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EXCELSIOR Project

H2020-WIDESPREAD-2018-2020 | Grant Agreement No 857510	
Project full title:	**ERATOSTHENES: Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment**
Project acronym:	**EXCELSIOR**
Work Package:	**WP1 Project Management and Coordination**
Deliverable:	**D1.13 Update of Impact Assessment Methodology**
Version:	**Final D1.13**
Dissemination level:	**Public**

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	**H2020-WIDESPREAD-2018-2020/ H2020-WIDESPREAD-2018-01** **Grant Agreement No 857510** This project is funded by the **EUROPEAN COMMISSION** in the Framework Programme for Research and Innovation (2014-2020).
Call / Topic:	**H2020-WIDESPREAD-2018-01 /** **WIDESPREAD-01-2018-2019** **Teaming Phase 2**
Project full title:	**ERATOSTHENES: Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment**
Project acronym:	**EXCELSIOR**
Work Package (WP): Task (T):	**WP1 Project Management and Coordination** **T1.4 Impact Monitoring and Re-assessment**
Deliverable (D):	**D1.13 Update of Impact Assessment Methodology**
Due date of deliverable:	**31 March 2023** **(Month 42 of the project)** | **Version: Final D1.13**
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Start date of project:	**1 October 2019** | Duration: **84 months**
Dissemination Level:	**Public**

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Document Sign-off

Nature	Name	Role	Partner	Date
DRAFT	Georgios LEVENTIS Add name	WP1 Participant	ECoE CUT	21/02/2023
REVIEWED	Kyriacos THEMISTOCLEOUS	Project Manager	ECoE	23/02/2023
REVIEWED	Diofantos HADJIMITSIS	Project Coordinator	CUT	24/02/2023
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Work Package 1: Project Management and Coordination

D1.13: Update of Impact Assessment Methodology

Sections to be protected	Description	Owner	Access Rights	
			Period	Type*
None			-	**PD**

*PD: Public dissemination CA: Confidentiality Agreement required for disclosure

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Executive Summary

The present document constitutes the thirteenth (13) deliverable of EXCELSIOR's WP1 Project Management and Coordination, entitled "Update of Impact Assessment Methodology"; and it constitutes the fourth report relevant to Task 1.4 'Impact Monitoring and Re-assessment'. The primary goal of revising the Impact Assessment methodology is to ensure that the overall and specific objectives of the EXCELSIOR project are in proper track towards their successful achievement. This task undertakes the revision of the proposed methodology for the impact monitoring of the different activities carried out by Eratosthenes Centre of Excellence (ERATOSTHENES CoE) and its partners through EXCELSIOR against a set of predefined quantified targets.

This document builds on D1.12 "Impact Assessment Methodology" and D1.15 "Impact Assessment Report for RP 2" that were previously submitted by the consortium; and the document extends further revision of certain Key Performance Indicators (KPIs) by encompassing the external reviewers' feedback, provided in the framework of the second periodic review of the EXCELSIOR project.

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Abbreviations

CoE	Centre of Excellence
CUT	Cyprus University of Technology
ECoE	Eratosthenes Centre of Excellence
EXCELSIOR	Eratosthenes: Excellence Research Centre for Earth Surveillance and Space-based Monitoring of the Environment
GA	Grant Agreement
IA	Impact Assessment
KPIs	Key Performance Indicators
RP	Reporting Period
YR	Year

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1 Introduction

The purpose of the EXCELSIOR Impact Assessment Methodology was to establish and implement metrics and requirements that would lead to commonly accepted by the consortium indicators to be applied to the planned ERATOSTHENES' societal, scientific, and economic sought after impacts. The impact assessment (IA) determined whether the EXCELSIOR project activities had the desired impact on the Eratosthenes Centre of Excellence. The process entailed identifying and characterizing the most likely consequences of proposed actions (impact prediction/forecasting), as well as assessing the social, scientific, and economic significance of those consequences (impact valuation). The benefits of using matrices to measure impacts were that they provided a simple representation of all the impacts.

The most essential indicator for the Impact Assessment was the Key Performance Indicators (KPI). KPIs were used to track the effectiveness of actions, providing critical information on how to proceed or adjust the activity in question. The evaluation of KPIs was critical to the project's performance, and any necessary reassessment was based on the KPI results.

The impact assessment methodology of the project was revised by considering the feedback provided (for Reporting Period 1 and 2) by the External Review Experts. The main changes made concern the impact categories as well as associated KPIs; and these changes were made in collaboration with WP and task leaders to ensure that the project's strategic objectives will properly be met. The process of re-evaluation included identifying the project's strengths, flaws, opportunities, and dangers as well. This enabled the identification of areas that required improvement, to better match the project's objectives. The re-evaluation of process's results are also used to revise the project's action plan and guide its future actions.

Considering the aforementioned, the present document is structured as following:

Chapter 2 consists of briefly overviewing the methodology that was followed until the end of RP2 and the previous external review meeting of the project.

Chapter 3 focuses on the revision of the IA methodology, based on the feedback provided by the external reviewers.

Chapter 4 concludes the deliverable.

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2 Existing EXCELSIOR Impact Assessment Methodology

The EXCELSIOR consortium through deliverable D1.12 "Impact Assessment Methodology" designed the methodology and set the guidelines that were intended to be followed through the project duration to achieve the desired impact of the project. Thus, a well-oriented and designed strategy was followed for the efficient measuring of the impact assessment that aided to create a key dashboard towards the sustainability of the Eratosthenes Centre of Excellence (**Error! Reference source not found.**).

Figure 1: EXCELSIOR strategy for measuring impact

During the first reporting period (RP1) of the project, the impact assessment methodology divided impacts into three sections: **Economic Impact**, **Societal Impact** and **Innovation Impact**, as shown in Figure 2. However, following the RP1 review of the project and the feedback provided by the external reviewers, the three impact sections were modified [1] to: **Impact at the level of participating organisations**, **Impact at the level of the related scientific community**, **Impact at societal level at large** (Figure 3).

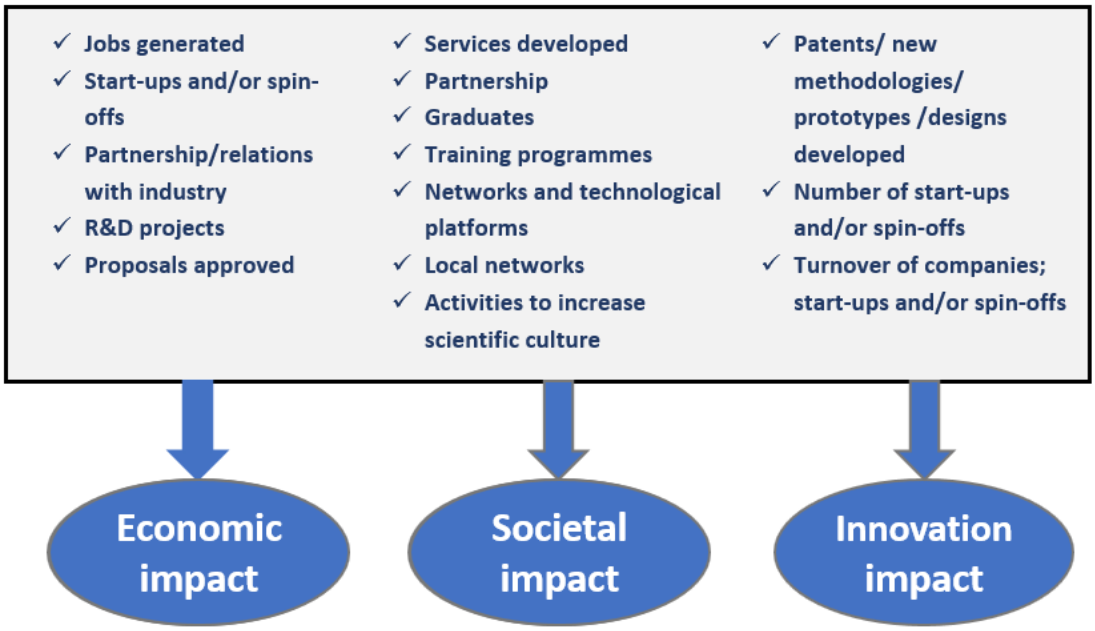

Figure 2: Main Impact sections (as described at the D1.12 "Impact Assessment Methodology) based on the GA and followed up to the end of RP1.

[1] See EXCELSIOR Deliverable D1.15 "Impact Assessment Report for RP 2"

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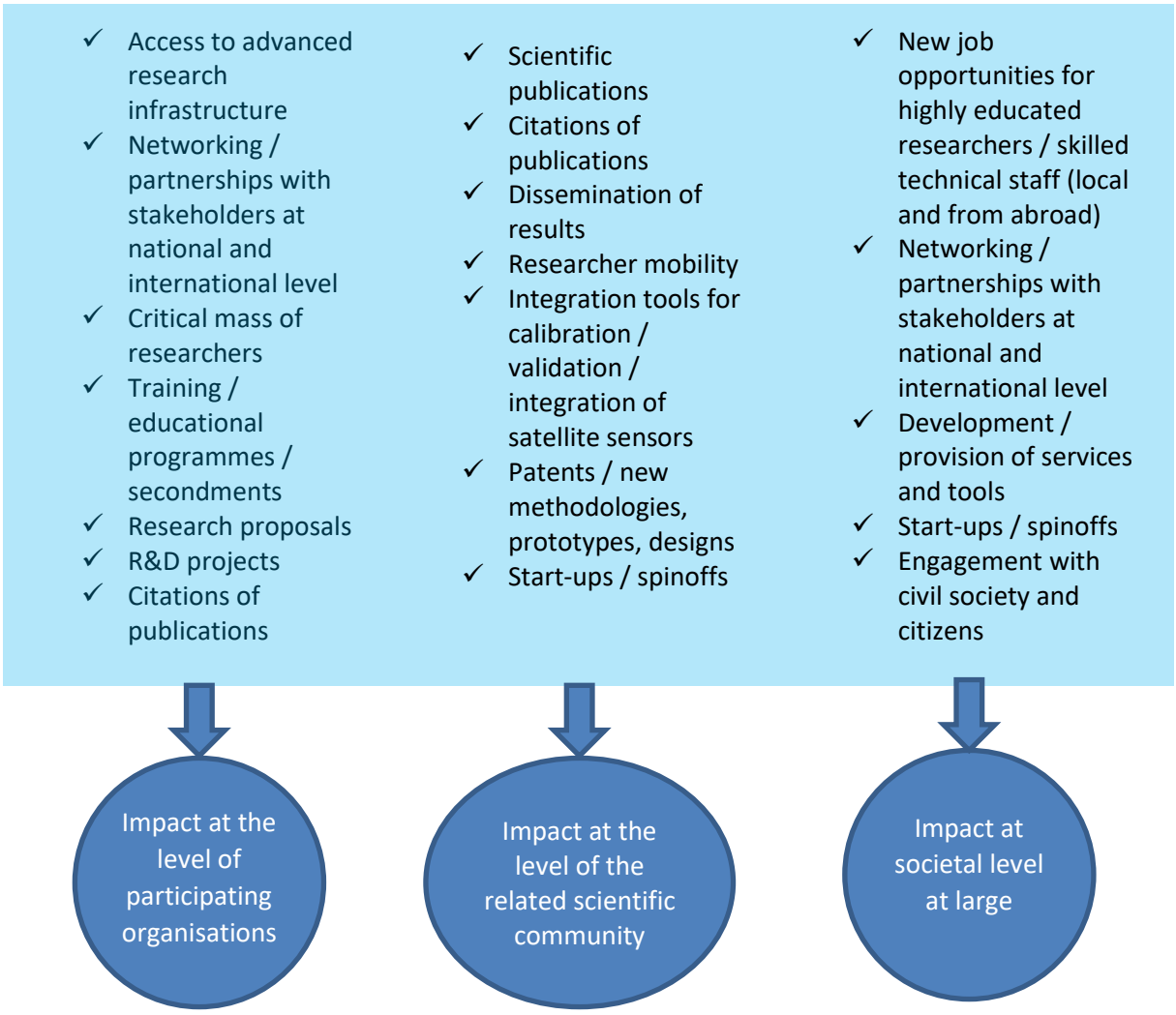

Figure 3: Main Impact sections (as described in D1.15 "Impact Assessment Methodology), based on the external reviewers feedback and followed up to the end of RP2.

As a result of adhering to the above impact assessment methodology (elaborated mainly in D1.12), two deliverables were successfully delivered for the first two reporting periods of the project (D1.14 – Impact Assessment Report for RP1, D1.15 – Impact Assessment Report for RP2). These two deliverables present (in the form of metrics) the proposed KPIs along with each RP's activities that were conducted to reach the impact on the aforementioned categories. The project has included additional tasks to ensure the validity and effectiveness of the Impact KPIs; these include Task 1.1, which focuses on the risk management processes, and aims to safeguard that Impact KPIs are met. It is noted that, according to Task 1.1, KPIs are re-evaluated, and corrective actions take place, if any of the impacts is not met.

The majority of the impact KPIs were delivered in a satisfactory manner and/or their progress seems to be in track towards a successful accomplishment. However, following the feedback provided by the external reviewers for RP2 of the EXCELSIOR project, there are certain KPIs that were considered for revision (as outlined in the next chapter) and, hence, re-adjustment was required for their metrics.

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Overestimating the KPIs in an impact assessment methodology can lead to several risks, including:

- **Misleading results**: Overestimating KPIs can lead to an inflated perception of the project's impact, resulting in misleading results that can affect decision-making.
- **Unrealistic expectations**: Setting unrealistic KPIs can lead to unrealistic expectations of what the project can achieve. This can lead to disappointment and loss of trust if the project fails to meet its KPIs.
- **Wasted resources**: Overestimating KPIs can result in wasted resources, as the project team may focus on activities that do not contribute significantly to achieving the KPIs.
- **Negative impact on European Commission and the concerned stakeholders**: Overestimating KPIs can result in a negative impact on the European Commission who funded the project as well as to the stakeholders, who expect to profit from the project results. For example, if the project is seen as being more successful than actually is, stakeholders may feel that their needs are not being adequately addressed.

Therefore, it is essential to set realistic and achievable KPIs in an impact assessment methodology to minimize these risks and ensure that the project achieves its intended impact.

3 Revision of the Impact Assessment Methodology

After the RP2 review meeting of the EXELSIOR project, the main recommendation of the external reviewers, about the impact assessment methodology, was to revise the metrics of certain KPIs. A multi-approach study was performed by taking into account the EXCELSIOR project objectives as well as the sustainability of the ERATOSTHENES CoE (reported in Deliverable 3.16 "ECoE sustainability study"). Therefore, the KPIs referred at this deliverable were re-adjusted, while new ones were added for better tracking and monitoring of the impact. More in-depth analysis of both revised and new KPIs follows at the sub-sections below. The changes that are described next are deemed important so for the EXCELSIOR project and ERATOSTHENES CoE to showcase their focus on the qualitative research work that takes place instead of quantitative (reaching numbers in bulk).

It is important to mention the consortium will constantly monitor the progress of the KPIs and will provide feedback to the project manager, who in turn will inform the next bodies in command, while in case it is observed that certain KPIs still underperform, corrective actions will be taken by the project management team to ensure an early response for the project to reach a successful closure.

3.1 P10 - Proposals:

Considering the period starting from February 2020 and up to the end of March 2023, the ERATOSTHENES CoE has submitted 90 proposals to various funding schemes. Out of these 90 proposals, the Centre has showcased a range of success rate of 17% (on average).

To revise the metrics of both P10a and P10b (Table 1), it was necessary to assess the amount of additional funding required to fulfill the employment needs of the ERATOSTHENES CoE in terms of research, technical, administrative and managerial personnel. Based on the analysis presented in deliverable 3.16 "ECoE sustainability study", the **additional number** of proposals and funded projects required by YR7 is 85 and 14, respectively. While as far as the KPIs for YR4 are concerned, the corresponding metrics were decreased, since the targets set were achieved in terms of securing funding for the employment of personnel.

Table 1: Proposals KPIs: Originals as of the GA and Revised following the External Reviewers comments.

			Original based on GA (cumulative)		**Re-adjusted (cumulative)**	
KPI Category	**KPI Code**	**Description**	**By YR4**	**By YR7**	**By YR4**	**By YR7**
Impact: Participating organisations	P10a	Number of research project proposals submitted for funding	180	370	**100**	**185**
Impact: Participating organisations	P10b	Number of successful research project proposals submitted for funding	18	38	**12**	**26**

3.2 SC01 & SC02 Publications:

The SC01 and SC02 KPIs that reflect the submitted publications were considered by the reviewers as indicators that also require revision. It is noted that the delayed completion of the contract amendment of the EXCELSIOR project (required to formally accede the ERATOSTHENES CoE to the project) affected the employment of research personnel at the ERATOSTHENES CoE. This had a negative effect on the number of scientific publications despite of the fact that the existing CUT research staff have already used the ERATOSTHENES CoE affiliation prior to the contract amendment and the official inclusion of the CoE to the consortium.

Therefore the respective metrics were decreased accordingly considering the individual KPIs set[2] annually for each researcher employed by the ERATOSTHENES CoE. By YR7, SC01 and SC02 KPIs are expected to be equal or surpass the 195 and 285, respectively; while for YR4 the research personnel will achieve them in due time (Table 2).

Table 2: Publications KPIs: Originals as of the GA and Revised following External Reviewers comments

			Original based on GA (cumulative)		**Re-adjusted (cumulative)**	
KPI Category	**KPI Code**	**Description**	**By YR4**	**By YR7**	**By YR4**	**By YR7**
Impact: Scientific community	SC01	Number of articles in peer-reviewed scientific journals	80	250	**75**	**195**
Impact: Scientific community	SC02	Number of articles published in the proceedings of International Conferences	120	300	**75**	**285**

[2] As part of each employee's annual performance review.

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3.3 Addition of New KPIs

Further to the above changes, the external reviewers commented that it would be better for the EXCELSIOR consortium to include new KPIs that can be seen as an extent of the above and will highlight the synergies among the consortium towards the submission of joint proposals and publications. On average, it is expected that approximately 40% of the research proposals and publications of the ERATOSTHNES CoE will be jointly submitted with the EXCELSIOR partners.

Table 3 depicts these additions in the form of 3 new KPI codes i.e, P10d, P12a and P12b. By YR4 it is required to accomplish 10, 5 and 15 respectively, while for YR7 will be required additionally 35, 50 and 85 in order to reach the P10d and P12 a,b.

Table 3: New KPIs to show the collaboration jointly with partners.

KPI Category	KPI Code	Description	By YR4	By YR7
Impact: Participating organisations	P10d	Number of research project proposals for funding, jointly submitted with EXCELSIOR partners	10	45
	P12a	Number of articles jointly published with EXCELSIOR partners in peer-reviewed scientific journals	5	55
	P12b	Number of articles jointly published with EXCELSIOR partners in the proceedings of International Conferences	15	100

4 Conclusions

Overestimating KPIs in an impact assessment methodology might have serious consequences. It might lead to high expectations, resulting in failure to accomplish the anticipated impact along with waste of resources. On top, it also may harm the credibility of the research organization and/or EXCELSIOR project, making future funding and support more difficult to obtain.

To prevent these risks, it is critical to create KPIs that are realistic, evidence-based, and connected with the broader goals of the project and of the ERATOSTHENES. KPIs should also be evaluated and appraised on a frequent basis to ensure they stay relevant and attainable. This ongoing process of evaluation and reassessment will ensure that the project stays on track and remains focused on achieving its strategic objectives. By taking a rigorous and evidence-based approach to KPI development and monitoring, EXCELSIOR project and ERATOSTHENES CoE can maximize their chances of achieving their desired impact and build a reputation for credibility and effectiveness.

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Appendix A – Revised KPIs tables

Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P01a	The acquisition of equipment necessary to establish a Centre of Excellence in Cyprus, including a satellite ground receiving station	The purchase of equipment for the operation of a satellite ground receiving station at the Centre of Excellence	Specs are prepared. The tender is currently in preparation (CUT-DLR)	**Finalisation of tender (expected to be issued in approximately 2 months)**	**Finalisation of tender (expected to be issued in approximately 2 months)**	Satellite ground receiving station	Satellite ground receiving station
P01b	The acquisition of equipment necessary to establish a Centre of Excellence in Cyprus, including a supersite for aerosol and cloud monitoring	The purchase of equipment for the operation of research facilities of the Centre of Excellence	Specs and tender are prepared and submitted to CUT tendering committee. PollyXT lidar, part of TROPOS' commitment, has been received.	**Tender was issued. Results/ prices are expected by end of February 2022**	**Tender was issued. Results/ prices are expected by end of February 2022**	Supersite for aerosol and cloud monitoring; advanced aerosol polarization /Raman Lidar	Supersite for aerosol and cloud monitoring; advanced aerosol polarization /Raman Lidar

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P01c	The acquisition of equipment necessary to establish a Centre of Excellence in Cyprus and utilize equipment that can be used in remote sensing and Earth observation	The purchase of equipment for the operation of research facilities of the Centre of Excellence	Market Research	**Discussions and market research**	**Discussions and market research**	Field spectroradiometers and accessories; Aerial, ground and water vehicles; Geodetic equipment; In situ sensors and calibration instruments; IT infrastructure; additional equipment	Field spectroradiometers and accessories; Aerial, ground and water vehicles; Geodetic equipment; In situ sensors and calibration instruments; IT infrastructure; additional equipment
P02a	Utilise synergies between all partners and dedicated staff visits for training, skills improvement, and empowerment	Number of trainings and capacity building activities (staff exchange, secondments, etc.)	N/A	**3**	**3**	INPUT NEEDED	INPUT NEEDED
P02b	Utilise synergies between all partners and dedicated staff visits for training,	Person-months allocated for training and capacity building activities	N/A	**5,07**	**5,07**	INPUT NEEDED	INPUT NEEDED

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
	skills improvement, and empowerment						
P02c	Utilise synergies between all partners and dedicated staff visits for training, skills improvement, and empowerment	Number of people participated in demonstration projects	N/A	**0**	**0**	20	40
P03	Participation to Research and Infrastructure Networks, Technological Platforms and Clusters with focus on Space Technologies and EO	Number of research institute networks that ECoE participate in	7	**0**	**7**	4	6
P04	Establish and operate a Calibration and Validation site for satellite data at the ECoE	Number of associations with calibration and validation activities	2	**1**	**3**	1	2

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P05a	Strengthen the critical mass of researchers by offering a dynamic environment for basic and applied research in EO	Number of researchers employed	In progress (Announcement for 3 open positions for Senior Researchers A or B) FTE=3.06 from CUT 9 positions for researchers and technicians announced (31 applications received)	**3**	**3**	40	80
P05b	Attract European Research Council and Marie Curie grants as hosting Centre	Number of Researchers (MSC Fellows, ERC, etc.) hosted at ECoE	0	**0**	**0**	MSC=4 ERC=0	MSC=12 ERC=1
P06a	Strengthen the relationship with national stakeholders through specific agreements in EO domain	Number of MoU signed with various local/national public and private organisations	N/A	**12**	**12**	20	30
P06b	Strengthen the relationship with international	Number of MoU signed with various international public	N/A	**4**	**4**	6	9

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
	stakeholders through specific agreements in EO domain	and private organisations					
P07	Maintain and enhance the capacity of training in EO to new users including those from non-EU and developing countries	Number of external participants in professional skills development programs offered by the ECoE	N/A	**0**	**0**	40	60
P08	Provision of advanced observing platforms and calibration/ validation facilities to Trans-national Access to the benefit of a large user community	Number of collaborating networks/ institutions that access the ECoE's data for implementation of scientific projects/field campaigns and common scientific research agenda	N/A	**0**	**0**	1	2

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P09a	Development of one innovative MSc programme (conventional and distance learning) and one innovative PhD programme in the wider area of EO	Number of MSc and PhD students registered annually at CUT, carrying out research at the ECoE	41	**28**	**69**	80	100
P09b	Attract MSc and PhD students from abroad	Percentage of MSc and PhD students from abroad	35,70%	**3,57%**	**19.64% (Average)**	10-15%	15-20%
P10a	Research project proposals submitted for funding through participation as partner or coordinator	Number of research project proposals submitted for funding	38	**36**	**74**	100	185
P10b	Success rate for the submission of research project proposals	Number of successful research project proposals submitted for funding	6	**6**	**12**	12	26

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P10c	Funding secured from the development of research project proposals	The total amount of funds received from the successful submission of research project proposals	€1,543,578.22 (Yearly average) €306,912.5 under review	**245.389,60**	**245.389,60**	€5M	€13M
P10d	Research project proposals for funding, jointly submitted with EXCELSIOR partners	Number of research project proposals for funding, jointly submitted with EXCELSIOR partners				10	45
P11	Citations from publications related to the ECoE, which result in a h-Index	h-index from ECoE related publications (Scopus, Google scholar)	47*	**Scopus: 7 Google Scholar: 9**	**Scopus: 7 Google Scholar: 9**	30	45
P12a	Joint Publications with EXCELSIOR partners in peer-reviewed scientific journals	Number of articles jointly published with EXCELSIOR partners in peer-reviewed scientific journals				5	55

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Impact: Participating organisations							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
P12b	Joint Publications with EXCELSIOR partners in the proceedings of International Conferences	Number of articles jointly published with EXCELSIOR partners in the proceedings of International Conferences				15	100

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Impact: Scientific community							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
SC01	Publication of Journal papers resulting from research conducted at the ECoE	Number of articles in peer-reviewed scientific journals	32	**37**	**69**	75	195
SC02	Publication of Conference papers resulting from research conducted at the ECoE	Number of articles published in the proceedings of International Conferences	32	**15**	**47**	75	285
SC03	Citations listed in Scopus and Google Scholar from publications related to the ECoE	Number of citations on ECoE related publications from Scopus and Google Scholar	1268*	**Scopus: 285 Google Scholar: 395**	**Scopus: 285 Google Scholar: 395**	3000	6500
SC04	Participation in International Conferences/workshops	Number of presentations (oral/ posters) in International Conferences/workshops	14	**22**	**36**	50	75
SC05	Foster mobility among researchers (towards and from the Centre) with Universities, research Centres and the private sector, excluding EXCELSIOR consortium	Number of personnel visiting and/ or using the ECoE facilities and Number of ECoE personnel seconded to other organisations	N/A	**0**	**0**	10	18

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SC06	Development of integration tools to fully exploit the use of multiple EO/RS at ground-based stations, in particular for the calibration/ validation/ integration of satellite sensors.	Number of patents/ new methodologies/prototypes /designs developed	In progress (Significant progress is made for 3 services as CUT and ECoE)	**In progress (Significant progress is made for 3 services as CUT and ECoE)**	**In progress (Significant progress is made for 3 services as CUT and ECoE)**	0	3
SC07	Promotion of innovation through incubators, accelerators, and spin-offs	Number of start-ups and/ or spin-offs created utilising products or expertise gained from the ECoE Research Areas	In progress (Meetings with CyRIC, GRAVITY incubator; ESA BIC)	**In progress (Meetings with CyRIC, GRAVITY incubator; Space BIC)**	**In progress (Meetings with CyRIC, GRAVITY incubator; Space BIC)**	0	3
SC08	The turnover (profit) of start-ups and spin-off companies that are directly related to ECoE activities	Turnover (Profit) of companies; start-ups and/ or spin-offs directly related to ECoE activities	0	**0**	**0**	0	€180K

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Impact: Society							
#	Key Performance Indicator (KPI)	Metric	Progress (Separately for each period)		Progress (Cumulative)	Target	
			During RP1	During RP2	1/10/2019 – 31/3/2022	By YR4 (30/9/2023)	By YR7 (30/9/2026)
S01	Provision of new job opportunities for highly educated researchers/ scientists and highly skilled technical staff in Cyprus	The number of research and technical staff that are employed at the ECoE. Salaries paid (€)	12 (The ECoE management team was appointed)	**7**	**19**	50	100
S02	Provision of new job opportunities for highly educated researchers/scientists and skilled technical staff in Cyprus to people from abroad	Percentage of the research and technical staff attracted from abroad	In progress (9 positions for researchers and technicians announced and 31 applications received	**14,30%**	**14,30%**	10-20%	15-25%
S03	Continuous interaction with stakeholders nationally, in the EMMENA region and in Europe through dedicated events	Number of events (workshops, info days, etc.) that the ECoE organised/participated	86	**68**	**154**	150	250
S04	Establishment of new partnerships with public authorities, the industry, and SMEs in the EO domain locally and across the EMMENA region, Europe and beyond	Number of meetings with local authorities, public and private stakeholders, academia, etc.	20	**25**	**45**	11	17
S05	Development and provision of services/ tools in collaboration with local/ EMMENA stakeholders/ public authorities based on their specific needs	Number of services developed for the needs of public authorities/industry	4	**2**	**6**	5	12

S06	Capitalisation on existing and new partnerships with stakeholders from public authorities in the domain of EO technologies	Number of stakeholders from public authorities that participated in research proposals together with the ECoE	27	**39**	**66**	15	40
S07	Capitalisation on existing and new partnerships with stakeholders from industry in the domain of EO technologies	Number of stakeholders from industry that participated in research proposals/tenders together with the ECoE	14	**63**	**77**	10	30
S08	Promotion of spin-off creation and entrepreneurship culture in EO businesses in Cyprus and in the EMMENA region	Number of start-ups and/or spin-offs created utilising products or expertise gained from the ECoE Research Areas	In progress (Meetings with CyRIC, GRAVITY incubator; ESA BIC)	**In progress (Meetings with CyRIC, GRAVITY incubator; Space BIC)**	**In progress (Meetings with CyRIC, GRAVITY incubator; Space BIC)**	0	3
S09	Involving civil society and citizens, to influence the adaptation of the culture to the new technological EO environment though responsible research and innovation activities	Number of activities targeting to non-academic audiences to increase of scientific culture of the country	25	**19**	**44**	10	15