

Programme on Research-based Regional Innovation (FORREGION)

Work programme
Revised April 2017

1. Summary

The regional mission of the Research Council of Norway is laid down in its statutes, which state that the Council is to *promote innovation in public and private sectors in all parts of the country*. The regional policy from 2014 provides more specific targets for these efforts, and the Programme on Research-based Regional Innovation (FORREGION) will help to translate regional policy into action.

The FORREGION programme builds on and further expands the framework developed by the Research Initiative for Northern Norway (NORDSATSING) and the Programme for Regional R&D and Innovation (VRI). The FORREGION programme aims to strengthen the connection between regional, national and international efforts to promote research-based innovation. The programme will continue the effort to make use of the country's full knowledge infrastructure and resource base, as a means of enhancing value creation, competitiveness and restructuring capacity. The specific activities under the FORREGION programme will be based on the unique opportunities and challenges found in each region.

The FORREGION programme has three main components (pillars): 1. Broadly-based instruments to encourage wider use of research-based innovation (competence brokering, feasibility studies); 2. Knowledge-building projects, known as capacity enhancement projects, to strengthen competence building and research activity for industries in areas with particular potential or special needs; and 3) Knowledge and dialogue about regional efforts related to research-based innovation.

The county councils have strategic and political responsibility for regional economic development¹ and are therefore an important partner for the Research Council. Cooperation between the Research Council, the county councils, Innovation Norway and the Industrial Development Corporation of Norway (Siva) will create a basis for coordination and efforts to establish common objectives for regional growth. The counties use the Regional Research Funds as their strategic tool for promoting research and innovation, and the county councils must clarify the parameters for cooperation and the distribution of tasks with the regional research fund in each region.

The FORREGION programme will support the Research Council's other activities by promoting the use of instruments such as the SkatteFUNN tax incentive scheme, the Industrial Ph.D. scheme, the Programme for User-driven Research-based Innovation (BIA) and other innovation programmes, as well as the EU Framework for Research and Innovation, Horizon 2020.

¹ If, in the wake of the regional reform, the county councils are replaced by another regional level with strategic and political responsibility for economic development, the Research Council will cooperate with this new entity.

2. Background and challenges

The regional mission of the Research Council is laid down in its statutes, which state that the Council is to *promote innovation in public and private sectors in all parts of the country*. The regional policy from 2014 provides more specific targets for these efforts, and the FORREGION programme will help to translate regional policy into action in conjunction with the Research Council's presence throughout the country.

The FORREGION programme builds on and further expands the framework developed by the Research Initiative for Northern Norway (NORDSATSING) and the Programme for Regional R&D and Innovation (VRI). The specific activities under the FORREGION programme will be based on the unique opportunities and challenges of each region.

The FORREGION programme must be closely aligned with the Regional Research Funds, the Research Council's innovation programmes, the EU framework programme for research, Horizon 2020, and the innovation instruments of other stakeholders. The programme will strengthen the base for more companies to participate in these programmes.

Address key community challenges

If more Norwegian companies are to succeed in international competition, more must make use of research-based knowledge, invest more in R&D and take greater advantage of research-based innovation to realise the potential for value creation inherent in community challenges, Norwegian natural resources and new technology.

Norwegian industries are undergoing a process of restructuring, due in part to the decline in oil prices. Companies throughout the country are part of national and international competitive structures, and they operate in diverse regional contexts. To succeed with its restructuring and in the international competitive arena, regionally differentiated strategies must interact with national and international efforts.

Challenges of particular relevance for the Research Council's regional efforts are:

- The use of research-based knowledge and research methods strengthen and structure company-based innovation activities and increase competitive strength. However, only a relatively small proportion of Norwegian companies conduct systematic, research-based innovation activity or combine experience-based and research-based innovation. "Research-based innovation" is defined here as innovation activity that uses knowledge and/or methods from research, directly or indirectly. The various regions differ, and efforts to promote greater use of such activity must be adapted to regional frameworks in order to have an impact. We must take steps at the regional level if we are to achieve the objectives that *Norwegian industries will invest two per cent of GDP in research and will submit a higher number of qualified grant applications to Horizon 2020*.
- Norway generally has a high level of education, but the educational level in some segments of industries is relatively low. There is a correlation between the educational level in companies and the likelihood that they will use research or be involved in research cooperation. While there is a correlation between where people study and where they choose to work, there is often less correlation between the

education offered and the need of industries at the regional level. *Research and educational institutions must expand their scope in areas of importance for current and future regional industries. It is essential to strengthen interaction between research, industries and government authorities.*

- Norwegian industries do well in process innovation, and many companies innovate as a result of experience-based knowledge and short distance between the operators and management. Product innovations are often incremental and motivated by contact with customers. Companies with a high degree of experience-based innovation can reinforce and improve innovation activities by combining experience-based innovation with research-based knowledge, methods and expertise. *Regional research and educational institutions should play a key role in creating such opportunities and establishing networks with national and international knowledge actors.*
- Many companies are unfamiliar with research-based innovation and research actors, and there are clear obstacles to knowledge flow and cooperation between the industry sector and the university and university college sector. *Efforts to promote research-based innovation must therefore address the challenges both in companies and in research and educational institutions.*

The challenges highlight the importance of viewing expertise/education, research and innovation in the same context. This requires good cooperative relations between national and regional development stakeholders and use of the knowledge infrastructure in all parts of the country.

Political relevance

The Norwegian Government wishes to increase research investment to achieve the objective that research activity will comprise three per cent of GDP by 2030. The Government has also set as a target that Norway will win back two per cent of the competitive funding under Horizon 2020.ⁱ *The programme will contribute to Norway's achieving the three per cent and two per cent targets through efforts for increasing research-based innovation and competence-development throughout the country.*

Both the regional level and the university and university college sectors are undergoing reform. The Government cites quality and critical mass as reasons for the consolidation into larger entities. The Government aims for roughly 10 regions (currently 19) from 2020, and has among other things proposed to give these regions the task of formulating and monitoring the mission of the Research Council at the regional level. It has further been proposed that following the reform, the boundaries of the Regional Research Funds will be aligned with the new regions.ⁱⁱ Responsibility for community planning will be central to the tasks of the new regions. The Norwegian Parliament has decided that most of the responsibilities are to be in the areas of competence, communication and efforts targeting economic development.ⁱⁱⁱ *The programme will support the role of the regions in community development in the areas of competence and economic development as well as strengthen the regional role of universities, university colleges and research institutes.*

The EU has expanded its research policy with Horizon 2020 and its regional policy with an emphasis on the Smart Specialisation Platform,^{iv} viewing research and regional policy in relation to each other. Regional strategies and geographic proximity are used as

means of achieving the objectives of research and innovation policy. *With the EU's innovation policy and the concept of "smart specialisation" as inspiration, the Research Council will incorporate experience gained from these efforts into the programme's further implementation.*

The Norwegian Ministry of Local Government and Modernisation is the main source of funding for the FORREGION programme. The Ministry's research and development strategy for 2015–2020 presents research needs within regional economic growth and development, regional resilience, and analysis of regional policy. Research under the programme must help to achieve the following stated objectives: upholding the main features of settlement patterns, taking advantage of the human and natural resources throughout the country to achieve the greatest possible national value creation, ensuring equal living conditions, and ensuring that all citizens have the genuine freedom to live where they wish.

3. Objectives for the programme

The FORREGION programme will contribute to the Research Council delivery towards the government-defined performance target "Increased value creation in industry". The Research Council will contribute to increase value creation by 1) enhancing restructuring capacity in the Norwegian economy, 2) increasing competitiveness in new and existing industry; and 3) improving cooperation and knowledge transfer between R&D institutions and industry. In addition, the programme will help to achieve the primary objective of the Ministry of Local Government and Modernisation "2. Regions with good restructuring capacity", and the secondary objective "2.1 Well-functioning business environments and access to relevant expertise". The FORREGION programme follows up the innovation strategy (of the Research Council), especially in the effort to mobilise new actors and bolster cooperation between R&D institutions and industry, including mobility schemes.

Primary objective

To increase the number of companies using research in their innovation activities, to expand the range of research groups at R&D institutions that are relevant partners for industry, and to strengthen the connection between regional and national efforts on research-based innovation.

Secondary objectives

1. After three years, the mobilisation projects will at a minimum have achieved their objectives for increasing participation in regional, national and international programmes.
2. After three years, the capacity enhancement projects will be well underway with competence development of relevance to the companies concerned, and will have achieved at least one clearly defined milestone.
3. After six years, the capacity enhancement projects will have led to changes that can be continued and expanded after the projects have concluded.
4. After three years, the Research Council and the county councils will have established an effective strategic dialogue and cooperation on increasing research activity.

4. Scientific priority areas

The FORREGION programme is based on knowledge about regional innovation systems, related variety, methods for innovation in companies, and absorptive capacity.

Regional innovation systems serve as a framework for the discussion of development opportunities in a region. Identifying the qualities of the innovation system, strengths and weaknesses alike, provides a basis for addressing the challenges. Viewing the regional innovation system in a national, international and cross-regional context makes it possible to strengthen relations and cooperation with stakeholders outside the region.

The concept of absorptive capacity is frequently used in relation to the capacity of companies to acquire and use new knowledge. Companies with high absorptive capacity are skilled at acquiring new knowledge, they have good learning mechanisms within the organisation, and they are capable of applying the new knowledge. Companies can develop and strengthen their absorptive capacity over time by reinforcing established learning mechanisms and learning patterns. In efforts to manage companies' absorptive capacity, it may be beneficial to distinguish between potential and realised absorptive capacity. Potential absorptive capacity is the ability of an organisation to acquire new knowledge, assimilate new knowledge and participate in networks that share knowledge. Realised absorptive capacity is an organisation's ability to take advantage of the new knowledge and its ability to convert new knowledge into new products, services and processes. Correspondingly, research groups will in some cases need to enhance their absorptive capacity to better understand the needs of companies and to become better partners for industry. The capabilities of educational and research institutions to develop and disseminate relevant knowledge to companies is also critical for establishing cooperation between companies and research groups. In this context, scientific understanding, language, incentives, objectives and expectations will play a role in the opportunities for innovation and cooperation.

The foundation for innovation and restructuring lies with the individual companies, and companies with different innovation methods will have different needs. To successfully assist companies, it is important to actively seek them out and cooperate with them, individually or in groups and networks. Learning theory and concepts such as absorptive capacity offer new perspectives, both for operational activity and for further developing and creating even better targeted funding instruments. Absorptive capacity as such can be influenced, which means that competence-building efforts will be highly relevant to the innovation and restructuring capacity within companies.

Related diversification expands the opportunities for change and innovation by drawing attention to new industries that could be developed regionally or nationally. All industries have knowledge bases consisting of knowledge that is critical for the industry in question. By identifying industries that are tangential to the knowledge bases where the region is strong, and making provisions for economic development here, the authorities may pursue active policies that promote innovation and restructuring.

5. Priorities for structuring the implementation of the programme

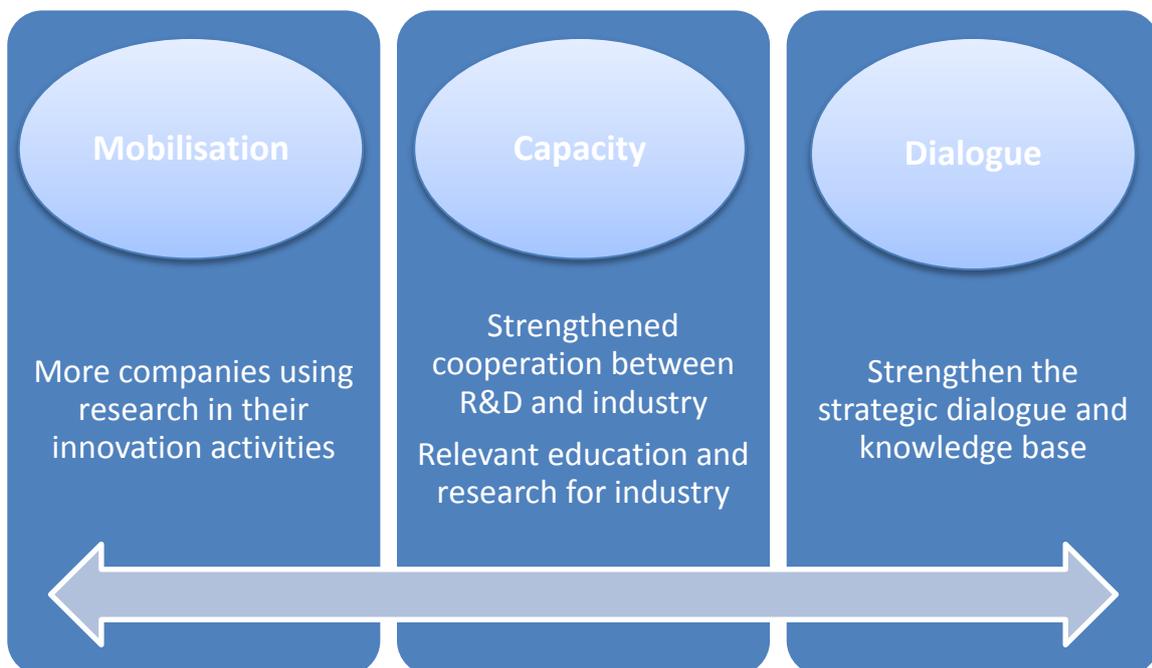
A programme with three pillars

To achieve the objectives of the FORREGION programme, it will be necessary to focus efforts in multiple areas and establish strategic cooperation between the Research Council, the county councils, and regional and national development stakeholders. The FORREGION programme is built on the following three pillars:

1. Broadly-based instruments to encourage wider use of research-based innovation.
2. Capacity enhancement to strengthen cooperation between the research and educational institutions and industry, and give industry access to relevant education and research in its region.
3. Knowledge and dialogue about regional efforts related to research-based innovation.

Pillar 1, Mobilising for research-based innovation

The Research Council cooperates with the county councils on mobilisation projects throughout the country. The mobilisation projects are designed to increase the number of companies that use research in their innovation activity and encourage companies that already conduct research-based innovation efforts to seek an even more ambitious level of activity.



Many companies are not sufficiently familiar with the potential in research-based innovation or the public innovation agencies' schemes available for such activities. The Research Council is not widely enough known within industry, and needs to cooperate with regional actors to reach companies. The mobilisation projects are to promote use of instruments such as the Industrial Ph.D. scheme, the SkatteFUNN tax incentive

scheme, the Regional Research Funds, the Programme for User-driven Research-based Innovation (BIA) and other innovation programmes, as well as Horizon 2020, both directly and indirectly.

The mobilisation projects are targeted primarily towards companies that innovate based on experience and would be able to upgrade their innovation activity by using research and research-based methods. Also included in the target group are companies that have no innovation experience but have the potential to benefit from research-based innovation, and companies that have research experience but would benefit from seeking an even more ambitious level of research-based innovation activity.

Activities under the mobilisation projects

- Competence brokering – in individual companies, through workshops and in networks. Competence brokers discuss project ideas and opportunities with companies, and can link the company with relevant researchers. Competence brokers can also organise meetings in which companies and researchers discuss opportunities and ideas. Competence brokering encourages the use of regional, national and international schemes, as well as feasibility studies.
- Feasibility studies are smaller R&D projects in companies with little or no R&D experience. The company must cooperate with an R&D group in the project. It must be the company's intention that the efforts will lead to further research activity or cooperation with research institutions. The feasibility study should be a precursor to participation in other funding schemes for research, such as the Regional Research Funds, the Research Council's innovation programmes or the SkatteFUNN tax incentive scheme.
- Network meetings for companies bring together various types of actors to discuss a relevant issue. Competence brokers organise the meetings in which the participants aim to arrive at a common conclusion or action points that may culminate in joint projects or activities. Network meetings are well-suited for e.g. bringing together actors from various industries for a joint discussion of opportunities, such as research that will benefit multiple companies within an industry.
- Researcher, industry or student for loan means that a researcher works for a period in a company or a person from a company works for a period in a research and educational institution. This may also include students who are writing their bachelor's or master's thesis at a company or have an internship for a period at a company. The mobility schemes are intended to expand networks, encourage cooperation, and facilitate an exchange of knowledge between research and industry.

The Research Council and the county councils cooperate on regional mobilisation. The Research Council organises courses and campaigns, such as a course on project development (*Prosjektverksted*), the SkatteFUNN "Open Day" and similar events that help to mobilise industry to apply for funding from the Research Council's programmes, the Regional Research Funds and Horizon 2020. In addition, the Research Council develops tools and methods to encourage greater research activity.

The Research Council's regional representatives will cooperate actively with the mobilisation projects to promote more research-based innovation among

companies in the region. The Research Council will also hold courses and meetings for competence brokers and project managers.

Programme logic model for mobilisation projects

Secondary objective	Activities	Results	Impacts
<p>After three years, the mobilisation projects will at a minimum have achieved their objectives for increasing participation in regional, national and international programmes.</p>	<p>The Research Council and county councils work together to encourage companies to use more research in their innovation activity.</p>	<p>More companies will apply for funding from regional, national and international programmes.</p>	<p>Companies not familiar with the opportunities research entails will learn about these, and companies with more research experience will seek to conduct more research-based</p>
		<p>Use of the SkatteFUNN tax incentive scheme and national programmes throughout a wider geographic area.</p>	<p>Innovation results in the companies (prototypes, products, processes, services, patents, business areas, technology, etc.)</p>
		<p>Increased cooperation between industry and the R&D institutions.</p>	<p>Clearly strengthened collaborative constellations between research and educational institutions and industry.</p>

Pillar 2, Capacity enhancement

Capacity enhancement projects are long-term projects that strengthen cooperation between research and educational institutions and industry, and give trade and industry access to relevant education and research in its specific region.

The projects must reflect the needs or potential of industry, county council strategies and the R&D institutions' strategies and management. The R&D institutions that participate will strengthen their national and international cooperation so that they can encourage new ties between regional industry and national and international R&D institutions.

The project must promote value creation, restructuring capabilities and research capacity in the region. When assessing the project, special importance will be attached to the project's potential to bring about change. The project must cooperate with other activities and instruments in order to generate the greatest possible impact.

Activities under capacity enhancement projects

Capacity enhancement projects must incorporate activities that strengthen cooperation between research and educational institutions and industry and give industry access to relevant education and research in its region.

Relevant activities may include:

- Strengthening the scientific capacity at R&D institutions through:
 - recruitment of individuals for researcher and research fellowship positions to strengthen research groups in fields where regional industry has particular needs;
 - expansion or development of industry-relevant study programmes at higher degree levels;
 - dissemination of knowledge;
 - cooperation with national and international R&D institutions
- Mobility of individuals between R&D and companies – in both directions.

The project may also include other activities that strengthen cooperation between the research and educational institutions and industry, and that give industry access to relevant education and research in its specific region. These activities must be based on the needs of industry. The region will comprise the area in which the relevant industry is located.

Activities within the R&D institutions must be in keeping with the EFTA Surveillance Authority's guidelines on state aid for research and development and innovation. The activities must satisfy the definition of "non-economic activity".

Programme logic model for capacity enhancement projects

Secondary objectives	Activities	Results	Impacts
After three years, the capacity enhancement projects will have achieved at least one clearly defined milestone.	R&D institutions cooperate with industry and the county councils to strengthen relevant scientific capacity in the R&D institutions and educational programmes for industry.	Increased cooperation between industry and the R&D institutions in areas in need of capacity enhancement.	Clearly strengthened collaborative constellations between research and educational institutions and industry.
		Educational programmes of relevance to industry are strengthened or developed as a result of the capacity enhancement projects.	Industry has access to relevant education and research in its region and more researchers who understand industry challenges.
After six years, the capacity enhancement projects will have led to changes that can be continued and expanded after the projects have concluded.		The R&D institution has strengthened its cooperation with national and international R&D institutions in the fields addressed by the capacity enhancement projects.	The R&D community helps build bridges between industry and national and international expertise.
			Increased R&D activity in the relevant industry and/or R&D institution in the region.
		Strengthened scientific capacity in the R&D institutions as a result of the capacity enhancement projects.	Regional R&D institutions are more attractive as partners and can compete successfully with national and international institutions.

Pillar 3, Knowledge and dialogue

The Research Council will continue and strengthen its efforts as a co-player in regional R&D strategies and regional activities related to research-based innovation. Partners in this effort are the county council and the various regional partnerships.

Activities under Pillar 3 are to enhance the role of the county councils in community development, in cooperation with the regional partnerships, and to strengthen cooperation between the Research Council and the counties. Addressing the comprehensive community challenges on which the FORREGION programme is based, will require knowledge acquired from evaluations, research and experience, as well as dialogue between regional, national and international stakeholders. The Research Council has an ongoing dialogue with the main actors in the innovation systems, and this dialogue should be strengthened and developed to further enhance regional and national research-based innovation activities. Smart specialisation may provide a good approach for regional efforts on research and innovation.

Activities under Pillar 3 are to create a framework for further cooperation in potential new regional constellations from 2020.

Activities

- Public dialogue and meeting points (see below);
- Courses for competence brokers and other participants in the FORREGION programme;
- Analyses and evaluations, including a formative evaluation of activities under the programme.

The Research Council will view the activities under Pillar 3 in connection with other strategic cooperation with the county councils. The Research Council prepares annual summaries on R&D status and trends in the regions, and the regional representatives participate in regional processes and forums. In cooperation with the other public innovation agencies, the Research Council will establish an effective strategic dialogue and cooperation to promote more research activity.

Programme logic model for knowledge and dialogue

Secondary objectives	Activities	Results	Impacts
<p>After three years, the Research Council and the county councils will have established an effective strategic dialogue and cooperation on mobilising for research activity.</p>	<p>Dialogue and knowledge development through learning arenas, courses, analyses and evaluations.</p>	<p>The regions see the Research Council as a relevant partner in their roles in community development.</p>	<p>Regional and national efforts to promote research-based innovation reinforce and complement each other.</p>
		<p>Analyses, evaluation and research provide input for learning, dialogue and development of regional innovation policy and related activities.</p>	<p>Knowledge from research is incorporated into regional innovation and development strategies.</p>
		<p>The Research Council and the regions have established collaborations for mobilising more companies to conduct research which will be continued after the mobilisation projects have ended.</p>	

International cooperation

The FORREGION programme aims to create closer links between regional, national and international efforts to promote research-based innovation. This will require close cooperation between the various internal units at the Research Council and effective coordination of the mobilisation activities vis-à-vis national and regional programmes as well as the EU framework programmes for research and development.

Coordination with the regional EU networks will be especially important in this regard.

The Research Council will further develop Norwegian collaboration on the RIS3 (Research and Innovation Strategies for Smart Specialisation) platform in Seville as a means of linking national activities to EU efforts to achieve greater cohesion between regional development, research and innovation.

The county councils are involved in the Interreg programme, Eurostars and other international collaborations that the FORREGION programme can draw on and support.

Gender balance and gender perspectives

Efforts related to and focusing on gender balance have their basis in the need for wider-based expertise and scientific perspectives, which in turn may contribute to creativity and higher quality. As far as possible, participation in the programme at all levels and in all important processes must be balanced with regard to gender.

Public dialogue and meeting points

The Research Council will disseminate activities in, and the results from, the projects as a source of inspiration for other actors and a means of increasing the impact of the activities.

The Research Council will focus on presenting cases that demonstrate development over time and long-term effects of the mobilisation activities, in conjunction with the instruments that the FORREGION programme is promoting.

Within the framework of Pillar 3, the Research Council will organise meeting points for sharing experiences and for dissemination of relevant research, analyses and the formative evaluation under the FORREGION programme. The meeting points will strengthen cooperation between regional and national stakeholders and the operational activities under the programme. The Research Council will organise courses and make provisions for online training of the competence brokers.

6. Cooperation with related programmes and instruments

The mobilisation instruments are to promote use of instruments such as the Industrial Ph.D. scheme, the SkatteFUNN tax incentive scheme, the Regional Research Funds, the Programme for User-driven Research-based Innovation (BIA) and other innovation programmes, as well as Horizon 2020, both directly and indirectly. Competence brokers also promote use of schemes under Innovation Norway, and cooperation with Innovation Norway's regional offices is crucial.

Industrial parks, incubators and knowledge parks may participate in the programme in the role of competence broker. Cooperation with regional and thematic EU networks targeted towards participation in Horizon 2020 is highly relevant.

Projects are to cooperate with other activities and instruments in order to obtain the greatest possible impact. The county councils should consider what kind of interface can be achieved between the Regional Research Funds and capacity enhancement and mobilisation projects in the region.

7. Resources and budget

The overall budget for 2017 is NOK 88 million, with NOK 80 million from the Ministry of Local Government and Modernisation, NOK 6 million from the Ministry of Education and Research and NOK 2 million from the Ministry of Agriculture and Food. Funding for the continuation of the Norwegian Research School in Innovation (NORSI) and the regional coordinator in Finnmark County are also included in the budget.

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Sum
Annual revenues (Mill.NOK)	86	86	23	23	23	23	0	0	0	0	329
Disposable budget	104	113	116	54	27	25	0	0	0	0	440
Project allocations/ expenditures	78	83	85	49	25	26	0	0	0	0	347
Provisions/Excess allocations	26	29	31	4	2	-0,6	0	0	0	0	93
Provisions in relation to disposable budget	25%	26%	27%	9%	8%	-3%	0%	0%	0%	0%	

Planned budget distributed by secondary objective:

Pillar 1 Mobilisation, main secondary objective 1: approx. NOK 145 million, 2017–2019

Pillar 2 Capacity enhancement, main secondary objective 2: NOK 140 million, 2017–2022

Pillar 3 Knowledge and dialogue, main secondary objective 3: NOK 15 million, 2017–2019

8. Anticipated results, impacts and outcomes

The FORREGION programme is expected to contribute to the following outcomes:

- Increased R&D investments, enhanced value creation and competitiveness, and strengthened restructuring capacity in industry;
- Greater research capacity of relevance to industry;
- Better targeted policies and activities for regions with good restructuring capability and well-functioning business environments.

The mobilisation projects are currently planned with a timeframe of three years, pending the results of the regional reform, and the capacity enhancement projects will have a timeframe of six years. When assessing the evaluation needs, however, the Research Council expects there to be a need for the form of activities in this programme to continue in future as well.

Analysis and evaluation are integrated into the programme under Pillar 3, Knowledge and dialogue. These analyses and evaluations will be critical for the efforts to continually improve the programme's activities and for the further development and new design of work methods. The Research Council will consider conducting a formative evaluation of the programme.

The Research Council will consider carrying out a baseline study of the capacity enhancement projects. The main performance criterion for capacity enhancement is change over time, in the direction of increasing the capability of both the private sector and the research and educational institutions to work together and increasing the volume of R&D activity within the scope of the project.

Relevant performance indicators for the mobilisation projects are:

- the number of new companies participating in research-based innovation projects as a result of the mobilisation projects;
- use of the research and innovation programmes in the fields addressed by the mobilisation projects;
- the number of mobility projects, feasibility studies and collaborative projects (the SkatteFUNN tax incentive scheme with research cooperation, networks, etc.).

Relevant performance indicators for the capacity enhancement projects are:

- relevant new projects, new collaboration agreements and joint activities;
- the number of relevant, strengthened studies or courses with students credits (modules/courses/entire degrees);
- relevant positions, publications and participation in other projects;
- increased number of co-publications, participation in joint projects, joint activities, new collaboration agreement within fields of relevance for industry.

9. Governance and organisation

The FORREGION programme does not have a designated programme board. An advisory committee has been appointed to provide input to and be a discussion partner for the administration. The committee will help achieve a strong foundation of support among key stakeholders and experts in the field. The committee will be presented with and offer input to the development of the programme and the programme's activities. The Board of Directors for the Division for Innovation will be responsible for decisions on grant allocations.

At the county level, the Research Council will take part in and engage in strategic dialogue with the regional partnerships in general and the county councils in particular. Advantageous cooperation with Innovation Norway, the Industrial Development Corporation of Norway (Siva) and the Regional Research Funds will increase the potential to achieve the programme's objectives.

ⁱ Norwegian Ministry of Education and Research (2014). Strategy for research and innovation cooperation with the EU. Horizon 2020 and ERA.

ⁱⁱ Meld St. 22 (2015-2016) Nye folkevalgte regioner – rolle, struktur og oppgaver; white paper on the role, structure and tasks of new publicly elected regions

ⁱⁱⁱ Meld. St. 14 (2014-2015) Kommunereformen – nye oppgaver til større kommuner; white paper on municipal reform.

^{iv} National and regional research and innovation strategies for smart specialisation (RIS3) are integrated, location-based economic change agendas. For more information, see <http://s3platform.jrc.ec.europa.eu/home>