



Alignment Case-Study: Mirror Groups

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Acknowledgments

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Contents

- List of Abbreviations.....2
- Executive Summary.....3
- 1. Introduction.....4
 - 1.1. Water Joint Programming Initiative.....4
 - 1.2. Alignment.....5
 - 1.3. Water Joint Programming Initiative Alignment Activities 10
 - 1.4. Aims of this Report..... 11
- 2. Methodology 12
 - 2.1. 2017 Survey..... 12
 - 2.2. Countries Surveyed..... 13
- 3. The current Concept of Mirror Groups in the Case-Study countries 19
 - 3.1. Description of the Mirror Groups 19
 - 3.2. Composition of the Mirror Groups..... 20
 - 3.3. Aims & Objectives of the Mirror Groups..... 24
 - 3.4. Added Value of the Mirror Groups 26
 - 3.5. Success Factors for the Mirror Groups 26
- 4. Discussion & Conclusions..... 27
- 5. Tool box..... 29
- Appendix 1: Mirror Group Survey Questionnaire..... 32
- Appendix 2: Mirror Group 2017 Survey Results..... 40

List of Abbreviations

Article 185:	Article 185 of the Treaty on the Functioning of the European Union
Cofund:	Co-funding of regional, national and international programmes
CSA:	Coordination & Support Action
DG:	Directorate-General
EC:	European Commission
ERA-LEARN:	Coordination & Support action (CSA) funded by Horizon 2020
ERA-NET:	European Research Area Network
EU:	European Union
GB:	Governing Board
GPC:	Groupe de haut niveau pour la Programmation Conjointe
JPI:	Joint Programming Initiative
JPP:	Joint Programming Processes
MLE:	Mutual Learning Exercise
NGOs:	Non-governmental organisations
P2Ps:	Public to Public Partnerships
RDI:	Research, Development and Innovation
RTD:	Research, Technology and Development
R&D:	Research & development
SRA:	Strategic Research Agenda
SRIA:	Strategic Research and Innovation Agenda
SWOT:	strengths-weaknesses-opportunities-threats
TAP:	Thematic Annual Programming

Executive Summary

The Water Joint Programming Initiative, Water JPI (www.waterjpi.eu), entitled “Water Challenges for a Changing World”, was launched in 2010 and later formally approved by the European Council in December 2011. The Water JPI membership comprises a total of 22 Member countries, three Observer countries and 5 associated countries, which collectively represent 88% of European public Research, Development and Innovation (RDI) investment in water resources. The Water JPI is dedicated to tackling the ambitious grand challenge of achieving “sustainable water systems for a sustainable economy in Europe and abroad”.

A Mirror Group is defined as a national group set up to disseminate/coordinate water research-related activities at national level.

This report provides the findings of the Water JPI Alignment Case Study on Mirror Groups. A survey was developed in early 2017 and circulated to six targeted member countries that had Mirror Groups in existence. The survey questions were developed to assess the added value of having a national Mirror Group to support and facilitate alignment as well as active participation in the Water JPI activities.

France, Finland, Ireland, Italy, Sweden and United Kingdom have formed national Mirror Groups, which are composed of non-governmental organisations (NGOs), RDI funders, policy makers / national thematic ministries-departments and researchers.

Based on a **2017 Survey**, the most common answers were used to derive the main issues involved in setting up a Mirror Group. It is important to note that there are no right or wrong answers, and that the **specificities of a Mirror Group will depend on the national set up, including the national funding landscape, national research strategy, etc.** Tips to help set up a National Mirror Group are also provided.

All six countries agreed that their national Mirror Group facilitated the alignment of their national water related research activities with those of the Water JPI and their active participation in the Water JPI activities.

1. Introduction

1.1. Water Joint Programming Initiative

The Water Joint Programming Initiative (JPI) (www.waterjpi.eu), entitled “Water Challenges for a Changing World”, was launched in 2010 and later formally approved by the European Council in December 2011. The Water JPI membership comprises a total of 22 Member countries, three Observer countries and 5 associated countries (See **Figure 1**), which collectively represent 88% of European public Research, Development and Innovation (RDI) investment in water resources. The Water JPI is dedicated to tackling the ambitious grand challenge of achieving “sustainable water systems for a sustainable economy in Europe and abroad”.

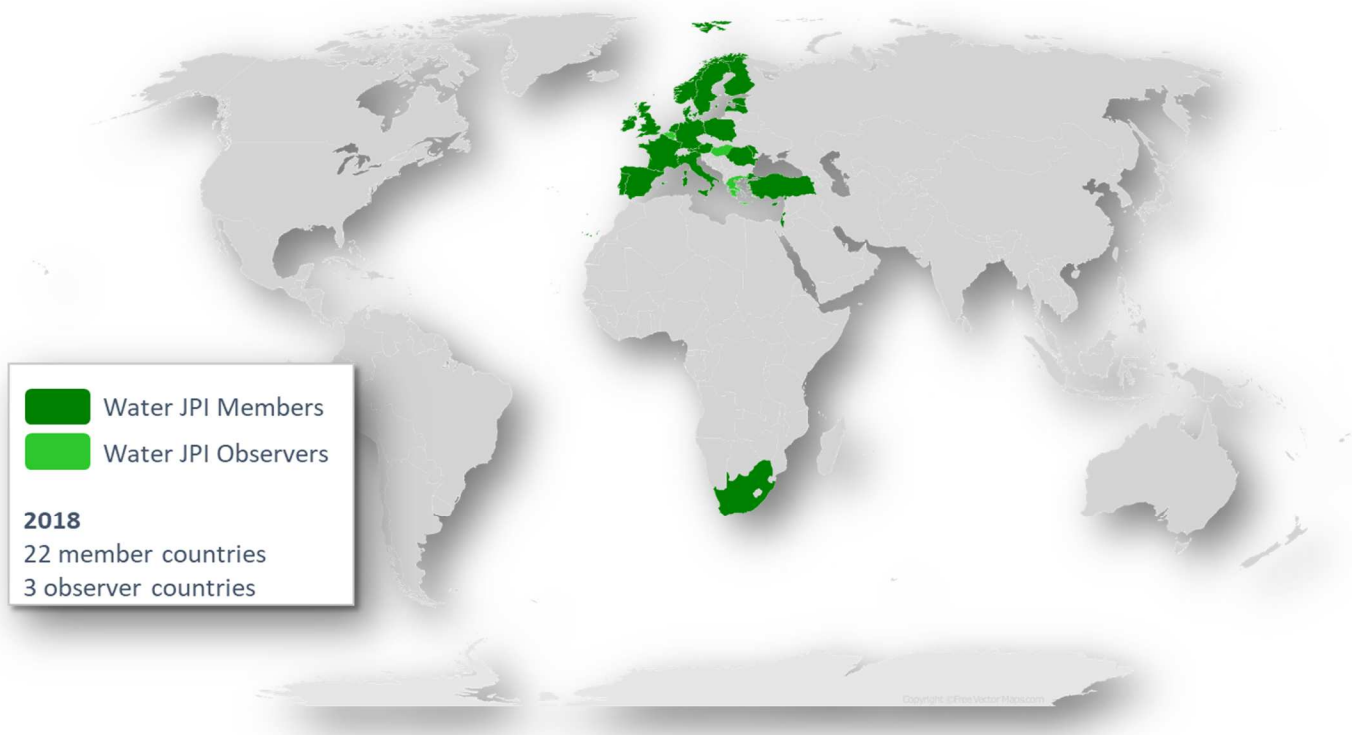


Figure 1: Water JPI Partnership

The Water JPI provides an opportunity for broader cross-border cooperation, greater collaboration and a more unified focus on water RDI across Europe. It must be remembered that the European water sector has a wide diversity of stakeholders and is highly fragmented; water resources, water supply and wastewater are often locally managed.

Among the RDI benefits of the Water JPI, five have a clear European dimension:

- Aligning the national RDI agendas, optimising their scope and the resulting funding efficiency; effectively covering the wide variety of European water environments;
- Increasing cooperation among European professionals;
- Designing, building and sharing large research and development facilities (e.g. experimental treatment plants);
- Creating, maintaining and co-operatively exploiting networks of open-field experiments and scientific observatory systems (e.g. experimental watersheds); and
- Multiplying the scientific impact of European research, increasing its relevance and scientific leadership.

The Water JPI aims at producing science-based knowledge leading to the support of European policies; comprising the identification of problems, their quantification, and the development of feasible technical and managerial solutions. It coordinates water RDI in the participating countries and provides a powerful tool for international cooperation in the water area.

For more information, please refer to the [Water JPI Key Achievements 2011-2016](#) document and the [Implementation Plan 2017-2019](#).

1.2. Alignment

In December 2008, the Council of the European Union endorsed the concept of “Joint Programming” to promote the pooling of national research efforts to make better use of Europe's public Research & Development (R&D) resources. The rationale is that the clear majority of public R&D budgets in Europe is still managed at the national level. Joint Programming is a strategic process whereby EU Member States and Associated Countries ought to agree on common visions and Strategic Research Agendas (SRA) to address major societal challenges that cannot be tackled at the national level only.

In 2014, the High-Level Group for Joint Programming (“Groupe de Programmation Conjointe” or GPC) defined alignment as follows: *“Alignment is the strategic approach taken by [EU] Member States to modify their national programmes, priorities or activities as a consequence of the adoption of joint research priorities in the context of Joint Programming, with a view to implement changes to improve the efficiency of investment in research at the level of Member States and the European Research Area.”* In 2016, the GPC extended the alignment definition to encompass both research AND innovation activities, highlighting that *“promoting alignment of national, regional and European strategies, programmes and activities for research and innovation with the strategic research and innovation agendas developed as the results of the JPP”* is one of their main activities.

Reconducted in January 2015, ERA-LEARN 2020¹ is a coordination support action (CSA) funded by Horizon 2020, for supporting Public-Public-Partnerships (P2P) community, including JPIs. One of the ERA-LEARN 2020 Reports (**Toolbox of current and novel alignment modalities and instruments²**) highlights the following key barriers to alignment at national level:

- ⇒ Lack of common understanding of what alignment means and how it can be achieved;
- ⇒ Insufficient inter-operability between national rules/procedures for funding and executing research;
- ⇒ Weak in-country coordination and consultations on strategic research priorities;
- ⇒ Lack of sufficient national funding to support transnational coordination and joint programming; and
- ⇒ Difficulty to show concrete results from alignment of research and innovation in the short-term.

To support efforts to promote alignment and overcome these barriers, the ERA-LEARN report is presented as a practical “Toolbox”, laying out what the alignment action/ instrument entails; the key benefits and weaknesses of such an action; and the success factors that need to be considered to ensure effective implementation and impact on alignment. The toolbox has been developed in parallel with a consolidated **Alignment Typology³**. Coordination at national level is one of the proposed Joint Actions (See **Box 1**). This Toolbox is mainly targeted at research programme owners and managers.

¹ <https://www.era-learn.eu/>

² https://www.era-learn.eu/alignment/definition-typology/Synthesisreport_Alignment_Sept2017_Final.pdf

³ https://www.era-learn.eu/alignment/definition-typology/ConsolidatedAlignmentTypology_Final.xlsx

Box 1: ERA-Lean Alignment Typology

N° 9: Phase of the research and innovation programming cycle Research funding

Joint action: Set-up of a network of national (and EU) research funding organisations

Description: A network of research funding organisations allows to align priorities in national research and innovation programmes, funding strategies and funding instruments and national funding procedures in a long-term perspective

Overall alignment approach: * Strategic

Cooperation mode: Strategic partnership

Available instruments: * ERA-NET Cofund

Dedicated EC instrument: Yes

Funding: Participating countries (cash + in-kind), with potential EC financial support

Actors: * Research and Innovation funding organisations

Good practices / Key factors of successful implementation:

** Implement an efficient governance structure that enhances exchange of information on ongoing and forthcoming work amongst funding partners and that supports strong knowledge exchange between policy makers, funding organisation managers and scientific representatives in the network*

** Implement networking activities (meetings in different member countries, delegation of responsibilities, manageable size of working groups and meetings) for trust-building*

** Facilitate mutual learning and exchange of best practices regarding funding and management procedures, e.g. in view of setting up a series of joint calls/programme*

** Develop joint calls/fund joint projects, inc. via the establishment of a joint mechanism for joint call management, joint call secretariat, joint peer-review process, similar funding contracts, joint monitoring mechanisms for projects, joint reporting requirements*

** Carry out joint mapping of national research funding programmes and develop common research priorities in view of launching a joint call or multi-annual joint programme*

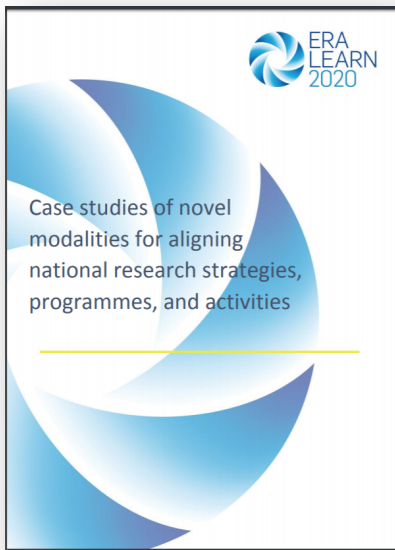
** Develop a funding model that is adapted both to networking/mutual learning and joint research activities: it should take into account available funding, the type of funding (in-kind and/or in-cash funding), the organisations eligible for funding and the amount of available funding resources at national level.*

** Enhance the financial commitment of participating countries: this can for instance be achieved by adopting a "fair share" model, which estimates "reasonable" national contributions according to national budgets and constraints, and empowers countries regarding their financial commitments.*

Within the **ERA-LEARN 2020 Project**⁴, the following tasks have been undertaken to conceptualise alignment and help research funding organisations, research performing organisations, and individual researchers operationalise it:

1. Development of a mutual understanding of what "alignment" means and elaboration of a Typology of different (joint) actions and instruments that can facilitate the practical implementation of alignment across the research and innovation programming cycle;
2. Identification and analysis of good practices in this area via the conduct of case studies; and
3. Elaboration of a SWOT (strengths-weaknesses-opportunities-threats) analysis of alignment actions and instruments used in Europe.

⁴ <https://www.era-learn.eu/>



The ERA-LEARN Working Group on “Alignment” made the following recommendation: *“The Member States should (i) create stronger inter-ministerial coordination involving commitment and funding, (ii) develop a coordinated approach for institutional and project-based funding, and (iii) support alignment activities when there is a national top-down programme.”*

Box 2, below, highlights some of the case studies published as part of the ERA-Learn Report: **Case studies of current approaches for aligning national research strategies, programmes and activities**⁵.

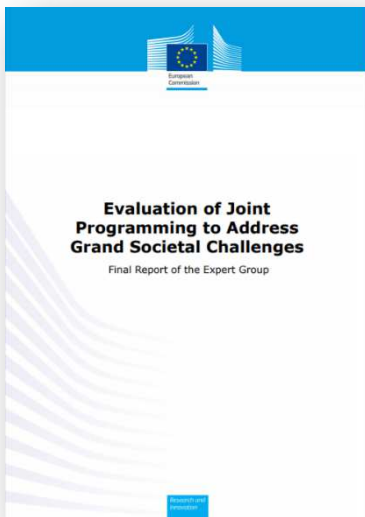
⁵ https://www.era-learn.eu/alignment/current-approaches/ERALEARN2020_T4.2_CompilationofallINRAcasestudies_summary.pdf

Box 2: ERA-Learn Case Studies

Coordination at the national level: Developing a coordination body or a structure for handling JPIs at the national level can be considered an important sign of commitment. Countries like France, Sweden and Norway already have or are establishing coordination structures. The Netherlands has a national coordination structure in place, but apparently, it has limited institutional power.

Alignment

The word 'alignment' can easily be misinterpreted. The intention from the expert group was to see if countries have adjusted their national priorities in research or created programmes, based on actions taken up by the JPIs (e.g. developing the SRA/SRIA, calls performed, etc.). The answers from the survey question (level of alignment of national research activities?) seem quite negative, and the interviews underlined that it is too early to make such a conclusion. The need for alignment was, however, mentioned by several countries in our interviews, but definition of the term is not well understood, and no one claims to be doing much national alignment based on the activities of the JPIs. However, we can see that there are intentions of doing so in the future and several interviewees underline the need for the integration of JPIs into the national R&D system.



In the **2016 European Commission (EC) Evaluation of Joint Programming to Address Grand Societal Challenges Report**, JPIs were assessed based on the following indicators:

1. Positioning within the European societal challenge landscape;
2. International research leadership;
3. Driving demand for innovative new solutions;
4. Variety of joint actions and instruments that are either used by, or developed by, the JPI;
5. Investment in joint research and innovation projects;
6. Share of total national investment in the subject that is coordinated through the JPI;
7. Degree of national alignment; and
8. Sustainability of the JPI infrastructure.

The Water JPI showed a moderate degree of national alignment (**Figure 2**).

France was listed as an example of good practice: *“France has established national mirror groups to enable alignment with the JPIs.”*

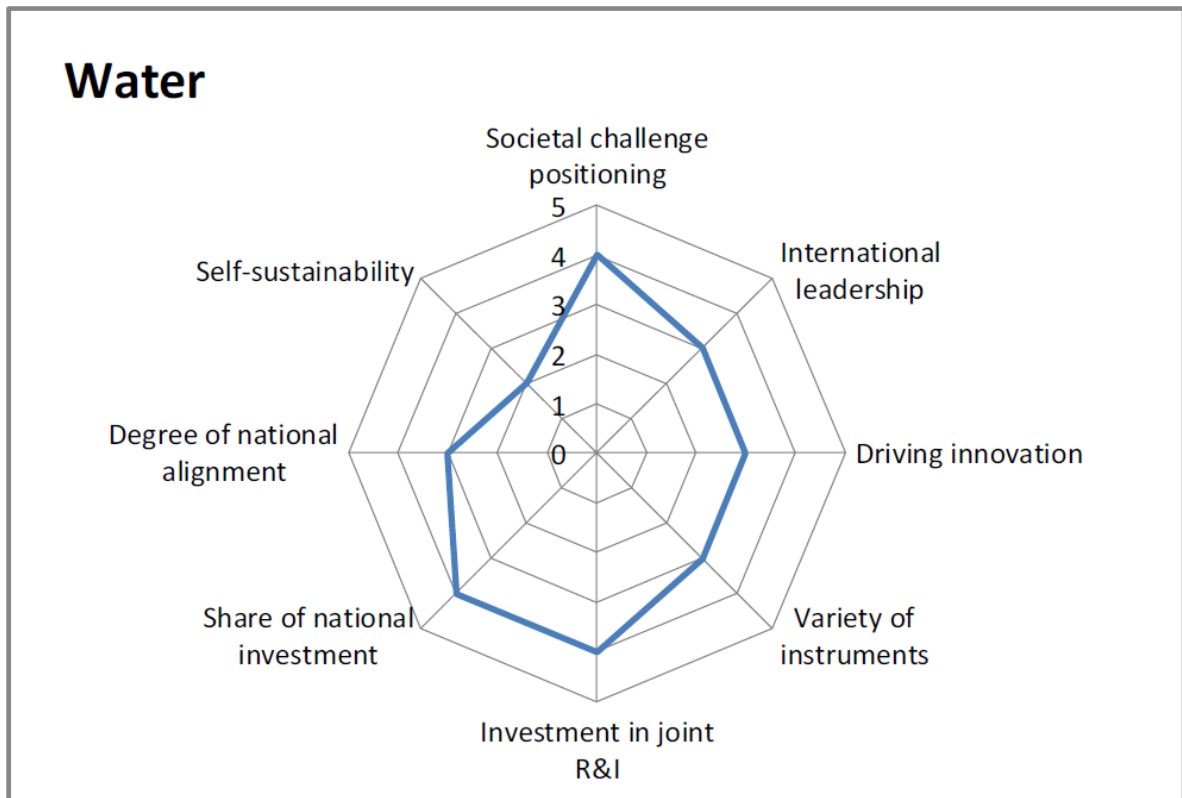
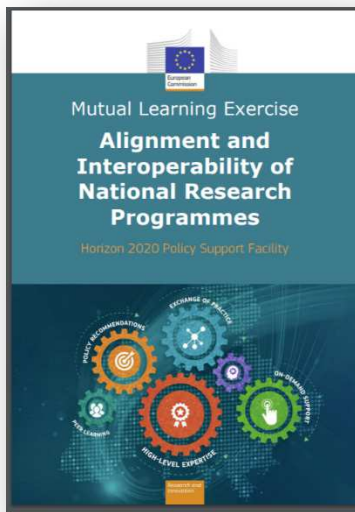


Figure 2: Evaluation of the Water JPI (Extract from the 2016 EC JPI Evaluation Report)

Further reading:

Guidance material specifically targeted at policymakers (e.g., Ministries of Research) is also being developed via the **“Mutual Learning Exercise on Alignment and Inter-Operability of Research Programmes”** (MLE)⁶. This exercise issued recommendations that help promote improved buy-in and ownership for alignment at the country level as well as enhanced national communication and coordination (e.g. across all relevant ministries and government agencies).



The guidance highlights that “one of the national models considered able to offer transferable lessons in good governance and communication was the Mirror Groups that have been established in France to align with the JPIs”. Similar tools were reported in other European countries (Norway, Denmark, Sweden and Austria). Other countries such as Romania, Slovenia or Turkey considered it as interesting for improving the situation in their states.

Horizon 2020 Policy Support Facility: Mutual Learning Exercise: Alignment and Interoperability of National Research

Programmes ([link](#))

⁶ <https://rio.jrc.ec.europa.eu/en/policy-support-facility/mle-alignment-and-interoperability-research-programmes-national-coordination>

1.3. Water Joint Programming Initiative Alignment Activities

[WaterWorks2015](#) is an ERA-NET Cofund funded by the EC, supporting the implementation of the Water JPI. The [WaterWorks2015](#) alignment activities are based on previous Water JPI [alignment activities](#) and three workshops:

- The [First Water JPI Workshop](#) on Alignment was organised in Brussels, in October 2014, to discuss challenges, opportunities and recommendations for action.
- The [Second Water JPI Workshop](#) on Alignment held in Paris, in November 2015, identified 10 key recommendations for short- medium- and long-term actions.
- The [Third Water JPI Workshop](#) on Alignment held in Stockholm, in April 2017, reviewed national good practices and advanced the following Water JPI Case Studies on:
 - Thematic Annual Programming (TAP), and
 - Countries with High-level involvement – Alignment vs. Role of the Mirror Groups.

Under the Work Package 7 of the ERA-net [WaterWorks2015](#), a series of case studies were designed to further develop and progress the concept of alignment. These case studies include:

1. Review of the Mirror Groups in a series of partner countries to assess their efficiency in facilitating alignment and derive a set of principles which could be used as a tool box. Mirror Groups are national groups set up to disseminate/coordinate water research-related activities at national level.
2. Thematic Annual Programming (TAP) in the theme of Ecosystem Services (Theme 1 of the Water JPI SRIA).
3. Roadshows in countries which have a low-level of involvement in the JPIs and, in particular, in the Water JPI. These roadshows aimed to further disseminate the concept of Joint Programming and encourage participation from these countries. They took place in 2017 in Latvia, Austria and Estonia

The Fourth Water JPI Alignment Workshop is planned for 2019 and will be targeted at the monitoring of Specific Actions. The outputs from these workshops will be used to inform future alignment activities.

In addition, the Water JPI has established an [Alignment Task Force](#), made up of voluntary delegates, to prepare a Roadmap on alignment activities, to encourage alignment activities in Member countries and follow-up/ monitor all JPI activities aiming at alignment of programmes, procedures, funding and strategies.

1.4. Aims of this Report

This report provides the findings of the Water JPI Alignment Case Study on Mirror Groups. **Mirror Groups are defined as a national group set up to disseminate/coordinate water research-related activities at national level.**

A survey was developed in early 2017 and circulated to six targeted member countries that had Mirror Groups in existence. The survey questions were developed to assess the added value of having a national Mirror Group to support and facilitate alignment as well as active participation in the Water JPI activities. France, Finland, Ireland, Italy, Sweden and United Kingdom have formed Mirror Groups, which are composed of non-governmental organisations (NGOs), RDI funders, Policy makers / national thematic ministries-departments and Researchers.

This report is composed of:

- A [Description of the 2017 Survey](#);
- An [Overview of the Key Findings](#);
- A [Discussion & Key Recommendations](#); and
- A [Summary “Toolbox”](#).

2. Methodology

2.1. 2017 Survey

The survey was carried out online using Survey Monkey in early 2017. The [WaterWorks2015](#) partners selected the countries to be surveyed. The survey was composed of a series of questions to assess the added value of having national Mirror Groups to encourage alignment with, and active participation in, the Water JPI activities.

The full 2017 Survey Questionnaire is available in [Appendix 1](#). The surveys questions are summarised in **Box 3** below.

Box 3: Overview of the 2017 Water JPI Mirror Group Survey Questions

1. When was the Mirror Group set-up?
2. How was the Mirror Group set-up?
3. Who was responsible for the set-up of the Mirror Group?
4. What is the frequency of Mirror Group meetings?
5. Who is in the Mirror Group?
6. How do you know who is funding Water Research, Development and Innovation in your country?
7. Is the 2014 Water JPI Mapping Report reflecting accurately the water-related funding situation in your country?
8. Was the Mirror Group set up specifically to facilitate Water JPI activities?
9. If No – what were the original aims of the group?
10. Will another group dedicated to Water JPI activities be set up in your country?
11. What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?
12. In your view, does the Mirror Group facilitate alignment of national water related research activities with those of the Water JPI?
13. What is the role of the Mirror Group in the context of stakeholder involvement and engagement?
14. Does your country have a dedicated National Water Research Strategy?
15. If No, is there a National Research Strategy in which Water is included?
16. Does the National Research Strategy consider international cooperation and in particular multilateral cooperation such as the JPIs?
17. Does the Mirror Group contribute to the preparation of your (i.e. at organisation level) water research strategy?
18. What Is the Mirror Group used as a forum for?
19. What is the main added value for the Water JPI, in having the Mirror Group meetings?
20. What is the main added value for Mirror Group members, in having the Mirror Group meetings?
21. Which success factor criteria (e.g. indicators) could be used for the Mirror Groups?
22. For countries without a Mirror Group, can you suggest what they need to know to establish a Mirror Group in their country?

Responses received from the survey are included in [Appendix 2](#). The responses received provide information:

- On how the Mirror Groups were set up;
- About their mode of operation as well as their composition; and finally
- About their role and added value.

2.2. Countries Surveyed

The six countries surveyed were Finland, France, Ireland, Italy, Sweden and UK. These six countries were selected to be part of this Case-Study, because of:

1. Their level of activity within the Water JPI;
2. Their level of national engagement across all the ten JPIs (as per the **2016 EC Evaluation Report of joint Programming**);
3. The varied intensity in their national Water RDI funding, as well as varied national funding landscape (from very fragmented to more rationalised – as detailed in the **2016 Water JPI Mapping Report**⁷); and
4. Having set up a national Mirror Group for Water RDI, while declaring, at the time of the survey, not having a dedicated National Water Research Strategy.

The survey was targeted toward two main groups **within** the national Mirror Groups of the six countries included in this Case-Study, namely:

- **Group (i):** Organisations represented on the Water JPI Governing Board (in most case the “funder” or chair of their respective national Mirror Groups):
 - Academy of Finland – AKA (Finland);
 - Agence Nationale de la Recherche - ANR (France);
 - Environmental Protection Agency – EPA (Ireland);
 - Swedish Research Council - Formas (Sweden);
 - Ministry of Education, University and Research - MIUR (Italy); and
 - Natural Environment Research Council Centre for Ecology and Hydrology – NERC (UK); and
- **Group (ii):** Organisations which are not represented on the Water JPI Governing Board. Unfortunately, only a few responses (and not always complete) were received from this Group, namely:
 - Ireland: Teagasc, Met Éireann, Geological Survey Ireland, Department Housing, Planning, Community & Local Government, Irish Water;
 - Finland: VTT Technical Research Centre of Finland Ltd, Natural Resources Institute Finland, Geological Survey of Finland – GTK;
 - UK: University of Portsmouth; and
 - France: Bureau de Recherches Géologiques et Minières (BRGM, member of the French Alliance Allenvi), Institut national de recherche en sciences et technologies (IRSTEA).

As indicated above, the selected countries have demonstrated to-date a **varied level of engagement in the Water JPI activities**. To assess this role, as part of the on-going work from the Water JPI Coordination Team, supported by the Working Group on Sustainability, several indicators for maturity of the Water JPI have been investigated. These are represented below in **Box 4** and provide a good overview of the level of involvement of the six countries involved in this Case-Study.

⁷ <http://www.waterjpi.eu/images/WatEUR%20Mapping%20Report/Mapping%20Report.pdf>

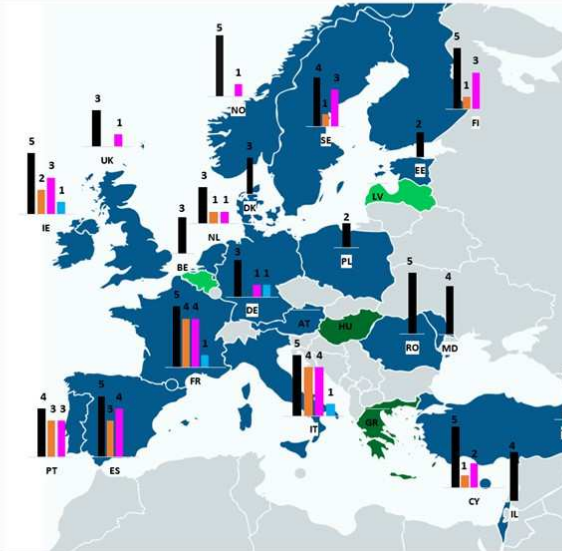
Box 4: Water JPI Maturity Representation (January 2018)



Water JPI members commitments

- # Supporting Projects
- # Projects WP Leader
- # Projects Task Leader
- Task Force Leader & Co-Leader

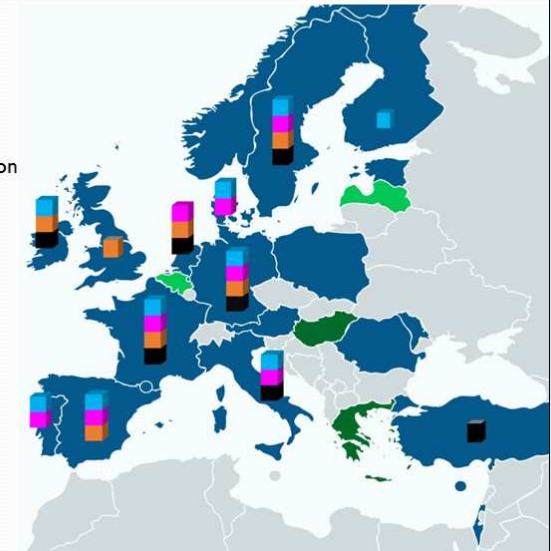
- Water JPI Partners
- Water JPI Observers



Water JPI members commitments

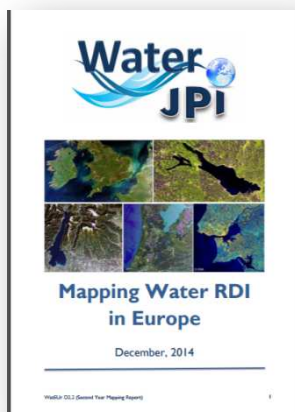
- Task Force H2020
- Task Force Alignment
- Task Force International Cooperation
- WG Sustainability

- Water JPI Partners
- Water JPI Observers



The six selected countries have also demonstrated to-date **an active engagement in the JPIs**. In the **2016 EC Evaluation Report of Joint Programming**, countries were categorised based on their level of involvement in Joint Programming. The six countries selected for this Case Study are part of two of the groups identified by the EC, namely:

- **Group A (Leaders)**. This group is participating in most of the JPIs and active in most of the joint calls with relatively high budgets, at least compared to the other two groups. They may also make a relatively high in-kind contribution to the leadership of JPIs (and/or the GPC) through providing management resource and/or participating in specific activities. The countries that can be included in Group A are: Austria, Belgium, Denmark, **France**, Germany, **Ireland**, **Italy**, Netherlands, Norway, Spain, **Sweden** and the **UK**.
- **Group B (Selective Players)**. This group is generally more selective in its participation but is clearly active when they do so. Their investment is relatively high compared with their size and national public expenditure on R&D but still less than what was expected when JPIs were created. Again, they may also be active in JPI/GPC management and/or leading joint activities. The countries that can be included in Group B are: Cyprus, **Finland**.



Finally, according to the **2016 Water JPI Mapping Report**, these six countries present very variable national funding landscape and funding intensity/scale in Water RDI, as summarised in **Box 5** below.

Box 5: Extracts from the 2016 Water JPI Mapping Report

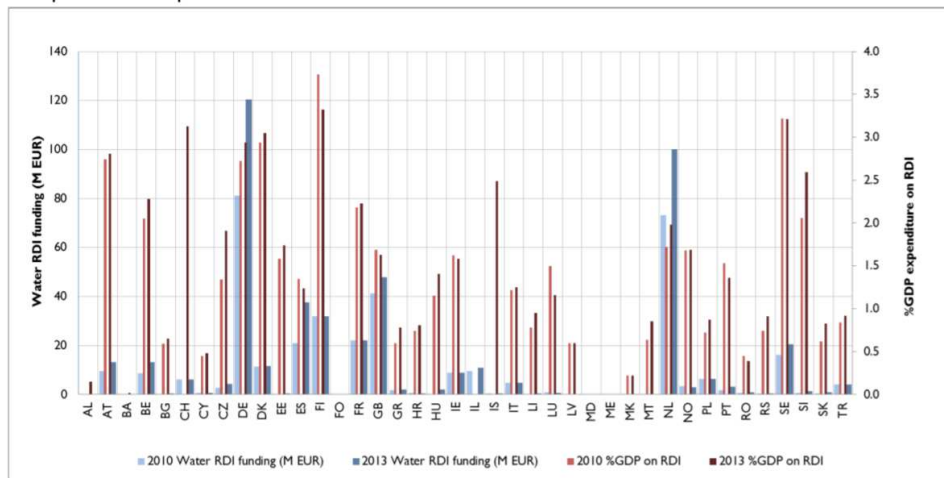


Figure 46. Water RDI funding (blue) and RDI expenditure as percentage of GDP (red) in 2010 and 2013 simultaneously represented and calculated for countries with GDP data available in EUROSTATS).

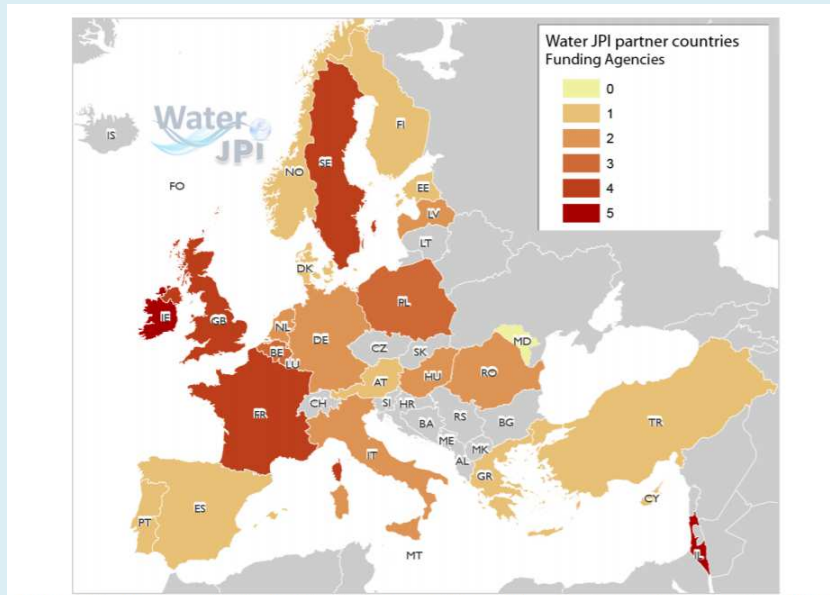


Figure 43. Number of main Funding Agencies of Water JPI partner countries supporting Water RDI.

Detailed Country Fiches were prepared as part of the **2016 Water JPI Mapping Report** and are available from the Water JPI website (**Table 1**).

Table 1: Links to the 2016 Country Fiches

Countries	Link
Finland	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/FI%20Finland%20Fiche.pdf
France	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/FR%20France%20Fiche.pdf
Ireland	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/E%20Ireland%20Fiche.pdf
Italy	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/IT%20Italy%20Fiche.pdf
Sweden	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/SE%20Sweden%20Fiche.pdf
UK	http://www.waterjpi.eu/images/WatEUr%20Mapping%20Report/ANNEX%201%20CountryFiches/GB%20United%20Kingdom%20Fiche.pdf

It is important to note here the responses (**Figure 3**) received to the **2017 Survey** question: *Does the 2016 Water JPI Mapping Report reflecting accurately the water-related funding situation in your country?* included in the survey regarding the accuracy and awareness of the 2016 Water JPI Mapping Report, which, as for all Mapping exercises, has well-known limitations. This report is due to be updated as part of the Water JPI planned activities.

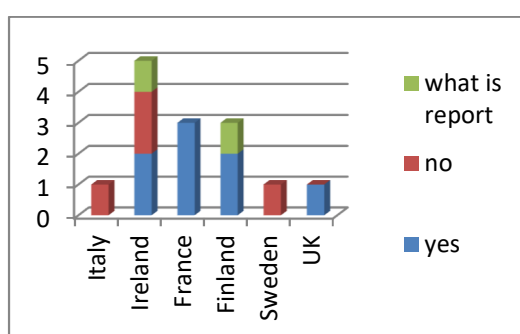


Figure 3: Answers to the 2017 Survey Question: Does the 2016 Water JPI Mapping Report reflecting accurately the water-related funding situation in your country?

3. The current Concept of Mirror Groups in the Case-Study countries

3.1. Description of the Mirror Groups

As part of the **2017 Survey**, three questions aimed at providing a description of the Mirror Groups:

- How was the Mirror Group set up? (**Table 2**)
- When was Mirror Group set up? (**Figure 4**)
- How many times did the group meet on an annual basis? (**Figure 5**)

Table 2: 2017 Survey Responses to: How was the Mirror Group set up?

Country	Response
Finland	Group of stakeholders were invited to AKA to discuss Finland's role in Water JPI
France	By French GB Members, with the key actors at national level
Ireland	The EPA invited other relevant funders (i.e. funding Water Research in Ireland) to take part in a coordination group at national level for Water Research (remit of the EPA) - The membership was widened at a later stage to key stakeholders.
Italy	It was set up alongside the SC 5 national consultation board
Sweden	Invitations sent to other authorities
UK	Superseded previous body (UK Water Research and Innovation Partnership)

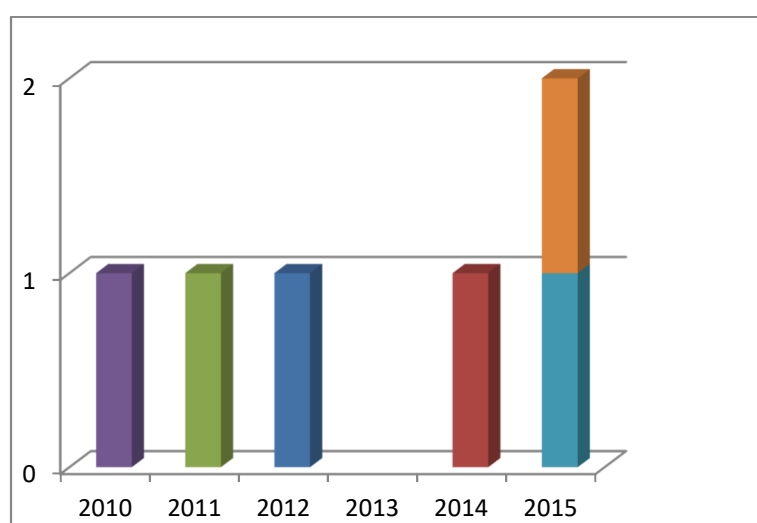


Figure 4: 2017 Survey Responses to: When was Mirror Group set up (each country is represented by a different colour)

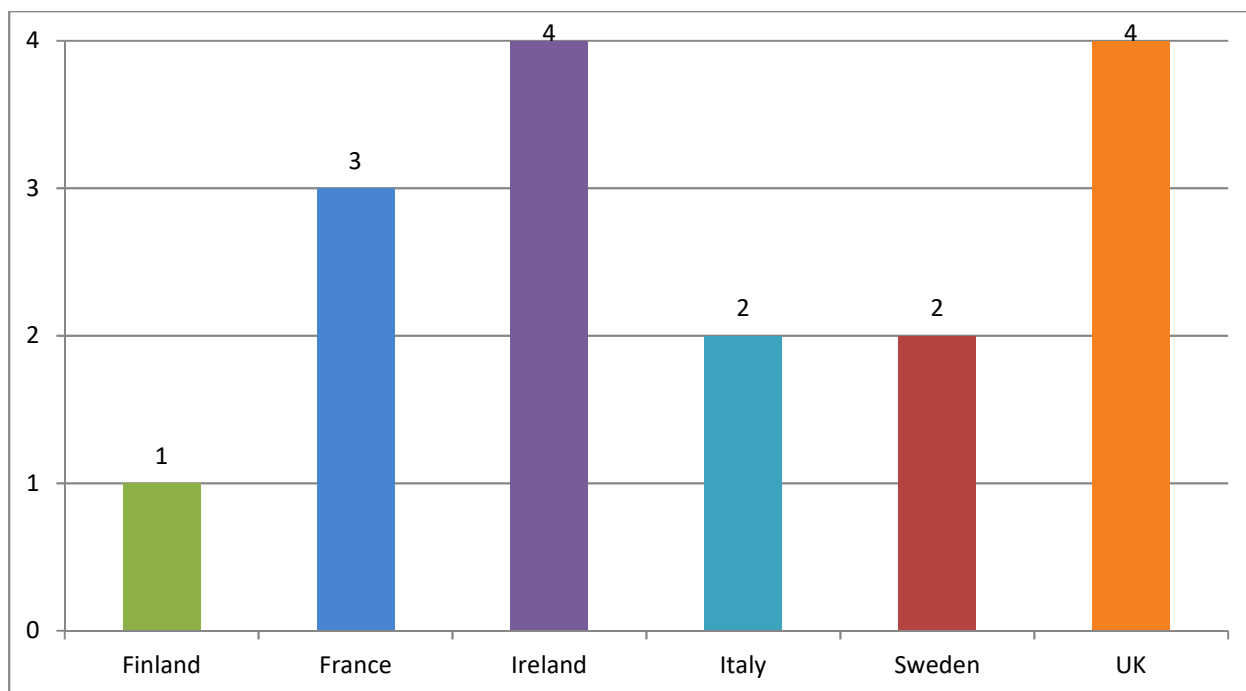


Figure 5: 2017 Survey Responses to How many times did the group meet on an annual basis?

3.2. Composition of the Mirror Groups

The **2017 Survey** collated information on the composition of the Working Groups (**Figures 6 to 11**). The most common members amongst the six countries included: Funders, Policy-makers and End-Users.

The following options were available to those completing the survey:

- RDI Funders (**Yes for all except for Italy**);
- Policy-makers / national thematic ministries – departments (Environment / Water, Agriculture, Industry etc.) (**Yes for all except for Italy**);
- End-Users (e.g. water utilities, services and technologies providers etc.) (**Yes for all except Italy & Sweden**);
- Researchers communities’ representatives (major institutes, research alliances, competitiveness / innovation clusters etc.) (**Yes for all except Ireland & Sweden**);
- National experts involved in JPI boards (STB, SAG, Evaluation Panels, Follow-up group etc.) (**Yes for Italy, France & Sweden**);
- Non-Governmental Organisations (e.g. Green NGOs, consumer organisation etc.) (**Yes for Finland & UK⁸**); and
- Other (please specify) (**Yes for Italy, France & UK**).

⁸ Since June 2017, the composition of the Mirror Group in Ireland has been widened to include NGOs as well

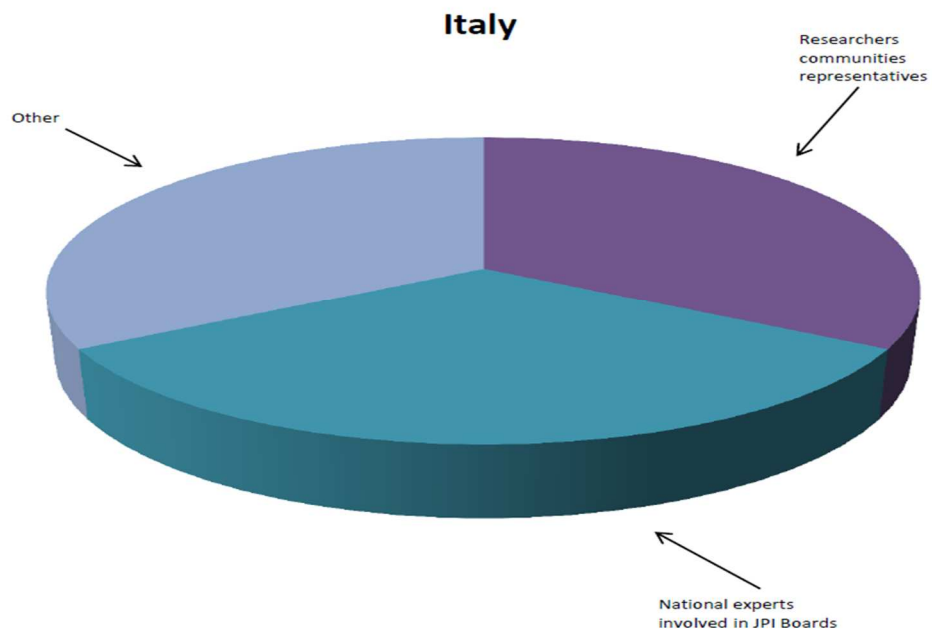


Figure 6: 2017 Survey Responses to: Composition of the Mirror Group for Italy

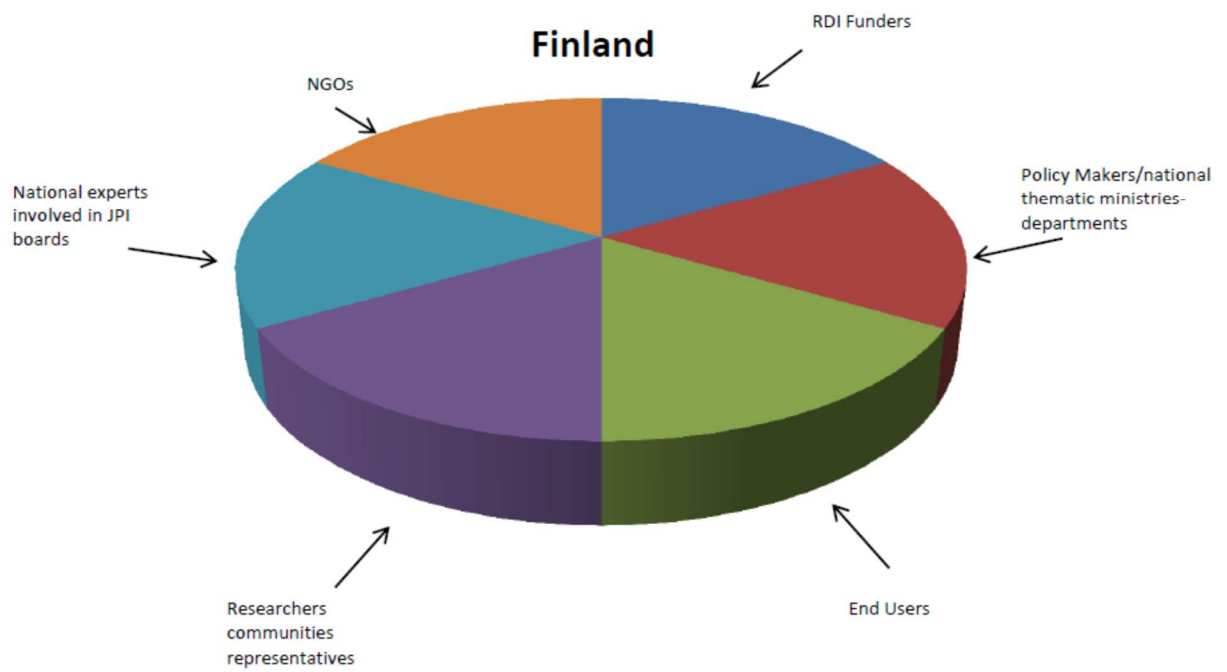


Figure 7: 2017 Survey Responses to: Composition of the Mirror Group for Finland

Sweden

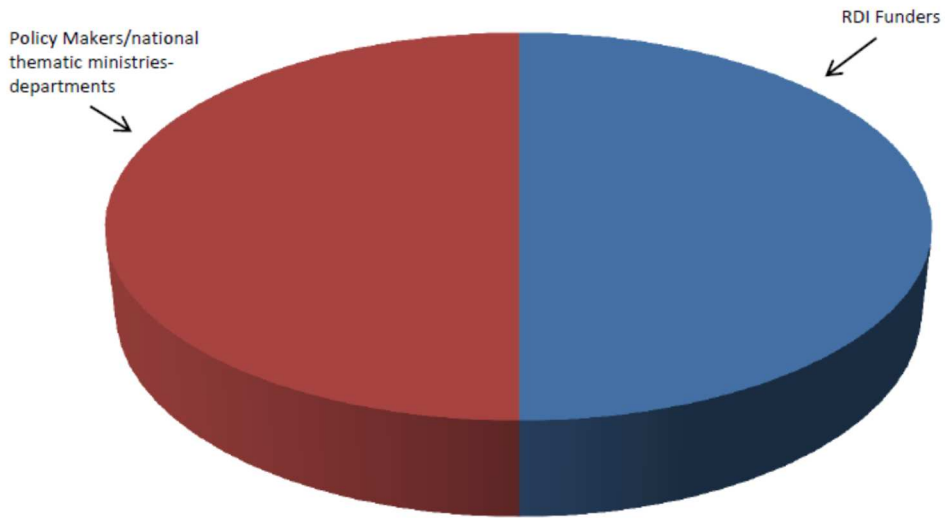


Figure 8: 2017 Survey Responses to: Composition of the Mirror Group for Sweden

Ireland

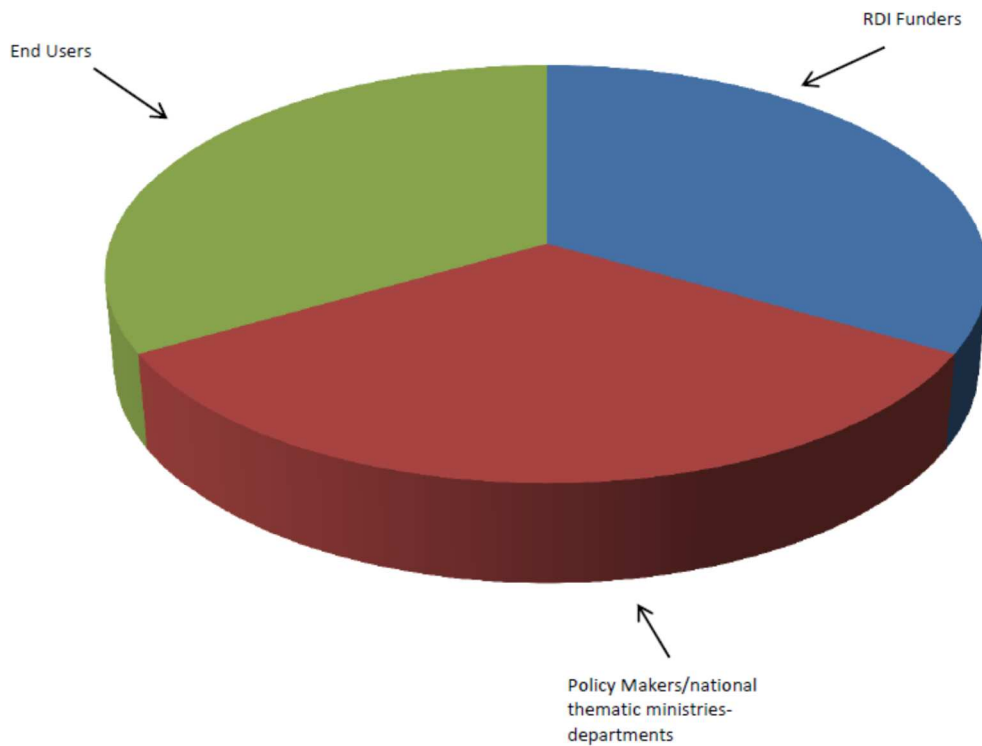


Figure 9: 2017 Survey Responses to: Composition of the Mirror Group for Ireland⁹

⁹ Since June 2017, the composition has been widened to include NGOs as well

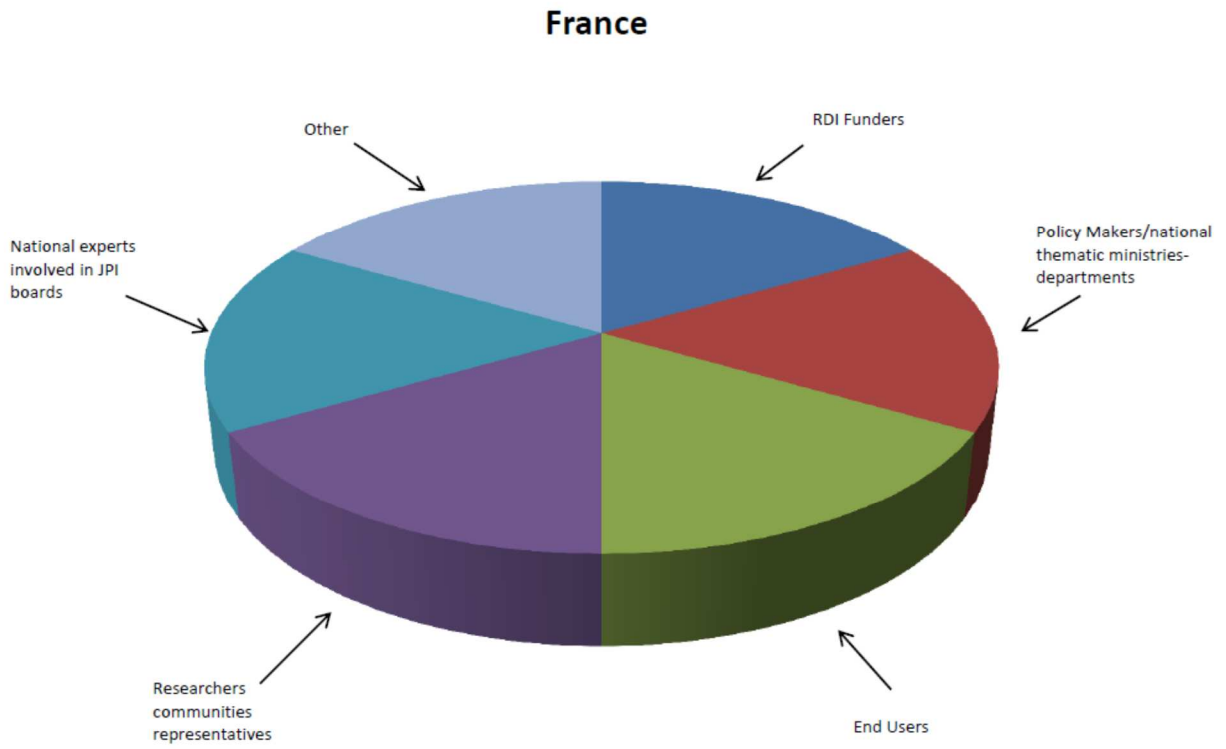


Figure 10: 2017 Survey Responses to: Composition of the Mirror Group for France

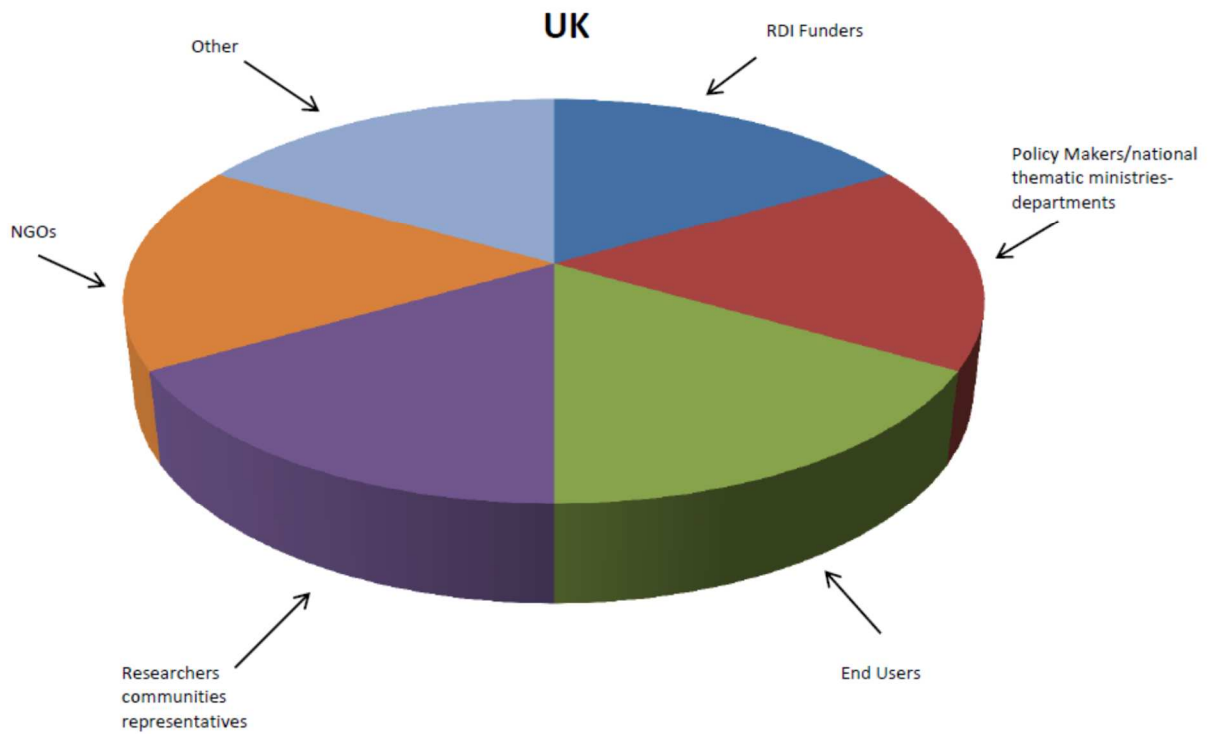


Figure 11: 2017 Survey Responses to: Composition of the Mirror Group for the UK

3.3. Aims & Objectives of the Mirror Groups

Table 3 provides an overview of the responses received to the question: What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?

Table 3: 2017 Survey Responses to What is the role of the Mirror Group?

Country	Response
Finland	This is a broad alliance achieving these aims, through voluntary collaborations and knowledge exchange amongst its partners.
France	Sharing positions (SRIA, implementation actions) at national level, strategic planning, increase national commitment, speed up the uptake of results by national level.
Ireland	The mirror group provides a forum for exchange of views, priorities, develop opportunities for co funding and avoid duplication. It provides a forum for comments on research agendas at organisation level.
Italy	The mirror group is facilitating the dissemination of the agendas and it is dealing with issues and priorities of interest for the national context.
Sweden	National alignment of research agendas
UK	This is a broad alliance achieving these aims, through voluntary collaborations and knowledge exchange amongst its partners.

All six countries agreed with the statement that their national Mirror Group facilitated the alignment of their national water related research activities with those of the Water JPI. Three of these Mirror Groups were set up especially to facilitate the Water JPI activities, while three have wider purposes.

More varied answers were provided regarding the role of the Mirror Group in the context of stakeholder involvement and engagement. Variation was observed between the six countries but also amongst the different respondents within one country, where more than one response was received (**Table 4**).

**Table 4: 2017 Survey Responses to:
What is the role of the Mirror Group in the context of stakeholder involvement and engagement?**

Country	Response
Finland	Minor
Finland	The mirror group representatives are the relevant stakeholders.
France	The mirror group representatives are the relevant stakeholders.
France	Identifying stakeholders needs, promoting actions for involving more, plan activities with them
France	Involving stakeholders' priorities and needs, sharing information
Ireland	Facilitator
Ireland	Limited/none
Ireland	Key stakeholders are represented in our Mirror Group. However, we would not see that engagement as such has been promoted by the current set-up of our group - rather better communication/dissemination
Italy	The stakeholder involvement was the first aim of the Mirror Group
Sweden	It involves stakeholders when needed both to give information regarding Water JPI and to get input from stakeholders and end-users to the Water JPI
UK	The Mirror Group offers opportunities to report RDI priorities, new initiatives and outcomes to wide range of stakeholders who are already engaged in the UKWP

Finally, the respondents were asked to indicate whether the Mirror Group was used as a forum for:

- Reporting back on Water JPI Activities **(Yes for all)**;
- Sharing positions on a national level **(Yes for all, except for UK)**;
- Preparing, planning and coordinating national participation in Water JPI Activities **(Yes for all, except for UK)**;
- Getting support for future actions directly from Member States representatives and increased commitment of Member States in JPI operational work and activities **(Yes for all, except for UK)**;
- Contributing to the Vision document and SRIA **(Yes for all, except for UK)**;
- Encourage national alignment in relation to the Water JPI SRIA **(Yes for all, except for UK)**.

3.4. Added Value of the Mirror Groups

One of the final sections of the **2017 Survey** dealt with the added value of the national Mirror Groups. Based on the responses received, the main added value **for the Water JPI**, in having the national Mirror Group meetings include

- Facilitation of national commitment to the Water JPI;
- Inclusion in the National Research Strategy;
- Dissemination, Synergies, Avoidance of duplication, Developing co-funding opportunities;
- Discussion and sharing vision, focus topics, recent and upcoming activities and projects (at national and EU level) among key players in the water sector/agenda creating the conditions for transferring cross-cutting input to Water JPI representative(s);
- Raising the awareness of the international work that the Water JPI does to the countries organisations; and
- Adding European perspective, issues and priorities.

Based on the responses received, the main added value **for the Mirror Group Members**, in having the national Mirror Group meetings include:

- Networking, impacting the SRIA and knowledge exchange;
- Dissemination of information, possibility to participate in Water JPI activities, possibility to influence activities or strategy a country is participating in;
- Being informed, contribution to activities, increased commitments;
- Being informed, being JPI involved, being reactive;
- Dissemination, Synergies, Avoidance of duplication, Developing co-funding opportunities;
- Funding cycle planning;
- Knowledge of JPI activities;
- While transferring vision, information and goals to the Mirror Group table, Mirror Group members are receiving at the same time an overall vision of the EU-related water agenda/strategic plans gathered from the Water JPI perspectives, but not only (also linking H2020 and EU-related water platforms supporting research and tech transfer);
- To get information on Water JPIs activities and calls as well as supporting and giving input to Water JPI work; and
- Knowledge exchange.

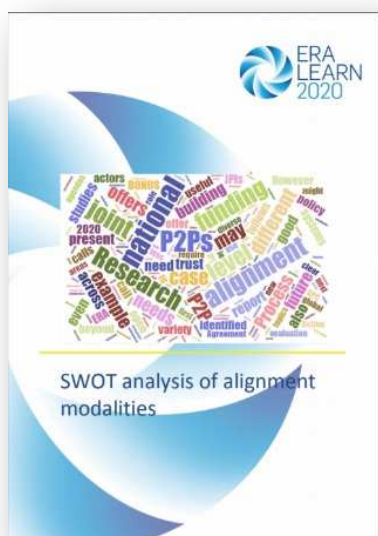
3.5. Success Factors for the Mirror Groups

The following possible indicators were identified by the respondents to measure success for the Mirror Groups:

- % of input to SRIA being taken into account;
- Commitment;
- National contributions / position papers / National answer to JPI activities;
- National budget contributions, number of meetings, involved people, position papers;
- Cofunding opportunities at national level but also for JPI calls, level of feedback received on strategic/calls documentation, ensuring that all members get added value for their participation;
- Policy drivers;
- Indicators evaluating quantitatively the shared knowledge that the Mirror Group provides by means of the Mirror Group members to link with national institutions. A yearly survey compiled by national key stakeholder should be performed for gathering information on the awareness of the end/active users and the impact of the Mirror Group on the national and international/EU water agenda;
- Cooperation, Knowledge transformation, Communication; and
- Future engagement with JPI partners (within/beyond Europe).

4. Discussion & Conclusions

All six countries agreed with the statement that their national Mirror Group facilitated the alignment of their national water related research activities with those of the Water JPI.



In the ERA-Learn Report¹⁰: **SWOT analysis of alignment modalities**, one of the recommendation included the need for a dedicated structure for P2P participation and national coordination. *“The national JPI engagement should be an integrated part of the national research system, supported by a continuous dialogue with the research community, industry and public sector and inter-ministerial advisory / discussion structures. The national JPI governance structure should facilitate coordination at all levels: at ministry level, at research funding agency level, and at the research performer organisation level. All relevant ministries should have the joint responsibility to process shared experiences and formulate a common national policy for the JPIs. The existence of an entity to undertake the role of coordination supported by adequate human resources is crucial. “*

The second 2017 Report on **MLE on Alignment and Interoperability of Research Programmes National Coordination – National Preconditions**¹¹, highlights five main National Preconditions that countries have recognised as key factors to enable alignment and interoperability, namely:

- Political commitment to the Joint Programming Process;
- National research & innovation system that prioritises societal challenges;
- A dedicated budget for participation in JPP activities;
- Lead ministry/agency with dedicated human resources to enable effective participation; and
- Flexible funding for participation in joint programming.

The third 2017 Report on **MLE on Alignment and Interoperability of Research Programmes National Coordination – National Governance Structures**¹² focuses on the six Key Governance Factors that Member States have recognised to enable alignment and interoperability, namely:

- Effective strategic decision-making structures for Joint Programming Processes (JPP);
- Coordination between Ministries across policy domains;
- Mobilising appropriate financial resources for JPPs;
- Coordination between Ministries and Agencies conducive to JPP;
- Offering and organising platforms for stakeholder involvement;
- Ensuring that results and impacts are measured and disseminated; and
- Each of the key factors is discussed with their barriers and illustrated with examples of good practice.

¹⁰ https://www.era-learn.eu/alignment/comparative-swot-analysis-of-alignment-modalities/ERALEARNDe1.4_SWOTalignment_FINAL.pdf

¹¹ <https://rio.jrc.ec.europa.eu/en/file/11000/download?token=FlaSU0gG>

¹² <https://rio.jrc.ec.europa.eu/en/file/11001/download?token=Q7Wv4EcO>

The results from the 2017 Survey were presented and discussed during the Third Water JPI Workshop on Alignment (April 2017, Sweden). Panos Balabanis, DG R&I presented the EC's perspective on alignment, with:



- The current issues in progressing alignment including:
 - Impact on national RDI programmes, strategy and funding;
 - The alignment with national and regional policies;
 - Impacts on research capacity: Has the system helped to have more researchers, higher level publications, patents?
 - Impact at EU level beyond the Joint Calls;
 - Harmonisation and coordination between JPIs; and
 - The impact on stakeholders beyond the RDI community.
- The future issues in progressing alignment:
 - Lessons learned to date;
 - Improved coherence between current alignment instruments for an increased impact and simplified implementation;
 - More stable long-term funding; and
 - Focus on impact-based implementation.

The workshop discussion covered the concerns that there may be too many ERA-NETs and other initiatives (e.g. Articles 185), which may have an impact on the amount allocated for supporting Water JPI activities from the EC. That means that JPIs need to make better use of national funding and be less reliant on EC financial support. Alignment could be used to 'add value' (better research uptake, better competitive teams, higher level of publications). The JPIs need to be aware of what needs to be done at different scales – global and national – to align national strategies, instruments, resources and actors. Collaboration through coordination of funding at a national level with funding at European level may not necessarily require more money. Smart alignment will allow MS to jointly identify and address new challenges.

5. Tool box

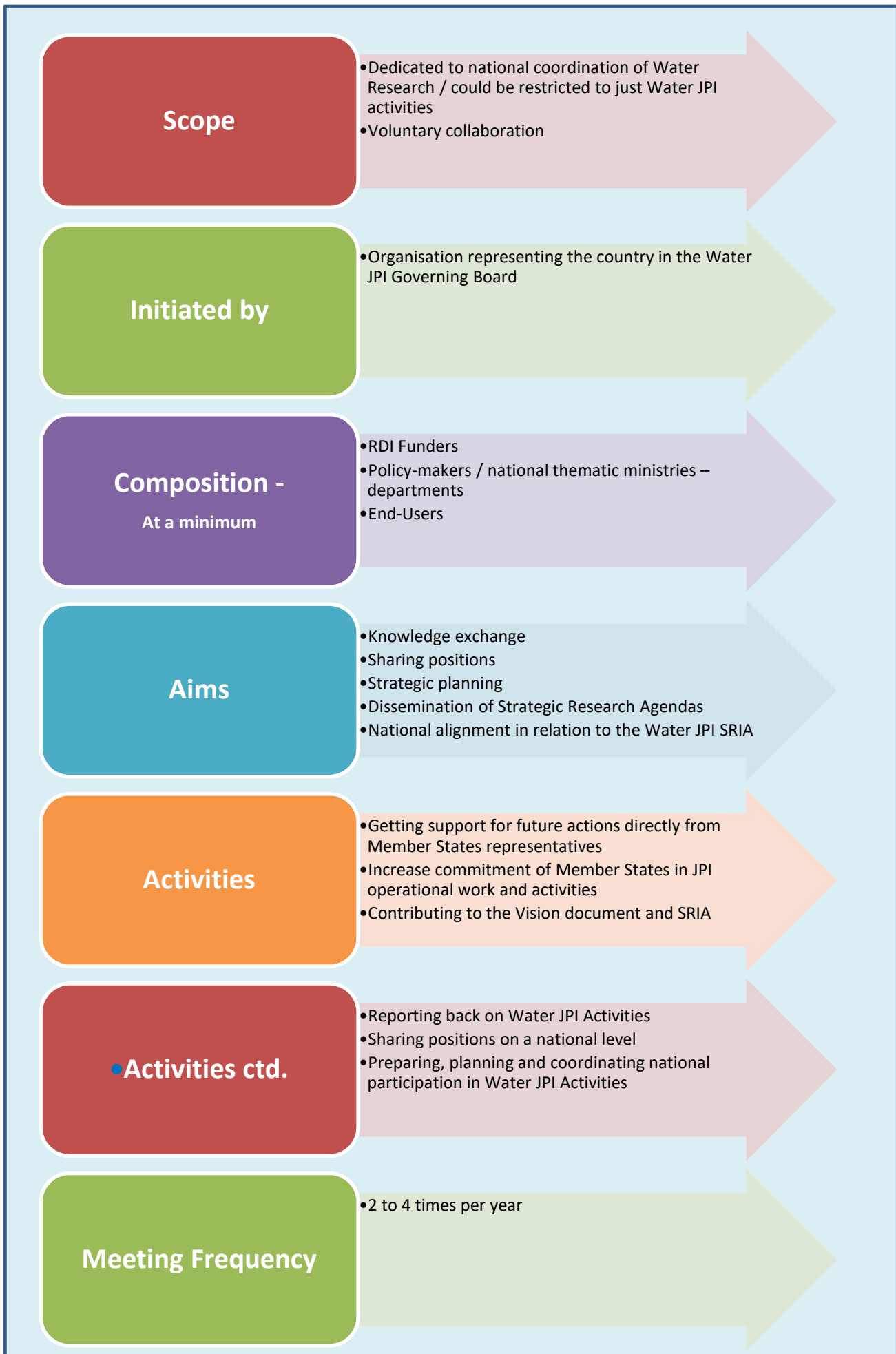
Considering this very positive impact, a toolbox for setting up a national Mirror Group in countries interesting in joining the approach is proposed below.

Based on the **2017 Survey**, the most common answers were used to derive the main issues involved in setting up a Mirror Group presented in **Box 6**.

It is important to note that there are no right or wrong answers, and that the **specificities of a Mirror Group will depend on the national set up, including the national funding landscape, national research strategy, etc.**

Box 7 provides some tips to help in the setting up a National Mirror Group.

Box 6: Common Features of national Mirror Groups (derived from 2017 Survey)



Box 7: Tips to set up a national Mirror Groups (derived from 2017 Survey)

Identify your Stakeholders

- Mapping the actors
- Identifying what their interests are
- Ensuring that all key funders as well as main stakeholders are included

Define Clear Terms of Reference

- Building on the common interest across the water sector
- Ensuring that all members benefit from the membership to the Group
- Demonstrating the relevance of/interest in the JPI to this group

Select the right Coordination/Chair

- Strong organisation mandated with water-related issues,
- Good internal support (funds, staff, vision)

National Support

- Ensuring national Ministry's support to build up the Mirror Group).

Appendix 1: Mirror Group Survey Questionnaire

Water JPI Mirror Group Survey Case Study



Aim of the Case Study:

To assess the added value of having a national Mirror Group to encourage alignment with & active participation in the Water JPI activities.

Your Details

* 1. Name:

* 2. Organisation:

* 3. Type of Organisation:

- Academia
- Private
- Funder
- Government body (other than Funders)
- NGOs
- Other (please specify)

* 4. Country:

* 5. Email:

Water JPI Mirror Group Survey Case Study



Aim of the Case Study:

To assess the added value of having a national Mirror Group to encourage alignment with & active participation in the Water JPI activities.

Mirror Group Description

For the purpose of the survey, we define a Mirror Group as a national group set up to disseminate/coordinate water research-related activities at national level.

* 6. **When** was the Mirror Group set-up?

* 7. **How** was the Mirror Group set-up?

* 8. **Who** was responsible for the set-up of the Mirror Group?

* 9. What is the **frequency** of Mirror Group meetings?

- Quarterly
- Bi-annually
- Annually
- Other (please specify)

* 10. Who is in the Mirror Group?

- RDI Funders
- Policy-makers / national thematic ministries – departments (Environment / Water, Agriculture, Industry etc.)
- End-Users (e.g. water utilities, services and technologies providers etc.)
- Researchers communities representatives (major institutes, research alliances, competitiveness / innovation clusters etc.)
- National experts involved in JPI boards (STB, SAG, Evaluation Panels, Follow-up group etc.)
- Non-Governmental Organisations (e.g. Green NGOs, consumer organisation etc.)
- Other (please specify)

* 11. How do you know who is funding Water Research, Development and Innovation in your country?*e.g.*

Country has a mapping exercise completed, existence of a national project database platform that links with Water JPI database

* 12. Is the 2014 Water JPI Mapping Report reflecting accurately the water-related funding situation in your country?

Water JPI Mirror Group Survey Case Study



Aim of the Case Study:

To assess the added value of having a national Mirror Group to encourage alignment with & active participation in the Water JPI activities.

Mirror Group Role

* 13. Was the Mirror Group set up specifically to facilitate Water JPI activities?

Yes

No – the group existed already

If No – what were the original aims of the group?

* 14. Will another group dedicated to Water JPI activities be set up in your country?

* 15. What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?

* 16. In your view, does the Mirror Group facilitate alignment of national water related research activities with those of the Water JPI?

Yes

No

Please explain your answer

* 17. What is the role of the Mirror Group in the context of stakeholder involvement and engagement?

* 18. Does your country have a dedicated National Water Research Strategy?

Yes

No

Please explain your answer

* 19. If No, is there a National Research Strategy in which Water is included?

Yes

No

Please explain your answer

* 20. Does the National Research Strategy consider international cooperation and in particular multilateral cooperation such as the JPIs?

Yes

No

Please explain your answer

* 21. Does the Mirror Group contribute to the preparation of your (i.e. at organisation level) water research strategy?

Yes

No

Please explain your answer

* 22. Is the Mirror Group used as a forum for

Reporting back on
Water JPI Activities

Sharing positions on a
national level

Preparing, planning
and coordinating
national participation in
Water JPI Activities

Getting support for
future actions directly
from Member States
representatives and
increase commitment
of Member States in JPI
operational work and
activities

Contributing to the
Vision document and
SRIA

Encourage national
alignment in relation to
the Water JPI SRIA

Water JPI Mirror Group Survey Case Study



Aim of the Case Study:

To assess the added value of having a national Mirror Group to encourage alignment with & active participation in the Water JPI activities.

Added value of the Mirror Group

* 23. What is the main added value for the Water JPI, in having the Mirror Group meetings?

* 24. What is the main added value for Mirror Group members, in having the Mirror Group meetings?

* 25. Which success factor criteria (e.g. indicators) could be used for the Mirror Groups?

* 26. For countries without a Mirror Group, can you suggest what they need to know to establish a Mirror Group in their country?

Water JPI Mirror Group Survey Case Study



Aim of the Case Study:

To assess the added value of having a national Mirror Group to encourage alignment with & active participation in the Water JPI activities.

Thanks for completing the survey!

www.waterjpi.eu

Appendix 2: Mirror Group 2017 Survey Results

How was the Mirror Group set-up?

	Organisation	Response
FINLAND	VTT	Collected by the Finnish Academy
	Natural Resources Institute Finland	Invited
	Academy of Finland	Group of stakeholders were invited to AKA to discuss Finland's role in Water JPI
	Geological Survey of Finland - GTK	
FRANCE	ANR	By French GB Members, with the key actors at national level
	BRGM, member of the French Alliance (AllEnvi)	by French GB Members, with the key actors at national level
	IRSTEA	The Research Ministry asked the Research Alliance (AllEnvi) to set-up the Mirror Group with the key players at national
IRELAND	Environmental Protection Agency	The EPA invited other relevant funders (i.e. funding Water Research in Ireland) to take part in a coordination group at national level for Water Research (remit of the EPA) - The membership was widened at a later stage to key stakeholders.
	Teagasc	EPA initiative - they invited potential group members
	Met Éireann	unknown
	Geological Survey Ireland	unknown
	Department Housing, Planning, Community & Local Government	
	Irish Water	unknown
ITALY	MIUR	It was set up alongside the SC 5 national consultation board
SWEDEN	Formas	Invitations sent to other authorities
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	Superseded previous body (UK Water Research and Innovation Partnership)
	University of Portsmouth	

What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?

<i>What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?</i>			<i>Does Mirror Group facilitate alignment of national water research and JPI?</i>
FINLAND	VTT	Minor	Yes
	Natural Resources Institute Finland	-	-
	Academy of Finland	This is a broad alliance achieving these aims, through voluntary collaborations and knowledge exchange amongst its partners	Yes
	Geological Survey of Finland - GTK	-	-
FRANCE	ANR	Sharing positions (SRIA, implementation actions) at national level, strategic planning, increase national commitment, speed up the uptake of results by national level	Yes
	BRGM, member of the French Alliance Allenvi	Sharing positions (SRIA, implementation actions) at national level, strategic planning, increase national commitment, speed up the uptake of results by national level	Yes
	IRSTEA	Sharing positions (SRIA, implementation actions)	Yes
IRELAND	Environmental Protection Agency	The mirror group provide a forum for exchange of views, priorities, develop opportunities for co funding and avoid duplication. It provides a forum for comments on research agendas at organisation level.	Yes
	Teagasc	-	-
	Met Éireann	actor	Yes
	Geological Survey Ireland	Limited at present. Different research funders have different objectives, although most aim to meet EU/National objectives or drivers, or public need. Funded research might support policy setting or might be in response to policy.	Yes
	Department Housing, Planning, Community & Local Government	-	-
	Irish Water	-	Yes
ITALY	MIUR	The MG is facilitating the dissemination of the agendas and it is dealing with issues and priorities of interest for the national context.	yes
SWEDEN	Formas	National alignment of research agendas	Yes
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	This is a broad alliance achieving these aims, through voluntary collaborations and knowledge exchange amongst its partners	NO
	University of Portsmouth	-	-

What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?

		<i>What is the role of the Mirror Group in the context of alignment of research agendas, policy setting and implementation?</i>	<i>Does Mirror Group facilitate alignment of national water research and JPI?</i>
FINLAND	VTT	Minor	Yes
	Natural Resources Institute Finland	-	-
	Academy of Finland	Mirror group gives a back bone for the participation in the Water JPI. Due to wide participation of different stakeholders in the group, Water JPI and its activities are well known in Finland.	Yes
	Geological Survey of Finland - GTK	-	-
FRANCE	ANR	Sharing positions (SRIA, implementation actions) at national level, strategic planning, increase national commitment, speed up the uptake of results by national level	Yes
	BRGM, member of the French Alliance Allenvi	Sharing positions (SRIA, implementation actions) at national level, strategic planning, increase national commitment, speed up the uptake of results by national level.	Yes
	IRSTEA	Sharing positions (SRIA, implementation actions)	Yes
IRELAND	Environmental Protection Agency	The mirror group provide a forum for exchange of views, priorities, develop opportunities for co funding and avoid duplication. It provides a forum for comments on research agendas at organisation level.	Yes
	Teagasc	-	-
	Met Éireann	actor	Yes
	Geological Survey Ireland	Limited at present. Different research funders have different objectives, although most aim to meet EU/National objectives or drivers, or public need. Funded research might support policy setting or might be in response to policy.	Yes
	Department Housing, Planning, Community & Local Government	-	-
	Irish Water	-	Yes
ITALY	MIUR	The MG is facilitating the dissemination of the agendas and it is dealing with issues and priorities of interest for the national context.	Yes
SWEDEN	Formas	National alignment of research agendas	Yes
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	This is a broad alliance achieving these aims, through voluntary collaborations and knowledge exchange amongst its partners	NO
	University of Portsmouth	-	-

What is the role of the Mirror Group in the context of stakeholder involvement and engagement?

FINLAND	VTT	minor
	Natural Resources Institute Finland	
	Academy of Finland	The Mirror Group representatives are the relevant stakeholders.
	Geological Survey of Finland - GTK	
FRANCE	ANR	Identifying stakeholders needs, promoting actions for involving more, plan activities with them
	BRGM, member of the French Alliance Allenvi	Identifying stakeholders needs, promoting actions for involving them more
	IRSTEA	Involving stakeholders priorities and needs, sharing information
IRELAND	Environmental Protection Agency	Key stakeholders are represented in our Mirror Group. However, we would not see that engagement as such has been promoted by the current set-up of our group - rather better communication/dissemination
	Teagasc	-
	Met Éireann	Facilitator
	Geological Survey Ireland	limited/none
	Department Housing, Planning, Community & Local Government	
	Irish Water	
ITALY	MIUR	The stakeholder involvement was the first aim of the MG
SWEDEN	Formas	It involves stakeholders when needed both to give information regarding Water JPI and to get input from stakeholders and end-users to the Water JPI
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	The Mirror Group offers opportunities to report RDI priorities, new initiatives and outcomes to wide range of stakeholders who are already engaged in the UKWP
	University of Portsmouth	

What is the main added value for Mirror Group members, in having the Mirror Group meetings?

FINLAND	VTT	networking, impacting the SRIA and knowledge exchange
	Natural Resources Institute Finland	-
	Academy of Finland	Dissemination of information, possibility to participate in Water JPI activities, possibility to influence activities or strategy Finland is participating.
	Geological Survey of Finland - GTK	-
FRANCE	ANR	being informed, contribution to activities, increased commitment
	BRGM, member of the French Alliance Allenvi	being informed, contribution to activities, increased commitments
	IRSTEA	being informed, being jpi involved, being reactive,
IRELAND	Environmental Protection Agency	Dissemination, Synergies, Avoidance of duplication, Developing co-funding opportunities
	Teagasc	-
	Met Éireann	funding cycle planning
	Geological Survey Ireland	knowledge of JPI activities
	Department Housing, Planning, Community & Local Government	-
	Irish Water	-
ITALY	MIUR	While transferring vision, information and goals to the MG table, MG members are receiving at the same time an overall vision of the EU-related water agenda/strategic plans gathered from the Water JPI perspectives, but not only (also linking H2020 and EU-related water platforms supporting research and tech transfer)
SWEDEN	Formas	To get information on Water JPIs activities and calls as well as supporting and giving input to Water JPIs work
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	Knowledge exchange
	University of Portsmouth	-

Which success factor criteria (e.g. indicators) could be used for the Mirror Groups?

FINLAND	VTT	% of input to SRIA being taken into account
	Natural Resources Institute Finland	-
	Academy of Finland	commitment
	Geological Survey of Finland - GTK	-
FRANCE	ANR	National contributions / position papers / National answer to JPI activities
	BRGM, member of the French Alliance Allenvi	National contributions / position papers /
	IRSTEA	national budget contributions, number of meetings, involved people, position papers,
IRELAND	Environmental Protection Agency	cofunding levels at national but also for JPI calls, level of feedback received on strategic/calls documentation, Ensuring that all members get added value for their participation
	Teagasc	-
	Met Éireann	policy drivers
	Geological Survey Ireland	don't know
	Department Housing, Planning, Community & Local Government	-
	Irish Water	-
ITALY	MIUR	Indicators evaluating quantitatively the shared knowledge that MG provide by means of the MG members in order to link with national institutions. A yearly survey compiled by national key stakeholder should be performed for gathering information on the awareness of the end/active users and the impact of the MG on the national and international/EU water agenda.
SWEDEN	Formas	Cooperation, Knowledge transformation, Communication,
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	Future engagement with JPI partners (within/beyond Europe).
	University of Portsmouth	-

For countries without a Mirror Group, can you suggest what they need to know to establish a Mirror Group in their country?

FINLAND	VTT	-
	Natural Resources Institute Finland	-
	Academy of Finland	to know key stakeholders in the field
	Geological Survey of Finland - GTK	-
FRANCE	ANR	mapping their actors, exchange with them for seeing if interested
	BRGM, member of the French Alliance Allenvi	mapping their actors, exchange with them for seeing if interested
	IRSTEA	check the interest of water significant players (stakeholders, research)
IRELAND	Environmental Protection Agency	Clear Terms of Reference, Ensuring that all members benefit from the membership to the Group, Ensuring that all key funders as well as main stakeholders are included
	Teagasc	-
	Met Éireann	unknown
	Geological Survey Ireland	strong organisation mandated with water-related issues, that has good internal support for a leadership role (funds, staff, vision)
ITALY	MIUR	A Preliminary listing and segmentation of the water sector should be done for gathering an overall view of the stakeholders at the country scale. The identification of key institutions should be also performed considering education/research/academic entities, governmental/agency and policy/decision making entities as well as industries and SMEs and all other entities (NGOs, associations, etc.) involved and interested in the water/environment sector
SWEDEN	Formas	Ministry's support to build up a network (Mirror Group). Resources from the coordinating organization in charge of keeping the group together. Interested partners in the group. This can be created by providing information on the benefits of being part of the group such as knowledge sharing and collaboration on calls and strategic workshops.
UNITED KINGDOM	Natural Environment Research Council Centre for Ecology and Hydrology	Evidence of common interest across water sector and narrative which shows value of collaborations at national levels across diverse partners (and relevance of/interest in the JPI to this group).
	University of Portsmouth	