

Fundamental concepts for promoting large scientific research
projects
Formulation of a roadmap

Roadmap 2020

September 24, 2020

Working Group on Large Scientific Research Projects
Research Environment Infrastructure Subcommittee, Science Committee, Council for
Science and Technology

Contents

Introduction	1
1. Large Scientific Research Projects	2
(1) The Significance and Necessity of Promoting Large Projects	2
(2) Fundamental Outlook for Large Projects	3
(3) Significance and Effects of Formulating the Roadmap	4
2. Formulation of “Roadmap 2020”	6
(1) The Science Council of Japan’s “Master Plan 2020”	6
(2) Policies for Roadmap Formulation	7
(3) Screening of Research Projects to Be Published in “Roadmap 2020”	7
(4) Public Comments	9
(5) Future Treatment of Large Projects Being Promoted as Current Frontier Projects	9
3. Aiming for Promotion of the Large Projects	9
(1) Points to Bear in Mind When Implementing Large Projects	9
(2) National Support and Proper Evaluation	11
(3) Formulation of the Roadmap and Promotion of Large Projects in the Future	13
Appended Table	
Basic Concept Roadmap for Promoting Large Scientific Research Projects – Roadmap 2020	14

Introduction

Large scientific research projects (referred to below as “Large Projects”) have taken the lead in scientific research worldwide, by aggregating cutting-edge technology and knowledge to tackle research issues that have yet to be explored by anyone and bringing about dramatic development in those fields, and it is necessary for Japan as well to promote these projects through a long-term outlook, while garnering the support and understanding of the general public and society overall.

The “Fifth Science and Technology Basic Plan” (Cabinet decision in January 2016) indicated the necessity of striving to strategically and systematically promote Large Projects, which will contribute to the building of a nationwide joint usage and research system in Japan, with the aim of strengthening the fundamental abilities of science and technology innovation, and also indicated the necessity of strategically promoting large research facilities that will lead the world’s scientific frontiers in the “Basic Policy on Economic and Fiscal Management and Reform2020” (Cabinet decision in July 2020) and the “Integrated Innovation Strategy 2020” (Cabinet decision in July 2020)).

On the other hand, the Large Projects require large amounts of expenses, and it is particularly important to promote them after conducting sufficient matching between the national science policies and projects in the scientist community based on scientific objectives and thorough preparations.

Based on such a viewpoint and in light of the “24th Master Plan on Large Scientific Research Projects (Master Plan 2020)” (January 2020) formulated by the Science Council of Japan, the Working Group on Large Scientific Research Projects (referred to below as “Working Group”) recently drafted “Formulation of a Basic Concept Roadmap for Promotion of Large Scientific Research Projects – Roadmap 2020”, from the perspective of clarifying the priorities for promoting the Large Projects.

This Working Group has formulated four roadmaps¹ thus far, and Large Projects through national support projects have been promoted and based on these. Previously, national support was mainly focused on fields that required large experimental facilities, but since the formulation of the roadmaps, database-building and network-forming research projects have been added, moving in the direction of covering a wide range of scientific fields, and this effect is becoming clearly apparent.² Based on the Roadmap, etc., the government has been working to promote the Large Projects, and we continue

¹ The Working Group has formulated the following four roadmaps thus far.
- Formulated a “Roadmap” (October 2010) based on the “Master Plan” (March 2010) of the Science Council of Japan.
- Formulated “Roadmap 2012” (May 2012) based on “Master Plan 2011” (September 2011) of the Science Council of Japan.
- Formulated “Roadmap 2014” (August 2014) based on “Master Plan 2014” (February 2014) of the Science Council of Japan.
- Formulated “Roadmap 2017” (July 2017) based on “Master Plan 2017” (February 2017) of the Science Council of Japan.

² In Japan, we have been promoting Large Projects through various support projects. Among them are “Exploration of new physical laws by upgrading B factory accelerators”, “Promotion of neutrino research using ‘Super Kamiokande’” and “Joint research of the large optical infrared telescope ‘Subaru’”. In addition to conducting research using large experiments and observation facilities, research is being promoted through a project for database building, such as the “Project to Build an International Collaborative Research Network for Pre-modern Japanese Texts” and research is being promoted to build a nationwide scientific information network infrastructure, such as the “Construction of a Scientific Information Network for a New Stage” (SINET”).

to expect that the government will make the utmost efforts to secure the required budgets.

Furthermore, we ask that the researcher community engage in lively discussions based on the evaluation results and organization of tasks shown in the Roadmap, and hope that these will contribute not only to progress in individual Large Projects, but also to the promotion of scientific research in general by the positioning of the researcher's research based on trends in the global researcher community through the formulation of projects applying to be listed in the Roadmap, and confirmation of the direction the research should take.

1. Large Scientific Research Projects

(1) The Significance and Necessity of Promoting Large Projects

In recent years, Japan's fundamental scientific capabilities have tended to see a relative decline when compared to other countries, as can be seen in the stagnant growth in the number of scientific papers and the decline in the international share of the top 10% scientific papers. As international competition intensifies, it has been pointed out that there has been slow progress in building an international research network in Japan's research environment where young researchers, female researchers and engineers are able to fully demonstrate their abilities. There is a need to improve the environment, and in order to tackle these issues, it is important to build an appealing research environment that is open to the world through the promotion of Large Projects.

In addition, such projects have expanded places for cutting-edge research in a broad scientist community that is centered on universities, and played a definitive role in the development of Japan's scientific research. For example, the Kobayashi-Maskawa Theory, which explains the breaking of CP symmetry, was proven through B Factory experiments, and neutrino vibration, which proves that neutrinos have mass, was discovered in Super-Kamiokande, and these things led to the two physicists being awarded the Nobel Prize in physics.

In this way, the Large Projects showcase Japan's scientific research to the world, attract outstanding researchers from around the world and contribute to human resource development in the fields, and moreover, increase interest in science of the general public, including children who will lead the next generation, provide dreams and hopes, and have great significance for Japan. Promotion of the Large Projects is an extremely effective initiative in strengthening the joint usage and research system, as well as aggregating the knowledge of researchers beyond the framework of the organization and contributing to the development of scientific research in Japan.

On the other hand, because large investment amounts are required for the Large Projects, smooth promotion has been difficult in the austere financial situation of recent years. A similar situation is occurring in the advanced nations of the world, and Large Projects with significance for the history of humankind are increasingly being promoted through international cooperation. From the perspective of Japan's sustainable development and contribution to the world, it is essential to promote the Large Projects with a view to international competition and international cooperation in

the various fields of fundamental science, which are Japan's strengths. For that reason, from now on, it will be necessary for Japan to clearly position as the basis of the nation's science policies the stable and continuous investment of fixed resources into the Large Projects, while obtaining support from all segments of society and the public.

(2) Fundamental Outlook for Large Projects

① Fundamental Attributes of the Large Projects

Up to now, the Large Projects have generally been considered to have the fundamental attributes listed below, and they have been promoted as important tasks for scientific policies. It will be necessary to maintain this outlook from now on as well.

- Projects that are carefully conceptualized and prepared for thorough independent evaluation based on intellectual curiosity and inquiring minds of researchers, and through formation of agreement within the scientist community, with the objective of aiming for the pursuit of truth to contribute to the development of humanity.
- Projects that are expected to produce groundbreaking results and that have taken the lead in scientific research worldwide, by aggregating cutting-edge technology and knowledge to tackle research issues that had yet to be explored by anyone.
- Projects that can support research and education at universities from a broad position and strengthen the foundation of science, while also increasing the public's interest in science, allowing Japan to exhibit leadership amid international competition and cooperation, and contributing to the world.
- Nationwide projects in which multiple research facilities form an organic network, many researchers participate under a clear promotion system, and all of the participants take on the challenges of large themes

The "Large Scientific Research Projects", which are the Large Projects published in the Master Plan of the Science Council of Japan, are planned and implemented based on the vision and system of each scientific field following careful discussion, preparation, and agreement by the scientific community, and "have a long-term implementation period (5-10 years or more) and a total budget of more than several billion yen (no upper limit set)" and "consist of a large facility plan and a large research plan".

② Implementing institutes

In order to continue to the strengthening of the foundation for Japan's scientific research as a whole, it is appropriate for the Large Projects to be promoted using a joint usage and research system, and from such a perspective it is conceivable that interuniversity research institutes and joint usage and research centers will become the main implementing institutes. These institutes are required to

proactively take on a wide range of roles and fulfill their responsibilities, such as coordinating the consensus-building of the research community in each field regarding promotion of the Large Projects.

Meanwhile, even with the Large Projects carried out using a top-down decision-making approach, for example, by the National Research and Development Agency as the implementing institution, on account of the scientific attributes of the relevant projects and the expected results, some of them will be difficult to promote smoothly unless a large number of researchers voluntarily and proactively participate. For such projects as well, it is desirable to position the projects as Large Projects based on the bottom-up proposals and discussions of the scientist communities through the process of the formulation of a master plan by the Science Council of Japan.

In the Roadmap, regarding the Large Projects carried out by the various implementing institutes, the advantages, tasks and points to bear in mind with regard to the projects recognized to take priority are being compiled so that wide-ranging cooperation can be obtained in the future. It is expected that there will be proactive consideration by the Council for Science and Technology's other subcommittees in terms of measures to promote these projects.

(3) Significance and Effects of Formulating the Roadmap

① Significance of formulating the roadmap

Large Projects require large amounts of expenses over long periods due to their characteristics such as aggregating cutting-edge technology and knowledge to tackle research issues that have yet to be explored by anyone, and in the promotion of these projects, it is necessary to keep in mind the overall circumstances of research in Japan, as well as such matters as the current situation and future prospects for public and government spending, and to conduct promotion strategically and systematically with a long-term outlook, while obtaining wide-ranging support from society and the general public. Based on these points, the Working Group conducts multifaceted studies, and formulates and publishes a Roadmap from the perspective of clarifying the priorities.

The Science Council of Japan's Master Plan, which serves as a base for the Roadmap, emphasizes scientific judgment in its formulation, and states that, "in addition to including large research projects that are required by each scientific field, it is aimed at providing certain policies for how Japan's large research projects should proceed, and is not directly involved in things such as budget allocation for resource allocated organizations".

Meanwhile, although the Working Group's Roadmap does not guarantee budget measures, as a document that should be sufficiently considered in the promotion of related policies, it clarifies the priority of the Large Projects. In this Working Group, after further examination of the large scientific research projects of the Master Plan that have been recognized as particularly having certain priority, the Large Projects that should be posted on the Roadmap are selected and the main advantages, tasks and points to keep in mind are indicated.

Since the situation affecting scientific research changes significantly due to such factors as academic trends, social demands and international affairs, the priorities of the Large Projects

indicated by “Roadmap 2020” shall be maintained until the next roadmap is formulated, and these priorities will be reviewed approximately every three years.

While bearing in mind the above, the roles played by the Roadmap can be organized as follows:

- By formulating a roadmap, it becomes possible to make strategic and systematic policy decisions based on thorough scientific evaluation.
- It becomes possible to promote projects while obtaining the support of society and the general public.
- It becomes possible to promptly and appropriately handle international competition and cooperation.
- It becomes possible to provide the opportunity for scientist communities to voluntarily consider, from broad perspectives, future objectives and required conditions for the accomplishment of such objectives.
- It becomes possible to promote interaction between different scientist communities and promote cross-sectoral efforts for complicated scientific challenges.
- By having the opinions of scientist communities organized in advance in the form of the Roadmap.

From these things, the following effects are mainly expected.

- Even for projects that follow top-down decision-making, it becomes easy to reflect bottom-up opinions in some ways.
- Even when new support scheme for the Large Projects are created through supplementary budget, etc., it becomes possible for scientist communities to promptly and effectively utilize it.
- For government agencies related to research and development other than the Ministry of Education, Culture, Sports, Science and Technology (MEXT), it becomes easy to ascertain the trends and specific needs of each field.
- Depending on the scientific field, in circumstances in which international cooperation is essential due to the increased scale of research, the Roadmap contributes to promotion of international cooperation, as something that indicates the outlook about promotion of the Large Projects in Japan.

In Europe and the United States, promotion plans (roadmaps) for the Large Projects are being formulated and promoted through such agencies as Europe’s “European Strategy Forum on Research Infrastructure (ESFRI)”, the UK’s “Research Council”, and the United States’ “Department of Energy (DOE)”. In promoting Large Projects in Japan, what is needed is for these European and US promotion plans to be utilized to clarify the division of roles with overseas research institutes and researchers and to build a collaborative/cooperative system, where necessary, and to utilize the Roadmap and promote it while becoming more aware of the importance of international collaboration and international cooperation.

② Effects of formulating the Roadmap

In terms of the “Projects to Promote Large Scientific Frontiers (referred to below as “Frontier

Projects”), which aim to strategically and systematically promote the Large Projects, the following projects will be launched and promoted from among the projects positioned in the Roadmap so far.

- Large-Scale Cryogenic Gravitational Wave Telescope (KAGRA) Project (published in “Roadmap 2010”)
- “Search for new physics by making more advanced B Factory accelerators” (published in “Roadmap 2010”)
- “Japan Proton Accelerator Research Complex (J-PARC)” (published in “Roadmap 2012”)
- “Promotion of the 30-Meter Optical Infrared Telescope (TMT) Project” (published in “Roadmap 2012”)
- “International Collaborative Research Network for Pre-modern Japanese Texts” (published in “Roadmap 2012”)
- “Construction of the Scientific Information Network (SINET) for a New Stage” (published in “Roadmap 2014”)
- “Particle physics with the High-Luminosity Large Hadron Collider (HL-LHC)” (published in “Roadmap 2017”)
- “Promotion of neutrino research through ‘Super-Kamiokande’” (“Roadmap 2017”)

In addition, the recipients of support for the projects published in the Roadmap are not limited to the Frontier Projects, and there are many projects that were supported through being published in the Roadmap which have been able to procure funds other than from the Frontier Projects. For example,

- “LiteBIRD - A satellite for exploring the universe before the hot big bang with measurements of cosmic microwave background polarization” (published in “Roadmap 2014”): Project partially launched with a grant from the National Research and Development Agency.
- “Project of a low emittance synchrotron radiation facility for the establishment of a coming world leader in science and technology” (published in “Roadmap 2017”): Project launched with a subsidy for research and development of common infrastructure technology for low-emittance radiation.

As described above, cooperation with national policies has been strengthened through various funds and the implementation of the Large Projects described in the Roadmap is steadily progressing with further development expected in the future.

2. Formulation of “Roadmap 2020”

(1) The Science Council of Japan’s “Master Plan 2020”

In January 2020, the Science Council of Japan formulated “Master Plan 2020” consisting of 161 “large scientific research projects” in 32 fields that are necessary for each scientific field “for the purpose of providing certain guidelines for Japan’s large scientific research projects through broadly covering and systematizing large-scale research plans with great scientific significance”. In the

“Master Plan 2020”, as in previous years, the method of soliciting proposals from the scientist communities was adopted, and from among the proposed projects, 31 “Important Large Research Projects” (16 new projects, 15 continuing projects) that should be implemented particularly promptly were selected.

(2) Policies for Roadmap Formulation

Based on the announcement of the “Policy for Formulating the 24th Master Plan for the Large-Scientific Facility Projects / Large Research Projects” by the Science Council of Japan in December 2018 and upon the start of the formulation of the new master plan, “Master Plan 2020”, discussions began on the formulation of a new Roadmap.

In the discussions, in order to proceed with work based on the policies unique to the Working Group and regardless of the contents of “Master Plan 2020”, the “Formulation Policy for a Fundamental Concept Roadmap to Promote Large Scientific Research Projects” was formulated in December 2020 prior to the formulation and publication of “Master Plan 2020” (January 2020).

In the formulation policy for “Roadmap 2020”, based on the formulation policies of previous roadmaps, the acceptance of screenings for (1) the projects published in the “Important Large Research Projects” in “Master Plan 2020” and (2) the projects that were the subject of the important large research project hearings in the formulation of “Master Plan 2020” commenced, and those projects that were rated above a certain level through the document screenings and hearings were published in the Roadmap.

In addition, since most of the current projects supported by the Frontier Projects will reach the end of the project period for the Frontier Projects within a few years following the formulation of “Roadmap 2020”, the following policies were indicated in the current formulation policy.

- Of the current projects, with regard to successor projects that wish to receive continuous, developing support, the direction of support (period, scale, etc.) after the end of the current project will be indicated based on the contents of “Master Plan 2020”.
- For those whose successor project is not listed in the Roadmap after the end of the period, we propose to shift to a framework other than the Frontier Projects (for example, the Scientific Research Infrastructure Projects (tentative name)) based on the results of joint usage.

(3) Screening of Research Projects to Be Published in “Roadmap 2020”

Based on the formulation policy of “Roadmap 2020” following the formulation of “Master Plan 2020”, the Working Group accepted screening applications for a total of 74 projects comprising ① the 31 projects selected in the “Important Large Research Projects” of “Master Plan 2020” and ② 43 additional projects subject to important large research project hearings posted in the “Important Large Research Projects”, and screenings were conducted for 60 projects.

The screenings were carried out based on the “Roadmap 2020 Screening Guidelines” decided by

the Working Group.

- As a result of the document screening of 60 projects, the Working Group decided to conduct hearings for 17 projects (① 15 projects of the “Important Large Research Projects” of the Master Plan, and ② two projects other than the “Important Large Research Projects”).
- As a result of the hearings for the 17 projects, a decision was made to post 15 projects on the roadmap. Of the 15 projects, eight were successor projects of the current Frontier Projects, and seven were other projects.

The main process of the screenings was as follows.

- The perspectives of the screenings were the seven perspectives in the evaluation at the time of the formulation of “Roadmap 2017” and the additional perspective of the “scientific significance of the project”, and the evaluation was made from the following eight perspectives.

(Perspectives that are the basic requirements to be met in promoting the project)

- ① Scientific significance of the project, ② Agreement within the research community,
- ③ Implementing institute of the project, ④ Joint usage system, and ⑤ Legitimacy of the project.

(From the perspective of clarifying priority in promoting the project)

- ⑥ Urgency, ⑦ Strategic value, ⑧ Support from society and the general public

- In the document screenings and hearings, each member of the Working Group evaluated each of the above eight items for each research project. However, members who had a conflict of interest or who did not have a conflict of interest but had expressed that they were in an equivalent position did not participate in the document screenings or hearings for the project.
- As a result of the document screenings, the 17 projects that were subjects to the hearings were classified according to the following 1) and 2).
- 1) Regarding the perspectives (① to ⑤ above) that are the basic requirements to be met in promoting the project, the evaluations were rated comprehensively as “a”, “b” or “c”.
- 2) From the viewpoint of clarifying priority in promoting the project (⑥ to ⑧ above), the evaluations were rated comprehensively as “a”, “b” or “c”.
- Of the projects that received a certain level of rating in 1) and 2) above, a careful review was conducted from a comprehensive perspective of the responsibility structure for promoting the project, the status of the organizational decision-making, the legitimacy of the budget and staffing plans, the status of research or facility preparation, and an international competitive edge through implementation at an early stage, while also taking into account the characteristics of the field, and those projects that were considered to be highly urgent and of strategic value, especially for the launch and implementation of the project were carefully selected.
- As a result of the above screenings, a decision was made that 15 projects (8 projects to succeed the current Frontier Projects and 7 other projects), which had the basic attributes of a Large

Project, the basic design relating to the implementing institute, equipment, etc. and the formation of an agreement within the researcher community were clear, and where the construction costs etc. had been sufficiently examined were to be published in “Roadmap 2020”.

- Aside from being classified into 1) and 2) above, the outstanding points, tasks, and points to note were compiled for all of the 17 projects that were subject to a hearing, including the two projects that were not posted in “Roadmap 2020”, and the applicants were notified of these points after the completion of the screening.

(4) Public Comments

When formulating “Roadmap 2020”, public comments were solicited on the draft. There were 357 submissions for the solicitation of comments, and various opinions were received regarding the promotion of Large Projects and the selection of Roadmap published projects. The Working Group finalized the Roadmap based on these opinions.

(5) Future Treatment of Large Projects Being Promoted as Current Frontier Projects

Eight of the 15 plans posted in “Roadmap 2020” were proposed as successors to the projects supported by the current Frontier Projects, but high-level scientific goals have been newly set for these, and therefore, we would like to request the government for continued support of these projects for which further achievements are expected.

Meanwhile, with regard to projects for which, as a result of the screening, a successor project was not posted in “Roadmap 2020” even though support was received as a current Frontier Project, there is a need to ask the implementing institute to consider an exit strategy for the entire project by the end of the business period of the Frontier Project for the project, and for the Working Group to further consider the project’s future direction.

3. Aiming for Promotion of the Large Projects

(1) Points to Bear in Mind When Implementing Large Projects

- ① Proactive transmission of information and interactive communication with society and the general public

Obtaining the support of all segments of society and the general public is a wholly reasonable obligation since the research is being promoted using the nation’s limited financial resources. Furthermore, in order to reliably promote the Large Projects, which require large amounts of investment, it is now more important than ever to proceed through consideration together with society and the general public. In the future, we expect that the implementing institutes of each research project will share with society at large and the general public, the importance and appeal of the project,

and implement proactive and strategic initiatives such as transmitting information, in order to appropriately promote their Large Project. In the formulation of this Roadmap, the initiatives of each implementing institute to transmit information were evaluated in the evaluation perspective of “the support of the general public and society”, but even more proactive evaluations may be conducted in the future with regard to this vital point.

The formulation and publication of the Roadmap itself is an important step in order to disclose to the general public the direction of Japan’s cutting-edge science and to inspire public interest in it, and it is necessary for the national government and the implementing institutes to make efforts to communicate the Roadmap to all segments of society and the general public.

A Large Project is a highly specialized initiative that requires advanced knowledge and technology, and at the same time, is also an initiative where it is possible for the dream of the achievement of a research challenge that has not yet been explored by anyone, reached through aggregating technology and knowledge, to be shared widely with the general public. Based on this, it is essential that the implementing institute of a Large Project conveys the goals and content of its project clearly and in a way which is easy to understand not only for researchers but also for society and the general public by setting up and operating an appealing website that transmits the progress and results of the project.

In order to steadily promote Large Projects, it is important for a full explanation to be given not only of the significance of each project as well as the attributes of fundamental science as shown below, but also to proactively discuss the significance of investing in fundamental science, and to raise the level of shared understanding among researchers and society and the general public.

- In order to obtain new knowledge in fundamental science, extremely long-term research is necessary.
- Investment in fundamental science has the meaning of making an international contribution to humanity’s shared “knowledge” base.
- Although fundamental science itself does not aim for direct application, it has played a major role in opening new paths for humanity by obtaining new and deep understanding about nature.

Large Projects handling cutting-edge themes have the potential to stimulate broad public interest and intellectual curiosity, including those of researchers in other fields. Since the promotion of Large Projects and the transmission and exchange of information related to them leads to the development of diverse human resources in science, there is a need to maintain the perspective of developing wide-ranging researcher communities and supporters through transmissions and exchanges which appeal to the general public, including researchers, faculty members, and students in the surrounding areas. Therefore, when implementing a Large Project, it is conceivable, for example, to promote efforts such as the following measures.

- Researchers themselves communicate the contents and results of Large Projects and the appeal of science in an easy-to-understand manner by using various opportunities such as giving lectures at schools or through public lectures.
- Use of the Internet, etc. to communicate not only the progress and results of the research, but also precise details about the activities, such as the state of the facility’s construction or reflections when results were not achieved, and efforts to sufficiently listen to the opinions of the general

public and society.

- The implementing institutes of Large Projects should strive to improve the support system such as assigning staff with specialized knowledge and creating specialized departments with regard to efforts on interactive communication, etc.
- Encourage researchers, etc. to proactively conduct communication activities and give consideration so that such activities lead to the personal evaluation of the researcher.
- Provide chances for researchers to have dialogues with the general public during opportunities such as open forums, etc. organized by the implementing institute of the Large Project.
- Build mutual trust, such as by putting a system in place to effectively provide the information, etc. required by the media, and appealingly transmit information through collaboration with the media.

② Ensuring the fairness and safety of research activities

The support of society and the general public is indispensable for the promotion of Large Projects, and for that purpose, one major premise is ensuring the fairness and safety of the research activities.

Particularly for Large Projects, which require large amounts of expenses and a large number of people, it is essential to strive to the utmost so as to cultivate a high level of research ethics among the related individual researchers, groups, and research institutes, promote fair research activities, and make sufficient efforts to ensure safety in the research activities.

③ Promotion of leading initiatives that will serve as a model for future research activities

As a leading player in Japanese scientific research, the implementing institutes of the Large Projects are required to serve the role of pioneering new models in the various aspects of the research activities such as strengthening the joint usage and research system, creating new fields and deepening interdisciplinary fusion, establishing new research methods, facilitating international collaboration and transforming and expanding the researcher base (human resources development).

In particular, at present, scientific research activities are suffering stagnation throughout the world due to the spread of COVID-19. Large Projects are largely promoted through international cooperation, and it is expected that they will be more susceptible to the impact of COVID-19, but while keeping an eye on this situation, we are expected to lead the transition to a new research style in this post-COVID society such as promoting remote and automated joint usage and research.

(2) National Support and Proper Evaluation

① Reliable support through the national budget

In order to obtain new knowledge in basic science, extremely long-term research is needed. We

would like to request the national government for utmost efforts based on the priorities indicated in the Roadmap to ensure a stable and continuous budget from a long-term perspective towards reliable promotion of the outstanding Large Projects.

In particular, it was announced that after the establishment of the Frontier Projects in 2012, the promotion of Large Projects through these Frontier Projects would be based on the Roadmap, but the budget for Large Projects is not simply limited to the Frontier Projects alone, and Large Projects are being promoted using various public funds such as national subsidies and operating cost subsidies. We would like to request that the government continues to strategically and systematically proceed with budgetary measures for Large Projects while utilizing various methods.

In addition, the implementing institute of each Large Project that receives support is further being asked to try and reduce maintenance costs by utilizing existing facilities and equipment and introducing new technologies, and while taking into account the nature and content of the project, to make further self-reliant efforts for the promotion of stable and continuous projects, such as promotion of international cooperation including the sharing of costs, and support from third parties including cooperation with industry.

② Implementation of appropriate evaluation of the Large Projects conducted through the Frontier Projects

When promoting a Large Project listed in the “Roadmap” through a Frontier Project, including cases where the project is a successor project to the current project, a preliminary evaluation shall be carried out anew by the Working Group, etc. In the preliminary evaluation, it is necessary to carry out an appropriate follow-up on the status of responses to the tasks and points to be noted indicated in the Roadmap.

In addition, when budgeting the project as a Frontier Project, a project period (in principle, within 10 years; provided, however, that for large facility projects, the initial operation period following the preparation of the facility may be taken into consideration) shall be set as an annual project, and progress may be evaluated at any time by the Working Group or others during the period.

Furthermore, with regard to each project, the positioning of subsequent projects (succession as a Frontier Project, transition to a new framework, termination of the projects, etc.) will be examined and decided before the end of the period of the annual project. After the end of an annual project, an evaluation will be conducted at the end of the term, which will serve to explain whether the objectives and goals of the projects that have been implemented so far have been achieved and the results will be announced, and the significance, outcomes, and knock-on effects of the project will be reported to society and the general public.

In carrying out these evaluations, the evaluation shall be objective and highly transparent, while paying attention to the opinions of the general public and stakeholders, and appropriate feedback shall be provided such as giving advice to the implementing institute based on the evaluation results. In particular, it is important to “select” and “concentrate” resource allocation by making recommendations such as improvements, and by setting out a policy to end support for projects that,

according to the evaluation, are not expected to achieve their goals.

In this Working Group, efforts have been made to improve the evaluation methods by refining the perspectives of the evaluations, introducing field surveys and hearings, and utilizing external experts (evaluation advisors) in order to carry out rigorous evaluations. In particular, the fact that the evaluator visits the site of the project enables the discovery of new issues and ascertaining of the motivation of researchers, including the young researchers, leading to a more realistic evaluation. In the future, we would like to continue to carry out these visits as much as possible while paying sufficient attention to preventing the spread of COVID-19.

(3) Formulation of the Roadmap and Promotion of Large Projects in the Future

Due to the nature of independent and emerging scientific research based, the Science Council of Japan formulate a master plan mainly the research plans proposed by wide-ranging researcher communities mainly from a scientific perspective. Therefore, this Working Group has endeavored to contribute to the strategic and systematic promotion of Large Projects by formulating a Roadmap that takes into account the priorities for promotion based on the master plan. The Large Projects listed in the Roadmap so far are being steadily promoted with the support of the government.

It is important to deepen cooperation between the researcher communities, the scientific field and the government through continuous review and further development while basically maintaining the existing framework.

The Science Council of Japan has begun to follow up on the Master Plan, and it is necessary to continue to search for effective measures for the promotion of Large Projects such as through this Working Group, etc. also collaborating with the follow-up and considering how to verify the effectiveness of the formulation of the Roadmap.

It is hoped that wide-ranging opinions will be exchanged among those involved in the field of science and technology such as the Science Council of Japan, the Council for Science and Technology, and the related ministries and agencies in relation to the direction of the Master Plan and Roadmap, progress in the projects and other matters so that the cycle of proposal, do, check and act in future Large Projects will function even more effectively. We expect that even more proactive discussions will be held even among the researcher communities in each field on the planning and promotion of the Large Projects, and that these discussions will lead to exchange and fusion with different fields and the creation of new academic fields.

We sincerely hope that these efforts will lead to strategic promotion of various Large Projects in Japan, the expansion of an attractive research environment open to the world, and the strengthening of the foundation of Japan's knowledge.

Roadmap 2020 — Fundamental Concepts for Promoting Large-Scale Scientific Research Projects

The Roadmap is organized according to the concepts explained below, based on the Master Plan of the Science Council of Japan and the results of the evaluation by the Working Group.

1. "Fields," "Categories*," "Project name," "Project summary," "Implementing organization," "Financial requirements," "National budget, self-financing," "Project period" are defined in the Roadmap 2020 application

※ Concerning "Categories"

"Large-scale Facilities Projects" are large-scale research projects that aim at opening up cutting-edge research through the construction, maintenance, and operation of large-scale facilities and related equipment and facilities, with Inter-University Research Institute Corporations and other organizations serving as the main implementing bodies, based on agreement of the scientific community.

"Large-scale Research Projects" are large research projects that create new knowledge through the promotion of large-scale systematic research. This entails gathering and organizing many researchers and promoting their research and observations over a long period of important research issues, the significance of which there is consensus agreement among the researchers in the field. This may also involve promoting the organization of

- The order of the projects is based on Master Plan 2020.

2. "Project period": ■ shows period for construction and initial investment, strengthening of functions, etc. ■ shows the period for operation and maintenance

3. Criteria for "Evaluations" in Roadmap 2020

- Basic criteria/requirements that must be fulfilled for pursuing the project: 1) scientific significance of the project, 2) consensus within scientific community, 3) project implementing organizations, 4) system for joint utilization, 5) appropriateness of the project. Criteria for clarifying the priority of the project: 6) urgency, 7) strategic value, 8) understanding/support from the general public and society.

<p>Specific points of criteria</p> <p>Basic criteria that must be fulfilled for pursuing the project</p> <p>1) Scientific significance of the project</p> <ul style="list-style-type: none"> • Can new knowledge be created through original exploration based on the capability and knowledge of researchers? (Challengingness) • Is the project being undertaken from a comprehensive perspective that takes an overview of subdivided knowledge and places importance on diversity of academic research? (Comprehensiveness) • Can the project create new disciplines of knowledge through collaboration and cooperation among researchers in different fields and various stakeholders inside and outside Japan? (Fusion) • Will the project contribute to the world by achieving world-class excellence that establishes the position of the project's research through discussion and verification in the world scientific community? (Internationality) <p>2) Consensus within scientific community</p> <ul style="list-style-type: none"> • Is there clear consensus-building within the scientist/researcher community on the value of the project? <p>3) Project implementing organizations</p> <ul style="list-style-type: none"> • Does the project implementing organization have a clear system for implementing the project? • If several organizations are to participate, are the division of roles and allotment of responsibility clear? <p>4) System for joint utilization</p> <ul style="list-style-type: none"> • Has a system for joint utilization and joint research been established? Can a broad range of university researchers participate? <p>5) Appropriateness of the project</p> <ul style="list-style-type: none"> • Are the project's schedules for preparation and implementation clear? Are the schedules feasible? • Are the construction and operation costs appropriate? Has enough study been done? • Are the budget planning and manpower planning appropriate? Has enough study been done? • Is the preparation of the project (preliminary research, technical development, system preparation) being 	<p>Criteria for clarifying the priority of the project</p> <p>6) Urgency</p> <ul style="list-style-type: none"> • How important is the prompt implementation of the project, what kind of merits and dominance can Japan obtain in international competition and cooperation? • What kind of concerning impact would there be on Japan if the project is delayed? <p>7) Strategic value</p> <ul style="list-style-type: none"> • Will the project produce worldclass outcomes in the particular field and will it further enhance the strengths of Japan? • What kind of spillover effects will the project have on other fields? • Will the project lead to international contributions and international "brain circulation"? • Will the project lead to the future growth and development of Japan? • What will Japan lose if the project is not implemented? <p>8) Understanding/support from the general public and society</p> <ul style="list-style-type: none"> • Can the significance and necessity of the project be persuasively explained to citizens and society? • Will citizens and society support the investment of large sums of national funds over a long period? • Will a relationship of trust be built with local governments and residents?
---	---

- For the written evaluations, each member of the Working Group evaluates each research plan into one of three levels (A, B, C) for each criterion (1 to 8), and appraises whether an evaluation interview should be conducted with the planners.

- The evaluation results of all the written evaluations by the WG members are collated, and for those project plans recognized as excellent, a further interview evaluation is conducted. At the interview evaluation, each WG member evaluates each of the eight criteria into three levels (◎、○、△) .

- Based on the results of the interview evaluations by the WG members, a comprehensive Evaluation 1 — "Basic criteria that must be fulfilled for pursuing the project" — and a comprehensive Evaluation 2 — "Criteria for clarifying the priority of the project" — are conducted.

Evaluation 1: A project is evaluated into one of the following three levels (a, b, c) based on the the percentage of triangle (△) evaluations for the evaluations (◎、○、△) of criteria 1 to 5 by the WG members.
 Percentage of △ evaluations less than 20%: "a" / Percentage of △ evaluations 20% or more but less than 40%: "b" / Percentage of △ evaluations 40% or more: "c"

Evaluation 2: The evaluation results of criteria 6 to 8 by each WG member are collated and scored, and the project is evaluated into one of the following three levels (a, b, c).
 50% or more of the possible full score: "a" / 25% or more but less than 50% of the possible full score: "b" / less than 25% of the possible full score: "c"

- Based on the results of Evaluation 1 and Evaluation 2, the WG conducts a comprehensive deliberation and decides whether the project should be included in the Roadmap.

