



Boosting innovation and aspects related to human resources

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EN RD seminar, Brussels March 2009



Why networking?

Helen Williams, DG AGRI
MAF/UNDP seminar, Sofia November 2005

- Sharing experience (positive and negative)
- Spreading good practice
- Information/training of beneficiaries on programme support possibilities and conditions
- Creates synergies
- Drawing lessons for future policy
- Building co-operation projects



Networking during Leader+

Our experience in local cooperation in 2000-2006 Leader+ Programme has led to the creation of:

- **2 participatory foundations** → 1) environment and sustainable development 2) culture
- **1 consortium of producers** from 4 agricultural sub-sectors and from rural tourism

ⓐ) Network of networks

B) Suitable partners in the next activities under Axes 1, 2 & 3



Networking during Leader+

Our experience in external cooperation in 2000-2006 Leader+ Programme:

- **5 transnational projects** → entrepreneurial quality, energy, rural tourism and culture
- **3 interterritorial projects**

@What can be distilled from this experience with regard to **innovation & human resources**?

A SYNOPTIC VIEW

| Project Question Issue | | ELREN | | | I CAMMINI D'EUROPA | | | TRANSNET | | | EUROPE INSIDE US | | | GREEN SPORTS | | |
|--------------------------------------|---|--------------------------|---|---|--------------------------------|---|---|-------------------------------------|---|---|------------------|---|---|--------------|---|---|
| | | Renewable energy network | | | Religious-cultural itineraries | | | Entrepreneurs' networking practices | | | Rural tourism | | | Rural Sports | | |
| Type of cooperation | | | | | | | | | | | | | | | | |
| Exchange of experience | | ■ | | | | | | ■ | | | ■ | | | ■ | | |
| Training and human resources | | ■ | | | ■ | | | ■ | | | | | | ■ | | |
| Transfer of innovation | | ■ | | | | | | | | | | | | | | |
| Joint commercial management | | | | | ■ | | | ■ | | | ■ | | | ■ | | |
| Participation to a thematic activity | | | | | ■ | | | ■ | | | ■ | | | | | |
| Good reasons to cooperate | | | | | | | | | | | | | | | | |
| | | H | M | L | H | M | L | H | M | L | H | M | L | H | M | L |
| Impact on strategy | Innovation | ■ | | | | ■ | | | ■ | | | ■ | | | ■ | |
| | Territorial approach | | | ■ | ■ | | | ■ | | | | ■ | | ■ | | |
| | Integrated development | | ■ | | ■ | | | ■ | | | | ■ | | ■ | | |
| Impact on actors and population | On building local partnerships | | ■ | | | ■ | | ■ | | | ■ | | | | ■ | |
| | Spin-off projects | ■ | | | ■ | | | | ■ | | | | | | | ■ |
| | New business chances for existing & new companies | ■ | | | ■ | | | ■ | | | | ■ | | ■ | | |
| | Bottom-up approach | ■ | | | ■ | | | ■ | | | | ■ | | | ■ | |
| AVERAGE | | ◆ | | | ◆ | | | ◆ | | | ◆ | | | ◆ | | |

Innovation & Human Resources

| Question Issue | | Project | | | ELREN | | | CAMMINI D'EUROPA | | | TRANSNET | | | EUROPE INSIDE US | | | GREEN SPORTS | | |
|---|--|---------|---|---|-------|---|---|------------------|---|---|----------|---|---|------------------|---|---|--------------|---|--|
| | | H | M | L | H | M | L | H | M | L | H | M | L | H | M | L | | | |
| Difficulties encountered / solutions | | | | | | | | | | | | | | | | | | | |
| Internal problems | | | | | | | | | | | | | | | | | | | |
| Partnership problems | Language barriers | | ■ | | | ■ | | ■ | | | | | | ■ | | | | ■ | |
| | Cultural differences | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | |
| | Distance | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | |
| | Different expectations and degree of involvement | | ■ | | | ■ | | ■ | | | | ■ | | | ■ | | ■ | | |
| | Unequal skills and experience | | | ■ | | ■ | | | ■ | | ■ | | | | ■ | | ■ | | |
| Project content | Defining objectives | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | ■ | | |
| | Actions and objectives | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | |
| | Methodology | | | ■ | | ■ | | | ■ | | | ■ | | ■ | | | | ■ | |
| Management problems | Coordination | | ■ | | | ■ | | ■ | | | | ■ | | | ■ | | ■ | | |
| | Division of responsibilities | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | |
| | External technical assistance | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | | ■ | |
| | Monitoring and evaluation | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | ■ | | |
| Linking local & transp. levels | | | ■ | | ■ | | | ■ | | | ■ | | ■ | | | | ■ | | |
| External obstacles | | | | | | | | | | | | | | | | | | | |
| Financial, legal & administrative problems | General | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | ■ | | |
| | Impact from different national timing | | ■ | | | ■ | | ■ | | | | ■ | | ■ | | | ■ | | |
| Problems with support system | Inadequate support | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | ■ | | |
| | Unclear procedures | | | ■ | | ■ | | | ■ | | | ■ | | | ■ | | ■ | | |
| AVERAGE | | | ◆ | | | ◆ | | | ◆ | | | ◆ | | | ◆ | | | ◆ | |

Innovation & Human Resources

| PROJECT MAIN PARAMETERS | | ELREN | CAMMINI D'EUROPA | TRANSNET | EUROPE INSIDE US | GREEN SPORTS |
|-------------------------|--|---------|-------------------|----------|------------------|--------------|
| Partnership | Partnership categories | 4 | 2 | 2 | 2 | 2 |
| | Number of partners (lead and core) | 4 | 19 | 7 | 3 | 4 |
| | Number of support (or associated) partners | 67 | 1 | 1 | 0 | 0 |
| | Number of partners on commencement | 4 | 2 | 6 | 4 | 3 |
| | Number of nations | 15 | 5 | 5 | 3 | 2 |
| Communication | Number of languages | 14 | 5 | 5 | 3 | 2 |
| | Project lingua-franca | English | Italian / Spanish | English | English | Italian |
| | Project web-site | yes | yes | yes | no | yes |
| | Web-site: multilingual | no | yes | no | no | no |
| | Project logo | yes | yes | yes | no | yes |
| Financial | Project size (000 €) | 390 | 4,720 | 837 | 238 | 560 |
| | Project size /n° of partners (000 €) | 97 | 262 | 120 | 79 | 140 |
| Other | Project duration (months) | 22 | 40 | 38 | 33 | 18 |
| | Establishment of legal structure (EEIG) | no | yes | no | no | no |

ONE FIRST CONSIDERATION

- In 2 experiences, the project was designed by the would-be project manager and then inherited by another manager. This caused the need for re-interpreting the project, with limited success ...

HINTS

- Project design should be a **shared** process; national networks can facilitate transnational brainstorming for ideas and ways to do, but also coach the future actors during initial stage
- Networking works best when **facilitated**

(J. Grieve - Corsica L+ European Seminar)



ELREN

European Leader+ Renewable Energy Network



Home | Project | Partners | News & Events | Policies & Lex | Technologies | Case Studies | Documents | Links | Photogallery | Forum | Site Map

Wednesday, March 11, 2009

... Home ...

Search Register Login

This is the website of ELREN project promoted under the C.I.P. LEADER+ 2000-2006
Information is fed-in daily with data supplied by partners



WHY
Project justification



PARTNERS
Parties involved



NEWS & EVENTS
Project performance



BIO-Energy **SOLAR-Energy**

GEO-Energy **WIND-Energy**

HYDRO-Energy **Energy Performance of BUILDINGS**



CASE STUDIES
Project experiences



DOCUMENTS
Know-how databank



LINKS
Information networking

Latest joining partner:
30.04.2008
Malta Intelligent Energy
Management Agency,
Paola, Malta

Partners

- Lead Partner 1
- Core Partners 4
- Leader+ Support Partners 41
- External Support Partners 26

Partners' Location Map

RE Training Manual



Contacts
Project Coordinator
Webmaster

Membership:
Latest: longcormac
New Today: 0
New Yesterday: 1
Overall: 607

People Online:
Visitors: 1
Members: 0
Total: 1

Online Now:

Total visitors

| |
|----------------|
| Lithuania: 2 |
| Brazil: 2 |
| Croatia: 2 |
| Switzerland: 2 |
| Poland: 2 |
| India: 2 |
| Thailand: 1 |
| Turkey: 1 |
| Egypt: 1 |
| Morocco: 1 |
| Australia: 1 |
| Panama: 1 |
| Guatemala: 1 |

1807 visitors from 50 countries
FREE NeoCounter

ShinyStat™
Tot. visits: 5358
Today visits: 1

What is innovative of ELREN?

- ❖ Filling a niche by **setting up a Renewable Energy network focused on SMEs at rural level**
- ❖ **Sharing knowledge resources at European level** within and outside the Leader+ community
- ❖ Effective **mid-wifery role played by EC and the Irish LEADER Support Group** during project start-up
- ❖ **Partnership innovative structure** and joining modality:
 - Lead partner plus **core**-partners
 - Other **Leader support** partners
 - **External** (non-Leader) **support** partners
- ❖ **Balancing of activities** among core partners

ELREN 2 : New Actions

- ❖ Sustain **spinning effect** of ELREN partnership in promoting new networking opportunities among its partners (EIE, MED Calls ...) and access to other RD venues
- ❖ Exploit and strengthen the **innovation drivers**:
 - ✓ **Website** → to develop into a **multilingual portal** with each country partners inputting relevant data
 - ✓ **Database** → **feeding** of data, best practice etc. should become compulsory for a partner to stay on
 - ✓ **Training manual** → personalise by country and replicate

ELREN 2 : New Actions

- ❖ Promote **demonstration projects** (energy sustainability, energy guidelines) (Axis 2 & 4)
- ❖ Support **innovative replication projects** in Renewable Energy production, Energy Efficiency and Energy Saving (Axis 2)
- ❖ Replicate **training & dissemination** in new partner countries
- ❖ Play a role in **20/20/20, Covenant of Mayors and related initiatives** ensuring the representativeness and active role of rural entrepreneurs, other actors and communities at large

Energy roundtable during L+ European Seminar - Schruns, 2006



Innovation & Human Resources



Cammini d'Europa

What is innovative of Cammini d'Europa (EU Routes)?



A new diversified approach to territorial marketing

- ❖ Enlarging the partnership by establishing a **certification system** for service establishments along Santiago and Francigena routes
 - 244 certified establishments in Spain & Italy in 2007-2009
- ❖ Allow **image diversity of each partner** within a homogeneous project identity
- ❖ Support itinerary promotion by introducing **search engine** for tailor-made tours, ...



Cammini d'Europa
cammini di santiago
vie francigene

Notizie ed eventi | Cammini d'Europa GEIE | My Account | Contatti | Sitemap

In primo piano

5 febbraio 2008
Presentazione del Reportage di Viaggio "Lungo la Via Francigena."

4 Febbraio 2008 -
A Montemurro (Pz), inaugurazione della mostra documentaria "Il culto e il pellegrinaggio in Val d'Agri."

25 Aprile - 4 Ottobre - 30 Maggio - 8 Giugno - 1 al 10 agosto - 25 Settembre - 4 Ottobre
Cammina Cammina Da Fidenza a Lucca Lungo la Via Francigena 2008

Le nostre proposte

Costruisci il tuo percorso attraverso...

- itinerari
- beni culturali
- tappe
- ricettività
- notizie
- eventi

... o scegli le nostre proposte

Strutture accreditate

L'accreditamento "Cammini d'Europa"

Il tuo primo cammino

Un cammino che continua

Tesori da scoprire

Una storia sempre nuova

L'Arcivescovo di Canterbury - Sigerico
Il percorso storico

La Via Romea
Honantolana

Pontremoli,
panoramica

Alseno, cultura
e sapori

Aosta, panorami
aostani

Aulla, vita e
territorio

Vie Francigene | Cammino di Santiago
Itinerari | I cammini nel tempo | Storie | Beni culturali | Racconti di viaggio | Viaggia con noi
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© 2007-2008 Cammini d'Europa GEIE - P.Iva 02295290346 | © 2007-2008 Sesamo Comunicazione Visiva - www.sesamo.net

Web
portal

What is innovative of 2007-2013 EU Routes ?

- ❖ **Mature and durable project** (3rd 6-year term) due to its capacity of re-engineering itself

How?

HINTS:

- Foster sustainable projects
- Focus on medium-term perspective

EU Routes 3 : The Process

- I. Winding up EU R2 in spring 2008 - Use of a **final evaluation questionnaire** compiled by all 20 partners
- II. New **questionnaire on future expectations**
- III. Early signing of **project pre-agreement** (16 partners) to ensure continuity
- IV. Drafting a detailed **Activity Plan** up to 2013
- V. Drafting new **Partnership Agreement**
- VI. Formulating & budgeting **early actions**

NOW READY TO START!



EU Routes 3 : The Actions

- ❖ **Action segmentation** (joint-itinerary-local) → all 4 Axis
- ❖ Management structure supported by 1) a more autonomous **EEIG**
2) **Scientific Committee** 3) **Talent Pool**
- ❖ Introduction of **thematic working groups** coordinated by different partners
- ❖ **Partnership** flexible arrangements (*ELREN docet ...*):
 - **Lead Partner & Promoters**
 - **Associated** partners
 - **Co-partners** (certified service providers & “flag” producers; public and private institutions networking with EEIG)
- ❖ **Project Quality Plan**

EU Routes 3 : The Actions

- ❖ **Tutoring of new partners** (specific budget allocation requested from newcomers) to catch up with mature activities
- ❖ Short term **exchange of managers & technical staff**
- ❖ **Training sessions** to feed portal database ...
- ❖ Establishment of **cross-territorial shop-windows** displaying “flag” products → Axis 1
- ❖ Formulate & share **guidelines** for restoration of premises, pedestrian tracks, ecc. → Axis 3
- ❖ **Streamline use of GIS & other ICT tools** experimented in ER2

I Will Know If I Know **WHERE & HOW**

- ❖ Multiply (in a orderly way) links to **RD** & and other innovative content sources
- ❖ Sustain **e-learning** & acquisition of **e-skills**
- ❖ Promote **knowledge dissemination** by a multi-sectoral and inter-axial horizontal approach → pro-activating all rural players
- ❖ Foster a **multi-layered community of knowledgeable networks**

MATERIAL KNOWLEDGE

- K1** ° Starter kits
- K2** ° Application of Quality Management System principles
- K3** ° Re-engineered/standardised guidelines, forms etc.
- K4** ° Evaluation (incl. self-eval.) & Monitoring Tools
- K5** ° Multilingual tools
- K6** ° Good practice benchmarking

EXPERTISE

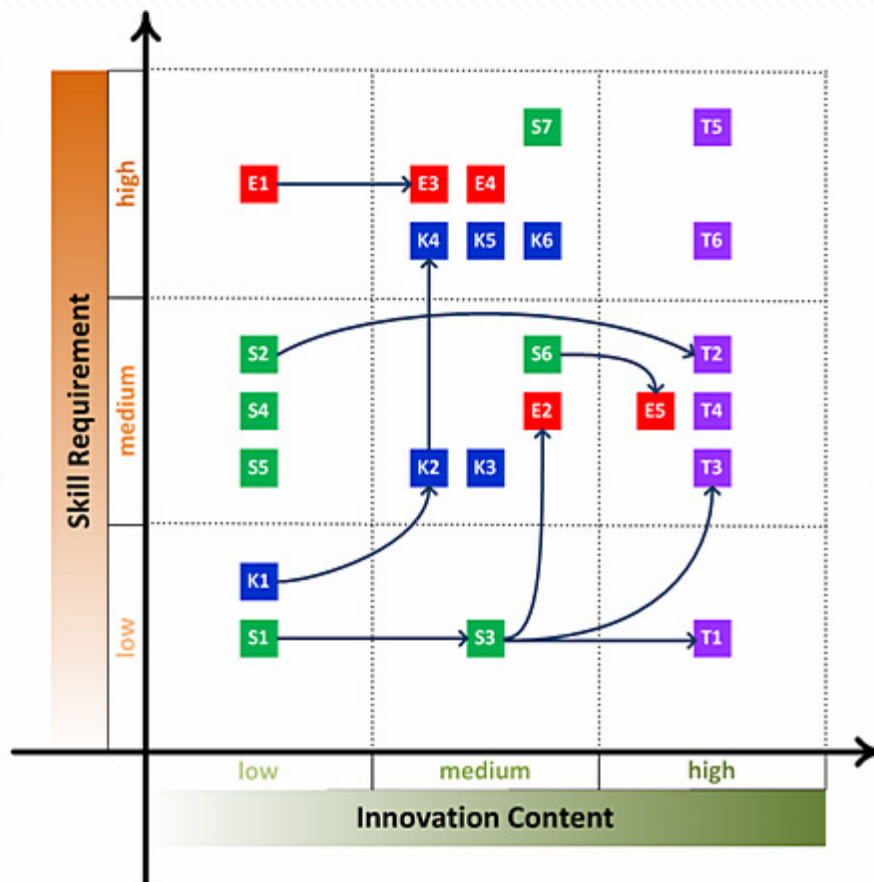
- E1** ° Mentoring/counselling
- E2** ° Applicable action research/academic know-how/scientific committee
- E3** ° Conflict management
- E4** ° Competence pool (data mining)
- E5** ° Exchange of managers/technicians/experts

INFORMATION TECHNOLOGY

- T1** ° Intranet
- T2** ° Remote training (e-learning)
- T3** ° E-conferences, skype-meetings etc.
- T4** ° Integration of national networks websites
- T5** ° Database information feeding ^ Applicative cooperation
- T6** ° Remote mentoring (competence pool)

EVENTS ^ OTHER SERVICES

- S1** ° Thematic events, seminars etc.
- S2** ° Training
- S3** ° Thematic working tables
- S4** ° Animation
- S5** ° Editorial
- S6** ° Study visits
- S7** ° Help-desk



THANKS FOR YOUR ATTENTION