



PRO INNO EUROPE

INNO LEARNING PLATFORM

**Good practice Identification -
Advice for transferability
Innovation of Public - Private
Partnerships
Canada - California Strategic
Innovation Partnership (CCSIP)**

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1. CHAPTER I: Good practice identification

1.1. General Introduction and Overview of the Policy Practice

Born in 2006, the **Canada-California Strategic Innovation Partnership (CCSIP)** is a catalyst for collaborative Research, Development and Delivery (RD&D) between two innovation-intensive jurisdictions:

- California: one of the most dynamic innovation engines on earth
- and
- Canada: a leading country in university research intensity.

Drawing on an entrepreneurial and informal process of cooperation, CCSIP is a bilateral collaboration initiative that aims to capitalize on the complementary strengths of Canada and California, and to build on a well-established trade relationship.

The CCSIP was born with the idea of:

- Stimulating the development of new models of bilateral collaboration;
- Launching of revolutionary research, development and delivery projects that promise to provide economic and social benefits to citizens in both jurisdictions;
- Bringing together brilliant minds and innovation resources from California and Canada;
- Facilitating leadership and action on key global sustainability challenges facing our planet today.

This strategic bi-lateral initiative aims to stimulate novel and creative approaches to R&D collaboration between Canada and California. This includes the development of new models of cooperation between scientists at Canada's research intensive universities, the University of California, and potentially, other universities across the state. Inherent to the concept are three interrelated factors that contribute to the opportunity for, and value of, new approaches.

These factors include:

- a) Complementary capability, infrastructure and expertise that create an ideal platform for cooperation;
- b) CCSIP areas of focus that emphasize new and multidisciplinary approaches to research planning, including sustainable biofuels, green IT, nanotechnology, broadband applications ; the interdisciplinary nature of these research areas reinforces the opportunity and, indeed, the *imperative* for creative approaches and enhanced models of collaboration; and
- c) Delivery to market: In areas such as stem cells, infectious diseases and carbon capture and sequestration, the dynamics for technology commercialization are different from that of other technology areas.

The involvement of industry (as technology "end users and innovators") at the outset of this process can help to improve the economic benefits downstream, without sacrificing the quality inherent in curiosity-driven research.

1.2. Rationale and Objectives of the Policy Practice

1.2.1. Rationale

Over the past 15-20 years, governments in Canada have taken new approaches to the support of R&D across the country and this has been a factor in the major rise in the budget for funding scientific research. Programs/investments such as the Network of Centres of Excellence, Genome Canada, the Canadian Institutes for Health Research, the Canada Foundation for Innovation, Sustainable Development Technology Canada and many more across the federal system and even the provincial government landscape. This level of attention, investment and creativity must be sustained as the pace of scientific discovery and innovation continues unabated. An area that is not yet properly addressed is that of international collaborative research and the need for Canada to build strong and durable partnerships. Obviously the development of such partnerships with the world leading U.S. research community is paramount for Canada; the imperative to do so is becoming even more pronounced in the years ahead as the Obama administration is poised to make significant additions to the already massive investments in the American scientific effort. The CCSIP initiative is one attempt to 'strategic design' new U.S.-Canada research cooperation programs, beginning with California, and basing this design on a peer review of the scientific community's ideas, concepts and approaches.

1.2.2. Objectives

Since 2006, the objective of the CCSIP was and still is the creation of a project able to influence innovation policy, create new products and services, open new trade doors, and shape future models of bilateral RD&D collaboration by:

- Bringing together research and development leaders, with other academic, industry, government and investment decision-makers from California and Canada;
- Creating 'think tanks' for these experts to brainstorm, propose ideas, hatch new projects and initiate the development of project teams and plans;
- Fostering an entrepreneurial culture for teams, and inspiring a market-driven mindset, environment and approach to collaboration;
- Setting teams up for success by providing guidance on project plans, identifying funding opportunities, and increasing visibility with prospective investors.

The specific goals of the CCSIP projects aim to:

- Increase research capacity, and access new expertise; resources and sources of investment in Canada and California;
- Manage existing deficits in research programs by collaborating with partners who can bridge the gap and provide the capability or resources required to achieve goals;
- Help to break down the barriers between academia and industry by participating in partnerships that facilitate a greater understanding of each other; new collaborative approaches and mutually-beneficial outcomes;
- Gain greater leverage from research investments and infrastructure; strengthen individual and collective research capabilities; and develop, attract and retain precious research talent;
- Create cost-effective, extended R&D teams to undertake high-risk, high-reward projects that might otherwise not be possible;
- Identify and train and accelerate the productivity of prospective employees;
- Leverage multinational partners with headquarters or R&D presence in Canada or California to facilitate entry into new markets;
- Support the development of highly qualified personnel required by companies on both sides of the border;
- Take action on global sustainability challenges that no one organization, state or nation can solve in isolation;

- Fund projects that promise to deliver high return;
- Source prospective deal flow, specifically new opportunities for technology transfer, licensing and commercialization;
- Give lift to new RD&D projects that aim to facilitate knowledge exchange and the development of highly qualified personnel; technology transfer and commercialization; and economic development and trade opportunities
- Demonstrate leadership by establishing a new bilateral model that could be emulated by others;
- Create the opportunity to learn and benefit from each other, while providing:
 - o Canadians the opportunity to benefit from the entrepreneurial approach and extreme innovation that differentiates California;
 - o Californians the potential to learn from Canada's innovation policy leadership, including development of collaborative networking models, organization of resources and strategic investments;
- Enable the development, attraction and retention of top RD&D talent, helping to create a foundation for sustainable innovation, and support the continued development of a knowledge-based economy;
- Facilitate high-level, institutional collaborations (such as those between the University of California and Canadian universities) that might not otherwise occur

This top down approach augments the grassroots partnerships that develop naturally between individual researchers or teams, helping to create a broader, and more integrated network or ecosystem of innovation between California and Canada.

1.3. Origin of the Concept of the Policy Practice

1.3.1. Origin of the Practice

The Canada-California Strategic Innovation Partnership (CCSIP) was founded in 2006 on a powerful vision and a strong business case. CCSIP originated with a visit of the Canada National Science Advisor, Dr. Arthur Carty, to California, in February 2005, organized by Alain Dudoit, Consul-General in Los Angeles. Dr. Robert Dynes, President of the University of California, offered to help establish a new type of partnership based on 'Research, Development and Delivery' (RD&D). During the discussion, the idea arose of holding an Innovation Summit between Canadian research-intensive universities and their Californian counterparts, which would include participation of technology oriented business organizations, venture capitalists and Government representatives. A Bilateral Steering Committee was formed to prepare an agenda for this Summit, centered on the possible establishment of a Canada-California Strategic Innovation Partnership.

The Bilateral Steering Committee met in late September 2005 in Los Angeles and examined some of the factors which would be crucial to such an initiative. These included:

- The scope and range of the respective university research networks,
- Recent strategic research and innovation initiatives in each jurisdiction, and
- Future directions of mutual interest for such a strategic innovation partnership.

From these considerations, a proposed framework and objectives for the Canadian and Californian attendees of the first Summit meeting emerged. Subsequently, Summits were held in Los Angeles in February 2006 and in Vancouver in July 2006. In December 2006, President Dynes visited Ottawa to meet senior government officials, and in March 2007 Canadians visited Sacramento to discuss the partnership, and Canada-California collaboration, more broadly.

1.3.2. Preceding Practices on which the Program builds

The policy did not generate by preceding practices but it initiated as an original idea born by driven people committed to bring together the Canadian and Californian excellence among academic, private, financial and public sector organizations in shared areas of priority with the aim of enhancing the global competitiveness of the two jurisdictions in research, development and the delivery of innovation to the marketplace.

1.4. Main Design Features of the Policy Practice

1.4.1. Targeted beneficiaries

Since 2006, CCSIP is offering a compelling value proposition for:

- *University-based researchers and leaders*
- *Developers and industry leaders*
- *Decision-makers*
- *Investors*
- *The Canada-California Innovation Community*

CCSIP objectives directly support the policy agendas established by the Governments of California and Canada. The CCSIP Steering Committee champions the following priorities and specific RD&D project areas:

Table 1 - CCSIP Thematic Priorities

Thematic Priorities	Specific RD&D Project Areas
<ul style="list-style-type: none"> • Stem Cells and Regenerative Medicine • Information and Communications Technologies • Advanced Transportation and Energy • Nanotechnology • Infectious Diseases • Venture Capital & Intellectual Property • Development of Highly Qualified Personnel 	<ul style="list-style-type: none"> • Cancer Stem Cells; • Broadband Internet Connectivity and Applications; • Sustainable Energy (including Biofuels); • Micro-Macro Interfaces; • Global Health; • Cross-border Flows; • Knowledge Exchange; • Training; Research Excellence

1.4.2. Criteria for Participation

There is no specific selection criteria required to participate to the Canada-California Strategic Innovation Partnership. Any research and development leaders, member of the academia, industry, government and investment decision-makers from California and Canada can be involved in the Program.

1.4.3. Policy Funding

The policy is not formally funded and there is not an allocated budget that covers the activity initiated and managed by CCSIP.

CCSIP is differentiated by an entrepreneurial and informal process of cooperation that is driven by the passionate *Steering Committee* members who champion this initiative.

The Steering Committee is formed by Canadian and Californian members of Universities, Institutions, and private companies (University of British Columbia, National Sciences and Engineering Research Council of Canada, McGill University, University of California, Davis and Los Angeles) and International Science and Technology Partnerships Canada Inc., are some of the involved partners of the initiative.

The member of the partnership are all involved and provide financial support to the Program's specific activities by nominal funding (the universities participate allocating part of their grants while private companies take part to the initiative not through a direct cash contribution but by providing and making available specific expertise that help to develop and make possible the activities initiated within the program. A thorough description of the budget can be found in paragraph 1.5.

1.4.4. Supported Activities and Validation of Activities

Since 2006, a number of interesting and fruitful activities have been initiated within the CCSIP Program. The activities can be grouped in "Summits and Workshop" and "Canada-California Strategic Innovation Partnership Call for Proposals"

1. Summits and workshops

- 1st Summit - UCLA, Los Angeles, California (January 12, 2006). The Opening Plenary of the Summit was designed to set the stage for subsequent breakout session discussions by tabling perspectives from Canada and California on "Possible Models of Canada-California Strategic Innovation Partnerships"
- 2nd Summit - University of British Columbia, Vancouver, British Columbia, Canada (June 11-12, 2006). The General Sessions focused on the following thematic areas:
 - stem cells & regenerative medicines;
 - ICT/broadband internet connectivity;
 - advanced transportation & energy;
 - nanotechnology
 - infectious diseases
 - highly qualified human resources
- Emerging Energy Technologies 2008, UC Santa Barbara, February 8-9, 2008
- Canada-California Infectious Diseases Collaboration Workshop, Los Angeles, March 2, 2008
- Canada-California Collaboration Workshop in Quantum Computing (C2CWiQC), Los Angeles, March 31, 2008
- UC System-Wide Technology Transfer Forum on Clean Technology, Hyatt Regency San Francisco Airport, Burlingame, CA, April 3, 2008
- Third Summit of the Canada-California Strategic Innovation Partnership, Montreal, Quebec, Canada, October 27, 2008. The sessions focused on the following six keys sectors:
 - Carbon Capture and Sequestration (CCS)
 - Green IT
 - Infectious Diseases
 - Next Generation Digital Media
 - Sustainable BioFuels
 - Cross-border Intellectual Property

2. “Canada-California Strategic Innovation Partnership Call for Proposals”

When CCSIP was established in January 2006, the Steering Committee discussed key challenges and opportunities shared by Canada and California. Drawing on the insights, knowledge and experience of those experts around the table and the broader innovation community, committee members identified six broad priorities, helping to bring initial focus to the partnership. These include: Stem Cells and Regenerative Medicine; Information and Communications Technologies; Advanced Transportation and Energy; Nanotechnology; Infectious Diseases; Venture Capital and Intellectual Property; and the Development of Highly Qualified Personnel. CCSIP thematic priorities are expected to evolve as the needs, opportunities and challenges facing Canada and California change over time.

In December 2008 the CCSIP Steering Committee, together with the University of California, participating Canadian universities and the International Science and Technology Partnership Canada Inc. (ISTPCanada), has launched the “*First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California*”.

Via a call for proposals (CFP), applications from Canada-California research teams for the support of bi-lateral workshops/round table meetings that focus on the proposition for, and evaluation of, new collaborative structures. The CFP also invites applications for the development of detailed ‘business plans’ for new approaches where a concept is already sufficiently advanced. Participation of several campuses in each jurisdiction, as well as industry, is clearly encouraged and will be a factor in the selection of the awards. These organizations are allocating US\$2 million to this CFP to stimulate novel ideas, and catalyze the development of innovative multi-campus and multi-disciplinary research and educational collaborations between the two jurisdictions. The University of California has allocated \$1 million to the CFP and 23 Canadian universities have committed \$60,000 each to support proposals from their researchers. ISTPCanada aims to add additional funds to this commitment.

CFP Management

The call will be jointly managed by the University of California Office of the President (UCOP) and International Science and Technology Partnerships Canada (ISTPCanada).

Bilateral teams are encouraged to put forward short proposals for collaborative initiatives that address key priorities shared by California and Canada, capitalize on the complementary strengths of both jurisdictions and emphasize delivery to the market place. Financial support is available for the:

- **Conduct of focused round tables, workshops and/or symposia** that lead to novel methods or approaches of research collaboration. These proposals should request \$15,000 to \$50,000 in total funding.
- **Development and delivery of a detailed R&D business plans** for early-stage bilateral initiatives that help to propel the concept to the next stage of development. These proposals should request about \$100,000 in total funding.

Eligibility criteria: Each proposal must include a Principal Investigator (PI) from a *participating* Canadian university and a PI from the University of California system. The PIs must provide letters of support from their co-applicants’ Vice President, Research or a similar authority, that confirms the availability of funds required to support their share of the proposed budget (either directly from the collaborating university, company or other organization, or an alternate sponsor).

In Canada: The Vice President, Research of the participating Canadian university of the PI in question must approve a proposal before it is submitted to this CFP. Proposals may include co-applicants from *non-participating* Canadian universities, however, they must have explicit support from their Vice President, Research to contribute to the proposal, and secure appropriate funding from their university or an alternate sponsor to cover their associated expenses.

In California: Researchers, faculty members and technical staff with Principal Investigator (PI) status with the University of California (any campus) are eligible to apply to this CFP.

Co-applicants: Proposals may include co-applicants from government institutes and laboratories, crown corporations, affiliated research hospitals, research centers, associations and companies.

The complete proposals will be assessed and selected on the basis of highest quality, and the degree to which the following criteria are clearly and definitively addressed. All complete proposals should:

- Demonstrate the value of bilateral collaboration over a unilateral approach, including the benefits to both Canada and California
- Describe the novelty and quality of the proposed initiative
- Articulate the downstream potential for technology transfer or delivery to market for example:
 - yield concrete outcomes such as the development of highly qualified people or other commercially-oriented outputs
 - Demonstrate the capacity of the project team to manage and conduct the proposed initiative
 - Present a high-level plan that outlines key milestones, financial and human resources

Proposal Evaluation: To ensure the effective delivery of the Call and reinforce the principles of the partnership, University of California Office of the President (UCOP) and International Science and Technology Partnerships Canada (ISTPCanada) will create a bilateral Canada-California Adjudication Panel that will review and evaluate applications.

This Panel will assess all applications and generate a list of bilateral initiatives recommended for funding by the CCSIP Steering Committee.

The Canada-California Adjudication Panel will include:

- CCSIP Steering Committee members from the University of California and additional faculty members and experts identified by the Office of the Vice President, Research & Graduate Studies, at the University of California Office of the President.
- Third-party experts identified by ISTPCanada; these individuals are recommended to ISTPCanada by esteemed leaders from Canada's granting councils, government research institutes and companies across all sectors of the economy. All proposals recommended for funding will be forwarded to the ISTPCanada Board of Directors. The Board will review and approve those proposals recommended for funding by the Canada-California Adjudication Panel. Once the Canada-California Adjudication Panel has generated a list of proposals recommended for funding, all successful applications will be provided to the CCSIP Steering Committee for final review and approval of recommended funding allocations.

Co-funding: Principal Investigators (PIs) must come from a *participating* university. To participate in this CFP, Canadian universities are required to commit CDN\$60,000 to support successful proposals from their university. Should researchers from the university be part of an approved proposal under this CFP, the CCSIP program will draw on the CDN\$60,000 set aside by the university to support such initiatives. Following the CFP evaluation and selection process, ISTPCanada will provide participating universities and other organizations with a list of the academics from their institution on approved applications, and the associated 'price tag' with the proposed initiatives. This 'price tag' will reflect the degree of involvement and the associated costs of their participation in the proposal. These costs will be deducted from the university-approved budget submitted in the application.

Potential significance of the CFP: The Steering Committee expects that the CFP process will lead to the conduct of 8-12 round tables and/or the preparation of detailed business plans for collaborative R&D between Canada and California. These will have substantial strategic value for the following reasons

- First, they will, collectively, provide a level of granularity to the building of S&T relations that has no precedence in the design of national or bi-lateral programs...hence the 'strategic design' metaphor;
- Second, they will have been conceived by the scientific, technical and business 'experts' in the domains that are covered and screened through a bi-lateral peer review approach. It is also unprecedented to have publicly supported programs conceived in this way; and
- Most importantly, a successful roll out of the CCSIP CFP could become a template for defining the overall Canada U.S. S&T cooperation platform for the coming decade, as the obvious second/third step will be to apply this approach with other key research regions of the U.S.

As noted in the introduction, the Obama administration is expected to make significant investments in the U.S. R&D capacity and a CCSIP approach is an ideal way for Canada to connect.

1.5. Implementation and Operation of the Policy Practice

1.5.1. Budget

As briefly discussed in paragraph 1.4.3, the CCSIP is not formally funded and there is not an allocated budget that covers the activity initiated and managed by CCSIP. Members of the Steering Committee (Universities, private companies, Organizations), individually contribute to the activities providing financial support through grants or by allocating specialized personnel employed in all the activities offered by the Program.

Participants to summits and workshops volunteer their time and self-sustain the expenses (travel etc) and it is their contribution, together with the effort of the Canadian and Californian universities/private companies/organizations that makes this valuable program possible while there is not defined budget for summits and workshop organization.

Foreign Affairs and International Trade Canada (DFAIT) funds the expenses related to the Communication aspects of the Program, and employs two full-time specialists operating in the Program.

The budget for the *"First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California"* exceeded the expectations. The initial goal was in fact, a fundraising campaign of US\$2 million: US\$1 million to be contributed by the University of California and US\$1 million to be contributed by Canadian universities. Each Canadian University was required to commit CDN \$60,000 to support successful proposals from their university. 23 Canadian universities agreed on participating to the initiative.

1.6. Evaluation and Assessment of the Policy Practice

1.6.1. Evaluation of the Policy Practice

Since its beginning in 2006, the CCSIP Program has not been formally evaluated by an external committee. The Program is still very young, and given its unconventional structure- the passionate members of CCSIP's Steering Committee are responsible for decision making; for organizing and realizing the activities; there is not a formal budget- an evaluation committee is something that has not been appointed yet. However, the Canada Foundation for Innovation (CFI), the independent corporation created by the Government of Canada to fund research infrastructure, strengthen the capacity of Canadian universities, colleges, research hospitals, and non-profit research institutions, will probably in a year, be watching the results derived by the Call for Proposal, which is one of the most relevant activities organized by CCSIP. As reported in the CFI website, the CFI will also work with other funding organizations to explore the merits of infrastructure support for the Canada-California Strategic Innovation Partnership Initiative.

1.6.2. Results and Impact of the Practice

Among the activities organized within the program and listed in paragraph 1.4.4, three will be described for the outstanding outcomes and their impact on shaping future models of bilateral RD&D collaboration between Canada and California in the public-private sector.

i. 1st Summit - UCLA, Los Angeles, California (January 12, 2006).

Canada and California Join Forces to Gain a Better Understanding of the Role Cancer Stem Cells Play in the Development of the Disease

In January 2006, the Stem Cell and Regenerative Medicine Working Group convened at the first Summit of the Canada-California Strategic Innovation Partnership and committed to pursue a single, powerful objective: to identify and eliminate the root cause of cancer. Building on the initial ideas proposed by this group, Canadian stakeholders founded the Cancer Stem Cell Consortium (CSCC) in 2007. With national and provincial partners such as Genome Canada, the Canada Foundation for Innovation, Canadian Institutes of Health Research, the Stem Cell Network, and the Ontario Institute for Cancer Research, this non-profit corporation was established with the aim to:

- Coordinate an international strategy for cancer stem cell research and translational activities to allow the biomedical community to move quickly and effectively from discoveries to clinical applications
- Establish partnerships among organizations from Canada, California and other jurisdictions to accelerate and synergize research and translation opportunities related to cancer stem cells
- Secure investments from governments, private foundations and the private sector for sustained and stable research funding.

One year following the launch of the Canadian-led Consortium, Arnold Schwarzenegger, Governor of California, and the Honourable Tony Clement, Minister of Health, Government of Canada, announced a landmark partnership between the CSCC and the California Institute for Regenerative Medicine (CIRM), with a pledge of \$100 million from Canada. These organizations goal is to explore collaborative approaches to evaluate, fund and monitor cancer stem cell research projects leading to the discovery, development and delivery of new cancer therapies or diagnostics. It is the first partnership of its kind in the world.

CIRM Disease Team Grants are among the first collaborations under consideration. These grants will provide an opportunity for researchers in California and Canada to collaborate, broadening the potential pool of expertise that can be applied toward research in a specific area. The partnership between Canada's CSCC and CIRM creates new opportunities to conduct ground-breaking research that could transform the detection, diagnosis and treatment of cancer over the next decade.

One of the most powerful instruments to monitor and measure the results of a program is collecting people's opinion regarding activities developed. Below, some quotes by two influential leaders: the Governor of California and Canadian Minister of Health.

"California is committed to being a leader in stem cell research, but no one state or nation should do this alone," said Governor Schwarzenegger. "Entering into collaborations such as this, which bring together leading medical research capabilities, have great potential in improving the lives of not only Californians, but people around the world."

"This is an historic agreement," said the Honourable Tony Clement, Minister of Health, Government of Canada. "Canadian researchers have been at the forefront on stem cell research. Now we are working together across borders, bringing together the best minds from both countries with the goal of learning how to prevent and treat cancer for the benefit of all of our citizens."

ii. 2nd Summit - University of British Columbia, Vancouver, British Columbia, Canada (June 11-12, 2006).

The second Canada-California Strategic Innovation Partnership Summit was attended by over 150 representatives of universities, government departments and the private sector from the two jurisdictions.

The Information and Communications Technology (ICT) working group that assembled at the inaugural Canada-California Strategic Innovation Partnership Summit aimed to exploit ultra-high-speed Internet networks and provide university researchers with a competitive edge by enabling virtual collaboration and online access to some of the best research resources in California and across Canada. Building on the ideas of this CCSIP working group, CANARIE (Canada) and CENIC (Corporation for Education Network Initiatives in California) undertook the linkage of Canada's and California's ultra-high bandwidth research infrastructure. It is a collaborative RD&D project that has broad reach, as the national research network managed by CANARIE serves universities, colleges, schools, government labs, research institutes, hospitals and other organizations across Canada, while CENIC, provides services to all the campuses of the University of California, the University of Southern California, Stanford University, Caltech University, and California State University. Today, this initiative is enabling a variety of new R&D projects in health care and digital media. For example:

- Canada's newest medical school – the Northern Ontario School of Medicine – is using this high-speed connection to deliver a three-dimensional anatomy course to multiple students in different regions, at the same time. The program allows professors, researchers and students in universities across Northern Ontario (Canada) to view and manipulate the most comprehensive collection of high-definition cadaver dissections in the world – stored at Stanford University in California. This innovative program promises to help address the shortage of qualified doctors in this remote Canadian region.
- Researchers at the Montréal Neurological Institute (Québec, Canada) and the University of California are collaborating on the development of a global brain imaging research network. The network will aim to accelerate the detection and diagnosis of brain disorders; reduce the associated costs of treatment; and help to improve quality of life for those who suffer from neurological diseases.

- Researchers at the University of San Diego and Ryerson University (Toronto, Ontario, Canada) are participating in CineGrid, a consortium of global labs that enables filmmakers, visualization specialists and digital media experts to experiment with the production, use and exchange of high-quality digital media content. This promises to help strengthen Canadian and Californian competence in digital cinema production and post-production.

As described by CANARIE, the result of this RD&D collaboration is a 'Canada-California superhighway' for data that provides individual researchers with the dedicated capacity required support enormous streams of data that would typically overwhelm a conventional shared network such as the Internet.

iii. *"First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California"*

In December 2008 the CCSIP Steering Committee, together with the University of California, participating Canadian universities and the International Science and Technology Partnership Canada Inc. (ISTPCanada), has launched the *"First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California"*.

The Call For Proposal addressed to Canada-California research teams for the support of bi-lateral workshops/round table meetings that focus on the proposition for, and evaluation of, new collaborative structures, is also supporting the development of detailed 'business plans' for new research/cooperation approaches.

The organizations allocated over US\$2 million and by the deadline day (February 27th, 2009) 110 letters of intent were received for evaluation. By July 1st 2009 The CCSIP Steering Committee, together with UCOP and ISTPCanada, expect to announce funding for all successful initiatives.

1.7. Role of Policy Involvement or Connections

From the results of our desk and field research, we believe there is no other initiative or policy that could be linked or compared to the one initiated by the CCSIP.

Canada and California share the same vision when addresses common priorities and challenges. The CCSIP program, although does not overlap with any existing initiatives, landed on a solid and promising substratum.

Canada is certainly a country openly sensitive and committed to innovation and research. To name just one among the many organizations that support innovation, since its creation in 1997, the CFI has committed \$3.8 billion in support of 5,585 projects at 128 research institutions in 64 municipalities across Canada.

On the other hand, by nearly any measure, California is the US national leader in innovation. The Golden State has more scientists, engineers and researchers—and spends more on research and development—than any other state. Supported by some of the world's finest universities and research institutions, California is responsible for one in four patents, attracts half of all venture capital and provides 20 percent of all technology jobs in the United States.

Here some data highlighting the complementarities between the two jurisdictions.

Builds on a well-established relationship:

- In 2007 alone, bilateral merchandise trade between Canada and California was valued at \$38 billion, with Canada representing California's second largest trade partner.
- During this same period, over one million Canadians visited California, spending more than \$900 million, while California residents made over 800 thousand visits to Canada, spending more than half a billion dollars across the country.

Capitalizes on complementarities:

- CCSIP leverages some common cultural attributes, from demonstrated commitment to research excellence, to economic and policy development approaches and language; these synergies enable Canadians and Californians to work effectively together.
- It provides a solid foundation for innovators to exploit new ideas, approaches and technologies; accelerate delivery; and create first mover advantage in the market.

Leverages science and technology expertise:

- CCSIP harnesses the power of brilliant minds, research resources and federally-funded laboratories on both sides of the border.
- For example, California is home to over 100 Nobel Laureates, while Canadian researchers are at the forefront of important scientific developments in many fields of inquiry, ranking first in the G-7 in the number of publications produced on a per-capita basis
- It creates the opportunity to tap the expertise of research leaders -as well as those scientists and innovators who participate in their network; to engage in multidisciplinary projects that push the boundaries of science; and to access millions of dollars worth of world-class infrastructure at labs across California and California.

Addresses common priorities and challenges:

- Focuses on public policy priorities, including climate change; environment; and human health
- Mobilizes decision makers at the state, provincial and federal level to collaborate, take action on, and invest in the development of solutions that promise to deliver economic and social benefits to citizens, for example:
 - Stem Cells and Regenerative Medicine: Cancer Stem Cell Research
 - Clean Energy: Carbon Capture and Sequestration

Taken into considerations, all the information reported clearly show how, although the Program is young and does not build on previous initiatives, it is pursuing objectives that are extremely important to both Canada and California, through a common effort directed towards the implementation of policies linked to innovation in the private-public sector.

1.8. Good Practice Features Benchmarked against European practices

According to both the ERAWATCH and the INNO Policy Trend Chart, the Canada-California Strategic Innovation Partnership (CCSIP) belongs to the category Research Policy Priorities,

specifically in the INNO Policy Trend Chart, can be found as 2.2.3: “R&D cooperation (Joint projects, public-private partnerships” with research institutes while in the ERAWATCH as 2.2.3 as “R&D cooperation.”

1.8.1. Comparison between CCSIP and Similar European Policy Practices

It is not easy to find similarities between the CCSIP Program and the existing European Best Practices. Although, in fact it is possible to find common goals and objectives between European and the Canadian-Californian Program, the CCSIP Program is unique for several reasons, the most relevant being:

- the absence of a conventionally structured organization. While in fact most of the European programs belong to Federal Ministries and the managements of the programs is assigned to specific compartments within the member organizations, the CCSIP Program is made possible by the effort and the vision of experts (from academia, institutions, private sector) that came together and volunteer their time and effort guided only by a Steering Committee.
- the absence of a formal budget
- the CCSIP Program does not target a single geographic area, nor two countries but two jurisdictions- Canada and the State of California, that equally share responsibilities and success.

Keeping in mind these assumptions and the objectives of the CCSIP, it will be easier to understand similarities and differences between the CCSIP and the European Best Practices described below:

COMET - Competence Centres for Excellent Technologies- Austria

The COMET program has been launched in 2006 as the follow-up funding measure for the competence centre programs K-plus and K-ind / K-net, which have been among the most influential measures in Austrian science and technology policy since the late 1990ies, with a pronounced positive influence on science-industry relations. The strategic objectives of the COMET program are to develop new expertise by initiating and supporting long-term research cooperation between science and industry in top-level research, and to establish and secure the technological leadership of companies. By advancing and bundling existing strengths and by integrating international research expertise, Austria is to be strengthened as a research location for the long term. According to the program document, these are the main objectives:

- to further strengthen the new culture of cooperation between science and industry in order to achieve joint strategic top-level research;
- to align strategic interests between industry and science, thus enabling joint research expertise, initiating new scientific and technological developments and preparing implementation of results;
- to bundle players in research by using thematic synergies, thereby preparing the institutions involved for international competition;
- to establish a number of centres which achieve international visibility through top level research as well as by integrating researchers and companies of international reputation, thus strengthening Austria as a research location;
- to strengthen human resources by attracting outstanding researchers, supporting the transfer of expertise to industry, and creating attractive career opportunities for research staff to be used in science and industry.

The COMET program funds three different types of projects which differ in their ambition, complexity, ratio of public financing, and duration:

- K2: large centres of competence with a clear ambition for international visibility and excellence
- K1: centres of competence, smaller in scope, duration and ambition compared to K2
- K-Projects: cooperative research projects linking science and several companies; no institutionalization required.

The COMET program is jointly owned and financed by the Federal Ministries of Transport, Innovation and Technology (BMVIT) and of Economics and Labour (BMWA), and it is managed on their behalf by the Austrian Research Promotion Agency (FFG). The Austrian provinces ('Bundesländer') provide additional funding and can participate in the decision making procedures.

Programme for Regional R&D and Innovation: Virkemidler for regional FoU og innovasjon (VRI)-Norway

Born in 2007, VRI's main goal is to promote knowledge development, innovation and value creation through regional cooperation and increased R&D efforts in and for the regions. Regional needs and strengths are to be exploited in a way that secures both regional priorities and national strategies for R&D and innovation.

VRI consists of regional programs which involve several types of actors. Cooperation within a regional VRI program should be dynamic, and it is expected that the cooperation between the actors become increasingly binding. The most central actors in VRI will include the so-called 'regional partnerships' (led by county council districts), R&D institutions which seek to strengthen their regional development role as well as firms and networks of firms with potential for increased value creation through closer cooperation with R&D environments. The state university colleges and regional independent research institutes are expected to assume a dominant role in the regional VRI initiatives. They will need to be adequately represented in the regional steering group, and they will have a major part to play in the implementation of the VRI activities. The strategic research funds under the VRI programme are targeted toward these R&D institutions.

The regional partnership is responsible for heading and coordinating the regional VRI efforts. The application submitted to the Research Council must have the full endorsement of the partnership, and it is up to the partnership to determine which roles the participating R&D institutions will play, including which institution/legal entity will enter into the contract with the Research Council. All R&D institutions throughout the country are eligible to be given tasks within the VRI programme's various activities to promote cooperation. In addition to strategic research activities, the VRI programme also encompasses research on innovation and organisation science, the doctoral degree programme entitled Enterprise Development and Work Organisation Research (EDWOR) and learning arenas.

1.9. Review and Implications of Good Practice Features

The Program although young and challenging, proved to be fruitful and to have potential for future successful activities. Here some of the achievements and lessons that could be applied by other programs with similar objectives. The success of the program was made possible by initiatives aimed to:

- Influence the development of a strategic agenda for enhancing the cooperation between Canada and California in priority areas, such for instance the "Stem Cell" research fields;

- Capitalize on coordinated access to the University of California system and other Canadian universities to identify potential collaborators and funding (for immediate and longer-term initiatives);
- Acquire visibility with, and support from, key decisions makers and investors in the innovation community;
- Engage prospective collaborators, establish new relationships and contribute to a growing community of interest with increasing critical mass; this measure created potential for broader, long term opportunities for CFP participants; and
- Demonstrate leadership in the development of new models of bi-lateral R&D collaboration (with potential to be replicated with other jurisdictions).

1.10. References of the Good Policy – Sources and Contacts

1. <http://ccsip.org/>
2. Phone Interview with Communication Strategist of CCSIP, Ms. Sonya Shorey. 3 March 2009

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2. CHAPTER II: Advice for transferability

2.1 *De-contextualize the good practice*

2.1.1 Context Dependency of the Rationale and Objectives of the Good Practice

Born in 2006, the **Canada-California Strategic Innovation Partnership (CCSIP)** is a catalyst for collaborative Research, Development and Delivery (RD&D) between two innovation-intensive jurisdictions: California and Canada.

The strategic bi-lateral initiative aims to stimulate novel and creative approaches to R&D collaboration between Canada and California, including the development of new models of cooperation between scientists at Canada's research intensive universities, the University of California, and potentially, other universities across the state.

Here a list of reasons for which the rationale and objectives of the CCSIP initiative can be considered highly dependent on the specific context.

- Canada and California share the same vision when addressing common priorities and challenges
- Canada is certainly a country openly sensitive and committed to innovation and research. An excellent example among the many Canadian organizations that support innovation, since its creation in 1997, the CFI has committed \$3.8 billion in support of 5,585 projects at 128 research institutions in 64 municipalities across Canada; California is the undisputed US national leader in innovation. California has more scientists, engineers and researchers—and spends more on research and development—than any other state. Supported by some of the world's finest universities and research institutions, California is responsible for one in four patents, attracts half of all venture capital and provides 20 percent of all technology jobs in the United States.
- California and Canada are complementary and share some common cultural attributes
- California and Canada are bound by well-established relationships. For instance,
 - In 2007 alone, bilateral merchandise trade between Canada and California was valued at \$38 billion, with Canada representing California's second largest trade partner
 - During this same period, over one million Canadians visited California, spending more than \$900 million, while California residents made over 800 thousand visits to Canada, spending more than half a billion dollars across the country

2.1.2 Context Dependency of the Emergence of the Good Practice

CCSIP originated with a visit of the Canada National Science Advisor, Dr. Arthur Carty, to California, in February 2005, organized by Alain Dudoit, Consul-General in Los Angeles.

Dr. Robert Dynes, President of the University of California, offered to help establish a new type of partnership based on 'Research, Development and Delivery' (RD&D).

During the discussion, the idea arose of holding an Innovation Summit between Canadian research-intensive universities and their Californian counterparts, which would include participation of technology oriented business organizations, venture capitalists and Government representatives. A Bilateral Steering Committee was formed to prepare an

agenda for this Summit, centered on the possible establishment of a Canada-California Strategic Innovation Partnership.

The CCSIP was definitely context dependent and specific, since because it was not generated by preceding practices but it was initiated as an original idea born by driven people committed to bringing together the Canadian and Californian excellence among academic, private, financial and public sector organizations in shared areas.

2.1.3 Context Dependency of the Design Features of the Good Practice

The design features of the CCSIP Program are highly dependent on the specific context.

- CCSIP objectives directly support the policy agendas established by the Governments of California and Canada.
- All the activities (summits, workshops and call for proposals for collaborative initiatives between Canada and California) are held in one of the 2 regions and are open to Californian- Canadian participants
- There are no specific selection criteria required to participate to the Canada-California Strategic Innovation Partnership. Any research and development leaders, member of the academia, industry, government and investment decision-makers from California and Canada can be involved in the Program. The CCSIP specifically targets:
 - University-based researchers and leaders,
 - Developers and industry leaders
 - Decision-makers
 - Investors
 - The Canada-California Innovation Community
- The policy is not formally funded and there is not an allocated budget that covers the activity initiated and managed by CCSIP.
- CCSIP is differentiated by an entrepreneurial and informal process of cooperation that is driven by the passionate *Steering Committee* members who champion this initiative. The Steering Committee is formed by Canadian and Californian members of Universities, Institutions, and private companies
- The members of the partnership are all involved and provide financial support to the Program's specific activities by nominal funding (the universities participate allocating part of their grants while private companies take part to the initiative not through a direct cash contribution but by providing and making available specific expertise that help to develop and make possible the activities initiated within the program.

2.1.4 Context Dependency of the Implementation Aspects of the Good Practice

The success of the initiative is strongly due to the good policy implementation aspects.

1. One of the most important is the strong determination and motivation of all participants.
 - Members of the Steering Committee (Universities, private companies, Organizations), individually contribute to the activities providing financial support through grants or by allocating specialized personnel employed in all the activities offered by the Program.
 - Participants to summits and workshops volunteer their time and self-sustain the expenses (travel etc) and it is their contribution, together with the effort of the Canadian and Californian universities/private companies/organizations that makes this valuable program possible while there is not defined budget for summits and workshop organization.

2. The participation, involvement and support of governmental agencies
 - Foreign Affairs and International Trade Canada (DFAIT) funds the expenses related to the Communication aspects of the Program, and employs two full-time specialists operating in the Program.

3. The will of improving the program with new initiatives aimed to strengthen the cooperation between California and Canada
 - In December 2008 the CCSIP Steering Committee, together with the University of California, participating Canadian universities and the International Science and Technology Partnership Canada Inc. (ISTPCanada), has launched the *“First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California”*. These organizations are allocating US\$2 million to this Call For Proposal to stimulate novel ideas, and catalyze the development of innovative multi-campus and multi-disciplinary research and educational collaborations between the two jurisdictions. The University of California has allocated \$1 million to the CFP and 23 Canadian universities have committed \$60,000 each to support proposals from their researchers. ISTPCanada aims to add additional funds to this commitment.

2.1.5 Context Dependency of the Outcomes and Impacts of the Good Practice

The outcomes and the impact of the CCSIP are highly dependent on the specific context. The outstanding outcomes reflect the great and productive context in which the Program was initiated.

- The summits organized in California and Canada were attended by over 150 representatives of universities, government departments and the private sector from the two jurisdictions.
- The *“First Canada-California Strategic Innovation Partnership (CCSIP) Call for Proposals for Collaborative Initiatives between Canada and California”* received funding for over US\$2 million and by the deadline day (February 27th, 2009) 110 letters of intent were received for evaluation.
- The Call For Proposal addressed to Canada-California research teams for the support of bi-lateral workshops/round table meetings that focus on the proposition for, and evaluation of, new collaborative structures, is also supporting the development of detailed ‘business plans’ for new research/cooperation approaches.
- University of California and 23 Canadian universities agreed on participating to the initiative.

2.1.6 Context Dependency of the Relation to Other Policies of the Good Practice

From the results of our desk and field research, we believe there is no other initiative or policy that could be linked or compared to the one initiated by the CCSIP, therefore we can conclude that there is no relation to other policies.

2.1.7 Context Dependency of the Good Practice Features of the Good Practice

The Good Practice features were specifically designed to stimulate the development of new models of bilateral cooperation and to bring together brilliant minds and innovation resources from California and Canada.

The CCSIP Program is unique for several reasons, the most relevant being:

- The absence of a conventionally structured organization: the CCSIP Program is made possible by the effort and the vision of experts (from academia, institutions, private sector) that came together and volunteer their time and effort guided only by a Steering Committee.
- The absence of a formal budget
- The CCSIP Program does not target a single geographic area, nor two countries but two jurisdictions- Canada and the State of California, that equally share responsibilities and success.

2.2 Summary of the De-contextualized Lesson of the Good Practice

Certain features which determined the CCSIP's success can be separated by its context and turned into lessons applicable to good practices designed in different frameworks but aiming to similar objectives.

Here some of the achievements and lessons that could be applied by other programs with similar objectives.

- Development of a strategic agenda for enhancing the cooperation between two complementary jurisdictions that share visions and aim to reach the same goals
- Capitalization on coordinated access to the involved Universities to identify potential collaborators and funding (for immediate and longer-term initiatives);
- Acquisition of visibility with, and support from, key decisions makers and investors in the innovation community;
- Engagement of prospective collaborators and establishment of new relationships aimed to contribute to a growing community of interest with increasing critical mass;
- Demonstration of leadership in the development of new models of bi-lateral R&D collaboration (with potential to be replicated with other jurisdictions).

2.3 Are there Favourable Circumstances and Atmosphere for Transfer?

2.3.1 Is there good codified material in English, such as reports, studies, evaluations and assessments to transfer?

The good practice is supported by excellent online material. The CCSIP web site is structured in a simple but yet clear way, and all the information regarding the program are easily available.

Given the nature of the program, the web site exists in two versions: English and French.

Specifically, the website links the visitor to an *Events* section divided in the 3 main subsections:

- 2008 Summit (with Highlights)
- Previous CCSIP summits
- Other events

Executive summaries and proceedings explain results and achievement of each event.

A section named *News and Publications* provides links to important information related to the program. The website does not provide information regarding the assessment reports simply because the CCSIP Program has not yet been formally evaluated by an external committee. The Program is in fact still very young, and given its unconventional structure- the passionate

members of CCSIP's Steering Committee are responsible for decision making; for organizing and realizing the activities; there is not a formal budget- an evaluation committee is something that has not been appointed yet.

2.3.2 Are there relevant people willing/capable to transfer their knowledge? Proud of the practice? Attitude towards Europe?

The Program Communication Strategist was extremely useful and cooperative when interviewed. All information regarding the Program were openly and generously shared, all the questions extensively answered by phone and emails exchange. Furthermore, the Secretary of the CCSIP Steering Committee gave us full availability to clarify further aspects of the Program if necessary. The speaker was proud of the work and the results obtained within the 3 years of the program existence- the CCSIP was born in 2006. The speaker was very interested in learning more about the EC and the possible application for a program like the CCSIP, in Europe.

2.4 *Select two EU countries or regions where the context would be favourable*

Public-private partnerships (PPPs) are becoming increasingly commonplace in Europe, with models varying across member states according to national legal frameworks and sectors of application. As there is currently no overarching European definition of PPP, the term is a sort of "umbrella notion" covering a broad range of agreements between public institutions and the private sector aimed at operating public infrastructures or delivering public services. For the purpose of finding new EU environments that could benefit from continuing to expand and utilize PPP policies, this report proposes **Sweden and Greece** – where in these "latecomer" EU member states, PPPs are almost absent from all sectors or are only at a fairly preliminary stage of adoption.

Possible reasons lie in a different, more rigid approach to the role of the State in the provision of core public infrastructure; or in better budget management at public level, which reduces the need and the incentive to call on private sources of financing for the provision of assets and services. The Greek case is particularly interesting, as it combines advanced examples of PPP projects (the Athens International Airport, roads, sports and leisure facilities) with the complete absence of PPP initiatives in other sectors.

2.5 *Re-contextualize the practice in those countries and regions, discussing the new characteristics to the issues (2-8) of the good practice.*

2.5.1 Re-contextualization in Sweden

In the Nordic region, PPP project have been carried out in Finland and Norway. In Sweden, though, there has been only one genuine PPP project – the railway between the centre of Stockholm and Arlanda Airport. The main reason for the slow progress is that Sweden has a strong tradition of public responsibility for services and also for infrastructure. Various social democratic governments, which have been in power for many years, have upheld this tradition. But since the election in Sweden in September 2006 the 4 centre right parties have formed a new government that has a far more positive attitude towards private financing though non concrete decision to start a Swedish PPP scheme has been yet made.

The new government has assessed how the Swedish Public Procurement Act could affect the procurement of PPP infrastructure projects. Typically a private partner significantly finances the PPP project, but it has been suggested that a Swedish model should be flexible to that it can different combinations of state and private financing. Swedish banks and large industrial companies have shown a big interest in participating in future PPP projects. The size of the identified project is such that international actors will probably find it attractive to enter into the Swedish PPP market when the first projects are decided. Given the turbulence in the international financial market, long term investments with low risk and public guarantees, such as PPP projects should have more appeal.

A Swedish PPP model now exists, which can be implemented as soon as the government decides to start the first project. With the experience from PPP projects carried out in Europe and the typical characteristics of the Swedish model there is no reason not to introduce PPP to the Swedish market. With the help of foreign advisors, combined with local expertise, the mistakes already made in other projects could be better avoided.

2.5.2 Re-contextualization in Greece

Beginning in 2007, Joint ventures between the public and private sectors, Public-Private Partnerships (PPP), became more of cornerstone of the Greek government's reforms programme, influenced by the Ministry of Economy and Finance. The finance minister described PPPs as an "essential tool for achieving higher growth, increasing the number of jobs, reducing the public sector's participation in the economy, increasing the private sector's stake in constructing infrastructure and improving the daily life of citizens". He stressed that reforms via PPPs would play a major role in the development of the Greek economy and society in the coming years. Twenty-four projects using the PPP method - worth 3.1 billion euros in total - had now been approved since 2006 and that tenders had already been carried out for three of these, while more tenders were due to be announced in the next 10 days for infrastructure projects for the Peloponnese University with a total budget of 100 million euros. It was also noted that Greece could act as a focal point for promoting the use of PPPs in the surrounding regions, pointing out that several interested countries had already sent executives to Greece to be trained, such as Egypt.

Greek government laws and regulations have been adapted on Public Private Partnerships. Greek Law 3389/20005 on PPPs:

- Abolishes requirement of Parliament ratification
- Adopts new EU Directives on Public Procurement
- Regulates award and contractual scheme of PPPs
- Provides flexibility and allows shared better practice
- Enhances bankability (step-in clauses and securitisation)
- Complies with EUROSTAT regulations

The structural framework for investment support in Greece revolves around three institutional pillars: the Investment Incentives Law, the National Strategic Reference Framework 2007-'13, and Public Private Partnerships (PPP). All PPP projects are approved, monitored, and coordinated by a special inter-ministerial PPP Committee, and supported by a PPP Secretariat within the Ministry of National Economy. PPP projects no longer need parliamentary ratification.

PPP projects can fall into one of two categories:

- Projects directly reimbursed by the State
- Projects reimbursed by end users

As of September 2008, 52 projects with a value of 5.7 billion Euro have been approved and more than 100 international companies have participated in PPP tenders.

2.5.3 CCSIP Implementation in Sweden and Greece – Idea for the Potential New PPP Innovative Practice

Implementing the Canada-California Strategic Innovation Partnership (CCSIP) program in Sweden and Greece will satisfy common objectives to stimulate novel and innovative approaches to R&D collaboration between academia and industry, by proposing new models of cooperation between scientists at Swedish/Greek research intensive universities, and potentially other universities across the countries.

Both Sweden and Greece are certainly excellent target countries that are open and committed to innovation and technological research. They could benefit from a novel idea like the CCSIP to bring together Swedish/Greek excellence among academic, private, financial, and public sector organizations in shared thematic areas.

- It's important that the implemented program objectives are aligned with the policy agenda established by the government of Sweden/Greece.
- The proposed project activities should follow the ideas of the CCSIP that include: summits that unify the stakeholders, workshops, and calls for proposals for collaborative initiatives between research and industry.
- There should be no specific selection criteria to participate to the PPP Innovation Program. Any research and development leaders, members of the academia, industry, government and investment decision makers from Sweden can be involved in the program.
- The program should be jointly publicly and privately funded through the Swedish/Greek government, university-system, and interested private collaborators. The members of the partnership are all involved and provide financial support to the Program's specific activities by nominal funding (the universities participate allocating part of their grants while private companies take part to the initiative not through a direct cash contribution but by providing and making available specific expertise that help to develop and make possible the activities initiated within the program.
- The success of the program will rely on the participation and support of governmental agencies

2.6 Propose an actual plan on how to transfer practice

2.6.1 Who should be involved?

CCSIP	Sweden
University of California Office of the President (UCOP)	Ministry of Industry, Employment and Communications; Ministry of Education, Research and Culture; Ministry of Finance
International Science and Technology Partnerships Canada (ISTPCanada).	VINNOVA (the Swedish Governmental Agency for Innovation Systems)
	UMEA University

CCSIP	Greece
University of California Office of the President (UCOP)	PPP Secretariat within the Ministry of National Economy and Finance
International Science and Technology Partnerships Canada (ISTPCanada).	Greek Universities Network