

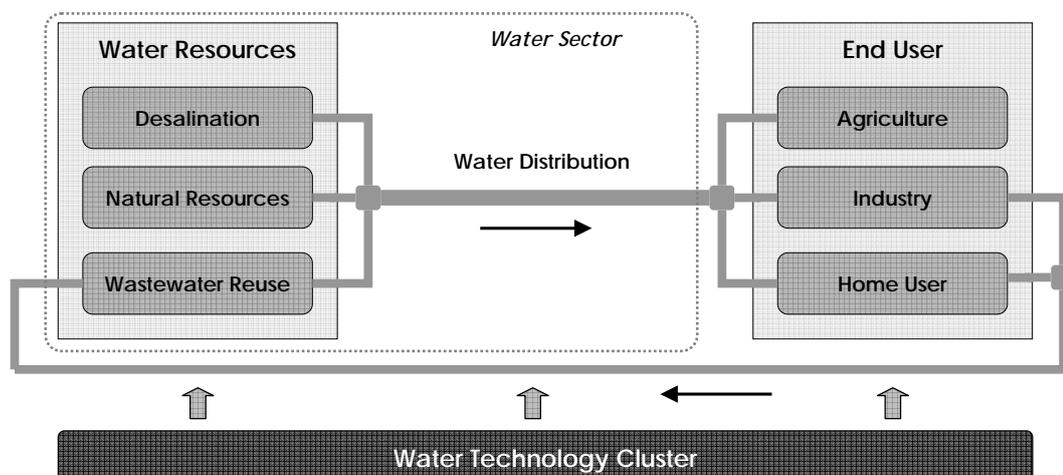
## 2 PROJECT OBJECTIVES, WORK PROGRESS & ACHIEVEMENTS AND PROJECT MANAGEMENT

The overall objective of the SWAM Project is to create a common dialogue platform and a joint action plan among three innovative and dynamic Water-Tech clusters that will maximise their capacity for better RTD investments at regional level through complementarities and synergies, so as to contribute to sustainable development, economic growth, global competitiveness of the regions, and the emergence of the Water-Tech lead market (See Figure 2.1).

But, in the short-medium term context, and in a measurable and verifiable way, the specific SWAM objectives are clearly the following:

- To enhance the deeper understanding of the regional research and economic environment, including the assessment of the research infrastructures and support policy schemes, for all the actors belonging to these clusters, in order to gain vision about the current competitiveness of the Water-Tech sector in these regions.
- To create a sharing environment of common priorities and strategies among the participant clusters for mutual learning.
- To promote the collaboration among researchers and commercial companies of the participant regions.

FIGURE 2.1 - WATER ECONOMIC CYCLE



### 2.1 PROJECT OBJECTIVES

In the short-term context, and in a measurable and verifiable way, the **specific SWAM objectives** are the following:

**1.** To enhance the **deeper understanding** of the regional research and economic environment, including the assessment of the research infrastructures and support policy schemes, for all the actors belonging to these clusters, in order to gain vision about the current competitiveness of the Water-Tech sector in these regions.

- Preparation of **reports** regarding the participant clusters about the research and business environments, RTD&I needs, etc., and analysis of the regional policies including national/regional programmes (SWOT analysis).
- **Cluster mapping, segmentation** and priority setting for each cluster through the analysis of the strategic Water-Tech segments with qualitative-quantitative information, identification of the key strategic challenges, and selection of the most urgent focus for competitiveness reinforcement initiatives.
- Study of the **strategic fit** to understand how the current regional RTD&I strategies, support programmes and infrastructures coincide with the highlighted economic realities.

**2.** To create a sharing environment of common priorities and strategies among the participant clusters for mutual learning.

- Dynamic **communication platform** among the participant clusters to support mutual learning by understanding the common points and differences, for sustainable relationships in Water-Tech sector where future collaboration can be further developed.
- **Sharing information and experience** regarding the regional strategies and visions in the Water-Tech area, in order to enrich the regional research and innovation systems. Developing a map of unique products and processes. Developing of new commercial ideas.
- Definition of a **strategic framework of long-term pathway** for cluster managing and support and a related monitoring system among the participating clusters for sustainable collaboration between the regional key actors and internationalization of their activities.

**3.** To promote the collaboration among researchers and commercial companies of the participant regions.

- To **increase the collaboration** of all regional key actors (including the local/regional authorities, research and industry entities, as well as other support organizations) active and experienced in Water-Tech area.
- To **preserve the sustainability** and increase the visibility and functionality of the Common Dialogue Platform by maintaining collaboration with other clusters.



- To **improve of awareness** on importance of benefiting from research and development facilities, scientific infrastructures and human resources for further economic development, and promoting their joint use for collaborative RTD&I projects in the Water-Tech area.

## 2.2 WORK PROGRESS AND ACHIEVEMENTS

To achieve these objectives and during the Project lifetime (28 months), SWAM partners have worked intensely, as a team, facing problematic regional environments, but always following the Project work plan which divides the activities into several work packages:

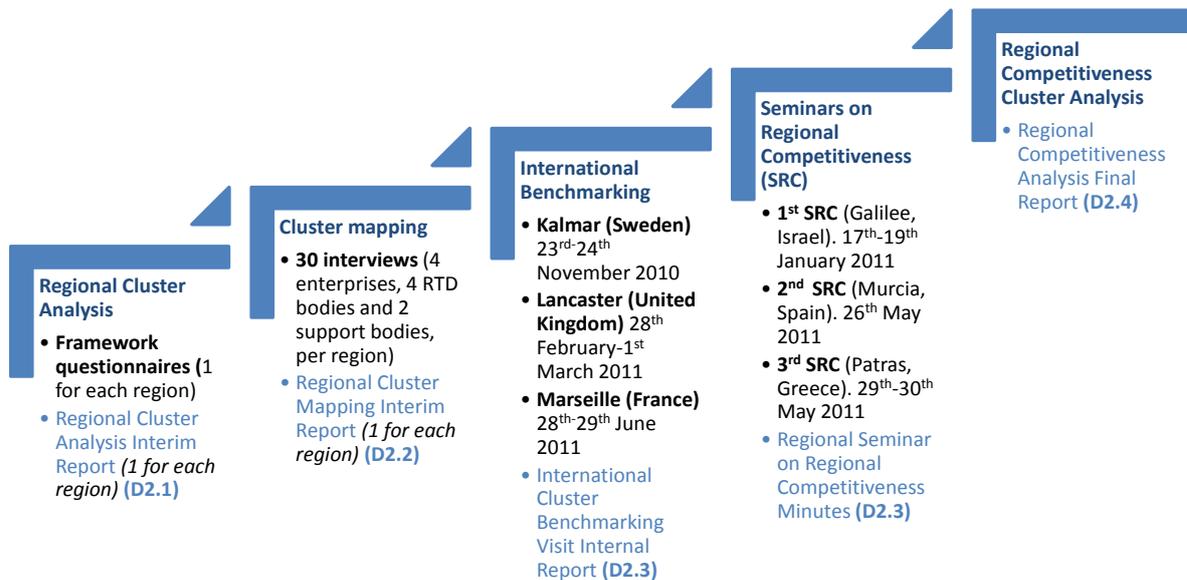
### 2.2.1 WP2: Competitiveness Analysis of Research-driven Clusters

To achieve objective no. 1 about enhancing the deeper understanding between the three different regional research and economic environments, SWAM partners have deeply prepared **three reports** regarding the targeted regional Water-Tech clusters, focusing on their research and business environments, RTD and innovation needs, etc. as well as analysing their national/regional support programmes.

These reports have included a **cluster mapping, segmentation and priority** setting for each cluster through the analysis of their Water-Tech sector (SWOT analysis) by using qualitative-quantitative information from surveys and 10 qualifying interviews per region. This work has led to the identification of their key strategic challenges, and selection of the most urgent focus for competitiveness reinforcement initiatives.

To complete these reports, a **study of the strategic fit among the current regional RTD&I strategies**, support programmes and infrastructures, and the highlighted economic realities has been developed. To support this study and for benchmarking purposes, three visits to other international clusters in Sweden, United Kingdom and France have been performed.

Finally, all these reports and studies have been gathered in the **SWAM Regional Competitiveness Analysis Final Report**, which have been presented on each participant region to all the water-tech regional players through three so-called “**Seminars on regional competitiveness**” events.



### 2.2.1.1 Regional Cluster Analysis

In this task, both research and business environments and related regional policies in the SWAM clusters were analysed. The produced interim report was consequently divided into three parts, each one analysing one of the above parts in the participating regions, as well as their contribution to the development of the existing water clusters. Patras Science Park's (PSP) team created questionnaires which were completed by each region.

Through these questionnaires the current situation regarding the environmental problems, research infrastructures and the productive sectors of each region was depicted as well as their characteristics regarding the water sector, the regional policies and the structure and operation of the water cluster in each region. The strengths and weaknesses of the research institutions and regional authorities were analyzed as well as the economic and social environment of each participating cluster.

All three regions completed the questionnaires and the results of this interim report (based on the questionnaires and bibliography) were presented at the 2<sup>nd</sup> Network Meeting, held at Patras on 7<sup>th</sup> of July 2010. Finally this task was completed successfully and reported on the "Regional Cluster Analysis Interim Report" (D2.1) (1 for each region, totally 3) which is currently available at the SWAM Project website.

#### progress towards objectives and the results of this task

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

### 2.2.1.2 Cluster mapping

This task was aimed to define segments and criteria to define clusters and sub-clusters in the participant SWAM regions' Water-Tech sector. In this sense, the produced interim report was divided into three parts, each one mapping the cluster of the three participating regions. The aim of this analysis is to define the segments in the Water-Tech sector by enlisting all the related sectors present in the involved regions, identify key strategic challenges for each participating cluster and find elements such as critical mass in specialized areas for the creation of sub-clusters.

Aspects assessed were the following: organization (leadership, technology, collaboration, and performance), management of clusters, learning competences, relevant regional policies, strategies etc. Three appropriate interview forms addressing business, research and support actors were prepared and submitted to the regional leaders by PSP. For each participating regional cluster, four of these interview forms were completed by enterprises, four by RTD bodies and finally two were collected from support bodies, summing up to a total of 30 completed interview forms. The feedback gathered (filled forms, discussions with regional actors when necessary, desktop research, etc.) was analysed and the results were included in the corresponding interim report prepared by PSP. Finally this task was completed successfully and reported on the "[Regional Cluster Mapping Interim Report \(1 for each region, totally 3\)](#)" (D2.2) which is currently available at the SWAM Project website.

#### progress towards objectives and the results of this task

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

### 2.2.1.3 International Benchmarking

In addition to learning from each other throughout the SWAM project, actors in the participant regions' Water-Tech clusters had the opportunity to undertake "best practice" visits to other regions where successful clustering efforts and evolution can be illustrated. The objective of the international benchmarking activity is to elaborate, together with the participating actors, and on the grounds of the previous analysis, general recommendations and action lines for the identified priority clusters in order to reinforce the key success factors of the regions' clusters future initiatives.

A total of three (3) clusters visits for benchmarking were organised, each one corresponding to the priority cluster of each participating region. In this reporting period, SWAM partners and players visited environmental and water-tech clusters in:

- **Kalmar (Sweden)** 23<sup>rd</sup>-24<sup>th</sup> November 2010
- **Lancaster (United Kingdom)** 28<sup>th</sup> February-1<sup>st</sup> March 2011
- **Marseille (France)** 28<sup>th</sup>-29<sup>th</sup> June 2011



**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

**2.2.1.3.1 Kalmar (Sweden)**

The first benchmarking visit took place in Kalmar, Sweden, on **23<sup>rd</sup> – 24<sup>th</sup> November 2010**. The SWAM partners and players who participated in the benchmarking visit met representatives from the **Sustainable Sweden South East cluster (SSSE)** and the Regional Council in Kalmar County (RFK), discussing with them on the basis of cluster development policies, regional strategies, funding methods, infrastructures, operations and cluster activities. The SSSE cluster was analyzed with a reference on its focus, its members, the management structure and operations, the funding sources and the related activities. Useful benchmarking conclusions could be deduced from the round table discussions with some of the key persons of the Swedish regional innovation system.

This visit was undertaken during the organization of two parallel events, the **Eco-Tech Conference** and the **Waste Cluster Initiative meeting**. Therefore, SWAM partners had the opportunity to come together with other clean-tech clusters as well (e.g. Lahti Clean-Tech cluster, coordinator of STInno/FP7 project).

FIGURE 2.2 - BENCHMARKING AT KALMAR (SWEDEN)



Finally, after this benchmarking trip, RWG as the partner in charge of the trip management, prepared and delivered the “**1<sup>st</sup> International Cluster Benchmarking Visit Internal Report**” (D2.3).

**2.2.1.3.2 Lancaster (United Kingdom)**

The second benchmarking visit took place in Lancaster, England, on **28<sup>th</sup> February – 1<sup>st</sup> March 2011**. The SWAM partners and players who participated in the benchmarking visit met representatives from the **Envirolink Northwest cluster** (specifically from the Environlink Northwest centre in Warrington, and from the Lancaster Environment Centre -

Lancaster University in Lancaster). Several interesting issues were discussed as those related to networks development policies, regional strategies, funding methods, infrastructures, operations and clusters activities. The benchmarking in Lancaster opened for SWAM partners a wide learning of varied and interesting models of networks development for the dissemination, rising awareness and the suitability of the different projects.

FIGURE 2.3 - BENCHMARKING AT LANCASTER (UNITED KINGDOM)



Finally, after this benchmarking trip, GMA as the partner in charge of the trip management, prepared and delivered the “2<sup>nd</sup> International Cluster Benchmarking Visit Internal Report” (D2.3).

#### 2.2.1.3.3 Marseille (France)

The third benchmarking visit took place in Marseille, France, on **28<sup>th</sup> – 29<sup>th</sup> June 2011**. The SWAM partners and players who participated in the benchmarking visit met representatives from the **Pôle de Compétitivité de L’Eau (Pôle Eau ©)** in Marseille and Montpellier. This cluster was analysed, regarding its structure and market focus, main actors, technological areas of excellence, infrastructures, cluster development policies and regional strategies, cluster funding methods, and ongoing operations and cluster activities.

This last benchmarking trip also opened to SWAM partners huge opportunities to collaborate with one of the most important European water lobbies, since the World Water Council (WWC), the Institute Méditerranéen de L’Eau (IME) and other important water institutions are based in Marseille or Montpellier. In this way, the visit also provided useful information about the water policy framework in the Mediterranean basin, especially in the Southern part, which is of strategic importance in the further growing of the international water-tech market.

FIGURE 2.4 – BENCHMARKING AT MARSEILLE (FRANCE)



Finally, after this last benchmarking trip, DGUPC as the partner in charge of the trip management, prepared and delivered the “3<sup>rd</sup> International Cluster Benchmarking Visit Internal Report” (D2.3).

#### 2.2.1.4 Seminars on Regional Competitiveness

Three (3) seminars on regional competitiveness (one at each region) have been performed during this first Project period.

- 1<sup>st</sup> Seminar on regional competitiveness (Galilee, Israel). 17<sup>th</sup>-19<sup>th</sup> January 2011
- 2<sup>nd</sup> Seminar on regional competitiveness (Murcia, Spain). 26<sup>th</sup> May 2011
- 3<sup>rd</sup> Seminar on regional competitiveness (Patras, Greece). 29<sup>th</sup>-30<sup>th</sup> May 2011

The main objective of these one-day events is to maximise the benefits of opening research opportunities for regional economic development. They are targeted to relevant regional and national public bodies that support (finance or manage) research activities, as well as experts, banks, business angels, and main industrial players.

The seminar programme included:

- Presentation of the analysis in the region.
- Proposition of the selection criteria for future initiatives, with contributions from the industries in the region and from national public bodies.
- Application of the criteria on the identified Water-Tech clusters and establishment of priority actions for the region.
- Conclusions from the benchmarking trips
- Synthesis and conclusions.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

**2.2.1.4.1 1<sup>st</sup> Seminar on regional competitiveness (Galilee, Israel)**

The first SWAM seminar on regional competitiveness took place in the Galilee (Israel), in the framework of the 3<sup>rd</sup> Network Meeting on **17<sup>th</sup> – 19<sup>th</sup> January 2011**. Representatives from the Water-tech sector in the Galilee as well as from national public bodies and industries were invited. In this seminar, actions concerning research activities were presented, and ways and means for innovation support as well as tools for regional economic development were discussed. Most discussions were based on the grounds of previous analysis in the Galilee region.

The most important part was the exhibition by 16 industries (4 from Murcia, and 1 from Patras), in which the successes and the needs were presented. It gave the Conference participants the chances to discuss about local needs and solutions for different aspects of water technologies as well as make contacts for future joint activities.

FIGURE 2.5 - 1<sup>ST</sup> SEMINAR ON REGIONAL COMPETITIVENESS (GALILEE, ISRAEL)



Finally, after this meeting, GMA as the hosting regional authority, prepared and delivered the “1<sup>st</sup> Regional Seminar on Regional Competitiveness Minutes” (D2.3).

**2.2.1.4.2 2<sup>nd</sup> Seminar on regional competitiveness (Murcia, Spain)**

The 2<sup>nd</sup> SWAM seminar on regional competitiveness was held in Murcia (Spain), on **26<sup>th</sup> May 2011**. Representatives from the Water-tech sector in the Region of Murcia attended this event, as well as from national industries and associations, taking into advantage the framework of the 1<sup>st</sup> Region of Murcia’s Auxiliary Metal Industry Trade-Fair, organised by FREMM-AFAMUR. During this seminar, actions concerning research and industrial activities were presented, and ways and means for innovation support were discussed.

FIGURE 2.6 – 2<sup>ND</sup> SEMINAR ON REGIONAL COMPETITIVENESS (MURCIA, SPAIN)



Finally, after this meeting, DGUPC as the hosting regional authority, prepared and delivered the “2<sup>nd</sup> Regional Seminar on Regional Competitiveness Minutes” (D2.3).

#### 2.2.1.4.3 3<sup>rd</sup> Seminar on regional competitiveness (Patras, Greece)

The 3<sup>rd</sup> and last SWAM seminar on regional competitiveness was held in Patras (Greece), in the framework of the 4<sup>th</sup> Network Meeting, 3<sup>rd</sup> Inter-cluster round and 4<sup>th</sup> Info-day, on **29<sup>th</sup> – 30<sup>th</sup> May 2011**. Representatives from the Water-Tech sector in the Western Greece as well as from national public bodies and industries were invited. Draft outputs of the SWAM Project such as the overview of the Overall Analysis Report of the SWAM clusters and the envisaged areas of collaboration of the Joint Action Plan were sent to the participants in advance in order to stimulate their interest on the subject.

The seminar programme included some other contents such as:

- Propositions based on national, European and international practices on cluster development, dissemination and networking.
- Presentation of niche research topics on Water-Tech in Western Greece.
- Presentation of innovative technologies and products on Water-Tech for commercialization in the Region of Western Greece.
- Problems reported from regional industries.
- Funding opportunities at regional and national level.
- Round table discussion on priority actions for the region, especially in relation to the SWAM joint action plan.

It was specifically emphasized that the Region of Western Greece has a huge unexploited water potential that could benefit many economic sectors such as tourism and energy. Furthermore, it was underlined that the preservation of water sources should be of high priority for the regional development. Promotion and dissemination activities were discussed as well, taking into account international practice as reference. Particular networking events were proposed in order to promote further the cluster activities.

The participants were also invited to attend the next day the 3<sup>rd</sup> SWAM Inter-cluster round table meeting in order to promote the interaction with the other SWAM members from Israel and Spain. Several contacts were made during this meeting, which may lead to future cooperation and planning of new projects.

FIGURE 2.7 - 3<sup>RD</sup> SEMINAR ON REGIONAL COMPETITIVENESS (PATRAS, GREECE)



Finally, after this meeting, RWG as the hosting regional authority, prepared and delivered the “3<sup>rd</sup> Regional Seminar on Regional Competitiveness Minutes” (D2.3).

#### 2.2.1.5 Regional Competitiveness Cluster Analysis

In this task, the previous analysis reports, completed questionnaires and interview forms, as well as information obtained from bibliography and desktop research was used to elaborate the final comparative analysis. PSP team analysed this information in a comparative way among the three participating clusters and their economic realities (regional RTD and innovation strategies, RTD capabilities, infrastructures, etc.). From this final analysis, interesting and useful outcomes about the needs and competitiveness gaps of each region were obtained, underlying also how each region could benefit from the others, thus creating a joint strategy in order to enhance their Water-Tech clusters and promote sustainable development of their water sector.

Finally this task is in progress and will be completed on Month 19 according to its delivery date, as stated in the Project schedule. This task will report on the “Regional Competitiveness Analysis Final Report” (D2.4) which will be then uploaded to the SWAM Project website.

#### progress towards objectives and the results of this task

- No deviations in the task development.
- Critical objectives expected to be achieved.
- Resources used according to technical Annex I.
- At the point, no corrective actions seem to be required.

#### 2.2.2 WP3: Joint Action Plan Development

To achieve objective no. 2, SWAM partners have developed several activities, as the set up of a Common Water-Tech Dialogue Platform among the participant clusters to support mutual learning by

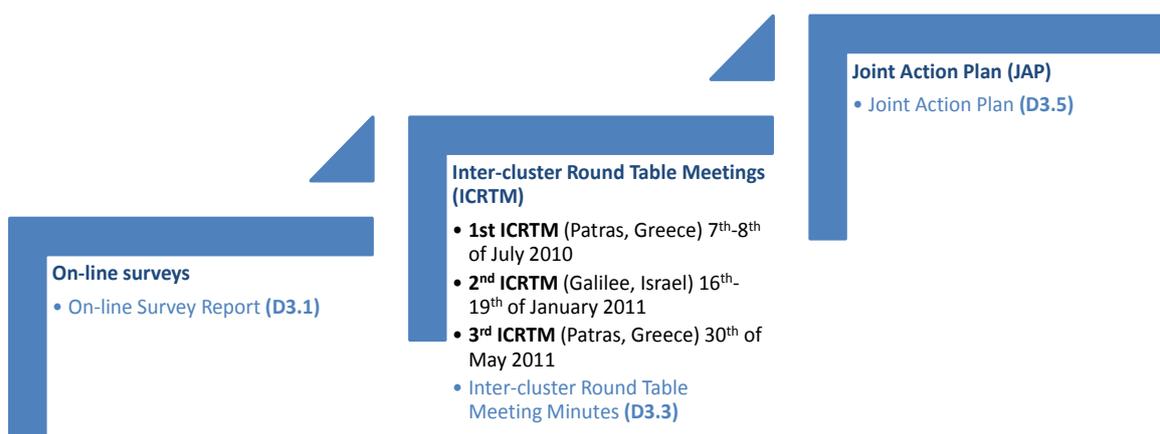


understanding the common points and differences, as well as to introduce research capacities to research demanders and to maximize the coordination between the different research agendas. This platform has been done by developing an interactive Web portal and recovering information, through on-line questionnaires, to a RTD supply and demand web-databank.

Through the Common Water-Tech Dialogue Platform research capacities have been introduced to research demanders in each region and to maximize the coordination between the different research agendas, RTD supply and demand web-databank.

During the Project, **5 inter-cluster round table meetings** have been held among SWAM clusters players and stakeholders, which have shared information and experience regarding their regional strategies and visions in the Water-tech sector, as well as identified several possibilities to jointly develop innovative products, and new commercial ideas.

Finally, SWAM partners drafted and defined a **Joint Action Plan**, a strategic long-term framework for cluster managing and support and a related monitoring system among the participating clusters for sustainable collaboration between the regional key actors and internationalization of their activities for sustainable collaboration among the participating clusters.



### 2.2.2.1 On-line surveys

The aim of this task is to introduce the research capacities to the research demanders in each SWAM region to make the best use of research resources. Fostering a culture of RTD&I, where the results are exploited to the advantage of regional as well as European level economic development and competitiveness, may be achieved through better identifying and demonstrating mutual interests and benefits in cooperation between research and commercial communities.

Therefore, in addition to the analysis studies performed in WP2, RTD supplier and demander organizations in SWAM research-driven Water-Tech clusters were asked to fill special questionnaires which were uploaded to the Web-site of the Project. The content and structure of questionnaires as well as the technical implementation of the necessary tool was elaborated by BERUTY with contribution and assessment of PSP and the rest of SWAM partners.

TABLE 2-1: NUMBER OF PROFILES UPLOADED TO THE SWAM WEB-SITE FOR THE PERIOD

COUNTRY OF ORIGIN	NUMBER OF UPLOADED PROFILES
Greece	8
Spain	14
Israel	17
Colombia	1
United States of America	1
TOTAL	41

Analysing the received questionnaires, some conclusions were achieved about possibilities and Water-Tech areas for collaboration in common projects:

- Wastewater treatment.
- Desalination sea water, mineral production from brine, drinking water treatment.
- Improve water management a safe and high quality water supply.
- Constructed wetlands' technology.
- Lake salinity and evaporation modelling.
- Crop water stress detection methods and equipment.
- Research and technology transfer.

This task will continue till the end of the Project, helping the SWAM partners to obtain feedback for the Joint Action Plan (JAP) development. Finally, as planned, the work carried out under this task and until the end of this first period reported on the deliverable “[On-line Survey Report](#)” (D3.1).

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

### 2.2.2.2 Inter-cluster Round Table Meetings

The aim of these meetings is to provide an experience and best-practice sharing environment for understanding the successful evolution of clusters including their formation, organization, and management processes. In this way, SWAM participants are expected to present an overview of their national and regional research programmes and activities in the Water-Tech field, and therefore to gain vision about:

- What the other partner clusters are doing in the field of research infrastructures.

- The main currently existing facilities and detailing the priorities for improving European capacity in Water-Tech research field.
- The main obstacles to share infrastructures at the European level and suggestions for a better common use.

Finally the participants will identify common medium-to-long term priorities and strategies for cooperative activities within and between the clusters.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

**2.2.2.2.1 1<sup>st</sup> Inter-cluster round table meeting (Patras, Greece)**

The first SWAM Inter-cluster round table meeting was held on the **7<sup>th</sup>-8<sup>th</sup> of July 2010**, in Patras (Greece), at the Patras Science Park's facilities, simultaneously to both 2<sup>nd</sup> Network Meeting and 1<sup>st</sup> Info-day events. This first meeting was devoted to explore the research priorities and capabilities of each participating cluster. As a follow up from the morning session of the 1<sup>st</sup> Info-day – which included presentations from public authorities at national and regional level that aimed to draw the water management framework in Greece, as well as presentations from cluster initiatives in Greece that described the development model of clusters based on the triple helix principle – the meeting participants were informed about the research activities that take place in the three SWA regions (Western Greece, Murcia and Galilee) with regard to sustainable water & wastewater management.

A round table open discussion was carried out on the subject “Research side of the triple-helix SWAM clusters – focused areas and challenges, towards a common research agenda”. From the fruitful discussion among all SWAM participants, the exploration of new R&D collaboration opportunities were addressed as one of the main expectations from the Project. Therefore, according with the presented topics of the meeting, it was suggested to **create three individual groups to further investigate** these possibilities:

- Group 1 – Focused on wastewater treatment, especially interested in presenting proposals on the olive-mills wastewater field.
- Group 2 – Focused on water management and ICT applications.
- Group 3 – Focused on efficient water irrigation systems in agriculture.



FIGURE 2.8 - 1<sup>ST</sup> INTER-CLUSTER ROUND-TABLE MEETING (PATRAS, GREECE)



Finally, after this meeting, RWG as the hosting regional authority, prepared and delivered the “1<sup>st</sup> Inter-cluster Round Table Meeting Minutes” (D3.3).

#### 2.2.2.2.2 2<sup>nd</sup> Inter-cluster round table meeting (Galilee, Israel)

The second SWAM Inter-cluster round table meeting was held on the **16<sup>th</sup>-19<sup>th</sup> of January 2011** in Galilee (Israel), at MIGAL Galilee Technology Centre’s facilities, simultaneously held to the 1<sup>st</sup> Seminar on regional competitiveness, 2<sup>nd</sup> Info-day, and 1<sup>st</sup> Mentor training events. This round table meeting in the Galilee enabled people to **talk in small groups according to 5 planned different issues**:

- Group 1: Water management & efficiencies.
- Group 2: Water quality and Wastewater treatment.
- Group 3: Agriculture and uses of recycling water.
- Group 4: Mentoring and education in water management.
- Group 5: Water, the environment and tourism.

In every group the participants discussed the subject and raised specific ideas that can be further developed in the Joint Action Plan. In addition, as a part of the mentoring session and the round table, the activity “**Concentric Circles**” was carried out, and it allowed to the participants to meet each other "one on one" for short and focus conversations. This session came towards the end of the conference, focusing upon the participants' professional needs and objectives, and their potential implementation through collaborations with other participants. Mentoring and sharing ideas and links with other people acted as a powerful and efficient tool. This was beneficial for all the researchers and industrialists involved in the advance of relevant projects.

The principle of mutual mentoring amongst peers and colleagues allows for the swift exchange of ideas and networking across the interdisciplinary spectrum, within common project objectives. This particular model is designed to produce for each participant an impressive list of ideas and links for cooperation – at least ten in each case – and while viewing this at the macro-conference level, a potential for literally hundreds of future collaborations.

FIGURE 2.9 – 2<sup>ND</sup> INTER-CLUSTER ROUND-TABLE MEETING (GALILEE, ISRAEL)



Finally, after this meeting, GMA as the hosting regional authority, prepared and delivered the “2<sup>nd</sup> Inter-cluster Round Table Meeting Minutes” (D3.3).

#### 2.2.2.2.3 3<sup>d</sup> Inter-cluster round table meeting (Patras, Greece)

The third SWAM Inter-cluster round table meeting was held on the **30<sup>th</sup> of May 2011** in Patras (Greece), at Astir Hotel. It was organized one day after the 2<sup>nd</sup> Regional seminar on competitiveness and 4<sup>th</sup> Info-day, and in parallel with the 4<sup>th</sup> Network Meeting.

This meeting was entirely dedicated to the elaboration of the “Joint Action Plan (JAP)” (D3.5) and to complete and validate the “Overall Analysis Report” (D3.4) which presented information about the commonalities, complementariness, differences, duplication and scope for collaboration between regional players. MIGAL, as work package leader and responsible for the preparation of both documents, distributed in advance a draft of them, including a proposal about possible actions that could be of common interest of the SWAM partners. **Several areas for possible collaboration were identified and various actions were considered under each topic raised.** The identified areas were the following:

- Area 1: **Common Capacity Building** (sharing of RTD infrastructures, enhancing skills and knowledge/know-how transfer between research and industry, and increasing researcher mobility).
- Area 2: **Collaborative R&D and exploitation projects** (selection and supporting of relevant collaborative RTD projects focused on the targeted areas).
- Area 3: **International cooperation and dissemination activities** (including mutual learning and mentoring activities).

It was proposed to assign a coordinator for each of these main areas, as well as different task leaders for each task of each area. At this point, it was also presented and discussed a first approach of the JAP sustainability strategy, taking into account its financial aspects as well as its duration, which was agreed to span over a 5-year period in order to include short-term and medium/long-term objectives.

In this meeting it was also unanimously agreed to attend the forthcoming WATEC Conference (Tel Aviv, Israel, 13-15 November 2011) as one important Project dissemination

activity, taking into advantage this conference to present the first SWAM Project achievements as well as a platform for boosting the planned SWAM Brokerage Event.

FIGURE 2.10 - 3<sup>RD</sup> INTER-CLUSTER ROUND-TABLE MEETING (PATRAS, GREECE)



Finally, after this meeting, RWG as the hosting regional authority, prepared and delivered the “3<sup>rd</sup> Inter-cluster Round Table Meeting Minutes” (D3.3).

#### 2.2.2.2.4 4<sup>th</sup> Inter-cluster round table meeting (Tel Aviv, Israel)

The fourth SWAM inter-cluster Round Table was held on the 13<sup>th</sup> – 16<sup>th</sup> of November 2011, in Tel-Aviv, Israel. The meeting was dedicated to broaden the contacts between the SWAM partners and the preventatives of water companies from Israel. In this round table session 35 water-tech companies' preventatives from Israel were participants. In addition to the Galilee delegation, 16 participants came from Murcia-Spain, 4 from Western-Greece, Greece, and 3 from Marseille-France (as a mentor region we met the delegate of the water cluster in Marseille). This occasion had a lot to offer and many of the SWAM partners make use of the entire opportunities to develop contacts for collaborations in the future.

FIGURE 2.11 - 4<sup>TH</sup> INTER-CLUSTER ROUND-TABLE MEETING (TEL AVIV, ISRAEL)



In the beginning of the meeting every one of the participants presents him/her self and its company name. During the meeting people gathered according to their field of interests and created contacts. Some of those contacts further developed during the project. The idea was to bring together the companies to the inter-cluster Round Table, which was a day before the WATEC exhibition & conference, in order to bring forward acquaintance between the

participants. Finally, after this meeting, GMA as the hosting regional authority, prepared and delivered the “4<sup>th</sup> Inter-cluster Round Table Meeting Minutes” (D3.3).

#### 2.2.2.2.5 5<sup>th</sup> Inter-cluster round table meeting (Murcia, Spain)

The fifth SWAM Inter-cluster round table meeting was held on the 7<sup>th</sup> of March 2012 in Murcia (Spain), at the Euromediterranean Water Institute Foundation (F-IEA) facilities. It was organized in parallel with the 6th Network Meeting.

The meeting was entirely devoted to boost the development of the Joint Action Plan (JAP), with the final objective of closing such document in order deliver it on time to the Commission. The document includes specific and real actions which reinforces the commitment among SWAM partners to carry out them, taking into account the SWAM partners’ strengths and the real possibilities for collaborating due to the current financial crisis.

At the same time, during this event a study-visit to the wastewater treatment plant (WWTP) Murcia-Este was organised, in order to know a plant of urban wastewater treatment with production of biogas and cogeneration. In the same way, a study-visit to the symbiotic wastewater plant in the University of Murcia was organised, and short speeches by university professors about details on the engineering, chemical and microbiological aspects of the plant were performed.

FIGURE 2.12 - 5<sup>TH</sup> INTER-CLUSTER ROUND-TABLE MEETING (MURCIA, SPAIN)



Finally, after this meeting, DGUPC as the hosting regional authority, prepared and delivered the “5<sup>th</sup> Inter-cluster Round Table Meeting Minutes” (D3.3).

#### 2.2.2.3 Joint Action Plan

The Joint Action Plan (JAP) is the most important outcome of the SWAM Project since this document is supposed to be the instrument which will guide the further development of activities among SWAM clusters. JAP is expected to enhance participant regions to strengthen their capacity for investing in and conducting research and technological development activities in the field of Water-Tech, and in a way which can contribute significantly to economic development. The aim of the JAP is to maintain a sustainable dialogue between the participant clusters, fostering collaborative RTD and innovation

actions between the participant regions in the Water-Tech sector, with clear objectives and through a common cooperation strategy.

The “Joint Action Plan” (D3.5) draft was prepared and delivered by MIGAL, as WP3 leader, on month 15 (May 2011), with close collaboration and significant contributions of the rest of SWAM partners. This first draft was widely discussed during the above described 3<sup>rd</sup> Inter-cluster round-table meeting. In this document, areas where cooperation among participant regions could be of mutual benefit are identified, as well as various actions are considered under each raised topic, and further steps suggested. The JAP is a “living document” which will need to be periodically updated, with the following objectives:

- To design the overall framework for Mediterranean cooperation among the participant regions on Water-Tech development, strengthening the sustainable dialogue between the participant clusters and deepening the political dialogue and cooperation in the Water-Tech sector.
- To develop common research and implementation programmes, supporting relevant collaborative RTD and exploitation projects among SMEs, research centres, universities, and other stakeholders from the participant clusters.
- To improve the access of SMEs, research centres, universities, and rest of stakeholders from the participant clusters to private and public funding of RTD an innovation, enhancing trade and investment opportunities in the Water-Tech sector, as well as facilitating the availability of innovation support services, connecting them to the existing European clusters platforms (Europe INNOVA).
- To tight the collaboration between the participating clusters, examining different possibilities to develop joint activities (sharing of RTD infrastructures and other facilities, enhancing skills and knowledge/know-how transfer between research and industry, and increasing researcher mobility especially between research and industry, etc.).
- To support and develop international cooperation and dissemination activities (including mutual learning and mentoring activities such as conferences, workshops, exchange of staff, etc.) as a mean of finalizing the international strategy and to test it.

Therefore, in the process of drafting the JAP, the initial SWOT charts were used to analyze and compare the different parameters within each Water-Tech cluster, but also gathering those as a single integrated international SWAM cluster, providing this approach the first recommendations for setting up the document. While the internal analyses dealt with the SWAM clusters' weaknesses and strengths, the external analyses were used to identified the environmental opportunities and threats. Both the internal and external analysis were performed using previous WP2 deliverables as inputs, specially deliverables “Regional Cluster Analysis Interim Reports” (D2.1), “[Regional Cluster Mapping Interim Reports](#)” (D2.2) and “[International Cluster Benchmarking Visits Internal Reports](#)” (D2.3).

As a previous stage before the JAP drafting, the synthesis of the overall analysis based on the SWOT charts and WP2 deliverables reported on the deliverable “Overall Analysis Report” (D3.4) which showed a picture of the gaps to be strengthen in order to implement the JAP, as well as



helped to identify potential areas of cooperation between the SWAM clusters and with other clusters in the Mediterranean and/or in Europe.

Therefore, once performed these analyses and reviewed the previous deliverables, the process to setup the JAP activities was the following:

- First, to define the fields of common interest derived from the SWOT analysis in the SWAM regions and clusters, taking into account the specific issues proposed by each region.
- Second, to identify the desirable and possible joint projects between SWAM partners and stakeholders on the above fields, and to produce and validate innovative actions of common interest in the water-tech sector.
- Third, to decide the final JAP structure and areas, making common horizontal recommendations and proposing specific actions on each area, focusing during the first year on stimulating RTD and innovation activities both within and between clusters:
  - Area 1. Common Capacity Building;
  - Area 2. Collaborative R&D and Exploitation Projects;
  - Area 3. Internationalization, Cooperation and Awareness Activities.

The JAP structure also includes the setting out of the longer-term vision for the sustainable inter-cluster collaboration and cooperation, the definition about the way forward (above mentioned), and the clear identification of SWAM clusters relevant actors, objectives, research topics, activities, responsibilities, and a schedule for trans-national and cross-regional cooperation. Furthermore, in this first JAP draft version, a financial plan of the activities is outlined, addressing availability and complementarities of different financial resources at local, national and European level, and planning also to include funds from the private sector.

Finally, to keep the track on the planned activities and to make easy their dissemination and coordination, a coordinator (JCP, JAP Contact Person) were assigned per each cluster and per each one of the main areas. These persons are in charge of guidance and consultation services for researchers, as well as SMEs/industry organizations. These persons will promote trade and investment opportunities in Water-Tech sector between participant regions, and will make periodical visits to target organizations in order to monitor the steps taken and to keep the interest for collaborative activities alive.

**progress towards  
objectives and the  
results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

### 2.2.3 WP4: Collective Learning and Business Platform Development

To achieve objective no. 3 increasing the collaboration of all regional key actors (including the local/regional authorities, research and industry entities, as well as other support organizations) 6 Info-Days have been held for “Raising Awareness” about existing research collaboration funding opportunities at national/local level or at European level.

Also 6 Mentor-Trainings have been undertaken for learning exchange with other emergent research-driven clusters active and experienced in Water-Tech area and in preserving the sustainability.

**Raising awareness activities: Contents preparation & Info-days**

- Info-days & Mentor Trainings Materials (D4.1)
- 1<sup>st</sup> Info-day (Patras, Greece) 7<sup>th</sup>-8<sup>th</sup> of July 2010
- 2<sup>nd</sup> Info-day (Galilee, Israel) 16<sup>th</sup>-19<sup>th</sup> of January 2011
- 3<sup>rd</sup> Info-day (Murcia, Spain) 26<sup>th</sup>-27<sup>th</sup> May 2011
- Info-day Report (D4.2)

**Raising awareness activities: Contents preparation & Mentor trainings**

- Info-days & Mentor Trainings Materials (D4.1)
- 1<sup>st</sup> Mentor training (Galilee, Israel) 16<sup>th</sup>-19<sup>th</sup> of January 2011
- 2<sup>nd</sup> Mentor training (Murcia, Spain) 26<sup>th</sup>-27<sup>th</sup> May 2011
- 3<sup>rd</sup> Mentor training (Patras, Greece) 6<sup>th</sup> and 7<sup>th</sup> October 2011
- Mentor Training Report (D4.2)

#### 2.2.3.1 Raising awareness activities: Contents preparation & Info-days

The aim of this task is to raise the awareness among the researchers about opportunities to collaborate with companies, and therefore to enhance the cross collaboration between them and commercial organizations for commercially ended and competitive research.

In order to achieve this objective several Info-days were planned in order to encourage research and industry organizations to participate in joint activities within SWAM clusters or with other clusters in the Water-Tech sector. Therefore, in this scope, the Info-days aimed:

- To disseminate the research potential (existing regional and at European level research infrastructures) of the SWAM clusters to their research entities and manufacturing companies, as well as, their Water-Tech sector associations.
- To inform participants about research offers and demands to stimulate collaboration activities, as well as funding opportunities within/without the SWAM clusters in the Water-Tech sector at local or European level.
- To inform participants about the importance of commercially ended research (IPR, patent applications, etc.) and university/research centre–industry collaboration for regional economic growth, including success stories where research-industry collaboration led to some star market products as examples.

Previously to the celebration of these Info-day events, the necessary contents and settings of the needed documentations, events agenda, etc. were prepared by GMA and MIGAL in close collaboration with the rest of SWAM partners. These documentations (presentations used during events) informed about the above mentioned aspects (existing research collaboration and funding opportunities, commercially ended research aspects, etc.) as well as success stories where research-industry collaboration led to some star market products. Finally, as planned, all the documents used in these activities until the end of this first period reported on the deliverable “Info-days & Mentor Trainings Materials” (D4.1).

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

2.2.3.1.1 1<sup>st</sup> Info-day (Patras, Greece)

The first SWAM Info-day was held on the **7<sup>th</sup>-8<sup>th</sup> of July 2010**, in Patras (Greece), at the Patras Science Park’s facilities, simultaneously to both 2<sup>nd</sup> Network Meeting and 1<sup>st</sup> Inter-cluster round table meeting events. This 1<sup>st</sup> Info-day was split into two sections: the first section included presentations from public authorities at national and regional level that aimed to draw the framework of water management in Greece, as well as presentations from cluster initiatives in Greece that promoted the development model of clusters based on the triple helix principle (research entities, public bodies and enterprises). The second section was devoted to the presentation of the local actors of the Greek Water-Tech cluster (including the university networks related to water and waste water issues), as well as presentations of companies from the three SWAM regions (Western Greece, Murcia and Galilee).

The event was announced through different dissemination channels, as direct approach to CEO and R&D departments of industries, universities, research centres, and rest of local stakeholders in each region. Therefore, the Info-day participants were informed about the research activities that take place in the three SWAM regions (Western Greece, Murcia and Galilee) in relation to sustainable water & wastewater management.

The Info-day concluded with a networking and matching event between enterprises and research entities from all regions which were asked to fill-in a form stating their personal views on possible R&D fields of collaboration between Galilee, Murcia and Patras as well as their personal contacts made during the meeting.

FIGURE 2.13 - 1<sup>ST</sup> SWAM INFO-DAY (PATRAS, GREECE)



Finally, at the end of this Info-day, RWG as the hosting regional authority, prepared and delivered the “1<sup>st</sup> Info-day Report” (D4.2).

#### 2.2.3.1.2 2<sup>nd</sup> Info-day (Galilee, Israel)

The second SWAM Info-day was held on the **16<sup>th</sup>-19<sup>th</sup> of January 2011** in Galilee (Israel), at MIGAL Galilee Technology Centre’s facilities, simultaneously to the 1<sup>st</sup> Seminar on regional competitiveness, 2<sup>nd</sup> Inter-cluster round table meeting, and 1<sup>st</sup> Mentor training events. This 2<sup>nd</sup> Info-day encouraged research and industry organizations to participate in joint activities within or with other clusters, and many companies and researchers from the SWAM clusters attended this event to show their products, services or research projects in a fruitful exchanging environment.

FIGURE 2.14 - 2<sup>ND</sup> SWAM INFO-DAY (GALILEE, ISRAEL)



The event was announced through different dissemination channels, as direct approach to CEO and R&D departments of industries, universities, research centres, and rest of local stakeholders in each region. Finally, at the end of this Info-day, GMA as the hosting regional authority, prepared and delivered the “2<sup>nd</sup> Info-day Report” (D4.2).

#### 2.2.3.1.3 3<sup>rd</sup> Info-day (Murcia, Spain)

The third SWAM Info-day was held in Murcia (Spain), on **26<sup>th</sup>-27<sup>th</sup> May 2011**, as a local event in the framework of the **1<sup>st</sup> Region of Murcia’s Auxiliary Metal Industry Trade-**

**Fair**, organised by FREMM-AFAMUR, and simultaneously to the 2<sup>nd</sup> SWAM seminar on regional competitiveness. Representatives from the Region of Murcia’s Water-tech sector in the Region of Murcia attended this event, as well as from national industries and associations, receiving information about the regional Water-Tech sector activities and the existing opportunities, exchanging knowledge between clusters members, and defining common challenges and common interests.

FIGURE 2.15 - 3<sup>rd</sup> SWAM INFO-DAY (MURCIA, SPAIN)



Finally, at the end of this Info-day, DGUPC as the hosting regional authority, prepared and delivered the “3<sup>rd</sup> Info-day Report” (D4.2).

#### 2.2.3.1.4 4<sup>th</sup> Info-day (Patras, Greece)

The fourth SWAM Info-day was held in Patras (Greece), on the 6<sup>th</sup> and 7<sup>th</sup> October 2011. The first day was spent in the city of Kalavryta, at the Kalavryta Canyon Hotel, where the 9<sup>th</sup> International Hydro-geological Congress took place. This gave the opportunity for SWAM project to be presented, apart from the mentored persons, to the participants of the congress. The second day of the mentoring activity was spent in Patras, at the University of Patras premises.

During the first day, SWAM project managed to include an intervention in the congress programme and inform the participants about its activities and objectives. Apart from the scientific part of the congress, the event included an exhibition of Greek companies (not necessarily located in Western Greece) engaged in the Water-Tech sector. These included among others the companies Marathon Data Systems (MDS), which deals with GIS applications and has experience with river basins monitoring applications, Metrica, which deals with water quality control and monitoring systems, and Scient Act S.A., which also operates in the field of water monitoring and control.

The Water-Tech Cluster members of Western Greece interacted with the representatives of these companies, having the opportunity to present them the SWAM project objectives and current achievements and invited them to join the cluster.

FIGURE 2.16 – 4<sup>TH</sup> SWAM INFO-DAY (PATRAS, GREECE)



The SWAM presence at the congress included a presentation held by PSP, a poster stand, as well as the distribution of project leaflets and newsletters. Last but not least, the mentored participant was invited to follow up the SWAM project progress through the web portal but also through personal contacts to the Greek mentors. In detail, the Greek Water-tech cluster identified Albania as the mentored region and invited two persons from the University of Tirana to visit Western Greece. The Greek partners decided to combine the mentor training with the organization of the 9th International Hydrogeological Congress ([www.hydrogeocongress.gr](http://www.hydrogeocongress.gr)), which was successfully held at Kalavrita, Greece between 5-8 October 2011, in order to enhance the public awareness and the dissemination level of the SWAM project.

The meeting concluded with an onsite visit of the FORTH premises and a guided tour provided by ENBIO. Last but not least, the mentored participant was invited to follow up the SWAM project progress through the web portal but also through personal contacts to the Greek mentors.

Finally, at the end of this Info-day, RWG as the hosting regional authority, prepared and delivered the “4<sup>th</sup> Info-day Report” (D4.2).

#### 2.2.3.1.5 5<sup>th</sup> Info-day (Tel-Aviv, Israel)

The fifth SWAM Info-day was held in Tel-Aviv (Israel) on November 2011, as a part of the WATEC Conference. The SWAM project participated in such conference in the “Water Innovation” Session, to emphasize how the SWAM project acting as a cluster for INCREASING REGIONAL COMPETITIVENESS ON SUSTAINABLE WATER MANAGEMENT. The WATEC event included the Conference and Exhibition with over 60 delegations from all over the world.

Prof. Uri Marchaim represented the SWAM cluster at these info day within the conference. Prof. Marchaim described the SWAM project's aims: To Increase regional competitiveness on sustainable water management, and to reinforce the competitiveness of the Water Technology sector and its potential to contribute to economic growth in the Regions of Murcia, Eastern-Galilee and Western-Greece. It is focused on improving links between

regional authorities, research entities and the local business cluster, in order to foster transnational, cross-border and inter-regional cooperation of mutual or multi-lateral benefit between regional partners.

Prof. Marchaim mentioned the results of acting as a cluster; in this sense, SWAM is making a positive difference to all the partner regions in terms of:

- Enabling them to become pioneer meta-clusters with economically viable RTD projects in water technologies and sustainable water management, and enhancing interaction between producers, suppliers, traders and researchers, and encouraging the exchange of knowhow.
- Increasing the market-share of regionally branded products through the development of the Water Technology know-how in regional companies and access to foreign markets.
- Increasing the successful development of new products and innovative technologies and reducing the time-to-market

As a result of the regional and the international SWAM project meetings, the participants defined targets regarding water management and identified the various parties involved in advancing the water sector, as well as needs for future development, in cooperation.

FIGURE 2.17 - 5<sup>TH</sup> SWAM INFO-DAY (TEL-AVIV, ISRAEL)



Finally, at the end of this Info-day, GMA as the hosting regional authority, prepared and delivered the “5<sup>th</sup> Info-day Report” (D4.2).

#### 2.2.3.1.6 6<sup>th</sup> Info-day (Murcia, Spain)

The sixth SWAM Info-day was held in Murcia (Spain), on 20th March 2012, as a local event devoted to the international cooperation among industries on water technology, organised by FREMM-AFAMUR, and simultaneously performed to the 5th Mentor Training.

Representatives from the Region of Murcia’s Water-tech sector in the Region of Murcia attended this event, receiving information about the collaboration opportunities in Water-Tech sector for companies, how cooperation between SME is of utmost importance to increase the competitiveness of water-tech regional companies. Finally, several success-cases in cooperation among companies were presented.

Finally, at the end of this Info-day, DGUPC as the hosting regional authority, prepared and delivered the “6<sup>th</sup> Info-day Report” (D4.2).

FIGURE 2.18 - 6<sup>TH</sup> SWAM INFO-DAY (MURCIA, SPAIN)



#### 2.2.3.2 Raising awareness activities: Contents preparation & Mentor trainings

The aim of this task is to conduct niche trainings in order to support wider dissemination of knowledge and the capacity in setting up of other emergent research-driven clusters with a less developed research profile. At the same time, the aim is also to strengthen collaboration links with these clusters in order to develop further collaboration Projects taking advantage of the EU funds.

In order to achieve this objective the SWAM consortium has identified two emergent research-driven clusters at European level and specifically at the Mediterranean basin: the **Water-Tech cluster from Cyprus**, and the **Water-Tech cluster from the Diyarbakir-Sanlıurfa** region in Turkey.

Both clusters present synergies and similarities with the SWAM clusters, and representatives from these clusters were invited to attend the mentoring sessions (two-day event) organized following the SWAM Info-days. On each case, different persons from each one of the above mentioned clusters participated in these events, receiving travel and accommodation support. Previously to these mentoring sessions, a mentor list on each region were prepared (from regional authorities, development agencies, universities, research centres, business associations, etc.) and **three**

**persons from each SWAM cluster were trained as mentors**, acting as the communication link between the mentee cluster and the SWAM consortium.

In the same way than previously for the Info-days preparation, the necessary contents and settings of the needed documentations, events agenda, etc. for the mentor training sessions were prepared by GMA and MIGAL in close collaboration with the rest of SWAM partners. A mentoring guide was designed to support the development of emergent Water-Tech clusters, as an initial combination of industries, research and academic institutes, support bodies, etc. in a region mainly focused on Water sector, and also focused on achieving some or all of the following goals:

- To develop a network based on ongoing exchange of information, data, etc. among the participants and other sources.
- To join forces to meet the specifications for large projects at regional, national or European level.
- To incorporate innovation as a discipline among the cluster participants, exchanging experiences and sharing resources on this field.

Finally, as planned, all the documents used in these activities until the end of this first period reported on the deliverable “[Info-days & Mentor Trainings Materials](#)” (D4.1).

Therefore, as a result of the previous work carried out, the mentoring guide proposed a mentoring cluster process based on the following four steps:

- Step 1 – Creation of regional partnerships among participants in the mentee regions.
- Step 2 – Development of training modules for mentoring –“Train-the-trainer”–.
- Step 3 – Implementation of the mentoring process and in the mentee regions.
- Step 4 – Ongoing trilateral mentoring.

The mentoring sessions provided to the mentee regions general guidance for regional/national and European level research support programmes, and also guidance for helping them to analyse the feasibility and definition of their own action plan for the setting up of their new regional research-driven clusters in sustainable management of water. Mentors on each SWAM region answered simple questions regarding commercialisation of research, cluster policies, best-practices, etc. forwarding those too difficult to the rest of SWAM participants. Mentored regions were also given access to the SWAM Web Portal, and to all the gathered and generated information.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

**2.2.3.2.1 1<sup>st</sup> Mentor training (Galilee, Israel)**

The first SWAM Mentor training was held on the **16<sup>th</sup>-19<sup>th</sup> of January 2011** in Galilee (Israel), at MIGAL Galilee Technology Centre’s facilities, simultaneously to the 1<sup>st</sup> Seminar

on regional competitiveness, 2<sup>nd</sup> Inter-cluster round table meeting, and 1<sup>st</sup> Info-day events. The **emergent Water-Tech cluster from Cyprus** was invited to attend these events, after examining synergies and similarities with SWAM clusters, in order to fit the contents and activities of the mentoring sessions. Cyprus is the third most populated island in the Mediterranean Sea and one of its most popular tourist destination, while is suffering from an ongoing shortage of water, and relies heavily on rain to provide household water. The previous analysis developed in Task 2.1 was a useful input to identify this emergent water-tech cluster.

The delegation from Cyprus was composed by **Dr. Konstantinos Kostarelos** from the University of Cyprus, who showed great interest in joining this activity, as representative of the Cyprus universities, industries and water authorities. Previous to this event (through Internet), SWAM partners answered simple questions from Cyprus regarding commercialisation of research, cluster policies, best-practices, etc. allowing this cluster to access the SWAM Web Portal, with all the gathered and generated Project information.

During the event, SWAM partners provided general guidance for regional/national and European level research support programmes, for helping this cluster to analyse the feasibility and definition of their own action plan for the setting up of their new regional research-driven cluster in sustainable management of water. Dr. Kostarelos joined all the activities held at the SWAM Conference in the Galilee and had the chance to present to the audience the activities in water issues in Cyprus as well as discussing with all participants about possible collaboration opportunities.

As a result of the mentoring sessions carried out during the SWAM Conference, the Cyprus University finally decided to establish a new International Water Research Institute (May 2011) to establish the International Water Research Institute, and to discuss on new proposals which could be funded by the Research Promotion Foundation (RPF) (national research programme from Cyprus) or applying to European funding programmes. As the first step of the mentoring process, Dr. Kostarelos achieved to build in Cyprus the initial network of actors and stakeholders related to the water sector previous to the creation of a research-driven cluster.

FIGURE 2.19 - 1<sup>ST</sup> SWAM MENTOR TRAINING SESSION (GALILEE, ISRAEL)



Finally, at the end of this Mentor training session, GMA as the hosting regional authority, prepared and delivered the “1<sup>st</sup> Mentor Training Report” (D4.2).

#### 2.2.3.2.2 2<sup>nd</sup> Mentor training (Murcia, Spain)

The second SWAM Mentor training was held in Murcia (Spain), on **26<sup>th</sup>-27<sup>th</sup> May 2011**, in the framework of the **1<sup>st</sup> Region of Murcia’s Auxiliary Metal Industry Trade-Fair**, organised by FREMM-AFAMUR, and simultaneously to the 2<sup>nd</sup> SWAM seminar on regional competitiveness and 3<sup>rd</sup> Info-day events. The **emergent Water-Tech cluster from the Diyarbakir-Sanliurfa** region in Turkey was invited to attend these events, after examining synergies and similarities with SWAM clusters, in order to fit the contents and activities of the mentoring sessions. Located in the South-eastern Anatolia Turkish region, Diyarbakir and Sanliurfa constitute a TRC2 sub-region with 34,540 km<sup>2</sup> of total surface area, being one of the most populated areas in Turkey, and mainly focused on agricultural activities. The previous analysis developed in Task 2.1 was a useful input to identify this emergent water-tech cluster.

The delegation from Diyarbakir-Sanliurfa was composed by 16 people representatives of the regional universities, agriculture and water sectors, business associations, as well as regional authorities, driven by Dr. İlhan Karakoyun, Secretary General of Karacadağ Development Agency. Previous to this event (through Internet), SWAM partners answered simple questions from Diyarbakir-Sanliurfa region regarding commercialisation of research, cluster policies, best-practices, etc. allowing this cluster to access the SWAM Web Portal, with all the gathered and generated Project information.

During the event, the Turkish delegation visited several universities, and research & technological centres in the Region of Murcia, as well as different companies and business associations from the regional Water-Tech sector. In addition, SWAM partners in the Region of Murcia also provided general guidance for regional/national and European level research support programmes, for helping this cluster to analyse the feasibility and definition of their own action plan for the setting up of their new regional research-driven cluster in sustainable management of water.

FIGURE 2.20 - 2<sup>ND</sup> SWAM MENTOR TRAINING SESSION (MURCIA, SPAIN)



As a result of the mentoring sessions, the Turkish delegation had the chance to present to the audience the state of the art in water issues in their region, as well as to discuss with all participants about possible collaboration and business opportunities in the Water-Tech field. Finally, at the end of this Mentor training session, DGUPC as the hosting regional authority, prepared and delivered the “2<sup>nd</sup> Mentor Training Report” (D4.2).

#### 2.2.3.2.3 3<sup>rd</sup> Mentor training (Patras, Greece)

The third SWAM Mentor Training was held in Western Greece (Greece), on the **6<sup>th</sup> and 7<sup>th</sup> October 2011**. The first day was spent in the city of Kalavryta, at the Kalavryta Canyon Hotel, where the **9<sup>th</sup> International Hydro-geological Congress** took place. This gave the opportunity for SWAM project to be presented, apart from the mentored persons, to the participants of the congress. The second day of the mentoring activity was spent in Patras, at the University of Patras premises.

The **emergent Water-Tech cluster from Albania** was invited to attend these events, after examining synergies and similarities with SWAM clusters, in order to fit the contents and activities of the mentoring sessions. Assist. Prof. Dr. Julian Shehu, Department of Agronomy, Section of Botany, Agricultural University of Tirana, Albania, and Dr. Shehu Alma, Department of Chemistry, Section of Analytical Chemistry, Faculty of Natural Sciences, Tirana, Albania, as representatives of this cluster, were invited to participate in the mentoring activity, giving them also the opportunity to attend the congress and discuss together with the SWAM members and other congress participants possible future collaborations. Only the first invitee was finally able to participate at the mentoring activity.

During the first day, SWAM project managed to include an intervention in the congress programme and inform the participants about its activities and objectives. Apart from the scientific part of the congress, the event included an exhibition of Greek companies (not necessarily located in Western Greece) engaged in the Water-Tech sector. These included among others the companies Marathon Data Systems (MDS), which deals with GIS applications and has experience with river basins monitoring applications, Metrica, which deals with water quality control and monitoring systems, and Scient Act S.A., which also operates in the field of water monitoring and control.

The Water-Tech Cluster members of Western Greece interacted with the representatives of these companies, having the opportunity to present them the SWAM project objectives and current achievements and invited them to join the cluster.

The SWAM presence at the congress included a presentation held by PSP, a poster stand, as well as the distribution of project leaflets and newsletters. Last but not least, the mentored participant was invited to follow up the SWAM project progress through the web portal but also through personal contacts to the Greek mentors.



FIGURE 2.21 – 3<sup>RD</sup> SWAM MENTOR TRAINING SESSION (PATRAS, GREECE)



The second day was spent at the University of Patras premises. The mentoring programme included:

- Brief presentation of water related research activities at the University of Tirana
- Presentation of the SWOT analysis in the Region of Western Greece.
- Presentation of benchmarking trips learning.
- Propositions based on national, European and international practices on cluster development, dissemination and networking.
- Presentation of niche research topics on WaterTech in Western Greece.

- Presentation of innovative technologies and products on WaterTech for commercialization in the Region of Western Greece.
- Funding opportunities at regional and national level.
- Discussion on priority actions for the region, especially in relation to the SWAM joint action plan.

Finally, at the end of this Mentor training session, RWG as the hosting regional authority, prepared and delivered the “3<sup>rd</sup> Mentor Training Report” (D4.2).

#### 2.2.3.2.4 4<sup>th</sup> Mentor training (Tel Aviv, Israel) (Cyprus)

The fourth SWAM Mentor Training was held on the 2<sup>nd</sup> and 3<sup>rd</sup> of May 2012 in University of Cyprus, Nicosia. The Galilee Region in Israel began its mentoring activity by contacting several active key-players working on water issues in Cyprus. The approach was to locate people who will play an important role to create sustainability of the SWAM project activities in terms of continuation of efforts and actions after the project life time. It was determined at this early stage that we are looking for researchers who can establish a Water-Tech cluster that did not exist in Cyprus. The delegates from the Galilee Region discussed possibilities and involvement in the Water sector with their regional partners from Cyprus, and as a result of it invited Prof. Konstantinos Kostarelos from the University of Cyprus to the SWAM Conference and 1<sup>st</sup> Mentoring Event in the Galilee. Based on those 2 days of involvement in the SWAM water-cluster in the Galilee Prof. Kostarelos initiated the NIREAS IWRC activities in Nicosia and we developed a meeting schedule for the project development.

The Galilee as the mentor partner organised a study tour in Israel before the SWAM Conference, as well as visits at industries, and an exhibition during the Conference in which the delegate from Cyprus was able to meet experts and discuss possible collaboration. The study tour offered full knowledge transfer about key networks /initiatives /programmes /activities on water and wastewater treatments within Israel and the Galilee region. The Cyprus mentee region learned about Water-Tech methodologies that can be transferable to the Cyprus region.

During the year after the visit in the Galilee some initiatives to include the University of Cyprus in proposal submitted to the FP7 programme were made as well as to the ENPI programme. Thereafter the Galilee developed the content for the mentoring and training event in Cyprus and was offering its expertise in the way the cluster can be formed and the activities that could be generated.

As a part of the preparation of the meeting in Nicosia, Dr Konstantinos Kostarelos sent an invitation for the water sector in Cyprus:

Dear Water Professional,

Many professionals such as you, who work in the water industry, are highly interested in the important issues that concern water. These issues are varied, covering vast expertise in water technologies. As such, it is immensely valuable that you find the right person to help with specific water issues when needed. I am certain you will agree with me that a network of water professionals would be an ideal way for you to stay plugged into the latest trends, discussions, and innovations concerning water. For this reason, we are inviting you to join our group of water professionals and bring your expertise to bear.



It is well-known that developing a cluster consisting of public authorities-industry-academia brings new and innovative opportunities to a region. We are planning to strengthen these connections and achieve a win-win situation. By bringing together all water professionals, we hope to initiate contacts and accelerate new and innovative developments.

At the University of Cyprus, we have founded a research center dedicated to water issues called NIREAS, The International Water Research Center. The network we are inviting you to join will be a part of our effort to connect the various interested parties working on this important topic. We should point out that the local network will become part of a larger effort to create a common dialogue platform among the water professionals that will maximize their capacity through complementarities and synergies.

With your consent, we would like to add your contact information to our network of professionals so that we can keep you informed with future developments. Simply complete the brief form below and return via email.

We would also like to invite you to an **Open Discussion** that will be held on **May 2, 2012** at the University of Cyprus. At this meeting, our goal will be to promote the collaboration among researchers, regulators, and commercial companies. We will have guests from Migal Research Institute (Israel) who coordinate the Galilee Water Tech cluster and we will be discussing potential collaborations with their water technology cluster (see <http://www.swam-project.eu/>). We welcome you, and we welcome your input for the meeting. Please indicate your attendance below, and we will send you the details for the meeting as they develop.

-----

NAME:

EMAIL:

PHONE:

EMPLOYER:

TITLE:

AREA OF INTEREST:

I WILL / WILL NOT ATTEND MAY 2, 2012

I AM INTERESTED IN DISCUSSING: *(kindly list topics that interest you)*

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According to the replies – Four subjects identified by the water-sector of Cyprus:

Wastewater Treatment	Storm water & Floods
<p><b>Group 1</b></p> <ul style="list-style-type: none"> <li>• Use of treated wastewater</li> <li>• Small-scale wastewater treatment systems (e.g., home systems)</li> <li>• Water purification</li> <li>• Sludge treatment</li> <li>• Biological processes in activated sludge</li> <li>• Development of new and novel technologies for wastewater treatment</li> <li>• Tertiary Treated water</li> <li>• Small, Localized Treatment and Recycling Systems</li> </ul>	<p><b>Group 2</b></p> <ul style="list-style-type: none"> <li>• Management of storm water in urban areas</li> <li>• Storm water in residential areas for either re-use or to increase soil moisture</li> <li>• desalination</li> <li>• Environmental risks and damage resulting from desalination plant operations</li> <li>• Climate change impact on floods</li> <li>• Coastal Engineering</li> <li>• Floods (Coastal and Inland)</li> <li>• Flood Barriers</li> <li>• Sustainable Drainage Systems</li> </ul>



<p><b>Water Management</b></p> <p><b>Group 3</b></p> <ul style="list-style-type: none"> <li>• Water supply</li> <li>• Funding mechanisms for the replacement of water distribution systems in an effort to reduce losses</li> <li>• Water Losses from Water Distribution Networks</li> <li>• Automatic Meter Reading (AMR) and Automatic Metering Infrastructure (AMI)</li> <li>• Water Utility Management</li> <li>• Water from Air</li> <li>• Water Distribution Networks</li> <li>• Decision Support Systems</li> <li>• Advanced Oxidation Methods</li> <li>• Cyano-toxins in water supply systems</li> </ul>	<p><b>Recycle Water &amp; Wetlands</b></p> <p><b>Group 4</b></p> <ul style="list-style-type: none"> <li>• Tertiary Treated water</li> <li>• Non-Revenue Water</li> <li>• Hydrogeology</li> <li>• Management of SPA (Special Protection Areas) and IBA (Important Bird Areas), especially for wetlands.</li> <li>• Alternatives to avoid chemical use for mosquito control</li> <li>• Effects of the trophic network and the sustainability of an ecosystem</li> </ul>
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### The mentoring event in Nicosia

Three people from the Galilee Region, from industry, research institute and the regional authority association, which are forming the Galilee cluster, visited Cyprus on May 2-3, 2012 for the Mentoring Event.

The Galilee delegates, as the mentoring partner, proposed the training sessions and the way to exchange their experience with their mentees. It was planned to meet over 10 people from the water sector in the mentee region of Nicosia. Surprisingly over 40 people attended the meeting and took part in the discussions.

The visit in Nicosia began with a short visit at the NIREAS offices (<http://nireas-iwrc.org>) and some short discussions of its role in Cyprus and the University. It was followed by travelling to the new Campus of the University of Nicosia where the Mentoring session of the Cyprus cluster took place, organised and chaired by Prof. Konstantinos Kostarelos from the University of Cyprus and NIREAS.

The objectives of the meeting at 2nd May:

- Identifying International & Local Collaborations within the Water Sector of Cyprus
- Creation of collaborations: Israel, the Galilee Water-Technology Cluster, and the Water Sector of Cyprus

The Target Groups were the Water Sector of Cyprus; Representatives from Authorities, Industrialists, Researchers, Consultants, etc.

FIGURE 2.22 - 4<sup>TH</sup> SWAM MENTOR TRAINING SESSION (GALILEE, ISRAEL)



The participants were asked to follow the instructions for the Round Table discussions:

- Short "getting to know you" in the small group
- Choose your group leader – to present the outcomes of the discussion
- Identify one or two main sub-subjects from the list to focus upon.
- Mapping of complementary fields for R&D in specific subject
- Wording of a position paper & action plan about the specific field (1 paper)
- Presenting the outcomes to the whole forum – 5 minutes for presentation.

The main objectives of the Round-table Discussions:

- Creation of international & local cooperation and collaborations with reference to those fields of interest.
- Preparing position papers for each field that will be the basis for further development and preparation proposals for local bids and EU projects.

The discussions during the meeting revealed some important issues that are of concern for the Cypriots as well as some ideas for collaborative projects with the Galilee cluster. The presentations enabled the participants to better understand how the cluster in the Galilee was formed, how the SWAM project supported the establishment of relations between the Regions and between companies, research institutes and other bodies to examine common problems and solutions and also propose some projects for research and for implementations.

The Galilee partners also understood better the water requirements and solutions in Cyprus and got to know some of the activities of the companies and research institutes in different cities (Nicosia, Limasol and Larnaca).

The Galilee partners participated only partly in the "Round Table" discussions, enabling the participants to talk in Greek and express themselves better.

FIGURE 2.23 - 4<sup>TH</sup> SWAM MENTOR TRAINING SESSION (GALILEE, ISRAEL)



The SWAM presence at the mentor training session included a presentations held by MIGAL, GMA and BERITUTI LTD., as well as the distribution of project leaflets and newsletters.

The mentored participant was invited to follow up the SWAM project progress through the web portal but also through personal contacts to the Galilee Israeli mentors, and they were invited to register their profiles on the SWAM web portal.

At the second day on the 3rd of May, we have met Dr. Charles Demetriou and the head of the Water Development Department of the Water Authority of Cyprus at their very beautiful building in Nicosia (<http://www.moa.gov.cy>). During the meeting Dr. Charles Demetriou present us a list of water-problems that seeking for technologies and knowledge solutions. The Galilee cluster will do a matchmaking with the SWAM Galilee cluster in order to create an expertise meeting for the both sides in the Galilee for mutual RD&I collaborations. It was a very fruitful meeting which its outcomes will be continued to develop and follow-up.

#### Results from the mentoring visit

Dr. Konstantinos Kostarellos from NIREAS – IWRC attending to establish the water cluster and to create a platform for dialogue for the water sector in Nicosia.

As a result of the discussions on the 2nd and the 3rd of May at the cluster meeting we received a list of priorities from the Water Authority. Those priorities presented to the SWAM water cluster in the Galilee for creating collaborations between Cyprus and Israel.

Finally, at the end of this Mentor training session, GMA as the hosting regional authority, prepared and delivered the “4<sup>th</sup> Mentor Training Report” (D4.2).

#### 2.2.3.2.5 5<sup>th</sup> Mentor training (Murcia, Spain) (Turkey)

The fifth SWAM Mentor training was held in Murcia (Spain) on 20th March 2012, organised by FREMM-AFAMUR, and simultaneously to the 6th SWAM Info-day event. The emergent Water-Tech cluster from the Diyarbakir-Sanliurfa region in Turkey was invited again to attend this event, once confirmed the synergies and similarities with SWAM clusters.

The delegation from Dyarbakir-Sanliurfa visited several universities, and research & technological centres in the Region of Murcia, as well as different companies and business associations from the regional Water-Tech sector. In addition, SWAM partners in the Region of Murcia also provided general guidance for regional/national and European level research support programmes, for helping this cluster to analyse the feasibility and definition of their own action plan for the setting up of their new regional research-driven cluster in sustainable management of water.

FIGURE 2.24 - 5<sup>TH</sup> SWAM MENTOR TRAINING SESSION (MURCIA, SPAIN)



Finally, at the end of this Mentor training session, DGUPC as the hosting regional authority, prepared and delivered the “5<sup>th</sup> Mentor Training Report” (D4.2).

#### 2.2.3.2.6 6<sup>th</sup> Mentor training (Patras, Greece) (Albania)

The 6th and last SWAM Mentor Training was held on the 12th-13th of June 2012, in Patras and Agrinio respectively. The aim of the mentor training is to conduct niche training in order to support wider dissemination of knowledge and the capacity in setting up of other emergent research-driven clusters, with a less developed research profile. The Greek Water-tech cluster had identified Albania as the mentored region/country and had invited representatives from the University of Tirana to visit Western Greece during the organization of the 9th International Hydrogeological Congress ([www.hydrogeocongress.gr](http://www.hydrogeocongress.gr)), which was successfully held at Kalavrita, Greece on 5-8 October 2011.

This time it was decided to hold the mentor training along with a SWAM Info Day in Greece, in order to enhance the public awareness and the dissemination level of the SWAM project. The Info Day had a special focus on waste water treatment, which was also notified as a problem in Albania.

The Info Day and Mentor Training event was open to enterprises and associations of Western Greece, as well as to SWAM partners and other members of the Greek WaterTech cluster. Moreover, clusters from Finland (Lahti CleanTech) and Sweden (Sustainable Sweden South East) have attended the 2-days event providing their valuable feedback on issues regarding waste water treatment, water policy and cluster development policies.

Unfortunately the invited mentees from Albania have the last moment cancelled their travel to Greece claiming personal reasons, and the Mentor training turned to be a round table discussion on the triple helix approach among the Greek cluster, the local associations and bodies and experts from Sweden, UK and Finland. Nevertheless, the event was overall regarded as a very successful one, since more than 140 people participated during the Info Day in Agrinio. The attendance list is attached in the annex.

The 2-day event was split into two sections: on the first day a study tour intended for the foreign attendees took place at the industrial zone of Patras, concluding at Patras Science Park in the afternoon session for a round table discussion focused on mentoring, while during the second day a workshop was planned and held at the conference hall of Chamber of Aitolokarnania in Agrinio, followed by a study visit at a pilot plant in Amfilochia. More particularly, on Tuesday 12 June 2012, attendees from Finland, Sweden, U.K. and Greece had the opportunity to undertake a study tour at the Industrial Zone of Patras.

There the participants visited an Agrowaste Treatment Plant, presented by Prof. Michalis Kornaros. The plant was created within the framework of the AGROENERGY project. The upgraded pilot plant processes both liquid agricultural wastes and solid agricultural residues. It was explained that the purpose of this enhanced process is to maximize energy production by combustion of the produced biogas, as well as to recover materials such as compost through aerobic composting and composting using worms.

FIGURE 2.25 - 6<sup>TH</sup> SWAM MENTOR TRAINING SESSION (PATRAS, GREECE)



At next, the participants visited an Olive Kernel Refinery at the Industrial Zone of Patras. Mr. Aggelos Kolokythopoulos, the owner of the company, explained to the visitors the procedure of producing oil from the olive kernel. On the way back to Patras Science Park a short visit at the Foundation of Research and Technology-Hellas / Institute of Chemical Engineering Sciences (FORTH/ICEHT) premises took place, and more specifically the laboratories related to olive mill wastewater filtration. Prof. Christakis Paraskeva and the researcher Dr. George Konstantinidis presented methods and techniques that have led to significant research results regarding the OMW.

The visitors finally visited companies located at Patras Science Park (Advent S.A., Eldrug S.A. and BRITE S.A.). During the afternoon session a round table discussion took place

among the SWAM partners and partners from STInno project at the premises of Patras Science Park.

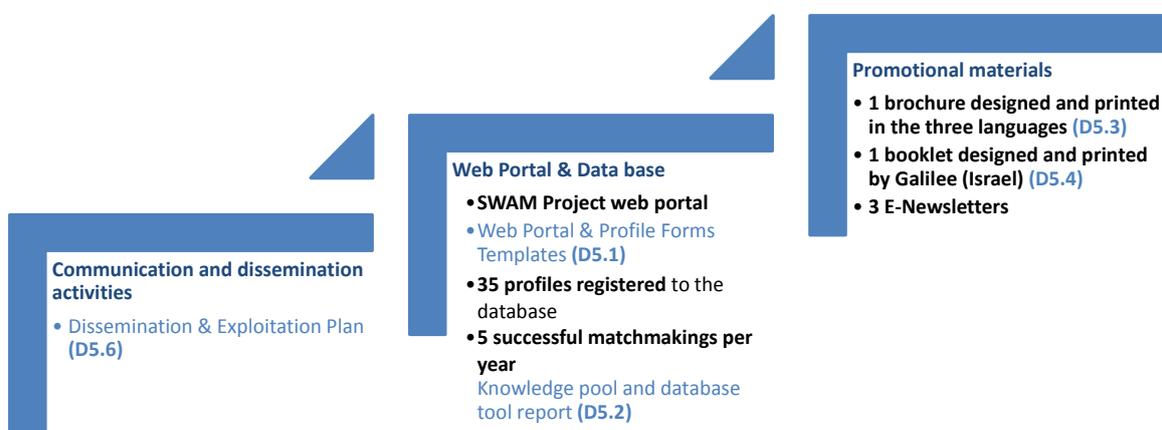
FIGURE 2.26 – 6<sup>TH</sup> SWAM MENTOR TRAINING SESSION (PATRAS, GREECE)



The discussions included presentations that were initially intended to serve the mentor training activity purposes, such as cluster development issues, eco labeling issues, results from a mentor training session in Lancaster in the framework of STInno project, as well as opportunities and issues that arise from the collaboration of members from both projects.

Finally, at the end of this Mentor training session, RWG as the hosting regional authority, prepared and delivered the “6<sup>th</sup> Mentor Training Report” (D4.2).

## 2.2.4 WP5: Dissemination and Exploitation Activities



### 2.2.4.1 Communication and dissemination activities

The aim of this task is to initially design the Project identity (logo, colours, templates, etc.) in order to subsequently disseminate the SWAM Project activities to the related stakeholders at regional, national and international level, and adequately exploit the Project outcomes and results.

In this way, SWAM participants were encouraged to disseminate the Project as much as possible by means of sending press releases to relevant journals (at regional/national and international level), as well as participating in selected Water-Tech events (congresses, workshops), presenting the Project results and creating new contacts in order to foster cooperation with similar initiatives.

Finally, AFAMUR as WP5 leader prepared and delivered the “Dissemination & Exploitation Plan” (D5.6) including both the planned actions to disseminate SWAM Project and the achieved results.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

#### 2.2.4.2 Web Portal & Data base

The **SWAM Project web portal** has been completed ([www.swam-project.eu](http://www.swam-project.eu)) and it is operating in accordance with the specifications described in the Annex of the project. More specifically, the SWAM web portal is divided into 3 (three) main areas, each serving a different purpose:

- **Public Web Area:** Any user can visit this web area which acts as the Project’s outer face and find the following information for the SWAM Project regarding participating regions, projects’ objectives, description of work packages, presentation of partners including links to their web sites, news & events, SWAM newsletters & brochures, links & publications to Project’s related resources, contacts, etc.
- **Intranet Web Area:** It is a private area and only can be accessed by the SWAM consortium members. It is used as a management tool in order to ensure the best communication within the SWAM consortium. Each participant is able to upload and/or



download documents such as the official SWAM Agreement files, logos & templates, deliverables, presentations, reports, minutes, agendas from network meetings, benchmarking visits, round tables, info-days, mentoring & regional seminars, etc. This feature of the Intranet has proven very useful for sharing project files of common interest. It should be noted that more than 230 files have been uploaded up to now. Finally, the consortium partners can

communicate among them from the intranet through the live chat and the partners’ forum that has been created.

- **Virtual Water-Tech Network:** This web area is one of the most important features of the portal. The aim is to maintain a dynamic environment for international collaboration. It is actually a database that acts as a matchmaking tool for consortium building between coordinators and organizations for available RTD funding opportunities. All organizations (universities, research centres, SMEs, industry organizations, etc.), clusters as well as end users (including sectorial associations) may join the Water-Tech Network by filling a

specific profile form template that is provided from the portal. At least **45 profiles have been uploaded** up to this point. Additionally, the members have the ability to upload videos from their working environments for visual visits. Finally, a 'match-making activities' section has been designed where any member searching for possible partners may describe characteristics such as: project idea title, lead partner, objectives, expected results, existing partners, partners they are looking for, etc. Finally, the members of the Water-Tech Network have the ability to edit their profile after it has been uploaded.

In the same way, a **knowledge pool and database tool** has been created according to the specifications described in the Annex of the project. This tool, through the above mentioned three distinct web areas, has achieved to act as a:

- **Knowledge Pool:** including general documentation on the Water-Tech sector, Project deliverables and presentations; links to Project's related resources, consortium description as well as participant profiles, contact information, and links to participants' web sites, etc. It also contains links to press articles, announcements of international and national conferences, seminars and promotion activities related to the project, offers for possible technological collaboration or transfer to interested parties. Finally, it includes a forum and live chat thus creating a synergy between the users to communicate and exchange information with each other.
- **Database:** The database is the Virtual Water-Tech Network which contains profiles added by RTD suppliers and demanders as well as from coordinators who are searching for partners (for all available RTD funding opportunities). Based on this database, a dynamic environment is created and maintained for international trade collaboration. This database is open to all European clusters as well as regions in other INCO countries, especially to mentored regions.

Finally, PSP and BERUTY tasks leaders coordinated by AFAMUR as WP5 leader, prepared and delivered the "[Web Portal & Profile Forms Templates](#)" (D5.1) and "[35 profiles registered to the database & 5 successful matchmakings per year](#)" (D5.2) reports.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

#### 2.2.4.3 Promotional materials

In order to promote and encourage collaboration among RTD suppliers and demand actors within and without SWAM clusters, some SWAM partners (AFAMUR as WP5 leader, and ENBIO and BERUTY as task leaders) have prepared both **general brochures and informative booklets** about the SWAM Project by using previously generated contents in the Project as valuable inputs for this task. These promotional materials include general information about collaboration ways and opportunities, especially in the framework of funding programmes at regional, national and European

level, but also include details about the Project achievements and their impact over the performance of the participating Water-Tech clusters.

The prepared brochures and booklets have been distributed during the planned SWAM Info-days, as well as other attended international events such Water-Tech conferences and fairs. Finally, these promotional materials have also been uploaded to the SWAM web site, and directly sent by e-mail to potential stakeholders.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives were achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

#### 2.2.4.3.1 Brochures

SWAM Project brochures have been prepared by AFAMUR, taking as input the general contents initially composed by MIGA with the close support and contribution of the rest of SWAM partners (especially ENBIO and BERUTY). The brochures have similar design and colour scheme than the Project web site and have been composed/printed in four languages, using English as the common language: Spanish-English, Hebrew-English, and Greek-English.



Brochures haven't been printed (paper-format) but it was also decided by the SWAM consortium to reduce the final number of printed material (2000 copies per region) in order to save paper, increasing otherwise the production of this brochure in digital format (CD-Card or Mini-CD formats). The brochures include the following general information regarding the SWAM Project and consortium:

- What is SWAM: Projects aims.
- Partners Regions: Brief overview of the participating regions.
- Partners: Who are the partners, including contact details.

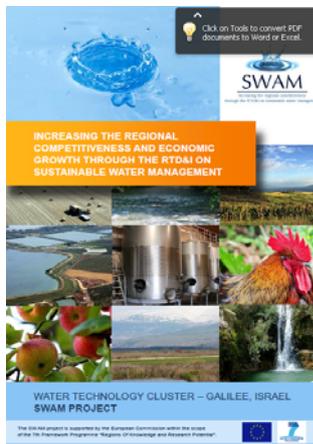
As mentioned, on each SWAM region (Murcia, Western Greece, and Galilee), this promotional material has been sent to enterprises, research centres, and other potential stakeholders involved with water management issues, in order to inform them about the activities of SWAM project and also to promote and encourage the collaboration between them and the rest of colleagues.

#### 2.2.4.3.2 Booklets

Regarding booklets, the Galilee region designed and distributed one with a collection of regional data from its Water-Tech cluster. This booklet has a similar design to the Project general brochures and comprises a total of 33 pages describing the Project, its objectives,



the regional cluster participants, regional stakeholders, etc. as well as the sector strengths and opportunities.



The booklet includes specific details about the Galilee Water-Tech cluster such:

- Water management & supply.
- Industrial companies.
- Research & Development organizations.
- Environment & Nature organizations.
- Regional authorities.

It is planned that the resting regions (Murcia and Western Greece) also prepare a similar booklets including similar contents, in order to be disseminated at international events such as conferences and fairs.

#### 2.2.4.3.3 e-Newsletters

SWAM Project newsletters have been periodically sent via e-mail by AFAMUR with the support and contribution of the rest of Project partners. Up to date, three e-newsletters has been prepared and distributed to all SWAM partners and potential stakeholders, approximately every four months (quarterly), beginning in Project month 7 (September 2010), being also available to be downloaded through the SWAM web site.

These e-newsletters aim to keep participant regions, research entities, regional authorities and member of other similar EU projects and initiatives informed about the latest news and information on SWAM project activities and achievements, as well as about Water-Tech sector, at a regional and international level. The contents of the e-newsletters are divided in 4 different areas:

- **Technical information:** New technologies and research highlights in the areas of water saving and conservation in agriculture, natural resources, wastewater reuse and water management.
- **Business topics:** Projects under development or in process of development between companies or institutions in the water sector.
- **SWAM information:** Project information relevant to the participating regions, as well as other potential stakeholders.
- **Events & Conferences** related to water technologies of importance for the SWAM community.



TABLE 2-2: SWAM E-NEWSLETTERS DELIVERY PLAN

No.	EXPECTED DATE OF DELIVERY
1	September 2010
2	January 2011
3	May 2011
4	September 2011
5	January 2012
6	May 2012



## 2.3 PROJECT MANAGEMENT

### 2.3.1 Consortium management tasks and achievements

Good Project Management and Monitoring Systems are necessary to guarantee that the project is carried out according to the time schedule, budget and quality established, and its objectives are achieved efficiently, giving also a mechanism to provide a continuous evaluation feedback in order to obtain an improved quality.

The management structure has been simplified at the maximum in order to gain in flexibility and responsiveness, and to avoid unnecessary structural costs. The Project leader, DGUPC, has been responsible for the management and monitoring and has carried out the project co-ordination.

#### Project coordination

A complex project like SWAM, involving 3 regional knowledge clusters to be monitored and analysed by 11 partners from different countries during 32 months and a wide network of participants and beneficiaries, needs a careful co-ordination between all people involved and to use common procedures. Initial Work-package' described in the work plan have been especially devoted to this task.

Some of the key areas in which a close co-ordination will be specially needed include the following:

- Homogenisation of the fieldwork to be carried out (questionnaires, interview guides, data forms, interlocutors, etc.)
- Homogenisation of the data analysis so they can be easily put in database format.
- Assurance that all consultants are applying the methodology established in the definition task
- Periodical reporting among the team members and collaborators when specific tasks have been split, etc.

In order to cover the above-mentioned aspects, SWAM uses the following common procedures:

- **Website:** SWAM takes advantage of the existing information channels developed by the project, particularly the website.
- **Database:** All relevant information about the clusters' stakeholders, companies and researchers has been organised on a common database to facilitate the updating and consultation by all SWAM partners.
- **Standardised forms:** To make uniform the information gathering within the SWAM Consortium, a set of electronic forms has been designed to collect data for each type of task. For instance, some of the tasks reported through these forms are the following:
  - Meetings or events held by Project partners
  - Reports for benchmarking or mentoring
- **Regular meetings:** SWAM partners celebrate regular meetings to discuss methodological issues and review progress.

SWAM coordinator is also responsible for channelling all the information amongst the SWAM partners in order to keep them informed about the Project status, the planning and all other issues which are important to the partners in order to increase the synergy of the cooperation through partnership. In general terms, cooperation between partners has been very close.

It should also be emphasised that the project must be based on a common methodology, therefore a previous work have to be done in conjunction with the partners in order to discuss, share and



provide methods and instruments to ensure effective and homogeneous quality of the data and analysis. The evolution of the project will pay special attention to:

- **Quality:** quality of the methodologies, models and tools. Level of matching the project requirements.
- **Scheduling:** degree of project advancement as against the plan (in terms of task fulfilment and resources dedicated), identification of the reasons for any deviation and proposal of measures for solving any discrepancies
- **Cost:** periodical comparison of the project costs against the planned ones. Identification of any deviation reasons for it and proposal of remedial measures.

Finally, a standard IT-based services (i.e.: electronic mail and website) have been used so as to make a more efficient and cheaper operations. For carrying out those functions, the project control and planning have been supported by a dedicated web application, which operates all the relevant project data (expected project schedule vs. real, hours dedicated to the project, project phases, etc.) and can be complemented with other project control tools.

### Administrative co-ordination

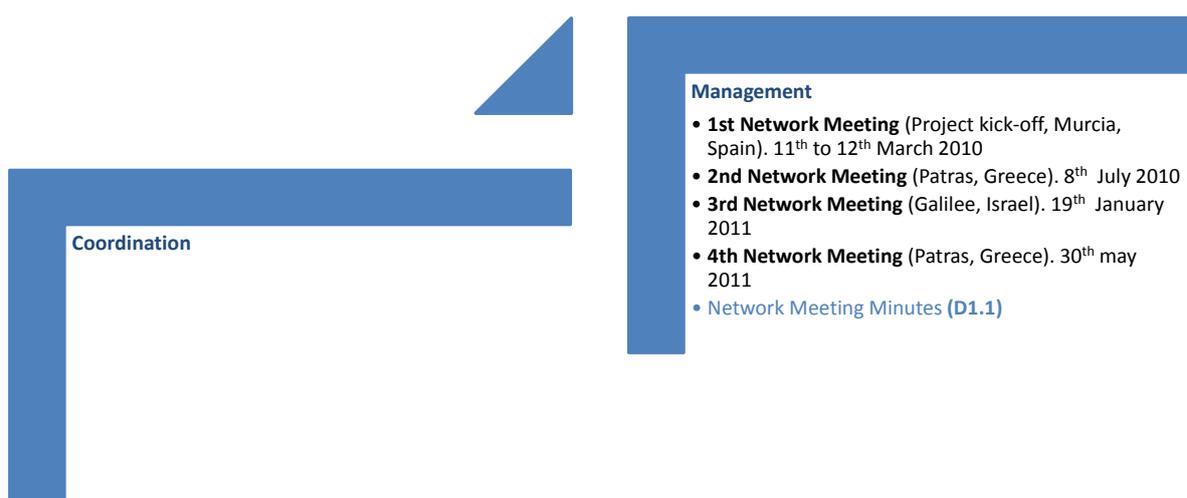
DGUPC acts for SWAM consortium as the intermediary between the consortium and the Commission. All information related to the project will be centralised in DGUPC and the consortium will remit all issues related to the project to the Commission through the co-ordinator.

Regarding progress reports to the Commission, every member has reported its progress to the project leader who has compiled it in the present common report. This report will include general management, technical and administrative issues. Planned activity over the forthcoming period has also been summarised.

Concerning the financial management, the project leader DGUPC has supervised spends throughout the lifetime of the project and has submitted the first cost statements to the Commission corresponding to the first 18-month period.

### Detailed co-ordination activities

As remarked, SWAM partners worked as a team, in a complex environment and always coordinated by DGUPC. Until now, 4 network meetings have been carried out, including the Kick-off meeting.



During this first (intermediate) reporting period, DGUPC as SWAM Project coordinator has carried out the overall coordination and administrative tasks of the Project, with the support and contribution of the rest of participants. The activities performed were the following:

- Preparation, updating and management of the consortium agreement, including a new partner as third-party in the SWAM consortium.
- Coordination at consortium level with proactive information management.
- Overall legal, administrative and financial management of the consortium, providing the necessary guidelines to successfully accomplish the financial and technical Project reporting.
- Monitoring the gender equality as well as science and society issues.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

#### Detailed management activities

Through this task, DGUPC ensured that the Project activities for this period were executed on time, and in line with the foreseen budget. DGUPC acted as the liaison organisation between the SWAM consortium and the Commission, taking care of the Project reporting and administrative activities, in continuous communication with the Policy Officer from the Commission.

During the Project duration, **6 network meetings were organised** by the respective regional authorities (DGUPC, GMA, and RWG), hosting each region 2 meetings (including kick-off meeting).

- 1st Network Meeting (Project kick-off, Murcia, Spain). 11th to 12th March 2010
- 2nd Network Meeting (Patras, Greece). 8th July 2010
- 3rd Network Meeting (Galilee, Israel). 19th January 2011
- 4th Network Meeting (Patras, Greece). 30th may 2011
- 5<sup>th</sup> Network Meeting (Tel-Aviv, Israel) 14th November 2011.
- 6<sup>th</sup> (and last) Network Meeting (Murcia, Spain) 7th March 2012.

All Project participants, and in some cases related persons from the SWAM clusters, attended these meetings, with the aim of coming together and steering the progress of the Project by reviewing the progress of its activities, in particular:

- To ensure that all partners have a common understanding of the Project's objectives and activities.
- To monitor and steer the progress of the Project by reviewing present and future activities.
- To inform all participants about accomplished work and the necessary tasks to be carried out for future activities.

DGUPC (as Project coordinator) chaired all these meetings and ensured that all participants were informed about the activities accomplished and the necessary tasks that should be carried out for the



future activities of the Project. All these meetings were reported by DGUPC, as Project coordinator, in the “[Network Meeting Minutes](#)” (D1.1) deliverables.

Finally, DGUPC has also been responsible in preparing and delivering the “[SWAM Project dissemination and exploitation plan](#) (D5.6), detailing the project work plan, preparing project presentations and information, but receiving contributions from all participants.

**progress towards objectives and the results of this task**

- No deviations in the task development.
- Critical objectives achieved.
- Resources used according to technical Annex I.
- No corrective actions required.

### 2.3.1.1 1<sup>st</sup> Network Meeting (Project kick-off, Murcia, Spain)

The SWAM Project Kick-off was held on the 11th – 12th March 2010 in Murcia (Spain), at the Consejería de Universidades, Empresa e Investigación facilities (Region of Murcia’s Government), organised and chaired by DGUPC as Project coordinator. Representatives from the three Water-tech participant clusters attended this event (more than 20 people). The meeting objectives were:

- To review and confirm the approach and methodology of the Project.
- To clarify the roles and responsibilities of the Project’s participants and work-package leaders.
- To understand the practical implications of the Project for science and business in our regions.

All SWAM participants were guided through different presentations to relevant information from the participating Water-Tech clusters and regions. The main subjects briefly covered were:

- General information about the participant regions, and priorities (emphasizing the Water-Tech clusters) of the regional RTD&I and economic policies and strategies.
- Leading regional and national support programmes regarding RTD&I activities and economic support activities.
- Funding and managing bodies at regional & national level for RTD&I and economic activities.
- Key future milestones for RTD&I plans from the participant regions to ensure that the Project is able to contribute to future developments.

Following these presentations, a fruitful discussion started among different participants, with the aim of clarifying Project objectives and next steps, as well as sharing opinions and ideas about the expected results and impact. The day after, all SWAM participants attended a study tour, visiting some of the most representative water infrastructures, agriculture farms, and companies in the Region of Murcia. Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “[1<sup>st</sup> Network Meeting Minutes](#)” (D1.1).



FIGURE 2.27 - 1<sup>ST</sup> NETWORK MEETING (PROJECT KICK-OFF, MURCIA, SPAIN)



### 2.3.1.2 2<sup>nd</sup> Network Meeting (Patras, Greece)

The 2<sup>nd</sup> SWAM Network Meeting Project was held on the **8<sup>th</sup> July 2010** in Patras (Greece), at the Patras Science Park facilities. Representatives (more than 20 people) from the three Water-tech participant clusters attended this event.

All SWAM participants received deep information about the Water-Tech cluster from Region of Western Greece, its water management status and the main challenges to be faced in this field at both national and regional levels, as well as information about RTD&I policy framework in the Region. Following these presentations, the network meeting focused on presenting the first achievements of the Project, as well as to adjust the SWAM partners' expectations.

Many other issues were discussed during the meeting as financial aspects of the Project (audits), readjustment of the Project schedule, readjustment of the methodology to carry out the cluster analysis tasks, expected delays in delivering the regional analysis reports, benchmarking trips planning, etc. In addition, the day after, all SWAM participants attended a study tour, visiting some of the most representative water & wastewater infrastructures in the Region of Western Greece.

FIGURE 2.28 - 2<sup>ND</sup> NETWORK MEETING (PATRAS, GREECE)



Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “2<sup>nd</sup> Network Meeting Minutes” (D1.1).

### 2.3.1.3 3<sup>rd</sup> Network Meeting (Galilee, Israel)

The 3<sup>rd</sup> SWAM Network Meeting Project was held on the **19<sup>th</sup> January 2011** in Galilee (Israel), at MIGAL – Galilee Technology Centre facilities. Representatives (more than 20 people) from the three Water-tech participant clusters attended this event.

During this network meeting, SWAM participants discussed about many different issues as cost justification, new rearrangement of the Project schedule, Project intermediate reporting, delivery of regional clusters analysis & mapping, results from benchmarking trips, on-line surveys, draft structure of the JAP (Joint Action Plan), Info-days and Mentor training contents, dissemination activities, etc. In addition, all SWAM participants attended a study tour, visiting some of the most representative water infrastructures, agriculture farms, and companies in the Galilee.

Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “3<sup>rd</sup> Network Meeting Minutes” (D1.1).

FIGURE 2.29 - 3<sup>RD</sup> NETWORK MEETING (ISRAEL, GALILEE)



### 2.3.1.4 4<sup>th</sup> Network Meeting (Patras, Greece)

The 4<sup>th</sup> SWAM Network Meeting Project was held on the **30<sup>th</sup> May 2011** in Patras (Israel), at Hotel Astir as venue. Representatives (around 20 people) from the three Water-tech participant clusters attended this event.

This network meeting was mainly focused on discussing some important administrative issues due to the end of the first (intermediate) reporting period, as well as other issues related to the last benchmarking trip, the next SWAM events in coordination with the WATEC Conference (Tel Aviv, 15<sup>th</sup> – 17<sup>th</sup> November 2011), new readjustment of the Project schedule, and inclusion of a new partner (FREMM, Region of Murcia’s Metal Industry Association) in the SWAM consortium, as AFAMUR’s third party.

Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “4<sup>th</sup> Network Meeting Minutes” (D1.1).

FIGURE 2.30 - 4<sup>TH</sup> NETWORK MEETING (PATRAS, GREECE)



#### 2.3.1.5 5<sup>th</sup> Network Meeting (Tel-Aviv, Israel)

The fifth SWAM Project Network Meeting (NM5) was held on the 14th of November 2011, in Tel-Aviv (Israel), at the Mekorot's Training Centre facilities. The most important issues discussed during the meeting were:

- **Intermediate technical & financial reporting** where DGUPC informed to all SWAM partners about a serious problem with the financial reporting of the Project since FREMM did not still appear in the FORCE system as a new partner in the consortium. Therefore the final submission of the intermediate technical & financial reporting was delayed (the deadline was 30-09-2011).
- **The Joint Action Plan development**, where MIGAL encouraged all SWAM partners to conclude the final document review in order to have a stable version for the next and last inter-cluster round-table meeting (IM5) to be held in Murcia (March 5th 2012).
- **The readjustment of the planned competition through the expression of interest** into other activity with higher possible benefit for the Project. Finally, it was agreed to assume this activity as part of the continuous matching activities carried out during the project, where different collaborations and successful opportunities have been achieved.
- **Dissemination & exploitation activities** in the Project, where AFAMUR presented the progress of works related to Project dissemination activities and exploitation of results in the Project as well as reminded about the importance of coordinating efforts about dissemination activities and to keep a complete record of all the performed activities and obtained results during the Project.

FIGURE 2.31 - 5<sup>TH</sup> NETWORK MEETING (TEL-AVIV, ISRAEL)



Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “5<sup>th</sup> Network Meeting Minutes” (D1.1).

#### 2.3.1.6 6<sup>th</sup> Network Meeting (Murcia, Spain)

The sixth and last SWAM Project Network Meeting (NM6) was held on the 7th of March 2012, in Murcia (Spain), at the Euro-Mediterranean Water Institute Public Foundation’s (F-IEA) facilities. The main discussion during the meeting was related to the following issues:

- DGUPC, as Project coordinator, launched an open discussion to all Partners in order to check if the main administrative and technical requirements but as well the expectations in the Project were fulfilled. During the discussion, all Partners agreed on the success of the accomplished work (regional clusters studies, benchmarking visits, info-days and mentor training sessions, the Joint Action Plan development, etc.). Partners also reviewed the Project achievements as new R&D collaborative projects, the several business opportunities generated from the different Project events in Israel, Murcia and Western Greece, as well as the established collaboration networks. All SWAM partners also agreed about each cluster and partner’s specific strengths and weaknesses, but confirmed their strong commitment for future collaboration in the framework of the developed Joint Action Plan (JAP).
- About the intermediate technical & financial reporting, DGUPC informed that though the Intermediate Report (Periodic Report no.1) was finished, it was waiting for the final acceptance (in the FORCE and SESAM systems) of FREMM as AFAMUR’s third party to be submitted. DGUPC confirmed the important delay in reporting since FREMM did not still appear in the FORCE system as Project partner.
- DGUPC also presented the next SWAM events to be carried out in Murcia (6th Info-day, 6th Mentoring Training, and Closure Conference), as well as MIGAL encouraged Partners to take advantage of the last Inter-cluster Round-table Meeting (IM5) in order to definitively close the Joint Action Plan, with the objective of defining specific and real actions and reinforcing the commitment to carry out them. DGUPC expressed the general satisfaction about the resulting JAP, since the document is focused in the

Consortium strengths and in the real possibilities for collaborating due to the current financial crisis.

- About Project dissemination and exploitation activities, AFAMUR informed in detail about the organisation of the 6th Info-day (March 20th, Murcia) and the 1st Water-Tech Trade Fair in Murcia (June 26th-28th). Regarding the Trade Fair, detail the objectives and activities of such event were explained in detail. The Water-Tech Trade Fair would bring together the main experts of water management sector and will be a showcase of the main innovations, products, services technologies and solutions in the water sector.

FIGURE 2.32 - 6<sup>TH</sup> NETWORK MEETING (MURCIA, SPAIN))



Finally, after this meeting, DGUPC as Project coordinator, prepared and delivered the “6<sup>th</sup> Network Meeting Minutes” (D1.1).

### 2.3.2 Changes in the consortium

During the Project implementation, and as result of the pilot test on Project costs justification boosted by DGUPC on Project months no. 11&12 (March 2011), it was confirmed with EC that AFAMUR (Beneficiary no. 4) should include its umbrella organisation FREMM (Region of Murcia’s Metal Industry Association) in the SWAM consortium as its **third-party**. This should be done in order to correctly justify AFAMUR’s costs in the Project since all the human resources used by AFAMUR in the Project belonged to FREMM.

Later on, following the discussion process open with the EC, it was finally confirmed that FREMM should be **full Partner** in the Project (May 2012), and the Grant Agreement should be accordingly modified. Once notified this issue to all SWAM Partners, they accepted to include FREMM in the SWAM Consortium as full Partner taking into account that this change did not affect any rights or obligations (budget, tasks assignment, etc.) of the rest of SWAM partners; only the corresponding modification of the Consortium Agreement was needed.

Therefore, a new version of the SWAM Consortium Agreement was delivered in order to be signed again by all Partners. This process delayed somehow the delivery of both Project financial and technical justification in the Intermediate period.

### 2.3.3 List of project meetings

Title	Content	Place	Dates
<b>1<sup>st</sup> SWAM Network Meeting (Kick-off)</b>	<ul style="list-style-type: none"> <li>● First contact among SWAM partners.</li> <li>● Review of the Project objectives and roles and responsibilities of the Project participants.</li> </ul>	Murcia (Spain)	11 <sup>th</sup> -12 <sup>th</sup> March 2010
<b>2<sup>nd</sup> SWAM Network Meeting</b>	<ul style="list-style-type: none"> <li>● New Project schedule and work plan.</li> <li>● Costs justification issues.</li> <li>● Project dissemination activities.</li> </ul>	Patras (Greece)	8 <sup>th</sup> July 2010
<b>3<sup>rd</sup> SWAM Network Meeting</b>	<ul style="list-style-type: none"> <li>● New Project schedule and work plan.</li> <li>● Pilot test of costs justification.</li> <li>● Intermediate reporting issues.</li> </ul>	Galilee (Israel)	19 <sup>th</sup> January 2011
<b>4<sup>th</sup> SWAM Network Meeting</b>	<ul style="list-style-type: none"> <li>● Costs justification issues.</li> <li>● Changes in the consortium.</li> </ul>	Patras (Greece)	30 <sup>th</sup> May 2011
<b>5<sup>th</sup> SWAM Network Meeting</b>	<ul style="list-style-type: none"> <li>● Delay in the intermediate technical &amp; financial reporting.</li> <li>● Final works on the Joint Action Plan.</li> <li>● Readjustment of the planned competition through the expression of interest into other activity with higher possible benefit for the Project.</li> <li>● Progress of on-going and future dissemination &amp; exploitation activities in the Project.</li> </ul>	Tel-Aviv (Israel)	14 <sup>th</sup> November 2011
<b>6<sup>th</sup> SWAM Network Meeting</b>	<ul style="list-style-type: none"> <li>● Open discussion to check if the expectations in the Project were met.</li> <li>● Serious delay in the intermediate technical &amp; financial reporting.</li> <li>● Next SWAM Closure Conference and Project dissemination activities.</li> </ul>	Murcia (Spain)	7 <sup>th</sup> March 2012

### 2.3.4 Project planning and status

Just in the Project beginning (Kick-off meeting), it was agreed that the initial Project schedule and work plan should have rearranged, changing the majority of dates and venues of the next Project meetings, and combining them as far as possible with other project meetings, in order to achieve more effective results in terms of time and budget.

In detail, the new schedule included trips concentrated and reduced to 9 (including the already carried out Kick-off meeting) and the 3 foreseen benchmarking trips, paying special attention to keep the travel balance between the hosting partner regions. In the new Project schedule and work plan, one of the two foreseen Info-days and Mentor Trainings planned per region could be individual, meaning that Project partners, apart from the organiser, did not have to attend compulsory those events without any deviation in the final Project objectives or expected results.

Finally, the new Project schedule and work plan maintained the planned milestones and deliverables of the original one, although this entailed that the new Project work plan was much tighter. This



Project schedule and work plan was agreed by all SWAM partners and sent to the EC Project Officer (Mr. Ciaran Dearle) for approval.

The last updated schedule corresponding to the end of the Intermediate reporting period (version 3d) and sent to the Project Officer (Mr. Dearle) for approval is the following:

	2010												2011												2012					
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
<b>TRAVEL TO</b>	ESP				GRC					B		ISR	B			GRC	B				ESP	ISR		ESP				ESP		
WP1 Project Management	M1.1													M1.2														M1.3		
Network Meetings	NM1				NM2							NM3				NM4						NM5						NM6		
WP2 Competitiveness and Research Analysis of Water-Tech Research-Driven Clusters	ESP				GRC			M2.1							M2.2	M2.3	M2.4											ESP		
International Benchmarking Visits									B1			B2				B3														
Seminars on Regional Competitiveness										m1	ISR		m2	ESP		m3	GRC													
WP3 Joint Action Plan Development														M3.1														M3.1		
Inter-cluster Round Table Meetings					IM1	GRC					IM2	ISR			IM3	GRC					IM5	ISR		IM4	ESP					
WP4 Collective Learning and Business Platform Development										M4.1																M4.2				
Info-days					I1 (I)	GRC				I2	ISR		I3 (I)	ESP		I4	GRC				I5 (I)	ISR		I6	ESP					
Mentor Trainings										T1	ISR		T2 (I)	ESP		T3	GRC		T4 (I)	GRC				T5 (I)	ISR		T6	ESP		
Brokerage Event																						BE	ISR							
WP5 Dissemination and Exploitation Activities							M5.1																					M5.2		
Closure Conference																												CC	ESP	

Mx.x Milestone x.x  
 NM Network Meeting  
 Bx Benchmarking Visit  
 m Seminar on Regional Competitiveness  
 IM Inter-cluster Round Table Meeting  
 I Info-day  
 T Mentor Training  
 BE Brokerage Event  
 CC Closure Conference

SWAM Workplan\_v3d.xls - Travelplan\_Updated 2011.05.27

### 2.3.5 Development of the Project website

The **SWAM Project web portal** has been completed ([www.swam-project.eu](http://www.swam-project.eu)) and it is operating in accordance with the specifications described in the Annex of the project. More specifically, the SWAM web portal is divided into 3 (three) main areas, each serving a different purpose:

- Public Web Area:** Any user can visit this web area which acts as the Project's outer face and find the following information for the SWAM Project regarding participating regions, projects' objectives, description of work packages, presentation of partners including links to their web sites, news & events, SWAM newsletters & brochures, links & publications to Project's related resources, contacts, etc.
- Intranet Web Area:** It is a private area and only can be accessed by the SWAM consortium members. It is used as a management tool in order to ensure the best communication within the SWAM consortium. Each participant is able to upload and/or download documents such as the official SWAM Agreement files, logos & templates, deliverables, presentations, reports, minutes, agendas from network meetings, benchmarking visits, round tables, info-days, mentoring & regional seminars, etc. This feature of the Intranet has proven very useful



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for sharing project files of common interest. It should be noted that more than 230 files have been uploaded up to now. Finally, the consortium partners can communicate among them from the intranet through the live chat and the partners' forum that has been created.

- **Virtual Water-Tech Network:** This web area is one of the most important features of the portal. The aim is to maintain a dynamic environment for international collaboration. It is actually a database that acts as a matchmaking tool for consortium building between coordinators and organizations for available RTD funding opportunities. All organizations (universities, research centres, SMEs, industry organizations, etc.), clusters as well as end users (including sectorial associations) may join the Water-Tech Network by filling a specific profile form template that is provided from the portal. At least **45 profiles have been uploaded** up to this point. Additionally, the members have the ability to upload videos from their working environments for visual visits. Finally, a 'match-making activities' section has been designed where any member searching for possible partners may describe characteristics such as: project idea title, lead partner, objectives, expected results, existing partners, partners they are looking for, etc. Finally, the members of the Water-Tech Network have the ability to edit their profile after it has been uploaded.

In the same way, a **knowledge pool and database tool** has been created according to the specifications described in the Annex of the project. This tool, through the above mentioned three distinct web areas, has achieved to act as a:

- **Knowledge Pool:** including general documentation on the Water-Tech sector, Project deliverables and presentations; links to Project's related resources, consortium description as well as participant profiles, contact information, and links to participants' web sites, etc. It also contains links to press articles, announcements of international and national conferences, seminars and promotion activities related to the project, offers for possible technological collaboration or transfer to interested parties. Finally, it includes a forum and live chat thus creating a synergy between the users to communicate and exchange information with each other.
- **Database:** The database is the Virtual Water-Tech Network which contains profiles added by RTD suppliers and demanders as well as from coordinators who are searching for partners (for all available RTD funding opportunities). Based on this database, a dynamic environment is created and maintained for international trade collaboration. This database is open to all European clusters as well as regions in other INCO countries, especially to mentored regions.

