Workshop on Impact Assessment, Evaluation and Monitoring of Research Infrastructures

INFORMATION BOOKLET

The following booklet includes information related to:

1. The ACCELERATE, ERIC Forum and RI-PATHS projects
2. The workshop program
3. Speakers’ biographies and Research Infrastructures’ descriptions
4. Workshop polls’ questions
1. ABOUT THE ACCELERATE, ERIC FORUM AND RI-PATHS PROJECTS

**The ACCELERATE project**

ACCELERATE supports the long-term sustainability of large scale research infrastructures (RIs) through the development of policies and legal and administrative tools for a more effective management and operation of RIs, with a special focus on ERICs and CERIC in particular. To help secure RIs’ sustainability, relevance and effectiveness, the project develops frameworks to improve the offer of tailored services to private and public entities, ensuring outreach to new scientific and industrial communities worldwide and defining common protocols for monitoring and assessing RIs’ societal impact. Finally, a major focus is on capacity building to develop current and future RIs’ staff competences in the field of management, Industrial Liaison and Technology Transfer.

**The ERIC Forum project**

The ERIC Forum Implementation Project aims to strengthen the coordination within the ERIC community and enhance collaboration between partners. The strategic approach of the ERIC Forum will contribute to address critical challenges, develop best practices and frame the necessary knowledge to support ERICs-to-be with various aspects. Moreover, this will contribute in building the brand identity of ERICs as an important body and stakeholder in consultation of related policy action.

**The RI-PATHS project**

The aim of the RI-PATHS project is to develop a framework describing the socio-economic impact of research infrastructures (RIs) and their related financial investments. The model will be developed in a modular manner adapting it to a broad range of scientific domains and types of RIs. The project outcomes are expected to contribute to a common approach at international level and facilitate investments in research infrastructures by funding agencies and other stakeholders. The project activities will take into account the results from the Working Group of Socio-Economic Impact of Research Infrastructures established by the OECD Global Science Forum and involve key international players in this domain.
# 2. THE WORKSHOP PROGRAM

## DAY 1: DECEMBER 16TH

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter(s)</th>
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<tbody>
<tr>
<td>09:00</td>
<td>Opening of the plenary meeting</td>
<td>Jana Kolar, Project coordinator of ACCELERATE</td>
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<td></td>
<td>- Johannes Klumpers, Head of Unit, Research &amp; Industrial Infrastructures (RTD.G.3), European Commission</td>
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<td>09:20</td>
<td>Scientific evaluation</td>
<td>Werner Kutsch, ICOS</td>
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<td></td>
<td>- European Research Infrastructure Evaluation Consortium (ERIEC)</td>
<td>Dany Vandromme, HCÉRES</td>
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<td>- Christine Kubiak, ECRIN</td>
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<tr>
<td>09:50</td>
<td>Monitoring of research infrastructures</td>
<td>Peter Wenzel-Constable, ESFRI RI monitoring approach – updates, ESFRI</td>
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<td></td>
<td>- Ute Gunseheimer, Presentation of the KPIs survey of the ERIC Forum, European Spallation Source</td>
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<tr>
<td>10:10</td>
<td>ACCELERATE project: Societal impact protocol approach</td>
<td>Leonie van Drooge, Rathenau Instituut</td>
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<td>10:25</td>
<td>RI-PATHS project: Modular Socio-economic impact framework</td>
<td>Elina Griniece, EFIS Centre</td>
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<td>10:40</td>
<td>Break</td>
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<tr>
<td>10:50</td>
<td>Interactive parallel session 1</td>
<td>Moderated by Leonie van Drooge</td>
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<td>Interactive parallel session 2</td>
<td>Moderated by Alasdair Reid</td>
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<td></td>
<td>Presentation of case studies</td>
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<td></td>
<td>- Case 1, ACCELERATE protocol:</td>
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<tr>
<td></td>
<td>Jana Kolar, CERIC-ERIC</td>
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<td>- Case 2, ACCELERATE protocol:</td>
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<td></td>
<td>Florian Gliksohn, ELI-DC</td>
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<td>- Case 3, ACCELERATE protocol:</td>
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<td></td>
<td>Sira Cordon, ESS Bilbao</td>
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<td>- Case 4, RI-PATHS:</td>
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<td></td>
<td>Corinne Martin, Elixir</td>
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<td>- Case 5, Other:</td>
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<td></td>
<td>Evi-Carita Riikonen, ICOS</td>
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<tr>
<td>12:00</td>
<td>Discussion</td>
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<td>12:10</td>
<td>Break</td>
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<tr>
<td>12:45</td>
<td>Plenary session: report on the main findings from parallel sessions and discussion</td>
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<td>End of the first day of the workshop</td>
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# DAY 2: DECEMBER 17TH

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>09:00</td>
<td><strong>ACCELERATE project: practical session</strong>&lt;br&gt;- Leonie van Drooge and Isabelle van Elzakker, Rathenau Instituut</td>
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<tr>
<td>09:15</td>
<td><strong>Introduction of goal and agenda, and introduction of participants and workshop leaders</strong></td>
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<td>09:15</td>
<td><strong>Part 1: The RI, its stakeholders and the expected societal impacts</strong></td>
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<td>- introduction by workshop leaders (plenary)</td>
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<td>- participants inventory stakeholders and expectations regarding societal impacts (breakout)</td>
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<td>- reporting and discussion (plenary)</td>
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<td>10:00</td>
<td><strong>Break</strong></td>
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<td>10:10</td>
<td><strong>Part 2: Pathways to societal impact</strong></td>
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<td>- introduction of impact pathways by workshop leaders (plenary)</td>
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<td></td>
<td>- participants construct impact pathway narrative (breakout)</td>
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<td></td>
<td>- reporting and discussion (plenary)</td>
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<td>11:15</td>
<td><strong>Break</strong></td>
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<tr>
<td>11:25</td>
<td><strong>Part 3: Monitoring and evaluating societal impacts</strong></td>
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<td>- introduction by workshop leaders (plenary)</td>
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<td>- participants enrich the narrative with quantitative and qualitative indicators (breakout)</td>
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<td>- reporting and discussion (plenary)</td>
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<td>12:15</td>
<td><strong>Wrap up</strong></td>
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<td>12:30</td>
<td><strong>End of meeting</strong></td>
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SPEAKERS’ BIOGRAPHIES, RESEARCH INFRASTRUCTURES’ DESCRIPTIONS

- **ALBA** – Gastón García López
- **CERIC-ERIC** – Jana Kolar
- **CERN** – Irene Del Rosario
- **ECRIN-ERIC** – Christine Kubiak
- **EFIS Centre** – Elina Griniece, Alasdair Reid
- **ELI-DC** – Florian Gliksohn
- **Elixir** – Corinne Martin
- **ESS Bilbao** – Sira Cordon
- **European Social Survey ERIC** – Rory Fitzgerald
- **European Spallation Source ERIC** – Ute Gunseheimer
- **FRM II** – Jurgen Neuhaus
- **HCERES** – Dany Vandromme
- **HZG** – Marc Thiry
- **ICOS-ERIC** – Evi-Carita Riikonen, Werner Kutsch
- **Rathenau Instituut** – Leonie van Drooge, Izabelle van Elzakker

- **ESFRI** – Peter Wenzel-Constable
**ALBA - Gastón García López**

ALBA is a 3rd generation Synchrotron Light facility located in Cerdanyola del Vallès, (Barcelona), being the newest source in the Mediterranean area. It is a complex of electron accelerators to produce synchrotron light, which allows the visualization of the atomic structure of matter as well as the study of its properties.

Gastón García López is director of CMAM. PhD in Physics at UAM in 2000, he moved from the area of High Energy Physics to Accelerator-based RIs for multidisciplinary science. His scientific interests are wide, but particularly focused on radiation damage for technology applications. He has been deputy director of ALBA synchrotron until december 2019, and is engaged into different collaborations and committees, such as: League of European Accelerator-based Photon Sources (LEAPS, coordination board chair); ESRF council (Spanish delegation scientific advisor); European Physics Journal Plus (managing director).

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**CERIC-ERIC – Jana Kolar**

CERIC is a European Research Infrastructure Consortium (ERIC) integrating and providing open access to some of the best facilities in Europe, to help science and industry advance in all fields of materials, biomaterials and nanotechnology. With a single-entry point to some of the leading national research infrastructures in 8 European countries, it enables the delivery of innovative solutions to societal challenges in the fields of energy, health, food, cultural heritage and more.

Dr. Kolar is Executive Director of CERIC-ERIC. She has a broad range of expertise, ranging from policy development and implementation, research and innovation to entrepreneurship. Among others, she was Director-General of Science in Technology at a ministry in Slovenia, a member of the Governing Board of the EIT, a member of the High-Level Group of Innovators for a EIC, and of the ERA Council Forum Austria - a high-level expert body advising the Austrian Minister responsible for Science and Research. She is currently a Slovenian delegate of European Strategy Forum for Research Infrastructures (ESFRI) and a member of the Executive Committee. She is also chairing the Board of the Slovenian Research Agency.
CERN – Irene Del Rosario

CERN is a large-scale research infrastructure that operates numerous particle accelerators with a plethora of scientific experiments and associated technology R&D projects. Our study focused on the analysis of the socio-economic impact value that onsite visitors to CERN produce in a year. The study revealed the real expenses of the visitors and permitted to identify the causal relationship with their visit.

Irene del Rosario Crespo Garrido obtained her degree in Economics at University of Vigo (Spain) in 2014. While studying a Master's Degree in Business Administration, and thanks to a scholarship, she worked as administrative and marketing officer in the automotive industry until 2016. Since 2017, she is based at working as an economist in the study of the socio-economic impact of her organization. Her work at CERN has helped her to further develop her profile with a Master in Senior Company Management and with specific course focused on the Cost-benefit analysis of investment projects at the University of Milano. In the present days, she is studying her PhD at CERN. The topic of the research thesis is the analysis of the “Socio-Economic Impact of open data and software developed for the LHC scientific programme”.

ECRIN-ERIC – Christine Kubiak

The European Clinical Research Infrastructure Network (ECRIN, www.ecrin.org) is a sustainable, non-profit, distributed infrastructure with the legal status of a European Research Infrastructure Consortium (ERIC). ECRIN’s mission is to facilitates multinational clinical research by providing advice, management services and tools to overcome hurdles to patient-centred trials through the collaboration with its national partners. ECRIN provides diverse services and tools for trial preparation, risk assessment, and operational management of the clinical trials in multiple countries. ECRIN is also involved in activities to enhance the ability of European sponsors and clinical researchers to successfully conduct multi-country clinical research (e.g. tools, database, data centre certification programme). ECRIN has nine Member Countries (Czech Republic, France, Germany, Hungary, Ireland, Italy, Norway, Portugal and Spain) and three Observer Countries (Poland, Slovakia and Switzerland).

Christine Kubiak, Operations Director at ECRIN, oversees ECRIN services and contributes to strategic development of the infrastructure, expansion and capacity building activities. She has over 30 years of experience in biomedical research; initially as researcher and then as international project manager and coordinator of clinical programmes in the pharmaceutical industry. At ECRIN since 2006, she played a key role in its development.
EFIS Centre – Elina Griniece, Alasdair Reid

EFIS Centre, the European Future Innovation System (EFIS) Centre is a not for profit policy research lab. Its mission is to promote an enhanced understanding of the performance and future development perspectives of European, national and regional innovation systems, particularly in response to societal challenges (climate change, energy security, resource efficiency, ageing, etc.).

Elina is the Principal Researcher at Brussels-based policy lab European Future Innovation System Centre, as well as an independent expert for DG Research and Innovation. Her background is in interdisciplinary studies on Society, Science and Technology, and she is interested in the application of systems thinking to scope and account for broad societal impacts. Since January 2018, she was the project manager of H2020 funded project RI-PATHS that provides RI funders and managers the tools to assess RI impact on the economy and contribution to society.

Alasdair Reid has over 25 years experience of advising governments in developing, implementing and evaluating innovation based development programmes and strategies. He has advised the European Commission, the OECD, the World Bank, the Nordic Council of Ministers, national and regional governments and agencies throughout the European Union and in third countries. He has worked extensively in the field of research infrastructures, including as co-director of a four-year assistance project to Lithuania (2011-14) to supervise over EUR 350m of EU Structural Fund co-financed investments in research and innovation infrastructure. He also contributed to the strategic audit of the Belgian Federal Public Science Service (BELSPO) in 2016. He was project co-ordinator for the Horizon 2020 funded projects European e-infrastructure Services Gateway which built the European Open Science Cloud (EOSC) catalogue (www.eInfraCentral.eu) and for RI-PATHS (www.ri-paths.eu) on socio-economic impact of research infrastructures. In 2019, he was a member of the ESFRI ad hoc working group on key performance indicators for research infrastructures. He has recently been involved in a societal impact assessment study for the European Southern Observatory.
The Extreme Light Infrastructure (ELI) is the world’s most advanced international laser research infrastructure. With three complementary facilities located in the Czech Republic, Hungary and Romania, it is the first infrastructure of such scale currently entering into initial operations. ELI will provide the scientific community with access to a new generation of laser technologies delivering sources of ultra-intense high-energy particle beams and ultra-bright radiation in the shortest timescales for multidisciplinary applications in a wide range of disciplines including materials sciences, engineering, medicine, biology, chemistry, and astrophysics. ELI will be operated as an integrated organisation established as an ERIC.

Florian Gliksohn is an Associate Director at the ELI Delivery Consortium. With a background in law, business and management, he has held executive positions at Research Infrastructures for the past ten years and also has experience as a co-founder in several start-ups in the software and e-commerce industries. He has recognised expertise in the political, financial, legal, and management aspects of large-scale research organisations and projects. Florian has been involved in a number of socio-economic impact analyses for research infrastructure projects and also in several EC-funded projects dealing with the development of methodologies for the measurement of impact.

ELIXIR is an intergovernmental organisation that brings together life science resources from across Europe. These resources include databases, software tools, training materials, cloud computing and standards. The goal of ELIXIR is to coordinate these resources so that they form a single pan-European and integrated infrastructure. This infrastructure makes it easier for scientists in academia and the industry to find and share data, exchange expertise, and agree on best practices.

Originally a spatial ecologist and modeller, Corinne spent 5+ years working at the science-policy interface in the field of biodiversity and sustainable development, under the aegis of UN Environment. In 2018, she joined the coordinating secretariat of ELIXIR, an intergovernmental organisation for life science data, to lead on international relations and impact evaluation.
ESS Bilbao is a public Consortium of the Spanish and Basque Governments. Its aim is bringing knowledge and added value in particle accelerator and neutron scattering science and technologies by leveraging the Spanish In-Kind contribution to the European Spallation Source ERIC. As a research center focus on achieve excellence in the fields of neutron science and technologies and take its position as a centre of international standing.

Press Officer manager and Human Resources responsible at ESS Bilbao since 2008. Professional experience undertaking outreach and dissemination campaigns for European projects. With more than 20 years’ experience in managing communication large projects and institutional relations, was for 15 years Account Director in PR Agencies in Madrid. Degree in Information Science -Journalism- from Complutense University of Madrid and a Master’s in Business Communication from Communication Research and Development Centre in Madrid.

In November 2013, the UK and 14 other European governments established the ESS ERIC – an independent international research organisation. ESS ERIC now has 25 Members and one Observer as well as a further 5 countries participating as Guests. ESS ERIC organises biennial social surveys in its member countries tackling key socio-economic and political issues. There are more than 160,000 registered users of the ESS open access data and almost 5,000 publications using the data which is available online.

Rory Fitzgerald is Director of the European Social Survey (ESS), European Research Infrastructure Consortium (ESS ERIC). Rory is Professor of Practice in Survey Research at City, University of London and is a fellow of the Academy of Social Sciences.
European Spallation Source ERIC — Ute Gunseheimer

The European Spallation Source (ESS) ERIC is an international, multidisciplinary research facility based on the world’s most powerful neutron source. The facility is under construction in Lund, Sweden, with its Data Management and Software Centre (DMSC) located in Copenhagen, Denmark. In 2015, ESS became the first European Research Infrastructure Consortium (ERIC) established in Scandinavia. ESS is currently in the middle of the Construction Phase (2013-2025), running in parallel to the Initial Operations Phase (2019-2025). The vision and missions of ESS indicate clearly that ESS is not only supposed to achieve scientific breakthrough, but also to generate a much wider range of societal impacts through, among others, research activities and dissemination of public knowledge, extension of scientific networks, societal outreach, economic growth in local regions, procurement of innovative technologies, industrial collaboration, and In-Kind Partnership. These impacts are expected to be evident directly on the Member Countries and to be extended indirectly on many countries and regions in the long run.

Ute Gunseheimer is Head of the External Relations and EU Projects Group at the European Spallation Source ERIC. Besides managing relations with stakeholders in ESS Member Countries and EU institutions, Ute and her team identify, coordinate and administer the grants at ESS. In addition, the Group is responsible for assessing the socio-economic impact of ESS. In the ERIC Forum Implementation Project Ute leads the Work Package on “Evaluation and Impact Assessment”. Ute has more than 15 years of experience in overseeing EU wide communication activities on behalf of EU institutions. Prior to joining ESS, she was the Managing Director of a Berlin based international communications agency, Media Consulta International Holding AG, with the European Commission being its key account.

FRM II — Jürgen Neuhaus

The Research Neutron Source Heinz Maier-Leibnitz (FRM II) is operated by the Technical University Munich (TUM). The 20 MW thermal power and the compact nuclear core provides a high and brilliant neutron flux. Secondary sources deliver an unprecedented broad range of neutron energies, from cold, thermal, hot up to fast fission neutrons. An ultra-cold neutron source is under development. Today 27 instruments are used by German and international scientist under the cooperation of the MLZ. In addition to the neutron instruments, the FRM II operates the most intense positron source for solid-state experiments and particle physics.

Dr. Jürgen Neuhaus has studied physics at the Westfälische-Wilhelms-Universität Münster, Germany. After having obtained the graduate degree Diplom Physiker in 1987, he worked as visiting scientist at the Institut Laue Langevin, Grenoble until 1993. In 1991 he obtained his PhD (Dr. rer.nat.) from the University in Münster. From 1991 to 1993 he took over a PostDoc position at the University of Konstanz working on the structure and dynamics of physisorped thin films. In 1993, he moved to the Technische Universität München as post-doc in the physics department. Since 1998 he is employed at the Forschungs-Neutronenquelle Heinz Maier-Leibnitz as deputy scientific director.
• **HCERES** – Dany Vandromme

HCERES, the HAUT CONSEIL DE L’ÉVALUATION DE LA RECHERCHE ET DE L’ENSEIGNEMENT SUPERIEUR is a French independent public authority in charge of the evaluation of the whole research and higher education system in France (Member of ENQA and EQAR, Coordinator of ERIEC).

Dany Vandromme is Emeritus professor of Mechanical Engineering at INSA-Rouen, Scientific advisor at HCERES, French ESFRI and e-IRG Representative from 2001 to 2010, Head of RI unit at the Research Ministry from 2006 to 2010, Director of RENATER (French NREN) from 1998 to 2011.

• **HZG** – Marc Thiry

As part of Helmholtz-Zentrum Geesthacht’s Institute of Materials Research, GEMS is a central user access platform, where the Helmholtz-Zentrum Geesthacht provides a worldwide unique infrastructure for complementary research with photons and neutrons. Instruments using synchrotron radiation are operated at the outstation at DESY in Hamburg and instruments using neutrons are located at the outstation at the FRM II in Garching near Munich.

Marc Thiry obtained his PhD in Chemistry at the University of Hamburg in 2010 and has been the Industrial relations officer for GEMS since May 2012. His responsibilities at GEMS range from coordinating the industry service at the GEMS instruments and outreach to and acquisition of new industrial users to contribution to various EU projects in the field of industrial use of RIs.
ICOS-ERIC – Evi-Carita Riikonen, Werner Kutsch

ICOS, the Integrated Carbon Observation System, conducts standardized, high-precision and long-term observations and facilitates research to understand the carbon cycle, and to provide necessary information on greenhouse gases. ICOS-based knowledge supports policy- and decision-making to combat climate change and its impacts. It is the European pillar of a global greenhouse gas observation system. It promotes technological developments and demonstrations related to greenhouse gases by linking research, education and innovation.

Evi-Carita Riikonen is Operations Officer at ICOS ERIC. Her expertise includes KPIs, Socio-Economic Impact analysis, Community Engagement, RI Management. Her background incorporates Human Geography, qualitative research.

Dr. Werner Kutsch is Director General of ICOS since March 2014. He is biologist, plant ecologist and ecosystem scientist by education and has worked on ecosystem carbon cycling for 25 years in Europe and Africa. The focus of his work has been for a long time in the comparison of ecosystems after land use change and integrating complex landscapes. He has worked at the Ecosystem Research Centre of University of Kiel, at CSIR in Pretoria, at the Max-Planck-Institute for Biogeochemistry in Jena and at Thünen, the Federal Research Institute for Rural Areas, Forestry and Fisheries in Braunschweig.

ICOS is an ESFRI Landmark Research Infrastructure and a legal entity (ERIC) since November 2015. As DG, he is the legal representative and overall coordinator of the Research Infrastructure and currently managing the final internal integration of ICOS. This work comprises internal organisation of the operations of the distributed observational networks and central facilities, on optimizing the internal data flow between the different observational programs of ICOS, on developing the data platform of ICOS (‘Carbon Portal’) which will also serve as an interface to COPERNICUS and GEOSS, and on deepening the cooperation with other RIs. Dr. Kutsch is experienced in data acquisition, post-processing, data analysis and modeling of ecosystem carbon budgets. Integrating ICOS-internal data streams and fostering usage of ICOS RI data for GHG modeling are some of his main goals for the next years. Furthermore, he is very interested in further developing data citation systems. He is responsible for the external representation of ICOS ERIC and currently leading its second five-year period. ICOS aims to be part of European and global integration initiatives that that support the usage of in-situ observations for improving the national inventories on greenhouse gases.
The Rathenau Instituut supports the formation of public and political opinion on socially relevant aspects of science and technology. It conducts research on this subject and organises debates on science, innovation, and new technology.

Isabelle van Elzakker is a researcher at the Dutch Rathenau Instituut. She works on several projects related to the societal impact of research and the interactions between (scientific) knowledge and policymaking. Since 2017, she has been involved in the European ACCELERATE project together with her colleague Leonie van Drooge to develop a protocol for the monitoring and assessment of societal impact of research infrastructures.

Leonie van Drooge is a senior researcher at the Dutch Rathenau Instituut. Her expertise is the governance, strategic organisation and evaluation of societal impact of research. Before she was involved in the European ACCELERATE project with colleague Isabelle van Elzakker, she has been involved in projects like the Dutch Evaluating Research in Context (ERiC) project and the European SIAMPI project, that introduced the concept of productive interactions.
ESFRI – Peter Wenzel-Constable

After obtaining my degree in law, I joined the German Federal Ministry of Education and Research (BMBF) in 1985 in the legal division. In 1987 and 1988 I worked for German Permanent Mission to the United Nations, Vienna, Austria. I returned to BMBF in 1988 working there in European Research Cooperation (EUREKA). In 1992, I joined the German Embassy, Washington D.C. as Science Counsellor. As of 1995, I worked for the European Molecular Biology Laboratory (EMBL) in Heidelberg as Head of Human Resources. In 2000, I returned to the BMBF, working on bilateral relations with Western Europe, the Mediterranean and Africa. In 2004, I joined the Budget Office of BMBF. From 2008 until 2017, I was responsible for the Monitoring of Large Scale Projects. I took my present position as Head of the “Unit Infrastructures for Research” in February 2017. Among other tasks, my responsibility comprises ESFRI and the German Roadmap Process for RI.
4. WORKSHOP POLLS

Dear participant,

During the workshop, you will be proposed a set of different questions, to facilitate the discussions. Please note that most of the questions for Research Infrastructures and Policy Makers are different. Some are general.

> GENERAL POLL

**Question 1:** Which of these frameworks and protocols are you familiar with? (multiple choice)
- ESFRI KPIs
- ACCELERATE protocol
- RI-PATHS framework

> POLLS: SCIENTIFIC EVALUATION

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<thead>
<tr>
<th>Research Infrastructures</th>
<th>Policy Makers</th>
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<tbody>
<tr>
<td><strong>Question 1:</strong> Are you familiar with scientific assessment?</td>
<td></td>
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<tr>
<td>o Yes, I’ve been involved in at least one scientific assessment</td>
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<td>o Yes, I have some knowledge on the topic, although have never been directly involved</td>
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<td>o No</td>
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<td>o Other</td>
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Note: The following questions is to be answered only by those that replied yes to the previous one

**Question 2:** What did you find most difficult when undergoing scientific evaluation? (multiple choice)
- Designing the approach
- Providing the data and other evidence
- Other

**Question 3:** Do you assess science:
- o retrospectively
- o prospectively
- o None

**Question 4:** Do you find the results of scientific assessment straightforward and easy to interpret?
- o yes
- o partially
- o no
- o other

**Question 5:** Do you rely on scientific assessment for the evaluation of RIs?
- o Yes, it is very important
- o Yes, it is important
- o No, it is not so important since RIs are research enablers, not research performing organisations
- o Other
> **POLLS: MONITORING**

**Research Infrastructures**

**Question 1:** Does your institution monitor the performance with KPIs?
- yes
- no

Note: To be answered only by those that replied **yes** to the previous question

**Question 2:** Why do you use KPIs? (multiple choice)
- They are a useful tool for monitoring
- We are recommended to adopt KPIs
- We are requested to adopt KPIs
- Other

**Question 3:** What do you find most difficult when tracking KPIs? (multiple choice)
- They are difficult to define
- The data are difficult to obtain
- It is time consuming
- Some relevant data are not available
- It requires an upgrade of the management system to track them
- Other

Note: To be answered only by those that replied **NO** to question 1

**Question 4:** Why haven’t you adopted a KPIs monitoring framework? (multiple choice)
- It is not required
- They are not useful
- They are difficult to define and track
- It is time and resources intensive
- Other

**Policy Makers**

**Question 5:** Do you find KPIs straightforward and easy to interpret?
- yes
- no
- other
## POLLS: Impact

### Research Infrastructures

**Question 1: Are you familiar with Impact assessment?**
- Yes, I’ve been involved in at least one impact assessment
- Yes, I have some knowledge on the topic, although have never been directly involved
- No
- Other

Note: To be answered only by those that replied **yes** to the previous question

**Question 2: What did you find most difficult when assessing impact?** (multiple choice)
- Getting acquainted with the impact assessment approach
- Identifying impact pathways
- Distinguishing between outputs, outcomes and impacts
- Determining the accountability of the RI in the impacts
- Other

**Question 3: What is the main obstacle for performing an impact assessment?**
- It is time and resources intensive
- The RI doesn’t have a clear view on its potential impacts
- Other

### Policy Makers

**Question 5: Do you find the results of Impact assessments straightforward and easy to interpret?**
- Yes
- Partially
- No
- Other

**Question 6: Do you rely on impact assessment for the evaluation of RIs?**
- Yes, it is very important for deciding on investments
- Yes, it is very important for supporting the operations
- No, it is not considered useful for the evaluation of RIs
- Other

### RIs and policy makers

**Question 4: What is in your opinion the main value of an Impact assessment?** (multiple choice)
- It is very useful to convey to the stakeholders (e.g. funders) the impact of a RI
- It is very useful to convey to the employees the impact of a RI
- It is very useful as a strategy tool, to steer the activities towards enhanced impact
- It is relatively useful but the main reason for it is that it is required by our stakeholders
- Other
CLOSURE POLL

**Question 1:** We hope you have enjoyed the workshop and find it useful. Please rate it between 1-5, 5 being excellent.

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