

Strategic Assessment for National Research and Innovation Priorities

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Organização:



Apoio Institucional:



Equipa
FCT+ANI



What needs to be decided?

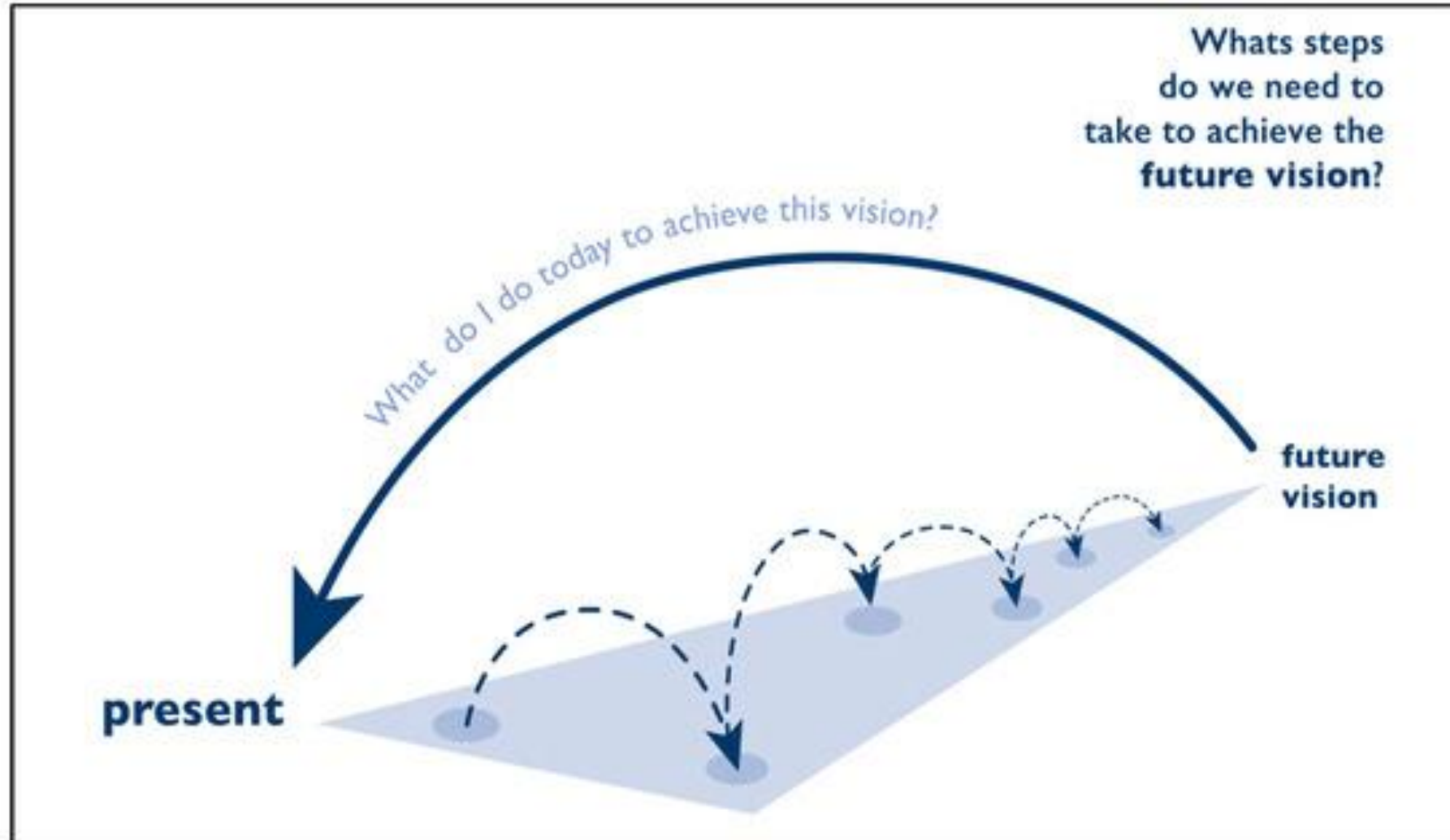
- Decision problem

Decision Problem

1. What **percentage** of the **budget** should be allocated to **R&D areas, strategic domains and the UPI?**
2. **How many and which strategic domains** should be included in the contract programme to be signed between the Government and AI²?
3. How should the budget be allocated **across strategic domains?**
4. How should the budget be allocated **across R&D areas?**



ST4S



Strategic anchors

- Vision, principles, objective and pillars

Vision for 2050

*Portugal asserts itself as a country that **creates talent and knowledge and transforms them into economic, social, cultural and value,***

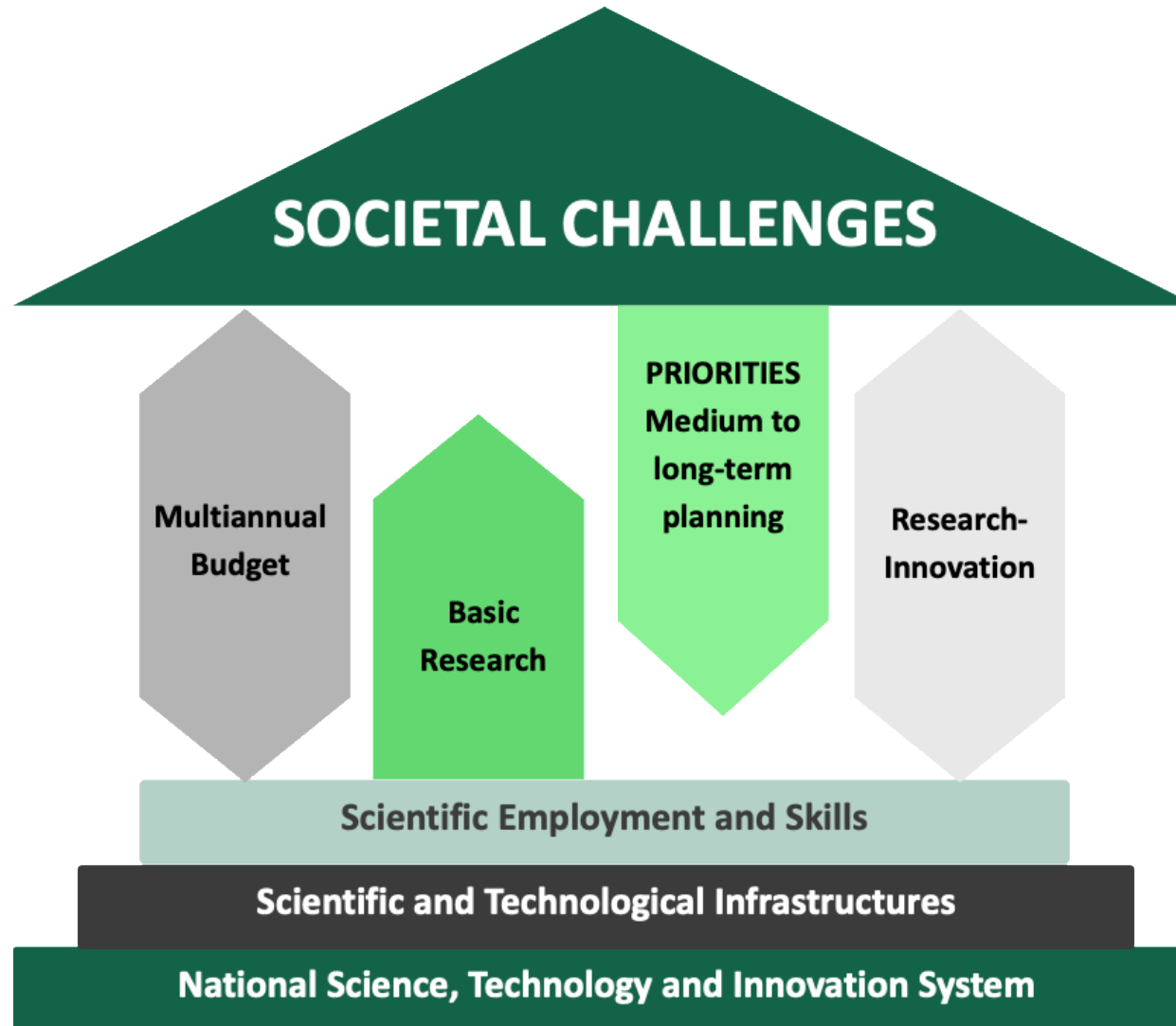
*with a dynamic research and innovation system, interconnected through **national and international networks, competitive and oriented towards excellence,***

*and combining a **sustainable and inclusive development model that strengthens its position in Europe and worldwide.***

Strategic Objective

*The strategic objective of this assessment is to ensure that AI²'s budget allocation and national strategic domains recognise the **intrinsic value of fundamental and applied research** as the foundation for scientific and technological development, innovation, and science-based entrepreneurship. It aims to **strengthen the link between knowledge creation, technological development and business innovation**, enabling their transformation into economic, social, cultural and environmental value across all regions of Portugal.*

Strategic pillars



Object of Assessment

- What are we assessing strategically? And how?

Object of assessment

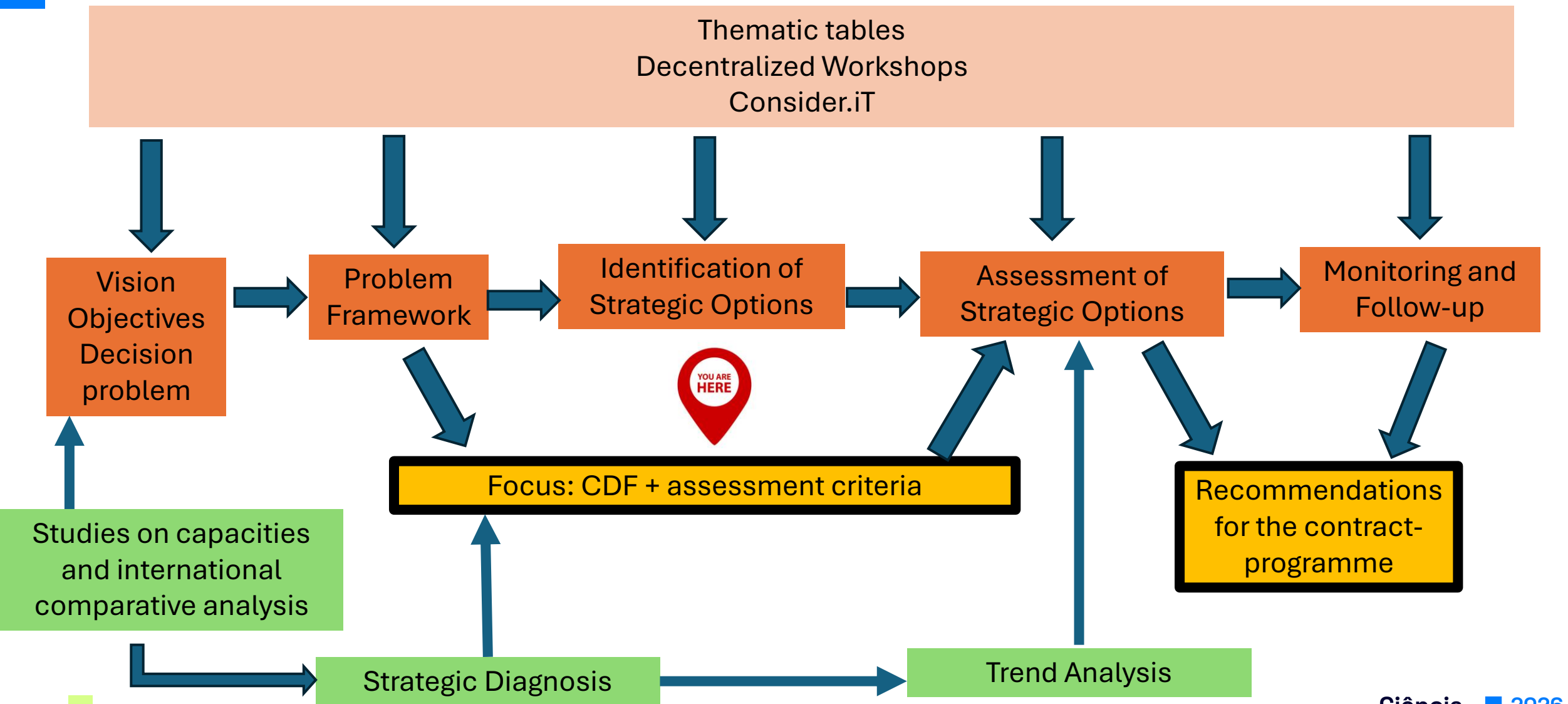
What needs to be budgeted in

- The R&D areas (options for blue-sky research funding; options to promote interdisciplinarity,)
- Strategic domains (options for public and private investment balance, ...)
- In the Innovation Promotion Unit (UPI) (options for diversification of funding sources,)

What criteria must be used in the

- Definition of the strategic domains of AI^2 (options in number: 3, 5, 7....., options in themes – criteria for identification).

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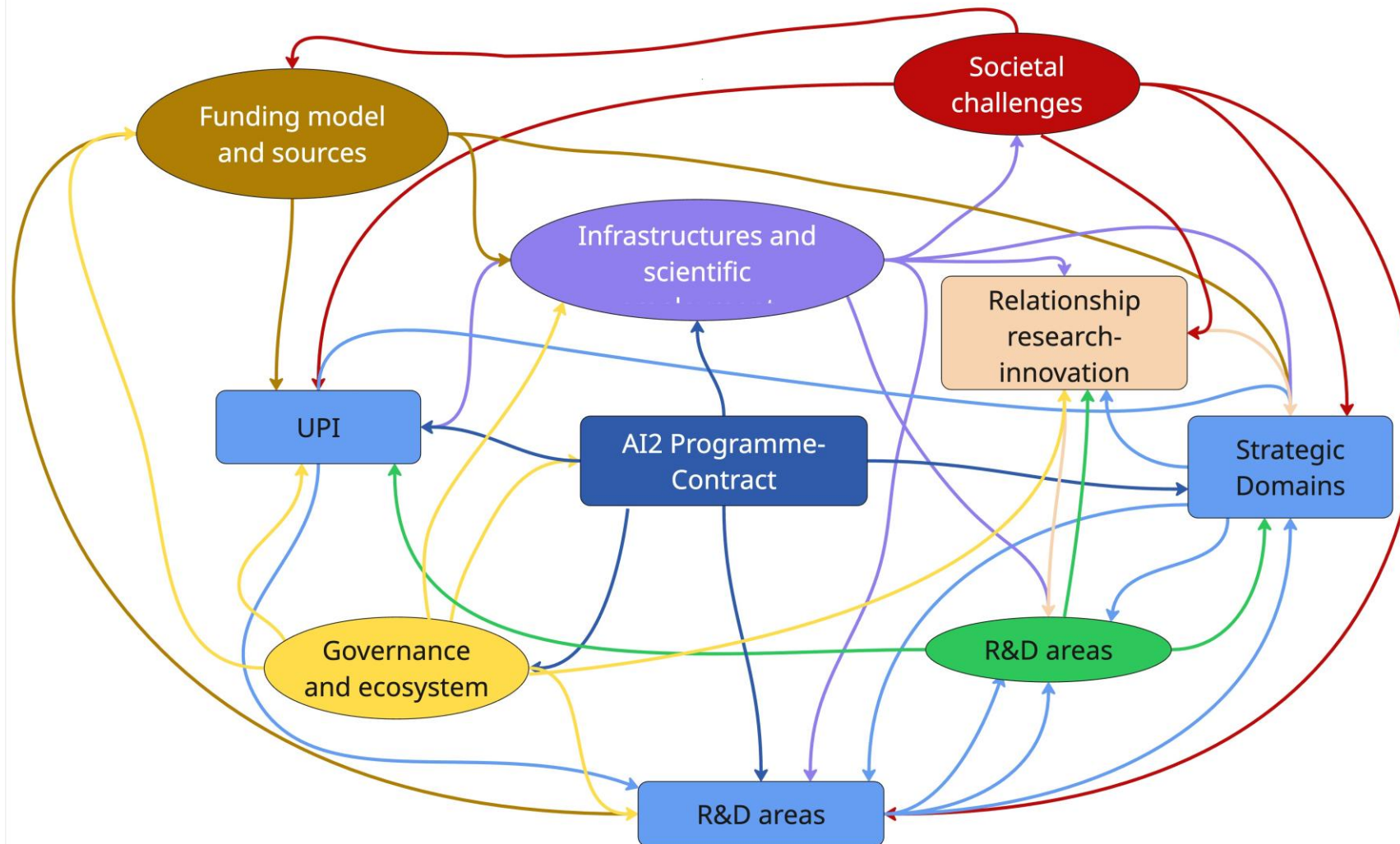
Strategic boundaries

Key themes

selected and adopted based on the **January and February 2026 dialogues**

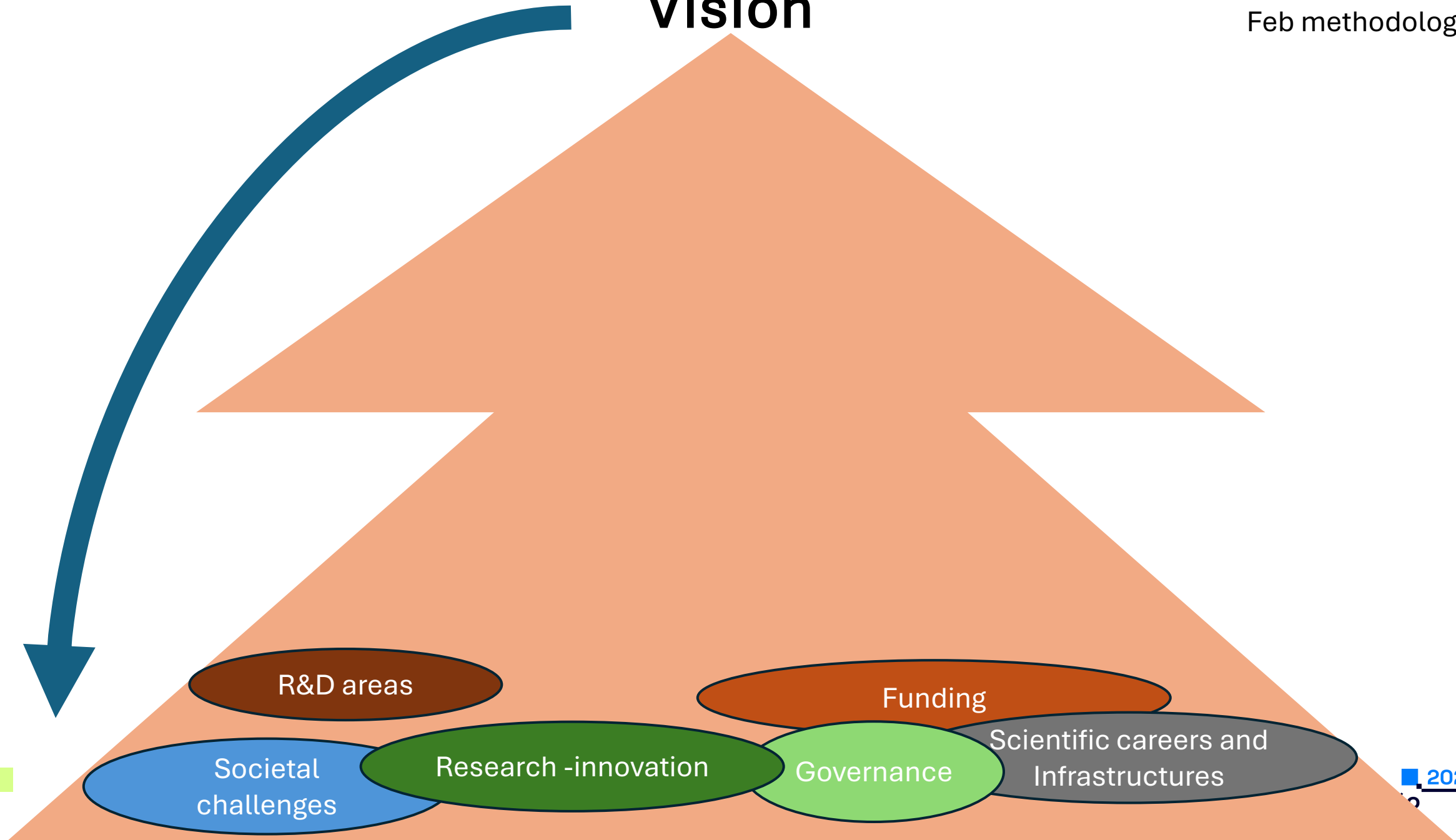
1. Societal challenges and research and innovation needs
2. Governance and the research and innovation ecosystem
3. Funding model and sources
4. Relationship between research and innovation
5. R&D areas
6. Scientific and technological infrastructures and employment

Systemic link between the decision problem and the key themes



Vision

Feb methodology



Strategic Assessment for National Research and Innovation Priorities

Cross-cutting synthesis across five convergent topics based on the problem framework

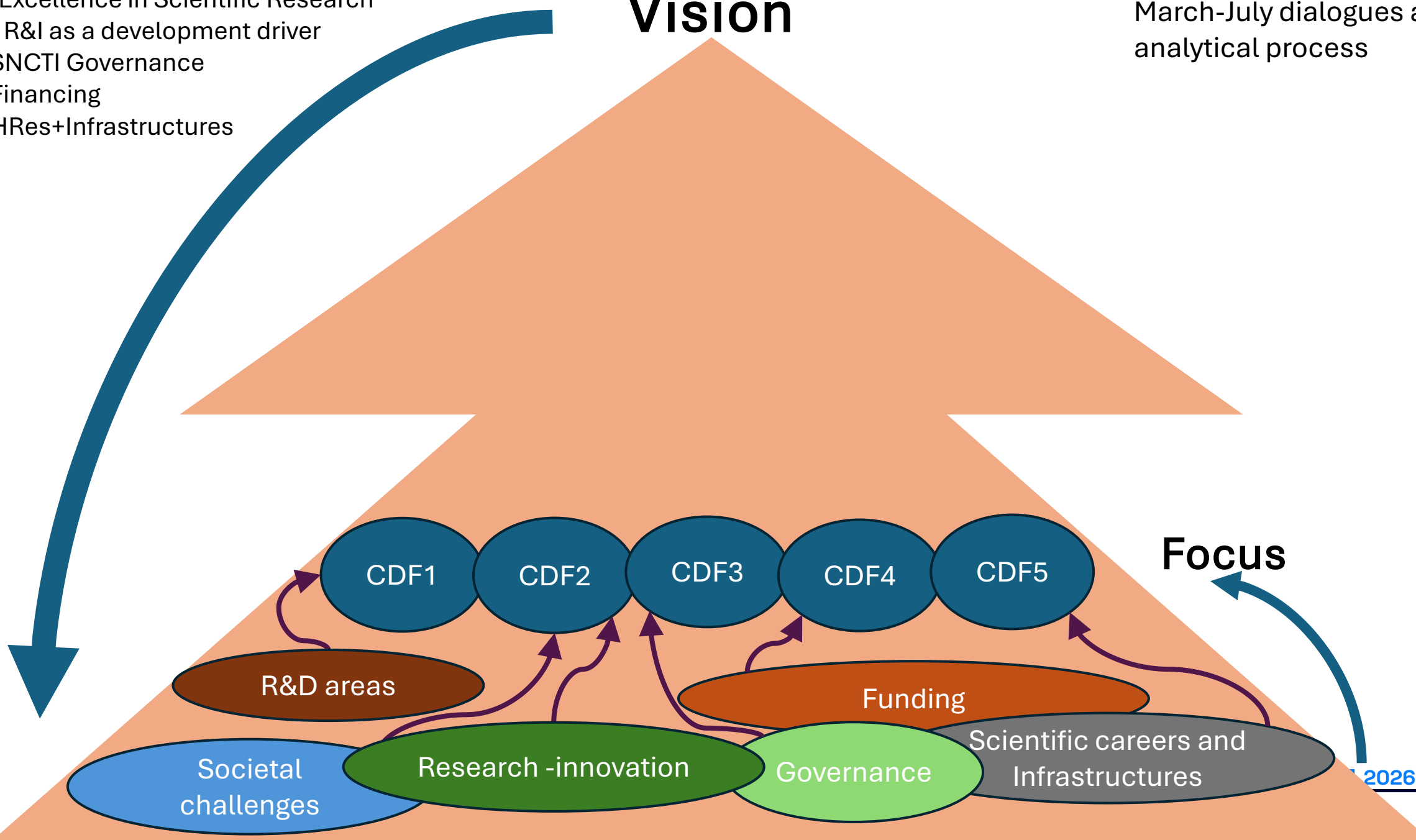
Convergent topics	Strengths	Weaknesses	Ambitions
 Talent & scientific excellence	Strong doctoral training Frontier & emerging-field research Active Portuguese diaspora	Precarious, unpredictable careers Excessive bibliometric evaluation	Stable, competitive careers Talent attraction & retention Freedom for excellent, interdisciplinary research
 From knowledge to value	Strong knowledge-value-chain potential Improving science–business links	Low business innovation Weak absorption of PhDs Academia–industry gaps	Stronger science–innovation chain Mobility across academia, industry & public sector Greater research impact
 Governance & institutional coherence	Diverse actors & instruments Capacity for co-creation	Fragmented institutions Weak public capacity Political cycles & poor coordination	Long-term strategic planning Independence from political cycles Stronger policy capacity
 Funding & evaluation	Leverage of private & EU funding Positive experience with integrated instruments	Funding gaps along the value chain Dependence on structural funds Weak impact monitoring	Stable, flexible, predictable funding Diversified sources Evaluation with consequences
 Societal, territorial & cultural value	Aligned with regional, sectoral & EU strategies Science–innovation–society co-creation potential	Barriers to inclusive participation Weak communication Funding rarely turns into impact	Co-creation for societal challenges Stronger legitimacy & territorial impact Knowledge into economic, social, cultural & environmental value

FCD1 – Excellence in Scientific Research
FCD2 – R&I as a development driver
FCD3- SNCTI Governance
FCD4- Financing
FCD5- HRes+Infrastructures

Vision

March-July dialogues and analytical process

Focus



The CDF and assessment criteria

National
Research
and
Innovation
Priorities

Critical Decision Factors	CDF1 Scientific Research Excellence	CDF2 Science & Innovation as a Development Driver	CDF3 SNCTI Organization and Coordination	CDF4 Stable and Diversified Funding	CDF5 Human Resources and Infrastructures
	International Peer Recognition of Scientific Quality	National and Regional Contribution to Competitiveness, Productivity and Internationalization	Integration of the Research and Innovation Ecosystems	Financial Models	Talent Attraction
		Contribution to European Technological Sovereignty			Jobs Generation
	Originality and Creativity	Research & Innovation Value Chain	Interministerial and Intersectorial Governance	Mobilization and Diversification of Funding	Stabilization of human resources
	Interdisciplinarity	Territoriality and Society	Anticipation and Strategic Intelligence	Financial Additionality	Infrastructures Advantage

What will happen next?



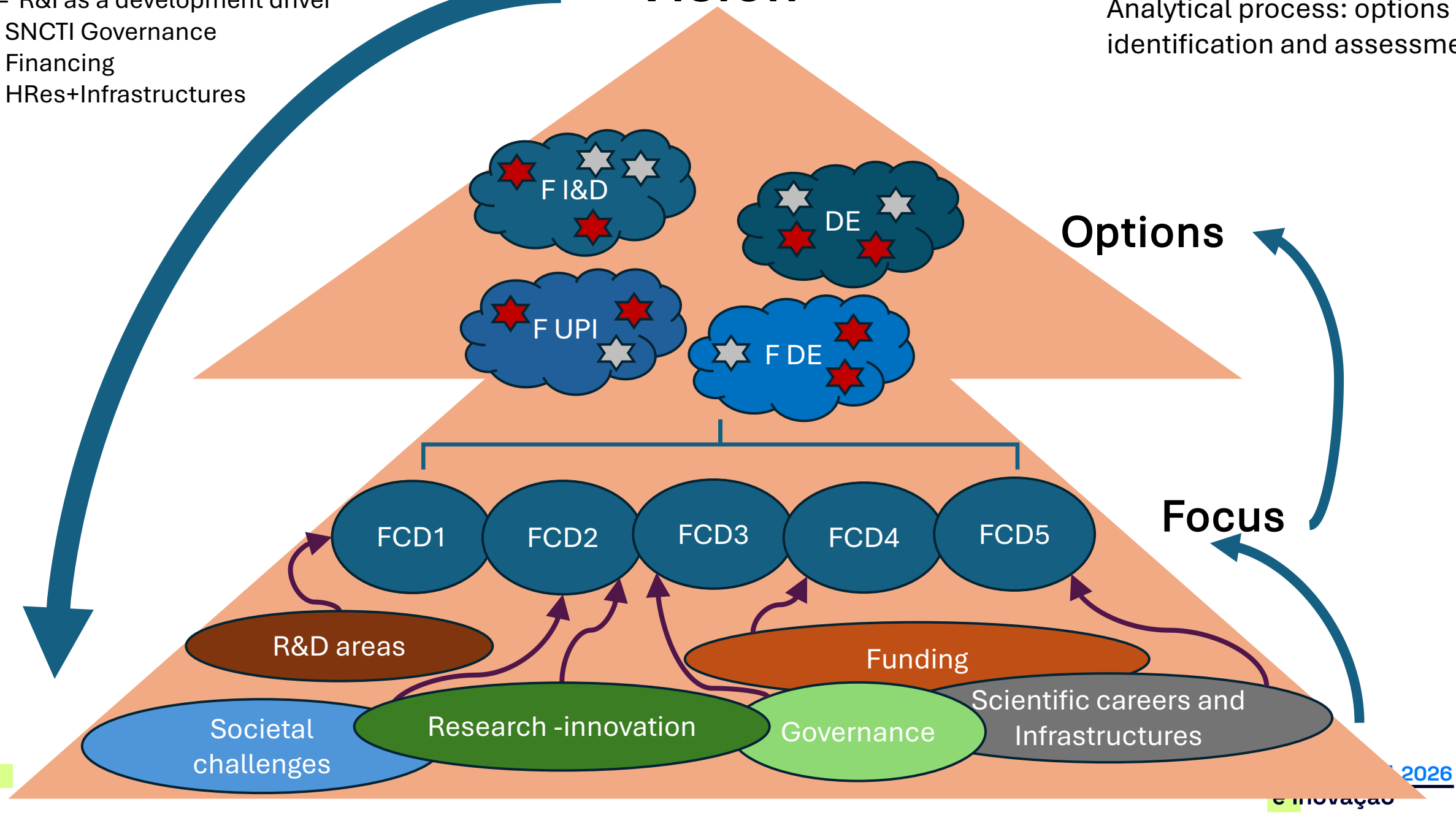
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Vision

July-September dialogues and
Analytical process: options
identification and assessment

Options

Focus



How to identify the options?

Options must consider needs and conditions to meet the objective!!

- Where is the knowledge frontier in Portugal?
- What are the most critical societal challenges?
- Do we need more infrastructures? And what type?
- Do we need more human resources (critical mass)? And in which specific areas?
- What are the priority strategic domains that better trigger existing (and potential) talent and excellence?
- Where are greater chances to overcome intermediate stages in the value chain?
-

Criteria for identification of strategic domains (examples!)

- (i) Demonstrated critical mass (at least enough HR to develop research)
- (ii) Competitive advantage in relation to other european or world countries
- (iii) Leverage potential for european and private funding
- (iv) Societal relevance
- (v) Disruptive potential, potential for value creation

Choices

Based on trend analysis, on how macro-policies (SRF) can be met, using CDF and criteria for assessment as a framework,

....

choices will have to be made!

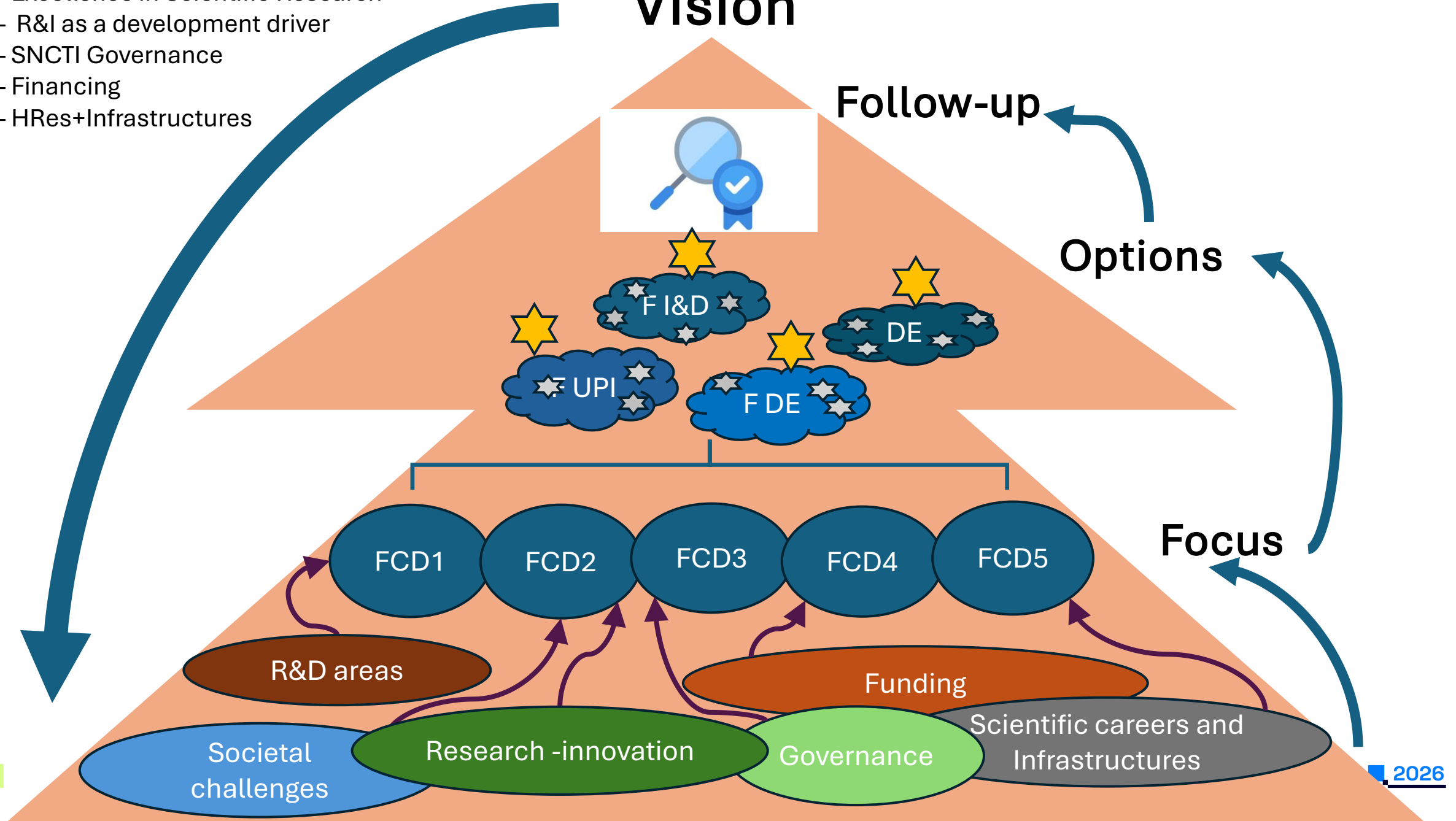
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Vision

Follow-up

Options

Focus



A participatory process

<http://AI2Participa.pt>

Dialogues - Past and Upcoming

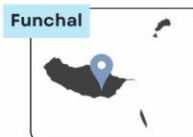
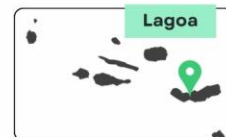
Diálogos da Avaliação Estratégica AI²

Workshops de Focagem (Realizados)
Évora (5/mai)
Funchal (7/mai)
Bragança (13/mai)
Porto (14/mai)
Coimbra (14/mai)

Workshops de Opções e Avaliação de Opções (A Realizar)
Faro (set)
Covilhã (set)
Lagoa (set)
Aveiro (set)
Braga (set)

Lisboa
Apresentação da Metodologia (24/fev)
Mesas temáticas (15 a 30/abr e 2 a 17/jul)
Apresentação do Relatório de Focagem Estratégica (22/jun)

Online
Reuniões com entidades (10/mar a 8/abr)
Plataforma interativa (continua)





Meeting with organisations to identify priorities

17 meetings, 65 entities, 172 participations

Questions: With regard to the vision for 2050, from your perspective:

- 1) What are the **major long-term challenges** facing AI2's organisation and activities, particularly in terms of **investment in research and innovation**?
- 2) What are the **key priorities** for AI2's actions in order to achieve the established vision?



1st round of thematic tables

117 experts

Questions: To **build knowledge on core problems and priorities**, explore in-depth critical aspects, adapted to the theme of the table



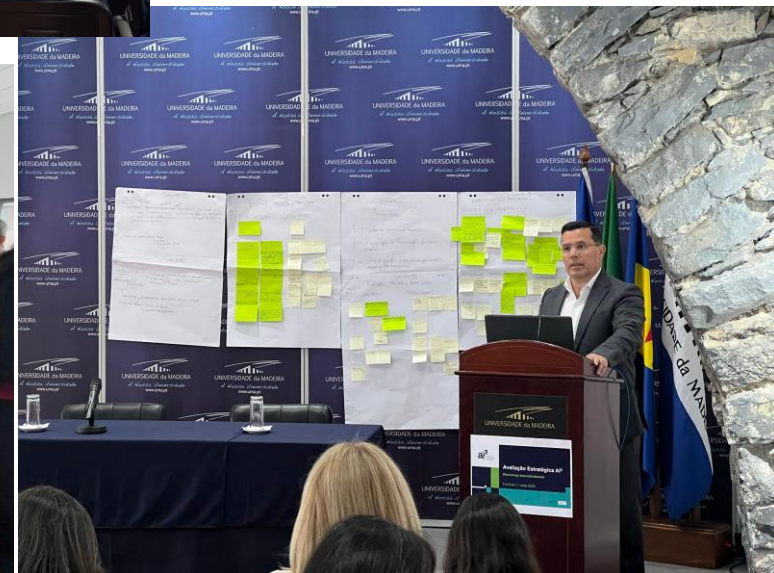
1st round of Regional Workshops (Évora, Funchal, Bragança, Porto, Coimbra)

221 participants (individuals)

Questions:

1. **In what ways is the area/region XX better** and how does it stand out from other areas/regions in the country? and 2. **What are its main weaknesses** that prevent the promotion of these local/regional strengths?

1st round of Regional Workshops (Évora, Funchal, Bragança, Porto, Coimbra)





Bottom initiatives – free initiatives (welcome up to end of September 2026)

Bring us Strategies, priorities and challenges

Added value in scientific knowledge, innovation and sustainability

Contributions to territorial development, national economy and society

What are the plans to create resources and autonomy, be competitive and less dependent on financing after 5 years

Dialogues — participations by channel/activity

Counting unit: activity figures are participations, not unique participants; platform figures are inputs/users/proposals.

INTERACTIVE PLATFORM (FEB–JUL)

9,783

opinions | 931 registered users

DIALOGUE ACTIVITIES

510 participations

meetings, thematic roundtables and regional workshops

PUBLIC CONSULTATION

FOCUS REPORT (22JUN-6JULY)

243 platform contributions

375 contributions (54 emails)

Activity breakdown

Meetings with entities

17 meetings | 64 entities | March

172



Thematic roundtables

6 roundtables (phase 1) | March–April

117



Regional workshops

5 workshops (phase 1) | Évora, Funchal, Bragança, Porto, Coimbra | May

221



METHODOLOGY INPUT

27 opinions

separate input on the methodology | Jan-Feb

Obrigado!

Organização:



Apoio Institucional:

