



# Peer learning of innovation agencies

Horizon 2020 call Innosup-5-2014/2015



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# Why peer learning for innovation agencies?



- To deliver better innovation support to SMEs
- INNO-Partnering Forum (IPF 2009-2012) to develop and test new methods of peer learning among innovation agencies:
  - Peer review (including with international peers)
  - Twinning (transfer of practices)
  - Quality management in innovation agencies



# INNO-Partnering Forum



## Conclusion:

- *"Learning instrument have to be demanded and be available when 'windows of opportunity' are open"*
- Standardisation of methods for fast replication – available for all outside a 'project'



# How to support peer-learning of innovation agencies?



- to support collaboration between Innovation Agencies following two methodologies:
  - **Twinning advanced (50,000€)**
  - **EFQM (European Foundation for Quality Management)-Framework for innovation agencies (15,000€)**
- Exploratory approach: peer learning supported through lump-sums





# Who is eligible?



Any entity that is **designing or delivering** innovation support programmes to SME can participate in peer learning for innovation agency, i.e.:

*Innovation agencies, ministries, 'programme offices', 'ESIF managing authorities, incubators, technology parks, knowledge transfer offices....*

➔ a prove should be provided that applicants are entrusted by relevant authorities at national, regional or local level to design and/or deliver SME innovation support programmes, i.e:

*Excerpt from a mission statement... letter from the public authority*



# Timeline & budget



**Open call with 5 cut-off dates:**

14/11/2014

12/02/2015

14/05/2015

14/07/2015

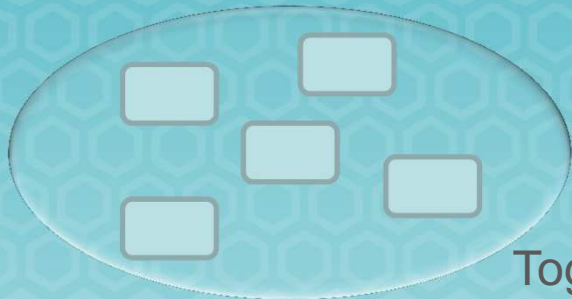
14/10/2015

- 5-7 projects to be financed at cut-off date
- Lump-sums of EUR 50.000 or EUR 15.000 covering 100% of the costs of the projects
- Total budget available 2014-2015: EUR 1,42 million

# Twinning advanced (T+)



An area of challenge in **SME support** that is shared among several agencies having experience in addressing similar challenges



A group of agencies is interested in addressing the challenge(s) together as peers based on their respective experience base



Together the agencies develop a **Design Options Paper** based on a mutual design work and some optional pilot exercises. The DOP outlines and details how better practices could be developed.



**Joint or individual design of new and better practices based on the DOP**





# Twinning advanced (T+)



- At least 3 innovation agencies find each other and identify the shared **challenge in SME innovation support** (→ Cordis partnering group or other means)
- They jointly apply describing the challenge and how they intend to work on the DOP ('Project's work package')
- Only deliverable : '**The design options paper**'  
(Which should be made public)





# T+ What 'challenges' (topics) would be supported?



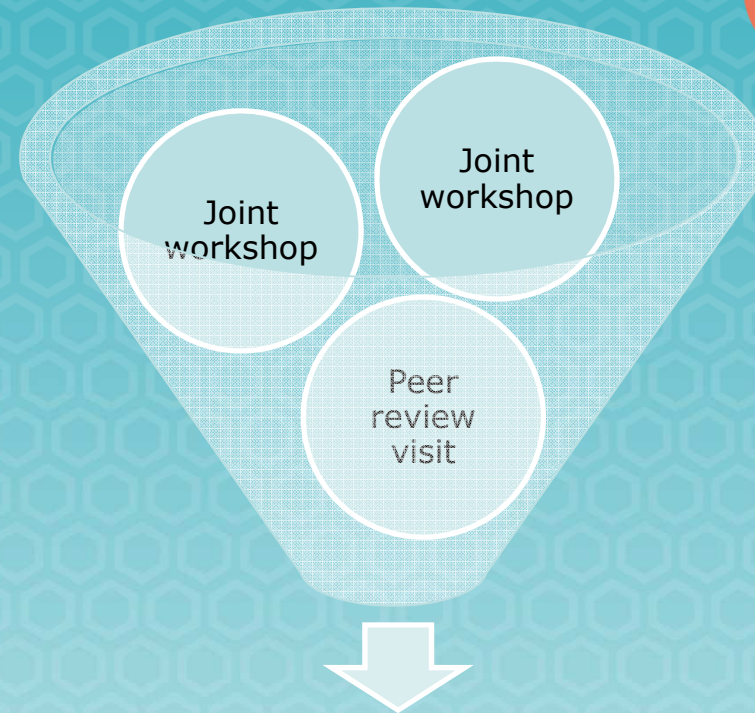
- Anything related to the **design and delivery** of innovation support to SMEs
  - 'designing special support for specific needs (What to support? Which delivery mechanism [grant, loan, services, tax credits etc])'
  - 'increasing efficiency of delivery mechanisms (How to do it better? [better use of IT tools, specific marketing, identifying the right candidates, evaluating proposals])'
- Preference for topics that are new, prevailing and have a clear focus
- Weak topics are those for which reference material is abundant



# T+ Working on the Design Options Paper



The (short) workprogramme – part of the proposal – describes in which way the DOP is developed. → Convince us that you do it right!!



Design Option Paper



# EFQM framework for Innovation Agencies – how it can be used?



- A structure to **define and implement** a consistent **quality management strategy**
- A tool for **self-assessment**, by measuring how the organisation is performing, and helping to **understand the gaps** towards excellence in managing the implementation of strategy.
- As a tool for **external assessment**, e.g., for a group of agencies willing to start a joint learning and benchmarking process based on reciprocal assessments

In particular, the Framework is intended to help the agencies to **get started with an assessment** process that can be continued for a number of years and to **identify** and share good practices with peers.





# Do we need another management system?

Different QM systems and processes: ISO, Lean, Six Sigma, TQM, Balance scorecards, satisfaction survey...

- EFQM Model integrates all initiatives, providing a holistic approach to business excellence
- It helps to better understand, implement and communicate your vision
- It helps to identify current strengths, areas for improvement and actions driving your results
- Is pragmatic and practical: developed with & for organisations
- Is NOT prescriptive: you choose what is relevant for you



# Model: EFQM Quality Assessment project



- **A 2-day workshop with management staff of the assessed agency**
  - Facilitation by an EFQM lead assessor with use of simple assessment tools
  - Creation of a self-assessment report following a specific methodology
- **A 1.5 day training with 2 peer assessors from other agencies**
  - Familiarising with assessment techniques and the case of the assessed agency (self-assessment report)
- **Assessment of the innovation agency**
  - [Committed to Excellence assessment](#) performed by the 2 peer assessors with the supervision of the EFQM lead assessor
- **Good practices gathering using the RADAR methodology**



# 2 methodologies offered 1 methodology per proposal

<b>Twinning advanced</b>	<b>EFQM Framework</b>
Lump sum EUR 50.000	Lump sum EUR 15.000
Deliverable: jointly drafted 'Design Options Paper'	Deliverable: Self-assessment report and recommendations from External assessment



# Lump sums



- Proposal stage : **No** detailed costs declarations
- End of project: **No** invoices, **No** timesheets required. Budget execution evaluated based on the delivery of the final deliverable.
- If Audit: **Yes** invoices required! Standard accounting rules apply

## 3 - Budget for the proposal

Applying for:

- Proposal for "Twinning advanced" scheme
- Proposal for "EFQM - Quality management in innovation agencies"

	Estimated eligible* costs (per budget category)		EU contribution		
	Direct and indirect costs of the action	Total costs	Reimbursement rate %	Maximum EU contribution	Maximum grant amount
Form of costs	Lump sum				
Consortium/Beneficiary	50.000	50.000	100	50.000	50.000



# Submission



- 5 cut-offs
- On-line submission via participant portal
- Short 10 pages proposal template
- **One innovation agency can participate in several projects**
- **More than 2 participating agencies per proposal.**
  - ➔ It makes a much more convincing proposal at European level to demonstrate European value-added with a group of peer innovation agencies from other countries.
- **International partners admitted for funding:**
  - Automatically: developing countries
  - All other countries: Exceptionally if their participation is deemed essential for carrying out the project (BRICs etc..)

[http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/hi/3cpart/h2020-hi-3cpart\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/3cpart/h2020-hi-3cpart_en.pdf)

# Evaluation



- Remote evaluation
- Criteria: Excellence, Impact, Implementation
- Same weights for evaluation criteria, threshold per criteria 3/5, overall threshold 10/15
- No negotiation of Grant Agreement - Consequence for evaluation:
  - The proposal is evaluated as submitted
  - You receive feedback but no recommendations
  - **Any proposal with scores above the thresholds and for which there is sufficient budget will be selected as submitted**







# Evaluation: EXCELLENCE



Excellence of your concept and approach

- Clarity and pertinence of the objectives;
- Credibility of the proposed approach;
- Soundness of the concept;
- Extent that proposed work is ambitious



# Evaluation: IMPACT



- Impact on the agencies' community through the development, dissemination and use of project results,
- Impact on SMEs
- Contribution to expected impacts from the Work Programme:
  - Increase in number of innovation agencies engaged in peer learning and adopting the results of peer learning
  - A broad range of new topics and approaches in support to SMEs
  - Wider use of quality management enhancing service and customer satisfaction
- Measures to achieve impact:
  - Effectiveness of dissemination and communication activities



# Evaluation: IMPLEMENTATION



Implementation: Potential to achieve the envisaged deliverable

- Coherence and effectiveness of **the work plan**, including appropriateness of the allocation of tasks and resources
- Complementarity of the participants within the consortium
- Appropriateness of the management structures and procedures, including risk management

Convince evaluators that you will make it!!





# Granting



- No negotiation
- Max 3 months after evaluation results
- **Pre-financing:** An advance payment of 50% of the lump sum can be requested (45%+5% retained by the guarantee fund)
- **Is sub-contracting possible?**
  - **Yes, but it is not possible to subcontract 'core elements':**
    - **Not:** employing a consultant to draft the DOP based on interviews with experts (lack of peer-learning aspect)
    - **Yes:** Employing a professional moderator to animate the peer learning among the participants, taking minutes, summarising the event



# Partner search

**Dedicated CORDIS group:**

**<https://cordis.europa.eu/partners/group/peer-learning-for-innovation-agencies>**

- Blog with latest news
- Partner search
- Depository of documents



## More information at:



- EASME website  
[http://ec.europa.eu/easme/innovation-agencies\\_en.htm](http://ec.europa.eu/easme/innovation-agencies_en.htm)
- [Participant portal](#)

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