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Promotion of Innovation Culture in the Higher Education in Jordan

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WP2: Training of trainers for participation at CTIs

Report on 2.3 and 2.4



2.3 Consultations with the Jordanian co-beneficiaries

Between September 2016 and February 2017, consultations were carried out in Jordan among Jordanian partners on equipment of CTIs, creation of website and database, organization and carrying out of trainings, creation of a common model of CTIs.

Consultations were carried out by specialists from EU countries by means of web-conference and correspondence via Internet. They included discussion of a wide range of issues of equipment of CTIs; creation of web-site and database; organization and carrying out of trainings; creation of a common model of CTIs.

The main topic of discussion was however more related to the contents of the training to be delivered to CTIs staff. The objective was therefore to **develop a capacity building and staff development in the field of innovation and entrepreneurship.**

The first phase was the phase of matching the CTI potential staff needs with the most relevant potential offer contents of the host institutions in the UE. This was done through the following steps:

- Design and submission of a questionnaire for CTI to define their training and capacity building needs.
- Analysis of the results of the collected questionnaires.
- Design and submission of a questionnaire for the UE host institutions to decide on their expertise and the type of support they can provide the CTI staff with.
- Analysis of the results of the collected questionnaires.
- Matching CTI staff and host institutions in accordance with the results of the questionnaire analyses.
- Definition of the exact contents of both the activities (distance consultations and face-to-face consultations) in accordance to the matching process.
- Coordination of the overall visits dates and accommodation conditions, leaving details to be decided between hosts and visiting staff.

As foreseen in the project, training and acquaintance with experience of EU co-beneficiaries was carried out in EU countries. The reason for this choice, was that face-to-face practical training is the most efficient form of training. 3 study-visits are planned. Each visit was directed to study the experience of one European country.

The EU institutions were in charge of preparing holistic programs of activities: a combination of mentoring, training and interrelations with local ecosystems.

2.4 Training of trainers for participation at CTIs

Training of staff of CTI as trainers and acquaintance with experience of EU were carried out in EU countries through 3 study visits planned.

Techniques of transfer of knowledge applied in the EU country partners were a combination of:

- **mentoring** (with EU organisation staff) assisting on ‘transversal’ aspects of their work, such as enterprise development, networking, transfer of technology, innovation, etc. Mentors regularly met CTI staff in a joint meeting to discuss problems, questions, etc. which were of general interest.
- **training** (with EU organisation staff and external experts). Training sessions were organized, also through innovative tools helping to support formal and informal cooperation at intra and inter-organizational levels, including knowledge management systems and collaborative work environments.
- **interrelations with local ecosystems**. Each CTI staff was assisted in visiting incubators, research labs, infrastructures; local stakeholders: It was also facilitated their participation to events, setting of partnerships, etc. in order to interact with a sort of microsystem and start to learn how to do networking.

In order to define the training path to be followed by CTIs officers, ARCA, who was in charge of this activity, firstly contacted the MPCs for the list of units’ staff recruitment. At the same time, a questionnaire was designed in order to survey the competencies and expectations of the 16 units’ staff. Moreover another questionnaire template was designed addressed to the hosting European research and training institutions to highlight their main areas of expertise and cross this information with the requested expressed by the staff. Additional font of information was the needs research realised in Jordan, interviewing Universities, bodies and stakeholders.

Needs expressed together with the training suggested by faculty members and industrial representatives, can be grouped in 4 macro-topics:

1. BUSINESS DEVELOPMENT, INCUBATION SERVICES AND TECHNOLOGIES TRANSFER SKILLS

This topic included training to be offered on typical activities of an incubator / TT centre, in particular:

- Business plan development
- Coaching and mentoring to young entrepreneurs
- Startup processes: incubation and acceleration
- Technological development and entrepreneurship
- Technology management and transfer
- Transfer of research results into the market: methodologies and case studies
- Technology transfer processes: from the identification of new solutions to their adoption in a perspective of enhancement and exploitation of research results in the market
- How to build strategic plan for technology transfer for the long term

2. FUNDRAISING, PROJECT PLANNING AND PROJECT MANAGEMENT SKILLS

This topic included training to be offered on:

- Principles and sources to find funds

- Project planning methodologies
- Project cycle management
- Cooperation projects between Universities and industries: case studies
- The EU programmes (Horizon 2020 and other programmes available for Jordan)
- Concepts of budget planning and main common financial measures/ conditions of EU grants
- Project partnerships
- How to get benefit of European support and build partnering with European countries

3. INNOVATION

This topic included training to be offered on:

- Innovation processes
- Innovation process development
- Open innovation
- Innovation in education, teaching and assessment strategies
- Strategic innovation management
- Innovation business models
- Innovation, entrepreneurship and sustainability

4. CTI TRANSVERSAL MANAGEMENT SKILLS

This topic included training to be offered on:

- Communication techniques
- Commercialization
- Branding
- Networking methodologies and techniques
- Mechanisms to promote applied research outcomes at universities: case studies
- CTI management: case studies and best practices

Three study-visits were planned. According to the project and to what decided during transnational meetings, training of CTI staff in the EU was implemented as follows:

- 1st week in March 2017: 16 flows from Partner Country (PC) to Cyprus, Italy and Portugal (average 6 days each);
- 2nd week in September 2017: 16 flows Jordan to Greece (average 6 days each);
- 3d week in January 2018: 16 flows from the Jordan to Cyprus, Italy and Portugal (average 6 days each).

First week training took place for the 16 participants during March 2017. People received the training in traditional session and participated, if the case, to events, conferences, etc. Single and collective training sessions were organized where necessary.

From April to September 2017, the 16 staff units were grouped in 4 groups according to the 4 key topics. Each group was made approximately of 5 people coming from the abroad experience made in a different Country and concentrated their study/work on one of the topics. They all had the opportunity to deepen their knowledge on the selected topic through webinars, e-learning platforms and advisory through skype calls.

The Higher Council for Science and Technology (HCST) in collaboration with PSUT and other partners implemented in Jordan local activities to achieve the goal of capacity building and exchange of experiences, aimed to:

- ✓ Share knowledge and best practices among groups participated in the first phase of training in Cyprus, Italy and Portugal during March 2017.
- ✓ Build a network and ensure continuity of work to achieve the main objectives of the INVENT program and to contribute to the socio-economic development.

All CTI Staff participated in particular to a workshop which was held in Jordan in July 2017.

The following topics were discussed at the workshop:

- ✓ Presentations from each group participated in the first phase of training.
- ✓ Open discussion included the following subjects: Training benefits and knowledge gained; Important points that have been utilized through training; Future Training needs; How to circulate and communicate experience between each other.

A workshop for Business Plan/ Model was held in August 2017, coordinated by the HCST in collaboration with PSUT, and also attended by the CTIs staff.

Second week training took place for the 16 participants during September 2017 in Greece.

Topics addressed during the week of training, in particular regarded: Innovation, Principles and sources of funding, Moocs and webinars, Project planning and management, Cooperation projects between, Universities and industries in Greece, CTI transversal management, Case studies, Technical visits.

Technical visits were realised to: Corallia incubator, Impact Hub Athens, Innovathens the Hub of Innovation and Entrepreneurship of Technopolis City of Athens, Demokritos: the National center for Scientific Research.

In the period between the second and the third training week, staff units worked for the first two months with the same structure of the above mentioned groups, followed by the European tutors. Then they were grouped accordingly to the CTI where they were going to work. The groups worked during this period in studying local territories where their CTI will work and creating/strengthening local ecosystems. Basically the groups worked on (each one for the territory of local relevance):

- Mapping the territorial ecosystem
- Co-organise participative workshops (focus groups, events, etc.)
- Establishing cooperation agreements with the business world
- Set up local networking through the definition of a stakeholders matrix.

During the **third week of training**, which took place in Cyprus, Portugal and Italy in January 2018, the competence development process was enriched through *CTI staff units peers* and the chance of working together with the EU colleagues on a plan for the optimization and improvement of the services to be delivered by their structures.

At the end of each training week, both CTI staff units and host organisation had the chance to evaluate their experience. Study visit reports from the participants and reports from the host institutions helped the WP leader to draw up conclusions and assess results from the staff capacity building process.