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Parallel session 4: Experiences
monitoring and evaluating S3
performance



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Experiences monitoring and evaluating S3 performance

- **Tatiana Fernández**, Head of Economic Strategy, Generalitat de Catalunya, Spain
- **Ieva Gurklyte**, R&D&I coordinator of ICT Lab division, Lithuania
- **Jennifer Maria Grisorio**, Head of “Research and education system” area, ARTI-Puglia, Italy
- **Alexandra Avdeenko**, Evaluation Specialist, Finance, Competitiveness, and Innovation, World Bank
- **Gabriela Macoveiu**, North-East Regional Development Agency, Romania

Moderator : Daniela Kretz, S3 CoP Secretariat

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S3 monitoring through open data in Catalonia

Tatiana Fernández

Head of Economic Strategy Generalitat de Catalunya



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Catalonia's S3

[RIS3CAT 2030, Strategy for the smart specialisation of Catalonia](#)

RIS3CAT 2030 promotes transformative, responsible research and innovation with impact on the quality of life of people and the territory

Enabling technologies

- Artificial intelligence
- Cybersecurity, connectivity and blockchain
- Microelectronics and nanoelectronics, photonics and quantum technologies
- Advanced and sustainable materials
- Biotechnology
- Advanced digital manufacturing

New digital- and technology-based industry

RIS3CAT 2030 shared agendas

- A sustainable, fair, equitable and healthy food system
- An environmentally-friendly, emissions-neutral energy and resource system
- A sustainable mobility and logistics system
- A universal, sustainable, resilient social and health care system
- A reflective, proactive, inclusive and responsive education and knowledge-generation system
- A sustainable, competitive industrial system
- A cultural system that integrates people, territory and history

Greener, more digital, more resilient and fairer socioeconomic model

RIS3CAT 2030 monitoring system

It combines different sources of information and types of analysis to better understand how research and innovation in Catalonia are supporting:

- The articulation of sustainable value chains
- The emergence of new business models aimed at generating shared value
- The transformation of socio-technical systems (water, energy, mobility, health, food, etc.)
- The creation of digital- and technology-based industry
- The transition towards a greener, more digital, more resilient and fairer socio-economic model

These transformative processes are complex, as they involve interrelated changes in very different areas (such as the production systems, technologies, markets, regulations, user preferences, infrastructure, and cultural expectations).

RIS3CAT indicators

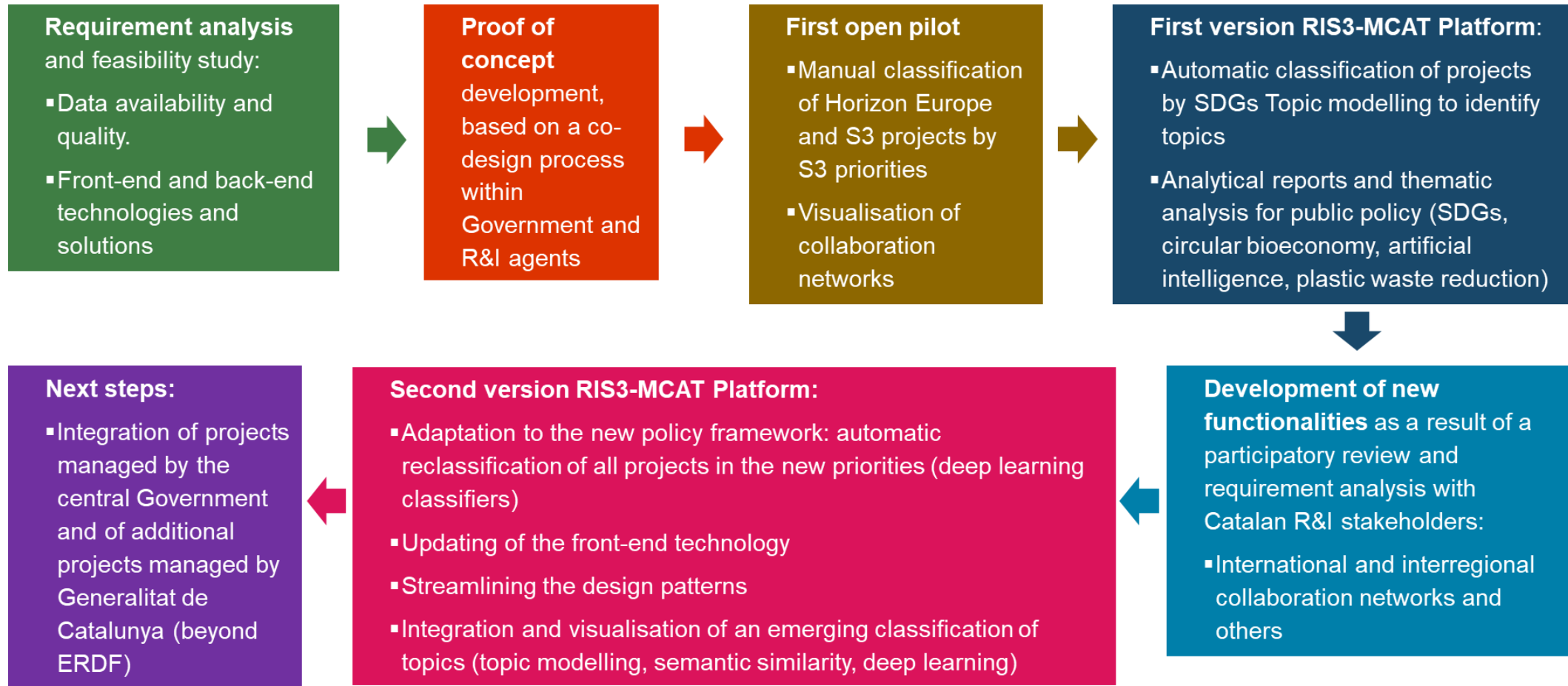
Output and result indicators of R&I projects managed by Generalitat de Catalunya

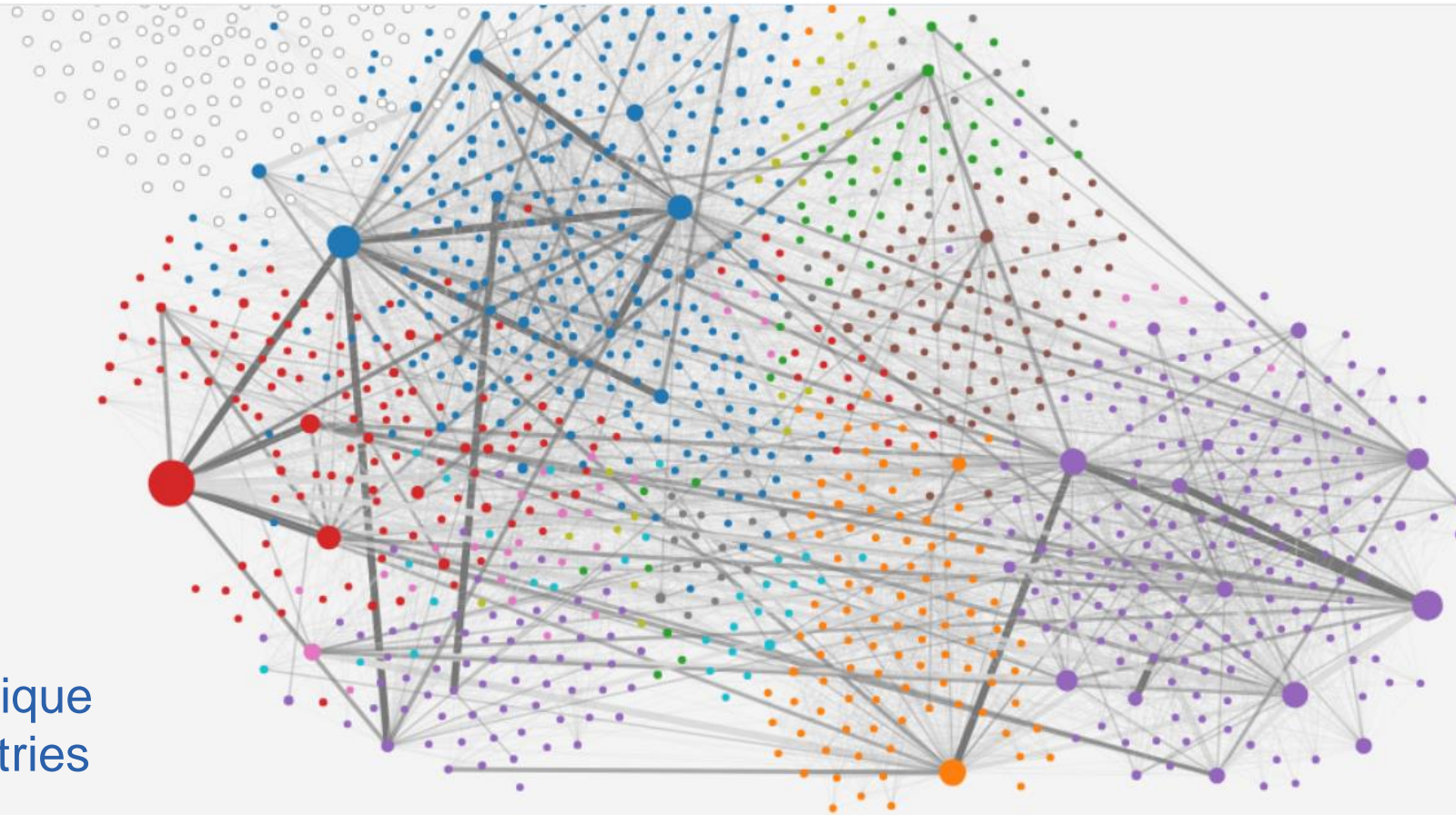
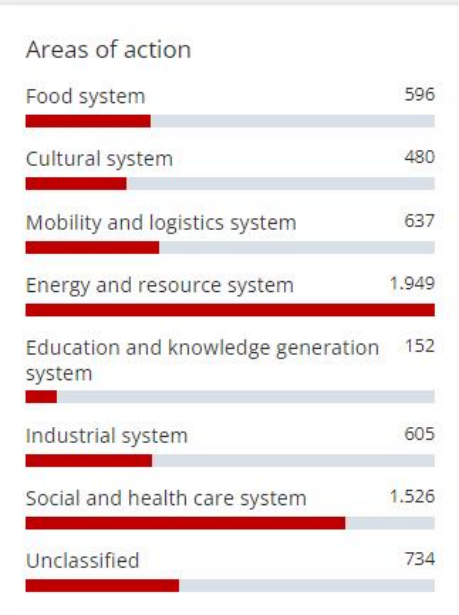
Statistics, surveys, technology foresight reports, indicators and official data

Open data from R&I projects managed by other administrations (EU, Central and local governments)

Qualitative and semi-structured data from the S3 discovery process and from shared agendas (bottom-up)

The process of creating an open data platform for monitoring S3 (starting in 2017)





More than 5,000 unique users from 73 countries

4.832 projects

3.184.670.262 € of investment

1.517 organisations

16.546 external partners

Topics' map (through a topic modelling)

Organisations network | **Projects map**

<https://ris3mcat.gencat.cat/>

Areas of action	Count
Food system	596
Cultural system	480
Mobility and logistics system	637
Energy and resource system	1.949
Education and knowledge generation system	152
Industrial system	605
Social and health care system	1.526
Unclassified	734



-
-
-
-
-
-
-
-

4.832 projects

3.184.670.262 € of investment

1.517 organisations

16.546 external partners

Distribution of “mobility and logistics” projects

<https://ris3mcat.gencat.cat/>

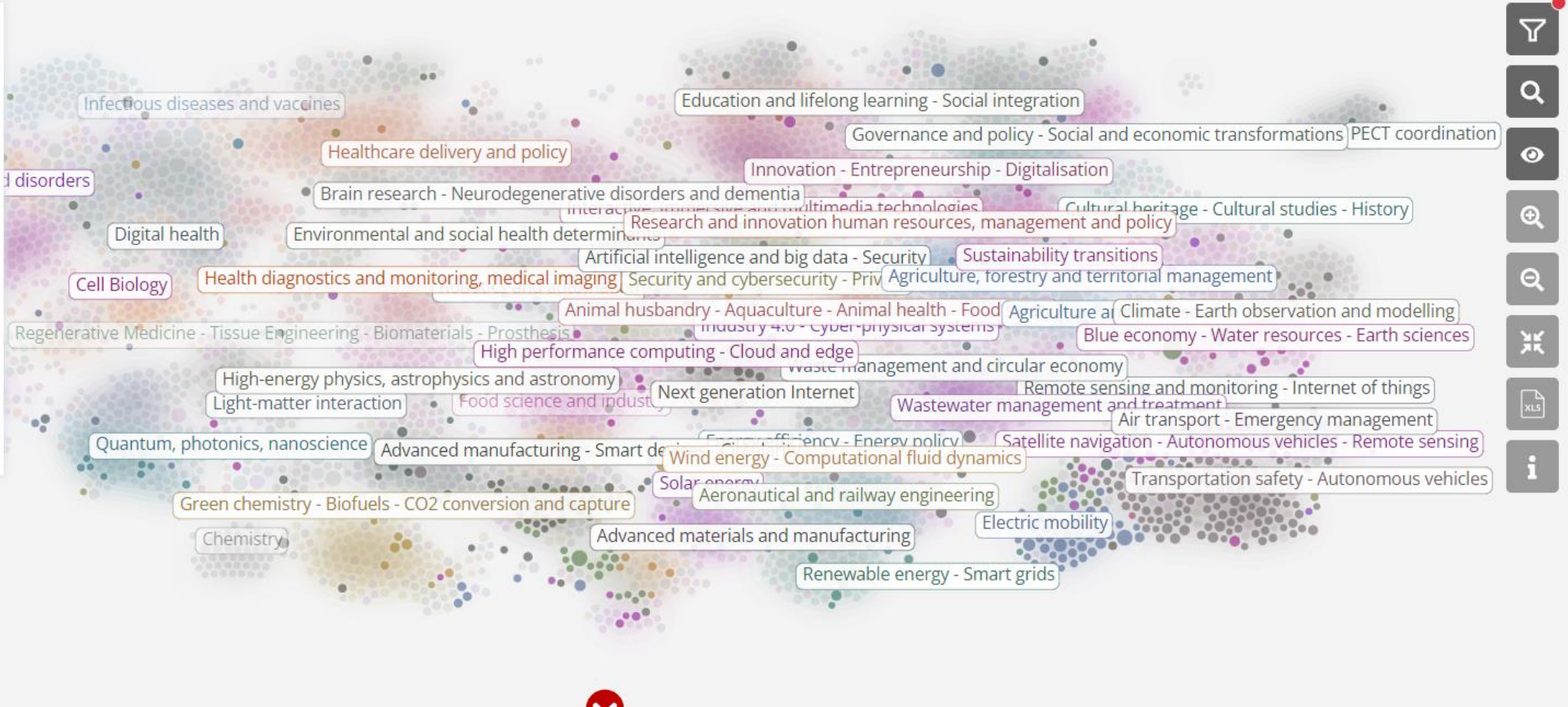
Organisations network

Projects map

[View applied filters](#)

[Remove filters](#)

Areas of action	
Food system	30
Cultural system	29
Mobility and logistics system	637
Energy and resource system	296
Education and knowledge generation system	7
Industrial system	124
Social and health care system	63
Unclassified	0



- Filter icon
- Search icon
- Eye icon
- Zoom in icon
- Zoom out icon
- Fullscreen icon
- Download icon (XLS)
- Info icon

637 projects

369.119.383 € of investment

351 organisations

3.903 external partners

Distribution of “social and health care system” projects

<https://ris3mcat.gencat.cat/>

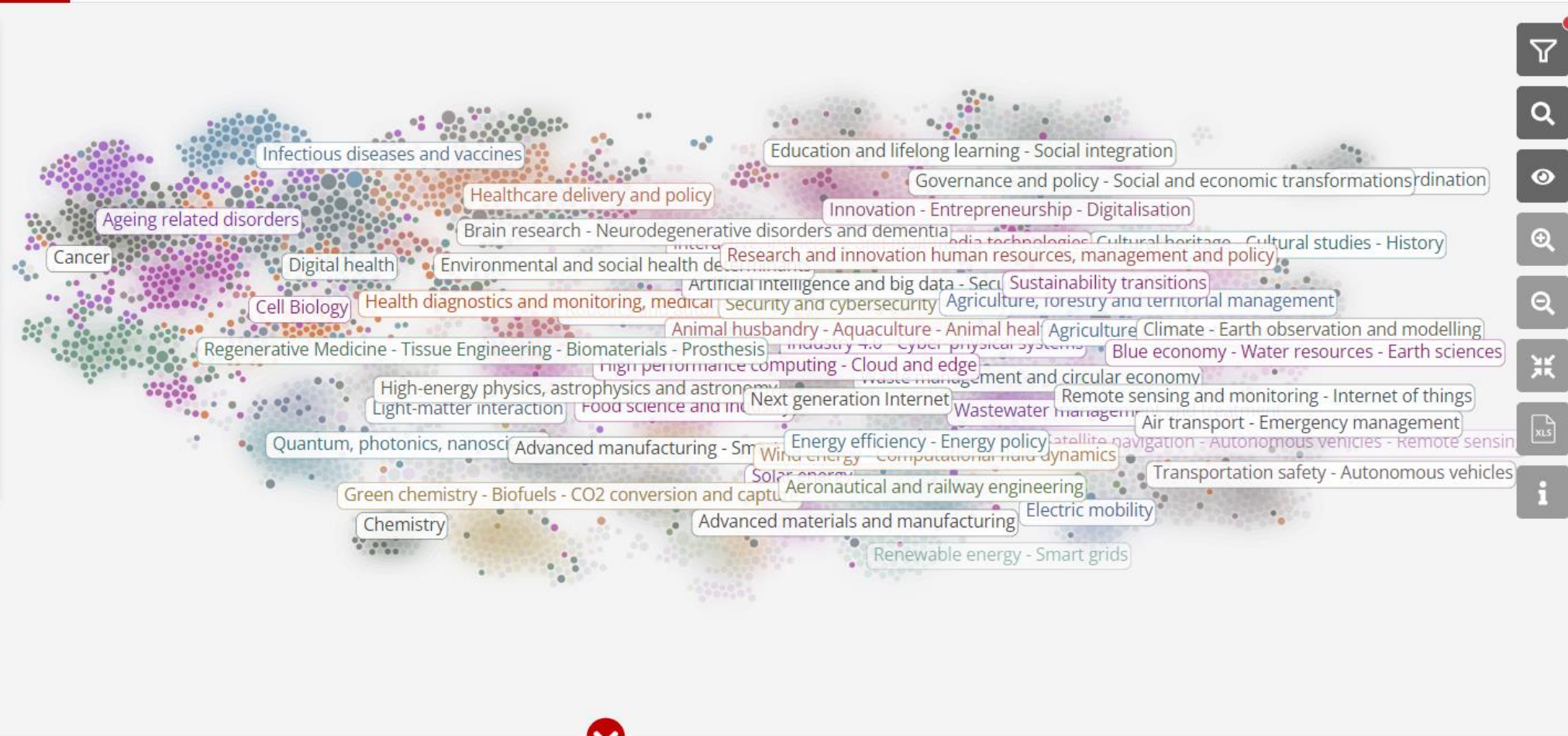
Organisations network

Projects map

[View applied filters](#)

[Remove filters](#)

Areas of action	
Food system	148
Cultural system	63
Mobility and logistics system	63
Energy and resource system	266
Education and knowledge generation system	41
Industrial system	57
Social and health care system	1.526
Unclassified	0



1.526 projects

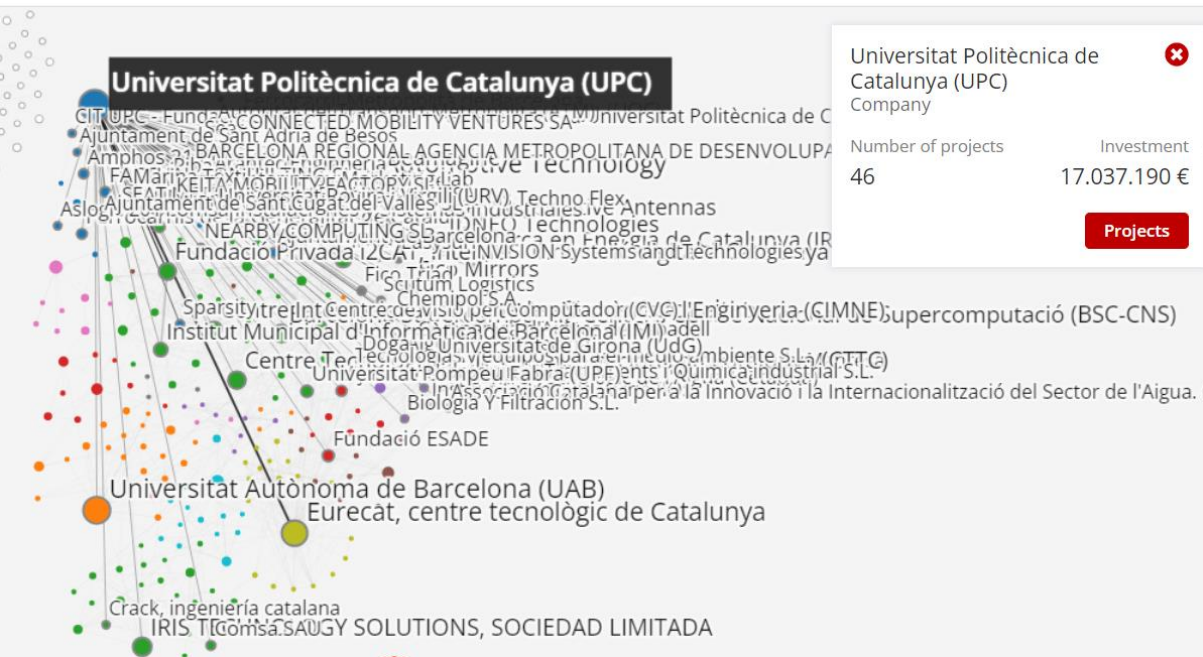
1.079.640.843 € of investment

528 organisations

4.639 external partners

Exploring SDGs: sustainable cities and communities

<https://ris3mcat.gencat.cat/>



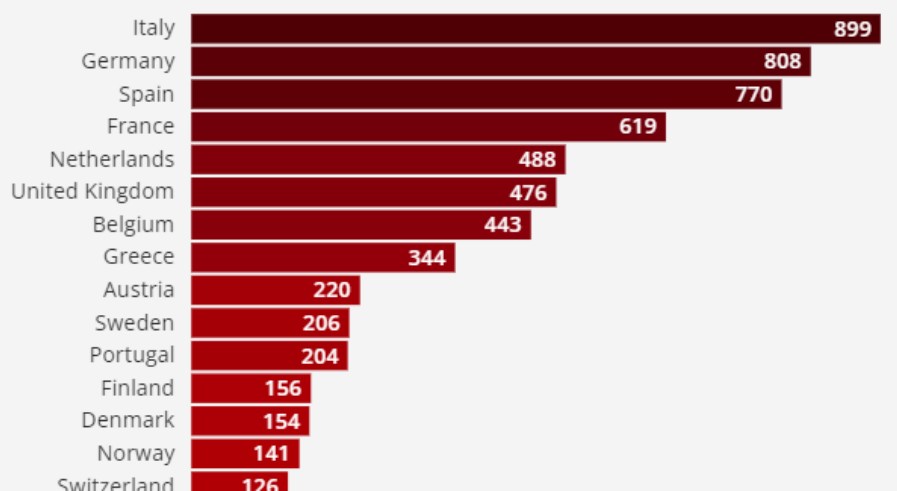
Areas of action

Food system	80
Cultural system	72
Mobility and logistics system	142
Energy and resource system	342
Education and knowledge generation system	14
Industrial system	61
Social and health care system	71
Unclassified	41

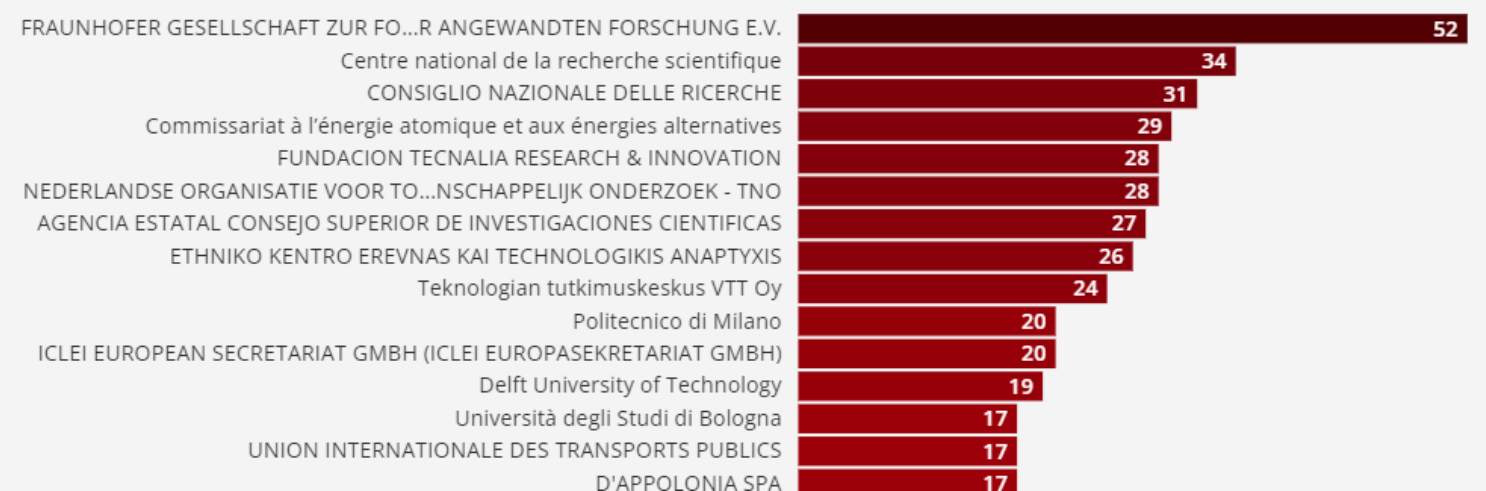


522 projects 351.378.949 € of investment 386 organisations 4.546 external partners

Ranking of countries of origin of partners by number of projects

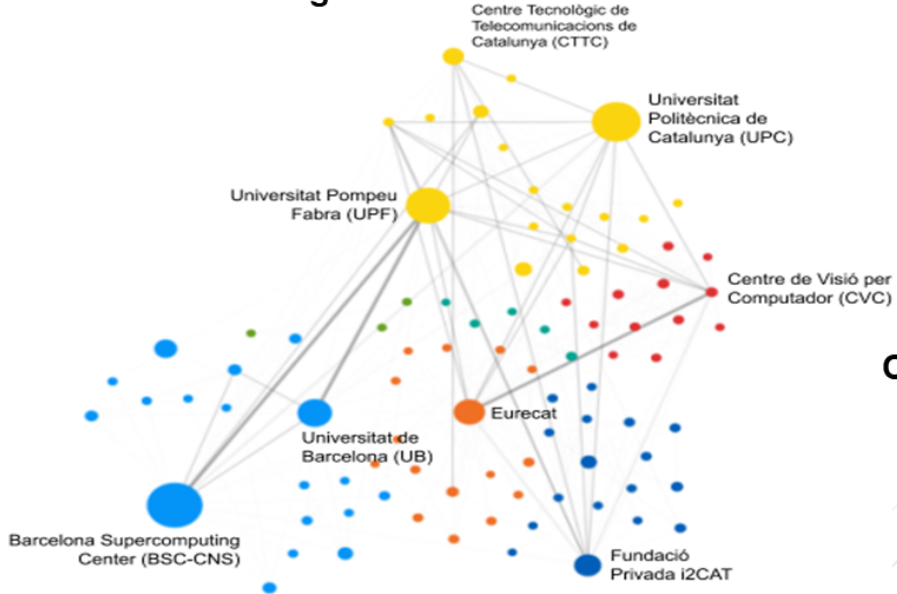


Ranking of external partners by number of projects



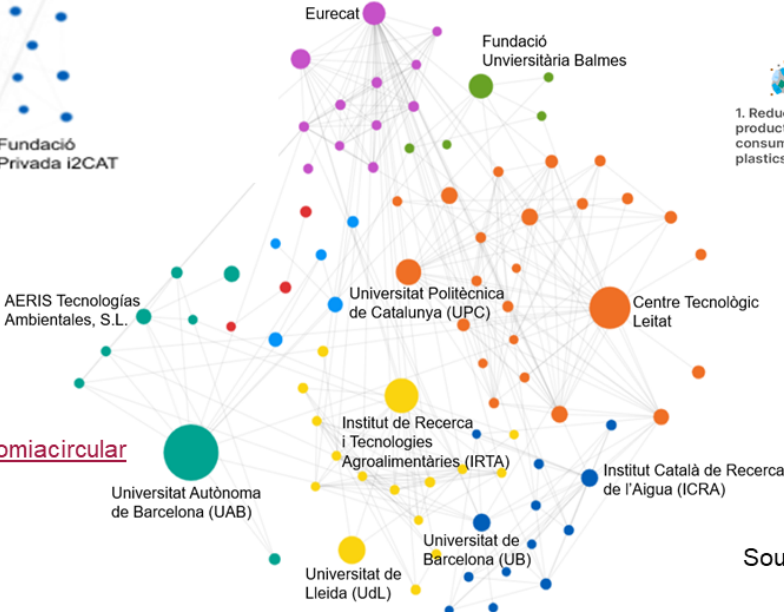
Exploring emergent topics of interest

Artificial intelligence



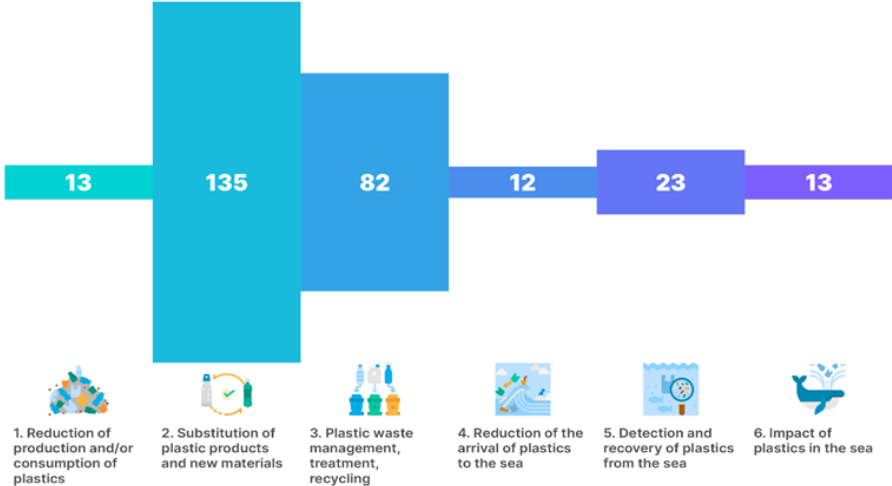
<http://ris3mcat.gencat.cat/#/ia>

Circular bioeconomy



<http://ris3mcat.gencat.cat/#/bioeconomiacircular>

Challenge: reducing plastic in the sea



Source: [Monitoring smart specialisation with open data and semantic techniques](#)

Conceptualising areas of interest related to health

Women health

Socio-Economic Determinants

Gender Inequalities

- Access to healthcare
- Access to education
- Access to the labour market

Income Inequalities

- Gender gap
- Glass ceiling

Gender violence

Cultural norms (e.g. social structure, female genital circumcision, arranged marriage)

Women's Mental Health

Depression*

Anxiety*

Psychological distress*

Obstetric violence

Negative life experiences (i.e. perinatal loss)

Women's Physical Health

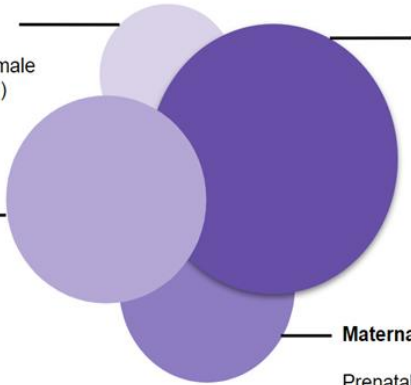
Female Endocrinology; Gynecology, Obstetric and Sexual Health

- Menstruation and menopause
- Reproductive system biology and disorders
- Sexually transmitted diseases* and contraception
- Disorders prevalent* in women (eg, migraine, osteoporosis).

**Documents related to these disorders will be identified by their connection to women's health.*

Maternal Health

Prenatal care
Pregnancy
Childbirth
Postnatal care



[La recerca i la innovació finançades amb fons europeus en l'àmbit de la salut](#)

Digital health

Technologies

- Health care equipment / tools (Diagnostics, Imaging, Robotics)
- Wearable devices for remote monitoring
- Mobile apps
- ICT areas: big data, human-computer interaction, machine-learning, semantics, data-mining, virtual reality

Health Care

- Teleconsultation
- Remote monitoring
- Decision support systems

Data Privacy & Concerns

- Privacy
- Security
- Ethics & Law

Societal Aspects

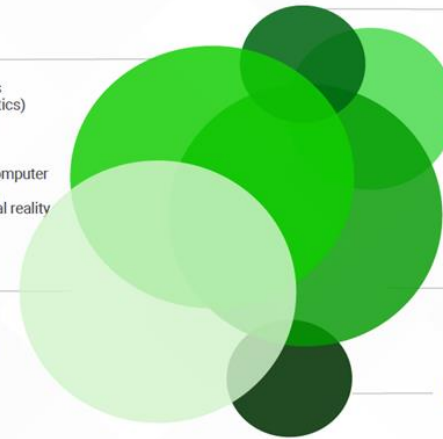
- Adoption & Attitude
- Homecare
- Caregivers
- Health Promotion
- Health access
- Health Policy

Data Systems

- Health Information Systems
- Interoperability
- Implementation & adoption

Education

- Specialized Education (medical)
- Online education
- Health Literacy



Ageing

Age-Related Diseases*

Neurodegenerative & Dementia
Musculoskeletal Degeneration
Cardio & Cerebrovascular in Ageing
Metabolic Syndrome in Ageing
Cancer of aged population

Biology of Ageing

Epigenetic Alterations
Loss of Proteostasis
Deregulated Nutrient Sensing
Mitochondrial Dysfunction
Cellular Senescence
Stem Cell Exhaustion
Altered Intercellular Communication
Genomic Instability
Telomere Attrition
Chronic inflammation

Social aspects of Ageing

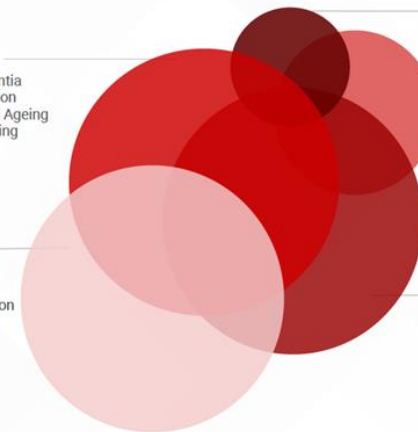
Mental Health
Caregivers
Health Policy
Ethics & Law

Engineering & New Technologies

Health care equipment / tools
Digital Health
Robotics
Homecare & domotics
Material Science
Tissue Engineering & Regenerative Medicine

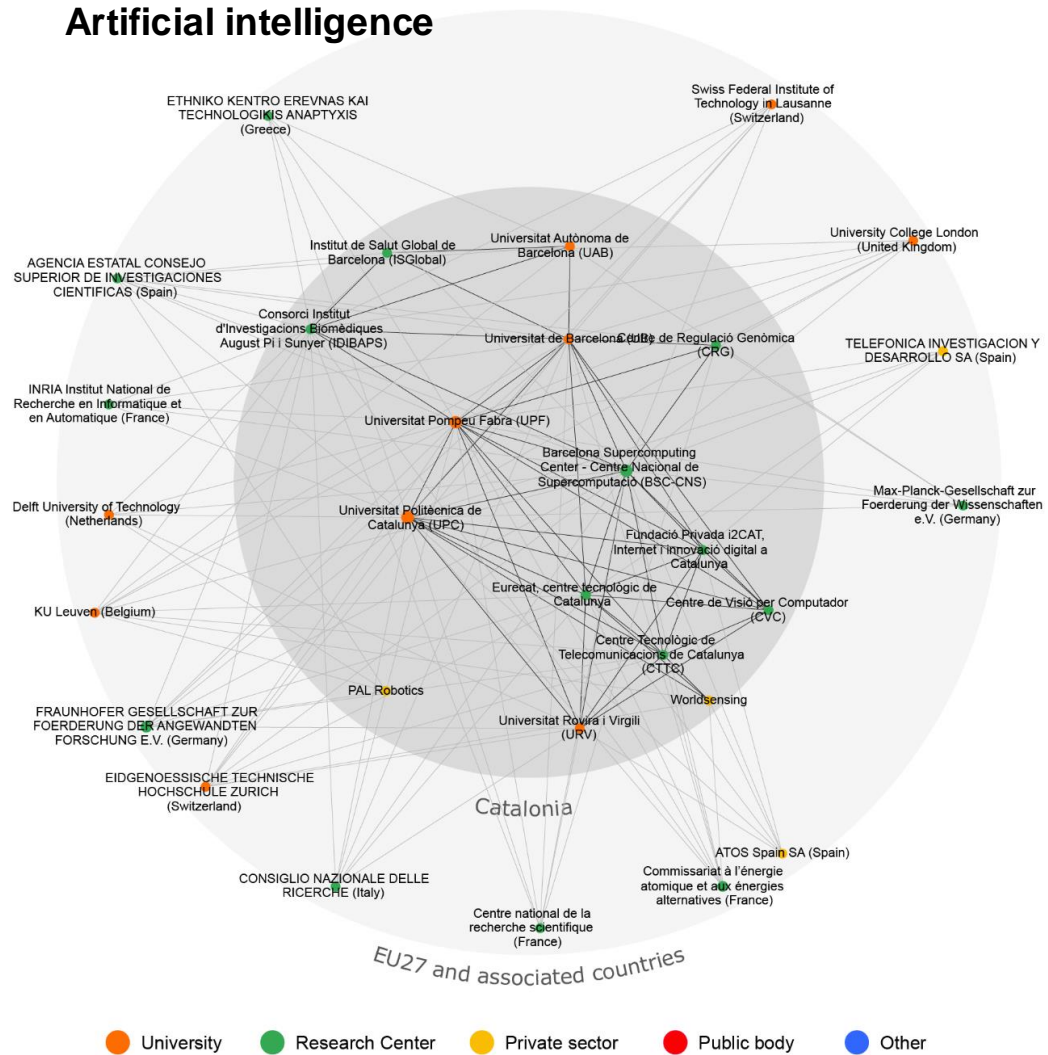
Geriatrics & Gerontology

Mainly clinical aspects of Healthcare for the elderly: medicine, nursing, nutrition, dental care, physical activity, etc. Also, Healthy Ageing.

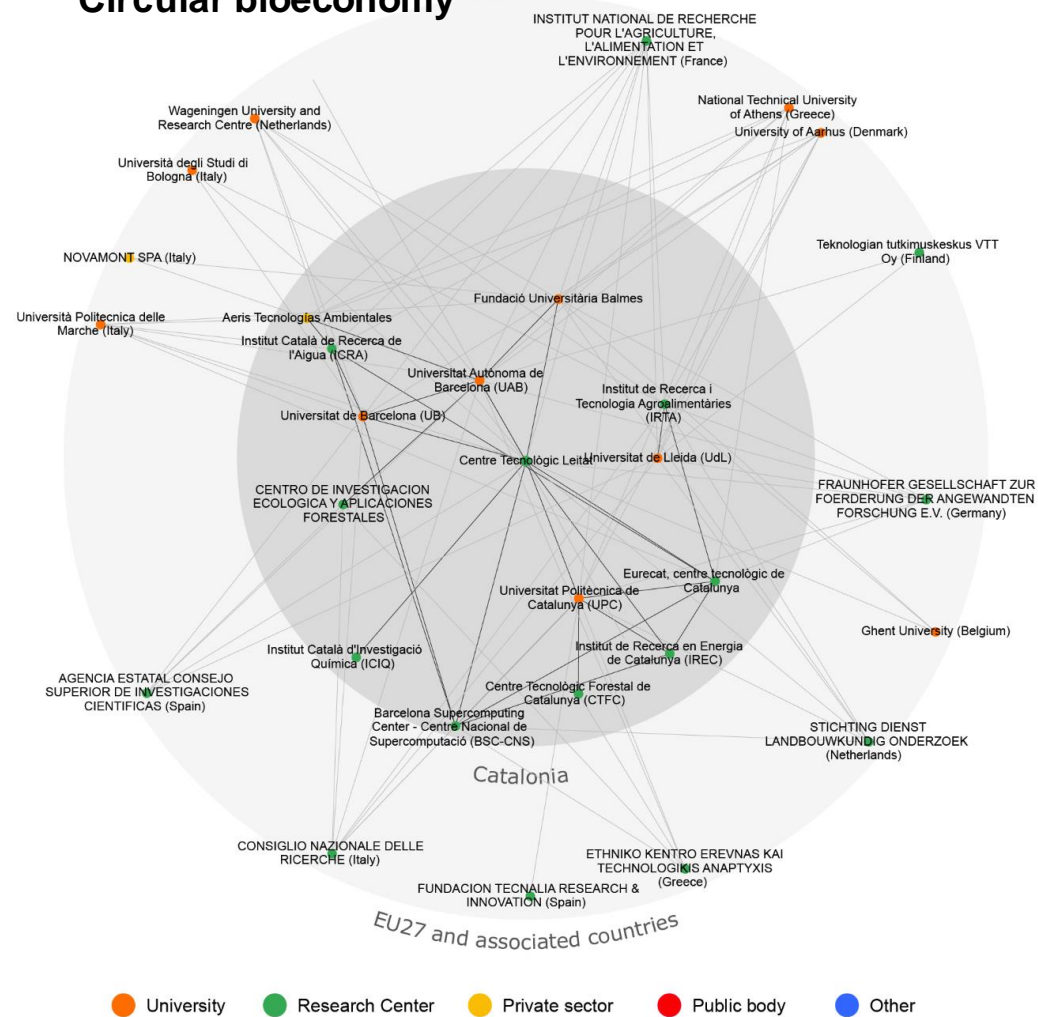


Analysis of European collaboration networks

Artificial intelligence



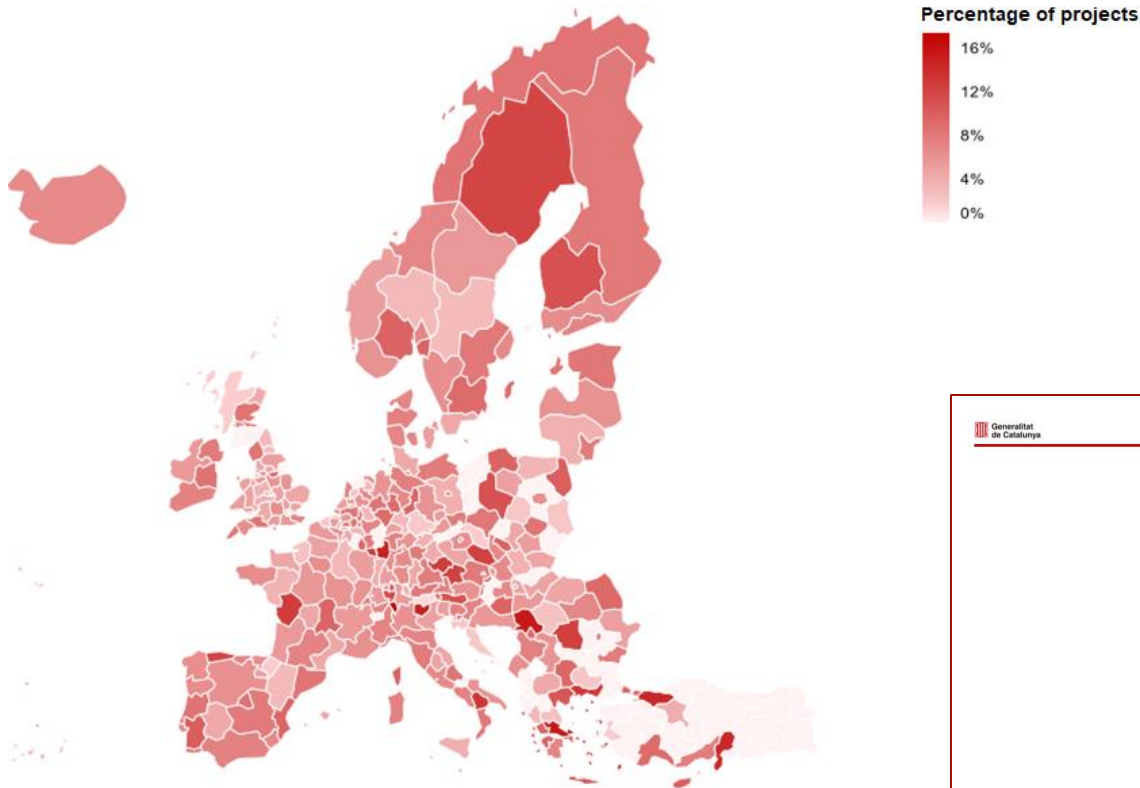
Circular bioeconomy



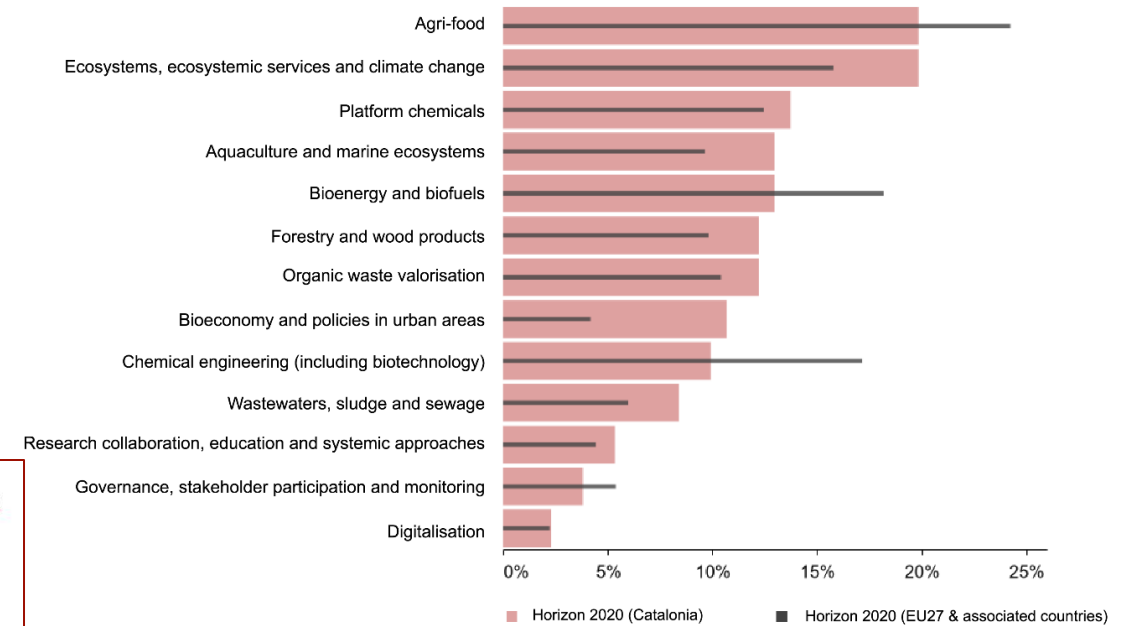
Source: [Monitoring smart specialisation with open data and semantic techniques](#)

Analysis of regional specialisation patterns

Map of the relative specialisation of European regions in artificial intelligence projects in Horizon 2020



Percentage of Horizon 2020 circular bioeconomy projects in Catalonia and the European Union, by thematic area






RIS3CAT
Monitoring

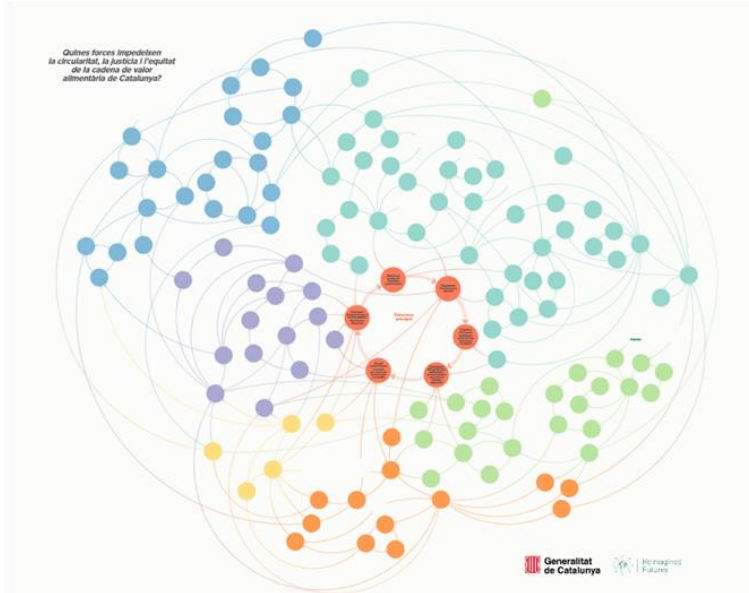
16. Monitoring smart specialisation with open data and semantic techniques

October 2021

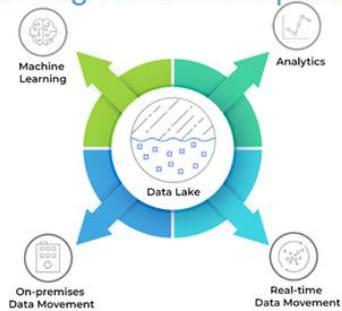
[Monitoring smart specialisation with open data and semantic techniques](#)

Qualitative and semi-structured data from the S3 discovery process

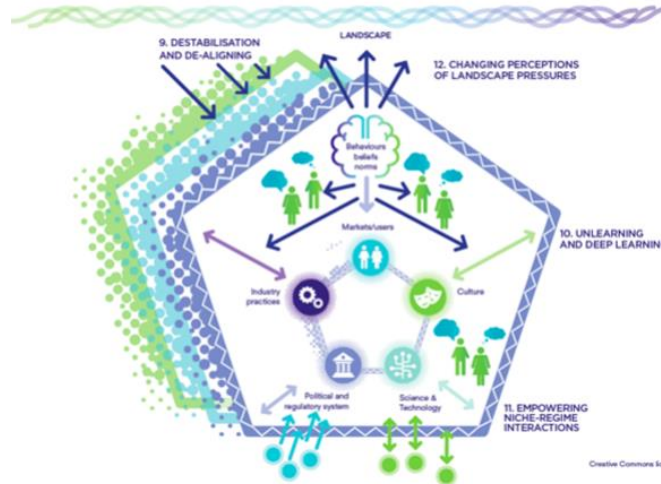
Experimenting with system's mapping



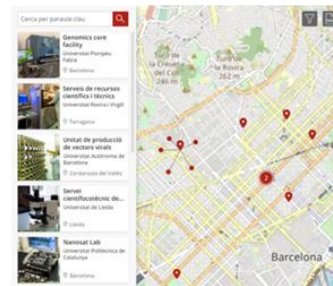
Exploring the possibilities of data lakes (through innovation public procurement)



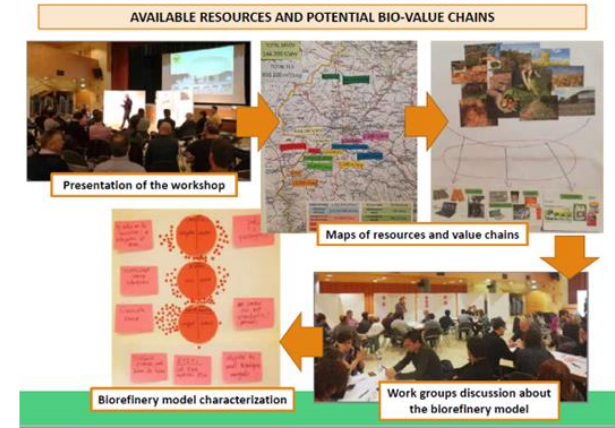
Working with MEL frameworks and transformative outcomes (TIPC)



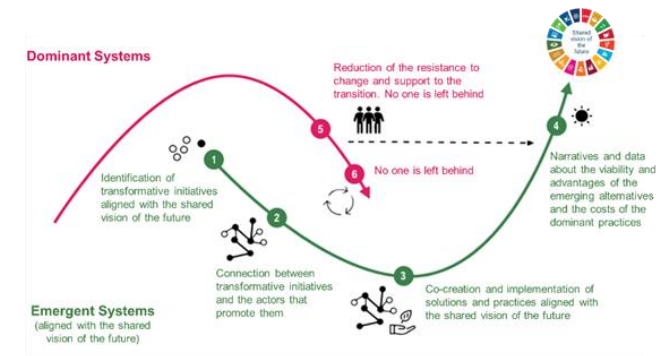
Exploring with R&I agents how to collect and visualize relevant data about transformative innovation, collaboration networks and technological capacities



Engaging stakeholders in discovery processes and shared agendas



Developing frameworks and methodologies for collective transformative action



<https://fonseuropeus.gencat.cat/ca/ris3cat/2030/>



Thank you for your attention!

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Monitoring and evaluation of Lithuanian smart
specialization - experiences and plans for the future



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Smart specialisation in Lithuania 2021-2027

Challenges

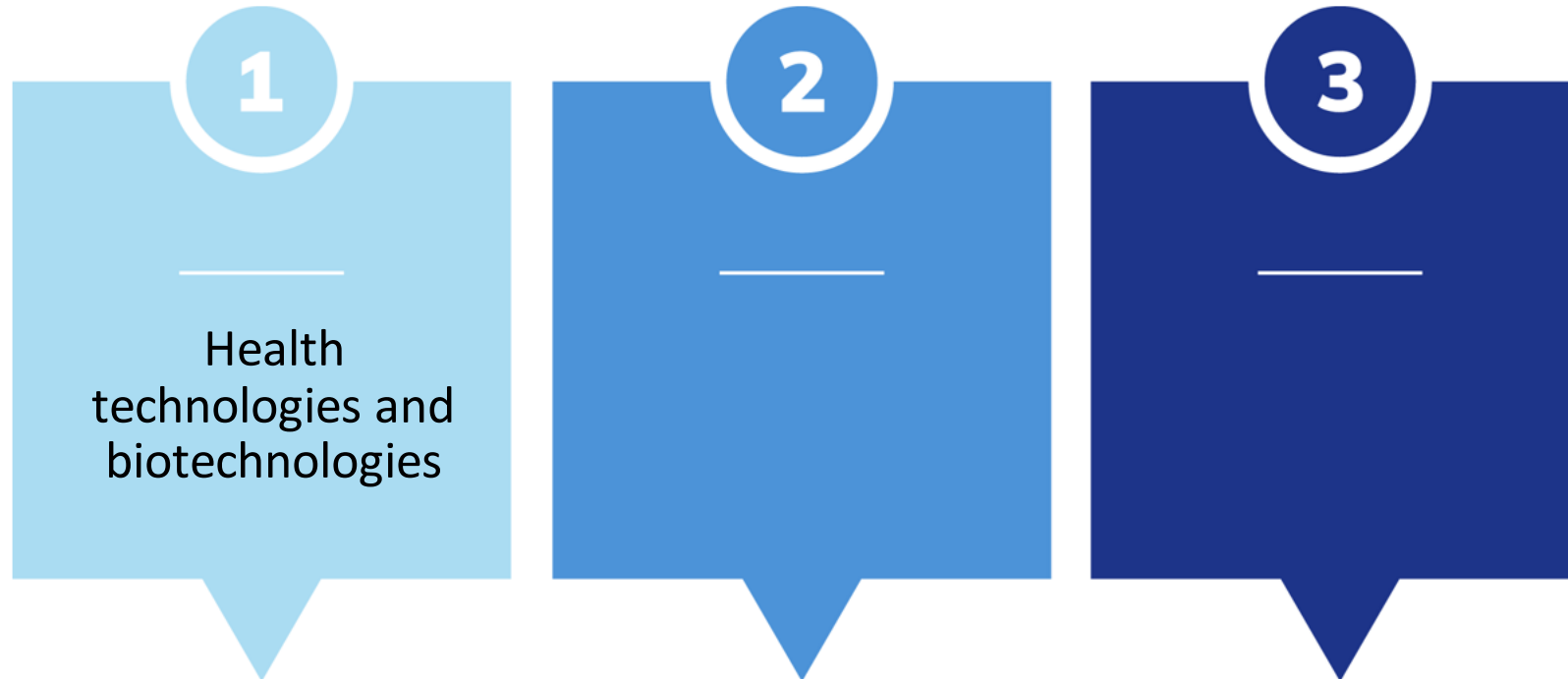
Low SME capacity to apply innovations (esp. in regions)

Small share of companies generating high added value and small share of R&D expenditures in GDP

Low level of business and science internationalization level (participation in international projects, networks)

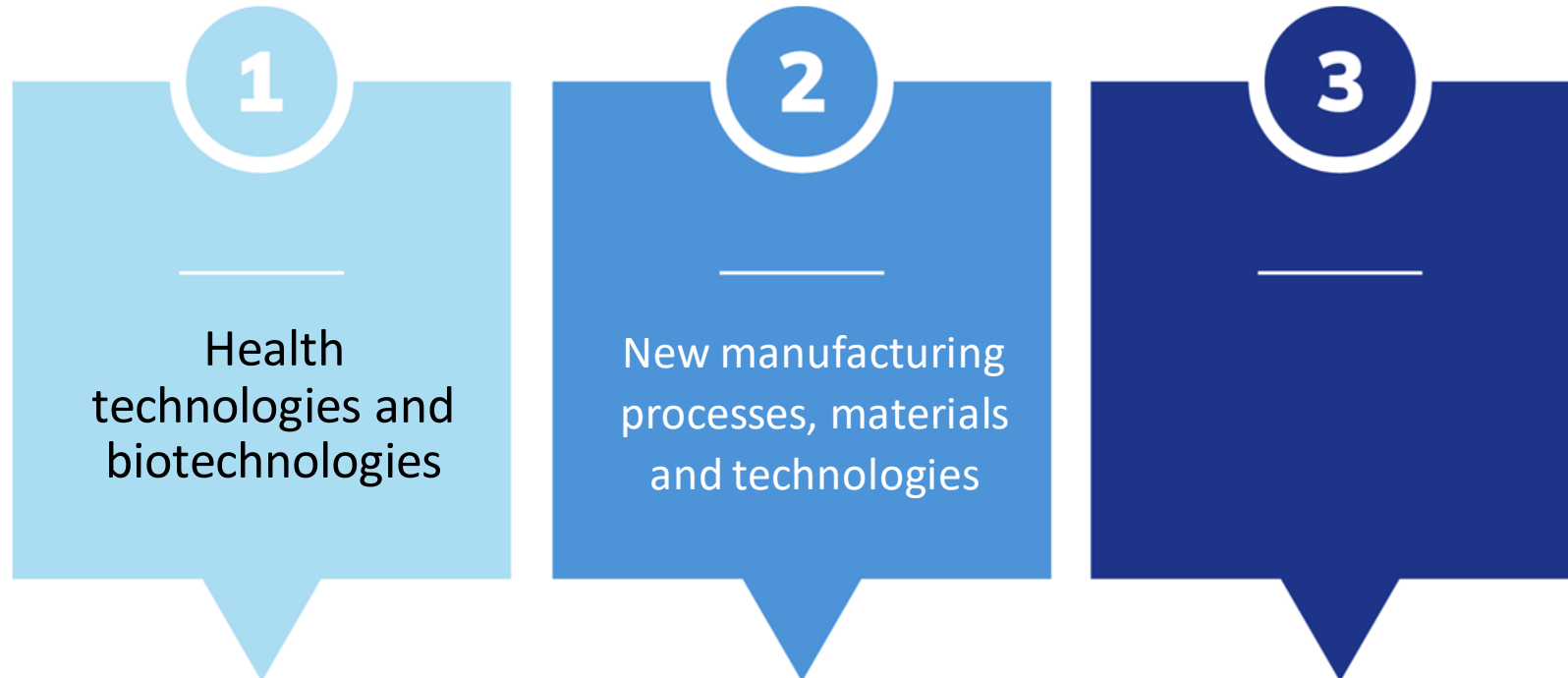
Goal – to develop an innovation-driven economy by strengthening the cooperation between business and science, and by concentrating resources into R&D resources of highest potential.

S3 priorities in Lithuania



1. Molecular technologies for medicine and biopharmacy
2. Advanced applied technologies for personal and public health
3. Advanced medical engineering for early diagnostics and treatment
4. Safe food and sustainable agriculture resources

S3 priorities in Lithuania



1. Molecular technologies for medicine and biopharmacy
2. Advanced applied technologies for personal and public health
3. Advanced medical engineering for early diagnostics and treatment
4. Safe food and sustainable agriculture resources

1. Photonic and laser technologies
2. Advanced materials and construction
3. Flexible product development, manufacturing, process management, design technologies
4. Efficient and smart energy consumption
5. Renewable energy resources

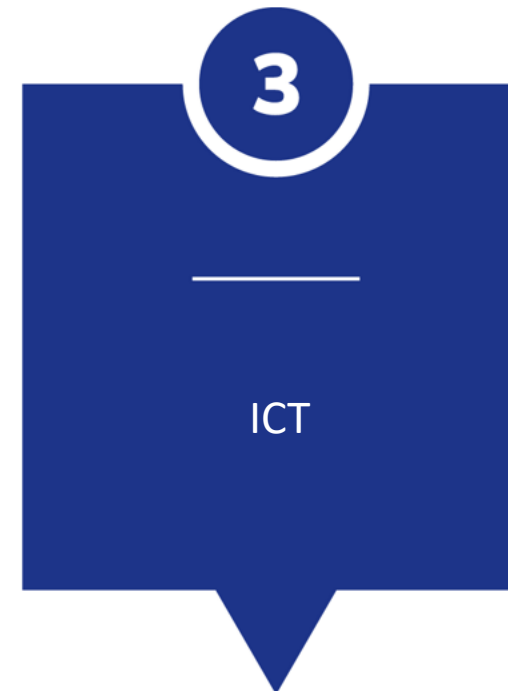
S3 priorities in Lithuania



1. Molecular technologies for medicine and biopharmacy
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4. Safe food and sustainable agriculture resources



1. Photonic and laser technologies
2. Advanced materials and construction
3. Flexible product development, manufacturing, process management, design technologies
4. Efficient and smart energy consumption
5. Renewable energy resources



1. Artificial intelligence, big data, multimodal analysis
2. Internet of things
3. Cybersecurity
4. Fintech and blockchain
5. Audiovisual media technologies and social innovations
6. Smart transportation systems

S3 monitoring framework

- **Yearly** monitoring of progress.
- Goal – to monitor implementation progress according different S3 priorities.

Monitoring



- Evaluation conducted in **2025** in order to assess if priorities and sub-themes are still relevant.
- Goal – to assess the potential, efficiency and results of the programme.

Interim evaluation



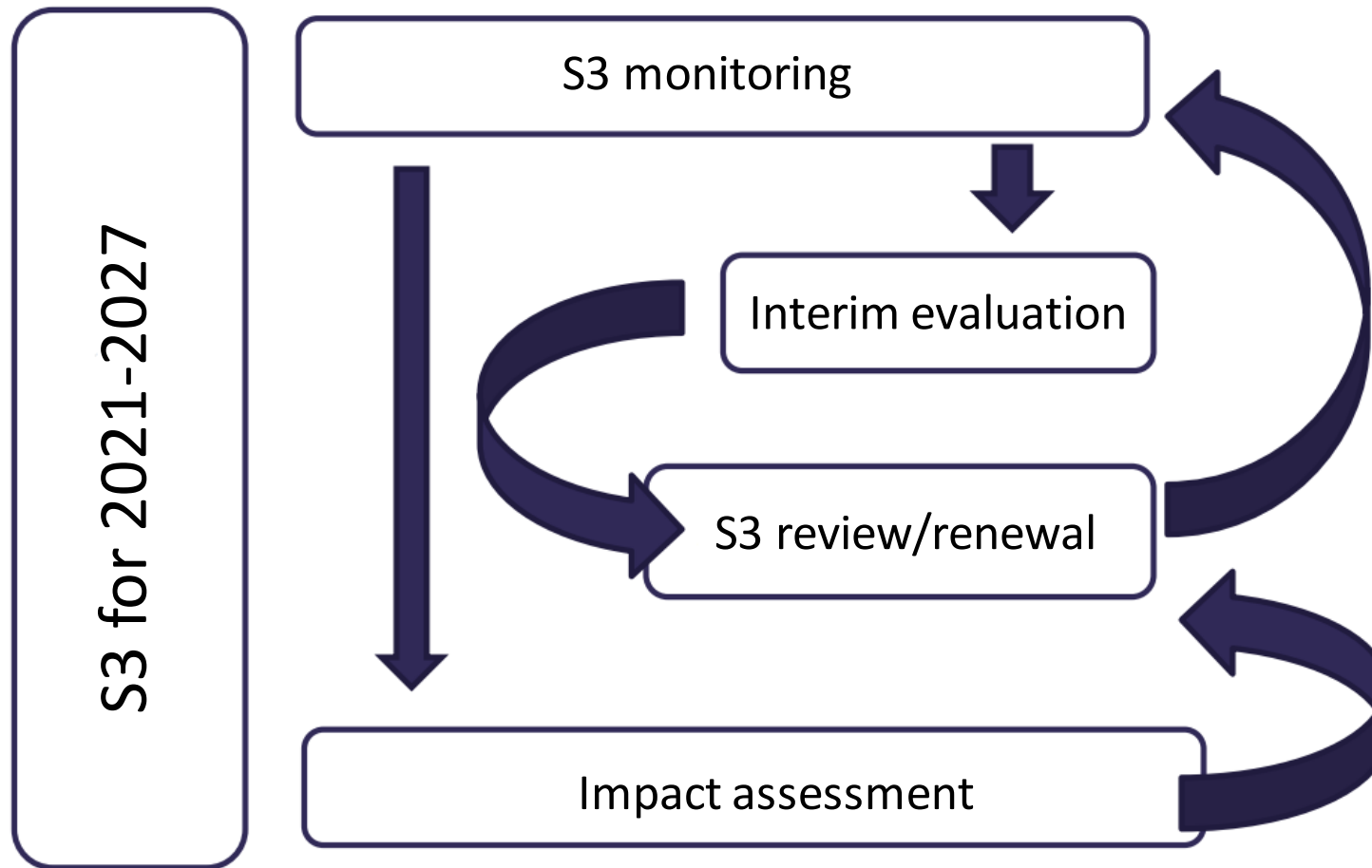
- Impact evaluation conducted in **2030**.
- Goal – to assess the impact of the programme in economic terms and to understand what kind of externalities it has produced.

Impact assessment



2021-2027

S3 monitoring and evaluation process



Indicators used

Input indicators

- To assess how the financial resources are distributed among the priorities, among the financial support measures, which part of demanded amount was assigned.

Product indicators

- To assess what is the progress of implementation, what is the scope of companies supported.

Result indicators

- To assess what are the benefits for the direct target beneficiaries, what kind of results do they produce.

Impact indicators

- To understand what is the broader economic impact of the programme.

Indicators (statistical data)

Entire economy

R&D expenditure (% from GDP)

Share of turnover from new products (%)

Share of SMEs which adopted product or process innovations (%)

Employment in high added sectors (%)

Impact of high and medium value added products on trade balance of goods

Knowledge-intensive services exports (%)

According S3 priorities

GDP growth

Added value for an employee

Number of employees

Turnover

Turnover generated by one employee

Investment (Investment in equipment, investment in building, investment in patents and software, investment in land)

Exports of products and services

Lessons learnt from 2014-2020 period

- 1 • Challenge: no ready data on S3
- 2 • LT Statistics Department was asked to provide additional data on specific companies which are part of Smart specialisation → more precise analysis of macroeconomic indicators
- 3 • S3 priorities and NACE codes were matched with the help of external experts and analysts of Ministry of Economy and Innovation
- 4 • Qualitative data needs to be more integrated in monitoring process for getting deeper insights
- 5 • Statistical data gives only broad overview → need to collect and analyse company level data

More indepth data of companies

- S3 interim evaluation and final impact assessment will be conducted by external experts
- Companies surveys and interviews for the interim evaluation and final impact assessment
- Interviews with key stakeholders

S3 monitoring for ICT Lab

- 1. NACE codes** do not always accurately represent the activity of the company e.g. J6201 is associated with 4/6 ICT priority subtopics
→ risk of skewed data
- 2. Conflation:** AI and big data are considered 1 subtopic in ICT priority
→ Difficult to tell what is doing better from S3 monitoring
- 3. R&D expenditure** (business and public) is important in S3, but R&D plays a smaller role in ICT than in other priorities
→ digital innovation is often R&D-light



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The monitoring of the RIS3 in Puglia

Jennifer Grisorio

Head of research and education Unit
ARTI-Puglia



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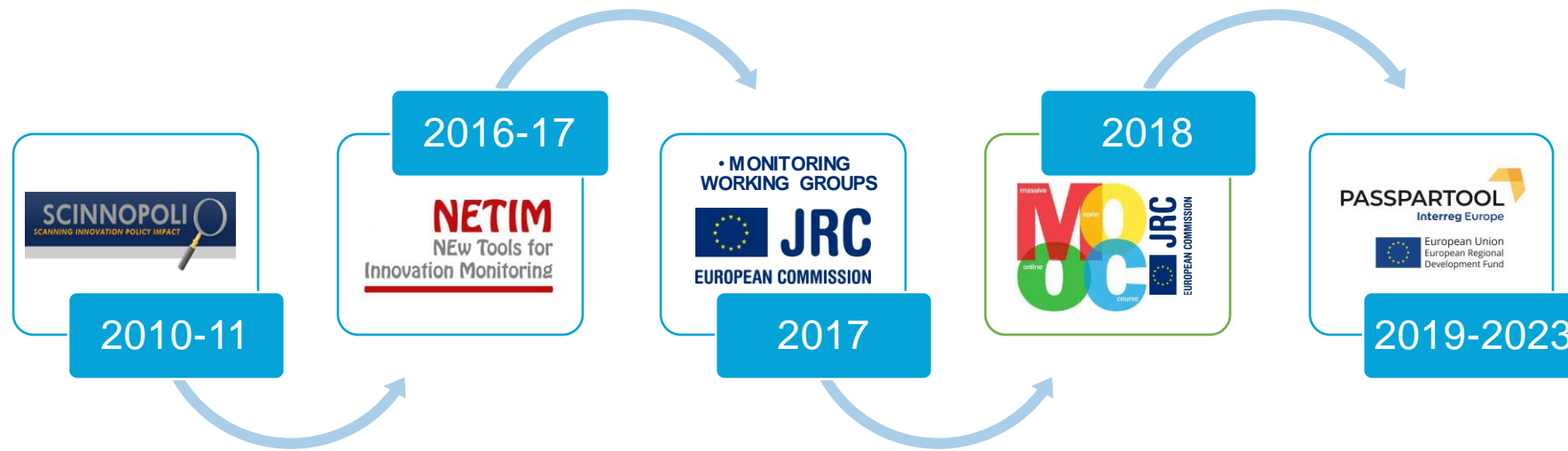
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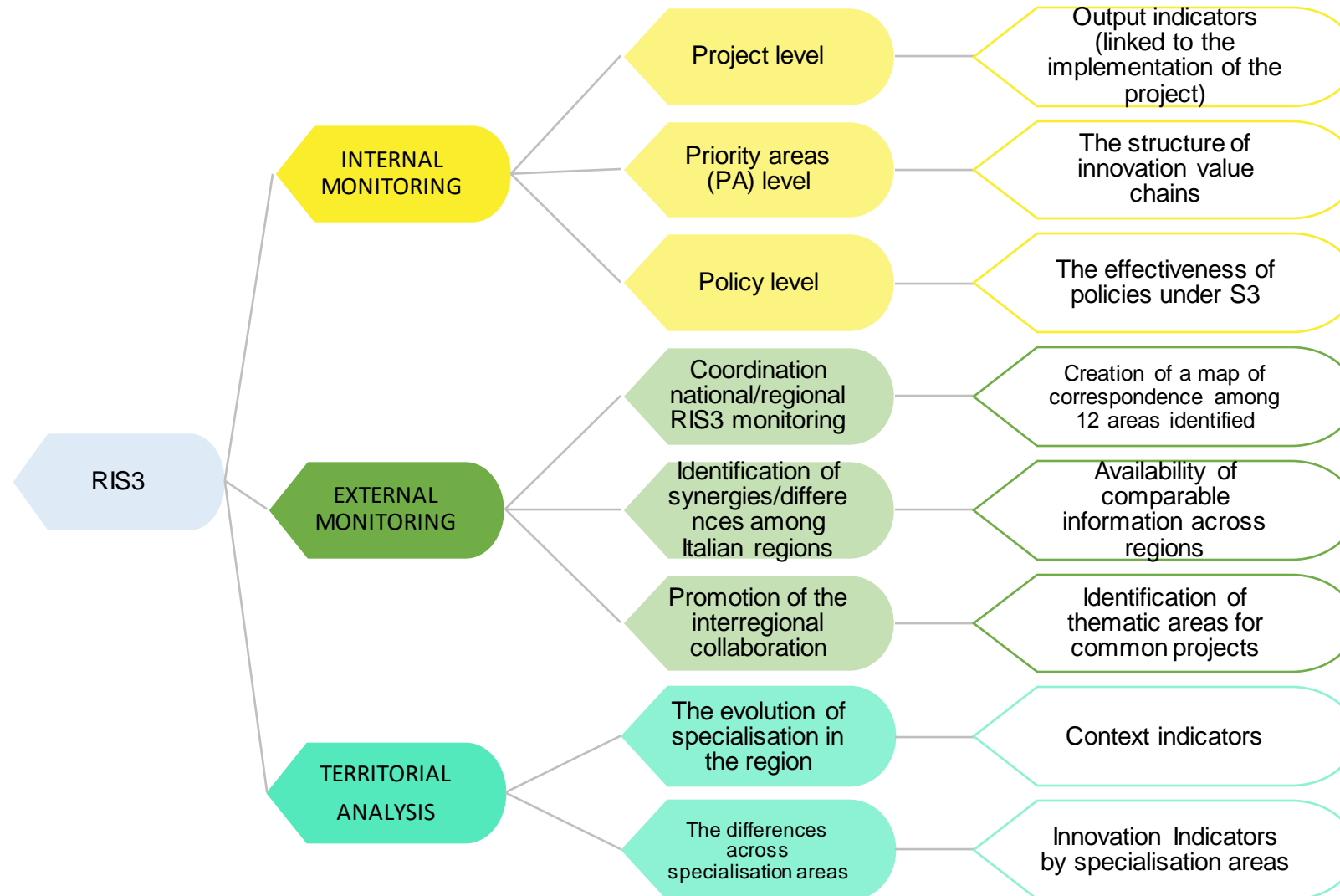
Challenges

- Information needed at S3 priority areas (no Nace codes but «innovation value chains» in which innovation deploys also thanks to cross-fertilisation)
- Necessity to have timely data for monitoring the implementation of the strategy
- Available information useful also to revise the selected specialisation areas/priority areas
- RIS3 and ROP monitoring system are different but strongly connected

Monitoring innovation policy: a continuous learning approach



The RIS3 monitoring activities



Different levels of analysis

Puglia RIS3

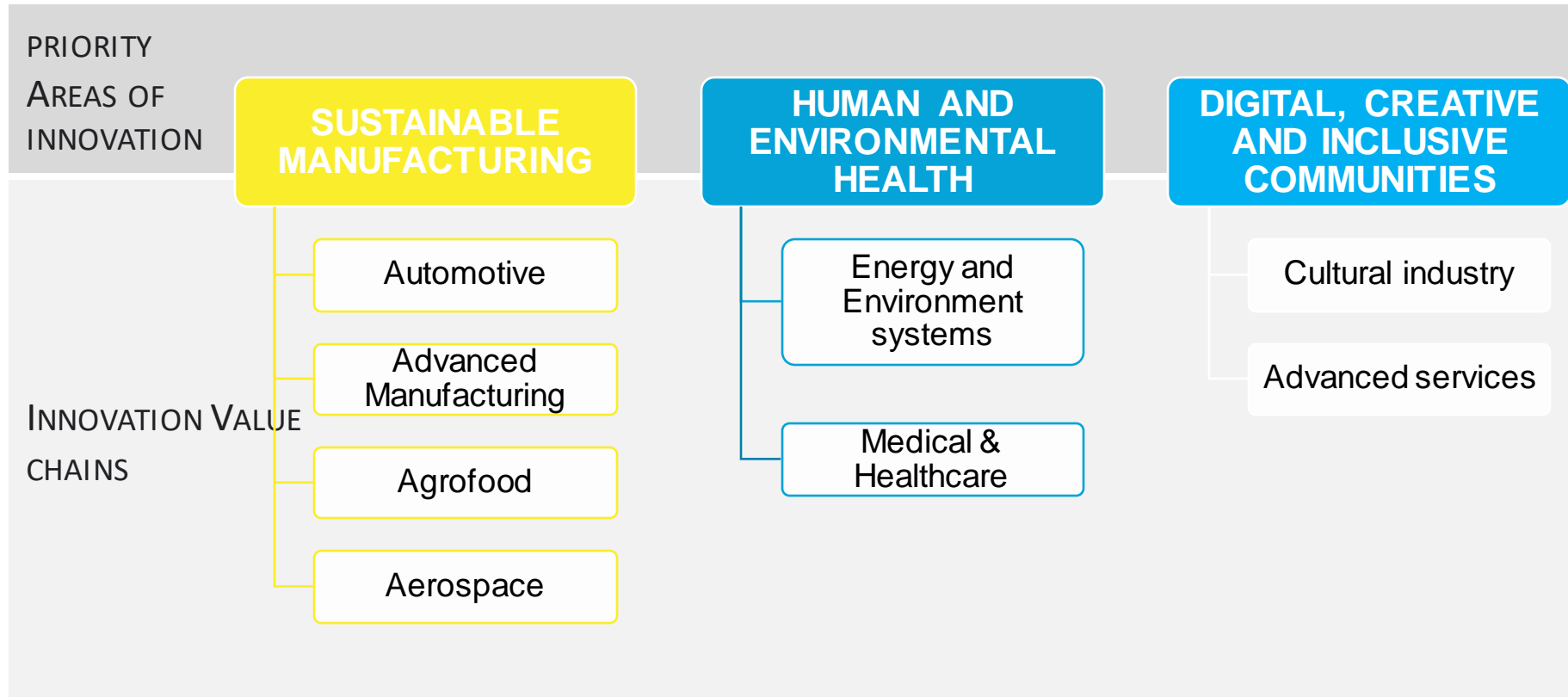
The strategy

- RIS3 and Regionale Operative Programme are strongly connected
- NO "priority specific calls"
- Identification of "innovation value chains": a combination of different industrial sectors, areas of scientific and technical competence and enabling technologies
- The RIS3 monitoring is not incorporated in the implementation activity

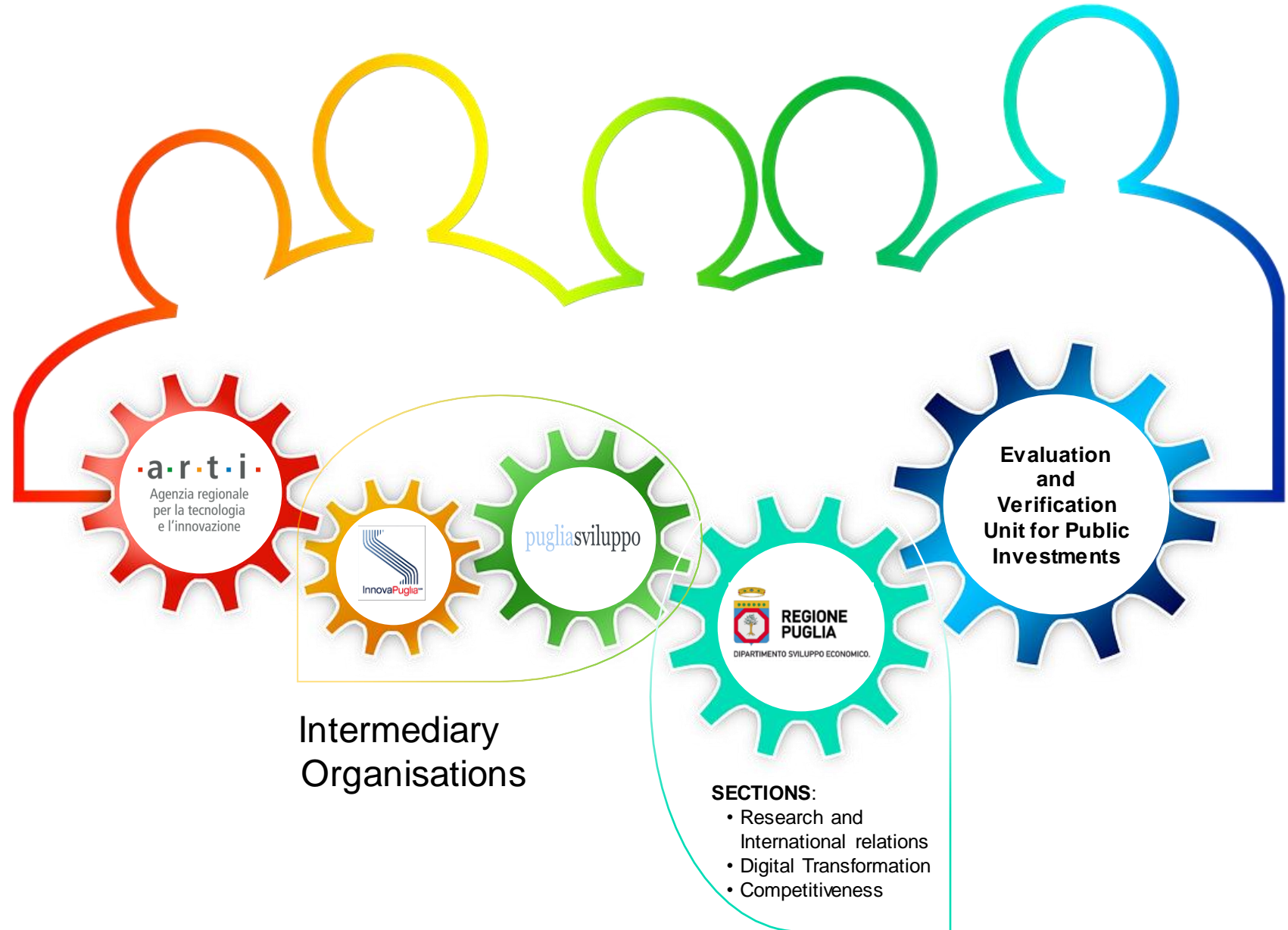
The monitoring system

- A structured data collection system, mainly based on information related to the participants to the public calls
- Monitoring based on information mandatorily provided by the participants to public calls and beneficiaries, at project proposal submission time, at project conclusion and in a later follow-up phase
- Use of a set of indicators: input, output and results/outcome (disaggregated at specialisation/priority areas)
- Mainly a quantitative approach

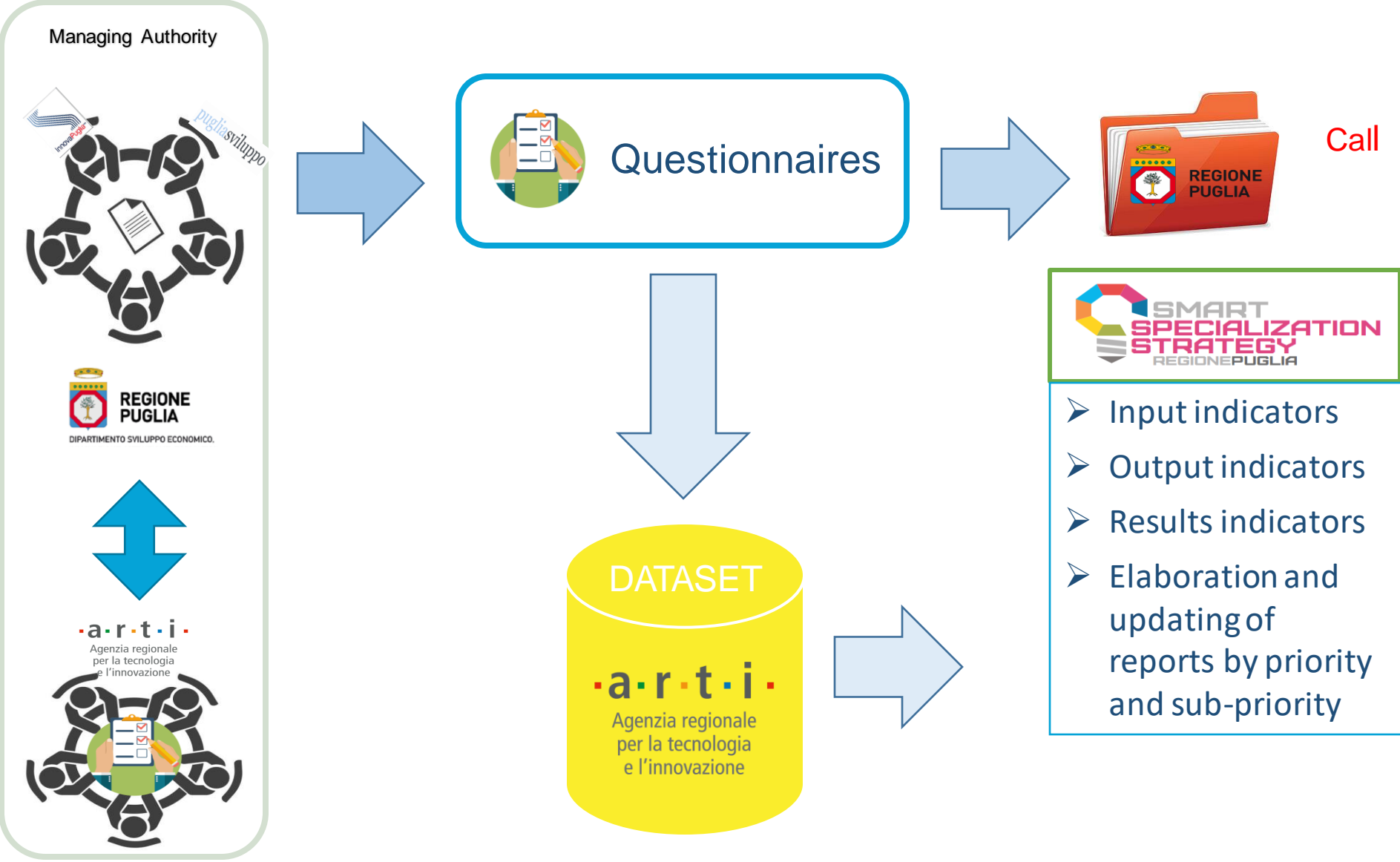
Puglia RIS3

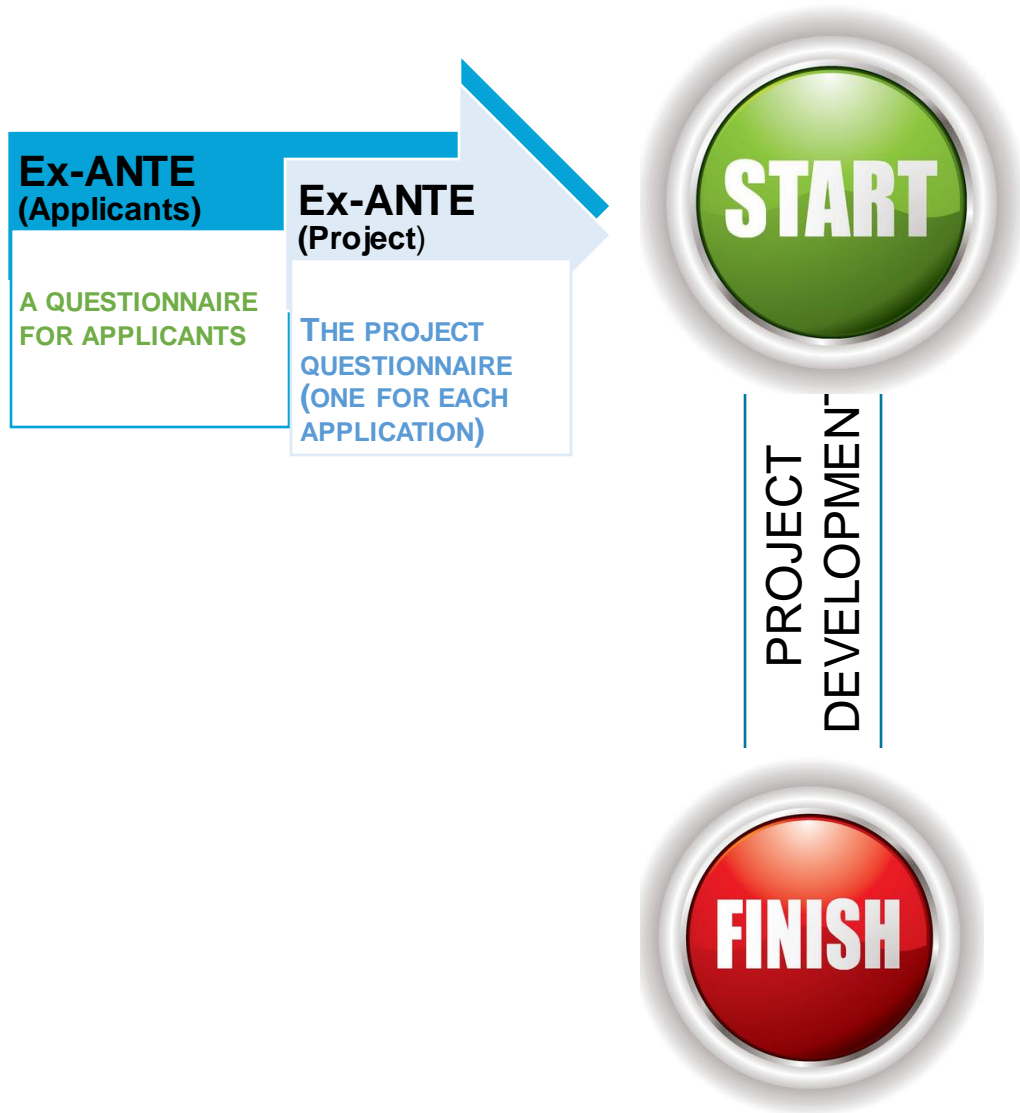


The monitoring and evaluation of RIS3: the actors



How the RIS3 monitoring system works





Questionnaires: the timing

Questionnaires



Ex-ANTE (Project)

PARTECIPANT:

- Enterprise → each enterprise
- Group of enterprises → leader



Ex-POST (Project)

BENEFICIARY:

Enterprise → single enterprise
Group of enterprise → leader



Ex-ANTE (Applicants)

PARTECIPANT:

Enterprise → single enterprise
Group of enterprises → single enterprise



Ex-POST (Beneficiaries)

BENEFICIARY:

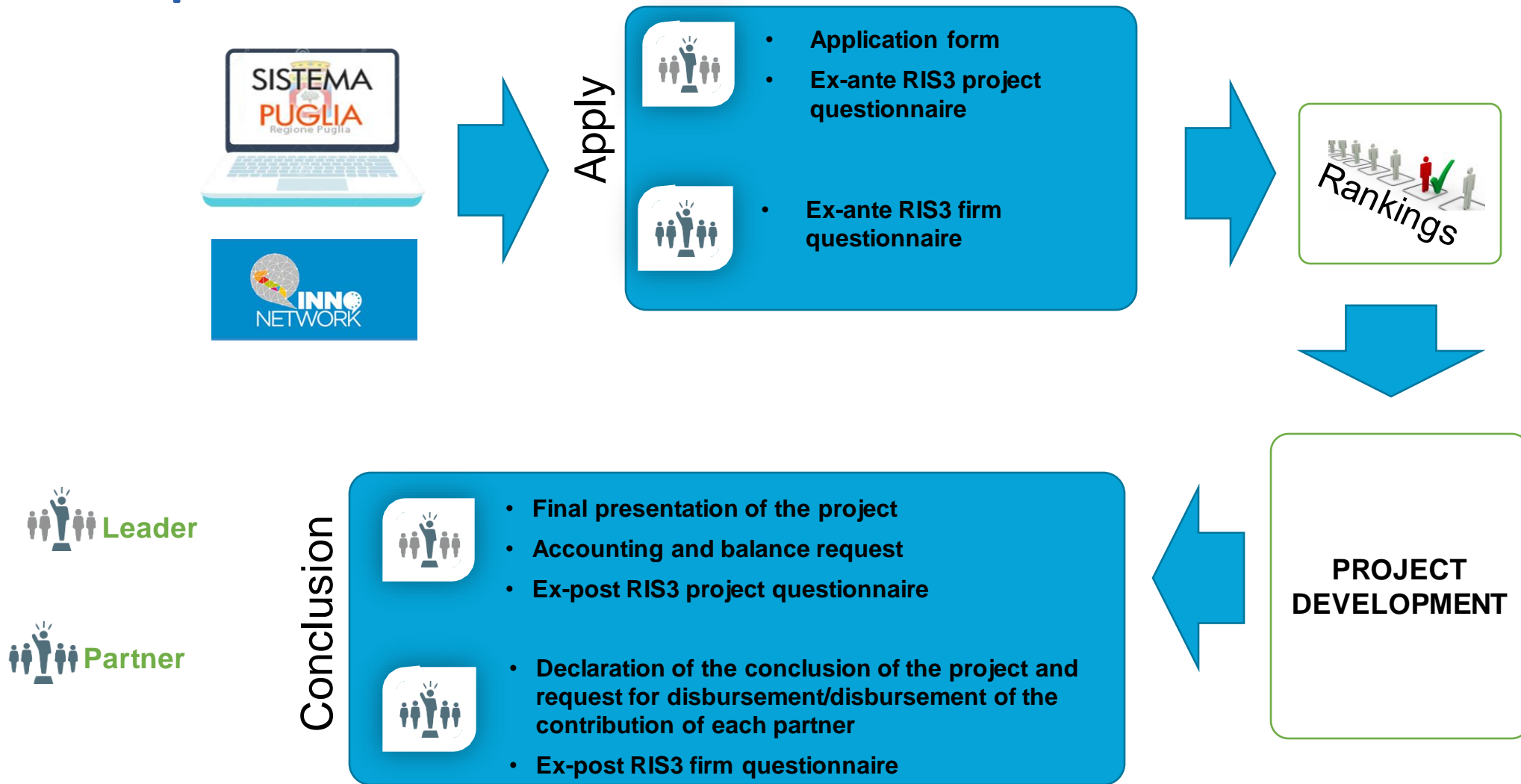
Enterprise → single enterprise
Group of enterprises → single enterprise



PROJECT
DEVELOPMENT



The process



The process



FINAL PRESENTATION OF THE PROJECT

- Partner Description;
- Project goals and outcomes;
- Solutions identified in terms of methodology, technology, and organisation;
- Usability of results and patents;
- Market and industrial spin-offs;
- Application scenarios;
- Dissemination of results



Leader



Component

Conclusion

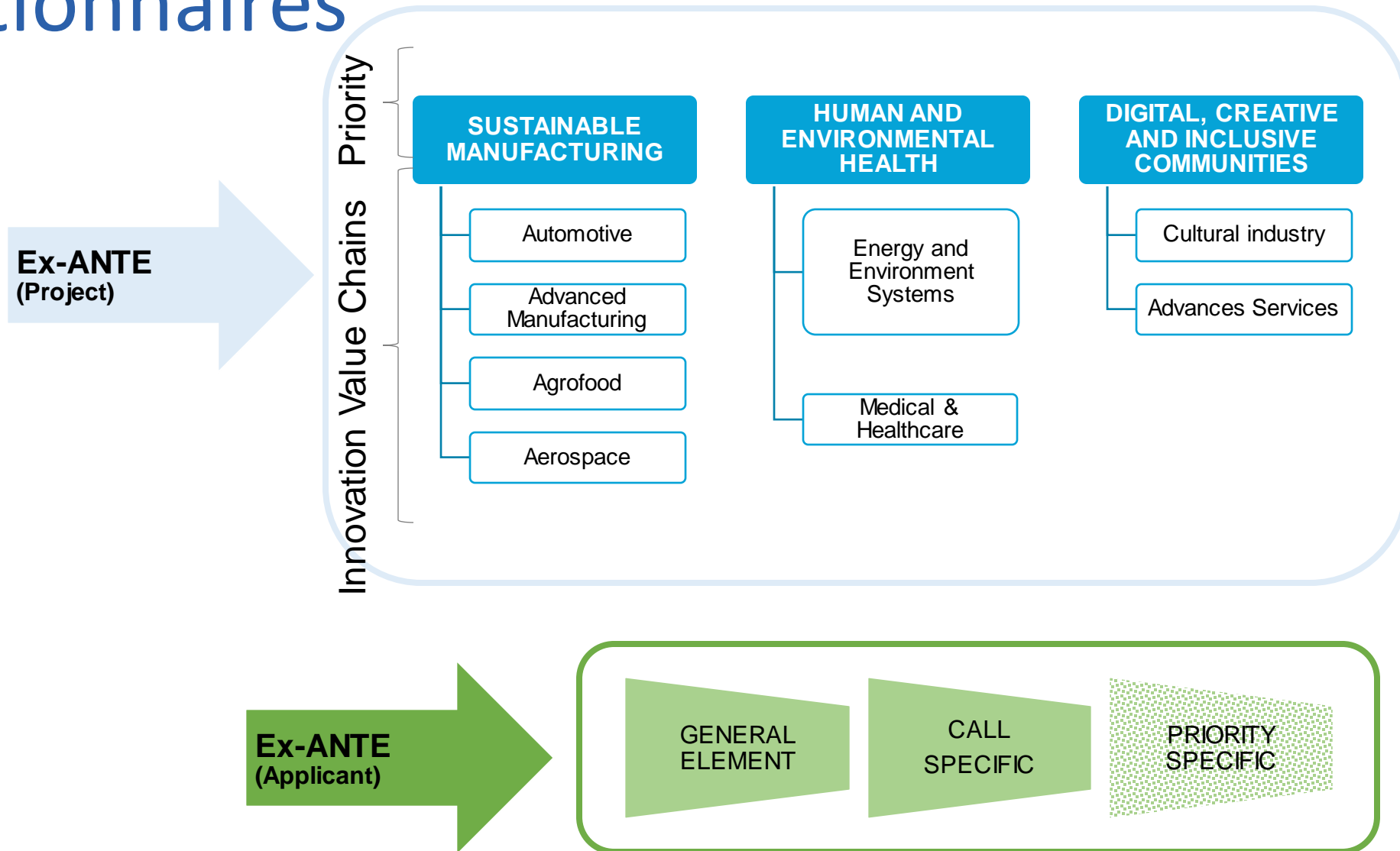


- Final presentation of the project
- Accounting and balance request
- Ex-post RIS3 project questionnaire

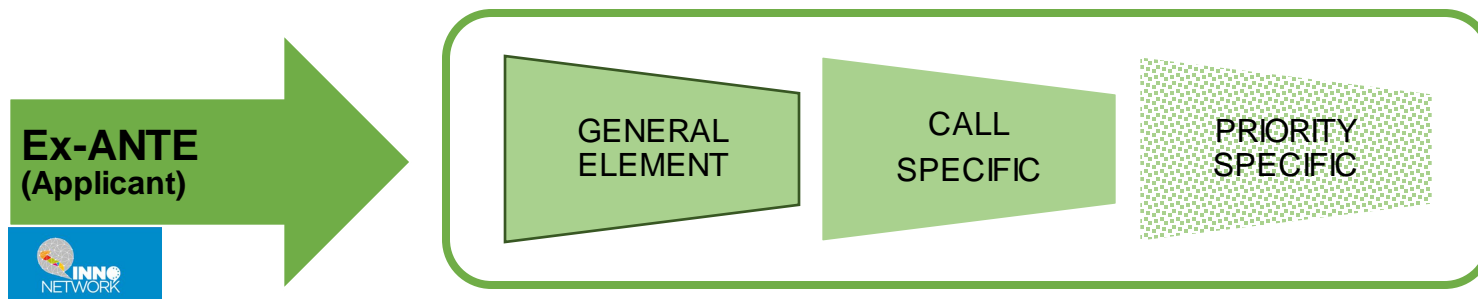


- Declaration of the conclusion of the project and request for disbursement / balance of the contribution of each partner
- Ex-post RIS3 firm questionnaire

Questionnaires



Questionnaires



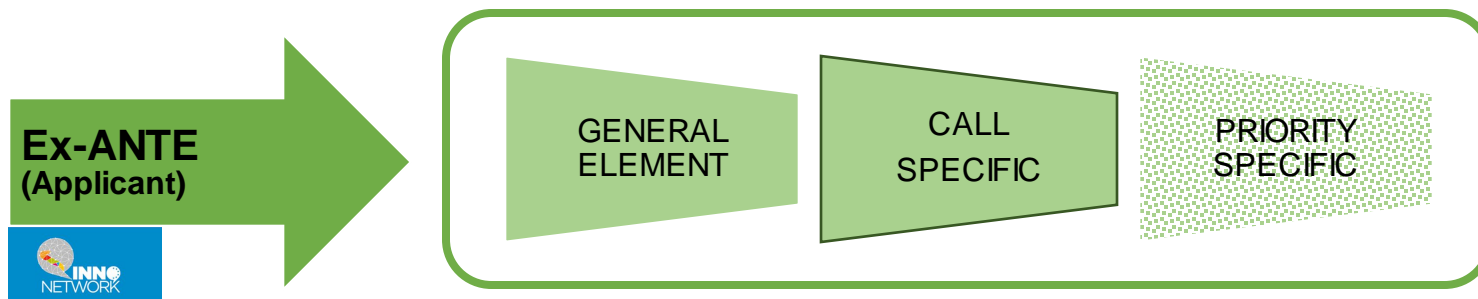
The participating enterprise is: a micro enterprise / a small enterprise / a medium enterprise / a large enterprise

The participating enterprise is: a start-up enterprise / a university spin-off / an innovative enterprise

The number of human resources employed within the enterprise by contract type

Indicate the number of human resources employed in R&D within the company

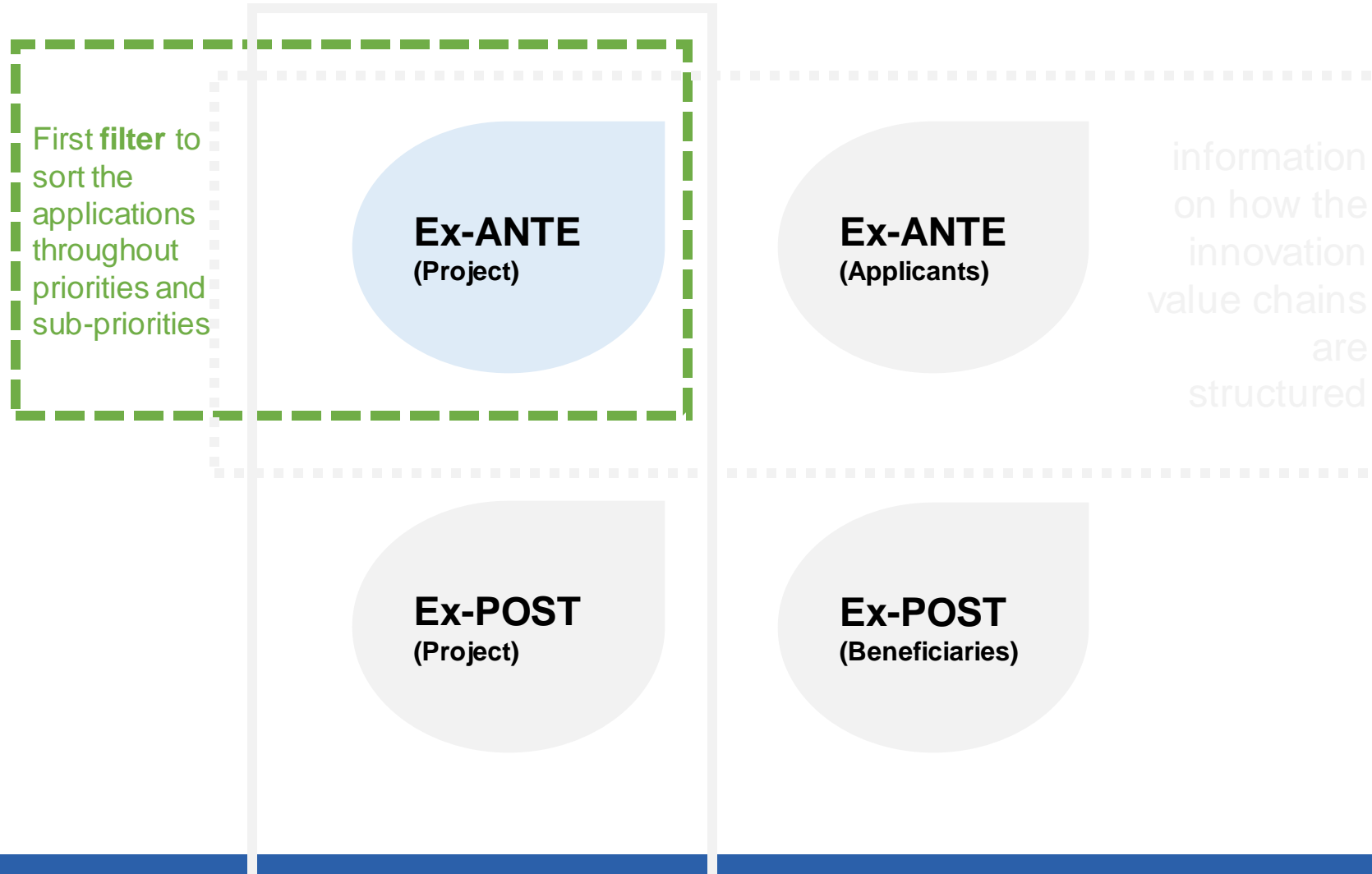
Questionnaires



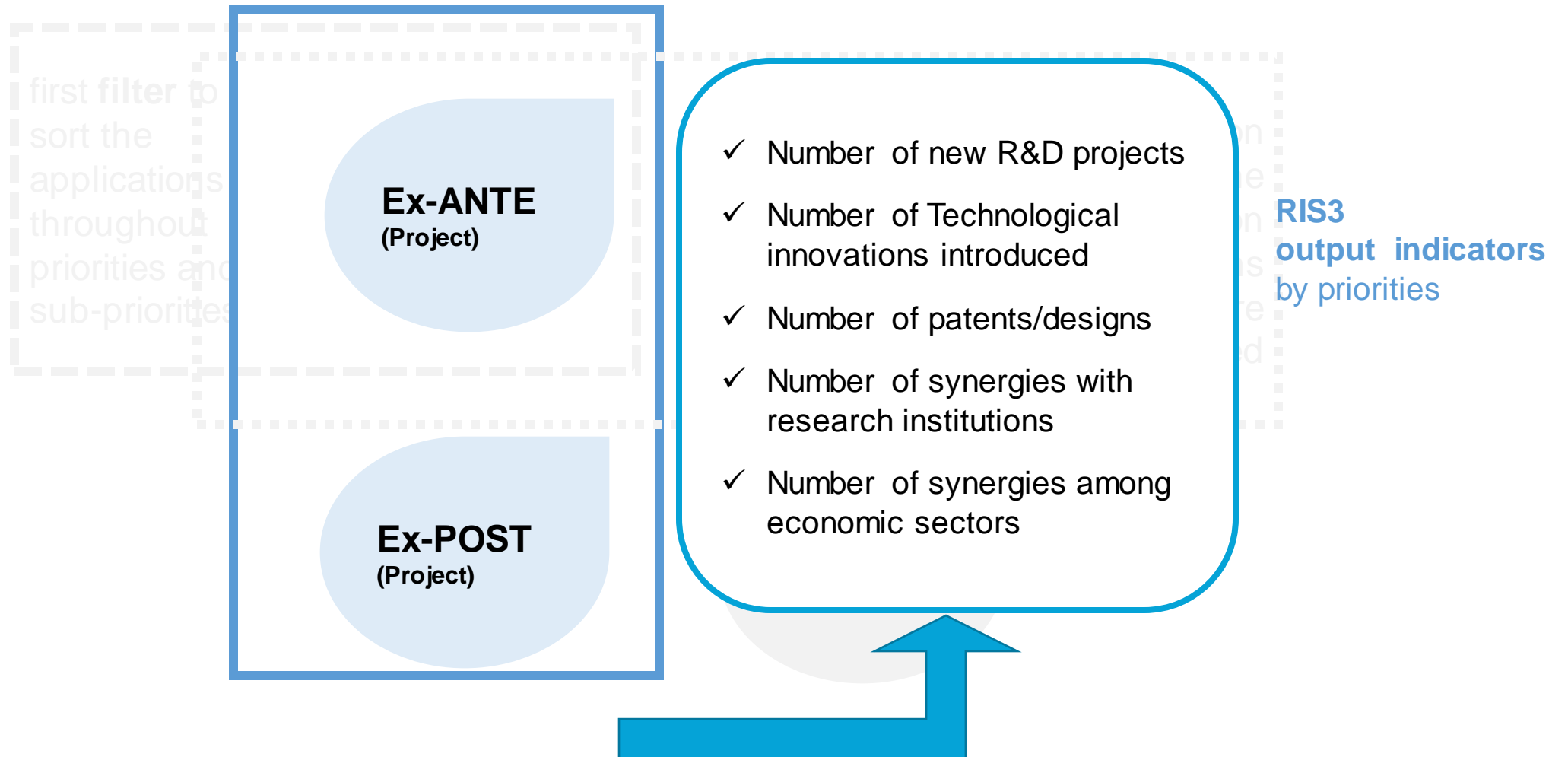
In the last three years, has the enterprise introduced product or service innovations (incremental innovations, radical innovations, marketing innovations, organisational innovations)?

In the last three years, has the company formalised collaborations with research and/or industrial partners?

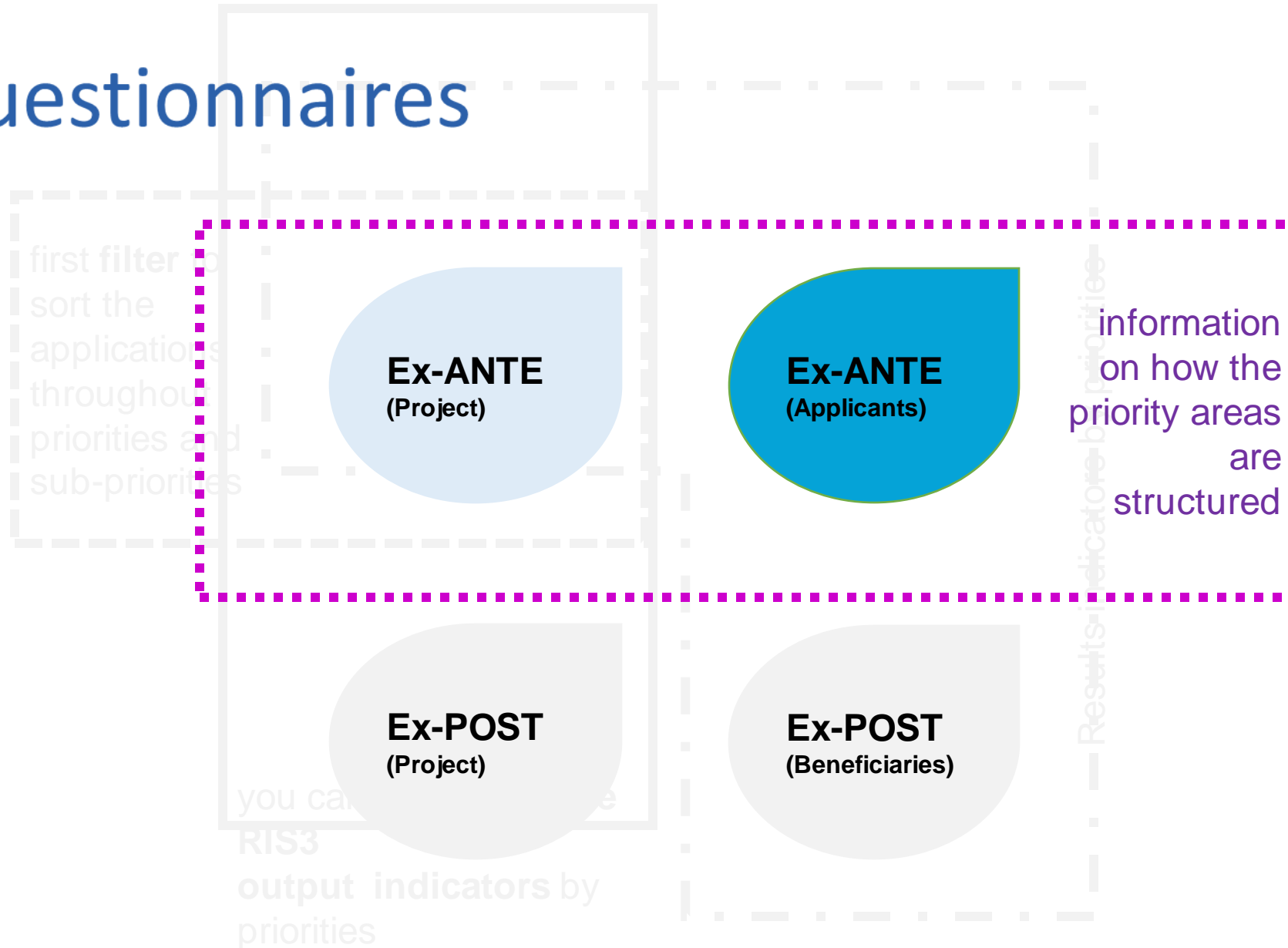
Questionnaires



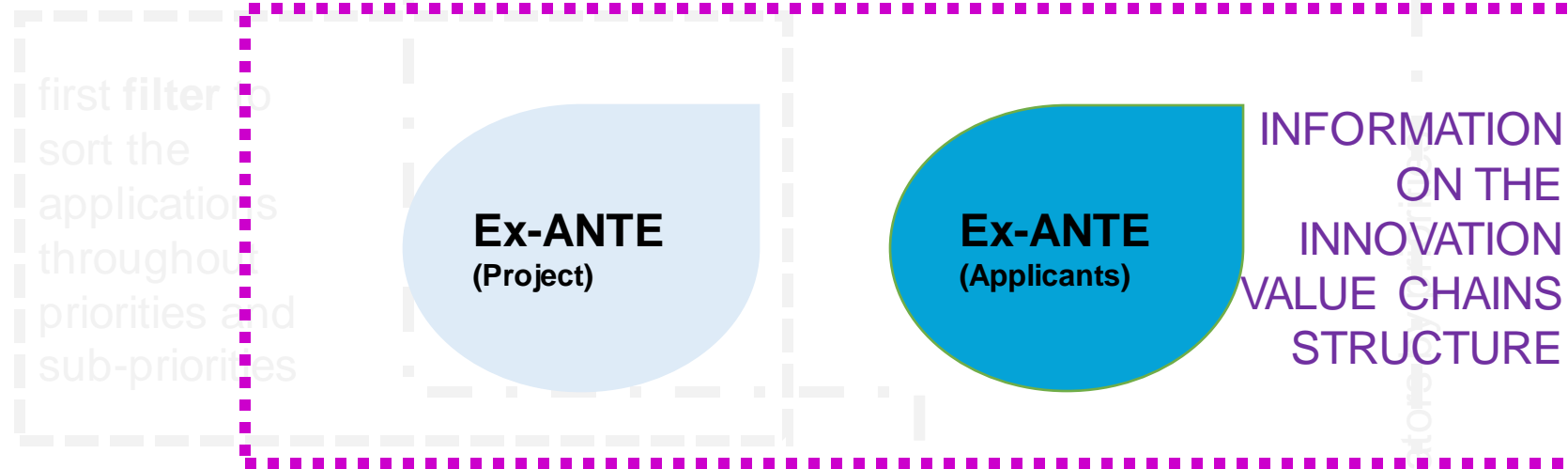
Questionnaires



Questionnaires



Questionnaires

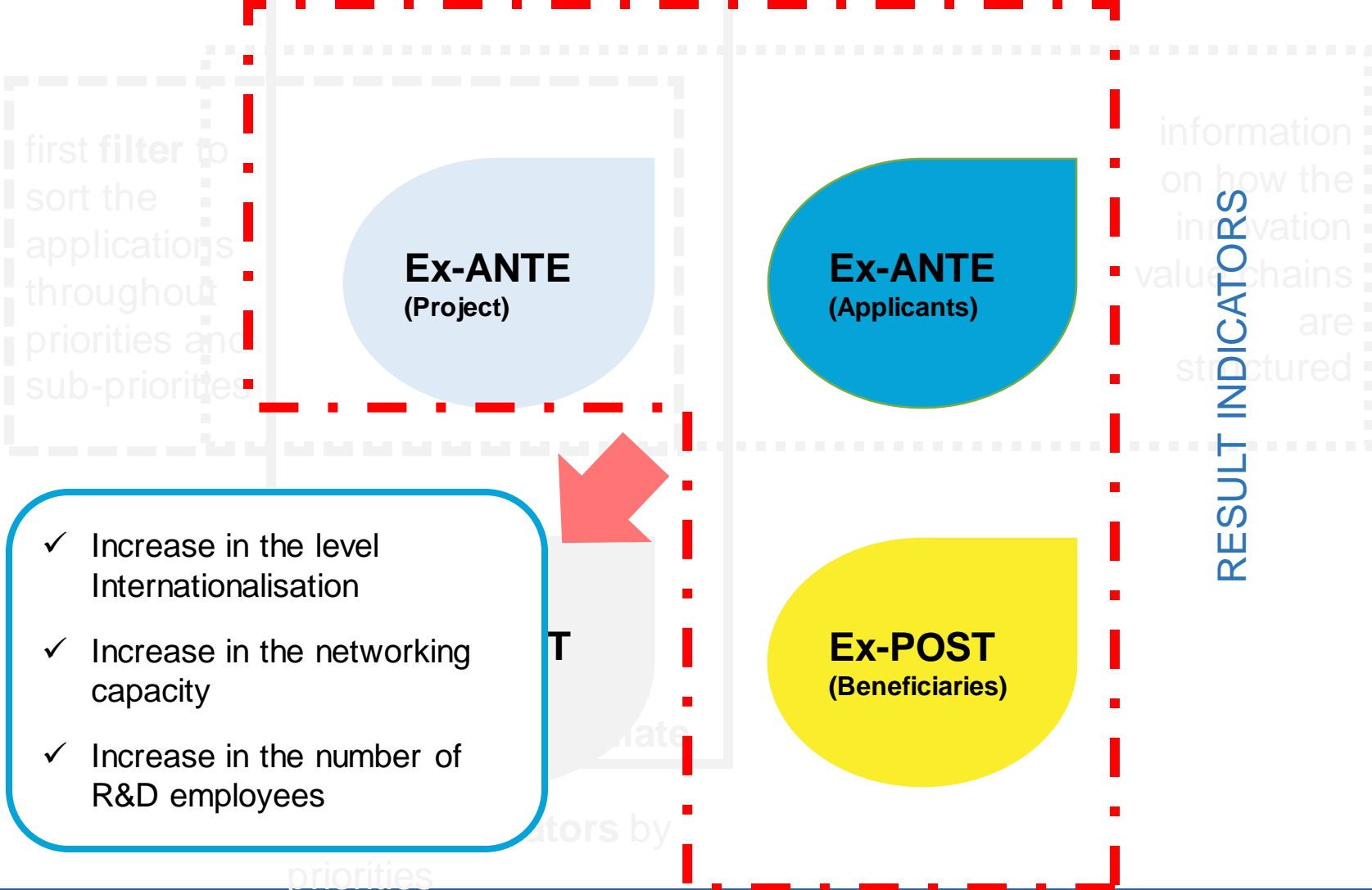


✓ Agro-food

- High presence of ICT firms
- Development of high quality products;
- Attention to safety and traceability;
- Enhancement, through their qualitative improvement, of some typical Apulian products (such as oil and wine).



Questionnaires





Thank you for your attention!

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#S3Cop



European
Commission



Generalitat
de Catalunya

S3 Community of Practice
presents

S3 FORUM

#S3Forum

Monitoring and evaluation of RIS3 Nord-East
Romania
Case study- Impact assessment for the Investment
program on Digitalization of SMEs



#S3Cop

Learning from Experimentation in Europe

Alexandra Avdeenko
(World Bank Group)

Core question

Do EU citizen and businesses get the most impact from every Euro spent on Cohesion Policies?

|||| How do we know if a program is effective?

How do we know the investments had a positive return?

And what is **IMPACT**?

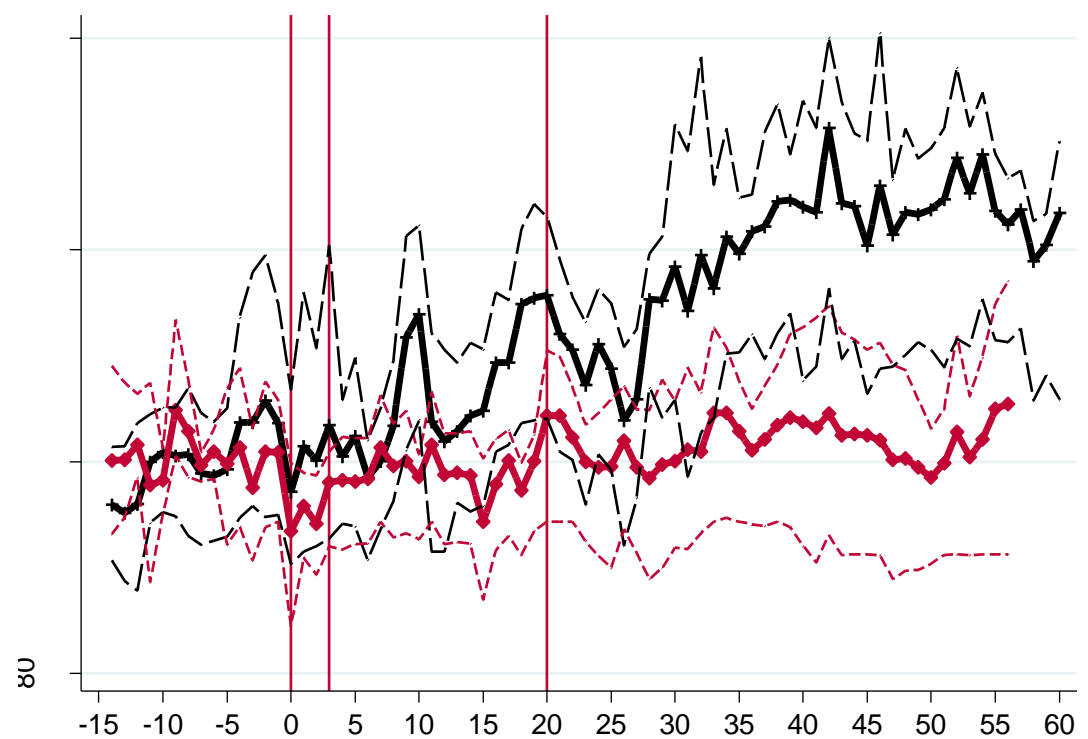
To measure impact, we need to MOVE...

...from here



...from **counting**

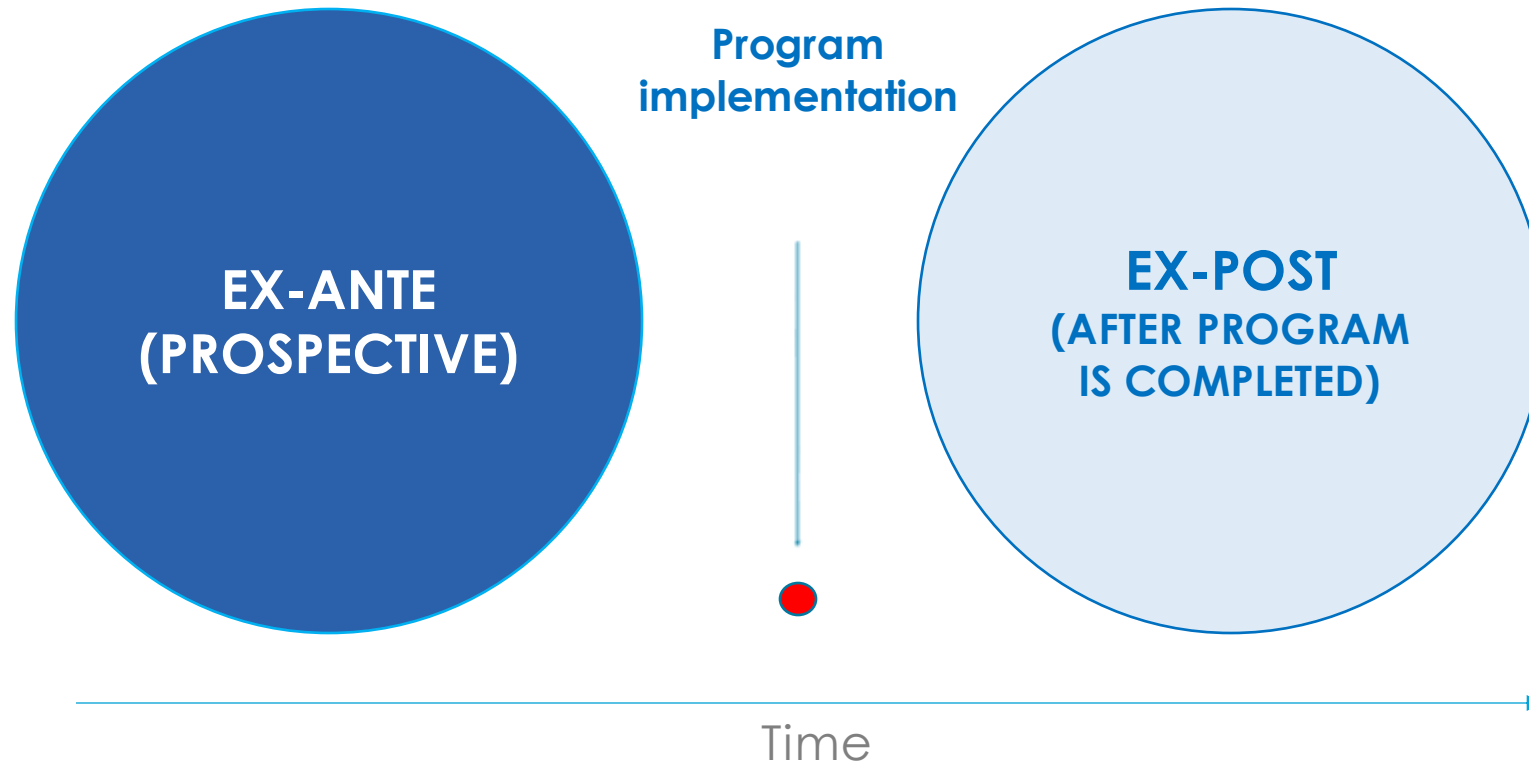
...to here



Total Factor Productivity for the treatment and control plants; evidence from India ([Bloom, McKenzie et al 2012](#))

...to **evaluating impact!**

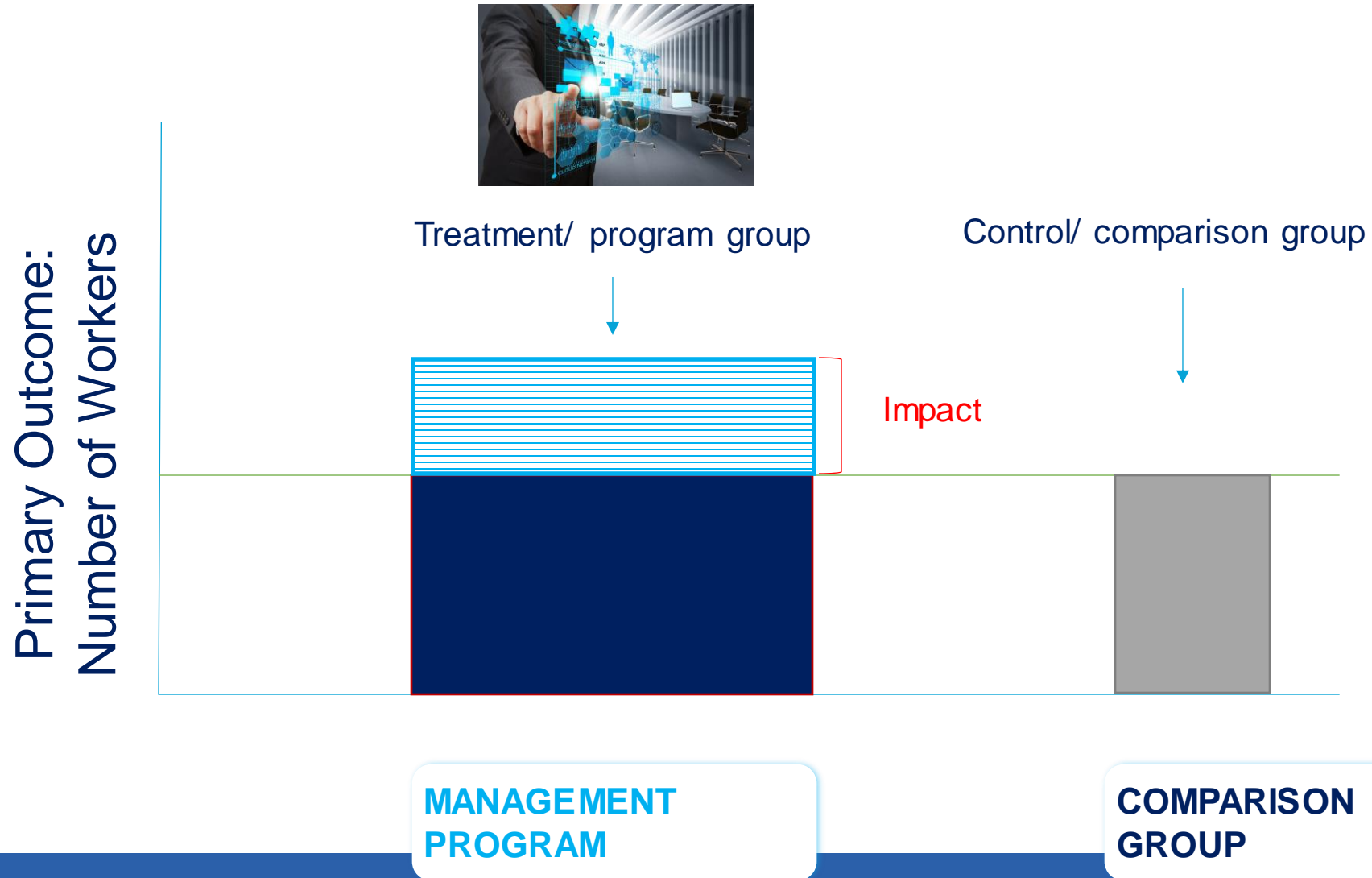
To increase impact through learning, we recommend starting the evaluations...



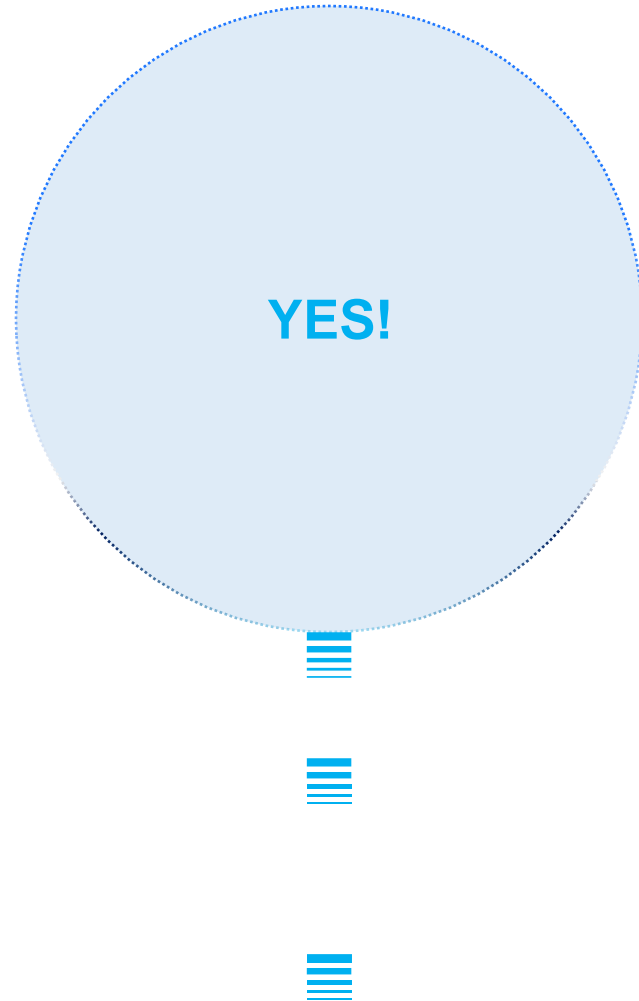
ONE KEY MESSAGE

Impact evaluations should ideally be carried out **early** in the program cycle (at the design stage), when most actions are not yet completed, **uncertainties** exist over what could work best, and **testing** of different approaches **to target and deliver the program** can provide answers and be still embedded.

Does better management improve firm performance?



Does better management improve firm performance?

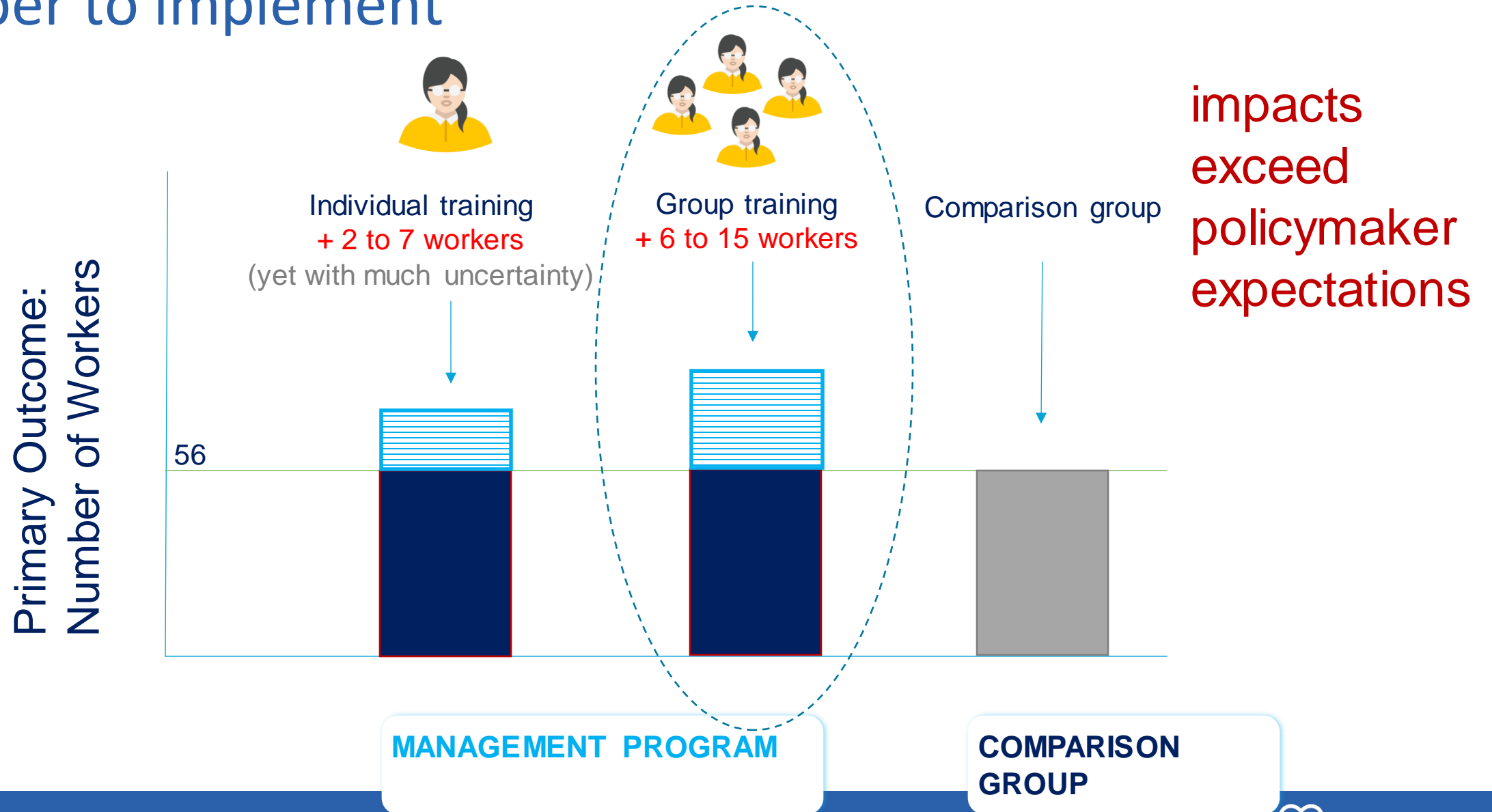


It causally increases the number of workers and other firm growth measures

Colombian auto parts firms
Iacovone et al. (2022, [Link](#))

But this is **NOT the KEY QUESTION** of a good impact evaluation since there is a lot of variation on how to design programs... !

The Groups-based intervention generate more impact and are cheaper to implement



A good impact evaluation builds
on a **good relationship** with the
managing authorities

High demand for impact evaluations



**Encourage Learning from Peers and top Researchers:
Matchmaking workshop in Lisbon brought together 112 participants**

When do you
know you were
successful?

When you
hear...

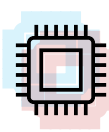
“I optimistically expect that by the end
we **will discover together**
how to invest EU money more
efficiently.”

General Director of a Regional Managing Authority

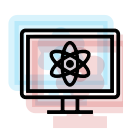
The managing authorities are curious to learn example evaluation questions:



Given access to funds: How can firms be supported in identifying the best R&D investment opportunities?



What is the impact of digitalization on firms' performance and perception of the markets?



How to connect firms to scientists and support their collaboration?



What is the impact of R&D grants on firms' performance?



A good impact evaluation supports the development of a good program design and implementation

Impact evaluations should ideally be carried out early in the program cycle when uncertainty exist over what could work best, FOR WHOM, UNDER WHICH CONDITIONS

In the evaluation process, the program benefits from an early, thorough review process



- Set up theories of change
- Consider good global practices

No theories or ideologies:
Consider beneficiaries' actual needs

Adjust the program activities and targeting

An impact evaluation is as good as its ability to identify a credible comparison group

Embedding a sizeable and CREDIBLE
COMPARISON group is key to be able to detect
impacts

Challenge with Cohesion Policies

Beneficiaries are likely already well-performing

Hard to quantify the added value of a Euro spent on them
Unclear that selecting the best generates the highest returns



(Well-performing) **Firms**
self-select into applying for
EU funds



Managing authorities select
“good firms” (based on
ranking)

**HOW to
“create”
the most
credible
(rigorous)
comparison
group?**

In other words, how to amend the assignment mechanism to a program so that if two actors are equally eligible for the program, background characteristics (on average) would not matter?

“Flip a coin!”

(amongst equally
eligible
candidates)

Randomized Control Trial (RCT)

Learning from a Prospective Evaluation in Romania

Gabriela Macoveiu

(North-East Regional Development Agency)

Digital transformation of SMEs oriented towards increasing digital intensity

- **Conditions of the call:**

- RP North-East 2021-2027 (25,000,000Eur ERDF)
- Programme contribution per project: min 15,000 - max 100,000Eur

- **Expected results:**

- Min 400 SMEs increased digital maturity (DESI)

- **The task:** Perform an ex-ante (RCT) impact assessment on this competitive call to **learn about the impacts of the program** and to identify how to **improve the performance of the program**

Implementation process -the challenges

- **Limited experience of MA:**

- the call for digitalization of SMEs is implemented for the first time in Romania at regional level

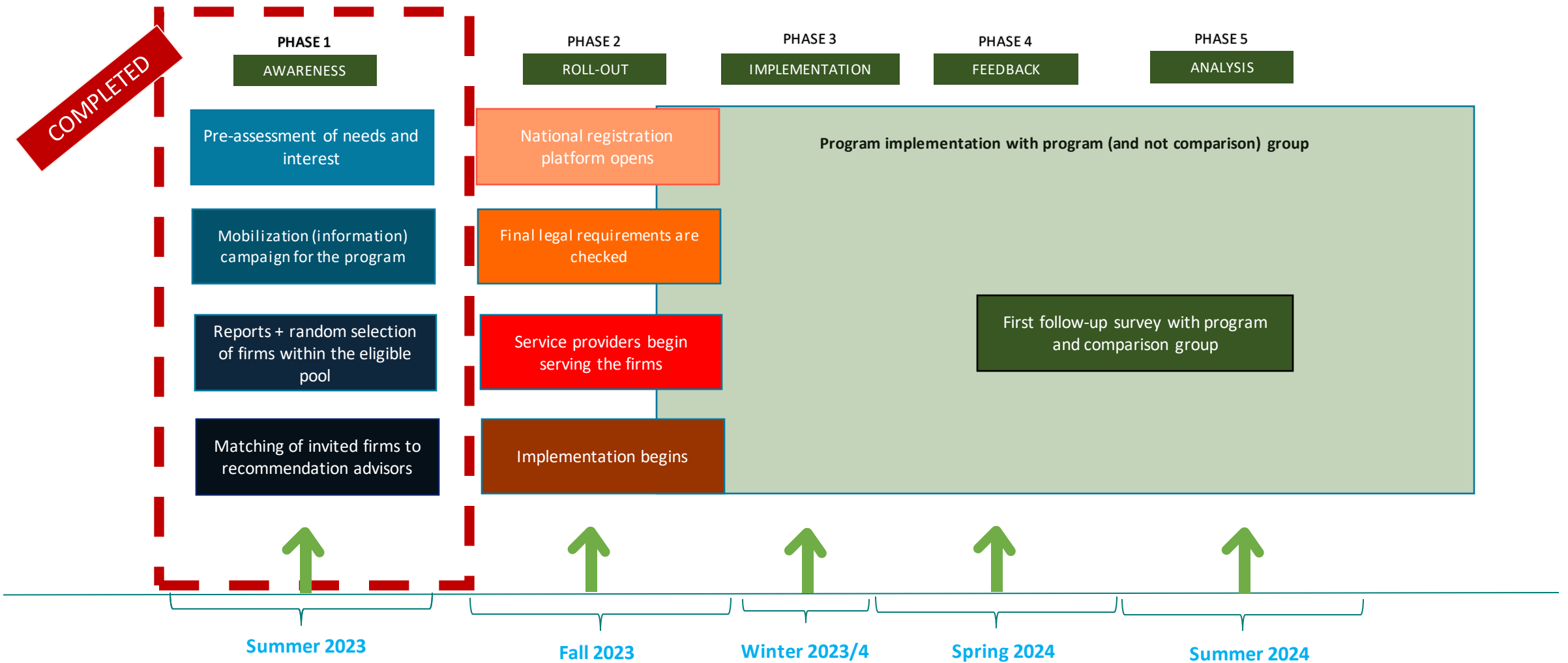
- **RCT impact assessment implementation constraints**

- Timeline - sept 2022-july 2024 for first round of evidence
- **Selection of a large comparison group** (min 400 SMEs) respecting the conditions of Art 73(2) and 74 CPR
- Collection of data from SMEs related to digital maturity and digital investment needs (set the baseline) without overloading the program potential applicants

Implementation process - the solutions

- **Development of a digital assessment on-line tool** (124 questions) covering:
 - the company economic performances
 - the digital maturity level
 - the company needs for digitalization
 - the fulfilment of the program general eligibility conditions
- **Introduce a digital feasibility study** to relate the company specificity, investment needs, and digital maturity level
- **Deploy a consistent awareness campaign**

Embedding the Evaluation into Implementation...



Mobilization reached many - new and eligible - firms ...

RESULTS OF THE FIRST PHASE

AWARENESS

Many applicants!

July-September 2023
→ 1288 SMEs registered successfully
→ 1038 SMEs eligible

Many firms selected for support and big comparison group

October 2023: random selection of 519 program firms and 519 comparison firms

PHASE 2

ROLL-OUT

National registration platform opens

Final legal requirements are checked

Service providers begin serving the firms

Implementation begins

PHASE 3

IMPLEMENTATION

Program implementation with program (and not comparison) group

First follow-up survey with program and comparison group

PHASE 4

FEEDBACK

PHASE 5

ANALYSIS

Summer 2023

Fall 2023

Winter 2023/4

Spring 2024

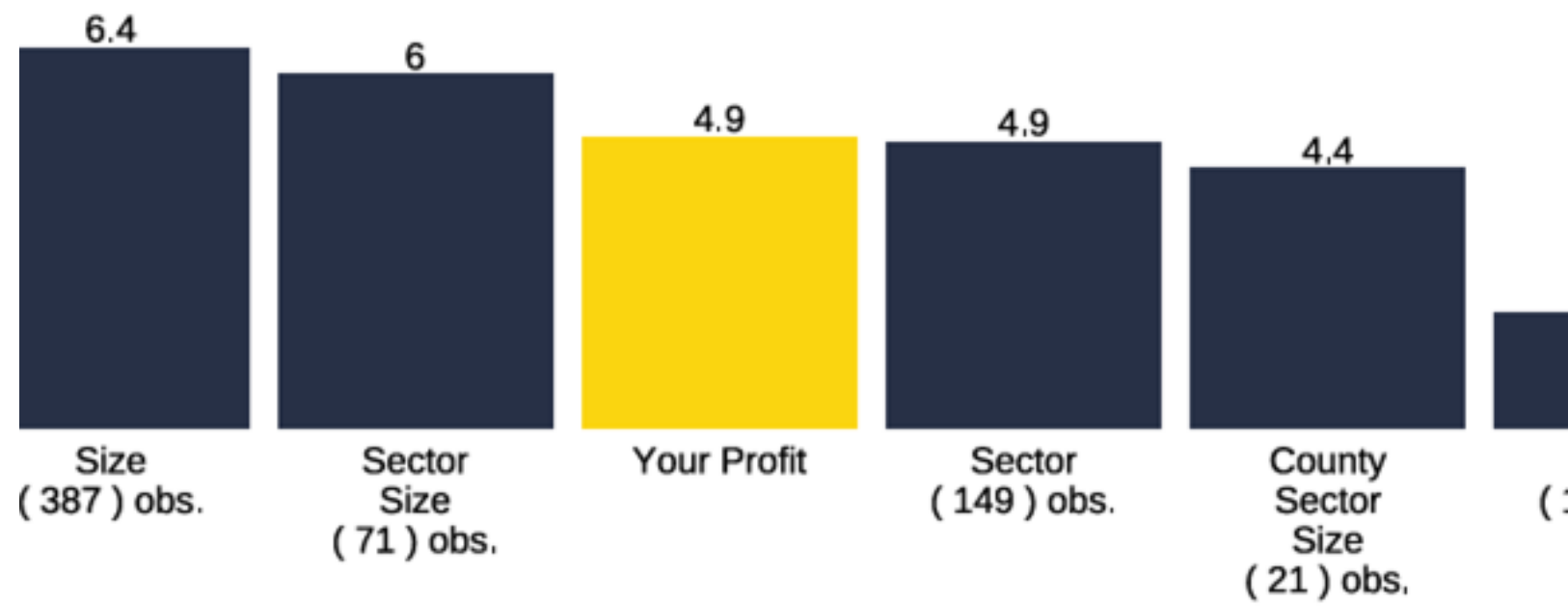
Summer 2024

What to do with all the information?
Give it back to the firms to make better investments

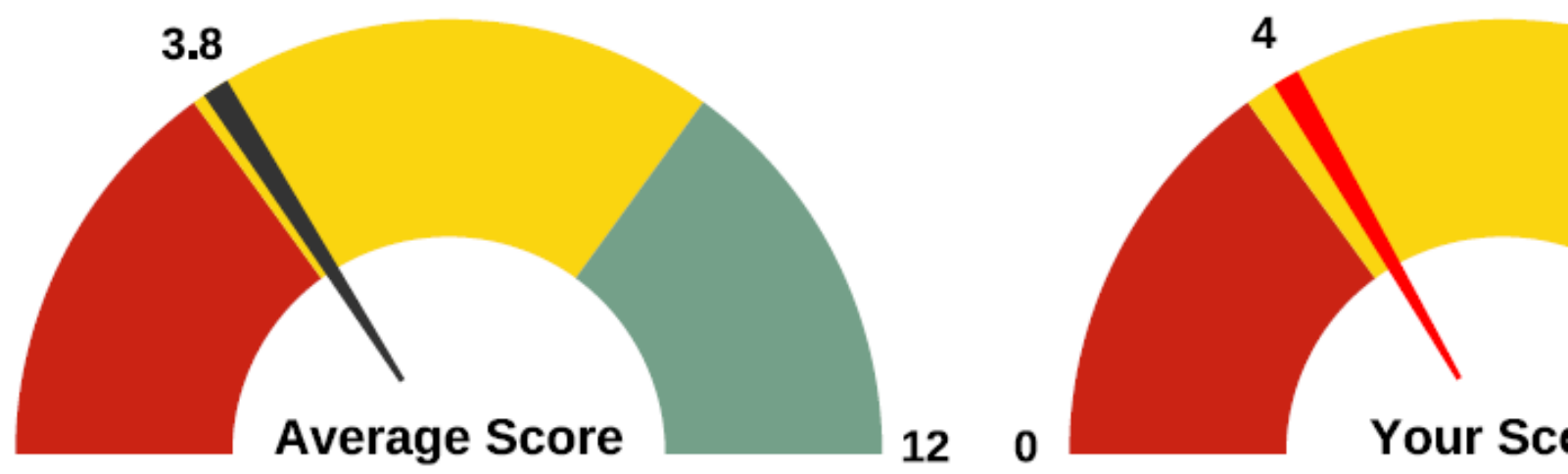
We share tailored Benchmark Reports from needs (baseline) assessments with firms

We make monitoring and administrative data immediately useful by generating relevant analytics sharing it with the applicants

Annual Profit



DESI Score



Lessons learned (I)

- The **World Bank expertise and support** was essential for our MA to perform this task → **THANK YOU !!!**
- Beside intervention logic of the program/the call, **preconditions** are very important:
 - ensure the service & technology providers, **consultants are ready too**
 - identify possible **bottlenecks** as early as possible
 - pay attention to the **feedback** coming from the potential beneficiaries
- **Transparency**
 - for **every single step** to be carried out in the **pilot program**
 - good **communication with interested parties** → WB support for the dialogue with Council of Competition and European Commission

Full transparency: Random selection in front of a Notary.



Given a large number of equally eligible applicants, the fairest, fastest, and most transparent way to select beneficiaries is **random**.

Lessons learned (II)

- **RTC Impact assessment**

- involves **supplementary resources and work** on behalf of MA
- has **long-term added values** which worth to be considered
 - better prepared **calls**
 - **better understanding of the beneficiary needs** and closer interaction of beneficiaries with the providers and consultants
 - **MA get earlier involvement in the process (before the open of the call)**
 - **companies propose investments with better understanding of their position** (Market report, Digital needs analysis, DFS)
 - **stronger alliances, ex. ADR-EDIH alliance** → Catalogue with service providers, improvement of clients' selection system and diversification of their services



Thank you for your attention!

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Thank you !

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