![Interreg ADRION - ADRIATIC-IONIAN - European Union logos]

ECO-NautiNET

"ECONAUTINET" – PROJECT NUMBER: 398

Adriatic-Ionian Programme Interreg V-B (ADRION) 2014-2020

Deliverable T.3.1.2.

3rd Monitoring and Evaluation Report

Document Control

Deliverable	3rd Monitoring and Evaluation Report
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1	15/12/2020	Lead Beneficiary (external consultants)	2nd Version of the 3rd Monitoring and Evaluation Report

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Executive Summary

The present document aims to assess the implementation of the ECO-NautiNET Network of the Project "Network's support for SMEs in the Nautical sector of the Adriatic-Ionian Region (ECO-NautiNET/ 398)" in the frame of the Adriatic-Ionian Programme Interreg V-B (ADRION) 2014-2020, and evaluate the Network in terms of ease of use, communication and cooperation between all stakeholders involved, transfer of knowledge to the companies.

A network evaluation may consider a range of questions and adopt a variety of options for undertaking the evaluation depending on factors such as the type, size, stage of development and purpose of the network.

Networks may be closed (bound) or open (unbounded), web-based or located within a specified geographic area. Purposes can include information sharing, mutual support, and advocacy for social, economic, environmental or political change.

The characteristic of the network, including the characteristics of its members, their affiliations, disciplines, geographic distribution, areas of work and types of research conducted etc. are likely to evolve with time as a consequence of the adjustments in the research collaboration and outcomes.

This deliverable incorporates details about ECO-NautiNET Quality Assurance processes. It defines the evaluation report for the proper implementation of the Network for achieving high quality results, and the monitoring of qualitative and quantitative criteria throughout the life cycle of the Network.

The first two chapters include general information about the Project, the 3rd chapter describes the actions during the Network evaluation and the data collected from the companies that participate in it. Following, in the 4th and 5th chapter the document proceeds with the quality evaluation of the Network, proposed solutions and analysis of the project's Questionnaire for the 3rd and last Monitoring and Evaluation Report for the Network. The report concludes with a proposal for quality improvements and following steps in order for the Network to maintain its successful implementation. The deliverable is developed according to the requirements of ISO 9001:2015: ''Quality management systems – Requirements''.

The findings during the 3rd Monitoring and Evaluation Report for the Network show a general satisfaction regarding the goals of the Network as well as its use and other characteristics. Members of the Network assess that they have increased the use the Network, are still pleased with its management, it still fulfills their needs, keeps facilitating its development, they keep communicating efficiently with other participants, and members are adequately supported by the Network. It is

important to underline that 100% of the members stated that they are not so much supported by local tutors and facilitators. In addition, the updates on the Network news could be increased.

1. Introduction

The present deliverable defines the qualitative evaluation of the Network, the evaluation report for the proper implementation of the Network for achieving high quality results, and the monitoring of qualitative criteria throughout the life cycle of the Network.

The contractor implemented and followed the methodology, tools and procedures aiming at the overall quality monitoring of the main deliverable, time management, resources used and communication among partners and companies.

The Questionnaire for the 3rd Monitoring and Evaluation Report for the Network was forwarded to project partners on the 7th of May and within the timetable of 4 weeks, members forwarded their input in order to be used for the preparation of the 1st version of the Monitoring and Evaluation Report. On the 11th on November the Questionnaire was shared by the members to their local stakeholders for 1 more month in order to obtain more accurate statistics results for the 2nd version of the Monitoring and Evaluation Report.

The 3rd Monitoring and Evaluation Report for the Network contains information about the monitoring of the Network's ease of use, communication and cooperation between all stakeholders involved, and transfer of knowledge to the companies. In addition, members of the Network are asked whether they will continue its use for networking, dissemination of knowledge and best practices, new Best Available Technologies, new possible implementation of ready-to-market innovative products etc.

2. Project Details

2.1 Project Scope

The project is titled **"Network's support for SMEs in the Nautical sector of the Adriatic-Ionian Region"**. The vision of the project is to valorize the important territorial assets of the Nautical Sector, bringing together SMEs from different territories and deliver to them access to Best Available Technologies offered by Research Organizations increasing their competitiveness. Business Support organizations hold a significant role in the sustainability and expansion of the Network integrating and promoting the key figures of facilitators, tutors and brokers.

The project's main objective is the realization of a common and innovative ADRION's Network dedicated to SMEs, Research Institutions and Business Support Organizations aiming at improving SME's competitiveness and innovation in the Nautical sector and supporting their internationalization.

The project contributes to wider strategies and policies by being in line with guidelines in National Operational Programme for the implementation of the EU Cohesion Policy in the period 2014-2020, as well as Regional Development Programmes across the ADRION area; namely:

➢ Increasing the International competitiveness of enterprises, particularly SMEs, in order to accelerate economic development and creation of jobs;

➢ Increasing energy efficiency and the use of renewable energy sources (RES) in the public sector, in household and enterprises;

➢ Implementing sustainable mobility measures in urban areas to improve air quality and promote public passenger transport;

➢ Developing environmental infrastructure in the water sector and ensuring the efficient and sustainable use of natural resources;

➢ Improving the responsiveness of the education and training systems to the needs of the labor market and ensuring equal access to education, training and life-long learning for all groups.

Referring to national/ regional strategies:

1. Greece, National Policy:

-Ministry of Economy, Infrastructure, Marine and Tourism: Operational Programme: "Enhancing Liquidity and Employment in Tourism and Nautical Sector".

2.   Italy, National Priorities in the EU Cohesion Policy 2014-2020:

-"Italian Operational Programme for the Implementation of the EU Cohesion Policy" "Regional Development Programme".

3.   Croatia, National and specific Regional programme (Ministry of Tourism):

-"Croatian Action Plan of the development of the Nautical tourism" "Dubrovnik Neretva County's development strategy".

4.   Slovenia, National Priorities in the EU cohesion Policy 2014-2020:

-"Slovenian Operational Programme for the Implementation of the EU Cohesion Policy" "Regional Development Programme".

2.2 Project Objectives

The specific objective of the project is to valorize the important territorial assets of the Nautical Sector bringing together SMEs from different territories and deliver to them access to Best Available Technologies offered by Research Organizations increasing their competitiveness.

More specifically, the 3 sub-objectives of the project are:

1. Creation of an ADRION's innovative network dedicated to the nautical sector

ECO-NautiNET has realized an innovative platform to give SMEs the possibility to create, find partners or join new networks across the ADRION area, thanks to the collaboration and the use of the ECO-NautiNET platform by their Chambers of Commerce and/ or SMEs' Associations. This use of common methodologies and tools facilitates innovative networks creation and growth, facilitating entrepreneurs working by using a new specific position called "Network's broker". The broker is active in each partner country, managed by a regional partner (Business Support Organization) and collaborates (where requested from another broker or by a local SME) to suggest a possible partner from his area (example: find an SME partner in waste management).

2. Boost R&D in the blue technology related sector

ECO-NautiNET platform has a specific sector dedicated to Best Available Technologies (BAT) on the whole nautical sector, using the participation of the WP3 leader (University of Zagreb) in existing EU researchers' networks with other research institutes and universities (such as ADRIA-HUB, a project leaded by the University of Bologna and financed under the IPA-Adriatic

2.3 Contracting Authority

The Contracting Authority is the Chamber of Achaia that serves the role of the Lead Partner of the project. The Chamber of Achaia is among the first Chambers of Greece. The Chamber is acting according to the provisions of Laws 2081/1992 and 3419/2005, and is the compulsory Union of merchants, manufacturers, artisans and professionals who act within the prefecture of Achaia. Furthermore, it is a Public Law Legal Entity and offers consultative services to the Government.

The Chamber also practices administrative decentralization services which are named by the government as well as advisory work through the participation of its representatives to 40 committees and boards. It studies the financial problems of the area acting within the framework of the general interest of the Government with the ulterior purpose to support private initiative. Registered companies are approximately 22.000 among which 8.500 belong to the Trade Department, 9.000 to the Professional Department and 5.000 to the Artisan and Manufacturer Department.

Chamber of Achaia has extensive experience as a mediator for the formation of SMEs networks and clusters in various thematic sectors. Within the Chamber's role is to support SMEs in the formation of international networks and their extroversion in general, with a specific view to the entrance on new markets. Additionally, the Chamber of Achaia holds an information pole role since it informs SMEs on opportunities and incentives for the use of innovative ideas, patenting, trademarks etc. At project level, the Chamber has participated recently in 3 EU projects which included innovative activities and pilot applications, with SMEs as end-users.

Specifically, within the frames of GIFT2.0 project, the Chamber collaborated with the yachting tourism cluster which is rather active in the area, and has familiarized with the cluster's needs. Within the project, the Chamber focused on the provision of web-based informative services for yacht-owners (besides tourists) that were related to technical support for their boats. The other two projects are related mainly to innovation generation processes in other sectors, such as agro-food and manufacturing.

2.4 Deliverable preparation Details

The Deliverable T.3.1.2. 3rd Monitoring and Evaluation Report for the Network is prepared from the external evaluator in close cooperation with the Quality Manager of the Lead Partner. The 2nd

version of the 3rd Monitoring and Evaluation Report for the Network was completed on December 2020 and was delivered to the Chamber of Achaia on the 15th of December 2020.

The selected expert evaluates the quality of the Network activity and results providing an evaluation report to be used as a concrete instrument to properly implement the activities in order to reach a high-quality level. The work of the expert is not only to monitor, but to also provide recommendations for improvements. The most important aspect is that in the specific deliverable, specific qualitative criteria will be monitored during the project life-cycle and will verify the high quality of the Network.

3. Description of actions during quality assessment

3.1 Partners Information

The 7 project partners are:

- **Lead Partner:** Chamber of Achaia

- **Partner 2:** Regional Development Centre Koper

- **Partner 3:** University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture

- **Partner 4:** Croatian Chamber of Economy

- **Partner 5:** C.N.A. National Confederation of Handcrafts and of SMEs –Association of Province of Ravenna

- **Partner 6:** City of Dubrovnik Development Agency

- **Partner 7:** Chamber of Commerce and Industry Tirana

The duration of the project was extended until July 2020 and its budget remains 969.383,80 €.

Country	Partner n.	Partner Name	Budget Distribution (%)	Budget (€)
GR	LP	Chamber of Achaia	21,30%	206.468,20 €
SI	PP2	Regional Development Centre Koper	16,06 %	155.670,00 €
HR	PP3	University of Zagreb, Faculty of Mechanical Engineering and Naval Architecture	11,85%	114.920,00 €
HR	PP4	Croatian Chamber of Economy	10,90%	105.700,00 €
IT	PP5	C.N.A. National Confederation of Handcrafts and of Smes – Association of Province Of Ravenna	19,47%	188.780,00 €
HR	PP6	City of Dubrovnik Development Agency	10,27%	99.538,00 €
AL	PP7	Chamber of Commerce and Industry Tirana	10,14%	98.307,60 €
Total			**100%**	**969.383,80 €**

All partners cooperate in order to develop the project and set the methodology, strategies and implemented actions leading to the best project outputs.

Transnational working groups enterprises/ research

Partners involve (at local level) strategic stakeholders and take part to the transnational working groups aiming at collecting the needs and expectations on the platform's objectives and tools. Agreement on the ECO-NautiNET model of Network's joint management system based on the triple helix participation (Business Support Organizations, SMEs, research institutes) and on the three involved levels (facilitators/ tutors/ brokers). A final list of tools per type of user (Business Support Organizations, SMEs, research institutes) is the basis for the development of the platform by UNIZAG.

The ECO-NautiNET project foresees two transnational working groups aiming to facilitate the involvement of strategic stakeholders in the definition of the Network's joint management system. More specifically one transnational working group was organized in Patras, Greece and one in Dubrovnik, Croatia. In both transnational working groups, the project partners exchange information with strategic stakeholders aiming to develop a consensus in an important aspect regarding the Management of Network, the operation of the Network and to foresee several issues regarding the members' obligations and rights.

Terms and Conditions for the members

The ECO-NautiNET platform works as a platform supplied with data and profiles of the network members. By using this platform, members agree to the storage and processing of their data on the platform in accordance with the GDPR. It may not be available 24/7 for technical, legal or operational reasons. The Provider can also suspend members' access at any time in his/ her sole discretion without responsibility to members. Members use the network services at their own risk, and neither the Provider nor the Network Operator is responsible to them for any damages, losses, costs or expenses they may suffer because the network services are unavailable, does not operate as expected or causes loss or damage to any data.

The terms are accomplished with their applicability to laws and regulations that are to be read, understood and should bound themselves in their terms.

Two categories of data exist on the platform (owner chooses the license):

•   Public use – user allows for such data to be distributed freely on the internet. Profile can also be "public" or "private" (visible only to researchers from the field of interest which was defined by the user)

•   Network confidential - users are prohibited to copy, modify, display or transmit the information from this website to other websites or to publish the data provided from other participants/ network members without prior agreement on cooperation. The information, data or software with data base or other services should not be leaked for any commercial advantage.

One has to accept the terms and policies of the platform for its usage. All the content that is available within the platform is completely owned by network members who published the content and the sole membership in the network does not grant any permission to any copyrights or patents.

The usage of the platform will terminate automatically if any violation observed in the terms and notices. The usage is completely at the users' own risk as the website may contain inaccuracies or technical errors. The services and the information provided in the site can be modified without any prior notice. The user can continue to use the website only if he/ she accepts the modified agreement.

3.2   Deliverables Information

The project's Work Plan consists from 6 Working Packages:

➢   WP 0 Preparation

➢   WP 1 Management

➢   WP 2 Involvement of SMEs and Networking training

➢   WP 3 Network's management definition

➢   WP 4 Launch and testing of the network

➢   WP 5 communication C.N.A.

Each WP and activity have a responsible partner, according to the know-how and previous experiences of each partner. WP4 foresees a joint implementation by all partners in testing the network under the coordination and monitoring of RRC KOPER.

In the 2nd period (01.05.2018-31.10.2018) CoA, in cooperation with UNIZAG prepared a first draft of the Agreement on the ECO-NautiNET model of Network's management system. Work Package Launch and testing of the network was planned to be started at 01.2019 and there were no indications that it will be delayed.

During the 3rd period (01.11.2018-30.04.2019) CNA and the other PPs had defined a training programme to involve the SMEs in the network. Also, the Agreement on Eco-NautiNET model of Network's joint management system was finalised. In addition, partners have been active in the organization or the participation to clustering events in order to promote the project platform and network to potential stakeholders, where they presented the project, the platform, its functionalities and benefits. Hence, due to the late subscription of companies to the Network, the 1st Quality Evaluation Report was delivered on October 2019, instead of May 2019. Following that, the 2nd Quality Evaluation Report was delivered on December 2019, instead of September 2019.

The 4th period of the Project implementation (01/05/2019-31/01/2020) was marked by the 4th & 5th Management Committee meetings that were held on May 23rd in Albania by the Chamber of Commerce & Industry of Tirana, and on November 29th in Croatia by CCE Pula. In addition, a set of networking meetings with local stakeholders was organized in order for them to join the Network, specialized publications for the promotion of the project's activities, objectives and results were created, and the usability of the platform and related tools was evaluated. Finally, a 3rd Minor Budget Modification Request on the project level was submitted by the LB and the duration of the project was extended until July 2020 for the completion of all deliverables.

3.3 Network Quality Assurance

Eco-NautiNET outputs and processes are qualified and quantified according to the quality assurance mechanism that is described in the Standards of the ISO 9001:2015. In general, quality assurance in the project is carried out in two levels: the progress monitoring level, related to monitoring both the formal milestones of the project, as well as a set of WP-internal milestones of smaller granularity, and the project output assessment level, related to the assessment of the

different output types of the project (e.g. content output, evaluation/ validation output, dissemination/ valorization output, scientific output).

The evaluated areas of the project are divided into two main elements: outputs and processes. Output is what is achieved by the project and whether this represents success or failure – with respect to contractual targets. It considers: Innovation – whether anything genuinely new has been developed, Quality of outputs and results, and Impact. The process looks at how outputs are achieved, including: Transnationality – success and partner contributions – value added, Partnership working – overall management and effectiveness of partner contributions, Validity – whether needs of both partners and the project are met, and Dissemination - whether potential target audiences have been reached as well as across the consortium.

3.3.1 Measurement Methodologies

Three different ways of measuring performance are used to monitor the Network:

➢ **Quantitative**

Description: This stands for very clear quantitative indicators with a numerical target.

➢ **Report**

Description: This typology of measurement indicates that the performance indicators are both, quantitative and qualitative. Thus, for having a better evaluation, a more detailed analysis is needed.

➢ **Questionnaires**

Description: For all indicators, including the beneficiaries' interaction and satisfaction, it is impossible to evaluate the success status without an analysis of real beneficiaries' behavior. For this reason, this class of indicators will be used where the beneficiaries' interaction is needed. The Questionnaires for the 2nd Monitoring and Evaluation Report for the Network were forwarded to the project partners on the 21st of November, and within the timetable of 4 weeks some companies-members of the Network responded with their input in order to be used for the preparation of the present Monitoring and Evaluation Report for the Network.

4. Evaluation and Analysis of Problems

Quality evaluation is about defining the outputs required by the Network, with their respective quality criteria, quality assessment methods and the quality responsibilities of the involved partners. Quality evaluation provides control to the Network direction, ensures that management is of high quality with respect to the nature of the Network, and that it complies with the relevant corporate or Programme management standards and policies.

The purpose of quality planning is to provide a secure basis for:

➢ The Project Partners Agreements on the overall quality expectations, the deliverable required with its associated quality criteria, the means by which quality will be achieved and assessed, and, ultimately, the acceptance criteria by which the project deliverable will be judged.

➢ Communicating these agreements unambiguously, so all project partners have a common understanding of what the Network is setting out to achieve.

➢ Control i.e. establishing an effective baseline for the Network quality controls.

The ECO-NAUTINET External Quality Team has conducted a Questionnaire analysis (Chapter 5) for the 3rd Phase of the Network implementation. All members of the Network will have to provide feedback that will lead to the identification of non-compliances and to respective preventive or corrective actions.

The following table provides a short list of quality indicators that the External Quality Team will use to assess the general quality of the Network.

Quality Indicator	Reference
The deliverable is in accordance with the objectives stated in the Application Form.	''ECO-NAUTINET'' Application Form
The deliverable offers complete documentation on the work done in the corresponding WP.	''ECO-NAUTINET'' Application Form
The deliverable is compliant with the templates and editing guidelines of the ISO files according to the Standard 9001:2015.	''ECO-NAUTINET'' ISO files according to the Standard 9001:2015.

The deliverable is clear and legible.	Editing to cover: ➢ Language and syntax errors ➢ Structure ➢ Use of pictures, tables and diagrams ➢ Clear distinction between body and annexes
The deliverable is complete	Content check covering: ➢ Missing Parts ➢ Non-existent references ➢ Topics not covered ➢ Unclear arguments
Version history is clear and well documented	This document (for referencing and coding rules)

5. Questionnaire Analysis

This chapter analyses the questionnaire that was designed for the 3rd Monitoring and Evaluation Report for the Network. In total, 14 out of the 136 members of the Network filled in the Questionnaire. Despite the fact that filled in questionnaires were too few, regarding the number of the members, the evaluation of the Network was rather positive.

Category of Questions: Assessing the Network

Q1: Are you generally satisfied from the ECO-Nautinet Network so far? Do you believe that it works properly?

100% of the members that filled in the Questionnaire, responded that they are satisfied by the Network in general. None of the members responded that they are not really or no satisfied.

Q2: Have you increased your use of the ECO-Nautinet Network for networking considering its ongoing growth?

Half of Network's Members responded that they have actually increased the use of the Network, while the other 50% responded that they haven't really increased the use of the Network.
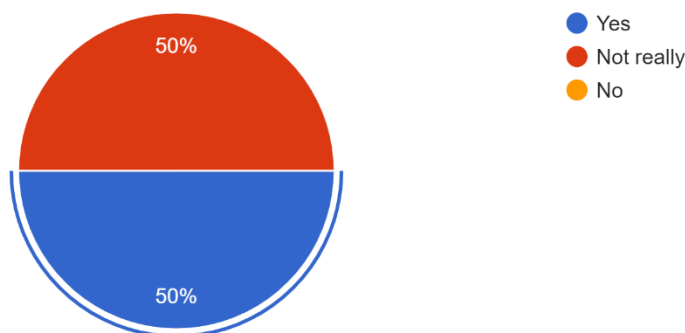
Q3: Has the ECO-Nautinet Network promoted successfully its objectives and activities with actions?

The majority of the Network's members (92,9%) state that the ECO-NautiNET Network keeps promoting its objectives and activities with actions. 7.1% of Network's members state that the ECO-NautiNET Network doesn't really keep promoting its objectives and activities with actions
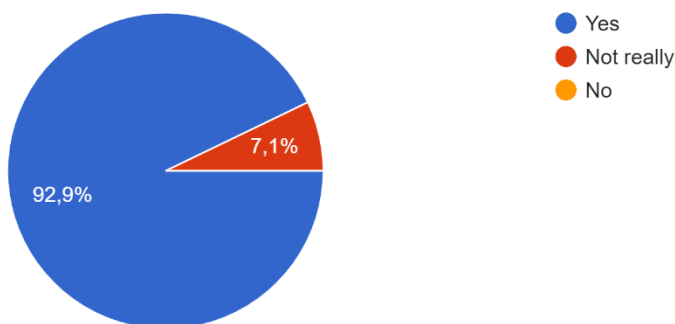
Q4: Are you pleased with the ECO-Nautinet Network's ongoing management and coordination by the brokers?

An increased percentage of the Network's members (85.7%) state that they are pleased with the ECO-NautiNET Network's ongoing management and coordination by the brokers, while 14,3% of them responded that they are not really pleased.
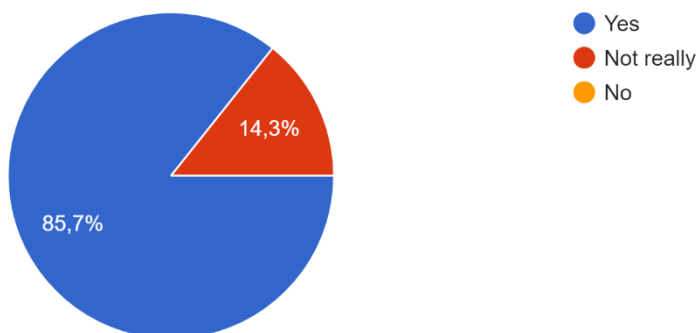
Q5: Does the ECO-Nautinet Network keep working with its members to establish clear pathways based on the needs of its members, and best use of resources?

The majority of Network's members (92,9%) state that the ECO-NautiNET Network keeps working with its members to establish clear pathways based on the needs of its members, and best use of resources, while 7,1% of them responded that the ECO-NautiNET Network doesn't really do that.
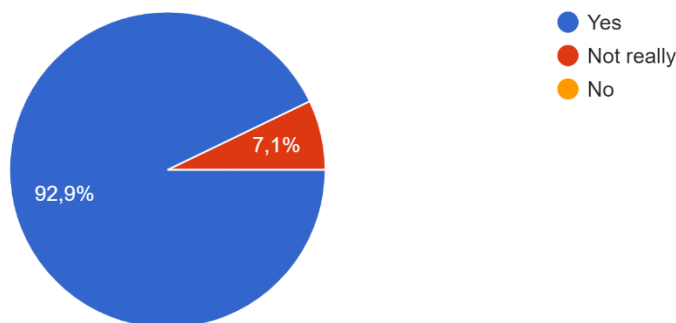
Q6: Do you believe that the ECO-Nautinet Network has taken actions to promote and/ or facilitate its development and growth?
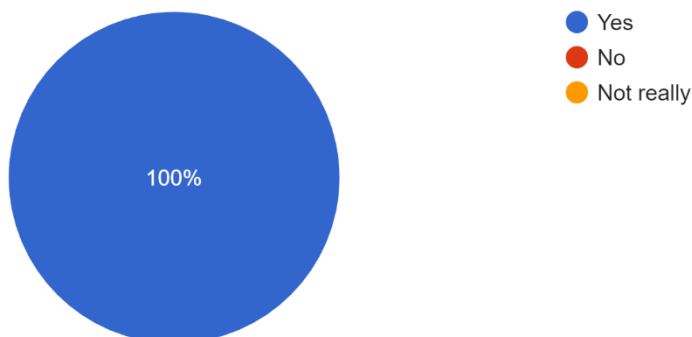
The majority of Network's members (85,7%) state that the ECO-NautiNET Network has taken actions to promote and/or facilitate its development and growth. While, the rest of them (14,3%) state that the ECO-NautiNET Network has not really taken actions.
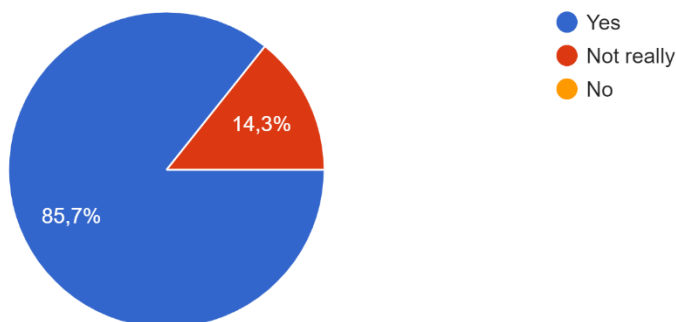
Q7: Has the ECO-Nautinet Network adhered to ethical criteria and avoid any conflict of interest? Is it transparent?
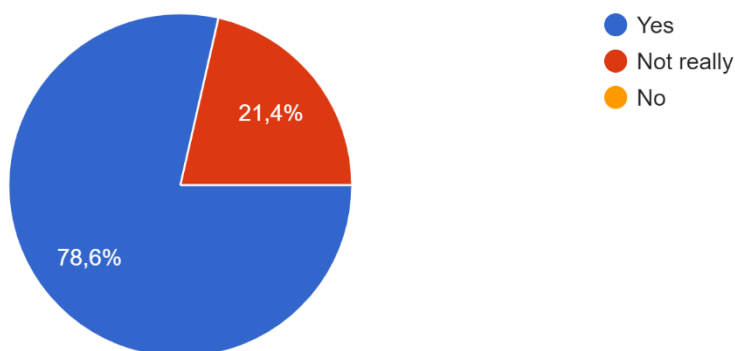
All of Network's members (100%) state that the ECO-NautiNET Network keeps adhering to ethical criteria and avoids any conflict of interest, while at the same time being transparent.

Q8: Has the ECO-Nautinet Network supported at all appropriate levels the clustering with other networks? Have you been benefited by its growth?

The majority of Network's members (78.6%) state that the ECO-NautiNET Network keeps supporting at all appropriate levels the clustering with other networks. While, the rest of them (21,4%) answered that it does not really keep supporting at all appropriate levels the clustering with other networks.

Category of Questions: Communication and cooperation

Q9: Is communication with other members of the ECO-Nautinet Network (SMEs and research institutes) efficient and adequate?

Most of the Network's members (92,9%) state that they communicate efficiently and adequately with other members of the ECO-NautiNET Network (SMEs and research institutes). While a small part of them (7,1%) answered that they don't really do it.
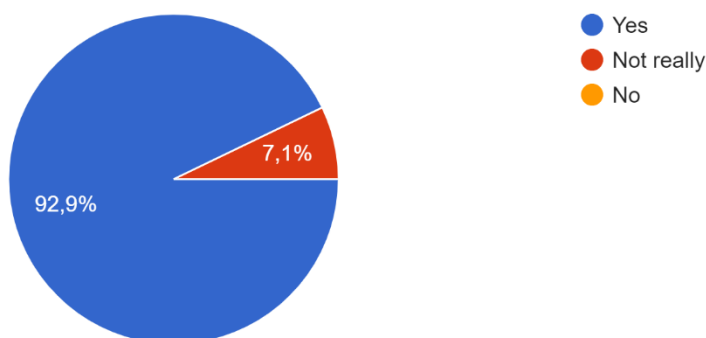

Q10: Is communication with the local broker, tutors and facilitators efficient and adequate?

The majority of Network's members (85,7%) state that they keep communicating efficiently and adequately with the local broker, tutors and facilitators. In contrast, a small percentage of them

(14,3%) responded that communication with the local broker, tutors and facilitators is not really efficiently and adequately
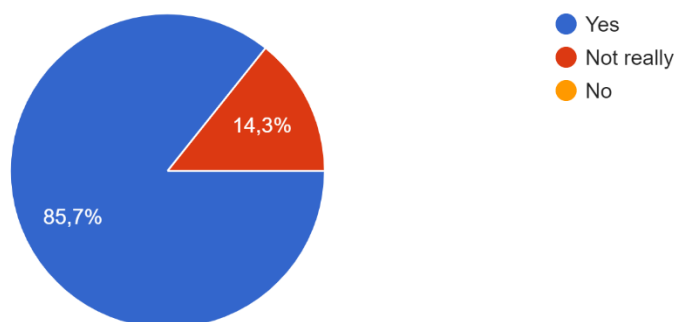
Q11: Are you adequately supported by the local tutors and facilitators to manage your organization's profile at any time while using the ECO-Nautinet Network?

By a range of answers, which members responded, a percentage of 66,7% state that they were adequately supported by the local tutors and facilitators to manage their organization's profile and participate in the ECO-NautiNET Network, while 33,3% of them answered that they were not adequately supported.

Category of Questions: Transfer of knowledge

Q12: Has the ECO-Nautinet Network successfully gathered, exchanged and disseminated knowledge and best practices to its members?
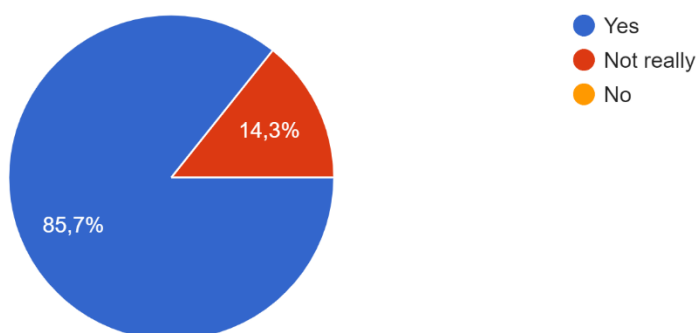
All of Network's members (100%) state that the ECO-NautiNET Network continuously gathers, exchanges and disseminates knowledge and best practices to its members.
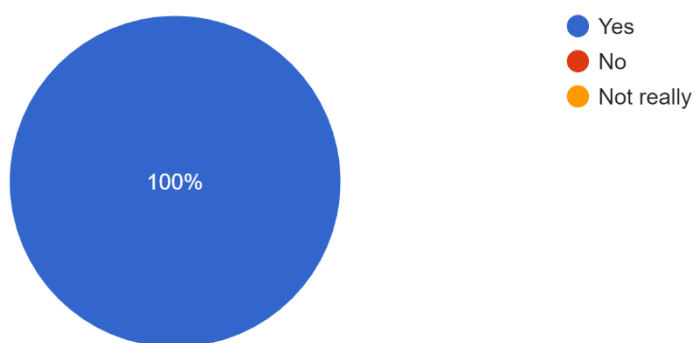
Q13: Has the ECO-Nautinet Network facilitated the transfer of knowledge between SME's and research institutes by creating space to collaborate and by bridging both sides together?

A number of Network's members (85,7%) state that the ECO-NautiNET Network continuously facilitates the transfer of knowledge between SME's and research institutes. While, the rest of them (14,3%) answered that the ECO-NautiNET Network doesn't really do it.

Q14: Has the ECO-Nautinet Network successfully informed you about new Best Available Technologies, new possible implementation of ready-to-market innovative products etc?
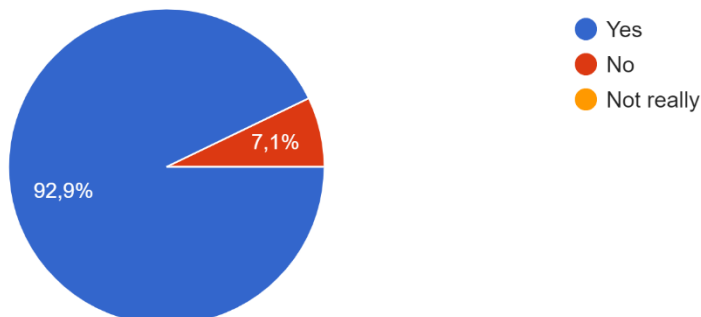
The majority of Network's members (71,4%) state that the ECO-NautiNET Network constantly informs them about new Best Available Technologies, new possible implementation of ready-to-market innovative products etc. While the rest of them (28,6%) responded that it doesn't really do it.
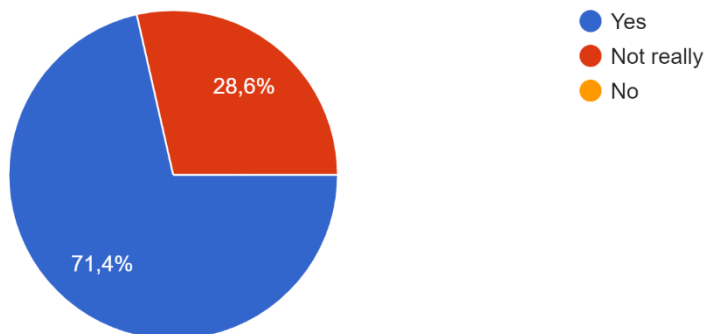
Q15: Is the quantity of meetings between SME's and research institutes adequate for facilitating the necessary connection?

The majority of Network's members (92,9%) responded that the quantity of meetings between SME's and research institutes is adequate for facilitating the necessary connection.

Q16: How often do you get updates on the Network news?

The majority of Network's members (57,1%) state that they sometimes get updates on the Network news, 14,3% get updates monthly and 14,3% get updates weekly, a percentage of 7,1% stating that they get updates rarely. While a percentage of 7,1% of them get update.
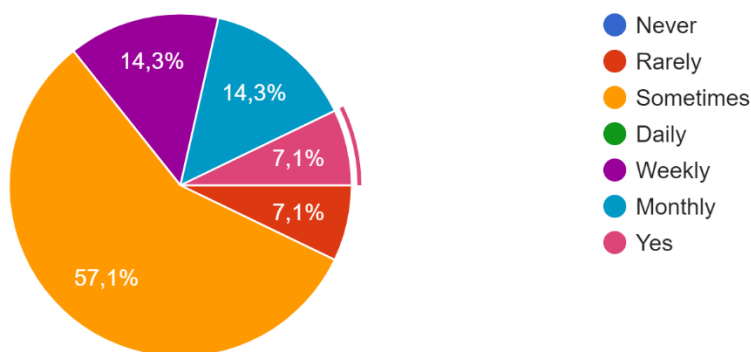
Q17: Has the ECO-Nautinet Network successfully promoted and/ or facilitated competitiveness and innovation through training of SME's, guidelines and e-learning?

Most of the Network's members (85,7%) stated that the ECO-NautiNET Network keeps promoting and/ or facilitating competitiveness and innovation through training of SME's, guidelines and e-learning. Meanwhile, a small percentage of 14,3% stated that the ECO-NautiNET Network does not really keep promoting competitiveness and innovation through training of SME's, guidelines and e-learning.
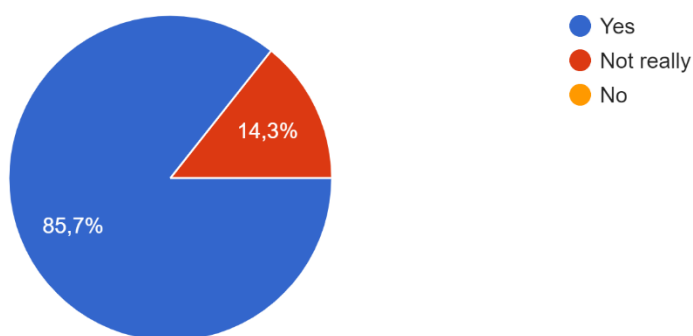

Q18: In what ways does the ECO-Nautinet Network continuously promote and/ or facilitate information service from research institutes and universities?

Network's members stated that the ECO-NautiNET Network continuously promotes and/ or facilitates information service from research institutes and universities through the web page,

newsletters, distribution of all information on web sites and social media, through the extension of the database from research institutes and universities in the framework of activities held, and with new proposals
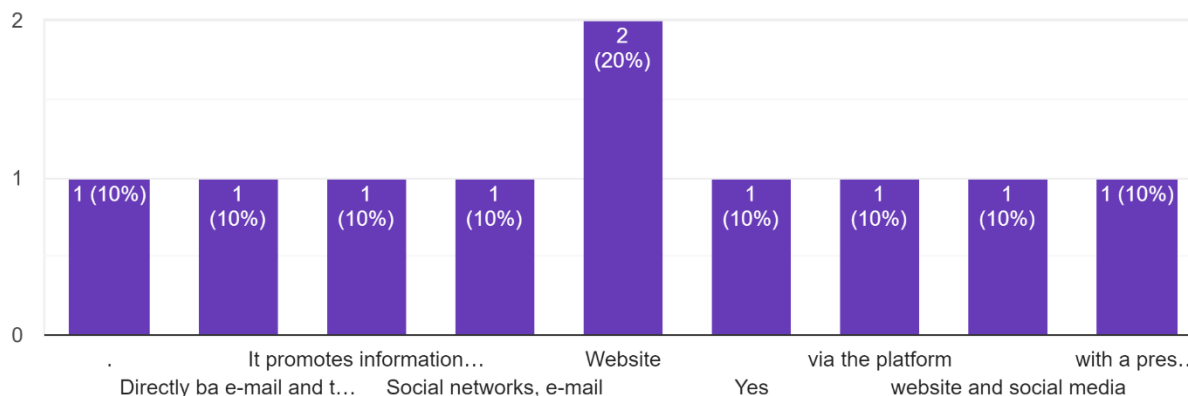
Q19: Will you keep using the ECO-Nautinet Network for networking, for the dissemination of knowledge and best practices, new Best Available Technologies, new possible implementation of ready-to-market innovative products etc?

All of Network's members responded that they keep using the ECO-Nautinet Network for networking, for the dissemination of knowledge and best practices, new Best Available Technologies, new possible implementation of ready-to-market innovative products etc
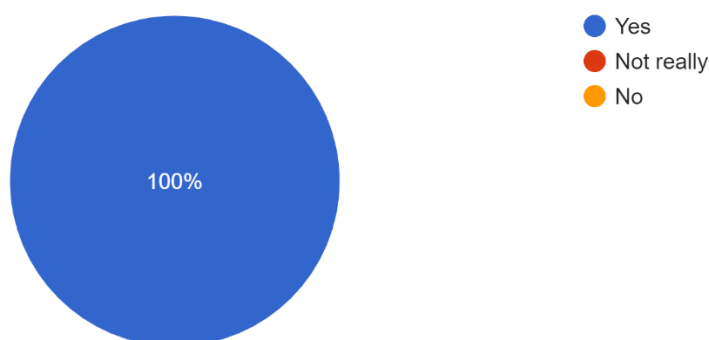
6. Comparison of the 1st, 2nd and 3rd Monitoring and Evaluation Reports of the EcoNautinet Network

The evaluation of the Network was implemented in 3 Phases through online questionnaires filled in by the member-businesses of the Network:

- In total, 25 out of the 84 companies-members of the Network filled in the 1st Questionnaire. Despite the fact that filled in questionnaires were too few, regarding the number of the members, the evaluation of the Network was rather positive. The evaluation showed that the Network could be improved by organizing more meetings between SME's and research institutes, and by further facilitating information service from research institutes and universities.

- In total, 31 out of the 132 members of the Network filled in the 2nd Questionnaire. The total number of the Network members increased by more than 50%, while filled in questionnaires were still too few. The evaluation of the Network remained positive, whereas it showed again that the Network could be improved by organizing more meetings between SME's and research institutes, and by further facilitating information service from research institutes and universities.

- In total, 14 out of the 136 members of the Network filled in the 3rd Questionnaire. Despite the fact that filled in questionnaires were too few, regarding the number of the members, the evaluation of the Network was rather positive. The evaluation showed that the Network can be improved by organizing more meetings between SME's and research institutes, and by further facilitating information service from research institutes and universities.

In general, the findings of all evaluations show a general satisfaction regarding the goals of the Network, its use etc. Members of the Network assess that they have increased the use of the Network, are still pleased with its management, it still fulfills their needs, keeps facilitating its development, they keep communicating efficiently with each other, and members are adequately supported by the Network. Issues that could be improved is the support by local tutors and facilitators and the frequency of updates on the Network news.

7. Proposals to improve Network Quality

7.1 Quality Improvement

In every stage of the Network implementation it is necessary to take actions for the improvement of its quality. Taking into consideration the subjects of the Network, the following improvement actions are recommended:

The Project Management Team and the Partners Responsible for Network will be brought in, given a brief overview of the Network, then, using the brainstorming technique, they will be asked for the following:

- ➤ Identify any opportunities they see for the Network's further development.
- ➤ Identify any risks regarding the Network's implementation.
- ➤ Perform an affinity diagram to categorize the risks and identify any missing risks/ opportunities.

In addition to the above, they will perform a risk breakdown structure (RBS). This involves stepping through the Application Form and identifying risks & opportunities associated with the Network. At the end of the above activity, everyone will be asked to e-mail the Quality Team with any additional opportunities or risks that occur to them after the session.

Furthermore, the Network can be improved by organizing more meetings between SME's and research institutes, and by further facilitating information service from research institutes and universities.

7.2 Risk Assessment

The risk management process requires that each risk is assessed, and measures are formulated to prevent (avoidance actions) or minimize (amelioration actions) its effect. Both need to be considered because avoidance measures may fail.

The procedure of the risk management is indicative. Project partners have the option to implement the type of risk management considered as most appropriate. The choice of the right risk assessment for their deliverables is in their judgment.

8. Next Steps

Business networks are defined as long term, formal formations one of whose goals is the success of member businesses. Exchange or sharing of resources among network members who hold a common vision are advocated as benefiting the firm's strategic planning. The impact of the perceived strategic planning benefits in turn contributes to the perception that networking holds advantages for members. Business advantages are defined as the resulting end-products of cooperation and collaboration incurred by the individual member firms such as elevated optimism, profits, market status etc. These are advocated to be key antecedents to network continuance. Network continuance is defined as the likely preservation of the network organization through continued membership.

The evaluation of the 3rd and last Phase of the Network was carried out in close connection with the LP's Quality Manager. It started with a preliminary identification of risks of failure and critical paths along the workflow. The evaluation regarded: goals on the Network achieved, risks and countermeasures activated, users' gratification, actions needed in order to assure the Network's continuance. Any detected non-conformities were registered setting the timetable and the person responsible for the realization of relevant corrective/ preventive actions.

The evaluation of the EcoNautinet Network was based on the questionnaires' answers of its members. All 3 questionnaires were distributed to a sample of approximately 136 members, noting that the total number of members keeps increasing. The goal of the EcoNautinet Network evaluations was to appraise whether changes needed to be made regarding the Network and its operation in order to achieve its goals, to study the effects of networking on businesses and to determine the effect or outcomes generated by networking on member businesses and on network continuance. The evaluations offer evidence that membership to the Network generates positive impacts on businesses and generates critical advantages necessary for enhancing business and Network continuance.

8. References

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➢ Network Impact and Center for Evaluation Innovation (2014); Part 1 of a Guide to Network Evaluation: Framing Paper: The State of Network Evaluation.

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List of Terms and Definitions

Quality: Degree to which a set of inherent characteristics fulfill requirements.

Quality Assurance: Part of quality management focused on providing confidence that quality requirements are fulfilled.

Quality Control: Part of quality management focused on fulfilling quality requirements.

Quality Improvement: Part of quality management focused on increasing the ability to fulfill quality requirements.

Quality Management: Coordinated activities to direct and control an organization in terms of quality.

Quality Policy: Overall intentions and direction of an organization related to quality as formally expressed by top management.

Project Coordination Unit: The PCU is responsible for all day-to-day coordination tasks as well as for the relationship with the MA/JS.

Partner in charge: The Work Packages of the project are coordinated by different project partners.

Terms used in a quality context are sometimes interpreted differently or interchangeably by various people. This can lead to misunderstandings. For the purposes of the ECO-NautiNET project management methodology, the terminology used in this deliverable derives from International ISO 9001:2015 Standards.