



TWIN SYNERGIES

# Deliverable 2.2

## Questionnaire and Methodology for Evaluation

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## List of Abbreviations

CDE	Communication, Dissemination, Exploitation
EC	European Commission
EU	European Union
ERDF	European Regional Development Fund
GA	Grant Agreement
HE	HORIZON EUROPE
PC	Project Coordinator
PM	Project Management
PO	Project Officer
QA	Quality Assurance
QARMP	Quality Assurance and Risk Mitigation Plan
SCom	Steering Committee
WP	Work Package
Q1	Questionnaire 1
Q2	Questionnaire 2





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## 1. Executive summary

This deliverable provides a comprehensive evaluation of the current participation levels of institutions in EU-funded projects, identifying key challenges, opportunities and lines of action. The analysis is informed by the responses collected through a detailed questionnaire (Questionnaire 2 – Q2) and supported by stakeholders' engagement efforts, therefore underlying a multi-stage approach integrating stakeholder insights. This report is intended to address discrepancies between regional and EU funding priorities, identify skill gaps and propose strategic interventions to improve institutional participation in EU projects.

In Task T2.1 Identifying and analyzing demands of the TWIN SYNERGIES CORE group, we started our journey by focusing on researchers, recognising their pivotal role in advancing Horizon/EU-funded projects. To better understand their needs and challenges, we developed a dedicated questionnaire (Questionnaire 1 – Q1). This tool was instrumental in collecting valuable data from researchers, which we thoroughly analysed.

Building on the foundation laid in T2.1, Task T2.2 Engaging the community and understating the fundamentals expanded the scope to include a wide range of stakeholders, beyond the research community. A comprehensive database was developed to map and categorise stakeholders, ensuring their inclusion in research and analysis. This database supported targeted engagement and enhanced the relevance of the findings. Recognising the interdependence of various entities in achieving EU project success, we crafted a second questionnaire, Q2, specifically designed to capture insights from stakeholders such as regional development agencies (RDAs), SMEs, consultants, chambers of commerce and industry, public authorities, etc.

The methodology we developed in T2.2 served as the backbone for analysing the Q2 results. This methodology, presented as a standalone section in this deliverable, ensured a structured and robust approach to interpreting the data and deriving actionable insights. Admittedly, the methodology created the framework for thorough exploration, including stakeholder mapping, data collection, and iterative validation. Challenges included potential response bias, differences in regional capacities, and limited sample sizes in some stakeholder categories.





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Based on our analysis, we identified several critical findings: the discrepancies between EU and National/Regional Funding Priorities lie in policy objectives, administrative requirements and eligibility criteria, often creating barriers for stakeholders attempting to integrate funding streams; there is need for specific strategies for regional development agencies to harmonise regional and EU funding priorities - these include aligning objectives, streamlining compliance processes and fostering collaboration across funding streams; exploiting complementarity – applicants need to be equipped with practical means to exploit differences between funding sources, such as designing projects that align with multiple funding streams, leveraging synergies and using co-financing opportunities.

Through this structured and iterative process, T2.2 Engaging the community and understating the fundamentals did not only deepened our understanding of the challenges faced by stakeholders but also provided an effective roadmap for addressing these challenges. The insights gained and the methodology developed will serve as a valuable resource for stakeholders across the EU funding ecosystem, fostering closer alignment, collaboration and success in accessing and using funding opportunities.





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## 1. Introduction

Deliverable D2.2 *Report on the current state* provides a comprehensive evaluation of the **TWIN SYNERGIES questionnaire** conducted with stakeholders from the core team institutions. The goal of this deliverable is to identify **mismatches between regional and EU funding priorities** and assess **skills gaps** that hinder participation in EU collaborative research and innovation (R&I) projects. Additionally, this deliverable describes the methodology used to gather and evaluate the data and provides a **stakeholder database** to support strategic alignment and capacity building in the future.

This document includes:

- An overview of the **questionnaire design**.
- A detailed description of the **methodology** used for data analysis.
- A summary of **key findings**, including severe discrepancies between regional and EU funding, and strategies to address these discrepancies.
- Insights specific to **Regional Development Agencies (RDAs)** regarding harmonisation of funding streams.
- Recommendations for **leveraging complementarity** to combine funding effectively.





# 1. Stakeholders Database

The creation of the stakeholder database was a collaborative effort designed to ensure a comprehensive and diverse representation of key actors relevant to the project objectives. This database serves as a foundational tool for understanding the perspectives and experiences of various stakeholders, feeding for and facilitating informed recommendations and strategies.

## 1.1. Initial Identification of Stakeholders

### 1.1.1. Collaborative Approach

All project partners actively participated in the identification of stakeholders within the Widening regions. This collective effort ensured a wide-reaching and representative pool of stakeholders.

The stakeholder categories included:

- Universities;
- Public authorities/administrative bodies;
- Research institutes;
- SMEs;
- Consultancy providers;
- Regional development agencies;
- Chambers of commerce and industry.

### 1. 2.1.2 Criteria for Selection

- The stakeholders were chosen based on their relevance to the project objectives, their experience with EU-funded projects, and their capacity to contribute meaningful insights.
- Geographic and sectoral diversity were prioritised to secure a holistic, comprehensive view of challenges and opportunities across regions.





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## 1.2. Database Creation

**Centralised Coordination:** The responsibility for setting up and managing the stakeholder database was assigned to **AU (Algebra University)**. This centralised approach ensured consistency and accuracy in data collection and structuring.

AU employed standardised templates to record stakeholder information, including:

- Institution/Organisation Name;
- Stakeholder Category;
- Contact Information (e.g., name, email, phone);
- Areas of Expertise or Involvement;
- Experience with EU funding programmes.

**Parallel Efforts:** While AU focused on building the database, **UCV (University of Craiova)** simultaneously worked on the development of Questionnaire 2 (Q2), ensuring alignment between the questionnaire and the identified stakeholder pool. This parallel process ensured that the database and Q2 were complementary, the database providing a targeted list of stakeholders to whom Q2 could be distributed.

## 1.3. Verification and Refinement

**Data Validation:** The initial database entries were reviewed to ensure completeness and accuracy. Missing or inconsistent information was flagged, and project partners collaborated to fill in the gaps.

**Stakeholder Engagement:** Once finalized, the database served as the primary tool for engaging stakeholders, ensuring targeted outreach and effective communication during the Q2 deployment phase.



## 1.4. Strategic Importance

### 1.4.1. Foundation for Analysis

The stakeholder database provided the framework for understanding the regional and sectoral dynamics, enabling a tailored analysis of the challenges and opportunities identified in Q2. It ensured that insights were grounded in the realities of diverse stakeholders, from policy experts to SMEs.

### 1.4.2. Future Utility

Beyond its immediate use for the TWIN SYNERGIES project, the database serves as a valuable resource for ongoing collaboration and knowledge sharing among stakeholders.

To sum up, the development of the stakeholder database was a meticulously coordinated effort that ensured inclusivity and diversity by including voices and perspectives from a broad spectrum of backgrounds and experiences. All project partners actively contributed to identifying stakeholders in the Widening regions. This joint effort ensured the creation of a broad and representative pool of stakeholders. Stakeholders were selected based on their alignment with the project objectives, experience with EU-funded initiatives, and ability to provide valuable insights. Besides, emphasis was placed on achieving geographic and sectoral diversity to ensure a well-rounded understanding of the challenges and opportunities across the regions. Thus, the creation of Q2 and the development of the database worked in tandem, establishing a solid foundation for meaningful and effective stakeholder engagement, thereby advancing the overarching goals of the project.

## 2. Questionnaire Overview

In Task T2.1 Identifying and analyzing demands of the TWIN SYNERGIES CORE group, we laid the groundwork by developing the Q1 questionnaire, which was tailored for researchers. This initial tool focused on gathering insights into researchers' experiences, challenges and needs when engaging with EU-funded projects. However, as our analysis progressed, it became evident that expanding the scope so as to include a broader range of stakeholders was essential to addressing the complex landscape of EU funding and its integration with regional priorities.

With this in mind, we embarked on a journey to adapt the Q1 questionnaire into a more comprehensive tool, Q2, as part of Task T2.2. This adaptation was guided by four strategic dimensions to ensure that the questionnaire addressed the multifaceted challenges and opportunities within the EU funding ecosystem.

(1) Skills, Financing Opportunities, Collaboration Approaches, and Thematic Priorities Related to the Green & Digital Transition: Recognizing the pivotal role of the Green & Digital transition in current EU policies, we expanded the scope of Q2 to explore stakeholders' skill gaps and their readiness to engage with projects in this thematic area. Additionally, Q2 delved into financing opportunities and collaborative approaches that could foster innovation and sustainability.

(2) Missing Links Between Different EU Programs (Including RIS3 / Research and Innovation Strategies for Smart Specialisation Priorities): To address the fragmentation in funding streams, we incorporated questions that investigated stakeholders' awareness of RIS3 priorities and the alignment (or misalignment) between various EU programs. This enhancement aimed to identify missing links and opportunities for synergy across funding streams.

(3) Current Use of ERDF/ESIF Infrastructure and Possibilities for Extending Potential: Building on insights from Q1, Q2 included a dedicated section to assess how stakeholders currently utilize ERDF/ESIF infrastructure. By identifying gaps and potential areas for improvement, we aimed to explore ways to maximise the impact of these funding sources.



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(4) Best Practice Examples: To inspire and inform stakeholders, Q2 sought to collect examples of successful practices. These highlight effective strategies for addressing challenges, leveraging funding streams and achieving project goals, providing a blueprint for others to follow.

The adaptation process was iterative and collaborative. Drawing on the findings from T2.1, we refined the structure and content of Q2 to ensure it captured the broader perspectives of diverse stakeholders, including RDAs, SMEs, public authorities and research institutions. Each section of the questionnaire was carefully designed to balance quantitative data collection with open-ended responses, allowing stakeholders to share nuanced insights and experiences.

The resulting Q2 questionnaire not only built on the strengths of Q1 but also extended its reach and depth. It became a powerful tool for understanding the complex interplay of skills, funding and collaboration in the context of EU projects, paving the way for actionable recommendations and strategic interventions.

The questionnaire aimed to assess the current status of participation in EU-funded projects, as well as the capacity of institutions to align with EU objectives related to **Green and Digital transitions**. It also evaluated institutional **strengths and weaknesses**, skills gaps and the alignment of regional and EU funding priorities.

## 2.1. Questionnaire Structure

The questionnaire, adapted from T2.1, comprised **nine sections**:

1. **Demographic Information:** Details about the respondent, including institution, role, and level of experience.
2. **Current Involvement in EU Projects:** Experience and engagement in past and current EU-funded projects.
3. **Impact:** Assessment of the impact of projects on institutional capacity and alignment with funding priorities.
4. **Consortium Building:** Competence in building and participating in consortia for collaborative projects.





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5. **Skills and Training:** Identification of skills and training needs to enhance involvement in EU-funded projects.
6. **Institutional Support and Barriers:** Evaluation of institutional support systems and barriers that affect participation.
7. **Transferable Skills and Competitiveness:** Skills crucial for increasing competitiveness and enhancing institutional capacity.
8. **Seeking International Partnerships:** Interest in forming international collaborations and securing EU funding.
9. **Suggestions and Future Directions:** Respondents' suggestions to improve institutional capabilities and better align projects with EU objectives.

(See **Annex 1** for a detailed list of questions in each section.)

## 2.2. Data Collection

The questionnaire was distributed to all project partners, and **60 responses** were collected (Annex 2). Respondents included **researchers, policymakers**, representatives of **Regional Development Agencies (RDAs), Chambers of Commerce and Industry, SMEs, public authorities and consultants**. The collected data served as the foundation for understanding both the skills gaps and the alignment of regional projects with EU funding priorities.





### 3. Methodology for Evaluation

The development of the questionnaire and accompanying methodology underpinned a multi-layered approach, ensuring a comprehensive and nuanced understanding of stakeholders' responses. The design was centered on four key question types, each aimed at capturing distinct aspects of stakeholder experiences and insights. This structured approach also informed how we proposed to analyse the responses.

#### 3.1. Filtering Questions (What?)

- **Purpose:** Define the framework and boundaries of the analysis.
- **Approach:** These questions were designed to identify commonalities among the 60 respondents by comparing and distilling the shared elements. However, this task was delicate as the answers reflected two significant types of variation:

#### 3.2. The practices of different stakeholders are shaped by their institutional roles and objectives.

#### 3.3. The differences in rules and ecosystems are influenced by regional and national contexts.

- **Challenges:** Harmonizing such diverse inputs required careful handling to ensure that common denominators could be identified without oversimplifying the nuances. Filtering questions served as the foundation for delineating the landscape within which stakeholders operate.

#### 3.4. Calibration Questions (How Much?)

- **Purpose:** Use metrics to quantify responses and enable comparisons.





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- **Approach:** Calibration questions employed self-assessment metrics to measure needs, capabilities and outcomes. These questions aimed to secure objectivity, allowing stakeholders to rate or rank their experiences and expectations.
- **Challenges:**
  - Comparing fundamentally different issues was inherently difficult. For instance, stakeholders' self-evaluations often depended on their unique backgrounds, experiences and expectations.
  - A result that satisfied one stakeholder might disappoint another, depending on their historical context or level of expertise.
- **Significance:** Despite the challenges, these metrics allowed us to standardise certain responses and facilitate comparisons across a diverse respondent pool.

### 3.5. Detailing Questions (How?)

- **Purpose:** Gather explanations, context and examples.
- **Approach:** These questions required respondents to elaborate briefly on their strategies, experiences and approaches. Examples of areas explored include:
  - **Organizational strategies** in specific domains.
  - **Projects** in which the stakeholders were or are involved.
  - Participation in the development of **guidelines**.
  - **Relations with regional authorities**, are often contextual and difficult to assess without understanding the broader ecosystem.
  - Analysis of **opportunities** and how they are addressed.
  - The **selection and combination** of funding sources.
- **Challenges:**
  - Comparisons were challenging due to the subjective nature of the answers.
  - Quantitative analysis was feasible only for responses that involved predefined categories. Open-text responses could not be processed for cohort-level trends but provided invaluable qualitative insights.





- **Value:** These responses provided a rich layer of detail, helping contextualise quantitative findings and enhancing a deeper understanding of stakeholder perspectives.

### 3.6. Justification Questions (Why?)

- **Purpose:** Elicit rationale and present underlying processes, not just outcomes.
- **Approach:** These open-text questions allowed respondents to explain the reasons behind their actions and share best practices. Examples include:
  - **Causal relationships:** Describing cause-effect dynamics that are non-reproducible in different contexts or timeframes.
  - **Experiences:** Stakeholders provided anecdotal insights that served as inspirational elements.
- **Challenges:**
  - Even the same stakeholder might not be able to systematically replicate their own best practices under different conditions.
  - Best practices were seen as adaptable elements rather than universally applicable solutions.
- **Value:** These answers provided unique, qualitative insights that captured the diversity of stakeholder experiences, offering inspiration and context-specific learning opportunities.

The methodology used to evaluate the questionnaire responses included both **quantitative** and **qualitative** analyses, ensuring a comprehensive understanding of the key challenges and opportunities for stakeholders. This section provides a detailed explanation of the research design, data collection process, data analysis methods and the overall approach used to derive actionable insights.

### 3.7. Objectives of the Methodology

The primary objectives of the methodology were:

- To identify **mismatches between regional and European funding priorities.**





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- To determine the **skills gaps** hindering effective participation in EU collaborative projects.
- To propose actionable strategies for **overcoming barriers** and **exploiting complementarities** between regional and EU funding streams.

### 3.8. Research Design

The research design followed a **mixed-methods approach**, combining both quantitative and qualitative analyses to gain a holistic understanding of the issues faced by stakeholders in participating in EU-funded projects. The use of a mixed-methods approach allowed for a more nuanced exploration of both numerical data and the underlying reasons behind stakeholders' responses.

- **Quantitative Component:** Focused on closed-ended questions to gather structured data on participation rates, skills gaps and institutional barriers.
- **Qualitative Component:** Focused on open-ended questions to gather detailed insights into respondents' experiences, perceived challenges and suggestions for improvement.

### 3.9. Data Collection Process

The data collection process involved the following steps:

1. **Questionnaire Development:** The questionnaire was designed by adapting the original **T2.1** instrument to address specific areas of interest, such as innovation management, skills gaps, and the alignment between regional and EU funding. It was reviewed by experts to ensure that it covered all relevant topics comprehensively.
2. **Sampling:** A targeted sampling approach was used to ensure representation from different institutions, including **researchers, policymakers, RDAs, Chambers of Commerce and Industry, SMEs, public authorities and consultants**. The sample consisted of **60** completed questionnaires, representing a diverse range of experiences and perspectives.





3. **Data Collection:** The questionnaire was distributed via online survey tools to ensure accessibility and participation. Respondents were given **two weeks** to complete the survey, with reminder emails sent to encourage participation. The questionnaire included a mix of **multiple-choice questions**, **Likert scale items**, and **open-ended questions** to ensure a comprehensive collection of both quantitative and qualitative data.

### 3.10. Data Analysis Approach

The data analysis approach was designed to derive meaningful insights from both the quantitative and qualitative data collected. The following methods were used:

#### 3.10.1. Quantitative Analysis

- **Frequency Analysis:** Frequency analysis was conducted to understand the distribution of responses across different sections of the questionnaire. This included analyzing the levels of involvement in EU projects, the extent of skills gaps, and the types of institutional support available.
  - **Example:** 40% of respondents reported high involvement in EU projects, while 60% indicated moderate to low involvement. This helped identify areas needing more support to enhance participation.
- **Cross-Tabulation:** Cross-tabulation was used to identify relationships between different variables, such as **institutional type** and **perceived impact** of projects or **career stage** and **skills needs**. This allowed for a deeper understanding of how different factors influenced participation and capacity building.
  - **Example:** A cross-tabulation between **career stage** and **skills gaps** revealed that junior researchers (Categories C and D) reported greater gaps in **proposal writing** and **project management** compared to senior researchers (Categories A and B).
- **Descriptive Statistics:** Descriptive statistics, including **mean**, **median**, and **standard deviation**, were calculated for key quantitative variables to summarize the central tendencies and dispersion of responses.





- **Visualisation:** Graphs and charts were generated to illustrate key findings, such as participation levels, skills gaps across career stages, and perceived alignment with EU funding priorities. These visualisations helped in clearly communicating the data trends and supporting interpretation.

### 3.10.2. Qualitative Analysis

- **Thematic Analysis:** Thematic analysis was used to analyze responses to open-ended questions in Sections 8 and 9. Responses were coded to identify common themes related to **barriers, challenges, and suggested solutions**. Themes were then grouped into broader categories, such as **administrative barriers, skills development and alignment with funding priorities**.
  - **Example:** A recurring theme was the **complexity of EU funding requirements**, with many respondents citing the need for more administrative support to navigate the application and reporting processes.
- **Content Analysis:** Content analysis was conducted to determine the frequency of specific words or phrases that indicated stakeholder perceptions regarding discrepancies between regional and EU funding. This helped quantify qualitative data and provided additional insights into stakeholders' priorities and concerns.
  - **Example:** The term "**administrative complexity**" appeared frequently in responses, indicating that this is a major barrier for institutions trying to engage in EU projects.

### 3.10.3. Stakeholder Database Development

- A **stakeholder database** was developed to categorize institutions based on their **strengths, previous EU project participation and capacity-building needs**. The database includes **99 stakeholders** and is intended to facilitate future collaboration efforts, identify potential partners, and support strategic planning to align with EU objectives.
  - **Data Fields in the Database:** The stakeholder database contains fields such as **institution name, research focus, previous EU involvement, skills gaps**





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**identified**, and **capacity-building needs**. This categorization helps in identifying institutions with complementary strengths for future consortia building.

### 3.11. Data Validation

To ensure the reliability and validity of the findings, the following steps were undertaken:

- **Pilot Testing:** The questionnaire was pilot-tested with a small group of stakeholders to ensure the clarity and relevance of the questions. Feedback from the pilot test was used to refine the questionnaire before full deployment.
- **Expert Review:** The data analysis methods and findings were reviewed by subject matter experts to verify the accuracy of the interpretations and ensure that the conclusions drawn were supported by the data.
- **Triangulation:** Data triangulation was performed by cross-referencing quantitative findings with qualitative insights to validate the consistency of the results and provide a more comprehensive understanding of the issues.

### 3.12. Limitations of the Methodology

While the methodology employed was robust, some limitations should be acknowledged:

- **Sample Size:** The response rate of **60** participants, while sufficient for exploratory analysis, may not fully represent the diversity of all potential stakeholders in the **TWIN SYNERGIES** project.
- **Self-Reported Data:** The reliance on self-reported data may introduce **response bias**, as participants may overestimate or underestimate their involvement or capacity.
- **Limited Generalizability:** The findings are specific to the institutions involved in this study and may not be directly generalizable to other regions or contexts without further validation.





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### 3.13. Ethical Considerations

Ethical considerations were integral to the research process to ensure the privacy and confidentiality of respondents:

- **Informed Consent:** All participants were informed about the purpose of the study and provided consent before participating in the survey.
- **Confidentiality:** The data collected was anonymized to protect the identities of the respondents. Only aggregated data was used in the analysis and reporting to ensure confidentiality.
- **Data Protection:** The data was stored securely, and access was restricted to authorized personnel only, in compliance with **data protection regulations** such as **GDPR**.

## 4. Analysis of Results

Next, the consistency and relevance of the received answers were analysed, individually (indicating the question number), and structured according to the sections of the questionnaire, before showing the complex interplay of these.

### 4.1. Impact

#### 4.1.1. Innovation Management

***19. Does your organisation encourage idea generation, creativity techniques, agile methodologies, innovation management tools?***



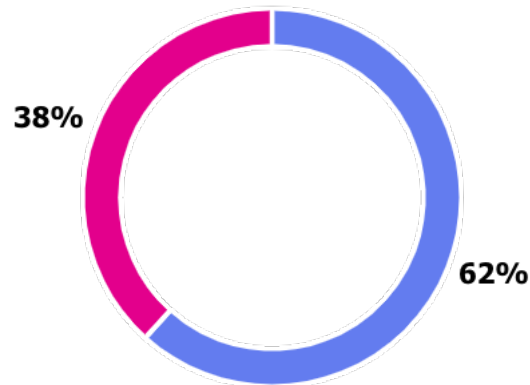


Figure 1 Fostering the generation of innovative ideas

Out of the 60 respondents, 62% (37) said YES, their organisations encourage innovation practices, while 38% (23) said NO, indicating significant room for improvement.

1. Discrepancies: EU funding emphasizes innovation tools (e.g., agile, creativity techniques), while national schemes often lack such requirements.
2. Barriers to NO responses: Limited resources, lack of expertise, or insufficient support hinder innovation adoption.

RDA Directions:

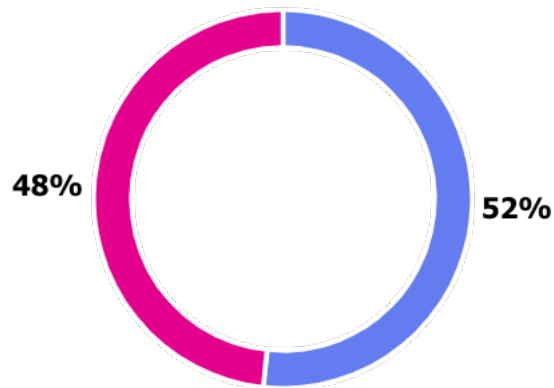
1. Training & Awareness: Provide workshops and toolkits on innovation methods.
2. Support Access: Provide resources to help organisations transition from national to EU funding.
3. Networking: Facilitate collaborations to share best practices.

By bridging these gaps, RDA can empower more organizations to adopt innovation practices and access complementary funding.



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**20. Is intellectual property management – protecting and managing IP in research projects important for your organisation?**



*Figure 2 IP management concerns*

As far as Intellectual Property (IP) Management is concerned, of the 60 respondents, 52% consider IP management important (YES) and 48% seem to discard it (NO). This split shows an uneven perception and a lack of awareness or relevance in some organisations.

1. Gaps between EU and national/regional funding:
  - Requirements: EU projects place a stronger emphasis on IP than national ones.
  - Support: National funding provides less technical/financial support for IP.
  - Awareness: Lack of education on the importance of IP among local applicants.
2. Directions of action for RDA:
  - Reducing the gap: Creating a framework of good IP practices applicable to both funding schemes.
  - Applicant support: Developing guidelines, best practice platforms and training sessions for the use of IP.





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- Complementary tools: Additional grants for IP management in national projects and digital platforms for IP self-assessment.
3. Examples of good practice:
- Universities use patents for co-financing.
  - SMEs reusing research outcomes from EU projects for regional funding.

The aim is to increase the use of IP and support applicants to capitalise on the differences between funding schemes.

**21. Is innovation funding and investment – identifying sources of funding for innovation (EU grants, venture capital, etc.), attracting investments and managing investor relations important for your organisation?**

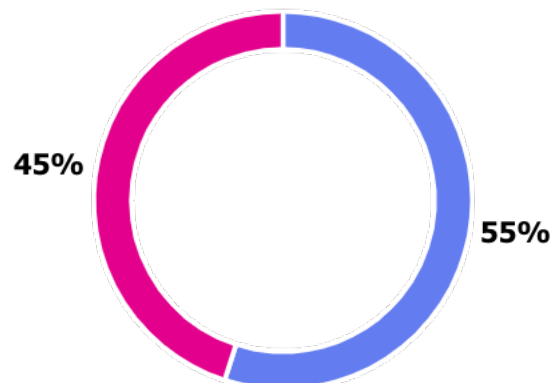


Figure 3 Innovation funding and investment

**Innovation Funding and Investment**

Of the 60 respondents, 55% (33) consider innovation funding important, while 45% (27) have a different opinion. This indicates a moderate adoption rate and also highlights barriers such as a lack of awareness or capacity among some organisations.





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Key Discrepancies:

1. EU vs. National Funding: EU grants prioritise innovation and scalability, while national schemes focus on localised goals with less support for investor relations.
2. Barriers: Many organisations lack expertise in funding processes or prioritise operational goals over innovation.

RDA Directions:

1. Awareness: Promote knowledge of funding sources and investor engagement.
2. Training: Provide workshops on innovation funding, venture capital and investor relations.
3. Networking: Facilitate partnerships to access complementary funding and scale innovation efforts.

By addressing these gaps, RDA can help more organisations leverage innovation financing effectively.

**22. Does your organisation feel adequately supported by existing regional/EU programmes in managing innovation (e.g., tools, funding, partnerships)?**

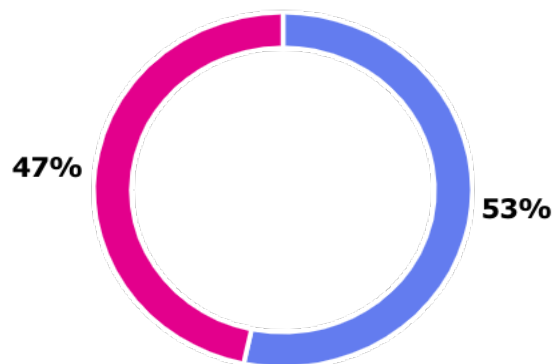


Figure 4 Support for innovation management





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### ***Support from Regional/EU Programs in Managing Innovation***

Out of 60 respondents, 53% (32) feel supported by regional/EU programmes, while 47% (28) do not, highlighting moderate satisfaction, with room for improvement.

Key Discrepancies:

1. Scope and Resources: EU programmes are more comprehensive but harder to access; regional programmes are more accessible but less aligned with innovation needs.
2. Complexity: EU processes are challenging for smaller organisations.
3. Alignment: Regional programmes may not meet the needs of innovation-driven sectors.

RDA Directions:

1. Simplify access to EU programmes and align regional efforts with EU objectives.
2. Provide training and resources for navigating funding and partnerships.
3. Develop tools to bridge gaps between regional and EU funding.

By addressing these gaps, RDA can enhance support for innovation management across a wider range of organisations.

#### 4.1.2. Business Internationalisation

### ***23. Does your organisation conduct market analysis for international opportunities?***



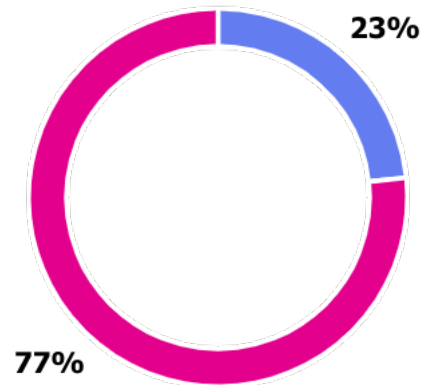


Figure 5 Market analysis for international opportunities

### **Market Analysis for International Opportunities**

Out of the 60 respondents, 77% (46) conduct market analysis for international opportunities, while 23% (14) do not. This shows a strong inclination towards internationalisation and also highlights gaps in resources or awareness for a minority of the respondents.

#### Key Findings:

1. EU vs. Regional Funding: EU programmes prioritise international market exploration, while regional funding often focuses on domestic needs.
2. Barriers to NO Responses: Lack of expertise, resources or awareness hinder engagement in global strategies.



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RDA Directions:

1. Training: Provide workshops on market analysis techniques and tools.
2. Resources: Develop toolkits and financial incentives for international market research.
3. Networking: Facilitate partnerships to share insights and encourage collaboration.

By addressing these gaps, RDA can empower more organisations to access global opportunities and align with EU funding priorities.

## 4.2. Consortium Building

**48. Is your organisation competent in acting for consortium/partnership building?**

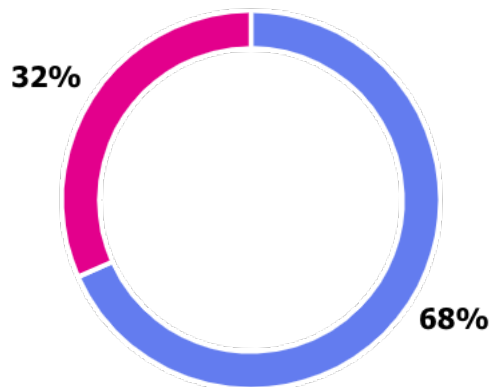


Figure 6 Consortium/partnership building capacity

**49. Is your organisation confident in its ability to build and lead consortia focused on Green & Digital Transition initiatives?**



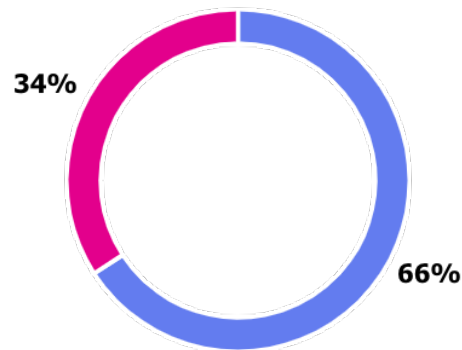


Figure 7 Building/leading consortia focused on Green & Digital Transition

The ability to build consortia is effectively based on projects focusing on Green and/or Digital Transition initiatives.

**49.1 What skills has your organisation relied on, and how successful has it been in these areas? [ Multiple choice ]**

When asked about the types of approaches and tools used in building consortia, only a quarter of respondents show strategic orientation.

- |   |    |
|---|----|
| ● Developing a strategic vision and identifying common G&DT goals;        | 19 |
| ● Building relationships and open communication with G&DT focus;          | 21 |
| ● Negotiation and diplomacy for aligning G&DT priorities across partners; | 11 |
| ● Pooling resources for impactful G&DT initiatives;                       | 14 |
| ● Adaptability and flexibility in response to evolving G&DT challenges;   | 20 |

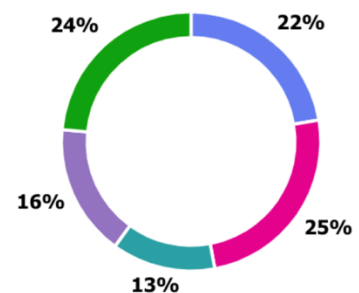


Figure 8 Building/leading G&DT consortia skillset



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38% of them act collaboratively, through negotiation and building relationships, but less than one in seven respondents goes as far as to pool resources to navigate challenges.

### 4.3. Skills and Training

**50. How would you rate your organisation's current skill levels in the following areas?**  
(Scale: No skills / Basic / Intermediate / Advanced)

● No skills ● Basic ● Intermediate ● Advanced

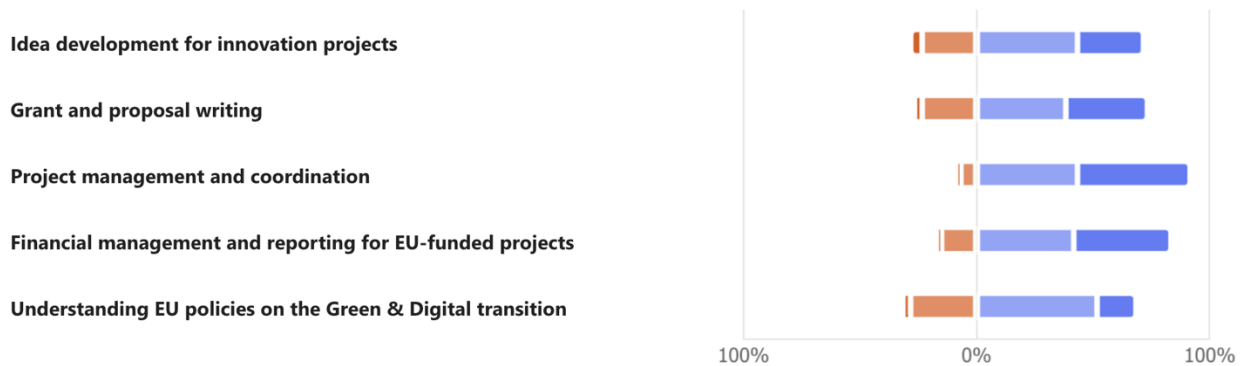


Figure 9 Self-evaluation of building/leading G&DT consortia skillset

The investigated stakeholders have difficulties understanding the EU policies regarding the Green & Digital transition. Instead, they have developed good management skills, including financial ones, as well as specific reporting skills with European-funded projects. They consider themselves to have a medium to advanced level in project writing, and a fairly high capacity to generate innovative ideas for new projects.





**51. Does your organisation offer or participate in training programmes in these areas? If so, how effective are these programmes in enhancing skills and competencies?**



Figure 10 Effectiveness of relevant training programmes

28% of the investigated stakeholders do not organize or participate in training programmes to develop the capacity to generate innovative projects, and to write, manage and report on European-funded projects. The rest do, 63% considering them effective and very effective. 5% consider training to be very effective, and 4% think that training is not effective a all.

**52. Which additional skills are necessary for your organisation to better engage with EU funding opportunities and support the Green & Digital transition Green & Digital transition? (Select all that apply)**

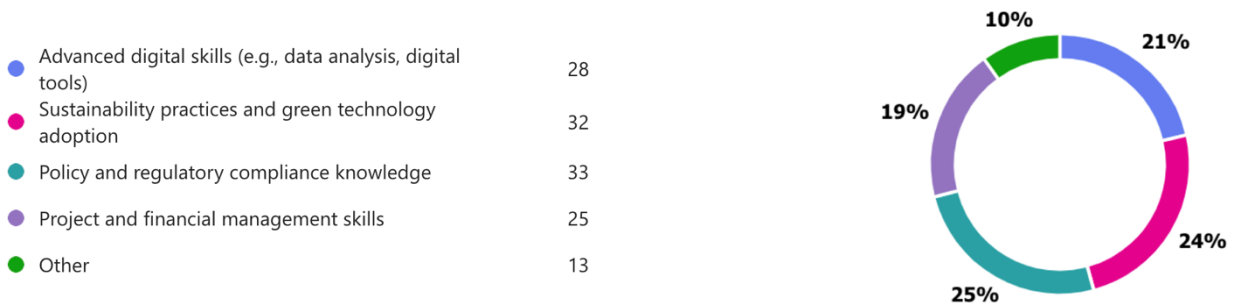


Figure 11 Additional skills to attract funding





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To be more effective in attracting funding to support the Green & Digital transition, stakeholders believe they need to improve their skills in:

- compliance with EU policies and regulations (25%);
- sustainable practices and green technologies (24%);
- advanced digital tools (21%);
- project management and financial management (19%).

#### 4.4. Institutional Support and Barriers

##### 53. Has your organisation already asked for support regarding EU projects?

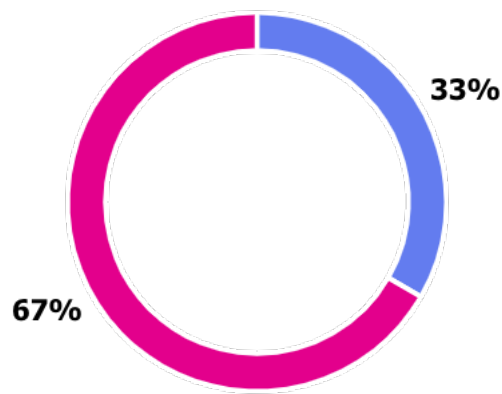


Figure 12 Requested support

A third of the stakeholders asked for support in relation to European projects (**53.1 What kind of support did you receive?**).

The majority of them were provided consultancy from private companies.





Figure 13 Rating the provided support

The provided support met the expectations in 55% of the cases (**53.2 Did the provided support meet your organisation's needs?**)

**53.4. How would you rate the support provided to your organisation in the following areas related to EU projects?**

● Very Poor ● Poor ● Average ● Good ● Excellent

**Information and Awareness about EU Funding Programmes and Opportunities:**

**Administrative and Technical Support for proposal writing:**

**Financial Support for project implementation:**

**Networking and Partnership Building:**

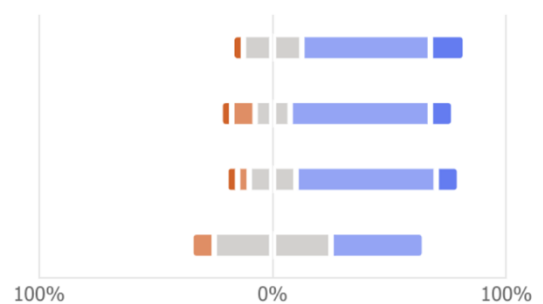


Figure 14 Tailored support



The vast majority highly appreciates the provided support in terms of information on funding opportunities, project writing, and financial support in project implementation, whereas the support provided for networking and partnership building is less appreciated.

**54. What are the main barriers for your organisation to participate in EU-funded projects?**  
[multiple choice]

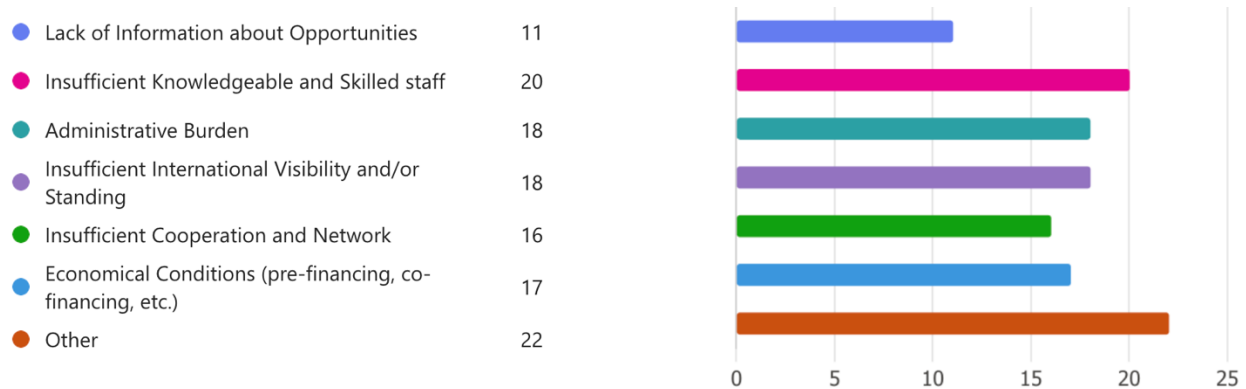


Figure 15 Main barriers

When asked about the causes that limit their performance in attracting European funds, the majority indicated human resources (staff skills and abilities) to come first. Administrative tasks and lack of international visibility are placed on a similar level, followed by financial conditions (including pre-financing) and insufficient collaboration. The lack of information on funding opportunities is mentioned less frequently.

**55 What does your organisation expect from training in EU proposal writing?**

The stakeholders expect EU-funded project writing training to provide them with new skills, partnership-building techniques, examples of good practice, mentoring, and concrete examples of (successful) project writing.

**56. Which knowledge and skills does your organisation expect to have developed at the end of a capacity-building programme?**





The stakeholders intend to participate in the capacity development programme:

- to learn about good practices;
- to expand their external cooperation, especially the strategic one;
- to learn tips for building more effective partnerships;
- to improve their project management skills;
- to learn techniques for streamlining and focusing on objectives.

### 4.5. Transferable Skills and Competitiveness

#### 57. Which skills are crucial for enhancing the competitiveness and innovation capacities of your organisation in the context of the Green & Digital transition? (Select all that apply)

When asked to identify the key skills to increase competitiveness and innovation capacity in the context of the Green & Digital transition and to what extent, the stakeholders indicated:

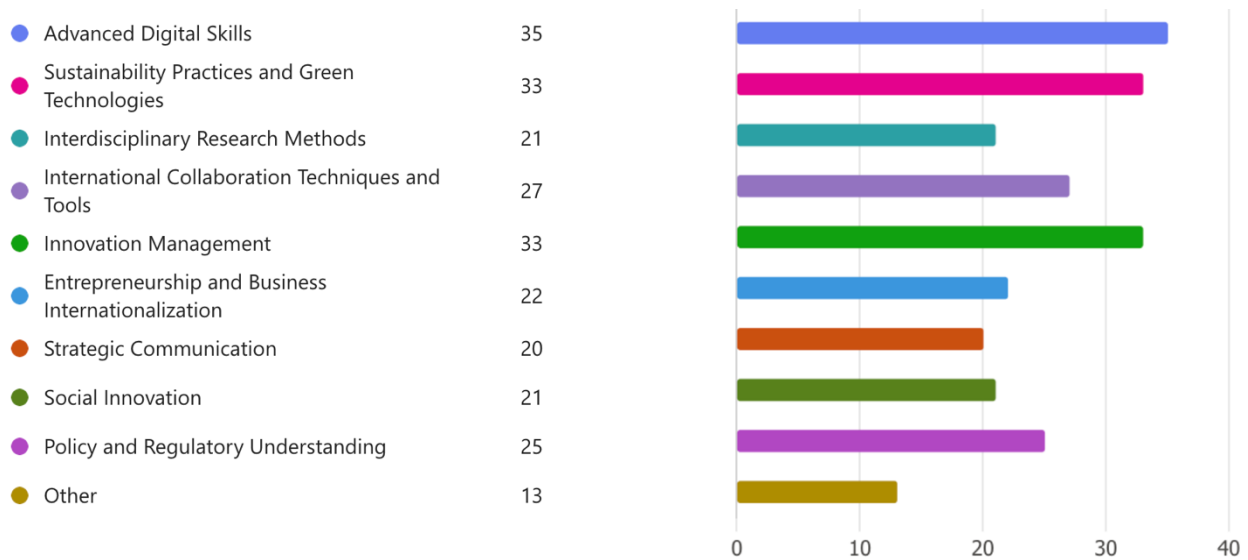


Figure 16 Competitiveness and innovation capacity-enhancing skills

#### 58. For which of the following skills does your organisation provide training programmes?





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The respondents provided the list of training programmes and targeted skills, as follows:

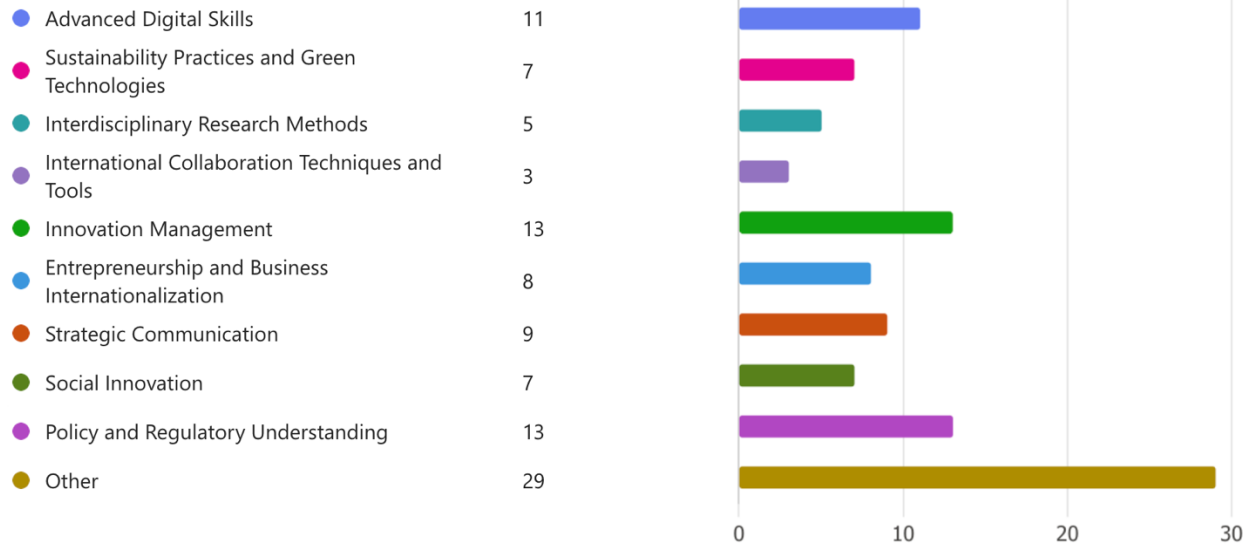


Figure 17 In-house tailored training programmes

### 58.1 How effective are the current training programmes in equipping your organisation employees with these skills?





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● Not Effective ● Somewhat Effective ● Effective ● Very Effective ● No Opinion

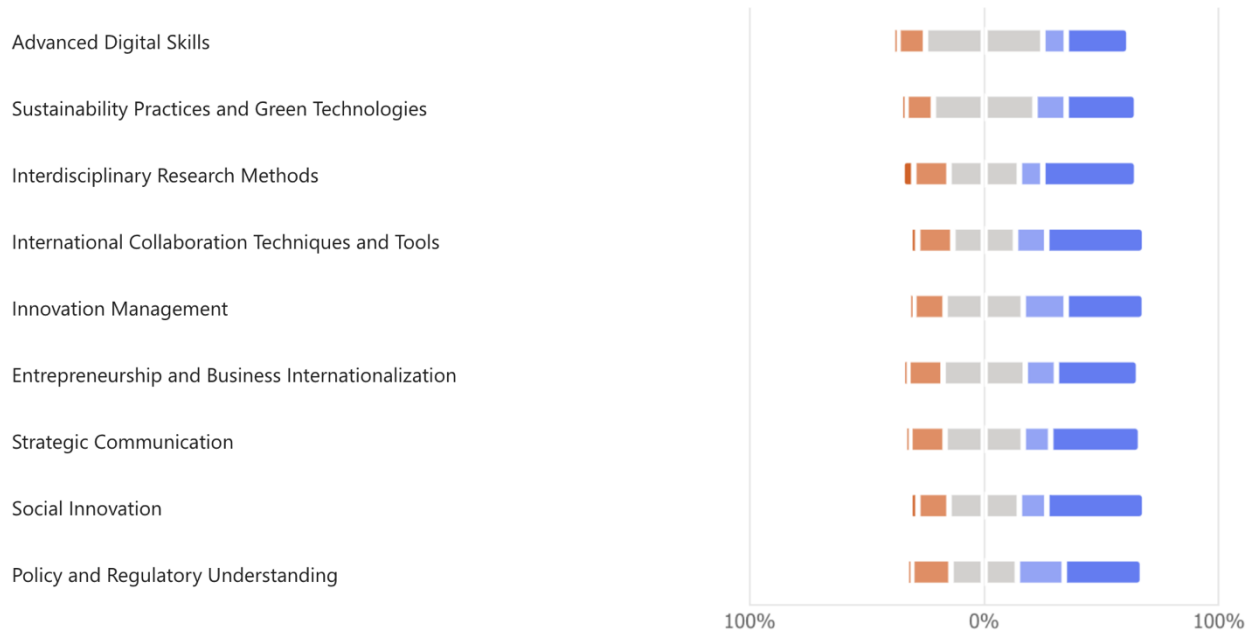


Figure 18 Effectiveness of in-house training programmes

For each of these, the respondents' rating of the effectiveness of various staff training programmes was also presented.

#### 4.6. Seeking international partnerships, interest in the programming phase and exchange of experience

59. Which of the following methods for engaging in international project consortia does your organisation consider? [multiple choice]





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● Contacts from previous projects;	48
● Contacts from other joint activities from the past;	46
● Targeted brokerage events;	25
● Finding and reaching out to partners through portals, social networks, etc.;	29
● Contacts made at conferences, etc.;	41
● Recommendations obtained from trusted partners.	45

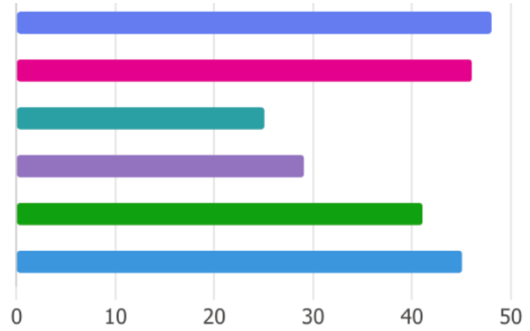


Figure 19 Methods for engaging in international project consortia

The questionnaire also delves into the methods the respondents intend to use to get involved in international consortia. Most of them rely on contacts from previous projects and recommendations from former partners. A relatively large number of respondents think of turning to people they have met at various events. Brokerage events come as a last option.

**60. To what extent does your organisation consider it important to be involved in international (professional, research or other) networks and platforms in relation to future participation in consortium projects seeking support from programmes such as Horizon Europe?**

● It is not relevant	0
● It plays a role	21
● It is very important	22
● It is quite essential	17

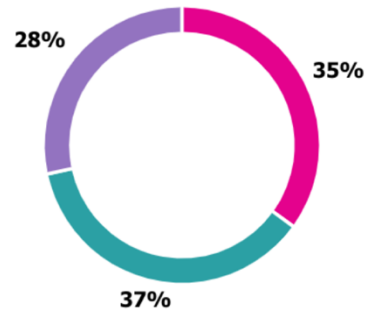


Figure 20 Involvement in international networks and platforms

The vast majority consider networking and interaction on consortium-building platforms to be essential.



## 4.7. Suggestions and Future Directions

### 61. What strategies or measures could enhance participation in EU projects at your organisation? [multiple choice]

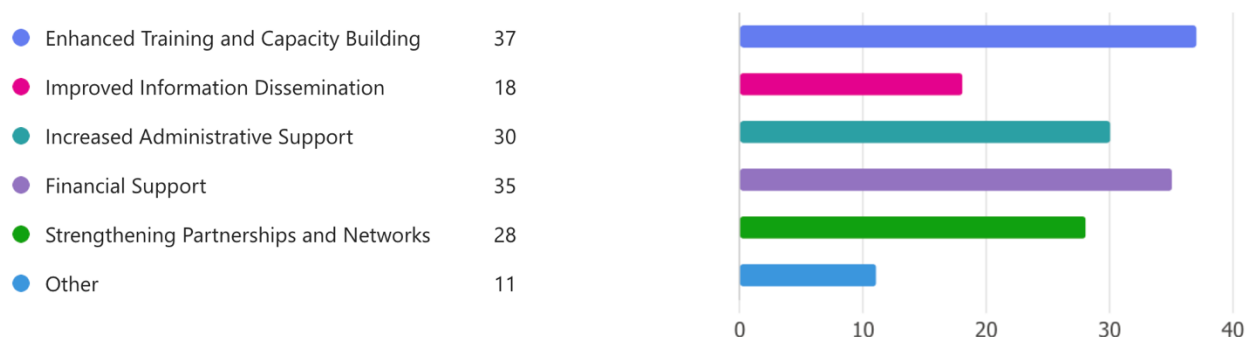


Figure 21 Strategies enhancing participation in EU projects

The stakeholders believe that capacity building as well as financial support, on the one hand, and increased financial and administrative support, on the other hand, coupled with an efficient dissemination of information, can foster the participation of organisations in European projects.

### 62. Please provide any suggestions or comments not addressed in previous questions.

Below, are a few suggestions and comments that might help improve the effectiveness of our work and projects:

1. Leverage the GreenGov Project Meeting in November 2024: Since RDA SW Oltenia is hosting the GreenGov Interreg Europe project meeting in Craiova at the end of November 2024, it could be beneficial to explore how the outcomes of this event can feed into our broader regional development goals. We thus consider including a session to discuss how sustainability and smart specialisation can be integrated into regional policies, perhaps linking it to the upcoming Green Deal projects.



2. Engage Local Stakeholders in RIS3 Projects: We are preparing the report on the RIS3 (Regional Strategy of Smart Specialisation) and we might want to ensure that there is strong engagement from local businesses, universities and other stakeholders. This could be achieved through stakeholder workshops or roundtables to ensure that the entrepreneurial discovery process (EDP) reflects the needs and aspirations of the local economy.
3. Expand the 'Leadership and Change' Group: As we support the "Leadership and Change" group, we might think about setting up virtual meet-ups or webinars where we to engage in discussions about leadership and innovation. We intend to invite experts to speak on relevant topics, which could further enrich the group's knowledge and connections.
4. Interactive Visuals for the JRC Applications: Following JRC experts' recommendation to use visual elements in our JRC application, it may be helpful to use interactive or dynamic maps and visuals, such as infographics or GIS-based presentations, to make the submission more engaging. These could also be used for internal reporting or communication.
5. Foster Collaboration with Other Regions: If possible, we will initiate collaboration with other regions or partners who have similar projects or goals, especially in the context of the Entrepreneurial Discovery Process. This could lead to shared resources, ideas and potentially joint applications for funding under EU programmes.

"Needs Assessment: Before starting any capacity-building programme, it is essential to conduct a thorough needs assessment to identify the specific gaps in knowledge, skills, or resources. This ensures that the training is directly relevant to the participants and their unique challenges, maximizing the impact of the programme.

Cultural Relevance: Ensure that the content and delivery methods are culturally appropriate and tailored to the local context, particularly in international or diverse settings. This can greatly enhance the effectiveness of the programme and ensure that participants are more engaged and receptive to learning."



## 5. Conclusions

Through the joined efforts of all project partners, this deliverable provides a fully-rounded understanding of the barriers, opportunities and actionable pathways for enhancing stakeholder engagement with EU-funded programmes.

At the core of D2.2 lies the evolution of the questionnaire from Questionnaire 1 (Q1) to Questionnaire 2 (Q2). This transition marked a significant shift from addressing the needs of researchers alone to encompassing a broader range of stakeholders, including SMEs, universities, regional development agencies, public authorities and consultants. Questionnaire 2 allowed us to explore four pivotal issues: (1) skills, financing opportunities, collaboration approaches, and thematic priorities related to the Green & Digital transition; (2) missing links between the different EU programs (incl. RIS3 priorities); (3) current use of ERDF/ESIF infrastructure and possibilities for extending the potential; (4) best practice examples. This broader focus enriched the scope of our findings and ensured relevance to a wider audience.

The stakeholder database created in tandem with Q2 played a crucial role in ensuring that our outreach was targeted and inclusive. By engaging with stakeholders across various sectors and regions, we were able to capture a spectrum of experiences, insights and concerns. This database is not only a foundation for the analyses presented in this deliverable but also a valuable resource for future initiatives.

This deliverable is more than a snapshot of the current state—it is a roadmap for action, designed to inspire and guide stakeholders in overcoming barriers and leveraging opportunities. By addressing the gaps and implementing the proposed strategies, we can create a more inclusive, efficient and impactful EU funding ecosystem.

In conclusion, D2.2 represents a collective effort to understand and address the complexities of the EU funding landscape. It reflects the voices of stakeholders, the dedication of project partners,



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and the shared vision of a more accessible and integrated funding framework, able to empower innovation and progress across regions.

## **2.ANEX 1 – Questionnaire Content (Sections 1-9)**

**Enhanced Questionnaire Content:**

### **3.Section 1: Demographic Information**

**1. Institution/Organization Name:**

- [Open Text]

**2. Stakeholders' Categories:**

- **Universities**
- **Public authority/administrations**
- **Research institute**
- **SME,**
- **Consultancy provider**
- **Other (please specify)**

**3. Contact Person**

**3.1 Name:**

**3.2 Phone**





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### 3.3 Email

### 3.4 Position

- Professor/teacher
- Researcher
- Administrative Staff
- Policy Expert
- Manager
- Consultant
- Other (please specify)

## Section 2: Current Involvement in EU Projects

### A) Knowledge on/Involvement in EU Projects

#### 4. Has your organisation have any experience with EU projects?

Yes

No

#### 5. How many years of experience in EU projects does your organisation have?

- [Open Text]

#### 6. In which programmes? (multiple choice possible)





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**FP6**

**FP7**

**H2020**

**Horizon Europe**

**Marie Skłodowska-Curie Actions**

**Erasmus+**

**Interreg**

**Regional Innovation or R&I projects**

**Projects funded by Cohesion Fund (National/Regional Programmes)**

**Projects funded by the European Regional Development Fund (ERDF)  
(National/Regional Programmes)**

**Others (please specify)**

**7. Has your organisation accessed it/got finance ? (Yes/No)**

**if yes**

**7.1. Do you have experience in (multiple choice possible)**

**Implementing EU projects as a coordinator?**

**Implementing EU projects as Work Package or Task leader?**

**Implementing EU projects as Project Partner (without any WP or task responsibilities)?**





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## 7.2 What was the part of Green & Digital Transition?

[open text]

## 8. Is your organisation familiar with the infrastructure (website, newsletters, events, ...) of ERDF? (Yes/No)

if Yes

### 8.1. Why/how? (Information mining, questions, other - please specify)

### 8.2 Has your organisation got the right answers by using the ERDF infrastructure? (Yes/No)

if No

#### 8.2.1 What was missing?

[open text]

#### 8.2.2 How did your organisation solve the problem?

[open text]

### 8.3. What are your organisation's suggestions for improving ERDF services?

[open text]

## 9. Is your organisation familiar with the programs/calls of ERDF? yes/no

if yes

### 9.1 Does your organisation have knowledge of how to integrate ERDF or ESIF funds with other EU programmes such as Horizon Europe or Interreg?

o **No knowledge**





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- o *Limited knowledge*
- o *Moderate knowledge*
- o *Solid knowledge*

**9.2 Has your organisation accessed ERDF/ESIF programmes?**

*if yes*

**9.2.1. Has your organisation combined them with other EU programmes for a single project?**

- o *Yes*
- o *No*

*If Yes:*

**9.2.1.1. Describe your organisation's experience in managing these combined resources and any challenges faced in coordinating the different funding streams (e.g., compliance requirements, partner coordination, ...)**  
[[Open Text]]

**B) Writing EU Projects**

**10. Was your organisation involved in developing guidelines for EU programmes?**

**Yes**

**No**

**10.1 If yes, please specify [open text]**

**11. Does your organisation have experience in writing proposals?**





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**Yes**

**No**

**If Yes**

**11.1 Was it successful in the last 2 years?**

**Yes**

**No**

**If Yes 11.1.1 please describe focusing on Green & Digital Transition-if the case  
[open text]**

**11.2 Is your organisation currently involved in any EU-funded projects?**

**Yes**

**No**

**11.2.1 If yes, please specify the project name, programme and your organisation  
role (LP-leading or PP-partner):**

**[Open Text]**

**C) Financial Issues**

**12. How well does your organisation understand the financial requirements and eligibility  
criteria associated with these EU funding programmes?**

- o *No understanding***
- o *Limited understanding***
- o *Moderate understanding***





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- o *Full understanding*

**13. How does your organisation decide on which EU funding programme to pursue for different business activities (e.g., innovation, sustainability projects, skills development)?**

- o *Internal expertise and strategy*
- o *Recommendations from external advisors*
- o *Based on previous successful experiences*
- o *Through collaboration with project partners*
- o *Other (please specify)*

**14. Does your organisation have a structured approach or strategy for maximizing the use of multiple EU funding opportunities?**

- o *Yes*
- o *No*

**If Yes:**

**14.1 What key elements are included in your organisation's strategy (e.g., prioritization of funding sources, risk management, leveraging collaborations)?**

*[Open Text]*

**14.2 How often does your organisation review and adapt its strategy based on changes in available EU funding opportunities or regulations?**

*Rarely*

*Annually*



***Bi-annually***

***As needed based on market or regulatory changes***

***15. What was the most effective way in which your organisation combined different EU funding sources? Did it have to bridge any gaps/missing links between the different EU programmes?***

***[Open Text]***

### **Section 3: Impact**

#### **A) Innovation Management**

**16. How important is Innovation Management in your organisation?**

**(1 - 2 - 3 - 4 - 5 from low to high)**

***17. Which of the following innovation management skills are critical but currently underdeveloped within your organisation? (Select all that apply)***

- o Strategic planning for innovation***
- o Using innovation tools and methodologies (e.g., design thinking, agile)***
- o Managing intellectual property (IP)***
- o Accessing and managing innovation funding (e.g., EU grants, investment)***
- o Other (please specify)***

**18. Does your organisation have an innovation strategy integrating identifying opportunities in strategic planning?**

**YES / NO**



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**If YES:**

- **Experience (number):**
- **Success rate (%):**

**19. Does your organisation encourage idea generation, creativity techniques, agile methodologies, innovation management tools?**

**YES / NO**

**If YES:**

**19.1 How? [Open text]**

**20. Is intellectual property management – protecting and managing IP in research projects important for your organisation?**

**YES/NO**

**If YES:**

**15.1 Please describe [Open Text]**

**21. Is innovation funding and investment – identifying sources of funding for innovation (EU grants, venture capital, etc.), attracting investments and managing investor relations important for your organisation?**

**YES/NO**

**If YES:**

**21.1 Please describe [Open Text]**





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**22. Do your organisation feel adequately supported by existing regional/EU programmes in managing innovation (e.g., tools, funding, partnerships)?**

**o YES / NO**

**o If NO:**

***What specific support do you believe is lacking, and how would this help your organisation's innovation efforts?***

**B) Business Internationalisation**

**23. Does your organisation conduct market analysis for international opportunities?  
YES/NO**

***If YES:***

***23.1 What tools or methodologies do you use for market analysis, and how effective have they been (e.g., the success rate in international expansions)?***

***[open text]***

**24. What challenges do you encounter most when expanding your business internationally? (Rate each on a scale of 1-5, where 1 = Not a challenge, 5 = Significant challenge)**

- a. Market research and entry strategies**
- b. Regulatory compliance in foreign markets**
- c. Building and maintaining international partnerships**
- d. Cross-cultural communication and management**





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**e. Access to international funding or investment sources**

**25. Does your organisation receive support from regional or EU programmes for international business development? YES / NO**

**If YES:**

**25.1 Which programmes, and what specific support do they provide (e.g., funding, training, networking)?**

**If NO:**

**25.2 What specific type of support would be most beneficial for your organisation in internationalising your business?**

**26. To what extent do cross-cultural communication and management impact on your business? What are the effective strategies for cross-cultural communication?**

**[open text]**

**27. Does your organisation have a dedicated unit for business internationalisation?**

**yes/no**

**if yes, how many people are involved in this unit? [text number]**

**C) Strategic Communication**

**28. How important is strategic communication for your organisation when engaging with regional and EU funding programmes?**

**o Not important / Somewhat important / Important / Very important**





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***If Important or Very important:***

***28.1 What are the main challenges your organisation faces in implementing effective communication strategies?***

- o Limited resources or expertise***
- o Difficulty in engaging stakeholders***
- o Inadequate use of digital tools or platforms***
- o Other (please specify)***

***29. To what extent does your organisation use digital platforms and tools for communication and stakeholder engagement?***

- o Not at all / To a small extent / To a moderate extent / To a great extent***

***If To a great extent:***

***29.1 Which platforms does your organisation find most effective (e.g., social media, newsletters, webinars), and why?***

***30. What metrics does your organisation use to evaluate the success of your communication efforts (e.g., engagement rate, stakeholder feedback)?***

***31. Are there specific skills or resources that would enhance your organisation's ability to engage stakeholders more effectively?***

- o Training in digital communication strategies***
- o Access to specialized software or tools***
- o Improved media relations support***
- o Other (please specify)***



#### D) Writing Projects

**32. Is your organisation interested in writing proposals for European / Horizon projects?**

**YES / NO**

**If YES:**

**32.1 Does your organisation have a specialised unit? YES/NO**

**If YES:**

**32.1.1 How many people are involved in this unit?**

**[text number]**

**33. Is your organisation competent in identifying possible synergies between 2 funding streams?**

**Yes/No**

**34. Did your organisation look for alternative funding streams in relation to a project?**

**Yes/No**

**35. Has your organisation ever considered CHANGING a project's funding stream because the idea fits the objectives (in both) in a somewhat similar way?**

**YES / NO**

**If YES 35.1. Please specify**

**[open text]**



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**36. Has your organisation ever applied for a project with the intention of doing a follow-up project in the near future that is suited to another funding stream objectives?**

**YES / NO**

**If YES:**

**36.1. Please specify**

**[open text]**

**37. Has your organisation ever developed a project further and re-applied an upgraded idea (based on a previous project) in another funding stream (e.g., from Erasmus to Horizon or vice versa)?**

**YES / NO**

**If YES:**

**37.1. Please specify**

**[open text]**

**38. Has your organisation ever recommended its partners to apply for a project that would supplement the current activity?**

**YES / NO**

**If YES:**

**38.1. Please specify**

**[open text]**





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### E) Synergetic use of EU Finding Opportunities

**39. Has your organisation ever thought of or been in a situation to consider existing synergies between the EU funding programmes on different levels of implementation?**

**Yes/No**

**if Yes**

**39.1. Please specify the most relevant details of this process, and explain when and how your organisation thought of it, and even more importantly, if it successfully exploited such an opportunity?**

**[Open text]**

**40. Has your organisation also observed the opposite? YES/NO**

**if Yes**

**40.1 Specify some aspects that contradict and harm the simultaneous implementation of two funding streams and EU programmes.**

**[Open text]**

### F) Collaboration Approaches

**41. Does your organisation actively engage in building strategic partnerships or collaborations with other organisations (e.g., universities, SMEs, public authorities) for innovation or project development?**

**Yes**

**No**

**If Yes:**





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**41.1 What types of collaborations does your organisation engage in most frequently? (Select all that apply)**

- Research and development partnerships**
- Joint innovation projects**
- Public-private partnerships**
- Industry consortia or networks**
- Other (please specify)**

**42. What is your organisation's ability to establish and maintain effective partnerships for EU or regional projects?**

- No experience**
- Limited experience**
- Moderate experience**
- Extensive experience**

**43. What are the main competences your-organisation uses for developing and managing strategic collaborations?**

- Identifying and selecting suitable partners:**

**YES / NO**

**If YES:**

**43.1 How many successful partnerships has your organisation built?**

**[Open Number]**

**43.2 What is the success rate in maintaining these partnerships in the long run? (%)**

- Negotiating collaboration terms and agreements:**



**YES / NO**

**If YES:**

**43.3. Number of successful negotiations conducted**

**[Open Number]**

**43.4 Success rate (%)**

**[Open Number]**

- o **Coordinating and managing collaborative projects:**

**YES / NO**

**If YES:**

**43.5 Number of projects coordinated: [Open Text]**

**43.6 Success rate in achieving project goals: (%) [Open Text]**

**44. How does your organisation measure the success of collaborations and partnerships?**

- o **Number of projects initiated/completed**
- o **Long-term value or revenue generated**
- o **Stakeholder satisfaction or engagement levels**
- o **Achievement of predefined innovation or development goals**
- o **Other (please specify)**



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### G) Evaluation of Collaboration Effectiveness

**45. Has your organisation ever evaluated the impact of its collaboration strategies on business outcomes (e.g., growth, innovation, funding success)?**

- Yes
- No

**If Yes:**

**45.1 What metrics or KPIs does your organisation use to measure the impact of collaborations? (Select all that apply)**

- Project success rates
- Revenue or value generated from partnerships
- Number of long-term partnerships maintained
- Stakeholder satisfaction or feedback
- Other (please specify)

**46. What is the main benefit your organisation seeks when engaging in collaborations and partnerships?**

- Access to new markets or customers
- Enhanced innovation and R&D capabilities
- Shared resources and reduced project costs
- Increased funding and financial opportunities
- Other (please specify)

**47. How often does your organisation review and adapt its collaboration approaches to align with evolving business and EU funding priorities?**





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- o *Rarely*
- o *Occasionally*
- o *Regularly*
- o *Frequently*

#### **Section 4: Consortium Building**

**48. Is your organisation competent in acting for consortium/partnership building?**

**YES / NO**

**If YES:**

**49. Is your organisation confident in its ability to build and lead consortia focused on Green & Digital Transition initiatives?**

- o **Yes**
- o **No**

**If Yes:**

**49.1 What skills has your organisation relied on, and how successful has it been in these areas?[ Multiple choice]**

- o **Developing a strategic vision and identifying common G&DT goals**
- o **Building relationships and open communication with G&DT focus**
- o **Negotiation and diplomacy for aligning G&DT priorities across partners**
- o **Pooling resources for impactful G&DT initiatives**



- o **Adaptability and flexibility in response to evolving G&DT challenges**

## **Section 5: Skills and Training**

**50. How would you rate your organisation's current skill levels in the following areas?  
(Scale: No skills / Basic / Intermediate / Advanced)**

- o **Idea development for innovation projects**
- o **Grant and proposal writing**
- o **Project management and coordination**
- o **Financial management and reporting for EU-funded projects**
- o **Understanding EU policies on the Green & Digital transition**

**51. Does your organisation offer or participate in training programmes in these areas? If so, how effective are these programmes in enhancing skills and competencies?**

- o **Not offered / Not effective / Somewhat effective / Effective / Very effective**

**52. Which additional skills are necessary for your organisation to better engage with EU funding opportunities and support the Green & Digital transition? (Select all that apply)**

- o **Advanced digital skills (e.g., data analysis, digital tools)**
- o **Sustainability practices and green technology adoption**
- o **Policy and regulatory compliance knowledge**
- o **Project and financial management skills**
- o **Other**

## Section 6: Institutional Support and Barriers

### 53. Has your organisation already asked for support regarding EU projects?

Yes

No

if yes

#### 53.1 What kind of support did it receive?

[open text]

#### 53.2 Did the provided support meet your organisation's needs?

- Not at all
- Partly
- Fully

#### 53.4. How would you rate the support provided to your organisation in the following areas related to EU projects?

##### 53.4.1 Information and Awareness about EU Funding Programmes and Opportunities:

- Very Poor
- Poor
- Average
- Good
- Excellent

##### 53.4.2 Administrative and Technical Support for proposal writing:



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- Very Poor**
- Poor**
- Average**
- Good**
- Excellent**

#### **53.4.3 Financial Support for project implementation:**

- Very Poor**
- Poor**
- Average**
- Good**
- Excellent**

#### **53.4.4 Networking and Partnership Building:**

- Very Poor**
- Poor**
- Average**
- Good**
- Excellent**

#### **54. What are the main barriers for your organisation to participate in EU-funded projects?**

**[multiple choice]**

- Lack of Information about Opportunities**
- Insufficient Knowledgeable and Skilled staff**
- Administrative Burden**
- Insufficient International Visibility and/or Standing**
- Insufficient Cooperation and Network**
- Economical Conditions (pre-financing, co-financing, etc.)**
- Other (please specify)**





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**55 What does your organisation expect from training in EU proposal writing?**

[open text]

**56. Which knowledge and skills does your organisation expect to have developed at the end of a capacity-building programme?**

[open text]

### **Section 7: Transferable Skills and Competitiveness**

**57. Which skills are crucial for enhancing the competitiveness and innovation capacities of your organisation in the context of the Green & Digital transition? (Select all that apply)**

- Advanced Digital Skills**
- Sustainability Practices and Green Technologies**
- Interdisciplinary Research Methods**
- International Collaboration Techniques and Tools**
- Innovation Management**
- Entrepreneurship and Business Internationalization**
- Strategic Communication**
- Social Innovation**
- Policy and Regulatory Understanding**
- Other (please specify)**

**58. For which of the following skills does your organisation provide training programmes?**

- Advanced Digital Skills**
- Sustainability Practices and Green Technologies**
- Interdisciplinary Research Methods**
- International Collaboration Techniques and Tools**





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- o Innovation management
- o Entrepreneurship and Business Internationalization
- o Strategic Communication
- o Social Innovation
- o Policy and Regulatory Understanding
- o Other (please specify)

**58.1 How effective are the current training programmes in equipping your organisation employees with these skills?**

- o Not Effective
- o Somewhat Effective
- o Effective
- o Very Effective
- o No Opinion

**Section 8: Seeking international partnerships, interest in the programming phase and exchange of experience**

**59. Which of the following methods for engaging in international project consortia does your organisation consider? [multiple choice]**

- o Contacts from previous projects
- o Contacts from other joint activities from the past
- o Targeted brokerage events
- o Finding and reaching out to partners through portals, social networks, etc.
- o Contacts made at conferences, etc.
- o Recommendations obtained from trusted partners

**60. To what extent does your organisation consider it important to be involved in international (professional, research or other) networks and platforms in relation to future**





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participation in consortium projects seeking support from programmes such as Horizon Europe?

- A. It is not relevant
- B. It plays a role
- C. It is very important
- D. It's quite essential

### Section 9: Suggestions and Future Directions

61. What strategies or measures could enhance participation in EU projects at your organisation? [multiple choice]

- o Enhanced Training and Capacity Building
- o Improved Information Dissemination
- o Increased Administrative Support
- o Financial Support
- o Strengthening Partnerships and Networks
- o Other (please specify)

62. Please provide any suggestions or comments not addressed in previous questions:

[open text]





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#### 4. ANNEX 2 - Responses(1-60) - Table with Institution/Organization Name

Response No.	Institution/Organization Name
1	IT4Innovations National Supercomputing Center
2	Drustvo za razvijanje prostovoljnega dela Novo mesto
3	Chamber of Commerce of Dolenjska and Bela krajina
4	MATERIALOVY A METALURGICKY VYZKUM s.r.o.
5	Mestna občina Novo mesto
6	Faculty of Electrical Engineering and Computer Science (VSB-TUO)
7	BeePartner a.s.
8	Faculty of Mechanical Engineering (at VSB-TUO)
9	Project Support Centre
10	Regional Development Agency South-West Oltenia
11	South-West Oltenia Regional Development Agency
12	South-West Oltenia Regional Development Agency
13	Development Centre Novo mesto
14	Faculty of Materials Science and Technology - VSB - Technical University of





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	Ostrava
15	CONSILIUL JUDETEAN OLT
16	Chamber of Commerce and Industry Dolj
17	Ford Otosan Romania SRL
18	REGIONAL DEVELOPMENT AGENCY SOUTH-WEST OLTENIA
19	REGIONAL DEVELOPMENT AGENCY SOUTH-WEST OLTENIA
20	Judetul Gorj
21	COntantin Brancusi University of Targu Jiu
22	National Institute for Aerospace Research "Elie Carafoli"
23	north-west croatia regional energy and climate agency
24	Development Agency Zagreb
25	MAGNA EXTERIORS CRAIOVA
26	University of Medicine and Pharmacy of Craiova
27	Mehedinți County
28	MUZZA Association
29	Slatina Municipality
30	ZAGREBAČKI INOVACIJSKI CENTAR d.o.o.
31	Regional Development Agency South-West Oltenia





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32	TEAM MONTAGE SRL
33	Distributie Energie Oltenia
34	Moravskoslezský kraj
35	Silesian University, Opava
36	MS Pakt - Moravian-Silesian Employment Pact
37	Andrija Štampar Teaching Institute of Public Health
38	University of Ostrava
39	City of Ostrava
40	MSID - Moravskoslezske Investice a Development
41	SvakoDobro doo
42	Okviri znanja d.o.o.
43	UAT MUNICIPIUL DROBETA TURNU SEVERIN
44	Občina Trebnje
45	Forum for Freedom in Education
46	{Rudolfovo – Znanstveno in tehnološko središče Novo mesto
47	FAURECIA ROMANIA
48	Casa Noastra
49	Camera de Comerț, Industrie și Agricultură Mehedinți





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<b>50</b>	Prima Clinic
<b>51</b>	Avioane Craiova SA
<b>52</b>	RAT Craiova
<b>53</b>	Camen Medical Center
<b>54</b>	BCR
<b>55</b>	Camera de Comerț, Industrie și Agricultură Olt
<b>56</b>	Camera de Comert si Industrie Valcea
<b>57</b>	National Research-Development Institute for Cryogenic and Isotopic Technologies Ramnicu Valcea
<b>58</b>	NATIONAL RESEARCH-DEVELOPMENT INSTITUTE AND TESTS FOR ELECTRICAL ENGINEERING CRAIOVA
<b>59</b>	INAS CRAIOVA
<b>60</b>	ODRAZ-Sustainable Community Development

The responses provided are available at:

<https://cloud.incesa.ro/index.php/s/Hery2WCfH7wm4CW> .

Please note that the responses amount to 1,560 pages (in pdf).





## 5. ANNEX 3 – Stakeholders Database (1-99) - Table with Institution Name

id	stakeholder_affiliation	institution_name
INT	VARCHAR(100)	VARCHAR(100)
<b>Primary key; increment by 1</b>	Stakeholder affiliation	Name of the institution (if different from stakeholder)
1	Fakultet političkih znanosti	Faculty of Political Science
2	Forum za slobodu odgoja	Forum for Freedom in Education
3	Društvo za oblikovanje održivog razvoja	Society for Designing Sustainable Development
4	Odras - Održivi razvoj zajednice	ODRAZ - Sustainable community development is a civil society organization that encourages and supports the implementation of sustainability-oriented changes.
5	Centar za nestalu i zlostavljaju djecu	Center for missing and abused children
6	Projekt Jednako Razvoj d.o.o.	Project Equals Development
7	Key Project d.o.o.	Key Project





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8	Udruga Žena Drniš	Drniš Women's Association
9	Project.11	Project.11
10	Sveučilište u Rijeci	University of Rijeka
11	Infodom d.o.o.	Infodom
12	Sub Divo d.o.o.	Sub Divo
13	Braovac i partneri d.o.o.	Braovac & partners
14	ZET d.o.o.	Zagrebački električni tramvaj
15	REGEA	Regionalnu energetska-klimatsku agenciju Sjeverozapadne Hrvatske
16	NZJZ dr. "Andrija Štampar"	Nastavni zavod za javno zdravstvo dr. Andrija Štampar
17	ZICER	Zagrebački inovacijski centar
18	Građevinski fakultet	Faculty of Civil Engineering
19	Zagrebački holding d.o.o.	Zagrebački holding d.o.o.
20	URIHO	Ustanova za profesionalnu rehabilitaciju i zapošljavanje osoba s invaliditetom
21	MUZZA	Udruge za popularizaciju znanosti, tehnologije, kulture, edukaciju i održivi razvoj društva





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<b>22</b>	MATERIALOVY A METALURGICKY VYZKUM s.r.o.	
<b>23</b>	BeePartner a.s.	
<b>24</b>	Project Support Centre	
<b>25</b>	IT4Innovations National Supercomputing Center	
<b>26</b>	Confederation of Industry of the CR	
<b>27</b>	Institute of Geonics Czech Academy of Sciences	
<b>28</b>	Centre for Energy and Environmental Technologies (CEET)	
<b>29</b>	Faculty of Electrical Engineering and Computer Science	
<b>30</b>	Technology Agency of the CR (regional branch)	
<b>31</b>	Faculty of Materials Science and Technology	
<b>32</b>	Faculty of Mechanical Engineering	
<b>33</b>	Moravskoslezský kraj (regional office, department of European projects)	
<b>34</b>	CzechInvest	





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35	Statutární město Ostrava (City of Ostrava)	
36	Slezská univerzita (Silesian University)	
37	Slezská univerzita (Silesian University)	
38	Ostravská univerzita	
39	MSID (Moravian-Silesian Investment and Development)	
40	MS Pakt zaměstnanosti (Moravian-Silesian Employment Pact)	
41	Moravskoslezský automobilový klastr (Automotive cluster)	
42	Regional Development Agency SW Oltenia	Dolj County Council
43	Regional Development Agency SW Oltenia	Valcea County Council
44	Regional Development Agency SW Oltenia	Olt County Council
45	Regional Development Agency SW Oltenia	Mehedinti County Council
46	Regional Development Agency SW Oltenia	Gorj County Council





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47	Regional Development Agency SW Oltenia	Craiova Municipality
48	Regional Development Agency SW Oltenia	Slatina Municipality
49	Regional Development Agency SW Oltenia	Ramnicu Valcea Municipality
50	University of Craiova	Chamber of Commerce, Industry and Agriculture, Mehedinti
51	University of Craiova	Drobeta Turnu Severin Municipality
52	University of Craiova	Casa Noastra
53	University of Craiova	Cummins Generator Technologies SA
54	University of Craiova	Team Montage
55	University of Craiova	Ruris
56	University of Craiova	Oltenia energy distribution - DEO
57	University of Craiova	Pirelli Tyres Romania SRL
58	University of Craiova	Ford Otosan Romania SRL
59	University of Craiova	Faurecia Romania
60	University of Craiova	Magna Exteriors Craiova
61	University of Craiova	National Institute for Aerospace





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		Research and Development - INCAS
62	University of Craiova	BCR
63	University of Craiova	Prima Clinic
64	University of Craiova	Avioane SA
65	University of Craiova	RAT Craiova
66	University of Craiova	Camem Medical Center
67	University of Craiova	the University of Medicine and Pharmacy in Craiova
68	University of Craiova	"Constantin Brâncuși" University from Târgu-Jiu
69	University of Craiova	National Research-Development Institute for Cryogenic and Isotopic Technologies Ramnicu Valcea
70	University of Craiova	NATIONAL RESEARCH- DEVELOPMENT INSTITUTE AND TESTS FOR ELECTRICAL ENGINEERING
71	University of Craiova	INAS S.A.
72	University of Craiova	Chamber of commerce and industry Dolj





73	University of Craiova	Chamber of Commerce, Industry and Agriculture Olt
74	Faculty of Industrial Engineering Novo mesto (FINI)	
75	Chamber of Commerce of Dolenjska and Bela Krajina (GZDBK)	
76	Development Center Novo mesto d.o.o. (RC NM)	
77	Faculty of Organisation Studies in Novo mesto (FOŠ)	
78	Faculty of Information Studies Novo mesto (FIŠ)	
79	University of Novo mesto Faculty of mechanical engineering	
80	Rudolfovo – Science and Technology Centre Novo mesto	
81	Municipality of Novo mesto	
82	Municipality of Trebnje	
83	Municipality of Črnomelj	
84	KCSTV – Kompetenčni center za sodobne tehnologije vodenja	





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85	Institut "Jožef Stefan": IJS	
86	Splošna bolnišnica Novo mesto	
87	Knjižnica Mirana Jarca Novo mesto	
88	Razvojno informacijski center Bela Krajina	
89	Krka d.o.o Novo mesto	
90	Revoz d.d.	
91	Občina Trebnje	
92	Mestna občina Novo mesto	
93	Občina Metlika	
94	Zavod za varstvo narave	
95	Regijski NVO center	
96	Občina Črnomelj	
97	Občina Kočevje	
98	Gospodarska zbornica Dolenjske in Bele Krajine	
99	University of Craiova	Chamber of Commerce and Industry Valcea

