STEPAN Holds Workshop on Conduct of Case Studies

To launch a project that will deliver a compendium of case studies on innovation-based management, the Philippines hosted a Workshop on 24-25 November in Makati City, to develop a common framework for the case studies. Five countries, including the host country, participated in the Workshop.

The Workshop was formally opened by the Philippine Secretary for Science and Technology, Dr. Estrella Alabastro. Her keynote address highlighted STEPAN's impact on the development of S&T and innovation policy studies, especially at a high level involving senior decision makers among the STEPAN members. She also explained the rationale for the workshop, citing three emerging policy trends that call for the development of simple functional tools such as case studies to help in the sharing of experiences and lessons learned. These three trends are (a) improvement in the understanding of the innovation and technology diffusion processes due to advances in economic theory; (b) globalization,

Foreign participants pose with Philippines S&T Secretary Estrella Alabastro and STEPAN Chair Fortunato de la Pena after the opening ceremony of the workshop.

and its impact on national S&T policy, and (c) the technological advances and development of innovative approaches that allow for more easy sharing of experiences and mutual learning.

A Filipino expert, Dr. Elvira Zamora, Professor of Business Administration and Technology Management at the University of the Philippines served as facilitator for the Workshop.

She presented an overview of the Workshop and working documents for the group discussions.

Three discussion groups refined the initial inputs from the facilitator and delivered (a) the project framework and case study template; (b) the guidelines for identification of case leads, and (c) the guidelines for selection of case writers.

Philippines Hosts Informal Board Meeting

An informal STEPAN Board Meeting was held in Makati City, the Philippines, on 25 November 2005 in conjunction with the Workshop for the Conduct of Case Studies on Innovation-Based Entrepreneurship, also held at the same venue on 24-25 November 2005.

The Meeting discussed amendments to the STEPAN Constitution arising from the recent decision to designate UNESCO Jakarta Office as the permanent STEPAN Secretariat while the STEPAN Chair will continue to rotate among the member countries every three years. The decision effectively amends

the structure of STEPAN which should be accordingly reflected in the Constitution.

Other amendments that the Meeting proposed were (a) include innovation as an area of concern of STEPAN, and (b) include a provision to recognize

S&T and Innovation Policy Events of Interest in the Asia-Pacific Region

Second Annual Philippine Conference on Biotechnology Enterprise and Investment

17-20 January 2006, Manila, Philippines

UNESCAP Regional Consultative Meeting on Sub-national Innovation Systems and Technology Capacity-Building Policies to Enhance Competitiveness of SMEs

18-20 January 2006, Seoul, ROK

WAITRO Seminar on Capability Building of RTOs in Good Laboratory Practice

6-24 February 2006, SIRIM Berhad, Shah Alam, Selangor, Malaysia

UNESCO Workshop on University-Industry Technology Transfer,

16-17 February 2006, Jakarta, Indonesia

WAITRO Best Practice Workshop on RTO Management and Study Tour

27-28 February 2006, VIMTA Labs, Ltd., Hyderabad, India

UNESCO/ISESCO Symposium on S&T Innovation Indicators,

20-22 March 2006, Yogyakarta, Indonesia

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This article is extracted from the plenary address that the author gave at the InnovAsia 2005, the First Asia-Pacific Conference and Exhibition on Innovation Management in Bangkok, Thailand on 21 September

Developing countries might employ a strategy of connectedness to empower their national innovation capacity.

Empowering Innovation in the Third World
By Stephen Hill

Introduction

Globally, over the last two decades, there has been a deep-seated structural change in the relationship between science, technology and industry. Basically, the boundaries of S&T have been thrown open, set loose from traditional institutional and intellectual property controls, yielding benefit to those most able to capitalize on networking, and adjusting institutional response at national levels to the new "open boundaries" of contemporary S&T.

This new order can benefit all players, not just the most industrially advanced. However, in general the small and developing countries have yet to realize how to become players.

Two-level strategy of connectedness

Developing countries might employ a strategy of connectedness to empower their national innovation capacity.

The first level of this strategy involves building bridges between the National Innovation System and the global flow of knowledge – remembering that in each case, the 'National Innovation System' itself may be deeply flawed, embedded in past practice or institutional structures that have been inappropriately copied from other and are poorly connected within the nation, in particular between public and private sector research and enterprise.

The second level of the "connectedness" strategy involves also building bridges between modern sector institutions and enterprise and grass roots village enterprise and innovativeness. For it is in consciously building this relationship that the benefits of global science will be translated into advantage for the poor.

On this second level of innovation connectedness, there is a well developed body of research and debate on grass roots village level technological change and innovation, in particular originating out of work in India. But in general the conclusions from this literature are isolated from mainstream national innovation literature, the emphasis of which tends to refer to more sophisticated scientific and business institutional structures and connectivity.

Laying foundations for innovation bridges

Global competitiveness and therefore economic wealth in the 21st Century is increasingly being built on quite new foundations of knowledge capacity and capture – where people, networks, moving boundaries and flexibility are at the core.

Consequently, for national policy to focus singularly on building a "National Innovation System" in terms of institutional structures and formal linkages will simply fail unless due attention is paid to building a learning capacity and cross-disciplinary vision into its scientific and technical workforce, and ensuring networks are maintained internationally into the 'knowledge hubs' where, perhaps just for today, the knowledge needed for specific technical developments is concentrated. The best that national innovation strategies can achieve is to maximize their capture of ideas and skills as they flow, with increasing force, through social, scientific and industrial systems that overlay or are threaded through national systems.

Attention has therefore to be paid to developing new paths to learning. Learning is an accumulative process, largely incorporated in the daily operations of new institutions where knowledge may be tacit or expressed, codified or non-codified, combined into routines, norms, habits and mutual understandings.

Students being educated to enter the National Innovation

Attention must be paid to developing new paths to learning.

STEPAN Constitution Revised

In view of changes to the STEPAN organizational structure as agreed at the Informal Board Meeting held in Seoul, ROK on 13 October 2004, which moved the STEPAN Secretariat to the UNESCO Jakarta Office, corresponding amendments had to be made in the STEPAN Constitution. The revisions were discussed at the Informal Board Meeting in Manila on 25 November 2005. A full text of the revised STEPAN Constitution can be found at http://www.stepan.org/constitution.htm.

The Meeting noted Articles 7 and 8 of the Constitution which referred to a Regional Network Centre of STEPAN undertaking functions of both Chair and Secretariat. The Meeting agreed that with the change in structure of STEPAN, wherein the rotating Chair was sepa-rated from the permanent Se-cretariat, a corresponding revi-sion in the Constitution was needed.

The Meeting agreed that the proposed revisions should ad-dress the following items: (a) define functions of STEPAN Chair and Secretariat sepa-rately; (b) state that the perma-nent Secretariat is UNESCO Jakarta; and (c) the Regional Network Centre should be renamed as Regional Network Resource Centre.

In the amended Constitution the revised Articles appear sequentially as:

- Article 7: Role and Func-tions of Chair
- Article 8: Functions and

STEPAN Board Meeting *(From page 1)*

Informal Board Meetings and their recommendatory function, should a quorum not be ob-tained during a Board Meeting. The proposed amendments have been incorporated in a draft Constitution that was circulated to all National Focal Points for endorsement.

The Meeting also discussed the STEPAN Work Programme for 2005-2008, the tenure of the Philippine chairmanship. Key activities included in the Work Programme are: (a) the estab-lishment of the STEPAN docu-ment archive, (b) the prepara-tion of a compendium of case studies, and (c) technical assis-tance missions upon request of STEPAN members.

The Summary Record of the Meeting was circulated to all National Focal Point Represen-tatives (NFPRs) for endorse-ment *ad referendum.*

The Meeting was the first to be chaired by the Philippines, since it took over the STEPAN Chairmanship in October 2005. n

STEPAN Informal Board Meet-ing in Manila, November 2005

Key STEPAN activities for 2005-2007:

- **Establishment of document archive**
- **Preparation of a compendium of case studies**
- **Technical assistance missions**

Workshop on Conduct of Case Studies *(From page 1)*

The next step in the implemen-tation of the case studies pro-ject will be a training seminar for case writers to be identified by the National Focal Point Representatives (NFPRs) of STEPAN member countries. It is expected to be held some-time in March 2006, after which the participating countries are expected to undertake the case studies and submit their write-ups for review by a STEPAN Working Group to be desig-nated in due course.

A presentation by the Director of the National Innovation Agency (NIA) of Thailand was also given during the Work-shop. It evoked a lot of follow-up queries and exploratory discussions on possible collabo-ration at the bilateral and re-gional levels.

The workshop featured small group discussion on the framework for the case studies project.

UNESCO

United Nations
Educational, Scientific and
Cultural Organization

The Science and Technology Policy Asian Network (STEPAN) is a high-level official network of people and institutions in the Asia Pacific region involved in research and training for national science and technology and innovation policy development and management. The network develops support programmes to assist the development of S&T management information systems, foster the linking of research with social and economic application, and promote associated human resource development. STEPAN operates under the auspices of UNESCO, which continues to provide substantial support for the network.

Visit STEPAN
website :

www. stepan.org

Revised STEPAN Constitution
(from page 3)

Location of the Regional Network Resource Centre.

• Article 9: Regional Coordination Board (change of title only)

The Meeting further agreed to include innovation as an area of concern of STEPAN. Thus, Article 2 (Objectives) was also revised to include innovation management, but the name of the network, STEPAN was retained for historical reasons.

In addition, the Meeting recommended the inclusion of a provision on convening Informal Coordination Board meetings with a recommendatory function, should a quorum not be obtained during a planned Coordination Board Meeting. In this regard, the quorum requirement of 50% for Coordination Board Meetings would be retained. Subsequent approval by correspondence of recommendations made by an Informal Coordination Board meeting should also have at least 50% vote.

The recommended amendments have been circulated to all National Focal Point Representatives (NFPRs) and no objections to the amendments have been received.

Empowering Innovation…
(from page 2)

System therefore must be prepared so that they can later participate constructively in a learning and team environment, not just be taught technical skills.

Organisations within the National Innovation System similarly must pay attention to building a broad skill-rich and skill-valued environment, to mobility of staff and encouragement of participation in wider international networks, to lowering the organization boundaries for interacting with all other partners within the national system, and searching out mutually beneficial cooperation both nationally and internationally.

There is then clearly a potential benefit in building "local" or regional "knowledge hubs" – ensembles of knowledge-intensive organizations located in both public and private sectors. The benefit flows from spatial proximity but not simply because co-location is intrinsically a good thing, but only if proximity is used as a strategic resource through facilitating cross-institutional flows of people and knowledge. Also, such regional knowledge hubs necessarily must be bedded into an environment characterized by breadth of skill and application capacities.