

INTERREG IVB NORTH SEA PROGRAMME

INNOVATIVE FORESIGHT PLANNING FOR  
BUSINESS DEVELOPMENT

APPENDIX 8: PROJECT DESCRIPTION

Version 12.3.2008

## PREAMBLE

The EU has decided a new territorial programme for the period 2007 – 2013. Accordingly, the Interreg North Sea Region has prepared an Operational Programme for the Interreg IVB that was approved by the European Commission in October 2007. The 2<sup>nd</sup> call for tender is announced with a deadline for submission of application by 17 March 2007.

Innovation and business development is a major priority, pursuing the Lisbon and Gothenburg declarations.

Different regions have experience with different approaches to monitor the business development in their regions and to facilitate new development. The main aim of this project is to exchange experience and best practices in facilitating business development as well as developing new approaches through foresight planning.

This Project Description will be an attachment to the Project Application for the project to the Interreg IVB North Sea Region Programme Secretariat in Viborg.

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## CONTENT

PREAMBLE	2
CONTENT	3
<b>1 INTRODUCTION</b>	<b>4</b>
1.1 Background	4
1.2 Description of the Partner Regions	4
1.3 Regional Business Clusters	15
1.4 Benefits for the Partners	16
1.5 Foresight Planning	16
1.6 Compliance with Interreg IVB North Sea Region Priorities	18
1.7 Compliance with Overall EU Policies	20
1.8 Cooperation with Other Projects	20
<b>2 OVERALL DESCRIPTION OF THE PROJECT</b>	<b>22</b>
2.1 Vision Statement	22
2.2 Aim and Objectives	22
2.3 Envisaged Output and Results	22
2.4 Work Package Structure	23
2.5 Key Content of the Work Packages	23
2.6 Monitoring the Project – Indicators	25
2.7 Dissemination Strategy	25
<b>3 THE PARTNERSHIP</b>	<b>27</b>
3.1 The Structure of the Partnership	27
3.2 Management of the Project	27
<b>4 BUDGET, FUNDING AND TIME SCHEDULE</b>	<b>31</b>
4.1 Overall Budget	31
4.2 Overall Funding Plan	31
4.3 Time Schedule	31
<b>5 DETAILED DESCRIPTION OF WORK PACKAGES</b>	<b>34</b>
5.1 WP A: Project Coordination	34
5.2 WP B: Innovative Foresight Planning	35
5.3 WP C: Cluster Development	38
5.4 WP D: Public Sector Facilitation	46

# 1 INTRODUCTION

## 1.1 Background

Throughout the North Sea region expected economic development is assessed in different ways. Systematic use of the knowledge of the industry itself is one important way, like the "Industrial Barometer" prepared for a number of regions in Norway and a similar barometer in Region Central Denmark as well as in other countries. A quite similar document is a strategy plan developed in Groningen with a focus on education in respect to the labour market needs.

This type of foresight planning is done in an active dialogue with the industry, industrial associations as well as individual companies. The analyses comprise assessments of developments in respect to elements such as markets, financial turnover, employment, investments and export. Using for instance an e-mail based QuestBack programme, input can be collected from a great number of companies with limited resources.

In Rogaland this is an innovative approach as development of businesses and markets are based upon companies learning from each other, their customers and their suppliers. This should contribute to creation of higher value added activities in order to generate more and better paid jobs. In Rogaland the analysis is carried out in dialogue with a steering group consisting of a partnership of institutions from public and private sector. The result of the analyses is given high level of publicity.

## 1.2 Description of the Partner Regions

### 1.2.1 Rogaland County

Rogaland is located in the western part of Norway and has a population of 412.000, which is 9% of the total population of Norway. In 2007 the county had a growth in population of 2%. Rogaland is centre of the Norwegian petroleum-industry and is also one of the most important agricultural counties in Norway. The seafood cluster including fish farming is well developed. Egersund and Karmsund ports are of national importance both for landing fresh fish and exports of frozen fish. Stavanger and Karmsund ports are important ports for exports and industrial purposes. Service sectors, such as finance, hotel and restaurant services, wholesale, retail, and the public sector are also well developed. Stavanger is the largest town and the administrative centre in the county. Sandnes and Haugesund are the second and third largest towns in the county. The University of Stavanger and the college in Stord/Haugesund focus largely on the need for increased competence in fields such as administration, technology, economics, health, tourism, teachers education, the arts and humanities.

Other key figures:

Labour force: 223.000

Number of jobs: 219.000

Number of businesses: 38.500

Official rate of unemployment (2008): 1,1%

### Important clusters

- **Energy:** Stavanger became the centre for exploration, production, and administration of the petroleum resources in the North Sea. The main office of the largest Norwegian oil company, StatoilHydro, is located here. So is the office of the Norwegian Petroleum Directorate. Most of the international oil companies operating in the Norwegian sector also have a main office in Stavanger. As gas production grows in scope and importance, the high-tech industry works to find ever more environmentally friendly methods for utilising petroleum resources. The region wants to develop the oil-focussed position into an energy-focussed position by focussing on energy and the environment and on alternative forms of energy.
- **Food and culionology:** Rogaland has significant cluster of R&D institutions and producers within agriculture and fish farming. The region has strong R&D institutions within private sector and also has leading competence in the country within gastronomy.
- **Finance services:** Rogaland has the second largest finance cluster after Oslo measured by operating capital. The cluster is dominated by a relatively small number of companies that have taken a leading national position within the segments they are operating in. In 2008 Stavanger University will offer a study within applied finance supported by companies in the cluster.

### Regional benefits from participation in the IFP project

In Rogaland the so-called “Industrial Barometer” has been issued three times every year for the last five years. These reports have been prepared through an innovative approach as the assessment of development of businesses and markets is based upon companies learning from each other, their customers and their suppliers. This should contribute to creation of higher value added activities in order to generate more and better paid jobs. In Rogaland the analysis is carried out in dialogue with a steering group consisting of a partnership of institutions from public and private sector. The result of the analyses is given high level of publicity.

The report needs to be further developed in order to be instrumental for decision making in private as well as public sector. Through the IFP-project new ideas on how to prepare such reports and the content of should be developed. The international cooperation is most important to cope with the globalisation of business and trade.

The Rogaland region has been involved in a number of Interreg projects, partly with Rogaland County Council as Lead partner:

- **Northern Maritime Corridor** that is promoting and facilitating establishment of new and improved sea services in the North Sea and Barents sea areas
- **North Sea Cycle Route** that has been developed a continuous cycle route around the North Sea with signing and partly upgrading of the cycle roads
- **HighTrans** that have collected best practices throughout Europe on light rail in urban areas

- **Safety at Sea** that has developed ideas and practical tools related to improved safety and risk management at sea. Rogaland County Council has in particular been involved in participatory procedures for defining places of refuge for ships in distress.

### 1.2.2 Agder Region

Agder is the name of the region furthest to the south in Norway. The region consists of two counties, i.e. Vest-Agder county and Aust-Agder county. The two county councils have a wide range of common aims and activities. Examples of this are a common annual activity plan with a common budget, and a common process to develop a new regional master plan.

The majority of the 270 000 inhabitants in Agder live in a string of smaller towns along the coast. The majority of the private companies are SMEs. Compared to other regions in Norway Agder has a large proportion of industrial companies. Examples of these are mentioned in the description of the two clusters below. In addition to these two clusters there are a wide range of smaller IT companies, shipyards, mechanical engineering companies, etc. that to a large extent, are suppliers to the larger companies. In 2007 the value of exports from Vest-Agder county was the highest of all regions in Norway, indicating that the private sector is relatively oriented towards international markets.

In the Agder region there is a wide range of arenas, projects and other activities with extensive cooperation between public and private sector and research institutions (triple helix). The master plan for the Agder region, now under development, will be an important arena that can facilitate closer dialog within the broad regional partnership that constitutes a triple helix approach. In many ways the process of developing the regional master plan is a regional foresight planning process involving a broad spectre of regional stakeholders. Politicians will be actively involved in the whole process and there will also be a steering group with members from the political parties.

The Norwegian Offshore and Drilling Engineering (NODE) cluster consists of 45 companies in Agder. It is based on three major producers of drilling and mooring equipment for the oil sector and the suppliers to these. In fact the cluster represents world leading suppliers of this type of equipment and has a market share of more than 80% on some of the products. The cluster has for some time now applied foresight as a method to develop the cluster and to prepare them for a challenging future. The two county councils of Agder take part in these foresight processes.

Another relevant cluster that is currently being developed is the Eyde cluster, named after Sam Eyde (1866-1940), an innovative engineer on hydroelectric power and application of this for industrial purposes. He was also the founder of Norsk Hydro. The cluster consists of 13 companies. They are producers of metals (nickel, aluminium, titanium etc., paper, chemicals) and are all highly dependent on electric power. The cluster is currently under development. Some activities have started to emerge. Examples of this are cooperation with the secondary school in order to improve and increase the number of students choosing courses that are relevant for the industry. They have also discussed foresight activities as an instrument to identify common challenges and opportunities.

The invitation to participate, presentations of the project and discussions with the partners has shown that the content and aims of the project fits in well with the challenges faced by the Agder-region. The main arguments for this are:

1. The Agder-region have just started up the process of making a regional master plan. In this work we will apply different methods of foresight planning. The industrial barometer and other regional analysis will constitute a basis for a broad process in the region with active participation from politicians, public administration, private sector, research institutes and the University of Agder.
2. The Agder-region has produced an Energy plan which currently is put to work in the form of concrete actions.

### **Agders participation**

The Energy plan has two main objectives:

1. Increased efficiency in energy use (reductions of energy used per unit produced)
2. Increased applications of new renewable sources of energy

The master plan (“Regionplan Agder 2010”) has the following main objectives:

1. To create a general policy for the Agder region based on cooperation and partnership. This will constitute a political platform for regional development and prepare the ground for annual action plans.
2. To bring the relevant stakeholders (politicians, public administration, private companies, non profit organisations, the university and research insitution) in the region together in a continuous regional foresight planning process for regional development and regional competitiveness.

The work packages B, C, and D complies well with many of the aims, ideas and activities of the work we do in the county council. Participation in the IFP will bring added value to the Agder – region and, hopefully also to the other regions through our activities and experience in the above mentioned plans, that we intend to bring inot the project in a broad and open way.

The description of the “Energy Cluster” as described in the application shows challenges that are consistent with the main objectives of the Energy plan. We will therefore recommend that the Agder-region participate in the IFP project.

We are also open for participation in the “Advanced technology cluster”. Most of the relevant high tech businesses in the region are suppliers to the offshore and energy intensive industries. Therefore we must consider the links between the Energy and Technology clusters when deciding whether we should participate.

### **Two examples of relevant activities**

There are a lot of knowledge about the region and its historic development. However, this is done by many different stakeholders in a very little structured and coordinated manner. Our aim is to develop a regional monitor that is more detailed then for example the Business

monitor for Agder (Konjunkturbarometer for Agder). The monitor shall document and to some degree, analyse key factors regarding the development in the region. Examples of this are demographic development, level of living and economic development. This fits in well with the activities in WP B.

Another activity which is relevant is the regional master plan. This is a process with broad participation from relevant stakeholders in the region, from both private and public sector. This will represent a very good arena for foresight activities and can lead to development of new networks and clusters. In other words, the process of making the master plan will be an important instrument and arena to develop innovative foresight planning. A central activity will be to analyse and identify future challenges and opportunities, and plan initiatives to better meet these issues.

An important challenge will be to involve the private sector actively. Although we participate in foresight processes we have not yet confronted them with the idea of the Interreg project at hand, i.e. “Innovative foresight planning for business development”.

The master plan will fit in well with the activities in WP C. The added value will be the involvement of existing clusters and possible development of new clusters.

**Experience:**

Vest-Agder county council has participated in several Interreg projects. These are listed below:

- NMC – Northern Maritime Corridor
- NMC II -
- NSSSPC - Network of short sea shipping promotion centres
- Remarcc
- Urbal
- Town net
- Forum Skagerrak II

In addition the county council is central in all regional planning processes, as are all county councils in Norway. As mentioned, the county councils of Vest- and Aust-Agder participate in making the business monitor for Agder. This represents wide experience with foresight methodology.

As mentioned, the county council also participate in the NODE foresight.

### 1.2.3 Region Central Denmark

Region Central Denmark came into force 1 January 2007 as a result of a reform of the Danish system of regional and local government. The previous 14 counties were merged into 5 regions and 271 municipalities were put together to 98 municipalities. Region Central Denmark is a merger of the former Aarhus County, Ringkøbing County, most of Viborg County and part of Vejle County. It crosses the peninsula Jutland from the Kattegat Sea to the North Sea. The region has 1.2 mio inhabitants. Region Central Denmark has 18



municipalities. The largest municipality is Aarhus municipality with 296.130 inhabitants and with Aarhus City – the next biggest city in Denmark. The smallest municipality is the island Samsø with 4.130 inhabitants.

The tasks of the Regions are hospitals, psychiatry, specialised social institutions, bus traffic and regional development. Region Central Denmark is governed by an elected council with 41 members and is chaired by a chairman

### **Socio –economic and business structure**

With regard to indicators like average income of the inhabitants, development of population and occupation, degree of innovation among the companies etc Region Central Denmark is placed as number two in Denmark after only the Copenhagen Region. Region Central Denmark is also home for a lot of higher educational institutions. The largest is Aarhus University

The Region holds a diversified business structure with small and medium-sized enterprises as the dominant part among the companies. Strong business sectors are found in food production and processing, energy and environment technology, furniture and textiles industries, IT and in general knowledge based industries, e.g. the advanced manufacturing and engineering cluster.

Within the regions are also some differences. The most knowledge based industries are found in the eastern part of the Region while agricultural farming and more traditional industries are more frequently found in the western part of the region.

Among the largest companies found in Region Central Denmark are Vestas (windmills), Grundfos (pumps), B & O (electronics), Arla foods (dairy products), Danish Crown (slaughterhouse) and Bestseller (textiles)

### **Regional development**

The regions are responsible for regional development. For this purpose Region Central Denmark has a budget of 115.000 mio DKK (approximately 15.400 mio euro). A part of this budget is matched by EU funding. The Regional Council has to decide on a Regional Development Plan for the region.

A forum for Region Central Denmark – the Growth Forum – has been established. It has 20 members - among them are representatives of the Region Council, of the municipalities, educational institutions, business organizations and the partners of the labour market. The Growth Forum has decided on a strategy for business development with focus on development of human resources, innovation, entrepreneurship and internationalization. The Growth Forum also recommends the Region Council on how to spend the money reserved for regional development. Special priorities are given to development within four sectors or clusters: IT, energy, food and finally development of businesses related to the health sector. Other important programmes are focusing on business development in general, on assistance to entrepreneurs and on development in rural areas. In total 26 programmes or projects have been initiated by the Growth forum and the Regional Council of Region Central Denmark.

Region Central Denmark is interested in the project for the following reasons

1. To improve the different analysis, e.g the industrial barometer of the Region, that are basis for the Regional Development plan, the business strategy and for initiating programmes for improving the conditions for the companies in the region and especially by using and testing the method of foresight planning.
2. To cooperate with other regions from the North Sea Region to learn from them and to bring in the transnational perspective in Foresight planning
3. To establish a North Sea platform for cluster and business to business cooperation.
4. Specific spin offs from the project are also envisaged, e.g. technology transfer e.g. the energy sector, transnational R & D projects, more trade etc.

#### 1.2.4 Northern Netherlands

The Northern Netherlands consists of three provinces: the province of Groningen, Friesland and Drenthe. It has a population of 1.7 million, which is just over 10% of the total population of the Netherlands. A large part of the Northern Netherlands lies below sea level. It is traditionally a region associated with agriculture and rural areas and the region is relative thinly populated. The region has a number of seaports. The most important one's are Delfzijl, Eemshaven and Harlingen. The mayor cities in the region are Groningen, Leeuwarden, Assen and Emmen. Important knowledge institutions are the University of Groningen and five institutions for higher vocational education.

Other key figures:

Labour force: 745.000

Number of jobs: 722.000

Number of businesses: 84.850

Official unemployment figure (2006): 6.5%

R&D expenditure: €231 million

#### Important clusters

Important clusters in the Northern Netherlands are:

- o **Energy:** the energy cluster in the Northern Netherlands has been successfully branded as Energy Valley. Important players are Gasunie Trade and Supply, Gas Terra (both chaired in Groningen) and the NAM. These are the three main parties involved in exploitation of the Dutch natural gas reserves and the management of the Dutch natural gas pipeline network. The cluster also consists of various knowledge institutes and industrial and off shore subcontractors. Recently there has been an increase in activities around renewable energy sources like wind powered electricity and biofuels.
- o **Water:** the water cluster in the Northern Netherlands is concentrated in the province of Friesland. The cluster consists of the water boards and various knowledge institutes and industrial partners. One of the important players is Wetsus (situated in Leeuwarden), a research institute for sustainable water technology in which renowned universities and industrial partners have joined forces.
- o **Food/Agriculture and Life Sciences:** the food and agricultural cluster has traditionally been strongly represented in the Northern Netherlands. Some of the mayor players are Friesland Foods (dairy), Cosun (sugar) and Avebe (starch).

- o **Sensor technology:** There has been a recent impulse in cluster activities based around sensor technology. The foundation of the LOFAR project (a 350 km diameter radio telescope connected to a high rated glass fibre network) has been a key factor in this cluster

#### **Regional benefits from participation in the IFP project**

- o gaining experience in innovative methods to planning, decision making and business development
- o strengthening existing cluster activities and developing new one`s
- o strengthening regional and trans regional cooperation in public sector facilitation
- o strengthening existing en developing new regional and trans regional networks

#### **Summary of experience from foresight planning en relevant experience from other interreg projects**

##### **Province of Groningen, Province of Friesland and Province of Drenthe:**

- o *Noordelijke Arbeidsmarkt Verkenning (Northerly Labour Market Outlook):* annual rapport on the currant and near future labour market situation, in cooperation with the University of Groningen and the North Netherlands Employment Agency (CWI Noord).
- o *Provinciale Werkgelegenheids Registers (Provincial Employment Registries):* annual survey among all the employers within the provinces.

**NOM (Northern Investment Agency):** various cluster analyses; recently on energy, food/agri, life sciences and water.

##### **Kamer van Koophandel (Chamber of Commerce):**

- o *ERBO (Survey Regional Business Development):* survey among businesses focussing on employment situation, investment, turnover and revenue development.
- o *TTB project: Technology Transfer and Business contacts.* The interreg project partners were the Kreishandwerkerschaft Lingen and Kamers van Koophandel Groningen en Drenthe. Aim of the project was stimulating cross border cooperation between SME`s and the higher vocational education institutions in the EDR region by making knowledge within these institutions profitable for entrepreneurs within the region. Focus on improving the business structure with the aid of technical and business economical expertise.

**Information portal [www.economieinhetnoorden.nl](http://www.economieinhetnoorden.nl):** a website providing access to regional statistical data on population, labour force, education, employment, business activities, economic development, unemployment, social security and job openings. The site also contains an online database of policy and research documents on these subjects. The site is a joint project of the Provinces of Groningen and Drenthe and Chamber of Commerce and was initiated and developed by the province of Groningen through the Interreg projects Datashare and Geoshare.

##### **Information province of Drenthe**

The province of Drenthe is, due to its years of dealings with various EU programs (objective 2 and INTERREG since the very beginning), duly experienced in the fields of innovation and sustainable energy. Moreover, innovation and energy both are priority themes in the strategic agenda of regional development in the northern Netherlands and were inserted accordingly in the new EU programmes that will be starting now. In the preparation of the implementation of these programmes, the province of Drenthe is organizing itself and the intermediary organisations

(chambers of commerce, development agencies, knowledge institutes, techno-transfer platforms etc) around these themes and the accompanying methodology of project development (the building of clusters, how to involve the market sector). By working in this new and challenging environment Drenthe expects to contribute but also benefit from the Innovation Foresight Planning project.

#### Examples

In the Astron Lofar complex ([www.astron.nl](http://www.astron.nl)) advanced sensor technology is developed for new ways of exploring space. Under the title of Sensor Universe a group of knowledge centres, entrepreneurs and the province of Drenthe are developing a cluster around this technology to be adapted for a very broad spectrum of new marketable products.

As a border region Drenthe is a prominent partner in the implementation of four Interreg A programs in a row since the early nineties. In its steering role the province is co-responsible for the lay out of the new 4th programme, with its focus on knowledge, technology and SME's.

The province is very active in the field of (sustainable) energy. Major innovation drivers are the need for new functions for the agricultural sector (for instance in bio-energy), the need to deal with climate changes (Co2 reduction schemes, sustainable industry parks) and the search for new markets for our economy (the building of a cluster around the theme Energy Valley). Together with external expert organisations and stakeholders in the market the province takes the lead in project development and financing schemes.

#### 1.2.5 Gesellschaft für Technologieförderung Itzehoe mbH – IZET Innovationszentrum Itzehoe

The Gesellschaft für Technologieförderung Itzehoe mbH (IZET Innovationszentrum Itzehoe) was founded in 1993 with the mission to develop high-technology business in the Steinburg / Itzehoe district. The organisation is located in Germany's northernmost federal state, Schleswig-Holstein, and benefits from the close proximity to the metropolitan region of Hamburg with its strong infrastructure (harbour, airport, logistics, trade, aviation, IT and multimedia, life sciences, etc.). Hamburg Metropolitan Region is an alliance of the Free and Hanseatic City of Hamburg and neighbouring regions of Schleswig-Holstein and Lower Saxony, formed to jointly develop economical strengths. Characterised by its affinity with water (rivers, North and Baltic Sea) the region bears 10 universities and universities of applied sciences with about 70 000 students, a high level of knowledge and innovation as well as technology businesses. Ideas are turned into market products with highly effective support, including networks comprising incubator facilities, transfer organisations and sources of finance.

Key figures of the metropolitan area of Hamburg (Schleswig-Holstein / County of Steinburg) are:

- Gross domestic product: 137.341 mio € (29.770 mio € / 3.289 mio €)
- Labour force: 2.021.600 (493.700 / 53.200)
- inhabitants: 4.271.678 (1.242.957 / 135.834)
- Number of businesses: 196.182 ( 54.202 / 5.090)
- Official unemployment figure (2008): 8,6% (8,3% / 6,6%)

The vision of Steinburg / Itzehoe is to become a worldwide-recognized high-technology location at the gates of the metropolitan region in which the people benefit twofold: from economical development of high-tech businesses, located in one of the most beautiful regions of Germany, and with all the advantages of an international city. The region has a strong history in mining chalkstone, cement and machine manufacturing, print industries and started to turn to new technologies in the early 90s by establishing the first and, to date, only Fraunhofer-Research Institute in Schleswig-Holstein, the ISIT Institute for Silicon Technology. This political initiative is an integral part of a successful regional development policy framework in order to support structural changes in Schleswig-Holstein from agriculture and tourism towards high technology. With a focus on Microsystems and its applications a successful regional development story started making use of IZET's strong technology and innovation management. Currently players throughout Schleswig-Holstein and the city of Hamburg profit from the powerful "Microtechnology" cluster. The brand HighTech Itzehoe stands for a well recognized, fast developing technology region in the north Germany, with a focus on microelectronics and cleantech.

The mission of the Gesellschaft für Technologieförderung Itzehoe mbH (IZET) is to build-up regional economic strengths and to promote HighTech Itzehoe. Fully operational since 1997, IZET is today a successful private non-profit organisation. Key stakeholders are the City of Itzehoe and the County of Steinburg (each with 47% of the shares), together with other regional players. The organisation manages the tech-cluster "Microelectronics Schleswig-Holstein", and acts as a technology transfer centre, operating incubator facilities and providing entrepreneurial support with a focus on microelectronics and e-businesses. In addition, IZET founded "Hightech Itzehoe e.V.", an association which comprises a strong innovative group of companies forming the backbone network of the technology cluster Hightech Itzehoe.

### **Important clusters**

#### **Microtechnology-Cluster:**

Supported by the State of Schleswig-Holstein, Hightech Itzehoe promotes the clustering of expertise in microtechnology around the core of the Fraunhofer Institute ISIT (Institute for Silicon Technology) together with the innovation and entrepreneurship centre, IZET. Technological innovations, entrepreneurial ventures, qualified employees, an optimistic attitude towards the future, and competencies and infrastructure make the cluster an attractive location. Over 50 enterprises with more than 800 employees already achieved a turnover of over 250 million EURO.

Technology clusters such as micro- and nanotechnology, life-sciences etc. differ from branch-specific clusters (e.g. automotive, chemistry, food) due to the lack of fully developed large industries. Technology clusters are characterized by small and medium-sized entities, a focus on research & development and technology transfer, a strong link to universities and research institutes as well as a larger number of companies with either early stage products or, as yet, no market-ready products at all. Financing and government funds to support technology development play a major role, and over-all turnover is in its infancy. However, a technology cluster bears enormous development potential and with good support and management these clusters can be grown to shape the economic development of a whole region.

**Experience:**

IZET Innovationzentrum Itzehoe has already participated in several INTERREG projects:

- Decision Support,
- Connect BSR,
- ICT4SMEs,
- FINESSE,
- Connect+.

IZET's strong motivation for participation in the project is rooted in the clear alignment with its own strategic goals and organisational strengths with the aims of the project. IZET has already completed a cluster analysis.

A detailed Innovative Foresight Planning tool of the expected level of detail is deemed to be highly innovative, and has not been implemented in the form anticipated in IFP before. As such, Schleswig-Holstein's Microtechnologies Cluster provides an exceptionally good fit with regard to the testing and evaluation of IFP in terms of its relevance, and best conditions of operation, as applicable to technology clusters. The following work needs to be further developed in order to be instrumental for decision making in private as well as public sector. The international cooperation will advance the exchange of experiences and will give helpful suggestions to stress this development.

#### 1.2.6 Scottish Enterprise/Aberdeen City Council

Rated among the world's top economic development agencies, Scottish Enterprise (SE) is funded by the Scottish Government and is the main economic development agency for Scotland, covering 93 per cent of the population. Working in partnership with the private and public sectors, SE aims to secure the long-term future of the Scottish economy by making our industries more competitive.

Scotland's modern energy sector is almost unrecognisable to how it was a century ago and the situation will change dramatically in another 100 years. Scotland is endowed with some of the most favourable energy resources in Europe. As a result, the sector is incredibly dynamic in terms of innovation, development and diversification. These factors will become increasingly significant in coming years as Scotland's energy sector continues to evolve and face up to new challenges.

Oil completely revolutionised Scotland's energy sector and today approximately 145,000 people depend upon it for employment. Reserves are currently estimated at between 21 and 28 billion barrels oil equivalent. Scotland's oil and gas companies must diversify in order to make the most of their vast technological knowledge as worldwide production increasingly focuses on deep-sea extraction.

Increasing global concern about climate change and the finite supply of fossil fuels has led to an increasing demand to shift to renewable sources of energy, such as wind, wave and tidal, hydrogen and fuel cells, biomass and solar power. Scotland has vast natural resources, particularly in relation to wind and marine renewables and in recognition of this opportunity the Scottish Government has recently set the ambitious target that 50 per cent of Scotland's

electricity is to be generated from renewable sources by 2020, with an interim target of 31% by 2010 (currently producing 20%).

In terms of this project, Scottish Enterprise will participate principally in the Energy cluster work under Work Package C, therefore the focus will be on the North East of Scotland, the Aberdeen city region which is the location of the main oil and gas cluster. This area is home to a population of approximately 438,850 people, representing 8.7 per cent of the population of Scotland. Aberdeen has been ranked as the UK's most competitive city after London and among the top three UK cities in terms of knowledge-based businesses. There are more than 400 internationally owned companies operating in Aberdeen, and more than 800 technology-based companies throughout the region. Economic wealth has been built on the success of the offshore oil and gas industry, while traditional fishing, farming, food and tourism industries sit alongside newer high-tech businesses.

Scottish Enterprise will lead on this project, but will engage with other partners in the region, including business associations, such as Aberdeen Renewable Energy Group and Scottish Renewables, universities and local government.

### 1.3 Regional Business Clusters

The project will compile best practices around the North Sea in respect to such foresight planning. The project will establish working groups within regional clusters to participate and form public private partnerships. The clusters in question are:

- 1. Food Sector:** Production, processing of meat and fish, etc., including related cultural businesses.
- 2. Energy sector:** Especially energy from renewable energy sources (in Region Central Denmark, for instance, there are strong companies and expertise in utilizing wind power, biomass and hydrogen energy), including maritime sector in respect to energy savings and cleaner fuel.
- 3. Advanced Technology.** This cluster differs from branch specific clusters. Examples of clusters are IT, advanced material, cleantech clusters, micro technologies etc. This will also comprise development-oriented iron and metal manufacturing companies and companies in the electronic sector, using a high degree of knowledge and advanced technology, for instance in the health sector.
- 4. Financial Services:** Financial services (comprising banks, funds etc.) which are fast growing not only in the capital in the countries, but also in second large cities such as Stavanger and Aarhus. The capital management competence is in particular developing.

## 1.4 Benefits for the Partners

The project should benefit the participants in various ways:

- Expanded knowledge through exchange of experiences with other partner regions
- Developed new ideas through an innovative approach to planning and decision making, i.e. “Foresight Planning”
- Compared scenarios for regional development from various countries and regions
- Compared development within specific business clusters in various regions, i.e. by SWOT analysis
- Participated on an arena for business clusters and public facilitators, as a basis for individual business developments
- Expanded knowledge and ideas through transnational cooperation with other projects dealing with similar issues

The project will adhere to both the Lisbon Declaration as well as the Gothenburg Declaration, acknowledging that future sound business development is not feasible unless taking account of the environmental challenges on global and local level

## 1.5 Foresight Planning

The Operational Programme describes “Foresight Planning” as follows (the most important passages in bold letters):

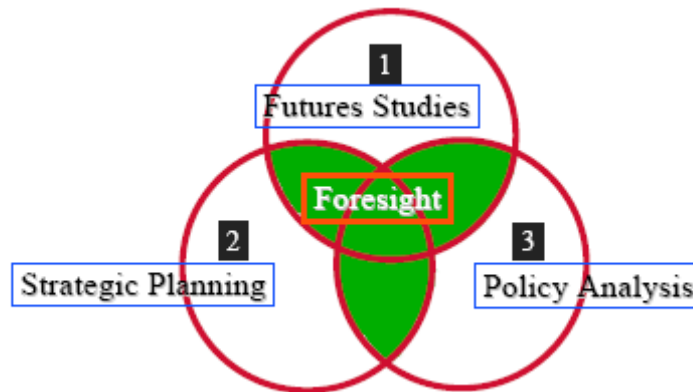
Foresight is **a process** initiated systematically attempting to **look into the longer-term future** of science, technology, the economy and society with the aim of **identifying the emerging generic technologies** likely to yield the greatest economic and social benefits. A series of well-planned, clearly defined Foresight-type projects that together straddle the North Sea Region could contribute significantly to the creation of such benefits. The Foresight process is inclusive and well structured as it **draws extensively on stakeholder experience and on expert knowledge** when shaping the strategy for future activities. This should **lead to concrete outputs such as action and investment plans**.

Foresight planning in the context of this project is to actively use the knowledge and competence of different businesses and companies to plan for the future in an interactive manner and by that creating a basis for innovative solutions. By studying the best practices the various partners can develop their own products.

Foresight planning is to some extent contrasting traditional analyses based on statistics and forecasting as basis for taking decisions on future actions. The limitation is that such forecasting, building on the past, becomes somehow static and does not well enough adopt future trends and changes in framework conditions. Scenario building is a means of rectifying this, but innovative foresight planning will be a step forward in this respect. Together with other means this will provide a platform for decision making. The foresight planning is a participatory approach that develops an insight that expands the ability to innovate and assess the strategies and actions for future development.

In research work the term “Foresight” is used. It is arising from the convergence of three trends: Futures Studies, Strategic Planning and Policy Analysis as depicted in the diagram below.





1. **In policy analysis**, we have witnessed a shift from an elite-driven/top-down to a broader, **more participatory approach**. This in part reflects desires for greater democratisation and legitimacy in political processes, and in part builds on the increasing awareness that no single body (especially not a government agency!) can know everything that needs to be known in order to effect desired changes. Knowledge is distributed widely, and decision-makers have to live with this, and develop their intelligence-gathering methods accordingly.
2. **In strategic planning**, there has been a move from a “rational” approach aimed at achieving equilibrium and stability, to a **more evolutionary approach**. This is conditioned by the discovery that high levels of uncertainty are the norm, not the exception, and that qualitative changes frequently undermine the assumptions based upon expectations of quantitative change. “Long-term planning” has been discredited, but the long-term still has to be taken into account in many decisions.
3. **In futures studies**, too, there have been several important developments. One is a shift from an emphasis on predictive approaches to more exploratory studies and from one-off studies to a more continual iteration of the process of envisioning future challenges and opportunities. Equally important is the increasing recognition of the need to involve “users” in the process of study, rather than on presenting them with a vision or set of visions of the future that descends from “on high”; and alongside this, the need for the “futures researchers” to develop ways of seeing that the messages of their studies are absorbed into policy-making in a systematic – and ongoing – way. (ForSociety <http://www-eranet-foresociety.net/ForSociety/>)

The experts on foresight Rafael Popper and Ian Miles by PREST University of Manchester suggest five steps in the process:

- 1) **Pre-foresight (preparation):** Why foresight? Definition of problems and how foresight can be used as an approach. Expected results from the process. Available resources.
- 2) **Recruitment:** Participants ?
- 3) **Generation:** Which methods should be used ?
- 4) **Action:** How to go from plans to action ?
- 5) **Renewal:** What have we learned, what have to be changed. Evaluating the process

The recent years it has been developed several training schemes and toolkits as support instruments for the process.

- **ForSociety Partners** <http://www-eranet-foresociety.net/ForSociety/>
  - [www.doingforesight.org](http://www.doingforesight.org)
- **IPTS-JRC** (European Commission, DG Joint Research Centre, Institute for Prospective Technological Studies), <http://ipts.jrc.ec.europa.eu/>
  - The online guide itself (<http://forlearn.jrc.es/index.htm>) contains practically all useful information for beginners and foresight practitioners
- **EFMN** (European Foresight Monitoring Network is a part of the European Foresight Knowledge Sharing Network), <http://efmn.info>
- **BLUEPRINTS** [www.cordis.lu/foresight/](http://www.cordis.lu/foresight/) Blueprints are practical guidelines to the setting up and planning of foresight in five application sectors
- **Practical Guide to Regional Foresight** (prepared in 2001 in the frame of FOREN [Foresight for Regional Development Network] of EC Research DG's STRATA Programme, edited by JRC-IPTS, PREST, CM International, Sviluppo Italia). <http://foren.jrc.es>
- **PREST** (The University of Manchester, Manchester Business School) <http://www.mbs.ac.uk>
- **UNIDO** (United Nations Industrial Development Organisation) <http://www.unido.org/foresight-cee-nis>

## 1.6 Compliance with Interreg IVB North Sea Region Priorities

The project falls within the Priority 1 on Building on Our Capacity for Innovation. The project also contributes Priority 4 Promotion of Sustainable and Competitive Communities.

The project has a strong transnational approach and is complying with the selection criteria for transnational projects:

- *The problem addressed cannot, by its nature, be satisfactorily tackled within one country;* as business development in a global economy becomes more and more dependent on external conditions and that businesses in different North Sea countries will benefit from closer cooperation, creating a win-win situation
- *The objectives defined, and work carried out are consequently shared between partners from different countries;* as the project is designed with transnational work packages and with separate working groups for defined clusters for food production, energy, advanced industrial manufacturing, financial businesses and maritime and logistics technologies, providing a platform for direct business-to-business cooperation as well as direct cooperation between regions on preparing “Industrial barometer”

- *Co-operation between partners improves the quality of results compared to the possible achievements of a partner working on its own;* as the partners will learn from each others' experience as well as carrying out foresight planning together for several clusters and for several regions, creating a better basis for their local planning for development
- *Networking, knowledge transfer and the exchange of good practice in transnational partnerships (inviting private partners) create added value and enable the individual regions and organisations to attain increased capacity in running sustainable economic development policies;* as the project is designed for networking and transfer of knowledge in performing foresight planning in transnational clusters and regions
- *The results of the work performed are relevant to the wider North Sea Region and can therefore to some extent be transferred to other parts of the transnational territory;* as the project objectives and assumed results are geared at economic development within sectors that to a great extent are common to the NSR countries and because the foresight planning method and process should be replicable in other regions and clusters
- *Co-operation arrangements are integrated across sectors (horizontally) and national boundaries (geographically) and embrace all levels of government and administration (vertically) in pursuit of achieving sustainable development;* as the project comprises regional level authorities (such as regions, counties, regional economic development agencies etc.) as well as national level (such as entities with branch offices at the regional level (the labour market agency, national innovation agency etc.)), and as the project comprises both public sector and private sector (such as regional authorities, universities, consultancy companies, banks etc.)

The project complies with the strategic focus of the new programme since the project will be carrying out all the work in a transnational setting, providing tangible benefits by developing innovative foresight planning as a tool for clusters and regions, establishing a platform for networking between clusters and businesses in different countries, triggering business development in cooperation across the North Sea, and cooperation between regions in improving their ability to support economic and business development.

The project is in line with principle European goals since the project is promoting innovation systematically through the foresight planning method, geared at SMEs, providing a platform for specific clusters to cooperate across the North Sea, involving also universities and R&D institutions.

The project complies with the central aims of Priority 1 Building on our capacity for innovation. The project is boosting innovation by employing the foresight planning for clusters as well as regions, and by that strengthening specific clusters in the partner regions. Furthermore, the project is encouraging transnational partnership between authorities, SMEs, universities, private companies etc.

The project complies primarily with the Area of intervention 2. Building the transnational dimension of clusters and research and innovation network, through relevant activities, such as transnational work packages and working groups for foresight planning for clusters and regions.

The project complies also with the Area of intervention 1. Building the innovation-capacity of businesses and services, through relevant activities, such as involving SMEs in the cluster approach in innovative foresight planning that assists clusters and the businesses involved to develop their product and processes of production. Through the cooperation between businesses, exchange of staff and good practices will be pursued.

Furthermore, the project complies with the Area of intervention 3. Strengthening the capacity of institutional and society for innovation, through relevant activities, in particular through applying innovative foresight planning for clusters and regions. This will bring about new approaches to innovative policies for economic development and business development.

The project is also contributing to Priority 4 Promoting Sustainable and Competitive Communities, in particular in respect to Area of Intervention 1 Tackling the needs of areas in decline, and Area of Intervention 2 Promoting sustainable growth solutions for expanding areas. The project comprises regions with both areas of decline and areas of growth, and the project is focusing on business development and a work force matching the needs in terms of competence and capacity. These are all elements that are important in Priority 4 context.

## 1.7 Compliance with Overall EU Policies

The project is in particular complying with the Lisbon Declaration, as innovation and development of businesses are the key objective of the project. Through transnational cooperation and networking the competitiveness is enhanced, provided the condition for further job creation.

The project is also complying with the Gothenburg Declaration, as the project pursues two important aspects for sustainability:

- As the regions involved are peripheral within the national setting (distant from the metropolitan areas in the countries involved), business development and job creation is supporting the cohesion objective of the EU, and contribute to stable societies
- As one of the clusters are dealing specifically with renewable energy, which has an environmental impact in the long run as well as job creation even in a short term perspective

According to the above, the project will comply with the six principles of assistance in EU:

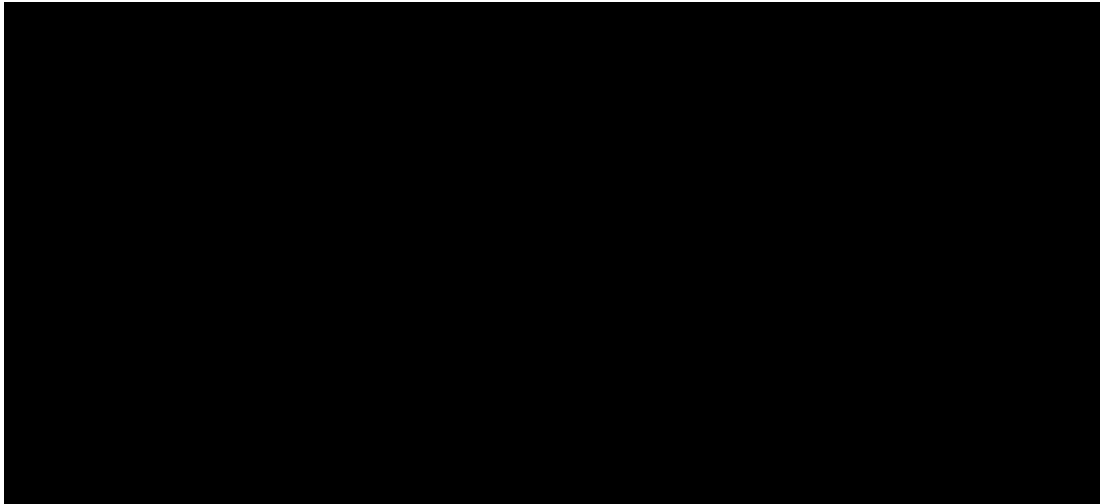
- Sustainable development
- Innovation
- Territorial cohesion
- Equal opportunities
- Transnational cooperation and the partnership principle
- Additionality

## 1.8 Cooperation with Other Projects

To fulfil the aim of being a strategic project, the project will establish and maintain structured cooperation with other project. The aim is to cooperate with other projects within the North Sea region that are complementary to this project with projects in other Interreg regions.

In order to structure the cooperation and to set aside funds for the cooperation as part of WP A. Other projects will be encouraged to do the same, and this could form a common work package.

This structured cooperation is visualised below



The cooperation is envisaged to be two-folded:

- Common workshop/conferences to exchange knowledge and results and to elaborate on common challenges
- Joint meetings between work packages that are working on similar issues

## 2 OVERALL DESCRIPTION OF THE PROJECT

### 2.1 Vision Statement

The vision is to develop competitive businesses and new jobs in the regions by strengthening the innovative foresight planning in the private and public sector

### 2.2 Aim and Objectives

The aim of the project is reflecting the mentioned challenges the regions are encountering. The aim of the project is four-fold:

- To improve the basis for decision making by developing and applying innovative foresight planning as a tool both for the private sector and public bodies related to business development
- To apply the foresight planning approach in key sectors, on a transnational basis, leading to action plans for future cooperation, identification of joint projects and business collaborations
- To develop an arena for networking between businesses and regions in a transnational context
- To develop and strengthen public sector facilitation by creating transnational networks and developing a toolbox

The general objectives for the project are:

- To absorb knowledge by exchanging experiences with other partner regions, in order to create an improved basis for planning the future
- To develop new tools through an innovative approach to planning and decision making, i.e. “Foresight Planning”
- To apply the foresight planning method on specific clusters in order to expand their businesses
- To apply the foresight planning method on the regional efforts to facilitate regional economic development
- To establish an arena for cooperation between business clusters as well as public facilitators
- To develop action plans and identify projects for future collaboration between the regions, businesses and research institutions

### 2.3 Envisaged Output and Results

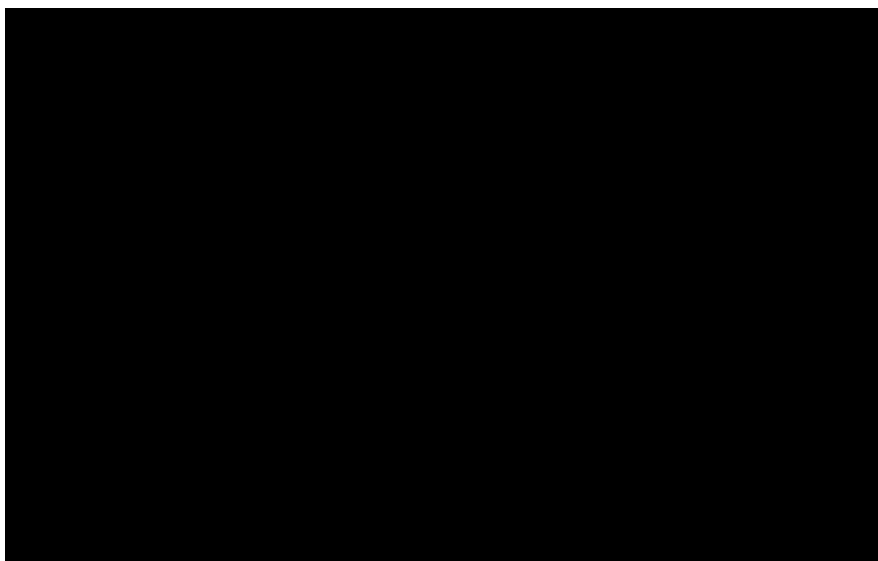
The envisaged results are:

- New innovative means of compiling and conveying past and future trends and developments as a basis for decision making in private and public sector for developing businesses

- Strengthened international cooperation between business clusters and individual businesses as well as public facilitators, in order to expand businesses and create new jobs as well as safeguarding jobs

## 2.4 Work Package Structure

The project is structured in four work packages. The figure below illustrates that WP A is an overall work package which supervises the work in the thematic work packages and extracts and disseminates the results from these work packages. The figure also illustrates that the work package B provides a basis for Work Package C and D, and that results from WP C and D feeds back into WP B. Furthermore, the figure shows that there is a linkage also between WP C and WP D, in particular as the means of facilitation by the public sector should match needs and challenges within important clusters.



## 2.5 Key Content of the Work Packages

### 2.5.1 WP A: Project Coordination

The key elements of the WP A are:

- Prepare and conduct IMG meetings, conferences etc.
- Coordinate and give directions to the WPs, sort out inconsistencies
- Coordinate with other projects (like other Interreg projects in North Sea, Baltic Sea etc.)
- Dissemination of results
- **Envisaged results:** Strengthened results of the thematic work packages through good internal coordination and cooperation with other projects

### 2.5.2 WP B: Innovative Foresight Planning

The key elements of the WP B are:

- Prepare an overview over initiatives, publications, studies etc. that are documenting the past developments and future trends
- Systematise the material, develop criteria for assessing best practices and select elements of best practices
- Systematise data for population, employment, education, etc. assess compatibility and recommend harmonisation
- Compile documents and studies on scenarios prepared in various regions
- Systematise scenarios, compare results
- Detect similarities and differences, assess transferability, structure as input to foresight planning method
- Structure the method of Innovative Foresight Planning
  - For cluster development
  - For a region as a whole
- Assess the Innovative Foresight Planning on business clusters in several regions, transnational approach to case studies
- Assess the Innovative Foresight Planning on regions as a whole
- Prepare recommendations on innovative foresight planning
- Prepare recommendations on means of disseminate results of innovative foresight planning
- **Envisaged results:** Incorporated foresight planning as an instrument for transnational development of businesses and business clusters

### 2.5.3 WP C: Cluster Development

The key elements of the WP C are:

- Establish sub-groups for each one of the selected business clusters, 4 transnational clusters
- Collect relevant studies related to description and development of selected clusters
- Structure the method and process of SWOT analysis
- Carry out SWOT analyses for the selected clusters
- Compare the SWOT analyses
- Apply the method of Innovative Foresight Planning on the selected clusters
- Prepare a milestone planning tool for cluster development and control/trigger success parameters
- Structure and conduct B2B events and cross cluster events within each of the transnational clusters
- Recommend activities and projects for regional development on the basis of the milestone planning tool
- Prepare recommendations on exchange of best practices in transnational clusters and B2B cooperation
- Motivate players from government, companies and universities to develop the cluster on master plan issues
- Prepare application of financing SME innovation projects
- **Envisaged results:** Expanded business opportunities and job creation through close transnational business development



#### 2.5.4 WP D: Public Sector Facilitation

- Prepare an overview of public policy tools
- Compile best practices, evaluation and assessment of public policy tools
- Carry out SWOT analyses in the involved regions
- Apply the method of Innovative Foresight Planning on the regions as a whole
- Develop and implement the (online) policy toolbox
- Develop regional and trans-regional networks
- Embedding and mainstreaming the developed tools and practices
- **Envisaged results:** Enhanced transnational networks and a tool box for public sector facilitation

#### 2.6 Monitoring the Project – Indicators

The performance of work packages within the project needs to be monitored in order to secure that the aims and objectives of the project are reached, and in order to facilitate adjustments to the project.

The type of indicators are standardised for the Interreg North Sea Programme, comprising activity indicators, output indicators, results indicators and impact indicators. The indicators for this project is attached in Appendix 1

#### 2.7 Dissemination Strategy

##### **Background**

The project will provide knowledge and experience in developing and applying the method for Innovative Foresight Planning (IFP). A two-way communication is important when developing and disseminating results from IFP, i.a. by establishing an arena for networking between businesses and regional development agencies.

##### **Aims and Objectives**

The objective of the Communication Plan & Publicity (CP&P) strategy is to enhance the likelihood that the results of the project are sustained, through continued partner activities as well as by being taken up by other regions and institutions in the North Sea Region.

##### **Strategy**

The guiding principle is to promote, facilitate and sustain innovative processes::

- By maintaining the IFP processes with the project partners beyond the project period
- By disseminating the experiences of IFP
- By seeking synergy effects with other similar projects

The dissemination will be carried out all through the project period. The communication shall be two-ways. The key actors in the communication will be the Lead Partner together with work package and demo project coordinators.

##### **Target groups**

- The partners' own organisation
- Governmental institutions (local/regional)

- Industrial associations, large companies and SMEs
- Universities and research institutes
- Public policy makers at EU, national and regional level
- Other projects working with similar issues

**Methods**

Emphasis will be put on web based communication and print on demand. With key words related to innovation and foresighting, the IFP website shall appear as a primary page.

**Measures**

Conferences, workshops and meetings as part of a structured cooperation with other similar projects will be a primary approach. Making presentations in external conferences is also relevant. A brochure and newsletters will be prepared.

**Budget**

EUR 74.500 is allocated for promotion and publications (tentatively).

**Responsibilities**

The Lead Partner and the WP A members will be the main responsible for implementing the CP&P activities.

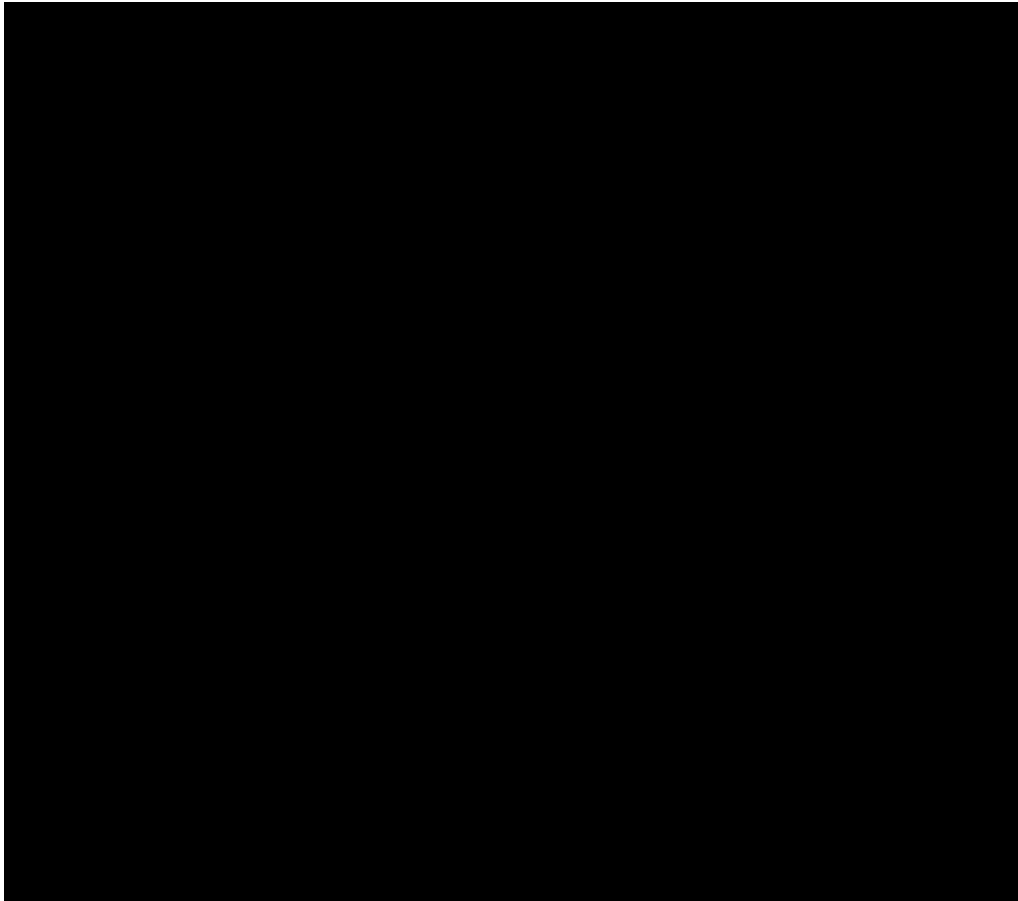
**Evaluation**

The CP&P strategy will be monitored and evaluated as part of the half year reporting cycle. A number of the preset indicators for the project will be utilized in assessing the progress and impacts of the CP&P activities.

### 3 THE PARTNERSHIP

#### 3.1 The Structure of the Partnership

The diagram below shows the main partnership.



The Lead Partner is the Greater Stavanger Development. In three regions a consortium of partners will be established. Each of the local partners will become a formal partner in order to be eligible for support from ERDF.

The partners are comprising both public entities and commercial/private entities. Furthermore, many of the partners are local and regional level entities while others are national level entities.

#### 3.2 Management of the Project

The overall management of the Project will be the responsibility of the International Management Group (IMG). This Project Description and the Project Application with attachments agreed upon by the partners, constitute the basis for project performance.

The objectives of the project management are to create a network promoting and materialising innovative foresight planning as an instrument for business development in the regions as well as to co-ordinate parallel Interreg IV B projects and others, to ensure synergy effects.

### 3.2.1 The Administrative Organisation

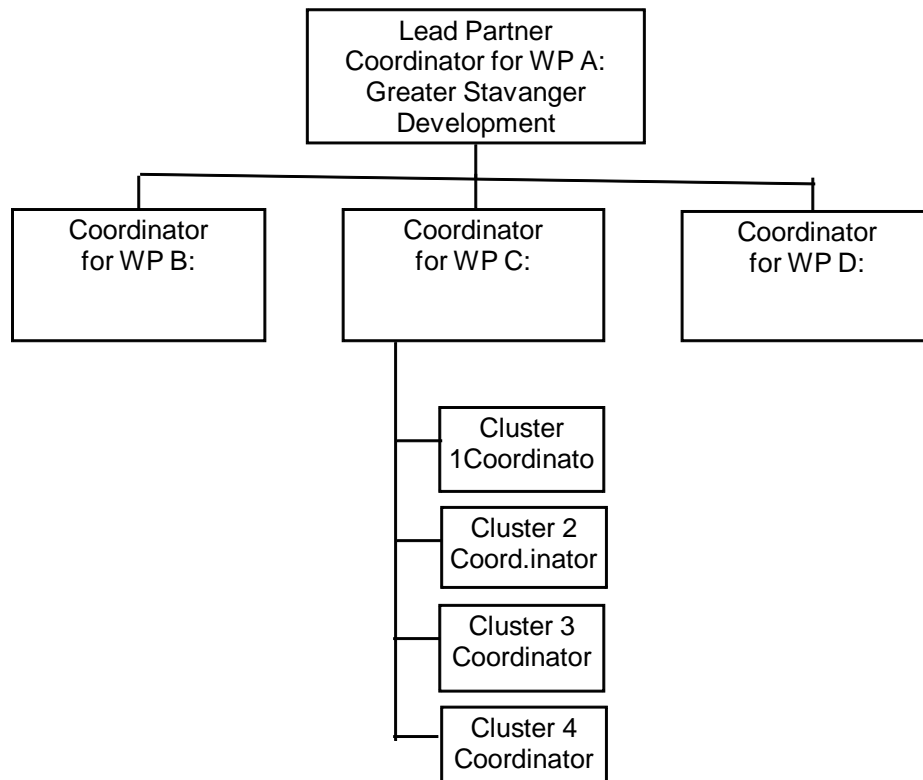
The following principles apply for the administrative project management:

1. The Lead Partner (LP) reports to the Interreg IVB North Sea Programme Secretariat, including financial and activity reporting from all the regions.
2. The Regional Partners (RP) report to the Lead Partner in respect to activity and financial reports.
3. Hiring of Consultants will follow national and EU regulations.
4. The IMG members shall be informed about the choice of consultants, and have the opportunity to discuss it in the IMG (in a meeting, or by a written procedure).
- Each partner will do the accounting for their own activities and participation in the project. Narrative reports and accounts have to be submitted every half year, as requested for the project as a whole.

### 3.2.2 The Professional Organisation

The professional organisation is illustrated in the figure below.

The figure illustrates that there will be a subdivision in Work Package C where the similar business clusters in various regions are establishing a joint transnational working group. All partners will participate in all work packages.



The following principles apply for the professional project management:

1. The WP Coordinator (WPC) reports professionally to the Lead Partner. In cooperation with the Lead Partner the WPC will be selected by the Partner Coordinator for the partner having the lead role for the respective work package.
2. The Cluster Coordinator (CC) reports professionally to the respective WP Coordinator.

The participation by each of the partners in various cluster working groups are shown in the table below.

Partner	Modern Food	Energy	Advanced Technology	Finance Services
Greater Stavanger Ec. Dev. – Rogaland Consortium	X	X		X
Agder Region	(X)	X	(X)	
Region Central Denmark	X	X	(X)	X
IZET			X	
Northern Netherlands - Consortium	X	X	X	
Scottish Enterprise		X		

### 3.2.3 The International Management Group (IMG)

The following will be the Order of Business for the IMG:

#### 1. Purpose

The purpose is to follow up the approved project, and make necessary changes

throughout the project period.

2. **Members**

The Lead Partner is the permanent Chair of the IMG. One Deputy Chair is elected among the members for one year. The **Comprehensive IMG** consists of one representative from each formal partner. The **Executive IMG** consists of all the WP and Cluster Coordinators. The IMG has the option to invite observers to its meetings, in particular relevant for countries forming consortiums of major partners.

3. **Decision-making in general**

All decisions should be reached by consensus. Each member of the IMG has one vote.

4. **Decision-making between meetings**

The Lead Partner may, after consulting with the Deputy Chair, approve an expenditure outside the approved budget of up to 10 000 euro per annum. For all amounts above this limit, and in all questions of principle character, all IMG members shall be consulted by written procedure.

5. **Quorum**

At least 2/3 of the IMG members or substitutes must be present.

6. **Working routines of the IMG meetings**

The meetings will be chaired by the Chair or the Deputy Chair.

The Chair and Deputy Chair will approve the agenda and allotted time for each meeting at least four weeks in advance.

The Chair or Deputy Chair will approve working documents for each meeting which will be sent out to members at least two weeks in advance.

The Secretariat is responsible for the minutes. Minutes will be distributed within 2 weeks after the meetings have been held.

The host for each IMG meeting will make the practical arrangements in his/her own region, assisted by the Lead Partner where necessary. The host will be free to choose the programme and events within a framework given by the agenda, budget, and other business in hand (e.g. agreed visits or field trips).

7. **Working groups**

The IMG has the option to appoint ad hoc groups to follow up specified issues within the project.

8. **Management Statement**

A Management Statement shall be prepared and agreed upon by the IMG, and signed by all the partners.

## 4 BUDGET, FUNDING AND TIME SCHEDULE

Provided the project is approved late 2007, the project should start 1<sup>st</sup> quarter of 2008. The project is designed for a three year period and hence it will be finished by end of 2010

### 4.1 Overall Budget

The application form for the Interreg IVB North Sea Programme 2007 – 2013 demands that the estimated expenditure is divided into specified budgetary items, distributed over the years and between the different partners.

The tables below sums up the budget developed for all the work packages.

Table 4.1 sums up the budget year by year for each of the work packages.

**Table 4.1 Budget for All WPs**

<b>Work Packages</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>
WP A	58.544	204.939	204.039	117.108	<b>585541</b>
WP B	64.248	224.868	224.868	128.496	<b>642.480</b>
WP C	72.344	253.202	253.202	144.687	<b>723435</b>
WP D	64.253	224.886	224.886	128.506	<b>642.530</b>
<b>All activities</b>	<b>259.399</b>	<b>907.895</b>	<b>907.895</b>	<b>518.797</b>	<b>2.593.986</b>

The total expenditure apportioned to all the partners, specified for each budget item, is found in Appendix 2.

### 4.2 Overall Funding Plan

The funding of the Project in the Interreg IV B North Sea Programme is based on 50% financial contributions from partners and 50% grants from the European Regional Development Fund (ERDF) and Norwegian matching fund. The Overall Funding Plan is found in Appendix 2.

### 4.3 Time Schedule

The time schedules below summarises the detailed description of the activities and time schedules found in Chapter 5.

The time schedule is based on half year periods, corresponding to the half year reporting system requested from the Interreg IIIB North Sea Programme Secretariat.

**Time Schedule for WP A**

Act. No.	Activities	2008	2009	2010	2011
A1	Establish the IMG etc.				
A2	Establish a project website				
A3	Conduct IMG meetings etc.				
A4	Prepare guiding materials				
A5	Supervise the work				
A6	Maintain contact with others				
A7	Disseminate the outcome/results				

**Time Schedule for WP B**

Act. No.	Activities	2008	2009	2010	2011
B1	Prepare an overview				
B2	Systematise the material				
B3	Systematise databases				
B4	Compile documents				
B5	Systematise the scenarios				
B6	Detect similarity/difference				
B7	Structure the IFP method				
B8	Assess the IFP on clusters				
B9	Assess the IFP on regions				
B10	Prepare recommendation IFP				
B11	Means of disseminate results				

**Time Schedule for WP C**

Act. No.	Activities	2008	2009	2010	2011
C1	Establish working groups				
C2	Collect relevant studies				
C3	Structure SWOT analysis				
C4	Carry out SWOT analyses				
C5	Compare the SWOT analyses				
C6	Apply IFP on clusters				
C7	Prepare milestone tool				
C8	Conduct B2B and cluster events				
C9	Recommend activities and projects				
C10	Prepare recommendations				
C11	Motivate players				
C12	Prepare application for SMEs				



**Time Schedule for WP D**

Act. No.	Activities	2008	2009		2010		2011
D1	Overview of public policy tools						
D2	Best practices, evaluation and assessment of public policy tools						
D3	SWOT analyses						
D4	Application of IFP on region						
D5	Development & implementation of the (online) policy toolbox						
D6	Development of regional and trans-regional networks						
D7	Embedding and mainstreaming the developed tools and practices						

## 5 DETAILED DESCRIPTION OF WORK PACKAGES

This chapter comprises a description of work packages that will be carried out in the project period. The description of each work package contains both the rationale behind the work package, objectives, time schedule for the activities and sum budgets for the activities. Main outputs and impacts from each work package are also described. The budget for all support and network activity etc. performed by Lead Partner as well as other common costs, are incorporated into the budget for WP A.

### 5.1 WP A: Project Coordination

#### 5.1.1 Background and Challenges

The three thematic work packages will provide the substance of the project, but there is a need for tying the outcome and results of the thematic work packages together. This implies a need for guidance of the work in these work packages as well as bringing the results of the work into a consistent and uniform framework. There is also a need for a common, consistent and uniform dissemination of outcome and results of the project. Furthermore, there will likely be other projects running that are dealing with similar challenges and topics, and WP A will maintain a structured cooperation with these projects to create synergy effects.

#### 5.1.2 Objectives

The main objective of this work package is to tie the work of the thematic work packages and demonstration projects together so that the results can be consistent and uniform when needed. The objective is also to secure a structured dissemination of the outcome and results of the project as well as creating synergy effects with other projects.

#### 5.1.3 Activities in WP A

The activities will be:

- Establish the IMG with its two levels, 1) the Comprehensive IMG and 2) the Executive IMG. Prepare and sign a Management Statement. Structure the IMGs, workshops, conferences etc. Prepare detailed work plan
- Structure and establish a project website
- Prepare and conduct IMGs, workshops, conferences etc.
- Develop guidelines for the work, in form as fact sheets. Conduct coordinator meetings. Provide technical assistance to the coordinators and work packages
- Supervise the work in the work packages and cluster working groups
- Establish and structure the cooperation with other projects. Plan and conduct common activities such as working group meetings, workshops etc.
- Detail the dissemination plan. Disseminate the results of the project by website, brochures, promotional materials, internal and external conferences etc.

**Activities in WP A**

Act. No.	Activity Description	Dead line
A1	Establish the IMG semi annual meetings and define management arrangements	Dec 2008
A2	Establish a project website	Dec 2008
A3	Conduct IMG meetings and conferences	June 2011
A4	Prepare guiding materials (like fact sheets) and extend technical assistance to the work packages	Dec 2010
A5	Supervise the work of the thematic work packages	June 2011
A6	Maintain contact with external bodies and other projects	June 2011
A7	Disseminate the outcome and results of the project by website, brochures, promotional material etc.	June 2011

**5.1.4 Outputs and Results**

The outputs of this work package will be a well run project, and structured, consistent and uniform material for dissemination of outputs and results of the project as well as from cooperation with other projects.

**5.1.5 Time Schedule**

The table below illustrates the time schedule for the activities in Work Package A.

**Time Schedule for WP A**

Act. No.	Activities	2008	2009		2010		2011
A1	Establish the IMG etc.						
A2	Establish a project website						
A3	Conduct IMG meetings etc.						
A4	Prepare guiding materials						
A5	Supervise the work						
A6	Maintain contact with others						
A7	Disseminate the outcome/results						

**5.2 WP B: Innovative Foresight Planning****5.2.1 Background and Challenges**

In the partner regions and the North Sea Region as a whole many initiatives have been taken in respect to economic development in the regions. The public sector has developed institutions and prepared documentations and material to facilitate economic development, and the private sector has taken initiatives to develop their businesses based on their own efforts or together with public sector.

In any case, to invest in future development is challenging and it requires resources to succeed. The global economy is more and more setting the conditions for business development strategies, and hence the businesses will to greater and greater extent be

dependent on and will benefit from transnational relations as well as knowledge about international developments in their field, in order to expand their businesses or to survive. This implies that learning from best practices elsewhere and develop businesses across countries and beyond what traditionally has been the case, is an avenue to explore. Through structured processes innovation can be nurtured, and this is the essence of “Innovative Foresight Planning”.

### 5.2.2 Objectives

To develop and implement innovative foresight planning for defined clusters as well as for regions in order to enhance the economic development, of to further develop means of providing a common knowledge base for both private and public sector on regional and transnational level

### 5.2.3 Activities in WP B

The activities will be:

- Compile and prepare an overview over initiatives, publications, studies etc. in the partner regions that are documenting the past developments and future trends. Compile similar material from other regions in Europe that provides input to best practices
- Systematise the material from the partner regions, develop criteria for assessing best practices and select elements of best practices
- Compile and systematise data for population, employment, education, etc. assess compatibility and recommend harmonisation
- Compile documents and studies on scenarios prepared in various regions.
- Systematise the scenarios, compare results. Extract the findings and development directions envisaged in the various scenarios
- Detect similarities and differences assess transferability, structure as input to foresight planning method. Prepare and conduct workshops
- Study research and textbooks on foresight planning. Structure the method of Innovative Foresight Planning on cluster and regional level. Give guidance to WP C and WP D on performing IFP.
- Discuss experience on IFP with the cluster working groups. Assess the IFP on business clusters in several regions, transnational approach to case studies
- Discuss the experience on IFP with the WP D. Assess the Innovative Foresight Planning on regions as a whole
- Compile the experiences from the work in WP C and WP D. Prepare recommendations on innovative foresight planning
- Discuss means of dissemination of results from the project. Prepare recommendations on means of disseminate results of innovative foresight planning

**Activities in WP B**

Act. No.	Activity Description	Dead line
B1	Prepare an overview over initiatives, publications, studies etc. that are documenting the past developments and future trends	Dec 2008
B2	Systematise the material, develop criteria for assessing best practices and select elements of best practices	Dec 2008
B3	Systematise databases for population, employment, education, etc. assess compatibility and recommend harmonisation	Dec 2008
B4	Compile documents and studies on scenarios prepared in various regions	Dec 2008
B5	Systematise the scenarios, compare results	June 2009
B6	Detect similarities and differences, assess transferability, structure as input to foresight planning method, workshops	June. 2009
B7	Structure the method of Innovative Foresight Planning in respect to “Industrial Barometer” on cluster and regional level	June 2009
B8	Assess the Innovative Foresight Planning on business clusters in several regions, transnational approach to case studies	Dec 2010
B9	Assess the Innovative Foresight Planning on regions as a whole	Dec 2010
B10	Prepare recommendations on innovative foresight planning	June 2011
B11	Prepare recommendations on means of disseminate results of innovative foresight planning	June 2011

## 5.2.4 Outputs and Results

The results will be that foresight planning is incorporated as an instrument for development of businesses and business clusters, also as a transnational means of planning for the future

## 5.2.5 Time Schedule

The table below illustrates the time schedule for the activities in WP B.

**Time Schedule for WP B**

Act. No.	Activities	2008	2009	2010	2011
B1	Prepare an overview				
B2	Systematise the material				
B3	Systematise databases				
B4	Compile documents				
B5	Systematise the scenarios				
B6	Detect similarity/difference				
B7	Structure the IFP method				
B8	Assess the IFP on clusters				
B9	Assess the IFP on regions				
B10	Prepare recommendation IFP				
B11	Means of disseminate results				

## 5.3 WP C: Cluster Development

### 5.3.1 Background and Challenges

The situation in the various partner regions are to some extent similar and to some extent different. These similarities and differences are seen as a source of learning and a source of developing businesses together.

The differences and similarities are two-folded:

- Some regions are expanding regions where a main challenge is to get qualified staff for the developing businesses, while others are declining regions and are striving to safeguard jobs
- The partner regions have to some extent main and driving clusters within the same sector and to some extent very different types of main clusters

The challenge this work package will encounter is to bring clusters of similar nature into a transnational setting where they through innovative foresight planning can learn from each other for developing their businesses as well as developing businesses together.

Regarding analysis of cluster development and related business to business activities the following segments of already present or potential clusters will be pursued:

- Food
- Energy
- Advanced technologies
- Financial services

Each of the clusters are described in detail at the end of this chapter.

### 5.3.2 Objectives

To utilise Innovative Foresight Planning in the development of four clusters, providing an improved platform for expanding business opportunities and job creation through close transnational business development.

### 5.3.3 Activities in WP C

The activities will be:

- Establish working groups for each one of the most relevant business clusters, 3 – 4 transnational clusters
- Collect relevant studies related to description and development of selected clusters
- Structure the method and process of SWOT analysis
- Carry out SWOT analyses for the selected clusters
- Compare the SWOT analyses
- Apply the method of Innovative Foresight Planning on the selected clusters
- Prepare a milestone planning tool for cluster development and control/trigger success parameters
- Structure and conduct B2B events and cross cluster events within each of the transnational clusters
- Recommend activities and projects for regional development on the basis of the milestone planning tool
- Prepare recommendations on exchange of best practices in transnational clusters and B2B cooperation
- Motivate players from government, companies and universities to develop the cluster on master plan issues
- Prepare application of financing SME innovation projects

#### Activities in WP

Act. No.	Activity Description	Dead line
C1	Establish working groups	Dec 2008
C2	Collect relevant studies	Dec 2008
C3	Structure SWOT analysis	Dec 2008
C4	Carry out SWOT analyses	June 2009
C5	Compare the SWOT analyses	June 2009
C6	Apply IFP on clusters	Dec 2010
C7	Prepare milestone tool	Dec 2009
C8	Conduct B2B and cluster events	Dec 2010
C9	Recommend activities and projects	June 2011
C10	Prepare recommendations	June 2011
C11	Motivate players	June 2011
C12	Prepare application for SMEs	June 2011

#### 5.3.4 Outputs and Results

The envisaged output is to apply innovative foresight planning for defined clusters and the partner regions, and in return the results will be expanded business opportunities and job creation through close transnational business development.

### 5.3.5 Time Schedule

The table below illustrates the time schedule for the activities in WP C.

**Time Schedule for WP C**

Act. No.	Activities	2008	2009	2010	2011
C1	Establish working groups				
C2	Collect relevant studies				
C3	Structure SWOT analysis				
C4	Carry out SWOT analyses				
C5	Compare the SWOT analyses				
C6	Apply IFP on clusters				
C7	Prepare milestone tool				
C8	Conduct B2B and cluster events				
C9	Recommend activities and projects				
C10	Prepare recommendations				
C11	Motivate players				
C12	Prepare application for SMEs				

### 5.3.6 Description of Modern Food Cluster

Cluster	Food
<b>Background and Challenge</b>	<p>Production of food, food processing and sales of food holds a strong position in most of the partner regions.</p> <p>Region Central Denmark has a comparatively big number of food producers both large and small producers, strong companies in the field of processing and sales e.g. the multinational dairy company Arla Foods, which has its headquarter in Aarhus and the slaughter house Danish Crown, which is the largest slaughter house in Northern Europe but also some smaller companies in food processing. The Region is also home for important research and development institutions, e.g. the Danish Agricultural Research Centre at Aarhus University, the Knowledge centre for food development in Holstebro and many others. The Region Central Denmark has for those reasons given development of food clusters a high priority. Priorities will be given in the following four areas: Innovation, organic food, technological development in the spheres of systems of production, products and supply and finally to establish a regional and local identity of food in the Region.</p> <p>Rogaland is the primary food producing region in Norway and the gastronomic centre of that country.</p> <p>The food sector in the North Sea region is confronted with two important trends. The growing competition on the global food market tends to lower the prices of food. On the other hand the increased demand for bio fuel increases the demand for agricultural land which leads to an increase in prices. The last mentioned tendency is already observed.</p> <p>In Northern Netherlands the food and agricultural cluster has traditionally been strongly represented in the Northern Netherlands. Some of the mayor players are Friesland Foods (dairy), Cosun (sugar) and Avebe (starch), Imperial Tobacco and</p>



	<p>British American Tobacco (carved tobacco), Hooghoudt (liquor and beverages).</p> <p>The challenges for the food sector are therefore two-fold. The food sector must further develop its competences by innovation and by technological development to become more competitive. It must also focus on the development of quality products that is to compete not on price but on quality.</p> <p>An important aspect of quality development is to combine food with culture. This will be given special emphasis in this project. Concrete activities might be a food festival and the development of gastronomy as an asset for tourism</p> <p>One might often speak about not only one food cluster but about several food clusters. For instance, it can be said that the Region Central Denmark has a cluster of competence in the food sector as a whole, but this cluster of competence serves as an umbrella for several potential, upcoming and mature clusters e.g. the organic food cluster, the shell fish cluster and local clusters as the gastronomy cluster of North/West Jutland called Gourmet West, and a similar cluster Gourmet East in the eastern part of the Region.</p>		
<b>Objective</b>	The objective for this cluster, in the framework of this project, is therefore to use the Innovative Foresight Planning to make the food sector more competitive and to improve the quality of the food products in order to expand the cluster		
<b>Activities</b>			
	C1	Establish working groups for each one of the most relevant business clusters, 3 – 4 transnational clusters	<ul style="list-style-type: none"> <li>Decide structure and size of working group</li> <li>Select institutions/companies in each region</li> <li>Prepare a work plan</li> </ul>
	C2	Collect relevant studies related to description and development of selected clusters	<ul style="list-style-type: none"> <li>Collect relevant reports/studies on development of food clusters and of the relation between food culture.</li> <li>Extract similarities and differences between regions</li> </ul>
	C3	Structure the method and process of SWOT analysis	<ul style="list-style-type: none"> <li>Define relevant categories for the value chain of food and for different food products/food segments/ food sectors for the SWOT analysis</li> </ul>
	C4	Carry out SWOT analyses for the selected clusters	<ul style="list-style-type: none"> <li>Select participants in the SWOT analysis</li> <li>Conduct the SWOT analysis</li> </ul>
	C5	Compare the SWOT analyses	<ul style="list-style-type: none"> <li>Systematise the results from the SWOT</li> <li>Compare results between regions</li> </ul>
	C6	Apply the method of Innovative Foresight Planning on the selected clusters	<ul style="list-style-type: none"> <li>Review the IFP method developed in the WPB</li> <li>Structure the IFP for the food cluster</li> <li>Select companies/institutions to participate</li> <li>Conduct the IFP and systematize the results</li> </ul>
	C7	Structure and conduct B2B events within each of the transnational clusters	<ul style="list-style-type: none"> <li>Extract complementary aspects from region to region from the SWOT analysis</li> <li>Select companies/institutions for B2B from various regions</li> <li>Conduct B2B. This might be in combination with a North Sea food festival.</li> </ul>
	C8	Structure and conduct cross cluster events	<ul style="list-style-type: none"> <li>Decide topics to be discussed</li> <li>Prepare and conduct cross cluster event</li> </ul>
	C9	Prepare recommendations on transnational clusters and B2B cooperation	<ul style="list-style-type: none"> <li>Extract learning and experiences from the SWOT and IFP</li> <li>Prepare recommendations</li> </ul>
	C10	Prepare application of financing SME innovation projects	<ul style="list-style-type: none"> <li>Review policy instruments for SMEs relevant for food cluster development</li> <li>Develop potential project ideas</li> <li>Assist in preparing applications</li> </ul>
<b>Envisaged Results</b>	<ul style="list-style-type: none"> <li>SWOT analysis and IFP has created a basis for business developments</li> <li>B2B events have generated transnational business cooperation</li> </ul>		

<b>Envisaged Partners (Region and institutions/ companies)</b>	Rogaland Region Central Denmark Agder Northern Netherlands
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### 5.3.7 Description of Energy Cluster

<b>Cluster</b>	Energy
<b>Background and Challenge</b>	<p>The environmental impacts of the present use of non-renewable energy resources is high on the agenda for energy producing industry. This situation demands both acceptable use of hydrocarbon resources (like storing CO<sub>2</sub>) and much more use of renewable energy.</p> <p>The shift from non-renewable to renewable energy is on its way, but will take some time. The challenge is to use the time efficiently and make the shift as a smooth transition. Another aspect is that the technology for this shift to a large extent is in place, so the challenge is to make use of these technologies in a cost efficient manner, i.e. energy production to a competitive price. As the environmental impacts are more and more acknowledged these impacts will increase the costs of traditional energy production.</p> <p>Within the renewable energy sector Region Central Denmark holds a very strong position especially with regards to exploitation of especially wind and biomass. Also the technology of storing CO<sub>2</sub> is advanced and in progress. Among companies can be mentioned Vestas, which is a world leader in supplying windmills, and DAKA which manufactures bio fuel and bio diesel on basis of agricultural by-products. Among R &amp; D institutions can be mentioned the planned Navitas Park (windpower) in Aarhus and The Innovation Centre for Bioenergy and Environmental Technology in Foulum near Viborg, where also the largest biogas plant in Northern Europe can be found.</p> <p>Region Central Denmark has for those reasons given renewable energy a high priority in its business development strategy and an action plan has been approved with different initiatives, e.g. energy savings and improved energy efficiency in buildings, improvement of the utilisation of power from windmills to electricity, building a test area for windmills, a technology programme for energy companies, technology projects with bio energy from biomass, energy crops etc.</p> <p>In respect to Northern Netherlands, important players are Gasunie Trade and Supply, Gas Terra and the NAM. These are the three main parties involved in exploitation of the Dutch natural gas reserves and the management of the Dutch natural gas pipeline network. The cluster also consists of knowledge institutes and subcontractors. Recently there has been an increase in activities around renewable energy sources like wind powered electricity and biofuels.</p> <p>The petroleum industry in the North Sea region has time and again passed technological and organisational barriers, and this competence of utilising knowledge on new challenges and situations should be utilised by expanding to renewable energy, i.e. applied science. The industry has a human capital to be utilised together with innovative environments within renewable energy. For the North Sea region this combination of competence should have particular potential in respect to offshore wind farms and wave and tidal based power plants.</p>
<b>Objective</b>	

	The objective for this cluster, in the framework of this project, is therefore to use the Innovative Foresight Planning in order to accelerate transfer of knowledge and technology from the mature and world-class oil and gas sector in the North Sea area into the emerging global renewable energy sector, primarily in the area of offshore renewable (wind, wave, tidal) where the opportunities for knowledge and resource transfer are considered to be highest.		
<b>Activities</b>	C1	Establish working groups for each one of the most relevant business clusters, 3 – 4 transnational clusters	<ul style="list-style-type: none"> <li>Decide structure and size of working group</li> <li>Select institutions/companies in each region</li> <li>Prepare a work plan</li> </ul>
	C2	Collect relevant studies related to description and development of selected clusters	<ul style="list-style-type: none"> <li>Collect relevant reports/studies on development of financial clusters</li> <li>Extract similarities and differences between regions</li> </ul>
	C3	Structure the method and process of SWOT analysis	<ul style="list-style-type: none"> <li>Define relevant categories for applied finance for the SWOT analysis</li> </ul>
	C4	Carry out SWOT analyses for the selected clusters	<ul style="list-style-type: none"> <li>Select participants in the SWOT analysis</li> <li>Conduct the SWOT analysis</li> </ul>
	C5	Compare the SWOT analyses	<ul style="list-style-type: none"> <li>Systematise the results from the SWOT</li> <li>Compare results between regions</li> </ul>
	C6	Apply the method of Innovative Foresight Planning on the selected clusters	<ul style="list-style-type: none"> <li>Review the IFP method developed in the WPB</li> <li>Structure the IFP for the financial cluster</li> <li>Select companies/institutions to participate</li> <li>Conduct the IFP and systematize the results</li> </ul>
	C7	Structure and conduct B2B events within each of the transnational clusters	<ul style="list-style-type: none"> <li>Extract complementary aspects from region to region from the SWOT analysis</li> <li>Select companies/institutions for B2B from various regions</li> <li>Conduct B2B</li> </ul>
	C8	Structure and conduct cross cluster events	<ul style="list-style-type: none"> <li>Decide topics to be discussed</li> <li>Prepare and conduct cross cluster event</li> </ul>
	C9	Prepare recommendations on transnational clusters and B2B cooperation	<ul style="list-style-type: none"> <li>Extract learning and experiences from the SWOT and IPF</li> <li>Prepare recommendations</li> </ul>
	C10	Prepare application of financing SME innovation projects	<ul style="list-style-type: none"> <li>Review financial instruments for SMEs relevant for financial services</li> <li>Develop potential project ideas</li> <li>Assist in preparing applications</li> </ul>
<b>Envisaged Results</b>	<ul style="list-style-type: none"> <li>SWOT analysis and IFP has created a basis for business developments</li> <li>B2B events have generated transnational business cooperation</li> </ul>		
<b>Envisaged Partners (Region and institutions/companies)</b>	Rogaland Central Denmark Region: Scottish Enterprise Northern Netherlands Agder		

### 5.3.8 Description of Advanced Technology Cluster

<b>Cluster</b>	Advanced Technology
<b>Background and Challenge</b>	In general, advanced technology clusters differ from branch specific clusters. Examples of clusters are IT, advanced material, energy clusters, cleantech clusters, micro technology etc. Besides individual framework conditions technology companies and technology clusters lack revenues, are financing oriented and have to develop new or to change existing markets. Essential objectives of technology clusters are the acquisition of capital, strengthening

	<p>and development of networks, development of efficient marketing activities, strengthening political support for the business development, improvement of infrastructure and support of further education.</p> <p>IT and in general knowledge based industries plays an important role in Region Central Denmark. Among the clusters can be mentioned the IT city Katrinebjerg in Aarhus linked to Aarhus University. Very important is the advanced technology and engineering cluster, which especially holds companies in the metal end electronic sectors using advanced technology.</p> <p>Region Central Denmark has given priority to an ICT programme (IT as driver). With regard to the advanced and engineering cluster an analysis (Engineering the future) has been conducted by Australian expert Roger Genoff, and a network and cluster programme is under preparation.</p> <p>In Northern Netherlands water and sensor technology are two emerging advanced technology clusters in the area. There is a wide knowledgebase as several research institutes have joined forces with industrial partners and there are many test- and demo facilities available, as well as specialised education facilities.</p> <p>Therefore, it is of high importance to make hightech clusters better planable and predictable from a strategic point of view. Advanced technology clusters are embedded in a technology-oriented landscape with research and development institutions and universities in close proximity. The companies within technology clusters are often young and incompletely developed. The value-chain of high tech clusters is often not well established in total.</p>		
<b>Objective</b>	<p>The objective for advanced technology clusters is to create a basis for infrastructural decisions and strategic technology management with regard to the specific needs of technology companies.</p> <p>The challenge is to develop and establish Innovative Foresight Planning with a carefully evaluated set of indicators for tech clusters for the first time, through transnational and cross cluster cooperation.</p>		
<b>Activities</b>			
	C1	Establish working groups for each one of the most relevant business clusters, 3 – 4 transnational clusters	<ul style="list-style-type: none"> <li>Decide structure and size of working group</li> <li>Prepare a work plan</li> <li>Motivate institutions/companies to participate</li> </ul>
	C2	Collect relevant studies related to description and development of selected clusters	<ul style="list-style-type: none"> <li>Collect relevant report/studies on development of financial clusters</li> <li>Extract similarities and differences between regions</li> </ul>
	C3	Structure the method and process of SWOT analysis	<ul style="list-style-type: none"> <li>Analyze relevant categories for tech-clusters</li> </ul>
	C4	Carry out SWOT analyses for the selected clusters	<ul style="list-style-type: none"> <li>Conduct a SWOT analysis</li> <li>Extract complementary aspects from region to region from the SWOT analysis</li> </ul>
	C5	Compare the SWOT analyses	<ul style="list-style-type: none"> <li>Find out specific indicators and compare the results between advanced technology clusters</li> </ul>
	C6	Apply the method of Innovative Foresight Planning on the selected clusters	<ul style="list-style-type: none"> <li>Review the IFP method developed in the WP B</li> <li>Adapt IFP for advanced technology clusters</li> <li>Conduct the IFP and review the results</li> </ul>
	C7	Structure and conduct B2B events within each of the transnational clusters	<ul style="list-style-type: none"> <li>Select companies/institutions for B2B from various regions</li> <li>Conduct B2B events</li> </ul>
	C8	Structure and conduct cross cluster events	<ul style="list-style-type: none"> <li>Decide topics to be discussed</li> <li>Prepare and conduct cross cluster events</li> </ul>
	C9	Prepare recommendations on transnational clusters and	<ul style="list-style-type: none"> <li>Extract learning and experiences from the SWOT and IFP</li> </ul>

		B2B cooperation	<ul style="list-style-type: none"> <li>• Prepare recommendations</li> </ul>
	C10	Prepare application of financing SME innovation projects	<ul style="list-style-type: none"> <li>• Not relevant for advanced technology clusters, relevant is the interaction of actors</li> <li>• Support of transnational cooperation projects</li> </ul>
<b>Envisaged Results</b>		<ul style="list-style-type: none"> <li>• To monitor and focus regional development</li> <li>• To gather the key indicators to achieve the critical mass of a tech-cluster</li> <li>• To validate the comparison of tech-clusters and to optimise the indicators</li> <li>• Stakeholders can use the tool and the results</li> </ul>	
<b>Partners (Region and institutions/ companies)</b>		Ges. für Technologieförderung Itzehoe mbH / IZET Innovationszentrum Itzehoe Agder Region Central Denmark Northern Netherlands	

### 5.3.9 Description of Finance Services Cluster

<b>Cluster</b>	Financial Services		
<b>Background and Challenge</b>	<p>Several of the partner regions are major growth regions in their respective countries. With expanding industries and businesses the investments are increasing and the income to the industries and population is increasing. This has implied an expansion of financial services in these regions, and cities like Stavanger in Rogaland and Aarhus in Central Denmark are the second largest financial centres in their country. In Rogaland, for instance, have the oil companies and the related industry provided a basis for such development. There is a potential to expand internationally.</p> <p>Region Central Denmark is home for important financial institutions e.g. Jyske Bank with headquarter in Silkeborg. Region Central Denmark is preparing a capital arrangement initiative with the aim of facilitating input of capital to entrepreneurs and small and medium sized companies.</p> <p>Money is in one way to be seen as “raw material” and provide the basis for a wide spectrum of products within the financial industry. The particular competence evolving in some of the partner regions is within applied finance. The financial companies and institutions are serving the business community with capital management in a wide sense, comprising such as investment analyses, portfolio management, financing and financial analyses, corporate valuation, macro economic analysis and corporate law.</p> <p>The challenge for the financial industry is both to serve the regional and national market better, but also to expand on the international market, not least because of the globalisation of industries.</p>		
<b>Objective</b>	The objective for this cluster, in the framework of this project, is therefore to use the Innovative Foresight Planning in order to improve capital management as a basis for expanding applied finance services		
<b>Activities</b>	C1	Establish working groups for each one of the most relevant business clusters, 3 – 4 transnational clusters	<ul style="list-style-type: none"> <li>• Decide structure and size of working group</li> <li>• Select institutions/companies in each region</li> <li>• Prepare a work plan</li> </ul>
	C2	Collect relevant studies related to description and development of selected clusters	<ul style="list-style-type: none"> <li>• Collect relevant reports/studies on development of financial clusters</li> <li>• Extract similarities and differences between regions</li> </ul>

	C3	Structure the method and process of SWOT analysis	<ul style="list-style-type: none"> <li>Define relevant categories for applied finance for the SWOT analysis</li> </ul>
	C4	Carry out SWOT analyses for the selected clusters	<ul style="list-style-type: none"> <li>Select participants in the SWOT analysis</li> <li>Conduct the SWOT analysis</li> </ul>
	C5	Compare the SWOT analyses	<ul style="list-style-type: none"> <li>Systematise the results from the SWOT</li> <li>Compare results between regions</li> </ul>
	C6	Apply the method of Innovative Foresight Planning on the selected clusters	<ul style="list-style-type: none"> <li>Review the IFP method developed in the WPB</li> <li>Structure the IFP for the financial cluster</li> <li>Select companies/institutions to participate</li> <li>Conduct the IFP and systematize the results</li> </ul>
	C7	Structure and conduct B2B events within each of the transnational clusters	<ul style="list-style-type: none"> <li>Extract complementary aspects from region to region from the SWOT analysis</li> <li>Select companies/institutions for B2B from various regions</li> <li>Conduct B2B</li> </ul>
	C8	Structure and conduct cross cluster events	<ul style="list-style-type: none"> <li>Decide topics to be discussed</li> <li>Prepare and conduct cross cluster event</li> </ul>
	C9	Prepare recommendations on transnational clusters and B2B cooperation	<ul style="list-style-type: none"> <li>Extract learning and experiences from the SWOT and IPF</li> <li>Prepare recommendations</li> </ul>
	C10	Prepare application of financing SME innovation projects	<ul style="list-style-type: none"> <li>Review financial instruments for SMEs relevant for financial services</li> <li>Develop potential project ideas</li> <li>Assist in preparing applications</li> </ul>
<b>Envisaged Results</b>	<ul style="list-style-type: none"> <li>SWOT analysis and IFP has created a basis for business developments</li> <li>B2B events have generated transnational business cooperation</li> </ul>		
<b>Envisaged Partners (Region and institutions/ companies)</b>	Rogaland Region Central Denmark		

## 5.4 WP D: Public Sector Facilitation

### 5.4.1 Background and Challenges

In the transition to a knowledge based and highly competitive economy as envisioned in the Lisbon agreement, the role of the public sector is predominantly a facilitating one. The public sector creates the preconditions under which business activities can thrive. The public sector also provides the democratic arena in which the interests of various parties are weighted against each other. As mentioned for Work Package C, the regions may differ in respect to expanding or declining economy. In the one situation a challenge is for instance availability of man-power, while in the other situation the challenge is to safeguard and transform jobs.

Two of the mayor challenges are the quantitative and qualitative mismatches on the labour market; in other words the shortage of work force in sheer numbers and the lack of a work force equipped with the relevant competence and education. Various underlying processes have to be taken into consideration on this subject, like the process of the ageing population in the region and the rapidly changing (educational) demands of the labour market. The EU

Economic Policy Committee (EPC)<sup>1</sup> working group on Ageing Populations (AWG) foresees a rising level of employment but a slow growth in the working aged population in the EU for the period until 2011. Working aged population is expected to decline after 2011, while the employment may still rise. In other words: the demand on the labour market rises with a slower rising or even falling supply.

These processes cause serious challenges to the public sector in their role to facilitate solutions to these mismatches. The main challenge in WP D is to equip the public sector and clusters with right tools to transform the insights gained in the innovative foresight planning into tangible actions. This requires a common knowledge base for regional and transnational strategic focus and opens the way to (regional) specialisation within the clusters and the development of new business activities that are complementary on a transnational scale.

#### 5.4.2 Objectives

The main objective for this work package within the project is to integrate the facilitating role of the public sector in the foresight planning framework and cluster cooperation activities. The objective is to involve the businesses in this process, not on an individual business level, but rather on the level of cluster cooperation and branch/employer representatives. Another objective is to maximize the facilitating role of the public sector in serving economic development and dealing with discrepancies on the labour market.

Detailed objectives of this work package are:

- o strengthening the facilitating role of the public sector within the regions,
- o strengthening regional and trans national policy networks,
- o providing a platform for businesses and public facilitators to exchange experiences and learn from each other,
- o providing a common knowledge base for regional and trans national strategic focus,
- o providing input for the development and implementation of new and existing policy instruments,
- o implementing the innovative foresight planning as a continuous/revolving process in the partnership regions.

#### 5.4.3 Activities in WP D

The activities will be:

- D1 The preparation of an overview of public policy tools used and developed to facilitate business development for the selected clusters in the regions, i.e. :
- o information and public relation tools
  - o development of business sites, infrastructure and public transportation
  - o tax measures, subsidy schemes and public investment funds
  - o streamlining of procedures
  - o trade initiatives

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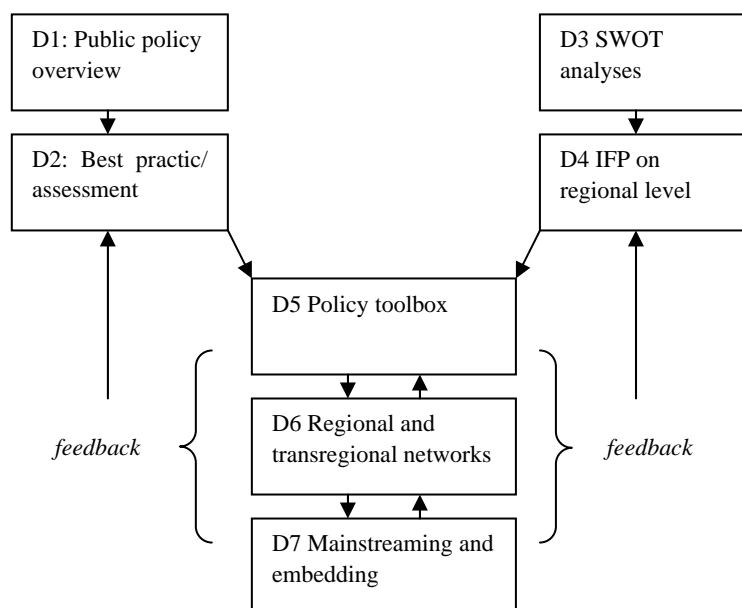
<sup>1</sup> The impact of ageing on public expenditure: projections for the EU25 Member States on pensions, health care, long-term care, education and unemployment transfers (2004-2050) *Report prepared by the Economic Policy Committee and the European Commission (DG ECFIN), February 2006*

- public private cooperation in education and R&D
- network meetings/platforms and b2b matchmaking

This overview will structure the information on these public policy tools and provide the input for D2.

- D2 The selection of best practices in public policy tools and the evaluation and assessment of public policy tools in terms of preconditions, usability, effectiveness and efficiency. These activities will provide input for D5.
- D3 Structuring the method and process of SWOT analyses; carry out SWOT analyses for the selected clusters and public sector facilitators involved. These activities will provide input for D4.
- D4 Application of the method of innovative foresight planning on the regions as a whole. These activities will provide input for D5.
- D5 The development and implementation of a regional policy toolbox. This toolbox functions as the common knowledge base for businesses and the local / regional government. It provides an overview of possible interventions and the means to evaluate and assess them within the foresight planning framework and cluster cooperation activities. The regional policy toolboxes will be developed as a set of structured documents and/or as an online tool.
- D6 The creation of regional and transnational policy networks with a triple aim. These networks provide input for the assessment and evaluation of policy tools. They also create a platform for new policy practices and provide a regional and trans national strategic focus for specialisation within regions and clusters.
- D7 Embedding and mainstreaming the developed policy toolbox within the regional and trans national policy networks. The toolbox connects the clusters, businesses and public agents on a regional and transnational level, thus acting as a “hub” in the process of developing and implementing new and improved policy and business practices.

**Figure 5.3.1 Connection between activities in WP D**





**Table 5.4.1 Activities in WP D**

Act. No.	Activity Description	Dead line
D1	Overview of public policy tools	Dec. 2008
D2	Best practices, evaluation and assessment of public policy tools	June 2009
D3	SWOT analyses	June 2009
D4	Application of IFP on region	Dec 2010
D5	Development and implementation of the (online) policy toolbox	Dec. 2010
D6	Development of regional and trans regional networks	June 2011
D7	Embedding and mainstreaming the developed tools and practices	June 2011

#### 5.4.4 Outputs and Results

The output from this work package will be:

- o a common knowledge base for regional and transnational strategic focus;
- o enhanced public policy networks on a regional and transnational level;
- o an (online) policy toolbox which is embedded in the regional and transnational public policy networks and the wider framework of the foresight planning and cluster cooperation activities.

The results will be:

- o improved preconditions for business development;
- o more effective and efficient use of public policy resources;
- o new activities and specialisation within clusters on a regional scale which are complementary on a transnational scale;
- o the creation of jobs and added value.

#### 5.4.5 Time Schedule and Budget

The table below illustrates the time schedule for the activities in WP D.

**Time Schedule for WP D**

Act. No.	Activities	2008	2009		2010		2011
D1	Overview of public policy tools						
D2	Best practices, evaluation and assessment of public policy tools						
D3	SWOT analyses						
D4	Application of IFP on region						
D5	Development & implementation of the (online) policy toolbox						
D6	Development of regional and trans-regional networks						
D7	Embedding and mainstreaming the developed tools and practices						

## APPENDICES:

1. Indicators
2. Budget Tables

## APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP

### Appendix 1 Indicator Information

Project acronym: IFP

#### I.1 Programme Level Impacts

Expected common programme level impacts can be identified from the objectives and expected results shown for individual priority areas (Chapter 4 of OP), as follows:

**(Please indicate the relevant impact that your project is likely to contribute to! More than one choice possible, but maximum four.)**

<input checked="" type="checkbox"/>	1. Increased innovation based business development and supporting public and academic infrastructures across the NSR.
<input type="checkbox"/>	2. Improved conservation and management of the NSR's natural resources and climate change risks to benefit current and future generations of citizens.
<input type="checkbox"/>	3. Improved accessibility and more efficient and sustainable means of communication (incl. transport) within the NSR and between the NSR, including its more remote or congested areas, and countries and regions outside it.
<input checked="" type="checkbox"/>	4. More attractive communities through enhanced mutual links and improved sustainable development practices across the NSR and particularly in declining and expanding areas.
<input checked="" type="checkbox"/>	5. A transnational knowledge bank and infrastructure for further knowledge transfer and exchange for all stakeholders [in the four priority areas].
<input checked="" type="checkbox"/>	6. Improved institutional structures, co-operation arrangements and skills and capacity in organisations and individuals [in the four priority areas] to undertake further transnational co-operation on NSR challenges.
<input checked="" type="checkbox"/>	7. A higher profile for the NSR as a global leader [in the four priority areas] and increased demand for NSR business products and expertise.

## APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP

### I.2 Core Output and Result Indicators

#### 1. Compulsory Indicators – each of the indicators must be established for the project

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
Raising awareness / dissemination								
x			transnational dissemination outputs (e.g. exhibitions, events, published material, websites, TV and radio appearances)	Visits on website	number	0	5000	Log for website
x				Presentations on external conferences	number	0	10	Project reports
x				Produced DVD	number	0	5	Project reports
x				Leaflet/brocures	number	0	2	Project reports
x					number			
x					number			
x					number			
x					number			
x					number			
x					number			
	x		individuals (male / female) reached by (priority) specific awareness raising activities	Open conferences	number male	0	100	Project reports
	x			Open conferences	number female	0	100	Project reports
	X				number male			
	X				number female			
	X				number male			
	X				number female			
	X		organisations in target groups reached by (priority) specific awareness raising activities	Regional development agencies etc. reached by conferences etc.	number	0	6	Project reports
	x			Companies reached by conferences etc.	number	0	50	Project reports
	x			National/EU entities reached by meetings etc.	number	0	10	Project reports

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
	x				number			
	x				number			
	x				number			
	x				number			
	x				number			
	x				number			
	x				number			
Strengthening transnational co-operation								
	x		Organisations within and outside the official core partnership involved in project (i.e. as contributor to activity or output)	Entities involved	number	0	20	Project reports
	x		individuals within and outside the official core partnership involved in project (i.e. as contributor to activity or output)	Individuals involved	number	0	80	Project reports
x			project administration outputs (I): transnational partner management meetings	IMG/WPA meetings	number	0	6	Project reports
Territorial coverage								
	x		countries covered by project activities (i.e. countries where activity takes place and/or impacted countries)	Countries	number (NUTS1)	5	7	Project reports
	x		regions covered by project activities (i.e. regions where activity takes place and/or impacted regions)	Provinces/counties	number (NUTS3)	0	9	Project reports

## APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP

### 2. Generic Indicators – indicators must be chosen which are relevant for the project

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
Core activities								
x			transnational training and staff exchange programmes developed		number			
	x		individuals in different social and age groups (18-24, 55+, male / female, unemployed) undertaken transnational training or staff exchange		number male 18-24			
	x				number female 18 – 24			
	x				number unemployed 18 - 24			
	x				number male 25 – 54			
	x				number female 25 – 54			
	x				number unemployed 25 - 54			
	x				number male 55 +			
	x				number female 55+			
	x				number unemployed 55+			
x			initiatives that provide or help find investment resources	Support to prepare applications for SME funds, FP7 etc.	number	0	5	Project reports
	x		complementary financing		€			

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
			secured (financing additional to approved project budget)					
x			transnational demonstration projects / pilot schemes / feasibility studies	Applying IFP in business clusters	number	0	4	Project reports
x				Applying IFP in regional development agencies	number	0	6	Project reports
x					number			
x					number			
x					number			
x					number			
x			transnational knowledge bases, technology transfer centres / schemes, know-how exchange platforms	Policy toolbox for business development facilitation	number	0	1	Project reports
x				IFP methods for business clusters and for regional development agencies	number	0	2	Project reports
x					number			
x					number			
x					number			
x					number			
Raising awareness / dissemination								
		x	individuals (male / female) within and outside the NSR with greater awareness of project outputs		number male			
		x			number female			
		x	organisations within and outside the NSR with greater awareness of project outputs	Non-project entities attending conferences etc.	number	0	10	Project reports
Strengthening transnational co-operation								
x			project administration outputs (II): shared IT systems	Open source website as shared IT platform	number	0	1	Project reports
x			project administration out-	Integrated detailed work	number	0	8	Project reports

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
			puts (III): other	plan for clusters and work packages				



## APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP

### 3. Priority indicators – chose at least 1 output and 1 result indicator for the project within the priority you have chosen in part 3.1 of the main application form

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
Priority 1 building on our capacity for innovation								
x			new / improved transnational networks, alliances, collaborations, discussion fora	Networks within business clusters	number	0	4	Project reports
x				Network between regions	number	0	1	Project reports
x					number			
x					number			
x					number			
x					number			
x			awareness raising activities on ICT applications		number			
x			e-government services created		number			
	x		tools for transnational technology transfer adopted for RTD exchange within and between clusters and target groups	Policy toolbox for regional development agencies, and IFP method	number	0	2	Project reports
	x		people (male / female) in the NSR reached by specific awareness raising activities concerning tools for technology and knowledge transfer	Presentations in conferences and workshops	number male	0	50	Project reports
	x			Presentations in conferences and workshops	number female	0	50	Project reports
	x		people (male / female) in the NSR reached / provided		number male			
	x		access to new / improved services or other outputs concerning e-government		number female			
	x		private and public investment in RTD triggered	Value of applications for SME funds, TP7 etc.	€	0	10 mill	Project reports
Priority 2 promoting the sustainable management of our environment								
x			transnational integrated / implementation strategies		number			
x			new / improved contin-		number			

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
			agency plans					
x			new / improved common databases		number			
x			new political agreements		number			
x			new transnational model approaches		number			
x			new / improved transnational network, discussion forum, technology transfer exchange scheme		number			
	x		land / sea area subject to transnational management tools, action plans, agreements, common databases, model approaches and pilots concerning risk prevention and management schemes		ha			
	x				ha			
	x				ha			
	x				ha			
	x				ha			
	x		coastline subject to transnational management tools, action plans, agreements, common databases, model approaches and pilots, risk prevention and management schemes		km			
	x		clean and renewable energy infrastructure provided		km			
	x		increase of supply of clean and renewable energy		% change in kgoe*			
	x		new technologies / pilots to reduce pollution and manage risks transferred transnationally and implemented		number			
	x				number			
	x				number			
	x				number			

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
	x				number			
	x				number			
	x				number			
Priority 3 improving the accessibility of places in the NSR								
x			transnational integrated / implementation strategies		number			
	x		land / sea area subject to transnational management tools, action plans, agreements, common databases, model approaches and pilots concerning accessibility strategies, logistics solutions		ha			
	x				ha			
	x				ha			
	x				ha			
	x				ha			
	x				ha			
	x		new logistics or multi-modal technologies / pilots transferred transnationally and implemented		number			
	x				number			
	x				number			
	x				number			
	x		technology centres and transnational databases helping transnational exchange		number			
	x				number			
	x				number			
	x				number			
	x		transnational transport corridor and links between urban and rural areas subject of reduced travel time (time-distance minutes over 100km) by more sustainable transport		km			
Priority 4 promoting sustainable and competitive communities								
x			transnational integrated / implementation strategies		number			
	x		new technologies /services / pilots transferred transnationally and implemented		number			
	x				number			
	x				number			

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
	x				number			
	x		area in decline subject of management tools, strategies, initiatives		ha			
	x				ha			
	x				ha			
	x		expanding area in decline subject of management tools, strategies, initiatives		ha			
	x				ha			
	x				ha			
x			transnational energy-efficiency campaigns implemented		number			
	x		brownfield land re-used		ha			
	x		people (male / female) in the NSR reached by specific awareness raising activities concerning energy efficiency		number male			
	x				number female			
	x		people from target groups in the NSR reached / provided access to new / improved services or other outputs in priority 4		number			
Output	Result	Impact	Priority/Programme Indicator description	Project: please specify description	Unit	Project: please specify baseline	Project: please specify project target	Project: please specify source of information
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If the priority indicators listed above do not sufficiently reflect your planned activities, outputs and results, additional indicators maybe established. However, this must be duly justified!					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

\* kgoe = kilogramme of oil equivalent

**APPENDIX 1 to project application - Project Indicators (2nd Call) – acronym: IFP**

Date:

Signature:

Appendix 6: Detailed Budget												
Total Budget - All partners												
Date: 12.03.2008			Date:		Signature:							
		Partner No:	1	2	3	4	5	6	7	8	9	10
		Total	Greater Stavanger Economic Development	Innovation Norway	SpareBank 1 - SR-bank	NAV	NHO	LO	BI	Vest-Agder County	Region Central Denmark	IZET
WP A	Budget item											
	Consultant / External Expert	271 494	15 750	14 750	14 750	6 000	6 250	6 250	6 250	40 000	58 494	30 000
	Temporary staff	0										
	Permanent Staff	111 775	13 000							18 000	14 400	18 375
	Travel and accommodation	67 100	13 000							16 000	7 200	6 000
	Meetings and workshops	21 000	10 000							5 000	5 000	
	General costs	27 590	5 000							6 000	5 040	5 250
	Promotion and publications	23 000	5 000	5 000	5 000	2 000					5 000	
	Material investments	0										
	Audit	62 900	10 000							10 000	10 000	12 000
	Other	0										
	Irrecoverable VAT	682										
	Revenue	0										
	Total eligible expenditure	585 541	71 750	19 750	19 750	8 000	6 250	6 250	6 250	95 000	105 134	71 625
WP B	Budget item											
	Consultant / External Expert	242 000	20 000	20 000	20 000					45 000	52 000	10 000
	Temporary staff	0										
	Permanent Staff	211 800	12 000	7 000	7 000	5 000			8 000	27 000	36 000	63 000
	Travel and accommodation	90 300	6 000	4 000	4 000	2 000			4 000	24 000	21 600	6 000
	Meetings and workshops	25 500	5 000							7 500	5 000	2 500
	General costs	55 880	3 000	3 000	3 000	1 500			2 000	9 000	12 600	18 000
	Promotion and publications	17 000	5 000								5 000	1 000
	Material investments	0										
	Audit	0										
	Other	0										
	Irrecoverable VAT	0										
	Revenue	0										
	Total eligible expenditure	642 480	51 000	34 000	34 000	8 500	0	0	14 000	112 500	132 200	100 500
WP C	Budget item											
	Consultant / External Expert	252 000	6 000	25 000	25 000					45 000	52 000	8 000
	Temporary staff	21 600										
	Permanent Staff	224 450	8 000	8 000	8 000	5 000	4 000	4 000		27 000	72 000	47 250
	Travel and accommodation	109 500	6 000	5 000	5 000	2 000	2 000	2 000		24 000	36 000	12 000
	Meetings and workshops	38 185		2 500	2 500					7 500	10 000	3 625

	General costs	61 700	3 000	3 000	3 000	1 500	1 000	1 000		9 000	25 200	13 500
	Promotion and publications	16 000		3 000	3 000						5 000	1 000
	Material investments	0										
	Audit	0										
	Other	0										
	Irrecoverable VAT	0										
	Revenue	0										
	<b>Total eligible expenditure</b>	<b>723 435</b>	<b>23 000</b>	<b>46 500</b>	<b>46 500</b>	<b>8 500</b>	<b>7 000</b>	<b>7 000</b>	<b>0</b>	<b>112 500</b>	<b>200 200</b>	<b>85 375</b>
<b>WP D</b>	<b>Budget item</b>											
	Consultant / External Expert	263 250	6 000	21 000	21 000	8 250				35 000	52 000	6 000
	Temporary staff	0										
	Permanent Staff	195 800	8 000	5 000	5 000	11 000	4 000	4 000		18 000	54 000	21 000
	Travel and accommodation	93 300	6 000	3 000	3 000	3 000	2 000	2 000		16 000	21 600	6 000
	Meetings and workshops	24 000				2 000				5 000	5 000	2 500
	General costs	47 680	3 000	2 000	2 000	4 000	1 000	1 000		6 000	18 900	6 000
	Promotion and publications	18 500				3 000					5 000	1 000
	Material investments	0										
	Audit	0										
	Other	0										
	Irrecoverable VAT	0										
	Revenue	0										
	<b>Total eligible expenditure</b>	<b>642 530</b>	<b>23 000</b>	<b>31 000</b>	<b>31 000</b>	<b>31 250</b>	<b>7 000</b>	<b>7 000</b>	<b>0</b>	<b>80 000</b>	<b>156 500</b>	<b>42 500</b>
<b>All WPs</b>	<b>Budget item</b>											
1	Consultant / External Expert	1 028 744	47 750	80 750	80 750	14 250	6 250	6 250	6 250	165 000	214 494	54 000
2	Temporary staff	21 600	0	0	0	0	0	0	0	0	0	0
3	Permanent Staff	743 825	41 000	20 000	20 000	21 000	8 000	8 000	8 000	90 000	176 400	149 625
4	Travel and accommodation	360 200	31 000	12 000	12 000	7 000	4 000	4 000	4 000	80 000	86 400	30 000
5	Meetings and workshops	108 685	15 000	2 500	2 500	2 000	0	0	0	25 000	25 000	8 625
6	General costs	192 850	14 000	8 000	8 000	7 000	2 000	2 000	2 000	30 000	61 740	42 750
7	Promotion and publications	74 500	10 000	8 000	8 000	5 000	0	0	0	0	20 000	3 000
8	Material investments	0	0	0	0	0	0	0	0	0	0	0
9	Audit	62 900	10 000	0	0	0	0	0	0	10 000	10 000	12 000
10	Other	0	0	0	0	0	0	0	0	0	0	0
11	Irrecoverable VAT	682	0	0	0	0	0	0	0	0	0	0
12	Revenue	0	0	0	0	0	0	0	0	0	0	0
13	<b>Total eligible expenditure</b>	<b>2 593 986</b>	<b>168 750</b>	<b>131 250</b>	<b>131 250</b>	<b>56 250</b>	<b>20 250</b>	<b>20 250</b>	<b>20 250</b>	<b>400 000</b>	<b>594 034</b>	<b>300 000</b>
<b>Split by year</b>												
2 008	0,10	259 399	16 875	13 125	13 125	5 625	2 025	2 025	2 025	40 000	59 403	30 000
2 009	0,35	907 895	59 063	45 938	45 938	19 688	7 088	7 088	7 088	140 000	207 912	105 000
2 010	0,35	907 895	59 063	45 938	45 938	19 688	7 088	7 088	7 088	140 000	207 912	105 000
2 011	0,20	518 797	33 750	26 250	26 250	11 250	4 050	4 050	4 050	80 000	118 807	60 000
<b>Total</b>	<b>1</b>	<b>2 593 986</b>	<b>168 750</b>	<b>131 250</b>	<b>131 250</b>	<b>56 250</b>	<b>20 250</b>	<b>20 250</b>	<b>20 250</b>	<b>400 000</b>	<b>594 034</b>	<b>300 000</b>

11	12	13	14	15	16
Province Drenthe	Province Friesland	Province Groningen	Chamber of Commerce	Northern Netherlands Region (NOM)	Scottish Enterprise
17 000	13 000	13 000	4 000	9 000	17 000
9 000	7 000	7 000	2 000	5 000	18 000
3 500	2 000	2 000	1 000	2 000	14 400
					1 000
					6 300
				1 000	
5 000	4 000	4 000	1 000	3 000	3 900
					682
<b>34 500</b>	<b>26 000</b>	<b>26 000</b>	<b>8 000</b>	<b>20 000</b>	<b>61 282</b>
15 000	15 000	15 000	2 000	18 000	10 000
10 000	7 000	7 000	2 000	10 000	10 800
3 500	2 000	2 000	1 000	3 000	7 200
1 000	1 000	1 000	500	1 000	1 000
					3 780
1 000	1 000	1 000	500	1 000	1 500
<b>30 500</b>	<b>26 000</b>	<b>26 000</b>	<b>6 000</b>	<b>33 000</b>	<b>34 280</b>
15 000	14 000	14 000	13 000	10 000	25 000
					21 600
10 000	7 000	7 000	5 000	5 000	7 200
3 500	2 000	2 000	1 000	2 000	5 000
1 000	1 000	1 000	500	1 000	7 560



	<b>APPENDIX 4 - Q 6.1</b>							
	<b>6.1 Apportionment of Estimated Expenditure</b>			<b>Date:</b>		<b>Signature:</b>		
	<b>Partner No.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
	<b>Expenditure in Euro</b>	<b>Greater Stavanger Economic Development</b>	<b>Innovation Norway</b>	<b>SpareBank 1 - SR-bank</b>	<b>NAV</b>	<b>NHO</b>	<b>LO</b>	<b>BI</b>
1	Consultant / External Expert	47 750	80 750	80 750	14 250	6 250	6 250	6 250
2	Temporary staff	0	0	0	0	0	0	0
3	Permanent Staff	41 000	20 000	20 000	21 000	8 000	8 000	8 000
4	Travel and accommodation	31 000	12 000	12 000	7 000	4 000	4 000	4 000
5	Meetings and workshops	15 000	2 500	2 500	2 000	0	0	0
6	General costs	14 000	8 000	8 000	7 000	2 000	2 000	2 000
7	Promotion and publications	10 000	8 000	8 000	5 000	0	0	0
8	Material investments	0	0	0	0	0	0	0
9	Audit	10 000	0	0	0	0	0	0
10	Other	0	0	0	0	0	0	0
11	Irrecoverable VAT	0	0	0	0	0	0	0
12	Revenue	0	0	0	0	0	0	0
<b>13</b>	<b>Total eligible expenditure</b>	<b>168 750</b>	<b>131 250</b>	<b>131 250</b>	<b>56 250</b>	<b>20 250</b>	<b>20 250</b>	<b>20 250</b>
14	Ineligible expenditure	0	0	0	0	0	0	0
15	Total Expenditure (13+14)	168 750	131 250	131 250	56 250	20 250	20 250	20 250
	<b>Funding</b>							
	ERDF	84 375	65 625	65 625	28 125	10 125	10 125	10 125
	Own contribution	84 375	65 625	65 625	28 125	10 125	10 125	10 125
	<b>Total Funding</b>	<b>168 750</b>	<b>131 250</b>	<b>131 250</b>	<b>56 250</b>	<b>20 250</b>	<b>20 250</b>	<b>20 250</b>

8	9	10	11	12	13	14	15	16	Total
Vest-Agder County	Region Central Denmark	IZET	Province Drenthe	Province Friesland	Province Groningen	Chamber of Commerce	Northern Nether- lands Region (NOM)	Scottish Enterprise	
165 000	214 494	54 000	89 000	67 000	67 000	21 000	47 000	62 000	1 028 744
0	0	0	0	0	0	0	0	21 600	21 600
90 000	176 400	149 625	47 000	36 000	36 000	11 000	25 000	46 800	743 825
80 000	86 400	30 000	17 000	13 000	13 000	4 000	9 000	33 800	360 200
25 000	25 000	8 625	5 000	4 000	4 000	1 500	3 000	10 560	108 685
30 000	61 740	42 750	0	0	0	0	0	15 360	192 850
0	20 000	3 000	5 000	4 000	4 000	1 500	3 000	3 000	74 500
0	0	0	0	0	0	0	0	0	0
10 000	10 000	12 000	5 000	4 000	4 000	1 000	3 000	3 900	62 900
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	682	682
0	0	0	0	0	0	0	0	0	0
400 000	594 034	300 000	168 000	128 000	128 000	40 000	90 000	197 702	2 593 986
0	0	0	0	0	0	0	0	0	0
400 000	594 034	300 000	168 000	128 000	128 000	40 000	90 000	197 702	2 593 986
200 000	297 017	150 000	84 000	64 000	64 000	20 000	45 000	98 851	1 296 993
200 000	297 017	150 000	84 000	64 000	64 000	20 000	45 000	98 851	1 296 993
400 000	594 034	300 000	168 000	128 000	128 000	40 000	90 000	197 702	2 593 986

					1 500
1 000	1 000	1 000	500	500	
<b>30 500</b>	<b>25 000</b>	<b>25 000</b>	<b>20 000</b>	<b>18 500</b>	<b>67 860</b>
42 000	25 000	25 000	2 000	10 000	10 000
18 000	15 000	15 000	2 000	5 000	10 800
6 500	7 000	7 000	1 000	2 000	7 200
3 000	2 000	2 000	500	1 000	1 000
					3 780
3 000	2 000	2 000	500	500	1 500
<b>72 500</b>	<b>51 000</b>	<b>51 000</b>	<b>6 000</b>	<b>18 500</b>	<b>34 280</b>
<b>89 000</b>	<b>67 000</b>	<b>67 000</b>	<b>21 000</b>	<b>47 000</b>	<b>62 000</b>
0	0	0	0	0	21 600
<b>47 000</b>	<b>36 000</b>	<b>36 000</b>	<b>11 000</b>	<b>25 000</b>	<b>46 800</b>
<b>17 000</b>	<b>13 000</b>	<b>13 000</b>	<b>4 000</b>	<b>9 000</b>	<b>33 800</b>
<b>5 000</b>	<b>4 000</b>	<b>4 000</b>	<b>1 500</b>	<b>3 000</b>	<b>10 560</b>
0	0	0	0	0	15 360
<b>5 000</b>	<b>4 000</b>	<b>4 000</b>	<b>1 500</b>	<b>3 000</b>	<b>3 000</b>
0	0	0	0	0	0
<b>5 000</b>	<b>4 000</b>	<b>4 000</b>	<b>1 000</b>	<b>3 000</b>	<b>3 900</b>
0	0	0	0	0	0
0	0	0	0	0	682
0	0	0	0	0	0
<b>168 000</b>	<b>128 000</b>	<b>128 000</b>	<b>40 000</b>	<b>90 000</b>	<b>197 702</b>
16 800	12 800	12 800	4 000	9 000	19 770
58 800	44 800	44 800	14 000	31 500	69 196
58 800	44 800	44 800	14 000	31 500	69 196
33 600	25 600	25 600	8 000	18 000	39 540
<b>168 000</b>	<b>128 000</b>	<b>128 000</b>	<b>40 000</b>	<b>90 000</b>	<b>197 702</b>

<b>APPENDIX 4 - Q 6.2</b>						
<b>6.2 Timing and Estimated Expenditure</b>		<b>Date:</b>		<b>Signature:</b>		
<b>Partner No.</b>	<b>Partner</b>	<b>2 008</b>	<b>2 009</b>	<b>2 010</b>	<b>2 011</b>	<b>Total per Partner</b>
1	Greater Stavanger Economic Development	16 875	59 063	59 063	33 750	168 750
2	Innovation Norway	13 125	45 938	45 938	26 250	131 250
3	SpareBank 1 SR-Bank	13 125	45 938	45 938	26 250	131 250
4	NAV Rogaland - Labour and Welfare Service	5 625	19 688	19 688	11 250	56 250
5	NHO Rogaland	2 025	7 088	7 088	4 050	20 250
6	Landsorganisasjonen (LO)	2 025	7 088	7 088	4 050	20 250
7	BI Stavanger	2 025	7 088	7 088	4 050	20 250
8	Vest-Agder	40 000	140 000	140 000	80 000	400 000
9	Region Central Denmark	59 403	207 912	207 912	118 807	594 034
10	IZET	30 000	105 000	105 000	60 000	300 000
11	Province of Drenthe	16 800	58 800	58 800	33 600	168 000
12	Province of Friesland	12 800	44 800	44 800	25 600	128 000
13	Province of Groningen	12 800	44 800	44 800	25 600	128 000
14	Chamber of Commerce	4 000	14 000	14 000	8 000	40 000
15	Northern Netherlands Region (NOM)	9 000	31 500	31 500	18 000	90 000
16	Scottish Enterprise	19 770	69 196	69 196	39 540	197 702
	<b>Total per year</b>	<b>259 399</b>	<b>907 895</b>	<b>907 895</b>	<b>518 797</b>	<b>2 593 986</b>