

# **Deliverable 3.1**

**TWIN SYNERGIES**

## **Methodological framework for the provision of the Capacity building program**



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## List of Abbreviations

EU	European Union
I&TT	Innovation & Technology Transfer
HR	Human Resources
KPI	Key Performance Indicators
SO	Specific Objective
WP	Work Packages





## Executive Summary

The overall objective of the TWIN SYNERGIES project is to *unlock synergy capabilities of Cohesion policy funds and Horizon Europe* and to reinforce the innovation capacities and competitiveness of less R&I performing regions. This will be done by the application of the upstream synergies tailor-made, but transferable activities for Capacity building, internationalisation, Human Research (HR) development, collaboration, valorisation and technology uptake, focusing on the current developments related to the Green and Digital transition.

The initial step of the WP3 includes setting-up *the methodological framework and planning, followed by the Capacity building program development and delivery coordination of the program for strengthening competitiveness and innovation capacities*. The Capacity building program will include 2 different types of services: (1) Trainings on Proposal writing for EU funding programs and (2) Coaching for I&TT related skills.

In our ever-changing world, one of the biggest challenges organisations face is how to stay on top of the game while adapting to new challenges, new requirements.

*Trainings on Proposal writing* for EU funding programs impart hands-on experience in developing and managing EU research and innovation projects, equipping individuals and organisations with the necessary knowledge and skills to successfully participate in EU-funded projects. From organised project managers, researchers, trainers, administrative staff, to creative graphic designers we need competent and skilled teams that can write and implement projects at European level.

One of the most powerful tools in HR development is *Coaching*, which plays a pivotal role in fostering skill growth and career progression. By providing personalized guidance, feedback, and support, coaching helps employees unlock their potential and achieve their professional goals.

This document provides insights to the TWIN SYNERGIES Capacity building program from the methodological and structural perspective. It also presents the interlinkages among the WPs and tasks of WP2, WP3 and WP3.





# 1 Introduction

TWIN SYNERGIES will fulfil its goal by means of achieving five Specific Objectives as defined the Project Description of Action. With the present Deliverable D3.1 we address the Specific Objective (SO) 2 - Accelerate the adoption of *new transferable skills* and *increasing the competitiveness of the TWIN SYNERGIES partner* organizations by the provision of the *dedicated Capacity building (training and coaching) program for further improvement of non-scientific skills*.

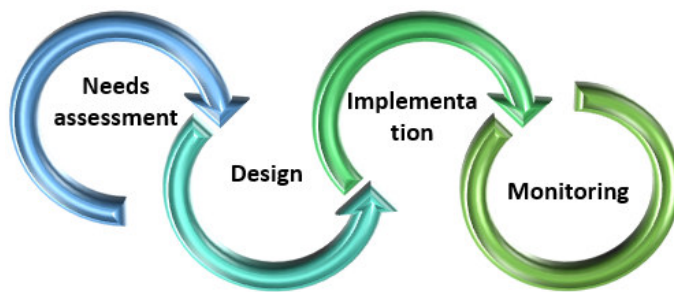


Figure 1: TWIN SYNERGIES Capacity building program phases

Development and delivery of the Capacity building program present one of the core elements of the project. Thus, TWIN SYNERGIES will be based on the identified needs, design and deliver a set of comprehensive program for *increasing the competences and skills*, to be divided into two different but complementary measures. *Dedicated set of trainings* will

have a specific focus on increasing skills regarding the *proposal writing* from diverse EU programs, with a focus on HE, while *coaching* will put in focus development of the I&TT related skills (such as Innovation management, Business internationalisation and Strategic communication). SEZ will be in charge of both measures, having HR development support role in the project, while TWIN SYNERGIES CORE Group (FIS, UCv, VSB, AUC) as well as Policy compliance support group (RCNM, SW Oltenia RDA, MSIC, DAZ) will benefit from the program.

Capacity building will consist from four phases (Figure 1), whereas the last monitoring phase, which will concentrate on the evaluation (quality check) of the delivered program will provide a basis for transfer and further use of the of the Capacity building methodology. Execution of the trainings and coaching should contribute in facilitating improved participation in diverse EU funding programs, by the development of the competitive project proposals; contributing in better visibility of the organisation from the Widening counties and increase the competitiveness of the TWIN SYNERGIES partners. This theoretical part will be further practically implemented in the scope of the WP4, T4.2 Project factory, where the acquired knowledge will be practically used for the development and submission of the new Project proposals.





The actions and KPIs formed to achieve the goals defined under SO2 are transferred to the operational level under the WP3 - Acquiring of new transferable skills for strengthening competitiveness and innovation capacities. TWIN SYNERGIES Capacity building program is the main pillar supporting the achievement of the goals under the SO2.

### **Objective of the Deliverable 3.1**

The present methodology focuses on setting up the framework for acquiring of new transferable skills for strengthening competitiveness and innovation capacities. It besides includes planning & delivery coordination of the Capacity building program for strengthening competitiveness and innovation capacities.

The Capacity building program will include 2 different types of services:

- ✚ **Trainings on Proposal writing for EU funding programs - 4 trainings**
- ✚ **Coaching for I&TT related skills - 3 Coaching modules**
  - Innovation management
  - Business Internationalization
  - Strategic Communication.

The methodology will be used to implement the activities from the following Tasks:

- ✚ **T3.2 Trainings on Proposal writing for EU funding programs with a focus on HE**  
(Start: M4 – End: M18) | TL: SEZ; Involved: All PPs
- ✚ **T3.3 Coaching webinars for:**
  - Innovation management
  - Business Internationalisation
  - Strategic Communication

(Start: M4 – End: M18) | TL: SEZ; Involved: All PPs

- ✚ **T3.4 Evaluation of developed and delivered Capacity building program for new transferable skills**  
(Start: M18 – End: M24) | TL: FIS; Involved: SEZ, All PPs





### **Risk management**

- ✚ Lack of customized content and personalized content results from the content of the T2.1 Identifying and analysing demands, needs and gaps for the execution of the training and coaching program
- ✚ Lack of time for receiving in time high professional quality information in the time available from the start of the project, in order to prepare high quality information materials for the transferable skills for strengthening competitiveness and innovation capacities
- ✚ Lack of active involvement of the partners involved in the activities and understanding of the full concept of the project until its full implementation
- ✚ Risk of not being selected the right participants for the training and coaching program.
- ✚ Risk to not have open relevant calls in the next period

To be effective, the learning groups, including the TWIN SYNERGIES partners and defined number of involved stakeholders must focus on performance outcomes (see Chapter 3 and description of T4.2 Project Factory). Regardless of preparation, every learning program has risk - but good measurement and identification of the needs and gaps is the key to success.

Partners involved in the implementation of this methodology framework for the provision of the Capacity building program:

<b>Participant No.</b>	<b>Participant organisation name</b>	<b>Country</b>
1. (Coordinator)	Faculty of Informational Studies	SI
2. Partner	Novo Mesto Development Centre	SI
3. Partner	University of Craiova	RO
4. Partner	South-West Oltenia Regional Development Agency	RO
5. Partner	VSB – Technical University of Ostrava	CZ
6. Partner	Moravian-Silesian Innovation Centre Ostrava	CZ
7. Partner	Algebra University College	HR





8. Partner	Development Agency Zagreb	HR
9. Partner	Steinbeis 2i GmbH	DE

Table 1: Partners involved in the implementation of the methodology

What must be particularly emphasized is the final aim of these activities, which is to prepare project concepts and submit competitive proposal for Horizon Europe or other EU programmes (WP4,T4.2 Project Factory). The target set by the project is to submit in total 12 project proposal.

## 2 Methodological framework set-up

In the following chapter, the proposed methodology for the implementation of Capacity building program is presented. The methodology was developed and tailored for the purpose of TWIN SYNERGIES project and will be implemented as such during the project duration. Nevertheless, it can be further (fully or partly) utilized for the similar activities, aiming at increasing the non-scientific competencies of the different types of stakeholders.

### 2.1 Methodology proposed for the TWIN SYNERGIES Project

To comprehensively outline the scope of TWIN SYNERGIES Project which is focusing on the further building of competencies and upskilling in the defined areas (proposals writing for the EU funding programs and I&TT related skills), we propose a detailed methodology that includes several dimensions, involves different planning and implementation aspects, as well as the ways of data usage, collected for the purpose of the project.

For the two types of services included in the Capacity building program (presented in the Chapter 1), the methodological approach includes the following components:

- Selection and application of the suitable **delivery methods** for each type of service
- Development and application of the **Capacity building materials** (for each type of service) to be used during the program implementation
- **Additional tools and instruments** (5 Annexes<sup>1</sup>), to support the implementation:
  - o Annex 1 – Participants list
  - o Annex 2 – Consolidated Training / Coaching List





- Annex 3 – Certificate of participation for Proposal Writing training
- Annex 4 – Short training report for Proposal Writing training
- Annex 5 – Training Feedback formular

Furthermore, the methodology includes a **timeframe** and identifies the **stakeholders** invited to participate.

The first phase is concentrated around to the *needs and gaps for the Training and Coaching programs using the outcomes and recommendations of the Deliverable 2.2*, since the program will be tailored to support overcoming the identified challenges, as defined by this document.

### 2.1.1 Delivery methods: Training on Writing EU Proposals

Based on the preformed survey and summarized outcomes presented in the D2.2, the following points have been identified as main obstacles, hindering more extensive participation at the EU funded proposals and projects:

- Lack of experience and confidence in writing successful EU project proposals
- Limited understanding of the EU funding structures, proposal writing guidelines, as well as the evaluation process
- Institutions with limited EU project experience showed lower mean scores on skills such as budget planning, consortia building, and risk management in proposal writing.

High standard deviations across multiple institutions and criteria could indicate widespread variability in responses, suggesting that while some individuals feel comfortable with their current skills, others perceive a significant gap.

Recommendations:

- EU Funding Programmes Overview: a foundational module on the **types of EU funding programmes, covering e.g. Horizon Europe, Digital Europe, and other relevant initiatives**
- Practical Proposal Writing Techniques: detail-oriented, step-by-step approach to writing EU proposals, emphasising:



- **Work Package Development:** guidelines on defining objectives, deliverables, milestones, and timelines of work packages
- **Budget Planning:** designing of detailed and accurate budgets aligned with EU financial requirements
- **Consortium Building:** identification and engagement of potential (key) partners for build strong collaborative consortia
- **Risk Management:** strategies for identifying risks and contingency planning in proposals
- **Focused Support for Low-Experience Institutions:** additional training sessions for institutions with low participation in EU projects, including mentoring by the experienced colleagues or external consultants.

In order to address the main obstacles and comply with the suggested recommendations, the trainings will rely on implementation of two delivery methods:

1. **Classroom training (on-line/in person)** – instructors (trainer) led training, providing the opportunity to participants to interact with instructors (trainers) and peers in a real time. Hereby, social learning, team oriented efforts and possibility of acquiring immediate feedback during the session are in the focus. Besides, this method stimulates building the relationships and improve communication skills.
2. **On-the-job training** – the participants are guided through progressively more challenging tasks in the scope of the project proposal development, stimulating the enhancement of the practical skills by doing. This will be done by usage of the actual examples for preparing the concrete project proposals for the open calls.

### 2.1.2 Delivery methods: Coaching on Innovation Management, Business Internationalisation, Strategic Communication

Based on the preformed survey and summarized outcomes presented in the D2.2, the following features have been identified as main missing skills in relation to the Innovation & Technology Transfer processes, in the frame of the identified areas:





- Significant skills gap in managing innovation from concept to commercialisation, particularly around intellectual property management, innovation strategy development, and project leadership
- Less experience in EU projects reflects to more uncertainty in innovation-related skills, with some institutions showing a high variation in skill levels
- General lack of experience in taking research outcomes to international markets. This is further supported by correlations between experience in internationalisation and communication skills, showing a direct need for training in navigating global opportunities
- Support in business development and market analysis, including uncertainty in how to internationalise research outputs
- Lack of experience in EU projects and low confidence in areas such as market entry strategies, building international partnerships, and cross-border regulatory compliance
- Strong need for improved communication skills, especially in disseminating research outcomes and engaging with diverse stakeholders
- Institutions with less EU project experience expressed greater difficulties in crafting effective communication strategies

#### Recommendations:

- **Innovation Strategy Development:** designing and implementing a structured innovation strategy aligned with institutional goals and regional priorities
- **Intellectual Property (IP) Management:** understanding IP rights, protection strategies, and leveraging IP for commercial value within EU projects
- **Leadership in Innovation:** leadership skills in innovation, including how to lead innovation driven teams, foster creativity, and manage project resources effectively and efficiently
- **Tools for Innovation:** design thinking, Agile project management, which are essential for managing innovation processes
- **Case Studies from Successful EU Projects:** practical examples of successful innovation management within EU projects to provide real-world applications.
- **International Market Analysis:** conducting thorough market research to identify opportunities for international collaboration and commercialisation of research





- **Building International Partnerships:** building skills for identifying potential international partners, evaluating cultural fit and navigating cross-cultural differences, establishing a shared vision and engaging in effective negotiation and collaboration
- **Regulatory Compliance:** international legal frameworks and regulatory compliance, particularly in sectors aligned with the Green and Digital transition.
- **Real-World Business Internationalisation Strategies:** case studies from EU-funded projects that successfully internationalised their research and innovation
- **Developing a Strategic Communication Plan:** development of a comprehensive communication strategy for projects, including key purposeful messages resonating with the target audiences, channels, optimal timing, and monitoring the results of communication efforts against the established goals
- **Digital Tools for Communication:** application of the digital tools, including social media, webinars and online platforms, to disseminate their research and communicate project progress to stakeholders, alongside an understanding of analytics
- **Engagement with Policy Makers and Industry:** create a clear policy agenda, map out key stakeholders, tailor communication for policy impact and industry engagement, ensuring that research outcomes are accessible and actionable for non-academic audiences
- **Media Relations:** working with the media, crafting confident and articulate press releases, responding to media inquiries so as to improve visibility and fully align with the organisation's messaging.

In order to address the main obstacles and comply with the suggested recommendations, the Coaching sessions will rely on the implementation **Thematic Webinars** as a main delivery method. This scalable and flexible method for exercising is suitable for the larger groups of participants, as TWIN SYNERGIES foresees the involvement of the local stakeholders in this activity as well. The method still allows interaction with the instructors (coaches, trainers) and interaction of the participants.





### 2.1.3 Capacity building materials

Capacity building materials will be designed to support addressing the major challenges described in the sections 2.1.1 and 2.1.2. Based on the selected delivery methods, the suitable Capacity building materials will be developed and used for the program implementation. These includes:

- Power point slides
- Word based documents
- Excel sheets.

Depending on the delivery mode – in person or on-line, some of the materials will be available as printed documents – handouts.

### 2.1.4 Additional tools and instruments

For all training and coaching activities, no matter how they are organized, on-line or in person trainings, *Annex 1 Participants List* will be used. At the end a consolidated list of participants will be generated by SEZ for each activity. Total consolidated lists will be 7 = 4 training + 3 coaching.

#### Annex 1 - Participants List

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Date \_\_\_\_\_ Training/Coaching \_\_\_\_\_


Location \_\_\_\_\_

Partner \_\_\_\_\_

	Name and Surname	Name of Institution	Type of Institution*	Position	Email	Telephone
1						
2						
3						
4						
5						

Figure 2: Annex 1 – Participants List





Annex 2 – Consolidated Training / Coaching List

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Date \_\_\_\_\_ Training/Coaching \_\_\_\_\_

Location \_\_\_\_\_

	Name and Surname	Name of Institution	Type of Institution*	Position	Email	Telephone
1						
2						
3						
4						
5						

Figure 3: Annex 2 – Consolidated Training/Coaching List

Furthermore, particularly to support the objectives of the Task 3.4, the assessment of the delivered Capacity building program for new transferable skills will be elaborated. In this step of the methodology formulation, the content proposals for the concise training report to be written by the hosting partners has been defined – *Annex 4 Training report*, as well as the content for the feedback inquiry form, assessing the participants satisfaction - *Annex 5 Feedback Questionnaire*. By the demand, especially Annex 4 and Annex 5 might be subjects of changes during the project implementation, for the case that the demand for that has been identified by the T3.4 leader – FIS.

### 2.1.5 Timeframe

The following Table 2 is essential for the well-timed implementation of the project activities in relation to the Capacity building program. Each partner must be responsibly involved and contribute in the set project and WP objectives to release the planned activities as described in the Project description of action.



No	Activity	Tool to be used	Responsible	Deadline
1.	Partners participants list	Template: Annex 1	SEZ all partners Link with the T3.2	M05 – 09.2024 ongoing
2.	Training / coaching consolidated list	Template: Annex 2	SEZ Link with the T2.2	M05 – 09.2024 ongoing
3.	Certificate of participation for Proposal Writing training	Template: Annex 3	SEZ VSB Czech Republic AUC Croatia FIS/RCNM Slovenia	M08 – 12.2024 M12 – 04.2025 M16 – 07.2025
4.	Short training report for Proposal Writing	Template: Annex 4 Event Template	VSB Czech Republic AUC Croatia FIS/RCNM Slovenia	M08 – 12.2024 M12 – 04.2025 M16 – 07.2025
5.	Designing and tailoring training materials	PPT Slides & Other	SEZ based on T3.1 – D2.2 TL UCV	T3.2, T3.3 schedule M05 – 09.2024
6.	Training Feedback formular (part of the training report)	Template: Annex 5	SEZ VSB Republic AUC Croata FIS/RCNM Slovenia	M08 – 12.2024 M12 – 04.2025 M16 – 07.2025

*Table 2: List of activities, tools, partners responsible and deadlines*

The Table 2 above summarizes the list of activities, the instruments used for implementation as well as the partners responsible for the implementation of the project activities. The last column is reserved to the deadlines of the implementation. The exact dates will be decided timely with the consortium. Special attention will be given to the use of the 5 Annexes prepared for the TWIN SYNERGIES project.





## 2.1.6 Stakeholders

TWIN SYNERGIES project is focusing of increasing the competencies of the Project partnership, nevertheless, knowing, engaging and working together with the local/regional R&I ecosystem is one of the fundamentals for stimulating dynamic and sustainable regional transformation supported by the different policy related initiatives (e.g. such as RIS3). Furthermore, effective ecosystem building and collaboration opens the prospects for the partnerships on the international level (e.g. through the EU funded projects), where the shared challenges can be addressed in the context of collaborative projects.

The target stakeholders who will be engaged by the TWIN SYNERGIES partners in the frame of the Project are as follows:

Institution	Country	HEIs Scientific staff	Policy actors /S3 Experts	Additional stakeholders, Business support organisations, SMEs	Total
Faculty of Informational Studies	SI	10	4	4	18
Novo Mesto Development Centre	SI		4	4	8
University of Craiova	RO	10	4	4	18
South-West Oltenia Regional Development Agency	RO		4	4	8
VSB – Technical University of Ostrava	CZ	10	4	4	18
Moravian - Silesian Innovation Centre Ostrava	CZ		4	4	8





Algebra University College	HR	10	4	4	18
Development Agency Zagreb	HR		4	4	8
<b>TOTAL</b>		<b>40</b>	<b>32</b>	<b>32</b>	<b>104</b>

Table 3: Stakeholders Widening target per Partners (KPI)

The first step towards the engagement of the local/regional stakeholders has already been done through the implementation of the activities in the WP2. In the following activities of the WP3 and present description of the Capacity building program, Project partners will identify the most relevant stakeholders from their ecosystems and encompass them in these project activities as well. The objective is to enable the knowledge sharing and transfer, increase visibility and empower collaboration on local/regional and international level.

## 2.2 Distribution of work in the WP3

WP3 is addressing to the SO2 of the project which aims to Accelerate the adoption of new transferable skills and increasing the competitiveness of the TWIN SYNERGIES partner organizations by the provision of the dedicated Capacity building (training and coaching) program for further improvement of non-scientific skills.

The targets anticipated in the TWIN SYNERGIES project by the consortium for the Capacity building program are the following:

- ✦ Min. 20 scientific staff increases the competences related to the EU fining schemes and related application process and Innovation & Technology Transfer (I&TT ) skills
- ✦ Min. 10 experts in the area of S3 and Regional development/funding increases the competences related to the EU fining schemes and related application process and I&TT skills
- ✦ Min. 10 additional stakeholders (organisations outside from the consortium) invited to follow the Capacity building program

These target is in strict correlation with the *Table 3: Stakeholders Widening target per Partners (KPI)* .





As listed below in the following section 2.2.1, 2.2.2 and 2.2.3, each of the designated project partners has the task in providing mapping for their respective country.

- T3.2 Trainings on Proposal writing for EU funding programs with a focus on HE (Start: M4 – End: M18) | TL: SEZ; Involved: All PPs)
- T3.3 Coaching webinars for Innovation management, Business Internationalisation, Strategic Communication (Start: M4 – End: M18) | TL: SEZ; Involved: All PPs
- T3.4 Evaluation of developed and delivered Capacity building program for new transferable skills (Start: M18 – End: M24) | TL: FIS; Involved: SEZ, All PPs

### **2.2.1 Task 3.2: Trainings on Proposal writing for EU funding programs with a focus on Horizon Europe**

This task includes the organization of one online and three in-presence trainings focused on grant proposals writing. Introductory training will be held on-line and will provide the general information related to the EU funding schemes. The training program will be delivered by the Task leader, SEZ. The participants of trainings include: whole TWIN SYNERGIES consortium - CORE GROUP, as well as Policy compliance support organizations. The PP will have an opportunity to invite a certain number of the local stakeholder to attend the training.

Three in-presence trainings will be arranged in the duration of the task. Beside the administrative, legal and financial grant management segments, the trainings will include the thematically focused work on the select call topics, pre-identified in the HE Working programs. In charge for this trainings will be senior experts, having extensive expertise in developing and implementing projects for the various EU programs and training people in this area.

For the in-presence training the local partners will take care of all the organisational and logistical part. They will prepare also one short training report (Annex 4) which will include the list of participants, pictures, short content and the feedback evaluation results filled in by trainees at the end of the training program. The responsible local partners are listed in Table 4: List of the training on Proposal writing for EU funding programs. This short report will also help T3.4 leader, FIS in the evaluation of developed and delivered Capacity building program for new transferable skills from T3.4





The participants who attend three in-presence trainings on Proposal writing for EU fundings programs will receive participation certificates (Annex 3) and will be actively involved in the next steps of the Project regarding the development and submission of the competitive EU funding proposals.

Figure 4: Annex 3 – Certificate of participation for Proposal Writing training

A further condition for obtaining this certificate is the effective attendance of all the allocated course hours. The local partner will be responsible for preparing the attendance list with signatures for both days. The local partner is responsible to have listed in colour on carton paper, Annex 3 Certificate of participation for Proposal Writing training. This will be filled in and signed with the names of those who will receive the certificate of participation on the training by the trainer assigned by SEZ.

No.	Trainings	Responsible	Location	Period
1	<b>Introductory training</b>	SEZ	online	M05 - 09.2024
2	<b>1st Training</b> organized back-to-back with 1st Twinning visit	VSB – hosting partner SEZ – training delivery	Czech republic	M08 -12.2024
3	<b>2nd training</b> organized back-to-back with 2nd SC Meeting	AUC – hosting partner SEZ – training delivery	Croatia	M12 - 03.2025
4	<b>3rd training</b> organized back-to-back with 2nd Twinning visit and Cross-Fertilization WS	FIS & RCNM – hosting partner SEZ – training delivery	Slovenia	M16 – 07.2025

Table 4: List of the training in-presence on Proposal writing for EU funding programs





During the implementation of the training programme we are expending that **min 20 academic** and **min 10 non-academic staff** with increased capacities on developing competitive EU funding proposals.

After the completion of the course the beneficiaries of the certificate nominated by the partner institutions in the project will have to start the process of identifying the right call, creating a consortium and submitting a project proposal (link with T4.2).

This trainings are in direct connection with WP4, T4.2 Project factory, in which the concrete project concepts and proposals will be developed and submitted for funding.

### **2.2.2 Task 3.2: Coaching webinars for Innovation management, Business Internationalisation, Strategic Communication**

Coaching will put in focus development of the I&TT related skills (such as Innovation management, Business internationalisation and Strategic communication). Both measures will be in charge of SEZ, having HR development support role in the project, while TWIN SYNERGIES CORE Group (FIS, UCv, VSB, AUC) as well as Policy compliance support group (RCNM, SW Oltenia RDA, MSIC, DAZ) will benefit from the program (see *Table 2: Stakeholders Widening target per Partners (KPI)*).

The participants of coaching program include: whole TWIN SYNERGIES consortium - CORE GROUP, as well as Policy compliance support organizations. In order to enable the knowledge sharing and stimulate the networking on a local and international level, the Project partners will have an opportunity to invite a number of the local stakeholder to attend the coaching webinars.

The coaching program is especially address to the research staff at the HEIs (TWIN SYNERGIES CORE GROUP)in order to contribute to the further development of the non-scientific skills,

The benefits of **internationalization** have been growing gradually in the past years. With today's global economy, rapid development of technologies and demand for joint efforts in addressing pressing environmental and societal issues, being active in the international constellations in a must for all types of organisations. When considering Widening countries in general, there is still a lot space for improvement of this specific component, which will enable to bring the R&I (and other) organisations to the innovation community scene. Empowering, connecting and engaging the personnel are some of the key aspects for successful internationalisation.





The focus will be in **strategic communication** on establishing closer links between the R&I and institutional cooperation to produce high-quality knowledge and this way to enable bridging the disparities. At the project’s core is also very important cooperative work with the close involvement of stakeholders from all fields (quadruple helix approach: academia, policy industry, civil society) at all project stages.

**Innovation management** is defined as the process of a systematic and strategic approach to generating, developing, and implementing new ideas, products, services, or processes that result in organizational value addition. For businesses, innovation management serves as a key driver of competitive advantage. There is a need for increasing the innovation capacities at the institutional levels in order to convert the knowledge to products, services and organisational forms which will enhance economic development and growth.

No.	Coaching webinars	Responsible	Location	Period
1.	Innovation Management	SEZ	Online Teams or Zoom Platform	M06 - 10.2024
2.	Business Internationalization	SEZ	Online Teams or Zoom Platform	M11- 02.2025
3.	Strategic Communication	SEZ	Online Teams or Zoom Platform	M15 - 06.2025

Table 5: List of the Coaching webinars

The above three webinars, could be on-demand fulfilled with the topic of Social Innovation, in the case it is found as relevant based on T2.1.

### 2.2.3 Task 3.2: Evaluation of developed and delivered Capacity building program for new transferable skills

The final task of WP3 will provide the final assessment and output of the delivered Capacity building program for new transferable skills, which will be elaborated in the D3.4. TWIN SYNERGIES training and coaching methodology, implementation model and evaluation – M24. The responsibility of this task is under the Project Coordinator - FIS.





After the provision of the Capacity building program under the T3.2 and T3.3, the summarizing reports.

Nr.	Deliverable name	Responsible	Deadline	Link with
D3.2	Mid-term report on Capacity Building program	SEZ	M12 - 03.2025	WP4, T4.2 Project Factory, FIS
D3.3	Report on delivered training and coaching program	SEZ	M18 - 09.2025	WP4, T4.2 Project Factory, FIS

Table 6: List of the Deliverables related to the Capacity building program evaluation

A set of the feedback questionnaires for each of two parts of the Capacity building programs will be prepared and the participants will be requested to provide their feedback directly after the delivery of the respective part.

Based on the outcomes for the T3.2 and T3.3 the deliverable D3.4 will provide the overview of the developed Capacity building program and the overall effectiveness evaluation of the TWIN SYNERGIES services.

The evaluation will be furthermore transformed in a model guide which will especially focus on upgrading and attaining new transferable skills, in the domain of preparing competitive EU proposals and I&TT related activities to boost the internationalization.

### 3 Conclusions and link with Task 4.2 Project Factory

Responsible partner for T3.2 and T3.3 – SEZ, has extensive experience in developing and executing trainings, both in national and international environments. Training and coaching sessions are prepared in a way to keep the interest and attention, with the clear learning objectives and expected outcomes. SEZ will in the preparation of the program consult with partners so that potential obstacles are detached at this stage.

The conclusions and recommendations of the report (based on the questionnaires results) prepared by the University of Craiova will be included in the content of the training and coaching program





Responsible and proper participation and implementation of the Capacity building program by the stakeholders nominated will be key to generating impact economic, technological/economic and societal conform the Project impact) in the organisation and achieving the proposed targets.

We would like to emphasize once again the importance of linking this training program with the achievement of the T.4.2 Project factory target. The information is consolidated in the table below (Table 7: List of the target submitted proposals).

Partners will be involved:

No.	Institution	Country	Project proposal	Deadline
1.	Faculty of Informational Studies	SI	2	M24,04.2026
2.	Novo Mesto Development Centre	SI	1	M24,04.2026
3.	University of Craiova	RO	2	M24,04.2026
4.	South-West Oltenia Regional Development Agency	RO	1	M24,04.2026
5.	VSB – Technical University of Ostrava	CZ	2	M24,04.2026
6.	Moravian - Silesian Innovation Centre Ostrava	CZ	1	M24,04.2026
7.	Algebra University College	HR	2	M24,04.2026
8.	Development Agency Zagreb	HR	1	M24,04.2026
	<b>TOTAL</b>		<b>12</b>	

Table 7: List of the target submitted proposal

**12 new project proposals submitted** for HE and/or other EU funding programmes – link with the WP4, T4.2 Project factory, responsible partner - FIS. In conclusions, the complete list of deliverables and responsible partners under the WP3 is provided:

Nr.	Deliverable name	Responsible	Type of Document	Deadline
D3.1	Methodological framework for the provision	SEZ	Report	M05 – 09.2024





	of the capacity building program			
D3.2	Mid-term report on Capacity Building program	SEZ	Report	M12 – 03.2025
D3.3	Report on delivered training and coaching program	SEZ	Report	M18 – 09.2025
D3.4	TWIN SYNERGIES training and coaching methodology, implementation model and evaluation	FIS	Report	M24 – 04.206

*Table 8: List of the deliverables related to the WP3*





TWIN SYNERGIES

## 4 Bibliography

TWIN SYNERGIES, D2.1 Report on the current state

What is Innovation Management? Definition, Process and Best Practices, Nick Jain

Published on: June 26, 2023 [What is Innovation Management? Definition, Process and Best Practices - IdeaScale](#)

## 5 Annexes I – V

Annex 1 Participants list

Annex 2 Consolidated list

Annex 3 Certificate

Annex 4 Training report

Annex 5 Feedback form



## Annex 1 - Participants List

Date \_\_\_\_\_

Training/Coaching \_\_\_\_\_

Location \_\_\_\_\_

Partner \_\_\_\_\_

	Name and Surname	Name of Institution	Type of Institution*	Position	Email	Telephone
1						
2						
3						
4						
5						
6						
7						
8						

## Annex 1 - Participants List

9						
10						
11						
12						
14						
15						
16						
17						
18						

**Type of Institution\* :HEIs, Policy/S3, SMEs, Business support organisations**

## Annex 2 – Consolidated Training / Coaching List

Date \_\_\_\_\_

Training/Coaching \_\_\_\_\_

Location \_\_\_\_\_

	Name and Surname	Name of Institution	Type of Institution*	Position	Email	Telephone
1						
2						
3						
4						
5						
6						
7						
8						

## Annex 2 – Consolidated Training / Coaching List

9						
10						
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**Type of Institution\* :HEIs, Policy/S3, SMEs, Business support organisations**

# CERTIFICATE

OF PARTICIPATION

PROUDLY PRESENTED TO



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for successful participation to the

**TRAINING ON PROPOSAL WRITING**

for EU fundings programs

Date \_\_\_\_\_

Location \_\_\_\_\_



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SIGNATURE



TWIN SYNERGIES

# Short Training Report

Training on Proposal Writing for EU funding programs





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<b>Location :</b>	
<b>Data of Training program:</b>	
<b>Short Report Information:</b>	<b>Work package/Task:</b>
<b>Due date of Report:</b> (10 days after the training)	<b>Authors:</b>  <b>Contact Person:</b>





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## Content of the short Report

1. Objective – Target Group
2. One page Training topics were discussed
3. Pictures
4. Evaluation questionnaire results ( Excel table and comments)
5. Short conclusion and recommendation
6. Annex 1- Training Agenda
7. Annex 2 - Signed Participants list



# Feedback Questionnaire



Excellent    Good    Average    Fair    Poor

**What is our overall impression of the training?**

**How satisfied are you with the training regarding....?**

Discussed topics                   

Structure/methods used                   

Fulfilling your expectations                   

Atmosphere during training                   

Clarity of the presentations                   

Quality of training material                   

Time frame                   

**How you would you evaluate the performance of the speaker/trainer?**

**How would you evaluate the overall organisation of the training?**





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**What has been discussed in too much detail from your point of view?**

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**What were your expectations regarding this training?**

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**Have you ever participated in an Horizon 2020/Horizon Europe funded projects?**

Yes  No

If yes, as a partner or as a coordinator?

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**What did you especially like about the training?**

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**What would you improve?**

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