



# FUTURE OF PORTUGUESE STATE LABORATORIES

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## GENERAL COMMENTS (1)

- Report of International Working Group of 2006 still valid globally with some update of thinking in the note prepared in March 2011
- Evolution of the R&D environment:
  - Economic crisis in Europe; S&T should assist in recovery
  - Globalization brings new actors on the S&T scene
  - Third class of stakeholders intervenes in the S&T debate, the civil society

## GENERAL COMMENTS (2)

- Impact on mission of State Laboratories, more emphasis on:
  - Promoting technological innovation, when possible, notably in SMEs
  - Developing advanced training
  - Seeking more funding from international sources
  - Accentuating work on risk management, an issue which preoccupies civil society
  - Establishing new cooperation with emerging economies while not forgetting the least developed

## SPECIFIC ISSUES (1)

- Ownership: Ministries should produce a statement defining what they expect from the State Laboratories under their tutelage. Such statement should be the basis of the evaluation, at regular intervals, of State Laboratories as entities
- Governance: Autonomy in the execution of tasks, management by objectives, evaluation ex post are essential. Trust should be the basis of delegation
- Relevance: Each State Laboratory should maintain a S&T knowledge base which allows it to discharge its tasks in the best possible way

## SPECIFIC ISSUES (2)

- Assessment of researchers: this should be related to her or his skills, her or his contribution to the knowledge base of the State Laboratory; it could be different from what is expected from university researchers
- Consortia: a way to achieve internal cooperation, to acquire more weight in international competitive funding schemes and to achieve trans-disciplinarity. Process should start with those which require little money, just minimum funding for coordination, e.g. Espaço and Riscos

Thank you for your attention!

There are many people outside Portugal who are ready to help but basic decisions about the future of State Laboratories, their mission, their profile, their governance have to be taken by your democratic institutions!

## ANNEX: POSITION OF PORTUGAL IN INNOVATION

According to the Global Innovation Index 2012 established by INSEAD, together with WIPO, Portugal ranks 35<sup>th</sup> among 141 countries analyzed: Switzerland 1<sup>st</sup>, Sudan 141<sup>st</sup>, China 34<sup>th</sup>, Italy 36<sup>th</sup>

A quite honorable position but Portugal is well below average in amount of knowledge workers, knowledge intensive employment, knowledge absorption and innovation linkages. Human capital and education, research and ICT infrastructures which are well above average in ratings, help greatly in keeping this honorable position