PARTENALIA

STUDY ON THE ROLE OF LOCAL INTERMEDIATE AUTHORITIES IN THE TRANSFER OF INNOVATION

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INTRODUCTION

Innovation and competitiveness have a synergistic relationship well documented in specialized literature. According to the Information Technology and Innovation Foundation[1], between half and three-quarters of all economic growth over the 20th century is related to innovation.

Innovation is a wide concept, including product innovation, process innovation, services innovation and organizational innovation, that is to say, any improvement on competitiveness. Following Regis Cabral definition:

> *"Innovation is a new element introduced in the network which changes, even if momentarily, the costs of transactions between at least two actors, elements or nodes, in the network" (Cabral, 2003).*

Nevertheless, innovation must be transferred to the field where it is going to be applied. It is not enough with innovation creation, it is necessary that innovation transfer is encouraged. For example, Internet has been one of the most important discoveries of last century but its impact on the economy is related to its spreading.

And it is in that field where Local Intermediate Authorities have more to say due to their proximity to beneficiaries and a better knowledge of citizens and companies' needs. European Local Intermediate Authorities have strong influence on territorial competitiveness and cohesion. They have similar powers in areas as important as economic intervention and employment protection, the fight against exclusion and poverty, land settlement and European Social Fund management (Malhère, 2009).

Policies and practices related to Transfer of Innovation have twofold objectives. On one hand they must be aimed at increasing inputs and on the other hand these policies must be aimed at improving efficiency, especially in relation to their effectiveness to increase citizenship life's quality.

In that way, the improvement of own institutions efficiency is a must. Improving attention services, addressed to citizens and companies (administrative simplification, new technologies use, spread and share of knowledge with other institutions, etc.) and improving their own organization, help authorities to increase their efficiency and reduce costs and resources.

[1]http://www.itif.org

Therefore, the role of Local Intermediate Authorities in the Transference of Innovation have a direct impact on society and this impact makes effects through horizontal practices and policies addressed to the whole society, but also, through specific practices addressed to certain collectives or sectors.

Among general practices and policies, we can find, for example, those related to the information society: Universalization of Internet access, implementation of Wi-Fi or WILEX in rural areas and training on computer literacy or skills are some actions on this field that can be addressed and designed according to their beneficiary targets.

On the other hand, we can find specific practices or policies addressed to certain population collectives. Some examples are the practices related to training local entrepreneurs, spreading last innovations made by some sectors or industries, etc.

Also, Transference of Innovation has a timeless effect due to its dynamic character, that is to say, its effect does not end with the implementation of the action but it remains temporary because it helps to create an "innovation culture" among population.

Summarizing, Research and Development and Innovation policies need to be aimed not only to find innovative practices but also to find the best and most effective ways to transfer them.

Partenalia as the only no-profit International Association of Local Intermediate Authorities (Nuts III) for inter-territorial cooperation has a key role to develop multilateral projects that help to spread the most interesting new developments, that is to say, Transfer of Innovation projects.

In that sense, this document makes a first approach about the status of Transfer of Innovation among Partenalia members, analyses a series of best practices made by some Partenalia members and other European Union Institutions in relation to this topic and it assesses their possibilities to be implemented in other territories.

METHODOLOGICAL FRAMEWORK

1. OBJECTIVES

The main aim of this project is to analyse and improve the practices and tools of the Local Intermediate Authorities, especially those carried out by Partenalia members, in relation to the Transfer of Innovation.

This objective will be set on the following specific ones:

- **Analysing the practices related to the Transfer of Innovation that Partenalia members are carrying out.**
- **Identifying the most interesting policies,** according to their content or impact, **in relation to the improvement on territorial competitiveness,** in some of the following areas:
    - Improvement on local company competitiveness;
    - Improvement on the own Local Intermediate Authorities;
    - Improvement on citizen's knowledge or education;
    - Boosting policies related to Research and Development, etc.
- **Making a selection of practices made by Local Authorities** (both, Partenalia members and non Partenalia members) that could be transferable.
- **Analysing the possibility to adapt these practices to similar or different contexts**
- **Making a selection of transferable practices.**
- **Setting a Road map** that contains milestones for future actions.

2. METHODOLOGY

The assignment of this project has been developed in various steps and with different methodological techniques. This mixed approach has allowed the use of the most convenient methodological tool for each step.

Phase I. The role of Local Intermediate Authorities in the Transfer of Innovation (State of the art)

Methodology used during this phase of the study has being based on a wide work field. This methodological approach has helped to get **primary information** about practices related to the Transfer of Innovation. This phase was divided into two different steps:

1.1. Literature Review

During this phase of the study, literature review has been used as secondary source. This methodological approach has helped to synthesize and to analyse the critical points of current knowledge about Transfer of Innovation and the role of Local Intermediate Authorities in relation to this topic. Questionnaire for the survey has being designed using this methodological tool and information about best practices have been compiled.

Also, through the **literature review** (and telephone interviews with Partenalia members), it has been made a selection of practices made by other Local Intermediate Authorities (non Partenalia members) and those institutions were contacted to get primary information about their practices.

1.2. Survey on practices related to the Transfer of Innovation

The aim of this survey was to get accurate and updated information about practices made by Partenalia members related to the Transfer of Innovation (see Table 1).

Telephone interviews were the principal method to obtain information for the survey. In order to get accurate information, a **semi-structured questionnaire**[2] was designed for the interviews. The design of the questionnaire (a mixture of open and closed questions) helped to get information about the description of practices and, at the same time, it made easier to classify the information. This step had three different but simultaneous tasks:

1. – Telephone or e-mail interview with “Economy and Innovation Working Group” members.

2. - Telephone or e-mail interview with the rest of Partenalia members.

3. - Compilation of information about good practices provided by Partenalia members.

Due to the diversity of Partenalia members, the aim of this semi-structured questionnaire was twofold. First, information about description and content of the practices has been gathered through open questions in order to systematize the answers and the information. Second, closed questions have facilitated the classification and analysis of the practices.

The content of the questionnaire have tried to answer some of the following questions:

[2] Please find questionnaire used for this survey in Annex I.

- How many of these institutions make proactive practices.
- Content of the practices.
- Periodicity and formalization of these practices.
- Cooperation with other institution in the development of these practices.
- Assessment of the efficiency of these practices.
- Main characteristics of these practices.
- Different ways of improving these practices
- Role of Local Intermediate Authorities in the Transfer of Innovation.

Participation level during field work has been **very high: 90.5%** of Partenalia members have fulfilled the questionnaire (See Table 2).

Table 1. Technical specification of the work field "Survey on practices related to the Transfer of Innovation".

Universe	Universe of this survey were all Partenalia members. Partenalia has 21 Local Intermediate Authorities (Economy and Innovation Working Group and other members of Partenalia Association)
Analysis sphere	All Partenalia members
Sampling Size	Survey was addressed to the entire universe. Answer rate was very high: 90.5%.
Survey System	Telephone interview, once appointment was scheduled, with the responsible person selected by each member. A small number of Partenalia institutions showed their preference of answering by e-mail.
Survey Content	Identification data, information about the role of Local Intermediate Authorities in the Transfer of Innovation, description of practices related to the Transfer of Innovation, characteristics of the practices (frequency, assessment, effects, impact, etc.), beneficiaries, areas, funding, etc.
Survey Length	Between 60 and 90 minutes
Field work Length	January and February, 2011

Source: Own elaboration

Table 2. Participation extent on the field "Survey on practices related to the Transfer of Innovation"

	Sampling	Participation			Answer %
		They make any practice	Don't make any practice	Total	
Economy and Innovation Working Group	8	8	0	8	100.0%
Other Partenalia members	13	7	4	11	84.6%
Total Partenalia members	**21**	**15**	**4**	**19**	**90.5%**

Source: Own elaboration

Phase II. Selection of transferable practices (Study Cases)

During this step a selection of transferable practices has been made. Transferable practices were chosen according to their efficiency, effectiveness and reproducibility among some of the practices made by Partenalia and other European Union institutions.

As aforementioned, selection of these practices has been made through the information provided by Partenalia members and literature review. After this selection, **study case** has been written for each single practice.

Study cases are based on an in-depth investigation of a single individual, group, or event and due to their dynamism; it has been considered the most suitable methodological tool for this phase of the study. According to several authors, study cases can be defined by their characteristics into three different types: explanatory; exploratory or descriptive. In this case, we have opted for **a descriptive approach** using qualitative methods for gathering information in order to reach a holistic view of each practice.

Study Cases has been designed according to the following sketch:

CASE STUDY

1.- Introduction

2.- Institutional identification data

3.- Practice background

4.- Objectives

5.- Description

6.- Boost Factors

7.- Obstacles

8.- Resources

9.- Funds

10.- Evaluation/Assessment

11.- Prospective

Information has been obtained by primary sources (telephone interviews and/or information provided by each selected institution) and also by secondary sources (bibliography, literature review and Internet).

Due to the fact that using a descriptive approach requires each single item as an independent field of analysis, we have considered that transversal analysis does not proceed. Nevertheless, the recommendation chapter points out some transversal actions that we consider that Partenalia, as an international association for Local Intermediate Authorities for inter-territorial cooperation, should consider implementing.

Phase III. Road map

Once finished Phases I and II of the project, a roadmap has been made. Roadmap consists in the planning of the development of future actions to be carried out (in this case by Partenalia), both short and medium term: Roadmap has been organized attending to the possible milestones proposed.

Phase IV. Funds

Finally, once evaluated all the information compiled by this project, possibilities of finding E.U funds have been studied. In that sense, there is a specific section in every study case. When existing, European Union subventions used for the development of these practices are pointed out whereas in those cases where the practice did not have any European Union funding a selection of most suitable subvention programme has been proposed. Also, other recommendations for European Funds can be found on Annex IV.

3. STRUCTURE OF THE DOCUMENT

This document has been divided into chapters that, mainly, belong to the different phases of the project. First chapter makes a brief literature review about some of the topics related to Transfer of Innovation and about best practices made by some Local Intermediate Authorities; second chapter analyses practices related to the Transfer of Innovation that Partenalia members are currently carrying out and the state of the art about the role of Local Intermediate Authorities in relation this topic; third chapter brings together a selection of five best practices made by Partenalia members and other European Union institutions; finally, fourth chapter compiles main conclusions and recommendations and the fifth one presents a roadmap for future actions.

LITERATURE REVIEW

1. INTRODUCTION

As aforementioned, Local Intermediate Authorities are key European institutions. Their proximity to final beneficiaries and their better knowledge of the specific requirements of their regions give them a privileged position for an efficient design of policies and an excellent position to interact and transfer practices to smaller territorial authorities.

In that way, Local Intermediate Authorities have, on one hand, an optimum place to get primary information about worries and necessities of citizenship and smallest authorities and, on the other, they are capable to adequate, adapt and transfer policies and practices made by upper institutions (Partenalia, 2008).

Along the same line, according to the European Confederation of Local Intermediate Authorities, the territorial importance of Local Intermediate Authorities should be taken into account because of their impact and action capacity on issues as business promotion, development of poor areas, fight against poverty and social exclusion, improvement and recovery of specific areas with declining and/or aging population, promotion of access to research and innovation, as well as access to new technologies in all areas and territories(CEPLI, 2009).

Local Intermediate Authorities can improve the quality of life and social and economic activities of citizens, in that they make it possible to deliver more efficient and personalized public services as well as local business.[3]

Despite the fact that their jurisdiction, characteristics and competences differ from state to state of the European Union, Local Intermediate Authorities have an important and essential role on the interrelations with entities on different administrative levels (Partenalia, 2008).

This contribution is sustained in their capacity to on the one hand collect and raise citizens' concerns and the needs of the smallest local entities and, on the other hand, to transfer and adapt actions and policies promoted by administrations higher up (Partenalia, 2008).

Therefore, the role of Local Intermediate Authorities in relation to the Transfer of Innovation is essential to improve territory competitiveness and citizen's life quality. Practices and policies designed by these institutions have to take into account the

[3] 126th Meeting of the EU Committee of the Regions Bureau (November 2010), "First Cor Monitoring Report on Europe 2020".

relevance of introducing innovative and transferable approaches in order to gain efficiency and effectiveness.

Partenalia members are convinced that innovation should face the new social challenges and that it must overcome the technologic concept of R+D and are applicable to non-technologic fields and social sectors. According to the objectives set by the working group "Economy and Innovation", this study underlines which kind of support Local Intermediate Authorities can manage, or contribute to manage, in favour of the Enterprises of their territories and for which kind of objectives.

This document includes a brief literature review about some of the main topics related to Transfer of Innovation and Local Intermediate Authorities and, also, about best practices in the field of the Transfer of Innovation.

This review tries to contextualize the aim of this study and it offers a reference framework that helps to understand the status of the question: Transfer of Innovation. Also it has helped in the design of the survey's questionnaire, which was essential to get accurate and updated information for this phase of the study.

2. THE CONCEPT OF INNOVATION

Several authors relate the historical origin of the concept of innovation to the classical economists. Since then, this concept has changed and developed according to modern times.

Nowadays, we can find multiple definitions about the concept of Innovation and many different authors that have theorized about that. Some of the definitions commonly accepted are:

> "*Innovation is the process that translates knowledge into economic growth and social well-being"*[4].
>
> *"Innovation is the specific instrument of entrepreneurship (...) the act that endows resources with a new capacity to create wealth" (Drucker, 1985).*

[4]http://www.arc.gov.au/general/glossary.htm

"Innovation is a new element introduced in the network which changes, even if momentarily, the costs of transactions between at least two actors, elements or nodes, in the network" (Cabral, 2003).

"Innovation is the result of individual and institutional learning processes, the knowledge created by this and its economic application" (Guth, 2010).

"An innovation is a new idea, its adaptation for practical situations and the added value as a result of both"[5].

Since the end of Second World War and until 1980's, a lineal approach of innovation has been used. This approach considers that all innovation is related to Research and Development activities and that it has a sequential process: the scientific discovery necessary entails incorporation to the market or to society of new products or processes (Formichella, 2005).

According to this approach, the origin of the innovation process lies on the detection of a need and it incorporates research and development and, subsequently, transfers of technology (Jain and Triandis, 1990 in Formichella, 2005).

In contrast to the models derived from this approach, others named "interactive models of innovation processes" appeared and started to have a growing impact since1970's. These models establish that innovation is not only related to Research and Development but also to interaction and feedback, which must both be stressed. There are interactions among all the elements of the process (scientific, technological, productive, institutional, etc.) in every step of the innovation process. And it is inside these interactive models where the idea of "Innovation System" is born.

The concept of the innovation system stresses that the flow of technology and information among people, enterprises and institutions is key to an innovative process. It contains the interaction between the actors that is needed in order to turn an idea into a process, product or service on the market. But there is no consensus about its definition[6].

According to OECD:

[5] The Finnish National Board of Education (http://www.oph.fi/english)

[6] http://en.wikipedia.org/wiki/Innovation_system

"The concept of national innovation systems rests on the premise that understanding the linkages among the actors involved in innovation is key to improve technology performance. Innovation and technical progress are the result of a complex set of relationships among actors producing, distributing and applying various kinds of knowledge. The innovative performance of a country depends to a large extent on how these actors relate to each other as elements of a collective system of knowledge creation and use as well as the technologies they use. These actors are primarily private enterprises, universities and public research institutes and the people within them. The linkages can take the form of joint research, personnel exchanges, cross-patenting, purchase of equipment and a variety of other channel".[7]

Therefore, research and innovation have become key driving forces for economic growth and regional and territorial development. They provide the bases for a new economic model based on knowledge, growing productivity and competitiveness, generating quality employment and improving life quality for citizens (Botella, Fernández y Suárez, 2010).

Innovation improves competitive strengths and transforms local productive systems, two aspects that must be linked to territorial policies and, more specifically, to the development of a territorial culture that embraces both. Therefore it is there where Transfer of Innovation has to be applied in order to achieve higher territorial competitiveness and to improve economic, social and general living conditions.

Therefore, the main importance is that innovations are of practical use in providing new or improved products or services and/or enabling people and organisations to do things more effectively and/or efficiently. And it is there where Transfer of Innovation has more to say.

In that sense, next section makes a first approach about the importance of Transfer of Innovation for competitiveness.

[7] http://www.oecd.org/dataoecd/35/56/2101733.pdf

3. TRANSFER OF INNOVATION

In the last decades, Transfer of Innovation has reached great interest among academia and policy-makers, but most of the articles refer, exclusively to technology transfer.

Transfer is a critical element due to the fact that interaction of actors is equally important for the success of innovation policy (Guth, 2010).

Transfer of innovation means implementing and applying a new idea into practice in other organizations, where it is developed to create added value. The Transfer of Innovation process is a mutual learning process for everyone involved and tacit knowledge also plays an important role in the process (Finnish National Board of Education)[8].

Following Schwartz and Varma, transfer addresses two critical issues for innovation: the knowledge problem and the inertia problem. The knowledge problem asks how prior knowledge of one sort can contribute to creating new knowledge of another sort. The inertia problem asks why people often fail to innovate, even though they have the relevant prior knowledge (Schwartz and Varma, 2008).

The transfer literature proposes two different solutions called similarity transfer and dynamic transfer. Similarity transfer means that people solve problems better if they have solved prior similar problems (Ratterman and Forbus, 1993). In similarity transfer people already have prior knowledge and they use it to understand a different situation in a new way (Vosniadou, 2008); in the dynamic Transfer, the context helps people to coordinate component abilities to create a new concept (Schwartz and Varma, 2008).

Therefore, the innovation process begins with the discovery of something new and ends with the implementation of that 'something' in a real-world product or service. That means that innovation, almost always, requires the transfer of knowledge from one group or institution to another. There are various ways how this happens, and one sees different patterns of university-industry cooperation in different countries and regions[9].

The latest innovation research shows that a user-oriented Transfer of Innovation process is based on interaction between those involved in the transfer process and the beneficiaries[10].

[8]/http://www.oph.fi/english

[9] www.america.gov

[10]http://www.oph.fi/english/

Therefore, during the process of the Transfer of Innovation, multiple agents can be implied. In order to carry out Transfer of Innovation practices is necessary the implication of several social agents (Spanish Ministry of Science and Innovation)[11]. All of them are essential for the process of Transfer of Innovation and can be classified into the following main groups:

1. - Civil Service (Government Departments, Local Intermediate Authorities, Local Authorities, etc.)

2. - Public System of R+D (Universities, Public Organizations, technological centres).

3. - Companies and society (associations, chambers of commerce, etc.).

4. - Third Sector (NGO's, non-profit organizations, Foundations, etc.).

In the most common model of Transfer of Innovation each actor plays one of the following roles (Martínez, 2000):

1. - Generators of Innovation or knowledge: Universities, Research Centres, Technological Centres, innovation managers, etc.

2. - Innovation transformers: Companies

3. - Other agents: Civil Service, Society, etc.

Nevertheless, the role played by every actor in the process of the Transfer of Innovation varies for each single practice developed in this field.

But, as aforementioned, the main importance of Transfer of Innovation is its role as a key driver for economic growth. Innovation opens doors for competitiveness of enterprises, research facilities and regions within the European Union.

Therefore, the development of practices related to this topic is highly important for regional improvement. In that sense, following section brings together the state of the art about best practices in relation to the Transfer of Innovation.

[11] http://www.micinn.es/

4. BEST PRACTICES

4.1. The concept

Best practices do not have a universally accepted definition. Even a same organization such as the United Nations considers different concepts to describe them. For example, one definition used by this organization describes best practices such as

> *"The new ways of acting to face new challenges and problems, whether they be social, economic or environmental. These practices are characterized by an itemized approach which is aimed at resolving the population's specific problems and is founded on the knowledge of reality and its local specificities, but with a global vision or planning of the problems and the interventions".*

Taking this definition as a starting point, the action, in order to qualify as and be called best practice, must possess certain characteristics[12]:

- To have a demonstrable, tangible impact on the improvement in people's living conditions.
- To have a result of a joint effort between different sectors that act and live in a town: the Administration, citizens through their associations, etc.
- To be socially, culturally, economically and environmentally sustainable and long-lasting.
- To contribute to the strengthening of the community and its organizational capacity.
- To pay special attention in order to solve social exclusion problems.

An additional definition is provided by the United Nations Population Fund Glossary of Monitoring and Evaluation Terms, which defines best practices as "*planning or operational practices that have proven successful in particular circumstances and which are used to demonstrate what works and what does not and to accumulate and apply knowledge about how and why they work in different situations and contexts".* On

[12] Arco Latino (2007): "Best Practices Manual for Public Decentralized Cooperation", http://www.arcolatino.org/index.php?method=section&action=zoom&id=2028

the other hand, **UNESCO**[13] prefers to describe best practices not by providing a definition but by determining the four common characteristics that any best practice contains, which are:

- To be *innovative;*
- *To make a difference;*
- *To have a sustainable effect; and*
- *To have the potential to be replicated and to serve as a model for generating initiatives elsewhere*.

All the above mentioned definitions should be considered complementary to each other and they should be taken into account together, due to the fact that each one offers a particular characteristic of best practices that is not reflected in others. However, **for the aim of this study UNESCO approach matches better** because it considers that best practices must be sustainable, to have the potential to be replicated and to be the basis for following initiatives. In other words, it emphasizes that best practices must have a high potential effect, as temporal as geographical, because they must have potential to be set anywhere and to contribute to generate new initiatives. This is exactly the underlying idea in the innovation framework, which is that existing knowledge be widespread in order to be the basis for new ideas.

To end, we can add a functional definition, provided by Bendixsen & Guchteniere (2003), who define best practices as a term that "relates to successful initiatives or model projects that make an outstanding, sustainable, and innovative contribution to an issue at hand". According to this definition, best practices are not only successful, in a general way, but also contribute to the purpose that is relevant in a specific context. In other words, and following to Jennings (2007), best practices carry a tripartite function: identifying successful initiatives addressing important issues, learning what works and does not work in different contexts, and inspirational guidelines for decision making.

4.2. Best practices (State of the art)

Best practices can be found in all levels of Public Administration. However, it is difficult to make a classification by organizational level because of the following reasons:

[13] http://www.unesco.org/most/bphome.htm

- The competences of each level of Administration vary from one country to other;
- Furthermore, there are countries where competences may differ from one administration to other, although they are at the same organizational level;
- Or it may occur that there are fields where competences are not completely fixed in a single level and therefore the same best practice can be found in an authority and also in other belonging to an inferior level. The incubators are an example of this situation, as they can be set up by Local Intermediate Authorities (LIAs) but also by municipalities.

In conclusion, the territory and the authority which implements the best practice are important but not relevant and, therefore, **a best practice made by an authority could be replicated by other authority belonging to a higher or a lower level.**

So, at the Transfer of Innovation field, local authorities can be found with a very active role. For example, the cities of Tampere (Finland) and Murcia (Spain), whose active role has been awarded by their nomination for Globe Sustainable City Award, 2011. Other nominated cities have been Araçuaí (Brazil), São Paulo (Brazil) and Songpa (South Korea).The Globe Sustainable City Award− one of the four categories of the Globe Award − is given by the Globe Forum[14] to cities and municipalities all over the world that successfully contribute to increasing knowledge on sustainability. The jury evaluates the cities looking at a holistic perspective on sustainable development, taking into account several aspects such as: Environmental capital (natural resources preservation); Social capital (well-being and social relations); Technical and infrastructure capital; Culture and leisure capital; Political capital (confidence and public trust) and Financial capital (assets financial management).

In the case of **Tampere**, Alvari, an integrated system of public participation in the city's administration must be pointed out. Alvari acts as an advisory working group that, by taking a bottom-up perspective, contributes to plan, operate and inform to local authorities. It supports the administration and provides it with transparent and innovative ideas. The project show cases of practical use related to crowd sourcing and public feedback on local work being done in the municipality, contributing to build public trust and a new political culture of openness for sustainable future while it emphasizes social, human and intellectual capital.

[14] http://www.globeforum.com/

Another interesting best practice is the service provided by **Tampere Business Region[15].** Although this practice is implemented by Tampere Region, it has been included in this section due to the fact that the city of Tampere, like the rest of territory, benefits from it and because Tampere Region has a population of around 450,000 inhabitants (the population of Tampere city is over 213,000)[16]. This service helps entrepreneurs in all previous phases to the firm settlement and, therefore, it is crucial for the rise of companies in the region. It consists on a free assistance service that provides companies and individuals with all the information they need, but also, with the necessary assistance to identify sales opportunities, to clarify their prospects, and to analyse their competitive advantage and potential competitors. In short, it is a fully consultant service which provides valuable tools such as in-depth market studies and feasibility assessments; real access to local networks within the business community and the public sector and valuable advice on legal, financial and other relevant issues. Furthermore, in order to guarantee its success the assistance continuous after the company is set.

Other local authority with an interesting role in the Transfer of Innovation is **Grand Besançon[17]** (France), a public entity of cooperation inter-municipalities, composed by the city of Besançon and small towns around, with a total population of around 180,000 inhabitants. Although its size, it carries out several practices at the Transfer of Innovation field, which have companies as their main beneficiaries. Some of them are in coordination with the local intermediate authority, Conseil Général du Doubs and with the Region Authority, Conseil region de Franche-Comte. Among these activities, **TEMIS** Innovation is the most important. It is a pole of innovation focused on Micro-techniques, which joins in a same place a business park, and SME incubator, a business incubator, a specialized assistance service for new entrepreneurs and common services, including common services for R&D. Grand Besançon is its main stakeholder, with a participation of around 75%. Other partners are the Chamber of Le Doub, Conseil Général du Doubs and the Region. Furthermore, TEMIS Innovation has also innovators partners. One of them is the institute of Pierre Vernier, also situated in Besançon and which is financed by different level authorities, including the European Union through ERDF. Other innovation partners are some engineer schools and a university. In conclusion, Grand Besançon experience shows how coordination and

[15] http://www.tbregion.fi/

[16] http://www.tampere.fi/english/tampereinfo/tampereinbrief.html

[17] http://www.besancon.fr/

cooperation among all agents involved (which include different levels of authorities, researchers and private sector) is essential. It allows boosting innovation and its transfer to the territory and therefore it has a clear reflection on the creation of employment. According to the authorities, 3,500 jobs have been created in TEMIS during its twelve years of existence.

Regarding regional authorities, as abovementioned, their competences differ from one country to other and most of their practices, because of their scope and nature, cannot be transferable to Local Intermediate Authorities. However, there are several best practices made by regions that could be replicated by LIAs. For instance, some LIAs have cluster policies and, therefore, they could implement a best practice that was already carrying out by a Region authority, of course, after being adapted to its own specificities.

Other interesting best practice for LIAs is made by the Region of Lower Austria (Austria) and North Rhine Westphalia (Germany). Its name is "Innovation Assistance Programme[18]" and in short it consists of a grant to hire a skilled worker who will manage an innovation project. The aim of this practice is twofold: to overcome the risk that SMEs suffer at the innovation process, which is relatively higher for them than for LSEs, and to incentive young skilled workers hiring. Implementation of this practice is similar in both cases, although the grant scheme. So, while North Rhine Westphalia concedes a grant equivalent up to 60% of young skilled worker gross salary for one year, Lower Austria has established to this programme, which started in 2002, a "grant scheme", which includes:

- A fund for a percentage of Innovation Assistant gross salary for a limited period;
- Mandatory training of the 'Innovation Assistant' through a specially designed postgraduate training programme established at the 'Donau University Krems' (100% funded);
- Project coaching by an expert – external consultant – for the concrete project the 'Innovation Assistant' is working at (50% funded); and
- Monitoring/evaluation of the project by an external consultant (100% funded).

This Innovation Assistance Programme has been reported to be very cost-effective by both Administrations. For instance, in Lower Austria 90% of the projects have

[18] Further details of this practice can be found in Best Practices section, as a different implementation modality of the practice made by Province of Rome.

generated, at least, one new job but in average every Innovation Assistant project has created between 3 to 4 permanent jobs in the company.

Besides from the risk related to innovation development, another one that can explain the under-investment in innovation of SMEs is the risk about commercial exploitation of new ideas. In order to overcome this problem, the UK's national innovation agency (named Technology Strategy Board) has implemented a new Grant for Research and Development schemes[19], which will include proof-of-market grants that will enable companies to assess commercial viability through, for example, market research, market testing and initial planning. Due to its potential to reduce this commercial risk problem and that the maximum funding available will be £ 25,000 this measure could be transferable by lower level authorities from other countries.

It is also important to point out that any best practice, in order to exploit its maximum potential, should be **integrated** with other practices made by the same authority. Regarding the Transfer of Innovation, one way could be that all the measures derive from a same area of work and another one is the establishment of a specific institution which will be responsible for all the practices in this field.

The Province of Granada[20], for example, has a single area of work for "Research, Development and Innovation for Rural Development" which centralizes all the measures that this province implements in this area. In this case, beneficiaries are only local authorities (municipalities), whereas the measures are varied, for instance: to assist municipalities in the development and improvement of business parks; to increase the use of TIC by local authorities in their day to day work, but also in their relationships with citizens; and the analysis of the possibilities of the transfer of R&D made by the University of Granada to municipalities, as a way to help that supporting policies to R&D, reach all the territory of the province.

On the other hand, some authorities have decided to establish a specific institution, such as the city of Hämeenlinna (Finland), which founded, jointly with several SMEs, Innopark[21], a technology centre. Its key functions are to provide business services to

[19]http://www.innovateuk.org/content/news/new-funding-scheme-will-support-innovative-small-c.ashx

[20] http://www.dipgra.es/inicio/contenidos/index.php?area=266

[21] http://www.innopark.fi/portal/innopark/in_english/

firms at different stages of their life span, but also, to manage and implement various EU-funded programmes that promote business life. These programmes aim to improve and promote the competitiveness of companies and to develop and implement business policies, as well as, to enhance interaction between the polytechnic and business life. Therefore, they provide the following services: business incubator services; financial solutions; internationalization services; R&D services; innovative activities and educational and expert services.

Another point to take into account is **how best practices are disseminated**, that is to say, how third authorities get to know their existence. Best practices should be implemented by the highest number of institutions in order to extend their benefits. This implies that information of their existence and implementation should be available to potentially interested institutions. One useful way is to share this information through networking websites, which may be administered by:

- The same group of authorities that implement the best practices. That is the case of Local Innovation Awards Scheme and Erik Innovation Network;
- An institution whose aim is to help others to implement new practices, such as the Network of Local and Intermediate Governments launched by UNDESA-GAID[22].

The platinum level **Local Innovation Awards Scheme** (LIA Scheme)[23] celebrates and awards partnerships who can demonstrate that they have innovative services, ideas and ways of working that bring real benefits to citizens. This scheme is a new initiative set up in 2010 by UK State Government, through its Department of Communities and Local Government (CLG), and the Local Government Association (LGA), whose members are local governments within the United Kingdom.

The aims of the scheme are to:

- Identify, acknowledge and spread innovation and excellence;
- Raise standards by promoting best practices through peer learning and knowledge transfer;
- Improve services to make a real difference in relation to life quality and life chances for individuals and communities;

[22] UNDESA: United Nations Department of Economic and Social Affair - GAID: Global Alliance for Information and Communication Technologies and Development, an initiative approved by the United Nations Secretary-General in 2006

[23] http://www.localinnovation.idea.gov.uk/idk/core/page.do?pageId=16853219

- Give national recognition to local, frontline services and partnerships

To reach these goals, LIA Scheme has also set up Communities of Practice (CoPs), online networked communities, where participants can share information and establish new contacts. Likewise, information about each award project is also available at its website.

Unlike LIA Scheme, whose members belong to the same Country, **Erik innovation** is transnational, being its members regional authorities from several EU countries that have joined together in order to share information related to Innovation. In order to do that, this network has designed a best practices database with the information provided by its members. This database is available through its website and contains a short description of each practice, an evaluation ranking provided by the own authority which implements it and other relevant information about the best practice.

Another example of a sharing information system is **the Network of Local and Intermediate Governments and ICT Experts for the Information Society (LRAEIS)[24],** launched by UNDESA-GAID.

This Network, built on already existing structures, is comprised of ICT experts and local and regional authorities –including cities, intermediate governments, associations of regions and groupings of local communities that carry out their activity within a certain geographical ambit and under a competent authority – from all over the world, organized to ensure their participation and promote collaboration on aspects related to ICT for development, in general, and UNDESA-GAID, in particular.

The aims of LRAEIS Network are to:

- Promote real and effective cooperation among local and intermediate governments and ICT experts from around the world, learn from experiences, exchange best practices, and develop relevant programmes and initiatives; and
- Ensure that the voice of local and intermediate governments and ICT experts reaches UNDESA-GAID and is incorporated into the policy dialogue on ICTD issues.

Regarding the first objective, this network has set up a best practice database, which can be consulted in its website. It includes best practices regarding the use of ICT in a wide range of areas, which are: 1) Accessibility for people with disabilities and Inclusion; 2) Culture and Identity; 3) Government; 4) Democracy; 5) Health; 6) Education and Training; 7) e-Business; 8) Infrastructures; and 9) Safety.

[24]http://www.un-gaid.org/Network/StakeholderNetworks/LRAEIS/tabid/1038/Default.aspx

In conclusion, Literature Review shows that transfer of practices from one authority to other is possible, even when they belong to different administrative organization levels. That can be explained by the competence distribution, which is different among countries, and even by the fact that, in a same country, there may be several fields where different level authorities can implement or may implement similar actions.

On the other hand, Literature Review also shows two interesting type of actions, which are:

- The establishment of a dissemination system, for instance an online database, such as Erik Innovation's, which helps in the search of best practices and even, depending of the database grade of details, allows getting information about their peculiarities at implementing (costs, results, etc.);
- The adoption of an integrated approach, which gives a unique sight to all the interconnected practices, allowing allocating resources in a more efficient way, as the practices are implemented to reach a single main objective. Therefore, it also allows taking advantage of the existing synergies and exploiting the maximum potential of the practices.

This integrated approach can be seen in two different ways: the first one is through the design of a wide integrated programme, whose practices are executed by several institutions but all of them converge into the same direction, which is to reach the program main objectives. A good example would be the establishment of a single area of work for “Research, Development and Innovation for Rural Development", practice made by the Province of Granada.

The second way is through the creation of a specific institution as the sole responsible of the actions in a same field, such as Innopark, a technologic centre created by the city of Hämeenlinna. Both best practices have been described previously.

THE ROLE OF LOCAL INTERMEDIATE AUTHORITIES IN THE TRANSFER OF INNOVATION

1. INTRODUCTION

As aforementioned Local Intermediate Authorities have an important and essential role in territorial cohesion, competitiveness and in improving citizen's life quality. Also, regional growth depends largely on innovation and technological changes while the degree and extent of Transfer of Innovation define structural changes of regions and countries. Therefore, practices made by Local Intermediate Authorities about this topic are key factors.

In that sense, this chapter examines the role of Partenalia members in the Transfer of Innovation and the practices made by them addressed to this matter. The chapter is organized into four different sections: First one makes a general overview about the opinions of Partenalia members about present and future situation of the role of Local Intermediate Authorities in the Transfer of Innovation. Secondly, we have analysed general characteristics of the practices carried out by them (degree of spread, main beneficiaries, areas, etc.).

In the third section, more detailed and particular analyses of the practices have been made (regularity, evaluation, impact, etc.). In fourth place, a compilation of the answers provided by Partenalia members about possible improvements for policies and/or practices has been done.

Finally, the last section summarizes the most important conclusions reached by this phase of the study.

2. GENERAL OUTLOOK ON THE ROLE OF LOCAL INTERMEDIATE AUTHORITIES IN THE TRANSFER OF INNOVATION

Before speaking about Transfer of Innovation itself, it is necessary to assess the consideration of Partenalia members about the importance of Local Intermediate Authorities in relation to this topic and what advantages and disadvantages they find. Likewise, their opinions about the future role of these institutions in relation to the Transfer of Innovation have been analysed.

Therefore, next sections collect the main results obtained by the survey in relation to: their perception about the role of Local Intermediate Authorities and their opinion about prospects for the future.

2.1. Advantages and disadvantages of the Local Intermediate Authorities

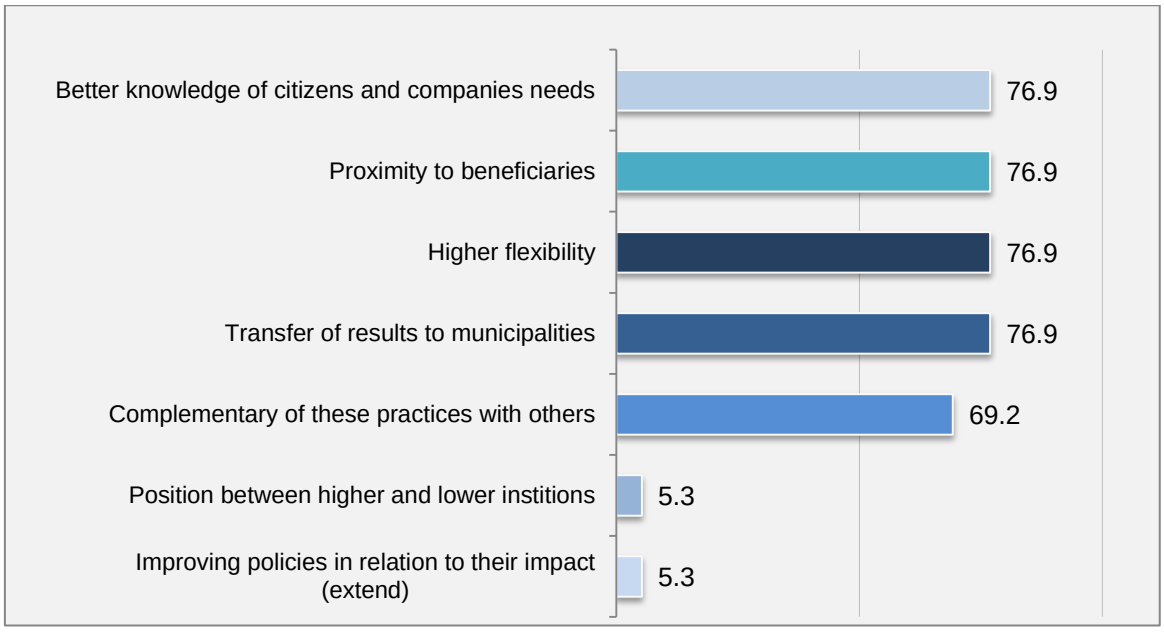
Compared with other upper or lower institutions, Local Intermediate Authorities have a series of advantages and disadvantages related, mainly, to their central position.

According to the majority of Partenalia members, there are certain characteristics that facilitate the role of Intermediate Authorities in the Transfer of Innovation. Like that, the most important advantages mentioned are:

- **Better knowledge of citizens and companies' needs**: the local level of these authorities provides them a deeper and closer contact with the citizens and companies allocated in their territories and, therefore, a better knowledge about their necessities.
- **Proximity to beneficiaries**: also related to the previous advantage, territorial proximity to beneficiaries facilitates these institutions to improve effectiveness of their practices and/or policies.
- **Higher degree of flexibility (**in comparison with other institutions): due to their intermediate level, most of these institutions have more flexibility in the design, implementation, monitoring and assessment of these policies, than upper or lower territorial units.
- **Possibility of direct transferring of results and effects to municipalities** or other local governments: also due to their position, Local Intermediate Authorities play a key role supporting municipalities or other local authorities with less economical or human resources.
- **Complementarity of practices related to the Transfer of Innovation carried out by Intermediate Authorities with other practices** or policies made by them: Commonly, LIAs have a broad range of practices in several fields or areas that complement and give a stronger framework to the practices related to the Transfer of Innovation.

First four mentioned items were appointed by 76.9% of the interviewees as main advantages of Intermediate Authorities and fifth one (complementarity of practices) was mentioned by 69.2% of them (Graphic 1).

Graphic 1. Main advantages of the role of Local Intermediate Authorities in the Transfer of Innovation (%)



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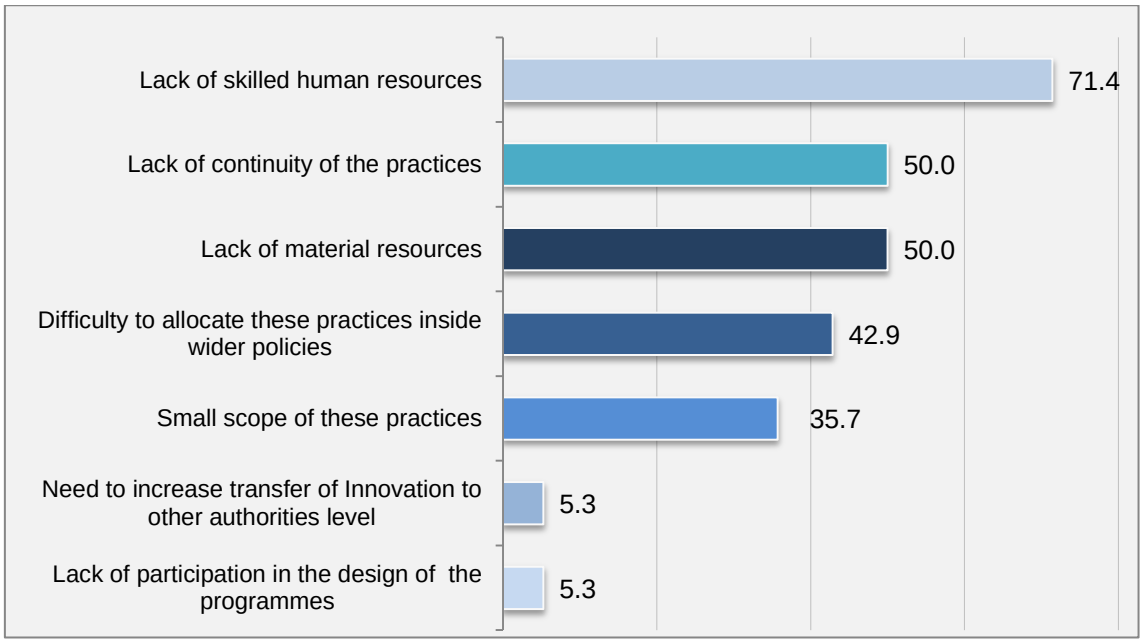
On the other hand, there are also several important disadvantages for Local Intermediate Authorities in the Transfer of Innovation. Like that, most of the interviewees (71.4%) declared that lack of skilled human resources is an important disadvantage; also half of the institutions interviewed appointed as a disadvantage both lack of continuity of these practices and the difficulty of allocating them inside wider policies (Graphic 2).

Graphic 2. Main disadvantages of the role of Local Intermediate Authorities in the Transfer of Innovation (%)



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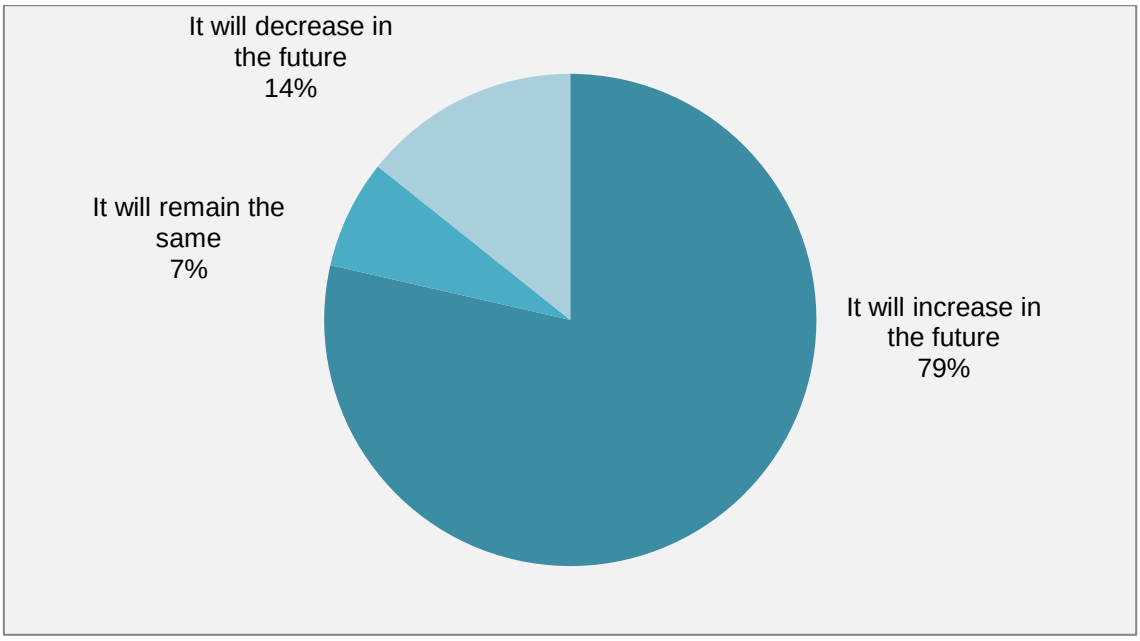
2.2. Future of the role of Local Intermediate Authorities in the Transfer of Innovation

It is also important to analyse how Local Intermediate Authorities assess their future role in the Transfer of Innovation. Most of them (79%) think that it will increase in the future in opposition to 14% of the interviewees that consider that it will decrease (Graphic 3). This opposed opinions can be related to the different competences, importance and powers that each European Union country bestows to Local Intermediate Authorities.

The answers provided about this topic by Partenalia members are very important due to the fact that future actions will be carried out according to their position in order to have a key role in relation to this issue.

Graphic 3. Assessment of the future role of Local Intermediate Authorities in the Transfer of Innovation (%)



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3. GENERAL CHARACTERISTICS OF PRACTICES RELATED TO TRANSFER OF INNOVATION MADE BY PARTENALIA MEMBERS

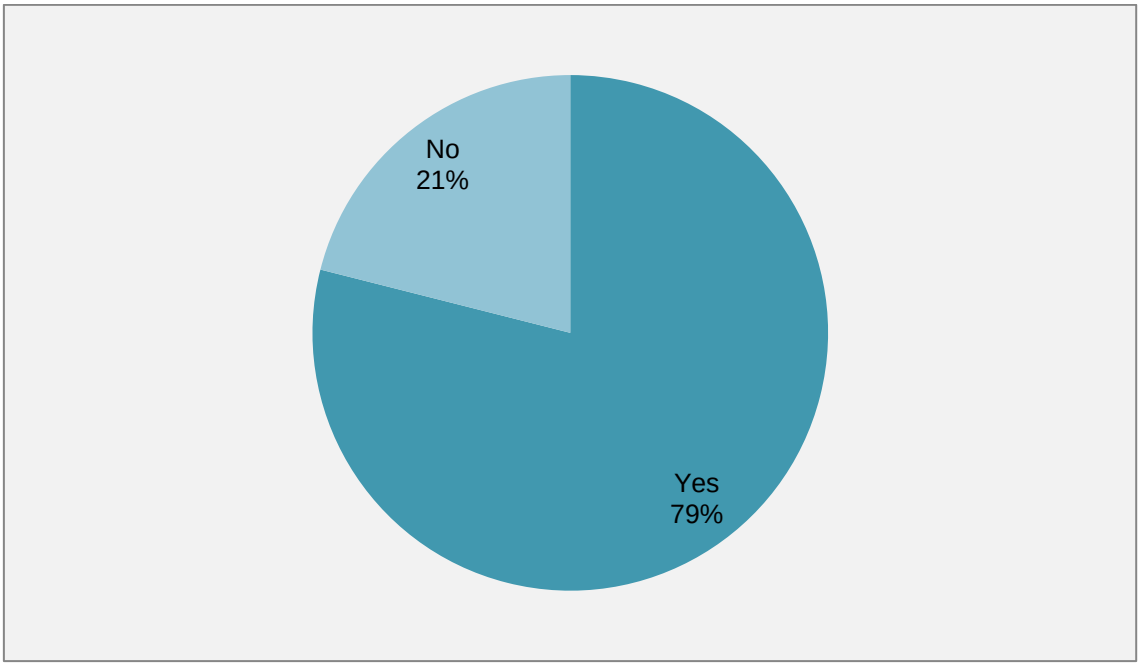
Once analysed the opinions about the current and future role of Local Intermediate Authorities in relation to the Transfer of Innovation, next sections set out the extend of the practices among Partenalia members. Also, information about main areas, beneficiaries, cooperation with other institutions and funding of the practices has been examined. This information is essential to make a first approach about the state of the art and to analyse what are the key points to be improved by future actions.

3.1. Degree of spread of practices related to the Transfer of Innovation

The analysis of the information provided by Partenalia members' shows that there is a high degree of generalization of the practices related to the Transfer of Innovation among them. **79.0 per cent of the interviewed institutions have at least one practice or policy related to this topic** (Graphic 4), what reflects that Partenalia

members are making a big effort regarding the implementation of practices in the Transfer of Innovation field.

Graphic 4. Percentage of institutions that have at least one practice related to the Transfer of Innovation (%)



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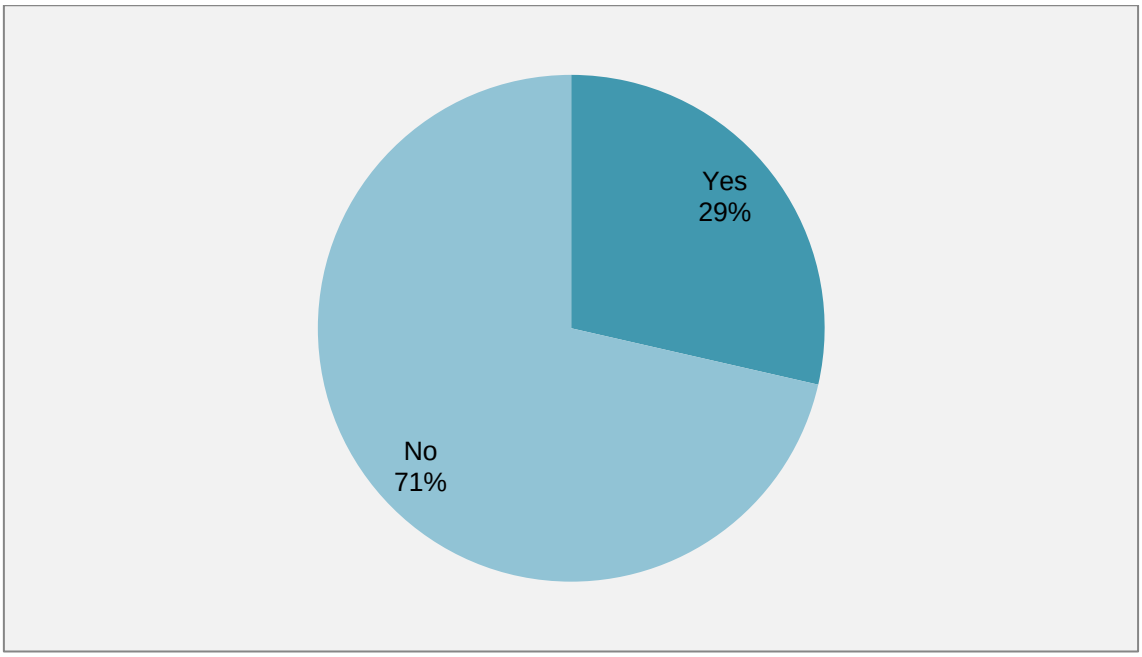
But on the other hand, the majority of them **do not have a specific department or area for Transfer of Innovation** (71%) (Graphic 5)[25]. Most of them share human resources and budget with the rest of their services and areas. The existence of an own department or specific area for the Transfer of Innovation is not a trivial matter. Literature review and experts agree about the importance of having a department and skilled staff in order to get a better coordination of the actions and a holistic view about which kind of practices are being developed. (Ramírez y Peñaloza, 2006; Cao Fernández, 2004)

[25] Diputación de Cáceres (Departamento de Promoción empresarial e innovación), Provincia di Roma and Province of Gelderland are three of the four institutions that have an specific innovation area or department. There is another Partenalia member that has also a specific innovation area or department but no authorization to publish its name has been given.

Graphic 5. Institutions that have a specific department for Transfer of Innovation (% over the total of institutions that have at least one practice related to the Transfer of Innovation)



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3.2. Most frequent areas

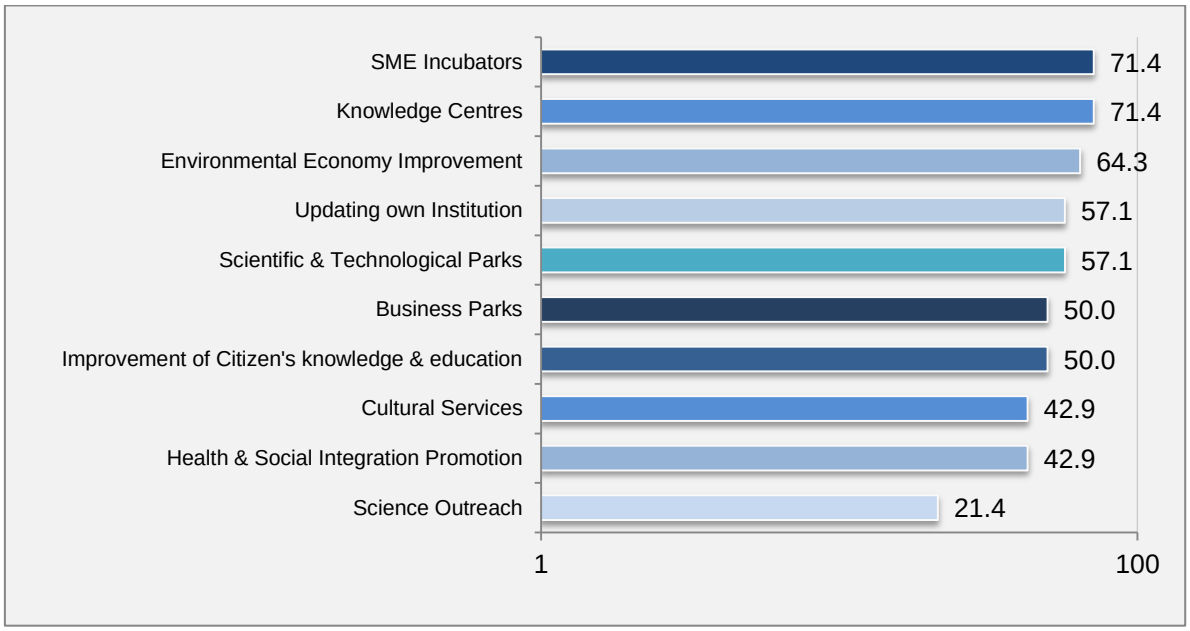
By area, practices made by Partenalia members are most frequently addressed to the following fields: knowledge centres (agreements and cooperation with Universities, Technological laboratories, research centres, etc.) and developing SME Incubators. 71.4% of the institutions that are currently carrying out any practice related to the Transfer of Innovation are working on those fields (Graphic 6). More specifically, they are working on the following issues:

- SME Incubators. Most frequent actions in this area are the ones addressed to provide financial and human resources support. In that way, companies particularly and society in general benefit as SMEs incubators provide support for the development of the entrepreneurial idea to Small and Medium Enterprises.
- Knowledge centres. Agreements with Universities, subsidies to research laboratories, technological centres, spin-offs, funds for cooperation between universities and SME incubators or other companies are some of the main practices carried out by Partenalia members.

- Environmental economy improvement. 64.3% of Partenalia members pointed out that they have practices related to this field, but little information was provided about concrete practices (see section 4.1.). Described practices in this area have mainly a comprehensive approach and they are aimed to increase environmental consciousness among citizens and companies and with improving environmental efficiency (for example, reductions on energy emissions).
- Business parks. Providing technological infrastructures, funding or co-funding business parks.
- Improvement of citizen's knowledge and/or education. Giving seminars, courses, and workshops (some of them addressing innovation and cultural matters); providing with Internet access to cultural centres and rural areas, etc.
- Cultural Services. Most frequent actions are directed to the digitalization of cultural services.

On the other hand, the area less developed is the one related to Scientific Outreach (only 21.4% make any practice in this field) but no institution gave any specific information about the actions they make related to this field.

Graphic 6. Most frequent areas of practices related to the Transfer of Innovation (% over the total of institutions that have at least one practice related to the Transfer of Innovation)



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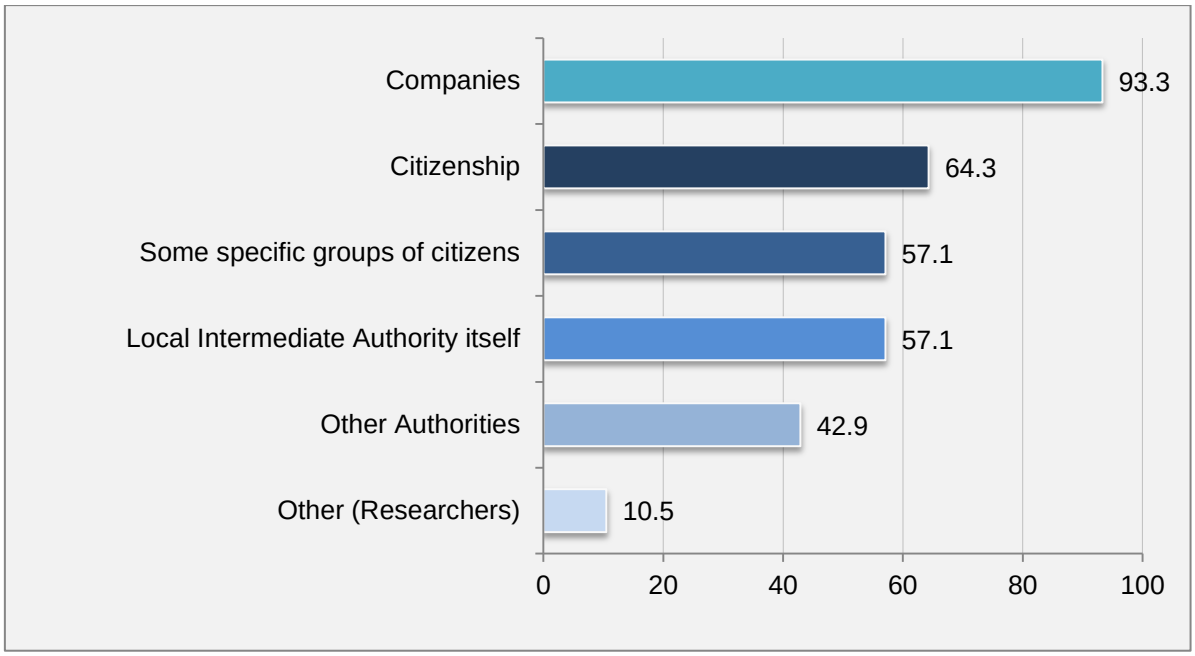
3.3. Main beneficiaries

In relation to the beneficiaries of the practices, the results of the survey show that the main target are companies (both SME and large ones). 93.3% of Partenalia members (among those that make any practice) address their practices to this collective. Citizenship (in general) and some specific groups of citizens (such as elderly people, women, people on risk of social exclusion, etc.) are as well main beneficiaries of practices (64.3% and 57.1% respectively).

Graphic 7. Main beneficiaries of practices related to the Transfer of Innovation (% over the total of institutions that have at least one practice related to the Transfer of Innovation)



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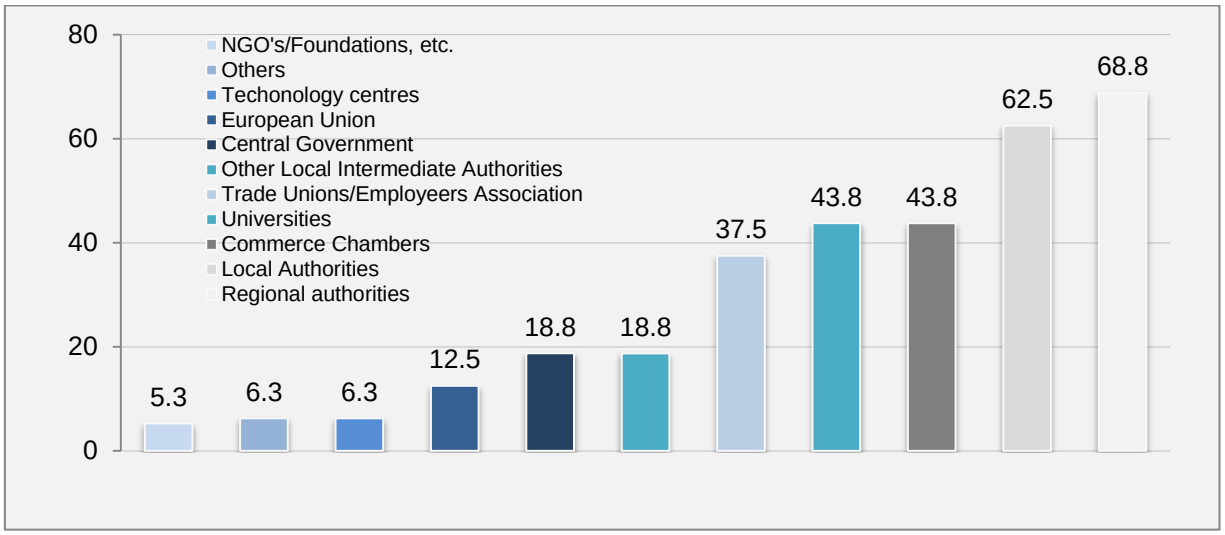
3.4. Cooperation with other institutions

Cooperation with other institutions is a common resource used by Partenalia members to carry out the practices related to the Transfer of innovation. All the institutions that have practices related to this issue declare that they cooperate with third parties in their development.

Most of them are cooperating with Local Authorities, mainly municipalities, in the development of the practices (68.8%) and with Universities (62.5%); also almost half of

the authorities cooperate with the European Union and other Local Intermediate Authorities (43.8% respectively). On the other hand, only 5,.% of the institutions have any kind of cooperation with NGO's or Foundations (Graphic 8).

Graphic 8. Cooperation with other institutions in the development of practices related to the Transfer of Innovation. (% per kind of institution over the total that have at least one practice related to the Transfer of Innovation)



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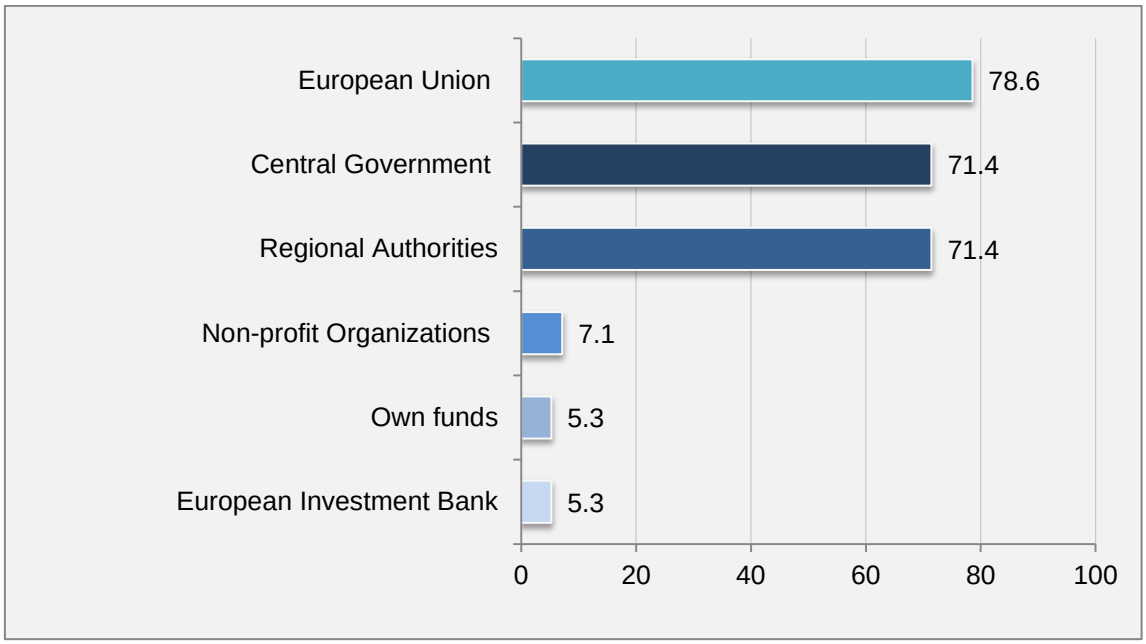
3.5. Funds

Another important aspect to take into account is if Partenalia members are being economically supported in the carrying out of practices and/or policies related to the Transfer of Innovation, and which kind of institutions are funding or co-funding these actions.

Almost all Partenalia members that have at least one practice have economical support from other institutions or agents (93.3% of them that it is to say, all institution except one).

Most of the institutions have economic support from the European Union (78.6%), Central governments (71.4%) or Regional Authorities (71.4%). (Graphic 9).

Graphic 9. Institutions that are funding or co-funding practices made by Partenalia members in relation to the Transfer of Innovation (% per kind of institution over the total that have at least one practice related to the Transfer of Innovation)



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4. PRACTICES

In previous section, a first approach about the practices that Partenalia members are carrying out in relation to the Transfer of Innovation and about the role of Local Intermediate Authorities in relation to this topic has been made. In order to have a deeper knowledge about these actions, this section examines more deeply their content.

During work field, **59 practices** have been identified and collected. The identification of these practices as relevant due to their content or impact has been made by each institution.

Information has been collected by means of closed and opened questions. Due to the high participation of Partenalia members on the survey, the analysis of this information gives a **complete and updated view of the practices** made by the members of the Association.

As aforementioned**, 79.0 per cent of the interviewed institutions have at least one practice or policy related to this topic** (Graphic 4). Therefore, it is important to point

out that there is a generalized perception of the relevance of these actions for regional development of carrying out these practices.

In order to get a better knowledge about them, some of their **basic characteristics** are detailed in next sections.

4.1. Content of the practices

Once analysed the content of practices made by Partenalia members, we have found that there is a **significant heterogeneity.** Most likely, the explanation for this heterogeneity lies on the simple fact that the members of the Association have very different profiles, especially in relation to the country where they are located and which determines their competences and interests.

With the aim to identify and analyse the content of these practices, an important effort to classify them into categories has been made. The classification into 9 categories (Table 3) has allowed an ulterior analyse of their main characteristics.

Table 3. Typology and content of practices made by Partenalia members

1. Transfer of new technologies to own authority/other authorities.	▪ **Update and/or unify administrative procedures.** ▪ **Digitalization of services and/or Plans.** ▪ **Electronic administration.** ▪ **Comprehensive management.** ▪ **Implementation of communication among different authority levels.** ▪ **Transfer of best practices among authorities.** ▪ **Training for employees of authorities (Civil Servants and external staff) about Transfer of Innovation.** Main beneficiaries of these practices are own Local Intermediate Authorities or other authorities (mainly municipalities) and users. Most common actions are related to the Transfer of new technologies from Local Intermediate Authorities to municipalities.
2. Transfer of new technologies to society (specific groups or whole society) and increasing employment opportunities and/or Education (whole society	▪ **Tele-centres (for schools, high-schools, etc.).** ▪ **Seminars, workshops to promote innovation culture.** ▪ **Specific programmes and/or actions addressed to specific collectives (mainly people in risk of social exclusion).** ▪ **Training and professional orientation (specific groups of citizens).** ▪ **Job placement itineraries for people in risk of social exclusion (sharing of good practices).** ▪ **Promotion of entrepreneurship.** Main beneficiaries of these practices are society in general or specific groups and companies.

3. Providing Internet access to rural areas	▪ **Improve or provide Internet Access to rural areas.** ▪ **Support to local media (radio, TV stations for rural areas).** Main beneficiaries of these practices are rural municipalities or provinces and their populations.
4.Providing technological infrastructures and knowledge to companies	▪ **Provide technological facilities for companies.** ▪ **Support technological parks.** ▪ **Telecommunication services.** ▪ **Modernization of infrastructures.** Main beneficiaries of these practices are companies and territories.
5. Agreements or Funds for Research & Development for Technological Centres, Universities, etc.	▪ **Agreements with Universities (material and/or human resources).** ▪ **Subsidies to research laboratories and technological centres.** ▪ **Subsidies for cooperation among research centres and companies.** ▪ **Loans for spin-offs.** Main beneficiaries of these practices are research institutions and researchers.
6. Sharing know-how, providing support, etc. in relation to local development.	▪ **Local development offices/centres.** ▪ **Supporting groups and/or networks for local agents.** ▪ **Transfer of new organizational models.** ▪ **Training to local development staff.** Main beneficiaries of these practices are local development agencies, agents and users.
7.Providing services for companies related to the Transfer of Innovation (with special attention to SME)	▪ **Support (human and material resources) for R&D policies/departments of companies.** ▪ **Approach specialized services to companies.** ▪ **SME Incubators (funds, subsidies, technological support, human resources, etc.).** ▪ **Qualified staff for SME (subsidies for hiring high-qualified staff).** ▪ **Innovation Awards for SME.** ▪ **Seminars, workshops, training, …, for SME about innovation.** ▪ **Subventions to register patents.** Main beneficiaries are companies itself and society (in general and particularly SME).
8. Transfer of Innovation related to environmental improvement.	▪ **Transfer of know-how about environmental sustainability.** ▪ **Environmental efficiency (citizenship and companies).** ▪ **Agreements for environmental performance (municipalities).** Main beneficiaries are environment, citizens, companies and authorities.
9. Others	**Sector Congresses**

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According to this categorization, it is important to point out that most frequent practices are those related to "**providing services to companies**", action made by 33.9% of Partenalia members that carry out, at least, one practice related to the Transfer of Innovation (Table 4). Also other categories such as "**Transfer of new technologies inside the own authority or to other administrations**" are made by an important percentage of the members (20.3%).

On the other hand, 10.2% of these practices are related to "**providing of technological infrastructures to companies**" to "**environmental improvement**".

Finally, practices made in lesser extent are those categorized under following epigraphs: "Agreements or Funds for Research & Development for Technological Centres, Universities, etc.", and "Others" (mainly congresses). These two types of practices are made only by 1.7% of Partenalia members.

Table 4. Practices made by Partenalia members according to their typology (% over total of Practices)

Content	%
Providing services related to the Transfer of Innovation to companies (with special attention to SME)	33.9
Transfer of new technologies to own authority/other authorities	20.2
Transfer of new technologies to society (specific groups or whole society) and increasing employment opportunities and/or Education (whole society	11.9
Providing technological infrastructures to companies	10.2
Transfer of Innovation related to environmental improvement	10.2
Providing Internet access to rural areas	5.1
Sharing know-how, providing support, etc. in relation to local development	5.1
Agreements or Funds for Research & Development for Technological Centres, Universities, etc.	1.7
Others	1.7
Total	**100.0**

Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

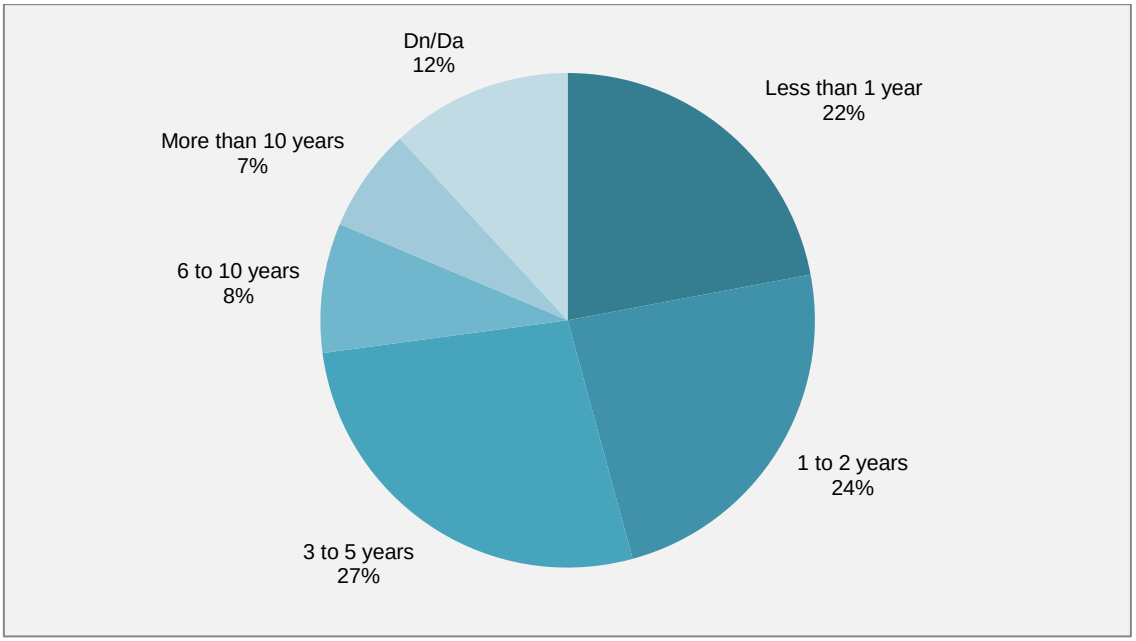
4.2. Age of practices

Another relevant aspect in order to get a deeper knowledge of practices made by Partenalia members is to know since when they are being made.

Survey results indicate that an **important percentage of practices are not still consolidated:** 46% of practices started less than 2 years ago (Graphic 10).

Attending the typology of practices, "Transfer of new technologies to society", "Providing technological infrastructures to companies" and "Transfer of Innovation related to environmental improvement" are the oldest practices carried out by Partenalia members (25% of practices made on these categories are carried out for more than 10 years), while youngest practices are those related to the "Transfer of new technologies to own authorities or other authorities" and "Providing services related to the Transfer of Innovation to companies (in this case only referred to large companies)". It is important here to point out that **most frequent practices are those that started more recently** (See Table 2).

Graphic 10. Age of practices made by Partenalia members (% over Total of Practices)



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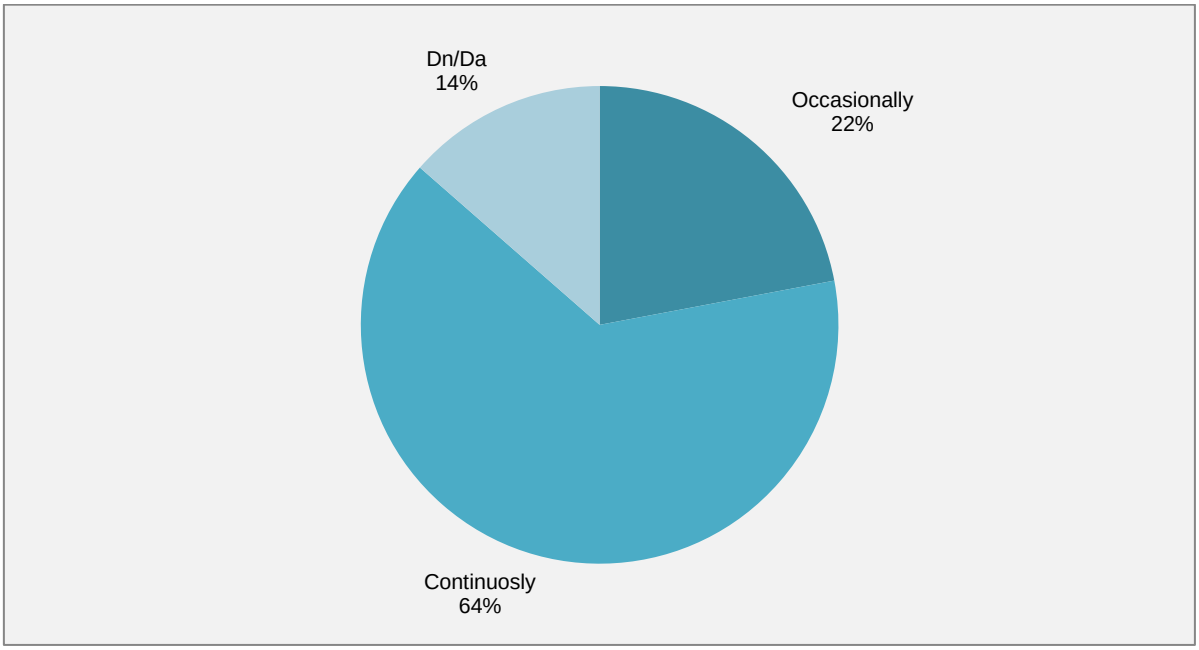
4.3. Frequency/Periodicity

Most of the practices made by Partenalia members are carried out in a continuous way (**64.4% of the practices are made regularly**) (Graphic 11).

By content, all practices related to "Increasing employment opportunities and/or Education", "Sharing know-how, providing support, etc. in relation to local development" and related to "Agreements or Funds for Research & Development for Technological Centres, Universities, etc." are carried out continuously, while, on the other hand, 100% of practices related to "Training for employees of own authority/other authorities about Transfer of Innovation" are made occasionally.

Graphic 11. Regularity of practices made by Partenalia members (% over Total of Practices)



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4.4. Institutional assessment

Institutional assessment and formalization of practices are relevant aspects in order to get to know the level of systematization of the practices and also in order to evaluate their efficiency and effectiveness.

In this case, **less than half of the practices made by Partenalia members have institutional assessment** (this fact is probably related to the youth of most of them).

Only 47.5% of practices are assessed by the Local Intermediate Authorities (Graphic 12).

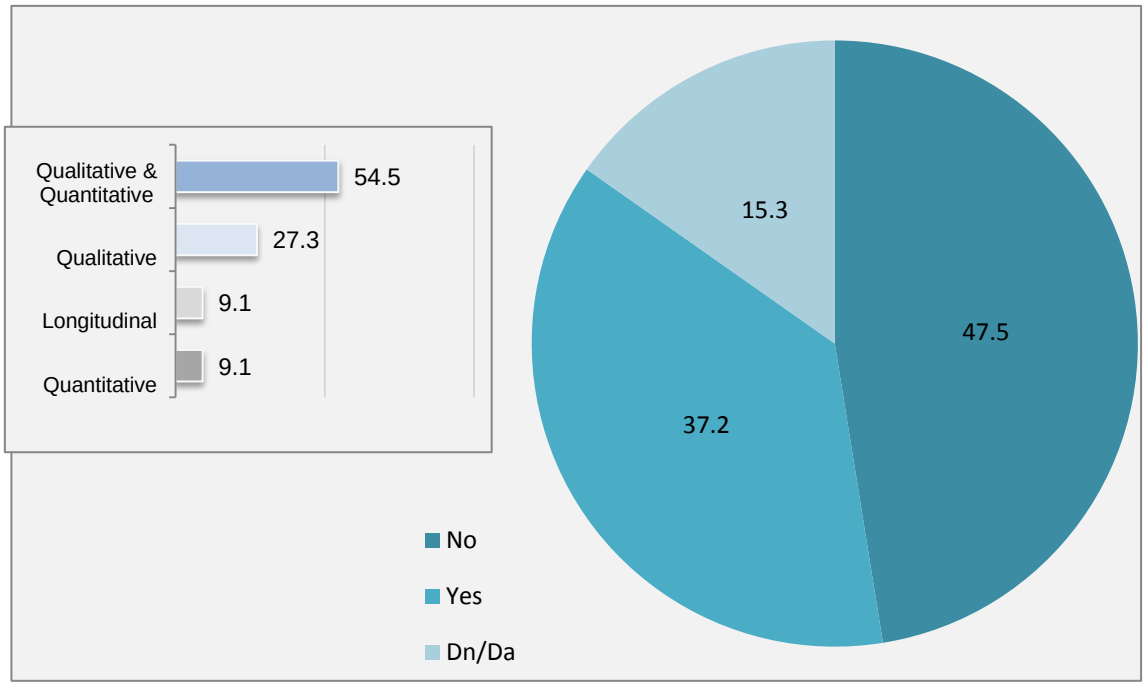
Among the practices that have been evaluated, different methodological tools have been used:

a. - In 54.5% of the cases, methodology used to assess those practices was a combination of qualitative and quantitative tools.

b. - In 27.3% of the cases, only qualitative methods were used in order to evaluate these practices.

c. - Finally, 9.1% of practices have had either a longitudinal evaluation either a quantitative one.

Graphic 12. Institutional assessment and methodology of practices made by Partenalia members (% over Total of Practices)



Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

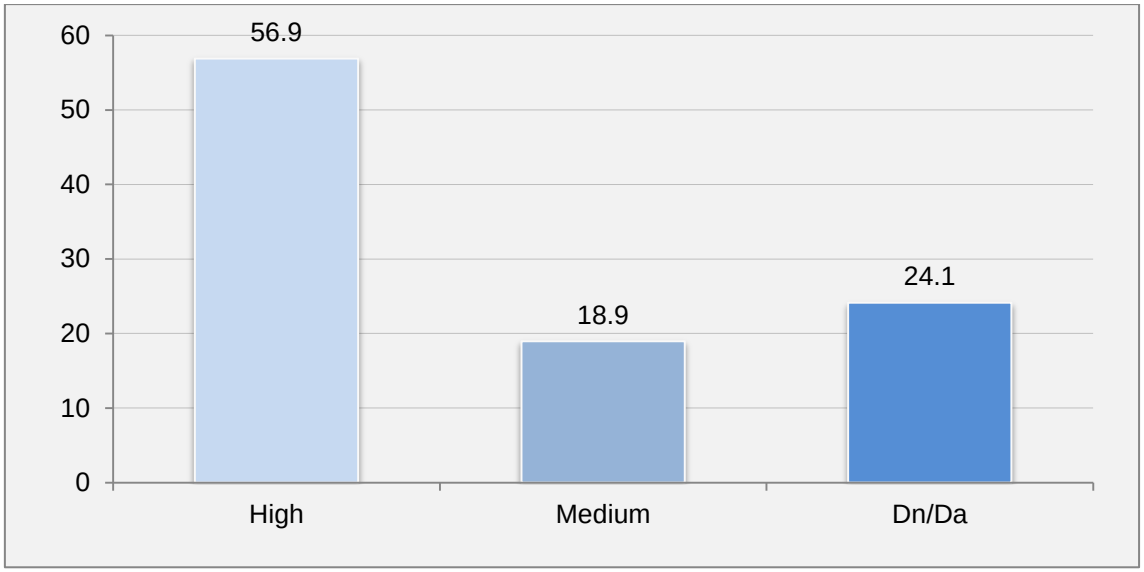
4.5. Efficiency

During the survey interview, information about effectiveness of practices was also gathered. Main results indicate that, in general, interviewees consider practices related to the Transfer of Innovation made by their institutions very efficient. 56.9% of practices made by Partenalia members are considered highly effective in relation to their

objectives. It is necessary to bear in mind that this information reflects the answers given by the interviewees, based on their own experience and knowledge about the practices (subjectively and objectively), regardless if their institution has a formal assessment of the practice.

It is important to highlight that no one single practices have been considered as low effective (Graphic 13).

Graphic 13. Evaluation of effectiveness of practices made by Partenalia members (% over Total of Practices)



Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

4.6. Main effects

Besides the evaluation made by interviewees about efficiency of the practices, another important aspect to take into account is the effects that actions taken in relation to Transfer of Innovation have on different fields.

According to interviewees' opinion, almost half of practices (42.4%) have a direct effect on **increasing the competitiveness of companies of the regions**. Also, some of them have a direct impact in relation to the improvement of local authorities services and the improvement of conditions for SMEs, entrepreneurs or spin-offs (28.8% of each one of these effects were cited) (Table 5).

Table 5. Effects of practices made by Partenalia members (% over Total of Practices)

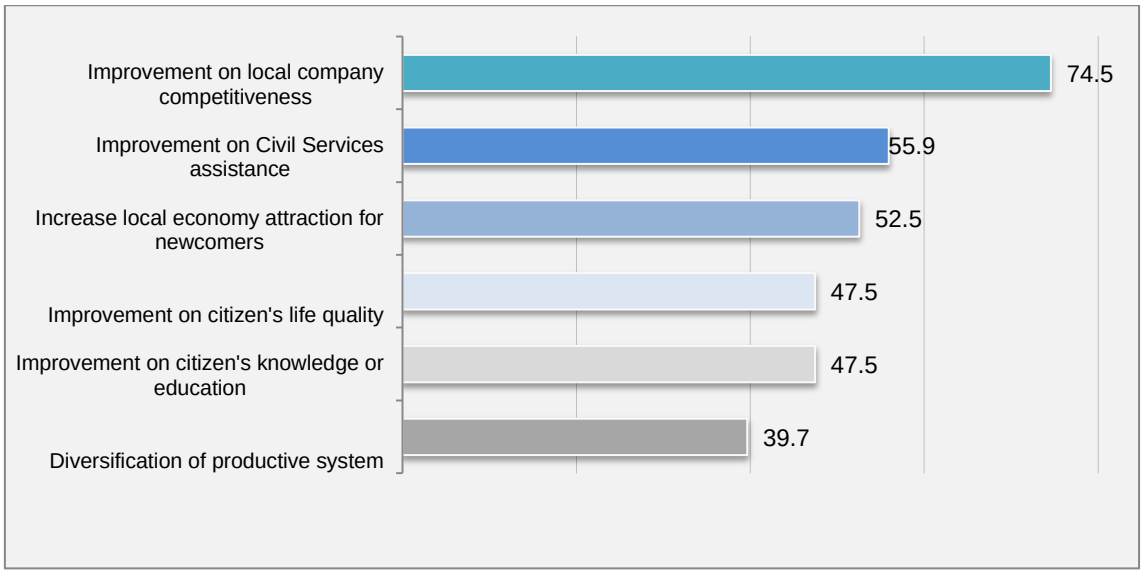
Effect	%
Increases regional companies competitiveness	42.4
Improves local authorities services	28.8
Improves conditions for entrepreneurs, SME's, spin-offs, etc.	28.8
Increases employment opportunities	23.7
Approaches Information & Communication Technologies to society	13.6
Increases cooperation between Public & Private sectors	13.6
Increases networking & sharing of know-how	11.9
Improves conditions of people in risk of social exclusion	10.2
Trains authorities' employees	8.5
Improves rural areas	8.5
Improves regional dynamization	8.5
Develops new research projects	6.8
Improves environmental conditions	6.8

Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

4.7. Impact on Economy and/or Society

Last but not least, the impact of practices on economy and society has also been assessed by the survey. According to the answers provided by interviewees, a wide majority of these practices have a direct impact on the improvement of competitiveness of local companies (74.5%); also 55.9% of the practices have a positive impact on the improvement of Civil Service assistance and 52.5% of them help to increase economy attraction for newcomers. In a lesser extent, practices have, as well, impact on the improvement of citizen's life quality and citizen's knowledge and/or education (47.5%) (Graphic 14).

Graphic 14. Impact on economy and society of practices made by Partenalia members (% over Total of Practices)



Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

5. PROPOSED PRACTICES IMPROVEMENTS

Despite the relative high degree of satisfaction of Partenalia members regarding to their practices and role on the Transfer of Innovation, all the institutions consider that their practices can be improved.

The **main improvements proposed** by them are:

1. - More resources in general and more efficient ones (budget, funds, human resources, etc.) allocated to the making of these practices. Many of Partenalia members indicate that a higher budget for the development of these practices and more skilled staff would improve their implementation and efficiency.

2. - Better and more efficient process planning (design, coordination, assessment and evaluation) of practices would benefit the results and would reach higher number of beneficiaries.

3. - Increasing cooperation between Public and Private sectors. This improvement coincides with major conclusion of the OECD Growth Study (2001) about the importance of increasing public-private partnerships in order to enhance the efficiency and cost-effectiveness of technology and innovation policies.

4. - In a lesser extent, **another series of improvements were also appointed** by interviewees such as: the necessity of more flexibility of Local Intermediate Institutions; more continuity of practices carried out; more competences for Local Intermediate Authorities; etc. (Table 6).

Table 6. Improvement of the practices made by Partenalia members (% over Total of Practices)

More budget/funds/resources	53.3
Better Design/Planning/Coordination/Assessment/Evaluation	33.3
Increasing cooperation Public/Private Sectors	13.3
Higher flexibility of Local Intermediate Authorities	6.7
Giving continuity to the practices	6.7
Increasing Competences of Local Intermediate Authorities	6.7
Improving the process of transference	6.7
More leadership in this area (Transfer of Innovation)	6.7
Higher proximity to target	6.7
Improving networking with other innovation agents	6.7

Font: Own elaboration from "Survey on practices related to the Transfer of Innovation"

6. CONCLUSIONS

The main conclusion reached, once analysed the information provided by Partenalia members, is the heterogeneity both of these institutions and of the degree of implementation of practices related to the Transfer of Innovation currently made by them. Partenalia members are coming from five different European Union countries, with different policies about competences conferred to Local Intermediate Authorities and with different backgrounds and interests. Therefore heterogeneity is a relevant fact to take into account when analysing the current situation of these institutions in relation to this topic.

Nevertheless, common features about these practices have been obtained from the survey. Main results are following introduced by the different topics assessed:

1. - The **role of Local Intermediate Authorities in the Transfer of Innovation**: Local Intermediate Authorities have some advantages and disadvantages in comparison to other kind of authorities in relation to the Transfer of Innovation:

- Main advantages are: Better knowledge of citizens and companies' needs; proximity to beneficiaries; higher degree of flexibility of Local Intermediate Authorities and possibility of direct transferring of results and effects to municipalities.
- And main disadvantages are: Lack of skilled human resources; lack of continuity of these practices and difficulty of allocating them inside wider policies.

Moreover, prospects about the future role of Local Intermediate Authorities in the Transfer of Innovation were asked by the survey: 79% of the institutions think that this will increase in the future.

2. - **General characteristics of practices** related to the Transfer of Innovation made by Partenalia members. Main characteristics are:

- 79.0% of interviewed institutions make, at least, one practice related to the Transfer of Innovation.
- On the other hand, only 29.0% of them have a specific department or area for Transfer of Innovation.
- Partenalia members mainly address their practices to knowledge centres and to develop SME incubators.
- Companies are the principal beneficiaries of the practices, followed by citizenship (in general) and by some specific groups of citizens.
- Cooperation with other institutions is widespread among Partenalia members. All the interviewed institutions cooperate with other ones in the development of practices, mainly with municipalities and universities.
- Almost all Partenalia members have some economic support from other institutions in the development of these practices, especially from the European Union, Central Governments and Regional Authorities.

3. - **Description of analysed practices**. 59 practices have been identified by Partenalia members according to their content or effectiveness. The main results reached by the analyses of them are the followings:

- Most frequent practices are those related to the provision of services for companies, followed by practices related to the Transfer of Innovation inside own authorities or to other institutions.
- Practices made by Partenalia members are very young. Almost half of them are developed since less than two years.
- Most of the practices carried out by Partenalia members are developed in a continuous or regular way.
- Institutional assessment of these practices is not widespread among Partenalia members. Less than half of the practices are evaluated.
- According to the opinion of interviewees, practices carried out in relation to the Transfer of Innovation are highly efficient.
- Increasing local companies' competitiveness and improving Local Authorities services are the main effects of these practices.
- Related and confirming the last point, interviewees point out that these practices have a direct impact on the improvement of the competitiveness of local companies and on the improvement of Civil Service assistance.

4. - Finally, **proposed improvements** have also been compiled. Main ones are:

- The necessity of more resources in general and more efficient ones assigned to the implementation of these practices.
- A better and more efficient process planning (design, coordination, assessment and evaluation) is recommended.
- The cooperation between Public and Private sectors also need to be increased and improved.

BEST PRACTICES

INTRODUCTION

Through literature review and telephone interviews with Partenalia members and some other chosen authorities, a selection of five transferable practices has been made and a study case has been written for each one of them. Three of these practices are currently carried out by Partenalia members and the other two are made by other European Union institutions.

The selection of these practices has been based on the previous chapter of this Study, where practices related to the Transfer of Innovation made by Partenalia members were analysed. The information obtained from this analysis has contributed to choose the main criteria for the selection of practices. The existence of territories and authorities with different level of competences and resources among Partenalia members has also been taken into account. Furthermore, the literature review has also played a key role in the best practices selection.

In general the five best practices selected have been chosen according to their efficiency and transferability. Specifically, the main reasons of the election of each one are the followings:

- Firstly, the measure implemented by the Provincial Council of Badajoz, which consists on **the design of strategic development agencies, has been chosen mainly because of these reasons: the comprehensive approach** regarding to all the actions addressed to improve competitiveness. The benefits of this approach are mainly two: it allows a more efficient use of financial resources and a wider scope of any action adopted in this area. Secondly, it incorporates **coordination between public and private sectors.** And thirdly**, it pays attention to all its territory** and therefore it takes into account even the smallest territorial units, which usually, because of their size, are facing an additional problem to increase their competitiveness.

  This practice has a high transfer potential as it implies a reorganization of their current services in supporting companies **and a redefinition of their policies in this field**, by increasing the active role of their potential beneficiaries, the companies. Specifically, it implies to insert in a same structure to all public workers who are currently implementing practices in this area and to use all the available tools to increase the coordination among different departments and the cooperation among all the actors' implied, public and private ones.

- Secondly, due to the key importance that “green” management and energy efficiency have today in relation to their contribution to increase the competitiveness of territories and to improve the environment protection and citizens’ life quality, measures in this area should be a priority for any authority. The results of the survey show that most Partenalia members (64.3%) have at least one practice in the Environmental field but only 10.2% of the practices selected as relevant by interviewees, what reflects that there is a need to work on this matter. Due to its holistic approach and its aim to stimulate and strengthen the cooperation between public and private sectors, the establishment of a Provincial Energy Agency by the Provincial Council of Alicante has been selected as a best practice on this field. It is potentially transferable to the rest of Partenalia members as any of them can adopt measures on this field, being the implementation of this best practice a good way to design and implement the measures regarding the energy efficiency policy. Also, as below mentioned, this practice is directly fundable by Intelligent Energy Europe.
- In relation to the selection of Province of Rome’s best practice, named **technological promoters for innovation**, its potential of transferability is due to the fact that its goals, which are **to tackle the problem of: the minimum spending on innovation by SMEs and** the problem of **the insertion of qualified young workers at the labour market, can be inserted in the competences** of any Local Intermediate Authorities. To be more specific, in those related to the stimulation of their territory economic growth and their and job creation. **Secondly, because of its high cost-effectiveness** ratio, thirdly because of the **relative low expenses level** and finally, because its **great results are already visible in the short-term**.
- **Regarding ICT Training for Farmers measure,** implemented by Northern Ireland Region, it has been considered as an interested best practice to be set up by Partenalia members because of its **high cost-effectiveness** and due to the fact of being **focused on increasing farm sector competitiveness**, traditionally the less technology-intensive economic sector. In general, the average weight of this sector in the European Union Economy is low but in some territories, such as several Partenalia members, its importance is relatively higher. Likewise, although the best practice proposed is implemented by a Region, it can be transferable to Local Intermediate Authorities as it can be fixed on their competences and its **relative low implementing cost**.
- Finally, the selection of the fifth practice, named **VIDICO project** and implemented by Hämeenlinna Region, has been picked out because of its

i**nnovative approach to keep and transfer know-how inside SMEs through the use of new technologies**, and therefore to diminish the problems that appear when a worker, with specific competences, is temporarily unavailable or he/she does not longer work in the company. Due to the human resources limits of SMEs, if his/her tasks or knowledge were not performing by others, this loose of knowledge would mean a problem to the normal running of the company or, at least, an important cost to replace him/her and to train other worker/s, unless there was a system to transfer its knowledge, as VIDICO project proposes. Furthermore, this best practice has a high potential to be implemented by Partenalia members, due to the fact that it strengthens the cooperation between the public and the private sector, one of the main recommendations of this study. On the other hand, this practice can be transferable to Partenalia members because most of them are currently implementing measures to increase companies' competitiveness, and therefore this practice may be a complement.

After this selection process was made, the next step has been to contact with the five institutions whose best practices have been chosen in order to get updated and accurate information about these measures.

On the other hand, as general criteria the exposition of study cases have followed a common script; however, due to the fact that information provided by interviewed institution did not always complete all the subjects required, each single best practice has been adjusted to the information provided by the interviewees and, also, by the information available in secondary sources.

Likewise, it is important to say that in every study case there is a specific section about how the practice has been funded. When existing, European Union subventions used for the development of these practices are pointed out whereas in those cases where the practice did not have any European Union funding, a selection of most suitable subvention programme has been studied and chosen.

Below, study cases are detailed.

1. - DESIGN OF STRATEGIC DEVELOPMENT AGENCIES. PROVINCIAL COUNCIL OF BADAJOZ (DIPUTACIÓN DE BADAJOZ)

1.1. Institutional and territory information

The Provincial Council of Badajoz is a Public administration and autonomous authority of the province of Badajoz. Its main function is to provide those services that cannot be assumed by municipalities and associations of Municipalities (Mancomunidades) of the region, especially by the smallest ones.

The population of the province is roughly 700.000 inhabitants (INE, 2009) and is the twenty-third most populated province of Spain. Also, it is important to take into account that Province of Badajoz has a low population density and most of its population is settled in rural areas[26].

1.2. Selection of the Practice

This practice has been chosen according to the following reasons:

1. - It has a comprehensive approach. In this practice the different actions addressed to the improvement of local competitiveness are coordinated. Strategic Development Agencies are planned to integrate all the actions related to the:

- Improvement of the competitiveness of the local economy (Entrepreneurship support; investment attraction, etc.).
- Improvement of human resources (employees training).
- Improvement of technological and physical infrastructures.
- Transfer of Innovation (cooperation with technological centres and coordination with other innovation agents), etc.

2. - It incorporates cooperation between public and private sectors: This project incorporates all local agents, promoting cooperation and complementarity between public and private spheres.

[26]Font: Diputación de Badajoz (http://www.dip-badajoz.es); Instituto Nacional de Estadística (ww.ine.es)

3.- Territorialisation: This project approaches public actions addressed to the increase of municipalities competitiveness and guarantees equal opportunities for smaller territorial units (small municipalities and associations of municipalities), adapting the actions to the characteristics and potentialities of each municipality or associations of municipalities.

1.3. Background

The practice emerged once stated that actions related to development were not fully efficient, and that the loss of efficiency was mainly due to the following reasons:

- Synergies of programs and policies were not fully exploited;
- The existence of some overlap of the actions and programs developed in that field.

That mainly happened because there was not communication and coordination among technicians, who did not know which actions and policies were carried out by other areas or departments.

Therefore it was necessary to develop a system of territorial intervention that could be shared by all implied agents. Furthermore, the need of a new organizational system was also demanded by the own development agents.

As a consequence, this practice is set as a measure to solve that problem and to increase cooperation and coordination among the different agents involved in the development of these actions.

1.4. Main objectives

The main objective of this practice consists on the design of an organizational system which allows the implementation of participating territorial strategies, shared by all involved agents. The aim of the initiative is to imply not only agents from the own authority, but also, private actors (especially those related to the economy strategy, the employers).

Therefore, the practice is aimed to get a higher economic, territorial and social cohesion and to increase and improve citizen participation.

This main objective is concreted in some of the following aims:

- The development of territorial strategies which should be defined by the territorial heterogeneity and not by the existence of multiplicity of programmes or agents.
- Strategies should be shared by all implied agents and developed in a participative way.
- All implied agents should be taken into account, as all of them are necessary to improve development strategies and tools.
- Strategies defined by each territory must be comprehensive and integrated inside wider policies (regional, national or European ones).
- Every model should be developed in cooperation with all implied agents and after consensus has been reached.

1.5. Description

The Provincial Council of Badajoz has developed an institutional strategy aimed to create a new model of local development, based on the creation of Strategic Development Agencies as spaces for cooperation and reflexion for all the agents implied on local development. These spaces are aimed to generate specific strategies for each territory that can satisfy their specific need.

This new model of strategic organization and technical cohesion is driven from three different points of view:

1. - Material point of view: Through the creation of 7 comprehensive development centres as physical spaces for cooperation. These centres host different actors related to territorial development, such as: local action groups, provincial council technicians, other supra-local technicians, offices of chambers of commerce and employer associations. The aim of these centres is to facilitate communication and cooperation among them. Also, the centres draw together administrative services inside the same building.

2. - Telematic or virtual point of view: Providing a telematic platform to all the agents implied on territorial development. This platform has a two folded objective: observatory function (data collection and data management) and virtual space for communicating and information exchange. The functions of this platform facilitate:

   - Information exchange within Badajoz territory.
   - Working in network.
   - Communication between different agents.

- Strategic decision-taking
- Building bridges with other authorities.
- Private companies access to information.

3. - Methodological point of view: Boosting specific tools designed for helping technicians to establish their own cooperation system and to adapt those tools to the requirements and characteristics of the territories where they are working in. The aim is that every municipality or associations of municipalities will be able to adapt the programme to their necessities and that they can consider the programme as theirs.

This model is being implemented into four different areas:

1. - Economic Promotion.
2. - Information Society.
3. - Rural environment and environmental quality.
4. - Social cohesion and family conciliation.

1.6. Boost factors

One of the advantages of this model is that it is an open model that can be adapted to different context and territories with different characteristics. The model is as flexible as to allow its use just for a simple systematization and coordination of meetings or for something as complicated as a new model of organization, knowledge and communication, where territorial strategy would be defined and binding for all the participant agents.

Moreover this model does not imply a radical change. There is no need of reforming the entire organization system and this fact facilitates the participation of all entities and institutions implied on local development.

Finally, other two factors are boosting the development of this practice:

1. - The positive attitude of territorial agents towards this initiative.

2. - The application of the Spanish National Law for Sustainable Development of the Rural Environment and the implementation of the Social and Political Contract. Both can be implemented following this model.

1.7. Obstacles

The main barrier to develop this practice is the lack of a culture of working together and sharing information and knowledge. There is not habit or knowledge about the tools existing for cooperating, what is an obstacle to implement the actions.

Also, in a lesser extent, there is some reticence to cooperate from some agents (a minority).

Finally, the existence of different and diverse territories implies the need of different times to implement changes.

1.8. Length and budget

The estimated budget of the model is €20,000,000. €14,400,000 have been earmarked for infrastructures and the remainder quantity €5,000,000 for actions and projects directed to develop agencies, employees (use of new technologies together with local agents), citizens, new technologies, development of the platform, etc.

1.9. Funds

This practice is co-funded by the **European Regional Development Fund–ERDF**- (70% of the total) and by the Provincial Council of Badajoz (30%). Also, Provincial Council of Badajoz is currently applying for new ERDF Funds to implement this model in the rest of its region[27] due to the fact that currently this practice is only partially implemented in its territory.

1.10. Assessment

This initiative is still in process of institutional assessment. Nevertheless some actions have already been taken in order to evaluate the general perception about the implementation of this practice. In a quantitative level, satisfaction surveys to implied agents have been carried out with a very positive answer.

Moreover, from a qualitative point of view, analyses have been assessed during “the conferences about the awareness of agents regarding the importance of the practice” that have taken place. Responses from agents were even more positive than expected.

[27]http://europa.eu/legislation_summaries/agriculture/general_framework/g24234_es.htm

1.11. Prospective

According to the interviewee, future perspectives for the practice are very positive. The next step to be taken is the implementation of the model in the entire province (at the moment the practice has been implemented in seven of the fourteen territories of Badajoz) and it is already planned to carry out the initiative in the other seven associations of municipalities.

In fact, Provincial Council of Badajoz is currently preparing all the process to ask for ERDF Fund for the development of this practice.

2. - PROVINCIAL ENERGY AGENCY OF ALICANTE. PROVINCIAL COUNCIL OF ALICANTE (DIPUTACIÓN DE ALICANTE)

2.1. Institutional and territory information

Provincial Council of Alicante is a public institution in charge of the autonomous administration of Alicante province. Alicante is a Spanish city, located in the Mediterranean coast. The population of the province is roughly 2,000,000 inhabitants (INE, 2009) and is the fourth most populated province of Spain. Furthermore it is important to take into account that Province of Alicante has the largest number of foreigner population among all Spanish provinces (most of them from European Union countries).

The main industries in Alicante Province are related to agriculture, fishing, textile (especially footwear) and, mainly, tourism. Province of Alicante is one of the most touristic regions among the whole Europe[28].

2.2. Selection of the Practice

"Green" management and energy efficiency are key elements, not only from an environmental point of view but also in relation to the competitiveness of territories and life quality of citizens.

Nowadays, environmental and energy efficiency policies are necessary in order to reach sustainability and because of the social and ecological consequences of the different economic activities, these policies also directly interacts with the economy.

Analysing the results obtained from the survey, practices made by Partenalia members in relation to the Transfer of Innovation in Environment field, we have found that, despite the fact that 64.3% of Partenalia members declare to carry out any practice related to this area, only 10.2% of the practices selected by interviewees as relevant are related to this topic.

[28] Fonts: Diputación de Alicante (www.ladipu.com); Wikipedia (www.wikipedia.org); Instituto Nacional de Estadística (ww.ine.es)

Therefore, we have considered that there is a need to work on this matter. That is the reason why we have selected this practice even though this practice is still in the process of implementation.

Specifically, the selection of this practice has been based on its holistic approach (Provincial Energy Agency is addressed to all the main actors implied in the energy saving) but also on its aim to stimulate and strengthen the cooperation between public and private sectors (as it is explained in section 2.5, a foundation sponsored by both private and public agents has been created to develop the Agency).

2.3. Background

The Provincial Energy Agency comes up as a tool for planning and management aimed to coordinate all the activities related to the promotion of the intelligent use of energy that local authorities, companies and socioeconomic agents are carrying out.

The initiative emerged from Presidency of the Council which considered environmental and energy efficiency as one of the strategically driving forces for the development of the Alicante Province. As a result, the Provincial Energy Agency was born with the aim of supporting the transition to more sustainable energy systems, paying special attention to one of the main sectors of the province: the touristic sector, being this practice inserted inside the framework of the “Intelligent Energy Europe” programme,

2.4. Main objectives

The main objective of the Provincial Energy Agency of Alicante is to spread management practices, provide information guidance, and offer a range of services based on specific local needs to all the local agents of the province (companies, tourists, citizens, own authority, other authorities, etc.), making special emphasis on tourists and the Tourist sector due to the great importance of this sector on Alicante’s GDP.

The Agency aims to achieve, before 2020, the European engagement of saving 20 per cent of energy with a decrease of 20 per cent in CO_2 emissions, and also to get a 20% energy share from renewable energies[29].

[29]http://www.alicantenergia.es/

All the actions that are carried out inside the programme are aimed to increase life quality for citizens and to get a higher consciousness about environmental matters.

This main objective is concreted in some of the following aims:

- Reduction of energy consumption of the province (20% for 2020).
- Increasing in value the province potential in relation to energy, specially, through the promotion of solar geothermal and photovoltaic energies.
- Improving energy efficiency of public buildings where local authorities are located.
- Increasing citizen's information about practices of energy saving and about national and European regulations on this topic.
- Raising tourists' awareness about habits of energy consumption.
- Spreading the advantages of implementing renewable energies, especially in order to improve energy efficiency of SME.
- Advising professionals about streamlining the use of energy.
- Increasing and raise awareness about sustainability and the use of "clean" energies among employers, entrepreneurs, customers and other agents existing in hotels and other touristic industries.
- Establishing a system of transfer of experiences and practices with other Energy agencies in local, national and international levels.

2.5. Description and beneficiaries

Provincial Energy Agency of Alicante has as main beneficiaries Local Intermediate Authority itself, other local authorities, companies, citizens, professionals working in the field of energy efficiency and tourists.

According to the specification of the Spanish Energy Commission, the Provincial Council of Alicante created a foundation to host the project and to be able to response the European objectives about energy.

The Foundation has eight sponsors coming from public and private sectors, being the main sponsor (51.0%) the own Provincial Council.

The Agency boosts the various municipal energy policies related, providing local municipalities and citizens with advice on energy saving as well as on the defence of the environment in the scope of energy, and on the planning to set up an action procedure at provincial level.

During the implementation process, the Agency has made a first Provincial Energy Congress in order to promote the agency and to establish and to create a space where main actors can interrelate.

Some of the following actions are being developed or will be developed by the agency:

- Assessment and diagnosis of the energy situation of the province (energy consumption in relation to energy production). By the moment, 29 visits to different companies have been made.
- Energy audits to municipalities of the province and Local Energy Plans.
- Technical assistance to municipalities of the province.
- Technical assistance to SME.
- Promotion of renewable energy companies.
- Citizen's consciousness-raising actions (training and public awareness campaigns in hotels and touristic areas; workshops for citizens about energy consumption, etc.).
- Conferences with majors of the province municipalities and with associations of hotels and tourist sector in order to get primary information about needs and situation of the province.
- Communication plan for municipalities of the province, consumers, tourists and SME.
- Cooperation with regional agents.
- Programme of voluntary agreements for companies to increase energy efficiency.
- Creation of seven information points about renewable energies in five different municipalities.

At this moment, the Agency is also finishing the Provincial Energy Plan of Alicante. The development of this plan has been assigned to an office specialized in energy planning.

All these actions will have, as consequence, not only the improvement of environment but also the improvement of welfare and life quality of all the citizens of the province.

2.6. Boost factors

The Agency is considered as an essential and main actor on the energy efficiency field, especially in relation to its role as intermediary with other actors.

Moreover the large number of European Union citizens living in the region helps the implementation of the actions proposed by the Agency due to a higher awareness of this collective about environmental issues.

2.7. Obstacles

According to the interviewee, there is not any obstacle in the development of this practice.

2.8. Length and budget

The estimated budget of the agency is 3 million Euros (3 years).

2.9. Funds

Initially, each sponsor contributes with certain social capital and there are, as well, annual individual contributions. The main contributor is the own Provincial Council of Alicante.

20% of the budget is funded by European Union through "**Intelligent Energy Europe**" programme, which has recently published a call for proposals for 2011[30].

Another possibility to fund this kind of projects is through **ELENA (ELENA technical assistance facility (European Local Energy Assistance)**[31]. ELENA funds are established by the European Commission and the European Investment Bank.

2.10. Prospective

According to the interviewee, future perspectives for the practice are very positive. Province of Alicante is very dynamic in this field and it has a high potential about alternative energies (solar, wind power, etc.).

Moreover, with the implementation of aforementioned actions, Energy Agency of Alicante expects to reduce the energy consumption of regional industries by carrying out some technological changes and by changing habits among employers and employees.

[30]http://ec.europa.eu/energy/intelligent/call_for_proposals/index_en.htm

[31]http://www.eib.org/products/technical_assistance/elena/index.htm

3. - TECHNOLOGICAL PROMOTERS FOR INNOVATION. INNOVATION OFFICE OF THE PROVINCE OF ROME (PROVINCIA DI ROMA)

3.1. Institutional and regional information

Innovation Office is a project whose management is in charge of Provinciattiva S.p.A, a company 100% owned by the Province of Rome. The population of this province is more than four million inhabitants (to be precise, 4,186,972 inhabitants in 2010, according to Bilancio demografico 2010 del ISTAT, Italy's National Statistics Institute). Its actions are addressed to increase earnings and production of SMEs established in the province, in addition to contributing to the employment creation (specially focusing on young bachelor hiring and on the training of new types of professionals, such as Technological Promoters).

Likewise, it gives a priority to those economic sectors considered as strategic by the Province or Rome Strategic Plan. These sectors are:

- ICT for audio-visual medias and Cultural Goods;
- Environmental sustainability;
- Services related to social field;
- Renewable energies and energetic efficiency;
- Agri-food industry

3.2. Selection of the Practice

One of the main problems to increase the competitiveness of a region is that innovation is highly concentrated in a few companies, in general the largest ones, when SMEs constitute the dominant form of business organization. They account 99.8% of enterprises in the European Union and they employ most of EU workforce (67.4% in 2008)[32]. An important explanation of their difficulties to innovate is the implicit risk of any process innovation, which is relatively higher to SMEs due to the fixed costs (they are similar to any company, SMEs or LSEs-Large Scale Enterprises- and thus the effort, if we compared these costs to their earnings, is higher on SMEs).

[32] European Commission, "ANNUAL REPORT ON EU SMALL AND MEDIUM-SIZED ENTERPRISES 2009".

The programme of Technological promoters for innovation is addressed to increase SMEs competitiveness by the reduction of this risk, what stimulates innovation in SMEs. That is the reason why this practice has been selected.

On the other hand, we have found through the literature review that this practice has an important effective-cost according to other authorities-such as Lower Austria and North Rhine Westphalia for instance- which are also carrying it out.

3.3. Practice background

This project does not have any previous antecedent in the Province of Rome. It was born with the own Innovation Office set up in order to overcome the risk problem that SMEs face during the innovation process and which has been described above, in addition to contributing to high skilled workers employability.

3.4. Main objectives

According to its announcement, the main objectives of this practice are the followings:

- To encourage the creation of innovation processes, either as technological and/or organizational, by micro, small and medium enterprises in those economic sectors which are considered to be strategic for the Province of Rome;
- To strengthen cooperation among local economic development agents and research centres, also through specific structures, such as the own Innovation Office, in a way which allows the implementation of a virtual cycle at local productive system;
- To introduce the Technologic Promoter figure with the meaning of "a person who develops a research or innovation project under a micro or SME request, and who makes easier that innovation and technological demand and supply meet each other:
- To contribute to employability of high skilled workers.

3.5. Target group

- SMEs and individuals who fulfil the following specific requisites:

Micro, small or medium enterprises, according to EU regulation, which are, at least, 1 year old, with legal and operative establishment in the territory of the Province of Rome, registered in Rome Chamber of Commerce and which need a Technological Promoter for the innovative development of a product/service. This company cannot have been beneficiary of the previous Innovation Project programme;

- A research PhD or a research PhD in progress, researchers and bachelors who do not have a permanent work contract.

3.6. Description

To be eligible, the project must:

- Be jointly presented by the SMEs and the individual who fulfil the requirements described above (section 3.5);
- Be aimed to get new knowledge which will be used to develop new goods, processes, services or to highly improve existing goods, processes or services;
- These actions must be priority focused in any of Province strategic sectors, aforementioned;
- The proposed innovation activity must be develop within 12 months and need only one Technological Promoter;
- Likewise, the participation application must attach several documents; including a copy of corporate balances and an interest letter from a third company. In this letter, another company ensures its interest for the resulting product either as a distributor, either as end customer or either as a partner (in this case is a bigger company which compromises to use its means to reach the market).
- Among the proposals which satisfy above requirements, the Evaluation Committee will select the granted projects according to its valuation criteria, based on a punctuation system. Those selected projects will receive a fixed amount of 22,000 €, assigned to pay innovation promoter's salary.

3.7. Boost factors

According to Innovation Office experience, two are the main factors of this practice which can be considered as important to reach its objectives:

- Firstly, high advertisement to its announcement and professional help desk, which is prepared to respond any question regarding the programme and it is compromised to respond within a very short period of time. These factors allow getting a high number of applications and a wide interest.
- And secondly, the high technical quality of Innovation Office, which allows a confidence environment between the Province and participants, who feel the Authority close to them and who can understand their problems and assist them in a proper way, providing them appropriated technical advices.

3.8. Obstacles

During its implementation, obstacles have not been reported. However, one problem has emerged at its end, which is related to the companies' difficulties to enter the market. Innovation Office was asked about any assistance to ease the entrance of developed products into the market (by helping to find out a partner, a distributor...). Although this assistance is not included in the programme, during the current second edition, an additional criterion has been included in the announcement, which is the inclusion of an "interest letter" (lettera d'interesse). As it was mentioned above, in this letter another company ensures its interest for the product either as a distributor, either as an end customer or either as a partner (in this case is a bigger company which compromises to use its means to reach the market).Therefore, the objective of this requirement is to help to overcome the commercialization problem of the product which may appear at the end of the project.

3.9. Length and budget

Resources come from the Province of Rome, which is responsible of most of the budget, and from the Chamber of Commerce. The Province of Rome will provide 150,000 euro for the current edition. At least 7 projects are expected to be selected.

3.10. Funds

Although this practice does not currently receive funds from the European Union, possibilities exist. Specifically, it may be partially covered by the European Regional

Development Fund, due to the fact that it is currently financing a similar practice, described below, made by Low Austria Region.

3.11. Assessment

The assessment has mainly been qualitative, which has allowed to get a deep knowledge of the project and to determine in any moment how the project is. The process of collecting this information has been possible thanks to the high quality of Innovation Office staff, which are engineers.

The assessment is based on a continuous monitoring, consisting on:

- A bimonthly monitoring, where the project partner and experts from Innovation Office keep in contact. In this meeting (taken place in the company, in the Office Innovation or by phone) has as scope to valuate project progress and to comment any eventual problem;
- An intermediate assessment at the end of the sixth month, which will have to be attached to a functional State of the Art report. This report includes, among other points, how much of the project has been done and how has been made. It will be verified if the assigned Technological Promoter has been the right person to manage the project;
- Also a final assessment will be attached to the final State of the Art Report and whose content will be similar to the previous one, but, in this case, it will also include an assessment regarding the possibilities of keeping the relationship between the company and the Technological Promoter beyond the project fixed time.

3.12. Results and considerations

The projects made during the first announcement reached a very grade of efficiency, regarding the collaboration between technological promoters and companies.

Participant feedbacks have been very positive and during the time between the first announcement ant the current one many companies have asked the Innovation Office when new announcement is going to be launched.

At the end of the projects, most Technological Promoter contracts have been renewed for an indeterminate term, which shows that companies have included the importance of introducing innovations in their strategic vision;

Likewise, the announcement has allowed Innovation Office to get an accurate database of innovative companies in the Province of Rome. The fact that a company decides to apply for this programme is itself an indicator that company is innovative, being in this case irrelevant if it will be granted after or not.

3.13. Prospective

Due to its results, the programme is expected to continue in the future and, thus, at least an announcement will be made each two-three years.

However and waiting for the results of the current second edition, several aspects should be improved. For instance, how to design a criterion which allows ensuring that companies are stable and they are going to be alive in the long-term, but at the same time they are innovative. To be one-year old age criterion was introduced as a proxy of company stability, nonetheless, it might be not enough and furthermore it is opposite to the fact that many innovative companies are start-ups.

3.14. An alternative implementation of Technological Promoters for Innovation project: Lower Austria

During literature review, a similar best practice to Technological Promoters for Innovation was found in some non-Partenalia authorities. Specifically we got in contact to Lower Austria Region after having found that one of its practice, named Innovation Assistant Programme, was set up in 2002 and it is currently cofounded by the European Union, through ERDF, and the Lower Austrian Region.

Objectives and implementation are similar to Province of Rome practice but some aspects differ from. Due to that, here after the main differences are described as a complement of previous Case Study, being interesting to take them into account if Technological Promoters for innovation is considered being implemented.

3.14.1. Background

This practice was set after the results of a regional survey among 6,000 Lower Austria companies showed that SMEs suffer from a lack of high qualified staff and that this is also due to weak collaboration with the R&D and educational institutions in the region.

Hence, SMEs are used to rely solely on their managing director or owner with respect to innovation-related activities. However, these managers are often overloaded with the day-to-day business and do not have enough time to deal sufficiently with innovation and business strategy development and implementation.

3.14.2. Description

Unlike Province of Rome, Lower Austria does not require that proposal includes since the beginning which person is going to carry out the project, that is to say, it requires that this person fulfils several requisites, similar to those asked for Province of Rome, but he/she is recruited after project proposal is selected. The company can hire him/her either through direct contacts or placing a vacancy notice in a newspaper.

Another difference is the Grant Scheme, which includes in Low Austria Innovation Assistant practice:

- A fund for a percentage of Innovation Assistant gross salary for a limited period (50% for the first 8 months of employment, 35% for the further 7 months, with a maximum assistance amount of € 21,769);
- Mandatory training of the 'Innovation Assistant' through a specially designed postgraduate training programme established at the 'Donau University Krems' (100% funded);
- Project coaching by an expert – external consultant – for the concrete project the 'Innovation Assistant' is working at (50 % funded); and
- Monitoring/evaluation of the project by an external consultant (100 % funded).

3.14.3. Results and impact of the funding scheme on the region

A detailed ex-post evaluation of the finished projects has shown the following results:

- Since its set up in 2002, some 90 'Innovation Assistant' projects were carried out or are still running in Lower Austria. All participating companies have less than 250 employees; approx. 40% are micro enterprises with less than 10 employees.
- In 80% of the cases there was a major jump in developing new products services.

- 70% of the 'Innovation Assistants' has led to sustainable and significant collaboration with external innovation partners.
- In 80% of the cases, the projects result in broadening existing markets or opening up new markets.
- In more than 70% of the projects the organization of the companies was improved with long term perspective, including the introduction of modern project management methodologies.
- In approximately 60% of the projects the work contract of the 'Innovation Assistants' was prolonged: they not only remain with the company, but 50% of them have also a higher managing function in the company today.
- Nearly all companies have made progress in developing an own innovation strategy, in 60% of the cases the 'Innovation Assistant' has contributed to a significant improvement.
- Some 90% of the projects have generated at least one new job, in average every 'Innovation Assistant' project is creating 3 to 4 permanent jobs in the company.
- In average, every 'Innovation Assistant' project generates an additional investment of 180,000 euro by the companies.

Apart from the direct impact derived from ex-post evaluation –creation of new jobs, additional turnover and the generation of additional investments- Low Austria authorities point out that the impact of Innovation Assistant project goes beyond due to the fact that is supporting the adaptation of existing production and location economic structures to the continuously evolving technological, economic, social and geopolitical framework-conditions. According to Low Austria authorities, this practice is demonstrating the importance and the effects of innovation and thus is leading to a change of mind change among regional entrepreneurs and managers. Therefore the funding scheme is facilitating the transformation of Lower Austria's economy into a knowledge based economy.

The 'Innovation Assistant' is improving the Lower Austrian innovation system by

- Higher staff skills in enterprises;
- Strengthening the collaboration between SMEs, R&D-organizations and higher education institutes with the clear objective to increase the innovation capacity of the regional SMEs
- Improving communication between SMEs and administration.

Therefore, looking at its results and costs (30,000 euro on average per project), the funding scheme is very effective and highly efficient. That is the reason why in 2008 received the RegioStars Award by DG Regional Policy, European Commission.

4. - ICT TRAINING FOR FARMERS MEASURE. NORTHERN IRELAND REGION

4.1. Introduction and regional information

The measure of ICT Training for farmers was managed by the Department of Agricultural and Rural Development (DARD) of Northern Ireland. It was inserted, among other measures, in PEACE II Program, a specific EU Program for Northern Ireland. Therefore, it was financed by EU structural Funds through this program. The population of Northern Ireland is more than two million inhabitants (to be precise, 1,788,896 inhabitants in 2009[33]).

4.2. Selection of the Practice

Generally, agriculture is a traditional sector where technology innovations are harder to be introduced than into others because of the own sector specificities. Therefore, this sector is usually less technology-intensive, what it is especially critical as the competition in this sector is mainly based on prices. Furthermore, it is facing a great challenge because of Common Agricultural Policy reforms and the increase of foreign competition. Due to the economic and social importance of this sector and the strong potential to be replicated by other authorities, we have selected this practice as a good way to introduce ICT in farms.

4.3. Practice background

An economic appraisal was conducted to identify the needs and explore options for addressing low levels of uptake and usage of ICT on farms. The Needs Analysis identified three key barriers to the uptake and usage of ICT by farmers:

- Lack of competence;
- Lack of time; and
- Lack of funds

And it suggested that the best option to address the key barriers was to provide group training, individual mentoring and tailored financial assistance and for this composite

[33] Northern Ireland Statistics and Research Agency, "*Statistical report of population and migration estimates Northern Ireland" (2009)*

training package to be delivered externally, recommendations which subsequently were included in ICT Training for farmers.

4.4. Main objectives

The objectives developed in the Economic Appraisal were as follows:

- To enable a further 3,000 farm businesses to utilise ICT routinely and effectively by June 2006 by overcoming all three key barriers to uptake and usage of ICT (competence, time and cost).
- To improve the competence of 4,500 farm family members from these businesses by June 2006 in an innovative way which will be compatible with farmers' needs, abilities and aspirations.
- To encourage interaction between 4,500 farm family members from different community backgrounds by June 2006, contributing to the development of reconciliation and mutual understanding within and between communities.[34]
- To deliver the above objectives by a method that is distinctive and additional to programmes currently on offer, which ensures equality of access for all farmers across Northern Ireland and in particular, targets effort on people, groups and areas objectively shown to be the most disadvantaged.

Budgetary limitations at the outset necessitated the setting of targets at 25% below the figure indicated above. However, they were updated after project extension and consequently they increased to levels approaching the objectives developed in the Economic Appraisal.

4.5. Target group

Any member of the farm family, 19 years of age and over, deriving all or part of their income from the farm business.

[34] This objective is specific to North Ireland and it is issued to diminish its internal conflicts among communities. It cannot be extrapolated and it is irrelevant for the purpose of this case study. That is the reason why we do not have taken into account all the issues regarding this point, which was included as an objective in the ICT Programme for farms.

4.6. Description

The programme was specifically designed to help farmers and their families improve their ICT skills and to promote the use of ICT in the farm business. It consisted in a unique package which included:

- A 10-week training course based around four specified modules of the European Computer Driving Licence (Word processing; Spread sheets; Information and Communication and Using the Computer and Managing Files). This training was contextualised to help farmers learn through examples which had a direct relevance to farming;
- Three two-hour mentoring visits to the farm business, whose objective was to help farmers apply the competence gained in the classroom to their own farm situation. It was intended that through the programme farmers would be enabled to exploit the potential of ICT to best advantage in their businesses; and
- Up to 400 pounds (around 450 Euros) of financial assistance to purchase appropriate hardware or software for use in the farm business.

Following the Economic Appraisal recommendations, the programme was delivered through ten regional promoters. The regions were based on the clusters of council areas which made up the Leader+ regions. Applications from prospective promoters were invited by region and a total of 36 applications were received. A promoter/ project for each region was selected by a Selection Panel.

Targets for each region were established based on the number of farm businesses in the area adjusted to take account of socio-economic scores.

4.7. Boost factors

Among the programme specificities, three factors can be taken especially into account, as they seem to have eased to reach its goals:

- Firstly, that the course was run locally, which gave incentives to farmer to attend this programme;
- Secondly, that the programme launch was timely when there was increased awareness of the internet and computers in rural areas;

- Thirdly, the mentoring element, which was very popular for some of the less confidence applicants (47% said they obtained considerable benefit from mentoring. Some applicants also liked that they could bring someone along with them for support).

4.8. Obstacles

Two difficult points were identified: The necessary provision of advanced payments and the low technology level of some participants.

The necessary provision of advanced payments was a consequence of the project selection criterions, which did not include promoter's availability of cash. Therefore it was necessary to provide them substantial advance payments, what increased the risk in projects and the corresponding endeavour required to manage the risk.

Regarding the second point, the low technology level of some participants, it seems that it could have contributed to diminish the efficiency of the programme or at least to explain some of the drop-out rate. However, if we pay attention to the low drop-out rate, this obstacle seems to have been small.

4.9. Length and budget

The programme started to run in February 2003, when most original letters of offer were issued, and the end dates after negotiated extensions were fixed between May and August 2005, depending of the project. Projects were allowed three months after these dates to administer project closure. In some instances cases were made for a longer wrap-up period and these were approved on their merits.

Regarding the programme budget, it was finally fixed in 3,782,653 pounds (4,300,000 euro approx.) as a result of several target changes. Final budget expenditures were allocated as follows:

Table 7. Programme Budget Distribution

	Promoter	Salaries	Running Costs	Training Costs	Total
	Total	603,020	164,569	3,015,063	3,782,653

Font: ICT Training for farmers Project Closure Report.

An initial apportionment of the DARD Peace II budget among measures allowed for a training target of 75% of the economic appraisal recommendation for each region. However in 2004 targets were extended by 30%. Finally, some projects had their targets further increased in response to demand locally. As a result, final targets were closely to the economic appraisal recommendations.

Co-financed system was chosen, coming 50% of financing from EU structural funds whereas 50% came from National funds.

That budget, however, was not all exhausted. Total expenditure was £3,292,366 (Table 8) or £781 (889 Euros) per trainee. If we exclude financial assistance towards purchase of hardware or software, cost per trainee was £404 (460 Euros). Therefore, residual funds at the end of the programme totalled £490,287.

Table 8. Programme Spend Distribution

	Promoter	Salaries	Running Costs	Training Costs	Total
	Total	577,929.86	127,678.89	2,586,757.53	3,292,366.28

Font: ICT Training for farmers Project Closure Report.

4.10. Funds

As aforementioned, this practice was financed by EU structural Funds. Nonetheless, it might be also financed by other EU funds through the programme

http://ec.europa.eu/cip/ict-psp/index_en.htm

4.11. Assessment and Results

A quantitative and qualitative formal assessment was carried out at the end of the programme. To collect information from participants and promoters, two methods were used: on one hand an evaluation questionnaire issued to participants who had received all three elements of the training package at the time of the survey. On the other hand, project closure reports, which should be prepared by promoters.

In summary, the main conclusions of these feedbacks are the followings:

4.11.1. Participant feedback

A total of 1,292 responses were returned with all regions well represented, whose main results, in short, are:

- Satisfaction with a range of aspects such as agricultural context, course level, class times, venue and application process was 85% and higher.
- Computer ownership (100% from 58%), computer usage for farm recording (84% from 22%) and internet usage (92% from 37%) all increased substantially as a result of the programme.
- Over 90% of respondents derived considerable or moderate benefit from each of the three elements of the programme.
- More than half of respondents felt that the programme had enhanced their financial recording and their management of their legal and statutory obligations.
- More than half of respondents reported that the programme had helped them reduce costs and/or save time.
- 80% of respondents said they may be interested in further training. Book-keeping and business accounts courses were the most commonly indicated.
- Overall 98% of respondents were very satisfied (54%), satisfied (34%) or moderately satisfied (10%) with the programme.

4.11.2. Promoter feedback

The Project Closure Reports allowed promoters to provide feedback directly and to pass on feedback from trainers and mentors. The main points are presented below:

- The timescale allowed for delivery was considered too short by most promoters. However, the amount of time bid for above the minimum specified 20 hours varied, with some promoters providing up to thirty hours training. The success rate for achievement of the four ECDL modules was above target in all regions. The view was expressed that where only twenty hours was bid for there was perhaps an excessive focus on the modular tests at the expense of contextualized practice.
- Variability in the ability of trainees at entry was an issue initially with some beginners being recruited. Promoters were reminded that the programme was

targeted at an intermediate level. Some promoters directed beginners to an appropriate starter course before recruitment onto the Measure 16 ICT programme and some had included some lower level training provision in their Measure 1.6 ICT bid.

- Several promoters commented on the level of scrutiny of claims by DARD and the corresponding and higher than expected amount of administration work required in the preparation of claim.
- Claim turnaround time had to be carefully factored into the management of project cash flow.
- Promoters reported the success of the programme in introducing computers into farm businesses with many participants using the support within the programme to purchase their first computer.
- Mentoring was the element of the programme that was most highly commended by promoters. Comments from mentors in relation to the mentoring exercise included 'refreshing' and 'fulfilling' were recorded.
- Trainer training by CAFRE was appreciated.
- Attendance was reported to have been above average.
- The successfully social dimension of classes was acknowledged in promoter feedback. However, in general, formal 'reconciliation events' were felt to be patronizing although, in one region, where the services of a professional experienced facilitator were procured, these events were thought successful.
- Availability of guidance from DARD was appreciated by promoters.

4.11.3. Results (regarding the targets)

Measure Sheet targets for Output and Results were well exceeded. The Measure Sheet Impact target of 3,000 businesses was a composite target for the three Measure 1.6 programmes[35].The ICT programme contributed 2,115 businesses to the target.

A total of 4,213 trainees, representing 3,722 farm businesses, participated in the programme. This was 94.2% of the revised aggregate project target and was achieved at 87.0% of budgeted cost. Most of the variance occurred in one promoter region where there were issues with recruitment performance. In the other nine regions

[35] Apart from the ICT Training for Farmers Programme, which we are described in this case study, the Measure 1.6 Training for Farmers included other two programmes, the Focus Farmers and Group Facilitation programmes.

aggregate trainee participation was 98.4% of target. All other aggregate project targets were exceeded.

The financial assistance element of the composite training package was more often used to purchase computer hardware than software. Approximately one in ten farm businesses was supported through the programme in the purchase of a new computer.

Table 9. Measure 1.6 (ICT) Economic Targets and Results

	Targets	Measure Sheet Targets (3 programmes)	Sum of ICT Project Targets	Results (ICT programme)
Output targets	Nº of trainees to attend at least 80% of classes	3,500	4,474	4,213[1]
	Nº of trainees to attend at least 80% of classes	3,500	4,474	4,213[1]
	Nº of trainees to receive 3 x 2 hour mentor visits	3,500	4,474	4,213
Results targets	Nº of trainees to attain ECDL Start	2,100	2,745	3,235[1]
	Nº of farm businesses to avail of financial assistance with hardware/software	3,500	-	3,722
	Nº of farm businesses to report using ICT recording	2,000	2,982	3,123[3]
Impact Target	Nº of farm businesses to report business benefits as a result of participation Measure 1.6 Training for Farmers.	3,000	1,512	2,115[3]

Font:[1]ICT Training for farmers Project Closure Report.

[2] Entries in RD Peace Branch Local Database with payment recorded

[3] Deduced from Evaluation Survey Results against 3722 total businesses participating (from RDPB Local Database)

4.11.4. Cost Effectiveness

Projects were selected by a selection panel from applications to deliver the programme in each of the ten regions. The number of applicants per region varied from two to five. There was a significant variation between projects in 'cost per trainee'. However, the original trainee targets varied from 150 to 540 between regions and promoter structure also varied with some promoters providing administration and training directly while others sub-contracted the training. A benchmark cost was established prior to the competition and, while four of the selected projects bid under the benchmark some bid considerably above it. Cost was, however, only one of several selection criteria. Choice was also limited by the number of applicants.

Overall 94% of the revised target for trainee participation was achieved at 87% of budget. Total programme cost was £3,292,366 leaving a residue of £490,287.

The programme management team within DARD peaked at three (1 x Inspector II, 1 x Inspector III, 1 x EO1) during the project selection phase. The complement was reduced to 0.7 (0.2 x Inspector II, 0.5 x Inspector III) once the projects were opened and the programme was managed by this compliment until its closure some two years later.

4.12. Conclusions and Prospective

In conclusion, the main results were:

- Feedback from participants was very positive.
- Targets were increased several times during the programme and most of these were well exceeded.
- Delivery of this programme through suitable external promoters proved to be both effective and efficient allowing high training targets to be achieved with low levels of professional input from DARD.

Other considerations:

A. Positive programme actions:

- The composite training package (group training, mentoring, financial assistance) was a successful formula. Recruitment was very straightforward and the drop-out rate extremely low.
- Third party delivery was successful, allowing high training targets to be achieved with low levels of professional input from DARD.

- Many trainees were reported as having independently completed the remaining three ECDL modules to achieve the qualification. 80% of evaluation survey respondents said that they would be interested in obtaining further computer training.

B. Negative programme points:

- Availability of cash was not a project selection criterion and it was necessary to provide substantial advance payments to promoters. This increased the risk in projects and the corresponding endeavour required to manage the risk.
- The limitations on the inclusion of interest incurred as an allowable expense sometimes resulted in extended project wrap-up periods due to cash limitations within project bank accounts.

Regarding its continuity, it must be stressed that although a programme which the same characteristics does not longer exist, North Ireland keeps funding for ICT courses for farmers and its local agricultural college runs short specific courses, for example on line recording of cattle deaths and births, which is for free. However, the general rule is that courses are funded at 70% grant plus a training allowance. Regarding their time extension, they tend to run up to 10 weeks.

5. VIDICO (VISIBLE DIGITAL COMPETENCE) PROJECT. HÄMMEENLINNA REGION

5.1. Introduction and regional information

Hämeenlinna is a city and municipality of about 67,000 inhabitants which belongs to the province of Hämelin the south of Finland. On the 1st of January 2009 Hämeenlinna, Hauho, Kalvola, Lammi, Renko and Tuulos municipalities joined together and form a new region called Hämeenlinna.

The main lines of business of Hämmeline are: Services (41%); Industry (21%) and Trade, hotels and restaurants (15%) whereas its municipal budget for 2009 was 297.5 million €.[36]

Hämeenlinna town is a regional pole for the Häme region, an administrative nexus of the Southern Finland district.

Technology Centre Innopark is the technology centre of the region and it offers the expert companies the possibility to operate in a new innovative environment in which they have the best possible opportunities to concentrate on their own field of expertise. All the services required by the companies are easily available and companies can rent premises according to their requirements and utilize the service concept and co-operation network offered by the Technology Centre.

5.2. Selection of the Practice

As it is set on Technology Centre Innopark webpage, competence management helps to ensure quality inside the companies and it is especially relevant to SME as their human resources are more limited than in the case of large companies, that is to say, if a certain expert is not available, the cost for the company could be critical.

In that sense, it is essential for SME to make their competence visible and that is only possible when the know-how of the company is well managed and shared.

[36]Font: Wikipedia (www.wikipedia.org); Population Register Center of Finland. (http://vrk.fi); municipality of Hämmeenlinna (http://www.hameenlinna.fi); Innopark Finland (www.innopark.fi)

5.3. Practice background

A very important resource for companies is the existing know-how of their staffs. Population ageing is widespread across Finland and it has become a national issue due to its negative effects on society in general and on companies specifically.

VIDICO project tries to help to solve the problem of losing know-how through the transfer of knowledge between experienced professionals and younger generations in a digital form.

5.4. Main objectives

The main objective of VIDICO project is to make staff competence visible with digital contents. In this sense, VIDICO project has developed four different subprojects:

1. - Process for making public services electronic and maturity model.
2. - Model for gathering and recording tacit knowledge of organisations with digital methods.
3. - Digital campus service concept for educational institutes and companies.
4. - Creative Foresight Space concept.

As aforementioned, we have focused on the “Model for gathering and recording tacit knowledge of organisations” subproject due to its main objective: to promote creativity, learning and innovativeness utilising a digital service concept.

5.5. Description of the practice

The implementation of this project is aimed to unify the needs of different types of actors in order to create competence and its utilisation visible. Agents participating in the project include, among others, the public sector, education and private sectors as well as the users of different services.

In the Tacit Knowledge Made Visible project, tacit knowledge and competence documentation methods based on mobile technology are being implemented for SME.

More specifically, VIDICO has implemented a collective wiki tool for describing the knowledge in a concrete case: the company Opiferum. This wiki tool consists on providing every employee in the company with a personal wiki page where his expertise areas, skills and the projects in which he/she has participated are

documented. Every project, customer and referent group has also an own site, which is linked to the other sites. There is a linkage between the project information and personal information. As a result, Opiferum has created a product from the wiki information bank.

For the implementation of this practice, Technology Centre Innopark made a kick-off day consisting in two different courses: tacit knowledge and Wikis. The aim of these lessons was to talk about the importance of tacit knowledge and how it could be documented into the wiki. At the end of the courses, a wiki pilot was created in order to establish the wiki rules and targets.

In order to achieve these targets, follow up meetings have been made every two month. In these meetings, specific issues (such as quality, communication, tracking and statistics) have been assessed. At the end of the pilot period, a query web was created for the people that participated in the project.

5.6. Obstacles

In the beginning of the project, there were some difficulties related to find pilot companies. Usually, SMEs do not have time to think about tacit knowledge and make efforts in knowledge management, even though that can be a crucial factor for their surviving.

Also, the price of some mobile software's was too expensive for SMEs budgets, what is an important reason to explain why some negotiations to implement the project failed with some companies.

5.7. Length and Resources

VIDICO project started on 2009. Next table shows VIDICO Project Funds Distribution for the period 2009-2011:

Table 10. VIDICO Project Funds Distribution (2009-2011)

	2009	2010	2011	2012	Total
ERDF	168,950	230,486	202,244	86,701	**688,381**
Regional	69,669	89,793	75,669	32,017	**267,148**
Companies	2,738	8,987	11,007	5,140	**27,872**
Total	**241,357**	**329,266**	**288,920**	**123,858**	**983,401**

Font: Technology Centre Innopark

5.8. Funds

As it can be seen on Table 10 above, this project is co-funded between the city of Hämeenlinna and the European Union "European Regional Development Fund" Programme through ERDF. Furthermore, companies are asked to pay 30% of the total amount of the project.

On the other hand, another EU fund which could be also used to finance this project is Information and Communication Technologies Policy Support Programme (ICT-PSP)[37]

5.9. Prospective

Vidico pilot has very positive prospect for the future. After Opiferum experience, there are already three more projects planned to be developed with other companies (in this case from the care services sector) and their pilots will long one year. Moreover, nowadays there is a deal with other two companies to do e-learning and knowledge wiki for bio sector.

[37] http://ec.europa.eu/cip/ict-psp/index_en.htm

CONCLUSIONS AND RECOMMENDATIONS

This chapter introduces general and transversal conclusions reached by this project about the current situation of Partenalia members in relation to their role in the Transfer of Innovation. Some of these conclusions entail possible actions to be taken in order to improve their position in relation to this matter. Therefore, following main conclusions and recommendations are presented:

1.-**The role of Local Intermediate Authorities in the Transfer of Innovation is still rising and there are very good perspectives**. Most of the practices are relatively new. Only 15% of them are carried out for more than five years. That means that these practices are in an initial phase of implementation. However there is a series of signs that points that these practices are in a consolidation process. Firstly, the own assessment of Partenalia members about their future role is very positive (79% of them think that their role will increase in the future); secondly, the regular and continuous character of most of the practices is an important factor to determine the future and importance of Transfer of Innovation among Local Intermediate Authorities; and, thirdly, the wide variety of practices carried out indicates an important degree of extension of the practices through different departments inside the institutions but also within the entire society.

2.-From a general point of view, it is very important to point out that **the lack of specialized human resources is one of the main obstacles** to develop practices related to the Transfer of Innovation (71.4% of Partenalia members point out this fact as a disadvantage).

In order to improve this situation, it is recommended to study and analyse possible actions to be taken in order to mitigate it. The planning of these actions can be both short and medium term:

In a short term, it is recommended the setting up of multidisciplinary and specialized working parties. These working parties should be versatile and have an “ad hoc” composition what it means that they should be made up by members of the Local Intermediate Authorities or other authorities specialized on each addressed topic. Here, Partenalia can play a key role organizing those working parties that could be composed by experts from the own members staff but also, by inviting another specialists on the topic addressed.

In a medium term, most likely the own dynamism of the practices will solve this situation. Prospect of the own authorities in relation to this topic are very positive and

the continuity of the practices, together with previous recommendation, will contribute to increase staff experience and specialization on this field.

From a general point of view, this recommendation has a strong influence on the area related to "**updating the own institutions**" as it will improve the services and actions carried out by Partenalia members in relation to the transfer of innovation, but it also has a strong impact in every area that working parties will addressed.

3.-According to the results of the survey, another relevant matter is the important widespread of the cooperation among Local Intermediate Authorities and municipalities. This is also a positive factor to take into account because it means that LIAs are using their privileged position to spread Transfer of Innovation.

Nevertheless, it is recommended that this cooperation will be increased in the future, specially, through the inclusion of municipalities in the whole process of design and implementation of the practices.

In that sense, it is also recommended to integrate practices related to the Transfer of Innovation in the local development whole philosophy. This integration will contribute to solve obstacles related to the continuity and imbrications of practices inside wider policies.

This recommendation has a direct impact in most of the areas such as, among others, **improvement of citizen's knowledge and training; cultural services, health and social integration, etc.** That it is to say, this action will benefit all the areas where municipalities and LIA's cooperate.

4. - Even though practices are very heterogeneous, there is a very positive factor to take into account: An **important percentage of the actions are aimed to improve local competitiveness.** 71.4% of the institutions are carrying out practices addressed to SME incubators and Knowledge centres; companies are the main beneficiary of the practices (93.3%); and 74.5% of Partenalia members consider that practices are having a direct impact on the improvement on local company competitiveness.

5. - Also, 54.0% of the practices are addressed to **improve services and dynamics of the own Local Intermediate Authorities**. This is very relevant in order to increase the effectiveness of the own LIAs.

In this direction and in relation to conclusions number 4 and number 5, it is recommended that these practices will be used as **continuous improvement tools**, standardizing methods and using continuous feed-back in order to convert these

practices in diffusion tools and to increase their efficiency degree, what will improve their effectiveness.

This recommendation has a direct impact on some of the following areas: **SME incubator, knowledge centres, business parks, science outreach**, etc. and also, on improving **Local Intermediate Authorities themselves**.

6. - Related to the efficiency and effectiveness of practices, it is important to bring out the **necessity** declared by 33% of Partenalia members **of improving on the design, planning, coordination and assessment of the practices**. This fact is probably linked to the youth of the practices but it, also, gives an idea that there is still a lot to learn.

In order to improve the process of design and implementation of the practices, the setting up of working parties is recommended. These working parties will work on the transversal analysis of the practices and on the qualitative assessment of the processes (together with the most relevant social, institutional and economic implied agents). The aim of these groups is to improve all the process of design and implementation of the practices but also to develop guide and transversal lines for different areas that could be used by all Partenalia members.

This recommendation is **transversal to all areas of practices** related to the transfer of innovation, as working parties should be designed attending a transversal point of view. Partenalia has here a key role as working parties should be organised by the network and not by each single member.

7.- Connected with the increase of effectiveness and efficiency of the practices, another important conclusion reached by this study is the **low percentage of the practices that are being assessed** (only 47.5% of them). That means that institutional assessment is still not widespread, also probably due to the youth of the practices. Nevertheless, evaluation of the practices is essential to improve the impact and effectiveness of the initiative.

In that sense, it is strongly advised the implementation and systematization of assessment processes. In current context where budgetary restrictions are a reality in the whole European Union, selection of most effective and efficient practices is a must. And this selection needs to be based on objective criteria that can only be obtained by assessing the real impact of the practices (for example, if a practice is addressed to increase local companies competitiveness, objective and quantified results of the

practice in the improvement of these companies competitiveness should be evaluated). In order to quantify the results and impact of the practices, surveys addressed to main beneficiaries are proposed. Surveys can be made either by telephone interviews, personal interviews or even by Internet platforms where beneficiaries could give their opinion about the effectiveness of the practice.

Moreover longitudinal assessment is recommended mainly due to two factors: the medium and long-term character of the Transfer of Innovation, which implies that the impact of the action and its results cannot always be evaluated immediately and, because it is interesting to get to know whether this impact has been durable.

This recommendation is **transversal to all areas of practices** related to the transfer of innovation. It can be applied to each single practice carried out by Partenalia members.

8.-Another important result of the survey is related to the **effectiveness of the practices**: 56% of interviewees consider those made by their institutions as highly effective. Even though this is a positive and important element, it could be improved.

It is convenient that effectiveness of the practices is assessed and completed with primary information obtained from beneficiaries of the practices. Therefore, qualitative and quantitative evaluations are highly important to determine whether these practices have been effective and it is convenient that this information would be provided by the main beneficiaries of the practices.

From a quantitative approach, surveys (based on representative samples) should be carried out. Main beneficiaries of the practices are the target group of the surveys and it is convenient certain regularity on the assessment (at least on a year basis).

From a qualitative point of view, working parties and in-deep interviews are recommended. Through working parties with the main actors related to the practices (staff involved in the design and implementation of the practice, beneficiaries, experts on the chosen area, etc.), principal obstacles or barriers and strong points of the practices can be identified. Moreover, in-deep interviews can deepen in some specific aspects that could arise during the working parties.

This recommendation is **transversal to all areas of practices** related to the transfer of innovation. It can be applied to each single practices carried out by Partenalia members.

9.-Finally, it is also important to highlight those resources and funds are an important concern of Partenalia members. More budget, funds and resources would increase effectiveness and improve actions carried out by the members. Nevertheless, most of the economic support to make these practices comes from other public institutions, mainly from the European Unions and only 15.0% of the practices are funded or co-funded by companies and 7.1% from Non-profit organizations.

In relation to this point, it is recommended to study possibilities to increase the economic cooperation with private sector (both companies and non-profit organizations). Therefore, possibilities of cooperation with companies and third sector and co-funding should be analysed. There may be several reasons why companies would be interested in funding practices related to the Transfer of innovation. For example, because of Corporate Social Responsibility or because of the potential positive effect that this initiative may have on companies' market expansion. Anyway this is a very important field to study in order to get more economic independency from public subsidies or funds.

In this sense, it is very important to make clearly visible the positive effects of practices on competitiveness to make them attractive for companies' investment. Objective evaluation and assessment of practices are essential tools to make their impact visible for companies and society.

It would be interesting, as a starting point, to create "common-spaces" to join private and public sectors, for example, making some brunches or another kind of non-formal events, inviting local companies to assist in order to give visibility to the practices made by the members and to show the benefits of those practices for the companies.

ROAD MAP

Once set the main conclusions and recommendations reached by this study, this section proposes a brief roadmap for future actions. Roadmap consists in the development planning of the initiatives to be carried out by Partenalia in short and medium term.

Before establishing main milestones, it is necessary to point out that, as aforementioned; heterogeneity of Partenalia members is a reality. The existence of different institutions with different interests, resources and competences implies different needs and different actions to be taken by each member.

Nevertheless, and attending to the recommendations set on previous chapter, some general actions can be made by Partenalia as association, in order to improve LIAs competence and their efficiency and effectiveness in developing and implementing policies in relation to the Transfer of Innovation. These actions are compiled in the present roadmap.

Roadmap has been organized attending to the possible milestones (Short and medium term) here proposed:

Short-term actions (approximately a 1 year period):

Firstly, Partenalia Economy and Innovation Group must establish the **Action Plan**, which will be the framework to operate during both short and middle term periods.

This plan is structured in three phases:

- **Design phase**, which must be set in the short-term and it includes the **establishment of the general guidelines** that will inspire all following actuations. All Partenalia members should be invited to participate and consensus should be reached.
- Guidelines will be collected in a short document that will include **priorities, objectives and general actions,** systematized by topics;
- **Monitoring phase**, whose importance is high due to the fact that it allows authorities to check action plan progress and therefore to correct possible deviations; and
- **Assessment phase**, crucial to determine the fulfilment degree of the Action Plan and subsequently to be the basis for following decisions aimed to improve future plans. In short, assessment is important because it allows to identify positive and negative aspects of the Action Plans, to find out if there has been a gap between what was established in the Action Plan and the final results and

subsequently what has been the origin of that gap, that it is to say, if it was because of the plan design or a problem at implementing concrete actions.

- Like the monitoring phase, assessment phase should be defined in the short term whereas its development will take place in the middle term.

Secondly, there are several **horizontal subjects** that must be also taken into account in the short term. Some of these subjects are:

- **Methodology;**
- **Assessment;**
- **Research of funds;** and
- **Human Resources**.

As aforementioned, all of them have been identified as key to the Transfer of Innovation and therefore due to their horizontal character and that problems on them become obstacles to the Transfer of Innovation, improvements must be established in the short term, even at the same time that the Action Plan. Subsequently, with the assistance of external experts, the definition of the adequate methodology and assessment must be determined in order to be used at implementing any practice. Moreover the analysis of the possibilities to increase funds (including from the Private Sector) and to improve human resources should be also made, as the lack of both types of resources has been also identified as important obstacles.

On the other hand, the setup of a **best practices bank** is desirable as it helps to transmit information about best practices among Partenalia members.

Finally, and once established the Action Plan, **working parties should be set up, one for each topic.** These should be composed by multidisciplinary experts in order to get an integrated approach, being their aim to make transversal analyses of the practices already developed and to assess processes of design and implementing practices, deciding which institutions and/or departments inside Local Intermediate Authorities are suitable to develop a concrete best practice.

Middle-term actions (1-3 year period):

In the middle-term, as aforementioned, **monitoring and assessment phases of the Action Plan will take place**, in addition to the **development of concrete actions** adopted by working parties. The impact and efficiency degree of these actions should be also assessed in this period, according to the methodology established previously in the short-term.

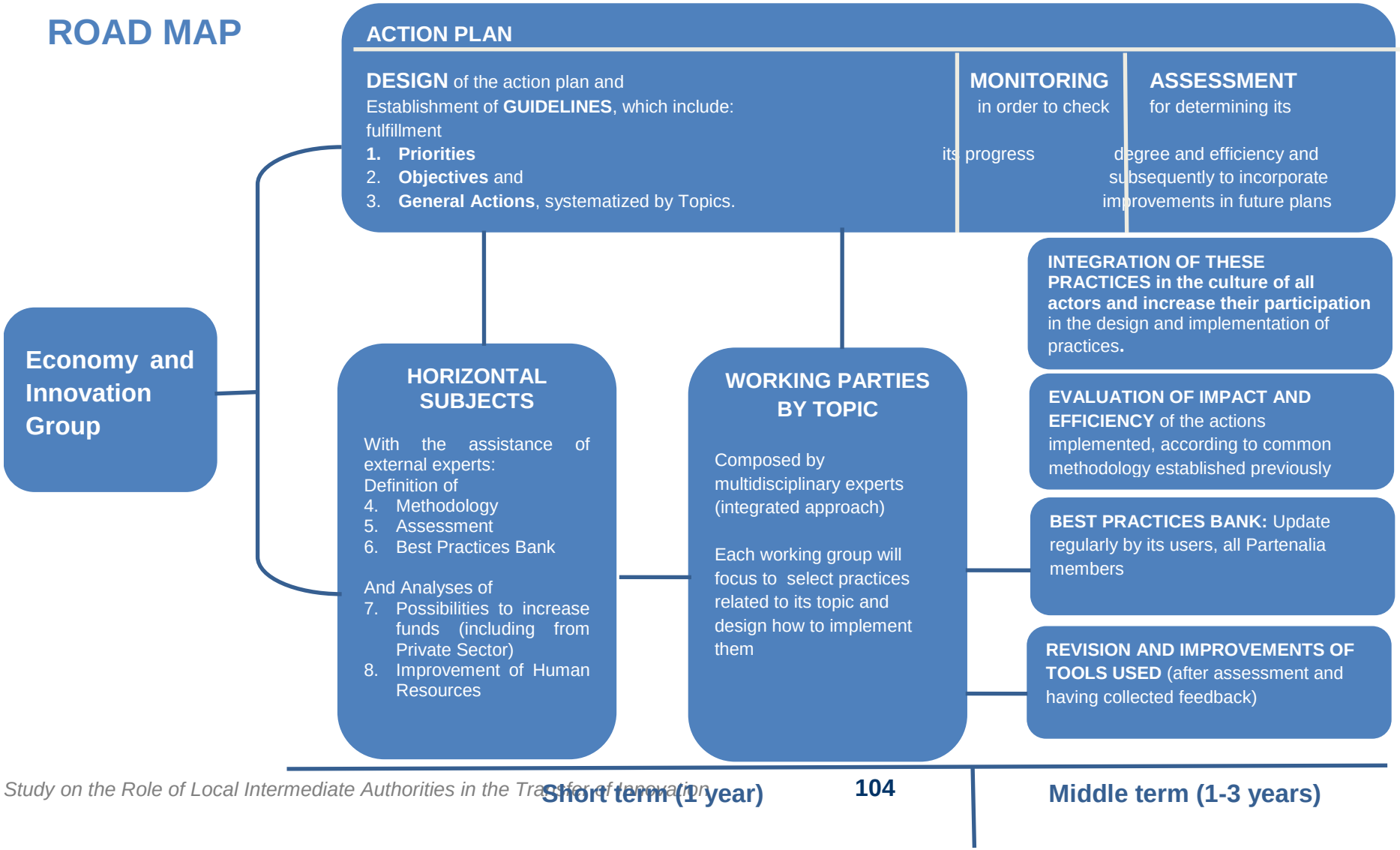
Secondly, after assessments described above and collected feedback about practices implementation, a **revision of the tools** used is recommended in order to improve them, if it proceeds.

Thirdly, the **best practices bank created should be fully operative and to be regularly updated with all kind of information** (description, resources, funds…). Likewise, contact information is recommended.

Finally, it is also **recommended to integrate practices related to the Transfer of Innovation in the local development whole philosophy**. As aforementioned on previous chapter, that integration will contribute to solve obstacles related to the continuity and imbrications of practices inside wider policies.

To conclude, a road map scheme is shown on next page:

ROAD MAP


ACTION PLAN
DESIGN of the action plan and Establishment of GUIDELINES, which include: fulfillment
1. Priorities
2. Objectives and
3. General Actions, systematized by Topics.
MONITORING in order to check its progress
ASSESSMENT for determining its degree and efficiency and subsequently to incorporate improvements in future plans
Economy and Innovation Group
HORIZONTAL SUBJECTS
With the assistance of external experts:
Definition of
4. Methodology
5. Assessment
6. Best Practices Bank
And Analyses of
7. Possibilities to increase funds (including from Private Sector)
8. Improvement of Human Resources
WORKING PARTIES BY TOPIC
Composed by multidisciplinary experts (integrated approach)
Each working group will focus to select practices related to its topic and design how to implement them
INTEGRATION OF THESE PRACTICES in the culture of all actors and increase their participation in the design and implementation of practices.
EVALUATION OF IMPACT AND EFFICIENCY of the actions implemented, according to common methodology established previously
BEST PRACTICES BANK: Update regularly by its users, all Partenalia members
REVISION AND IMPROVEMENTS OF TOOLS USED (after assessment and having collected feedback)
Short term (1 year)
Middle term (1-3 years)

TABLES AND GRAPHICS INDEX

GRAPHICS

TABLES

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www.eriknetwork.net/

Globe Forum: http://www.globeforum.com/

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www.ine.es

Innopark: http://www.innopark.fi/portal/innopark/in_english/

http://www.itif.org

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ANNEX I. QUESTIONNAIRE

STUDY ON THE ROLE OF LOCAL INTERMEDIATE AUTHORITIES IN THE TRANSFER OF INNOVATION (QUESTIONNAIRE)

IDENTIFICATION DATA

1. Institution Name:

2. Contact person:

3. Job Position (of the contact person):

ACTIONS, PRACTICES OR POLICIES RELATED TO THE TRANSFER OF INNOVATION

4. Does your institution make any action or policy related to the transfer of innovation?

Yes	☐
No	☐

Now, we would like to get a deeper knowledge about the practices or policies in THE TRANSFER OF INNOVATION field that your institution is carrying out. Please select the most interesting policies according to their CONTENT OR IMPACT.

5. Please, name and describe the most interesting practices, according to your point of view, that your institution executes at THE TRANSFER OF INNOVATION field.

<table>
<tr><td colspan="4">Policy 1.(Name)</td></tr>
<tr><td colspan="4">Description (Content)</td></tr>
<tr><td rowspan="3">Frequency / Regularity
☐ Occasionally
☐ Continuously
☐Doesn’t know/ Doesn’t answer</td><td rowspan="3">Since when:

☐ Less than 1 year.
☐ 1 to 2 years
☐ 3 to 5 years
☐ 6 to 10 years
☐ More than 10 years
☐Doesn’t know/ Doesn’t answer</td><td colspan="2">Institutional evaluation/ assessment of the policy
(nº participants, efficiency, etc.).)</td></tr>
<tr><td>Is there a formal assessment of the policy?
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☐No
☐Doesn’t know/ Doesn’t answer</td><td>Assessment methodology:

☐ Qualitative
☐ Quantitative
☐ Longitudinal</td></tr>
<tr><td colspan="2">Efficiency/Effectiveness (related to the consecution of objectives)
☐ High
☐ Medium
☐ Low</td></tr>
<tr><td colspan="2">**Main effects** of this policy on direct participants or beneficiaries:
1.-_____
2.-_____
3.-_____</td><td colspan="2">Impact on Economy and Society
☐Improvement on local company competitiveness.
☐Diversification of productive system.
☐Increase local economy attraction for newcomers (companies).
☐Improvement on Civil Services assistance.
☐Improvement on citizen’s knowledge or education.
☐Improvement on citizen’s life quality.
☐ Other (Please specify_____)</td></tr>
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☐ 1 to 2 years
☐ 3 to 5 years
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☐ Medium
☐ Low</td></tr>
<tr><td colspan="2">Main effects of this policy on direct participants or beneficiaries:
1.-_____
2.-_____
3.-_____</td><td colspan="2">Impact on Economy and Society
☐Improvement on local company competitiveness.
☐Diversification of productive system.
☐Increase local economy attraction for newcomers (companies).
☐Improvement on Civil Services assistance.
☐Improvement on citizen’s knowledge or education.
☐Improvement on citizen’s life quality.
☐ Other (Please specify_____)</td></tr>
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☐ 1 to 2 years
☐ 3 to 5 years
☐ 6 to 10 years
☐ More than 10 years
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☐Yes
☐No
☐Doesn’t know/ Doesn’t answer</td><td>Assessment methodology:

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<tr><td colspan="2">Efficiency/Effectiveness (related to the consecution of objectives)
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☐ Medium
☐ Low</td></tr>
<tr><td colspan="2">Main effects of this policy on direct participants or beneficiaries:
1.-_____
2.-_____
3.-_____</td><td colspan="2">Impact on Economy and Society
☐Improvement on local company competitiveness.
☐Diversification of productive system.
☐Increase local economy attraction for newcomers (companies).
☐Improvement on Civil Services assistance.
☐Improvement on citizen’s knowledge or education.
☐Improvement on citizen’s life quality.
☐ Other (Please specify_____)</td></tr>
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☐ 1 to 2 years
☐ 3 to 5 years
☐ 6 to 10 years
☐ More than 10 years
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(nº participants, efficiency, etc.).)</td></tr>
<tr><td>Is there a formal assessment of the policy?

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☐No
☐Doesn’t know/ Doesn’t answer</td><td>Assessment methodology:

☐ Qualitative
☐ Quantitative
☐ Longitudinal</td></tr>
<tr><td colspan="2">Efficiency/Effectiveness (related to the consecution of objectives)
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☐ Medium
☐ Low</td></tr>
<tr><td colspan="2">Main effects of this policy on direct participants or beneficiaries:
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2.-_____
3.-_____</td><td colspan="2">Impact on Economy and Society
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☐Diversification of productive system.
☐Increase local economy attraction for newcomers (companies).
☐Improvement on Civil Services assistance.
☐Improvement on citizen’s knowledge or education.
☐Improvement on citizen’s life quality.
☐ Other (Please specify_____)</td></tr>
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☐ Less than 1 year.
☐ 1 to 2 years
☐ 3 to 5 years
☐ 6 to 10 years
☐ More than 10 years
☐Doesn’t know/ Doesn’t answer</td><td colspan="2">Institutional evaluation/ assessment of the policy
(nº participants, efficiency, etc.).)</td></tr>
<tr><td>Is there a formal assessment of the policy?

☐Yes
☐No
☐Doesn’t know/ Doesn’t answer</td><td>Assessment methodology:

☐ Qualitative
☐ Quantitative
☐ Longitudinal</td></tr>
<tr><td colspan="2">Efficiency/Effectiveness (related to the consecution of objectives)
☐ High
☐ Medium
☐ Low</td></tr>
<tr><td colspan="2">Main effects of this policy on direct participants or beneficiaries:
1.-_____
2.-_____
3.-_____</td><td colspan="2">Impact on Economy and Society
☐Improvement on local company competitiveness.
☐Diversification of productive system.
☐Increase local economy attraction for newcomers (companies).
☐Improvement on Civil Services assistance.
☐Improvement on citizen’s knowledge or education.
☐Improvement on citizen’s life quality.
☐ Other (Please specify_____)</td></tr>
</table>

6. Who are these practices or policies addressed to?

Companies	☐
Citizenship	☐
Some specific groups of citizens (youth, unemployed people, women, elderly people, etc.)	☐
Local intermediate authority itself	☐
Other authorities	☐
Other (Please specify _____	☐

7. Besides already mentioned practices, does your institution make any practice or policy in any of the following areas?

Business parks	☐
Scientific and technological parks	☐
Knowledge Centres (Universities, …)	☐
SME incubators	☐
Transfer of innovation related to the "Environmental economy" improvement	☐
Transfer of innovation related to the health and "social integration" promotion	☐
Transfer of innovation related to the own updating of the institution	☐
Transfer of innovation related to cultural services (i.e., digitalisation of documents)	☐
Transfer of innovation related to science outreach	☐
Transfer of innovation related to the improvement of citizens' knowledge and education	☐
Other (Please specify _____)	☐

8. Do you have a specific department or area for transfer of innovation?

Yes	☐
No	☐

9. Do you have any funding from the European Union or from other institutions for the development of these practices?

	Yes	No
European Union	☐	☐
Central government	☐	☐
Regional Authorities	☐	☐

Local Authorities	☐	☐
Non-profit organizations (foundations, associations, Chambers of Commerce, etc.)	☐	☐
Other institutions (Please specify)----------	☐	☐

10. Does your institution cooperate with any other one to develop these policies?

Yes (please, go to 11)	☐
No (please, go to 12)	☐
Doesn't know/ Doesn't answer	☐

11. Which one/s?

_____

_____

THE ROLE OF LOCAL INTERMEDIATE AUTHORITIES IN THE TRANSFER OF INNOVATION

12. From your point of view, what are the main ADVANTAGES of the role of local intermediate authorities in the transfer of innovation?

Better knowledge of citizens and companies' needs (local level)	☐
Complementation of these practices with others made by these institutions	☐
Higher flexibility of these institutions.	☐
Proximity to beneficiaries (it helps to the implementation of practices)	☐
Advantages related to the transfer of results to municipalities (local governments)	☐
Other (Please specify _____)	☐

13. From your point of view, what are the main DISADVANTAGES of the role of local intermediate authorities in the transfer of innovation?

Lack of material resources	☐
Lack of skilled human resources	☐
Lack of continuity of the practices	☐
Difficulty to allocate these practices inside wider policies	☐
Small scope of these practices (pilot projects, practices with small number of beneficiaries, etc.)	☐
Other (Please specify _____)	☐

14. How do you assess the role of local intermediate authorities in the transfer of innovation?

It will increase in the future	☐
It will remain the same	☐
It will decrease in the future	☐
Doesn't know/ Doesn't answer	☐

15. Do you think the above mentioned policies can be improved?

Yes (please go to 16)	☐
No (please go to 17)	☐
Doesn't know/ Doesn't answer	☐

16. How?

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17. Have your institution identified any best practice related to the transfer of innovation made by other institution(s)?

Yes(please go to 18)	☐
No (End of the questionnaire)	☐
Doesn't know/ Doesn't answer	☐

18. Which one/s?

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19. Which institution(s) implement(s) this practice?

THANK YOU VERY MUCH FOR YOUR COOPERATION, WE REALLY APPRECIATE IT.

ANNEX II. BEST PRACTICES WEB LINKS

Arco Latino (2007): "Best Practices Manual for Public Decentralized Cooperation", http://www.arcolatino.org/index.php?method=section&action=zoom&id=2028

Besançon: http://www.besancon.fr/

Diputación de Granada: “Innovación y Desarrollo tecnológico”, http://www.dipgra.es/inicio/contenidos/index.php?area=266

Erik network: www.eriknetwork.net/

Globe Forum: http://www.globeforum.com/

Jennings, E. (2007): “Best Practices in Public Administration: how do we know them? How can we use them?”, Martin School of Public Policy and Administration, University of Kentucky.

Innopark: http://www.innopark.fi/portal/innopark/in_english/

Local Innovation Awards Scheme: http://www.localinnovation.idea.gov.uk/idk/core/page.do?pageId=16853219

Network of Local and Intermediate Governments and ICT Experts for the Information Society (LRAEIS):

http://www.un-gaid.org/Network/StakeholderNetworks/LRAEIS/tabid/1038/Default.aspx

Tampere Business Region: http://www.tbregion.fi/

The city of Tampere: http://www.tampere.fi/english/tampereinfo/tampereinbrief.html

Technology Strategy Board (Grant for Research and Development schemes http://www.innovateuk.org/content/news/new-funding-scheme-will-support-innovative-small-c.ashx

http://www.unesco.org/most/bphome.htm

ANNEX III. ROAD MAP (BEST PRACTICE)

IMPLEMENTATION OF "VISIBLE DIGITAL COMPETENCE" PROJECT. ROADMAP

Introduction

Once analysed the best practice made by the city of Hämeenlinna[38] and after having analysed its possibilities of transfer and funding, in this annex we introduce a roadmap for its implementation.

Increasing competitiveness of local and regional companies is a central issue for LIA's as it secures employment stability, social inclusion and territorial cohesion. In that sense, most of Partenalia members are already carrying out practices related to the Transfer of Innovation to companies.

Moreover, Partenalia members have shown their interest on increasing cooperation between Public and Private sectors as this collaboration can play an important role in strengthen partnerships that can contribute to improve the local business climate.

As we have seen previously in the description of Hämeenlinna's best practice, an essential resource for companies (but also for public institutions) is their staff's know-how. When a worker, with specific competences, is temporarily unavailable or he/she does not longer work in the company or institution, the loosing or his/her know-how implies important costs.

And, when we talk about SMEs this problem it is even bigger. The limited capability of SMEs in relation to their human resources makes more complicated that the task carried out by this worker or his/her knowledge would be performed by any other colleague. Therefore, this loose of knowledge would mean a problem to the normal running of the company or, at least, an important cost to replace him/her because of the need to train other worker/s, unless there was a system to transfer its knowledge.

Thus, the implementation of this practice by Partenalia members would contribute to keep and transfer know-how inside SMEs through the use of new technologies. Likewise, it could also be suitable for the LIAs themselves. It would have a high impact on local economy as it would help to solve a common problem among companies, in addition of being a useful tool for the own Administration running and, also, it would strengthen the relations between LIAs and companies.

Furthermore, the involvement of Partenalia, as a network, in the design and development of the wiki-tool would have a high benefit due to the fact that this same tool could be used and implemented by a wide range of actors, not only companies but also public institutions, even smaller authorities (for example, municipalities).

[38] See Best Practice chapter

Description of the wiki-tool

The implementation of this project, as in Hämeenlinna practice, is aimed to unify the needs of different types of actors in order to create competence and make its use visible. Among the agents who participate in the project are: public authorities, actors from the education sector, companies and also users of different services.

In this framework, the use of tacit knowledge and competence documentation methods based on mobile technology are being implemented for SME.

Specifically, the implementation of a collective wiki tool is here proposed. This wiki-tool would describe the knowledge, consisting on providing every employee in a company (in this case it is proposed to extend the wiki to LIA's or other authorities) with a personal wiki page where his or her expertise areas, skills and the projects in which he/she has participated would be documented. Also, in the wiki, every project, customer and referent group would have also an own site, which would be linked to the other sites.

Main milestones

1. Software.

During this phase of the project, Partenalia and its members would be in charge of the design, development and start-up of the wiki-tool. The design of the wiki would include:

- The establishment of the general guidelines for the wiki: user's profiles, protocols etc.
- The wiki content, that is, the workers' information which can be loaded such as skills, projects where he or she has participated, his/her job characteristics …, and any other information that it could be considered important for the wiki.
- Access and restrictions (beforehand only other company workers or management staff).

It is recommended an IT consulting firm hiring for the development of this phase.

2. Implementation

Wiki-tool can be implemented in two different moments or just in one time. Both options are described next:

- To be directly implemented in the local **companies;** or
- To be implemented, in a first step, **inside each Partenalia member** before its implementation in the local companies. In that way, LIAs will benefit from this practice, contributing to keep and transfer know-how inside the own institutions and also they would allow them to gain experience and knowledge about the tool before implementing it in the companies.

In both cases, it would be necessary to work on explaining the advantages of the implementation of this tool to the companies. Experience of Hämeenlinna showed the difficulties found in relation to the finding of pilot companies, as usually, SMEs do not have time to think about tacit knowledge and make efforts in knowledge management.

Therefore, a previous work with local SME is recommended. The starting point could be a kick-off day with local employers' organizations (and/or a selection of potential interested companies) to show them the project. Following Technology Centre Innopark, that kick-off day could consist on two different courses: tacit knowledge and Wikis. The aim of these lessons is to talk about the importance of tacit knowledge for SMEs and the competitiveness survival and how it could be documented into the wiki.

3. Follow up and assessment

As the example of VIDICO practice, it is recommended to make periodical follow up meetings with the wiki users in order to assess specific issues (such as quality, communication, tracking and statistics).

It is also recommended to make an assessment (at least, one year after the implementation of the practice) in order to check its effectiveness. A survey among the main users and beneficiaries is one of the suggested means.

4. Extension

Finally, once implemented and assessed the wiki inside companies (and/or LIA's or other kind of authorities), its extension to other fields should be studied. For example, it could be used to the creation of databases related to the transfer of innovation, which were used as an exchange information platform between knowledge centres, researchers and companies.

Possible Funds

Visible Digital Competence project is co-funded between the city of Hämeenlinna and the European Union "European Regional Development Fund" Programme through ERDF. Furthermore, companies are asked to pay 30% of the total amount of the project. Therefore, ERDF could be a possibility for funding the implementation of the practice for those LIAs that are interested to apply individually for this programme.

On the other hand, another EU fund which could be also used to finance this project is Information and Communication Technologies Policy Support Programme (ICT-PSP)

However, in order to implement the proposed roadmap, here we recommend that Partenalia, as a network, applies for the next ESPON Calls for Proposals. This Call will open on August 24th. Next annex deepens in characteristics of ESPON Programme.

ANNEX IV. FUNDS

During this study, several options for funding of the chosen best practices have been indicated. When existing, European Union subventions used for the development of these practices have been pointed out whereas in those cases where the practice did not have any European Union funding, a selection of most suitable subvention programme has been studied and chosen (please, see Best Practice Chapter).

This annex makes a recommendation of a specific call that might be presented by Partenalia. This call will be launched by **ESPON** on August 24th and it is already pre-announced in "Calls for Proposals on Applied Research projects, Targeted Analyses, Scientific Platform/Tools projects and Transnational Networking Activities"[39]. More specifically, it would be interesting to check the conditions of priority 2: Targeted Analyses.

Participation on this programme is completely open to public and private entities from all member states. Depending on the kind of project to be presented, call usually is open for research centres, public organizations and/or companies. It is also open for public entities such as LIAs, municipalities, etc. Requirements for participation will be detailed on the next call.

Depending on the final content of the call, this programme could also be interesting for Partenalia in order to present other projects. Please, check other priorities when the call is open.

At the current moment, we have not found any other open call, suitable for Partenalia but following you can find a selection of those previous calls of special interest because it is likely that similar calls will be open in short.

1. - Intelligent Energy Europe. In last call (2011) there has been an interesting initiative named "Mobilising local energy investments" that granted up to 75% of the costs incurred by public authorities for technical assistance (TA) to prepare, mobilise financing, and launch investments in sustainable energy projects. Proposing authorities may work together with financial institutions and/or ESCOs or other relevant stakeholders[40].

[39] http://www.espon.eu/main/Menu_Calls/Menu_Calls/Menu_Pre-Announcement/PreAnnouncementCallsAug11.html

Please, note that as the call is not open yet, we cannot assure that it will be suitable for Partenalia and for the implementation of the roadmap (Annex III). The selection has been made according to the information of the pre-announcement and based on previous calls of this programme.

[40] http://ec.europa.eu/energy/intelligent/call_for_proposals/doc/FAQ_Mobilising_local_energy_investments.pdf

2. - ICT Policy Support Programme (or ICT PSP)[41]. In 2011 there has been an open call for the “Competitiveness and innovation framework programme” that could be interesting for Partenalia members, especially themes 3 and 4.

3. - INTERREG Programme[42]. Although call of proposals for INTERREG IV are closed and there will not be any other until the approval of next INTERREG V, it is interesting to be taken into account that currently it is focused on supporting innovation and the knowledge economy, environment and risk prevention.

[41]http://ec.europa.eu/information_society/activities/ict_psp/documents/ict_psp_wp2011_for_publication.pdf

[42] http://www.interreg4c.net/