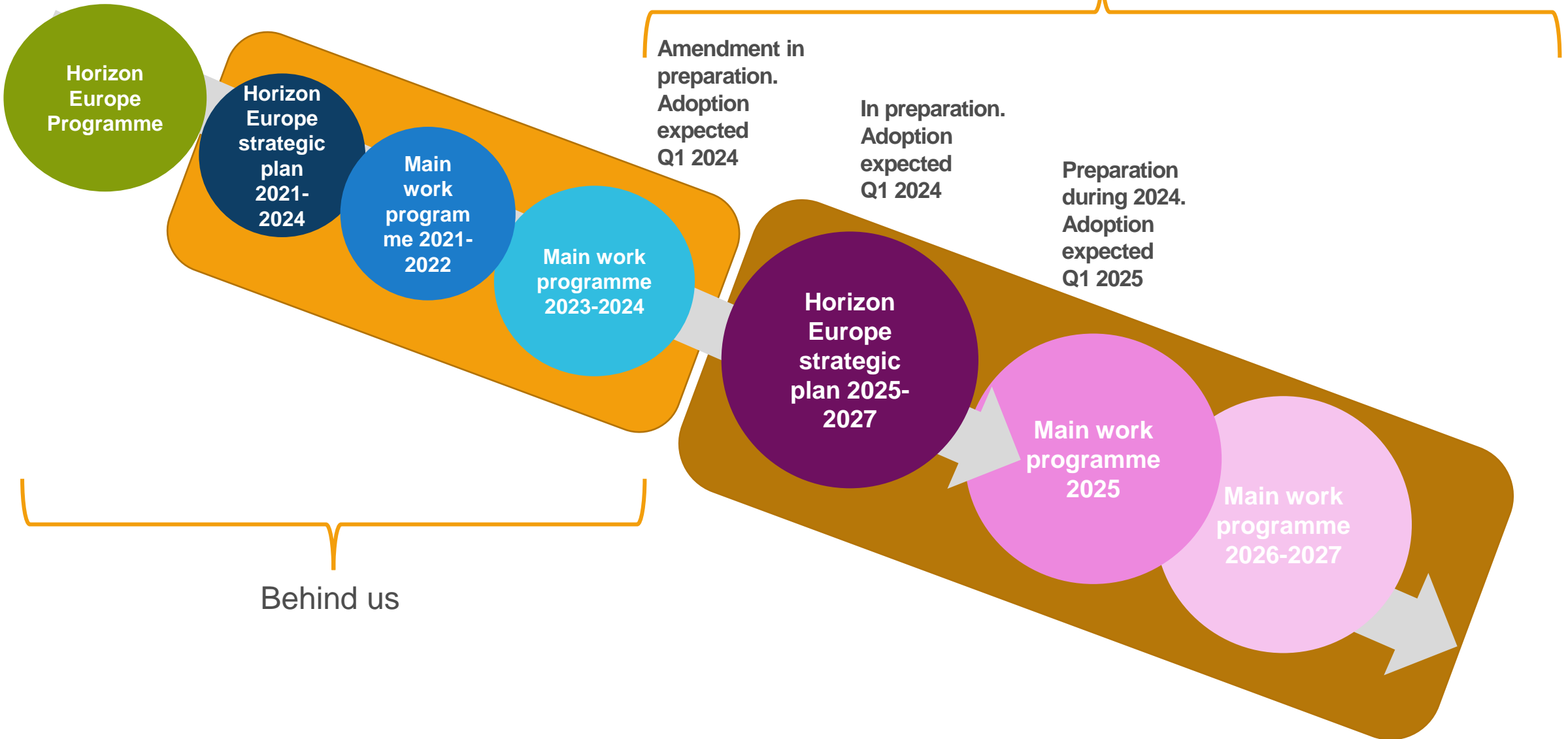
- Work Programme 2023-2024 currently only includes actions to support Missions using budget from 2023
- Horizon Europe legal basis requires review and assessment of EU Missions and Mission areas no later than 2023, before any decision is taken on creating new missions, or on continuing, terminating or redirecting ongoing missions
- Commission Communication “EU Missions two years on: assessment of progress and way forward” of 17 July 2023 presented the assessment and review, and confirmed continuation of the five EU Missions
- **Amendment to Work Programme 2023-2024 in preparation** to roll out actions to support Missions using budget from 2024 ➡ adoption expected in Q1 2024

The Horizon Europe story so far...



Looking ahead...

Ahead of us



ANY QUESTIONS?

Thank you for your attention!

