

EUREKA 2020

Strategic Roadmap

STRATEGY

Towards being a leading European platform for transnational industrial R&D&I cooperation, fostering competitiveness, growth and job creation.

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EUREKA 

innovation across borders

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EUREKA 2020: Vision and strategic objectives

The EUREKA Strategic Roadmap offers a vision for EUREKA to be:

“ A leading European platform for transnational industrial R&D&I cooperation, fostering competitiveness, growth and job creation. ”

To reach this vision by 2020, EUREKA has set four strategic objectives:

- To provide a clear added value to industry, with business-driven instruments, a suitable access to public funding and state-of-the-art communication and evaluation.
- To become a preferred initiative for public funding agencies, aiming to extend national priorities and R&D&I funding programmes to a transnational dimension.
- To become a preferred platform for industrial R&D&I cooperation between Europe and other parts of the world.
- To contribute to the completion of the European Research Area for its innovation part, reaching smart synergies between EUREKA instruments and other relevant instruments.

EUREKA mission is to stimulate growth and jobs creation in Europe by supporting the internationalisation of businesses with innovative ideas. This mission is achieved through a well-established intergovernmental network of more than 40 members and associated countries, facilitating the international coordination of national innovation programmes.

Seven action fields have been developed to achieve EUREKA's renewed vision and catalyse progress towards the objectives set out opposite:

ACTION 1

EUREKA projects 2.0: an attractive and flexible tool for public funding agencies

ACTION 2

EUREKA Clusters & Umbrellas: stronger and more visible

ACTION 3

Eurostars 2 implementation: faster and leaner

ACTION 4

Smart globalization

ACTION 5

Lean governance

ACTION 6

Efficient communication

ACTION 7

Comprehensive impact assessment

The Strategic Roadmap will be implemented by the EUREKA network, led by the consecutive Chairmanships and supported by the EUREKA Secretariat. The Roadmap will be monitored on an annual basis and evaluated at mid-term and completion. The Roadmap is an evolving document that will be revised following the recommendations of a mid-term assessment.

ACTION 1

EUREKA projects 2.0: an attractive and flexible tool for public funding agencies

The decline in EUREKA individual projects is a well-known issue and there have been several discussions on how to handle this issue and turn the trend. In coming years, the Individual Project instrument needs to find a new way of generating projects. EUREKA has to look to where the funding is and how it could be made accessible for transnational cooperation.

Developing and introducing an attractive and flexible EUREKA tool for the public funding agencies (PFAs)

EUREKA should therefore offer its unique international platform for countries aiming to move national priorities and funding programmes to a transnational dimension. Concretely, this means that EUREKA will offer PFAs a unique tool to organize joint calls and activities. This tool should be developed based on a thorough assessment of the PFA needs and building upon EUREKA assets (a European network with 30 years of experience, ability to manage joint calls, critical mass which means lower implementation costs for PFAs...).

Increasing the value of the EUREKA label

EUREKA should explore options to distinguish itself from other transnational networks and programmes. EUREKA should stand for quality and excellence of projects (granted with the redefined EUREKA label) and procedures (the new EUREKA tool) as well as a platform for the promotion of project results at international level. As such, EUREKA should work on redefining and increasing the added value of the EUREKA label.

Developing smart synergies with ERA and Horizon 2020 instruments

The updated EUREKA tool must find its place in the complexity of the European funding landscape, to bring its distinct added value to potential project applicants on one side, and to public funding agencies, ministries, and the European Commission on the other side.

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Developing and introducing an attractive and flexible EUREKA tool for the public funding agencies (PFA) ¹			
/ KEY ACTIONS /		TIMEFRAME	RESPONSIBLE
A1	Identify the interest of the PFAs aiming to internationalize parts of their programmes. Establish information on their available budgets and identify the services EUREKA could offer to them and their customers. Evaluate the impact of bi and multi-lateral actions of EUREKA member countries and the Clusters	Mid 2015	NPC, ESE
A2	Develop the updated EUREKA tool for future structured transnational actions of PFAs (e.g. IT platform, Guidelines....). Discuss the EUREKA tool in annual PFA conferences.	Mid 2016	NPC, ESE
A3	Test the updated EUREKA tool with pilots of structured actions in close collaboration with committed PFAs.	Mid 2016	NPC, ESE
A4	Generalize the updated EUREKA tool based on the experience of the pilots. Include new services (simplified procedures, faster evaluation, loans, 2nd round funding, structural funds, partner search, etc.)	Mid 2017 & Continuous	NPC, ESE
B Increase the value of the EUREKA label			
B1	Redefine the EUREKA label with a clear profile. Define the unique selling point of the new EUREKA tool and promote it.	Mid 2015	NPC, ESE
B2	Consider a new name for EUREKA "individual" projects	Mid 2015	NPC, ESE
B3	Organize investors shops events (with business angels, VCs) to provide EUREKA participants with follow-on support and provide investors with companies awarded with the EUREKA label.	Continuous	ESE
C Develop smart synergies with ERA and Horizon 2020 Instruments			
C1	Identify smart synergies between the new EUREKA tool and EU level initiatives (EEN, ERA NETs, ERRIN, ETPs, KICs, PPPs, Structural Funds and the H2020's SME instrument).	Mid 2015	Chair, ESE
C2	Exploit synergies between these EU mechanisms and the new EUREKA tool	Continuous, following C1	Chair, ESE

¹ Public funding agencies include the national and regional agencies and providers of alternative sources of funding such as EU structural funds

ACTION 2

EUREKA Clusters and Umbrellas: stronger and more visible

EUREKA Umbrellas² and Clusters³ are generating innovative projects together with major European industry, SMEs and research organisations. As instruments facilitating collaboration in the European Research Area (ERA) and beyond, both Clusters and Umbrellas draw on the fragmented but vast national sources of public funding for innovation.

Foster support to Clusters and Umbrellas

EUREKA network, national public funding actors as well as ministries involved hold a key role in supporting these initiatives – be it existing ones or proposed new ones which are very welcome. One form of support is a clear commitment, including a funding perspective, to Clusters and Umbrellas. Another form of support is to ensure the flow of information between HLRs, NPCs, the EUREKA Secretariat and the Clusters and Umbrellas, enhanced by full and updated database with statistical information.

A visible and recognised place in the ERA

EUREKA Clusters and Umbrellas complement other European-level instruments. Due to the increasing complexity of the European funding landscape, it is important that Clusters and Umbrellas are clearly visible, have an acknowledged place in the ERA and better demonstrate their distinct added value to potential project applicants and SMEs on one side, and to national funding agencies, ministries, and the European Commission on the other. This will be crucial to the positioning and clear visibility in the ERA to continue the relevant and efficient cooperation of Clusters and Umbrellas with other pan-European and EU-level mechanisms building notably on the existing cooperation between the Clusters and the JTIs, and to further explore new opportunities for mutual value creation.

Raise awareness of EUREKA Clusters and Umbrellas within the EUREKA network

The role of EUREKA Clusters & Umbrellas should be better recognised and supported. To achieve this, dialogue is essential: between Cluster and Umbrella representatives, with HLRs and NPCs, but also with national contacts from public authorities such as public funding agencies that are involved in the functioning and funding of Clusters and Umbrellas.

² Umbrellas are thematic and collaborative EUREKA tools generating EUREKA, Eurostars and complementary transnational projects serving as pools of cross-border SME, industry and research centres' service networks.

³ Adopting an industry-driven approach, and thanks to their long-term vision, Clusters are key instruments in sustaining and improving European competitiveness. They represent 70% of the total EUREKA financing

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Foster support to Clusters and Umbrellas		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Identify the commitment, funding perspectives, and other support of member countries to Clusters	Mid 2015	ESE, Clusters
A2 Based on the above, propose any relevant action to increase support to Clusters	Mid 2015	Chair, Clusters
A3 Finalise the operational tool for Cluster data exchange with ESE database.	Mid 2015	ESE, Clusters
A4 Evaluate the added value of Umbrellas. Based on this assessment, make concrete proposal for shaping the future of Umbrellas	Mid 2016	ESE, NPC, Umbrellas
B A visible and recognised place in the European Research Area		
B1 Identify smart synergies between Clusters, Umbrellas and EU level initiatives (EEN, ERA NETs, ERRIN, ETPs, KICs, PPPs (incl. JTIs), Structural Funds).	Mid 2015	ESE, Clusters, Umbrellas
B2 Exploit synergies between these EU mechanisms and Clusters, Umbrellas.	Continuous, following B1	Chair, Clusters, Umbrellas
B3 Promote Clusters and Umbrellas to Horizon 2020 National Contact Points.	Continuous	ESE, Clusters, Umbrellas
B4 Explore financing possibilities for Umbrellas networking activities coming from EU mechanisms.	Continuous	Umbrellas
B5 Build Cluster and Umbrella for the future, in dialogue with relevant policy makers.	Continuous	Chair, Clusters, Umbrellas
C Raise Awareness on EUREKA Clusters & Umbrellas within the EUREKA Network		
C1 Consider to have an Umbrella spokesperson with the same status as Cluster spokesperson, and create an Inter-Umbrella committee.	Mid 2016	Chair
C2 Raise awareness on Clusters and Umbrellas towards new project officers and NPCs.	Continuous	ESE

ACTION 3

Eurostars-2 implementation: faster and leaner

Based on the Budapest document endorsed by the EUREKA ministerial conference under Hungarian Chairmanship (June 2012), the vision for the member countries of EUREKA is that Eurostars-2 will become the R&D support programme of choice for R&D performing SMEs in Horizon 2020.

This will strongly support R&D performing SMEs to develop and generate high value products, processes, and services and will lead to a positive and wider economic impact, contributing tangibly to delivering the Horizon 2020 strategy creating smart, sustainable and inclusive growth and the underpinning Innovation Union, Digital Agenda for Europe and Industrial Policy flagship initiatives in Horizon 2020. Eurostars-2 will have wide European and international visibility, critical mass and be a role model in terms of international best practice in relation to efficient programme management at all levels. Proving itself as a high quality programme, it could serve as a model for further industry-oriented innovation programmes.

Deliver a lean administration with a short time to contract

Based on the General Implementing Guidelines endorsed in Ankara in June 2013, the critical objective of Eurostars-2 will be to implement progressive milestones that will make Eurostars faster, leaner and stronger. These milestones, to be included in the bilateral agreement between the PFAs and ESE, are mainly targeting a lean administration with an average time-to-contract of seven months or shorter for all project participants and the funding of the top-50 projects and 50-75% of the projects above threshold on the ranking list.

Deliver progress towards harmonisation

The other objective for Eurostars-2 is to improve the synchronisation between national research funding programmes to strengthen the programme. This is one central goal towards the realisation of the ERA by participating countries. Based on the General Implementing Guidelines, the critical progressive milestones to be implemented in this field are to set up a common reporting system and to define a common financial viability methodology.

Develop smart synergies with ERA and Horizon 2020 instruments

Finally, Eurostars-2 will need to reach smart synergies with other EU-level initiatives, which notably provide services and funding to SMEs (SME instrument in H2020, COSME, EEN), that are similar by the public-public partnership nature (Articles 185, ERA NET+, KICs, PPPs) or that can provide some alternative funding sources (EU Structural Funds, venture funds).

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Deliver a lean administration with a short time to contract		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Provide assistance to potential applicants before and after the submission and then to participants during the lifetime of the project	Continuous	Eurostars NPCs, ESE
A2 Achieve an efficient virtual common pot to fund the top 50 projects and 50/75% of projects above threshold using the defined toolbox	Mid 2017	Eurostars NFBs, ESE
A3 Improve the NFBs regulations and procedures in view to have a short time to contract (average 7 months and preferably faster)	Mid 2017	Eurostars NFBs, ESE
B Deliver progress towards harmonisation		
B1 Define a common financial viability methodology	Mid 2017	Eurostars NFBs, ESE
B2 Set up a common reporting system	Mid 2017	Eurostars NFBs, ESE
C Develop smart synergies with ERA and Horizon 2020 Instruments		
C1 Identify smart synergies between Eurostars-2 and EU-level initiatives (H2020's SME instrument, COSME, EEN, ERANET+, Articles 185, PPPs, KICs, Structural Funds).	Mid 2015	Chair, ESE
C2 Exploit synergies between these EU mechanisms and Eurostars-2	Continuous, following C1	Chair, ESE

ACTION 4

Smart globalization

Industry wants and needs to extend collaboration with partners in all parts of the world. Both the innovation and the value chains in many areas extend beyond the boundaries of the current EUREKA network.

And often the technological leaders are located in non-EUREKA countries. Even when the innovation and value chains are fully within Europe, in many instances there is a need for collaboration with other parts of the world to achieve standardisation. EUREKA must therefore adapt in order to meet the needs of our industry. Currently there are two ways to establish cooperation with partners outside the EUREKA area:

- EUREKA can invite countries outside the present geographical area of EUREKA to join EUREKA as associated countries and benefit from easier access to EUREKA instruments (1+1 rule).
- On a project-to-project level, project partners from two or more EUREKA countries can invite partners from non-EUREKA countries to participate in their EUREKA/Cluster/Eurostars projects.

Enhance engagement with associated countries and facilitate project-to-project collaboration with non-EUREKA countries

The first approach has been followed by South Korea, Canada and South Africa. It is now important for EUREKA to explore the consequences of an enlarged network for its structure and governance. The rights and responsibilities for associated countries shall be updated and based on the mapping exercises carried out during previous chairmanships, potential new associated countries shall be evaluated.

The second approach is extremely flexible, but is not followed up by an administrative cooperation between the involved countries. EUREKA will review whether the rules and

instruments that already exist are sufficient when engaging with non-EUREKA countries and define a number of practical approaches for facilitating targeted R&D&I cooperation with non-EUREKA countries.

Create a new EUREKA toolbox for cooperation with non-EUREKA countries based on a “variable geometry” approach

EUREKA also needs to develop a third, more flexible approach for global cooperation. This approach should be based on the principles of “variable geometry”. If a group of EUREKA countries wants to establish a limited cooperation with a region or a country outside EUREKA, EUREKA should be able to facilitate this work with some standardized tools based on the experience gained in

EUREKA individual projects, EUREKA Clusters and Eurostars (i.e. the PAM, Cluster calls methodology or Eurostars synchronized application and evaluation). The key words for the third approach should be flexibility and voluntariness, but with the common trade mark of EUREKA as a service provider for industrial market oriented R&D&I projects. Based on this third approach, EUREKA would set up a revised toolbox for collaboration with non-EUREKA countries.

Promote EUREKA as a platform for global industrial R&D&I cooperation

Finally, in order to become a platform for global industrial R&D&I cooperation, promotional activities will be essential inside and outside the EUREKA network.

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Enhance engagement with Associated Countries		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Update the rules for rights and responsibilities for associated countries.	Mid 2015	Chair, ESE
A2 Based on existing criteria and on the mapping of potential associated countries carried out during previous chairmanships, evaluate potential new associated EUREKA countries	Mid 2015	Chair, ESE
A3 Based on the above, consider to engage with new associated EUREKA Countries	Mid 2016	Chair, ESE
A4 Establish dialogue with the Strategic Forum for International S&T Cooperation (SFIC)	Mid 2015	Chair, ESE
B Facilitate project-to-project collaboration with non-EUREKA countries		
B1 Review whether the rules and instruments that already exist are sufficient when engaging with non-EUREKA countries.	Mid 2015	NPC, ESE
C Create a new EUREKA toolbox for cooperation with non-EUREKA countries based on a “variable geometry” approach		
C1 Define a number of practical approaches for facilitating cooperation with non-EUREKA countries.	Mid 2015	NPC, Clusters, ESE
C2 Depending on the above, set up a revised toolbox for collaboration with non-EUREKA countries	Mid 2015	NPC, Clusters, ESE
C3 Set up pilots to test the new cooperation tool	Mid 2016	NPC, Clusters, ESE
C4 Review and redefine the international cooperation mandate of the EUREKA Secretariat	Mid 2015	Chair
D Promote EUREKA as a platform for global industrial R&D&I cooperation		
D1 Outside the EUREKA network: plan and organize regional/global outreach events to promote EUREKA as a platform for R&D&I cooperation with Europe	Continuous	Chair, ESE, NPC
D2 Inside EUREKA: Promotion of EUREKA as the tool for industrial R&D&I cooperation between Europe and other parts of the world, motivating programme managers (PFAs) and industry to consider EUREKA for exploitation of funds earmarked for international cooperation.	Continuous	Chair, ESE, NPC

ACTION 5

Lean governance

The governance structure of EUREKA was set up under a different situation for the network. When EUREKA was started, it comprised 18 members while today, due to continuous growth over years, EUREKA includes 41 members + two associated countries. New EUREKA initiatives – Clusters and Umbrellas – have been created and through Eurostars, the EUREKA Secretariat has the additional tasks of a funding agency.

This undeniable success of EUREKA has, on the other hand, led to some difficulties which did not occur in the beginning: For example, plenary meetings have become “big parties” - ponderous, sometimes dissatisfying for the participants and in any case difficult and expensive for a Chair to hold. And further growth is to be expected. Times of austerity also make it necessary to reduce complexity, increase efficiency and reduce unnecessary costs.

Decide and implement a revised governance model

It should be examined whether the existing structures have to be changed in order to work more efficiently. A first step in this direction was already taken when the network decided to no longer hold ministerial conferences every two years.

Secure future chairmanships

Furthermore, the system of chairing EUREKA by a member country on a voluntary basis has been called to question since it became more and more difficult to find volunteers. One or more other options should be developed so an alternative could be quickly available if necessary.

Improve the efficiency of the network and ESE

Active involvement of the EUREKA network is a prerequisite for reaching the overall objective of becoming a leading international platform for national programmes. In the same context, it should also be considered whether meetings can be improved with view to their content and the involvement of the participants. Additional measures to help the network to function better should be taken into account. Finally, when improving the governance of EUREKA, the role and functioning of the Secretariat should also be studied.

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Decide and implement a revised governance model		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Review the governance model and consider the role and relationship between the different levels of governance – Chair, EG/EB, HLG and NPC.	Mid 2016	Chair
A2 Consider to introduce financial and audit committee.	Mid 2016	Chair
B Secure future chairmanships		
B1 Review the principle of EUREKA chairmanships. Issues to be discussed: Presidential system (like in COST); voluntary or rotation, shared chairmanship, financial and other support for chair countries.	Mid 2016	Chair
C Review and clarify the role of the ESE to be in line with the new Strategic Road Map and building on the Deloitte report		
C1 Review and clarify the role of the ESE as a programme implementing body (Eurostars-2) and facilitator (Clusters, Umbrellas, Individual Projects V2.0...)	Continuous	Chair
C2 Review and clarify the role of the ESE as a support to the Chair and the network	Continuous	Chair
C3 Review and clarify the role of the ESE in delivering efficient communications and impact assessments	Continuous	Chair
C4 Secure sufficient resources (human and financial) at the ESE to enable it to perform its duties	Continuous	Chair
D Better functioning of the network		
D1 Improve content and involvement in EUREKA meetings. Consider one official NPC/HLG meeting per Chairmanship in Brussels.	Mid 2016	Chair
D2 Provide regular NPC and PO training at ESE. Produce welcome package (including offer of training) to newcomers and not-so-active members.	Continuous	ESE
D3 Make contacts with not-so-active members.	Continuous	Chair, ESE
D4 Find ways for better involvement of industry to maintain the responsiveness of EUREKA services. Promote information exchange with SME representatives (associations)	Mid 2016	Chair, ESE

ACTION 6

Efficient communication

The communication of EUREKA remains paramount to increasing its visibility and promoting its added value. EUREKA's key messages are its clear added value to the industry; as a preferred initiative for public funding agencies; to foster cooperation between Europe and other parts of the world and to contribute to the completion of the European Research Area for its innovation part.

Deliver effective promotion of EUREKA instruments to the right target audience

In order to promote these key messages, it is crucial to define the core target groups for the promotion and design of an effective communication campaign. Communication activities should be targeted at political level in member countries, as well as to the European, national and regional funding agencies. The role of EUREKA in the ERA as a transparent, easy and effective European framework to internationalize national programmes will be enhanced. Communication activities should also target the general public and industry with the generation of success stories and the organization of information days at EU, national and local level.

Develop and promote the EUREKA innovation policy platform

EUREKA will also be further developed as a platform for innovation policy dialogue and stakeholder involvement, in view to develop closer synergies among ERA stakeholders (EC, PFAs, TAFTIE, EARTO, UEAPME, ...) and contribute to R&D&I policymaking through analysis and debate.

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Deliver effective promotion of EUREKA instruments to the target audience		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Define the core target group(s) for the promotion and design of an attractive communication campaign.	Mid 2015	ESE, NPC
A2 Promote EUREKA instruments relevant calls and funding opportunities: Organize Information days at EU, national and local level. Provide up-to-date documents on EUREKA instruments. Ensure that new project officers and NPCs receive appropriate information on EUREKA instruments. Publish regular success stories focusing on the added value of EUREKA.	Continuous	ESE, NPC
B Develop and promote the EUREKA innovation policy platform		
B1 To develop closer synergies in the ERA, build stronger cooperation with innovation stakeholders (EC, PFAs, TAFTIE, EARTO, UEAPME, ...)	Mid 2016	ESE, NPC
B2 Organize conferences and publish papers to promote EUREKA added value and contribute to R&D&I policymaking. Participate in relevant events at EU, national and local level.	Continuous	ESE, NPC
B3 Organize the EUREKA Innovation Award as a way to promote the EUREKA initiative within a high profile event	Continuous	ESE, NPC

ACTION 7

Comprehensive impact assessment

Measuring the impact of EUREKA and its portfolio is of major importance to demonstrate its positive effects on the European economy and integration; to convince policy makers of EUREKA's added value and to support any adjustment of the objectives and directions of EUREKA's strategy. During the Israeli and Hungarian Chairmanship the Evaluation and Monitoring Framework for EUREKA was developed and accepted, providing a strong basis for future exercises in assessing impact and measuring economic and social benefits of all EUREKA instruments.

Deliver effective evaluation of EUREKA instruments

Exploiting state-of-the-art evaluation practices of the European and other leading universities, an evaluation programme should be set up in partnership with private and or public experts. This programme should be build upon the continuous evaluation system put in place by EUREKA over 20 years, which represents a unique and substantial dataset of European companies benefiting from R&D grants, and also on work carried out during the Israeli and Hungarian Chairmanships, including econometrical studies of EUREKA at EU level (Israeli study) and at national level (Denmark, France, Sweden, Spain and the Netherlands).

Develop a EUREKA impact assessment platform

It is essential to establish close cooperation with relevant organisations possessing specific expertises in impact assessment (OECD, Eurostat, DG RTD...) and to organise regular EUREKA conference for PFAs on evaluation, to stimulate the generation of national impact studies.

Monitor and evaluate the implementation of the Strategic Roadmap

At the end of each calendar year, the EUREKA Annual Report will report on the implementation of the Strategic Roadmap. An evaluation of the Roadmap will be made at mid-term and upon completion, following the example of the mid-term and ex-post evaluation of the Eurostars programme. The Roadmap will be revised following the recommendations of the mid-term assessment.

THE KEY ACTIONS TO BE IMPLEMENTED BY 2020 ARE ILLUSTRATED IN THE TABLE BELOW.

A Deliver effective evaluation of EUREKA instruments		
/ KEY ACTIONS /	TIMEFRAME	RESPONSIBLE
A1 Establish a state of the art evaluation programme in partnership with private and/or public organisations and using the EUREKA system of continuous evaluation.	Mid 2016	ESE, NPC
A2 In partnership with the European Commission, jointly evaluate Eurostars-2 at mid-term of the programme	Mid 2017	ESE
A3 Produce portfolio analyses to position and benchmark EUREKA in the ERA	Continuous	ESE
B Develop the EUREKA impact assessment platform		
B1 Establish close cooperation with relevant organisations involved with impact assessment (OECD, Eurostat, DG RTD...) through informal working groups	Mid 2016	ESE
B2 Organize regular EUREKA conferences for PFAs on evaluation to stimulate the generation of national impact studies	Continuous	ESE, PFAs
C Monitor and evaluate the implementation of the Strategic Roadmap		
C1 Produce the EUREKA Annual Report to monitor the Strategic Roadmap	Continuous	ESE
C2 Organize a mid-term evaluation of the Strategic Roadmap . This evaluation will be the basis to revise the Roadmap.	Mid 2017	Chair, ESE

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