

# Una Europa R&I Investment Pathway

## Annex 1, Una.Resin Project Deliverable D1.2

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This Investment Pathway identifies funding avenues for implementing of the three strategic areas of action set in the Una Europa R&I strategy: Strengthening the Una Europa Focus Areas, Engaging Researchers Broadly and Opening up Research and Data Infrastructures. Systematic support for identification external R&I funding opportunities is a pivotal pillar of a sound research and innovation ecosystem. As such, this document provides a view to utilizing external funding opportunities for research and innovation – whether at national, European or international levels – and advises the development of the holistic Una Europa External Funding Strategy. In addition to the external funding, internal commitments from the partner institutions are needed. We present areas of investment that are required from the member institutions to fully promote the aims set for collaborative interdisciplinary research by 2030.

Alongside with this Investment Pathway, Una Europa Roadmap for Research & Innovation aims to establishing sustainable links between individual actions driving the R&I collaboration in our Alliance and the on-going Una.Futura project. Furthermore, the roadmap process aims to identify essential activities, where the Alliance has ambition, but which go beyond the on-going project frameworks.

Such funding pathway cannot exist in isolation and are inevitably influenced by European policy and funding priorities. In turn, it must be harnessed as a tool to shape those external funding and policy agendas with a view to creating a more enabling policy and funding environment at national, European, and international levels in the future. Una Europa is engaged in constantly reviewing the relevance of our own processes and policies and in turn providing our contributions for the best of European research.

We are committed to establishing a framework for systematic collaboration seamlessly integrated into institutional structures and workflows, bolstering research and innovation capabilities also through professional and institutional capacity building. Thus, in addition to the support to the academic community, resourcing of institutional capacity building and professional development is addressed in this Investment Pathway. The Una.Resin project has led to tangible progress in a number of areas, including creation of the Alliance's first joint R&I Strategy. In addition, the project has led to the creation of a network of professional experts, such as the establishment of the Una Europa Clusters, with the institutional and technical expertise to continue to act as the backbone of this collaboration. To be able to build on these first important results, we will continue the institutional capacity building. However, the three-year duration of the project limits the concrete impact at institutional levels, which is a much more long-term process that transcends this period of EU funding. Further support within the upcoming period of the research and innovation programmes is key for creating a true European inter-university campus that encompasses education, research, innovation and societal outreach in a holistic manner. Una Europa calls for support for a true European Excellence Initiative that provides systematic and long-term support to higher education institutions in all parts of the European Research Area. This action must be designed with a view to driving the visibility and global competitiveness of Europe's strongest higher education institutions on the world stage. It should further include a strong component for targeted research and innovation actions.



# European Funding for Strengthening the Focus Areas and Engaging Researchers Broadly

Una Europa is committed to driving forward the transformation of the European Higher Education Area (EHEA) and contributing to the objectives of the European Research Area (ERA) to fully accommodate the ambitions behind seamless transnational collaboration. Going forward, Una Europa will go beyond creating mere synergies of its education and research and innovation dimension and advocating for a more streamlined and strategic policy and funding approach towards supporting higher education institutions as pivotal actors of the European Research Area in the future.

Founded in 2019, the Alliance has successfully secured projects in successive rounds of EU funding. In just three years, the Alliance's pilot projects have provided the direction for the launch of numerous joint educational and research programmes as well as the development of a shared research and innovation agenda transcending boundaries of discipline, institution, and country to take international collaboration to the next level. Una Europa aims to continue to develop ties and close collaboration with academic and non-academic actors from local, national, and global environments, to become an institution which is firmly rooted in a rich ecosystem, enabling us to secure the resources, adapt to changing conditions and truly contribute to social development.

European funding continues to be the priority funding scheme, when building the Una Europa R&I ecosystem. We are committed to develop robust processes for our research community to find sufficient resources to conduct bold collaborative research. To maximize our success, the Una Europa External Funding Strategy should reflect the aims of the Una Europa Focus Areas and outline comprehensively the relevant opportunities across EU funding programmes, notably Horizon Europe, Erasmus+, and Digital Europe. It should also consider targeted EU instruments in the areas of regional development (structural funding), investment, recovery, and resilience, including the analysis of possible synergies across programmes.

In the following years, we will prioritize building robust processes for the Horizon Europe Pillar II calls. To incentivize the creation of a broad innovation ecosystem, we aim to find ways to engage our knowledge and technology transfer services to jointly support Una Europa projects during and after the pre-award phase to identify the most relevant non-academic partners. To further strengthen our ecosystem Una Europa External Funding Strategy should address opportunities in frameworks like the New European Innovation Agenda and HE Pillar III. In future the Alliance needs to consider ways to strategically advocate for areas of new partnerships and national co-funding to the relevant initiatives. Una Europa should also seek opportunities to fund the education of the future researchers in the Una Europa Focus Areas with the MSCA Doctoral Networks instrument.

As outlined also in the Una Europa Position Paper on EU R&I framework programmes launched earlier this year Una Europa advocates for EC investment in collaborative funding instruments to solve grand challenges and to incentivise bottom-up research collaboration. We suggest a shift from top-down instruments towards more bottom-up collaborative opportunities that are as open as possible in scope and allow for interdisciplinary research perspectives is needed to develop a true incentive for deep, long-term collaboration in a transnational context. The role of research universities in strengthening long-term basic research as a basis for innovation and solving grand challenges must be recognized. Individual researchers, who share this strong commitment to solving the grand challenges of our time, need to be given the space to define the scope of their own research, in order to ensure the most impactful and innovative research outcomes. The next Horizon Europe Strategic Plan should thus focus on enhancing interdisciplinary research across intervention areas and more importantly across the six Clusters in Pillar II. In addition, a strategic approach to incentivize and reward interdisciplinarity in collaborative projects should be developed in the long-term.



## Promoting Global Activities

Una Europa institutions are global actors, and as an Alliance, we have an even broader reach. Understanding this reach as a responsibility and opportunity to address global challenges from diverse perspectives, Una Europa aims to establish multi-lateral global partnerships and engage with global talent. The collaboration with the Una Europa strategic partner higher education institutions in Africa is progressively taking shape. This approach can serve as a basis and inspiration for consolidating and exploring joint Una Europa collaborations with other like-minded universities in other priority regions across the globe. Going forward, Una Europa aims to initiate a more in-depth exploration of collaborations with higher education institutions in Latin America, in particular.

It is important to start identifying possible funding avenues for these collaborations. The European Union's policy agenda, as articulated in the European Union's Global Approach for Research & Innovation as well as the EU-AU Strategic Agenda is reflected in current and future EU funding instruments, such as the EU-AU Innovation Agenda, the Africa Initiative in Horizon Europe as well as a geographical focus in EU framework programmes more broadly. In addition, funding will be allocated for Sub-Saharan Africa under the EU's new financial instrument the Neighbourhood, Development and International Cooperation Instrument (NDICI) – 'Global Europe' for the period 2021-2027. NDICI-Global Europe now incorporates the cooperation with Africa, the Caribbean and the Pacific into the budget. The European Union has also a long-standing strategic partnership with Latin America and the Caribbean (LAC), which is of high geostrategic relevance. For the period 2021-27, the NDICI-Global Europe foresees funding programs for the LAC region, for country and regional programmes. In addition, the EU supports initiatives highly relevant for Una Europa research community like those to promote democracy and human rights, peace and security as well as the region's participation in addressing global challenges, such as climate change, through dedicated thematic programmes.

Una Europa emphasises openness to the world of present and future European research and innovation programmes. It is essential to recognise that research collaboration knows no boundaries, which is why future European funding must be as open as possible to allow for close collaboration between higher education institutions irrespective of their geographical location. Una Europa suggests increasing association agreements for future research and innovation programmes to include more countries across the globe. We particularly call for a smooth association of the United Kingdom and Switzerland, as two our partner universities are located in these countries.

## Development of Una Europa Signature Projects

The development of top-down signature projects at the level of Una Europa is essential both to ensure the long-term sustainability of the Alliance as a whole as well as to support concrete next steps towards the Alliance's vision in the area of research and innovation. Such strategic projects must not only be fully aligned with Una Europa's objectives but also fulfil a number of important quality assurance criteria that guarantee that ambitions are kept high: they must be of added value, focusing on those activities that can be realized better together rather than as separate institutions; enhance the quality of the Alliance as a whole or the individual institutions; be seen as innovative; be transformative, aiming to bring about deep and future-proof transformations; and serve to promote common European values as a basis of interdisciplinary, intercultural and international collaboration.

The aim to submit an Una Europa COFUND project proposal under the Marie Skłodowska-Curie Actions of Horizon Europe in 2024 is an example of such an Una Europa signature project. This proposal is developed under the leadership of Una Europa vzw as coordinator with the strong involvement of COFUND experts from across the Una Europa partner institutions showing concretely the added value of networking allowing ad hoc task forces working on the proposals on basis of the established workflows at each of the participating partner university.

Una Europa vzw, strategically located in Brussels, advocates for Una Europa's interests at European level and ensures a close and continuous dialogue with European policymakers at various stages of the policy-making cycle. In addition, Una Europa vzw seeks to influence present and future research and innovation framework programmes from the outset, advocating for meaningful and long-term support for European University Alliances. Una Europa vzw is thus ideally placed to oversee such signature projects at the level of the Alliance, in close collaboration with select experts across the Una Europa partner institutions.



# Diversifying Funding Income Beyond the EU

While EU funding will remain a major external funding source to support Una Europa's research and innovation dimension, the Alliance will also explore funding beyond the EU Framework Programmes. This is particularly relevant since two Una Europa partner universities are in non-member states, United Kingdom and Switzerland. Diversifying funding income beyond the sources of the EC will not only breed financial sustainability, but also underpin Una Europa's global ambitions.

Una Europa is engaged to develop joint approach towards disseminating information on relevant local, regional, and national funding opportunities that are available to international applicants. Una Europa Research Coordination Cluster (RCC) members, together with their colleagues, will identify and advertise such opportunities using the digital tools provided by Una Europa, as well as institutional communication channels at the partner universities. To better prepare early-career researchers for positions at other Una Europa partner universities or within their own institution, the RCC members will organize annual or bi-annual information sessions about the various national funding landscapes and peculiarities of the national career paths.

Going forward, Una Europa will consider untapped sources of corporate funding as well as philanthropy more closely, which may provide support for specific research and innovation activities. The Alliance's prestigious heritage brands and Una Europa sign of quality are expected to attract interest from corporate organizations and philanthropic institutions. We have already an encouraging example of this in the One Health Focus Area, where the company saw remarkable added value in the possibility to approach the Una Europa network rather than the universities separately.

## Sharing and Opening up Research and Data Infrastructures

The Una Europa R&I strategy outlines three key areas fostering sharing and opening the data and research infrastructures (RIs that are described in depth in the Una Europa Research Infrastructure Strategy being developed as part of the Una.Resin project). The actions to fulfil the strategic aims require, first of all, institutional commitment of Una Europa universities in terms of human and financial resources, to support for example training activities on RIs and for promoting the consolidation of FAIR data principles, exchange of knowledge and best practices, the activities of specific working groups, community building actions and the creation of meaningful synergies with relevant initiatives, such as open data networks. As for more ambitious actions that could be carried out in the medium-long term - such as developing a common catalogue of RIs and portal of services and implementing a Una Europa Charter for RIs - dedicated sustainable funding for the Alliance at the European level is required.

Mobility is essential for mutual learning and training. The mobility schemes will be planned out in line with the Una.Futura project and will also be supported through joint applications under the Erasmus+ programme. Moreover, Una Europa universities are encouraged to identify opportunities for external funding aimed at the professional development of RIs managers and data experts in the framework of Horizon Europe (e.g. under the WIDERA calls), also in collaboration for instance with the RiTrain Plus project. Una Europa universities will also explore regional and national opportunities for funding in-person visits and covering access fees; this will encourage future research collaborations and joint applications to Horizon Europe and other funding programs.



However, it is important to underline that RIs face several challenges in terms of funding: lack of dedicated long-term recurring subsidies; extreme fragmentation of funding mechanisms, relative absence of funding for small and medium-sized RIs. This represents an important bottleneck for the sustainability of RIs and for opening up and sharing RIs. Opening and sharing research and data infrastructures at the Alliance level and towards external actors, will require improvements in the European funding landscape for RIs, including funding instruments for training.

## Commitments of the Partner Institutions

Una Europa builds long-term collaboration that reaches beyond the lifecycle of single projects and is positioned to establish complex links between different actions and actors. We will build a framework for systematic collaboration that is integrated into institutional structures and workflows calling not only direct funding for research collaboration, but also resourcing for enhancing capacities through professional and institutional development. We also recognise the need for re-thinking how we can collectively enhance mutual learning for the benefit of our institutions, the Alliance, and the whole of Europe.

These resourcing priorities are partly outlined in the visions and action plans of the Una Europa Transversal Themes developed currently in the Una.Futura project. However, there are specific needs for the R&I dimension that go beyond project scopes and need to be further addressed. As public funding of HEIs is declining in many of our partners' countries, prioritizing R&I support actions by partner institutions requires careful consideration. This will be done in the implementation phase of the R&I strategy as described by the Una Europa R&I Roadmap (Annex 2).

## Developing Research Support Networks and Processes

With its headquarters in Brussels, Una Europa vzw is uniquely positioned to provide early intelligence on European funding programmes, a vital task for the early preparation of common proposals. Setting the benchmark, Una.Resin has successfully developed and piloted match-making formats for researchers targeted at pillar II calls of Horizon Europe as well as an on-line workshop format to collect insights on emerging research topics. Una Europa will scale up these formats to maximise the development of insightful groundbreaking project proposals for Horizon Europe and other external funding programmes. Una Europa will also develop processes and identify professional networks at the partner universities to identify non-academic actors as part of the matchmaking. This will be not only key for building impactful projects but also for creating a truly international ecosystem of the European research universities and the non-academic actors. As a next step, Una Europa aims to also utilize the learnings from the above-mentioned pilots and organize virtual match-making workshops on selected calls within Horizon Europe Africa Initiative to broaden the research collaboration with our African strategic partners.

In addition to digital tools, workshop formats, and clear processes, Una Europa requires expert staff for facilitation and coordination. Una Europa as an alliance will focus on collaborative activities, identifying relevant funding opportunities and matchmaking of researchers. The matchmaking phase will include general training on different funding instruments and best practices of grant writing. While the role of the Una Europa External Funding Officer is to identify external funding opportunities for the research community together with the academic Self-Steering Committees of the Una Europa Focus Areas (SSCs) and initiate the matchmaking processes, the Research Coordination Cluster (RCC) of research funding professional will provide intelligence and initiate the process at institutional level. Most importantly, RCC members will support the External Funding Officer and the SSC members in identifying potential coordinating senior researchers for large scale project proposals. The RCC will also have a leading role in informing researchers at their home institution about opportunities during the expressions of interest phase. This information should be advertised both via Una Europa and institutional channels. Eols should be publicized on the shared Una Europa digital platform. Furthermore, the RCC will aid in appointing facilitators for the matchmaking workshops.

After the matchmaking phase, the proposal process will be handed over to the universities preparing the proposal following the support processes and policies of the coordinating partner. Proposal preparation may require



collaboration of the academics, funding professionals of the participating universities, as well as grant writing experts, financial support staff, and HR. Overall, networking of these groups within Una Europa and mutual learning in the processes of preparing joint proposals has a clear added value for the Alliance and for the partner institutions.

## A Dedicated Mobility Budget

Our Alliance has recently launched an Una Europa Vision and Action Plan on Mobility. This plan highlights that mobility is not a goal but a means to realize the visionary idea of a European Campus. The vision aims to make an impact beyond projects--not only students, academics, and professional services staff, but also on present and future European policies on higher education and research. Mobility is key to promoting common European values, fostering social integration, enhancing intercultural understanding, and building a sense of belonging within European society. Una Europa has already identified several mobility formats, from virtual mobility, and blended mobility to physical mobility.

The Vision and Action Plan on Mobility also addresses the key areas of the Una Europa R&I strategy as well as the core values of our research community: accessibility for all and inclusiveness. The vision emphasizes the traditional academic staff mobility for teaching and training within the Alliance, the joint training activities for early researchers, as well as the continuous professional development of the Una Europa professional community and its importance for the R&I capacity building. The vision presents also institutional actions to enhance the capacity of investing in mobility opportunities at each Una Europa university. The next step is to identify external funding opportunities to enable mobility including regional funds and European funding schemes such as Erasmus+. The plan will undergo a mid-term review in November 2024 to check the feasibility and level of development of each action/activity foreseen. We suggest doing this in-line with the Una Europa R&I roadmap process.

Based on the insights collected during the R&I Strategy development, we want to outline the importance of dedicated mobility funding for unlocking the potential behind physical gatherings of the Una Europa academic community. This is an essential element in building trust-based relationships and long-term deep research collaborations across disciplines, institutions, and countries. In addition to exploring external funding opportunities, partner universities are encouraged to set up internal funding mechanisms for mobility to enhance Una Europa research collaboration. The mechanisms should include both well-coordinated processes and communication about the external opportunities as well as possible internal mobility budget for Una Europa activities to make mobility of our academics and professional staff as smooth as possible. The priority target groups should be the academics in the SSCs and Focus Areas, especially early career researchers, and the Research professionals in the thematic task forces and clusters (described below). The mobility funding can include short- and long-term visits as well as support for organising events aimed at interdisciplinary matchmaking. It is important to recognise that the funding pathways of the two target groups, academics, and professionals, differ.

In addition, Una Europa aims to create an Una Europa-Africa Fellowship programme to invest in longer-term mobility opportunities for proven connections across the partnership, in specific areas of research. The Alliance will explore funding opportunities to fulfil this most welcomed strategic initiative.

## Investing in Digitalizing Collaboration

Una Europa has committed to investing in an online community building platform, which will enable community building through digital collaboration, document management and project management functionalities and will include a space for internal communications. The platform will serve the needs of academic staff, as well as professional staff and students. However, essential digital tools for facilitation of the collaborative research in our Alliance have not so far been included as part of the scope of the platform developed currently but will require urgent additional investments.

To address direct research-related needs, Una Europa should leverage commercially available platforms for collection of expressions of interest for HE consortium building and subsequent matchmaking. In addition, the Alliance should further develop its website for providing information about the research portals of the partners universities to aid in identifying potential collaborators and for communication about funding opportunities.



Additionally, a platform should be created to share online training courses for researchers and research professionals. The tools themselves can be chosen cost-efficiently. Yet, coordinating usage, producing contents, and facilitating on-line events and workshops requires substantial work and expertise. Una Europa thus needs to address human resourcing for this task both on alliance and institutional level.

In the medium term, we require a tool for sharing information on research and data infrastructures. In the long term, we aim to further facilitate efficient matchmaking between researchers, research groups, and interdisciplinary units by developing AI-based tools that collect data from our partner universities' research portals, also addressing the legal barriers. The latter could also be implemented as a research project to produce research knowledge for the best of whole of Europe.

## Recognition of the Clusters of Research Professionals

The successful implementation of the Strategy will depend upon academics and professionals collaborating across our distinctly strong partner universities. Una Europa clusters, which are staffed by experts on specific themes, provide the backbone of expertise and support for our joint activities. Proving the value of this innovative format, the clusters have been central to establishing Una Europa and its values at our partner institutions and will continue to play a crucial role in the implementation of the R&I Strategy including the transversal themes like Open Research, Citizen science and collaboration with non-academic partners.

Our Alliance provides a possibility to deepen the international networks of our professional staff and create exceptional conditions for mutual learning and professional development. This in turn will strengthen our research capacities on the level of individual institutions and the Alliance level and further in the European Research Area at large. Joint training and peer-to-peer exchange of best practices are key parts of this process. Importantly, clusters enable smooth peer-to-peer communication on an Alliance level and internally at the partner universities, thus have a crucial role in communicating Una Europa aims and opportunities. They also act as ad hoc advisory bodies for new initiatives and support their implementation. In some cases, clusters may have a specific role in implementing activities and outputs, in which case additional human and financial resources may be needed. In addition, the clusters have pivotal role in supporting the research community by providing input on jointly developed signature trainings on transversal themes such as open research and citizen engagement and support skills training related to Research Infrastructures. As an example, the Open Research Cluster has a pivotal role in mainstreaming Open research in the Alliance. While most of our partner universities already offer training programs on various priorities of the EU Open Science policy, such as the "Future of Scholarly Communication," including Open Access and funding, and "Open Data: FAIR Data," such as data management and publishing, we recognize the need to refine and expand these programs through sharing best practices.

The need and tasks for certain thematic clusters are currently evaluated as part of Una.Futura project. The Alliance aims to share principles for the clusters' operation. As general rule, the clusters work on a self-managing basis and are chaired by an appointed members who calls the meetings on regular or ad-hoc basis. In addition to the clusters, smaller task forces of professionals, academics or both shall be set up to provide flexible and resource-saving support to Una Europa initiatives when needed. Based on the Una Europa R&I strategy work, in addition to the current thematic clusters, it is worth considering how to connect experts on inter-, trans-, and multidisciplinary collaborative research to profit from the exceptional experience available at the partner universities.

As the clusters are integral to all Una Europa endeavours, the partner institutions pledge to support their aims and activities. Key managers, such as those overseeing administration, human resources, or relevant departments, are recommended to engage in yearly discussions regarding the clusters' primary activities and resource needs. This approach will not only keep partner universities informed about the clusters' work on Alliance level, but also ensure that their efforts are in line with the universities' goals and resourcing plans. Additionally, if possible, cluster members' job descriptions should include a recognition of the cluster work.

## Permanent Establishment of the Research Coordination Cluster

The Research Coordination Cluster (RCC) was formed to bring together research funding, research development, and policy experts from our partner institutions. The RCC's primary objective was to develop a comprehensive



understanding of the research services provided by each partner university, serve as a basis for connecting expertise and enable seamless peer-to-peer communication both within the Alliance and internally at partner universities.

While RCC will still have a significant role in connecting the expertise and allowing smooth peer-to-peer communication, going forward, the cluster will primarily focus on coordinating and facilitation of matchmaking for interdisciplinary research funding calls. RCC will also coordinate sharing information concerning national career opportunities and funding schemes. The on-line communications about the opportunities should be available for the whole community. However, the priority target groups for RCC coordinated support should be the Una Europa Focus Area Self-Steering Committees and the academic conducting Una Europa seed funding projects.

Given its vital role in facilitating research collaboration, the RCC will become a permanent Una Europa entity. The allocated working time of individual RCC members should consist of a minimum of 5-10 percent of a fulltime equivalent, depending on the commitment and involvement of the home university in the funding calls. Una Europa Board of Directors (BoD) and Research Strategy Group (RSG) recommend that the allocated working time will be evaluated regularly to make sure that the time invested is sufficient to support vital matchmaking of our researchers.

Participation in the cluster should be included in the job description of the professionals, if feasible. Future cluster members should be experienced research funding professionals with extensive knowledge of their institutions, funding schemes, and institutional structures and strategic goals.

## Investing in Seed Funding

The Una Europa Seed Funding scheme creates impact at the level of the Alliance, but also for the researchers involved and their institutions. It is a pivotal incentive for Una Europa's broad academic community for initiating long-term collaborative activities fertilizing bold ideas to knowledge for the best of Europe and the world.

In the Una Europa R&I strategy process, the academics considered seed funding as one of the key tools to incentive research collaboration. So far, our Alliance has launched 5 calls, and funded 44 projects worth € 679.645 in total. Several of these projects have led to successful joint applications for external follow-up funding, as well as the creation of joint formats such as joint courses, micro-credentials and summer/winter schools contributing directly to the Alliance's research and education offer. The latest 2022 call with a dedicated Chair and associated fellowship in each Focus Area particularly supports the development of Una Europa's focus areas into international hubs for research, education, and knowledge transfer.

Una Europa seed funding is primarily targeted at small scale projects, still large enough that the efforts required for evaluation of the proposal are well invested. The Una Europa R&I strategy identifies several areas where the seed funding initiative should be further developed. First, seed funding is an essential tool for encouraging the broad community to come together to develop groundbreaking ideas in emerging research areas, thus the level of funding should be sufficient. Secondly, seed funding would benefit the preparations for Horizon Europe consortium calls and thirdly the seed funding could be used for developing the transversal strategic areas such as open research, citizen engagement, and partnerships with the industry as well as Research infrastructure initiatives.

The Una Europa values for research and the R&I strategy goal for advancing bold interdisciplinarity collaborative research are well considered in the evaluation criteria of the proposals. In addition, in line with the R&I strategy's ambition to global collaboration, Una Europa aims to address specific budget for mobility of early-career researchers affiliated to African partner universities and opportunity to appoint chair holders from the African partner universities addressing the global nature of the alliance.

The seed funding processes are currently being evaluated. In the coming years, Una Europa aims to launch annual seed funding calls. It is necessary to consider if the level of funding is sufficient considering the key function of seed funding for research community building. Until today, the funding has been appointed from the VZW budget. In the



future, the Alliance should explore other seed funding sources and ways to overcome legal and organizational barriers of them to maximize opportunities of this essential funding type.

