

# efc research forum conference report

thinking beyond national  
borders – research and  
funding across boundaries

17-18 October 2018

research  
international collaboration  
philanthropy



EFC  
RESEARCH  
FORUM

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# Foreword - The undeniably international nature of research

By Fredrik Lundmark, Research Manager, Riksbankens Jubileumsfond; and Chair, EFC Research Forum

It is not controversial to claim that research is international by its very nature. However, it is still apparent that institutional frameworks and basic funding structures are still predominantly governed by national or regional authorities. Closed disciplinary boundaries can be detrimental to scientific progress, and the same applies to closed borders between political systems - continents, countries and regions.



The European Foundation Centre (EFC) and its Research Forum work towards overcoming just these kinds of boundaries. These international platforms allow philanthropic organisations to learn from one another, network and work together. They have built trust and relationships between funders that have grown into real working partnerships.

The biennial EFC Research Forum conference took place from 17-18 October 2018, and was hosted by the VolkswagenStiftung in Hanover, Germany. Entitled “Thinking Beyond National Borders - Research and Funding Across Boundaries”, the event looked at how philanthropic organisations can overcome such boundaries and what they have to gain in doing so. In what ways is international collaboration in research important? What can we learn from foundations who have long experience of international grantmaking? What is the future of science policy in Europe, what institutional tools are needed, and how can science diplomacy help us?

The event explored these questions through workshops, panel discussions and keynote addresses. In this report, you can (re)discover the main themes arising from the conference from researcher, funder and institutional perspectives and beyond.

I believe in globalisation, and I believe the world is shrinking. I believe that the global mindset of people is a force that cannot be reversed. I once made an analogy that globalisation is as hard to turn around as an oil tanker. One could say that we are now witnessing a backlash against globalisation with national populism on the rise in many places around the world. But if we look at data from the World Values Survey ([www.worldvaluessurvey.org](http://www.worldvaluessurvey.org)) we see that in the vast majority of countries the number of people that see themselves as global citizens increases year after year. To me, this is a strong indication of a globalisation of the mind – a growing global mindset if you will.

Of course, there are many boundaries to overcome. International collaboration, much like interdisciplinary research, is as demanding as it is beneficial. It is, in fact, far more demanding and time consuming than just sticking to what you already know. Historically, foundations have been quite nationally oriented, but societal challenges today go beyond borders and demand international collaboration and global action.

I would like to thank the members of the EFC Research Forum and the Steering Group for all their energy and commitment, both in developing this year's conference and previous editions throughout my term as Chair. I also wish to thank Volkswagen Stiftung and their staff for hosting us in the beautiful Herrenhausen Palace. And lastly I would also like to extend my gratitude to our moderator Quentin Cooper who provoked lively, inspiring and stimulating discussion and debate throughout the conference.

As my chairmanship of the EFC's Research Forum comes to an end after four very enjoyable and fruitful years, it is now an honour to hand the baton to incoming Chair, Ignasi López Verdeguer of "la Caixa" Banking Foundation, and wish him all the best for his term and the continued success of the Forum.

Enjoy your reading.

Fredrik Lundmark



# The complicated intersection of global research and geopolitics

The impact of international exchange and collaboration in the field of research was a recurring theme throughout the conference, however Arjun Appadurai, Professor of Media, Culture and Communication at New York University, devoted his session to highlighting the contradictions found within the current system of international collaboration that many scholars find themselves in.



Scholars and academics benefit from contact with colleagues from other institutions, countries, and cultures, and this therefore incentivises universities to find ways in which they can work together internationally. The current trend however of qualifying and quantifying the performances of universities and their staff, often based upon performance metrics, is interfering with these attempts at international cooperation. For all but the very top institutions, these rankings and categorisations are having a negative impact on the institutions' attractiveness to international students and scholars. And even within the top ranked institutions the need to maintain the ranking, often through academic output, leaves many academics with little time, or funding, to enjoy the benefits that the ranking bestows on

their institution in the first place. The trend of quantifying and qualifying rather than aiding the institutions is trapping them in restrictive cycles. And funding, both private and public, often relies heavily upon the very same ranking systems for its selection processes, further perpetuating the cycle the academic institutions find themselves in.

International exchange is however not simply happening within the main university campuses either, with many wealthy universities, especially in the US and western Europe establishing a growing number of external centres, satellite campuses and cooperative enterprises across the globe. And this international exchange and cooperation can face issues of a more geopolitical nature, issues that must also be examined and accounted for by the research community. Western style universities are committed to the ideals of universal knowledge, open debate and freedom for academic enquiry. All universities based on this model are global by nature, even if they don't have a presence beyond their home country. For Appadurai research knowledge is "knowledge without frontiers". Unfortunately this contrasts with the world we live in, a world of nation states and national borders, and we must contend with the fact that different nation states have different ideas about human rights, the free movement of ideas and intellectuals, critical attitudes to power, and philosophies on diversity within and beyond the classroom.

Paradoxically the modern idea of sovereignty, a model shared by nearly all nation states, pro-

vides a fundamental and shared right to be free of external interference in internal affairs. This is critical to the research and academic community as often the best ideas and the best researchers are not always welcome everywhere they may wish to go. Currently Muslims face difficulties when entering the US, critics of Israel face little access to the state, India makes it difficult for Pakistani scholars, and sadly the list is endless. Visa restrictions exist for a variety of historical, cultural and political reasons and although research knowledge is knowledge without frontiers, the researchers and institutions themselves face very real borders in their efforts to be global.

New York University, with campuses in Abu Dhabi and Shanghai, has had to deal with the practical realities of working in semi-authoritarian or authoritarian states. This has caused tension and conflict with faculty members and administrators facing issues such as visa denials, problematic labour conditions and limitations on free enquiry. On the other hand it is argued that these tensions are compensated by the mere presence of this liberal model of university in authoritarian states, opening up new horizons for students studying on these campuses. The

research community must think deeply about the concept of the sovereign nation state and its impacts on liberal, open universities as the two concepts do not completely align. The ongoing case of the Central European University in Hungary is an alarming example of the dangers faced by universities should they cross the line.

What does this global context mean for philanthropy? It is no secret that the political context in the United States has also changed over

recent years. Mariët Westermann, Executive Vice President for Programs and Research at the Andrew W. Mellon Foundation, outlined how this has impacted her foundation's work on funding the humanities. The funding context has changed dramatically since the 2008 financial crisis as the pressure has grown on universities since then to prove their **value**, rather than their **values**. This is measured through their contribution to the workforce and value to the economy, and it is difficult to decisively prove the value of studying his-

tory and culture, for example, in the terms of narrowly-defined profitable occupations. As the trend for qualifying and quantifying increases, the value of the humanities is harder to demonstrate according to these parameters, yet in a world full of disruption and change, surely we should be placing more value on the humanities.

The current political environment witnesses daily attacks on free speech, the rule of law and ability to examine statements for truth, and academic freedom has also been eroded to a certain extent. As humanists understand the historic depth of contemporary problems and do not often fall into simplistic for and against arguments, perhaps

the humanities can offer a solution. They allow for nuanced thinking and avoid passing judgement. International collaboration and research can help combat rising nationalism and nativism by exposing people to new cultures and creating familiarity, while at the same time increasing the efficiency and effectiveness of research and initiatives. In this time of duress for democracy, the philanthropic world needs to step up its funding for international collaborations in the humanities.

“International collaboration and research can help combat rising nationalism and nativism by exposing people to new cultures and creating familiarity, while at the same time increasing the efficiency and effectiveness of research and initiatives. In this time of duress for democracy, the philanthropic world needs to step up its funding for international collaborations in the humanities.”



# Changing horizons – Finding focus in new regions



## Chair

**Tina Stengele,**

Deputy Head of Department, Science and Research, Robert Bosch Stiftung GmbH



## The issue

Making co-operation work is never an easy task. Co-operation requires a common ground to start from, committed partners, a vision of what to achieve, constant teamwork, and - as trivial as difficult - a common understanding about processes and procedures. Establishing co-operation in new regions requires even more: thorough research, a first spark to start your network, openness to experience, and - last but not least: serendipity. This workshop explored how to find focus in new regions. How to prepare and what to consider? How to start? What to do and what not to do? Robert Bosch Stiftung GmbH shared experiences and gave insights into the funding activities the foundation started in Africa in recent years, especially in Science and Research. Working as partners at eye level, supporting home-grown ideas, serenity and reliability with regard to goals as well as flexibility with regard to the possible ways of reaching them, and last but not least, building sustainable networks are key elements of their work.



## Questions

- How do you find partners in new regions?
- How do you establish trusting and fruitful working relationships in new regions?
- How do you proceed when difficulties evolve?



## Main finding

- It requires time, openness and intensive communication.



## Conclusions

- It is important to start with listening and with finding seeds that you can plant and nurture as they grow.
- The bottom-up approach is important as otherwise you create a design that nobody believes in.
- It is important to be reliable in regard to goals but to be flexible in regard to the possible ways of reaching them.
- Risk-taking is important as it will help to achieve true breakthroughs.



# Keynote: What does the internationalisation of research look like?

Marek Kwiek, Professor and Director of the Center for Public Policy Studies at the University of Poznan, has done extensive research on what the internationalisation of research looks like.

Using a multitude of large scale research projects involving over 17,000 surveys and 500 interviews across 11 European countries, the study uses individual academics as units of analysis. This research sheds a lot of light on the trend of internationalisation of research from the micro-level of academics.

There are two main categories of academics in Europe when looking at internationalisation: internationalists, who were categorised as those who have cooperated internationally in research in the past three years; and locals, those who, put simply, have not. Kwiek's research supported a number of prevalent hypotheses about internationalists, primarily that they tend to be more research productive than locals, they spend more time on research and administration rather than teaching, they are on average more likely to be male and they tend to be older and in higher academic positions. Finally they are more likely to be involved with the "hard sciences", rather than "soft sciences", including social sciences. Internationalisation is a powerful stratifying force, heavily dividing the academic profession in Europe today.

On average, 62% of European academics are internationalists, but there are marked differences across the continent with 80% of academics in the Netherlands collaborating internationally in research in the past 3 years, compared to 50% in Germany and Poland, countries with large national academic markets for books and journals.

The research outlined the factors that influence these percentages and make academics more likely to participate in international research. One factor is simply competition, for both academic prestige and also for individual and institutional research funding. Locals and

internationalists are competing against each other for prestige, recognition, funding and hierarchy, and increasingly this is a battle being won by internationalists, as they tend to appeal to a wider audience and have access to better support networks.

In terms of audiences and markets, international orientation also differs across academic disciplines. This is because reward systems operate differently not only across countries but also across disciplines. For example for the social sciences, lay groups and colleague recommendations are more important to reputation than output in top academic journals, often based on large-scale quantitative data, whereas hard scientists are more focused on journals than their academic peers.

Personal decisions play an important role in deciding whether to participate in international research. A faculty's internationalisation is disproportionately shaped by individual values and predilections and institutions cannot simply push academics into internationalisation - more subtle mechanisms are needed in national and institutional policies.

While internationalisation may be seen as a benefit to many, the reality is this is also accompanied by costs, which can position internationalisation as more of a burden than a boon, and therefore influence the rate at which academics conduct international research.



Transaction costs and coordination costs are, for example, much higher in international research cooperation compared to national research cooperation in terms of time, money and other basic academic resources. Academics may ask themselves whether these costs are worth the additional publications, diversity of views and research funds. Furthermore, in terms of pure research productivity and output, having multiple universities across the world involved in a research project complicates administrative and operational procedures dramatically and can be difficult to coordinate well, which at times lowers the output, efficiency and feasibility of projects.

Research collaboration with highly productive scientists generally has a positive influence on individual productivity, and multiple-institution papers, or papers with international co-authors, are more highly cited. However reward systems in European science, particularly under the Framework Programmes, are changing and making it ever more important for individual academics to cooperate internationally. Though this can be beneficial it is not always wanted.

Time distribution and resource allocation are the final factors that researchers consider be-

fore entering into an international collaboration. The resources that academics and their teams can invest in research are always limited, and each additional requirement on a research project causes it to result in less time and energy available for other projects. Due to the aforementioned issues of organisation, travel and time, international collaboration requires more resources than national or internal collaborations and this can be a decisive factor in researchers' thinking and their individual decisions whether to internationalise or not, and to what extent.

Some of the factors raised were addressed by other speakers, particularly in the case of gender. The internationalisation of research is gendered according to Kwiek's research, but this issue was also raised by Jenny Phillimore, Director of the Institute for Research into Superdiversity at the University of Birmingham. At the beginning of her career, she had to travel while raising two young children. This was and remains very challenging. There are incredibly capable women in her team, and single parents who do not have anyone to take on childcare responsibilities. They have come up with creative ways around this but if we want to address the gender imbalance in international research, these issues have to be resolved.



# Building up a truly global research network

## Chair

**Simon Sommer,**  
Head of Research, Jacobs Foundation

## Speakers

**Cosima Crawford,**  
Development and Evaluation  
Programme, NOMIS Foundation

**Gelgia Fetz Fernandes,**  
Program Manager, Jacobs Foundation

**Peter Titzmann,**  
Professor for Developmental Psychology,  
Leibniz University Hanover

**Julia Wyss,**  
Research Fellowship Coordinator,  
Jacobs Foundation

## The issue

Very few private foundations run truly global research funding programmes. Some are restricted by their statutes, others shy away from the significant operational issues. However, if foundations really want to be at the cutting edge of their fields of activity, their research funding activities must not end at the border of their home countries.

## Questions

- How can we identify, globally, the relevant research and the most innovative and talented researchers in our fields of interest?
- How can we design and run funding programmes that are attractive to researchers from different research systems?
- What are the main pitfalls to be aware of?
- How can we use social media and other digital technologies in such a global programme?

## Findings

- Be mindful of cultural differences in all domains.
- What makes a programme attractive globally?
  - Allow for indirect costs/overhead to be included. In some countries this is a “must”, and it also strengthens the position of the funded researchers/research teams in their respective institution.
  - Allow applicants to fund parts of their salary from awards they are given.
  - Make sure that the programme gives awardees the opportunity to apply for additional networking support/seed money.
- Internally you have to make sure you have enough qualified human resources to run such a programme.
- Stick to your own currency, but be prepared for serious fluctuation. Make sure you are willing and prepared to help your grantees when exchange rates fluctuate. Accept financial reporting in the local currency. If you are not willing to display flexibility and you think you can run such a programme with an accountant’s mindset, you will be bound to fail.
- For global funding, you need to take infrastructural realities into consideration – some researchers simply do not work at institutions that allow for carrying out funded research as in the same ways as other world regions.
- Keep your processes lean and simple.

## Conclusion

Running a truly international programme is hard work. For foundations embarking on this journey, they will have to make some top-down decisions that might change their processes – and at the same time they must be prepared for an almost daily search for creative solutions and compromise. If they are willing to do this, they will see that working globally is the most rewarding thing a foundation can do.

# Diversity of thought in strengthening research institutions

According to Mamadou Diawara, Anthropology Chair at Johann Wolfgang Goethe Universität, and Director of Point Sud, scholarship, or the lack thereof in Africa, is fundamental to many of the problems the continent is facing, and strong institutions are the key to providing this scholarship.

Western institutions fund an enormous number of research projects worldwide, mostly in the developed world and in places where solid research institutions and organisations function. If they cease to fund a project for example in Germany, that project is then free to acquire other donors and funders and often has the means and methods of finding them. This logic is fine in the West, but what about countries where the infrastructure and the institutions don't exist?

The resulting loss of funding can result in young researchers becoming well trained due to their involvement in funding projects, but then dropping out of scholarship and research when the funding dries up. We are in a situation where many young researchers are funded and trained in their field of research, only to end up entering into business or politics when

the funding cycle ends. Diawara said, "One has the impression that we produce many little fish which are then all swallowed by crocodiles."

To solve this we need a framework that can bring together trained researchers in the context of successful initiatives and join them with research and funding institutions. In doing so young researchers would be able to secure support to stay in their fields of research, and think and act beyond their individual careers and countries. But without an institutional framework this scholarly motivation is impossible to create and sustain. Investing in research institutions rather than in sporadic projects will ensure the resilience of research in Africa. An example of this is the Swiss Centre of Research in the Ivory Coast, which is 65 years old. In this time, it has managed to secure top international staff and has transformed itself from a short-term external project into an

international centre with local participation and engagement. It has survived through uncertainty and war, and this longevity has secured the success of this venture.

In order for success stories such as this, there needs to be a diversity in thought, which requires us to be more open to possible enrichment and other epistemologies. We should be concerned about development aid which often is about westerners wanting to help others to achieve the same goals they have. But the goal cannot be for the whole world to be westerners, in the sense of western epistemology.



**“Scholarship, or the lack thereof in Africa, is fundamental to many of the problems the continent is facing, and strong institutions are the key to providing this scholarship.”**

The possibility to converse in humility is essential on both sides. We need to foster humble eye-to-eye dialogue in order to empower African researchers. Facilitating infrastructures as described above could impact this conversation.

Barbara Göbel, Director of the Ibero-Amerikanisches Institut, pointed out that the current international climate does not allow for business as usual. Strategies, formats and instruments developed historically to collaborate between the scientific metropolises and centres of the Global North cannot be simply extended to the Global South, to other historical, social or cultural contexts, following the logic of “more of the same, but slightly different”. The challenge is to think of internationalisation in a cosmopolitan manner; that means multi-perspective, poly-logical ways, and developing formats and instruments that allow the articulation of difference despite inequality.

Internationalisation should take into account the daily life and perspectives of others. Therefore it goes beyond the mobility of people or international collaboration in the frame of research projects, although these are important pre-requisites. It means finding another means of the co-production of knowledge, taking methodological and theoretical approaches developed in different historical, social and cultural contexts into account and highlighting the regional core of many disciplinary developments. Researchers of the Global South are a door opener for empirical data but they are also more than knowledge brokers. Internationalism means fostering the diversity of knowledge production through more diverse modes and formats of knowledge circulation. Open access strategies to open up the quite unidimensional publication economy is key. The EU, as a common but diverse research area, could make important contributions in this sense.

But it means also mobilising institutions. It means developing internationalisation in administrations, so that it is not a legal or financial challenge, but rather an opportunity. This requires specific capabilities and expertise which are not soft skills, they should be recognised as hard skills. Internationalisation is not for free, it is a long-term investment, which requires a personal commitment and institutional engagement.

Institutes such as European XFEL, as explained by its Managing Director Robert Feidenhans'l,



can go a long way in fostering cooperation globally. Groups of researchers, consisting of 20-100 people, from any country in the world, can apply to carry out experiments in the facility. This brings together diverse people, groups, cultures, approaches and perspectives. The common language here is the language of excellent science.

South-South cooperation needs to be fostered more. The Global South overly invests in mobility with the Global North, and nowhere near enough in South-South mobility. Researchers fall into the trap of trying to copy structures that won't necessarily work and end up spending more, often for less. Brazil in this context spends only 5% on mobility outside of the Global North and this should be a consideration for funders in the Global North. A lot of effort and funding is spent on attracting researchers from the Global South to the Global North, with the intention of researchers being able to bring skills back to their home country. Perhaps there should be more support in this regard for South-South mobility to find South-South solutions to South-South problems.



## Case study

# Overcoming power imbalances



Seth Amanfo is the Research Coordinator for the NIHR Global Health Research Unit Tackling Infections to Benefit Africa (TIBA) at the University of Edinburgh. TIBA, a word that means “to cure infection” in Swahili, is an African-led, wide-ranging, multi-disciplinary research programme that explores and draws lessons from the ways that different African health systems tackle infectious diseases. The programme has €8 million invested among 11 research organisations in 9 African countries, and 5 research organisations in Edinburgh. What can often happen in international cooperation is that the funding organisations hold more power and decision-making clout than other partners. Overcoming these imbalances was clearly thought through at the outset of TIBA, which conducts its research according to the three established core principles outlined below.

The first core principle is that TIBA is an African-led research programme, as it aims to work with African researchers for the benefit of Africans. The aim is to catalyse a shift of the centre of gravity of African research to Africa, to be carried out by African scientists, with impacts on African people. The Steering Committee comprises African scientists who review the programme’s Work Packages with the aim of making the scientific case stronger and to ensure value for money. The funding is given to partner research

organisations to conduct research proposed by them that focuses on national priorities for their countries as they know best what is important in their individual contexts. For example, the Ghana team is concentrating on malaria diagnostics and vaccine development, while the team in Uganda is focusing on the health of refugees migrating from South Sudan to the north of the country. All publications so far are either African-led or have an African co-author. Researchers based in Edinburgh are not dictating the research, the funding or the programme areas, but are supporting the African organisations in their work.

The second core principle of TIBA is equitable partnerships; all partner organisations have an equal say. The researchers bring different strengths, expertise and experiences to the table and being able to draw on these resources ensures that their products are greater than the sum of the parts.

There is no hierarchy based on resources or prestige. The programme’s Directorate is headed by two Africans and one European. Not only is TIBA a partnership of research organisations but also a partnership with industry and global actors such as the World Health Organisation Africa Region (WHO-AFRO), the African Union and the NEPAD Agency. These partnerships help ensure that research leads to both policy and physical change for real impact upon the lives of people.

The final principle of TIBA is that of inclusive engagement. TIBA believes in ‘leaving no one behind’ as they have representation from all sectors. From its inception, TIBA has engaged with the affected communities, policymakers and implementers within the ministries of health and international stakeholders such as the African Academy of Sciences, the pharmaceutical industry, journalists, charitable organisations and philanthropists. TIBA engages at the community level to aid and benefit from work on the national, continental and global level. Working on all levels allows for research to quickly translate into action and policy, and this has a beneficial impact on healthcare.

# Internationalisation is key to knowledge creation

If the changing global context is making international cooperation more difficult, then why is it so important for the research community to participate? Knowledge creation! According to Jenny Phillimore, Director of the Institute for Research into Superdiversity at the University of Birmingham, it would be unimaginable to carry out research in the field of migration, for instance, without working with international partners. Migration being a global issue, it really requires a global perspective.

International networks are crucial for the work of researchers as it allows for the sharing of ideas, co-publishing, and co-researching. Working in the realm of social policy, Phillimore says that it is vital that she be able to collect ideas from around the world that can be used to shape policy in the UK, Europe and beyond.

The very best quality data comes from international research projects, where they are asking the same questions about the same phenomena, but in different contexts. There tends to be a more amplified impact from working internationally due to increased scope, diversity, practices and often budget and although academics are encouraged to network with peers in other universities, the most beneficial relationships are borne from working together on joint research projects and proposals. This does however require a human element to the research, for no matter how symbiotic the relationship between the research proposals may be, if the relationships between the researchers themselves are not, the proposal suffers.

One example from Phillimore's work of an international research project was one which compared the pathways of asylum seekers and

refugees leading to sustainable work in multiple countries. The impetus for the project was a UK government asylum seeker dispersal programme that suffered from little planning or consultation. The project aimed to gather best policies and initiatives from around the world that could be applied to improve this UK programme. The research was conducted through local surveys and site visits in multiple countries. With the results of the research, the troubled UK programme was able to create a new, improved pathway for asylum seekers

and refugees to follow to be able to enter into skilled employment in the UK.

Despite the challenges, working internationally allows for new thinking, new experiences and new learnings from different perspectives and contexts. International research allows social scientists to understand

what can be generalised and what is down to the local context. They have learned different methods, theories, and gained access to broader skill sets. Interpersonal skills are also developed as one learns how to interact with people with different skills, languages and cultures, and these skills grant access to knowledge banks from around the world, which otherwise would not be known.

**“Working internationally is essential for understanding and exploring the complex solutions necessary to the complex issues the world is facing today.”**



Vidushi Neergheen-Bhujun, Senior Lecturer for the Department of Health Sciences and ANDI Centre for Biomedical and Biomaterials Research at the University of Mauritius, truly values the access working internationally gives her to enhanced facilities, but also the access to other views and opinions through cooperation. Through the University of Edinburgh, she has been able to increase the speed of her research into cancer prevention methods through natural agents indigenous to Mauritius. Although she has the facilities necessary to carry out her research in Mauritius, they do not have the same scale or efficiency as those in Edinburgh. Having access for herself and her students to this equipment builds their own capacity, and the ability to share data, which allows her to put her research into practice at a faster rate.

From a foundation's perspective, Carlo Mango, Head of the Scientific Research Department at Fondazione Cariplo, explains that working internationally is essential for understanding and exploring the complex solutions necessary to the complex issues the world is facing today. Furthermore, through working internationally it is possible to take advantage of a wider range of experience and research that can benefit your own organisation's ability to tackle complex problems. The FIRST and CERES programmes for example, born out of a European Foundation Centre Annual Conference, would not have been possible without the cooperation of the Agropolis Foundation. Together they pooled their resources and leveraged their respective expertise to efficiently develop and implement stress-resistant rice strains.

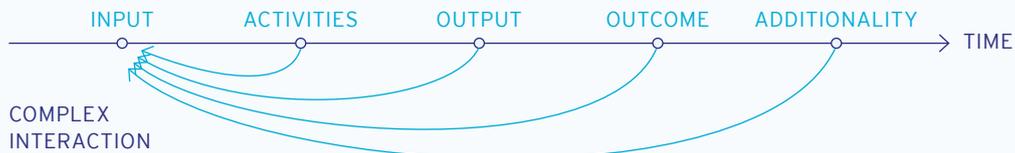
Collaboration also allows for philanthropic organisations to strive for more and be bolder in their work. For Göran Blomqvist, Chief Executive of Riksbanken Jubileumsfond, cooperation allows the setting of objectives that would normally be inconceivable as a single foundation, and this increased boldness and scope makes bigger initiatives possible and therefore amplifies impact. Linking to Mango's previous point, this strengthens the quality of work of foundations and increases the efficiency of their spending.

As Phillimore stated, cooperative research is key to sustained and shared success, and she cannot imagine an academic career without internationalisation and collaboration.

## Workshop

# Measuring impact in international collaboration

### The logic model – How do we qualify impact?

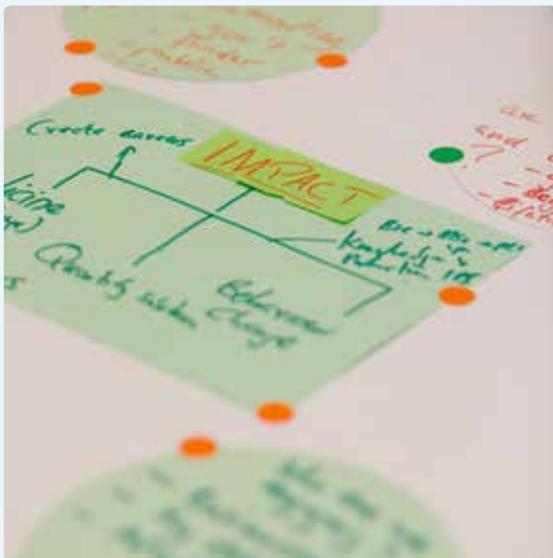


## Chair

**Paul Wouters,**  
Director of the Centre for Science and  
Technology Studies, Leiden University

## The issue

Time and time again, we are getting bogged down with philosophical debates on the best approach to measuring impact and the most appropriate indicators to use. Although these are important discussions to have, we sometimes get lost in the overarching objective- are we making an impact? This interactive workshop tackled this question from a practical perspective focusing less on the philosophical detail and more on how to document the impact of collaboration.



## Questions

- How can we document the impact of research?
- How can we avoid the trap of indicators?
- What is impact, who are we documenting for and what kind of communication is happening around impact?

## Findings

- The communication around impact is as important as the reporting itself.
- The time-frame must be taken into account; real long-term impact must be developed in different ways to short-term impact.
- Diversity is the key to indicators. No small set of indicators can solve the issue. How can we develop funding for risky research for which you cannot develop any way of documenting impact in the short-term?
- The logic model drawing shows different feedback loops.

## Conclusion

A lot of societal impact is happening through social interactions and changing behaviours, therefore social sciences are as important as the technological and natural sciences in creating impact of research. We are all aware that this means changing the scientific system. The current system is not optimal and we need a better one.

# Overcoming bureaucracy in multi-partner collaborations

Bureaucracy and the problems associated with it were a recurring theme throughout the conference but were evident in a variety of forms: the political perspective of creating barriers to movement; the funder and grantee perspectives of fractious funder/grantee relationships; overburdened researchers; and the institutional perspective of the complications that can arise when creating multi-funder partnerships.

On the political level, Arjun Appadurai, Professor of Media, Culture and Communication at New York University, and Jenny Phillimore, Director of the Institute for Research into Superdiversity at the University of Birmingham, spoke of issues on visa restrictions and differing labour standards across the globe.

Vidushi Neergheen-Bhujun, Senior Lecturer for the Department of Health Sciences and ANDI Centre for Biomedical and Biomaterials Research at the University of Mauritius spoke of legislative issues around material transfer and intellectual property rights that are an unnecessary burden on her work.

Seth Amanfo, Research Coordinator for the NIHR Global Health Research Unit Tackling Infections to Benefit Africa (TIBA) at the University of Edinburgh, spoke of travel restrictions and the difficulties African researchers face when travelling. He also encountered problems transferring money to Sudan during the TIBA project, with the money transfers within the pan-African collaborative project at times falling foul of political issues and sanctions. In the case of Sudan current legislation prevents the direct transfer of funding to the project. A solution was found in that the University of Edinburgh

paid all invoices directly, however this is an undue burden for both the project partners in Sudan as well as the University of Edinburgh.

In terms of the funder-grantee relationship, generally speaking researchers have been grateful for having fewer requirements when working with foundations compared to other funders. This is likely a reflection on the flexibility and independence associated with the philanthropic sector. However there is still room for improvement, and one identified way forward in this relationship could be to be up front with all requirements attached to the funding.

Amanfo has been on the receiving end of two funder requests which were not outlined at the start of the funding relationship and that could have proven to be problematic to fulfil. The first was an assets registration requirement for all project partners, which although straightforward for the project partners within TIBA due to their calibre, for organisations with less capacity, this is a heavy administrative burden, especially without forewarning. The second unforeseen requirement was ethical approval for all projects. Fortunately they had already undergone the process of ethical approval so it was not a

**“ In this increasingly complicated and messy world, philanthropy can either address problems that have become crises, or choose to stay ahead of the curve and address the causes of these crises before they become serious. ”**

major issue, but this had not been outlined at the very beginning and so could have presented a major delay. Neergheen-Bhujun spoke of the difficulty in finding consistent funding as a threat to the future of her work, with funding applications taking long periods of time to come to fruition. Out of 15 grant applications, only two have been secured, which puts her work in jeopardy.

So how should funders move forward? Appadurai has called on the philanthropic sector to work more in the mode of anticipatory philanthropy rather than reparatory philanthropy. In this increasingly complicated and messy world, philanthropy can either address problems that have become crises, or choose to stay ahead of the curve and address the causes of these crises before they become serious. This requires the sector to be nimble, strategic and open to risk, and accept that failure might occur more often than success. This also requires supporting projects that may not be glamorous or have instant results.

European and Global Challenges, a joint funding initiative of EFC Research Forum members including the VolkswagenStiftung, Wellcome Trust, and Riksbankens Jubileumsfond, was a prime example of this. The call for applicants for the initiative, which ran from 2009-2013, was open and flexible enough for Phillimore to submit a project that she had been thinking about for five years. This beautifully broad call meant she did not have to make her idea fit into a series of tight aims and objectives. Her project was on researching how Australia, Sweden and Turkey are dealing with sexual and gender-based violence among refugee and asylum seeker communities, with a reported 80% of women experiencing violence in this context.

For Neergheen-Bhujun, her international cooperation began with a €10,000 grant that led to both preliminary research and further funding to continue her work. Thus perhaps multiple, small grants to kick-start and explore ideas could also be a way forward for the philanthropic sector.

**“ A partnership among funders does not have to mean a common pot of funds, as rules and regulations are needed and can make this difficult to implement and manage.”**

This flexible approach is one that is implemented well by the Riksbanken Jubileumsfond, as explained by its Chief Executive, Göran Blomqvist. Their bottom-up approach means the applicants are free to choose whom they would like to work with. The decision-making is largely left in the hands of the grantee.

When it comes to collaborating with other foundations, it can however be difficult to navigate as each organisation has its own processes, structures and rules and Blomqvist's advice is simple: Don't make it more complicated than necessary. A partnership among funders does not have to mean a common pot of funds, as rules and regulations are needed and can make this difficult to implement and

manage. It is better to agree on the process of what needs to be done and how to do it and then to simply split up who funds what and where. Another thing to keep in mind, however, is that it is easier for the researcher to have a clear contact and relationship with someone in the funding body for support, and this must be built upon sturdy foundations of trust!



## Case study

# Engaging internationally despite domestic constraints

Although international cooperation is common among philanthropic organisations, many are constrained through their statutes to only operate and fund locally, regionally, or nationally. How can foundations participate in the growing trend of internationalisation, while still operating under these restrictions? Anne-Marie Engel, Head of Talent and Career Programmes at the Lundbeckfonden, explained that they are a prime example of how a foundation who strictly funds nationally, can still contribute to the internationalisation of research.

Lundbeckfonden, which primarily funds bio-medical research, especially in the field of neuroscience, does not actively collaborate internationally with other philanthropic organisations, and has no plans to in the future. They aim however to make Denmark a world leader in the field of neuroscience, and to be funders of the best people, in the best projects, at the best times in their careers. The question is how can they achieve this while only funding in Denmark?

One of their initiatives is The Brain Prize, the largest neuroscience prize in the world. The prize of €1 million is granted to the international researchers who have made the most significant contribution to brain research globally in any given year. Not only does it reward excellent research internationally, it benefits neuroscience research in Denmark as it comes with an obligation to come to Denmark, to research and interact with neuroscience in Denmark, and provide forms of outreach to other researchers and stakeholders in the medical sector. This is in line with the foundation's stated goal of expanding from supporting research to also communicating good research and supporting its integration and utility.

The Brain Prize works in conjunction with many other of Lundbeck's initiatives, such as their funding for international researchers in Denmark, and the support they offer to international researchers

wanting to come to Denmark. They are not alone in engaging in this type of programme with many other philanthropic organisations, such as Fondazione Cariplo and Riksbanken Jubileumsfond, conducting similar initiatives in Italy and Sweden respectively. The aim is that through their support of international researchers, this in turn supports Danish excellence in the field through the sharing of new perspectives, ideas and concepts. Lundbeckfonden believes this to be the best way they can facilitate the internationalisation of research

under their current mandate. By ensuring the constant flow of researchers in and out of Denmark, they can enjoy the benefits associated with international collaboration in research but also stay within the constraint of their statutes.

As members of the EFC since 2007, Lundbeckfonden is a long-time member of the Research Forum, and even though they limit their initiatives to Denmark, they value the cooperation and networking opportunities that membership of the EFC and

its Research Forum, brings. It is beneficial when developing new strategies or funding tools to be able to reach out to peers in other philanthropic organisations to ask what the pitfalls are, what to steer around and find out what was successful. Carlo Mango, Head of the Scientific Research Department at Fondazione Cariplo, also highlighted the importance of platforms such as the EFC in his foundation's international work. Two of its international cooperations began following discussions at an EFC Annual Conference. The first led to a joint project on integrated cognitive, sensory and motor rehabilitation of hand functions in Milan. The second led to a global initiative with Agropolis Foundation on agri-food systems called "Thought for Food". As can be seen, there are many forms that internationalisation of research can take and geographic constraints, although a challenge, do not have to be blockers.



# Building trust – The key to successful collaboration

The importance of taking time to build trust is a constant theme when speaking about international collaborations. Trust is necessary between researchers in a project, between co-funders, as well as between the funder and researcher.

From the researcher's perspective, Jenny Philimore, Director of the Institute for Research into Superdiversity at the University of Birmingham, spoke of the importance of chemistry. Often researchers can be instructed to go to a university and work out how to work together and build a project together, however if mutual understanding, chemistry and trust are not there, it will simply not happen. This process needs to grow through meetings, getting to know and connecting with people, and figuring out if they have something in common that makes them excited. Researchers build upon connections made through previous research projects. A bottom-up approach to these relationships is necessary and needs to be organic. This means that face-to-face meetings are invaluable and although they are costly, they are crucial to the success of a project. It cannot be expected that researchers are simply sent to another institution and then success follows. This is a trap found in the increasingly quantified and qualified university system.

Trust and leaps of faith are also important for the funder-grantee relationship. Mamadou Diawara, Anthropology Chair at the Johann Wolfgang Goethe Universität, and the Director of Point Sud, a centre of local knowledge in Bamako, Mali, received a VolkswagenStiftung research project grant on local knowledge in 1997. This project eventually evolved into the development of the Point Sud Institute, but this evolution required a deep level of trust between the funders and grantees, and a leap of faith on the part of the funders involved. It has however had a long-lasting, positive impact on the production of knowledge in Mali and in Africa.

When it comes to trust among funders, according to Carlo Mango, Head of the Scientific Research Department at Fondazione Cariplo, co-creation from the beginning is vital. Partners must set

goals together, openly debating and sharing the missions of the partners involved, before reaching a focused objective. Although operational issues e.g. peer review systems are important to agree on, taking care of the projects themselves is the bigger issue.

Do the projects really tackle the challenges and objectives that they decided when they started? Measurements and indicators must also be decided in the co-design phase as every project needs a tailored system of measuring that is shared among partners. Successful projects are those where partners are motivated and achieve shared key performance indicators (KPIs).

Trust from governing bodies is also an important point to consider. Göran Blomqvist, Chief Executive of Riksbanken Jubileumsfond, stated that collaboration challenges internal decision-making. It is difficult to explain to a board that when you put €1 million into a collaboration, it may not necessarily come back to your own country. Riksbanken Jubileumsfond only uses the academic standard of the research to decide what to fund, even if it means that the money leaves Sweden. Over time the board has come to understand the importance of the value of collaboration, as well as the strengths and weaknesses of research carried out in Sweden, and the importance of using this lens when deciding where to fund.





# Funders and grantees, making it work together



## Chair

**Ignasi López Verdeguer,**  
Director of Science and Research  
Department, "la Caixa" Banking Foundation



## Speakers

**Silke Bertram,**  
Program Director, VolkswagenStiftung

**Oliver Oliveros,**  
Deputy Director for Partnerships and  
International Cooperation, Agropolis Foundation



## The issue

This workshop was a mutual learning opportunity to identify strategic and operative best practices in transnational cooperation through sharing participant experiences and challenges in their projects. The workshop started with the presentation of (session related) results of the report "Driving Progress for Research and Innovation in Europe. The Potential of R&I Foundations" recently published by an Expert Group of the European Commission - DG Research. This was followed by a short explanation of previously identified best cases of collaboration by their own coordinators. Best cases were the "Cooperative international research calls" led by the VolkswagenStiftung and the "Thought for Food Initiative" - a transdisciplinary research project call on sustainable food systems.



## Questions

This workshop initially began as a sharing of best practice among funders but with so many potential grantees, it did not take long for the organisers to change tack and broaden the scope. Some key questions/points emerging from potential grantees included:

- How do philanthropic organisations decide on their research disciplines and funding areas?
- How do they engage with researchers to design open calls?
- The dangers of open access for organisations that depend on the journals they publish for their financial sustainability.



## Conclusions

- Senior researchers are more likely to qualify for international research funding.
- International cooperation might increase impact and peer-learning opportunities but they might be inefficient because they need a lot of time.

# Science diplomacy in the face of new nationalism

Throughout the conference there was a clear contradiction between the importance of working internationally and the impact it can have, and the backlash against globalisation which impedes collaboration.

Nebojsa Nakicenovic, Deputy Director General and Chief Executive Officer of International Institute for Applied Systems Analysis, also pointed out that one of the great contradictions of science is that not only is it the source of both the many global challenges we currently face but also the answers. Beyond this, science and research enjoy a long tradition of having a broader impact beyond the science itself, through mechanisms such as science diplomacy.

Jana Kolar, Executive Director of CERIC-ERIC, defined science diplomacy as the use of science to prevent conflicts and crises, underpin policymaking and improve international relations in conflict areas where the universal language of science can be employed to open new channels of communication and build trust. A fantastic current example of this is SESAME (Synchrotron-light for Experimental Science and Applications in the Middle East) in Jordan. It is the Middle East's first major international research centre and offers a two-pronged benefit of engaging in science and research and creating mutual understanding in an area long experiencing political tension and conflict. Located in Jordan, the only state not in conflict with any of the participating countries such as Israel, Palestine, or Iran, this is a case of science being used to improve relations in conflict areas. The centre was started using heritage equipment from CERN, which itself was established on similar grounds, but for post-war Europe.

“ One of the great contradictions of science is that not only is it the source of both the many global challenges we currently face but also the answers. ”

Robert Feidenhans'l explained that European XFEL, where he is Managing Director, is another example of this kind of international cooperation. Twelve national governments joined together to create this research facility which houses the strongest x-ray beam on the planet. The 12 governments that fund it include Russia and the United Kingdom, who, despite serious recent diplomatic incidents, work in a very robust and reliable partnership here. The participating governments know that by being part of European XFEL, they can achieve more together than any one country can achieve on its own.

There is no doubt that these projects have created lasting impacts that go beyond research output. In fact according to Vaughan Turekian, Executive Director of Policy and Global Affairs (PGA) and Senior Director of the Program on Science and

Technology for Sustainability (STS) at the National Academies of Sciences, Engineering, and Medicine in the United States, the main motivation is not the creation of knowledge, as with normal research, but relationships, exchange and mutual understanding leading to something larger.

However, it is important to explore whether the rise of nativism and populism will have an effect on these initiatives in the future. Science diplomacy is not ad hoc but based around structures and institutions, and there is currently a lot of scepticism surrounding these. As such the structures and institutions

are all being rethought, drawing from lines of thinking that formed during the post-Cold War period and the emergence of the digital age. If we are saying science diplomacy is based on institutions, we need to think about what those institutions are and how they relate to this fast changing environment.

Turekian, with his vast experience with national governments, explained that for foreign ministries, national interests are the most important ones, even when working on global issues. Nationalism is built into these actions, and in this sense cross-border cooperation on science initiatives has at times played a role in reducing conflicts, while working to-

**“The mantra needs to be flipped and thought about as thinking locally, acting globally.”**

wards national interest, as well as working on solutions to global problems. Often if the concept of national interest were to be removed from a discussion, it would get very hard to have that discussion at all. So while nationalist interests are not always the main reasoning behind international collaboration, they do need to be taken into account. Similarly within national governance structures, the work done by those working on global issues is often dismissed by colleagues working more explicitly on the national interest. For this reason, it is key to articulate global interests through a national interest. Often times the failure of international structures to do this results in something being abandoned at home as a globalist issue.

The Paris agreement was a realist approach to climate change. In the 1990s, the approach which led to the Kyoto agreement was very top down, building national policy from global policy. The Paris agreement recognised some of the difficulties in that and approached global policy by first assigning national commitments. The Sustainable Development Goals (SDGs) are another example. The previous Millennium Development Goals had been viewed as external; something for other countries to think about. The SDGs however, are something to be internalised. They need to be better articulated so that the SDGs are not about somebody else, rather that they are about you, your own achievement of something aspirational for your population, the planet and your prosperity. This provides an opportunity for people to work more closely among different sectors to meet a national priority.

These examples show that the mantra needs to be flipped and thought about as thinking locally, acting globally. It was this assumption of first thinking globally that led to an interesting disconnect. We first need to articulate the domestic priority of a problem before thinking about the right structures to act. This process can facilitate the possibility to make progress in certain areas, and see how people can benefit locally by doing something globally.



## Case study

# Unifying the voice of the global research community

In 2018 the International Council for Science (ICSU) and the International Social Science Council (ISSC) merged to form the International Science Council (ISC), forming a global voice for science. According to Heide Hackmann, the CEO of the new body, this was a long, drawn-out process that required navigating myriad diplomatic, political, legal and practical issues. So why was this monumental task undertaken?

ICSU was established in 1931 as a representative body of the natural sciences, while ISSC was formed in 1952 to represent the social sciences. By joining forces the intention is to provide a unified, global voice for science. Although there are other international science bodies speaking on behalf of governments, funders and scientific institutions, this merger has created the largest non-governmental representative scientific body in the world. It brings together a wide-ranging membership in both scope, size and funding and includes national and regional scientific organisations from 140 countries and present academies, research councils, international scientific unions, and associations representing over 40 disciplines.

Their partnerships and networks that extend beyond ISC's own membership gives them this global voice and platform from which to represent the scientific community. Over the last 50 years the two councils had set up international platforms, networks, observing systems and coordinating committees that worked across a range of areas. They partnered with UN agencies, other international organisations and major research programmes and today these partners form part of the major research infrastructure that this new council presides over.

It is vital to note that these are not empty partnerships but active ones, with collaboration on joint activities. Within the UN system, the ISC has formal relationships with various bodies and is formally accredited, with a special status within UNESCO. They are also a part of the major groups system of stakeholder engagement, where they coordinate the major group of the international science and technology community.

Over 80 years ago the term interdisciplinary was added to the Oxford English Dictionary, so it is hardly a new phenomenon for academia. We have been talking about this for decades. The motivation here is to highlight the fact that there is no single issue within the Sustainable Development Goals that can be solved or worked on from a single scientific perspective – interdisciplinary collaboration is needed. The merger can in this sense be seen as a movement towards this on an organisational level. →



Integrated knowledge for the interrelated, complex processes and global challenges that we face was the big story behind the merger, but the significance is much broader and more important. This merger was developed with a high-level strategy, vision and mission for this new organisation, a new global voice for a society which needs science more than ever, but is increasingly less inclined to listen. In this context the formation of a unified, credible, and powerful voice for science, which can demonstrate the value of science to society, and work to advance science as a force for global public good, was a critical step to take.

How though will this new global voice champion science? The ISC will advocate for the need of evidence and informed understanding in decision-making, and it will stimulate and support national research and scholarship on major issues of public concern. The ISC sees a need to articulate the knowledge that comes from that research and scholarship into public discourse, championing science as being for policy, practice and public discourse. The ISC would like to promote the continued and equal advancement of scientific rigour, creativity and relevance in all parts of the world, and will work to safeguard the free and responsible practice of science.

If the ISC is to be the global voice for science, it is important to talk about who they are representing. It is unhelpful to make simple dichotomies of basic and applied science. The ISC considers all science as an open, public, engaged enterprise – science that is integrated across borders, disciplines, and fields; science that is inclusive, encompassing minority voices, epistemologies, perspectives and approaches of scientific communities from all over the world; and science that is engaged, that is enabled to work with societal actors, with citizens, decision-makers and the private sector to co-design. This is a true global voice for science.

“Segments of society have turned to new nationalism, which is fed and fuelled by post-truth politics, a playing field where emotional claims and arguments are stronger than facts.”

This global voice for science is needed more than ever considering the current context of rising nationalism. Science needs to better communicate its benefit to society and better attempt to “balance” discussions on a sensible axis rather than “pitting flat-earthers against PhDs” for example, as put by Jana Kolar, Executive Director of CER-IC-ERIC. Contributing factors to new nationalism are issues such as globalisation and economic crisis, and are resulting in dissatisfaction for large parts of the low-income parts of society. These segments of society have turned to new nationalism, which is fed and fuelled by post-truth politics, a playing field where emotional claims and arguments are stronger than facts.

We need to find ways to be better heard. Digital technologies and social media have completely changed the landscape, and the current trend of false balanced reporting is not in the research community’s favour. If the majority of scientists say there is manmade climate change, and reporters bring a minority opinion, it gives the impression that science doesn’t know the issue.

Nebojsa Nakicenovic, Acting Director General and Chief Executive Officer of the International Institute

for Applied Systems Analysis, explained that although there is a science group within the UN system, there are also other major groups in that process that are not evidence based, that do not use the peer-review process, and all are treated equally. These groups all have a role to play, but this is marginalising and eroding the role of science. This is compounded by fluctuating and unsustainable political support that ebbs and flows with the tide. In light of this, a strong, unified voice for science could make all the difference.

# Keynote: Future of science policy in Europe - What role for philanthropy?

Robert-Jan Smits, Senior Adviser for Open Access and Innovation at the European Political Strategy Centre at the European Commission, not only gave his view on what the future of science and research policy could be in Europe, but also on where philanthropy fits in with this future.

Europe has a long history of cross-border cooperation in research. From the early days of CERN to the current Framework Programmes, it has led to healthy competition in the research sector, with initiatives like the European Research Council, aimed at boosting excellence, as well as to thousands of networks, partnerships, cooperative activities and importantly, friendships. These cooperative initiatives have often concentrated on the grand challenges facing society in attempts to find solutions. To facilitate cooperation between researchers, the European Research Area was created. The European Research Area has successfully removed borders for the transfer of knowledge, technology and researchers within Europe, allowing the free flow of ideas and research and is a paragon of European integration.

However, there is still a lot more work to do to overcome the myriad challenges that the research sector faces. To understand where European science and research policy should be going, one has to look at Pascal Lamy's recommendations in the Lab-Fab-App Report. First, we need to have more investment in science and innovation in Europe. The proposed budget for Horizon Europe is a step in the right direction. Member States, regions and the private sector should however also increase their investment.

Second, Europe needs to plan and collaborate much more on more large-scale missions such as 'Man on the moon'. These kinds of investments and initiatives give more visibility to European research and partnerships. CERN and Airbus are great examples of European large scale initiatives.

Third, there should be a greater focus on disruptive market creation innovations. We need to make sure that crazy ideas can get funded and allow innovative start-ups to grow.

Fourth, Europe should focus more on the global dimension and foster cooperation with the rest of the world. Currently, Europe still generates 30% of the world's knowledge with only 7% of the world's population, but in 20 years that will not be the case. Therefore we need to work much more at the global level. The challenges facing society today should be sought collaboratively and not simply by one continent. There is also a battle for talent that will only increase because of Europe's demographics.

Yet, cooperating at the global level is not easy for a variety of reasons. Differences in culture, values, funding mechanisms, and rules around intellectual property for example are barriers to cooperation. Many countries work with yearly budgets. Reciprocity can also pose problems.

Perhaps the best way forward is to focus more on policy coordination. It has turned out to be very productive to share experiences on different policies and projects, exchange researchers, set common agendas and cluster existing and ongoing projects together.



Other policy coordination initiatives could relate to research integrity, gender equality, open science, open access.

It is clear that global cooperation is under threat, with multilateralism increasingly losing out to rising nationalism and less openness. Europe should buck this trend and continue its policy of openness but strive to be less naive when sharing.

Where does philanthropy fit in with this scientific policy going forward? Getting cooperation off the ground between the European Commission and the philanthropic sector has not been easy. There have been some success stories, for instance, with the Commission launching a joint prize to reduce child death at birth with the Bill & Melinda Gates Foundation, as well as a new joint initiative, "Breakthrough Energy Europe", to support research into renewable energies. Ideally however, there should be more joint cooperation between the Commission and the European philanthropic sector. It is understood that foundations have their own mandate, focus and constituencies but there are lots of possibilities to cooperate and collaborate. Perhaps for example forces and resources could be joined on the human cell atlas

project which aims to map the key cells in the body. This follows on from the success of the human genome project, and perhaps in the future could followed up by a human protein mapping project. This would provide an enormous resource for biomedical research.

On Open Access, the newly presented Plan S, which aims to have all publically funded research fully accessible to the public by 2020, is another area on which there are possibilities for cooperation between the philanthropic sector and the Commission. Plan S was immediately supported by 13 national research funders following a plea made by the 28 Member State ministers responsible for research. It is a unique opportunity for philanthropic organisations that fund enormous amounts of research and scientific projects to support Plan S, as such to make it clear that they do not want their money to lead to publications that are locked behind paywalls. Instead they should aim to support full and immediate access to the results of research they fund.

There is therefore an open invitation to foundations to support and sign up to Plan S and to make Open Access a reality.

## Closing remarks

By Quentin Cooper, Radio Presenter,  
Science Journalist and moderator of the conference

Things that emerged for me included not trying to devise one-size-fits-all solutions that can be adapted for different parts of the world and different collaborations, situations and philanthropic organisations...but instead treating each particular combination of circumstances, challenges and constraints as unique and working to get the most from all the participants in each specific case.

This will lead to greater emphasis on thinking small in order to think big. So although larger-scale, higher-profile projects may be more attractive because they garner more atten-

tion and publicity, if the goal is to do the most good rather than to look good about what you are doing (and if it isn't something is wrong!), then - as made clear in Robert-Jan Smits' closing keynote - smaller-scale policy coordination can often be more effective.

All of this doesn't prevent there being huge gains to be made sharing knowledge and comparing experiences, but the goal has to be on increasing options rather than finding wholesale solutions; adding tools to the toolbox rather than getting a blueprint for success.

# Annex

## Speakers

**Alberto Anfossi**

Secretary General

- \* Compagnia di San Paolo

**Anne-Marie Engel**

Head of Talent & Career Programmes

- \* Lundbeckfonden

**Arjun Appadurai**

Professor of Media, Culture and Communication

- \* The New York University

**Barbara Göbel**

Director

- \* Ibero-Amerikanisches Institut Berlin

**Carlo Mango**

Head of Scientific Research Department

- \* Fondazione Cariplo

**Cosima Crawford**

Development and Evaluation Programme

- \* NOMIS Foundation

**Fredrik Lundmark**

Research Manager

- \* Riksbankens Jubileumsfond

**Gelgia Fetz Fernandes**

Program Manager

- \* Jacobs Foundation

**Göran Blomqvist**

Chief Executive

- \* Riksbankens Jubileumsfond

**Heide Hackmann**

CEO

- \* International Science Council

**Ignasi López Verdeguer**

Director, Department of Science and Research

- \* "la Caixa" Banking Foundation

**Jana Kolar**

Executive Director

- \* CERIC-ERIC

**Jenny Phillimore**

Director of the Institute for Research into Superdiversity

- \* University of Birmingham

**Julia Wyss**

Research Fellowship Coordinator

- \* Jacobs Foundation

**Mamadou Diawara**

Anthropology Chair

- \* Johann Wolfgang Goethe Universität Frankfurt am Main

**Marek Kwiek**

Professor & Director

- \* Center for Public Policy Studies University of Poznan

**Mariët Westermann**

Executive Vice President Programs and Research

- \* Andrew W. Mellon Foundation

**Nebojsa Nakicenovic**

Deputy Director General / Deputy CEO

- \* International Institute for Applied Systems Analysis

**Oliver Oliveros**

Deputy Director for Partnerships and International Cooperation

- \* Agropolis Foundation

**Paul Wouters**

Director of the Centre for Science and Technology Studies

- \* Leiden University

**Peter Titzmann**

Professor for Developmental Psychology

- \* Leibniz University Hannover

**Quentin Cooper**

Radio Presenter / Science Journalist

**Robert Feidenhands'I**

Managing Director

- \* European XFEL GmbH

**Robert-Jan Smits**

Senior Adviser for Open Access and Innovation

- \* European Commission

**Seth Amanfo**

Research Coordinator for the NIHR Global Health Research Unit

- \* Tackling Infections to Benefit Africa (TIBA) at the University of Edinburgh

**Silke Bertram**

Program Director

- \* VolkswagenStiftung

**Simon Sommer**

Head of Research

- \* Jacobs Foundation

**Tina Stengele**

Deputy Head of Department, Science and Research

- \* Robert Bosch Stiftung GmbH

**Vaughan Turekian**

Executive Director PGA and Senior Director STS Program

- \* National Academies of Sciences, Engineering, and Medicine

**Vidushi Neergheen Bhujun**

Senior Lecturer

- \* University of Mauritius

**Wilhelm Krull**

Secretary General

- \* VolkswagenStiftung

# About the EFC Research Forum

## Why a Forum?

Foundations and philanthropic organisations play a vital role in supporting research across Europe, and have valuable expertise to share with all research stakeholders. The mission of the EFC Research Forum is to maximise this potential. The Forum is a collaborative network that supports initiatives to advance the following vision for a new environment for philanthropy in research:

- A better legal and fiscal environment to promote more effective philanthropic support for research
- Enhanced cooperation between philanthropic bodies and other research stakeholders
- Better understanding of the value that philanthropy contributes to research
- Increased awareness of philanthropy's role in supporting research
- Philanthropic investment in research which complements (not substitutes) public funding

## How it operates

The Forum helps underpin philanthropic funding for research by facilitating the exchange of experiences and best practices between research-funding philanthropic organisations and their stakeholders, principally universities and research institutes, while at the same time raising the profile of philanthropic funding for research in Europe. It does so through the following types of activities:

- Organising peer-learning events
- Documenting foundation actions and practices in funding research
- Documenting and fostering a more helpful legal and fiscal European environment for philanthropy research
- Monitoring European developments and programmes supporting research in Europe and worldwide

The Forum's work is led by a Steering Group comprising 11 EFC members active in research. Current members of the Research Forum Steering Group are:

- **Fredrik Lundmark,**  
Research Manager, Riksbankens Jubileumsfond (EFC Research Forum Chair)
- **João Caraça,**  
Senior Advisor, Fundação Calouste Gulbenkian
- **Anne-Marie Engel,**  
Head of Talent and Career Programmes, Lundbeckfonden
- **Ignasi López Verdeguer,**  
Director, Department of Science and Research, "la Caixa" Banking Foundation
- **Carlo Mango,**  
Head of Scientific Research Department, Fondazione Cariplo
- **Stuart Pritchard,**  
EU Affairs Manager, Wellcome Trust
- **Gerrit Rauws,**  
Director, King Baudouin Foundation
- **Maddalena Rusconi,**  
Senior Project Manager - Fundraising Unit, Compagnia di San Paolo Sistema Torino srl
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# About the EFC

As a leading platform for philanthropy in Europe, the EFC works to strengthen the sector and make the case for institutional philanthropy as a formidable means of effecting change.

We believe institutional philanthropy has a unique, crucial and timely role to play in meeting the critical challenges societies face. More people and causes benefit from institutional philanthropy than ever before, from eradicating deadly diseases and making the world's populations healthier to combating climate change and fighting for global human rights and equality.

Working closely with our members, a dynamic network of strategically-minded philanthropic organisations from more than 30 countries, we:

- **Foster peer-learning** by surfacing the expertise and experience embedded in the sector
- **Enhance collaboration** by connecting people for inspiration and joint action
- **Advocate** for favourable policy and regulatory environments for philanthropy
- **Build a solid evidence base** through knowledge and intelligence
- **Raise the visibility** of philanthropy's value and impact

Read more about our vision in the EFC Strategic Framework 2016-2022, developed by our membership.

[www.efc.be](http://www.efc.be)

This report was made possible with generous support from the members of the EFC's Research Forum, in particular the conference host, VolkswagenStiftung.

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## European Foundation Centre (EFC) 2019

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Cover image by Eberhard Franke (for Volkswagen Foundation)  
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