First

Implementing cooperation on Future Internet and ICT Components between Europe and Latin America

Deliverable Title	**D2.3 Comprehensive Report on Preliminary Analysis**
Deliverable Lead:	TESEO Sprl.
Related Work package:	WP2 - Strategic analysis of potential areas for cooperation, and identification of key stakeholders
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Dissemination level:	Public
Due submission date:	31-07-2010
Actual submission:	25-10-2010
Revision submission:	13-06-2011
Project Number	248753
Instrument:	Support Action
Start date of Project:	01/01/2010
Duration:	24 months
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Abstract	This document provides a summary of all activities performed in WP2 (Strategic Analysis) and fully developed in D2.1 and D2.2. WP2 has achieved its mission of providing the necessary basis for the creation of the Latin American Technology Platforms. The operational deployment of these will now be accompanied by activities foreseen in WP3 (Creation, Launch and Support to the Latin American Technology Platforms).

Project funded by the European Commission under the 7th European Framework Programme for RTD - ICT theme of the Cooperation Programme.

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Versioning and Contribution History

Version	Date	Modification reason	Modified by
v.00	25/10/2010	Include inputs from LA partners	G. Saija (TESEO)
v.1.0	29/10/2010	Final revision and edition of the document	T. Velin (ROSE)
v.2.0	01/06/2011	Revision of the document according to the comments and suggestions received during the first year periodic report	A. Alfaro (ROSE)
v.2.1	07/06/2011	Final revision	M. Bianchi (TESEO)
v.3.0	10/06/2011	Insert contributions from ITESM and overall revision	A. Alfaro (ROSE)

The document integrates contributions provided on a regular basis by the following partners:

- ALETI for Argentina and Chile (Ms. Silvia Bidart and Ms. Luz Ledesma)
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Executive Summary

Work performed under WP2 had the function of exploring areas of interest and stakeholders, within the field of future internet in five Latin American countries (Argentina, Brazil, Chile, Colombia and Mexico) towards the setting up of Technology Platforms on future internet. This work package had the objective to deliver clear indications both on the areas of interest and main stakeholders that could be involved in the launch of technology platforms in the five Latin American addressed by the project, setting the basis for the successful creation of LATPs.

At the end of this initial phase of the FIRST project (WP2 was active from M1 to M6), it can be concluded that expected results were successfully achieved, reaching and exceeding the foreseen measures of success, thus making it possible to continue the project activities and launch LATPs.

The main results of WP2 can be summarized as follows:

a) A **methodology** has been established to run a comprehensive survey in the research, industrial and academic communities of the five target countries, on their interest and capabilities to set up TPs in their respective countries.

b) A large **field investigation** has been carried out by the local partners of the FIRST project (ALETI for Argentina and Chile, USP for Brazil, ITESM for Mexico, CINTEL for Colombia) gathering information from the main stakeholders in their countries, through interviews, analysis of relevant documents and compilation of statistical data.

c) A large community of **organizations** (industrial, academic, small companies, governmental and associations) has been **identified** after having expressed not only interest, but also willingness to be involved and to become part of the founders of the future internet Technology Platforms in their countries.

d) For each target country, this work package has proposed an **initial proposal on the platform structure** including areas with potential for cooperation and the Steering Council membership.

Such results make it possible for the project to proceed with other activities based on a solid ground and having provoked a tremendous impact in the research communities in these countries, increasing awareness on the project activities, objectives and expected results, which will be also beneficial for the project.

1. Introduction and composition of the deliverable

This document summarises the work performed under WP2 in the first phase of the project (From M1 to M6) and expressed in two public deliverables, D2.1 (Set of 5 country reports highlighting major findings and relevant aspects towards the establishment of a national LATP in each country) and D2.2 (LATP Country Matrix) that have been publicised and disseminated to main EU and LatAm stakeholders for further feedback and reactions.

This deliverable complements D2.1 and D2.2 providing a description on the procedures and insights to the activities that composed WP2, explaining how work was performed and other relevant details. The following chapters describe the main phases in which WP2 was divided:

- Methodology
- Preliminary analysis
- Identification of stakeholders and potential areas for cooperation

In addition, the document also includes some updates and new information with respect to the content included in D2.1 and D2.2, as well as a conclusions section where the project consortium highlights the key outputs of the activities performed under WP2.

2. The Methodology

2.1 Initial considerations

Coherently with the Description of Work, the goal of this phase was to define a mechanism that would facilitate the acquisition of information and statistical data that would later lead to the setting up of Future Internet Technology Platforms in Latin America. It was essential that this mechanism could produce results easily comparable and understandable by any expert external to the project. This was the reason why it was decided to use a certain number of normalized[1] indicators.

Once it was agreed to build the methodology on the basis of a number of indicators, the project consortium initiated a brainstorming process in order to identify those indicators that more adequately would work for the project objectives.

Some of the general criteria that were agreed at this point with respect to the indicators were:

- The **pillars strategy**: There should be **separated indicators** for at least the **industrial and the academic sectors**. It was considered whether it was also necessary to include a different set of indicators to measure political support to research activities in the different sectors addressed. Finally, after several rounds of internal discussion it was agreed that this third pillar should be also included in the analysis, and consequently in the methodology.

[1] Normalization was necessary due to the differences between the 5 LatAm countries addressed by the project

- **Reliability** of data sources: One of the most critical factors that would affect the results of the analysis is the quality and reliability of the data sources used for feeding the methodology indicators.

- **Availability** of data in the five target countries: Although direct comparison among the target countries was not one of the objectives of the study, it was very important for the project that the same methodology (with minor adjustments) could be used in the establishment of LATPs and this is why it was key to guarantee that the data used in the indicators was available in the five target countries either through existing reports or through direct interviews with stakeholders in the country.

- Consider **qualitative information**: When an analysis uses indicators it usually refers mainly to quantitative data, while we considered that qualitative information should also be considered in this case. Therefore, the methodology should also integrate in some way the introduction of this kind of qualitative data.

Unlike European TPs, which are much more numerous and therefore cover narrower sectors, the Latin American Technology Platforms on Future Internet have a wider focus including technology sectors that in Europe are covered with 8 ETPs. This factor shall be addressed also in the methodology, and it was decided that all the information compiled by the project should be done at ETPs sectors level. This implied that the methodology shall be applied up to eight times in each one of the 5 target countries, which would suppose a remarkable effort for the project. Nonetheless, it was agreed that for the sake of the final results of this analysis and the successful creation of LATPs, it was necessary to perform the analysis at this level and not at a higher level as 'Future Internet' would have implied.

The results of this analysis should help to identify the potential areas for cooperation that have the sufficient critical mass and competitiveness to represent an opportunity for joint EU-LatAm country cooperation. To do so, the proposed methodology would need to define some sort of threshold for the different indicators in such a way that it could be easily decided which sectors met this requirement.

As an average situation it was preliminary proposed that each Latin American TP would in principle target between three and six working groups corresponding to the European ICT Technology Platforms.

The discussions and brainstorming on the project methodology was initiated by the consortium during the Kick-off meeting held in Brussels in January 2010, and it was followed up in the following weeks until consensus was reached by mid February. The main elements of this methodology are presented in the following sections.

2.2 Identification of stakeholders

Three categories were proposed for stakeholders' profiles. These categories were.

- **Industrial stakeholders**: Industrial actors currently involved (or likely to be) in research and development work related to the Future Internet.
- **Research stakeholders**: Academic actors (Universities, technology centres and others) currently

involved (or likely to be) in research and development work related to the Future Internet.

- **Governmental stakeholders and policy priorities**: Main actors in shaping ICT R&D policies identifying also political priorities in the support of ICT R&D activities.

The challenge was to achieve the right combination of interests and roles to ensure a favourable environment for the launch of LATPs, as well as a proper representation of the sector in each country. Similarly, criteria were subsequently set for the selection of candidate stakeholders to be invited to join the initial Steering Council, the main governance body of the LATPs. The criteria were:

- **Industry led**: initially, ETPs were created as industry-led initiatives and this structure is still confirmed today, due to their wide industrial representation. This industry-led character should prevail as far as possible in LATPs in order to have proper group of counterparts on both sides (ETPs and LATPs).

- Support to **R&D developers**: it is critical to understand that technology platforms have to support R&D performers. In order to address this, it is recommended that at least two different types of members are created in the Steering Councils of LATPs: these would be Regular members who are R&D performers (Industry, academia, Research centers, etc.) and Observers (Funding agencies, industry associations, etc.) who play the role of R&D supporters.

- **Representation of the sector situation** in the country: the composition of the Steering Council will represent faithfully the industrial and academic potential of the country. Consequently, the Steering Council composition could be balanced in favor of SMEs, large industries or academies, keeping in mind that the platforms shall be leaded by industries.

- **Technological neutrality**: the Steering Council should be composed by different stakeholders representing certain sector's technologies. The aim is to properly embody the most representative technological interests of a certain sector, without favoring any particular technology.

- **Openness and transparency**: the process of creation of the final Steering Council respects the principles of openness and transparency. Among other actions, it is recommended to accept in the SC new entrants for the first general assembly of the platform. Some other actions are recommended in this sense:

    - Rotating membership;
    - Regular meetings and public reports communicating about decisions;
    - Openness to new stakeholders' participation (at SC and GA levels)

- Members' position in the **international context**: the members, both regular members and observers, are actively involved in the activities of the companies they represent. They boast expertise in a variety of technologies and they are attentive and active also in the international arena.

These set of criteria were applied during the face to face interviews in order to define the initial list of Steering Council members as well as working group leaders for each country.

2.3 Identification of potential areas for cooperation

For the identification of potential areas of cooperation, with enough critical mass to justify the creation of a working group (counterpart of ETPs) within the LATPs, a combination of different factors had to be taken into account. In principle a joint rigid threshold for the three indicators categories (industrial, academic, policy support) was established but during the interviews process it was agreed that in some cases having enough potential in two of the three indicators could be sufficient to justify the creation of a working group. The rationale that was applied was:

- **Three categories over the threshold:** In this case it was clearly justified the creation of the working group in the LATP.
- **Two categories over the threshold:** These situations were decided on a case by case basis, but in principle it was considered enough due to the fact that if:
  - **Industrial pillar fails**: This would be the worst case, but in this case there is enough potential in the academia and there is also clear political support to this sector. It can be assumed that with a good academic level and with political support, it is a matter of time that the academy could produce start ups and young companies that in this case will be generally R&D intensive and with very innovative products and procedures. In this case it was considered positive the creation of a working group in this field.
  - **Academia pillar fails**: In this case there is enough potential in the industrial and there is also clear political support to this sector. In this case the need for cooperation with European entities through FP7 R&D projects is evident and was considered as enough justification to launch a working group.
  - **Political support pillar fails**: In this case there is enough potential in the industrial and academic sectors. In this situation, the cooperation with Latin America is definitely an excellent opportunity for European industry and academia and would be seen with extremely high interest by the Latin American community since they do not count with support at national level. The creation of a working group in this field was approved only if very high marks were reached in the industrial and academic pillars.

2.4 The indicators

The indicators were meant to allow an assessment of the conditions that every country offers in each one of the previously defined pillars (industrial, academic and political support) for each one of the sectors included within Future Internet.

In order to provide a balanced overview related to the three above-mentioned categories, the indicators were defined and organised in three groups:

Political support:

- ✓ Existence of national or state policies either on ICT globally or on specific R&D areas of ICT.

- ✓ Existence of funding mechanisms to support research in those fields.
- ✓ Future plans (through interviews and questionnaires).

Industrial potential:

- ✓ Existence and independence of local industries.
- ✓ Existence of large industries.
- ✓ Existence of research intensive SMEs.
- ✓ Foreign Direct Investment and existence of development centres of multinational corporations.
- ✓ Fields of applications and state of market (potential).
- ✓ Previous participations in FP6-FP7.
- ✓ Number of patents.
- ✓ Commercial cooperation with European industries.

Academic potential:

- ✓ Existence of universities, or research centres or other academic institutions (private or public) carrying out research activities in the framework of the relevant themes.
- ✓ Number of researchers operating in Future Internet relevant fields.
- ✓ Foreign Direct Investment and existence of development centres of multinational corporations.
- ✓ Previous participations in FP6-FP7.
- ✓ Number of scientific publications.
- ✓ Already existing inter-changes and other cooperation with European academia.

From the definition of such indicators, two different tools were then produced[2], in order to allow the local partners to carry out the compilation and organization of information in their own countries:

- An excel file with fields broken down by indicator and by research area (corresponding to the 8 covered by the Future Internet related TPs operating in Europe), so that for each research area, values could be assigned to each area from the perspective of different indicators (e.g. is the number of researchers in Embedded Systems high, medium or low for a given country?).
- Guidelines for the interviews to be carried out with representative people from the ICT research communities in different countries. The guidelines included a formal procedure with standard questions to be asked to stakeholders, so as to obtain comparable information from all countries.

3. The preliminary analysis

The analysis was launched in the second half of February 2010 and run on a local basis by the Latin American partners with the permanent support and guidance of TESEO and ROSE:

[2] Guidelines for the use of those tools were annexed in D2.1 (page 107)

- ALETI completed the analysis for Argentina and Chile,
- USP for Brazil,
- CINTEL for Colombia,
- ITESM for Mexico.

A slow-down in the activities in Chile occurred as an indirect consequence of the earthquake of 27/02/2010 which determined an alteration of the usual cooperation pattern in the academic environment in the weeks following the disaster. However this did not entail any major consequence on the work performed nor in the results achieved in Chile.

During the preliminary analysis several difficulties appeared and the project had to face and solve them as they arose while maintaining the coherence of the whole analysis. These difficulties were:

a) **Lack of structured sectors**: In some of the countries under analysis, research on Future Internet or any of its components, is still at an embryonic stage and does not follow a structure as it has been done in Europe thanks to intensive preparatory activities. This problem was solved including a brief training session to all the interviews in which the scope of each sector and the terminology were presented to the people interviewed.
b) **Terminology of research areas**: The categorisation of research areas that can collectively be referred to as the Future Internet (at least from the perspective of the EU Seventh Framework Programme) is often different from country to country. For instance, in many Latin American countries, the area of embedded systems is usually included within the microelectronics sector. This issue was also addressed at the beginning of all the interviews.
c) **Harmonisation of statistical data**: Each country has a different system for collecting and presenting data. Whereas it has been possible to collect most data by categories corresponding to the TPs areas, in some cases these were not available in a sufficiently disaggregated form as it would have been desirable. The national responsible conducted special interviews with sector industrial associations in order to get additional data that could help to complement or disaggregate the information available in national reports.

During the implementation phase in which information was gathered at national level, a total of **148 stakeholders were interviewed** on the basis of the methodology and the guidelines provided in the initial phase of the project. Interviews per country were:

Argentina	31
Brazil	34
Chile	24
Colombia	25
Mexico	34

All the information gathered both from analysis of policies, other relevant documents at national level and from the interviews was summarised in short reports on the national status of ICT research provided at the beginning of each country-related section in D2.1. At this point in time (M4) the national analysis were performed individually and the third phase was about to start. This third phase would be conducted mainly by TESEO and ROSE and its goal was to harmonize all the results in a coherent regional report and based on this information make the initial proposal of Steering Council members and areas for working groups. This phase is briefly described in the next chapter.

4. The LATP Matrix and identification of research actors to be involved

Detailed information and lists of organisations proposed for membership and roles within the Steering Councils as well as the proposed working groups for the Latin American Technology Platforms are contained in D2.2. In this section, a brief overview of the process followed will be presented.

This phase took as basis the national reports and the indicators that were compiled during the first phase of WP2 activities. Therefore, the first action was to harmonise these data and guarantee that the sources of information were reliable and accurate. This harmonisation was coordinated by TESEO with the support of national responsible partners and took two weeks. The goals of this process were:

- To guarantee **coherence of data** compiled for the **different sectors** within each country report. In order to do this, the task coordinator conducted a critical internal analysis of all the data, completing some missing data and requesting more details for the indicators/sectors that were under-covered in the initial draft versions.

- To guarantee the **cross-country coherence of data** in order to produce comparable indicators. After discussing on the possible ways to do this, the consortium agreed to use a country-normalization for these data, considering the population of each country as the factor for equalization.

Once the indicators were normalized, the criteria presented in the previous sections were applied in order to find out which sectors had enough potential to set up a working group in each country. For these sectors with enough potential, each national responsible proposed an initial list of stakeholders that were interviewed and that fitted with these sectors. Based on this initial list and considering the criteria for selecting Steering Council members, the task coordinator proposed the initial list of components of the Steering Council that should be contacted during the creation of LATPs as part of WP3.

In this process, the regional coherence of the working groups proposed was also a key factor that was taken into account.

5. Updates

This section provides additional information about the follow up activities performed in every target country as part of the transition from WP2 to WP3 activities, after the delivery of the LATP matrix. It refers essentially to the period August-October 2010 in which a smooth transition from WP2 to WP3 was achieved.

Final decisions on the ICT sectors with enough potential to set up a working group obtained in the first phase were confirmed with small adjustments in the membership of the different TPs and some slight changes in the Steering Councils for Colombia and Mexico.

It is interesting to note that in the initial discussions towards the creation of the Mexican TP, the need to focus on the theme of e-health emerged in a structured manner, and a working group has been proposed to work in this direction. This is the first case, within the five countries covered by FIRST, of a working group that does not necessarily correspond to one of the eight research areas, but in a complementary way is focused on a cross-theme sector. It is therefore an example of how it can be expected that national TPs will evolve focussing part of their activities on other relevant themes (covered by the ICT programme and Future Internet PPP calls).

5.1 Argentina

In Argentina the event to present the initial LATP structure, governance and vision is being coordinated with the *Ministerio de Ciencia, Tecnología e Innovación Productiva* (MINCYT) and took place on the December the 6th, 2010. The involvement of MINCYT is a key factor in accelerating the establishment of the Technology Platform in Argentina since it clearly shows endorsement from the government, in addition to interest already shown by the scientific and industrial communities.

As a follow up to the initial stage of collaboration, the proposed members of the Steering Board have established contact with two key players of the Industry: *Unión Argentina Industrial* (UIA - www.uia.org.ar) and *Asociación de Industriales Metalúrgicos de la República Argentina* (ADIMRA - www.adimra.org.ar). UIA gathers all the Industries of Argentina and considers ICT a driver to progress and competitiveness. In parallel, ADIMRA gathers metallurgical industries; this association has a section of Innovation that helps Argentine companies to invest in enhancing it processes. ADMIRA considers ICT R&D central to enhance innovation capabilities in its domains, which explains its interest in being associated to the TP.

Though not focusing exclusively on the Argentina TP, dissemination activities have been carried out on the FIRST project. The main ones were the Pro Ideal Event session (http://www.presenciavisual.com/INMARK/JAIIO_PRO-IDEAL_agenda_final.pdf), the University/Industry Partnership Seminar under the title Techsession (http://www.39jaiio.org.ar/sites/default/files/Programa-JUI-v12.pdf) and the Cocktail of the *Congreso Informática y Telecomunicaciones* (www.bicexpo.com.ar). FIRST was also presented at the FP7 ICT Info Day organized by MINCYT (July 22, 2010).

5.2 Brazil

The Brazilian TP should be confirmed in its originally proposed structure and distribution of roles (see D2.2). Progress is expected in terms of enhanced visibility to the national research and industrial communities.

A first workshop was held on Sep 16, 2010 at USP, where the project FIRST and the initial concepts of Technology Platforms and Steering Council were presented to an audience of roughly 30 representatives of ICT research entities and companies mostly located in the state of Sao Paulo.

A dissemination session of the project FIRST was also held on Oct 14, 2010 during the Session 24 (EU-Brazil Joint Call ICT 2011 presentation) at the WPMC 2010 - International Symposium on Wireless Personal Multimedia Communications in Recife city.

The next step was the 2nd Workshop on Nov 18, 2010 at USP, where the Technology Platforms concept will continue to be explained to the ICT community in Brazil with expected participation also from other regions within the country.

5.3 Chile

Chile celebrated the TP launch event on December 1st, 2010. The coordination of this event is being managed in cooperation between CONICYT (the National Council of Science and Technology) and the TP proposed leaders: Mr. Luis Stein (Virtual21) and Mr. Hector Torres (ProteinLab Utem).

The event presented the initial Chilean TP structure, governance and vision, to clarify all the issues regarding its scope and create consensus around the future actions such as SRA discussion meetings, or the formal name of the TP and its cooperation procedures with other European or Latin American TPs.

A contact to all members has been established in order to obtain and consolidate their positions and to clear doubts. Among the first feedback from contacts with the members, it appears that many of them are interested in learning about ETPs and their members' experience. Therefore, a possible activity (in a form to be chosen, probably a workshop) is having the testimony from ETPs organizations.

Another important progress is the contact established with Colegio de Ingenieros de Chile, in particular with its Informatics and Computation Commission, which has currently 10.000 members.

5.4 Colombia

After the first elaboration of the Colombian TP matrix, the interest by the industry in participating actively in the Colombian platform has been increasing. In particular, significant interest has emerged from large enterprises. Three additional companies to the ones previously identified (COMCEL, UNE, INTERNEXA, TELEFONICA TELECOM), that were not identified at the stage of the matrix elaboration, are being proposed by CINTEL to join the Steering Council: TIGO, ETB and AVANTEL.

Changes have also occurred among the SMEs and research organisations (universities and research centres) proposed to become members of the Steering Council, due to their interest and active participation in internal meetings and private interviews held during the last months. For instance, INALAMBRIA INTERNACIONAL, an SME, the *Universidad del Quindio*, a public university and the *Universidad Manuela Beltrán* are proposed to join the Steering Council. The participation of other SMEs in the Steering Council is still to be confirmed and, although they have been proposed, they are not included in the revised chart below.

A wide consensus seems to have been reached on the name of Colombian Technology Platform, reflecting its mission to act as a community that gathers Colombian representatives from the Industry and the Academia in order to foster and promote a coherent approach of R&D&I activities towards the development of Future Internet in Colombia. This community is proposed to be named RECIIF, a collaborative network for R&D&I in Future Internet in Colombia (*Red de colaboración para la I+D+i en Internet del Futuro)*.

In the months to come, RECIIF and the project FIRST will organize the second national event, in order to present the TP structure, governance and vision of the platform to the initial Steering Council members and other relevant stakeholders such as R&D supporters and make an Open call to the registration of new members. In addition, virtual meetings will be held by the Steering Council in order to define R&D&I priorities and start establishing a Colombian Strategic Research Agenda.

5.5 Mexico

Mexico has done relevant progress in following up to the matrix elaboration to set up the basis of its Technology Platform, with secretariat to be managed by ITESM Monterrey and participation as observers of the Technology and Science National Council (CONACYT), the National Chamber for Information Technology and Telecommunications and Electronic Industry (CANIETI), the Economy Ministry (SE), the Transport and Communication Ministry and the ICT NCP. The scientific committee will be managed by the Information and Technology Research National Network (REDTIC) with connections to all Working Groups, which will cover areas related to Networked Electronic Media (led by DIMTEC), Software and Services (SOFTTEK and BIQ will share leadership of the WG), Embedded Systems (Soluciones Tecnológicas), eMobility (DEXTRA Technologies, Moviquity Mexico, Tecnologías de Información Móvil).

As a further development of preliminary work, the Mexican scientific community has opted for the creation of a Working Group devoted to eHealth, perceived as a key research challenge that cuts across domains covered by the other working groups. The working group will be coordinated by Medisist. Membership and internal roles will be defined in the coming weeks.

An online tool is being used to keep track of contacts taken and interest to or subscription to the Mexican TP at: http://www.mediaweb-site.com/registro2010/

Several workshops, meetings and presentation sessions have accompanied the setting up of the Technology Platform (Conference at B3 Forum BroadBand for Business-ExpoComm on the 23-25 February, Mexico City, Conference at Internet User day organized by Latino-American Institute of Digital Culture (LCUD) on May 24th, 2010 in Mexico City, the first FIRST project national event on the 10th of June 2010.

Different meetings have been held during the consolidation phase of membership of the Mexican TP, mainly in July 2010 in the States of Jalisco, Queretaro, Veracruz and Mexico City. The second FIRST Event to establish the TP Steering Council took place in Pachuca on the 9th November, 2010.

Also, Mexican Technologic Platform on Future Internet (MTP) was integrated as a part of CANIETI Vice-presidency of TI Clusters to support innovation sector. MTP was present in the 4th National Meeting of CANIETI Clusters on August 13th, 2010 in Zacatecas and the 2010 National Convention of CANIETI on October 21-23th, 2010 in Ixtapa.

6. Conclusions

Work package 2 has laid the basis for the establishment of solid Technology Platforms in the five target countries. Although the process of obtaining expressions of interest towards membership in the proposed TPs or even in coordination roles within their Steering Council has been sometimes difficult, due to the lack of knowledge of the ETP mechanism within the local communities, the response has finally been very positive reaching a huge impact in the region.

In addition to the figures that confirm in each country the presence of a core of industrial and academic organisations willing to get organised and to intensify cooperation with Europe, an important element of consolidation of the FIRST initiative, is the endorsement that at different degrees is granted by the local governments. It is encouraging to see that in the "Observers" group created within the LATPs Steering Councils, every country features national public agencies in charge of support to research and to the development of an ICT based knowledge society. In countries where the importance of public policies and governmental orientation is particularly relevant, this should be interpreted as a good sign.

The activities in the target countries are now progressing from the form (how to structure TPs and which areas of activities to focus on) to the content with the first meetings of the Steering Councils and working groups. Participation from the local constituencies is at the moment either in line or even slightly above expectations. Thanks also to the massive participation of Latin American representatives to the ICT Event 2010, the momentum is there, to consolidate and launch the LATPs in their truly operational phase on research projects.

As a final remark for WP2, it is worth to mention that the project consortium has proposed the production of one additional deliverable within WP2, in order to publicise with more detail the work done to create the project methodology. This additional deliverable will include a generalization of the methodology so it can be more easily applied to other sectors and regions. The document will also include concrete recommendations and tips from the national responsible partners that conducted the field analysis and interviews in order to make possible that others will benefit from the lessons learnt by the project during this phase of the project.

It has been repeatedly assessed that FIRST is conducting a pioneering work that can set the basis for future similar activities, and in line with this the FIRST consortium is committed to spread the knowledge and experiences gained during the project life, so other can benefit from it.