

RM ROADMAP

Consensus Document for Country Community Czechia

Co-Creation Session 1: Understanding the landscape: National Networks and Associations

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“Creating Framework Conditions for Research Management to Strengthen the European Research Area”

Funded by the European Union's Horizon Europe Programme

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**Co-Creation Session 1: Understanding
the landscape: National Networks and
Associations**

Co-Creation Session 1

Understanding the landscape: National Networks and Associations

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1. Introduction

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA).

Research management includes a broad range of professionals supporting researchers to achieve excellence in research. For the purpose of this co-creation exercise, Research Managers (RMs) are to be considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, business developers, knowledge brokers, innovation managers, etc. For simplicity, we use the term research management but this exercise covers also other terms such as research support, research management and administration, professionals at the interface of science and other terms which are used as the norm in the national landscapes across Europe.

The RM Roadmap Knowledge and Community Platform (KCP) brings research managers together to shape the future of the profession and support the strengthening of an inclusive research management community in Europe. The KCP is a place where research managers share their views and introduce issues for discussion in a solution-focused endeavour. RM Roadmap Ambassadors lead the discussions for each country on the KCP, supported by national and regional RM networks.

This co-creation exercise is the biggest collaboration between RM networks ever to take place in Europe. With a focus on learning insights from RMs, the co-creation exercise seeks to establish a robust framework that can support professional growth and collaboration across the EU and associated countries.

By 2023, 40 country communities have been established within the RM Roadmap Ambassador Network. The RM Roadmap project will use the outcomes from this co-creation exercise to make a roadmap for the future of research management in Europe and to build and exchange solid knowledge on career framework opportunities, upskilling and networking for research managers. RM Roadmap will ultimately build a value proposition for policy makers and institutional leaders who want to strengthen and modernise their research support departments.

This **consensus document for Country Community Czechia** contains the outcomes of the **First Co-Creation Session - Understanding the landscape: National Networks and Associations**.

A short summary of the main outcomes from the co-creation exercise is included in section 2. More information about the topic of RM National Networks and Associations is detailed in section 3. Recommendations about best practices, challenges and lessons learnt about (formal or informal) national networks, associations, communities are provided in section 4.

For more information about the RM Roadmap initiative, the reader can consult the following website: www.rmroadmap.eu

2. Summary of Co-Creation Session 1

Along with the start of the co-creation session, Czech Association of Research Managers and Administrators (CZARMA) organized a national community meeting at the Technology Centre Prague, where all local RMs had the opportunity to find out about the RM Roadmap and how its co-creation sessions will be organized. The event was hybrid and brought significant attention to the project – 127 participants registered, 42 on-site and 85 online. Summary of the event (in Czech) is available here: <https://www.czarma.cz/aktuality/kudy-dal-v-managementu-vyzkumu-zapojte-se-do-rm-roadmap>.

In the event, we used Slido polls to identify how the community is aware of RM Roadmap activities. We also asked for feedback from the participants on core questions of the first co-creation session. Close to 50 participants actively voted in the polls, providing an interesting snapshot of the national community:

- 52% of participants indicated that they are not aware of ERA Action 17;
- 9% of participants indicated that they know well about and follow the RM Roadmap project, 70% knew about RM Roadmap only marginally;
- 93% of participants were not registered to either RM Helix or Knowledge and Community Platform;
- 26% of participants knew about CARDEA project at least marginally, 74% did not hear about CARDEA before;
- 93% of participants were CZARMA members.



In the co-creation space, the Czech group at the EARMA website, we chose to divide the discussions into 4 sessions according to the 4 sub-questions of the consultation. The community was invited to contribute through the introductory event and a series of e-mails to participants and CZARMA in general.

We received 26 comments by the Czech national RM community in total, providing insights into how members of the community perceive the benefits and challenges of involvement in national RM associations and their interplay with the international level.

3. Discussion Outcomes of Co-Creation Session 1

This consensus document for Country Community Czechia contains the outcomes of the First Co-Creation Session - Understanding the landscape: National Networks and Associations. Below, we summarize the conclusions for each question addressed in the co-creation session separately. As the RM community in Czechia is represented by two associations, CZARMA and Transfera.cz, we refer to them separately in most aspects. Additionally, the network established by National Contact Points (NCPs) for EU Framework Programmes for R&I, is often seen as an important player in bringing the national RM community together.

If you have a national network (formal or informal), how did it help you? If you don't, please say how you have built your (internal) network and are using it.

CZARMA was founded in 2022, and therefore represents a relatively new RM community platform which has yet to stabilize and show its value added in the long run. Still, CZARMA members already highlight that the association has significantly broadened their **professional networks** across the whole country. RMs who are new to the profession appreciate that it offers a direct and straightforward pathway to enter the national RM community and connect to experienced managers. CZARMA is also seen as a useful **source of information**, as it contains platforms focused on particular aspects of RM. The association was established with 13 working groups, indicating the intent to identify the broad range of professions covered by “research management”:

1. Professional development
2. Projects
3. Finance
4. Legal issues
5. Mobilities
6. Research policy
7. Ethics in research
8. Human Resources
9. Research evaluation
10. Open Science
11. Science communication
12. Research Infrastructures
13. Gender in R&D&I

This structure proves difficult to steer and the number of working groups will be significantly reduced. However, we retain the variety as topics of interest of CZARMA and will cover them in **training and knowledge exchange** activities of CZARMA, giving Czech RMs a comprehensive understanding of R&I systems. Further, mutual support, motivation and building of **joint identity** within the Czech RM community is seen as an important benefit brought by CZARMA. The association also gives the community of research managers a **stronger voice** in dialogue with other parties. This has strongly materialized in relations with funding providers – the first annual conference of CZARMA in 2023 actually managed to bring leading representatives from 6 most significant funding agencies to one table, which is a major achievement in the national environment. Finally, CZARMA has been appreciated in the co-creation as a source of **benchmarking**, serving as an inspiration or providing data that support institutional development initiatives. Last but not least, CZARMA has the added value of bringing together activities related to national, structural and EU programmes under one roof.

Even though the **NCP network** is not an open association of research managers, several participants in the co-creation acknowledged its important role in building the national community. The events and informal working groups organised by NCPs provide an essential forum for **knowledge exchange, training and networking** among RMs focused on EU Framework Programmes for R&I. NCP network established for closer cooperation following working groups:

1. Working Group on Financial and Legal Management of H2020/HE Projects
2. Czech National Information Network for EU Framework Programmes (cooperation of project offices)

Transfera.cz was established in 2014 as a result of the transformation of the “Association of Knowledge Transfer Organizations and Professionals” (AKTOP), of which it is a direct successor. The national platform Transfera.cz protects the interests of the Czech transfer community with the aim to promote and develop activities in the field of technology and knowledge transfer. The areas in which the association operates are: **Subsidy and national policies, Cooperation between universities and industry, International cooperation, Legislatives and Communication, Education, Events**. Activities of Transfera.cz and its members are:

- strengthening mutually beneficial relationships between the academia and the industry
- supporting innovations with the aim of improving the competitiveness of the Czech Republic
- maintaining partnerships with relevant public authorities
- providing information, expert opinions and analyses in the field of technology and knowledge transfer
- establishing international cooperation with similar foreign institutions
- helping to disseminate R&D results

The association has already established following working groups:

1. Project
2. P.R.
3. Law
4. Education
5. Database
6. Transfera Technology Day

Within the framework of the established working groups, good practice is shared and common issues are addressed within the framework of the national platform.

What challenges do RM networks and associations encounter in contributing to national and European R&I systems? If there are no networks, please elaborate if there have been networking initiatives and if not, please state why you think that is the case.

The most frequently mentioned challenge mentioned with reference to **CZARMA** was the need for recognition of the association among key players in the national R&I system. So far, there has been little time to achieve it, but the momentum with which CZARMA is proceeding to build connections across the national system is significant. Notably, the first CZARMA Conference in 2023 was attended by leading representatives of 6 major national funding agencies. This shows that the funders appreciate the opportunity to interact with RMs, receive their feedback and use it to improve their R&I funding programmes. It has been noted that the partnership of RMs working in R&I performing organisations and at the R&I funding organisations could be taken even further. RMs from funders are welcome to CZARMA and some (even though not many) actually are members of the association. This approach may be

promoted further by inviting RMs from funders to join CZARMA and participate in knowledge exchange with the common interest of improving environment for research in Czechia. Participants of the co-creation also note that full-fledged partnerships of CZARMA should not be limited to funding agencies – many governmental ministries also hold significant responsibilities for the research and innovation system: Ministry of Education, Youth, and Sports, Ministry of Regional Development, Ministry of Industry and Trade, Ministry of Science, Research and Innovation, and the Research Development and Innovation Council. CZARMA has so far developed two “joint positions” to openly promote the RM perspectives on current issues and showcase how it can contribute to improvement of the national environment for research.

Transfera.cz organizes the annual National Technology Transfer Conference. This travelling event usually takes place in spring and is hosted by different member organizations. The first National Technology Transfer Conference took place in Brno in 2013. Transfera.cz also supports and co-hosts e.g.: internships/missions of technology transfer experts to foreign institutions (the first one took place in 2017 in Israel); expert training; matchmaking events; joint marketing of R&D results via a project supports and co-hosts. Transfera.cz is involved in international networks These include the following ASTP, ITTN, ERDV and AUTM. It is very active in meetings and conferences of the above-mentioned networks and other international events in the field of technology transfer.

It cooperates with foreign partners due the databases IPI Singapore, HKTD, ASTP, DEIP and others. It is very active in cooperating with science diplomats in Israel and the USA, as well as with representatives of CzechTrade abroad. Last but not least, with the Ministry of Foreign Affairs - Department of Science Diplomacy.

Please list all of the formal and informal networks and associations of research managers in your country and link to their websites or online groups. Skip if there are no networks your knowledge.

During the introductory event on RM Roadmap, we have asked this question (without specific reference to national environment only) to the participants. We got diverse answers, with EARMA, CZARMA and Transfera.cz being the most frequent answers. Still, the quick survey managed to capture some of the diversity of the Czech national landscapes which we describe below in more detail.



What networks and associations of professionals in research support do you know?



Formal networks and associations:

- **CZARMA¹ (Czech Association of Research Managers and Administrators)**
 - association of individuals
 - 500+ individual members
 - bringing together diverse research-supporting professions from across universities, research institutes, companies, funding agencies, consultancies, governmental offices etc.
 - CZARMA was established in 2022, mostly on grounds of existing networks identified below (especially PES VVV, REGON). It was a strictly bottom-up action – the community decided to allow only individual membership. Until the end of 2022, CZARMA grew to astounding 347 members; in September 2023 the number of members surpassed even 500! The members of CZARMA work in 22 cities and represent 91 institutions. Obviously, the community was ready to self-organize, the opportunities presented by association attractive, and the barriers for joining minimal (the annual member fee is symbolic, only approx. 20 EUR). Given the very young age of CZARMA, it is still in a formative stage, undergoing changes in structure of its working groups, setting up and stabilizing its IT infrastructure, and the number of members may still fluctuate. But the momentum of the organization is significant and surely the RM contribution to developments in Czech R&I environment will become more visible and recognized.
- **Transfera.cz²**
 - association of individuals and legal persons
 - 24 members/legal persons
 - Transfera.cz is focused to support technology transfer/knowledge transfer on national level
 - **Transfera.cz** was established in 2014 as a result of the transformation of the “Association of Knowledge Transfer Organizations and Professionals” (AKTOP), of which it is a direct successor. AKTOP operated since 2008 as a voluntary civil society organization and an

¹ <https://www.czarma.cz/en>

² <https://www.transfera.cz/>

institution the aim of which was to seek, protect and commercialize new research results, transfer knowledge and use new findings for innovative entrepreneurship. The foundation of AKTOP was a result of long-term efforts of Ing. Ivan Dobiáš, DrSc., FEng to establish an organization connecting top Czech universities, companies, associations and individuals with an interest in improving the competitiveness of both national and European economy and utilizing the innovation potential of new research results. Mr. Dobiáš became the first chairman of AKTOP; he performed his duties excellently and remained in office until his premature death in 2010. Other members of the first board were prof. RNDr. Ing. Jan Vrbka, DrSc., dr.h.c., FEng, RNDr. Ivan Dvořák CSc PGCertKT(Open), Assoc. Prof. Ing. Jan Horejc, Ph.D. and Assoc. Prof. dr. Ing. Vladimír Kebo. Ing. Petr Holec, CSc. was elected the first chancellor. The foundation laid down by Mr. Dobiáš and his colleagues has been built upon by many other activities and the current work of Transfera.cz represent a continuation thereof.

- **APUA³ (Asociace pracovníků univerzit)**
 - association of individuals and legal persons
 - 26 members / legal persons, all universities; 4 individual members
 - APUA is focused exclusively on universities and covers mostly different set of professions than those directly supporting research – e.g. procurement, accounting, marketing, studies, internal audit.
- **NCPs/NICER⁴ (National Information Centre for European Research)**
 - NICER provides a complete portfolio of informational, advisory, consulting, and analytical services that are essential for the involvement in international research, development, and innovation (R&D&I) collaboration, especially in the EU framework programmes. These free of charge services are provided by the team of trained National Contact Points (NCP) at all priorities and horizontal activities of the Horizon Europe framework programme. To allowed.
 - To ensure better cooperation between RMs in the preparation and implementation of EU projects, the NCPs has established informal working groups to exchange experience on (1) financial/legal issues and (2) management of EU project offices.

Informal networks and associations:

- **Working Group on Financial and Legal Management of H2020/HE Projects⁵**
 - focused on EU projects, organized by TC Praha (NCPs)
 - 2 times per year, 150+ individual members (all interested RMs from all types of organizations; in the past only representatives of universities and institutes of the Academy of Sciences)
 - Since 2007 organising regular bi-annual meetings aimed at exchanging experience in financial, legal and administrative issues of the EU Framework Programmes (FP7, Horizon 2020 and Horizon Europe). During these meetings, the national contacts for legal and financial issues (LaF NCP) from the TC Praha inform about new developments in the financial and legal rules of the Framework Programmes, followed by exchange of knowledge on topical issues by the members of the working group, sharing of experiences and discussion on the questions submitted.

³ <https://apua.cz/>

⁴ <https://www.tc.cz/en/what-we-do/1/national-information-centre-for-european-research->

⁵ <https://www.horizontevropa.cz/cs/mohlo-by-vas-zajimat/pravni-financni-aspekty/financni-administrativni-aspekty/obecne-informace/Pracovni-skupina>

- From 2023, one meeting per year is organised in cooperation with CZARMA and the RONALDO working group. This provides a unique sharing of experience and good practice across European, national and operational programmes.
- **NINET⁶ (Czech National Information Network for EU Framework Programmes)**
 - focused on EU projects, organized by TC Praha (NCPs)
 - 2 times per year, selected representatives (management of EU project offices)
 - Until 2022 the network was an informal association of regional (RKO) and sectoral (OKO) contact organisations from all over the Czech Republic. RKO/OKOs provided information and consultancy services and advice in relation to the involvement of Czech entities in European research (especially EU Framework Programmes). These projects were funded by the Ministry of Education, Youth and Sports from the INTER-EXCELLENCE programme, sub-programme INTER-INFORM. Currently, this funding is not continued, however, NCP Network from TC Prague (National Contact Organization for EU Framework Programmes) has decided to continue the organisation of the meetings and to focus the meetings more on the strategic discussion of the management of the project offices dealing with H2020/HE (in December 2023, it is preparing the first meeting in this new spirit, where the focus will be on the discussion of the future functioning of the group).
- **PES VVV (Projektoví a ekonomičtí specialisté vědy, výzkumu a vzdělávání)**
 - focused on national projects and rules
 - irregular, open to all
 - PES was an independent platform of experienced Project and Economic Specialists (people involved in grant administration for a long time) from public universities, institutes of the Academy of Sciences and other recipients of grant funds for science and research. The members of the platform have both an overview of the rules of the individual providers and extensive experience in project management and knowledge of the internal systems of the recipients. This expertise was offered to support the adaptation of grant rules across the spectrum of funders so that the rules are as mutually compatible as possible, easy to apply for beneficiaries and individual researchers, and easy to audit by funders (with the aim of reducing error rates and audit findings).
 - Since 2022 this role is taken over by CZARMA
- **REGON (REgional Grant Office Network)**
 - originally primarily international research projects, recently wide range of the research related topics
 - monthly, open to all
 - REGON was established as a meeting of community of managers of international research projects in the region of South Moravia in 2011; the organizer of the network was South Moravian Innovation Centre (JIC). Gradually, the network accommodated much wider set of topics including national funding, open science, research assessment, industry-academia collaboration – and accordingly grew the community of people frequenting the meetings, attracting people from outside of South Moravia. Since 2020, the organization of REGON was taken over by the Research Office of Masaryk University and due to COVID-19, the meetings had to move to online space. This further opened the forum to the whole Czech RM community and facilitated development of contact network that gave rise to CZARMA. CZARMA was announced and promoted through REGON – and nowadays the meetings are a regular topical meetup organized by CZARMA.

⁶ <http://ninet.cz/>



- **RONALDO**
 - o focused on institutional projects, structural funds (a broader focus than just research)
 - o regular meetings, selected representatives
- **Komunita pro Změnu⁷ (Community for Change)**
 - o organised through the National Contact Centre - Gender and Science, which provides help and advice on topics related to equal opportunities

Please list and link to any policy documents and funding which mentions research management or the equivalent national name(s) for research management.

Direct identification of research management in policy documents and funding programmes in Czechia is scarce. When asking the participants of the introductory meeting what such policies and programmes they are aware of, the turnout was much lower than in case of networks and associations; and some of the answer are rather indirect or inconclusive in terms of how those programmes mention RM profession. E.g. ERC CZ is unclear, having no particular measure for RM support beyond the possibility to hire project manager; DIOSCURI actually requests institutions to provide RM support to holders but does not entail capacity building and skill development, NPO Exceles is certainly too bureaucratic to be manageable without RM support, but does not provide any development incentives. Some of the mentioned schemes are actually running on the European level (ERA Chair or MSCA Staff Exchange). What, however, certainly may be seen as very relevant, is OP JAK, the current ESIF programme dedicated to research and education – we elaborate of the role of ESIF below. Also, INTER-EXCELLENCE/INFORM has been important for RMs focused on EU projects – the system has changed slightly and we describe the connection to current NCP setup afterwards.

What policies or funding programmes mentioning the research management profession do you know?

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Wordcloud Poll 15 responses 11 participants



⁷ <https://genderaveda.cz/komunita-pro-zmenu/>

Significant development of the RM profession was previously facilitated by direct financial interventions using **European Structural and Investment Funds (ESIF)**:

- for orientation, Czechia entered the EU in 2004.
- in programming period 2007-2013: Operational Programme Education for Competitiveness (OP VK, funded by European Social Fund – ESF) involved a dedicated call for establishment of grant offices at Czech institutions. This has laid the foundations of many successful offices (while some did not achieve sustainability and recognition), showing the value of professional RM to researchers and institutional managements. Operational Programme Research and Development for Innovations (OP VaVpl, funded by European Regional Development Fund – ERDF) supported establishment of many top-tech scientific facilities. Importantly, it was not only construction and procurement of equipment – the new centre had to come with significant innovations in terms of institutional management. Here, the foundations of professional management of research evaluation and research assessment in Czechia are. Also, the new centres offered excellent opportunities for international fundraising – and built important RM competences in the area of EU R&I Framework Programmes. Also, OP VaVpl had a dedicated call for establishment of Technology Transfer Offices. Due to both OP VK and OP VaVpl, the new project landscape required significant increase of project management capabilities across the R&I sector in Czechia. Project managers and administrators became essential for research organizations to benefit from the ESIF opportunities. On the other hand, research management in Czechia became connected to project management – and exploring and recognizing the more diverse facets of the profession was left for the coming periods.
- in programming period 2014-2020: Operational Programme Research, Development, Education (OP VVV, funded jointly by ESF and ERDF), besides the obvious need for project management, involved two major calls for improvement of research environment at Czech (academic) institutions. These calls were strongly bound to Human Resources Strategy for Researchers (HRS4R) – beneficiaries had to commit to enter the process. With this, it opened a new dimension of research management for Czech institutions; and along with it, the calls for research environment also allowed activities improving research assessment, grant support, or science communication. OP VVV was also adapted to allow co-financing of Teaming projects in H2020, which was a major incentive for entering these demanding institutional upgrading initiatives.
- in period 2021-2027: Operational Programme Jan Amos Komenský (OP JAK, funded jointly by ESF and ERDF) also has calls on “Research environment” planned – however, we are still waiting for their publication and the exact targeting is not entirely clear yet. As before, professional management and administration is eligible (and needed) in all calls. Co-financing of Teaming, which can also develop RM capacities, is continued via OP JAK also towards Horizon Europe.

Outside of ESIF, major support mechanisms that also recognize the importance of research management facilities are provided as the so-called “systemic” projects funded by Ministry of Education, Youth and Sports:

- **CZERA**⁸: providing support for involvement in international R&I programmes, relevant to project management professional community.
 - o The project includes three modules: (1) National Information Centre for European Research (NICER), TC Prague, (1) National Information Centre for Gender Issues in European Research, NCC Gender and Science, (3) EURAXESS CR, Centre for Joint Activities of the CAS

⁸ <https://www.msmt.cz/vyzkum-a-vyvoj-2/czera>; <https://www.tc.cz/en/projects/21/czera>

- CZERA replaced the previously decentralized support for RM in very particular segment of supporting involvement in international, especially EU programmes for R&I. The mechanism of establishment of support offices involved upon calls of the INTER-INFORM programme administered by Ministry of Education, Youth and Sports. The decentralized system is described in previous sections under the NINET network, as the beneficiaries of the INTER-INFORM projects were constituents of the network.
- **STRATIN**⁹: strategic intelligence for policy support, relevant for professionals in research evaluation.
- **NCIP**¹⁰: information sources, relevant for professional in open science.

National policy of research, development and innovation of the Czech Republic 2021+¹¹ actually mentions decrease of administrative burden as one of its targets, but does not identify how RM professional may contribute to the target.

Transfera.cz: Within the framework of national and subsidy policies, Transfera.cz cooperates with ministries, state administration bodies and other entities.

Ministry of Education, Youth and Sports, implementation and participation in OP JAC projects.

Ministry of Industry and Trade Working Group for spin-off, implementation of OP TAC projects.

Technology Agency of the Czech Republic, strategy for further support of PoC and project solutions, especially GAMA //SIGMA.

CzechInvest cooperates in the Transfera Technology Day event and participates in Technology incubation projects.

Within the Ministry of Regional Development, Transfera.cz actively participates in the implementation of international cooperation projects within the Interreg project scheme - for cross-border cooperation or for the European level.

⁹ <https://www.msmt.cz/vyzkum-a-vyvoj-2/strategicka-inteligence-pro-vyzkum-a-inovace-stratin-https://www.tc.cz/en/projects/18/stratin-plus->

¹⁰ <https://www.msmt.cz/vyzkum-a-vyvoj-2/narodni-centrum-pro-informacni-podporu-vyzkumu-vyvoje-a>

¹¹ <https://vyzkum.gov.cz/FrontClanek.aspx?idsekce=913172&ad=1&attid=972609>

4. Recommendations

In Czechia, we have managed to formally organize RM communities both in the area of technology transfer and in more general research management (especially project management and research assessment) into professional associations Transfera.cz and CZARMA. This achievement has been facilitated by gradual process involving also dedicated funding for professional development from European Structural and Investment Funds (ESIF). Still, the funding itself would not be sufficient precondition for establishment of the associations – stable nucleation activities and significant personal commitment of community leaders was needed to take the final steps towards formal organization.

Our recommendations communities with the ambition to establish associations and networks, especially in EU members states with lower R&I performance that can benefit from ESIF and from the Widening section of Horizon Europe, are thus as follows:

- *to policy makers involved in design of ESIF:* Do not underestimate the importance of environment for research and actively pursue its improvement in calls for research projects. Develop dedicated calls to develop research support offices, including networking activities and work of RMs associations and working groups.
- *to policy makers in national research policy:* Support nation-wide support mechanisms, such as the work of National Contact Points for European research funding, as their activity can nucleate RM communities and establish knowledge transfer networks even beyond the European funding.
- *to members of national RM communities:* Network across institutions. When organizing RM-oriented actions, do not limit attendance to your institutions, use them to connect with RM professionals across your country and beyond.
- *to members of national RM communities:* Engage your institutional management. Find and explain the benefits of collaboration among RM professionals – e.g. towards improving research environment, harmonizing financial and operational rules among funding agencies to make them more predictable and less bureaucratic, or improve success rates in international programmes. Promote trust and spirit of collaboration in the general R&I environment.
- *to members of national RM communities:* Be active internationally. EARMA and ASTP are prominent sources of networking and information, but make sure to use other opportunities for connecting internationally.
- *to members of national RM communities:* If you are missing opportunities for professional interaction (in your field, in particular programmes), create them. As an example, Czech RMs coordinated the establishment of Alliance4Life¹², using H2020 SC Health funding to start a Central and Eastern European network stimulating institutional change in research institutions focused on health research and innovation. Similarly, new focused initiatives may be established and boosted with funding from the HE Widening programme (e.g. Excellence Hubs, ERA Talents, European Excellence Initiative).

¹² <https://alliance4life.ceitec.cz/>



5. Acknowledgements

Hereby we would like to express our thanks to the members of national RM community who joined the introductory event and RM Roadmap Knowledge and Community Platform and contributed to the discussion leading to this Consensus Document. We would like to acknowledge CZARMA and Transfera.cz for providing us with access to the broad national RM communities whose opinions are represented here.



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