

Boost potential of Young Innovators to pioneer change in energy efficiency inside Danube Macro-region

DANUBE ENERGY +

Mutual learning during implementation of the pilots

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I. Executive summary

Similarly to many Interreg Projects, one of the main outcomes of Danube Energy+ is the mutual learning of all partners. This aspect is especially true for the WPT.2 Implementation of the DE+ Pilot as there were several differences among the partners when the projects started. While some partners have extensive experience with organizing trainings for (early stage) start-ups, others have never even attempted them before starting Danube Energy+. The latter influenced the implementation with fresh approaches, while the former encouraged the partners with their experiences and offered good advice. Both stances were needed when it came to the adaptation of the pilots to online versions when COVID-19 pandemic made physical meetings impossible. **Partner mutual learning during the WPT.2 implementation is a crucial positive outcome of the project.** However, respecting different situations and skill level differences from PPs might help setting up more learning efficient consortium structure in the future.

While **majority of the partners expressed their appreciation also for the ASPs and RA members and claimed they helped them both with motivation and implementation of the pilot**, others saw no such benefits. In some ecosystems, the Danube Energy+ Pilot was welcomed as necessary while in others (the majority) it was perceived as an unnecessary competition. Naturally, the motivation for YIs to join the Pilot was lacking especially in the latter cases, which caused some difficulties for the partners.

During such difficulties, the knowledge exchange became particularly important: not only know-what (steps of preparation of a jury for a demo-day, for example) but also know-how (how to attract more participants? What has worked for other PPs?).

In order to assure smooth communication during these times, the partners held **regular meetings** during which they switched to an approach based on sharing experiences and lessons learned, so that those partners who were ahead with the implementation could encourage those who have started later. The Lead Partner was the first to implement the pilot, which proved especially valuable as they could lead by example as well as experience.

While partners agree that the project's approach to trainings of the YI was perhaps not highly innovative, it was effective, as most YI trained show willingness to start a company and have assessed the knowledge gained as excellent. Those partners who have never implemented such trainings before, feel encouraged to continue with the approach. An important learning point was also the implementation of the Training Scheme online, which took place in the spring of 2020 in the midst of COVID-19 pandemic against wide offer of online training.

In the mutual learning process, **partners transferred the knowledge further, by introducing the ideas of the YI and the experiences gained to the members of the RA.** Mostly, the members were satisfied with the results presented and have expressed interest to be updated or even work with the YI in the future. Partners in general feel that the project has helped them strengthen these ties.

However, partners expressed concern that part of the possible benefits of the projects were overshadowed by excessive reporting and a sheer number of deliverables and output reports. Partners felt that the reporting needs of the consortium should not overshadow the needs of the YIs and the time needed for the implementation.

This burden was especially heavy for those new to the Interreg scheme. In the end however, this too can be seen a positive outcome somehow, as partners expressed that they have learned a lot about the project management itself along the way. This has been an unintended but positive outcome of the project.

II. Introduction

Danube Energy+ project tackles the need for change in regional ecosystems to support Young Innovators (YIs) in transforming their disruptive ideas into ventures. Project's main overall objective is **to create an enabling environment**, which will support YIs to pioneer a change in the energy efficiency area by setting up highly innovative start-ups in the Danube macro-region. The project also improves the competences of key regional stakeholders, particularly relevant public administrations, through intensive learning interactions with YIs.

A key part of the project was the implementation of the DE+ Pilot Tool within the WPT.2. The implementation took place in 9 regions, each training YIs in the process. Besides providing knowledge and mentoring for these innovators, **the process of implementation also resulted in learning of each PP in the field of support of YIs** and, most importantly, **the transfer of knowledge and experience between the PPs**. These **activities of mutual learning and their results** are described in this report.

Partners and ASPs have learnt mutually from each other on transregional level through joint Package Pilot implementation, monitoring and impact measurement process. Regular monthly virtual meetings and Transregional Impact workshop have enabled to learn from all regional Pilots and multiply the learning effect. As PPs and ASPs, also including RA members, are to be the key members of the Danube Energy+ Hubs created in WP5, the intensive learning interaction **contributes to project specific objective (PSO) 1: Advance knowledge of key stakeholders in boosting Young Innovators**.

The objective has been elaborated in the application form (AF) in the sense that intensive learning interaction amongst members of the Regional Alliance are to be applied. Specifically, the knowledge will be upscaled by using stakeholder learning approach targeting members of Regional Alliance.

Overall aim of mutual learning activities is to mobilize a critical mass for efficient facilitation and operation of Hub. These are set up as part of WPT.3 and correspond to PSO 3: Set up structures to create enabling environment. The better knowledge of regional stakeholders naturally leads to improvement of the enabling environment level.

In the context of Danube Energy+, **mutual learning interactions** are defined as any interaction (oral or written) between two at least different PPs, ASPs or RA members that have resulted in either of:

- increased knowledge in the topic of YI support in energy efficiency,
- increased capacity to better support the YIs or the ecosystem actors in the field (knowledge on good practices), and
- in the change of attitude that can result from transfer of knowledge and know-how between PPs or RA members.

This Output report is based on documentary analysis of deliverable reports for the deliverables DT2.5.2. Regional Pilot Schedules for RA members with activities and events planned for coming period of Pilot (prepared by each partner) and DT2.5.4 Report from monthly virtual meetings during transregional monitoring of Danube Energy+ Tool and Package Pilot (prepared by Lead partner). In addition to these, the WP leader PP3 ABC Accelerator has initiated a qualitative questionnaire which each partner has filled in. The aim of the questionnaire was to analyse knowledge flows between PPs and beyond. The analysis of the qualitative questionnaire provides an insight into knowledge transferred and opinions and attitudes of PPs on its usefulness. Finally, the method used is also observation and participation, as the report has been prepared by an active actor in the process.

III. Activities of mutual learning

1. Regular monthly virtual meetings

The consortium has been in regular contact via bi-monthly and (later) monthly online meetings. Besides project monitoring, they have provided the PPs with the opportunity to discuss the issues at hand, exchange best practices and transfer the knowledge that have been developed within the activities. The information below is a summary of the deliverable report **DT2.5.4. Reports from monthly virtual meetings**, where the information is provided more in-depth. These regular meetings were not the only ones planned structured knowledge exchange: in June 2020, a two-day project meeting was planned in Cluj, and in August, another such meeting in Bratislava. Both were ultimately organized online, due to the circumstances.

The implementation of WPT.2 spanned from RP3 to RP5. In these periods, bi-monthly and monthly online meetings have provided the PPs with the opportunity to exchange best practices and to transfer the knowledge that has been developed within the activities.

There were 23 meetings organized during the abovementioned period, where as a rule at least one representative of each PP was present. Importantly, each of the WP leaders was expected to be present in all meetings:

- WP1 Management (LP, Tamara Hoegler)
- WP2 Communication (PP1, Dianka Alexieva / Yanichka Trueva)
- WPT2 Danube Energy+ Pilot (PP3, Matej Purger / Maja Jerala / Mojca Dušica Zajc)
- WPT3 Danube Energy+ Hubs (PP2, Kristína Korčeková)
- Teams: InnoEnergy, CTBG, Civitta, ABC, Optimizacija, E-Klastr, STC, SEE ICT, CEI,

During the meetings, those topics were discussed that were pertinent to each WP. Partners also discussed the usual project management issues, such as an update of the project management teams and their progress - report about deliverables and outputs, regional impact and evaluation plan, state of spending per partner / on project level and financial forecasts. This was an opportunity to discuss any challenges arising in the implementation of activities as well as learn how the other partners tackled them.

Considering the lack of face to face meetings due to the COVID-19 pandemic, the consortium changed the structure of virtual calls: from WP lead presentations to a more agile approach. At all meetings there were constant updates of the overview about the Pilot in all territories. The system proved particularly useful from mid-March 2020 on. Due to COVID-19, the consortiums put all the communication (GoToMeeting tool) and work on-line and switched to virtual and digital solutions if possible. The idea was to prevent stopping or fully postponing the project's implementation and avoid risking the project's overall objective.

The bellow topics were discussed at meetings:

- Regional connecting events with Demo Day:

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- **The Pitches of PPs** about their current activities were presented (lessons learned and good practices)
- Regional Case studies
- Training Scheme
- The schedules for RA members
- Regional Impact report Workshop
- Transregional Impact Report
- **the full roadmap** of the work package was introduced
- **the selection criteria** that should be integrated into the final version of the **Methodology** was defined.
- **Communication** deliverables and roadmap:
 - Press release
 - Brochure from DE+ Package Pilot
- **DE+ Hub Strategy** - the draft of the document was introduced

All the materials, reports and meetings minutes were duly recorded in Trello.

Each meeting was normally between an hour and a half to two hours long.

Full list of meetings pertinent to WPT.2 with short description of the topics discussed is available in Annex 1.

Main Outcomes and Lessons learnt

This activity has proved to be important in reaching the project specific objective. It has provided for structured space dedicated to discussion of project activities and transfer of good – and less good – practices. This has enabled transfer of knowledge, not only know-what (steps of preparation of a jury for a demo-day, for example) but also know-how (how to attract more participants? What has worked for other PPs?). Given the relatively large size of consortium and the different starting point of the partners, this was especially important.

It is fair to say that WPT.2 has been crucial for the project implementation, which is also seen from the number of activities and corresponding deliverables. From time to time, these might have seen overwhelming for PPs. But there has also been “leading by example” in the way LP has implemented the activities first and was able to give pragmatic solutions for other PPs. While not every approach is easily transferrable, it is fair to say that this has been one of the most valuable ways for transfer of codified and tacit knowledge. It remains unclear to what extent this would have been improved if the project meeting would have been implemented physically.

Deviations from plan

Even though the meetings were planned as monthly meetings, they were held twice a month before June 2020. This was necessary in the light of changed circumstances in the Training Scheme implementation and has contributed to achievement of project objectives.

Some meetings were planned to go ahead physically but were in the end held online. The 4th Project meeting in Cluj and the 5th Project Meeting in Bratislava have been virtual via GoToMeeting platform since no flights were available, due to the applied COVID-19 restrictions. While it is difficult to measure the exact impact of using only online tools on knowledge sharing between partner, it is sure that it must have had a (likely negative) impact. This was and continues to be a specific situation, but worth bearing in mind in the “new normal”, where more online meetings might be preferred, that they are not the best tool for tacit knowledge transfer and establishment of new bonds in the European ecosystem.

The knowledge that was to be transferred is not always codified and sometimes the best ideas come from project dinners, where the PP representative discuss the issues, ecosystem challenges and a variety of other related topics in more informal surroundings. Indeed, the greatest toll paid is a lack of informal gatherings and ideas exchanged, both among partners and among other participants in the project.

Finally, a lot of time in discussion was dedicated to reporting and deliverables. This is a reflection of the fact that the WP itself was very deliverable-heavy.

2. Regional impact workshops

For most partners, the 5th RA meeting served to present the implementation of the DE+ Tool to the members of the RA and to collect their feedback and interest for future collaborations with the YIs. While some partners focused more on the struggles and lessons learned during the DE+ Tool implementation, others focused on possible future collaborations and even organized connecting visits with the members of the RA as the direct consequence of the meeting.

PP1, Germany, started the workshop by providing an overview of DE+ activities of the Pilot in particular and the activities in general. It has provided the feedback received by the participants and lessons learnt. The RA members present offered positive feedback and have confirmed the necessity, importance and usefulness of the DE+ package / tool. Importantly, they have also emphasized the importance of the sustainability of results.

PP2, Bulgaria, focused on the pilot experience, which was further enhanced by the presence of Mr Kolev who had acted as a motivational speaker during the actual Pilot of the Tool. Mr. Kolev mentioned that he had gone through similar entrepreneurship programs when he was starting his start-up, and that the content of the Danube Energy+ Tool was similar in many aspects, but could have lasted a bit longer. During the discussion it was also agreed that some stronger focus on the legal and financial aspects of entrepreneurship could have been useful to the participants of the program.

Participants also discussed opportunities to further stimulate the Young Innovators. Further acceleration programs were identified as a logical follow-up. It was pointed out that co-working spaces can also help with boosting up entrepreneurial experiences. Ms. Hristina Bakarzhieva of Sofia Tech Park also indicated there are many events can further boost the ideas and turn them into successful business. The RA meeting was followed by the connection events with the Young Innovators.

PP3, Slovenia, presented the implementation of the DE+ Tool to the members of the RA and collected their feedback and interest for future collaborations with the YIs. This was done via a series of one on one talks, as the member so the Regional Alliance were very dispersed. It was a general feeling that support from the public sources would be necessary as the ideas were quite early stage and would not yet gather the financing from Venture Capitalists.

In PP4, Slovakia, the regional evaluation workshop focused on gathering feedback from the RA members but also from the mentors and experts in the programme. Firstly the feedback from the YIs on the structure and content of the programme was presented, as well as delivery by the mentors. With one expectation of a hard-to-reach individual mentor, the feedback was positive. The group then focused on brainstorming possible replication of the Pilot and how to better adapt it for a virtual environment. A consensus was reached, that the Hub needs to be built around the idea-stage entrepreneurship education.

PP5, Croatia, merged the fourth and fifth RA meeting in order to present Danube Energy+ ecosystem Package and Pilot. The meeting was intended for all members of the Regional alliance to present their activities and experiences and to share their expert knowledge regarding the activities associated with the regional mapping and other activities of the Danube Energy+ project. It is important to note that some of the RA members will use DE+ ecosystem program (pilot) as one of their services.

PP6, the Czech Republic, focused on the one hand on the results and lessons learned from the Pilot. On the other hand, they also investigated the future and started preparing for the establishment of a regional business Hub. As they are counting on the support of the RA members, they were happy that the members gave them positive feedback also when it came to the young innovators. Overall, the members agreed about the need to build the hub in the Pardubice region, as there is only one other organization of this kind present in the region.


PP7, Romania focused on reviewing the actions taken so that the DE+ Tool could be properly implemented and, on the lessons, learned from the promotional campaign of the Open Call. They also presented the teams that finished the program and their feedback. The final part of the presentation concerned the vision STC has for the Danube Energy+ so that the RA members could get an idea and see how deep their involvement would like to be. The most relevant topic for the RA members ended up being the development stage of teams and their future also with respect to the Connecting Events. The feedback received from the RA members was overwhelmingly positive. They were happy with the Tool implementation and the results of the program, despite being reserved at the start of the project that such a program could be successfully implemented.

They agreed on communicating with the RA members after each monthly meeting with the YIs. The needs identified via those meetups will then be discussed with the RA members to who can help them overcome the roadblocks identified. Oana Raita from Transylvania Energy Cluster mentioned the possibility to have the teams test their prototypes at the newly built testing facility of the National Institute for Research and Development of Isotopic and Molecular Technologies.

PP8, Serbia focused mostly on the description of the teams that finished the program and the impact that the Tool had on their ideas roughly 3 months after it had finished. The feedback received from the RA members was incredibly positive. They were happy with the Tool implementation and the results of the program, especially with the possibility to connect with the participants in the future.

PP9, Ukraine used the event to summarize the experience of the acceleration program in Zakarpattia oblast and to introduce best practices in the next competitions to support entrepreneurship in 2021 and further activities regarding the Danube Energy+ hub. They will focus on tools for supporting and accelerating of the business. Regional public authorities as key actors inside of Regional Alliances have been involved in the workshop. During the event, 8 start-ups, developed within the business acceleration program of the Danube Transnational Project “Danube Energy+” were presented and future steps to create an effective environment to support small and medium-sized businesses in energy efficiency and start-up opportunities as well as results of the questionnaires for young innovators and stakeholders and ecosystem actors were presented and discussed. Young innovators stressed the expectations and needs to participate in the next Calls for Proposals in the Regional

Programmes for start-ups support and discussions to provide separate priority for start-up support in the field of energy efficiency in 2021..



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3. One-on-one interactions between the different PPs and ASPs and RA members

A short Google Form questionnaire was prepared to ask the PPs about their experience in the DE+ project. The questionnaire is presented in the annex; in electronic form, it is also available at <https://forms.gle/mjZFGKiNxr8XW8PA9>). Its aim was to obtain an honest in-depth look on the knowledge gained by each partner. We have opted for an anonymous questionnaire that does not reveal the respondent because we wanted to encourage an honest response whatever that may be, rather than create a feeling that they must report good outcomes.

Most valuable lesson shared with consortium by each PP

Firstly, we asked the PPs what they thought they brought to the consortium in terms of their knowledge: **“What would you think that was the most valuable lessons/s that you shared with the consortium about YI motivation, identification, and tool implementation? In other words, what do you feel was your contribution to the knowledge built within the project?”**

The partners feel that they brought many different lessons to the consortium. The most valuable and significant of and for partners were lessons about tool implementation and communication. During the project implementation there were a lot of great inputs from all the partners that helped all to do the best we can, through sharing knowledge and experiences to provide great results.

Some answers were concrete and to the point in their lessons given to partners: *“Social media posts help for awareness, but **direct, human interaction** is worth 1000”*. Choosing the right approach to identify and motivate young innovators is essential to achieve the goals set in the project to unlock the potential of young entrepreneurs in the region. Also, in the implementation of the tool, PPs shared concrete added value how to deal with participants: *“Implementation: **keep them constantly updated** of their progress in the Tool - what modules are coming up, what is the topic for the next day, which mentor, what times, how to log in.”*

Others saw their contribution as *“to **ask the uncomfortable question** and to push us further, as opposed to project implementation for project implementation's sake. I tried, at all our gatherings, to **look from the bird perspective**, to make sense of what and why we are doing and to adjust our outcomes accordingly. Especially in the Tool designing phase I tried to reason about the goals and target groups of the Pilot, and we have managed to take a deeper look, share the workload and design a program that has a “head and heel” as we say.”* Others said: */we brought to the project/ “experience from previous programmes and a healthy dose of pragmatism.”*

Most valuable lesson learnt from the consortium by each PP

When asked “What did you learn in the pilot implementation from the partners (just the 9 of us)?”, partners emphasised different points:

1. **Sharing good practices and adapting them** in different partner countries. Supported each other with ideas of how to move online, what to do what no to do, where to find participants, where to find stakeholders for connecting events.
2. A very important lesson for the partners was also related to **the timeline** for the open call , as well as for the implementation. Since the primary target group for the piloting of the tool was students, it would be important to consider that they have obligations with their studies and exams and that these happen during certain periods more intensely.
3. **The importance of planning** and planning for B and C scenarios.
4. Having **constant communication with participants** and keeping applicants in the loop about the changes helped a lot.
5. **Prepared a jury** (for a Demo Day) **in advance** to ask questions (at least 3 questions per team).
6. **Experience of virtual communication** and trainings, since conducting an online program was new to almost everyone.

The most valuable for the partners was cooperation among partners and management team. Among most often exposed topics was the necessity to talk face-to-face/online, which was the only possible way to communicate during the COVID-19 lockdown.

Some partners were very content with the lessons learnt and were not afraid to name names: *“I have learned a lot from the Serbian partner, that had good knowledge of **validation techniques** which were then added to the Tool. I have learned from the German partner about **organisation** but also about how the more developed ecosystems work. I have learned about the various ways how one can approach target groups and was impressed by the Slovenians, able to **secure so many visits** at so many locations, a task that we failed in.”* Another one praised: *“PP2 has cleverly provided us with more insight on **how to get the YIs to attend**, which was great /.../. PP7 has also had good insights in **motivational process** (and the communication). We used this with good results.”*

Concrete activities by concrete partners were singled out: *“One member of our team observed the Bulgarian Demo Day to see how they went about a virtual demoday. What was learned was that the jury had to be directly involved – always asked to put questions, keep cameras on, and have the audience ask questions in the chat. We took those lessons and implemented them in our Demo Day. What we did extra was that we prepared each jury in advanced to ask questions on a particular subject (motivation, business model, problem-solution fit) so that they knew to follow a specific thing in the presentations (of course they didn’t just ask from their “assigned” domain, but we wanted to make sure we had a ready jury who could ask at least 3 questions per team).”*

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The lead person of Lead partner was assigned special praise: *“From Tamara in particular: the importance of planning and also planning for B and C scenarios. She also pushed for keeping applicants in the loop about the changes we are making to switch to a virtual Tool. And she was right. Having constant communication with participants helped us a lot – even now we are in touch with them and helping them identify new opportunities for development.”* This was especially important since we implemented the Training Scheme in turbulent times. When the Training Scheme was expected to start, COVID-19 first wave just started to make life totally different to what used to be normal. Suddenly almost everyone shifted their implementation to online. Here, the power of the group seemed the most useful: *“Given the fact that we were confronted with an unexpected situation and that no one knew the best course of action. Talking and planning with all the partners during our meetings was beneficial for us. During that period, one of the useful things we learned from one of the partners who had organized the pilot before us, was what are the best practices to engage with YI during the online Pilot, since conducting an online program was something that was new to almost everyone.”*

However, one of the PPs stated they did not derive any additional value from the project implementation.

In terms of **Motivation**, it was especially valuable to invite people who had already applied to the Tool, to join the workshops. People saw the program with great quality speakers, relevant for their field and were motivated by this, since such a program did not exist before. This is especially true for those territories where accelerators and their programs are not focused on energy, but only on digital technologies.

Partners used various **channels to reach and activate young innovators** such as:

- well established contacts with leading universities in the country;
- networking events, such as Cleantech related events, EIT Climate KIC
- motivational events
- online connection with representatives of the ecosystem and the target group of young innovators.
- networking with local ecosystem
- personal contacts with representatives of the target group
- social media posts were helpful for awareness
- press releases gave to partners the best credibility
- Choosing the right approach to identify and motivate young innovators is essential to achieve the goals set in the project to unlock the potential of young entrepreneurs in the region.

When it came to the **Implementation** it was great to keep participants constantly updated about their progress in the Tool - what modules are still coming up, what specific topic will follow the next day, which mentor will lead the workshop, at what time, etc. It was also important to teach the participants how to use the online tools and guide them through a log-in process. Due to the new circumstances, it was crucial to communicate constantly and consistently or risk losing the interest of the participants.

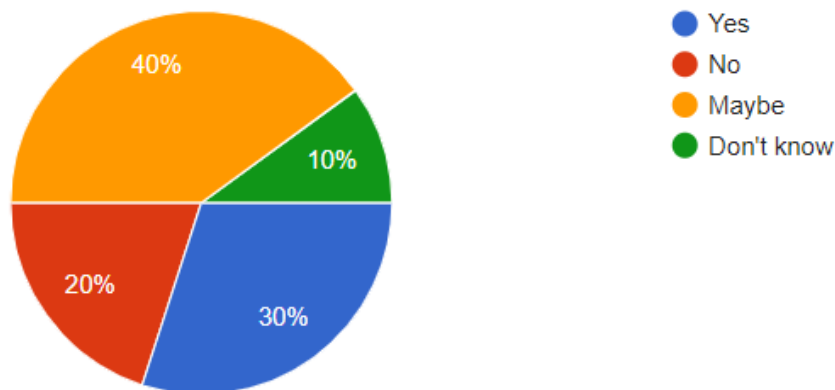
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Participants needed to have enough time to do the homework. In some territories they extended the duration of the Tool from 2 to 3 weeks, precisely for that reason.

The use of new knowledge by the partners?

30% of partners already used the knowledge from PP in their organisation and 40% of them think they may have used it.

Graph 1: "Was this knowledge from Project Partners already used in your organisation?" - answers by PPs



Lessons learnt from ASP and RA partners

Some partners reported that ASPs and RA members helped a lot, as they have the insight into the needs of the ecosystem as well as experience with similar programmes: *"During the implementation of the pilot program, support, experiences and expertise that we had at our disposal from ASPs and RA partners was something that helped us to do our job much better."* They can be the most valuable stakeholders in the process of the designing the program since they are the experts in the education or industry (field). In some territories, ASPs helped in programme delivery and in communication very easily and without a fuss. There, partners have well-developed communication channels that were used in the implementation of the Pilot Tool with a focus on connecting events and providing additional platforms for young innovators. Partners assess that the platform of RA meetings was useful but only when we managed to give each meeting a precise goal and narrative.

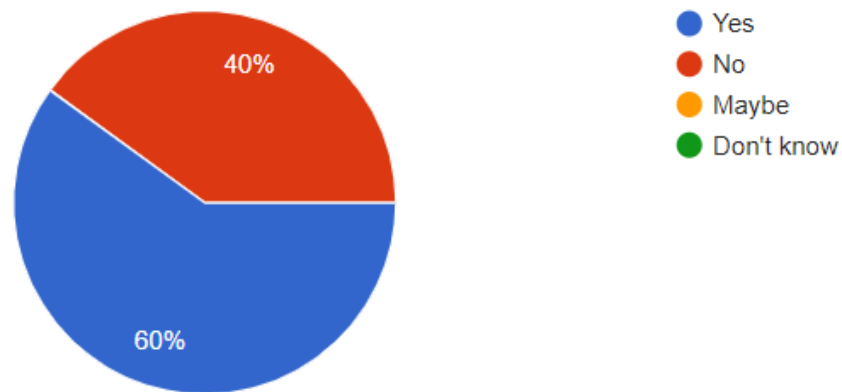
Other PP emphasizes the importance of know-who: *"I would not say as much as learned, rather it was the networks that were created that supported us in other projects as well."*

Unfortunately, a minority of the partners do not have good experience with ASP and RA members: *"Our relation with our ASP and RA members is not the best. We have one RA member who is very supportive, and she joins all our events and meetings. But they are mostly there for moral support."*

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In general, it can be said that involvement of ASP and RA was beneficial to the project and to the PPs in particular, as many partners report they have already used knowledge from ASPs and RAS:

Graph 2: "Was this knowledge from ASP and RA partners already used in your organisation??" - answers by PPs



The most useful points of project for PP organisations

The partners reported that DE+ helped PP to strengthen the existing connections to the regional ecosystem and network of international partners. They have already been helpful in other projects as valuable staff with experience. PP are gaining new mentors as well for education new innovators.

The participation in the project was useful in the following several aspects:

- **project management:** use of different software platforms for organizing and sharing documents and information (e.g. Trello);
- efficiency in allocating the available expert and human resources in the implementation of the work packages;
- **way of organizing** and conducting the meetings in the project;
- **implementation of the work packages:** discussion and sharing of good practices and knowledge between the project partners; providing timely support in the implementation of specific activities;
- expanding the knowledge and skills in the specific thematic area.

For some partners, this was their first Interreg project. They gained a lot of information on reporting and EU funds management. In addition, it was a project that internally had a lot of hurdles to overcome in terms of the team (high overhead), so they had to learn how to quickly integrate people into the project and deliver on the activities in the application form.

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PP really appreciated the coordination on behalf of Kristina (Civitta) during the Transnational events – specifically her use of collaborative tools and ability to guide the conversation towards some tangible results.

Changes in the approach of PPs to YI and the field of energy efficiency due to the DE+ implementation

When asked what will the PPs change due to lessons learnt in DE+, several aspects came up:

PP would put much more efforts in **identification and motivation** process as there are too many similar programmes for young innovators.

Working with **professional PR agencies** would be better than running own social media campaigns or identifying a **strong cooperation partner** who would find enough suitable applicants. Some of the PPs usually deal with start-ups and not the persons that only have the idea. What we will change is the approach how to get the participants - the planned identification and motivation aspects were not a success.

One month application period turned out to be too short.

The people that went through the **pipeline** that was created (social media - press-release – webinars – motivational workshops) were the ones that were more likely to have joined and finished the program. However, specific efforts had to be made to encourage applications. In future like-projects we will be way more mindful of what pipeline we create in order to attract participants.

Some partners pointed out that for the purpose of the call, using the platform **F6S** was unnecessary. The applicants were at a very early-stage (as this is the target group of the Danube Energy+ Tool), so many of the questions they had to answer as part of their registration for F6S were unnecessary (e.g. team description for those applicants who don't have a team; funding record etc.).

As F6S is an open platform, there were applicants from ineligible regions (e.g. India), as they had discovered about the Danube Energy+ Tool through the platform. We were unable to determine whether the use of the platform attributed to additional eligible applications that would not have happened if the Open Call was published elsewhere. Even if, the problems that the use of the F6S created for all partners, and the amount of troubleshooting required on the side of the Work Package Leader, nullifies the possible positive effects.

All the reporting and additional tasks around the implementation are distracting from the core activity, and that is to offer time and experience to young innovators - prioritizing the needs of the YIs over the reporting needs of the consortium.

Areas of knowledge of PPs that require further attention

PP will need more knowledge or competences in **motivation and identification** of YI as this was the most crucial part of the Pilot. Some mentioned (money) award as motivation aspect.

The most relevant field for some of the partners was the pilot **implementation**. Getting ideas and reaching mentors that can deliver high impact and high-quality content to local start-ups. It will be valuable for them to learn more about how to structure content so that it fits the needs of start-ups at different development levels.

Some partners pointed out that additional communication materials and skills how to talk with YI would be needed.

Knowledge provided by the ecosystem actors

The regional ecosystem was very helpful for the majority of PPs and were really important part of the project. The ecosystem had experience with similar projects and knew exactly what kind of challenges, risks and opportunities need to be considered. They shared their knowledge and experience with YIs and made a significant contribution to the future development of YI projects. On a motivation workshop some PPs had a case of really successful start-up in energy efficiency, which has really motivated the YIs.

Participants were positive about the information they received from mentors. Some partners emphasised: *“Most valuable was the fact that we introduced the Lean Start-up methodology to the YI, which most of them didn’t know before”*. The workshops they had on their internal motivation, and factors that they are stopping/blocking them in their entrepreneurial journey were also a positive experience

One PP had a meeting also with a journalist, where they talked about how to access and communicate with media. The journalist gave very practical tips on how to structure press releases, what kind of pictures to give there, how to become a voice in the field to increase the presence in the media and so on. It was very valuable.

On the contrary, some PPs said that the **ecosystem actors** – despite having knowledge in similar programs - have their own agenda and could see **DE + as a competition**. They were not flexible or open to the idea of a collaboration, e.g. to have the open call together with local partners with the aim to provide common education and mentoring to the potential participants. Because of such approach, some territories competed with three similar calls that were targeting the same audience.

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Changes in the PPs organisation due to knowledge learnt

When asked about the changes the PPs will introduce due to lessons learnt in the project, partners pointed out:

- **deeper cooperation** with the existing **RA and ecosystem**.
- continuing the path of creating and **implementing programs** (help to train students in a pre-acceleration program, create an incubation program with co-working space, booth camps, educational events and 1:1 mentorship).
- planning to improve their work, and they already applying some of what they have learned in DE+:
 - o providing services for **the development of young innovators**: the developed Danube Energy + Ecosystem Package and Pilot Tool will continue to be applied in the work of the organization with representatives of the target group;
 - o project management;
 - o communication management.

The most valuable outcome of the DE+ project in the opinion of the PPs

The most valuable outcome for majority of PPs was working with 9 partners, **exchanging good practices, and sharing knowledge between project partners**. Connecting points within 9 regions that could establish a long-term support for YIs in terms of starting up their business in energy sector as well as combine the regional efforts within all 9 participating countries in terms of creating new start-ups, new jobs and therefore bringing the economic wealth forward.

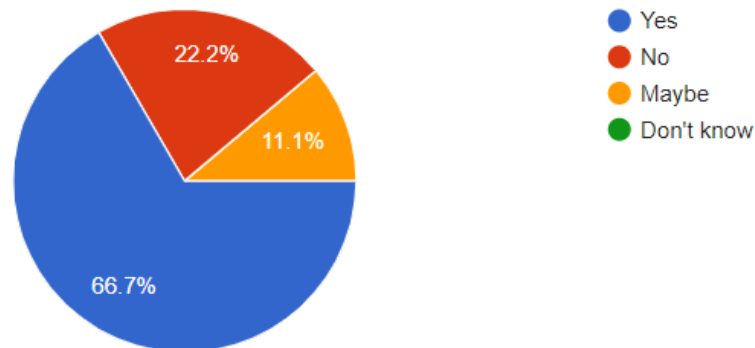
DE+ created the **valuable team skills**, from how to structure educational content, to how to manage participants and keep them engaged and how to collaborate with stakeholders.

For some PP it was a **good source of resources to test a new product and field in general**, because they did not have in their portfolio before.

If you had to apply to DE+ project again, would you apply?

Almost 67% of partners would apply again to DE+ project.

Graph 3: Would you apply to DE+ project again?



If the answer was in the negative, it was because the PPs did not have the feeling that DE+ consortium has developed something quite new and useful. In the words of one: *“ The content of the pilot was more or less the same what other programmes in their regions offer to YIs. In addition, the project itself seems to be over-ambitious with developing a package for ecosystem actors.”*

Structure of the project was painful for some: *“The project has too many deliverable and output reports which are really unclear. Instead of focusing on the content, we are constantly reporting and meeting.”* Another one was more pragmatic: *“With more power over the way the project is written, to streamlined it and remove the redundancies, I would be glad to re-apply. In the current form, it is less likely.”*

DE+ implementation in the organisations

Better overview of the deliverables /outcomes on the partner level will help all PP not to spend extra time on filling in the same questions /reports more times. One partner has not a particularly pleasant experience - two people already left the organisation, also due to this project. Some partners mentioned significant administrative burden in the implementation of activities, which has occasionally led to extreme amounts of stress as the organisation did not implement solely this project. One partner took a good lesson out of it: *“Interreg projects are a tremendous amount of work and next time diligent management has to be implemented”.*

IV. Conclusion: Lessons learnt from DE+ and the suggestions for future pilots and projects.

Due to different starting points of the partners (some partners have extensive experience with organizing trainings for (early stage) start-ups, others have never even attempted them before starting Danube Energy+), the lessons learnt have differed somewhat between the partners. Respecting different situations and skill level differences from PPs might help setting up more learning efficient consortium structure in the future.

As the pilot implementation was also aimed at testing and gathering experience in the process, here important lessons have been learnt that are to be used in any future implementation:

- **A period of one month for the open call is too short.** For many partners, as the process of identifying and motivating the YIs was not easy and they have welcomed the chance to prolong the deadline.
- **F6S system is not suitable for young innovators who do not have any companies established.** While the WP leader was keen on its introduction, also to ensure transparency and equal treatment, it was not the best tool. With hindsight, the use of F6S has led to more trouble than it was worth, as it attracted “professional applicants” from regions and ages which were completely out of the scope of the project.
- **Implementing the pilot online as opposed to in person is absolutely not “almost the same”. Partner mutual learning during the WPT.2 implementation is a crucial positive outcome of the project.** The partners supported each other in practical issues (how to prepare demo day jury and to leave the workshop “on” even when on a break, because it helps create small talk and feeling of community, for example). For this purpose, the deviation from the original plan which foresaw every partner implementing at the same time, was actually greatly beneficial to the project.
- While **majority of the partners expressed their appreciation also for the ASPs and RA members and claimed they helped them both with motivation and implementation of the pilot, others saw no such benefits.** In some ecosystems, the Danube Energy+ Pilot was welcomed as necessary while in others (the majority) it was perceived as an unnecessary competition. This needs to be avoided in any future implementation.

In general, two thirds of the partners would apply again to the DE+ project. However, partners expressed concern that part of the possible benefits of the projects were overshadowed by excessive reporting and a sheer number of deliverables and output reports. Partners felt that the reporting needs of the consortium should not overshadow the needs of the YIs and the time needed for the implementation. This burden was especially heavy for those new to the Interreg scheme. In the end however, this too can be seen a positive outcome somehow, as partners expressed that they have

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learned a lot about the project management itself along the way. This has been an unintended but positive outcome of the project.



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V. Annexes

1. Annex 1: List of meetings and topics discussed

	Date	Time	Topics discussed
12	26.09.2019	9:30- 11:00	<p>WP4 DE+ Pilot is getting started its activities at the beginning of October 2019 according to the application form. The guidelines and timeline of the planned activities were briefly presented by Matej. He will update the documents and share them with all the other PPs.</p>
13	16.10.2019	9:30- 11:15	<p>Matej has prepared the form for 10 visits for regional reports according to Young Innovator's identification and motivation process and asked PPs for feedback.</p> <p>Tamara commented she is missing to whom (attendance sheet) and the positive outcome from the visit, what is the result of this activity (e.g. 5 participants wanted to apply immediately, how we can enhance our activities etc).</p> <p>Dianka asked if there is specified how many people must be attending in a visit. Matej and Tamara agreed the process should be open as possible.</p> <p>Matej has also prepared the template for 1st and 2nd Half day Motivation Workshops. Tamara also repeated her comment about the outcome/result which should be a part of the short report on the workshop, where and when might be in one line.</p> <p>Elzara asked if both Workshops planned have the same content and the audience, the same goal. Matej: the goal/content of the meeting should be different; the audience should be the same but can be wider.</p>

14	30.10.2019	9:30- 11:15	<p>Matej/PP3 believes the platform should be unified as well as the monitoring and evaluation system and only one for all territories. The form of the platform (software) for the call was discussed. The idea was to use “F6S” platform but some of the PPs do not think this platform is appropriate. Other PP suggested “SurveyMonkey”. Matej/PP3 will prepare the WP 4 tasks force.</p> <p>Dirk/LP and Dianka/PP1 discussed that the promotion of the call will have to start before the call launch and also during the call. Communication before the call is very important – promote is needed before and also when the call will be opened already.</p> <p>Matej/PP3 mentioned that the email addresses from the visits and workshops might be used. The PPs can send them reminders and inform them about the call launch. Ivana/PP4 said that the application should be in English in all countries (unified). Ivana Andrasevic and Kristina disagreed on it because she does not want to discrimination and they want to be inclusive as much as possible (without barriers for anybody). Some PPs mentioned that DE+ is an international European project and the applicants should be able to communicate with other applicants in other countries, too. It is important to share ideas across all the territories.</p> <p>Matej/WP 4 leader asked the PPs if they scheduled their 10 visits and workshops already. ABC will set up the task force and doodle poll for the 1st virtual call to make the parameters of the call clearer. Then LP will discuss the suggestion to JS. LP wants that every PP is involved in this task force so the output is really feasible and ready to be discussed with JS. The consortium has to start immediately. In the middle of November to fix everything about the call and then the consortium must start increasing the awareness of the call and the DE+ offer.</p>
15	13.11.2019	9:30 - 11:00	<p>Open Call Procedure (the platform, the opening month): Activities related to the WP 4 – today is the virtual meeting about the call prepositions with the founders of the project, LP and WP leaders. Then all PPs will be informed in the following days (until 15th November).</p> <p>10 Visits – partner’s progress: Paul asked if the 10 site visits and workshops have to be conducted before the call or some of them can be also organized during the call.</p> <p>LP does not support this idea and asked PPs to organize the 10 site visits and 2 workshops before the call will be opened. He sees to organize the visits and workshops within 4 weeks when the call is opened (very short period) as very risky and critical. All PPs agreed to organize 10 site visits and 2 workshops until the end of January 2020.</p> <p>Establishing Technical Committee: The suggestion from Matej as WP leader is that this committee will consist of one representative per each PP. All present PPs agreed to establish the Technical Committee. Other PPs will be reached via e-mail by Matej. The deadline to establish this Committee is 15th November 2019.</p> <p>Announcement of the Call: Will be clarified later on after the meeting with LP, WP leaders and founders of the project. Matej mentioned the technical solutions of the call – using QR code. LP emphasized he supports the idea to have a centralized call on a project level.</p>

16	27.11.2020	9:30 - 11:00	<p>1st Technical Committee – feedback: The 1st Technical Committee has been held on Friday 22nd November 2019. It is a meeting for 30 mins. Matej asked PPs for feedback if they believe this form of communication and managing the WP T2 will be effective. Tamara agreed she loves such task force meetings and sees that it is more effective if only interested PPs and their representatives join and discuss the current issues of the WP/project. Do it. Keep it!</p> <p>The documents: the procedure of open call (including the GDPR), other documents regarding mentors and evaluators are almost prepared and will be shared with PPs.</p> <p>10 Visits – partner’s progress; Matej prepared a Google sheet and asked all PPs provide the information about the dates for 10 visits and motivation workshops. This Google sheet is still empty and Matej doubts that it is a reflection of reality. All PPs are asked to fill the Google sheet in with the dates. The Google sheet was shared with the Technical Committee members and they are obliged to keep the table updated. Matej will include Elzara in the group because she asked for it.</p> <p>PP4/Ivana mentioned as soon as all the visits and workshops will be planned, they will provide the information via the google sheet. PP2/Kristyna mentioned all the visits will be conducted in December 2019 since it does not make any sense to make it in January because students (at the main target group) is having the exam period and they will be at home and will focus on their exams. They had one visit and they collaborate with associated partner. They are concerned to have 2 motivation workshops in January because of the reasons above mentioned already. PP5 and PP6 agreed to have the same issue in their territories. Dianka mentioned that it is really needed to notify her about the visits and motivation workshops. LP/Tamara emphasized that it is really very crucial to be visible for Danube Transnational Programme. PP6/Paul asked if there exists any form which can be offered or mention when the target groups are interested to apply in open call or just to receive more information about the project. Matej/WP T2 leader showed the online form (QR code)/button which is located on the website on the Partner level (ABC/PP3). QR code is promoted during visits. People can subscribe and receive the updated information about the project (call, workshop). Dianka will make sure if she can put such a button on the DTP website. Maybe translation into local language will be needed.</p> <p>WP T2 leader/Matej asked PP if they will manage 10 visits until the end of January 2020? Bulgaria – there is no problem to organize 10 visits. The content for 2 motivation workshop is still not super clear to the PP, what should be presented but will be conducted 01/2020. Matej will share the meeting minutes from the TC with all TC members so there is everybody informed about the conclusion.</p> <p>PP3/Ivana asked if there is any new information about the start of the call. Tamara/LP said it is not possible to open the call earlier (than 28th January 2020) but if the consortium will fail then the LP has to ask JS for an approval of a solution (repeat the call in some territories or prolongation). LP/Germany will keep the original dates. PP1/Dianka asked about the registration page for 1st International DE+ Days which is the LP preparing. LP/Elzara replied that the registration link will be available until the end of November 2019.</p>
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17	11.12.2019	9:30 - 11:00	<p>WP T2 - WP4 DE+ Pilot: Roadmap: At the beginning, Matej mentioned the basic precondition when leading the WP 4 activities that he will share the information and instructions with Technical Committee members and they are in charge to share it with the respective colleagues within the organization if needed. The dates for 10 half-day visits were identified. First motivational workshop in Slovenia will be held in December 2019 and the second one will be held in January 2020.</p> <p>Roadmap is discussed in detail.</p> <p>Regional Impact Evaluation and 5th Regional Alliance Meeting will be held on territorial level and the Transregional Impact Workshop summarizing the of DE+ Tool and Package on YIs, ecosystem actors and the enabling environment, in general, will be held on project level together with the 5th Project Meeting in Romania (June 2020!).</p> <p>The roadmap will be adjusted and will be shared with the PPs as soon as possible (until 13th January 2020).</p>
18	9.01.2020	9:30 - 11:00	<p>1. Open Call Documents (ready to fill in): Matej elaborated the Open Call Document for YIs. This call will be published via F6S. Matej will share the document/template via Trello with all PPs. All PPs have to adjust the yellow parts and prepare the final territorial document. All PPs will be guided by Matej how to publish it via F6S during the Technical Committee. The Technical Committee: 16th Thursday next 9.00 am – 11.00 am. Matej will guide all the PPs how to create the F6S application (Call for YIs) and how to use it.</p> <p>2. Open Call for Mentors/Evaluators; Dianka and Matej elaborated and presented “the Open Call Document for Mentors and Evaluators” that should comply with the transparency policy. Matej will share the document/template via Trello with all PPs. All PPs have to adjust the yellow parts and prepare the final territorial document and publish it on their territorial websites. All PPs have to be able to prove that the document was published. Ivana/CICT mentioned that the PP needs to follow more strict rules - public procurement for the mentors/experts. The document can be translated into the local language. The deadline is: 15th January 2020 (Wednesday).</p> <p>3. Visits and Workshops The current state of the 10 half-day visits was presented.</p>
19	22.01.2020	9:30 - 11:00	<p>Current state of WP 4 DE+ Pilot activities: site visits and motivation workshops (status quo) - Matej presented briefly the current state of the 10 half-day visits. Basically, all the project partners are approaching to reach the 10 half-day visits. Only Romania is a bit behind. Matej asked PPs who already organized at least one of the motivation workshop. Dianka asked Matej to provide the templates for the Motivation Workshop so PPs do not need reinvent it again. Matej presented very briefly that their motivation workshop have been divided in 2 parts (energy challenges and energy opportunities).</p> <p>Call launch via F6S platform (!!! Every PP has to be „live“ on 28th Jan 2020): Technical committee to assist when launching the call (F6S) was scheduled for 23rd January at 9.30 am. The call will be launched on 28th January 2020 in all territories.</p>

20	5.02.2020	9:30 - 11:00	<p>The current state of WP 4 DE+ Pilot activities:</p> <ul style="list-style-type: none"> a) site visits and motivation workshops (status quo). Mojca asked about the current state of 10 half-day site visits and 2 motivation workshops. b) call launch via F6S platform More information will follow on Monday, 10th Feb 2020.
21	21.02.2020	9:30 - 11:00	The current state of open call in all territories was discussed.
22	24.02.2020	10:00 - 11:30	Maja asked PPs about the current state of 10 half-day site visits and 2 motivation workshops. Prolongation of the call was discussed. The LP agreed to confirm the approach with JS to achieve the KPIs foreseen in the application form (at least 10 eligible start-ups/territory). The reply will be communicated to PPs as soon as possible and they are asked to react immediately and prolong the open call. Most of the PPs agreed that they would prefer to prolong the open call till the mid of March 2020.
23	4.03.2020	9:30 - 11:30	<p>1 Current state of applications (young innovators): PPs discussed if the territories with more eligible applicants can compensate the KPI (10 eligible applicants for the pilot/territory) in other “less successful” territories. This will be clarified with Project Officer/Johannes Gabriel.</p> <p>PPs agreed to have a virtual call on 11th March 2020 at 9,30 am to provide with the update about the eligible applicants.</p>
24	18.03.2020	9:30 - 11:30	<p>Maja/WP T2 leader asked project partners to provide with the current state of the pilot activities in territories. The outcome of the discussion is mentioned in the table below:</p> <p>Maja shared with PPs the guidance how add evaluators in e-mail from 17th March 2020. Separate call with Maja for PPs they need a support was offered.</p> <p>Ivana/Optimizacija asked how to extract the applications in pdf from F6S platform. Maja offered a separate virtual call where she can guide Ivana how to prepare the overview.</p>

25	1.04.2020	9:30 - 11:15	<p>Maja updated with PPs the overview of 10-half day visits and 2 motivation workshops in all territories. The territories that managed to complete all visits and workshops are asked to elaborate the Report. The template (for feedback) was shared with PPs on 31st March 2020 via e-mail. As soon as the final version of the report will be done, Maja will upload the final version in Trello.</p> <p>Maja/WP T2 leader asked project partners to provide with the current state of the pilot activities in territories. The outcome of the discussion is mentioned in the table below:</p>
26	15.04.2020	9:30 - 11:15	<p>Maja updated with PPs the overview of 10-half day visits and 2 motivation workshops in all territories. The territories that managed to complete all visits and workshops are asked to elaborate the Report. The template (for feedback) was shared with PPs on 31st March 2020 via e-mail. As soon as the final version of the report will be done, Maja will upload the final version in Trello.</p> <p>Maja/WP T2 leader asked project partners to provide with the current state of the pilot activities in territories. The outcome of the discussion is mentioned in the table below:</p> <p>The separate call for the overview of the WP T2 activities on the project level and all the deliverables and outputs which should be completed before 30th April 2020 (reporting of 4th RP) will be planned and held soon between WP T2 leader and LP. Maja is leaving the ABC and the interim project manager and contact person in charge of DE+ will be Mojca.</p>
27	29.04.2020	9:30 - 11:15	<p>Mojca asked PPs to support her when delivering the final versions of the deliverables. Therefore, the PPs were asked to update the 2 tables shared with them regarding the state of activities.</p>
28	13.05.2020	9:30 - 11:30	<p>Overview of the activities and reporting.</p>

29	27.05.2020	9:30 - 11:15	<p>Next steps within WP T2/WP 4 DE+ Pilot (roadmap till 12/2020) were discussed point by point. :</p> <p>D.T2.4.1: 5 regional events connecting YIs to key stakeholders (!! connected to D.T2.5.2 Regional Pilot schedules for RA members with activities and events planned for the coming period of Pilot)</p> <ul style="list-style-type: none"> • D.T2.5.3: regional impact and evaluation WS as 5th RA meeting (territories where the pilot was completed) – before the transregional impact WS (project meeting where the inputs from territories will be discussed); - D.T2.5.5: transregional impact WS (invitation for ASPs to attend virtually) • - D.T2.5.2: Regional Pilot Schedules for RA members with activities and events planned for the coming period of Pilot. The RA members have to be invited for the 2nd Motivation WS. The template will be provided by Mojca.
30	10.06.2020	9:30 - 10:50	<p>Updates on the planned pilots</p> <p>The Connecting events (D.T2.4.1) - the overview of the current situation, good (and not so good) practices</p> <p>Reporting requirements for those who have completed the Pilot. The mentors and evaluators, conduct the pilot sessions, fight after the pilot ask your IYs and other stakeholders to fill in the questionnaires for evaluation, organize the territorial and join the transregional impact workshop. All the templates are done of will be finalized soon.</p> <p>Mojca asked the PPs with the already implemented pilot for 2 questions as inputs for WP T2 outputs:</p> <p>1 case of good practice, one case of "this could have done better" if possible (the aim is to avoid the same mistakes). Also, if not too much, what kind of online tool did each partner use and did it work?</p> <p>InnoEnergy: Tamara mentioned that the feedback from DEMO DAY should be included but it is difficult to get it since the template/proper questionnaire was not available back then. Mojca agreed that no structured feedback is needed but only a few sentences if the feedback was gathered or received from YIs after the DEMO DAY.</p>
31	15.07.2020	9:30 - 10:45	<p>Mojca asked the PPs to update the table with dates of pilots if there are any.</p>
32	19.08.2020	9:30 - 11:00	<p>Mojca asked the PPs to update the table with dates of pilots if there are any:</p> <p>The current state of the connection events has been discussed – the majority of PPs are still waiting. During the meeting, the PPs mentioned that most of them will complete all the 5 connection events till the end of 09/2020.</p> <p>Mojca agreed that the Input templates for the outputs will be prepared and circulated before the meeting so the PPs get a chance to prepare for the discussion.</p>

33	16.09.2020	9:30 - 10:35	<p>1. Updates on the planned pilots – overview of the 2nd round of pilots (autumn 2020: Slovenia and Slovakia). Slovenia: is just implementing the pilot; Slovakia: 2nd October – 28th October</p> <p>2. Report for Training Scheme – Ukraine, Slovenia and Slovakia. Tamara asked the PPs to check the reports and try to pre-fill the reports without having the training sessions of the pilot. Then, the finalization of the document can be completed very quickly. She also emphasized not to underestimate the time needed for elaboration. It is quite a lot of work.</p> <p>3. The schedules for RA members (D.T2.5.2) – a current state in territories. Tamara asked PPs to keep updated Mojca’s overview: https://drive.google.com/file/d/1Kq8Px7YimK8G_TJ1Z34l1ktm4IGDMjtQ/view?usp=sharing</p> <p>Germany – 5th RA was postponed to October 2020 since the team wants to use the opportunity to present the Hub concept as the result of the meeting with potential stakeholders and partners of future Hubs. Slovakia – preliminary date is scheduled.</p> <p>All PPs are asked to start fixing the dates since it takes time to find the appropriate date and time for all the participants. There are only 6 more weeks to implement the activities (till the end of 5th reporting period).</p> <p>4. The Connecting events (D.T2.4.1) – the current state in territories, reports: till 30th September 2020!!</p> <p>5. Regional Impact report Workshop (D.T2.5.3) – the current state in territories (how many implemented, scheduled, still to be scheduled). Discussion on what should be learned from them and who should be invited. This discussion will follow when the WP T2 leader will be present.</p>
34	21.10.2020	9:30 - 10:35	<p>The WP T2 leader did not participate in the virtual meeting. Nevertheless, Tamara pointed out that the Transnational Impact Workshop will be organized on 19th November 2020 (including all pilots). First, the Agenda needs to be clarified and then the PPs will invite the appropriate participants (ASPs or even also the other stakeholders as RA members or other potential stakeholders and strategic partners relevant for future cooperation (Hub).</p>

35	11.11.2020	9:30 - 10:35	<p>1. WP T2 Outputs – last review, finalization. The all WP T2 Outputs have been completed with all the inputs that are available right now. Mojca asked the PPs who except Romania and Tamara will provide the feedback. Mojca needs to complete the latest version as soon as possible to be ready to prepare the presentation for Transregional Impact Workshop. Tamara mentioned that the outputs are very useful although pretty thick. Honest replies and valuable feedback is included. These outputs should be beneficial for external partners. Deadline for feedback until 15th November till 12,00 pm.</p> <p>2. Regional Impact report Workshop (D.T2.5.3) – the current state in territories (how many implemented, scheduled, still to be scheduled) The regional impact workshops need to be also completed!!</p> <p>3. Transregional Impact Report summarizing impact od DE+ Tool and Package on YIs, ecosystem actors and the enabling environment in general – 19th November 2020 at 10.00 am CET. On 19th November at 10.00 am the Transregional Impact WS will be organized. We need to invite ASPs. The measures were reminded by Mojca and she proposed to invite the YIs (at least one per territory) and also stakeholder to provide the feedback.</p> <p>The Agenda and Summary will be prepared by Mojca. The WS should be finished by 11.30 pm (1,5-hour session). The PPs (InnoEnergy, E-Klastr, CEI) confirmed that they will invite their YIs and stakeholders. Nobody raised any objection. The event should be in English only. The translator can translate at partner-level from English if needed.</p>
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2. Annex 2: PP questionnaire

What would you think that was the most valuable lessons/s that you shared with the consortium about YI motivation, identification, and tool implementation? In other words, what do you feel was your contribution to the knowledge built within the project? (Please, answer in at least 7 sentences.)

What did you learn in the pilot implementation from the partners (just the 9 of us)? (Please, use at least 7 sentences)

Was this knowledge from Project Partners already used in your organisation?

- Yes
- No
- Maybe
- Don't know
- Other

What did you learn in the pilot implementation from the ASP and RA partners? (please, use at least 7 sentences)

Was this knowledge from ASP and RA partners already used in your organisation?

- Yes
- No
- Maybe
- Don't know
- Other

What do you think from DE+ project was particularly useful for your organisation? (please, at least 5 sentences)

Is there anything you will change in the way you approach the YIs and the field in general because of DE+ implementation (please describe what and how; if nothing will change, please explain why - anyway, please, at least 5 sentences)?

In which fields do you still need the most knowledge and support (motivation, identification, pilot implementation, others....)? How did you come to this conclusion? (Please, use at least 5 sentences)

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Are you happy with the knowledge provided by the ecosystem actors? Why? Do you have an example of this? (please, use at least 5 sentences)

What will you change in your organisation as a result of DE+? New products, new services,...? If nothing will change, why do you think that is? (please, 7 sentences at least)

What was your motivation to join DE+ project (tick all that apply)?

- We wanted to get more knowledge
- We wanted to expand our networks
- We were looking for financing for my organisation
- Such projects are good for our reputation
- Someone asked us to join

What do you feel was the most valuable outcome of the DE+ project? Why? (Please, 5 sentences)

If you had to apply to DE+ project again, would you apply?

- Yes
- No
- Maybe
- Don't know

Why would you (not) apply? (3 sentences, please)

Is there anything else you would like to tell us about DE+ implementation in your organisation?

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