

Proposal acronym: MANUNET II

Proposal full title: Supporting SMEs towards a new phase to European Research Area on new processes, adaptive manufacturing systems and the factory of the future

Grant agreement no.: 266549

Grant agreement for: Coordination and Support Actions

Deliverable reference number and title:

5.4 Impact Assessment

Due date of deliverable: 01.09.2016

Start date of project: 1st April 2011

Duration: 60 months

Lead beneficiary for this deliverable: Innobasque

Dissemination Level (as indicated in list of deliverables): PU

INDEX

1. EXECUTIVE SUMMARY	5
2. APPROACH AND METHODOLOGY	7
3. STATISTICAL ANALYSIS OF JOINT CALLS	9
Funding organisations in joint calls	9
Budget committed and actual public investment.....	11
Number of pre-proposals, proposals and funded projects	11
Success rate	13
Types of actors	14
4. FEEDBACK FROM APPLICANTS	15
Identifying survey respondents.....	15
Call procedure	16
Transnational collaboration	17
Impact of projects.....	17
5. FUNDING ORGANISATION'S POINT OF VIEW	22
Identifying survey respondents.....	22
Network	22
Calls for proposals	28
Additional questions	29
6. OVERALL VIEW OF MANUNET	32
APPENDIX I. QUESTIONNAIRE OF THE ONLINE SURVEY	34

<i>Figure 1. Number of funding organisations per call</i>	<i>9</i>
<i>Figure 2 Participating countries and regions in MANUNET (2007-2015)</i>	<i>10</i>
<i>Figure 3. Financial commitment and real funding per call</i>	<i>11</i>
<i>Figure 4. Number of pre-proposals, full proposals and projects recommended for funding per call</i>	<i>11</i>
<i>Figure 5. Number of projects recommended for funding by country/region.....</i>	<i>12</i>
<i>Figure 6. Success rates per call</i>	<i>13</i>
<i>Figure 7. Number of beneficiaries per type of organisation per call.....</i>	<i>14</i>
<i>Figure 8. Survey respondents' profile</i>	<i>15</i>
<i>Figure 9. Number of respondents per country/region</i>	<i>16</i>
<i>Figure 10. Assessment of the call procedure</i>	<i>16</i>
<i>Figure 11. Assessment of the international collaboration in MANUNET.....</i>	<i>17</i>
<i>Figure 12. Types of results obtained after a MANUNET project.....</i>	<i>18</i>
<i>Figure 13. Commercialisation of project results</i>	<i>19</i>
<i>Figure 14. Time frame for commercialisation</i>	<i>20</i>
<i>Figure 15. Continuation of the cooperation</i>	<i>20</i>
<i>Figure 16. Follow-up projects</i>	<i>21</i>
<i>Figure 17. Survey respondents' experience in ERA-NETs</i>	<i>22</i>
<i>Figure 18. Map of most usual collaborations between countries</i>	<i>23</i>
<i>Figure 19. Assessment of the Era-net instrument.....</i>	<i>24</i>
<i>Figure 20. Complementarity of MANUNET to other transnational funding instruments</i>	<i>24</i>
<i>Figure 21. Assessment of the cooperation of MANUNET with the European industry and RTD community</i>	<i>25</i>
<i>Figure 22. Added value of MANUNET</i>	<i>25</i>
<i>Figure 23. Impact of MANUNET on national/regional programmes.....</i>	<i>26</i>
<i>Figure 24. Efficiency of the national implementation of MANUNET.....</i>	<i>27</i>
<i>Figure 25. Financial commitment</i>	<i>27</i>
<i>Figure 26. Assessment of the consortium</i>	<i>28</i>
<i>Figure 27. Effectiveness of joint calls</i>	<i>28</i>
<i>Figure 28. Efficiency of the joint calls.....</i>	<i>29</i>
<i>Figure 29. Managing of network meetings</i>	<i>30</i>

<i>Figure 30. Adequacy of communication and dissemination material.....</i>	<i>30</i>
<i>Figure 31. Long-term perspective for MANUNET</i>	<i>30</i>
<i>Figure 32. Assessment of the overall cost/benefit ratio</i>	<i>31</i>

1. EXECUTIVE SUMMARY

After 9 years of network activities MANUNET has looked back to its performance, analysing the coordination of the network and the impact that its calls have had in the RTD community.

The result of the analysis not only has shown the general success of the network, but also has identified barriers for further success.

MANUNET is a **mature and experienced** platform which has succeeded launching calls every year since 2007. Despite the economic crisis MANUNET has provided a regular funding opportunity to the manufacturing industry. It has been able to mobilise 211 M€ in R&I expenditure of which 121 M€ are national/regional public funding.

MANUNET is a very **well managed and coordinated network**. The network activities and its management (adequacy of the consortium, quality of leadership, flow of information, governance, etc.) are considered an asset by the partners and associated partners of the network.

Very **high SME involvement** in calls: 80% of the MANUNET beneficiaries are SMEs. MANUNET fulfils this way one of its main goals which is to support industry and particularly SMEs, by designing calls tailored made for them.

It is a **complementary tool to other funding instruments**. MANUNET provides a programme halfway between Framework Programme and the national/regional funding programmes supporting projects close to market, with small consortia, simple submission and evaluation processes, with national/regional advisors available, with a consistent timeline and a higher success rate.

Funding agencies involved in MANUNET consider that MANUNET **demonstrates a clear added value** for both call applicants and regional/national programmes. Considering the need for an international network, MANUNET offers SMEs a space for innovation and boosts international cooperation not only for the RTD community but also for funding agencies.

The evaluation has also detected areas where there is still room for improvement.

Increase dialogue with policy makers in order to foster the feedback between national/regional programmes and MANUNET. Consequently mutual learning exchange could be encouraged and changes in funding programmes could be implemented.

Intensify efforts in the **monitoring and follow-up of funded projects**. The joint monitoring system should cover the follow-up of projects from financial to technical

point of view paying special attention to the exploitation of the results. Having an updated monitoring system is crucial for statistical analysis, promotion and a better understanding of projects performance.

Increase the **strategic relevance of the network** both at national and European level. This objective could be achieved by increasing the commitment of national /regional policy makers in MANUNET activities and by intensifying the cooperation with European Technology Platforms

2. APPROACH AND METHODOLOGY

Background

MANUNET is a network of regional and national agencies working since 2006 that use their own funding programmes to fund transnational research and development projects performed by companies, preferably SMEs, research centres and universities in the field of Manufacturing.

The strategic objectives of the network are to foster cooperation among manufacturing partners, to support R&D active SMEs and their strategic partners and to improve and accelerate knowledge and technology transfer.

The network has two main characteristics that since the very beginning differentiated the initiative from other networks.

The *focus on regional research policies*, understanding that not only they were going to contribute strongly to European policy on regional development, but also to the European Research Area (ERA) providing an understanding of regional research systems and their industry environment. 14 regional R&I support programmes joined the initiative.

The *special support to the SMEs*. Despite the evolution of RTD Framework Programme's towards the support to SMEs, this framework still is a difficult scenario for them. MANUNET provides a complementary programme halfway between Framework Programme and the national/regional funding programmes to support smaller projects close to the market.

MANUNET offers annual transnational calls for collaborative projects providing a regular funding opportunity to the advanced manufacturing industries, especially SMEs.

Scope of the evaluation

The main objective of the evaluation is to measure the impact of the network and its activities, especially the calls for transnational projects. Moreover, the outcome of the evaluation will allow MANUNET consortium to gain knowledge with a view to a future collaboration. Best practices and measures to improve the network will be implemented in the future ERA-NET Co-fund in advanced manufacturing.

The evaluation has been focused on MANUNET II for the period between 2011 and 2015. However, an analysis of previous years (2006-2010) has been included in order to have a holistic approach.

The evaluation was carried out between May 2015 and January 2016. The next table shows the time schedule followed to perform the task:

Draft of questionnaire	May-Jun 2015
On line survey	Mid June – September 2015
Data analysis	September 2015
Survey analysis	September - October- November 2015
Drafting and approval of final report	December- January 2016

Data sources

The evaluation is based on data from two main sources:




1. For statistical analysis, MANUNET project documentation and statistical data were collected, checked and analysed.
2. For impact analysis of agencies and beneficiaries, a web survey was addressed to 1952 MANUNET applicants and 30 partner organisations.

Two different questionnaires were designed for the two target groups.

- Questionnaire for applicants comprised three different sets of questions related to (1) the call procedure, (2) the transnational collaboration and (3) the impact and benefits obtained through the projects.
- Questionnaire for funding partner organisations included questions regarding (1) the ERA-NET instrument, (2) MANUNET in general terms, (3) the efficiency of the network, (4) calls for proposals, (5) operability of MANUNET and (6) the future of the network.

For a full version of the questionnaires please see the appendix.

Any question could be answered from 'Clearly YES/Strongly agree' (5) to 'Clearly NO/Strongly disagree' (1). Consequently, each item can be rated from a minimum of 1 to a maximum of 5. Some statements are highlighted according to the criteria below:

-  Rate above 4 – Positive
-  Rate around 3,5 – Neutral
-  Rate below 3,2 – Negative

3. STATISTICAL ANALYSIS OF JOINT CALLS

The statistical analysis comprises data from MANUNET I and MANUNET II (2007 - 2015). MANUNET II is already organising a last call (Call 2016). Not all the data from this call was available at the stage of the impact assessment. However, some information related to the number of countries/regions participating in the call and the preliminary budget committed has been confirmed and included in this analysis.

The statistical analysis of joint calls covers the following aspects:

- Funding organisations in joint calls
- Budget committed and actual public investment
- Number of pre-proposals, proposals and funded projects
- Success rate
- Types of actors

Funding organisations in joint calls

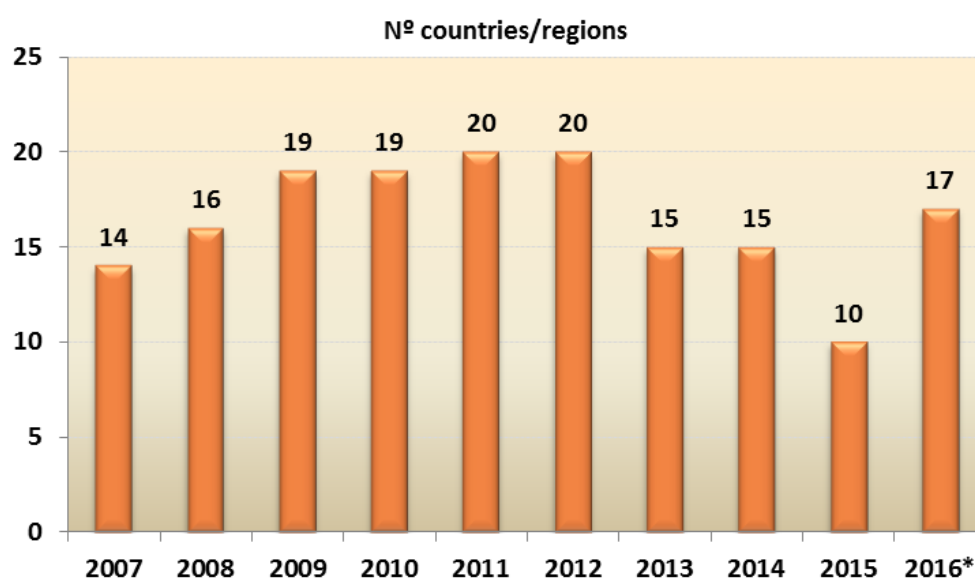


Figure 1. Number of funding organisations per call

The above figure shows the number of funding agencies participating in MANUNET calls since 2007. The highest participation occurred in 2011 and 2012 with 20 countries and regions. After 2015, the year with the smallest participation, there has been an important increase in the 2016 call where 17 countries and regions have confirmed its participation. The main reasons given by the countries and regions for not being involved in calls have been firstly the lack of funding available and secondly not having enough critical mass.

	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Asturias				X	X	X	X	X	X	6
Austria			X	X						2
Basque Country	X	X	X	X	X	X	X	X	X	9
Catalonia	X	X	X	X	X	X	X	X	X	9
Estonia	X	X	X	X	X					5
Finland	X					X	X	X		4
Flanders	X	X	X							3
France	X	X	X	X	X	X				6
France-Comté					X	X				2
Gelderland (East Neatherlands)	X	X								2
Germany			X		X	X	X	X	X	6
Iceland							X	X	X	3
Israel				X	X	X		X		4
Lower Austria	X	X	X	X	X	X	X	X	X	9
Luxembourg					X	X	X	X		4
Navarra	X	X	X	X	X	X				6
Nord-Pas de Calais								X		1
North Rhine Westfalia	X	X	X							3
Northern Ireland	X	X	X	X	X	X	X			7
Piedmont	X	X	X	X	X	X				6
Portugal							X			1
Romania		X	X	X	X	X		X	X	7
Slovakia	X	X	X	X	X	X	X	X		8
Slovenia	X	X	X	X						4
Spain		X								1
Switzerland			X	X	X	X	X	X	X	7
Turkey				X	X	X	X	X	X	6
Tuscany		X	X	X	X	X				5
Wallonia			X	X	X	X	X	X	X	7
Western Greece			X	X	X	X	X			5

Figure 2 Participating countries and regions in MANUNET (2007-2015)

Budget committed and actual public investment

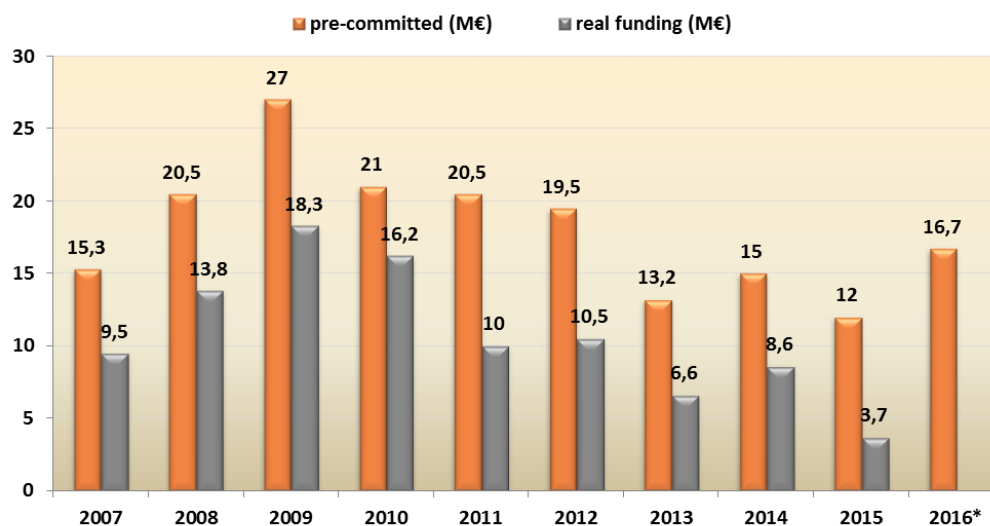


Figure 3. Financial commitment and real funding per call

The above figure illustrates the fluctuation in pre-committed budget and real funding during the years. The variations in pre-committed budget go mostly accordingly with the number of participating countries with the exception of 2009 which had the maximum budget and 19 countries. Since then there has been a decline, more intense in 2011 and in 2015 with some uptake in 2012 and 2014.

The overall ratio between real funding and pre-committed budget is 64%. Taking only MANUNET II this ratio is lower, 49%.

Number of pre-proposals, proposals and funded projects

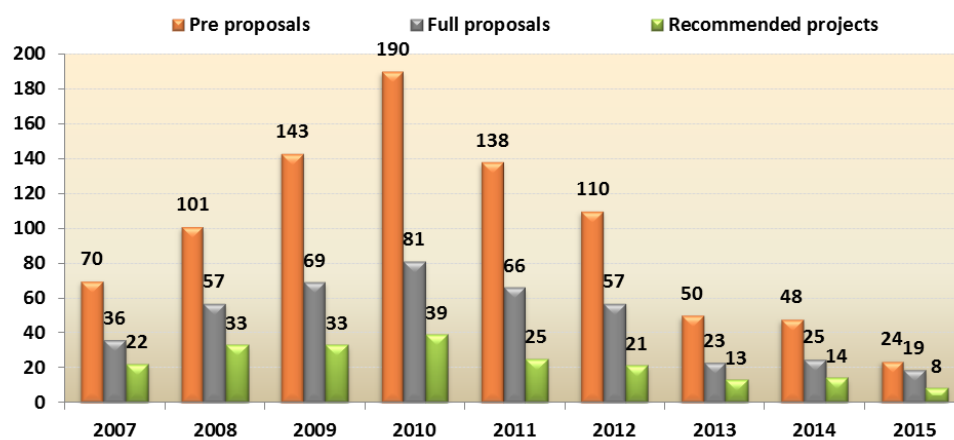


Figure 4. Number of pre-proposals, full proposals and projects recommended for funding per call

After 9 calls, MANUNET has accumulated a total number of 874 proposals received of which 208 were finally recommended for funding.

The number of funded projects per call varies from a peak of 39 projects funded in 2010 to 8 in 2015. It is remarkable the large number of participants in 2010 comparing with 2009 and 2011 when the number of countries involved and the budgets committed were similar (or even higher). In the rest it can be observed a logical relation between countries participating and pre and full proposals presented and funded projects. The decrease in countries in 2013 and 2014 led to a substantially lower number of proposals and the same can be said regarding the 2015 call when the number of countries fell to 10.

As can be observed in the figure below some countries/regions dominate: Piedmont has funded 108 projects although it has not taken part in all calls. Basque Country with 77 and Romania with 39 follows.

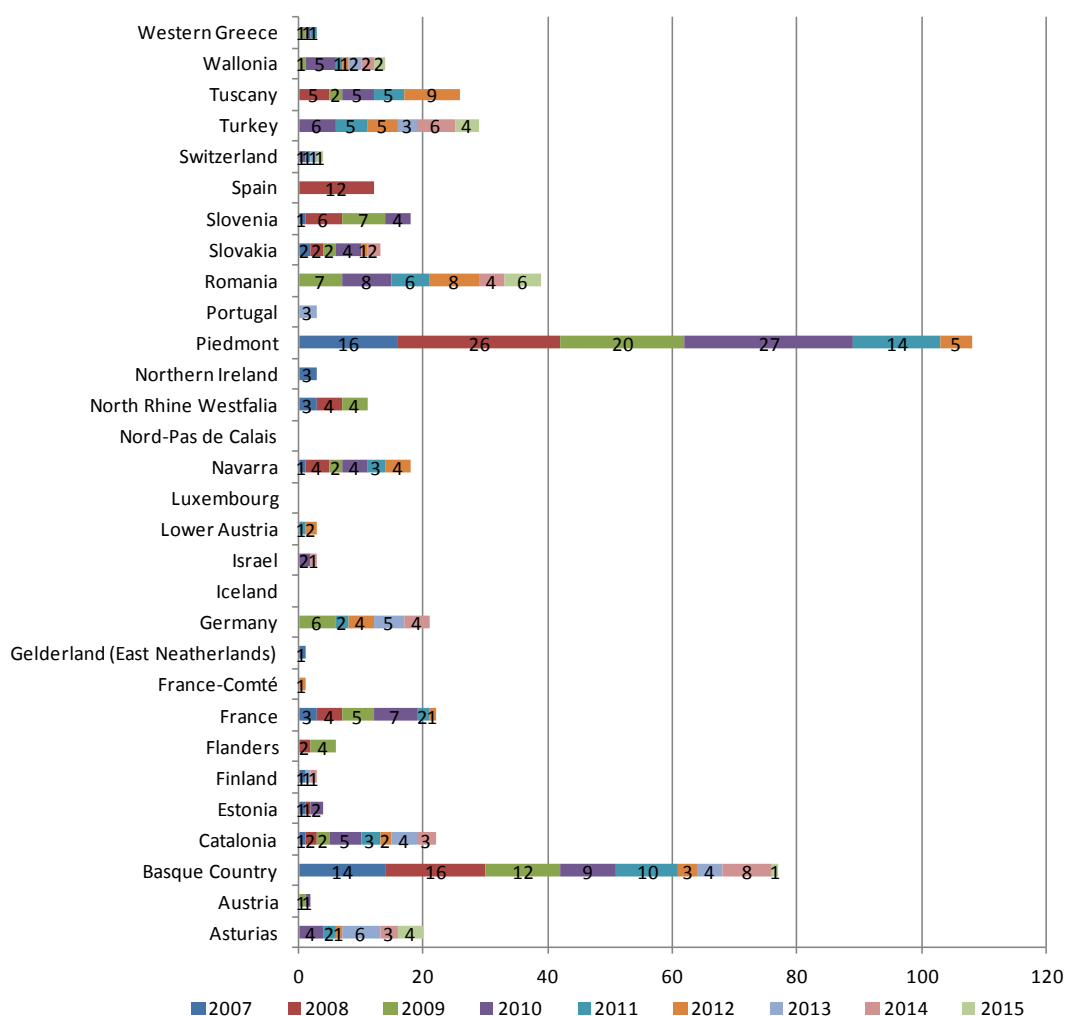


Figure 5. Number of projects recommended for funding by country/region

Success rate

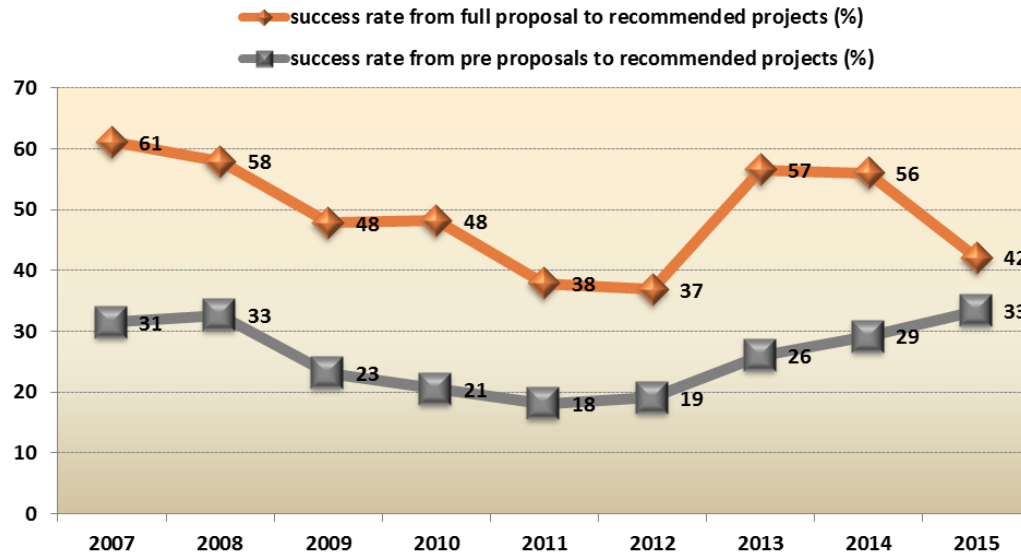


Figure 6. Success rates per call

The graph shows the success rate of a project proposal from two different perspectives: from full proposal to recommended project and from pre proposal to recommended project.

In the first case, the average success rate is 45%. This is a high success rate in comparison with the success rate obtained the first year of Horizon 2020 that was around 14%.

Success rates dropped under 40% in 2011 and 2012. A higher application rate combined with an unbalanced budget commitments between countries can be the main reasons for this decrease.

Types of actors

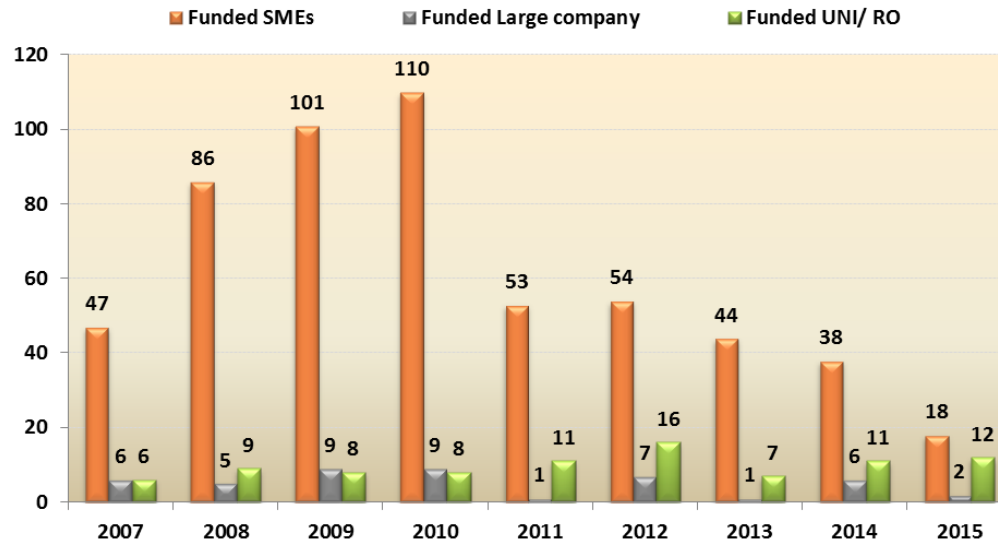


Figure 7. Number of beneficiaries per type of organisation per call

The figure above shows the number of beneficiaries per type of organisation. It is remarkable how clearly SMEs dominate, reaching the 80% in number of participations. The number and percentage of funded SMEs was higher in the first years of MANUNET (2007-2010) and decreased during MANUNET II. The reduction in committed budgets on the one hand and the economical crisis on the other are the probable reasons for this fact. Nevertheless, from 2011 to 2015, SMEs were the 73% of funded beneficiaries, which shows clearly how despite these difficult years MANUNET has been proved as a suitable funding instrument for SMEs.

4. FEEDBACK FROM APPLICANTS

The consortium conducted reviews among applicants to the calls from 2007 until 2014. The questionnaire was addressed to the entire stakeholder group of applicants; both to funded and rejected partners (in total 1952). The total number of responses received was 464, 314 of them complete.

Results of the evaluation should measure on the one hand whether MANUNET calls are effective and on the other hand how the participation in MANUNET has impacted to the beneficiaries.

Main topics of the call feedback were:

- Call procedure
- Transnational collaboration, attractiveness of MANUNET as a funding instrument
- Projects impact

Identifying survey respondents

The respondent profile according to type of organisation is shown in the picture below. There is a majority of SMEs, 67% while 15% are public or private research centres and 13% universities. This distribution follows quite accurately the same distribution that has followed the participation in joint calls.

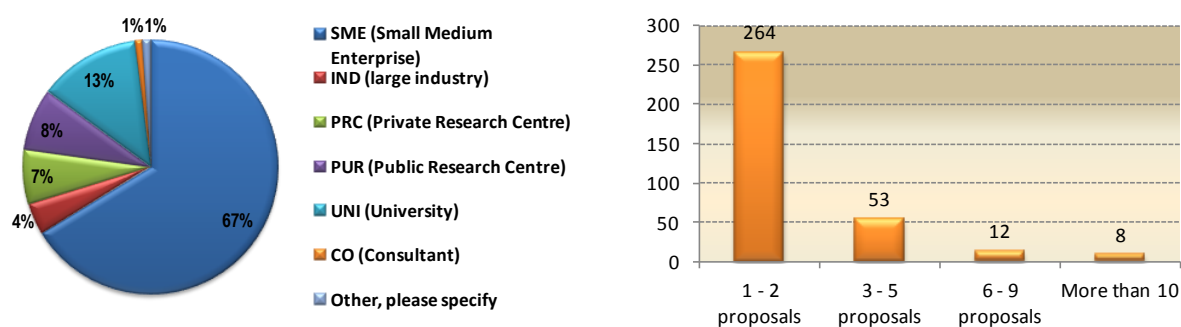


Figure 8. Survey respondents' profile

A 78% of them have been involved in 1-2 proposals, 16% in 3 to 5 and less than 10% in more than 5.

Respondents were from 27 different countries but the participation in the survey was not evenly distributed. Participants were mainly from Romania and Piedmont (Italy) although other countries and regions are also highly represented (Basque Country, Turkey, Germany, Tuscany, Asturias and Catalonia).

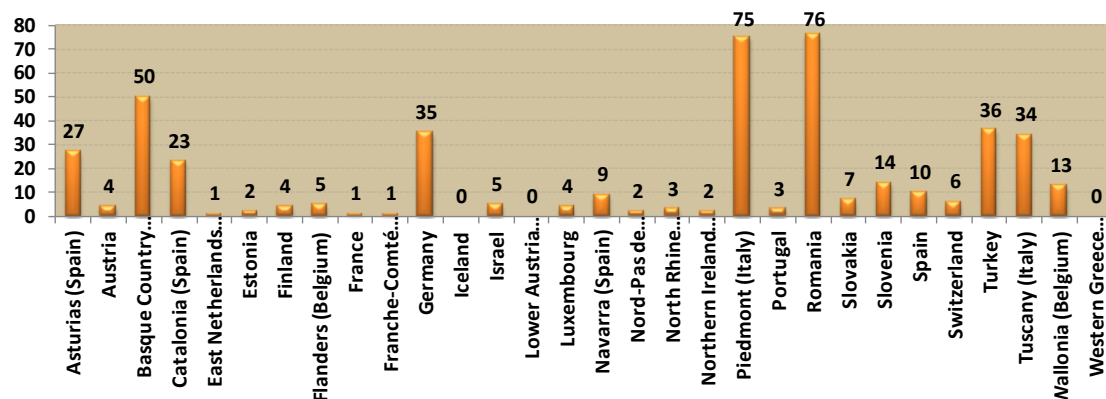


Figure 9. Number of respondents per country/region

Call procedure

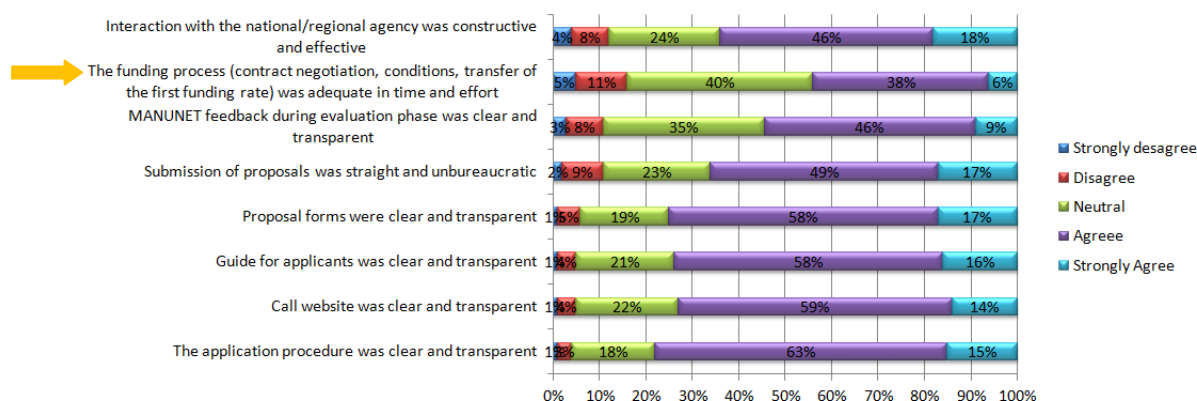


Figure 10. Assessment of the call procedure

The overall impression applicants have about the operation of joint calls is predominantly positive.

Proposal forms, guide for applicants, call website and application procedure are rated above 3.8. About 75% of applicants consider they are clear and transparent.

They were slightly less enthusiastic about the funding process including contract negotiations, conditions and timing of money transfer. The rating is neutral (3.29) but is worse compared with the rest of the items in this section. Less than 50% think the funding process is adequate.

Transnational collaboration

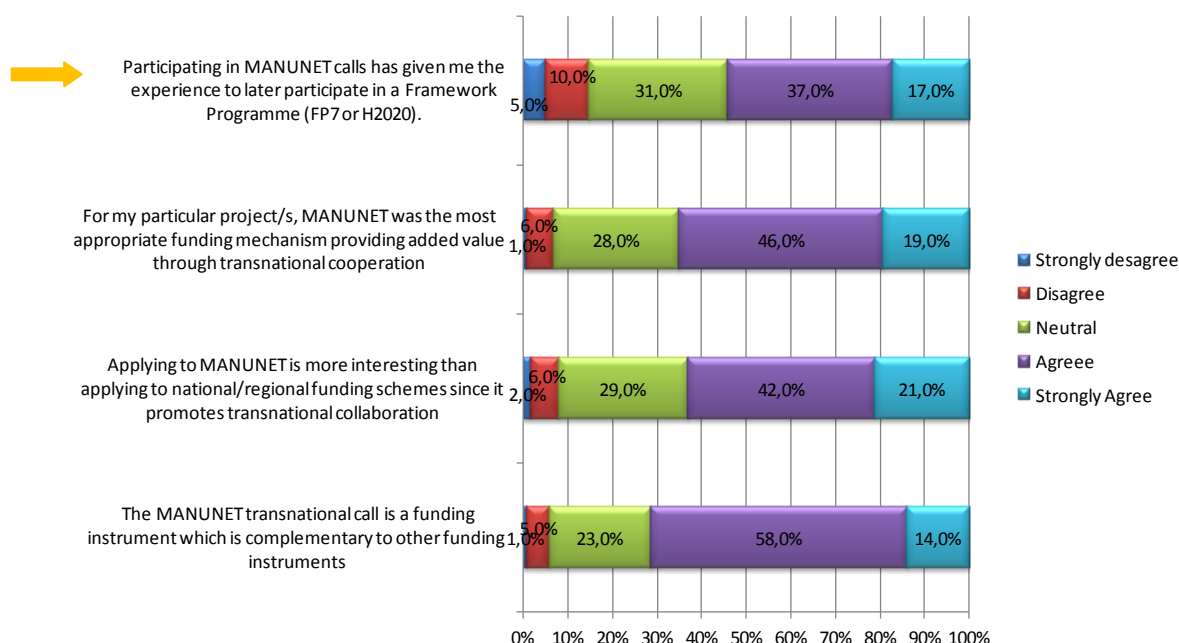


Figure 11. Assessment of the international collaboration in MANUNET

MANUNET is predominantly judged as an appropriate tool and complementary to other funding instruments (from 65% to 72% agree with this statements). Nearly the same applies to the perception of MANUNET as a more interesting instrument than national/regional ones considering that promotes transnational collaboration (63% agree).

Slightly less positive is the applicants' opinion about whether MANUNET has provided them with the experience to later participate in a Framework Programme. 54% agree while 46% don't agree or have a neutral opinion.

Impact of projects

Technical results

75% of respondents have obtained some kind of result after ending a MANUNET project. The type of result has been most commonly a product (30%), process (30%) or method (18%) although outcomes like services, equipment or others such as patents, publications or prototypes have also occurred.

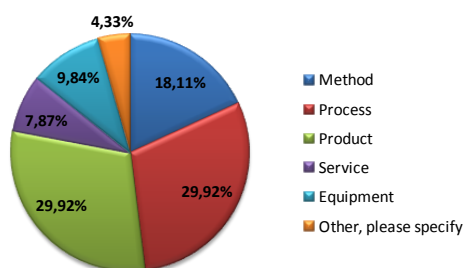


Figure 12. Types of results obtained after a MANUNET project

Some figures obtained from the survey (considering the 128 applicants with funded projects that answered the question) are shown in the next table:

Invention notifications submitted/patent applications filled	44
License agreement reached	16
Patent granted	25
Publications in peer reviewed scientific journals	246
Citations in publications	>265
Degrees (master, doctoral) achieved	68
Presentations in seminars and conferences done	329

Economic effects

According to the results of the survey it can be said that participating in MANUNET has impacted very positively on the involved companies. In most of the cases the project has led to an increase in R&D expenses and personnel and/or has resulted in new business opportunities or access to know how.

The answers related to these questions are integrated in the following table:

65% increased their R&D expenses
66% increased their R&D personnel
46% allowed the non-permanent personnel recruited during the project to
41% experimented an increase in turnover
73% of the cases resulted in business opportunities
92% of the cases resulted in access to know-how

It is also a remarkable impact that 61% of the beneficiaries pointed that the outcome of the project has been commercialized as is depicted in the figure below:

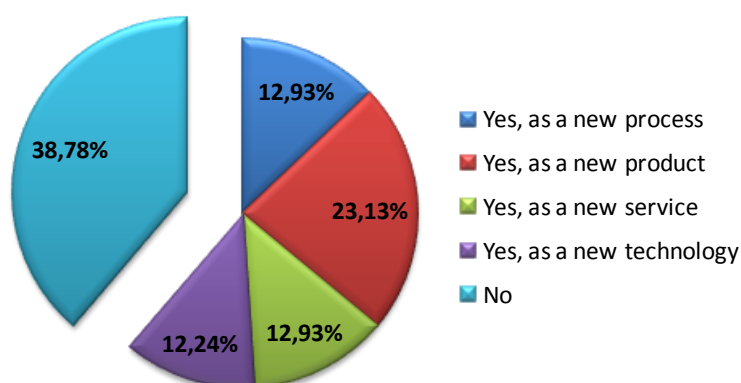


Figure 13. Commercialisation of project results

In 47% of the cases project results have reached the market in a short time after the end of the project (0-2 years).

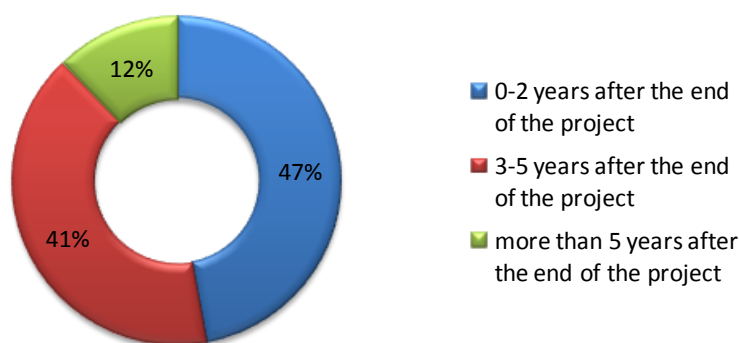


Figure 14. Time frame for commercialisation

Another additional benefit is that in 58 % of cases these results have led to access to new markets.

On the other hand 3 spin-offs have been founded as a result of MANUNET projects according to the survey.

Transnational benefit

Transnational benefit has been measured in terms of continuation of the cooperation and/or establishment of other ways of collaboration.

After the end of the project in 83% of cases results led to in-house application or generated a follow-up project.

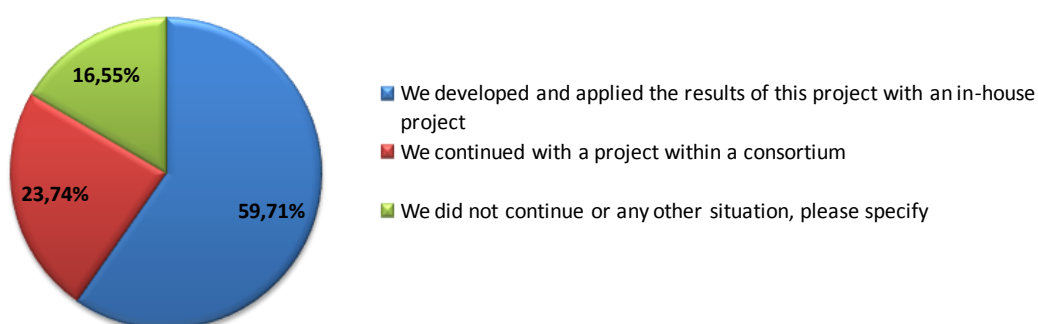


Figure 15. Continuation of the cooperation

In 57 % of the cases the MANUNET consortium (or at least part of it) applied for a follow-up project to different funding schemes including other ERA-NETs and also EU Framework Programme.

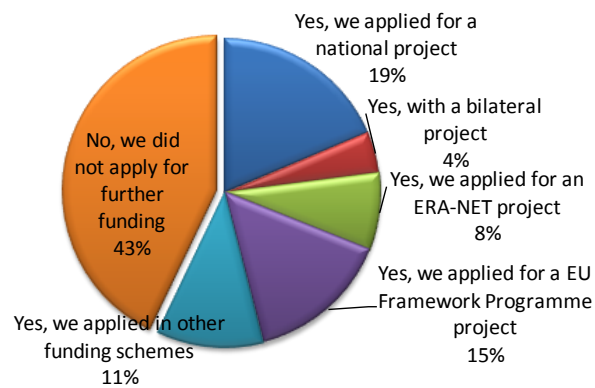


Figure 16. Follow-up projects

Regarding the collaboration, in 87 % of the cases they continued cooperating in different ways: on the same topic, on a different topic, with the whole consortium or only with part of it.

5. FUNDING ORGANISATION'S POINT OF VIEW

The on-line questionnaire was addressed to the network members (partners or associated partners) of both MANUNET and MANUNET II, 30 in total.

In order to have a complete evaluation of the network it is important to have the feedback of the partners regarding processes and procedures; what should be improved and what is working well.

Identifying survey respondents

There were 23 responses (21 complete and 2 incomplete) from 30 organisations asked, from which 74 % are programme owner and manager and 26 % only programme manager.

Approximately half of them (52%) use structural funds in their funding programmes.

It is an experienced consortium with sound knowledge of ERA-NET scheme as they all have been involved in more than one ERA-NET. Moreover, about 50% have participated in more than 6 ERA-NET projects.

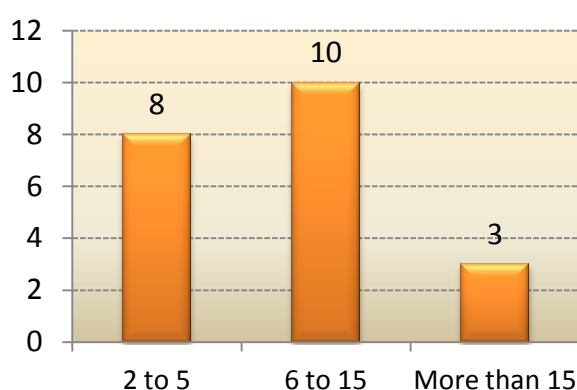


Figure 17. Survey respondents' experience in ERA-NETs

Network

Map of collaborations

Funding agencies indicated which were the 3 countries/regions with the ones their country/region collaborated the most. The answers have been collected and illustrated in the map below:

	Asturias	Austria	Basque Country	Catalonia	East Netherlands	Estonia	Finland	Flanders	France	Franche-Comté	Germany	Iceland	Israel	Lower Austria	Luxembourg	Navarra	Nord-Pas de Calais	North Rhine Westphalia	Northern Ireland	Piedmont	Portugal	Romania	Slovakia	Slovenia	Spain	Switzerland	Turkey	Tuscany	Wallonia	Western Greece
Asturias																				X							X			
Austria		X																												
Basque Country			X								X									X							X			
Catalonia			X	X							X									X										
East Netherlands					X																									
Estonia						X																								
Finland	X						X				X																			
Flanders								X																						
France									X											X					X				X	
Franche-Comté										X																				
Germany			X	X							X															X				
Iceland												X																		
Israel													X																	
Lower Austria														X																
Luxembourg											X				X							X								X
Navarra																X				X		X						X		
Nord-Pas de Calais									X																					X
North Rhine Westphalia																		X												
Northern Ireland																			X											
Piedmont			X																	X		X		X						
Portugal	X		X																											
Romania			X	X																							X			
Slovakia																								X						
Slovenia			X	X																X					X					
Spain																														
Switzerland											X									X						X		X		
Turkey			X																	X		X						X		
Tuscany				X																			X				X			
Wallonia	X										X											X								
Western Greece																													X	

Figure 18. Map of most usual collaborations between countries

It is not a complete map because some countries/regions are missing but it gives an idea of which have been the most fruitful combinations of countries/regions collaborating. Piedmont, Basque Country, Romania or Germany are the ones more selected.

Era-net instrument

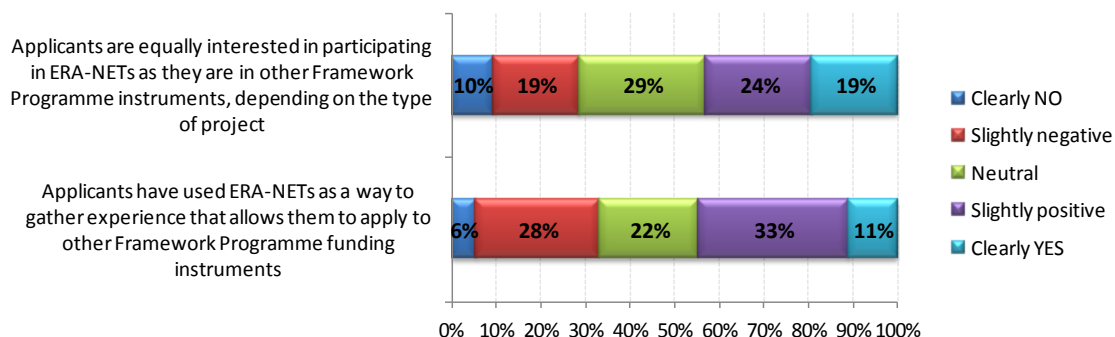


Figure 19. Assessment of the Era-net instrument

According to the funding organisations ERA-NET does not arise as much interest as other Framework Programme instruments. 42% think applicants are equally interested while 58% think they aren't or have a neutral opinion.

ERA-NET instrument is not clearly perceived by funding organisations as a way for applicants to gather experience to apply to other Framework Programme instruments. 44% of respondents endorse this statement.

MANUNET in general terms

Is MANUNET complementary to other transnational funding instruments...

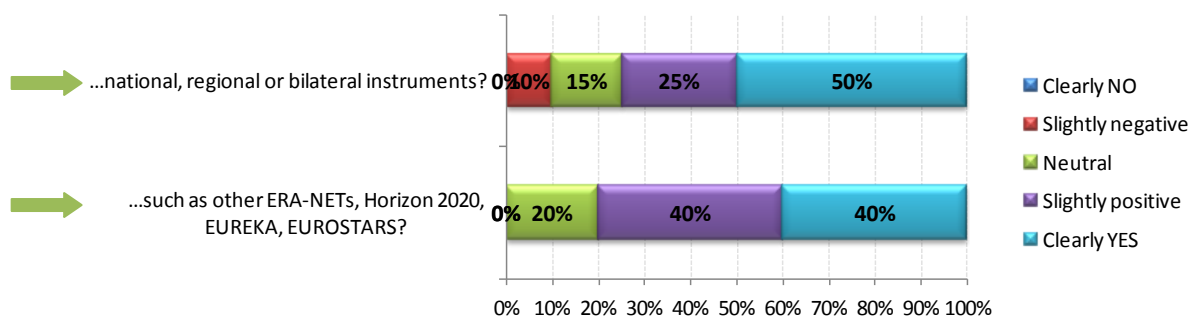


Figure 20. Complementarity of MANUNET to other transnational funding instruments

MANUNET is clearly judged complementary to other transnational funding instruments (both national and European funding instruments).

It is remarkable that this complementarity is more appreciated by funding agencies than by applicants.

Does the cooperation of MANUNET with the European industry and RTD community work well...

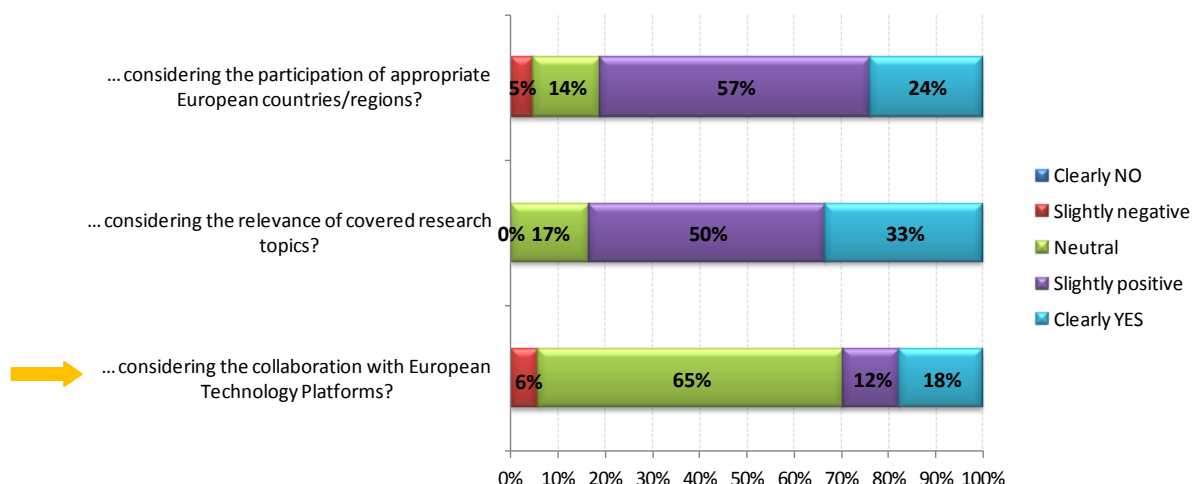


Figure 21. Assessment of the cooperation of MANUNET with the European industry and RTD community

The cooperation of MANUNET with the European industry and RTD community is judged positive, particularly in terms of participation of relevant countries/regions and the relevance of covered research topics.

However, according to respondents' opinion the collaboration with European Technology Platforms has room for improvement. 65% assess this collaboration neutral and 6% tend to a negative appraisal.

Does MANUNET demonstrate added value...

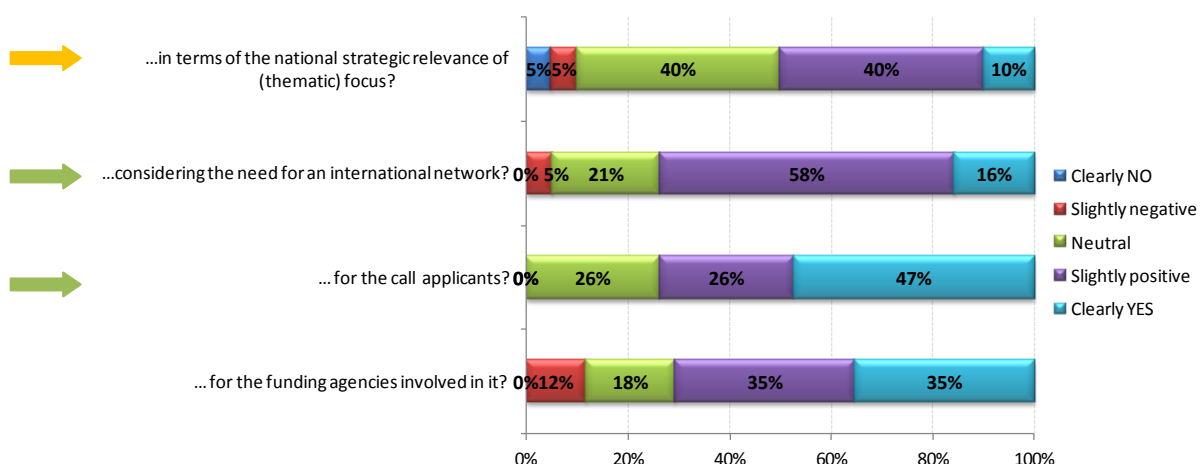


Figure 22. Added value of MANUNET

MANUNET demonstrate added value, especially for call applicants and the need for an international network. It is considered a good opportunity for SMEs and a very good instrument for transnational collaboration: easier, faster and more reliable than H2020.

It is also perceived the added value for the funding agencies. Among the benefits of being part of the network agencies mentioned the exchange of knowledge and good practices, the possibility of being aware of advanced developments and indentifying challenges and new trends in the manufacturing field. However, there is a small part of the agencies (12%) that judge this added value slightly negative.

However the added value in terms of national strategic relevance is not judged so positively: 40% answered that the value added to strategic relevance of the thematic focus is neutral and 10% have the opinion that has a slight or even no effect on the national strategy.

MANUNET and policy making

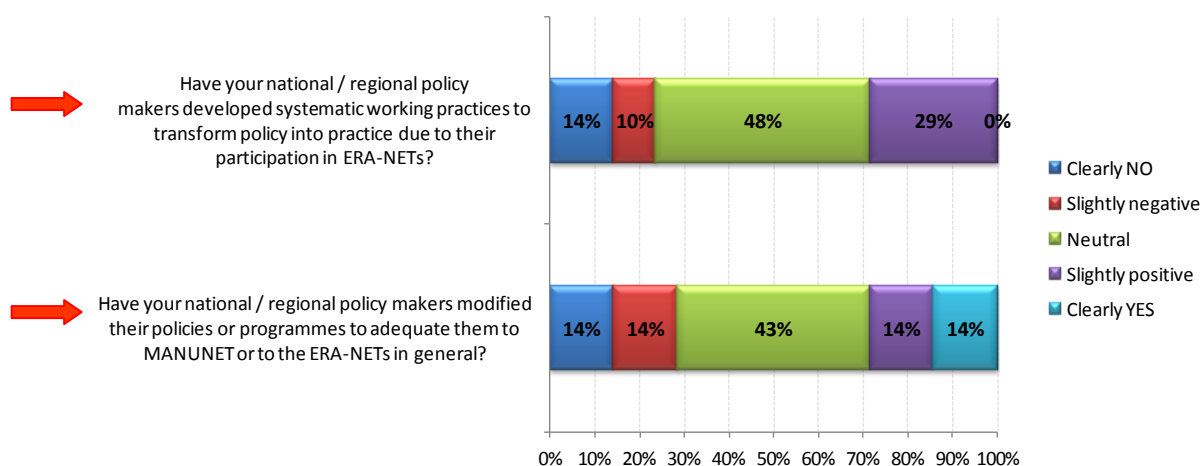


Figure 23. Impact of MANUNET on national/regional programmes

It does not seem that the participation in ERA-NET has driven major changes in policy making according to the survey.

A minority (29%) considers that policy makers have developed working practices to transform policy into practice due to the participation in ERA-NETs and in 28% of the cases policies or programmes have been modified somehow to adequate them to MANUNET or ERA-NET schemes in general. However, the majority has a neutral or negative opinion regarding the impact MANUNET (or other ERA-NETs) has had on policy makers.

Efficiency of MANUNET

Is national implementation of MANUNET efficient in your country/region

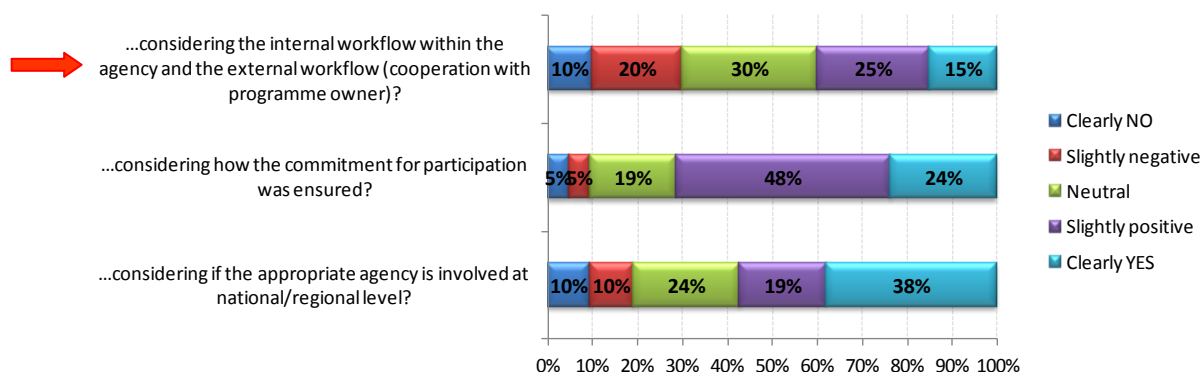


Figure 24. Efficiency of the national implementation of MANUNET

The national implementation is judged positive, particularly in terms of the commitment for participation and the involvement of the appropriate agency. However, 30% judge the workflow within agency and programme owners negative and 30% neutral.

Financial commitment

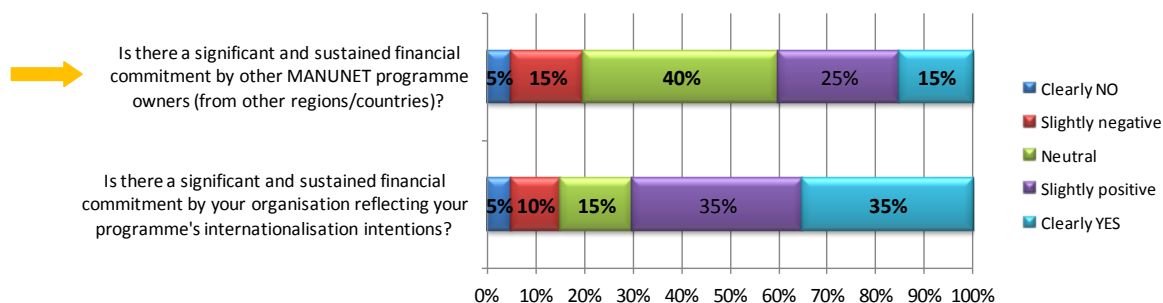


Figure 25. Financial commitment

There is a substantial difference in perception between own and others' financial commitment. While the own financial commitment reflecting programme's internationalisation intentions is considered adequate by an important majority (70%), the financial commitment of other MANUNET programme owners is judged neutral (40%) or negative (20%).

Is the consortium adequate...

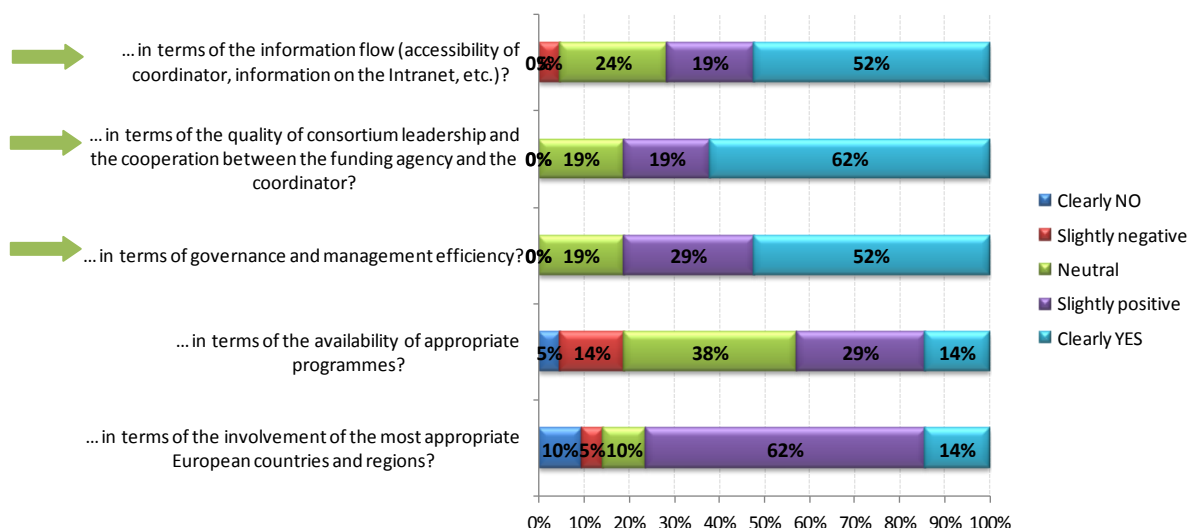


Figure 26. Assessment of the consortium

The MANUNET working group considers the consortium is really adequate in terms of information flow, quality of consortium leadership, governance and management efficiency.

However the impression regarding the availability of appropriate programmes is more neutral or even negative (19%).

Although the consortium is satisfied with the involvement of the most appropriate European countries and regions there are some countries/regions that are missing. UK, Sweden, Norway, France and Denmark are the ones most mentioned. Other countries or regions that some partners find missing are: Poland, Netherlands, Austria, Spain and northern regions of Italy.

Calls for proposals

Are MANUNET calls effective?

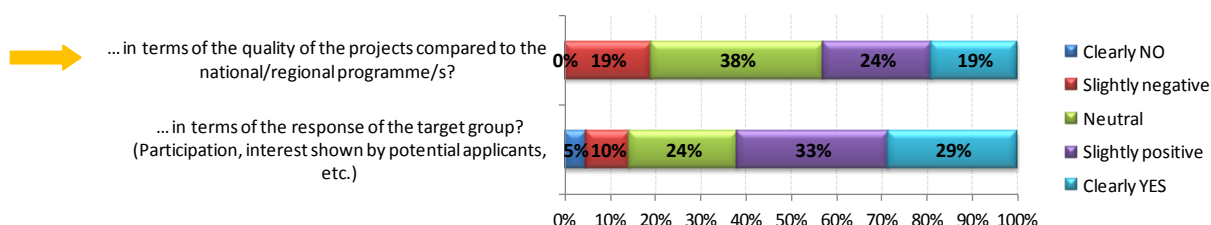


Figure 27. Effectiveness of joint calls

The joint calls are judged effective in terms of response of the target group by a majority (62%) of the respondents although it seems to be room for improvement taking into account that the 24% judge it neutral and the 15% regard them as negative.

There is a moderate opinion regarding the quality of MANUNET projects compared to national/regional ones: 43% consider them to be of better quality while 19% think that the quality does not exceed and 38% are indifferent.

Do the joint calls operate efficiently?

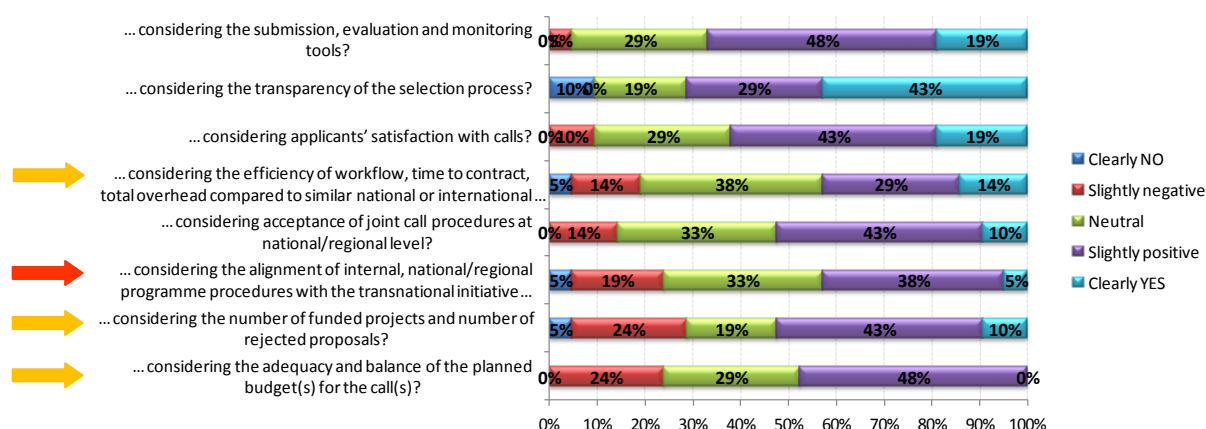


Figure 28. Efficiency of the joint calls

Regarding the efficiency of joint calls the transparency of the process is the item best rated, considered positive by 72% of agencies.

On the other hand the alignment of local procedures with the transnational initiative and the adequacy and balance of the planned budgets are judged less efficient. There is about a 25% that considers them negatively and around another 30% that have a neutral opinion.

MANUNET partners are not fully satisfied with the workflow (time to contract...), the ratio between funded projects and rejected ones and the acceptance of joint calls' procedures at national/regional level. About 50% judge these items positively but the other half has a neutral or negative impression.

Additional questions

Operability of MANUNET

The operability of MANUNET is considered extremely appropriate by the agencies.

Have the network meetings of the national/regional agencies been adequately managed

...

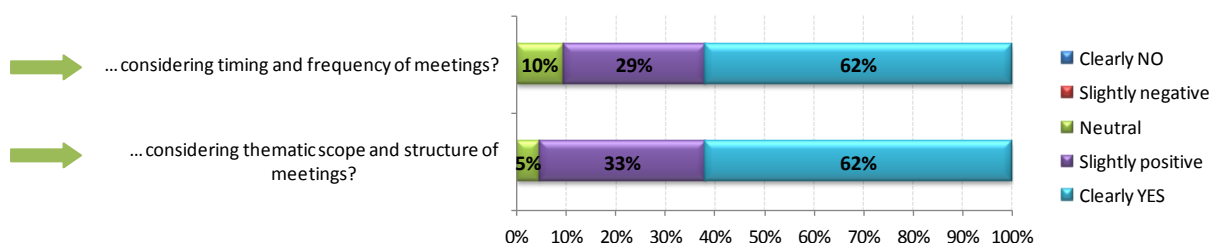


Figure 29. Managing of network meetings

The management of the meetings in terms of scope, timing and frequency is judged positive or very positive by the 90%-95% of the respondents. And the approximately the same percentage finds appropriate the communication and dissemination material.

The communication and dissemination material is adequate...

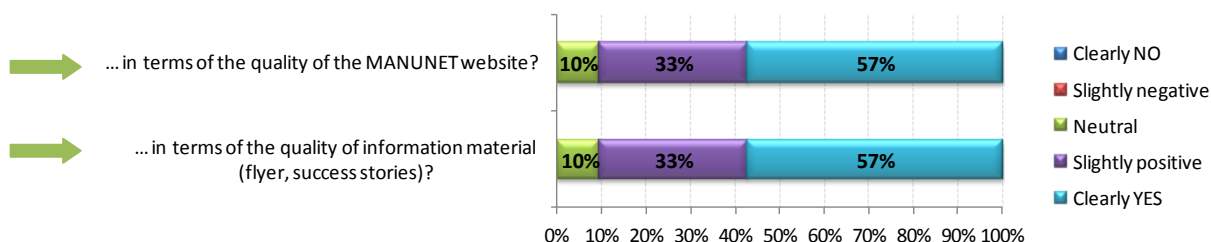


Figure 30. Adequacy of communication and dissemination material

Is there a long perspective for MANUNET?

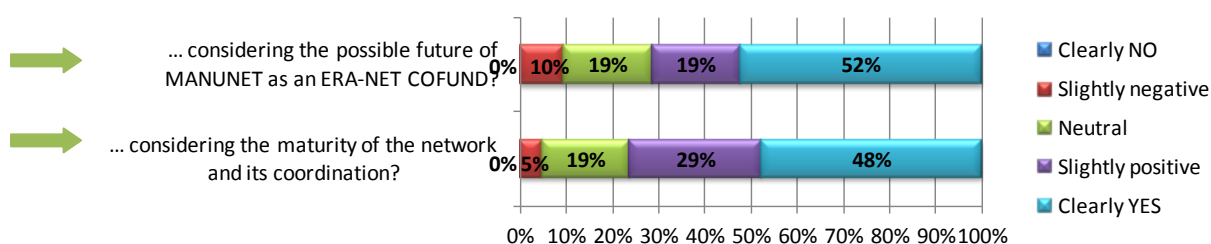


Figure 31. Long-term perspective for MANUNET

The majority of the consortium (more than 2/3) is positive about the long perspective of MANUNET as an ERA-NET COFUND, considering the maturity of the network. It is remarkable that there is not any negative opinion about the future of the network.

More than the half of respondents (57%) would be interested in participating in a future ERA-NET COFUND on advanced manufacturing.

The reasons given by the agencies that would not be involved in a future ERA-NET COFUND are: the limited funding of their countries or regions that restrain the

possibility of allocating budget to the initiative and the not complete alignment of their priorities in terms of research topics or types or beneficiaries that are better covered by other ERA-NETs.

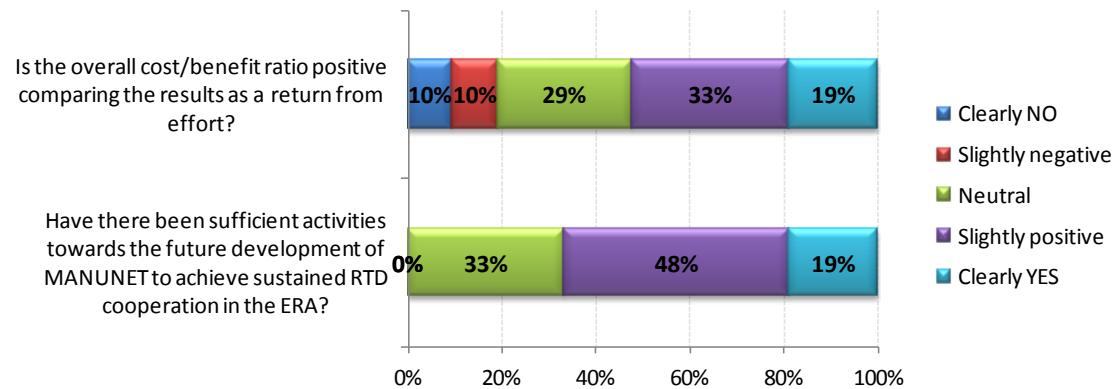


Figure 32. Assessment of the overall cost/benefit ratio

The overall 'cost-benefit' is appreciated positive by more than 50% of the members. However, 20% of the respondents judge the cost-benefit ratio clearly or slightly negative.

The consortium is clearly satisfied with the activities carried out for the future development of MANUNET.

6. OVERALL VIEW OF MANUNET

This section tries to summarise the answers to the open questions made to survey respondents about what they find positive and negative about the network and its results. Main findings of this section are organised in three groups:

- Main advantages that applicants and beneficiaries of MANUNET perceive
- Most important positive results for funding organisations
- Areas to be improved

Main advantages that applicants and beneficiaries of MANUNET perceive

- Increases their international cooperation
- Encourages SMEs to collaborate in R&D projects with other SMEs. As a result, increases their R&D activities
- Allows exchange of knowledge
- Eases access to new technology
- Supports the development of products and processes close to market
- Opens new markets and business relationships

Most important positive results for funding organisations

From the agencies and partners involved in the network these are the main benefits they or their country/region have obtained from the participation in the network. They are also ordered from most to less important:

- Foster international R&D cooperation
- Obtain knowledge and learn good practices from other agencies
- Gain notoriety as being part of an European relevant network
- Increase SMEs participation in R&D programmes
- Open new markets and business opportunities for applicants
- Increase the number of new entities applying to national programmes
- The solid framework for future cooperation it provides through yearly calls
- Networking, international contacts
- Notoriety gained in the European RTD community by participants

Areas to be improved

Based on the evaluation carried out there are some issues that could be improved in future collaborations.

- The **evaluation procedure** could be further improved by shortening the decision processes and giving a faster response to applicants. Implementing a transnational evaluation panel is recommended by some agencies/beneficiaries in order to gain transparency in the process.

It is also recommended to reduce the number of projects recommended for a second stage in order to reduce the number of full proposals that do not obtain funding.

- The **increase of countries and regions** participating **in the calls** is asked by many agencies; particularly large countries, Nordic countries and international countries are found missing.
- **Financial commitment** in joint calls could be increased. In addition to the financial commitments, a better balance between partners is required. Some suggestions gathered in the survey are the establishment of a minimum budget per member or the implementation of measures for countries with low budgets in order to avoid oversubscription and to maximize the number of funded project.
- Improvements on the **monitoring tool** should be developed in order to allow a better follow-up of on-going projects and to share that information among agencies.
- **Simplification of the process** working on a **standardization of different rules** could be achieved in order to avoid confusions and facilitate the process to applicants. Alignment, synchronization and homogenization of national rules and procedures are required by some partners in order to enhance the efficiency of joint calls.
- The **relevance of MANUNET as a network** should be increased in order to play a more relevant role in the European manufacturing field and also to highlight its importance for the policy makers.
- **Other issues** mentioned in the survey are listed below:
 - A better understanding of other funding programmes should be achieved
 - Preliminary technical discussion about call topics should be carried out
 - The general proactiveness of the consortium should be increased

APPENDIX I. QUESTIONNAIRE OF THE ONLINE SURVEY

QUESTIONNAIRE FOR CALL APPLICANTS

Identifying survey respondent

1. Type of organisation

- ☐ SME (Small medium enterprise)
- ☐ IND (large companies)
- ☐ PRC (Private Research Centre)
- ☐ PUR (Public Research Centre)
- ☐ UNI (University)
- ☐ CO (Consultant)
- ☐ Others

2. Country /Region

- | | | |
|---|---|--|
| <input type="checkbox"/> Asturias | <input type="checkbox"/> Iceland | <input type="checkbox"/> Romania |
| <input type="checkbox"/> Austria | <input type="checkbox"/> Israel | <input type="checkbox"/> Slovakia |
| <input type="checkbox"/> Basque Country | <input type="checkbox"/> Lower Austria | <input type="checkbox"/> Slovenia |
| <input type="checkbox"/> Catalonia | <input type="checkbox"/> Luxembourg | <input type="checkbox"/> Spain |
| <input type="checkbox"/> East Netherlands | <input type="checkbox"/> Navarra | <input type="checkbox"/> Switzerland |
| <input type="checkbox"/> Estonia | <input type="checkbox"/> Nord-Pas de Calais | <input type="checkbox"/> Turkey |
| <input type="checkbox"/> Finland | <input type="checkbox"/> North Rhine Westphalia | <input type="checkbox"/> Tuscany |
| <input type="checkbox"/> Flanders | <input type="checkbox"/> Northern Ireland | <input type="checkbox"/> Wallonia |
| <input type="checkbox"/> France | <input type="checkbox"/> Piedmont | <input type="checkbox"/> Western Greece. |
| <input type="checkbox"/> Franche-Comté | <input type="checkbox"/> Portugal | |
| <input type="checkbox"/> Germany | | |

3. Number of MANUNET proposals in which your organisation has been involved from 2007 to 2014:

4. Status of the proposal/s (mark all the relevant options)

- ☐ Proposal was funded. Indicate number:

☐ Proposal was rejected. Indicate number:

5. Which roll did you have inside the MANUNET proposal/s? (mark all the relevant options)

☐ Leader. Indicate number:

☐ Participant. Indicate number:

MANUNET Call Procedure

6. The applicant procedure was clear and transparent

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

7. Call website was clear and transparent

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

8. Guide for applicants was clear and transparent

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

9. Proposal forms were clear and transparent

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

10. Submission of proposals was straight and unbureaucratic

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

11. MANUNET feedback during evaluation phase was clear and transparent

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

12. The funding process (contract negotiation, conditions, transfer of the first funding rate) was adequate in time and effort

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

13. Interaction with the national/regional agency was constructive and effective

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

Assessment on the transnational collaboration

14. The MANUNET transnational call is a funding instrument which is complementary to other funding instruments

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

15. Applying to MANUNET is more interesting than applying to national/regional funding schemes because it promotes transnational collaboration

☐ Strongly agree

☐ Disagree

☐ Agree

☐ Strongly disagree

☐ Neutral

☐ Disagree

☐ Strongly disagree

16. For my particular project, MANUNET was the most appropriate funding mechanism providing added value through transnational cooperation.

☐ Strongly agree

☐ Neutral

☐ Agree

☐ Disagree

☐ Strongly disagree

17. Participating in a MANUNET call has given me the experience to later participate in a Framework Programme (FP7 or H2020)?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly disagree

Questions for funded beneficiaries

A. Technical Results

19. What type of result have you achieved? ☐ Method
- ☐ Process
- ☐ Product
- ☐ Service
- ☐ Equipment
- ☐ Other
20. How many invention notifications have been submitted or patent applications filed as a result of this project?
21. How many license agreements have been reached as a result of this project?
22. How many patents have been granted as a result of this project?
23. How many publications in peer reviewed scientific journals have been published as a result of this project?
24. How many citations have the publications linked to this project had?
25. How many degrees (master, doctoral) have been achieved as a result of this project?
26. How many oral presentations of results in Seminars/Conferences have been done as a result of this project?

B. Economic effects

27. Please indicate the effect in R&D expenses (budget) originating from this project in your company / research unit:
- ☐ Increase
- ☐ Decrease
- ☐ No Change
28. Please indicate the increase or decrease in R&D personnel originated from this project in your company / research unit:
- ☐ Increase. Indicate number:
- ☐ Decrease. Indicate number:
- ☐ No Change. Indicate number:
29. Has this project allowed the non-permanent personnel recruited during the project to get a permanent position, in the company/research unit where the project has been developed, or in another company/research unit partner in the project?
- ☐ YES

☐ NO

30. Please indicate if there has been any increase or decrease in turnover originating from this project in your company.

☐ Increase

☐ Decrease

☐ No Change

31. Please indicate if there has been any decrease of expenses originating from this project in your company, if the case.

☐ Decrease

☐ No Change

Please indicate if the project has resulted in new business opportunities.

☐ YES

☐ NO

32. Please indicate if the project has resulted in access to know-how

☐ YES

☐ NO

33. How will the research results of the project be utilized? Please select one or more.

☐ For R&D efforts in our organisation / company.

☐ For production and business operations in our company.

☐ Other project participants will utilize the results.

☐ Parties outside the consortium will utilize the results.

☐ For other joint projects

☐ Project results will not be utilised. Please explain

☐ The concrete benefits cannot be assessed yet.

34. Have you commercialized the outcome as a new product, technology, service or process?

☐ Yes, process

☐ Yes, product

☐ Yes, service

☐ Yes, technology

☐ No What have been the sales due to the commercialization of the results of this project in your company?

35. What is the time frame for commercialization of the results of this project?

☐ already started at the end of the project

☐ starting now

☐ 0-3 years from now

☐ more than 5 years from now

☐ it won't be commercialised

36. Please indicate if the results of the project have led to access to new markets in your company.
If applicable

☐ YES

☐ NO

37. How many spin-offs have been founded as a result of this project?

C. Transnational benefit

38. What happened after the end of this project?

☐ We developed and applied the results of this project with an in-house project.

☐ We continued with a project within a consortium.

☐ We did not continue with this project (please give reasons)

☐ other, please explain

39. Did the cooperation continue?

☐ Yes, we continue cooperating on the same topic.

☐ Yes, we continue cooperating on a different topic.

☐ Yes, but the cooperation only continued with part of the partners

☐ No, the cooperation did not continue (please give reasons)

40. Did you apply for a funding of a follow-up project?

☐ Yes, we applied for a national project

- ☐ Yes, with a bilateral project
- ☐ Yes, we applied for an ERA-NET project
- ☐ Yes, we applied for a EU Framework Programme project
- ☐ Yes, we applied in other funding schemes.
- ☐ No, We did not apply for funding.

41. What's the biggest impact that MANUNET has produced in your region / country? (this question may arise inspiring answers)

QUESTIONNAIRE FOR FUNDING ORGANISATIONS

QUANTITATIVE QUESTIONNAIRE

Name of the organisation:

1. The organisation I represent is:

- ☐ Programme owner and manager
- ☐ Programme manager

2. In which call(s) did your agency participate?

- ☐ MANUNET Call 2007
- ☐ MANUNET Call 2008
- ☐ MANUNET Call 2009
- ☐ MANUNET Call 2010
- ☐ MANUNET Call 2011
- ☐ MANUNET Call 2012
- ☐ MANUNET Call 2013
- ☐ MANUNET Call 2014
- ☐ MANUNET Call 2015

3. If your agency did not participate in all the MANUNET calls, what was/were the reason/s? (more than one answer is possible)

- ☐ Lack of interest
- ☐ Lack of political decision in due time
- ☐ Lack of funding available
- ☐ Lack of resources to manage the call
- ☐ The topics do not match with our priorities
- ☐ The timing of the call is not adequate
- ☐ Bad experiences of the past discouraged us from participating

☐ Other: specify...

4. How many pre-proposals did your organisation receive?

MANUNET Call 2007

MANUNET Call 2008

MANUNET Call 2009

MANUNET Call 2010

MANUNET Call 2011

MANUNET Call 2012

MANUNET Call 2013

MANUNET Call 2014

MANUNET Call 2015

5. How many full proposals did your organisation receive?

MANUNET Call 2007

MANUNET Call 2008

MANUNET Call 2009

MANUNET Call 2010

MANUNET Call 2011

MANUNET Call 2012

MANUNET Call 2013

MANUNET Call 2014

MANUNET Call 2015

6. How many projects did your organisation fund?

MANUNET Call 2007

MANUNET Call 2008

MANUNET Call 2009

MANUNET Call 2010

MANUNET Call 2011

MANUNET Call 2012

MANUNET Call 2013

MANUNET Call 2014

MANUNET Call 2015

7. What was the overall funding granted (when there is no information of the amount paid, enter the allocated money)?

MANUNET Call 2007

MANUNET Call 2008

MANUNET Call 2009

MANUNET Call 2010

MANUNET Call 2011

MANUNET Call 2012

MANUNET Call 2013

MANUNET Call 2014

MANUNET Call 2015

8. What was the average budget committed in MANUNET calls?

9. Does your organisation use structural funds in the funding programme?

☐ Yes

☐ No

10. Could you give us the overall number of beneficiaries per type of organisation? (if one organisation is in two projects it will be counted twice)

SME (Small medium enterprise)

IND (large companies)

PRC (Private Research Centre)

PUR (Public Research Centre)

UNI (University)

CO (Consultant)

Others

11. Could you give us the overall number of subcontractors per type of organisation? (if one organisation is in two projects it will be counted twice)

SME (Small medium enterprise)

IND (large companies)

PRC (Private Research Centre)

PUR (Public Research Centre)

UNI (University)

CO (Consultant)

Others

12. Among all the projects recommended for funding by your organisation, how many were rejected due to a lack of funding ?

13. Could you tell us with which 3 countries / regions have the organisations from your country collaborated the most? (maximum three)

☐ Asturias

☐ Austria

☐ Basque Country

☐ Catalonia

☐ East Netherlands

☐ Estonia

☐ Finland

☐ Flanders

☐ France

- ☐ Franche-Comté
- ☐ Germany
- ☐ Iceland
- ☐ Israel
- ☐ Lower Austria
- ☐ Luxembourg
- ☐ Navarra
- ☐ Nord-Pas de Calais
- ☐ North Rhine Westphalia
- ☐ Northern Ireland
- ☐ Piedmont
- ☐ Portugal
- ☐ Romania
- ☐ Slovakia
- ☐ Slovenia
- ☐ Spain
- ☐ Switzerland
- ☐ Turkey
- ☐ Tuscany
- ☐ Wallonia
- ☐ Western Greece.

14. How many applicants were new beneficiaries in each MANUNET call (considering only MANUNET calls)?

MANUNET Call 2007

MANUNET Call 2008

MANUNET Call 2009

MANUNET Call 2010

MANUNET Call 2011

MANUNET Call 2012

MANUNET Call 2013

MANUNET Call 2014

MANUNET Call 2015

QUALITATIVE QUESTIONNAIRE

The ERA-NET instrument

15. In how many ERA-NETs has your organisation participated? (Classical ERA-NETs, ERA-NET plus and ERA-NET COFUND in FP6, FP7 and H2020. -MANUNET and MANUNET II count as two ERA-NETs-)

16. Do you agree with these statements?

Applicants have used ERA-NETs as a way to gather experience that allows them to apply to other Framework Programme funding instruments

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Applicants are equally interested in participating in ERA-NETs as they are in other Framework Programme instruments , depending on the type of project

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MANUNET in general terms

17. Is MANUNET complementary to other transnational funding instruments...

...such as other ERA-NETs, Horizon 2020, EUREKA, EUROSTARS?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...national, regional or bilateral instruments?

Clearly YES	Slightly	Neutral	Slightly	Clearly NO
-------------	----------	---------	----------	------------

	positive		negative	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Does the cooperation of MANUNET with the European industry and RTD community work well...

... considering the collaboration with European Technology Platforms?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the relevance of covered research topics?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the participation of appropriate European countries/regions.

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Does MANUNET demonstrate added value...

... for the funding agencies involved in it.

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In what sense?

... for the call applicants.

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
-------------	-------------------	---------	-------------------	------------

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

In what sense?

...considering the need for an international network?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...in terms of the national strategic relevance of (thematic) focus?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. What is the main value of your participation in MANUNET?

... for the funding agency

... for the call applicants

21. Has MANUNET had a fundamental role in the strengthening of the European networks of collaboration in the manufacturing field?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Has MANUNET had a fundamental role in the development of new innovative knowledge, products and processes in the European manufacturing industry?

... at European level

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

... in your country/region

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MANUNET and policy making

23. Have your national / regional policy makers modified their policies or programmes to adequate them to MANUNET or to the ERA-NETs in general?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Have your national / regional policy makers developed systematic working practices to transform policy into practice due to their participation in ERA-NETs?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Efficiency of MANUNET

25. Is national implementation of MANUNET efficient in your country/region?

...considering if the appropriate agency is involved at national/regional level?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
-------------	-------------------	---------	-------------------	------------

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

...considering how the commitment for participation was ensured?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...considering the internal workflow within the agency and the external workflow (cooperation with programme owner)?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Is there a significant and sustained financial commitment by your organisation reflecting your programme's internationalisation intentions?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Is there a significant and sustained financial commitment by other MANUNET programme owners (from other regions/countries)?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adequacy of MANUNET Consortium

28. Is the consortium adequate...

... in terms of the involvement of the most appropriate European countries and regions?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... which ones are missing?

... in terms of the availability of appropriate programmes?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... in terms of governance and management efficiency?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... in terms of the quality of consortium leadership and the cooperation between the funding agency and the coordinator?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... in terms of the information flow (accessibility of coordinator, information on the Intranet, etc.)

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MANUNET calls for proposals

29. Are the MANUNET calls effective...

... in terms of the response of the target group? (Participation, interest shown by potential applicants, etc.)

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... in terms of the quality of the projects compared to the national/regional programme/s?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Do the joint calls operate efficiently...

... considering the adequacy and balance of the planned budget(s) for the Call(s)?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the number of funded projects and number of rejected proposals?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the alignment of internal, national/regional programme procedures with the transnational initiative (criteria, calls, decision making, etc)?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering acceptance of joint call procedures at national/regional level?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the efficiency of workflow, time to contract, total overhead compared to similar national or international projects?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering applicants' satisfaction with calls?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the transparency of the selection process?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the submission, evaluation and monitoring tools?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Operability of MANUNET

31. Have the network meetings of the national/regional agencies been adequately managed ...

... considering thematic scope and structure of meetings?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering timing and frequency of meetings?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. The communication and dissemination material is adequate...

... in terms of the quality of information material (flyer, success stories)?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... in terms of the quality of the MANUNET website?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Future of MANUNET

33. Is there a long-term perspective for MANUNET...

... considering the maturity of the network and its coordination?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... considering the possible future of MANUNET as an ERA-NET COFUND?

Clearly YES	Slightly	Neutral	Slightly	Clearly NO
-------------	----------	---------	----------	------------

	positive		negative	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Would your organisation be interested in participating in an ERA-NET COFUND in manufacturing?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... if not, why?

35. Have there been sufficient activities towards the future development of MANUNET to achieve sustained RTD cooperation in the ERA?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. Is the overall cost/benefit ratio positive comparing the results as a return from effort?

Clearly YES	Slightly positive	Neutral	Slightly negative	Clearly NO
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. Please specify below how you would evaluate the contribution of your organisation in MANUNET, in terms of:

Accomplishing tasks that you have been appointed responsible for

Very positive	Slightly positive	Neutral	Slightly negative	Very negative
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Keeping time and deliverable limits

Very positive	Slightly positive	Neutral	Slightly negative	Very negative
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Actively participated in increasing collaboration between the national/regional agencies in MANUNET

Very positive	Slightly positive	Neutral	Slightly negative	Very negative
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Devoted adequate time and resources

Very positive	Slightly positive	Neutral	Slightly negative	Very negative
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Positive and negative aspects of MANUNET

38. Please state the three most important positive results that have been achieved by the participation in MANUNET?

39. Please state the three most important issues that should be improved in MANUNET?