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From: Presidency

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Subject: Draft Council conclusions on [the Future of the European Research Area]

Delegations will find attached a revised Presidency text on the draft Council conclusions on the Future of the European Research Area with a view to the discussion by the Research Working Party at its meeting on 19 October.

DRAFT COUNCIL CONCLUSIONS ON

[THE FUTURE OF THE EUROPEAN RESEARCH AREA]

THE COUNCIL OF THE EUROPEAN UNION,

RECALLING

- the Council Resolution of June 2000¹ establishing a European area of research and innovation;
- that the Barcelona European Council in March 2002² agreed that overall spending on research, development and innovation in the Union should be increased with the aim of approaching 3% of GDP;
- the Conclusions of the European Council of February 2011³ that confirmed that Europe needs a unified research area to attract talent and investment and that called for the creation of a genuine single market for knowledge, research and innovation;
- the Commission Communication of July 2012⁴ and its Conclusions of 2012 on “A Reinforced European Research Area Partnership for Excellence and Growth”⁵ in which the existing European Research Area (ERA)⁶ priorities were agreed;

1 OJ C 205, 19.7.2000, p. 1

2 SN 100/1/02

3 EUCO 2/11

4 12848/12

5 17649/12

6 ERA as defined in Article 179 of the TFEU

- its Conclusions of 2013⁷ on “Enhancing and Focusing EU International Cooperation in Research and Innovation: a Strategic Approach” recognising the international dimension as an important part of the ERA;
- its Conclusions of May 2015⁸ on the “European Research Area Roadmap 2015-2020” which formed the basis for the subsequent ERA National Action Plans of Member States;
- its Conclusions of 25 November 2015⁹ on the Promotion of gender equality in the ERA;
- its conclusions of 27 May 2016¹⁰ on “The transition towards an Open Science system”;
- its Conclusions of November 2016¹¹ on “Measures to support early stage researchers, raise the attractiveness of scientific careers and foster investment in human potential in research and development”;
- its Conclusions of May 2018¹² on the “European Open Science Cloud”;
- its Conclusions of November 2018¹³ on the “Governance of the European Research Area” which invited the Commission to publish by mid-2020 a new ERA Communication for the period beyond 2020 and which was followed-up by an ERAC action plan;
- the European Council conclusions of March 2019¹⁴, which called on the EU to step up investment in research and innovation (R&I) in order to remain globally competitive in key technologies and strategic value chains;

7 497/12
8 9351/15
9 14846/15
10 9526/16
11 15013/16
12 9291/18
13 14989/18
14 EUCO 1/19

- the Opinion on the future of the ERA adopted by the European Research and Innovation Committee (ERAC) in December 2019¹⁵ that outlined the main elements for a “New ERA”;
- the Commission communication of September 2020¹⁶ on ”A new ERA for research and innovation”.

I. POLITICAL CONTEXT

1. UNDERLINES the importance of the implementation of the “Leaders strategic agenda 2019-2024” adopted by the European Council on 20 June 2019 addressing the most pressing challenges focusing on protecting citizens and freedoms, developing a strong and vibrant economic base, building a climate-neutral, green, fair and social Europe and promoting European interests and values on the global stage.
2. WELCOMES in this regard also the six new priorities of the Commission for 2019-2024 focusing on the essential areas of transformation including a new approach to innovation as stated in the “New industrial strategy” (“An economy that works for people”), the aspect of “Global Health”, Europe becoming the first climate-neutral continent (“European Green Deal”), reinforcing its responsible global leadership (“A stronger Europe in the world”) and empowering people with a new generation of technologies (“A Europe fit for the digital age”) aiming for a healthy planet, preparing Europe for a new digital world and expanding its technological sovereignty. RECOGNISES that developing a transformative and forward-looking research, innovation and diffusion strategy, is necessary to achieve these priorities and ensure Europe’s productivity growth and competitiveness.

¹⁵ ERAC 1201/20

¹⁶ 11400/20 + ADD1

3. ACKNOWLEDGES the progress in the achievement of the ERA, in particular on the basis of the ERA roadmap and the ERA national action plans in view of achieving the current ERA priorities aiming mainly at improving the quality of R&I systems across Europe, including their interaction. NOTES with concern the slowing down and the uneven distribution of further progress across the Union. WELCOMES in this respect the new ambitions concerning the ERA as expressed in the “ERAC opinion on the future of the ERA” and the Commission communication on “A new ERA for research and innovation”. STRESSES the need for the Commission and the Member States to jointly develop this “New ERA” at all levels to ensure co-ownership.
4. UNDERLINES that the EU Framework Programme for R&I is the most important instrument to support the ERA at EU level. CALLS on the Commission and the Member States to support the development of the “New ERA” through all parts of the FP as well as through the mobilisation of other EU policies and programmes, including the Recovery and Resilience Facility, Cohesion policy instruments and the Technical Support Instrument.

II. GOALS OF THE “NEW ERA”

5. DEFINES the “New ERA” as a researchers-centred, value-based, excellence and impact-driven area, in which knowledge, technology and researchers can circulate freely, based on shared responsibilities, co-creation and co-ownership with stakeholders and citizens, while aiming for smart directionality and building on the diversity and strengths of the national R&I systems. HIGHLIGHTS in particular the relevance of fundamental research for ensuring quality and excellence of R&I systems.
6. UNDERLINES that R&I activities and the knowledge they produce have a value far beyond their contribution to growth and jobs by providing an essential contribution to address societal challenges and a cornerstone of our European democracies.

7. STRESSES the significant role of R&I in delivering on Europe's recovery while accelerating the digital and green transitions, strengthening resilience and crises preparedness and supporting Europe's competitive edge. UNDERLINES the importance of R&I policy for improving the environment for business R&I investment, deploying new technologies and supporting the absorption of knowledge and technologies in the different sectoral policies in order to achieve technological sovereignty.
8. UNDERLINES the potential of closer R&I cooperation and coordination in the ERA between regional, national and European levels in order to achieve common policy objectives in an effective and impact-oriented manner and to reduce geographical divides.
9. STRESSES that the "New ERA" should continue to strengthen the quality of R&I systems and their interaction across Europe, while contributing to better interlinkages between R&I policies and other policy fields, in particular Higher Education policies and industrial policies and provide for a more effective interaction with society.
10. CALLS on Member States and the Commission to prioritize investments towards the "New ERA" and REAFFIRMS the EU-level 3% R&D investment target. INVITES Member States to set investment targets at national level, in particular with respect to public R&D efforts. TAKES NOTE of the Commission proposals to include a new 1.25% EU GDP public effort target to be achieved by Member States by 2030 in an EU coordinated manner and a new voluntary target for Member States to commit 5% of national public R&D funding to joint programmes and European partnerships by 2030.
11. STRESSES the need to make the "New ERA" more tangible, impactful and relevant for R&I stakeholders, researchers and citizens across Europe. UNDERLINES in this respect the added value of concrete ERA actions that should be jointly and rapidly developed and implemented between Member States and the Commission according to an agreed priority setting methodology and that allow for quick wins with sufficient impacts across Europe to build momentum and ensure political commitment. UNDERLINES that the diversity of Member States' R&I policy frameworks requires a voluntary approach for the implementation of concrete ERA actions while aiming for a broad participation. RECOGNISES the potential of launching a small number of ERA pilot actions in 2021 in order to maintain the political momentum in priority fields of action.

III. ERA ACTION PRIORITIES

12. UNDERLINES the need to translate the goals of the “New ERA” into concrete ERA actions in line with the four priority fields described below. CALLS on the Member States and the Commission to agree swiftly on an ERA policy agenda, taking into consideration the ERA roadmap proposed by the Commission including corresponding governance and implementation modalities. ACKNOWLEDGES that the new “ERA policy agenda” should include a variety of ERA actions, encompassing ERA pilot actions, further developments of existing ERA initiatives and actions as well as new ERA actions.
- A. DEEPENING THE ERA: FRAMEWORK CONDITIONS FOR THE PRODUCTION; CIRCULATION AND USE OF KNOWLEDGE, INCLUDING RESEARCH CAREER ISSUES**
13. DEFINES the element of “deepening the ERA” as a shared goal of the EU and its Member States to strive for better working, employment and other relevant framework conditions at all levels to fully unlock the cooperation potential and the connectivity in the ERA at researchers, project, programme and institutional levels, including the factors of creating sufficient “critical mass” for cross-border cooperation.
14. URGES the Member States to reform their national R&I systems and their respective institutions and organisations, making them more attractive, inclusive, competitive and ERA compatible; UNDERLINES that excellence, ethics, common values – including research integrity, freedom of research and responsible conduct of research, equality and diversity – and social impact are the key components of every strong R&I system.
15. RECOGNISES the particular responsibility of the Commission to stimulate and incentivise Member States reforms to achieve better interoperability in the EU, both by financial support through relevant EU programmes and instruments, as well as through corresponding policy actions beyond financial support such as the provision of the evidence base, guidance, advice and monitoring activities.

16. CALLS on the Commission and Member States to further develop and implement the European Open Science Cloud (EOSC) as the ERA pilot action to foster “open and collaborative knowledge and data sharing” and “interoperability” within the ERA, to serve as a trusted research and innovation data space and service platform in Europe and to connect to sectoral data spaces such as the common European health data space.
17. CALLS on the Commission and Member States to jointly develop and implement ERA actions in close cooperation with ERA stakeholders that address the main challenges to deepen the ERA. CALLS on the Commission and Member States to agree on priority actions in 2021, including on the following topics:
- i. **Research careers:** STRESSES that enhancing the attractiveness of research careers is a vital element for the “New ERA”, by creating attractive working and employment conditions for more sustainable and appealing researchers’ careers and, consequently, attracting and retaining excellent researchers; INVITES the Commission and the Member States to co-design an enhanced European Framework for Research Careers – as a follow up to the “European Charter for Researchers” and the “Code of Conduct for the Recruitment of Researchers” taking into account open science, gender equality, digital skills, research assessment, diversification of research careers and multiple career paths and additional relevant elements of the European Skills Agenda¹⁷; TAKES NOTE of the respective Commission proposals in the ERA communication, including an ERA4You initiative to strengthen, among others, cooperation and mobility between academia and business.
 - ii. **Synergies:** WELCOMES the new efforts for creating and exploiting synergies between European funding instruments better in order to maximise the impact of different sources of funding for ensuring an effective twin transition and a quick recovery, especially between Horizon Europe, Erasmus+, the Structural and Investment Funds, Next Generation EU, the Single Market Programme, the EU external action instruments, EU4Health and the Digital Europe Programme, and ASKS the Commission to provide practical guidance to Member States on how best to implement those synergies in the national and regional context.

¹⁷ 9349/20

- iii. **Freedom of Science/Academic Freedom:** ACKNOWLEDGES the efforts of the Bologna Process to strengthen and monitor academic freedom in the higher education sector of the 48 participating countries in the EHEA. WELCOMES the Bonn declaration on the freedom of scientific research and CALLS on the Commission, Member States and academic institutions to follow the experiences of the Bologna Process closely and assess its implications for research in particular with respect to potential indicators and monitoring methods and their relevance for monitoring freedom of scientific research within the ERA.
- iv. **Linking ERA and EHEA:** SUPPORTS the further development of the “European University Alliances” as a flagship example for modern and inclusive higher education institutions of the future in Europe. STRESSES that stronger synergies and interconnections between the ERA and the EHEA are to be developed and CALLS for a common European agenda for higher education, research and innovation to be launched by 2022 accompanied by a cooperation framework and common investment strategy; IDENTIFIES institutional transformations, research careers, training, international cooperation and the knowledge circle as possible fields of a more determined cooperation.
- v. **R&I Infrastructures:** UNDERLINES the need to sustainably invest in national and European Research Infrastructures (RIs) throughout their lifecycle to enable them to contribute to excellent results in fundamental and applied sciences; CALLS on Member States and Associated Countries as well as the Commission to better consider the potential of the diverse European landscape of RIs to contribute to the comprehensive and excellent base of knowledge needed to address present and future challenges; ENCOURAGES them to work towards the development of a more effective and sustainable European ecosystem of RIs, taking full advantage of its essential contribution to FAIR data sharing, data quality control and interoperability. REMINDS that providing sufficient open national and transnational access to national RIs and improving the exchange of information on the existing capacities is key for excellence and inclusiveness.

- vi. **Technology infrastructures:** STRESSES that Technology Infrastructures in the ERA should contribute to open innovation business models that facilitate collaboration and exchange of knowledge and that ensure access to the right skills and expertise for European companies; WELCOMES the efforts of the Commission for the development of an EU Strategy for Technology Infrastructures.
- vii. **Open Science:** HIGHLIGHTS that open science, including mainstreaming open access to publications and research data, has a crucial role in boosting impact, quality, efficiency, transparency and integrity of R&I, and brings science and society closer together. ENCOURAGES the Commission, Member States and stakeholders to support and implement open science practices in their reward and evaluation systems for research, researchers and institutions. WELCOMES the launch of the Open Research Europe publishing platform. RECOGNISES that researchers' rights to enable sharing, as well as bibliodiversity in a context of open access to publications, multilingualism and the promotion of recognition of all scientific productions are relevant elements of an ERA policy on open science.

B. DIRECTIONALITY: R&I DRIVEN JOINT INITIATIVES WITH OTHER POLICY AREAS IN A GLOBAL CONTEXT

- 18. DEFINES the element of “Directionality” as a process of strategic coordination between R&I and other relevant policy areas, in particular industrial and sectoral policies including agriculture, health, economic, mobility or environmental policies, in order to strategically orient and prioritise R&I investments and prepare for the design and implementation of R&I driven policy initiatives that contribute to achieving the Sustainable Developments Goals (SDGs) across Europe and beyond.

19. RECOGNISES the “green” and “digital” twin transitions and a resilient recovery as the core directions for translating the “New ERA” into concrete policy and funding actions. EMPHASISES the importance of transnational R&I investments and joint programmes at regional, national and EU levels, and CALLS on the Member States to ensure ambitious contributions to ERA actions aiming to address the twin transitions. UNDERLINES the need for specific measures to ensure that R&I policy provides more and adequate support for the absorption of knowledge and technologies in the different sectoral policies. STRESSES in this context the importance of adequate links among and between knowledge and industrial ecosystems and their actors across Europe to ensure that research results are rolled out faster in the economy.
20. CALLS on the Commission and Member States to further develop and implement the “Green Hydrogen Initiative” as the ERA pilot action to foster “directionality” and the green transition within the ERA in order to fully exploit the potential of hydrogen for reaching the Union’s climate-neutrality objectives. CALLS on the Commission and the Member States to carry out a Europe-wide agenda process in 2021 that should result in the elaboration of a strategic R&I agenda on green hydrogen to be jointly implemented by the Commission and Member States from 2022 onwards. ACKNOWLEDGES the different national views regarding green hydrogen and CONSIDERS to organise the initiative on a voluntary basis and in variable geometry, while keeping it open for all Member States. ENCOURAGES Member States to ensure coherence with national measures. STRESSES the crucial role of demonstration capacity to achieve the uptake and diffusion of new technologies across the EU to achieve the goals of the hydrogen strategy.
21. CALLS on the Commission and Member States to jointly develop and implement ERA actions in close cooperation with ERA stakeholders that address the main challenges to foster directionality, the twin transitions and a resilient recovery. CALLS on the Commission and Member States to agree on priority actions in 2021, including on the following topics:

- i. **European Resilience Initiative:** ACKNOWLEDGES the measures initiated in response to the COVID-19 pandemic, such as the “ERAvsCorona” action plan and the creation of the “European Health Data Space”; RECOGNISES the need to continue to act on the challenges imposed by the crisis and to work on advanced prevention and response structures to enhance Europe’s resilience in the future, including a shared vision in regard to privacy and other ethical issues; CALLS on the Commission and Member States to set up a medium-term joint and coordinated R&I driven policy initiative.
- ii. **Artificial Intelligence (AI):** RECALLS that a coherent, comprehensive and strategic approach to the different AI-related activities on the European and national level is strongly needed, adopting a human-centred approach based on common European values and ethical principles, including social diversity and gender, and with the aim to strive for a global outreach; CALLS on the Commission to submit a proposal to pursue the establishment of a Europe-wide AI network with global outreach, integrating the different strands of AI related activities with the goal of enhancing the impact.
- iii. **European Partnerships:** WELCOMES the significant progress made in developing a new strategic and comprehensive approach towards European R&I partnerships and preparing the new “Strategic Coordinating Process”; UNDERLINES that partnerships linking national and European investments and political commitment will also play a vital role in the new directionality. CALLS on Member States to fully use the potential of partnerships to achieve jointly scale and scope in Europe to effectively address the SDGs, including by providing appropriate national financial and in-kind contributions to complement EU-level initiatives. CALLS on the Commission to ensure the timely launch of the Strategic Coordinating Process for Partnerships.

- iv. **Knowledge Transfer:** UNDERLINES that additional efforts are needed to translate the Union's intellectual and scientific assets into new products and services that meet societal demands. CALLS on Member States and the Commission to promote open science and open innovation practices and to stimulate knowledge and technology co-creation in Europe, including with a balanced intellectual property rights regime; WELCOMES the initiative of the Commission to review the intellectual property rights regime in accordance with the New Industrial Strategy for Europe.
- v. **EUREKA:** ACKNOWLEDGES the significant achievements of EUREKA in contributing to the ERA, including to its external dimension. [WELCOMES the planned Framework agreement/Memorandum of Understanding] and CALLS on the Commission and Member States to contribute to further develop EUREKA as a leading pan-European structure to implement bi- and multilateral close-to-market R&I activities by industry and academia, in particular focusing on the twin transitions, and involving small and medium-sized enterprises (SMEs) and mid-caps including their increasingly relevant European and international collaboration potential.
- vi. **International Cooperation:** WELCOMES the new partnership between the Commission and the Member States regarding science, technology and innovation (STI) cooperation agreements and “Science Diplomacy” in order to achieve a “smarter engagement” in full respect of the principles of reciprocity, openness, transparency, common values, including human rights and intellectual property rights and more impact with regard to overarching EU-policy goals; CALLS on the Commission to consolidate policy dialogues with third countries and regions in close cooperation with Member States, including Africa, the Eastern and Southern partnerships as well as the Western Balkans and IDENTIFIES the need for a more comprehensive approach with respect to safeguarding the EU’s technological sovereignty in R&I cooperation with third countries.

C. INTERACTION: VISIBILITY AND RELEVANCE OF R&I FOR SOCIETY

22. DEFINES the element of “Interaction” as joint efforts by the EU and Member States to make the “New ERA” more visible within the research community and to increase the visibility and relevance of R&I for society in the design, implementation and knowledge exchange of R&I initiatives at both project and programme levels.
23. CALLS on the Commission and Member States to further develop and implement the “plastic pirates” citizen science campaign as the ERA pilot action to foster “interaction” within the ERA in order to raise awareness among citizens, in particular young citizens, on the impact and benefits of R&I in their daily lives.
24. CALLS on the Commission and Member States to jointly develop and implement ERA actions in close cooperation with ERA stakeholders that address the main challenges to foster the interaction with society. CALLS on the Commission and Member States to agree on priority actions in 2021, including on the following topics:
- i) **Citizen Science Campaigns:** CALLS on the Member States and the Commission to organise at least every two years a Europe-wide Citizen Science Campaign in order to roll-out good practices for incentivising and rewarding citizen participation in R&I policy design and implementation across Europe.
 - ii) **Science Communication:** ENCOURAGES Member States and the Commission to reinforce efforts to improve public awareness of science and technology, to stimulate the popularisation of science and the interest of the media and to boost science education, taking into account the existing gender gap in R&I (STEM fields) and to provide researchers with appropriate training on scientific communication. CALLS on the Commission and the Member States to establish an European policy approach on science communication, considering a new “EU Science Media Network” that offers access to up-to-date scientific insights on contemporary topics to the European public, the media and politics, a new European Capitals of Science and Innovation initiative and networking activities aiming at better connecting relevant regional, national and EU-level initiatives.

D. BROAD INCLUSIVENESS AND ACCESS TO EXCELLENCE

25. DEFINES the element of “Inclusiveness” as measures at national and/or EU level to promote and facilitate openness and inclusiveness of collaboration networks, reduce fragmentation and disparities between and within Member States and to ensure a broad and non-discriminatory participation of researchers and national and regional actors and R&I stakeholders across Europe in ERA activities in order to fully activate and use the potential of ERA and its ‘excellence hubs’ to contribute to regional, national and European policy objectives.
26. RECALLS with great concern that there continues to be a major gender imbalance, preventing Europe from using the full potential of its R&I system aiming for excellence, and CALLS on the Commission and Member States for a renewed focus on gender equality and mainstreaming, including through the instrument of gender equality plans, and the integration of the gender dimension into R&I content.
27. CALLS on the Commission and Member States to develop EURAXESS as the ERA pilot action to foster “inclusiveness” within the ERA into an ERA Talent Platform fit to combat existing barriers for balanced mobility by assisting researchers in their career development within the ERA, connecting researchers and institutions, improving employability and talent absorption and mobility schemes.
28. CALLS on the Commission and Member States to jointly develop and implement ERA actions in close cooperation with ERA stakeholders that address the main challenges to foster broad inclusiveness. CALLS on the Commission and Member States to agree on priority actions in 2021, including on the following topics:

- i. **Brain Circulation:** REITERATES that the phenomenon of “brain drain”, having its roots in a number of different socio-economic factors at local, regional and national levels, still represents a major challenge in and for Member States and contributes to the research and innovation divide within the EU. RECOGNISES that mobility of researchers, both geographical and intersectoral, is a key feature of modern science and a core dimension of the new ERA for ensuring world-class results. CALLS on the Commission and Member States to monitor and recommend measures to ensure a balanced brain circulation, in relation to the system of remuneration, mobility patterns, employment conditions, social security policies, portability of grants and pensions, intersectoral mobility of researchers and to recognise the importance of developing a ‘culture of welcome’ and a ‘culture of excellence’.
- ii. **Science Management:** RECOGNISES the growing need for the professionalization of science management at research performing and funding organisations, including through digital skills in order to improve their ability to participate in ERA-wide collaboration networks; CALLS on the Commission to launch a pilot action for a Europe-wide mobility programme for science managers including research infrastructure managers and assess the added value of a cooperation action between science management training providers, including within the higher education sector, to develop science management curricula.
- iii. **COST:** Acknowledges COST as a significant R&I instrument and entrance portal to the ERA by fostering European and international research cooperation, including through its inclusiveness and bottom-up approach; CALLS on the Commission and the Member States to reinforce COST’s role as a leading networking instrument in ERA through connecting, empowering and retaining in particular young researchers and to support the free circulation of scientists, including the development of research careers, in particular fostering the participation of European Neighbourhood countries, e.g. through COST training schools and short-term mobility mechanisms.

IV. NEXT STEPS

29. INVITES the future Presidencies of the Council of the European Union to organise ‘regular policy dialogues in support of impact-driven investments and reforms at national level and the mobilisation of all funding sources at European level’, including through “ERA Ministerial Conferences” in close cooperation with the Commission with the aim of shaping further actions for the implementation of the “New ERA” and to take stock of the development and the achievements of the current ERA actions.
30. CALLS on the Commission and the Member States to develop in 2021 a multi-level governance model to deliver on the “New ERA”, encompassing the development and implementation of ERA actions and TAKING INTO CONSIDERATION the governance-related elements in the ERA communication from the Commission, in particular the ‘Pact for research and innovation in Europe’ and the ‘ERA Forum for transition’. WELCOMES potential contributions from ERAC and the ERA related groups. UNDERLINES that the development of the new governance model should be driven by the following principles:
- **Inclusiveness:** Involvement of all Member States in cooperation with countries associated to the Framework Programme including regional authorities, R&I stakeholders and civil society, where appropriate.
 - **Effectiveness:** Defining lean governance processes appropriate to develop and implement the ERA actions by setting common objectives and deciding on the necessary steps to implement ERA initiatives, involving relevant sectoral policies.
 - **Coherence:** Striving for more exchange and cooperation between regional, national and EU-levels to address structural issues within and outside the remit of R&I policy.
 - **Efficiency:** Linking up with the Horizon Europe Strategic Plan 2021-2024 to enhance the alignment of R&I policies and measures at an early stage, thus broadening the scope and impact of national and EU R&I actions.

- **Evidence-informed approach:** Fostering, in close cooperation with the Commission, a review of the ERA monitoring system including its indicators and reporting procedures CONSIDERING the proposal of the Commission of establishing a yearly ERA scoreboard, and seeking to provide technical and expert assistance to Member States for the improvement of national ERA monitoring activities and their connection to the European Semester [and the deployment of their Recovery and Resilience plans].
- **Relevance:** Policy-driven priority-setting, *inter alia* prepared through regular ERA ministerial conferences involving stakeholders and partners beyond the Member States, as appropriate.

31. CALLS on ERAC to advise on the question whether and to which extent legislative action, including soft regulation and Council Recommendations might be needed to deliver on the new ERA.
