



**Intermediate local
administrations:**

**their contribution to the
European Innovation and
Knowledge Society**

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1. THE LISBON STRATEGY AND INTERMEDIATE LOCAL ADMINISTRATIONS

a) The Lisbon Strategy as a strategic reference framework for Intermediate Local Administrations actions

The Lisbon Strategy adopted by the European Council in March 2000, set the strategic target for 2010 to "become an economy based on the most competitive and dynamic knowledge in the world, capable of sustainable economic growth with more and better jobs and better social cohesion." Later, the European Council held in Gothenburg in June 2001 introduced the sustainability dimension to development.

In order to meet the aforementioned target, it proposed strategic lines aimed at:

- preparing to become an economy and society based on knowledge by means of improving policies on the information society and RTD as well as by accelerating the structure reform process in favour of competitiveness and innovation and culminating the home market.
- modernising the European social model by means of investing in human capital and fighting social exclusion.
- maintaining solid economic perspectives and favourable growth expectations by applying suitable macro-economic political measures.

This objective links in with creating conditions required for full employment and reinforcing regional cohesion within the EU.

Later, the European Council held in Brussels in spring 2005, in order to combat the intensifying gap between the potential for growth in Europe and for its main economic partners, considered it essential to reactivate the Lisbon Strategy five years after its launch.

This re-launch centred its priorities on knowledge and innovation as growth engines for the Union, emphasizing European territory as the most attractive place to invest and work, thereby creating more and better quality employment.

In short, the renewed Lisbon Strategy aims to meet the key challenges of reducing unemployment, increasing productivity and increasing economic growth to its potential level, centring

structural reforms on preparation for the aging population and making the most of opportunities offered by economic globalisation.

Its strategic goals involve increasing Europe's competitiveness and sustaining growth thereby contributing to increasing standards of living and creating more and better jobs.

Within this framework, and in order to coordinate to meet preset targets, the 2005 Council established the need to identify integrated national directives, opting to establish national reform programmes in each of the Member States, with the objective of identifying their specific needs and planning their actions in line with the Lisbon targets, including, for the first time, all parties involved at regional and national levels.

The Berlin Declaration in March 2007 also mentions:

- "There are many goals which we cannot attain alone, but together we can. The tasks are divided between the EU, the Member States, their regions and their towns."
- "Europe's wealth is based on its people's knowledge and skills; this is the key to growth, employment and social cohesion."

b) The Intermediate Local Administrations' contribution to the Lisbon Strategy

The Lisbon Strategy can be considered as a "shared agenda" which incorporates everyone from top level administrations and their associated agents to the citizens, where the role of intermediate or second level administrations becomes more relevant.

These sub-regional or supra-municipal administrations (which can be assimilated to NUTS 3 level in the European Statistics System's list of territorial units) lie in an intermediate position between regional administrations and municipal administrations. Their characteristics differ from State to State within the European Union, associated with the skills which each of them can assume.

The intermediate local administration (now referred to as ALIS) constitute a crucial link in this chain due to their proximity to citizens, supporting town councils to satisfy needs and favouring territorial cohesion.

In addition, they have vast interrelation capabilities with entities on different administrative levels, acting as gearing to develop and boost the European integration process and smooth out

the process at different administrative levels, working from its proximity to the local environment, which is to a large extent the Union's citizens' "living space."

In this respect, the ALIS can contribute to a large extent to achieving an appropriate balance between the centralising trends of the large administrative structures and the more local trends within small towns.

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

In short, reinforcing the ALIS's activity and appropriate integration is considered essential in terms of making headway with the Lisbon targets, and thereby improving the wellbeing of European citizens. This is how the European authorities have expressly recognised the situation following the barely satisfactory results from the Lisbon Strategy review, in March 2005.

In fact, the poor results obtained in the evaluation have led the European Council to conclude that the Lisbon Strategy should be re-launched, arranging the priorities more appropriately, simplifying their own strategy and laying down the challenge to achieve political and social support for the reform programme.

In this context, economic, social, environmental and employment policies are reinforced in the local field as they are jointly interrelated and integrated. For this purpose, applying and reactivating the Lisbon Strategy becomes particularly relevant in the local field and for the ALIS, given that the metropolitan and local environments can be considered as European economic development engines, generating growth, innovation and employment.

As a consequence, achieving the European objectives requires the towns, intermediate territorial and metropolitan environments, regions and states, as a "sine qua non" condition of the joint and coordinated action of all administrative levels, given their close interrelation and interdependence.

In summary, the Union can meet its growth and employment targets if its regions and local environments play their role appropriately, as they house most of the jobs, companies and tertiary teaching centres, and their contribution is also determining for social cohesion.



PARTENALIA

**Intermediate local administrations in the
innovation and knowledge society**

These are the axes of change, which must be sustained in innovation and in the information society, business dynamism, the entrepreneurial culture and in learning and training, as economic growth and employment creation engines, “sine qua non” requirements for the wellbeing of all European Union citizens.

2. I-PARTENALIA: INTERMEDIATE LOCAL ADMINISTRATIONS IN THE EUROPEAN INNOVATION AND KNOWLEDGE SOCIETY

a) Objective

Partenalia has carried out a debate and reflection process regarding the intermediate local administrations' contribution to meeting Lisbon Strategy targets. In short, it is a matter of promoting and facilitating new policies being formulated by these administrations, taking into account the Lisbon strategic framework, energizing and providing a backbone for discussion and collaboration with the other levels of public administration.

Although the ALIS are different from each other, they have common interests and a shared need: highlighting the value of their capacity for action in matters of competitiveness, their potential to formulate and promote new policies taking into account the Lisbon strategic framework and their crucial role in improving discussion and collaboration among the different administrations, as well as their capacity for cohesion on a local level.

It is precisely this meeting point for the ALIS which brings parties together acting as the underlying driving element of this initiative promoted from Partenalia.

More specifically, a boost has been given to a dynamic initiative aimed at:

- Transferring, contributing and promoting the policies and actions of those responsible for the European Commission Regional Policy, in which the role of the intermediate local administrations is considered to be crucial.
- Promoting and encouraging Partenalia-member Administrations to develop their own strategy for growth and employment assuming the Lisbon Strategy as a reference framework.
- Contributing to launching actions aimed at quality growth, centred on innovation and knowledge and generating more and better jobs.

b) Intervention fields

As a work method, four fields have been defined for reflection and formulating proposals. These fields are as follows: Education and training, RTD + innovation, Information Society and Entrepreneurial Society.

These four fields are structured around the central axis of the initiative, sustained in two pillars: the people in the innovation and knowledge society and the role of intermediate local administrations.

The people constitute the nucleus and essential key for the innovation and knowledge society, configuring the intermediate and local levels as the closest, as well as the “natural” or innovation and knowledge space for people to design, participate, implant and develop initiatives.

Therefore, it is considered that the sphere of innovation and knowledge provides the intermediate level’s added value with a multiplying and driving effect, both on the different administration fields and on the local agents.

This impact is basically derived from the fast and efficient connection with people, their essential “hinge” role with regard to other administrative levels and the suitability of these administrations’ scale or “radius” of action in terms of designing and executing innovation and knowledge policies.

As we have previously mentioned, working from the selected central axis, special emphasis has been placed on four major fields of analysis and intervention, which are as follows:

- ❑ Education (regulated and unregulated) and Training for people (life long learning, etc.)
- ❑ Business Research, Development and Innovation (technological, management, markets, etc.) in small and medium sized companies.
- ❑ Information society and Information and Communication Technologies incorporating aspects related to citizens, SMEs, infrastructure administration, etc.
- ❑ Entrepreneurial society: entrepreneurialism and entrepreneurial culture

c) Methodology

The methodology which was used aimed to satisfy the following objectives:

- Collecting, ordering and systemising the actuations, priorities and needs of Partenalia members, as intermediate local administrations, relating to Lisbon Strategy intervention areas.

- Sharing and structuring these priorities, needs and action proposals to, when necessary, present and broadcast them to the administrations and forums which are considered relevant.

In summary, working from each member's and each territory's experience, it is a matter of assessing the Partenalia administrations' capacity to boost competitiveness and economic growth within the framework of Lisbon Strategy targets.

And, in short, it is a matter of promoting and facilitating new policy formulation by these administrations, taking into account the Lisbon strategic framework and energizing and providing a backbone for the discussion and mediation with the other levels of public administration.

For this purpose, the following has been carried out:

- Promoting and encouraging a participative work dynamic.

Working from building a real and virtual workgroup, boosting joint reflection among Partenalia members.

- Drawing up an "ad hoc" questionnaire to be filled in by Partenalia members.

This questionnaire has been structured by selecting the four aforementioned intervention fields and nineteen priority topics appearing in Lisbon Strategy framework related to people and the innovation and knowledge society.

These topics or priority policies have been selected working from the EU regional policy priorities for the current programming period and considering the determining role of the ALIS in their promotion and execution.

This instrument has permitted progress to be made and has shown itself to be effective in terms of finding out about the status of intervention areas covered by the Lisbon Strategy framework related to people and the innovation and knowledge society. It has also made it possible to capture the intermediate administrations' strengths and weaknesses and analyse the real situation, future perspectives and actuation proposals.

d) Content

A wide response was obtained from the Partenalia member ALIS, belonging to five States: Belgium, Spain, France, Holland and Italy.

These responses, along with the reflection process, have been used as a source and reference framework to draw up the diagnosis and actuation proposal sections which are presented below.

The diagnosis presents the main results derived from exploiting and analysing the information contributed by partners in the questionnaires. These results have been structured around the questionnaire's sections or topic blocks.

The proposals and action lines are aimed at improving the intermediate local administrations' contribution to the Lisbon Strategy, as well as favouring a boost in the most relevant projects and initiatives to achieve the aforementioned Strategy's targets, from these administrations' perspective and power of influence.

3. DIAGNOSIS OF THE INTERMEDIATE LOCAL ADMINISTRATIONS IN THE EUROPEAN INNOVATION AND KNOWLEDGE SOCIETY

a) Presentation

This diagnosis section is structured in the following way:

- Intermediate local indicators to monitor the Lisbon Strategy.
- Knowledge and assessment of the Lisbon Strategy and the National Reform Plans by the intermediate local administrations.
- Organisation of the intermediate local administrations regarding topics in the Lisbon Strategy and the National Reform Plans.
- Intervention capacity and priority areas and topics for action by the intermediate local administrations.
- Determining factors and obstacles for intermediate local administrations to participate in the European innovation and knowledge society.
- Actions and experience for mutual learning.
- Assessment, expectations and proposals on Partenalia.

b) Intermediate local indicators to monitor the Lisbon Strategy

For prior analysis, 33 indicators have been defined to monitor the Lisbon Strategy in the ALIS territorial field, structured around eight major topics:

- Population and surface area
- Wealth and Gross Domestic Product (GDP)
- Employment
- Education and training
- Research, Development and Innovation (RTD+innovation)
- Information society
- Entrepreneurial society
- Intermediate Local Public Administration

In this respect, we have seen important information deficits, particularly in the last four topics: RTD+innovation, Information Society, Entrepreneurial Society and Intermediate Local Public Administration

This in itself points to a sphere of reflection and action for Partenalia, linked to selecting and committing availability of indicators required for public action at an intermediate local level.

The information available is basically centred on Population, GDP, Job Market and Training, although significant information gaps can be highlighted relating to permanent learning.

In any case, the values of the main indicators which were collected reflect their wide dispersion, alluding to one of the ALIS's characteristics: their heterogeneity.

c) Knowledge and assessment of the Lisbon Strategy and the National Reform Plans by the intermediate local administrations

The results obtained generally show the existence of significant knowledge deficits relating to these two strategic reference frameworks within the ALIS. This reflects the need to promote a work field for information, awareness and consciousness raising by the intermediate administrations themselves.

On the other hand, it is almost unanimously considered that the Lisbon Strategy and National Reform Plans constitute a suitable reference framework which is required to design policies from the ALIS field.

d) Intermediate local administrations' organisation regarding topics in the Lisbon Strategy and National Reform Plans

The fields of intervention proposed are disseminated horizontally throughout the ALIS. In some cases, emphasis is placed on distributing skills between departments, accompanied by minimum or zero coordination or mediation between them.

This result is highly significant as it seems obvious that this absence of internal collaboration must be resolved before starting to coordinate with third parties. It is also an essential topic as success or failure of public policies hangs increasingly on their instrumentation model, with interaction media taking on increasing importance.

However, in certain cases we can see a unit or Department acting as an “umbrella” or “coordinator”, preferably tackling European or international relations.

Inadequate knowledge of the Lisbon Strategy and a spread of skills among barely coordinated agents profile a complex base reality which throws up obstacles to effective action. In short, clear needs for improvement are detected in the ALIS’ own internal coordination.

e) Intervention capacity and priority action areas and topics for intermediate local administrations

This analysis has centred on the ALIS’ skills and intervention capacity in the following areas: Education and training, RTD+innovation, Information Society and Information and Communication Technologies and Entrepreneurial Society.

This intervention capacity and skills aspect of the ALIS is qualified, in sweeping terms, as average in the fields of Education and Training, Information Society and Entrepreneurial Society and low in RTD+innovation.

Regarding the importance given to each of the intervention areas to be promoted from the ALIS, there are no significant differences, linking in with intervention capacity and assumed skills.

So the Entrepreneurial Society, Education and training and Information Society areas are awarded high or mid-high importance.

Only the RTD+innovation area is given medium importance. In this respect, this alludes to an optimum dimension for many of the actions which exceed the ALIS’s territorial field, as well as the high cost of the infrastructures associated with research.

These four areas of intervention have been broken down into nineteen priority topics for ALIS action, which are as follows:

A. Education and training

1. Training and primary education
2. Training and secondary education
3. Training and university education
4. Permanent learning and training for adults (life long learning)

B. Business Research, Development and Innovation

5. Support for business innovation (technological, organisational, marketing, others) in SMEs
6. RTD+innovation activities: projects and infrastructures
7. Cooperation networks between companies and training and research centres.
8. Incorporating technicians and researchers into the SMEs
9. Promoting technological and business services to promote innovation

C. Information Society and Information and Communication Technologies (ICT)

10. ICT infrastructures and Telecommunications networks
11. Offer of ICT services and applications for companies
12. Applications and use of ICTs by SMEs
13. Boost in creating new companies with technological base.
14. Offer of ICT services and applications for the population

D. Entrepreneurial society

15. Support in creating new companies (business centres, financing).
16. Support and promotion for entrepreneurs
17. Promotion of entrepreneurial culture in society
18. Support for improving management and organisational capital
19. Support for commercialising and accessing new markets

Once the analysis has been completed, it was seen that the priority or most important topics for promotion from the ALIS are as follows:

Very high Priority/Importance:

- Permanent learning and training for adults (life long learning)
- Support for business innovation in small and medium sized companies.

High Priority/Importance:

- Support to create new companies
- Offer of ICT services and applications for the population

f) Determining factors and obstacles for intermediate local administrations' participation in the European innovation and knowledge society

The determining factors justifying ALIS participation in constructing the European innovation and knowledge society are as follows:

- Knowledge proximity and capacity to respond to needs of businesses, society, people, etc.
- Experience in managing services and programmes (efficiency, equity)
- Interest in improving company competitiveness and employment
- Efficiency in using financial resources
- Capacity for discussion and collaboration with economic and social agents.
- Transverse and integrated vision of the actions as a whole

And, referring to the obstacles which prevent or condition intermediate local administrations' contribution, the following can be mentioned:

- Lack of integral view and strategic plan
- Limited power of influence in regional and national strategies.
- Need for a larger framework than the local environment where local strategies can be fully integrated to guarantee continuity of results.
- Insufficient coordination between the administrations, which prevents common criteria being established.
- Need for corporate projects and awareness raising among supervisors
- Limited skills framework
- Excessive fragmentation of the territory and the project; dispersion of units to be acted on (municipalities)
- Reduced incidence capacity in infrastructures necessary to develop the information society
- Lack of entrepreneurial skills in the Administration itself and insufficient marketing policies.
- Few resources and technical and human means.

These limiting aspects demonstrate the relevancy of this project which constitutes a starting point to precisely tackle improvements in coordination, planning and political awareness raising; managing to align and integrate local initiatives more successfully within the national-regional framework, applying and operating objectives and resources within the framework of a common and shared strategy.

g) Actions and experience for mutual learning.

Acute heterogeneity is observed in actions run by the ALIS in the proposed intervention areas. These tackle a very wide range of foci varying from subsidy programmes for RTD+innovation initiatives, actions to renovate and develop offices and assessing SME set-up, specific training programmes and developing qualifications, etc.

Within this project diversity, we can also mention some initiatives which are directly related to priority topics, permanent learning and training for adults.

In this context, it is considered interesting for shared learning and the creative partnership, to identify and select experiences considered to be particularly relevant in matters relating to co-ordinating agents and/or administrations; sharing and supervising the “way of doing things” as well as key factors associated with their results.

h) Assessment, expectations and proposals on Partenalia

This initiative’s assessment by the ALIS is clearly positive, although on some occasions it is tinged with a fear for its effectiveness, given the distance and degree of the unknown regarding the Lisbon Strategy itself.

Some administrations explicitly highlight the pressing needs to tackle planning intermediate ALIS action in order to respond to the challenge of transferring and contributing to the Lisbon Strategy’s requirements at a local level.

Regarding expectations for Partenalia, meaning the actions which should be carried out from this platform, clear ideas can generally be identified highlighting spheres of common interest:

- Capturing the ends and objectives of the Lisbon Strategy in specific projects.
- Make Partenalia an effective platform to establish collaborations, contacts or joint projects by types of partners
- Inform and raise awareness among local, not just intermediate, administrations on the importance of knowledge and participation in the Lisbon Strategy.
- Establish a battery of reasonable indicators to monitor and evaluate the Strategy locally and the incidence of local policies on it.
- Prepare and anticipate “Lisbon 3”

- Project the work carried out. A large number of the responses allude to the need to organise a meeting or session for diffusion, present conclusions and diffuse the results in the upper spheres (Regions Committee, European Commission).

4. ACTION PROPOSALS FOR INTERMEDIATE LOCAL ADMINISTRATIONS IN THE EUROPEAN INNOVATION AND KNOWLEDGE SOCIETY

The spheres of action which are given below work from the prior analysis, meaning the strengths and weaknesses which were detected, on the preferred topics of interest which were identified and the expectations given regarding Partenalia.

When selecting action proposals, the basic criterion particularly sought out questions which can combine more interests and therefore arouse a greater effort to share, cooperate and make progress collectively.

Among the possible action areas following the diagnosis thread, three types of action can be differentiated.

- Actions to develop for and by the intermediate local administrations within Partenalia, being led from this platform. This means Partenalia as the promoting agent, individually or in collaboration with third parties.
- Actions to be developed by Partenalia relating to other administrations.
- Actions to be developed within the intermediate local administrations themselves both in relation to this administration and with other administrations and agents.

Working from these prior considerations, the proposed action lines are as follows:

a) Strategic observatory for intermediate local administrations

Centred on defining and implementing a methodological and ruling project. On the one hand, the analysis carried out demonstrated the existence of important gaps in information and indicators to measure and make decisions.

It has also demonstrated shared problems regarding communication and coordination deficits between administrations and agents implicated in topics linked to the Lisbon Strategy. In fact, these difficulties are identified as a key obstacle or barrier for making decisive progression towards achieving common goals.

In this respect, the following actions are proposed:

- Panel of indicators to monitor and evaluate the Lisbon Strategy locally: Defining and drawing them up, specifying updating mechanisms.
- Benchmarking best practices in matters relating to coordinating, participating in and operating networks, where reference models are identified to be able to plan an appropriate collective learning project.
- Local Reform Programme: defining the characteristics and content of the Local Reform Programme as an intervention instrument, preferably centred on the fields where the ideal level of intervention is local-intermediate, where this is the most effective.

b) Group for analysis, proposing topics and priority projects

Once the priority work topics have been selected, it is proposed to explore the existence of initiatives carried out or in progress which can be taken as a reference, or a driving force, for other administrations with similar objectives and problems. This analysis would be centred, at least in the initial phase, on the Partenalia members.

The following topics are proposed as being of priority interest for applying a shared work methodology:

- Permanent learning and training for adults (life long learning)
- Support for business innovation in small and medium sized companies.
- Support to create new companies
- Offer of ICT services and applications for the population

c) Information, diffusion and awareness raising actions

On the one hand, a deficit has been detected in matters relating to information and knowledge of the Lisbon Strategy and the Reform Plans within the intermediate administrations themselves.

On the other hand, concern has been shown for the “visualisation” deficit of the intermediate administrations in the Regions Committee and in the European Commission. The local vision must be incorporated into the Lisbon Strategy.

In order to make progress in terms of correcting these problems, information and dissemination actions are proposed on four levels:

- In the intermediate administrations themselves
- Regarding the local level, establishing objectives in matters relating to information and awareness raising among local administrations, promoting leadership in the intermediate administrations in connection with the local Lisbon Strategy.
- Regarding the regional level
- Regarding the superior European authorities, led by Partenalia This will include planning sessions, seminars and presentation meetings.

A first awareness raising instrument would work from adapting this document.

d) Towards a local reform programme:

In short, it is a matter of working towards specifying a Local Reform Programme aiming to:

- Promote the creation of a Group on the Lisbon Strategy in each intermediate administration and drawing up a Strategic Reference Framework on the Lisbon Strategy and the intermediate local administration's contribution to the innovation and knowledge society.
- Incorporate and boost participation of local (partnership), institutional and private agents present in the territory (town councils, Universities, business entities, etc.) in drawing up a Local Reform Programme.

Finally, it is considered that the set of actions proposed would also require political leadership, from the highest level of the intermediate local administrations participating.

**Annex 1. AREAS AND ASPECTS OF MAJOR INTEREST****A.1. INTERVENTION CAPACITY**

	INTERVENTION CAPACITY			
	Education & training	R+D+i	Information society & Communication & Information technologies	Entrepreneurial society
Almería	4	1	4	3
Badajoz	4	2	3	3
Barcelona	4	2	3	4
Bruselas	1	2	2	2
Cádiz	4	3	3	5
Castellón	4	2	4	2
Gard	3	3	4	1
Gelderland (Doetinchem)	3	2	3	2
Gipuzkoa	3	3	4	4
Ourense	3	2	3	3
Sevilla	2	1	4	3
Torino	4	3	4	4
Val de Marne	3	1	1	4
AVERAGE	3,1	2,0	3,1	3,1

1. *No intervention capacity*
2. *Low intervention capacity*
3. *Average intervention capacity*
4. *High intervention capacity*
5. *Very high intervention capacity*



A.2. AREAS OF MAJOR INTEREST

	IMPORTANCE / PRIORITY			
	Education & training	R+D+i	Information society & Communication & Information technologies	Entrepreneurial society
Almería	5	3	4	5
Badajoz	5	4	4	5
Barcelona	5	4	4	4
Bruselas	1	4	4	4
Cádiz	5	4	4	5
Castellón	3	3	3	-
Gard	5	4	4	4
Gelderland (Doetinchem)	2	2	3	2
Gipuzkoa	5	4	3	4
Ourense	3	3	5	4
Sevilla	1	1	5	5
Torino	3	4	3	4
Val de Marne	5	1	1	4
AVERAGE	3,5	2,9	3,5	4,2

1. *Very low importance/priority*
2. *Low importance/priority*
3. *Medium importance/priority*
4. *High importance/priority*
5. *Very high importance/priority*

A.3. ASPECTS OF MAJOR INTEREST

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Almería				x		x	x			x				x	x				x
Badajoz				x	x	x				x				x	x		x		
Barcelona	x			x	x		x						x	x	x	x			
Bruselas					x				x		x			x	x		x		
Cádiz				x	x		x					x		x	x		x		
Gard		x		x	x		x												
Gelderland (Doetinchem)	x	x		x	x				x		x								x
Gipuzkoa				x	x							x	x			x	x		
Ourense				x			x		x	x				x	x	x	x		
Sevilla				x	x				x		x			x	x				x
Torino		x	x		x			x		x					x			x	
Val de Marne			x	x	x	x									x	x	x		
TOTAL	2	3	2	10	10	3	5	1	4	4	3	2	2	7	9	4	6	1	3

1. Training and primary education
2. Training and secondary education
3. Training and university education
4. Permanent learning and training for adults (life long learning)
5. Support for business innovation (technological, organisational, marketing, others) in SMEs
6. RTD+innovation activities: projects and infrastructures
7. Cooperation networks between companies and training and research centres.
8. Incorporating technicians and researchers into the SMEs
9. Promoting technological and business services to promote innovation

10. ICT infrastructures and Telecommunications networks
11. Offer of ICT services and applications for companies
12. Applications and use of ICTs by SMEs
13. Boost in creating new companies with technological base.
14. Offer of ICT services and applications for the population
15. Support in creating new companies (business centres, financing).
16. Support and promotion for entrepreneurs
17. Promotion of entrepreneurial culture in society
18. Support for improving management and organisational capital
19. Support for commercialising and accessing new markets

Annex 2. ADMINISTRATION MEMBERS OF PARTENALIA

The Partenalia network is integrated by twenty six European intermediate local administrations:

- Associação Municípios do Distrito de Setúbal
- Conseil Général des Bouches-du-Rhône
- Conseil Général du Département du Nord
- Conseil Général du Gard
- Conseil Général de la Seine-Saint-Denis
- Conseil Général du Var
- Conseil Général du Val de Marne
- Diputación de Alicante
- Diputación de Almería
- Diputación de Badajoz
- Diputació de Barcelona
- Diputación de Cáceres
- Diputación de Cádiz
- Diputación de Castellón
- Diputación Foral de Gipuzkoa
- Diputación de Sevilla
- Provincia di Catania
- Provincie de Hainaut
- Provincia di Modena
- Provincia di Novara
- Provincie Gelderland
- Diputación de Ourense
- Provincia di Roma
- Provincia di Torino
- Région Bruxelles-Capitale
- Västerbottens Läns Landsting