



TWIN SYNERGIES

Deliverable 2.3

Report on coupling the needs and opportunities and catalogue of best practices





TWIN SYNERGIES

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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
QAR MP	Quality Assurance and Risk Mitigation Plan
SCom	Steering Committee
WP	Work Package





Executive summary

Deliverable D2.3 underpins a holistic evaluation of stakeholder engagement with EU-funded programmes. The report is structured around the analysis of Questionnaire 2 data and the documentation of successful practices, emphasising actionable strategies to bridge gaps, couple needs and opportunities, and secure greater leverage in attracting and combining various funding streams.

The key insights cover stakeholder challenges, opportunities for improvement, best practices and strategic recommendations. With reference to stakeholder challenges, these are mainly represented by Misaligned Objectives (regional and EU funding priorities often differ, creating difficulties in project alignment), skills deficiencies (gaps in areas such as innovation management, strategic communication, and consortium building limit stakeholders' capacity to participate effectively) and administrative burden (complex requirements for compliance and reporting deter smaller organisations). The opportunities for improvement are related to harmonising funding streams, capacity-building initiatives and leveraging synergies (combining regional and EU funding streams can create complementary financial pathways for impactful projects). Best practices encompass proposal writing (clear and structured proposals that effectively address funding criteria), consortium building (successful strategies for building strong partnerships across sectors and regions), innovation management (by aligning research outputs with market demands) and business internationalisation (strategic networking in accessing international opportunities). Furthermore, the catalogue of best practices demonstrates how aligning needs with opportunities can enhance the participation and effectiveness in EU-funded initiatives

The strategic recommendations, deriving from the evaluation of results and best practice frameworks and examples, concern training and education (develop tailored programmes for stakeholders to address skill gaps and enhance their understanding of EU funding mechanisms), policy alignment (advocate for streamlined administrative processes and closer alignment between regional and EU priorities), collaboration platforms (create networking opportunities and shared platforms to exchange knowledge and build consortia).







1. Introduction

Deliverable D2.3 represents a critical step in understanding and addressing the challenges faced by stakeholders in aligning their needs with the opportunities offered by EU funding mechanisms. Accordingly, this deliverable intends to outline the mismatches between regional/national and EU funding schemes in order to:

- identify effective means to bridge this gap, to be used by policy makers;
- inspire stakeholders how to address these gaps by attracting alternative funding sources to enhance the project success and sustainability.

The report builds on the groundwork laid in previous tasks, particularly T2.2, where a robust methodology and the Q2 questionnaire were developed. These tools allowed for a comprehensive survey that captured the perspectives of diverse stakeholders, including SMEs, universities, research institutes, regional development agencies and public authorities. Building on, D2.3 focuses on:

1. **Evaluating Stakeholder Needs and Opportunities** via
 - Analysis of the survey results using the structured methodology from T2.2.
 - Identification of key challenges such as skills gaps, administrative barriers and funding misalignments.
 - Emphasis on opportunities for leveraging complementarities between regional and EU funding streams.
2. **Documentation on and Dissemination of Best Practices** via:
 - Curating examples of successful strategies in proposal writing, consortium building, innovation management, and internationalisation.
 - Providing actionable insights that stakeholders can adapt to enhance their engagement with EU funding programmes.

By focusing on these dimensions, the report does not only provide a snapshot of the current landscape, but also provides a strategic roadmap for addressing the identified challenges. The catalogue of best practices further serves as an inspirational and practical resource for stakeholders navigating the complexities of EU funding.





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2. Evaluation of results

The evaluation of results provides a comprehensive evaluation of the data collected from the TWIN SYNERGIES questionnaire. This section presents the key findings, highlights the severe discrepancies between regional and European funding, analyses skills gaps, and identifies opportunities for improvement. The analysis is structured to ensure clarity, with graphical visualisations to support understanding of the data trends and insights.

2.1 Overview of Involvement in EU Projects

The first aspect analysed was the **current level of participation** of institutions in EU-funded projects, as reported in the questionnaire responses. The data collected indicates the following trends:

2.1.1 Experience with EU Projects

Participation: Out of the 60 respondents surveyed, a significant majority - **46 organisations (77%)** reported having experience with EU projects. This shows that most of the organisations are familiar with the processes, requirements and opportunities associated with EU-funded initiatives. Their involvement in such projects reflects a certain level of organisational capacity, expertise in managing international or collaborative efforts, and an understanding of EU frameworks. Conversely, **14 organisations (23%)** reported having no prior experience with EU projects. This subset represents nearly a quarter of the respondents and highlights a potential area for growth or support. These organisations may face challenges such as limited awareness of EU project opportunities, lack of resources or expertise to apply for and manage these projects, or barriers related to organizational readiness. Understanding the reasons behind this lack of experience could provide valuable insights for tailoring capacity-building programs or outreach efforts to help such organisations engage with EU projects in the future.



Experience with EU Projects (3D Bar)

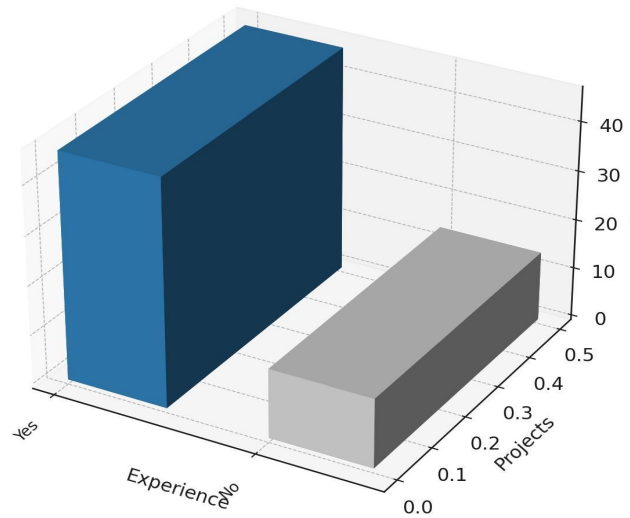


Figure 1 Experience with EU Projects: A 3D bar chart showing the distribution of organisations with or without prior experience in EU projects.

2.1.2 Years of Experience in EU Projects

The respondents reported varying levels of experience, reflecting a diverse range of organisational expertise and involvement in their corresponding fields. Notably:

- **20 years or more: 17 organisations (28%)** indicated extensive experience spanning two decades or longer. This level of engagement suggests a strong foundation in their areas of operation, based on solid knowledge, well-established networks and a history of consistent contributions to their sectors. These organisations are likely to possess robust systems and processes, which can enhance their capacity to undertake complex initiatives.
- **10–15 years: 13 organisations (22%)** reported a decade to a decade and a half of experience. This represents a substantial timeframe during which these organizations have likely honed their skills, adapted to evolving industry trends, and achieved a level of maturity in their operations. They may combine the agility of relatively newer organizations with the stability of more seasoned ones.
- **5–10 years: 5 organisations (8%)** identified as having five to ten years of experience. These organizations are likely in the intermediate stages of growth, balancing foundational



development with increasing specialization. Their experience suggests they are emerging as competent players, possibly with a focus on building partnerships and expanding their scope.

- **Less than 5 years: 3 organisations (5%)** reported being relatively new, with less than five years of experience. These are likely newer entrants or startups in their field, bringing fresh perspectives and innovative approaches. However, they may face challenges in navigating industry complexities or competing with more established organizations.
- Some respondents provided **approximate values** for their experience, such as "**more than 10 years.**" This reflects that while they have significant experience, they may not have exact records.

This distribution of experience levels indicates a broad spectrum of organisational maturity, from well-established entities with decades of expertise to newer organisations that are still building their track record. Such diversity offers opportunities for knowledge-sharing, mentorship and collaborative growth within the project consortium.

Ranges of Years in EU Projects (3D Bar)

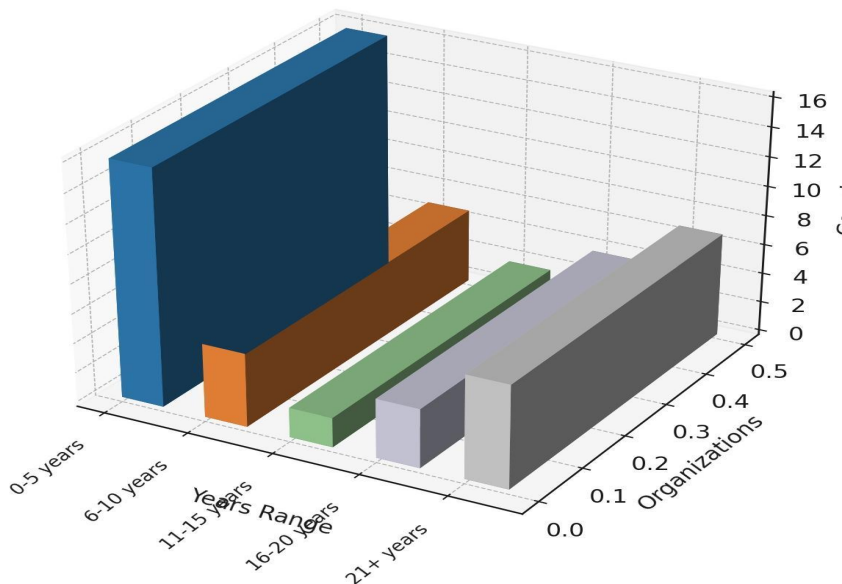


Figure 2 Years of Experience in EU Projects: A 3D bar chart depicting the most common ranges of years the organisations have been involved in EU projects.





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2.1.3 Participation in EU Funding Programmes

The questionnaire revealed that the surveyed stakeholders were involved in a wide range of EU programmes, reflecting the breadth of their engagement with European funding mechanisms and initiatives. The distribution of mentions provides insights into the focus areas and priorities of these organisations:

- **Interreg (35 mentions):** The most frequently mentioned programme, Interreg, indicates a common interest in fostering cross-border and interregional cooperation, as well as the organisations' commitment to address shared challenges such as regional development, environmental sustainability and innovation.
- **European Regional Development Fund (ERDF, 34 mentions):** Close behind Interreg, the ERDF's large number of mentions highlights its importance in supporting regional development projects. Organisations involved in ERDF-funded initiatives are likely to contribute to improving infrastructure, boosting local economies and reducing disparities across European regions.
- **Cohesion Fund (25 mentions):** With 25 mentions, the Cohesion Fund indicates a strong focus on projects promoting environmental and infrastructure improvements, addressing issues such as sustainable transport and renewable energy.
- **Erasmus+ (20 mentions):** The high engagement with Erasmus+ indicates active participation in educational and training initiatives. Many organisations are committed to enhancing skills development, academic exchange and capacity-building.
- **Horizon Europe (19 mentions) and H2020 (15 mentions):** The mentions of Horizon Europe and its predecessor, H2020, reflect substantial involvement in research and innovation, as these programmes are considered to be central to advancing scientific discovery, technological development and collaborative research across disciplines and sectors.
- **Regional Innovation or R&I Projects (12 mentions):** These mentions indicate an active role in fostering regional innovation, aligning with EU objectives to strengthen local innovation ecosystems and support small and medium enterprises (SMEs).
- **Marie Skłodowska-Curie Actions (4 mentions):** Engagement with this programme, though less frequent, points out to developing researchers' skills and encouraging transnational mobility among scientists.





- **FP7 (7 mentions):** The references to FP7, a predecessor to H2020, show that some organisations have longstanding involvement in EU research initiatives, demonstrating continuity in their participation.
- **Rare mentions:** Other mentioned programmes, such as **Digital Europe**, the **Research Fund for Coal and Steel (RFCS)** and **Urban Innovative Actions**, indicate not only participation in areas such as digital transformation, industrial research and urban development, but also the diverse interests and capabilities of the stakeholders.

This varied participation showcases the organisations' adaptability and alignment with the EU's multifaceted policy goals, from regional cohesion and educational advancement to cutting-edge research and innovation. The engagement across such a wide range of programmes also reflects a broad spectrum of expertise and the ability to leverage different funding streams to address diverse societal and economic challenges.

Participation in EU Programmes (3D Bar)

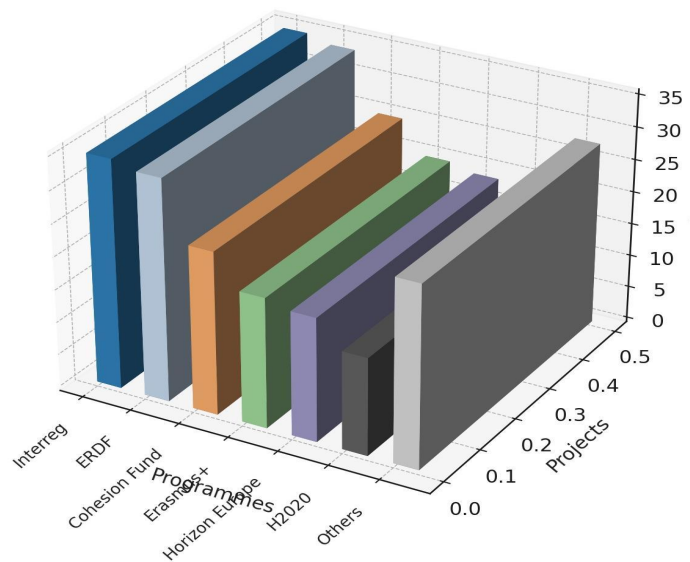


Figure 3 Participation in EU Funding Programmes: A 3D bar chart highlighting the most frequently mentioned programmes, such as Interreg and ERDF.





2.1.4 Access to EU Project Financing

The results showed that the majority of the participating organisations, **45 out of 60 (75%)**, successfully accessed EU project financing. That means that most stakeholders are aware of EU funding opportunities and demonstrated the capability to navigate the complex application processes. Their ability to secure funding suggests they possess adequate administrative capacity, project management skills and expertise in aligning their initiatives with EU priorities and requirements, and in advancing their strategic goals while strengthening their operational capacity. In contrast, **15 organisations (25%)** reported that did not secure EU funding, which might be explained by the fact that they face challenges such as limited resources, insufficient knowledge of funding mechanisms, or difficulty in meeting the eligibility criteria.

The contrast between the two groups highlights a disparity in experience and success in obtaining EU funding. The 15 organisations that have not yet accessed EU financing may represent an opportunity for targeted support, such as training in proposal writing, guidance on eligibility requirements, or partnerships with more experienced organisations.

Access to EU Project Financing (3D Bar)

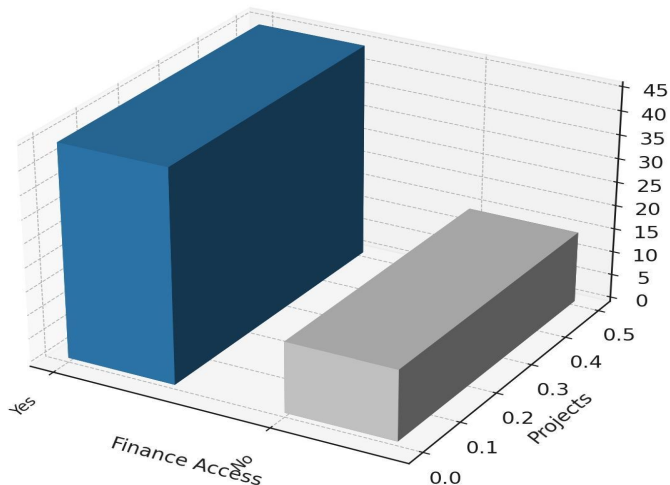


Figure 4 Access to EU Project Financing: A 3D bar chart illustrating the proportion of organisations that have accessed EU financing.





2.1.5 Implications for Strategy

- **Diverse Experience:** The results highlight a broad spectrum of experience among the participating organisations. Many of them have a long history of involvement in EU-funded projects, and are likely to serve as leaders in their corresponding fields, benefiting from established networks and operational readiness. However, a significant minority lack exposure to EU projects, either due to limited resources, knowledge gaps, or other barriers. This disparity creates an opportunity for tailored interventions, such as targeted training, mentorship from experienced organizations, and workshops on project proposal development.
- **Program Popularity:** The data reveals a clear preference for certain programmes, with **Interreg, ERDF, and Horizon Europe** emerging as the most frequently accessed. These programmes align well with common organisational priorities, such as regional cooperation, infrastructure development, and research and innovation. Their popularity also reflects familiarity with their funding mechanisms and perceived relevance for organisational goals. Conversely, less-utilised programmes could indicate a lack of awareness about these opportunities or misalignment with organisational needs.
- **Funding Access:** While **75%** of the organisations successfully accessed EU project financing, a substantial **25%** did not manage to secure funding. This indicates potential challenges for some organisations in meeting the competitive requirements of EU programmes. Barriers may include limited expertise in proposal writing, insufficient alignment with funding priorities, or difficulty in navigating complex application processes.

2.2 Discrepancies Between Regional and European Funding

The analysis of responses in **Sections 3 and 6** identified significant discrepancies between regional and EU funding priorities. These discrepancies are primarily due to differences in **objectives, administrative requirements, and resource availability**. **Regional funding** prioritises immediate, tangible benefits such as local job creation, infrastructure development and support for regional SMEs. **European funding** focuses on broader, strategic challenges such as **climate change, digital transformation and cross-border innovation**. The discrepancy lies in the fact that **47%** of the respondents reported that their regional projects focused too narrowly





on short-term local economic gains, whereas EU-funded projects required scalability and long-term impact.

Familiarity with ERDF Programmes

A significant majority of respondents, **44** organisations (**73%**), indicated that they are familiar with ERDF programmes or calls. This suggests awareness and understanding of the opportunities and initiatives funded under ERDF, reflecting the organisations' successful outreach or prior engagement. On the other hand, **16** organisations (**27%**) reported unfamiliarity with ERDF programmes, which shows a notable gap in awareness. This lack of familiarity may stem from insufficient communication, limited access to information, or barriers to understanding eligibility criteria. Addressing these gaps is critical to ensuring equitable access to funding opportunities, particularly for organisations that might benefit from ERDF support, but are currently uninformed about the possibilities it offers.

Familiarity with ERDF Programmes (3D Bar)

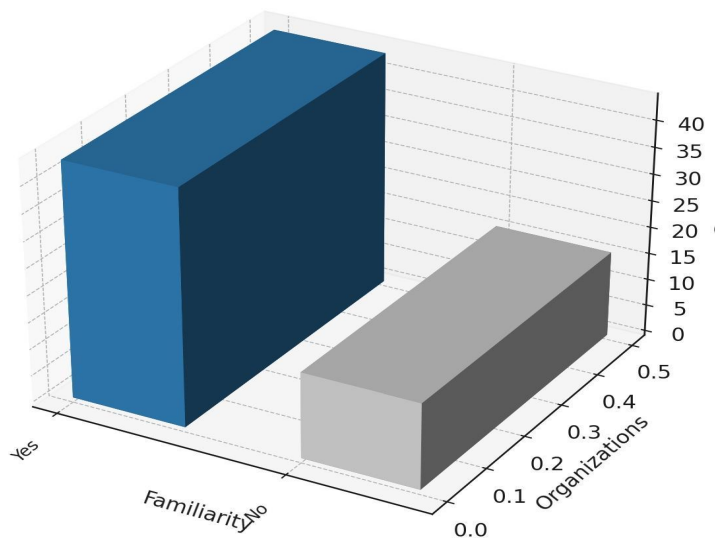


Figure 5 Familiarity with ERDF Programmes: A 3D bar chart showing the number of organizations familiar or unfamiliar with ERDF programmes.

Knowledge of Integrating ERDF/ESIF with EU Programmes





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When assessing the levels of knowledge among organisations about integrating ERDF/ESIF with other EU programmes, the results reveal varying degrees of understanding, ranging from limited to solid expertise. This distribution provides insights into the readiness of organisations to align these funding mechanisms effectively.

- **Limited knowledge:** The largest group, comprising **16** organisations (**27%**), reported limited knowledge - while these organisations may have some awareness of the concept, most likely, their understanding remains superficial or fragmented, which may hinder their ability to explore and maximise synergies across different funding streams.
- **Moderate knowledge:** A smaller, but significant segment of **12** organisations (**20%**) described their knowledge as moderate. These organisations demonstrate a foundational understanding of integration and may have engaged with such practices to a certain extent.
- **Solid knowledge:** **11** organisations (**18%**) expressed solid knowledge of integration, reflecting a more advanced and practical understanding. These organisations are equipped to design and implement projects that effectively combine funding from ERDF/ESIF and other EU programmes, leveraging complementarities to achieve greater impact. This group can serve as a model or resource for peer organisations seeking guidance.
- **No knowledge:** **5** organisations (**8%**) reported having no knowledge at all about integration. This lack of awareness represents a critical challenge, as these organisations are unlikely to benefit from or contribute to the strategic alignment of funding opportunities.



Knowledge of Integrating ERDF/ESIF with Other EU Programmes (3D Bar)

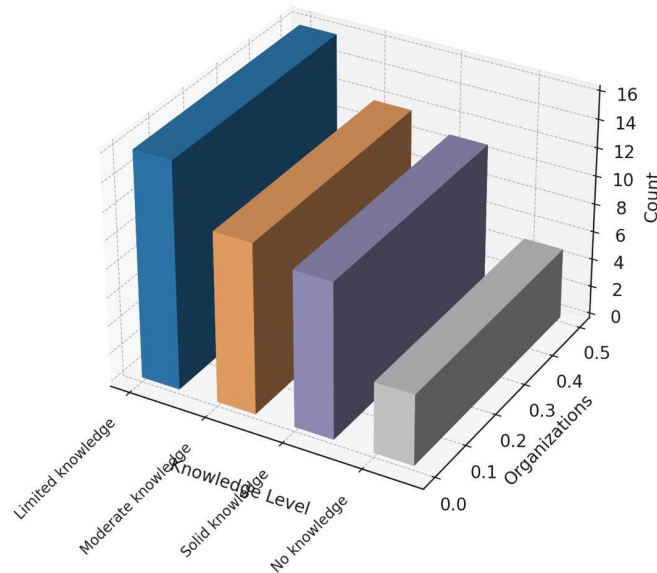


Figure 6 Knowledge of Integration: A 3D bar chart depicting the levels of knowledge organisations have regarding integrating ERDF or ESIF with other EU programmes.

Access to ERDF/ESIF Programmes

The data reveals a mixed picture regarding organisational access to ERDF/ESIF programmes. A slight majority of organisations, **32 (53%)**, have **accessed** ERDF/ESIF programmes. This demonstrates the success of these funds in reaching over half of the surveyed entities, enabling them to implement projects aligned with regional development objectives. Their experience can serve as valuable case studies and potential resources to inspire and guide others seeking access. A significant **28 organisations (47%)** have **not accessed** ERDF/ESIF programmes, **highlighting a significant gap in engagement**. This figure represents almost half of the respondents, suggesting that many organisations either face barriers to participation or lack awareness of the opportunities available.

Access to ERDF/ESIF Programmes (3D Bar)

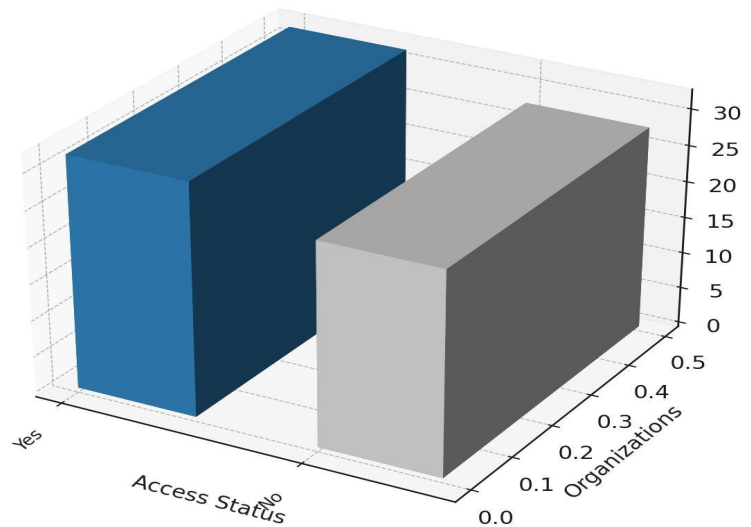


Figure 7 Access to ERDF Programmes: A 3D bar chart illustrating the proportion of organisations that have accessed ERDF/ESIF programmes.

Combined Use of Funding Streams

The data reflects a limited uptake of the strategic potential for the combined use of funding streams, emphasising both opportunities and challenges in leveraging complementarities across these. Only **7** organisations (**12%**) reported **successfully combining ERDF or ESIF funds with other EU programmes**. This minority represents organisations that have effectively navigated the complexities of aligning multiple funding mechanisms to achieve enhanced outcomes. They may serve as examples of good practice, showcasing the potential benefits of synergy when programmes are effectively coordinated. A substantial **25** organisations (**42%**) indicated having no experience in combining funding streams, **showing limited exploitation of complementarities**.

Experience in Combining Funding (3D Bar)

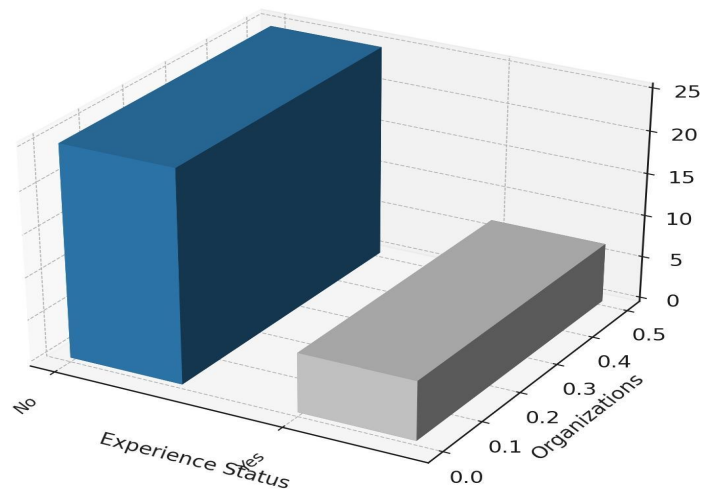


Figure 8 Combined Use of Funding Streams: A 3D bar chart representing the organizations' experience in combining funding from ERDF/ESIF with other EU programmes.

2.2.1 Challenges Reported

The key challenges in managing combined resources and addressing discrepancies include:

- 1. Compliance requirements:** Each funding source has unique compliance and reporting standards, requiring significant time and resources to align. Besides, there is risk of double funding and conflicting eligibility criteria.
- 2. Partner coordination:** Differences in administrative capabilities among project partners are noticed. Also, regional partners may lack familiarity with EU funding mechanisms, requiring additional training.
- 3. Streamlining project goals:** Aligning objectives across multiple funding sources while observing individual programme priorities is complex.
- 4. Changing rules:** Dynamic regulations during project implementation create uncertainties.
- 5. Specialisation needs:** Handling multiple funding sources requires specialised staff with expertise in compliance and coordination.



2.2.2 Exemplary Practices

Some organisations, particularly Regional Development Agencies (RDAs), demonstrated effective management of multiple funding streams by:

- **Dedicated Teams:** RDAs employed specialised teams for compliance and coordination.
- **Strategic Planning:** Projects were carefully aligned to meet both regional and European priorities.
- **Training Sessions:** Additional training for partners ensured better understanding of funding requirements.

2.2.3 Observations on Utilisation

While some organisations leverage the complementarity of regional and EU funding to maximise impact, a lack of harmonisation and administrative support limits broader adoption. Based on the questionnaire responses and analysis of the data, several key discrepancies between **regional** (e.g., **ERDF, ESIF**) and **European funding** (e.g., **Horizon Europe, Interreg**) were identified:

2.2.4 Strategic Misalignment

- **Issue:** Regional funding programmes (e.g., ERDF/ESIF) often prioritise local economic development and immediate impact projects, while European funding (e.g., Horizon Europe) emphasises long-term, transnational goals such as Green and Digital transitions.
- **Evidence from responses:** Many respondents indicated **limited knowledge** of how to align ERDF priorities with Horizon Europe's broader objectives (Question 9.1). Responses frequently cited **misaligned evaluation criteria** as a barrier to integrating both funding sources.

2.2.5 Administrative and Policy Inconsistencies

- **Issue:** Different administrative procedures, timelines, and reporting requirements for regional and EU funds create complexity for beneficiaries attempting to use both funding streams.
- **Evidence from responses:** A majority of respondents reported **difficulties in coordinating compliance requirements** between funding sources (Question 9.2.1). Some respondents highlighted that ERDF administrative procedures are less flexible compared to Horizon Europe, making it challenging to combine resources. **Regional funding** is reported to come with generally simpler administrative processes, making it more accessible to smaller



institutions, whereas **European funding** comes with complex application processes, stringent reporting requirements and high eligibility thresholds. **The discrepancy** is given by the fact that **53%** of respondents indicated that the administrative burden associated with EU funding was a significant deterrent.

2.2.6 Resource Allocation

- **Issue:** Regional funding often focuses on pre-defined local priorities, limiting its flexibility to adapt to emerging EU-wide goals or innovative approaches.
- **Evidence from responses:** Respondents mentioned the **lack of innovation funding** from regional sources, restricting their ability to leverage Horizon Europe opportunities that require co-financing or innovation readiness (Question 39.1). Several organisations reported failing to secure regional funding for preparatory activities, such as consortium building. **Funding integration challenges** were highlighted - regional funds often have shorter timelines and fewer co-funding requirements compared to EU projects, which are designed for long-term impact and may require significant co-investment. **The discrepancy** is shown by the fact that **41%** of respondents noted difficulties in coordinating the use of both funding sources due to mismatched timelines and co-financing expectations.

2.2.7 Synergy Utilisation

Limited knowledge of synergies: Many beneficiaries reported **limited knowledge** about how to integrate regional funds with other EU funding programmes to maximise impact. For example, only a few organisations have successfully combined ERDF funds with Horizon Europe to support more comprehensive initiatives.

2.2.8 Recommendations for Addressing Discrepancies

1. **Capacity Building:**
 - Train stakeholders on integrating multiple funding sources.
 - Develop compliance frameworks to address the complexity of diverse requirements.
2. **Policy Alignment:**
 - Advocate for simplified and harmonised guidelines across funding streams to reduce administrative burden.
3. **Enhanced Communication:**





- Establish clear communication channels between regional and European bodies to align priorities and expectations.

4. **Monitoring and Evaluation:**

- Implement robust frameworks to ensure effective utilization of resources and alignment with goals.

Discrepancies Between Regional and EU Funding Alignment (3D Bar)

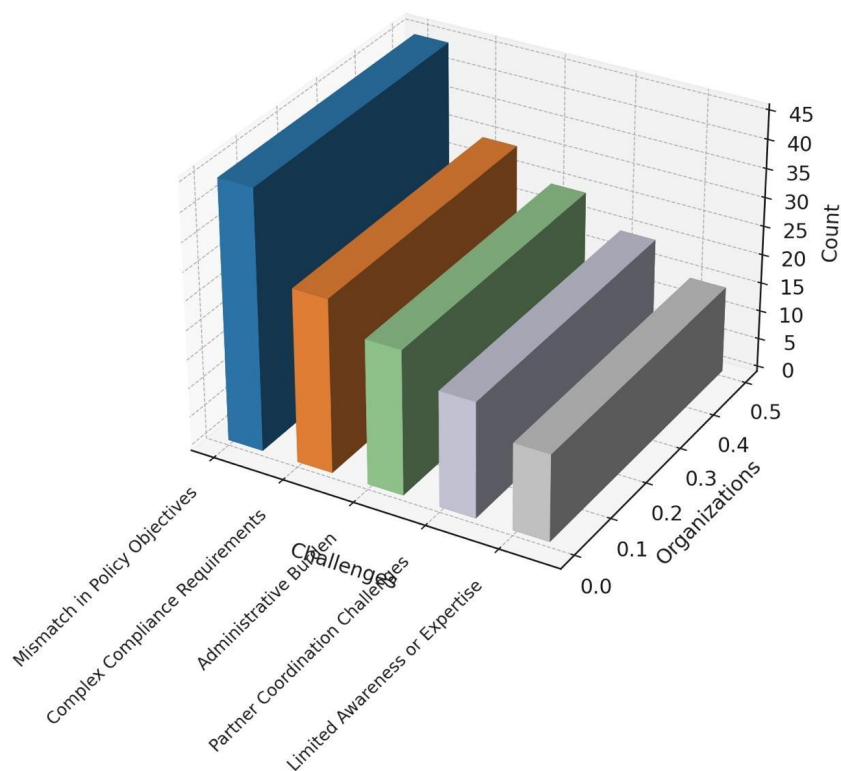


Figure 9 Discrepancies Between Regional and EU Funding Alignment

The graph illustrates the **Discrepancies Between Regional and EU Funding Alignment**, while highlighting the main challenges reported by respondents. The **mismatch in policy objectives** tops ranks the challenges, followed by **complex compliance requirements**, **administrative burden**, **partner coordination challenges** and **limited awareness or expertise**. This figure underscores the areas where regional and EU objectives diverge, creating obstacles to effectively integrating funding streams.





2.3 Barriers to Participation in EU Projects

Based on the responses, the following were identified as the main barriers to participation in EU-funded projects, along with their reported frequency:

2.3.1 Key Barriers

- **Insufficient knowledgeable and skilled staff**, reported by **20 respondents**, indicates a lack of internal expertise required to navigate the complexities of EU funding.
- **Administrative burden**, reported by **18 respondents**, highlights the challenges of managing extensive paperwork and compliance requirements.
- **Insufficient International visibility and/or standing**, reported by **18 respondents**, suggests difficulties in establishing credibility and forming partnerships on an international scale.
- **Economic conditions (pre-financing, co-financing, etc.)**, reported by **17 respondents**, emphasises financial constraints that hinder participation, particularly the inability to secure upfront or matching funds.
- **Insufficient cooperation and networking**, reported by **16 respondents**, reflects limited access to or engagement with strategic partnerships and consortia.
- **Lack of information about opportunities**, reported by **11 respondents**, shows gaps in awareness about available funding programmes and calls.

2.3.2 Less Frequently Mentioned Barriers

- **Lack of institutional support**, reported once, points to the need for organisational backing.
- **Complexity of forming consortia** was highlighted as a challenge for smaller or less connected organisations.
- **Weak institutional references** were reported by new organisations that face credibility issues when applying.
- **Lack of agenda experts** was indicated as a niche concern requiring specialised expertise.
- **No significant barriers** - a few respondents (4) stated they did not see any critical barriers.





2.3.3 Observations on Responses

Unclear or neutral responses were given by some respondents using placeholders such as “-” or “N/A,” which may indicate they either did not perceive barriers or preferred not to elaborate. Conversely, **unique challenges** were described by a small subset reported specific, context-dependent obstacles, such as weak references or complex consortia requirements. The survey responses also highlighted **institutional barriers** that impact the ability of stakeholders to engage in EU-funded R&I projects.

2.3.4 Administrative Barriers

Administrative barriers were reported to derive from **complex bureaucratic procedures** as **58%** of respondents cited complex administrative requirements as a primary barrier. This was especially prevalent among smaller institutions without dedicated administrative units. Furthermore, **lack of experience in proposal writing** was another indicated barrier - many institutions lack the experience necessary to develop competitive proposals that meet the stringent requirements of EU funding calls.

2.3.5 Financial Barriers

Financial barriers encompass **co-financing** requirements and cash flow issues. As far as **co-financing requirements** are concerned, **45%** of the respondents mentioned that the co-financing requirements of EU projects posed a significant financial challenge, particularly for institutions in less-developed regions. In terms of **cash flow issues**, institutions indicated difficulties in managing cash flow due to delays in funding disbursement from EU projects. Below, we have the visual representation of the **top barriers to participation in EU projects** - insufficient knowledgeable and skilled staff; administrative burden; insufficient international visibility and standing; economic conditions, including pre-financing and co-financing; limited cooperation and networking opportunities:

Barriers to Participation in EU Projects (3D Bar)

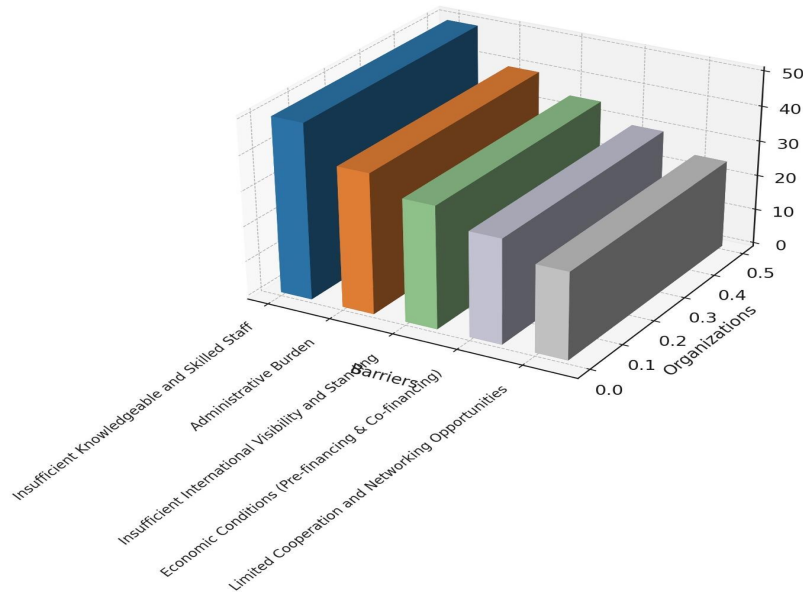


Figure 10 Institutional Barriers to EU Project Participation

This chart highlights the primary obstacles organisations face when attempting to engage in EU-funded projects.

2.3.6 Recommendations to Address Barriers

1. **Capacity building:**

- Offer targeted training in proposal writing, project management, and compliance for EU funding.
- Develop mentoring programmes linking experienced entities with newcomers.

2. **Simplify Administrative Processes:**

- Advocate for streamlined procedures and digital tools to reduce the bureaucratic load.

3. **Financial Support Mechanisms:**

- Provide guidance on securing pre-financing or co-financing through public-private partnerships or blended funding models.

4. **Networking Platforms:**

- Facilitate events and online platforms to help organisations build international visibility and partnerships.



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5. Enhanced Information Dissemination:

- Regularly update organisations about EU funding opportunities through newsletters, webinars and stakeholder meetings.

2.4 Opportunities for Improvement

2.4.1 Capacity Building and Training

Targeted training programmes: Institutions need to provide training in **proposal writing**, **project management** and **innovation management**. Specific training for junior researchers in areas such as **strategic communication** and **international networking** is essential to build capacity for participation in collaborative projects.

2.4.2 Harmonisation of Regional and EU Funding

Joint planning: Collaboration between regional stakeholders and EU representatives is needed to harmonize funding calls and align objectives. Joint planning will help develop projects that are eligible for both regional and EU funding, allowing for better scalability.

2.4.3 Leveraging Complementarity

Sequential Funding: Institutions can use regional funds to initiate smaller projects and then seek EU funding for scaling. This approach leverages the strengths of both funding types and ensures a seamless transition from local to international impact.

2.4.3 Recommendations for RDAs (Regional Development Agencies)

Harmonising Regional Funding with European Funding

- **Establish regional-EU synergy plans:** RDAs should develop formal **synergy frameworks** that integrate regional priorities with EU objectives, focusing on overlapping areas like sustainability, innovation and digitalisation. **Evidence from responses:** Question 9.1 revealed limited knowledge about integrating ERDF/ESIF funds with EU programmes, underscoring the need for structured alignment strategies.
- **Streamline Administrative Processes:** Simplify and synchronise administrative requirements between ERDF and Horizon Europe to reduce duplication and complexity for beneficiaries. **Recommendation:** Introduce joint calls or programmes where regional funding supports the preparatory phases of Horizon Europe applications.





Facilitating Partnerships

Support networking activities: Organise matchmaking events to connect local actors with EU consortia. **Evidence from responses:** Question 59 emphasised the importance of partnerships, with many respondents favouring **brokerage events** and **trusted recommendations** as effective networking methods.

2.4.4 Combining Funding Streams to Maximise Opportunities

Complementary Financing

- **Strategy:** use regional funding (e.g., ERDF/ESIF) to finance initial project phases (e.g., infrastructure, pilot programmes) and transition to European funding (e.g., Horizon Europe) for scaling and transnational collaboration. **Example:** A local innovation hub funded by ERDF could act as a testing ground, with successful projects advancing to Horizon Europe for broader implementation.
- **Support Tools:** Create **guides** and **case studies** to illustrate successful use of complementary funding, highlighting best practices for combining financial resources. **Evidence from responses:** Many respondents in Question 37 reported limited understanding of how to bridge funding gaps between streams.

Regional Co-financing

Leverage matching funds: Encourage regional authorities to provide matching funds for EU projects, ensuring beneficiaries meet co-financing requirements while aligning regional and European goals. **Evidence from responses:** Question 9.2.1 revealed challenges in managing co-financing requirements, often discouraging participation in Horizon Europe.

2.4.5 Exploiting Complementarity to Address Funding Gaps

Addressing Gaps in Pre-Financing

Challenge: Many organisations lack resources to cover pre-financing requirements for Horizon Europe projects. **Solution:** Regional funding programmes could introduce **pre-financing grants** specifically for beneficiaries preparing Horizon Europe proposals.

Enhancing Innovation Readiness



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Challenge: Regional funding often does not prioritise cutting-edge innovation. **Solution:** Use ERDF funds to build **innovation capacity** (e.g., infrastructure, skills) and transition to Horizon Europe for projects requiring higher levels of innovation readiness.

Fostering Cross-Disciplinary Collaboration

Challenge: Regional funding may focus on narrow local sectors. **Solution:** Develop joint programs that incentivize cross-disciplinary collaboration, making projects eligible for both funding streams.

2.5 Summary of Key Findings

- **The discrepancies** between regional and EU funding priorities are mainly due to differences in the scope of objectives, administrative requirements and eligibility criteria.
- **The skills gaps** are most visible among junior researchers, who lack essential skills for effective participation in EU projects, such as **proposal writing** and **project management**.
- **The barriers to participation** include administrative complexity, financial constraints and lack of experience with EU funding requirements.
- **The opportunities for improvement** refer to targeted capacity-building initiatives, better alignment of funding objectives, and leveraging the complementarity between regional and EU funding streams.

The analysis presented in this section provides a foundation for developing targeted interventions and strategies to address the identified gaps and enhance the capacity of institutions to participate effectively in EU-funded projects.





3. Key Recommendations

Based on the analysis, the following recommendations are proposed to address the identified gaps and barriers, while leveraging the opportunities for improvement to enhance institutional participation in EU-funded projects.

3.1 Strengthening Capacity Building Initiatives

- **Objective:** Equip researchers and administrators with the skills needed to effectively engage with EU funding mechanisms.
- **Actions:**
 1. **Targeted training programmes:** Focus on **proposal writing, project management and financial reporting**. Include workshops and mentoring for **junior researchers** to address skill gaps.
 2. **Knowledge sharing platforms:** Develop an online repository of resources, templates and best practices. Facilitate peer learning through regional and international networks.
 3. **Certification and recognition:** Provide certifications for completing advanced EU funding courses to incentivise participation.

3.2 Harmonising Regional and EU Funding Streams

- **Objective:** Reduce mismatches between regional and EU funding priorities to streamline access and implementation.
- **Actions:**
 1. **Policy alignment:** Engage with regional authorities to align funding objectives with EU strategies (e.g., Green and Digital Transitions).
 2. **Simplified compliance processes:** Harmonize administrative requirements across funding streams. Develop a unified application portal for regional and EU funding.
 3. **Integrated monitoring:** Establish monitoring mechanisms to ensure alignment of goals and outcomes.





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3.3 Leveraging Complementarity Between Funding Sources

- **Objective:** Maximise financial opportunities by combining regional and EU funding streams effectively.
- **Actions:**
 1. **Strategic project design:** Encourage institutions to design projects that align with multiple funding priorities (e.g., Horizon Europe and ERDF).
 2. **Dedicated coordination units:** Establish units to support organisations in managing combined funding streams, ensuring compliance with multiple regulations.
 3. **Case studies and templates:** Share successful examples of combined funding use to inspire and guide applicants.

3.4 Enhancing Administrative and Technical Support

- **Objective:** Reduce administrative burden and support institutions in navigating funding processes.
- **Actions:**
 1. **One-stop support centres:** Create regional centres to provide guidance on applications, compliance and project implementation.
 2. **Streamlined documentation:** Simplify required documents and reduce duplication across funding streams.
 3. **Digital Tools:** Introduce tools for tracking application status, deadlines and compliance updates.

3.5 Improving Information Dissemination

- **Objective:** Ensure that institutions are well-informed about funding opportunities, guidelines and best practices.
- **Actions:**
 1. **Regular updates:** Distribute newsletters, webinars and funding alerts to stakeholders.
 2. **Localised outreach:** Tailor communication to regional needs, focusing on practical steps for accessing funds.
 3. **Interactive Platforms:** Develop user-friendly platforms for accessing funding guides, FAQs and real-time support.





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3.6 Addressing Financial Constraints

- **Objective:** Provide financial support mechanisms to ease the burden of pre-financing and co-financing requirements.

- **Actions:**

1. **Advance payments:** Advocate for higher advance payment thresholds in regional and EU programmes.

2. **Flexible co-financing options:** Offer financial incentives or grants to cover co-financing requirements for eligible projects.

3. **Risk management funds:** Establish funds to assist organisations in managing financial risks associated with project delays or compliance penalties.

3.7 Facilitating Partnerships and Networking

- **Objective:** Build collaborative networks to enhance knowledge sharing and project success rates.

- **Actions:**

1. **Brokerage events:** Organise events to connect potential partners for consortium building.

2. **Partnership portals:** Create online platforms to match institutions with complementary expertise and goals.

3. **Stakeholder engagement strategies:** Develop plans for effective collaboration with public authorities, SMEs and academia.

These recommendations are designed to address the key challenges while leveraging identified opportunities to improve institutional readiness and participation in EU-funded projects.





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4. Best practices

In exploring the responses, several actionable best practices and insights emerged, illustrating how organisations address challenges in EU project participation and collaboration:

4.1 Enhancing Public Awareness and Stakeholder Engagement

A recurring theme was the need to raise public awareness of EU funding opportunities. The various organisations suggested strategies such as:

- **Targeted events and campaigns:** Hosting events or informational workshops tailored to specific audiences, such as NGOs, public institutions and private entities, to ensure that all relevant parties are informed about funding options.
- **Streamlined information sharing:** Establishing centralised, easily accessible platforms to disseminate project opportunities and updates.

These approaches aim to close the gap between funding bodies and potential participants, encouraging broader and more effective participation.

4.2 Building Cross-Cultural Competence

The ability to navigate cultural differences emerged as a vital factor for success in international consortia:

- **Leveraging experienced teams:** Organizations that employ individuals with expertise in international and cross-cultural management found fewer barriers to effective collaboration.
- **Tailored communication strategies:** Specific methods, such as adapting communication styles and aligning expectations early in the partnership, helped reduce misunderstandings and strengthened collaboration.

4.3 Strengthening Internal Capacity

Organisations highlighted the importance of investing in internal resources to better prepare for the challenges of EU projects:





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- **Training and Development:** Focused capacity-building programmes were indicated as a key factor in equipping teams with the necessary skills to manage complex projects, such as compliance, reporting and stakeholder management.
- **Administrative Support:** Establishing dedicated units to handle project-related bureaucracy allowed project teams to focus on innovation and execution.

4.4 Leveraging Existing Networks

The respondents emphasised the importance of using existing networks to identify and join international project consortia:

- **Conference Participation:** Making connections at industry conferences and similar events proved to be a reliable way of finding partners for new initiatives.
- **Long-Term Partnerships:** Maintaining relationships with organisations from previous projects creates trust and facilitates smoother collaboration in future endeavours.

4.5 Addressing Communication Challenges

The respondents shared practical strategies to overcome internal and external communication barriers:

- **Engaging Stakeholders:** Regular updates and structured workshops kept stakeholders aligned with project goals.
- **Simplified Messaging:** Crafting clear and consistent messages helped engage staff and external partners, ensuring everyone remained motivated and informed.

4.6 Securing Financial and Structural Support

The lack of financial and administrative support was a common challenge, but some organisations shared best practices for mitigating these issues:

- **Financial Advocacy:** Lobbying for increased funding allocation to improve participation rates.
- **Administrative Simplification:** Streamlining internal and external processes to reduce barriers to project initiation and execution.

Main Takeaways





These best practices highlight a strategic approach to EU project participation, focusing on strong networks, robust internal capacity and effective stakeholder engagement. By adopting these methods, organisations can enhance their contributions to international consortia and increase the likelihood of successful project outcomes.

4.7 Showcasing Best Practices

The responses in the dataset provided valuable insights into actionable best practices across various domains related to EU project participation. Below, some noticeable examples are provided:

4.7.1 Fostering Awareness and Accessibility

One respondent underscored the importance of raising public awareness about EU funding opportunities. They suggested organising “targeted outreach campaigns” and ensuring that relevant information is easily accessible to the public. For example:

- **Workshops and Public Sessions:** Informing stakeholders about upcoming projects and application processes.
- **Improved Information Flow:** Streamlining channels for project-related updates to reduce confusion and increase participation.

4.7.2 Cross-Cultural Collaboration Expertise

Several organisations shared experiences related to managing cultural diversity within international consortia. For instance:

- **Building Competent Teams:** Hiring professionals with cross-cultural communication skills to navigate international dynamics smoothly.
- **Clear Communication Protocols:** Implementing standardised communication methods tailored to cultural contexts to foster alignment among partners.

One respondent noted that cross-cultural communication had a “limited impact” due to their reliance on experienced individuals familiar with international collaboration.

4.7.3 Enhancing Stakeholder Engagement

Difficulty in engaging both internal and external stakeholders was a common challenge. Effective strategies included:





- Proactive Engagement Plans: Scheduling regular meetings and updates to keep stakeholders informed and involved in project goals.
- Addressing Internal Gaps: One respondent mentioned activating internal communication to motivate employees and align them with the organisation's objectives.

4.7.4 Building Capacity for EU Projects

The respondents highlighted the need for internal skill development as a key enabler of successful project participation. Examples included:

- Capacity-Building Workshops: Training teams in project management, proposal writing and compliance.
- Administrative Support Units: Creating specialised teams to manage the bureaucratic aspects of EU projects, freeing technical teams to focus on implementation.

4.7.5 Leveraging Existing Networks

Several respondents stressed the importance of networking and long-term partnerships:

- Using Previous Connections: Many organisations relied on relationships developed in prior projects or activities to join new consortia.
- Conference Networking: Engaging with potential partners at industry conferences provided a consistent pipeline for collaborative opportunities.

4.7.6 Addressing Financial and Structural Challenges

To overcome barriers related to funding and organisational constraints, the respondents proposed:

- Increased Financial Support: Advocating for better funding mechanisms and administrative efficiency to reduce the strain on teams.
- Simplified Processes: Establishing clearer guidelines for navigating compliance and reporting requirements.

These best practices provide a roadmap for organisations aiming to improve their participation in EU projects. They emphasise the importance of building strong networks, fostering cultural competence and enhancing internal capacity, which collectively contribute to more effective and impactful collaborations.



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5. Catalogue of Best Practices

This catalogue includes success stories to exemplify best practices - as a strategic approach - for several reasons, among which:

- **illustrating practical application:** success stories demonstrate how theoretical principles or strategies are effectively applied in real-world contexts, making best practices tangible and relatable.
- **inspiring and motivating:** successful outcomes reassure stakeholders that similar approaches can yield positive results.
- **facilitating knowledge transfer:** success stories provide concrete examples of processes, solutions and tools that can be replicated or adapted.
- **enhancing credibility:** Showcasing proven successes adds credibility to recommendations.
- **demonstrating scalability and flexibility:** success stories have the potential to show how practices can be adapted to different contexts, proving their versatility and scalability across various regions or sectors.

Below, success stories specific to each partner country are presented to highlight best practices, showcase achievements and provide actionable insights that can inspire similar initiatives within and beyond these contexts. Admittedly, our presentation of the success stories is structured so as to enable a clear understanding of the context, key actions undertaken and the measurable outcomes achieved.

5.1 Success story 1: E-SIMBIOZA, Slovenia

This story was provided by the Faculty of Information Studies in Novo Mesto (<https://www.fis.unm.si/>).

5.1.1 Introduction

At the Faculty of Information Studies in Novo Mesto (FIS), we have developed the first e-platform, E-SIMBIOZA – a unique web platform designed to support the circular economy in Slovenia. E-SIMBIOZA was developed in 2017 and financially supported by the European Social Fund and the Ministry of Education, Science and Sport in Slovenia. For stakeholders demanding waste





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resources, the economic benefit is represented by the savings when buying primary resources, while the stakeholders offering waste resources can sell their waste. Mutual ecological and social benefits are visible in terms of a gradual decrease in the volume of waste in Slovenian waste-disposal facilities, fewer emissions, and a cleaner environment. The European Commission has included the E-SIMBIOZA in the report on best practices from all over the EU, thereby recognising its importance on an international level. This and the implementation of all EU measures and directives show Slovenia's interest in transforming from a conventional linear economy into a circular economy.

In the future, we aim to develop an increasingly comprehensive, multi-functional, integrated e-platform that will promote, demonstrate and advance industrial symbiosis in European countries while focusing on facilitating the continuous and sustainable exchange and cooperation in the creation of knowledge between the business community, research and higher education institutions. The functionality of this e-platform will include the formulation of innovative short educational modules that will enable organisations to create new networks that are adjustable to the needs of large organisations and SMEs and the inclusion of new technologies.

5.1.2 Innovation and Differentiation

The E-simbioza project introduces unique solutions in digital literacy and skills development tailored to a wide audience, especially targeting demographics often underrepresented in digital education, like seniors and remote community members. By leveraging gamified learning platforms and interactive content delivery, E-simbioza stands out as a pioneering project in Slovenia and the broader region. These methodologies bring a fresh approach to:

- tackling digital skill gaps,
- emphasizing accessibility,
- inclusivity in technology education.

5.1.3 Replicability and Scalability

E-simbioza's structured, user-friendly modules allow for easy replication by other organizations interested in promoting digital literacy. Its scalable framework makes it adaptable for various community sizes and age demographics. At the same time, its digital delivery method enables it





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to be replicated across different regions and even in other countries, helping bridge digital divides on a larger scale.

5.1.4 Measurable Impact

The project uses clear metrics, such as the number of participants trained, engagement rates, and post-training surveys, to quantify its success. E-simbioza has already empowered a significant number of participants with practical digital skills, positively influencing their access to technology. With documented evidence of increased confidence and competency among users, it demonstrates tangible success in advancing digital literacy.

5.1.5 Sustainability

E-simbioza incorporates sustainable practices by utilising digital platforms that require minimal physical resources. Economically, the project has designed cost-effective content delivery methods, ensuring long-term viability. Socially, it fosters a sustainable learning ecosystem by encouraging continued digital engagement among participants, furthering digital inclusivity and accessibility.

5.1.6 Alignment with Strategic Goals

Aligning closely with TWIN SYNERGIES and PA 8 objectives, E-simbioza enhances research and innovation capacities by fostering a digitally literate population, essential for competitive enterprises in the modern economy. It supports broader EU goals of innovation-driven economic growth by empowering individuals with the skills needed in a digitalized workplace, ultimately narrowing the innovation gap in Slovenia and beyond.





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Prijava

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Ponudba odpadnih virov

Prebrskanje

- 03 03 08: Odpadki iz seriranja papirja in kartona, namenjenega za recikliranje
Muller, d.o.o.
- 03 03 10: Vlaknasti odpadki (svetlo) in mizni odpadki, papir in prenosni iz nevarnih odpadkov
Kabelca papir mlina, d.o.o.
- 06 11 01: Odpadki iz seriranja plastičnih odpadkov iz proizvodnje plastičnih odpadkov
KONARNA, Plastični odpadki iz proizvodnje plastičnih odpadkov
Muller, d.o.o.
- 08 04 14: Vodni mulji, ki vsebujejo večjo ali večkratnik mase, ki smo namenjeni pod 08 04 13
Muller, d.o.o.
- 08 04 09: Odpadna tekočina in tekočine iz odpadkov organske narave ali druge narave
M. SORBA d.o.o.
- 10 02 02: Neopredelana žrnica
Sava Sava d.o.o.

Novi izdelki

E-SIMBIOZA [KAVO DELUJE](#) [KODI SMO](#) [PONUDBE](#) [POVPRŠEVANJA](#) [NOVICE](#) [REGISTRACIJA](#) [PRIJAVA](#)

Povpraševanje po odpadnih virih

Prebrskanje

- 03 03 08: Odpadki iz seriranja papirja in kartona, namenjenega za recikliranje
FMG vsobitarski d.o.o.
- 11 01 01: Papirna in kartonska embalaža
FMG vsobitarski d.o.o.
- 17 02 01: Les
M. SORBA d.o.o.
- 20 01 01: Papir in karton
FMG vsobitarski d.o.o.
- A: Termosto redilobno odpadno odpadki
AMR d. o. o.
- A: Termosto redilobno odpadno odpadki
Sava d. o. o.

Novi izdelki

Partner Information

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Institution	Representative	e-mail	Website link
Faculty of Information Studies in Novo Mesto, Slovenia	Assoc. Prof. Ph.D. Urška Fric	urska.fric@fis.unm.si	https://www.fis.unm.si/

5.2. Success story 2: INCAS – TGA, Romania

This story was provided by the INCAS Romania.

5.2.1 Introduction

INCAS – National Institute for Aerospace Research “Elie Carafoli” is the leading research entity in aerospace sciences in Romania. Currently, it is acting as a major player in EU policy for aerospace R&D development under the FlightPath 2050 vision and the Horizon Europe programme. INCAS has a complex infrastructure dedicated to aerospace research and development, which is completed by **The New Technologies for Green Aviation Center (T.G.A.)**, located in **Craiova**, benefitting from a total investment of more than 17 million euros, co-financed through the European Regional Development Fund, coordinated by INCAS (project duration: 4 July 2020 - 31 December 2023). The T.G.A. Center has direct access to the Craiova International Airport, on a land area of 14,000 sqm, with a total built area of almost 8,000 sqm, accommodating two technological halls, office spaces, a laboratory area, as well as meeting and discussion lobbies and ensures the transfer of good practices for researchers, partners and collaborators.

5.2.2 Innovation and Differentiation

Based on the Industry 4.0 principles, the T.G.A. Center in Craiova accelerates the applied research-development capacity for the aerospace industry, representing a basic component of INCAS` research infrastructure. As a state-of-the-art technological research platform, the T.G.A. Center is not only unique in the region, but it is also able to offer, for the first time at the EU level, the interconnection of the technological flows and the validation of technologies for composite-metal hybrid structures, providing resources for certification, based on the BBA – Building Block Approach System up to the maximum level.





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The specific objectives of the T.G.A. Center run as follows:

- consolidation of the position of INCAS as a regional leader in the field of green technologies for the aerospace sector;
- sustainable development of the AEROSPATIAL infrastructure through investment in RDI infrastructure of European interest, located in Romania;
- training, improvement and valorisation of highly specialized human resources for the industry 4.0;
- stimulating technological innovation and capitalising the INCAS excellence research outcomes through transfer to the scientific community and industry.

5.2.3 Replicability and Scalability

Through the T.G.A. Center, INCAS strengthens its R&D capacity in the field of aviation, as well as its competitiveness. TGA acts as a driving force in accessing new projects based on strategic international partnerships. The development of innovative technological capabilities is essential to the new strategic partnerships in the aerospace field (Clean Sky 2 Public-Private Partnership between the European Commission and the EU aviation industry; EASA technology development and maturation within the FLPP - Future Launchers Preparatory Programme; scientific collaborations in IFAR - International Forum for Aviation Research) by focusing investments on the four technological modules with state-of-the-art equipment in a scalable architecture.

5.2.4 Impact

The T.G.A. Center allows INCAS departments and research groups to develop their own research capacity by leveraging and disseminating knowledge and research outcomes at a medium and high technological maturity level, providing technical assistance and scientific services in the field of Eco-Nano-Technologies and Advanced Materials, initiating and developing collaboration with the industry/business environment, and increasing engagement and visibility at the international level.

5.2.5 Sustainability

The T.G.A. Center provides the environment for capitalising on the innovative potential associated with green technological developments in the aerospace field. It timely responds to a tangible need of the Romanian industry, in which the capacity to develop/mature and validate green





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technologies for the Aerospace Domain plays a vital role in promoting the aerospace sector as a smart specialisation field and enhancing the competitiveness of this industrial sector.

5.2.6 Alignment with Strategic Goals

By focusing on a strategy that incorporates environmental sustainability, digital innovation, economic competitiveness and social well-being, the New Technologies for Green Aviation Center (T.G.A.) effectively maps the Twin Synergies project and Priority Area 8 (PA 8) objectives.

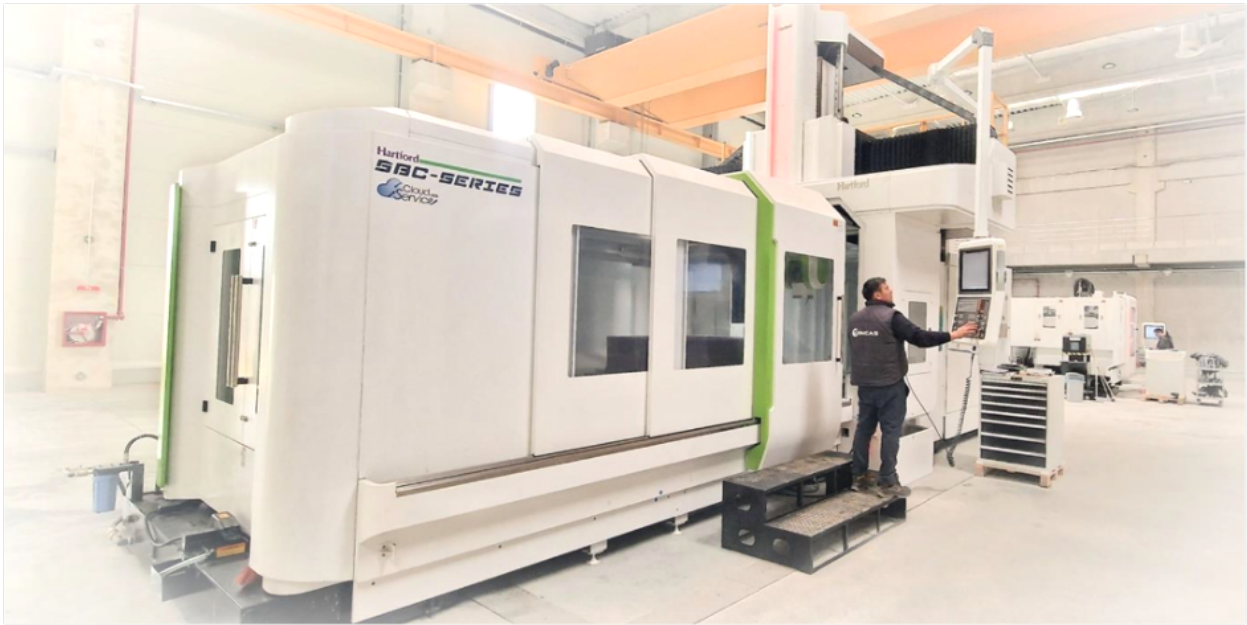


The T.G.A. Center Craiova





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From Clean Sky towards Clean Sky 2

CS1 Smart Fixed Wing Aircraft -ITD (SFWA)

- Is a unique environment for high TRL integrated Research and Development
- Provides the frame for well aligned objective driven R&T covering development and maturation through numerical simulation, rig demonstrators, wind tunnel testing, large scale and flight testing under conditions relevant for operation



CS2 Large Passenger Aircraft IADP (LPA)

- Will provide a platform for even more focussed large scale, highly integrated demonstrators with core partners and partners
- Build on down best candidate technologies emerging from CleanSky 1 other national and EU R&T programs and additional technologies developed in CS2 ITDs

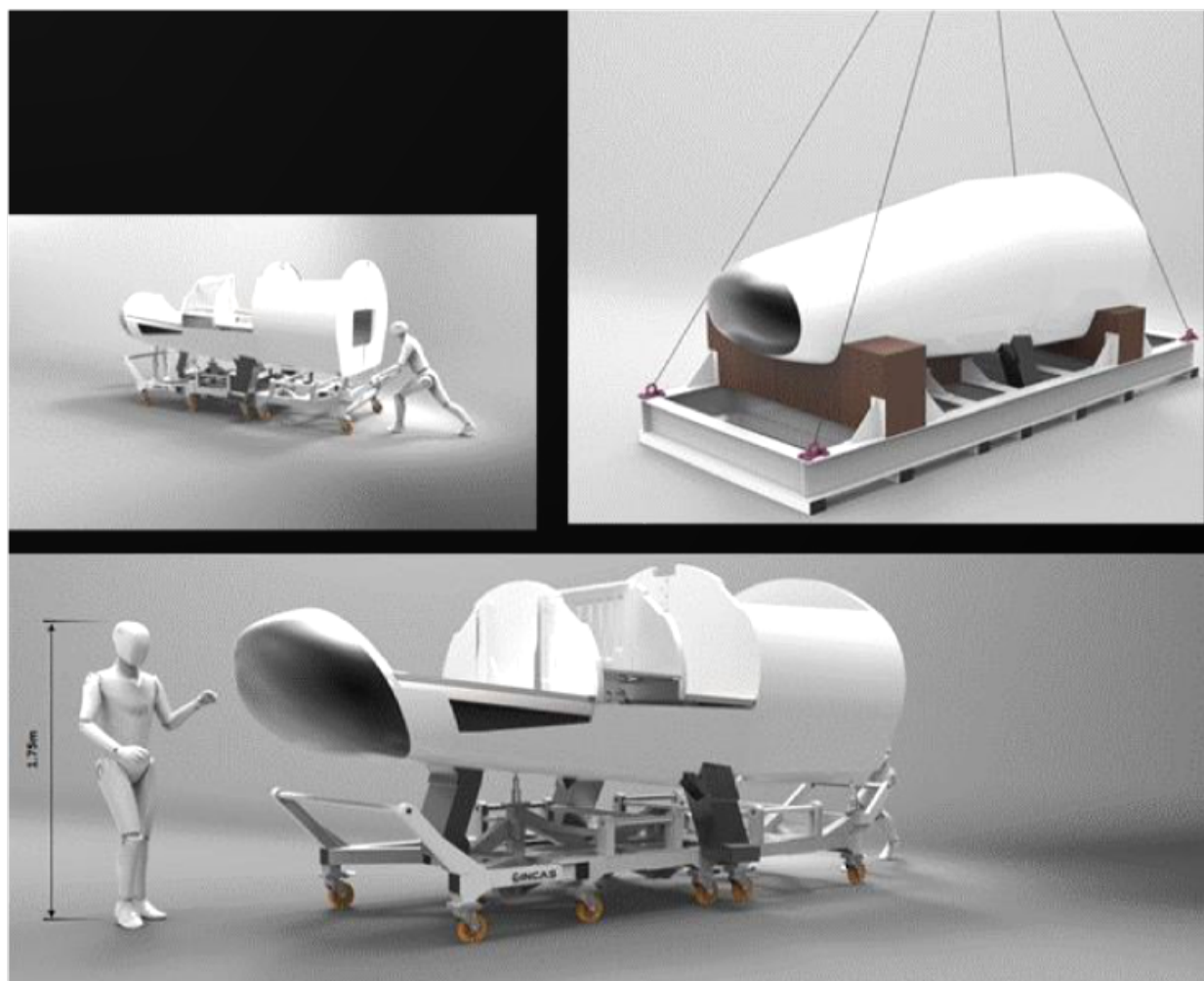


CS2 Info Day CPW04, Brussels
30/11/2016





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Partner Information

Institution	Representative	e-mail	Website link
National Institute for Aerospace Research "Elie Carafoli" - INCAS, Romania	Bogdan Vasilescu	vasilescu.bogdan@incas.ro	https://www.incas.ro/ro/





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5.3 Success story 3: SMER: Smart-En-Route, Croatia

This story was provided by Algebra University, Croatia.

5.3.1 Introduction

The **SMER: Smart-En-Route** project is a project designed to transform the logistics sector by integrating advanced technologies and sustainable practices. Funded under the prestigious **Horizon Europe** program, through the **2021-17149/NP/OPEN CALL**, this 36-month project ran from **September 1, 2021, to September 1, 2024**, bringing together two leading partners: **Algebra d.o.o.** from Croatia and **OMNIOPTI** from Slovenia.

The project aimed to develop a cutting-edge Software-as-a-Service (SaaS) platform that combines **intelligent route optimization** with the collection and monetization of **environmental data**. By leveraging advanced AI algorithms and vehicle-mounted sensors, the platform enables logistics providers to achieve significant cost savings while turning their fleets into mobile data collection units. This dual functionality not only optimizes delivery operations but also generates valuable insights that can be monetized, offering a new revenue stream.

With a strong focus on scalability and sustainability, SMER addresses global challenges such as rising operational costs, urban congestion, and environmental pollution. By reducing fuel consumption and emissions, the project contributes to ecological goals while supporting economic resilience for logistics providers. Its emphasis on cross-border collaboration highlights the potential of European partnerships to deliver innovative solutions with global relevance.

5.3.2 Innovation and Differentiation

The SMER: Smart-En-Route project is a pioneer in integrating AI-driven route optimization with environmental data monetization. By leveraging smart algorithms, the project enables logistics providers to cut operational costs by 10-30% while transforming their fleet vehicles into data collection units. This dual functionality, integrating logistics optimization and environmental data services, represents a unique innovation in the field.

The SMER project is designed with replicability and scalability as core objectives. Its modular Software-as-a-Service (SaaS) architecture ensures that the solution can be adapted to various





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logistics contexts, from local delivery networks to international freight operations. The platform's interoperability allows seamless integration with existing enterprise systems, such as ERP and CRM solutions, minimizing barriers to adoption. Additionally, the project incorporates detailed documentation of its processes and outcomes, enabling other stakeholders to replicate its success.

Pilot tests conducted in diverse geographical and operational contexts have demonstrated the scalability of SMER's approach. For instance, the platform's ability to process and analyze large-scale data sets ensures its applicability across different industries and regions. Its scalable architecture supports incremental implementation, allowing organizations to expand their use of the platform as their needs grow. Furthermore, the inclusion of customizable features ensures that SMER can address unique local and industry-specific requirements, enhancing its transferability.

5.3.3 Replicability and Scalability

SMER's modular SaaS platform is designed for seamless integration with existing ERP and CRM systems, ensuring ease of adoption across various logistics sectors. The project's scalable architecture allows for broader implementation, providing a replicable model for logistics providers worldwide. Its success in pilot testing across multiple countries demonstrates the potential for scalability.

SMER's impact is both tangible and quantifiable. By optimizing delivery routes, the platform reduces operational costs by 10-30%, translating into significant financial savings for logistics providers. This efficiency gain also contributes to a reduction in fuel consumption and greenhouse gas emissions, aligning with global sustainability goals. The introduction of monetizable environmental data streams opens new revenue opportunities, providing logistics companies with a competitive edge.

In its pilot phase, SMER collected data on various metrics, including air quality, traffic congestion, and road infrastructure. This information has been used to inform urban planning and policy decisions, demonstrating the project's broader societal benefits. Metrics such as cost savings, customer satisfaction, and environmental impact have been systematically tracked to measure





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success. The project's ability to drive both economic and environmental improvements underscores its transformative potential.

5.3.4 Measurable Impact

The monetization of environmental data collected through vehicle sensors introduces a new revenue stream, boosting profitability and fostering sustainable business practices. Metrics such as cost savings, data collection efficiency, and market penetration rates are used to evaluate impact.

Sustainability lies at the heart of the SMER project. By optimizing delivery routes, the platform significantly reduces fuel consumption and vehicle emissions, contributing to a lower carbon footprint. This ecological benefit is complemented by the platform's economic sustainability, as the cost savings and new revenue streams enhance the financial resilience of logistics providers.

The project also addresses social sustainability by contributing to cleaner and more livable urban environments. The data collected through the platform supports initiatives such as air quality monitoring and urban infrastructure planning, fostering healthier communities. Moreover, the project's emphasis on user-friendly design and incremental implementation ensures that its benefits can be sustained over the long term. By aligning with the principles of the circular economy, SMER represents a model for sustainable innovation in the logistics sector.

5.3.5 Sustainability

SMER addresses ecological and economic sustainability by reducing fuel consumption and emissions through optimized routing and by monetizing environmental data to encourage sustainable practices. The platform's focus on resource efficiency ensures long-term benefits for logistics providers and the environment alike.

The SMER project aligns closely with the strategic objectives of the TWIN SYNERGIES initiative and the European Union's broader goals for green and digital transitions. By enhancing research and innovation capacities across Europe, SMER helps to bridge the innovation gap and promotes equitable growth. Its focus on leveraging digital technologies to address environmental challenges supports the EU's mission of fostering a sustainable and competitive economy.





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The project also exemplifies the value of cross-border collaboration, with partners from Croatia and Slovenia working together to achieve common goals. This international cooperation has not only strengthened the technical and operational capabilities of the consortium but has also demonstrated the potential of European partnerships to deliver globally relevant solutions. By contributing to advancements in smart logistics and environmental data analytics, SMER reinforces the EU's position as a leader in sustainable innovation.

5.3.6 Alignment with Strategic Goals

SMER aligns with the TWIN SYNERGIES project by bridging innovation gaps and enhancing research capacities across Europe. Its dual focus on logistics and environmental data supports the EU's green and digital transition objectives. Furthermore, the project's cross-border collaboration exemplifies international cooperation, strengthening competitiveness and fostering a knowledge-driven economy.

Partner Information

Institution	Representative	e-mail	Website link
Algebra University, Croatia	Martina Bašić	martina.basic@algebra.hr	No website.

5.4 Success story 4: IT4Innovations, Czech Republic

This story was provided by VŠB - Technical University Ostrava, Czech Republic.

5.4.1 Introduction

At VŠB - Technical University Ostrava we have created IT4Innovations - a unique national supercomputing centre designed to support cutting-edge research and innovation in the Czech Republic. IT4Innovations was established in 2011 and has been financially supported by the European Regional Development Fund and the Ministry of Education, Youth and Sports of the Czech Republic. For researchers and industry partners who require high-performance computing resources, it is a boon to have access to the latest supercomputing technologies without the need for significant individual investments, while having complementary expertise in HPC, HPDA and AI. The Centre thus not only offers access to supercomputing capabilities, but also develops research collaborations with the academic and industrial sectors themselves. The impact is visible





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in the form of increased competitiveness of Czech science, advances in various research areas and contribution to solving application challenges within various industries.

The European Commission has recognized IT4Innovations as an important player in the European high-performance computing environment, which is reflected in its participation in the European EuroHPC Joint Undertaking or its participation in the LUMI supercomputer, currently only one of the most powerful in the world. In the future, the ambition is to develop an increasingly complex and integrated supercomputing (and quantum) infrastructure and services that will support the use of high-performance computing in numerical simulations, data analysis, artificial intelligence and quantum computing in the Czech Republic and other European countries. An important element will be to support the use of these capabilities by companies, including AI start-ups, the so-called AI factories. Linked to this, the functionality of IT4Innovations must include the provision of innovative educational programmes, trainings and other supportive measures necessary to develop the whole ecosystem.

5.4.2 Innovation and Differentiation

IT4Innovations has become a breakthrough project in the field of supercomputer technologies in the Czech Republic. Before its establishment in 2011, there was no comparable center in the Czech Republic that would provide such a powerful computing infrastructure and related services for research and innovation. IT4Innovations brought completely new possibilities in the field of high-performance computing (HPC), big data analysis (HPDA) and artificial intelligence (AI) to the Czech environment, thus significantly pushing the boundaries of the possibilities of Czech research and industry. By joining the EuroHPC Joint Undertaking initiative, IT4Innovations has become one of the leading European centers developing the most advanced supercomputing technologies. This position is also confirmed by the fact that VŠB-TUO is the coordinator of the LUMI-Q project, which focuses on quantum computing - a completely new and rapidly developing field of computing technologies - thanks to which the first quantum computer in the Czech Republic will be located in Ostrava.

5.4.3 Replicability and Scalability

IT4Innovations fulfills the criterion of replicability and scalability in several ways: IT4Innovations can be seen as a model project for building a large research infrastructure, which combines the





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provision of open access (open access) to infrastructure capacities with own research linked to this infrastructure. This dual approach enables maximum use of the center's potential and can serve as a model for similar initiatives in other countries. The center was built according to proven models of successful research and supercomputing centers in the EU15 countries, which demonstrates its replicability. IT4Innovations' processes and outputs are well documented, this includes not only the technical aspects of supercomputing infrastructure operations, but also management models, ways of providing services to the research community and industry etc. The scalability of IT4Innovations is reflected in its ability to gradually expand its capacities and services. Since its establishment, the center has significantly increased its computing power several times and expanded the portfolio of offered services. This model of gradual growth and adaptation to new technologies can also be applied in other countries that want to build or expand their supercomputer or other infrastructure capacities.

5.4.4 Measurable Impact

IT4Innovations uses several important metrics to measure its impact and success. A key indicator is the number of researchers interested in computing resources, which shows a stable growth trend. This metric demonstrates the growing demand for the center's services and its importance to the scientific community. Another important metric is the number of international projects in which IT4Innovations is involved. This indicator also shows a positive trend, which indicates the growing recognition of the center at the international level and its ability to contribute to important research initiatives. The percentage of foreign researchers working in the center is also monitored, or scientific performance through the number of publications in prestigious scientific journals (Q1) – both of these indicators also show a positive trend.

5.4.5 Sustainability

IT4Innovations demonstrates sustainability in several key areas:

The financial sustainability of the centre is ensured by its ability to obtain projects from various sources, not only from the European Structural and Investment Funds (ESIF). The involvement of IT4Innovations in Horizont program projects is particularly significant. The center participates in more than 10 international projects within the Horizon 2020 and Horizon Europe programs, which testifies to its competitiveness at the European level. This diversification of funding sources contributes to the long-term financial stability of the center.





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In the area of research, IT4Innovations focuses on supporting green technologies, which is in line with current sustainability trends. This focus can be seen, for example, in the REFRESH project funded by the Just Transformation Operational Programme. The centre is involved in the development of technologies that contribute to sustainable development, such as research into the use of waste from biodiesel production to produce valuable products, which increases the efficiency of existing biofuels.

IT4Innovations also emphasises the energy efficiency of its supercomputers. A significant achievement in this area is the ranking of the Karolina supercomputer in 8th place worldwide and 3rd place among European supercomputers in the Green500 ranking, which evaluates the energy efficiency of supercomputers. This award confirms IT4Innovations' commitment to sustainable practices in high-performance computing and its efforts to minimize the environmental footprint of its operations. Together, these initiatives demonstrate that IT4Innovations actively implements sustainable practices in an economic, environmental and social context, ensuring the long-term benefits and relevance of the center in a rapidly evolving technology environment.

5.4.6 Alignment with Strategic Goals

The Centre plays an important role in strengthening research and innovation capacities across Europe, including through its active participation within the EuroHPC JU. By providing access to state-of-the-art supercomputing infrastructure, IT4Innovations enables researchers and innovators to realize projects that would otherwise not be possible. It also indirectly contributes to overcoming the innovation gap between different regions of Europe. The involvement of IT4Innovations in international projects further supports the sharing of knowledge and technologies across the European research area. IT4Innovations also contributes to increasing the competitiveness of enterprises, which is in line with the vision of PA 8. The centre provides industrial partners with access to high-performance computing and expertise in the field of numerical simulations, data analysis or artificial intelligence. This cooperation enables companies to develop innovative products and services, optimize their processes and increase their competitiveness on the global market.





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Partner Information

Institution	Representative	e-mail	Website link
VSB - Technical University of Ostrava	Martin Duda	Martin.duda@vsb.cz	www.it4i.cz/en

5.5 Success story 5: *Boosting the Innovative Potential of Romanian SMEs — RO-BOOST INNO SMES 3, Romania*

This story was provided by South-West Oltenia Regional Development Agency (SWO RDA), Romania.

5.5.1 Introduction

Between January 2019 and January 2020 at the South-West Oltenia Regional Development Agency (SWO RDA) we implemented the project *Ro-Boost Inno SMEs - Boosting the Innovative Potential of Romanian SMEs — RO-BOOST INNO SMES 3*, financed through the Horizon 2020 Programme.

Ro-Boost Inno SMEs aimed to fill in the gap of innovation support services at the regional level by providing dedicated support and appropriate instruments for systematic, structured and innovation actions in order to manage more efficiently innovation processes and turn the business strategy towards dynamic successful business models in the global value chains.





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The assessments conducted in 2015-2018 (as a follow-up of the previous project Ro-Boost Inno SMEs) showed that innovation activities started to become part of day-to-day business, but most often the economic turnover of such activities comes at a low speed. Another gap observed in some cases related to the fact that some companies do not measure economic performance of their innovation-related activities separately, thus not being able to get the global picture of the innovation turnover, which makes it difficult to assess the efficiency of innovation actions (resources channelled vs output and income, time-to-market and time-to-profit, innovation lifecycles, etc.). Last but not least, following the Enhancing Innovation Management Capacity (EIMC) services provided in 2015-2018, in some cases, a need to change business models emerged as a crucial fact in order to improve the profitability of innovation activities.

This endeavour helped us create a synergy in relation to the support offered through the Regional Operational Programme 2014-2020 for SMEs and microenterprises located in the South-West Oltenia Region.

5.5.2 Innovation and Differentiation

The innovation actions under this project, either EIMC or Key Account Management (KAM), complemented the mainstream Enterprise Europe Network (EEN) services, which the SWO RDA provided as a Network Partner, with emphasis on the innovation potential to improve performance, either through innovative products/services or business models. The baseline in service included the following: diagnostic of the current innovation management system, needs/gaps analysis, development of an action plan to address the needs and barriers identified, and assessment of the impact generated (at the organisational level as well as at the business results level). Accordingly, an action plan including measures to improve performance in critical areas was established. The SMEs were monitored during the implementation of the action plan by providing guidance and advice on tools best fitted to achieve the expected results and also by facilitating access to external resources required to accomplish the objectives set out in the action plan. Following the implementation of the action plan, the key challenges within the initial diagnostic assessment needed to be addressed again to highlight improvements in the innovation management system of the beneficiary, alongside achievements in the roadmap established initially. A report was developed for each SME supported to document the entire process, the results obtained after implementing the action plan, and further recommendations.





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5.5.3 Replicability and Scalability

The services provided are based on the diagnostic – Imp3rove benchmarking tool which aimed to ensure: the interpretation of results, development of action plan, support SMEs throughout the process of implementing the action plan, pool external resources, draft the final report with recommendations and follow-up client's satisfaction and performance. Taking into account the complete package of services and also the efficacy of the proposed measures, we consider that the solution can be replicated at different levels (local, regional) to help SMEs in their decisions concerning the optimal actions that can be implemented in this endeavour. This kind of services can be subject and included into different types of calls for proposals that address SME needs.

5.5.4 Measurable Impact

The project included specific outputs, based on innovation management (Innovation Life Cycle, Innovation Strategy Development, Digital Quotient, Sustainable Innovation Management Performance) to monitor the impact at SME level. Around 50 SMEs benefiting from EEN services were considered for these types of Innovation services. 1 KAM service delivery and 3 EIMC cases were monitored at the South-West Oltenia Region level. The technological sectors covered included: Engineering and technical consulting related (1 SME), Hairdressing (1 SME), Electrical installation work (1 SME). The types of innovation identified were based on two cases of incremental process innovation and one case of incremental organisational innovation. The expected benefits for beneficiaries included new innovation strategies for improved time-to-market; improved innovation workflows for improved innovation results; new marketing strategy for a more visible brand identity on the market. The SMEs benefiting from the EIMC services were the following:

- RAY CONSULTING SRL, which obtained an overall score of 60% on innovation management performance; benchmarking class of 6,833 companies in all industry groups. The Action Plan agreed with company consisted in implementing innovation tools that impact marketing mix performance;
- BAC BARBER SHOP SRL, which obtained an overall score of 50% on innovation management performance; benchmarking class of 7,139 companies in all industry groups. The





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Action Plan agreed with company consisted in implementing innovation tools that impact process development, and products/services provided by the company.

- CIVITAS SYSTEMS SRL, which obtained an overall score of 37% on innovation management performance; benchmarking class of 6,959 companies in all industry groups. The Action Plan agreed with company consisted in implementing innovation tools that impact project management and human resource management capacities.

With reference to the KAM service, we conducted a needs analysis for BIT Technologies RO SRL-D company from Ramnicu Valcea regarding the coaching services. We supported the company in identifying a suitable mentor for its requirements. The start-up, which specialised in manufacturing and marketing a pick-and-place robot, able to automatically create electronic products by quickly placing high-precision components into a printed wiring board. BIT Technologies was obtained through the SME Instrument, managed by the Executive Agency for Small and Medium Enterprises (EASME) within the Horizon 2020 programme, representing customised business coaching services for the successful implementation of its business plan, facilitating its access to grants. The start-up won the 10,000 euro investment prize - "Investing the Year", awarded by Hyundai Auto Romania under the JA Start UP programme, and participation in the European final in Lisbon granted by JA Romania. The coaching services provided, as well as the Business Coach in the European SME Instrument Programme, were identified by the SW Oltenia RDA through KAM services.

5.5.5 Sustainability

As a result of an in-depth analysis carried out at the SME level, which allowed the identification of needs and gaps in terms of the operation and management of the company, we consider that through the proposed measures following the innovation management services (that can address, depending on the specific case: human resource management, IP/knowledge management, project management, IT, product/service / business model/process development, innovation culture and strategy), strategic directions can be established as a result that can impact positively the sustainable development and competitiveness of the targeted SME. Circular economy principles, including energy efficiency actions were some of the green measures to have a durable impact on the activities of SMEs.

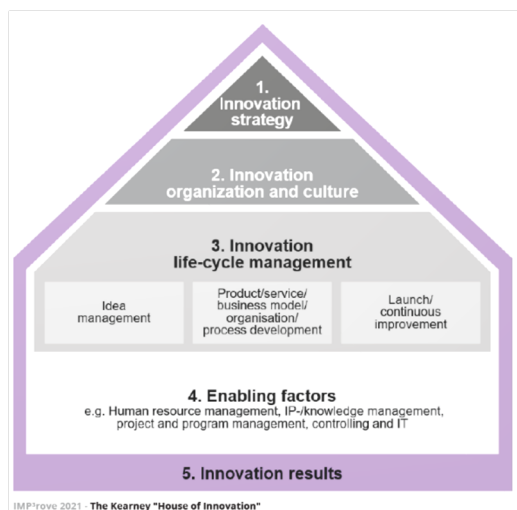
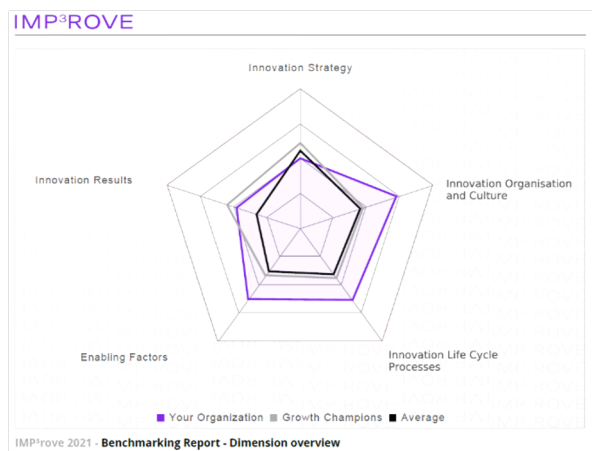




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5.5.6 Alignment with Strategic Goals

The synergy mechanism created between the management innovation services offered through Ro-Boost Inno SMEs project and the support coming from the Regional Operational Programme 2014-2020 addressing SMEs needs, was in line with the Regional Strategic Framework, more precisely, the Smart Specialization Strategy and the Regional Development Plan at the South-West Oltenia level.



Partner Information

Institution	Representative	e-mail	Website link
South-West Oltenia Regional Development Agency	Cristina MIHALSCHI Mihai MARIAN	cristina.mihalschi@adroltenia.ro mihai.marian@adroltenia.ro	https://www.adroltenia.ro/





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6. Conclusions

Deliverable D2.3 represents a comprehensive presentation of findings and strategic recommendations, aimed at enhancing stakeholder engagement in EU-funded projects. The insights and best practices documented in this report reflect the diversity of experiences and challenges faced by stakeholders across various regions and sectors in the Widening countries participating in this project.

The main takeaways are related to discrepancies and misalignments, barriers to effective engagement, opportunities for improvement and best practices as a catalyst. More exactly, discrepancies and misalignments prove to be due to differing objectives and administrative requirements between regional and EU funding mechanisms, and limited understanding of funding complementarities hinders the effective integration of multiple streams. The barriers to effective engagement are represented by skills gaps (many stakeholders lack expertise in areas critical to project success), administrative complexity (the burdensome nature of compliance processes), financial challenges (pre-financing and co-financing requirements disproportionately impacting smaller organisations), and opportunities for improvement (harmonisation of funding objectives and streamlined processes can reduce barriers and improve access). With reference to the documented best practices, they serve as both inspiration and practical guidance for stakeholders to adopt effective strategies for collaboration and innovation. While not universally replicable, these examples offer adaptable elements that can be tailored to specific contexts and challenges.

To sum up, deliverable D2.3 encapsulates the shared efforts of stakeholders and project partners to understand and address the complexities of EU funding in the context of the Green and Digital transition. By coupling stakeholder needs with documented opportunities and best practices, this report charts a path toward more inclusive, efficient and impactful ways for the project partners and relevant stakeholders to access funding.





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ANNEX 1 – Questionnaire Content (Sections 1-9)

Enhanced Questionnaire Content:

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**

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)**

FP6





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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)?

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]





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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?

- No knowledge
- Limited knowledge
- Moderate knowledge
- 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?

- Yes
- 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?

YES / NO

If Yes

11.1 Was it successful in the last 2 years?





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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?

- No understanding*
- Limited understanding*
- Moderate understanding*
- 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)?

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

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

YES / 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?





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- § 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)

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

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

YES / NO

If YES:

Experience (number):

Success rate (%):

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

YES / NO

If YES:

14.1 How? [Open text]





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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]

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

YES / NO

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
- e. Access to international funding or investment sources





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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

If Important or Very important:

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

- § Limited resources or expertise
- § Difficulty in engaging stakeholders
- § Inadequate use of digital tools or platforms
- § 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:





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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}

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





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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}

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 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?

o Yes





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- o No

If Yes:

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?

- o No experience
- o Limited experience
- o Moderate experience
- o Extensive experience

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

- o **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? (%)

- o **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





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§ 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?

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

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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- Rarely
- Occasionally
- Regularly
- 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?

YES / NO

If Yes:

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

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

- Idea development for innovation projects
- Grant and proposal writing
- Project management and coordination
- Financial management and reporting for EU-funded projects
- 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?

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





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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)

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

- 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)

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



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

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

- Not Effective
- Somewhat Effective
- Effective
- Very Effective
- 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]





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

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

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

[Open Text]



ANNEX 2 –Questionnaire Results: Responses(1-60).xlsx

No of Responses	What is your Institution/Organisation Name?	Stakeholders' Categories	Contact Person:	Contact Person:	Contact Person:	Contact Person:	Has your organisation been any experience with EU projects?	How many years of experience in EU projects does your organisation have?	In which programme of (multiple choice possible) EU funding has your organisation been successful to get finance?	Has your organisation received it get finance?
1	ITInnovations National Supercomputing Center	Research Institute at the university	martin.duda@vub.cz	martin.duda@vub.cz	+402731505646	Manager	Yes	15	Europe/Marie Skłodowska-Curie Actions/Interreg/Projects funded by the European Union	Yes
2	Društvo za razvijanje prostovoljske dela Novo mesto	NGO	Mitja Bukovec	mitja.bukovec@drpdnm.org	0038641601522	Manager	Yes	20+	Erasmus+H2020/ Horizon Europe/FP7/Interreg/Projects funded by Cohesion Fund (National/Regional Programmes)/Digital Europe	Yes
3	Chamber of Commerce of Dolepiska and Bela krajina	Chamber of Commerce	Tomaz Kordić	tomaz.kordic@gddk.si	00386 31 339 554	General Manager	Yes	13 years, since Year 2011	Erasmus+Interreg/Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes)/Research and Innovation/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
4	MATERIALOVIA METALURGIČKI VIZUM d. o. o.	private research organisation	Jakub Švrček	jakub.svrcek@mmyvzum.cz	+420 595 953 511	Manager	Yes	15	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
5	Mestna občina Novo mesto	Public authority/administrations	Peter Geršič	peter.gersic@novomesto.si	07 39 39 350	Administrative Staff	Yes	10+	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
6	Faculty of Electrical Engineering and Computer Science (VSB-TUO)	Universities	Libor Štěpánek	libor.stepanec@vub.cz	+420 596 995 935	Professor/Teacher	Yes	20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
7	Beepartner a.s.	Consultancy provider	Michal Banot	banot@beepartner.cz	+420 603 982 229	Consultant	Yes	10	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
8	Faculty of Mechanical Engineering (at VSB-TUO)	Universities	Petr Noskovic	petr.noskovic@vub.cz	+420 596 994 202	Professor/Teacher	Yes	20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
9	Project Support Centre	Universities	Tereza Benešová	teresa.benesova@vub.cz	+420 597 329 19	Administrative Staff	Yes	13	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
10	Regional Development Agency South-West Oltenia	NGO of public utility	Mihai Marian	mihai.marian@adoltenia.ro	+40740248205	Policy Expert	Yes	25	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
11	South-West Oltenia Regional Development Agency	NGO of public utility	Dinca Alexandra	alexandra.dinca@adoltenia.ro	+4076670209	Policy Expert	Yes	25 years	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
12	South-West Oltenia Regional Development Agency	NGO of public utility	Adina Ceanga	adina.ceanga@adoltenia.ro	+40784721866	Policy Expert	Yes	25	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
13	Development Centre Novo mesto	Public authority/administrations	Tajana Kolesa	tajana.kolesa@rc-nm.si	386 7 33 72 980	Consultant	Yes	20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
14	Faculty of Materials Science and Technology – VSB – Technical University of Ostrava	Universities	Josef Vlček	jozef.vlcek@vub.cz	+420 596 995 164	Professor/Teacher	Yes	20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
15	CONSILIU JUDEȚEAN OLT	Public authority/administrations	LUNGU DANIELA	danielungu18@yahoo.com	0735404896	Manager	Yes	20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
16	Chamber of Commerce and Industry Dolj	Public NGO	Gabriel Vladut	George Motaitianu	Mirela Dragan	Researcher	Yes	More than 20	Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
17	Ford Otosan Romania SRL	Automotive	Constantin Ciculium	cciculium@ford.com.tr	0040723281348	Manager	No		Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	No
18	REGIONAL DEVELOPMENT AGENCY SOUTH-WEST OLTENIA	Public authority/administrations	Sorin Cosmulescu	soin.cosmulescu@adoltenia.ro	0040-726-697-693	Manager	Yes	24 years	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
19	REGIONAL DEVELOPMENT AGENCY SOUTH-WEST OLTENIA	Public authority/administrations	Magda Lungu	magda.lungu@adoltenia.ro	0040-723-344-509	Director	Yes	24 years	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
20	Județul Gorj	Public authority/administrations	Achim Florinel	Borin.achim@yahoo.com	+40372531223	Self-service	Yes	23	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
21	CDorantin Brancuși University of Targu Jiu	Universities	Luminita Popescu - rector	rectorata@ucb.ro	+40748208732	Professor/Teacher	Yes	3	Marie Skłodowska-Curie Actions/Erasmus+Interreg/Projects funded by the European Union (Erasmus+)	Yes
22	National Institute for Aerospace Research "E. Carafoli"	Research Institute	Bogdan VASILESCU	vasilescu.bogdan@incas.ro	0748110005	Manager	Yes	20	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by the European Union (Erasmus+)	Yes
23	north-west creata regional energy and climate agency	energy and climate agency	Mijenko Sedlar	msedlar@reega.org	+385911548399	climate change expert	Yes	15	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
24	Development Agency Zagreb	Public authority/administrations	Ivan Vinšak	ivan.vinscak@zagreb.hr	+385995898085	Manager	Yes	5 years	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
25	MAGNA EXTERIOR CRAIOVA	Universities	Silvana Doran	silvana.doran@magna.com	0729 114 741	Administrative Staff	No		Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	No
26	University of Medicine and Pharmacy of Craiova	Universities	Marius Sorin Tuca	marius.tuca@umfcd.ro	+40721803801	Administrative Staff	Yes	15	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
27	Mehedinti County	Public authority/administrations	Amalia Visan	amalia.visan@cjmehtint.ro	0040733771414	Deputy executive director	Yes	Over 25 years	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
28	MUZZA Association	Non-profit Association	Lana Cerij	lanaj@muzza.hr	+385989122608	Executive Director	Yes	2+	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
29	Statina Municipality	Public authority/administrations	Lavinia Spalatel	lavinia.spalatel@primariastatina.ro	0725259381	Administrative Staff	Yes	20	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
30	ZAGREBAČKI INOVATIVSKI CENTAR d.o.o.	Business Support Organisation	Lidija Zadro	lidija.zadro@zicer.hr	+38599667147	Administrative Staff	Yes	21	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes
31	Regional Development Agency South-West Oltenia	NGO of public utility	Cristina Mihăleşchi	cristina.mihaleschi@adoltenia.ro	+40728283529	Director	Yes	25	Erasmus+Interreg/Regional Innovation or R&I projects/Projects funded by Cohesion Fund (National/Regional Programmes)/Projects funded by the European Union (Erasmus+)	Yes



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No of Response	What is your Institution/Organisation Name?	Stakeholders' Categories:	Contact Person:	Contact Person:	Contact Person	Contact Person	Has your organisation have any experience with EU projects?	How many years of experience in EU projects does your organisation have?	In which programmes? (multiple choice possible)	Has your organisation accessed it/ got finance?
32	TEAM MONTAGE SRL	private sector	Claudia Muscalagiu	claudia.muscalagiu@teammontage.ro	00407226635254	HR Manager	Yes	0	European Regional Development Fund (ERDF) (National/Regional Programmes);	No
33	Distributie Energie Otenia	Distribution Operator	Alba Miron	miron_alba@distributie.ro	0040721210344	Asset Management Director	Yes	13	POSDRU (Interreg) Projects funded by Cohesion Fund (National/Regional Programmes);	Yes
34	Moravskoslezský kraj	Public authority/administrations	Matěj Bártek	post@msk.cz	+420595622222	Policy Expert	Yes	10	Projects funded by the European Union	Yes
35	Silesian University, Opava	Universities	Jaroslav Machovský	dekanat@fpf.slu.cz	+420 553 684 112	Administrative Staff	Yes	5	Interreg;	Yes
36	MS Paik - Moravian-Silesian Employment Pact	Public authority/administrations	Eva Štefková	info@mspaik.cz	+420 778 085 474	Administrative Staff	No			No
37	Andrija Štampar Teaching Institute of Public Health	Research institute	Zelimir	zelimir.a.cvetkovic@stampar.hr	+385 91 467 8107	Researcher	Yes	approx. 10	Erasmus+ Interreg; Projects funded by Cohesion Fund (National/Regional Programmes);	Yes
38	University of Ostrava	Universities	Martina Walder	info@osu.cz	+420 553 461 111	Administrative Staff	Yes	15	Interreg; Projects funded by Cohesion Fund (National/Regional Programmes);	Yes
39	City of Ostrava	Public authority/administrations	Ondřej Dostál	info@ostrava.cz	+420 599 499 311	Head of Strategic Planning Unit	Yes	8	Projects funded by Cohesion Fund (National/Regional Programmes);	Yes
40	MSD - Moravskoslezské Investice a Development	Public authority/administrations	Štěpán Váňa	info@msid.cz	+420 731 659 690	Administrative Staff	Yes	10	Projects funded by the European Union; Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes);	Yes
41	SvakeDobro d.o.o.	Consultancy provider	Martina Bačić	martinabc@gmail.com	+38598400284	Consultant	Yes	10	Erasmus+ Interreg; Regional Innovation or R&I projects; Projects funded by the European Regional Development Fund	Yes
42	Okvirni znanja d.o.o.	Consultancy provider	Mario Protuljipac	mario.protuljipac@okvirniznanja.hr	+385995615542	Consultant	Yes	3	Erasmus+ Interreg; Regional Innovation or R&I projects; Projects funded by the European Regional Development Fund	Yes
43	LIET MUNICIPIUL DROBETA TURNU SEVERIN	Public authority/administrations	ANDREEA CICIU	andreea.ciciu@primaria.drobeta.ro	0759840931	Administrative Staff	Yes	20	Erasmus+ Interreg; Regional Innovation or R&I projects; Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes);	Yes
44	Občina Trebnje	Public authority/administrations	Mateja Zupančič	mateja.zupancic@trebnje.si	00038641272027	Consultant	Yes	15	Erasmus+ Interreg; Regional Innovation or R&I projects; Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes);	Yes
45	Forum for Freedom in Education	NGO	Leila	lyounis@fse.hr	+385953400299	Administrative Staff	Yes	approximate 5-10	Erasmus+ Interreg;	Yes
46	Rudolfovo – Znanstveno in tehniško središče Novo mesto	Research institute	Staša Pavlin	project.office@rudolfovo.eu	+386 41 539 933	Administrative Staff	Yes	2	Erasmus+ Interreg;	Yes
47	FAURECIA ROMANIA	Public authority/administrations	PIRVANESCU GEORGIANA	georgiana.pirvanescu@ext.romania.gov.ro	0765504571	Administrative Staff	No			No
48	Casa Nostra	SME	Claudia Mazilu	claudia.mazilu@casanostra.ro	0733998803	Administrative Staff	No			No
49	Camera de Comerț, Industrie și Agricultură Mehedinți	Public authority/administrations	Marin Niculesca	secretariat@cciamh.ro	0252 310280	Manager	No			No
50	Prima Clinic	SME	Petrisor Catalin Adrian	office@primaclinic.ro	0351423951	Manager	No			No
51	Avioane Craiova SA	SME	Victor Munteanu	office@acv.ro	0251402000	Manager	No			No
52	BAT Craiova	SME	Marcel Tanasescu	office@bat-craiova.ro	0251506076	Manager	No			No
53	Camen Medical Center	SME	Dragos Camen	office@camen.ro	0251563328	Manager	No			No
54	BCR	SME	Paul Ovidiu Handro	paul.ovidiu.handro@bcro.ro	0373 525 887	Manager	No			No
55	Camera de Comerț, Industrie și Agricultură Orșova	Public authority/administrations	Doru Mecanu	cciaoh@cciaoh.ro	0249/439579	Manager	No			No
56	Camera de Comerț și Industrie Valcea	SME	Valentin Cismaru	ccivil@ccivil.ro	0250 734200	Manager	No		Regional Innovation or R&I projects; Projects funded by Cohesion Fund (National/Regional Programmes);	No
57	National Research-Development Institute for Cryogenic and Isotopic Technologies Ramnicu Valcea	Research institute	Mihai Varlam	office@ical.ro	0250732744	Manager	Yes	more than 10 years	Projects funded by Cohesion Fund (National/Regional Programmes);	Yes
58	NATIONAL RESEARCH-DEVELOPMENT INSTITUTE AND TESTS FOR ELECTRICAL ENGINEERING GRAIOVA	Research institute	Ioan Iordache	icmet@icmet.ro	0351404888	Manager	No		Regional Innovation or R&I projects; Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes);	No
59	INAS CRAIOVA	Research institute	Ioana Tirconnicu-Unga	office@inas.ro	0251438789	Manager	Yes	10	Projects funded by the European Regional Development Fund (ERDF) (National/Regional Programmes);	Yes
60	ODRAE Sustainable Community Development	Civil society organisation	Lidija Pavic-Rogusic	lidija@odrae.hr	+38598658803	Manager	Yes	15	FP7 H2020 ESF;	Yes

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No of Requests	Do you have experience in implementing EU projects as coordinator/Implementing EU projects as Work Package or Task leader/Implementing EU projects as Work Package or Task leader/Implementing EU projects as Project Partner (without any WP or task responsibility)?	What was the part of Green & Digital Transition in your organization?	Is your organization familiar with the infrastructure (websites, newsletters, events, etc.) of ERDF?	Why/how?	Has your organization got the right answers by using the ERDF infrastructure?	What was missing?	How did your organization solve the problem?	What are your organization's suggestions for improving ERDF services?
1	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information from ministries implementing ERDF	Yes	as we are not familiar, how can we get the right/wrong answers? we have not address to it	communication with national authorities	some ministries are doing their job well, some do not.
2	EU projects as Project Partner (without any WP or task responsibility)	NA	Yes	Information mining	Yes			NA
3	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			Additional awareness of the interested public about new and completed projects within the ERDF is needed.
4	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		No	as we are not familiar, how can we get the right/wrong answers? we have not address to it	communication with national authorities	none
5	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			Due to organization, majority of relevant information is accessible through national managing authority
6	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			ministry provides us with appropriate information.
7	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			there should be more uniform rules for individual operational programmes and managing authorities, but we also understand the need for area-specific conditions. In any case, it should not happen that we get different answers to the same question.
8	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		No	we do not use it ERDF infrastructure	we solve the ERDF projects in cooperation with the ministry.	we do not use these services
9	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			It works quite well
10	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			To create a unique operational portal in order to find all the info and data that you need related to ERDF services.
11	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			None
12	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			-
13	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		Yes	how can we get the right answer when we do not use it? We do not know what is missing when we do not this infrastructure.		No suggestions.
14	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		No	we do not use it ERDF infrastructure	irrelevant again.	irrelevant again
15	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			clear formulated criteria for eligibility of activities
16	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			More trainings, partnerships and informations regarding calls.
17	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Through consultancy	Yes			Simplify all procedures to enhance the effectiveness of our services. Non-automated systems suggest the following improvements: 1. Streamlined Application Processes: Simplifying the application and reporting requirements, particularly for smaller and less-resourced entities, would make ERDF more accessible and reduce administrative burdens. Automated or digitalized to enhance the effectiveness of our services. Non-automated systems suggest the following improvements: 1. Streamlined Application Processes: Simplifying the application and reporting requirements, particularly for smaller and less-resourced entities, would make ERDF more accessible and reduce administrative burdens. Automated or digitalized
18	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			
19	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Questions	Yes			
20	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		Yes			NA
21	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			getting information about financing lines, online activities, partners finding
22	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			Partner for cooperation promoting innovative and smart economic transformation. A greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and risk prevention and management. A more connected Europe by enhancing mobility and regional ICT connectivity; A
23	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes		Yes	as we were beneficiaries and were supporting other beneficiaries		Availability of TA for beneficiaries Our organization suggests that improving our services can be achieved by enhancing knowledge-sharing mechanisms, aligning resources effectively, and fostering closer collaboration among stakeholders. We propose organizing targeted workshops that bring together experts, beneficiaries, and stakeholders involved in ERDF projects.
25	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	No		No	We didn't realize the need for collaboration.	The problem still exists and has not been solved.	A better interaction and communication between the institutes.
26	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			No suggestions at this point.
27	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			More activity on social media
28	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Receiving newsletters	Yes			We do not have suggestions. They are nicely structured and provide useful information.
29	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes		Yes			fewer conditions to be checked
30	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Information mining	Yes			The web and finding suitable calls should be simplified (even more).
31	EU projects as Project Partner (without any WP or task responsibility)	Projects were usually related to the themes on hydrogen, new materials etc. - green deal.	Yes	Websites and newsletters.	Yes			NA

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No of responses	Do you have experience in (multiple choice possible):	What was the part of Green & Digital Transition?	Is your organisation familiar with the infrastructure (website, newsletters, events, etc.) of ERDF?	Why/how?	Has your organisation got the right answers by using the ERDF infrastructure?	What was missing?	How did your organisation solve the problem?	What are your organisation's suggestions for improving ERDF services?
32	Implementing EU projects as coordinator;	increasing the capacity of the distribution network to take over renewable energy and the transition to an intelligent network by modernizing and integrating the	Yes	Information mining	Yes			No suggestion.
33	Implementing EU projects as Work Package or Task leader; E.g. IP Life Coala		Yes	Mymis	Yes			We used Mymis and everything went well
34	Implementing EU projects as Work Package or Task leader; N/A		Yes	Questions	Yes			Less bureaucracy
35	Implementing EU projects as Project Partner (without any WP or task responsibilities);	know our project, know our city and enhance ecosystem resilience. Investments in cloud computing, AI and data infrastructure are made to support digital innovation, building	No		No	We haven't approached. We have national and regional grants	N/A	N/A
36	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities); Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities); Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	Some projects are from green and digital areas	Yes	Information mining	Yes			Our organization suggests several strategies to enhance the effectiveness of ERDF (European Regional Development Fund) services, focusing on streamlining application processes, strengthening partnerships, and improving monitoring and reporting.
37	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	We are focusing on green and digital city development.	No		No	We have partner for developing projects - it's their responsibility.	Questioning national agency.	Less bureaucracy.
38	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	We have a project from IP Life and revitalization of brownfields	No		Yes			N/A
39	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	nA	Yes	Information mining	Yes			nA
40	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	evaluating the construction or projects to sustainable development through the P5™ methodology	Yes	Information mining	Yes			N/A
41	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	Lectures on horizontal priorities (sustainable development, human life and digital transition refers to the combined process of transforming economies and societies through both environmentally sustainable	Yes	Information mining	Yes			N/A
42	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	environmentally sustainable	Yes	Information mining	Yes			The European regional development fund (ERDF) is a key financial instrument that aims to reduce regional disparities in the EU by providing funding to support economic development, job creation, and sustainable growth. If you're looking for suggestions to improve ERDF services, here are some general recommendations based on best practices and feedback from
43	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		Yes			/
44	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	there was no any, it required as a question in project proposal, the answer was more focused on digitalization' of office and protocols; it was not project topic or	No		No	n/a	n/a	n/a
45	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		Yes			/
46	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		Yes			/
47	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	Yes	Information mining	Yes			i dont have a answer now
48	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	We didn't use ERDF infrastructure.	We didn't use ERDF infrastructure.	We didn't use ERDF infrastructure.
49	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
50	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
51	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	Yes	Questions	Yes			-
52	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
53	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
54	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
55	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
56	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
57	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	Yes	Questions	Yes			-
58	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	No		No	-	-	-
59	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	/	Yes	Questions	Yes			-
60	Implementing EU projects as Work Package or Task leader; Implementing EU projects as coordinator; Implementing EU projects as Work Package or Task leader; Implementing EU projects as Project Partner (without any WP or task responsibilities);	YES	Yes	Information mining	Yes			Simplification, less bureaucracy

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No of Response	Is your organisation familiar with the program/calls of ERDF?	Does your organisation have knowledge of how to integrate ERDF or ESF funds with other EU programmes such as Horizon Europe or Erasmus+?	Has your organisation accessed ERDF/ESF programmes?	Has your organisation combined them with other EU programmes for a single project?	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).
1	Yes	Solid knowledge	Yes	No	We do not have the experience of the combination of ERDF and other programmes in a single project.
2	Yes	Moderate knowledge	No		
3	Yes	Limited knowledge	No		
4	Yes	Limited knowledge	Yes	No	we do not have such a experience.
5	Yes	Moderate knowledge	Yes	Yes	Partner coordination is paramount and also competent lead partner in the process. In many cases managing authorities covers their narrow field of areas and are not keen on managing projects spanning different sources / areas.
6	Yes	Solid knowledge	Yes	No	We have experience combining finances from DEP and RRF. It is very challenging as there are different rules (e.g. concerning the eligibility, legal requirements).
7	Yes	Solid knowledge	Yes	No	If it is not in a single project (in which we do not have experience), then we consider it simple. These are two different sources, two different projects. One have to take care concerning project outputs, each project has to have clear link between its eligible costs and the output delivered.
8	Yes	Limited knowledge	Yes	No	we do not have such a experience
9	Yes	Solid knowledge	Yes	No	A number of issues need to be monitored, including the risk of double funding. Also, each source of funding usually has its own specific conditions given the number of national and European subsidies, specialisation is needed in individual positions within our centre.
10	Yes	Limited knowledge	Yes	No	Not applicable in our case.
11	Yes	Limited knowledge	Yes	No	Not the case
12	Yes	Solid knowledge	Yes	Yes	-
13	Yes	No knowledge	No		
14	Yes	Moderate knowledge	Yes	No	We can not describe it as we have not combined them.
15	Yes	No knowledge	Yes	No	compliance requirements
16	Yes	Moderate knowledge	No		
17	Yes	Limited knowledge	No		
18	Yes	Solid knowledge	Yes	Yes	as auk saouo-vesto centre, we have experience in managing resources from multiple funding streams, such as the regional programme (ERDF, ERDF, ERDF) (also regional Operational Programme 2014-2020), and Horizon Europe, and Interreg Europe. Combining these resources has enabled us to maximize regional development impact and support projects aligned with EU policy objectives. The RDA SWO is fully and clearly committed to fulfil all its obligations as project partner in the projects by putting in place all the necessary resources and strategies to ensure the simultaneous implementation of more projects, committed to the successful implementation of project's activities.
19	Yes	Solid knowledge	Yes	Yes	as auk saouo-vesto centre, we have experience in managing resources from multiple funding streams, such as the regional programme (ERDF, ERDF, ERDF) (also regional Operational Programme 2014-2020), and Horizon Europe, and Interreg Europe. Combining these resources has enabled us to maximize regional development impact and support projects aligned with EU policy objectives. The RDA SWO is fully and clearly committed to fulfil all its obligations as project partner in the projects by putting in place all the necessary resources and strategies to ensure the simultaneous implementation of more projects, committed to the successful implementation of project's activities.
20	Yes	No knowledge	Yes	No	N/A
21	Yes	Limited knowledge	No		
22	Yes	Moderate knowledge	No		
23	Yes	Solid knowledge	Yes	Yes	It is related to blending of different financing sources on particular projects
24	Yes	Moderate knowledge	Yes	No	Our organization has not yet managed a project combining multiple funding streams, but we recognize the importance of strong cooperation and effective coordination to successfully handle such complex resources. We believe that aligning objectives, timelines, and compliance requirements among various partners is crucial for smooth project execution. By fostering transparency and maintaining open communication channels among all stakeholders, we aim to create a cohesive and efficient approach to managing combined funding, ensuring each partner's contributions are well-coordinated and aligned with the project's overarching goals.
25	No		No		
26	Yes	Limited knowledge	No		
27	Yes	Limited knowledge	Yes	No	Road infrastructure projects with public authorities as partners, lead partner in cross border projects addressing tourism, emergent situation, improving connectivity
28	Yes	Limited knowledge	Yes	No	We encountered challenges in project applications and implementation within the framework of the European Structural and Investment Funds (ESIF) due to the rules changing during the project implementation. Additionally, the project call itself lacked clearly defined guidelines, which contributed to the difficulties faced.
29	Yes	No knowledge	Yes	No	-
30	Yes	Limited knowledge	Yes	No	Our organization does not have this kind of experience.
31	Yes	Moderate knowledge	Yes	No	N/A





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No of Response	Does your organisation have knowledge of how to integrate ERDF or ESF funds with other EU programmes such as Horizon Europe or Erasmus+?	Has your organisation accessed ERDF/ESF programmes?	Has your organisation combined them with other EU programmes for a single project?	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 coordina...	
32	Yes	Limited knowledge	No		
33	No		No		
34	Yes	Moderate knowledge	Yes	Yes	Each funding stream has different requirements
35	Yes	Limited knowledge	Yes	No	I don't have these information
36	No		No		
37	Yes	Limited knowledge	Yes	No	Teaching Institute of Public Health has experience in managing combined resources from multiple funding sources, including government grants, international funding bodies, and private sector partners. This experience has enabled the Institute to develop efficient systems for compliance, coordination, and effective fund utilization across various public health projects.
38	Yes	Limited knowledge	Yes	No	Depends on a topic and stage of development of project
39	Yes	Moderate knowledge	Yes	No	Not applicable.
40	No		No		
41	Yes	Moderate knowledge	Yes	No	nA
42	Yes	Solid knowledge	Yes	No	N/A
43	Yes	Limited knowledge	Yes	Yes	In many cases, organizations receive funding from multiple partners, and these partners often have their own priorities and expectations; when working with external partners, it becomes crucial to align the interests of all stakeholders to ensure that everyone is working toward shared goals. When different funding streams are involved, the need for comprehensive Monitoring and Evaluation (M&E) frameworks becomes crucial. This helps ensure that project outcomes meet the goals set by all funders and that resources are being used effectively. Organizations may face the challenge of aligning the programmatic goals of different funding streams, particularly if they are funding different aspects of the same overarching project (e.g., one fund for infrastructure, another for training, and yet another for outreach).
44	Yes	No knowledge	Yes	No	/
45	No		No		
46	No		No		
47	No		No		
48	No		No		
49	No		No		
50	No		No		
51	Yes	Moderate knowledge	No		
52	No		No		
53	No		No		
54	No		No		
55	No		No		
56	No		No		
57	Yes	Solid knowledge	Yes	No	-
58	No		No		
59	Yes	Solid knowledge	No		
60	Yes	Moderate knowledge	No		





TWIN SYNERGIES

No of Response	Was your organisation involved in developing guidelines for EU programmes? Please specify	Does your organisation have experience in writing proposals? Was it successful in the last 2 years? Please describe focusing on Green & Digital Transition if the case:	Is your organisation currently involved in any EU-funded projects? Please specify the project name, programme and your organisation role (LP-leading or PP-partner):	How well does your organisation understand the financial requirements and eligibility criteria associated with these EU funding
32	No	No		Limited understanding
33	No	No		Moderate understanding
34	No	No		Moderate understanding
35	No	Yes	Yes Obtaining of two electocars, CLAIRD – Clean Air and Climate Adaptation in Ostrava and Other cities	Moderate understanding
36	No	Yes	Yes We don't have such project	Limited understanding
37	No	No		Limited understanding
38	No	Yes	Yes We have lots of projects, it depends on a faculty also	Limited understanding
39	No	Yes	Yes It's part of our strategic documents. Our focus is for environmental and energy savings.	Full understanding
40	No	No		Limited understanding
41	No	Yes	Yes no part of the technical assistance in the region, we worked on the preparation of the Calls including Guidelines for	Full understanding
42	Yes	Yes	Yes N/A	Full understanding
43	No	No		Limited understanding
44	No	Yes	Yes /	Moderate understanding
45	No	Yes	Yes n/a	Moderate understanding
46	No	Yes	Yes /	Moderate understanding
47	No	No		Limited understanding
48	No	No		Limited understanding
49	No	No		Moderate understanding
50	No	No		Moderate understanding
51	No	No		Limited understanding
52	No	No		Limited understanding
53	No	No		Limited understanding
54	No	No		Limited understanding
55	No	No		Moderate understanding
56	No	No		Limited understanding
57	No	Yes	Yes -	Full understanding
58	No	No		Limited understanding
59	No	No		Full understanding
60	No	Yes	Yes Projects related to sustainable urban mobility and digital literacy	Full understanding

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No of Response	How does your organization decide on which EU funding programme to pursue for different business activities (e.g. innovation, ...)?	Does your organization have a structured approach or strategy for maximizing the use of multiple EU funding opportunities?	What key elements are included in your organization's strategy (e.g., prioritization of funding sources, risk management, leveraging collaborations)?	How does your organization review and adapt its strategy based on changes in available EU funding opportunities or regulatory changes?	What was the most effective way in which your organization combined different EU funding sources? Did it have to bridge any gaps/missing links between the different EU programmes?	How important is Innovation Management in your organization?	How do you assess innovation management skills are critical but currently underdeveloped in your organization?	Does your organization have an innovation strategy identifying opportunities in strategic planning?
1	All above mentioned	Yes	Funding sources (the amount of the grant, eligibility of costs etc.) and the eligibility of the activities supported with regard to our mission, vision and personal capacities	As needed based on market or regulatory changes	We spend quite a lot of time finding ways to manage these resources together effectively.	5	Accessing and managing	No
2	Internal expertise and strategy	No			NA	4	Accessing and managing	Yes
3	Through collaboration with project partners	No			Until now, we have not combined different EU funding sources.	5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
4	previous experience, via collaboration with project partners	No			we have not combined the EU sources	3	Strategic planning for innovation;	No
5	Internal expertise and strategy	Yes	Based on existing development strategies of local community (development, digital, Sustainable urban development strategy, SECAP etc.) and its action plans.	As needed based on market or regulatory changes	Through ELNA facility - where funding of technical assistance for sustainable mobility and energy efficiency provided us with project pipeline for EU funding.	4	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
6	Internal expertise plus collaboration with partners	No			ERDF allowed us to finance infrastructure. DEP allows us to finance collaboration with companies. RRF allows us to finance research focused on digital and green transition. We combine various financial resources as opportunities to improve the standard of living in our region through various projects. We perceive a shift in funding towards innovation etc., however we maintain the area of funding for the development of us try to combine our resources for these activities education in an appropriate way. In this respect, we are comfortable with the approach of the Ministry of Education and Science and its funding from ESF sources.	3	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
7	Internal expertise and strategy	Yes	the impact on the region, financial rentability, long-term strategic partnership	Annually		4	none;	No
8	Internal expertise and strategy	No			Programmes to support investment projects have been declining recently. In this respect, it is often necessary to link projects in order to maximize the possibility of investment support towards selected research projects.	2	Strategic planning for innovation; Managing intellectual property (IP);	No
9	demand, request from the Rector's Office or relevant faculties	Yes	assessment by eligible activities, risk management, consideration of other sources	Annually	The regional Operational programme 2014-2020 included a component dedicated for the local development placed under community responsibility. Projects cofinanced under this call for proposals could be supported through a multifund at the agency's level (for a component dedicated to disadvantaged communities).	3	Managing intellectual property (IP); Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
10	Internal expertise and strategy	No				5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
11	Internal expertise and strategy	No				5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
12	Internal expertise and strategy	Yes			As needed based on market or regulatory changes	5	Managing intellectual property (IP); Strategic planning for innovation; Accessing and managing innovation funding (e.g., EU grants, investment);	No
13	Based on previous successful experiences	No			The combination of various resources was coordinated by the ministry, which set and monitored compliance with the requirements. The combination of different EU funding sources is rare, I am aware of its presence in the previous period (and therefore projects) ended but the funding of projects in the new programming period has not yet started. This created a time gap and we had to find internal resources to fund researchers and our	2	Investment;	No
14	all mentioned above	No				4	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile); Managing intellectual	No
15	Based on previous successful experiences	No			in functie de necesitati si disponibilitatea sursei de finantare	3	Using innovation tools and methodologies (e.g., design thinking, agile);	No
16	Through collaboration with project partners	No			It have to bridge some gaps/missing links between the different EU programmes.	5	Accessing and managing innovation funding (e.g., EU grants, investment);	Yes
17	Recommendations from external advisors as the four variants are applicable	Yes	prioritization of funding sources Our strategy at Huis Jouw-west Oostvla is built around key elements to effectively manage resources and drive regional development: 1. Prioritization of Funding Sources: We strategically align our projects with funding programs that best fit our region's priorities. Our strategy at Huis Jouw-west Oostvla is built around key elements to effectively manage resources and drive regional development: 1. Prioritization of Funding Sources: We strategically align our projects with funding programs that best fit our region's priorities.	Annually	We used external company (consultant) to help us at Huis Jouw-west Oostvla, we found the most effective combination of EU funding sources was aligning the Regional Programme (PR.SVO 2021-2027) with Interreg Europe, Horizon Europe, for complementary projects. This approach allowed us to	5	methodologies (e.g., design thinking, agile)	Yes
18	Recommendations from external advisors: Based on the four variants are applicable	Yes				5	and methodologies (e.g., design thinking, agile)	Yes
19	external advisors; Based on	Yes				5	Strategic planning for innovation; Managing intellectual property (IP); Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile);	Yes
20	Internal expertise and strategy	No			NA	4	Using innovation tools and methodologies (e.g., design thinking, agile);	Yes
21	Through collaboration with project partners	Yes	Our organization's strategy and research priorities defined by the university, research management at "Constantin Brancusi" University of Iarghita has continued to focus on increasing visibility and recognition at both national and international levels.	Annually	Research topics were determined in line with our priority directions and key areas, considering the university's strategy for research and development, which promotes interdisciplinarity and the formation of research teams around national and	5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile);	Yes
22	Based on previous successful experiences	Yes	financial sources, management risk	Bi-annually	the existence of an INCAS office in Brussels made the institutional context.	5	Strategic planning for innovation;	No
23	Internal expertise and strategy	Yes	Actual needs of our founders	As needed based on market or regulatory changes	It really depends, case by case, there is no general answer to this question. Our organization has not yet had the opportunity to combine different EU funding sources in a single project. However, we recognize that effectively bridging gaps or addressing missing links between EU programs would be essential to ensure seamless	4	Investment;	No
24	Through collaboration with project partners	Yes	Our organization's strategy emphasizes the prioritization of funding sources and fostering strong partner collaborations as key elements to achieve outcomes	As needed based on market or regulatory changes		5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile)	No
25	Through collaboration with project partners	No			we did not benefit from EU funding - we constantly submit proposals to an relevant co-funded calls; the two-stage evaluation process somewhat hindered our continuity, as we had applications still under review (and were unsuccessful), while new proposals had to be	5	tools and methodologies	No
26	Through collaboration with project partners	No				5	Managing intellectual property (IP);	Yes
27	Internal expertise and strategy	Yes	Development strategy, prioritization, risk management	As needed based on market or regulatory changes	Local and national budget, bank loan	2	Using innovation tools and methodologies (e.g., design thinking, agile);	No
28	Internal expertise and strategy	No			We still haven't tried such approach, but are open to learning about the best practices.	5	Accessing and managing innovation funding (e.g., EU grants, investment);	Yes
29	Internal expertise and strategy	Yes	prioritization of funding sources	As needed based on market or regulatory changes		2	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile);	No
30	Based on previous successful experiences	No			Our organization does not have this kind of experience.	4	Managing intellectual property (IP); Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile);	No
31	Internal expertise and strategy	No			NA	5	Strategic planning for innovation; Using innovation tools and methodologies (e.g., design thinking, agile);	No





TWIN SYNERGIES

No of Response	How does your organisation decide on which EU funding programme to pursue for different business activities (e.g., innovation)	Does your organisation have a structured approach or strategy for maximizing the use of multiple EU funding opportunities?	What key elements are included in your organisation's strategy (e.g., prioritization of funding sources, risk management, leveraging collaborations)?	How often does your organisation review and adapt its strategy based on changes in available EU funding opportunities or	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?	How important is Innovation Management in your organisation?	Results of the reviewing: Innovation management skills are critical but currently underdeveloped within your organisation? (e.g., strategic innovation funding (e.g., EU grants, investment), Using innovation tools and methodologies (e.g., design thinking, agile)	Does your organisation have an innovation strategy integrating identifying opportunities in strategic planning?
32	Recommendations from external advisors	Yes	prioritization of funding sources	As needed based on market or regulatory changes	n/a		4	No
33	Internal expertise and strategy	Yes	Digitization of the distribution network and its modernization for flexibility, increasing resilience and taking over green energy from consumers and producers of green energy	Annually	We applied for all the EU financing areas in which the company was eligible and implemented all the projects for which we concluded financing contracts. In general, the experience was positive, but the bureaucracy is very large.		4	No
34	Through collaboration with project partners	No			There are missing links among European and national programmes but I don't know about different EU funding sources		2	No
35	Based on previous successful experiences	No			Administrative burden differences		4	No
36	Recommendations from external advisors	No			Don't know		4	No
37	Through collaboration with project partners	No			we address different program timelines and overlapping compliance requirements. Additionally, we developed supplemental documentation and periodic reporting checkpoints		4	No
38	Internal expertise and strategy	No			It depends on a topic of project. I don't see any gaps - just lots of things to orient in		3	No
39	Internal expertise and strategy	No			Can't be generalized. Regarding the type of project.		3	Yes
40	Recommendations from external advisors	No			We do not have this		3	No
41	Internal expertise and strategy	No			n/a		3	No
42	Internal expertise and strategy	Yes	Connecting the project database with the organization's strategy. Monitoring, preparation and implementation of projects for permanent clients	As needed based on market or regulatory changes	we consider eu funds to be a useful tool in business development, which we link to specific projects or initiatives. For now, we have found specific projects for all our initiatives. Another perspective is that we search for funding sources for client ideas, following in the context of European Union (EU) funding organizations often combine multiple funding sources from different EU programmes (e.g., Horizon Europe, the European Regional Development Fund (ERDF), the European Social Fund (ESF), or the LIFE		5	Yes
43	Recommendations from external advisors	No					4	No
44	Recommendations from external advisors	No			/		3	No
45	Through collaboration with project partners	No			It does not combine sources through synergy, each source is different/self-sustained project and combinations are not being made.		1	No
46	Internal expertise and strategy	No			/		5	Yes
47	Based on previous successful experiences	No			no		5	No
48	We didn't pursue EU funding programme	No			We didn't use any at this time.		5	No
49	-	No			-		5	No
50	-	No			-		5	No
51	Through collaboration with project partners	No			-		5	No
52	-	No			-		4	No
53	-	No			-		5	No
54	-	No			-		4	No
55	-	No			-		5	No
56	-	No			-		4	No
57	Through collaboration with project partners	Yes	Prioritization of funding sources, risk management, leveraging collaborations	As needed based on market or regulatory changes	-		5	Yes
58	-	No			-		5	No
59	Through collaboration with project partners	Yes	-	As needed based on market or regulatory changes	we combine different funding opportunities for last 11 years to fund the activities of sustainable urban mobility network CIVINET Six-City-SEE as we are the Secretariat of the network, that gathers stakeholders from all sectors in six countries. WE have to adjust		5	Yes
60	Through collaboration with project partners	Yes	In line with organization's mission; leveraging collaborations; internal expertise	As needed based on market or regulatory changes			3	No

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TWIN SYNERGIES

No of Requests	Experience (number)	Success rate (%)	Does your organization encourage idea generation, creativity techniques, agile methodologies, innovation management tools? How?	Does your organization encourage idea generation, creativity techniques, agile methodologies, innovation management tools? How?	Does your organization encourage idea generation, creativity techniques, agile methodologies, innovation management tools? How?	Please describe:
1			Yes	Naturally, this is expected of workers. Then there are the accompanying tools like financial rewards for winning a project	Yes	Our project outputs are often various IT platforms or software that can have commercial applications. Of course, we also solve ways of applying IPR for them. Even direct collaboration with industry usually always requires an IPR solution.
2	250	15	No		No	
3			Yes	The Chamber of Commerce of Dolnja and Bela krajina promotes innovation and innovation culture in companies in our region, for this purpose we have established a section for innovation.	Yes	For years, the Chamber of Commerce has been encouraging innovation and innovation culture in companies, including through training on intellectual property management.
4			Yes	Our HR policy encourages a creative and proactive approach, and various incentives, both financial and non-financial, are used in this regard	No	
5			Yes	Through Development office competences and areas of expertise. It is an administrative unit of the municipality tasked with developing projects and integration of processes for most important aspects of local community development.	No	
6			No		Yes	It is important issue in collaboration with industry, especially when it is collaborative research, the division of IPR between the company and us is the important issue.
7			Yes	our organization operates on a team basis, we do not have a clearly fixed hierarchical structure. Individual initiatives are welcomed and often translated into company projects.	No	
8			Yes	we are an academic institution that allows new ideas to be translated into new projects for which it seeks funding	Yes	we are often the authors of intellectual property that needs to be protected and in this respect we use the services of the Technology Transfer Centre
9			Yes	encouragement of teamwork, efforts to take individual needs into account, possibility of individual (financial) reward for exceptional performance	Yes	the outputs of many applied research projects are in the form of intellectual works that need to be protected, inter alia, with regard to their commercial potential
10			Yes	As a promoter of regional development, the Regional Development Agency must inspire and innovate to help all regional stakeholders (public authorities, academia, business environment and civil society) to be more competitive and increase the living standard in the region.	No	
11			No		No	
12			Yes	-	Yes	-
13			Yes	brainstorming, supporting innovative culture, creative workshops	No	
14			Yes	in particular, we have the opportunity to participate in various training courses on these and similar topics, the knowledge gained can then be transferred to our practice	Yes	We produce many results of the applied research. IP protection of these results is important for us to facilitate knowledge transfer, and maximize the economic impact.
15			No		No	
16	8	20	Yes	Trough events, company visits, mentoring	Yes	Protecting IP is essential for company growth.
17	30	70	Yes	Encouraging and reward innovations at all level at our south-west clients, we foster idea generation, creativity, and innovation through several targeted strategies and tools: Idea Generation and Stakeholder Engagement: We regularly conduct stakeholder workshops and brainstorming sessions, particularly within the framework of the Entrepreneurial Discovery Process (EDP) under the Regional Smart Specialisation Strategy (RSS). These sessions encourage open ideas at our south-west clients, we foster idea generation, creativity, and innovation through several targeted strategies and tools: Idea Generation and Stakeholder Engagement: We regularly conduct stakeholder workshops and brainstorming sessions, particularly within the framework of the Entrepreneurial Discovery Process (EDP) under the Regional Smart Specialisation Strategy (RSS). These sessions encourage open ideas	Yes	This is part of our internal policy and procedures intellectual property management is important for our south-west clients, particularly as we aim to encourage protecting and leveraging of outcomes of research projects within the region. Encouraging IP management ensures that the results of innovation and research can be secured, further developed, and applied to benefit regional growth. Intellectual property management is important for our south-west clients, particularly as we aim to encourage protecting and leveraging of outcomes of research projects within the region. Encouraging IP management ensures that the results of innovation and research can be secured, further developed, and applied to benefit regional growth.
18	20	20	Yes	Idea Generation and Stakeholder Engagement: We regularly conduct stakeholder workshops and brainstorming sessions, particularly within the framework of the Entrepreneurial Discovery Process (EDP) under the Regional Smart Specialisation Strategy (RSS). These sessions encourage open ideas	Yes	
19	20	20	Yes	Idea Generation and Stakeholder Engagement: We regularly conduct stakeholder workshops and brainstorming sessions, particularly within the framework of the Entrepreneurial Discovery Process (EDP) under the Regional Smart Specialisation Strategy (RSS). These sessions encourage open ideas	Yes	
20	5	3	Yes	N/A	Yes	N/A
21	2	100	Yes	Encouraging open innovation and experimentation, reward and recognize innovation, introducing creativity and idea generation techniques, teaching courses on innovation and entrepreneurship, bringing in industry experts, applying for grants for innovation projects, integrating project-based learning into courses, where students must use creativity and agile methods to solve real-world problems for companies or community organizations.	Yes	
22			Yes	by organizing workshops, conferences and exchanges of experience with our EU counterparts	Yes	through the partnership agreement/contract between the entities and through the training of researchers regarding intellectual property rights
23			Yes	Through typical brainstorming processes based on our experience and network of partners	No	
24			Yes	Through team meetings, collaboration, brain storming	No	
25			Yes	the company motivates its employees through financial rewards	Yes	research and innovation underpin the success of a product manufactured in our company and can make the difference in a very competitive market
26	15	40	Yes	We offer full waiver of all publishing fees of original research articles, we have developed an internal grant competition to support the best ideas in the different fields of medical research, and we constantly organize workshops for innovation and the implementation of agile methodologies.	Yes	All proposals have signed agreements for IP management, and we have recently established a technology transfer center for better managing all IP produced by the scientific community.
27			Yes	Promoting innovation fundings	Yes	All public procurement contracts of Mehedinti county stipulates that economic and technical documentation of projects prepared and implemented by Mehedinti County are intellectual property and belongs to Mehedinti County.
28	2	50	Yes	We foster an environment where everyone is encouraged to share their visions for projects during the planning stage. Team members are also motivated to take initiative and lead either entire projects or specific parts of them, promoting active participation and ownership in the innovation process.	No	
29			No		Yes	
30			Yes	Through inhouse projects and programmes such as acceleration programs, EU funded projects... as a promoter or regional development, the south-west clients regional development agency through its strategic role as Management Authority for the Regional Program, elaborates the RSS strategy in order to establish the smart specialization areas and priorities related to EU funding in the region. It also encourages innovation activities in different fields of activities, with focus on digitalization, circular economy, advanced industrial manufacturing.	Yes	Based on the strategic programming documents (RSS, Regional Program, Regional Development Plan) that the Agency is in charge, we consider that IPM plays an important role related to our activity and the use of these documents.
31			Yes		Yes	

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TWIN SYNERGIES

No of Response	Experience (number)	Success rate (%)	Does your organization encourage idea generation, creativity techniques, agile methodologies, innovation management tools? How?	Is intellectual property management – protecting and managing IP in research projects important for your organization?	Please describe if it is important because it is one's legal protection for creations in the mind, ensuring that inventors and creators can reap the rewards of their ingenuity. IP is essential for maximizing the value of intellectual property assets, minimizing risks, fostering innovation, and ensuring that an organization's intellectual property contributes to its overall
32			Yes By creating a work environment where employees can freely express their ideas and through training programs for employees.	Yes	
33			Yes financial motivation and recognition of merits	Yes	we respect intellectual property by obtaining patents where appropriate and by contractual terms with our partners
34			No	No	
35			No	Yes	It is important for researchers. I don't have experience with it
36			No	No	
37			Yes Combination of idea generation, structured creativity, agile methods, and innovation tools help to create an environment where innovation is encouraged and effectively implemented.	Yes	yes, intellectual property management is crucial for our organization, particularly in research projects where innovation and knowledge creation are key. Protecting and managing IP ensures that the outcomes of our research can be shared responsibly, commercialized when applicable, and safeguarded against unauthorized use. By
38			No	Yes	The results of our researchers should be managed better
39	15	80	Yes Brainstorming with citizens, generating ideas on bigger events.	No	
40			Yes Workshops, brainstorming	No	
41			No	Yes	there is a lack of IP protection skills for the innovation project that is in the pipeline
42	10	65	No	Yes	We have active trademark protection in one project, and in most of the projects we develop for ourselves or clients. We analyze whether they can include trademark protection. For some clients, both patents and industrial design.
43			No	No	
44			No	No	
45			No	No	
46	2	50	Yes Internal workshops for researchers, attending lectures	Yes	It is one of the pillars of the organization, researchers are encouraged to consult IP department
47			Yes encouraging ideas	No	
48			No	No	
49			No	No	
50			No	No	
51			No	No	
52			No	No	
53			No	No	
54			No	No	
55			No	No	
56			No	No	
57	10	100	Yes	Yes	-
58			Yes	Yes	-
59	10	100	Yes	Yes	-
60			Yes We have regular brainstorm meetings and yearly retreats. Also, we discuss with our collaborators.	No	





TWIN SYNERGIES

No of Response	Do innovation financing and investment – identifying sources of funding for innovation (EU grants, venture capital, etc.)	Does your organisation receive adequately supported by existing regional/EU programmes in managing innovation (e.g. tools)	What specific support do you believe is lacking, and how would this help your organisation's innovation efforts?	Does your organisation conduct market analysis for international opportunities?
1	Yes It is vital for us. Our organisation is vitally dependent on getting EU funds. Therefore the management is responsible for looking for the opportunities of EU funding as well as other sources.	Yes	state aid is an issue when cooperating with industry. We would appreciate simpler rules and better guidance.	No
2	No	Yes	NA	No
3	Yes For us, it is important to know the sources of financing because in this way we offer support to companies and other organizations in the region	Yes	We need more targeted information.	No
4	Yes As national public sources start to be limited, the company needs to be more involved in international projects and cooperation, including the ones financed from EU sources.	No		No
5	No	Yes	Integrated and standardized approach to development of digital tools and systems.	No
6	Yes The main financial source for the faculty is income coming for education. The second one is for research out of which the main part consists of grants for research, especially from EU sources.	Yes	We need more administrative personnel at the faculty level. Now researchers must take care of a lot of administration agenda.	No
7	Yes We are experienced in securing our own resources. In connection with the implementation of a number of investment projects for companies, we are gradually orienting ourselves to projects financed by private capital (among other things, with regard to reducing the share of public financing). We are also actively financing some of our own projects from our own resources.	Yes	we have no serious recommendations for that.	No
8	No	Yes	We hope that the support set up will continue in the future and help our region in its transformation	Yes
9	Yes Our Centre's mission is to support the acquisition of grant funding for the development of our University	Yes	some research teams lack links to international consortia, partners - they are still very regionally focused. This is also related to insufficient language skills, quality of research, etc.	No
10	Yes Because we support the regional development, one of our objectives is to support the business environment to be aware of the funding opportunities available, but also to attract new foreign investments in the region.	No		Yes
11	Yes It is important, because the Agency's main focus is regional development through attracting resources from outside the region and intensifying the use of local resources in order to improve the quality of life and social cohesion of local communities, as well as to increase the competitiveness of the regional economy.	Yes	Nothing specific	Yes
12	Yes	Yes	-	Yes
13	No	No		No
14	Yes Without dedicated funding (grants) we would not be able to function at all, so fundraising is absolutely essential for us.	Yes	We need to get better knowledge how to get to Horizon and similar programmes.	No
15	No	No		No
16	Yes The IP is important to attract fundings for innovation and for Innovation Audit.	Yes	To attract fundings for companies base on innovation skills.	Yes
17	Yes Almost all innovations need funding to be implemented. Innovations are creating values and growth for our business. Sometimes we need funding to support innovation and to protect our own cash for operational needs. Innovation funding and investment are essential to south-west Croatia's mission of fostering regional development and supporting sustainable growth. Our focus on sourcing and attracting funding for innovation includes several key priorities:	No	To strengthen our innovation initiatives at south-west Croatia, several areas of support would be highly beneficial:	Yes
18	Yes Identifying Diverse Funding Sources: We actively seek out EU grants, such as those under innovation funding and investment are essential to south-west Croatia's mission of fostering regional development and supporting sustainable growth. Our focus on sourcing and attracting funding for innovation includes several key priorities:	Yes	Capacity Building for Digital and Green Innovation: Training programs focused on advanced digital tools, green technologies, and sustainable development. Capacity building for grants and green innovation: training programs focused on advanced digital tools, green technologies, and sustainable development practices would allow us to better implement projects aligned with EU climate and digitalization goals. Access to specialized workshops or mentorship in these areas would significantly enhance our ability to drive	Yes
19	Yes Identifying Diverse Funding Sources: We actively seek out EU grants, such as those under	Yes		Yes
20	No	Yes	N/A	No
21	Yes EU grants are of most importance in innovation funding and investment in the University.	Yes	The information network of universities regarding funding opportunities could be improved, as well as some periodic training of those responsible for writing and implementing projects at the European level, meaning within an institutional framework and with EU accreditation.	Yes
22	Yes grants represent a very important role in the development of the research infrastructure as well as the human resources involved	Yes	through the dissemination of information by the participating institutions	Yes
23	No	No		No
24	Yes As regional development agency our main activities are related to the identifying sources of funding for EU grants and other relevant EU sources.	No		No
25	No	No		Yes
26	Yes We have comprehensive mechanisms in place to ensure proper identification of funding and attracting all relevant stakeholders.	No		No
27	No	No		No
28	Yes As a regional association responsible for promoting science and technology, securing funding through sources such as EU grants is essential for supporting our outreach activities. These funds enable us to design and implement impactful programs that engage the public and foster interest in scientific and technological advancements. Attracting and effectively managing these resources ensures that we can achieve our	No		No
29	No	Yes	-	No
30	Yes For our org, identifying innovation financing sources (EU grants and venture capital) is crucial to help startups access the financial resources needed to develop and scale their innovations. Attracting investments and managing investor relations not only fosters growth for our startups but also builds trust and credibility, enhancing our reputation as a reliable partner in supporting startup success.	Yes	N/A	Yes
31	Yes As a promoter of regional development, we also support the establishment of direct foreign investments in the region. We stimulate the creation of partnerships and collaboration networks to attract investments and implement projects in order to increase competitiveness and the standard of living.	No		Yes

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TWIN SYNERGIES

No of Response	Do you research funding and investment - identifying sources of funding for innovation (EU grants, venture capital, etc.)	Please describe	Is your organisation adequately supported by existing regional/EU programmes in managing innovation (e.g., tools, programmes in managing innovation)	What specific support do you believe is lacking, and how would this help your organisation's innovation efforts?	Does your organisation conduct market analysis for international opportunities?
32	Yes	Yes, it is important because innovation is widely recognized as the primary force driving economic development.	Yes	n/a	No
33	Yes	We have a European Funds Department where our specialists identify funding opportunities for our company that is eligible in accordance with the development strategy and actively participates in public consultations, writing funding requests and implementing projects.	Yes	Grants for the implementation together with local partners of innovative solutions for managing the transition from traditionally produced energy to green energy.	No
34	No		Yes	-	No
35	Yes	It is important to look for a new opportunities in order to get money.	Yes	State help is not enough.	No
36	No		No	streamline application processes, additional staffing resources, and enhanced flexibility in funding allocation. Addressing these gaps would allow us to optimize innovation projects, reduce administrative burdens, and improve our ability to scale impactful solutions.	No
37	Yes	Yes, innovation funding and investment are vital to our organization, as they enable us to pursue cutting-edge projects, scale impactful ideas, and advance research and development.	Yes		No
38	Yes	We are dependent on EU money for developing research projects.	No		No
39	No		Yes	We feel we are adequately supported.	Yes
40	Yes	We do attract investors for the region.	No		No
41	Yes	we plan to apply for funding for several innovation projects that are currently being developed.	No		No
42	Yes	Identifying sources of financing is one of our core services that we provide to clients.	Yes	Given that we are a relatively new company, we do not have that many references (yes, as individuals - experts, but not as a company), which we compensate with quality partnerships.	No
43	No		No		No
44	No		No		No
45	No		Yes	Having experienced mentors and consultants; more presentation and information on funding from trusting sources (as in controlling bodies which should promote funding and application options)	No
46	Yes	/	Yes	/	No
47	No		No		No
48	No		No		No
49	No		No		No
50	No		No		No
51	No		No		No
52	No		No		No
53	No		No		No
54	No		No		No
55	No		No		No
56	No		No		No
57	Yes	-	Yes	-	No
58	Yes	-	Yes	-	No
59	Yes	-	Yes	-	No
60	No		Yes	Even if there are possibilities, we often do not have time to participate, as administrative burden to fund the projects (especially if you are a lead partner) is time consuming.	No

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TWIN SYNERGIES

No of Response	What tools or methodologies do you use for market analysis, and how effective have they been (e.g. the success rate to international expansion)?	Market research and entry strategies	Regulatory compliance in foreign markets	Building and maintaining international partnerships	Cross-cultural communication and management	Access to international funding or investment sources	Does your organization receive support from regional or EU programmes for international business
1		1	3	1	2	2	Yes
2		5	4	5	5	4	No
3		4	3	4	3	4	No
4		4	4	4	2	4	No
5		1	1	1	1	1	No
6		4	5	2	2	5	No
7		3	4	2	1	4	No
8	We are looking for ways to attract international students. We try to promote our faculty abroad by participating in various fairs, etc.	1	1	3	3	2	Yes
9		4	3	4	4	3	No
10	As an Enterprise Europe Network Partner, we constantly search for business and collaboration opportunities for the SMEs in the region. As such we identify and analyze possible and potential partnership proposals and present them to organizations from our region (in most cases SMEs) that could get involved. In this matter we use the EEN platform as a research tool.	3	4	4	3	4	Yes
11	As an Enterprise Europe Network partner, we periodically identify new potential cooperation opportunities and support new collaborations at an international level. This proved to be an effective method, as the network (through EEN Advisors) helps them take advantage of the opportunities of the EU Single Market and access international markets outside Europe. Support network for small and medium-sized enterprises jointly with international institutions, for market analysis, we are using the platform to identify and to disseminate new opportunities to already existing clients or to potential clients to offer them the possibility to expand their business.	3	4	4	3	3	Yes
12		4	4	4	4	4	Yes
13		4	2	2	2	4	No
14		2	2	4	4	4	Yes
15		3	3	3	3	3	No
16	Classical methodology, not based on tools + IA. 40% the success rate	4	3	4	5	5	No
17	We are receiving various market analysis reports from our consultancy or from our own internal dedicated departments. In our Smart Specialisation Strategy, we use a combination of tools and methodologies to conduct thorough market analysis, ensuring our regional projects align with both local and international market demands.	3	4	4	4	5	No
18	SWOT Analysis: These tools allow us to evaluate our strengths, weaknesses, opportunities, and threats, as well as the political, economic, social, technological, legal, and environmental factors affecting our region. This approach has been particularly effective in identifying priority areas for our Smart Specialisation Strategy (RIS3) and ensuring alignment with market trends.	3	3	3	3	3	Yes
19		3	3	3	3	3	Yes
20		3	2	2	2	2	No
21	The launches of research project competitions, as well as research and innovation funding opportunities are disseminated by DCOM through newsletters and sent to the entire university scientific community. Additionally, the Management Project Department updates the website monthly with information on the current funding opportunities available.	5	4	5	5	5	No
22	surveys, interviews, focus groups, and customer observation	4	5	5	4	5	Yes
23		2	1	5	2	4	No
24		5	5	2	2	2	No
25	various official specialized studies	3	4	3	4	5	No
26		4	5	2	1	3	Yes
27		3	3	2	2	3	No
28		3	3	3	3	3	No
29		1	1	1	1	1	No
30	Through partnerships with similar organizations, accelerators, technology parks, ect. we connect startups with potential international markets. As an Enterprise Europe Partner, we periodically conduct market analysis in order to identify potential international collaborations for different types of organizations in the region, especially SMEs. The EEN platform is very helpful and effective in promoting a company's interest of collaboration abroad. However, the success rate varies a lot, being dependent on the negotiation process between the two parties.	1	5	2	1	3	No
31		4	4	4	4	4	Yes

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TWIN SYNERGIES

No of Response	What tools or methodologies do you use for market analysis, and how effective have they been (e.g., the success rate in international expansion)?	Market research and entry strategies	Regulatory compliance in foreign markets	Building and maintaining international partnerships	Cross-cultural communication and management	Access to international funding or investment sources	Does your organisation receive support from regional or EU programmes for international business
32		4	4	3	3	5	No
33		4	5	3	3	4	Yes
34		3	3	4	4	3	No
35		2	4	3	3	4	No
36		3	3	3	3	3	No
37		4	5	3	3	4	Yes
38		2	3	4	3	4	Yes
39	Desk researches	3	3	3	4	3	No
40		4	4	4	3	2	No
41		4	4	5	2	3	No
42		3	4	2	1	3	No
43		4	4	3	3	2	No
44		1	1	4	4	4	No
45		5	5	2	2	4	No
46		3	3	3	3	3	No
47		3	3	4	4	4	No
48		3	3	3	3	3	No
49		3	3	3	3	3	No
50		3	3	3	3	3	No
51		3	3	3	3	3	No
52		3	3	3	3	3	No
53		3	3	3	3	3	No
54		3	3	3	3	3	No
55		4	4	4	4	4	No
56		4	4	4	4	4	No
57		2	2	2	2	2	No
58		3	3	3	3	3	No
59		2	2	2	2	2	No
60		5	1	4	3	5	No





TWIN SYNERGIES

No of Response	Which programmes, and what specific support do they provide (e.g., funding, training, networking)?	What specific type of support would be most beneficial for your organisation in internationalising your business?
1	the network of EDIFs	we appreciate the ways as they are in EuroHPC JU.
2		NA
3		Support for connecting partnerships within the region
4		We would appreciate some mentoring on how to better engage in international projects
5		not applicable, public body
6		As we are part of important national networks, for example NCP & O, we are visible for international cooperation. We also cooperate with outstanding foreign organizations such as Fraunhofer. In this regard we are quite internationalised.
7		We are primarily focused on the region. But there are some new business activities with foreign organisations. We do not any special support for developing these contacts and relations.
8	ERADNUS+	I do not have a specific idea on that.
9		one way is better coordination with public authorities, in particular with ministries and their activities/representatives abroad
10	As an Enterprise Europe Network Partner, we have received financial support from the Single Market Program to implement this type of activities in our region.	EEN services are a good starting point to support internationalizing the business environment. However, this kind of support does not cover specific services (such as specific standards for products and services, sustainability solutions to be applied, IP rights, digitalization solutions) that an SME may need in order to access new markets.
11	Enterprise Europe Network (EEN) is an initiative launched in 2008 and it is funded by the European Commission. The network provides free support services through its member organizations, helping companies to innovate and grow internationally, through networking services, information about funding sources available at regional, national or European level, and also other services such as support, access to trainings, seminars.	Financial and advisory support
12	Single Market Programme (SMP) The specific support that it provides consists, among others, in support for internationalization, digitalisation and innovation.	Financial and advisory.
13		The most beneficial type of support for our organization in internationalizing our business would include access to market research in target countries, and networking opportunities with potential partners abroad.
14	There is a government agency, CzechTrade, which supports expansion into foreign markets. As a university faculty, we do not use these services.	We primarily engage in university-wide activities, e.g. to attract international students to our university. Then we rely on the scientists themselves to attract quality human resources from abroad.
15		finding partners
16		International partnerships, informations about new calls.
17	NUM SOUTH-WEST CROATIA OWENS from several EU programs that support our strategic goals by providing training, and networking opportunities: 1. European Regional Development Fund (ERDF): ERDF is a key funding source for RDA SW, supporting projects that promote economic development, innovation, and competitiveness. This funding allows us to invest in priority areas such as digital transformation, green technology, and infrastructure, which are central to the Regional Programme 2. European regional development fund (ERDF): ERDF is a key funding source for RDA SW, supporting projects that promote economic development, innovation, and competitiveness. This funding allows us to invest in priority areas such as digital transformation, green technology, and infrastructure, which are central to the Regional Programme 3. Horizon Europe: Horizon Europe provides both funding and access to collaborative networks, particularly for	Easy access to European funds, eliminating bureaucracy and reduce number of eligibility criteria to enhance NUM SOUTH-WEST CROATIA's internationalization efforts, the following types of support would be highly beneficial: Networking and Partnership Platforms: Access to broader EU and global networks would facilitate partnerships with international stakeholders. Platforms that connect RDA SW with organizations in advanced innovation sectors would enhance our ability to identify collaboration opportunities and develop transnational projects. These connections would also support networking and partnership platforms: access to broader EU and global networks would facilitate partnerships with international stakeholders. Platforms that connect RDA SW with organizations in advanced innovation sectors would enhance our ability to identify collaboration opportunities and develop transnational projects. These connections would also support knowledge exchange and introduce best practices from other regions.
18		
19		
20		N/A
21		Customized solving international partnerships, collaborate with foreign universities, establish international research networks and bilateral agreements and memorandum of understanding (MOUs), promote faculty and staff mobility, develop internationally focused curricula, engage in international projects, host international conferences and workshops, join international university networks, online and hybrid learning, creating digital collaboration platforms, build industry partnerships, build cultural orientation programs, provide dedicated support for international students, including visa guidance, language assistance.
22	funding, training, networking Horizon Europe, Horizon 2020, Clean Aviation	networking
23		None
24		Networking and Partnership Building and Access to International Funding Opportunities
25		Informational
26	We are involved in framework projects that support funding and training, as well as networking events.	A centralized mechanism designed to provide relevant and content-based help with each European call, tailored to the local needs of the South-West region of Romania.
27		N/A
28		The most beneficial support for our organization in internationalizing our activities would be access to strategic partnerships and funding opportunities.
29		Public administration does not conduct business
30		N/A
31	Single Market Programme. The offered support is related to the EEN services for internationalization for SMEs.	N/A





TWIN SYNERGIES

No of Responses	Which programmes, and what specific support do they provide (e.g., funding, training, networking)?	What specific type of support would be most beneficial for your organisation in internationalizing your business?
32		n/a
33	Founding and training	exchange of experience with similar activities from the countries of the European Community
34		We are public organization, we do not run any business
35		Don't know
36		We don't need internationalize, we are local organization
37	Primarily funding-based support, ERDF helps us with resources for research. Funds can be allocated to cover costs related to setting up operations, conducting preliminary studies, and implementing necessary regulatory changes.	The most beneficial types of support for our organization in internationalizing our business would be enhanced access to scaling funds, market-specific guidance, and partnership development resources.
38	European universities	Networking, looking for new partners, peer-learning
39		Finding abroad partners for our potential international projects.
40		Don't know
41		support for B2B meet ups, exhibition in fairs and other networking opportunities; support in development of entry strategies and regulatory compliances
42		We applied recently for one international business development programme but are still awaiting results. More cross-border programs that finance entrepreneurial projects would be helpful. Support needed: detailed market research and cost analysis to identify the best international markets for expansion. This would include understanding customer preferences, market demand, regulatory environment, and competitive landscape in target countries.
43		Why it's important: Understanding the specific needs and challenges of each market ensures a tailored approach to expansion, which minimizes risk and maximizes the chances of success.
44		/
45		education on expanding the business, anything relevant to topic itself
46		/
47		The company is internationally known
48		-
49		-
50		-
51		-
52		-
53		-
54		-
55		-
56		-
57		-
58		-
59		-
60		We are not a business organisation.





TWIN SYNERGIES

No of Responses	To what extent do cross-cultural communication and management impact on your business? What are the effective strategies for cross-cultural communication?	Does your organisation have a dedicated unit for business internationalisation?	How many people are involved in this unit?	How important is to strengthen communication for your organisation when engaging with regional and EU funding programmes?	How are you most challenged your organisation faces in implementing effective communication strategies?	Do your partners use digital platforms and tools for communication and stakeholder engagement?	Which platforms does your organisation find most effective (e.g., social media, newsletters, webinars), and why?
1	It is not an issue for us	No		Very important	Difficulty in engaging stakeholders	To a moderate extent	
2	NA	Yes	1	Very important	Limited resources or expertise	To a moderate extent	
3	Do not affect	No		Somewhat important		To a moderate extent	
4	We think its impact is limited. We usually implement our projects with partners who are culturally close to us.	No		Very important	communication with our employees to activate their interest to share the strategic goals	To a moderate extent	
5	We have competent experts that have experience in working in multi-cultural environments.	No		Somewhat important		To a great extent	
6	Our main partners come from central and western part of Europe. We do not see any crucial problems in this area.	No		Very important	Limited resources or expertise	To a great extent	No issues, social media, webinars. They are crucial elements and channels of every communication activities. Social media, newsletters can be visible as an important stakeholder for the wider audience (students, companies...)
7	To some small extent.	No		Very important	the need to raise other leaders representing our society	To a moderate extent	
8	We try to take this into account in our international projects. It is also relevant in the context of student exchanges.	No		Important	Limited resources or expertise	To a moderate extent	
9	We do not perceive this as an important topic in the preparation and implementation of projects, but it can be considered important in the case of individual projects concerning student internships and (exchange) stays	No		Important	Limited resources or expertise	To a moderate extent	
10	In this case the ethics and the organizational culture could play an important role in this matter.	No		Important	Limited resources or expertise	To a small extent	
11	Cross-cultural communication is a pillar in business as it helps to effectively engage in new international opportunities. In terms of management impact, it is also a pillar, but in the aspect of effective growth. Some effective strategies in cross-cultural communication are: active listening, empathy, eloquence, respect, support, avoiding assumptions, feedback.	No		Very important	Difficulty in engaging stakeholders	To a small extent	
12	Cross-cultural communication is a pillar in business as it helps to effectively engage in new international opportunities. In terms of management impact, it is also a pillar but in an aspect of effective growth.	No		Very important	Difficulty in engaging stakeholders	To a great extent	social media - because it represents a topical subject through its multiple channels (Facebook, Instagram, LinkedIn).
13	cross-cultural communication and management play a crucial role for the development of the Nova Medis, particularly as we work with diverse international partners, stakeholders, and clients to drive regional development initiatives. Effective cross-cultural collaboration is essential in achieving alignment, building trust, and ensuring project success across borders. Understanding and bridging cultural differences allow us to better serve our international partners and foster	No		Important	Difficulty in engaging stakeholders	To a moderate extent	
14	this topic is important in the case of foreign students and researchers working at our faculty. We are trying to improve the quality of their work at our faculty with various soft tools, and in this we use a university-wide unit focused on foreign students and staff	Yes	3	Somewhat important		To a moderate extent	
15	participation on the events organized in this field	No		Important	Difficulty in engaging stakeholders	To a moderate extent	
16	We don't have strategies for cross-cultural communication	Yes	2	Important	Limited resources or expertise	To a moderate extent	
17	Has a significant impact. Strategy is to collaborate for total benefit, continue communication and open dialog, open minded approach and embrace diversity of opinions	Yes	5	Very important	Limited resources or expertise	To a great extent	Social Media, Newsletter, webinars. To communicate effectively, open and transparent.
18	cross-cultural communication and management do impact our south-west system's effectiveness, especially as we collaborate with diverse international stakeholders in EU-funded projects. Clear and respectful communication across cultural boundaries is essential for building trust, aligning project goals, and ensuring mutual understanding.	Yes	12	Very important	Difficulty in engaging stakeholders	To a moderate extent	
19	communication and management do impact our south-west system's effectiveness, especially as we collaborate with diverse international stakeholders in EU-funded projects. Clear and respectful communication across cultural boundaries is essential for building trust, aligning project goals, and ensuring mutual understanding.	Yes	12	Very important	Limited resources or expertise	To a moderate extent	
20	NA	No		Important	Limited resources or expertise	To a small extent	
21	The processes of internationalization and globalization in recent years have posed significant challenges for higher education. These processes have led to both an increase in cooperation between universities and fierce competition in student recruitment and fundraising. The "Constantin Brâncuși" University of Iași-IIU currently assumes the mission of a university focused on education and scientific research, with the goal of generating and transferring	Yes	10	Very important	Difficulty in engaging stakeholders	To a moderate extent	
22	exchange of experience with counterparts in the field	Yes	10	Very important	Difficulty in engaging stakeholders	To a great extent	social media, newsletters, webinars
23	Really small influence	No		Somewhat important		Not at all	
24	Flexible and Adaptive Approach: Different cultures may have different approaches to time management, decision-making, and problem-solving. Being adaptable and open to different working styles helps ensure smooth collaboration.	No		Important	Difficulty in engaging stakeholders	To a small extent	
25	strategies usually come from the international steering group	No		Somewhat important		To a moderate extent	
26	We have relevant strategies in place.	No		Important	Limited resources or expertise	To a moderate extent	
27	Partner search events	No		Very important	Limited resources or expertise	To a moderate extent	
28	Cross-cultural communication and management have a significant impact on our non-profit organization, especially as we engage in international projects and collaborations aimed at promoting science and technology.	No		Important	Difficulty in engaging stakeholders	To a moderate extent	
29	Public administration does not conduct business	No		Important	Inadequate use of digital tools or platforms	To a moderate extent	
30	Cross-cultural communication and management significantly impact our organization by influencing our ability to effectively collaborate with diverse partners and stakeholders. We are using clear and simple language, and leveraging diverse teams to enhance understanding and build trust across cultural boundaries.	No		Very important	N/A	To a great extent	Social media: Facebook, LinkedIn and web page.
31	NA	No		Important	Limited resources or expertise	To a moderate extent	





TWIN SYNERGIES

No of Response	To what extent do cross-cultural communication and management impact on your business? What are the effective strategies for cross-cultural communication?	Does your organisation have a dedicated unit for business internationalisation?	How many people are involved in this unit?	How important is strategic communication for your organisation when engaging with regional and EU funding programmes?	What are the main challenges your organisation faces in implementing effective communication strategies?	To what extent does your organisation use digital platforms and tools for communication and stakeholder engagement?	Which practices does your organisation find most effective (e.g. social media, newsletters, webinars), and why?
32	n/a	No		Very important	Limited resources or expertise	To a small extent	
33	Largely because we are a company part of an investment fund	No		Important	Limited resources or expertise	To a moderate extent	
34	Do not affect	No		Somewhat important		To a small extent	
35	I am not able to answer this question from my position	No		Important	Difficulty in engaging stakeholders	To a moderate extent	
36	Cross-cultural communication plays great role in our business. We engage with diverse international partners, clients, and team members. These interactions require understanding and respecting cultural differences, which affects our approach to collaboration & negotiation. Respectful, culturally sensitive management helps retain international talent, as team members feel valued and understood.	No		Important	Difficulty in engaging stakeholders	To a small extent	
37		No		Important	Difficulty in engaging stakeholders	To a moderate extent	
38	We are still looking for new partners, international researchers and teachers	No		Somewhat important		To a small extent	
39	Communication is on quite high level for example we are running expat centre. We are still looking for new partners.	No		Important	Lack of time of involved people, mindset of citizens	To a moderate extent	
40	We have to have high-level communication with partners	No		Somewhat important		To a small extent	
41	low impact, not an issue	No		Not important		To a small extent	
42	We are mostly in partnership with organizations that we know before from various initiatives and programs in the region, so we have no problems with cross-cultural issues. Improves understanding and cooperation between employees from diverse backgrounds. Misunderstandings or cultural misunderstandings can hinder team performance, while effective communication encourages collaboration, trust, and shared goals. It allows teams to leverage diverse perspectives, which can lead to more creative solutions and better decision-	No		Important	Limited resources or expertise	To a moderate extent	
43		No		Not important		To a small extent	
44	/	No		Somewhat important		To a small extent	
45	They impact in sense that organization is funded by EU funding which means international team and project stakeholders. The conflicts in management can directly cause money reductions/not fulfilling project goals.	No		Somewhat important		To a small extent	
46	/	No		Important	Limited resources or expertise	To a moderate extent	
47	a fairly high intake	Yes	100	Important	Difficulty in engaging stakeholders	To a moderate extent	
48	-	No		Important	-	To a great extent	-
49	-	No		Important	-	To a moderate extent	
50	-	No		Important	-	To a moderate extent	
51	-	No		Somewhat important		To a moderate extent	
52	-	No		Somewhat important		To a small extent	
53	-	No		Somewhat important		To a small extent	
54	-	No		Somewhat important		To a moderate extent	
55	-	No		Important	-	To a moderate extent	
56	-	No		Somewhat important		To a moderate extent	
57	-	No		Very important	-	To a great extent	-
58	-	No		Important	-	To a moderate extent	
59	-	No		Very important	-	To a great extent	-
60	This is not an issue for us.	No		Very important	Limited resources or expertise	To a great extent	Use of newsletters for broader outreach. Webinars so more people can participate and is less

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TWIN SYNERGIES

No of Response	What metrics does your organisation use to evaluate the success of your communication efforts (e.g., engagement rate, stakeholder feedback)?	Are there specific skills or resources that would enhance your organisation's ability to engage stakeholders more?	Is your organisation interested in writing proposals for European / Horizon projects?	Does your organisation have a specialised unit?	How many people are involved in this unit?	Is your organisation competent in identifying possible synergies between 2 funding streams?	Did your organisation look for alternative funding streams in relation to a project?	Has your organisation considered (DIS)GRI as a project's funding stream because the idea fits the objectives (in both) in a	Please specify:
1	engagement rate	more sales skills within our organisations	Yes	Yes	2	Yes	Yes	No	
2	stakeholder feedback	Access to specialised software or tools	Yes	Yes	2	Yes	Yes	No	
3	Stakeholder feedback	Training in digital communication strategies, improvement of the company culture, including with regard to communication with clients	Yes	No		Yes	No	No	
4	The company provides services and collaborative research to companies. Their (stakeholder) feedback is crucial for us.		Yes	No		Yes	Yes	No	
5	PR analytics, reach, etc.	Training in digital communication strategies	No			Yes	Yes	No	
6	stakeholder feedback, but not in a systematic way	Training (see above) and improved media relations support	Yes	No		Yes	Yes	Yes	When better conditions (especially the funding rate) were identified which were in line with our conditions were identified (conditions for sustainability, duration of the project etc.)
7	interest of key clients participating in our events, rate of follow-up projects with the client, etc.	soft skill of client care	Yes	No		Yes	Yes	Yes	When better conditions (especially the funding rate) were identified which were in line with our conditions were identified (conditions for sustainability, duration of the project etc.)
8	I do not know	Improved media relations support	Yes	No		No	Yes	Yes	When better conditions (especially the funding rate) were identified which were in line with our conditions were identified (conditions for sustainability, duration of the project etc.)
9	we do not measure it	more space for informal meetings and communication	Yes	Yes	4	Yes	Yes	Yes	When better conditions (especially the funding rate) were identified which were in line with our conditions were identified (conditions for sustainability, duration of the project etc.)
10	Stakeholder feedback.	Training in digital communication strategies	Yes	Yes	7	Yes	No	No	
11	Stakeholder feedback	Training in digital communication strategies	Yes	Yes	7	Yes	No	No	
12	Stakeholder feedback	Training in digital communication strategies	Yes	Yes	7	Yes	Yes	No	
13	the success is not measured	Improved media relations support	Yes	No		No	Yes	No	
14	stakeholder feedback is important but I am not expert for communication metrics.	probably all of these options	Yes	No		Yes	Yes	No	
15	engagement rate	Training in digital communication strategies	Yes	Yes	9	No	No	No	
16	we don't have	Access to specialised software or tools	Yes	No		No	Yes	No	
17	engagement rate	Training in digital communication strategies	No			Yes	Yes	No	
18	Stakeholder Engagement Rate. We monitor engagement across our communication channels, including email open rates, website	Training in digital communication strategies	Yes	Yes	12	Yes	Yes	No	
19	Stakeholder Engagement Rate. We monitor engagement across our communication channels, including email open rates, website	Training in digital communication strategies	Yes	Yes	12	Yes	Yes	No	
20	N/A	N/A	Yes	Yes	8	No	Yes	No	
21	personalized metal pens, 200 notebooks, 198 backpacks, 100 T-	Access to specialised software or tools	Yes	Yes	3	No	Yes	No	
22	stakeholder feedback	Access to specialised software or tools	Yes	Yes	10	Yes	No	No	
23	we don't do that	Access to specialised software or tools	Yes	No		Yes	Yes	No	
24	Engagement rate	Training in digital communication strategies	Yes	Yes	3	Yes	Yes	Yes	Such scenarios could arise, particularly when a project has overlapping goals that align with the objectives of different EU
25	engagement rate, stakeholder feedback	Improved media relations support	Yes	No		Yes	Yes	No	
26	Stakeholder feedback	Improved media relations support	Yes	Yes	10	Yes	Yes	No	
27	Stakeholder feedback	Access to specialised software or tools	Yes	Yes	17	Yes	Yes	No	
28	Media Coverage and Outreach, Stakeholder Feedback, Project Outcomes, Engagement Rate	Access to specialised software or tools	Yes	No		Yes	Yes	Yes	Our organisation has considered changing a project's funding stream when the idea aligns with the objectives of different
29	-	Access to specialised software or tools	Yes	Yes	7	Yes	Yes	No	
30	Engagement rate and feedback.	N/A	Yes	Yes	7	Yes	Yes	No	
31	Stakeholder feedback	Training in digital communication strategies	Yes	Yes	7	Yes	No	No	

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TWIN SYNERGIES

No of Response	What metrics does your organisation use to evaluate the success of your communication efforts (e.g., engagement rate, stakeholder feedback)?	Are there specific skills or resources that would enhance your organisation's ability to engage stakeholders more effectively?	Is your organisation interested in writing proposals for European / Non-eu projects?	Does your organisation have a specialised unit?	How many people are involved in this unit?	Is your organisation competent in identifying possible synergies between 2 funding streams?	Did your organisation look for alternative funding streams in relation to a project?	Has your organisation ever considered CHAN/NIEM a project's funding stream because the idea fits the objectives (in both) in a	Please specify
32	stakeholder feedback	Training in digital communication strategies	Yes	No		Yes	No	No	
33	Opinion polls ...	Access to specialized software or tools	Yes	Yes	8	Yes	Yes	No	
34	Any metrics	Training in digital communication strategies	No			No	No	No	
35	Engagement rate	I don't know, stakeholder inclusion is about mindset	Yes	Yes	2	Yes	Yes	No	
36	Feedback	Change of mindset	No			No	No	No	
37	Engagement rate, stakeholder feedback, participation and attendance in events, employee engagement - these metrics are analyzed for continuous improvement.	Improved media relations support	Yes	No		No	No	No	
38	Stakeholder feedback, number of successful partnerships	Change of mindset	Yes	Yes	4	Yes	Yes	No	
39	Feedback	Change mindset of local stakeholders.	No			No	Yes	No	
40	KPIs set at the beginning of project, feedback from stakeholders	Improved media relations support	No			No	No	No	
41	nA	Improved media relations support	Yes	No		No	No	Yes	there are similar calls for proposals (in terms of objectives and purpose of the call), so we are choosing the ones that
42	stakeholder feedback Engagement rate: measures how actively the audience is interacting with the content, often calculated as the total interactions (likes, shares, comments) divided by total reach or impressions. Click-Through Rate (CTR): Tracks how many people click on links (e.g., in 43 emails or posts) compared to how many saw the post or message.	Training in digital communication strategies	No			No	Yes	No	
43		Access to specialized software or tools	No			No	No	No	
44	/	Access to specialized software or tools	Yes	Yes	3	Yes	No	No	
45	Engagement rate.	Training in digital communication strategies	Yes	No		No	Yes	No	
46	engagement rate, stakeholder feedback	Training in digital communication strategies	Yes	No		Yes	Yes	Yes	/
47	engagement rate.	Access to specialized software or tools	No			No	No	No	
48	-	-	No			No	No	No	
49	-	-	No			No	No	No	
50	-	-	No			No	No	No	
51	-	-	No			No	No	No	
52	-	-	No			No	No	No	
53	-	-	No			No	No	No	
54	-	-	No			No	No	No	
55	-	-	No			No	No	No	
56	-	-	No			No	No	No	
57	-	-	Yes	No		No	No	No	
58	-	-	No			No	Yes	No	
59	-	-	No			No	Yes	No	
60	Stakeholder feedback; evaluation forms	Improved media relations support	Yes	No		No	Yes	Yes	if we use that we can't rank from one funding stream, we try to adjust the proposal to another one, if possible.

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TWIN SYNERGIES

No of Requests	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?	Please specify 2	Has your organisation ever developed a project further and re-applied an upgraded idea (based on a previous project) in another funding project?	Please specify 3	Has your organisation ever recommended its partners to apply for a project that would supplement the current activity?	No of Response	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?	Please specify 2	Has your organisation ever developed a project further and re-applied an upgraded idea (based on a previous project) in another funding project?	Please specify 3	Has your organisation ever recommended its partners to apply for a project that would supplement the current activity?
1	Yes		Yes	I can't remember. But I'm sure there were some.	Yes	32	No		No		No
2	No		No		No	33	No		No		No
3	No		No		No	34	No		No		No
4	No	several projects on green infrastructure have in first phase an infrastructural nature (build), in the second phase we try to address every project is prepared and implemented with the ambition to prepare a new one that will build on the	No		No	35	Yes	Firstly research calls, then call for the solution (e.g. for funding infrastructure) or opposite	No		No
5	Yes		No		No	36	No		No		No
6	Yes		No		No	37	No		No		No
7	Yes	This applies to most of our projects. Ideally, private funding would come in as an additional source.	Yes	were several projects financed from ERDF that were then followed by upgraded ideas that applied for national	Yes	38	Yes	with the development of topic, there could be different streams (research, infrastructure, development)	Yes	Don't remember but there were some	Yes
8	No	examples are projects that we wanted to pilot test on a smaller scale (their feasibility), then	Yes	ERDF project which was followed by project financed from national sources	No	39	Yes	For the topic the call have not been suitable, we changed programme.	No		No
9	Yes	implement them as part of a grant. This was indicated when we applied as a grant administrator in order to support start-up social enterprises. The idea was that the agency was a grant administrator for social enterprise start-ups. We re-applied with an updated idea also as a grant	Yes	Yes, several of our projects (or projects financed from national sources) have been upgraded to become the projects for Horizon. Based on the answer offered at question 62, we have improved and re-applied with an updated idea to obtain financing at the agency was a grant administrator for social enterprise start-ups. We re-applied with an updated idea also as a grant	No	40	No		No		No
10	Yes		Yes		No	41	Yes	the follow up project that would cover the commercialization / launch of new projects after the project that in the projects that we are currently implementing for clients, we have the obligation to develop follow-up projects that we	No	Last year we unsuccessfully submitted the project to Erasmus (VET), this year we corrected it according to	No
11	Yes		Yes		No	42	Yes		Yes		No
12	No		No		No	43	No		No		No
13	No	it is usually natural that you build on your results in one project in another project. You are looking for suitable (or even other)	Yes	Horizon to Interreg	No	44	No		No		No
14	Yes		No		No	45	No		No		No
15	No		No		No	46	Yes	/	No		No
16	No		No		No	47	No		No		No
17	No		No		No	48	No		No		No
18	No		No		Yes	49	No		No		No
19	No		No		Yes	50	No		No		No
20	Yes	N/A	Yes	N/A	Yes	51	No		No		No
21	No		No		No	52	No		No		No
22	No		No		No	53	No		No		No
23	Yes	ERDF/ERDF for development of project pipeline and then ERDF for capitalisation. This is given a case when we have the project that can be divided in two or more phases which are independent and initial	Yes	There were many	No	54	No		No		No
24	Yes		No		No	55	No		No		No
25	No		No		No	56	No		No		No
26	No		No		No	57	No		No		No
27	No	we have successfully completed an ESIF-funded project focused on promoting STEM among children and youth.	No		No	58	No		No		No
28	Yes		No		No	59	No		No		No
29	Yes	as an idea	No		No	60	Yes	As we are into sustainable urban mobility, we try to explore different possibilities.	No		No
30	No	As a grant administrator for managing funds for social enterprises as start-ups, we have re-applied to continue this initiative as	Yes	We re-applied and upgraded ideas in another programme (from CE into MEDiteran).	No						Yes
31	Yes		Yes	From Interreg to Horizon.	No						No

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TWIN SYNERGIES

No of Request: Please specify it	Has your organisation ever thought of or been in a situation to consider existing synergies between the EU funding programmes on	Please specify the most relevant details of this process, and explain when and how your organisation also observed the synergy? (Please include above ESF funding as the base (infrastructure upgrade etc.), followed by research projects (H2020, HE).	Has your organisation also observed the synergy?	Specify some aspects that contradict and hamper the simultaneous implementation of two funding streams and EU
1	I can't remember. But I'm sure there were some.	Yes	No	
2		No	No	
3		No	No	
4		No	No	
5		No	No	
6		Yes	No	
7	It is our job to look for suitable funding sources for our clients projects.	Yes	No	
8		No	No	
9	We provide advisory and information support to university departments, the aim of which is also to find alternative sources of funding for their projects.	Yes	Yes	problems have been identified in projects combining different sources of funding, e.g. in that the topic of state aid is relevant
10		Yes	No	
11		No	No	
12		Yes	No	
13		No	No	
14		No	No	
15		No	No	
16		No	No	
17	PROJECTS PROMOTING THE GOVERNANCE OF REGIONAL ECOSYSTEM SERVICES PROJECTS IN INTERREG PROGRAM. GOOD PRACTICE EXAMPLE: LEVERAGING REGIONAL EXPERTISE TO ENHANCE UNIVERSITY PARTICIPATION IN ENVIRONMENTAL GOVERNANCE PROJECTS	No	No	
18	In line with our mission to foster sustainable development and strengthen partnerships within the South-West Oltenia region, RDA South-West Oltenia identified a strategic opportunity for the University of Craiova to participate as a key partner in the PROGRESS (PROMoting the Governance of Regional Ecosystem Services) project, funded by the Interreg Program. This initiative exemplifies how proactive, inter-institution collaboration can maximize regional	No	No	
19	University of Craiova	No	No	
20	N/A	No	Yes	N/A
21		No	No	
22		No	No	
23		No	No	
24		No	No	
25		No	No	
26		No	No	
27		No	No	
28		No	No	
29		No	No	
30		No	No	
31		Yes	No	





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No of Response	Please specify ⁴	Has your organisation ever thought of or been in a situation to consider existing synergies between the EU funding programmes on	Please specify the main reasons details of this process, and explain when and how your organisation thought of it, and even	Has your organisation also observed the opposite?	Are there any specific risks that could contradict and harm the simultaneous implementation of two funding streams and EU
32		No		No	
33		No		No	
34		No		No	
35		Yes	Mentioned above	No	
36		No		No	
37		No		No	
38	Do not know	No		No	
39		No		No	
40		No		No	
41		No		No	
42		Yes	was often, in situations where we work with clients who develop products up to a certain level of TRL, we immediately think about	No	
43		No		No	
44		No		No	
45		No		No	
46		Yes	/	No	
47		No		No	
48		No		No	
49		No		No	
50		No		No	
51		No		No	
52		No		No	
53		No		No	
54		No		No	
55		No		No	
56		No		No	
57		No		No	
58		No		No	
59	-	No		No	
60		No		No	





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No of Response	Does your organisation actively engage in building strategic partnerships or collaborations with other organisations (e.g., ...)	What types of collaborations does your organisation engage in most frequently? (Select all that apply)	What is your organisation's ability to establish and maintain effective partnerships for EU or regional projects?	Identifying and selecting suitable partners:	Negotiating collaboration terms and agreements:	Coordinating and managing collaborative projects:	How many successful partnerships has your organisation built?	What is the success rate in maintaining these partnerships in the long run? (%)	Number of successful negotiations conducted:	Success rate (%)
1	Yes	Research and development partnerships; Joint innovation projects; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry	Extensive experience	Yes	Yes	Yes	30	30	100	50
2	Yes	Research and development partnerships; Industry	Extensive experience	Yes	Yes	Yes	1500	30	300	20
3	Yes	Industry consortia or networks; Joint innovation projects;	Moderate experience	Yes	Yes	Yes	4	75	10	75
4	Yes	Research and development partnerships;	Moderate experience	Yes	No	Yes	70	50	70	75
5	Yes	Research and development partnerships;	Extensive experience	Yes	Yes	Yes	4	100	5	100
6	Yes	Research and development partnerships; Industry consortia or networks;	Extensive experience	Yes	Yes	Yes	150	50	100	90
7	Yes	Public-private partnerships; Public-private partnerships; Joint innovation projects; Research and development	Extensive experience	Yes	Yes	Yes	50	80	200	100
8	Yes	Research and development partnerships; Joint innovation projects; Industry consortia or networks; Joint innovation projects; Cluster development in different fields of activity.;	Moderate experience	Yes	No	Yes	200	66	200	100
9	Yes	Research and development partnerships; Joint innovation projects; Industry consortia or networks; Industry consortia or networks; Joint innovation projects; Cluster development in different fields of activity.;	Extensive experience	Yes	No	No	30	75	30	80
10	Yes	Research and development partnerships;	Moderate experience	Yes	Yes	Yes	10	70	0	80
11	Yes	Joint innovation projects; Industry consortia or networks; Clusters; Public-private partnerships; Joint innovation projects; Research and development partnerships;	Moderate experience	Yes	Yes	Yes	10	70	10	100
12	Yes	Research and development partnerships;	Moderate experience	Yes	Yes	Yes	10	80	10	100
13	Yes	Research and development partnerships;	Extensive experience	Yes	Yes	Yes	20	30	3	3
14	Yes	Research and development partnerships; Industry consortia or networks;	Moderate experience	Yes	No	Yes	60	60	100	30
15	No		Limited experience	No	Yes	Yes	3	30	2	90
16	No	Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry	Moderate experience	Yes	No	Yes	6	6	2	2
17	Yes	Research and development partnerships; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry	Moderate experience	Yes	Yes	Yes	5	80	5	90
18	Yes	Research and development partnerships; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry	Extensive experience	Yes	Yes	Yes	20	20	10	20
19	Yes	Research and development partnerships; Industry consortia or networks;	Extensive experience	Yes	Yes	Yes	18	20	9	20
20	Yes	N/A;	Limited experience	Yes	No	No	3	3	0	100
21	Yes	Research and development partnerships; Joint innovation projects;	Extensive experience	Yes	No	Yes	50	100	70	100
22	Yes	Research and development partnerships; Industry consortia or networks; Public-private partnerships;	Moderate experience	Yes	Yes	Yes	12	80	10	80
23	Yes	Research and development partnerships; Public-private partnerships;	Extensive experience	Yes	Yes	Yes	100	70	5	80
24	Yes	Research and development partnerships;	Moderate experience	Yes	Yes	Yes	10	75	5	50
25	No		Limited experience	Yes	Yes	Yes	10	100	10	100
26	Yes	Research and development partnerships;	Moderate experience	Yes	No	Yes	7	100	3	100
27	Yes	Research and development partnerships;	Extensive experience	Yes	Yes	Yes	20	100	100	100
28	Yes	Joint innovation projects;	Moderate experience	Yes	Yes	Yes	10	90	70	100
29	No		Moderate experience	Yes	No	Yes	2	100	2	100
30	Yes	Joint innovation projects;	Extensive experience	Yes	Yes	Yes	32	30	32	62
31	Yes	Joint innovation projects; Public-private partnerships; Industry consortia or networks;	Moderate experience	Yes	Yes	Yes	10	70	10	80

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No of Response	Does your organisation actively engage in building strategic partnerships or collaborations with other organisations (e.g., ...)	What types of collaborations engage in most frequently? (Select all that apply)	Does your organisation's ability to establish and maintain effective partnerships for EU or regional projects?	Identifying and selecting suitable partners:	Negotiating collaboration terms and agreements:	Coordinating and managing collaborative projects:	How many successful partnerships has your organisation built?	What is the success rate in maintaining these partnerships in the long run? (%)	Number of successful negotiations conducted:	Success rate (%)
32	No		No experience	Yes	Yes	Yes	0	0	0	0
33	Yes	Research and development partnerships; Joint innovation projects;	Moderate experience	Yes	Yes	Yes	6	90	0	0
34	No		Moderate experience	No	No	Yes	5	75	5	80
35	Yes	Research and development partnerships; Joint innovation projects; Industry consortia or networks; Research and development partnerships; Public-private partnerships;	Moderate experience	Yes	Yes	Yes	20	25	80	50
36	Yes	Research and development partnerships; Public-private partnerships;	Moderate experience	Yes	Yes	Yes	20	50	100	50
37	Yes	Research and development partnerships;	Moderate experience	Yes	Yes	No	10	60	20	60
38	Yes	Research and development partnerships; Public-private partnerships; Industry consortia or networks; Joint innovation projects; Research and development partnerships; Public-private partnerships;	Limited experience	Yes	Yes	Yes	30	50	100	50
39	Yes	Research and development partnerships; Public-private partnerships; Industry consortia or networks; Public-private partnerships; Infrastructure	Moderate experience	Yes	Yes	Yes	20	50	100	50
40	Yes	Industry consortia or networks; Research and development partnerships; Public-private partnerships; Joint innovation projects; Industry consortia or networks;	Moderate experience	Yes	Yes	No	10	80	50	50
41	Yes	Industry consortia or networks;	Moderate experience	No	Yes	Yes	2	50	1	100
42	Yes	Joint innovation projects; Industry consortia or networks;	Extensive experience	Yes	Yes	Yes	10	65	10	100
43	No		Limited experience	Yes	No	Yes	10	80	15	70
44	No		Moderate experience	Yes	No	No	1	1	0	0
45	No		Limited experience	Yes	Yes	Yes	8	15	2	15
46	Yes	Industry consortia or networks; Research and development partnerships; Public-private partnerships; Joint innovation projects;	Extensive experience	Yes	Yes	Yes	12	75	0	100
47	No		Moderate experience	No	No	No	50	50	100	80
48	No		Limited experience	No	No	No	0	100	0	0
49	No		Limited experience	Yes	Yes	Yes	0	0	0	0
50	No		Limited experience	Yes	Yes	Yes	0	0	0	0
51	No		Limited experience	Yes	Yes	Yes	0	0	0	0
52	No		Limited experience	Yes	Yes	Yes	0	0	0	0
53	No		Limited experience	Yes	Yes	Yes	0	0	0	0
54	No		Limited experience	Yes	Yes	Yes	0	0	0	0
55	No		Limited experience	Yes	Yes	Yes	0	0	0	0
56	No	Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks;	Moderate experience	Yes	Yes	Yes	0	0	0	0
57	Yes	Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks;	Extensive experience	Yes	Yes	Yes	50	100	30	100
58	Yes	Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks; Research and development partnerships; Joint innovation projects; Public-private partnerships; Industry consortia or networks;	Limited experience	Yes	Yes	Yes	10	100	10	100
59	Yes	Research and development partnerships; Industry consortia or networks; Public-private partnerships; Joint innovation projects;	Extensive experience	Yes	Yes	Yes	50	100	50	100
60	Yes	Research and development partnerships; Other CSOs; Academia; Local governments;	Extensive experience	Yes	Yes	Yes	10	6	20	80

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No of Response	Number of projects coordinated:	Success rate in achieving project goals (%)	How does your organisation measure the success of collaborations and partnerships?	Has your organisation ever evaluated the impact of its collaboration strategies on business outcomes (e.g., growth, innovation, funding)?	What metrics or KPIs does your organisation use to measure the impact of collaborations? (Select all that apply)	How does your organisation seek when engaging in collaborations and partnerships?	How often does your organisation review and adapt its collaboration approaches to align with evolving business and EU?	Is your organisation competent in acting for consortium/partnership building?	Is your organisation confident in its ability to build and lead consortia focused on Green & Digital Transition initiatives?	What skills has your organisation relied on, and how successful has it been in these areas?
32	0	0	Long-term value or revenue generated	No		Access to new markets or customers	Rarely	No		
33	0	0	N/A	No		Enhanced innovation and R&D capabilities	Regularly	Yes	Yes	Developing a strategic vision and identifying common G&DT goals; Developing a strategic vision and identifying common G&DT goals; Negotiation and diplomacy for aligning G&DT priorities across
34	40	80	Number of projects initiated/completed	No		Help for regional organisations	Occasionally	Yes	Yes	
35	10	40	Stakeholder satisfaction or engagement levels	No		Enhanced innovation and R&D capabilities	Rarely	Yes	No	
36	15	80	Stakeholder satisfaction or engagement levels	No		Increased funding and financial opportunities	Rarely	No		
37	1	90	Long-term value or revenue generated	No		Enhanced innovation and R&D capabilities	Regularly	No		
38	15	80	Achievement of predefined innovation or development goals	No		Increased funding and financial opportunities	Rarely	Yes	No	
39	5	95	Stakeholder satisfaction or engagement levels	Yes	Stakeholder satisfaction or feedback; Project success rates; Revenue or value generated from partnerships; Stakeholder satisfaction or feedback; Project success	Development of the city	Rarely	No		
40	0	0	Achievement of predefined innovation or development goals	Yes		Increased funding and financial opportunities	Rarely	No		
41	1	0	Long-term value or revenue generated	No	Stakeholder satisfaction or feedback; Number of long-term partnerships maintained; Sustainability impact; Project success	Increased funding and financial opportunities	Rarely	No		Developing a strategic vision and identifying common G&DT goals; Building relationships and open communication with G&DT
42	7	100	Achievement of predefined innovation or development goals	Yes		Increased funding and financial opportunities	Occasionally	Yes	Yes	
43	5	50	Long-term value or revenue generated	No		Increased funding and financial opportunities	Occasionally	Yes	Yes	Building relationships and open communication with G&DT focus;
44	1	1	Number of projects initiated/completed	No		Increased funding and financial opportunities	Rarely	Yes	No	
45	8	50	Number of projects initiated/completed	No	Project success rates; Revenue or value generated from partnerships; Number of long-term partnerships maintained; Stakeholder	Shared resources and reduced project costs	Occasionally	Yes	No	
46	3	90	Number of projects initiated/completed	Yes		Increased funding and financial opportunities	Regularly	Yes	No	
47	5	80	Long-term value or revenue generated	No		Shared resources and reduced project costs	Regularly	Yes	Yes	Developing a strategic vision and identifying common G&DT goals;
48	0	100	-	No		-	Occasionally	No		
49	0	0	-	No		-	Regularly	No		
50	0	0	-	No		-	Occasionally	No		
51	0	0	-	No		-	Regularly	No		
52	0	0	0	No		0	Regularly	No		
53	0	0	-	No		-	Regularly	No		
54	0	0	-	No		-	Regularly	No		
55	0	0	-	No		-	Regularly	No		
56	0	0	-	No	Project success rates; Revenue or value generated from partnerships; Number of long-term partnerships maintained; Stakeholder	-	Regularly	No		
57	5	100	-	Yes	Project success rates; Revenue or value generated from partnerships; Number of long-term partnerships maintained; Stakeholder	Enhanced innovation and R&D capabilities	Frequently	No		
58	5	100	-	Yes	Project success rates; Revenue or value generated from partnerships; Number of long-term partnerships maintained; Stakeholder	Enhanced innovation and R&D capabilities	Frequently	No		
59	5	100	-	Yes	Project success rates; Revenue or value generated from partnerships; Number of long-term partnerships maintained; Stakeholder	Enhanced innovation and R&D capabilities	Frequently	No		
60	5	100	Number of projects initiated/completed	No		Increased funding and financial opportunities	Regularly	Yes	Yes	Building relationships and open communication with G&DT focus;

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No of response	Idea development for innovation projects	Grant and proposal writing	Project management and coordination	Financial management and reporting for EU-funded projects	Understanding EU policies on the Green & Digital transition	Does your organisation offer or participate in training programmes in these areas? If so, how effective are these?	Do you have the skills or necessary for your organisation to better engage with EU funding opportunities and support?	Has your organisation already asked for support regarding EU projects?	What kind of support did it receive?
1	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective	Policy and regulatory compliance knowledge; advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	consultancy advice from private as well as public authorities
2	Advanced	Intermediate	Advanced	Advanced	Advanced	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
3	Intermediate	Basic	Intermediate	Intermediate	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	We actively participate in the EDIH project.
4	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective	Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology adoption;	Yes	professional and administrative support of a private consultancy company
5	Intermediate	Intermediate	Advanced	Intermediate	Advanced	Somewhat effective	Advanced digital skills (e.g., data analysis, digital tools); Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology adoption;	No	
6	Intermediate	Basic	Intermediate	Basic	Intermediate	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	We asked the help from the central university administration. It concerned the help with preparing H2020 projects.
7	Advanced	Advanced	Advanced	Advanced	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
8	Advanced	Intermediate	Intermediate	Intermediate	Basic	Effective	Advanced digital skills (e.g., data analysis, digital tools); Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	only support from the central university project support unit
9	Intermediate	Advanced	Advanced	Advanced	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
10	Basic	Advanced	Advanced	Advanced	Intermediate	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
11	Basic	Intermediate	Intermediate	Advanced	Basic	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
12	Intermediate	Advanced	Advanced	Advanced	Advanced	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
13	Intermediate	Basic	Advanced	Advanced	Basic	Somewhat effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
14	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	We asked for the support from our university project support centre as well as from private consultancy companies.
15	No skills	Advanced	Advanced	Advanced	Basic	Not offered	Sustainability practices and green technology adoption;	No	
16	Basic	Basic	Intermediate	Intermediate	Intermediate	Somewhat effective	Advanced digital skills (e.g., data analysis, digital tools); Project and financial management skills; Policy and regulatory compliance knowledge; Project and financial management skills; Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
17	Intermediate	Basic	Advanced	Advanced	Basic	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	Hiring consultancy for short-term users to support our EU projects to strengthen our regional initiatives and align with EU objectives. The types of support we received have been varied and beneficial:
18	Advanced	Advanced	Advanced	Advanced	Advanced	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	1. Technical Assistance: We received guidance on project design, application procedures, and compliance with EU standards, which has been crucial for developing effective applications, particularly for complex multi-partner projects. This support has helped us improve project management and ensure alignment with EU
19	Advanced	Advanced	Advanced	Advanced	Advanced	Not effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	
20	No skills	Basic	Intermediate	Intermediate	Basic	Not effective	Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
21	Advanced	Advanced	Advanced	Advanced	Advanced	Very effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	grants
22	Advanced	Advanced	Advanced	Advanced	Advanced	Effective	Project and financial management skills; Policy and regulatory compliance knowledge; Sustainability practices and green technology	Yes	participation in working groups and information access
23	Intermediate	Advanced	Advanced	Advanced	Advanced	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
24	Intermediate	Advanced	Advanced	Advanced	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	Grant support
25	Advanced	No skills	Advanced	Basic	No skills	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
26	Advanced	Advanced	Intermediate	Advanced	Intermediate	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	Consultancy
27	No skills	Advanced	Advanced	Advanced	Basic	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Policy and regulatory compliance knowledge;	No	
28	Advanced	Basic	Advanced	Intermediate	Intermediate	Effective	Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	Advice from the representative organizations.
29	Basic	Intermediate	Advanced	Advanced	Basic	Effective	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	Yes	external expertise
30	Advanced	Advanced	Advanced	Advanced	Intermediate	Somewhat effective	Policy and regulatory compliance knowledge; Project and advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	
31	Basic	Intermediate	Advanced	Advanced	Basic	Not offered	Advanced digital skills (e.g., data analysis, digital tools); Sustainability practices and green technology	No	

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No of Response	Idea development for innovation projects	Grant and proposal writing	Project management and coordination	Financial management and reporting for EU-funded projects	Understanding EU policies on the Green & Digital transition	Does your organisation offer or participate in training programmes in these areas? If so, how effective are these	Which assistance services are necessary for your organisation to better engage with EU funding opportunities and support activities (e.g. skills (e.g. data analysis, digital tools); Policy and regulatory compliance knowledge; Sustainability	Has your organisation already asked for support regarding EU projects?	What kind of support did it receive?
32	Basic	No skills	No skills	No skills	No skills	Not offered		No	
33	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Effective	Advanced digital skills (e.g. data analysis, digital tools); Sustainability practices and green technology adoption; Policy and regulatory compliance knowledge;	No	
34	Intermediate	Basic	Intermediate	Basic	Basic	Somewhat effective		No	
35	Basic	Basic	Intermediate	Basic	Basic	Not offered	Policy and regulatory compliance knowledge; Policy and regulatory compliance knowledge; Advanced digital skills (e.g. data analysis, digital tools); Sustainability practices and green technology adoption; Policy and regulatory compliance knowledge;	No	
36	Advanced	Advanced	Advanced	Intermediate	Intermediate	Not offered		No	
37	Intermediate	Basic	Basic	Basic	Intermediate	Not offered		Yes	Our organization has requested support regarding EU projects, particularly for initiatives focused on innovation and research; we have sought assistance from various EU funding programs
38	Basic	Advanced	Advanced	Intermediate	Intermediate	Somewhat effective	Project and financial management skills; Policy and regulatory compliance knowledge; Project and financial management skills; Sustainability practices and green technology adoption; Policy and regulatory compliance knowledge; Project and	Yes	Grant/Proposal Writing, Project Management
39	Basic	Intermediate	Advanced	Advanced	Basic	Not offered		Yes	We receive specific answers to our specific question. We attend some trainings time to time.
40	Intermediate	Basic	Basic	Basic	Basic	Not offered		No	
41	Basic	Intermediate	Intermediate	Advanced	Intermediate	Not offered	Sustainability practices and green technology adoption;	Yes	financing of a project
42	Advanced	Advanced	Advanced	Intermediate	Advanced	Effective	Advanced digital skills (e.g. data analysis, digital tools); Policy and regulatory compliance knowledge;	No	
43	Basic	Basic	Basic	Basic	Basic	Somewhat effective	Sustainability practices and green technology adoption; Project and financial management skills; Policy and regulatory compliance knowledge; Sustainability practices and green	No	
44	Basic	Intermediate	Intermediate	Basic	Intermediate	Not offered		No	
45	Basic	Basic	Intermediate	Intermediate	Basic	Somewhat effective	Project and financial management skills; Sustainability practices and green technology adoption; Advanced digital skills (e.g. data analysis, digital tools);	Yes	mostly Erasmus+ funds and access to some education /online webinars or live trainings from national or EU bodies offering funding as in National Agency, open webinars of Commission
46	Intermediate	Advanced	Advanced	Intermediate	Basic	Somewhat effective		No	
47	Advanced	Advanced	Advanced	Advanced	Advanced	Effective	Sustainability practices and green technology adoption;	No	
48	Basic	Basic	Basic	Basic	Basic	Effective		No	
49	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
50	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
51	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
52	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
53	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
54	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
55	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
56	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Somewhat effective		No	
57	Advanced	Advanced	Advanced	Advanced	Intermediate	Very effective		No	
58	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Effective		No	
59	Advanced	Intermediate	Intermediate	Intermediate	Intermediate	Very effective		No	
60	Advanced	Advanced	Advanced	Advanced	Intermediate	Somewhat effective	Sustainability practices and green technology adoption;	No	

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No of Response	Did the provided support meet your organisation's needs?	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	What are the main barriers for your organisation to participate in EU-funded projects?	What does your organisation expect from training in EU proposal writing?
1	Partly	Good	Good	Good	Average	Administrative Burden; Lack of agenda experts;	To improve writing in specific areas such as impact
2						Economical Conditions (pre-financing, co-financing, etc.); Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Economical Conditions (pre-financing, co-financing, etc.) and Skilled staff; Lack of information about Opportunities; Administrative Burden; Insufficient administrative Burden; Economical Conditions (pre-financing, co-financing, etc.); Insufficient	Additional knowledge
3	Partly	Average	Average	Good	Good		We expect to become successful and efficient.
4	Fully	Good	Poor	Good	Average		To become skillful to make project proposals for calls in HE
5							Be better.
6	Fully	Good	Good	Good	Average	Insufficient Knowledgeable and Skilled staff; Administrative Burden;	Increase our ability to obtain other types of grants
7						we do not see any crucial barrier to participate.	We do not yet have much experience in submitting projects to the HE programme.
8	Fully	Good	Good	Excellent	Average	Administrative Burden; Economical Conditions (pre-financing, co-financing, etc.);	More chances to get funding for our project plans.
9						Economical Conditions (pre-financing, co-financing, etc.); we do not see any other crucial barriers; Insufficient knowledgeable and Skilled staff; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network; Insufficient Cooperation and Network; Insufficient International Visibility	comparison with our experience
10						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	To achieve new skills and knowledge to write and implement EU proposals, but also to boost existing ones.
11						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	Increasing the knowledge and skills regarding writing proposals and enhancing the existing knowledge.
12						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	We expect that the participating staff manage to gain more knowledge concerning EU proposal writing, to find out tips and tricks from more experienced partners and so to increase the success rate in applying for HE projects.
13						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	Our organization expects training in EU proposal writing to provide us with practical knowledge and skills to develop competitive, high-quality proposals that align with EU funding priorities and requirements.
14	Fully	Good	Good	Good	Poor	Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	better knowledge of how to write good projects for Horizon Europe
15						Administrative Burden;	better skills for project management
16						Lack of information about Opportunities; Insufficient International Visibility and/or Standing; administrative Burden; Economical Conditions (pre-financing, co-financing, etc.); Insufficient knowledgeable and Skilled staff; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	To write proposal projects, in partnership
17	Partly	Good	Good	Good	Good	Insufficient Knowledgeable and Skilled staff; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	To access easy EU funds
18	Fully	Good	Good	Good	Good	Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	Participants expect training in EU proposal writing to provide practical tools and knowledge that enhance our project success and alignment with EU priorities. Specifically, we look forward to: 1. Guidance on Proposal Structure and Requirements: Understanding the structure, terminology, and evaluation criteria of EU proposals is essential. Training should offer insights into key sections—such as impact, innovation, and sustainability—and detail best practices for each section. 2. Strategies for Demonstrating Project Impact and EU Alignment: Effective
19	Fully	Good	Good	Good	Good	Insufficient Knowledgeable and Skilled staff; International Visibility	
20						N/A;	N/A
21	Fully	Excellent	Excellent	Excellent	Good	Economical Conditions (pre-financing, co-financing, etc.); Insufficient Cooperation and Network;	Developing strong proposal writing skills Building Project ideas and logical and impactful objectives Partnerships and consortium building Writing with clarity and precision
22	Fully	Excellent	Excellent	Good	Good	Insufficient Cooperation and Network;	participants to understand in depth the requirements of the guide
23						Economical Conditions (pre-financing, co-financing, etc.);	We have exhaustive knowledge
24	Fully	Good	Good	Average	Average	Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	We expect the training to enhance our capacity to successfully apply for EU funding, leading to more impactful and well-funded projects aligned with the region's green and digital transition goal.
25						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	knowledge and visibility about the opportunities and projects
26	Partly	Good	Good	Good	Good	Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient International Visibility and/or Standing; Economical Conditions (pre-financing, co-financing, etc.); Insufficient Cooperation and Network;	Dedicated workshops
27						Insufficient Knowledgeable and Skilled staff; Lack of information about Opportunities; Insufficient International Visibility and/or Standing; Insufficient Cooperation and Network;	Better services to the citizens
28	Partly	Average	Average	Average	Average	Administrative Burden;	Learning how to properly construct a budget and how to write concise proposals
29	Fully	Very Poor	Good	Good	Average	Insufficient Knowledgeable and Skilled staff;	knowledge
30						N/A;	To improve our skills regarding proposal writing through more practical work and real example of successful proposals.
31						Insufficient knowledgeable and Skilled staff; Insufficient Cooperation and Network; Insufficient International Visibility	To gain more knowledge and valuable insights that can help perfect our abilities in project writing. Also we look forward to consolidate the knowledge already acquired.

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No of Response	Did the provided support meet your organisation's needs?	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	What are the main barriers for your organisation to participate in EU-funded projects?	What does your organisation expect from training in EU proposal writing?
32						Lack of information about opportunities; Insufficient Knowledgeable and Skilled staff; Administrative Burden; Insufficient	n/a
33						The complexity of forming a consortium; administrative Burden; Insufficient Knowledgeable and Skilled staff; Insufficient	Increase competency
34						Cooperation and insufficient cooperation and Network; Lack of Information about opportunities; Insufficient International Visibility	Practical workshop
35						Insufficient International Visibility	Possibility to better myself in everything possible.
36						Economical Conditions (pre-financing, co-financing, etc.);	Tips how to be successful in international proposal writing
37	Partly	Average	Average	Average	Average	Economical Conditions (pre-financing, co-financing, etc.); Insufficient cooperation and Network; Administrative Burden; Insufficient International Visibility and/or Standing; Lack of	By attending EU proposal writing training, we aim to significantly improve our ability to navigate the complexities of EU funding, submit stronger applications, and successfully implement projects that align with both our organisational goals and EU priorities.
38	Partly	Average	Good	Average	Average	Insufficient International Visibility and/or Standing; Lack of	examples of good practice, experience in evaluating applications
39	Partly	Average	Good	Poor	Average	Insufficient Knowledgeable and Skilled staff;	To get experience and learn more in defined areas which could help in my further work.
40						Administrative Burden; Economical Conditions (pre-financing, co-financing, etc.);	Building the structure and setting deliverables
41	Partly	Good	Very Poor	Very Poor	Poor	Insufficient International Visibility and/or Standing; Insufficient International Visibility and/or Standing; Economical Conditions (pre-financing, co-financing, etc.); As a newly	to learn how to write successful Horizon projects
42						Administrative Burden;	Knowledge of Horizon Europe training in proposal writing is typically aimed at helping individuals and organizations effectively navigate the complexities of EU funding programs. The expectations from such training usually focus on the following key areas: EU Funding Landscape: A solid understanding of the different funding programs and financial instruments available within the EU, such as Horizon Europe, Erasmus,
43						Administrative Burden; Insufficient Knowledgeable and Skilled staff;	/
44						Administrative Burden; Economical Conditions (pre-financing, co-financing, etc.); Insufficient International Visibility and/or Standing;	Mentoring and concrete application development.
45	Fully	Excellent	Poor	Good	Good		/
46							/
47						non;	non
48						≤	-
49						≤	-
50						≤	-
51						≤	-
52						≤	-
53						≤	-
54						≤	-
55						≤	-
56						≤	-
57						≤	-
58						≤	-
59						≤	-
60						No real obstacles;	We do not attend such training any more.

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No of Response	Which knowledge and skills does your organisation expect to have developed at the end of a capacity building programme?	Which skills we track to enhance the competitiveness and innovation capacities of your organisation in the context of the programme?	For which of the following skills does your institution provide training programmes?	Advanced Digital Skills	Sustainability Practices and Green Technologies	Interdisciplinary Research Methods	International Collaboration Techniques and Tools
1	we are quite experienced but there are still niches in project writing and implementation that could be improved.	Skills: Interdisciplinary Research Methods: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills	Advanced Digital Skills: Innovation	Effective	Effective	No Opinion	No Opinion
2	NA	Skills: Sustainability Practices and Green Technologies Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Management: Entrepreneurship and Business Internationalization; Strategic Communication; Social Innovation; Digital Skills: Sustainability Practices and Green Technologies: Innovation	No Opinion	No Opinion	No Opinion	Very Effective
3	Knowledge and skills for writing proposals and implementing projects.	Technologies: International Collaboration Techniques Sustainability Practices and Green Technologies: Innovation	Management: Entrepreneurship and Business	Effective	Effective	No Opinion	No Opinion
4	better knowledge of the ecosystem needed to engage in European projects (not ESIF programmes)	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	none	Effective	Effective	No Opinion	No Opinion
5	New insights, deeper understanding of the areas, gaining insight into good and best practices of similar communities.	Technologies: Social Innovation Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Advanced Digital Skills: Innovation	Effective	Effective	Somewhat Effective	Somewhat Effective
6	better innovation management skills	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Advanced Digital Skills: Innovation	Effective	Effective	No Opinion	No Opinion
7	We will be repeating ourselves, but this is about increasing our ability to better bid for support from the HE programme. We are involved in a number of research projects but they are funded by ESIF funds.	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	we do not provide trainings	Effective	Effective	No Opinion	No Opinion
8	to expand our cooperation with foreign countries.	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Sustainability Practices and Green Technologies: Innovation	Effective	Effective	Effective	No Opinion
9	gaining further experience, examples of good practice on how to better build international cooperation	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Advanced Digital Skills: Innovation	Effective	Effective	Effective	No Opinion
10	Skills related to quality project proposal writing and managing in HE Programme.	Technologies: Innovation Management: Entrepreneurship and Business Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Policy and Regulatory Understanding	Effective	Effective	No Opinion	Effective
11	Financial management, project management, innovation management, Green & Digital transversal themes: project management, Financial Management, Innovation Management, Time Management	Technologies: International Collaboration Techniques Innovation Management: Strategic Communication; Entrepreneurship and Business	Policy and Regulatory Understanding	No Opinion	No Opinion	No Opinion	No Opinion
12	Resource Management (arrange projects, conveniences and management; strong proposal writing abilities; particularly for international and EU funding applications, with skills to clearly articulate project goals, methodologies, and expected impacts)	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	None	No Opinion	No Opinion	No Opinion	No Opinion
13	Skills to design and implement robust monitoring and evaluation frameworks that track project progress, assess impact, and generate insights for continuous improvement. We expect to be proficient in both	Technologies: Social Innovation Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Business Internationalization	Effective	No Opinion	No Opinion	No Opinion
14	I do not know what is meant by that question	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Sustainability Practices and Green Technologies: Innovation	Effective	Effective	No Opinion	No Opinion
15	project management	Technologies: Interdisciplinary Research Methods: Innovation Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Policy and Regulatory Understanding	No Opinion	No Opinion	No Opinion	No Opinion
16	To write proposal projects, in partnership	Technologies: Innovation Management: Entrepreneurship and Business Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Advanced Digital Skills: Innovation Management	Effective	Somewhat Effective	Somewhat Effective	Somewhat Effective
17	Writing effective projects as a trend of a capacity building program. I am from West-Ukraine expects to have developed the following key knowledge and skills to enhance our effectiveness in managing EU projects and driving regional development:	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Strategic Communication; Policy and Regulatory Understanding; Innovation Management; Entrepreneurship and Business	Effective	Somewhat Effective	Somewhat Effective	Somewhat Effective
18	1. Project Design and Proposal Writing Skills: We aim to strengthen our ability to design projects that align with EU funding priorities and address regional needs effectively. This includes mastering proposal structure, requirements, and best practices to increase our success rate in competitive funding applications.	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Internationalization; Strategic Communication; Policy and Regulatory Understanding	Effective	Effective	Effective	Effective
19	2. Strategic Partnership Building and Networking Skills: Enhanced skills in identifying and collaborating	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Strategic Communication; Policy and Regulatory Understanding	Effective	Effective	Effective	Effective
20	NA	NA	NA	No Opinion	No Opinion	No Opinion	No Opinion
21	Improved proposal writing skills Research and data analysis skills Project management and planning skills Collaboration and partnership development	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Methods: Entrepreneurship and Business Internationalization; Strategic Communication	Very Effective	Very Effective	Very Effective	Very Effective
22	management skills and opening the horizon to innovation	Technologies: Interdisciplinary Research Methods: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Advanced Digital Skills: Innovation Sustainability Practices and Green Technologies: Innovation	Effective	Effective	Effective	Very Effective
23	We have exhaustive knowledge	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	none	No Opinion	No Opinion	No Opinion	No Opinion
24	Improved Proposal Writing Skills; Tips for Collaboration with Partners; Practical Tools and Templates	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Policy and Regulatory Understanding Sustainability Practices and Green Technologies: Innovation	Somewhat Effective	Somewhat Effective	Somewhat Effective	Somewhat Effective
25	Knowledge of access areas and development of skills to access funds and implement projects	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Management: Entrepreneurship and Business	Effective	Very Effective	Somewhat Effective	Effective
26	Every available one	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Innovation Management; Interdisciplinary Research Methods	Very Effective	Somewhat Effective	Very Effective	Effective
27	Language and digital skills	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Policy and Regulatory Understanding	Somewhat Effective	Somewhat Effective	Not Effective	No Opinion
28	Learning how to properly construct a budget and how to write concise proposals	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	none	No Opinion	No Opinion	No Opinion	No Opinion
29	to learn how to write proposal for projects and implement them after receiving the funds	Technologies: Interdisciplinary Research Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	none of them	Effective	Effective	Effective	Not Effective
30	Improved writing skills	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	n/a	No Opinion	No Opinion	No Opinion	No Opinion
31	Project writing, Project management, Project Innovation	Technologies: International Collaboration Techniques Advanced Digital Skills: Advanced Digital Skills Sustainability Practices and Green Technologies: Innovation	Policy and Regulatory Understanding	No Opinion	No Opinion	No Opinion	No Opinion

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No of Response	Which knowledge and skills does your organisation expect to have developed at the end of a capacity-building programme?	For which of the following skills does your institution provide training programmes?	Advanced Digital Skills	Sustainability Practices and Green Technologies	Interdisciplinary Research Methods	International Collaboration Techniques and Tools
32	n/a	n/a	No Opinion	No Opinion	No Opinion	No Opinion
33	Increasing digital skills, developing managerial skills, a structured thinking focused on achieving performance	International Collaboration Techniques and Tools; Advanced Digital Skills; Innovation Management; Social Innovation; Sustainability Practices and Green Technologies	Advanced Digital Skills; Effective	Somewhat Effective	Somewhat Effective	Very Effective
34	more information meeting	International Collaboration Techniques and Tools; Innovation Management; Social Innovation; Sustainability Practices and Green Technologies	Regulatory Understanding; Somewhat Effective	No Opinion	Not Effective	Somewhat Effective
35	Grant management	Interdisciplinary Research Methods; Innovation Management; Social Innovation; Sustainability Practices and Green Technologies	No training; No Opinion	No Opinion	No Opinion	No Opinion
36	Orientation in actual trends and opportunities	International Collaboration Techniques and Tools; Innovation Management; Social Innovation; Sustainability Practices and Green Technologies	No trainings provided; Somewhat Effective	Somewhat Effective	Somewhat Effective	Somewhat Effective
37	By the end of the capacity-building program, our organization expects to have a well-rounded set of competencies that will enable us to efficiently apply for and manage EU-funded projects, implement innovation, ensure compliance, and collaborate effectively with international partners. This will help us achieve our strategic goals, improve project outcomes, and sustain long-term growth and impact.	Interdisciplinary Research Methods; Innovation Management; Policy and Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Interdisciplinary Research Methods; Effective	Effective	Effective	Somewhat Effective
38	N/A	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	We don't provide anything; No Opinion	No Opinion	Somewhat Effective	No Opinion
39	Project management, Organization of tasks, hacks for the writing and systematic work, etc.	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	No training programmes on these skills; No Opinion	Very Effective	Somewhat Effective	Effective
40	Effectivity and targeting	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Choice of training is up to individual need; Somewhat Effective	Effective	No Opinion	No Opinion
41	to learn how to write successful Horizon projects	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	It does not provide training; Effective	No Opinion	No Opinion	No Opinion
42	N/A	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Somewhat Effective	Very Effective	Effective	Effective
43	Tools and Techniques: Proficiency in using relevant tools, software, or technologies that are essential for	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Advanced Digital Skills; Social Innovation; Innovation Management; Very Effective	Very Effective	Very Effective	Very Effective
44	/	Advanced Digital Skills; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	None; Not Effective	Not Effective	Not Effective	Not Effective
45	Grant writing knowledge, management skills	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	none; No Opinion	No Opinion	No Opinion	Somewhat Effective
46	/	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Innovation Management; Somewhat Effective	Effective	Effective	Effective
47	non	Communication; Innovation Management; Entrepreneurship and Business Internationalization; Internationalization; Innovation; Sustainability Practices and Green Technologies; Innovation Management; Strategic Communication; Advanced Digital Skills; Social Innovation; Innovation Management; Sustainability Practices and Green Technologies	Very Effective	Very Effective	Very Effective	Very Effective
48	-	-	Effective	Effective	Effective	Effective
49	-	-	Effective	Effective	Effective	Effective
50	-	-	Effective	Effective	Effective	Effective
51	-	-	Effective	Effective	Effective	Effective
52	-	-	Effective	Effective	Effective	Effective
53	-	-	Effective	Effective	Effective	Effective
54	-	-	Effective	Effective	Effective	Effective
55	-	-	Effective	Effective	Effective	Effective
56	-	-	Very Effective	Very Effective	Very Effective	Very Effective
57	-	-	Very Effective	Very Effective	Very Effective	Very Effective
58	-	-	No Opinion	No Opinion	No Opinion	No Opinion
59	-	-	No Opinion	No Opinion	No Opinion	No Opinion
60	For existing staff we do not need such capacity-building programme. Only if we employ young people, which is not a case now.	Innovation Management; Sustainability Practices and Green Technologies	Effective	Effective	Effective	Somewhat Effective

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