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Executive Summary

The present document constitutes Deliverable D2.2 “Monitoring and Evaluation Framework” of the FIERCE project.

FIERCE is a 36-month Coordination and Support Action funded by the European Health and Digital Executive Agency (HaDEA) under the Horizon Europe Programme for Research and Innovation (2021-2027). With a mission to accelerate Europe’s green and digital transition, FIERCE will mobilize 2.5 million EUR in financial support for 70 SMEs, start-ups and scale-ups to fuel the development, demonstration and commercialization of green space-enabled solutions. On top of that, FIERCE will support 140 SMEs with specialised technical and business advisory to design business solutions and engage in process innovation using downstream space data in areas such as circularity, raw materials, environmental monitoring and corporate sustainability. In parallel, FIERCE will enable a series of local entrepreneurship initiatives driven by innovation intermediaries and business support networks aimed at creating even more opportunities for space-enabled green innovation through synergies with regional industrial, research and market actors.

In this context, the current document presents the official Monitoring and Evaluation (M&E) Framework for the FIERCE project. Its purpose is to provide a clear, coherent, and transparent methodology for monitoring project progress, evaluating outcomes and impact, while supporting data-driven decision-making across all consortium partners. By combining structured data collection with continuous feedback loops, the Framework further strengthens the project’s commitment to accountability, learning, and adaptive management, ensuring that all objectives and Key Performance Indicators (KPIs) are consistently monitored.

The centralised M&E file functions as the main operational instrument of the Framework, consolidating all indicators and monitoring instructions in a single point to ensure consistent data collection and transparent reporting across the consortium. It captures all KPIs defined in the Grant Agreement, categorised by project objective, expected impact, and communication activity, and provides clear guidance for their measurement. Clear ownership is assigned to each KPI, primarily to the relevant Task Leaders, who are responsible for the collection, verification, and timely reporting of data. EMNP acts as the task leader, coordinating the overall monitoring process, facilitating data flow, conducting quality checks, and maintaining the integrity of the consolidated KPI system.

To complement the quantitative monitoring of KPIs, the Framework also integrates several qualitative feedback mechanisms. These include standard project management instruments, such as Semester Reports and Action Lists for internal activity oversight, as well as dedicated channels to capture insights from end-users of FIERCE digital tools and key external stakeholders, including SMEs, innovation intermediaries, and the project’s Advisory Board.

The Framework places particular emphasis on monitoring the core service delivery phases, including the Open Calls and the implementation of Advisory Services and Transformation Projects. For these activities, it provides clear guidance on the collection of input, output, and outcome data to assess SME development and the broader business impact generated by FIERCE services.

In summary, the M&E Framework aims to strengthen the consortium’s shared understanding of project goals, clarify partner responsibilities, and build a robust evidence base to support strategic decision-making. It serves as a key tool for achieving the project’s objectives and maximising its long-term impact.

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List of Terms and Definitions

Abbreviation	Definition
FSTP	Financial support to third parties
KPI	Key Performance Indicator
M&E	Monitoring & Evaluation
RP	Reporting Period
SME	Small and Medium-sized Enterprises
WP	Work Package

1. Introduction

The FIERCE project aims to accelerate the European green and digital transition by empowering Small and Medium-sized Enterprises (SMEs) to leverage downstream space data and services. The project's approach involves the co-development of a comprehensive set of support services, including advisory, financial, and infrastructural access, alongside a digital toolbox. A parallel strand of activity focuses on strengthening regional ecosystems through targeted local entrepreneurship initiatives to foster space-enabled green innovation.

Implementing a robust M&E Framework provides a structured approach to systematically track progress, assess the performance of developed tools and services, and evaluate their impact.

This deliverable introduces and defines the FIERCE M&E Framework. It articulates the Framework's purpose, outlines its operational scope, and describes the methodologies that guided monitoring and evaluation activities during the first period (M1-M18) of the project.

The Framework will be further reviewed and refined at the beginning of the 2nd Reporting Period based on practical experience and consolidated feedback from the consortium and the different stakeholders of the project.

2. Purpose of the Monitoring and Evaluation Framework

The scope and mandate of the M&E Framework are derived directly from the project's Work Plan, specifically **WP2, Task 2.3: "Design of the FIERCE Monitoring & Evaluation Framework for impact and performance assessment."**

The primary function of the Framework is to provide a structured, transparent, and adaptable approach to tracking the project's progress and evaluating its impact. It enables the consortium to:

- Systematically evaluate performance against predefined objectives and KPIs.
- Ensure accountability for deliverables and outcomes.
- Make informed, data-driven adjustments to project activities during the implementation phase.

The scope of the M&E Framework covers all project tasks and service lines that contribute to FIERCE's objectives and expected impacts. It supports the monitoring of performance by guiding partners in collecting, reporting, and consolidating data over the entire project lifecycle.

2.1 Objectives and Referencing to the Project Objectives

The Framework is a direct operational response to **FIERCE Project Objective 4 (O4)**, which states: *"Evaluate the performance and impact of the programmes, services and tools through*

qualitative and quantitative feedback loops and KPIs to strengthen their value and usability for end-users."

To fulfil this objective, the M&E Framework establishes the core processes for performance monitoring. It provides clear answers to the essential questions of what to measure, how to measure it, and when measurements should occur. Specifically, it aims to:

- **Provide structure and guidance** through standardised procedures and clear reference materials for all partners involved in data collection and reporting.
- **Facilitate efficient data flow** through timely and accurate consolidation of information to support decision-making.
- **Assign clear responsibilities** for monitoring and reporting based on task leadership.
- **Embed learning loops** to ensure that feedback is routinely collected, analysed, and used to refine project activities, tools, and services.

Beyond its central monitoring role, the Framework also supports the achievement of broader project objectives by:

- **Supplying evidence** to improve and adapt FIERCE services for greater impact on space-enabled green innovation.
- **Generating data and insights** that feed into policy guidelines and replication materials.
- **Contributing to the refinement of impact pathways** and informing long-term sustainability planning.

2.2 Key Steps of the M&E framework development

The development of the M&E Framework followed an iterative and collaborative process within the consortium, building on the foundations established in the Grant Agreement. Key steps are outlined below:

- **Foundation (Grant Agreement): Annex 1** defined the initial set of KPIs that served as the starting point for the evaluation logic. These indicators provided the baseline for designing the monitoring system.
- **Co-Design (M6 - Design Sprints):** KPI definitions were reviewed in detail during the Design Sprint workshops, where partners examined the alignment between indicators and FIERCE service concepts. The feedback collected shaped the draft of the M&E Framework.
- **Refinement (M8 - Focus Groups):** Focus Group sessions allowed partners to explore operational aspects of monitoring, such as data sources, verification requirements, and reporting workflows. Insights from these sessions were incorporated into the Monitoring and Evaluation Guide (M10).
- **Framework Validation (Post - M10):** EMNP conducted bilateral meetings with each partner responsible for one or more KPIs. These consultations ensured clarity on data collection methodologies, evidence storage, timelines, and internal feedback loops, establishing a shared understanding across the consortium.

- **Launch of the Operational Framework:** The M&E Framework has been operational within the consortium from the validation onwards, and Deliverable 2.2 formalises its structure. Alongside the M&E Guide, it details:
 - the core operational procedures
 - the responsibilities of each partner
 - coordination workflows and check-in arrangements
 - the mechanisms that support consistent implementation

2.3 Governing information flows

The M&E methodology is based on a set of predefined quantitative and qualitative indicators linked to project objectives and impact pathways. Data collection, analysis, and evaluation follow a structured and coordinated information flow established by the Framework.

As illustrated in Figure 1, data related to specific project activities and services is collected by the partners responsible for implementing those activities and contributing to the corresponding indicators. All evidence is stored in the designated project cloud folders, as defined in the M&E Framework. The consolidated KPI overview provides a clear picture of overall project performance, supporting the early identification of deviations and triggering feedback loops for corrective or strategic adjustments.



Figure 1. Loops of information flows in the Monitoring and Evaluation Framework

Because Advisory Services, Transformation Projects and the Ecosystem Building Programme are delivered across two reporting periods (RP1 & RP2), the Framework ensures that comprehensive feedback is collected after the first period. These insights are then analysed and used to inform the planning and execution of the second round, contributing to continuous improvement of FIERCE services.

3 Framework Structure and Operation

3.1 Core Monitoring Tool: The M&E File

The central operational tool of the Framework is the Monitoring and Evaluation Excel file (the “M&E file”), which is hosted on the project’s shared Google Drive; a partial extract can be found in Annex I–II. This file integrates guidance and reporting functions into a single, user-friendly system and serves two interconnected purposes:

1. **Guidance and Reference Document:** The M&E file provides partners with clear instructions on their monitoring duties. For each KPI, it specifies the required data, the means of verification, responsible partners, and the timing of data submission (including check-in dates and reporting frequency).
2. **Centralised Tracking Dashboard:** The file acts as an up-to-date reporting dashboard where partners record KPI progress. These inputs are consolidated automatically, allowing the Framework to track progress, identify trends, and maintain full visibility of KPI status throughout the project lifecycle.

For clarity and ease of navigation, the M&E file is structured into the following sheets:

- **Introduction:** Overview of all Objective and Impact KPIs included in the Framework.
- **Objective KPIs (seen in Annex I):** A detailed register of all output and result indicators linked to specific objectives, including targets, indicator descriptions, means of verification, associated tasks or deliverables, responsible partners, timelines, and current status.
- **Impact KPIs (seen in Annex II):** A structured breakdown of each impact indicator into smaller, measurable components. The sheet includes baselines, data sources, measurement methods, responsible actors, timelines, and status.
- **C&D KPIs:** Communication and Dissemination indicators under the ownership of Q-PLAN, ensuring that outreach and engagement metrics are fully integrated into the monitoring system.
- **Partner-Specific Tabs:** Customised filtered views showing each partner only the KPIs they are responsible for, streamlining navigation and emphasising individual accountability.
- **Gantt Chart:** A visual representation of key project activities and their interdependencies.

Each KPI is assigned to a specific Task Leader responsible for collecting and reporting data. EMNP centrally coordinates the process, manages bilateral information flow, updates the M&E file, and performs consistency and quality checks on all incoming data.

3.2 Indicators from the Grant Agreement

The M&E Framework provides a comprehensive structure for monitoring and evaluating project performance, in line with the requirements defined in the Grant Agreement.

The project partners defined a comprehensive set of Key Performance Indicators (KPIs) in the Grant Agreement. These indicators are organised into three categories: Objective KPIs, Impact KPIs, and Communication & Dissemination KPIs each aligned with specific project goals, expected impacts, and outreach activities.

Each Key Performance Indicator (KPI) included in the Framework is clearly defined and accompanied by a target value, a specified measurement method, and an identified data source, as detailed in the M&E monitoring tool. This ensures consistency and comparability of data collected across the consortium.

Data collection follows predefined procedures, including clearly assigned responsibilities, reporting timelines and means of verification. All collected data is systematically recorded and supported by appropriate evidence, ensuring traceability and auditability.

The collected data is subsequently aggregated and analysed to assess progress against targets, identify trends and detect potential deviations. The results of this analysis are used to inform decision-making, support performance reviews and guide improvements in project activities, services and tools.

Table 1. Project Objectives and the associated Key Performance Indicators

	Project Objectives	Linking KPIs
O1	Explore successful applications of space-enabled green innovation by SMEs and innovation ecosystems, analysing the technical and business context, opportunities and barriers factoring in their success	Total interviews with space value chain actors
		Online survey respondents (SMEs)
		Innovation ecosystem archetypes elaborated
		SME case studies elaborated
O2	Co-design the FIERCE services, tools and local entrepreneurship initiatives supporting space-enabled green innovation to enhance organisational-level and ecosystem business support in the EU	Advisory themes and services defined
		Design Sprints organised with external participants
		Toolbox and functionalities developed
		Training resources collected
O3	Empower SMEs to innovate in green space-enabled transformation through advisory, financial support and access to conducive industrial and business ecosystems	External tools collected
		SMEs supported with advisory services
		Online masterclasses recorded
		Transformation projects financed
O4	Evaluate the performance and impact of the programmes, services and tools through qualitative and quantitative feedback loops and KPIs to strengthen their value and usability for end-users	Local entrepreneurship initiatives launched
		External service providers on toolbox
		Performance evaluation workshops with participants
		Regional policy briefs developed
O5	Forge strategic partnerships with key networks, communities and stakeholders to create international opportunities for SMEs and widen outreach through dissemination and exploitation	Replication Handbooks
		Policy recommendations
		EU policy roundtable with participants
		Additional case studies published
		Toolbox content improvements
		Strategic partnerships with EU networks
		Roadshow with total participants
		Online pitching academies and physical investment tracks
		Online joint activities with total participants

Table 2. Impact KPIs

Scale and Significance of the project's Impact (KPIs and target values)		
Key Performance Indicators (KPIs)	Scale / Significance	Explanations
KPI-1: Improvement of SMEs' skills in FIERCE advisory areas	25%	Self-perceived change: comparative results of the Self-Assessment & Diagnosis before/after advisory services
KPI-2: Reskilled/Upskilled employees and students in FIERCE advisory areas	500	# of employees / team-members /students supported from the advisory services, local entrepreneurship initiatives and joint events with strategic partnership networks
KPI-3: New SME partnerships with regional industrial and business actors	300	# of entrepreneurs engaged to access infrastructure, services, funding via local entrepreneurship initiatives.
KPI-4: SME Transformation Projects evolving into commercial activities	40	# of business models/plans developed by SMEs to demonstrate commercial viability of space-enabled green solutions in the frame of Transformation Projects
KPI-5: Total expected market size of commercial space-enabled green solutions	>5M EUR	Business plan forecasts documented in Transformation Projects SubGrant Agreement (SGA) reporting (<i>Annex I</i>)
KPI-6: SMEs introduced to active investors	60	# of SMEs pitching at FIERCE investment tracks, online pitching academies and strategic partners' events
KPI-7: SME Transformation Projects with extended environmental monitoring coverage using satellite data	>40%	# of SME solutions monitoring >2 new environmental/ CSRD indicators with EUSPA satellite data, against total # of Transformation Projects; case-specific baseline indicators set in Transformation Plan (<i>Annex I</i>); achievement demonstrated in SMEs' final reporting.
KPI-8: SME Transformation Projects with improved environmental impact	>60%	# of SME space-enabled solutions with expected pollution reductions (air, water, and/or land) of >5%, against total # of Transformation Projects; case-specific baseline indicators set in Transformation Plan (<i>Annex I</i>); achievement demonstrated in SMEs' final reporting.
KPI-9: SME Transformation Projects with improved circularity and resource-use efficiency in products and value chains	>40%	# of SME space-enabled solutions with expected/ actual circularity, resource life, waste management improvement in products or value chains of >5%, against total # of Transformation Projects; case-specific baseline indicators set in Transformation Plan (<i>Annex I</i>); achievement demonstrated in SMEs' final reporting.
KPI-10: SME Transformation Projects for Critical Raw Materials	5	# of SME space-enabled solutions enhancing CRM recycling/ recovery, extraction performance, reduced environmental impact of operations; case-specific baseline indicators set in Transformation Plan (<i>Annex I</i>); achievement demonstrated in final reporting.

Table 3. Communication & Dissemination KPIs

KPI	KPI target
Visitors of project's website and Toolbox	15000 Google Analytics
Social media followers	2000 Number of social media visitors (analytics)
Views of promotional videos	500 Video platform analytics
Number of newsletters	6 Records of newsletter
Number of subscribers	150 Records of subscribers
Infographic / factsheets produced	4 No. of materials
Scientific publications / conference papers	3 No. of materials
Printed/Online materials distributed	500 No. of materials
Final conference	1 Record of Final conference
Final Conference participants	100 Attendance sheet
Stakeholders reached /engaged	5000 Cumulative sum of multiple KPIs
Stakeholders participated in project events	650 Attendance lists/ forms

3.3 Additional Indicators and Feedback loops

In addition to the Objective KPIs and Impact KPI set in Annex 1 of the Grant Agreement, partners and Design Sprint stakeholders identified additional activities, processes, and operational elements that require monitoring to support effective project implementation. These areas require closer monitoring and provide valuable complementary insights for the M&E process.

Digital tools - related complementary monitoring - Feedback requirements for improving the functionalities of the Digital Toolbox have been defined by the partners. These mechanisms are generally feedback loops integrated into each tool, mostly focusing on user-experience features. The primary assessment and consolidation of user feedback will take place during the Performance Review Workshop (M19).

- **Feedback on Project website** – performance monitoring relies primarily on website analytics retrieved from Google Analytics.
- **Feedback on OnePass and application processes for the Advisory Services and Financial Open call** - user feedback is collected continuously through integrated user-experience features embedded in the application forms. Feedback from applications submitted under Advisory Services Open Call 1 was reviewed internally and discussed during project meetings. For subsequent calls, including Advisory Services Open Call 2 and Financial Support Open Call 1, comments received through application forms have been collected and will be analysed in preparation for future implementation phases. In particular, feedback related to the Financial Support Open Call will be reviewed and used to inform refinements for the second FSTP Open Call, supporting continuous improvement of application, evaluation, and selection processes.
- **Feedback on the Learning Hub** - initial efficiency feedback was collected from Lead Mentors during the first Open Call cycle, complemented by ongoing user feedback embedded directly into the tool.
- **Feedback on the Self-Assessment tool** - feedback on its efficiency was gathered from partners (Lead mentors based on mutual work with the SMEs) and assessed after the first round of Open Call. Moreover, user feedback is gathered as an integrated part of the Self-Assessment tool.

- **Feedback on the Replication and Policy toolkit** - as the toolkit will be finalised during RP2 (M19-M36), its monitoring approach will be further defined in upcoming review sessions. Advisory Board involvement is foreseen to provide policy-level and practical insights for refinement and exploitation.
- **Feedback on the Networking and Community tool** - as this tool is primarily hosted on LinkedIn, performance monitoring relies on LinkedIn analytics. Assessments are carried out periodically and not tied to specific milestones.
- **FIERCE Advisory Services - portfolio related feedback** - feedback on the FIERCE Advisory Services and its portfolio are collected from multiple stakeholder groups using tailored mechanisms, including the Diagnosis Tool for Advisory Services, exit interviews and closing reports for Transformation Projects, and discussions held during Ecosystem Building Programme meetings. The consolidated assessment will take place at the Performance Review Workshop (M19 & M27).

Stakeholder-related complementary monitoring

- **SMEs** - The types of data required from SMEs for monitoring purposes are already well documented through the established KPIs. Feedback from SMEs is generally collected at entry and/or exit points of services, through tools such as the Diagnosis Tool (Advisory Services), exit interviews and closing reports (Transformation Projects).
- **Innovation intermediaries** - Innovation intermediaries provide insights into the local space ecosystems and the Local Entrepreneurship Initiatives within the Ecosystem Building Programme. Ongoing, in-depth communication loops are used to gather knowledge about the benefits they gain from participating in FIERCE, as well as feedback on ecosystem dynamics and potential areas for improvement. Structured exit interviews conclude their involvement.
- **External Service Providers** - Through their close involvement with SMEs and mentors, service providers offer insights into operational challenges, particularly within Transformation Projects. Their recommendations inform RP2 refinements and contribute to the Replication Handbook. Additional feedback will be collected after the first FSTP call.

Project coordination/management related complementary monitoring

- **Semester reports** - the semester reports are initiated and managed by the project coordinator and serve as an internal reporting and monitoring tool within the consortium. The Semester reports provide an overview of activities implemented in each Work Package (WP) over a six-month period and support the identification of deviations in task progress or KPI achievement and provide early signals for corrective action.
- **Action Lists** - maintained by the coordinator and updated collaboratively by partners during monthly meetings, the Action List tracks ongoing and upcoming task activities. The Action List supports planning, highlights KPI-related duties, and helps ensure timely completion of work items.
- **Risk management-related monitoring** - project-related risks (and deviations that can potentially lead to them) are identified and addressed through internal feedback loop processes integrated into the Semester Reports.

Work Package 2 activities continue as Work Package 5 activities in the next implementation phase, where under Task 5.1, when two online performance review workshops will be organised with key stakeholders to capture their feedback on project performance at M19 and M27, following the Task Description.

Example of the results of the Diagnosis Tool:

Before starting, please provide your consent

By clicking this box, I confirm that I have read and accept the Privacy Policy of the FIERCE project (<https://project-fierce.eu/privacy-policy/>) and Tally (<https://tally.so/help/gdpr#2b8de7e0e9f94f3baa56acd679123244>), and I consent to the processing of my personal data as required to use this service.

Jan 26, 01:06 PM

Your name

Jan 26, 01:06 PM

Your title within your company:

COO

Jan 26, 01:06 PM

The name of your company:

Jan 26, 01:06 PM

Your company's website:

Jan 26, 01:06 PM

Your e-mail address:

Jan 26, 01:06 PM

Please select only the two services you received.

Environmental monitoring & CSRD, Private financing

Jan 26, 01:06 PM

Before the Programme, how would you rate your organisation's level of technical expertise in leveraging space-enabled solutions and knowledge of the space market?

-

Before the Programme, how familiar were you with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and its impact on your business operations?

★

Jan 26, 01:06 PM

After the Programme, how familiar are you now with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and its impact on your business operations?

★★★★★

Jan 26, 01:06 PM

Before the Programme, how would you rate your knowledge of private funding opportunities?

★★★★★

Jan 26, 01:06 PM

After the Programme, how would you rate your knowledge of private funding opportunities?

★★★★★

Jan 26, 01:06 PM

Please indicate the number of people from your organisation who participated in the Advisory Services Support Programme (e.g. mentoring, masterclasses, or 1-to-1 advisory sessions) and gained knowledge or skills through their involvement.

2

Jan 26, 01:06 PM

Please rate the quality of the services you participated in, and their usefulness in terms of your development.

★★★★

Jan 26, 01:06 PM

Please rate your overall experience in the Advisory Services Support Programme.

★★★★

Jan 26, 01:06 PM

Please provide any suggestions or comments on how the Advisory Services Support Programme could be improved.

We found the Advisory Services Support Programme very useful. In particular, the masterclasses provided valuable introductory insights into the different services. Regarding the 1:1 advisory sessions, we believe that having additional sessions could be beneficial, as a single session feels more like an initial brainstorming. This would be especially useful for services such as Private Financing, where more tailored guidance and follow-up discussions could enhance the outcomes.

Jan 26, 01:06 PM

Figure 2. An example of the results of the Diagnosis Tool

Lessons learned / recommendations:

Note your observations as Lead Mentor — what worked well, what could be improved, and recommendations for future programme rounds.

Section 3: Exit interview

Filled in by Service Providers

Was the Diagnosis Tool used?

- ☐ Yes
☐ No

SME's key outcomes & feedback:

Include any direct feedback shared by the SME about their experience and the main results achieved through the Advisory Services Support Program.

Figure 3. A specific section is dedicated to feedback of the SME in the Transformation Roadmap used in during Advisory Service programme

3.4 Data storage

The integrity of the M&E process depends on the secure and organised storage of source documentation used to verify KPI achievements. Evidence management follows the procedures defined in the project's **Data Management Plan (Deliverable 7.2)**.

Evidence is stored in two primary, interconnected locations:

1. The project's shared Google Drive folders organised by WP and task.

2. Partners' own secure drives or document management systems, particularly for raw data or preliminary drafts.

To support auditability, each KPI entry in the M&E file includes a direct hyperlink to the corresponding evidence folder.

When data collection involves personal data from individuals outside the consortium (e.g., interview transcripts, survey responses), specific protocols apply. Data is collected only with the explicit, informed consent of the provider and is stored and processed in strict compliance with the FIERCE Data Management Plan, the project's [Privacy Policy](#), and all applicable data protection regulations, including the GDPR.

4. Roles and Responsibilities of Partners

The effective implementation of the M&E Framework depends on the active and timely involvement of all consortium partners. Responsibilities are assigned based on task leadership and are clearly reflected in each partner's dedicated tab within the M&E file. Task Leaders hold primary responsibility and must coordinate with contributing partners to ensure accurate and complete monitoring data.

The core responsibilities of partners in relation to the Framework are:

- 1. Collect and document data:** Partners must gather the data specified in the "Means of Verification" column for each of their assigned KPIs. This involves following the described methodology (e.g., conducting surveys, tracking website metrics, compiling attendance lists) to generate the required evidence.
- 2. Report progress:** Partners are required to input their data or update the status of their KPIs in the M&E file by the predefined "check-in dates." The frequency of reporting (e.g., monthly, quarterly, per milestone) is specified for each indicator.
- 3. Store and manage evidence:** The original source documents that serve as proof of KPI achievement must be stored securely. The designated storage location (either the central Drive or a partner's own system) will be hyperlinked in the M&E file. As this evidence may be subject to audit by the granting authority, it must be retained for the full duration specified in the Grant Agreement and managed in accordance with Deliverable D7.2 (Data Management Plan).

5 Framework Evaluation and Project's Sustainability in Reporting Period 2

5.1 Analysis and Use of Monitoring Data

The data collected through the M&E Framework is systematically analysed to assess project performance and progress against predefined targets.

Quantitative data derived from KPIs is aggregated and compared against target values to identify trends, measure performance and detect potential deviations. In parallel, qualitative feedback collected from stakeholders provides additional insights into the effectiveness of FIERCE services and tools.

The result of this analysis continuously supports:

- the identification of performance gaps and implementation challenges
- assessment of the effectiveness of project activities
- the formulation of corrective actions and improvements

5.2 Performance review process in Reporting Period 2

A key element of the monitoring process is the Performance Review workshop, scheduled as a major project milestone at M19 and M27. Facilitated by EMNP, these workshops serve two core purposes:

1. **Service Improvement:** Aggregated KPI results and qualitative insights are jointly analysed to identify strengths, challenges, and user-reported issues. These findings are translated into concrete, actionable recommendations to enhance FIERCE services, digital tools, mentoring workflows and training content for RP2.
2. **Framework Evolution:** The consortium reviews the functioning of the M&E Framework itself, assessing whether existing KPIs, data collection methods and feedback mechanisms remain fit for purpose. Based on implementation experience, refinements, additions, or removals of indicators may be proposed.

The workshops bring together Advisory Board members, SMEs involved in the Advisory Services, Lead Mentors and Innovation Intermediaries from the Ecosystem Building Programme, External Service Providers, Internal FSTP Evaluators and Project Partners. Through collaborative analysis of feedback gathered throughout RP1—such as diagnostic tool outputs, exit interviews, platform analytics and stakeholder observations—participants co-design targeted improvements to service delivery and ensure that the next implementation phase (RP2) is informed by evidence and aligned with stakeholder needs.

5.3 Contribution to impact assessment and sustainability

The M&E Framework is the primary source of data for the project's final Impact Assessment Report (D5.2, M36), which will evaluate the project's progress toward its expected social, environmental and economic impacts.

By identifying what works, what generates impact and what stakeholders value most, the M&E data enables informed decisions on sustaining key project results, services and partnerships beyond the funding period. These findings will feed into an updated exploitation and sustainability strategy, ensuring that FIERCE's legacy remains meaningful and durable.

6 Conclusions

The development and implementation of the Monitoring and Evaluation (M&E) Framework during the first implementation phase confirms the value of a structured and coordinated approach to performance and impact monitoring within the FIERCE project. The established Monitoring framework, supported by clearly defined procedures and a centralised monitoring tool, has enabled consistent data collection, transparent reporting, and shared understanding of progress across the consortium.

The integration of quantitative Key Performance Indicators with qualitative feedback mechanisms has ensured comprehensive coverage of project activities and services. This combined approach has allowed the consortium to track progress against objectives while also capturing stakeholder perspectives on service quality, effectiveness, and usability. Clear assignment of roles and responsibilities has further strengthened accountability and facilitated timely reporting.

Experience gained during the first implementation phase has provided useful insights into the practical operation of the Framework. These insights support its continued refinement and confirm its suitability for guiding adaptive management and evidence-based decision-making in subsequent reporting periods.

Overall, the M&E Framework has established a solid operational foundation for monitoring project performance and impact. Its continued application will support the assessment of results, contribute to impact evaluation and sustainability planning, and reinforce the achievement of the FIERCE project's objectives over its full duration.

Annexes

Annex 1: Monitoring and Evaluation Framework partial subtraction of sheet “Objective KPIs”

Objective No	Objective	KPI	KPI target	What to measure/monitor	Start of task	End of Task	KPI Status	Percentage of completion	Task No	Task Leader	Relevant deliverable
O1	Explore successful applications of space-enabled green innovation by SMEs and innovation ecosystems, analysing the technical and business context, opportunities and barriers factoring in their success	Total interviews with space value chain actors	>40	Count of completed interviews based on recorded responses and transcripts	M1	M6	55	100%	T1.1; T1.2	DREVEN & NVS	D1.1; 1.2
		Online survey respondents (SMEs)	500	Number of unique survey responses collected via an online platform (e.g., Google Forms)	M1	M6	545	100%	T1.1	DREVEN	D1.1
		Innovation ecosystem archetypes elaborated	8	Number of distinct archetypes identified and validated through expert reviews	M1	M6	8	100%	T1.2	NVS	D1.2
		SME case studies elaborated	25	Successful case studies explored and showcased at the FIERCE website	M1	M6	27	100%	T1.1	DREVEN	D1.1
O2	Co-design the FIERCE services, tools and local entrepreneurship initiatives supporting space-enabled green innovation to enhance organisational-level and ecosystem business support in the EU	Advisory themes and services defined	6	Number of unique themes identified and documented based on stakeholder input and workshops	M6	M10	6	100%	T1.3	DREVEN	D1.3
		Advisory themes and services defined	≥15	Number of unique services identified and documented based on stakeholder input and workshops	M6	M10	19	100%	T1.3	DREVEN	D1.3
		Design Sprints organised with external	1	Number of design sprints held and/or total participants recorded via attendance lists	M6	M10	1	100%	T1.3	DREVEN	D1.3
		Design Sprints organised with external	20	Total participants of Design Sprint recorded via attendance lists	M6	M10	27	100%	T1.3	DREVEN	D1.3
		Toolbox and functionalities developed	1	The launch of tools and its functionalities: Verification and testing of: Project website and OnePass; Learning Hub; Open Calls Portal; Self Assessment Tool; Network and Community tool; Replication and Policy toolkit; SME Support Program (Adv.Serv and Trans.Projects); Pool of Service Providers	M6	M18	1	100%	T2.1	FBC, QPlan	D2.1
		Toolbox and functionalities developed	≥6	Verification and testing of: Project website and OnePass	M6	M18	6	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of: Learning Hub	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of: Open Calls Portal	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of Self-Assessment & DiagnosisTool	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of: Network and Community tool & Replication and Policy Toolkit	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of: SME Support Program (Adv.Serv and Trans.Projects)	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
				Verification and testing of: Pool of Service Providers	M6	M18	1	100%	T2.2	FBC, EMNP	D2.1
		Training resources collected	≥50	Count of training materials uploaded to the Learning Hub	M6	M18	113	100%	T2.2	EMNP	D2.1
		External tools collected	≥10	Number of external tools documented and integrated into the toolbox - Learning Hub and	M6	M18	13	100%	T2.2	EMNP	D2.1
O3	Empower SMEs to innovate in green space-enabled transformation through advisory, financial support and access to conducive industrial and business ecosystems	SMEs supported with advisory services	≥140	Count of SMEs receiving advisory services, verified through participation records and feedback	M8	M26	102	72%	T3.1.2, T4.1	DREVEN	
		Online masterclasses recorded	≥10	Number of completed and published masterclasses with recorded sessions, regarding Advisory services	M8	M26	11	100%	T3.1.2	DREVEN	
		Transformation projects financed	≥70	Count of projects approved and funding allocated	M13	M36	0	0%	T3.2, T4.2	FBA	
		Local entrepreneurship initiatives launched	≥15	Number of initiatives formally launched, measured through documentation and public announcements	M11	M36	5	33%	T3.3, T4.3	NOVA	
		External service providers on toolbox	≥70	Number of service providers listed in the toolbox database	M6	M10	163	100%	T2.2	DREVEN	
O4	Evaluate the performance and impact of the programmes, services and tools through qualitative and quantitative feedback loops and KPIs to strengthen their value and usability for end-users	Performance evaluation workshops with	2	Number of workshops conducted	M19	M36			T5.1	EMNP	D5.1
		Performance evaluation workshops with participants	40	Number of participant attended							
		Regional policy briefs developed	8	Count of published policy briefs meeting project quality standards	M27	M36			T5.4	NOVA	D5.3
		Replication Handbooks	2	Number of completed and disseminated handbooks	M24	M36			T5.3	QPLAN	D5.3
		Policy recommendations	1	Finalisation and official submission of policy recommendations	M27	M36			T5.4	NOVA	D5.3
		EU policy roundtable with participants	1	Count of policy roundtables organised	M27	M36			T5.4	NOVA	D5.3
		EU policy roundtable with participants	≥25	Number of participants attended							
		Additional case studies published	≥30	Number of new case studies published and meeting project criteria	M24	M36			T5.3	QPLAN	D5.3
O5	Forge strategic partnerships with key networks, communities and stakeholders to create international opportunities for SMEs and widen outreach through dissemination and exploitation	Toolbox content improvements	≥30	Number of improvements documented through version control and stakeholder feedback	M19	M36			T5.1	EMNP	D5.1
		Strategic partnerships with EU networks	≥15	Number of partnerships established	M1	M36	49	100%	T6.3, T8.3	TTG	D6.3, D8.3
		Roadshow with total participants	4	Total number of roadshow events held	M1	M36	5	100%	T6.3, T8.3	TTG	D6.3, D8.3
		Roadshow with total participants	150	Total number of attendees recorded in event registration forms			252	100%			
		Online pitching academies	3	Number of academies and investment tracks conducted, verified through attendance and recorded sessions	M1	M36			T8.3	TTG	D6.3, D8.3
		Investment tracks	4	Number of investment tracks conducted,							
		Online joint activities with total participants	10	Count of online activities hosted	M1	M36	7	70%	T6.3, T8.3	TTG	D6.3, D8.3
		Online joint activities with total participants	200	Total participants documented			374	100%			

Annex 2 - Monitoring and Evaluation Framework – partial subtraction of sheet “Impact KPIs”

KPI	KPI	KPI	What to measure	SME at joining		SME at exit		Means of	Relevant partners	Start of	End of	Status	Task	Task No	Relevant
				Baseline needed /	Source of Baseline	When to measure	How to measure impact								
KPI-1	Improvement of SMEs' skills in project advisory areas	25%	Self-rating the current state of skill	SME self-rating the current state of the selected skill for the relevant advisory area	Lead Mentor determines at needs assessment / Application form	Exit interview	DIAGNOSIS TOOL(Farewell interview with SMEs)	Diagnosis tool	ALL - lead mentors	M8	M26	36,7%	DREVEN	T3.1 and T4.1	D5.2
KPI-2	Re/Up-skilled employees and students in project advisory areas	500	Participant forms stating improved skills (in the learning hub/during advisory services)	NA	NA		Multiple sources								
		300	Number of SMEs and staff participating in Advisory services,	Estimated number of people joining the advisory services	First meeting with the Lead Mentor	Exit interview	Exact number of people benefited from the advisory services per SME	Diagnosis tool	ALL - lead mentors	M8	M26	187	DREVEN	T3.1 and T4.1	
		30	Number of employees at the intermediary company	Estimated number of employee participating in the Ecosystem Building programmes	First meeting with STP and EMNP	Exit interview	Number of employees and experts of the innovation intermediary contributed to the programme	Tracking cards	ALL	M11	M36		STP	T3.3, T4.3	
		150	Number of people benefitted from the Learning Hub	NA	NA	Once the learning material is processed based on Google Analytics	Number of Unique visitor per Learning Material - based on Google Analytics	Google Analytics tool	EMNP, QPLAN		M36	893	EMNP	T2.2 and T5.1	
		50	Number of SMEs and staff participating in Transformation projects,	Estimated number of people joining the Transformation projects	First meeting with the Lead Mentor	Exit interview / Closing report	Exact number of people participated in the Transformation projects per SME	Exit interview	ALL	M13	M36		FBA	T3.2 and T4.2	
KPI-3	New SME partnerships with regional industrial and business actors	500	Established partnerships through a formal/informal agreement?	NA	NA		Multiple sources						TTG	T6.3; T8.3	D6.3; D8.3
		250 (300)	Partnerships established during Ecosystem Building Programme - Local Entrepreneurship Initiatives	NA	NA	At closing report and during the work	Quantify partnerships facilitated during the EBP, that is facilitated between intermediaries and industrial or business actors, or happen during the LEI or related events	Tracking card, summary reports	STP and EMNP		M36		STP	T3.3, T4.3	
		if any	Partnerships established during Investment tracks	Estimated number of attendees - industrial and business actors	Estimation before the event	After event	Investment Tracks - No. of attending entrepreneurs	Attendance list	ALL	M19	M36		TTG	T6.3; T8.3	
		if any	Partnerships established during online pitching academies	Estimated number of attendees - industrial and business actors	Estimation before the event	After event	Online Pitching Academy - No. of attending entrepreneurs	Attendance list	ALL	M19	M36		TTG	T6.3; T8.3	
		if any	Partnerships established during roadshows	Estimated number of attendees - industrial and business actors	Estimation before the event	After event	Roadshow - No. of attending entrepreneurs	Attendance list	EMNP, TTG, EIT-RM, DREVEN	M1	M36		TTG	T6.3; T8.3	
		50	Partnerships established during Transformation projects	NA	NA	Exit interview / Closing report	Transformation projects - No. of attending entrepreneurs	Exit interview	ALL - lead mentors	M13	M36		FBA	T3.2 and T4.2	
KPI-4	SME Transformation Projects evolving into commercial activities	40	No. of business models/plans by SMEs to show commercial viability of space/green solutions in the frame of Transformation projects	Business interest	FSTP requirement/ Investment plans after implementing service	Exit interview / Closing report	Lead mentors assess no. of business models of commercial space solutions	Exit interview	ALL - lead mentors	M13	M36		FBA	T3.2 and T4.2	D4.2
KPI-5	Total expected market size of commercial space-enabled green solutions	>5M EUR	SGA Business Plan - estimated market value	Estimated size of the market gained after implementing the solution	SGA	Exit interview / closing report (SGA reporting req.)	Updated estimated size of the market gained after implementing the solution	Closing report in SGA	FBA, DRAVEN	M13	M36		FBA	T3.2 and T4.2	D4.2
KPI-6	SMEs introduced to active investors	60	The number of SMEs pitching (introduced to investors)				Multiple sources		TTG, DRAVEN, EIT				TTG	T6.3 and T8.3	D6.3; D8.3
		4 X 8	No. of pitching SME present at the investment track event	No. of SME registration	Registration form	After event	Investment Tracks - SME listed on attendance form	List of Attendance/ Registration forms	ALL	M19	M36		TTG	T6.3; T8.3	
		3 X 8	No. of SME pitching at the Online Pitching Academy event	No. of SME registration	Registration form	After event	Online Pitching Academies - SME listed on attendance form	List of Attendance/ Registration forms	ALL	M19	M36		TTG	T6.3; T8.3	
			No. of SME being introduced to investors at the Ecosystem Building Program event	No. of SME registration	List of attendance	After event	Ecosystem Building Program - No. of pitching made	Follow-up form/ email with SMEs	ALL				STP	T3.3, T4.3	
		(4)	No. of SME pitching at strategic partners' events	NA	Registration form	After event	No. of pitching on events	List of Attendance/ Registration forms	ALL		M36		TTG	T4.2.2	
KPI-7	SME Transformation Projects with extended monitoring coverage using satellite data	>40%	No. of projects by SMEs that fulfill the mentioned criteria indicator	case-specific baseline indicators set in Transformation Plan (Annex I) - defined by the lead mentor of the	Transformation Plan - Annex I	Exit interview / Closing report	No. of SME fulfilled criterion in Annex I	Exit interview	DRAVEN, FBA	M13	M36		FBA	T4.2.2	D4.2
KPI-8	SME Trans.Projects with improved environmental impact	>60%	No. of projects by SMEs that fulfill the mentioned criteria indicator	case-specific baseline indicators set in Transformation Plan (Annex I) - defined by the lead mentor of the	Transformation Plan - Annex I	Exit interview / Closing report	No. of SME fulfilled criterion in Annex I	Exit interview	DRAVEN, FBA	M13	M36		FBA	T4.2.2	D3.2; D4.2; D5.2
KPI-9	SME Trans.Projects with improved circularity and resource use efficiency in products and value chains	>40%	No. of projects by SMEs that fulfill the mentioned criteria indicator	case-specific baseline indicators set in Transformation Plan (Annex I) - defined by the lead mentor of the	Transformation Plan - Annex I	Exit interview / Closing report	No. of SME fulfilled criterion in Annex I	Exit interview	DRAVEN, FBA	M13	M36		FBA	T4.2.2	D3.2; D4.2; D5.2
KPI-10	SME Trans.Projects for critical raw materials	5	The number of SMEs in Trans.Projects participating for critical raw materials	case-specific baseline indicators set in Transformation Plan (Annex I) - defined by the lead mentor of the	Transformation Plan - Annex I	Exit interview / Closing report	No. of SME fulfilled criterion in Annex I	Exit interview	DRAVEN, FBA	M13	M36		FBA	T4.2.2	D4.2



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