



14th meeting of the Shadow Strategic Configuration of the Horizon Europe Programme Committee

4 December 2020

1. Introduction

2. Approval of the agenda

Agenda SPC meeting 5 November 2020

1. Introduction
2. Approval of the agenda
3. Missions (*for discussion*)
4. Towards the 'main' Horizon Europe Work Programme 2021-2022
 - General Annexes (*for discussion*)
 - General Introduction (*for discussion*)
 - Support of NCP structures in the different parts of the 'main' WP 2021-2022 (*for information*)
5. Strategic Plan (*for information*)
6. European Partnerships (*for discussion*)
7. AoB
 - Future format of virtual SPC meetings

LUNCH BREAK: 12.00 – 12.30

3. Missions

Missions WP

- **First draft of the missions WP part**
- **Aim to lay the foundations for the missions approach, without prejudging the preparatory phase**
- **Supporting HE priorities**
- **5m Euro ceiling for each mission**
- **Some horizontal actions e.g. new Mission Boards**

Transnational cooperation on the Missions-approach

- **support national, regional and local approaches to deploy missions**
- **map national, regional and local, stakeholders, civil society organisations and institutions...**
- **exchange best-practice**
- **examine possibilities for linking funding towards mission goals**
- **prepare for potential hubs by mission at national level**

Coordination and Support Action (CSA); EUR 2 million

EIB Innovation Finance Advisory to support the implementation of EU Missions

EIB advisory services

- identification of investment sources, funding models and mechanisms
- understanding and use of appropriate financing tools and models including the development of blended instruments under InvestEU
- advice for financial structuring for mission demonstration/pilot projects and flagships
- development of networks and market intelligence

Grant to identified beneficiary (EIB); EUR 2 million

OECD Benchmarking Study on Missions Implementation

- **Governance of the missions implementation of missions to manage/steer a portfolio of activities/instruments)**
- **Implementation of a portfolio approach (what selection criteria, what mode of portfolio management)**
- **Connections/interlinkages between EU missions and EU Member States and EFTA countries related activities (e.g. joint governance, international cooperation etc.)**

Grant to identified beneficiary; EUR 0.1 million

Informing citizens and stakeholders about EU missions and engaging them in implementation

- **Inform and engage citizens and stakeholders to help launch and start implementing the missions**
 - Europe-wide, multilingual communication campaign to raise awareness among relevant audiences;
 - interactive offline and online events in the Member States
 - digital platform for transparency and to facilitate stakeholder and citizen engagement, including building of EU Missions community.

Public procurement; EUR 2.0 million

External expertise for advice the next phases of the design and implementation of missions for Horizon Europe

- **Set up new Mission Boards to provide advice in the missions implementation phase**
 - Call for Expression of Interest
 - 15 experts in each
 - spread of expertise including knowledge in business, economic social and environmental programmes, research and innovation

Expert Contract; EUR 1.5 million (2021)

Horizon Europe Missions

MISSION
CANCER

#HorizonEU #MissionCancer



Mission Cancer – proposed actions WP2021

- **Understanding:** Preparing *UNCAN.eu*, a European initiative to better understand cancer - CSA - 2 million EUR;
- **Prevention:** A SWOT study on cancer registries and cancer registration in EU-27; A SWOT study on population- and risk-based screening and early detection of breast, colorectal, cervix cancer in EU-27; A study on research into the commercial determinants of health; A study on cancer-health literacy in EU-27.
- **Diagnosis & treatment:** A study on comprehensive cancer care infrastructures in EU-27; A study on interest and feasibility of a pragmatic, co-funded clinical trial program in EU-27.
- **Quality of life:** A procurement action to develop a concept and feasibility of a virtual pilot patient digital centre.
- **Via the transnational network for mission implementation:** ‘Meet & Monitor Missions’ event and ‘Annual Missions innovation fair’

Horizon Europe Missions

ADAPTATION TO CLIMATE CHANGE,
INCLUDING SOCIETAL
TRANSFORMATION

#HorizonEU #MissionClimate



Proposed action: Prepare the ground to meet the foreseen adaptation

Objectives

Support local and regional authorities meet:

- ✓ Foreseen adaptation obligations in the Climate Law
- ✓ Requirements of the Union Civil Protection Mechanism legislation

In particular to:

- Better understand their climate risks, solutions available to mitigate such risks and ways to achieve climate resilience
- Enable the engagement of citizens and stakeholders in the co-creation of data, knowledge and solutions
- Map and facilitate access to funding programmes

Action and Budget

Type of action: Coordination and Support Action (CSA)

- Proposals shall address tasks and services to deliver on all the objectives of the topic.
- These services should be accessible on a demand basis to as many regional and local authorities as possible.
 - *Priority could be given to areas with the highest vulnerability and/or least adaptive capacity to climate change impacts.*
- Climate risk assessments could be delivered in a decentralised mechanism, e.g. through a voucher system

Budget: EUR5 million

Horizon Europe Missions

MISSION
HEALTHY
OCEANS, SEAS, COASTAL AND
INLAND WATERS

[#HorizonEU](#) [#MissionOcean](#)

JYRKI SUOMINEN
DEPUTY HEAD OF UNIT C.4 HEALTHY OCEANS & SEAS
DG RESEARCH AND INNOVATION



Building capacities for demonstrating innovative solutions for a healthy ocean, seas and waters with cross-cutting citizen and stakeholder involvement

- Mission intervention logic is currently being worked out;
- Novel innovations and solutions tackling the mission objectives may be showcased in lighthouse demonstrators;
- This preparatory topic includes a limited set of initial activities to prepare for the identification, future scale-up and full deployment of these lighthouse demonstrators.

Action and Budget

5 lines of activity to develop, test and pilot methodologies for:

- the identification and selection of lighthouse demonstrators; scale-up feasibility; inter-connected demonstrator networks;
- working together and co-creating with national hubs, citizens and all relevant stakeholders;
- an EU-wide network of citizens assemblies concept;
- a monitoring facility with relevant indicators for tracking mission implementation progress;
- visionary visual examples of what lighthouse demonstrators could bring to communities in terms of public good solutions.

Budget: € 5 million

Horizon Europe Missions

MISSION
CLIMATE-NEUTRAL AND
SMART CITIES

#HorizonEU #MissionCities

Watch a [short video](#) on
our vision for the mission



Climate Neutral and Smart Cities Draft WP

Other budget implementation instruments:

Scientific and technical services by the Joint Research Centre

- The purpose of this action is to provide, through an Administrative Agreement with the Joint Research Centre, scientific and technical support towards achieving climate-neutrality at urban level, in line with the European Green Deal objectives and the proposed Mission on 'Climate-neutral and smart cities'. The activities will provide extended data, methodologies and analysis for accelerating the transition towards climate-neutrality throughout European cities.

Climate Neutral and Smart Cities Draft WP

- The proposed activity will be structured around three main outputs:
 - Development of a ‘Self-assessment toolkit for cities’ climate-neutrality pathway’;
 - Mapping of European cities’ preparedness level and ambition;
 - Mapping of proved R&I solutions and conditions enabling their transferability.

Climate Neutral and Smart Cities Draft WP

- The listed activities should ensure the uptake and capitalisation of the existing EU urban initiatives and policies, while also considering the necessary interaction with the one-stop-shop to be established under the Horizon 2020 topic LC-GD-1-2-2020 on 'Towards Climate-Neutral and Socially Innovative Cities'.
- Type of Action: Provision of technical and scientific services by the Joint Research Centre
- Indicative timetable: 2nd Quarter of 2021 to 4th Quarter of 2021
- Indicative budget: EUR 1.5 million from 2021 budget

Horizon Europe Missions

MISSION AREA
SOIL HEALTH AND FOOD

[#HorizonEU](#) [#MissionSoil](#)

ANNETTE SCHNEEGANS
DG AGRICULTURE AND RURAL DEVELOPMENT
UNIT B.2 RESEARCH AND INNOVATION



Topic HORIZON-MISS-SOIL-2021-01-01: Building capacities for engagement, outreach and knowledge on soil health

- Budget: 5m€; topic will **prepare the ground for a quick uptake of the mission** and its various building blocks
- It will **support implementation of the new Soil Strategy and the EU Soil Observatory** (launch today!)

Education and
outreach (Objective
8: Increase soil
literacy in society)

Network of
lighthouses and living
labs



Soil monitoring

Activities under the topic

Support to Living labs and lighthouses

- identify existing “soil needs” in regions in each Member State;
- mapping of current and emerging Living Labs and Lighthouses targeting various types of land use;

Support to Monitoring

- improve analysis of available soil data and knowledge on soil indicators (as proposed by Mission Board Soil Health and Food).

Support to education, outreach and engagement

- connect existing platforms and on-line resources and create one-stop shops on soil information in Member States including “best of” online material on soil health
- develop and test soil curricula in education and professional training; reward examples of soil education and social innovation in the area of soil health

Expected outcomes

- Increased **networking and knowledge exchange between communities at regional/local level** (incl. in living labs and lighthouses);
- Increased **insight into the status of soil health in European regions** and improved analytical **capabilities for policy making**;
- Improved **access to evidence-based information, data and resources** for all sectors of society;
- Enhanced **opportunities for training and education** on soil health;
- Creation of **online virtual communities** on soil stewardship using social media and making full use of **the potential of digital tools**.



6. Towards the 'main' Horizon Europe Work Programme 2021 -2022

6.1 General Annexes

Summary of main changes

- Additional admissibility criterion for blind evaluation pilot (pages 4+24)
- Transitional provision for countries associated to Horizon Europe (page 6)
- Revised and updated security conditions (pages 10-11)
- All award criteria for all types of action now included (pages 18-20)
- Revised ex-aequo criteria (pages 23-24)
- PPI funding rate added (page 27)
- IPR and Open Science provisions from MGA added (page 29)

Open Sciences under excellence criterion

Ex aequo proposals

Order of application	H2020 criteria	HE original proposal	New proposal for HE
1	Proposals that address topics, or sub-topics, not otherwise covered by more highly ranked proposals, will be considered to have the highest priority.	Proposals that address call aspects not otherwise covered by more highly ranked proposals, will be considered to have the highest priority.	Proposals that address call aspects identified in the topic description not otherwise covered by more highly ranked proposals, will be considered to have the highest priority.
2	The proposals identified under (a), if any, will themselves be prioritised according to the scores they have been awarded for the criterion excellence. When these scores are equal, priority will be based on scores for the criterion impact. In the case of Innovation actions this prioritisation will be done first on the basis of the score for impact, and then on that for excellence.	The proposals identified under 1), if any, will themselves be prioritised according to the scores they have been awarded for the criterion 'Excellence'. When these scores are equal, priority will be based on scores for the criterion 'Impact'. In the case of Innovation actions this prioritisation will be done first on the basis of the score for 'Impact', and then on that for 'Excellence'.	The proposals identified under 1), if any, will themselves be prioritised according to the scores they have been awarded for the criterion 'Excellence'. When these scores are equal, priority will be based on scores for the criterion 'Impact'. In the case of Innovation actions this prioritisation will be done first on the basis of the score for 'Impact', and then on that for 'Excellence'.
3	If necessary, any further prioritisation will be based on the following factors, in order: size of EU budget allocated to SMEs; gender balance among the personnel named in the proposal who will be primarily responsible for carrying out the research and/or innovation activities.	If necessary, any further prioritisation will be based on geographical diversity, defined as the number of countries represented in the proposal, not otherwise receiving funds from projects higher up the ranking list (and if equal in number, then by budget).	If necessary, the gender balance among the personnel named in the proposal who will be primarily responsible for carrying out the research, and who are included in the researchers table of the proposal, and/or innovation activities will be used as a factor for prioritisation.
4	If a distinction still cannot be made, the panel may decide to further prioritise by considering how to enhance the quality of the project portfolio through synergies between projects, or other factors related to the objectives of the call or to Horizon 2020 in general. These factors will be documented in the report of the Panel.	If necessary, the gender balance among the personnel named in the proposal who will be primarily responsible for carrying out the research and/or innovation activities will be used as a factor for prioritisation.	If necessary, any further prioritisation will be based on geographical diversity, defined as the number of EU Member States or Associated Countries represented in the proposal, not otherwise receiving funds from projects higher up the ranking list (and if equal in number, then by budget).
5		If a distinction still cannot be made, the panel may decide to further prioritise by considering other factors related to the objectives of the call, or to Horizon Europe in general. These may include, for example, enhancing the quality of the project portfolio through synergies between projects or, where relevant and feasible, involvement of SMEs. These factors will be documented in the panel report.	If a distinction still cannot be made, the panel may decide to further prioritise by considering other factors related to the objectives of the call, or to Horizon Europe in general. These may include, for example, enhancing the quality of the project portfolio through synergies between projects or, where relevant and feasible, involvement of SMEs. These factors will be documented in the panel report.

Criterion 1: replace 'topics' by 'aspects included in the topics description.

Criteria 3 and 4: Geographical diversity move down to 4th criterion.

Gender: clarify that we will look only into the researcher table

Geographical diversity: look into MS and AC only.

Geographical diversity

Draft legislation:

*'The work programme shall lay down further details of the application of the award criteria laid down in paragraph 1 including any weighting, thresholds and where relevant rules for dealing with ex-aequo proposals, taking into consideration the objectives of the call for proposals. **The conditions for dealing with ex-aequo proposals may include, but not limited to, the following criteria: SMEs, gender, geographical diversity.***

- Geographical diversity is linked to a programme-wide objective and therefore relevant for all calls in HE (Article 3 (d))(*)
- It should not be seen as contradicting the principle of excellence, but rather to encourage the inclusion in consortia of excellent institutions from across Europe.
 - If consortia were to include 'token' partners without clearly defined roles, this should lead to poor scores under the criterion 'Implementation'.

(*) Article 3(d): to optimise the Programme's delivery for strengthening and increasing the impact and attractiveness of the European Research Area, to foster the excellence-based participations from all Member States, including low R&I performing Member States, in Horizon Europe and to facilitate collaborative links in European research and innovation

6.2 General Introduction

General Introduction – Main purposes

- The ‘main’ work programme covers Research Infrastructures, MSCA, the clusters of Pillar II, European Innovation Ecosystems and the Widening and ERA part
- The General introduction will explain the link between the strategic plan and work programme parts, and main novelties, such as the impact driven approach
- It will also present how the actions will support key policy priorities for those not intimately acquainted with the programme

General Introduction – structure

- Welcome to Horizon Europe – a brief introduction
- What you will find in the Horizon Europe WP – a box describing the HE Work Programmes in the context of the Horizon Europe structure
- Horizon Europe is the most ambitious R&I programme in the world – description of how the work programme targets key policy priorities novelties (green and digital transitions, recovery)
- Horizon Europe delivers on EU policy priorities:
 - examples of how destinations and topics will support key strategic orientations, underlining cross-cluster complementarities.
 - Strengthening framework conditions for research and innovation – key orientations for MSCA, research infrastructures, innovation ecosystems and Widening participation and strengthening the European Research Area
 - Short description of missions and new approach to partnerships
- What you will find in this work programme – short presentation of work programme logic and important terms
- Graphic – showing the links between key strategic orientations, impact areas, expected impacts and destinations

6.3 Support of NCP structures

What kind of action?

Coordination and support action (CSA) in every WP part

Which is the Indicative Budget?

2,5 M EUR

Which is the mandatory length?

7 years

Scope?

Funding trans-national cooperation between national NCP systems and “Widening matchmaking” activities

Support to NCPs including matchmaking activities

Two strands of activities to support NCPs in WP:

1. General support to Widening NCP network (service package in Widening part) includes:

- info days, training and joint workshops; tailored consultations and advice; support to matchmaking
- proposal pre-check for Widening part and extension to HE Pillar 2 (clusters).
- continuation of NCP WIDENET project (CSA to named beneficiary)

2. Specific actions to support NCPs in HE pillar 2 ('decentralised' approach)

- Matchmaking activities included in NCP-CSAs in the Cluster WP parts

5. Strategic Plan

4. European Partnerships

Preparation of European Partnerships

Preparation of European Partnerships – co-funded

- Call topics for programme co-fund actions for the implementation of the Co-funded European Partnerships included in the Horizon Europe Work Programme 2021/2;
 - All topics will have **aligned date of publication** (foreseen right after the adoption of the WP)
 - All topics will have **aligned deadline for call closure** (minimum three months after call publication)
 - The **evaluation** of all co-funded European Partnerships will be organized **jointly**
 - A number of horizontal, partnership **experts** will be contracted to evaluate each co-funded European Partnership – to ensure consistency across actions
- Submission of proposals in 2021 (2022), launch of partnerships with signature of Grant Agreement (submission plus 8 month).
- Q4/2021: launch of co-funded European Partnerships (signature Grant Agreement with a consortium of national research funders).

Preparation of European Partnerships – co-funded

- Cohesion policy funds: ERDF etc. can be considered as national contribution for participation in co-funded (and institutionalised) European Partnerships;
 - In practice means that this will be eligible for EC top-up funding [pending agreement on new structural funds package]
 - 18.11 a non-paper sent to RWP
- Budgets for co-funded European Partnerships in most clusters will be rolled out via annual instalments
 - Indicative budget: The total indicative budget for the topic is EUR [number] million committed in annual instalments over the [number, 5/7/x] years, 202[x]-202[x] (EUR [number] million from the 202[x] budget and EUR [number] million from the 202[x] budget)
- Official guidance and more details will be published in the Annotated Grant Agreement

Financial management of co-funded European Partnerships

- **EU co-funding is at a constant rate** [typically 30%, in exceptional cases 50%] per grant agreement and is generated by eligible costs
 - Each consortium agrees internally on how the EU cofunding is best used / distributed internally (similar to ERA-NET Cofund / EJP Cofund actions in Horizon 2020)
- To create eligible costs for co-funding, the financial management of co-funded European Partnerships will be **in line with the rules for financial management for any Horizon Europe action.**
 - This applies to all contributions, including cash contributions (in Horizon 2020 they were listed under cost category financial support to third parties)
 - **All calls which receive EU co-funding should adhere to the co-fund rules as laid down in Annex 5 to the Model Grant Agreement** (e.g. for the selection procedure and criteria: calls open 60 days, Horizon Europe selection criteria, single trans-national call, two-step procedure, measures to avoid potential conflict of interest, ranking according to evaluation results, independent observer)
 - Same principle as for Horizon 2020 for ERA-NET Cofund and EJP Cofund actions!

Financial management of co-funded European Partnerships

Institutional funding

- Any type of institutional funding which will help achieve the objectives of the co-funded European Partnership and is identified as such in the submitted proposal (and accepted by the expert evaluators of the proposal), can be considered as in-kind contribution from the Member States / Associated Countries. As such, it will be eligible for co-funding (of course, all these activities need to fit in one of the types of eligible costs in Horizon Europe).

Valuation of in-kind contributions

- The share of in-kind contributions (e.g. research infrastructures, equipment maintenance, data collection, IT development services, staff time) should be **determined by the consortium** preparing the co-funded partnership **in the proposal**, based on the efforts needed to reach set objectives
- As an example, usage of a given research infrastructure can be reported under different Horizon Europe actions, however it should not generate double funding.

→ *The more different types of costs you have, the more difficult the management will be (e.g. audits etc.). Do not underestimate the effort that goes into managing this.*

New approach to private partners contributions in European Partnerships

Reminder: Principles agreed by the co-legislators during HE negotiations

- Open calls
- Ex-ante demonstration of the partners' long term commitment, including a minimum share of public and/or private investments;

Rationale

- Increase contributions from partners in a qualitative and quantitative manner
- Important to find a balance between benefits the partnerships offers, and the commitments and contributions from partners.
- Compared to Horizon 2020 the new approach is **more demanding** on the industry in the spirit of a real partnership, while leaving **sufficient flexibility** to each initiative to adapt to their specificities. It ensures **comparability** across initiatives.
- Supports better the take-up of R&I results produced in the context of the Partnerships, and subsequent deployment.

New approach to private partners contributions in European Partnerships

What does it mean in practice?

- Increase in kind contributions at project level by reducing funding rates
- Additional (in-kind) contribution for activities foreseen in the SRIA
- *[Institutionalised partnerships only: administrative costs are shared equally]*
- Contributions from beneficiaries that are not members or affiliates of the private partners cannot be considered as a contribution from partners;
 - They cannot be requested to make a contribution to the financial contributions covering the administrative expenditure.
- Promoting membership / encouraging new members is fully in line with the principle of openness.

Presentation of topics linked to co-funds and co-programmed in WPs

- Topics have to **support the achievement of the long-term vision**, objectives and expected impacts of these partnerships (prepared as part of the strategic planning, and thus are aligned with the Strategic plan).
 - Linked with Strategic Plan impacts created via “Destination”
- **Coherence and synergies:** Where relevant, the topic text should describe:
 - Coordinated or complementary topics with other European Partnerships (e.g. by applying a technology developed in one partnership in an application oriented partnership),
 - if they are implemented in synergy with other programmes at regional, national or EU level (e.g. to support pilot projects or to implement joint testing).
- Preparation of topics should be part of a **systematic approach** to facilitate take-up of results (e.g. by involving end-users, work with standards etc.)
- Topics linked to co-programmed European Partnerships need to be clearly identified in the WP.
- Reduced funding rate in Innovation Actions for co-programmed partnerships (= as part of the new approach to private partners contributions)

Globally Competitive Space Systems



Globally Competitive Space Systems Co-Programmed Partnership Proposal

4/12/2020



DG DEFIS

Criteria for Partnerships

LEGAL BASIS:

“European Partnerships will be selected on the basis of the following criteria:

- a) Evidence that the European Partnership is more effective;
- b) Coherence and synergies of the European Partnership within the EU research and innovation landscape;
- c) Transparency and openness;
- d) Ex-ante demonstration of additionality and directionality of the European Partnership, including a common vision;
- e) Ex ante demonstration of the Partners long-term commitment including a minimum share of public and/or private investments;”

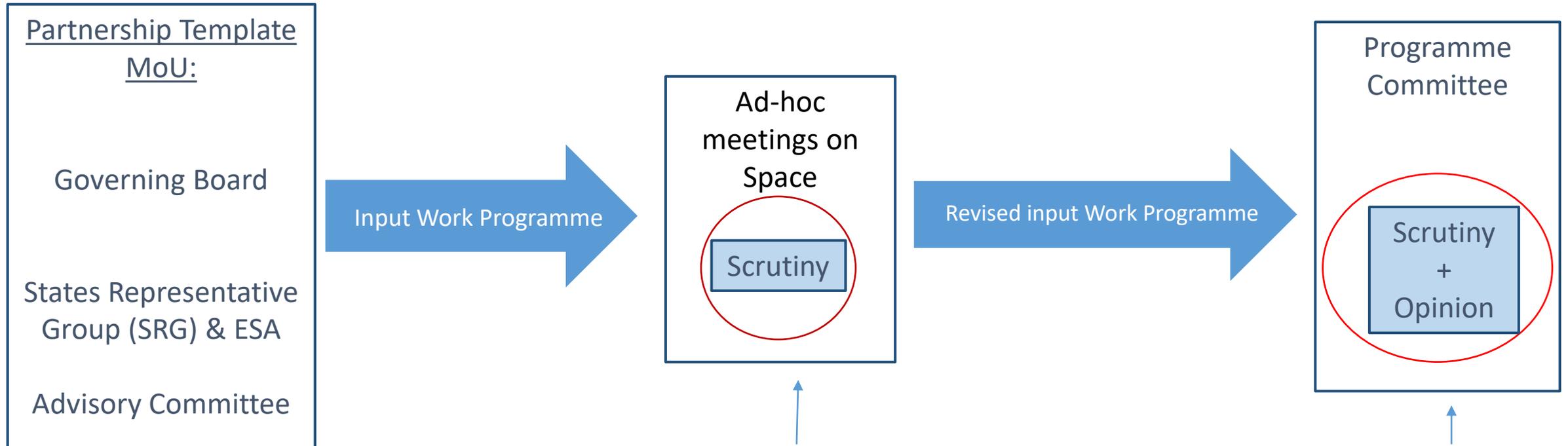
THE PARTNERSHIP:

- a) Alignment of stakeholders efforts along a jointly agreed SRIA and multi-annual roadmap with monitoring of the implementation
- b) The Partnership is fully coherent with the SRIA and takes into account the R&I landscape
- c) A new association will be created for this Partnership fully open to industry, research institutes, academia
- d) Partnership stakeholders have agreed on a SRIA, and identified the additional activities they would bring
- e) Partners have provided a long-term commitment on the additional activities and estimated the leverage to 1.2

Scope of the Partnership

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Governance



The preparation of topics related to this partnership for the work programme will entail the due involvement of the Horizon Europe Programme Committee, as specified in the Horizon Europe Specific Programme, including its Annex II, last sentence.

Pandemic Preparedness Partnership

Health Cluster Candidate Partnerships – state of play

Institutional Partnerships (Article 185 and Article 187 TFEU)

2021 - Innovative Health Initiative (ex-IMI2)

2021 - EU-Africa Global Health (ex-EDCTP2)

Co-funded Partnerships

Title	WP Year	Start Year
European Partnership on Assessment of Risk of Chemicals (PARC)	2021	2022
European Partnership on Transforming Health & Care Systems	2022	2023
European Partnership Fostering an ERA for Health	?	?
European Partnership on Personalised Medicine	2023	2023
European Partnership on Rare Diseases	2023	2024
European Partnership on One Health AMR	2023/24	24/25
European Partnership on Pandemic Preparedness	?	?

Update on possible European R&I Partnership on Pandemic Preparedness - *For discussion:*

Define aim: improve the EU's preparedness to predict and respond to emerging infectious health threats (focus can be revised or broadened later).

Define main areas:

1. Support R&I in new scientific knowledge
2. Support R&I in counter-measures
3. Support R&I for evidence generation and uptake for (public) health policy decisions
4. Support for setting up enabling EU-wide infra-structures

How:

- Quickly operational; possibly co-programmed PS, supported by a CSA in Cluster 1-2021 (TBC)
- Possible links with proposed Health Emergency Response Authority (HERA), ECDC and EMA, EU Health Security Committee, etc.

Next steps:

- Discussions in the Shadow Health Cluster 1 meeting of 27 November and HE SPC meeting of 4 December, (re)nominating MS representatives for the development of the partnership
- From January onwards: meetings(s) to develop Strategic Research and Innovation Agenda with common objectives for R&I (a core group of Member States & EC).

7. AoB

Future format of virtual SPC meetings

Virtual SPC meetings – **Feedback received**

- **Feedback received from 19 SPC members**
- **No majority for a particular meeting format** but wish to increase efficiency and transparency and find a way to overcome the limited potential provided by the WebEx chat function.
- **Strong request for improvement of chat box:** Collect chat box questions in a systemised way (moderator); Better structure replies; Read questions out loud before answering orally (one by one); Do not mix ‘housekeeping’ and actual remarks in the same chat; Provide all questions and answers in the minutes.
- **Numerous ideas to adjust the meeting procedures:** Provide items for information in written form; Indicate discussion points with questions to be discussed in the agenda; Set time limits for presentations and oral comments; Circulate documents and (annotated) slides well in advance; More time for written comments after the meeting; Foresee pauses/lunch break and announce in agenda.

Virtual SPC meetings – **Immediate adjustments**

- We will make an effort to **moderate the chat box** in a more structured way – to questions read out loud and answers one by one
- Chat box questions and answers will go into the **minutes**
- We encourage you to make **oral statements on items for discussion**
- We invite you to **send questions in advance of each meeting** so that oral answers can be prepared
- **(Lunch) breaks** will be foreseen and scheduled **in the agenda**
- We take note of the wish to have documents and slides circulated in advance - but also recall the limits

Virtual SPC meetings – Possible further improvements

- To be discussed:
- **Items of particular relevance could be discussed (completely) orally.**
e.g. point on “Missions” discussed orally in the meeting of 17/12 with interventions related to points for information as usual through chat.
 - We can run this pilot and see how satisfied you are with it to inform future changes/improvements.
- The agenda circulated before the meeting could highlight the main points to be discussed orally.
 - But this could also limit the discussion of other potentially relevant points

Virtual SPC meetings – moving onto ‘Teams’: advantages

- Improved **Chat** experience:
 - ✓ Interface much more readable and chat box less crowded
 - ✓ Separate window for “housekeeping” messages (e.g. technical assistance)
 - ✓ Requests for floor and “reaction” messages replaced by one-click alternatives
 - ✓ Labeling solution for questions
 - ✓ Private Chats available alongside meeting Chat

Virtual SPC meetings – moving onto ‘Teams’: advantages

- Simplified **invitation** process:
 - ✓ No more need to confirm your participation
 - ✓ Only initial registration to platform required (via ‘Microsoft’ account)
- Doors open to **future developments**:
 - ✓ New features added regularly
 - ✓ Opportunities well beyond meeting hosting

Next SPC meetings:

- **17 December 2020**
- **Week 18-22 January 2021** – e.g Opinion on Strategic Plan after ISC