JOBTOWN

local action plan

May 2015







projeto









I. City Context

- . Demographic & Economic Situation
- . Main Challenges

II. Local Action Plan

- . Vision and Intervention Axes
- . Smart Specialization Alignment
- . Objectives
- . Programmes and Actions
- . Programmes vs Entrepreneur's Lifecycle

III. Implementation

- . Main Partners
- . Governance Model
- . Framework for Delivery



I. CONTEXTUALIZATION - Demographic & Economic Situation



Geo-strategic Location:

. Harbour connected to railway infrastructure
. Logistic Platform (representing 26% of Portugal industrial GDP)

Daily Pendular Movements:
. Entering 28 000 individuals
. Leaving 9 500 individuals





. Main nacional road infrastructures
A1, A25 e A17
. Railway and Train Station
Porto - 50 minutes (Airport)
Coimbra - 40 minutos
Lisbon - 120 minutes
Madrid – 240 minutes

Aveiro Harbour:
"one of the main national
exportation engines"
(5 terminals + 2 specialized in fisheries)





78 463 inhabitants | 197,5 km² 0-14 years – 11 431 inhabitants 15-24 years – 8 551 inhabitants 25-64 years – 45 202 inhabitants + 65 years – 13 266 inhabitants

23,54% of resident population has higher education (finished)
58,20% has basic education (finished)





Resident population increased 7% (2001-2011)

Above Baixo Vouga sub-region (1%) and Portugal (2%)

University of Aveiro

14 576 students | 984 teachers | 105 researchers | 286 Post Graduated | 18 Research Units | 41 spin-offs "highest scientific production by teacher in Portugal"









co-financiamento





I. CONTEXTUALIZATION - Demographic & Economic Situation



10 mil €/year – Gross Income/inhabitant Higher than Baixo Vouga sub-region (7,5 mil€/year) and Portugal (8 mil€/year)



Purchasing Power higher than nacional average (equivalent to 126,7%)

Average salary 1 093,30€ . Primary Sector: 818,54€ . Secondary Sector: 1 202,70€ . Tertiary Sector: 1 032,69€



Primary Sector: 383 employees Secondary Sector: 10 189 emp. Tertiary Sector: 25 219 employees





Renault CACIA 2012 | 1133 employees | billing of 268M€ | 100% exportation



Portucel - Soporcel 2012 | 350 employees | billing of 1530M€ | 95% exportation

PT Innovation and Systems 2013 | 767 employees | billing of 69M€



Bosch Termotechnology 2013 | 870 employees | billing of 205M€ | 90% exportation











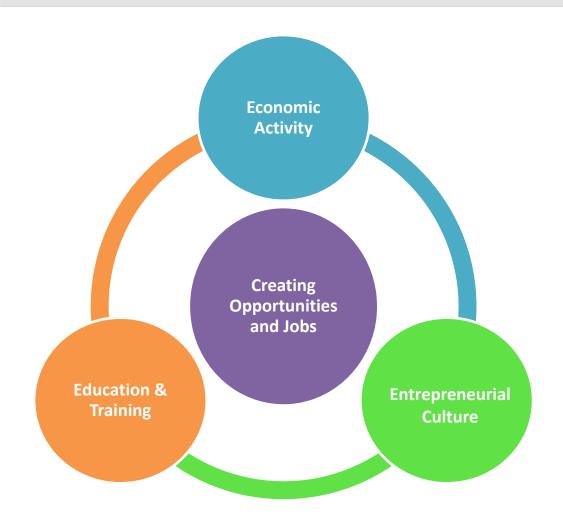
I. CONTEXTUALIZATION – Main Challenges



years old with a degree



II. LOCAL ACTION PLAN — Vision and Intervention Axes



Through collaborative networking, we intend to define active policies to support job creation and business opportunities, in

order to promote the Economic Development of the City of Aveiro and therefore of its Region.

Based on this main goal are defined 3 axes of intervention.

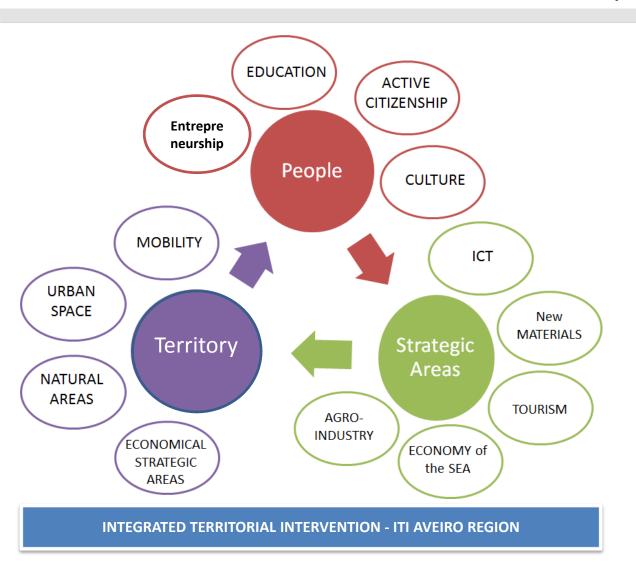








II. LOCAL ACTION PLAN – Smart Specialization Alignment



Our Local Action Plan is closely linked to the Smart **Specialization Strategy** of the Aveiro Region and contributes significantly to the **Integrated Territorial** Intervention concerning economic development for the region.

II. LOCAL ACTION PLAN – Objectives

Economic Activity

Oriented to the promotion of a **competitive**, **innovative** and **qualified local economy**, based on its internationalization, in the development of R&D projects, supporting entrepreneurs and investors and supporting incubation and the creation of employment opportunities, with particular emphasis in our smart specialization areas.

Education & Training

Oriented to **develop entrepreneurial skills, qualifying** unemployed for a quick (re)entry into the labor market; qualifying active employees, providing them with new or recycled knowledge and acting especially in local schools, promoting pro-activity, responsibility, strategic thinking, creativity and originality in children and young people.

Entrepreneurial Culture

Sets in two fronts, firstly the **promotion of social innovation and creativity**, in particular through the empowerment of associative movement and informal groups whose actions and intervention have direct impact in local community, but also among young artists. Secondly to promote several entrepreneurship events in order to promote a participatory and proactive community in local development.



II. LOCAL ACTION PLAN - Axis 1 – Economic Activity

A

3INS PROGRAMME – RESEARCH, INTERNATIONALIZATION & INVESTMENT

- A1. Genius INAveiro Research Scholarship PROGRAMME
- A2. Internationalization of SMEs PROGRAMME
- A3. INvest INAveiro PROGRAMME
- A4. University INNOVATES Technology Transfer Support

B

2 INS PROGRAMME – INNOVATION & INCUBATION

- **B1.** Entrepreneur Support Office
- **B2.** Mentoring and Services Providers PROGRAMME
- **B3.** INAveiro Competition
- **B4.** INcubation PROGRAMME
- **B5.** INAveiro ACCELERATES Business Acceleration PROGRAMME









3INs PROGRAMME – RESEARCH, INTERNATIONALIZATION & INVESTMENT

INVESTORS

INOVARIA

PARTNERS

UA + City

OUTPUTS

- 50 Research Scholarships
- 40 Jobs created

BENEFICIARIES

- Highly qualified Unemployed
- Researchers
- Companies

2015 2016 2017 2018

A1. Genius **IN**Aveiro – Research Scholarship PROGRAMME

DESCRIPTION:

Oriented to local enterprises, in particular, two sectors of activity: Manufacturing and ICT, this PROGRAMME pursuits two goals:

- . Increase their competitiveness through R&D&I investment and
- . Attract and retain human capital through the creation of qualified jobs.







3INs PROGRAMME – RESEARCH, INTERNATIONALIZATION & INVESTMENT

INVESTORS

INOVARIA + AIDA

PARTNERS

AICEP + UA + City

OUTPUTS

- 16 Business Trip
- 6 Fair Trades
- 16 Internationalization Plans
- 12 Networking events
- 40 local companies engaged

BENEFICIARIES

Local Enterprises

2015	2016	2017	2018

A2. INternationalization of SMEs

DESCRIPTION:

This programme aims to Support local SMEs internationalization and also reinforce the connection between our city and our town-twinning cities and other network of cities where Aveiro is engaged, with the aim to:

- . Analyze business opportunities for our companies
- . Implement actions to support the growth of our companies and therefore, our local economy.





3INs PROGRAMME – RESEARCH, INTERNATIONALIZATION & INVESTMENT

INVESTORS City

PARTNERS

AICEP + AIDA + CERAveiro +

INOVARIA

OUTPUTS

- 1 Investor Shop
- 3 Investors Brochures
- 1 Economic Chart

BENEFICIARIES

- Local Companies
- Investors and Entrepreneurs
- Researchers

2015 2016 2017 2018

A3. INvest INAveiro

DESCRIPTION:

Promote an integrated strategy to attract foreign investments in partnerships with some of our local partners. Therefore, it is essential that we inform and communicate local opportunities as well as the distinctive characteristics of our city and region. Our main objectives are:

- . Creation of the Investor Store in Aveiro with Conference-Call IE
- . Design and creation of an Integrated Communication Strategy







3INs PROGRAMME – RESEARCH, INTERNATIONALIZATION & INVESTMENT

INVESTORS

UA + City

PARTNERS

AIDA + CERAveiro + INOVARIA

OUTPUTS

- 20 Innovation Vouchers
- 10 New Products Vouchers
- 48 SMEs Evaluation Reports

BENEFICIARIES

- Local Companies
- UA Researchers

2015 2016 2017 2018

A4. University **IN**novates - Technology Transfer Support

DESCRIPTION:

Promote the success of economic activity supported by knowledge and technology. We intend to identify local companies' needs in order to better adapt UA research & new technology development actions to these needs. We intend to directly support:

- . Innovation at SMEs Innovation Vouchers
- . Creation of New Products New Products Vouchers







2 INS PROGRAMME - INNOVATION & INCUBATION

INVESTORS

City

PARTNERS

UA + IEFP + AIDA

OUTPUTS

- Training for Public Officials
- Provide Information to over
 160 entrepreneurs &
 unemployed citizens

BENEFICIARIES

- Entrepreneurs
- Unemployed citizens

2015 2016 2017 2018

B1. Entrepreneur Support Office

DESCRIPTION:

This office focuses its intervention in two areas:

- . To support entrepreneurs developing their ideas/projects and
- . To support unemployed who intend to (re)enter the job market

To better inform and support our entrepreneurs and unemployed citizens, the public official must be engaged in training actions to get the necessary competences.







2 INS PROGRAMME - INNOVATION & INCUBATION

INVESTORS

City

PARTNERS

Several

OUTPUTS

- 15 mentors supporting 2
 ideas/each per year
- 10 Service Providers supporting2 ideas/each per year

BENEFICIARIES

- Entrepreneurs
- Local Companies

2015 2016 2017 2018

B2. Mentoring and Services Providers Program

DESCRIPTION:

The Mentoring Programme aims to stimulate the connection between experienced professionals and entrepreneurs, allowing them to recognize and identify opportunities or obstacles and, thus, easily minimize the risk or failure in the implementation of their new ideas/projects. The Service Provider Programme aims to offer to entrepreneurs, services that they can't afford in their early stage, such as legal advice, marketing strategy, market exploration, Business Plan, among others.











2 INS PROGRAMME - INNOVATION & INCUBATION

INVESTORS

City

PARTNERS

UA + Millennium BCP + ANDC +

BPI + INOVARIA + IAPMEI + IEFP

+ ABAC + AIDA

OUTPUTS (annually)

- Training 16 entrepreneurs
- Creation of 4 new companies

BENEFICIARIES

- Entrepreneurs
- Local Companies

2015 2016 2017 2018

B3. INAveiro Competition

DESCRIPTION:

INAveiro competition aims to support the development of new ideas to support self-employment, in the areas of Smart Specialization, with an integrated approach, giving:

- . Training to the Entrepreneurs during 3 months (50 hours);
- . Mentoring the Entrepreneurs;
- . Financial Support to the creation of the company.







2 INS PROGRAMME - INNOVATION & INCUBATION

INVESTORS

City

PARTNERS

UA

OUTPUTS

- 12 offices
- Cowork for 15 to 20 entrepreneurs
- Training Programme

BENEFICIARIES

Entrepreneurs

2015 2016 2017 2018

B4. Incubation Programme

DESCRIPTION:

The City of Aveiro intends to create an Incubation Pole, within its new Business Centre of Aveiro to support the creation of new companies, mainly in the area of ICT. Within this programme we intend to:

- . Create an Incubator with 12 offices and co-work area for up to 20 new ideas;
- . Create a Training Program for the entrepreneurs of the Incubator







2 INS PROGRAMME - INNOVATION & INCUBATION

INVESTORS

City + UA

PARTNERS

INOVARIA + ABAC + Others

OUTPUTS (annually)

- Support for 12 start-ups
- Creation of 4 new companies

BENEFICIARIES

Entrepreneurs

2015 2016 2017 2018

B5. INAveiro Accelerates - Business Acceleration Programme

DESCRIPTION:

INAveiro Challenge is 4-month acceleration programme for ambitious ICT startups developed at the INAveiro Incubation Centre. It's designed for 12 new startups, that during the 4 months period will have:

- . Training / workshops;
- . Mentoring Support;
- . Immersion Programme with International Partners.



co-financiamento

C

ENTREPRENEURSHIP EDUCATION PROGRAMME

- **C1.** Entrepreneurship in Schools
- **C2.** Entrepreneurship in Educational Services
- C3. Youth Training PROGRAMME
- C4. University Educates PROGRAMME

D

EMPLOYMENT AND TRAINING PROGRAMME

- **D1.** Training PROGRAMME
- **D2.** Training for Employment PROGRAMME
- D3. Entrepreneurial Training PROGRAMME University Trains
- D4. Action for Social Inclusion PROGRAMME
- D5. Local Commerce and Local Markets Support PROGRAMME









ENTREPRENEURSHIP EDUCATION PROGRAMME

INVESTORS

City

PARTNERS

UA

OUTPUTS (annually)

- Training for 40 Teachers
- Over 1.000 students involved
- Support implementation of up to 30 projects at schools

BENEFICIARIES

- Teachers
- Students

2015	2016	2017	2018

C1. Entrepreneurship in Schools

DESCRIPTION:

Aims to create an environment for the development of entrepreneurial skills in schools (from pre-school to secondary and vocational education) and, in this sense, to motivate students to adopt an entrepreneurial attitude. This action requires a specific training to teachers, providing them tools to integrate entrepreneurship in the teaching-learning process.











ENTREPRENEURSHIP EDUCATION PROGRAMME

INVESTORS City

PARTNERS UA

OUTPUTS

- Training of Public Officials
- Manual for Educational and Entrepreneurial activities
- Redesign of Educational

Services Activities

BENEFICIARIES

- Students and Schools
- Public Educational Services

2015	2016	2017	2018

C2. Entrepreneurship in Educational Services

DESCRIPTION:

This programme aims to promote our history, culture and heritage in local schools, through the implementation of Educational Services and activities that foster the development of entrepreneurial competences in our youngsters.









co-financiamento



ENTREPRENEURSHIP EDUCATION PROGRAMME

INVESTORS City

PARTNERS UA + IPDJ

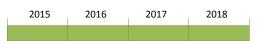
OUTPUTS (annually)

- 6 Youth Camps
- 30 to 50 Summer Internships
- Training for Local Associations

BENEFICIARIES

- Youngsters, Students & Schools
- Public Educational Services
- Local Youth, Sports and Cultural

Associations



C3. Youth Training Programme

DESCRIPTION:

This programme aims to foster the development of entrepreneurial competences in our youngsters, through the participation in Youth Camps and other similar activities developed during the schools closing periods. It will have different activities, such as:

- . Youth camps and
- . Summer Internships







ENTREPRENEURSHIP EDUCATION PROGRAMME

INVESTORS City

C4. University Educates

PARTNERS UA

OUTPUTS

- 48 Teachers Training Courses with the participation of 20 teachers/ per course
- Online Educational Platform

DESCRIPTION:

This programme intends to develop:

- . A pilot-project consisting a platform with educational content for teachers and other educational agents of the community;
- . An integrated Training Program for Teachers

BENEFICIARIES

- Teachers
- Educational Agents







co-financiamento

EMPLOYMENT & TRAINING PROGRAMME

INVESTORS

City + AIDA + INOVARIA + ACA

PARTNERS

Tourism of Centro + AHRESP

OUTPUTS

- ICT Industry 90 participants
- Industry 60 participants
- Tourism 45 participants
- Commerce 45 participants

BENEFICIARIES

Employees from SMEs



D1. Training Programme

DESCRIPTION:

This programme is aimed at local SMEs from different sectors, such as: ICT, Industry, Tourism or Commerce. We intend to provide training for the employees of those companies, in different areas in order to improve the services and products of those companies and therefore, improve its competitiveness.







EMPLOYMENT & TRAINING PROGRAMME

INVESTORS

City

PARTNERS

UA + AIDA + IEFP + INOVARIA

OUTPUTS (annually)

- 15 Internship Vouchers
- 10 Employment Vouchers

BENEFICIARIES

- Graduated Students
- Unemployment citizens



D2. Training for Employment

DESCRIPTION:

Not everyone is willing to create their own business but have the necessary skills and competences to be an asset for local economy. Within this programme different actions will be taken to better link the demand for jobs from SMEs and the skills of the unemployed or recent graduated students:

- . Offer & Demand Platform for Employment
- . Internship Vouchers (for Startups)
- . Employment Vouchers







co-financiamento



EMPLOYMENT & TRAINING PROGRAMME

INVESTORS

University of Aveiro + City

PARTNERS

IPDJ + INOVARIA + Others

OUTPUTS

- 3 Entrepreneurial Academies
- 45 youngsters involved in the academies / per year

BENEFICIARIES

Youngsters from Aveiro



D3. University TRAINS - Entrepreneurial Training Program

DESCRIPTION:

This programme intends to develop Entrepreneurial Academies of one week, for the youngsters of Aveiro (6 to 18 years old), in order to achieve two main goals:

- . Develop entrepreneurial competences in our youngsters and
- . Promote the University and its educational curriculums at our local community



EMPLOYMENT & TRAINING PROGRAMME

INVESTORS

City

PARTNERS

UA + IEFP + AIDA

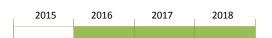
OUTPUTS

- 12 to 20 Workshops / per year
- 20 scholarships for Higher

Education

BENEFICIARIES

- Teachers
- Educational Agents



D4. Action for Social Inclusion Programme

DESCRIPTION:

This programme aims to promote social inclusion through the implementation of two different programs:

- . Education for Inclusion
- . Training for Inclusion

We intend to reduce the drop-out school rate, as well as to promote employment in communities with less favorable economic conditions











EMPLOYMENT & TRAINING PROGRAMME

INVESTORS City

PARTNERS ACA / AHRESP

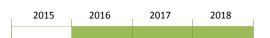
OUTPUTS

- 12 Cultural Activities /per year
- 4 Promotional campaigns/year
- 2 Training Workshops/per year

BENEFICIARIES

- Local Commerce
- Entrepreneurs
- Small producers (primary

sector)



D5. Local Commerce and Local Markets Support Programme

DESCRIPTION:

This programme created to revitalize the municipal markets and promote traditional commerce, aims to achieve 3 main objectives:

- . Streamline municipal markets, promoting greater ownership of those Markets by the Aveiro community;
- . Revitalize the traditional commerce within our local community, as opposed to the offer by big chains of supermarkets;
- . Increase awareness about local products, promoting a proximity-based economy that produces and consumes locally







co-financiamento

E

CREATIVITY SUPPORT PROGRAMME

- E1. Social Innovation and Creativity PROGRAMME Competition INLocal
- **E2.** Creative Community Contest (3Cs)
- E3. Aveiro Young Creator Competition

F

EVENTS INAveiro

- **F1.** Networking Events INAveiro
- F2. INAveiro Week
- F3. INAveiro Festival
- F4. Forum 4E (Employment, Enterprise, Entrepreneurship and students)









CREATIVITY SUPPORT PROGRAM

INVESTORS University + City

DESCRIPTION:

PARTNERS

Social Network + IEFP

OUTPUTS (annually)

- 20 participants in Social Innovation Workshops
- 3 companies/small business
 created
- Training for 12 Social workers

BENEFICIARIES

- Entrepreneurs / Unemployed
- Social Workers

2015 2016 2017 2018

This programme aims at fostering Social Innovation in our local community. The University will develop an integrated program to support the development of new ideas within the area of Social Innovation for the Region of Aveiro.

E1. Social Innovation Program

The city will implement the INAveiro Local Contest in order to support financially some of those small business ideas.











CREATIVITY SUPPORT PROGRAM

INVESTORS

City

PARTNERS

IPDJ + UA

OUTPUTS (annually)

- 10 creativity vouchers
- Training for 20 association members on project
- 10 activities implemented

BENEFICIARIES

- Teachers
- Educational Agents

2015 2016 2017 2018

E2. Creativity Community Contest (3Cs)

DESCRIPTION:

This Competition aims to give local associations and individuals the opportunity to implement activities to support foster entrepreneurship at our local community. The best ideas will be supported with:

- . Training on Project Management,
- . Financial Support
- . Operational Support







CREATIVITY SUPPORT PROGRAM

INVESTORS City

E3. Aveiro Young Creator Competition

PARTNERS

UA + IPDJ

OUTPUTS (annually)

- Implement 8 local actions for the community
- Organize 8 expositions

- Support 24 young artists

BENEFICIARIES

- Teachers
- Educational Agents

2015 2016 2017 2018

DESCRIPTION:

This Competition aims to promote the creativity at our local community in different fields: Design; Writing; Photography; Multimedia; Painting and Young Inventor.

The competition has two main focus groups:

- . < 18 youngsters from Aveiro
- . > 18 (<35) youngsters from all over Portugal









EVENTS INAVEIRO

INVESTORS City Aveiro

F1. Networking Events INAveiro

PARTNERS

Several

OUTPUTS (annually)

- Over 20 events
- Over 500 attendees

BENEFICIARIES

- Entrepreneurs
- SMEs
- Unemployed citizens

2015 2016 2017 2018

DESCRIPTION:

The LSG will create an integrated calendar of events, regarding the theme of Economic Development and entrepreneurship. Besides the annual events, other events will take place on a regular basis:

- . "I'm INAveiro" talks with local entrepreneurs to promote networking
- . "INAveiro Info" informative events about supporting systems, competition and other activities of interest for the local community.







EVENTS INAVEIRO

INVESTORS City

F2. INAveiro Week

PARTNERS Several

OUTPUTS (annually)

- Over 1000 attendees
- Over 12 events in one week
- Participation of over 20 entities in its organization

DESCRIPTION:

During May a Week of Events to promote the Entrepreneurial Ecosystem of Aveiro.

This week of events aims at several publics. Many of the main actions within the programs of this Local Action Plan, will have their final events during this week or within the INAveiro TECH Fest. One of the main goals is to achieve national visibility of our ecosystem and attract more talented entrepreneurs to our city.

BENEFICIARIES

- Teachers & Students
- Entrepreneurs & SMEs
- Community

2015 2016 2017 2018





EVENTS INAVEIRO

INVESTORS City

PARTNERS UA + TICE.pt +

INOVARIA + IT + AICEP + Tourism

of Centro + AIDA

OUTPUTS (annually)

- 4 days TECH Event
- Over 600 participants
- Over 10.000 visitors

BENEFICIARIES

- Entrepreneurs & SME
- Doers, Hackers & Makers
- Local Community

2015 2016 2017 2018

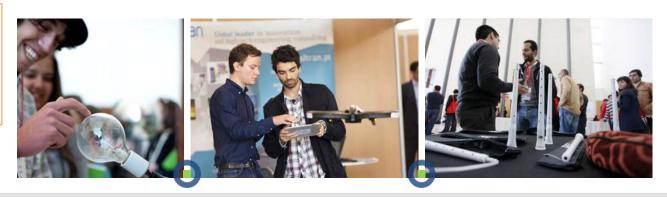
F3. INAveiro TECH FEST

DESCRIPTION:

This TECH Festival is a combination of several events around the same theme: TECHNOLOGY.

INAveiro TECH Fest is aimed at companies, institutions, entrepreneurs, makers, doers, hackers and the community itself. During 4 days we want to celebrate Technology and reinforce the image of Aveiro as the ICT Portuguese Capital.

This are some of the events: TECH Contest / Hackathon / Makers Fair / ICT Exposition / Gaming Contest / Science Promotion





EVENTS INAVEIRO

INVESTORS

UA

PARTNERS

City + IEFP + INOVARIA + AIDA

OUTPUTS (annually)

- Over 20 job allocations
- Over 2000 participants

BENEFICIARIES

- Graduated Students
- Local Companies
- Research Institutions

2015 2016 2017 2018

F4. FORUM 4E

DESCRIPTION:

The Forum 3e is an event for students and graduates of the University of Aveiro. The 4 "Es" - Enterprises, Employment, Entrepreneurship and students will be gathered in an informal space to foster close contacts between students and business professionals.

For those who want to create their own jobs, the Forum 3e will have a set of activities aimed at presenting the programs and support that the UA and other stakeholders have to entrepreneurs. We want, and will, create opportunities for employment!









COMMUNICATION

INVESTORS

City of Aveiro

PARTNERS

UA + INOVARIA + AIDA

OUTPUTS

- Website
- 6 promotional videos /year
- Annually national campaign "Made in Aveiro"

BENEFICIARIES

- Community
- Local Companies

2015 2016 2017 2018

Made INAveiro

DESCRIPTION:

Taking into consideration the complexity of the Local Action Plan and actions to be implemented, the communication strategy will have an extremely important role. The following steps will be taken:

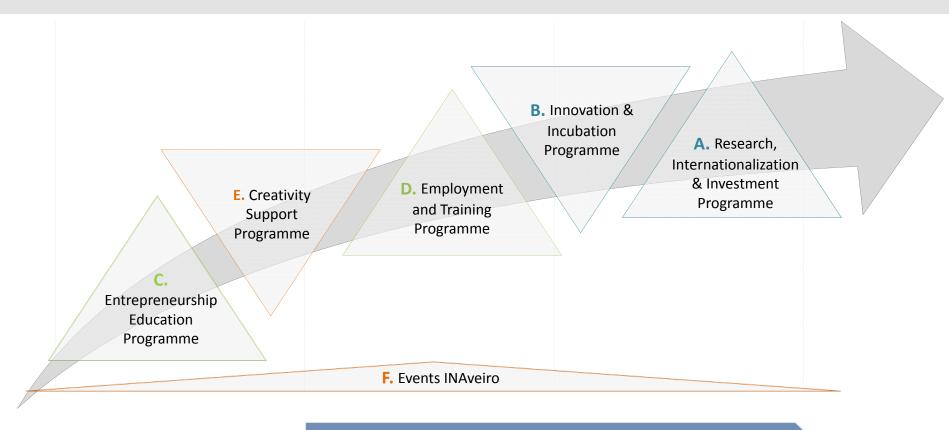
- . Definition of the image and communication strategy of INAveiro
- . Made INAveiro Campaign to launch the projet
- . Implementation of the Communication Strategy







PROGRAMMES VS ENTREPRENEUR'S LIFECYCLE



AXIS I – ECONOMIC ACTIVITY

AXIS II - EDUCATION AND TRAINING

AXIS III – ENTREPRENEURIAL CULTURE











III. IMPLEMENTATION – Partners

City of Aveiro

• The city of Aveiro aims at implementing an Integrated strategy where all relevant stakeholders participate and contribute for its design, Implementation and motorization. The city of Aveiro will implement actions to support job creation, promote creation of new businesses, support incubation, promote entrepreneurship in schools and foster entrepreneurial culture. The main output will be the creation of a favorable ecosystem for entrepreneurship, investment and Local Economic Development.

University of Aveiro

• As an entity of higher education, recognized for competitiveness of its academic programs and the quality of research performed, the UA will bring to the project a strong connection with the local business community, a great knowledge on education for entrepreneurship and experience in fostering development of innovative ideas into new business.

AIDA

• AIDA is a reference entity for local SMEs, whose mission is to represent, defend, promote and support Aveiro District businesses. The experience in organizing initiatives that benefit a number of extended enterprises will be very valuable. Their main areas of actions are training activities, support to innovation, support for deployment in foreign markets and legal advisory services. Their experience in internationalization and support for SMEs is essential to achieve the objectives explained throughout the LAP.

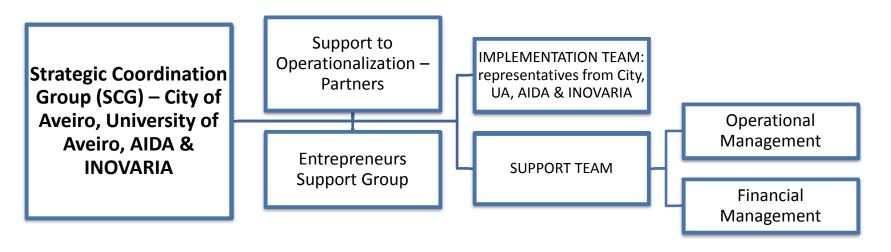
INOVARIA

• INOVARIA is a non-profit entity whose purpose is creation and consolidation of a network of telecommunications companies which contribute to the development and competitiveness of the Aveiro region and ICT in Portugal. The INOVARIA promotes a collaborative business environment with special conditions for start-ups that allows them to have access to business opportunities, financing, expansion, innovation, networking, recruitment, training and certification. Taking into consideration this expertise and also the importance of ICT in local economy, INOVARIA integrates the Strategic Coordination Group bringing added value to this LAP.





III. IMPLEMENTATION - Governance Model



SCG will have general meetings every six months to monitor and evaluate the Implementation of LAP. Reports will be presented by the Implementation team.

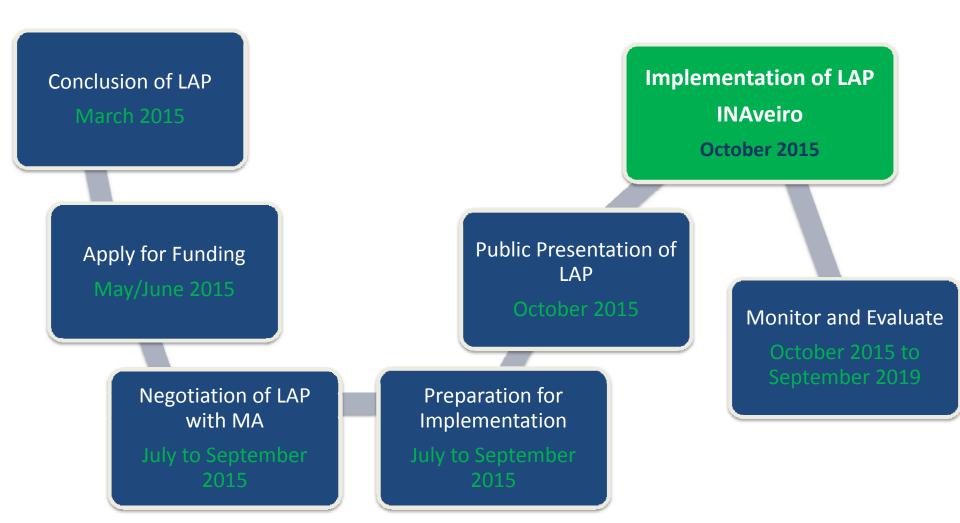
Partners will participate in the "Community of Practices" every 3 months and support the implementation of the LAP.

Implementation Team will have meetings every month in order to control and monitor the implementation of the LAP, present tasks for the Support team and reports for the SCG.

Support Team will be responsible for all administrative and financial issues regarding the implementation of the LAP.



III. IMPLEMENTATION – Framework for Delivery











JOBTOWN

local action plan



