

GENERAL DATA AND CRITERIA FOR PRIZE AWARDING

The Jury's decision is definitive and cannot be appealed.

The criteria listed below will be used by the candidate in the auto-evaluation process and then by the Jury in its evaluation. During the self-evaluation process, the institution should assign points for each criterion. In addition to the self-evaluation criteria, some additional data is required. In this way, evaluators can acquire a general idea of the organisational size and activities of the regional institution concerned. The Jury will not evaluate the general information; it will use it as a context in the pre-selection process.

The general information and the self-evaluation criteria are listed below.

GENERAL INFORMATION ABOUT THE REGIONAL INSTITUTION AND THE PROJECT:

Name: Büro für Zukunftsfragen/Office for Future-related Issues

Description of Institution: The Office for Future-related Issues belongs to the Office of the State Government of Vorarlberg, and reports directly to the State Governor.

Number of employees in 2006: 7 people; 5.4 established posts

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Project name: Büro für Zukunftsfragen/Office for Future-related Issues

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EVALUATION CRITERIA

1. Innovative nature and quality of the proposal (originality and creativity)

What has made this project innovative and why?

- The Office for Future-related Issues (ZuB) is a unique institutional innovation
- Working Target: To trigger a process of change: there is no patent remedy for this, every project has an innovative character because it is breaking new ground
- The ZuB can realise interdisciplinary sustainability projects
- The association between public engagement, social capital and sustainable community and regional development (ZuB's three core activity sectors) opens up new possibilities that would not present themselves in individual sectors
- It takes into account all aspects of sustainability (environmental/economic/social/global effects)
- Interdisciplinary team + projects

What are the important novel elements of the project?

The ZuB represents the first occasion in Austria that an organisational unit aimed at promoting and realising sustainable development has been assigned a leading role within a state authority. The ZuB is not a classic administrative authority, but rather in the sense of New Public Management or 'Good Governance' a contribution to sustainable administrative modernisation through:

- public participation
- opinion forming
- the promotion of sound ideas and innovative pilot projects
- effect appraisal using own medium (www.unternehmen-v.at)
- quality controls in all aspects of sustainability

Did you gain or develop new knowledge, useful for the creation of new products, services or business processes?

A Life Worth Living

Residents of 22 Vorarlberg towns are actively engaged in a project focussed on the issue of local

supply. The project was born of the notion that this is about more than just the preservation of small local shops and businesses, but also about quality of life for all. The concept of pro-local supply is an integral concept aimed at increasing awareness of the links between proximity, supply and quality of life.

Living Together in Götzis

Together with the ZuB, the town of Götzis launched a forward-looking pilot project called “Zamma leaba z’Götzis/Living Together in Götzis” is launching numerous initiatives and activities to strengthen community life in Götzis, and motivate people to think and work proactively for the common good. The project draws on the results of a social capital study carried out in the town in the summer of 2006, by the “Büro für die Organisation angewandter Sozialforschung” (Office for the Organisation of Applied Social Research).

Unternehmen.V

Unternehmen.V (www.unternehmen-v.at) is a simple medium for the evaluation, presentation and communication of the causal correlation of our activities. Unternehmen.V provides towns and regions with a medium that supports the continual process of improving local or regional development. At the same time, it serves as an instrument for the shaping of opinions and self-assessment for a sustainable development.

Bridging the Gap

“Brückenschlag”, or “Bridging the Gap” (www.brueckenschlag.org) is an attempt to implement an aspect of the principle of “Corporate Social Responsibility”, often only set down as a code of conduct. The target of the initiative is to provide skilled professionals and managers at Vorarlberg companies with the opportunity to learn from the experiences of social facilities, in a bid to enhance their social skills. Since the project began, the transfer of knowledge and experience has also occurred in the opposite direction: managers from the non-profit sector learn how the commercial sector is administered, and about the role played by project management or quality assurance in the economising process.

EVALUATION: from 0 to 20 □ SELF-

EVALUATION: points 18

2. Impact on results

What is the project’s impact on institution’s results? Take into account improved productivity and costs, more products and services offered. Describe the contents.

The ZuB is introducing a number of novel participation approaches (see point 4) in local government (state and towns). This empowerment encourages the initiation of self-organisation processes.

Results

- As part of the project "A Life Worth Living" (see point 1), the Biosphere Reserve Grosses Walsertal) was also conceived and recognised as such by UNESCO in the year 2000. Since then, the Biosphere Reserve Grosses Walsertal has become a model region for sustainable development and has received numerous awards for this achievement.

- In 2004/2005, the ZuB was commissioned by the State Government of Vorarlberg to conduct the civic participation project "Kinder in die Mitte" (Focus on Children). As a result, the Austrian Society for Environment and Technology, or ÖGUT awarded the ZuB the first prize in the Participation Category as part of its Environment Awards.

- In the course of a model process, the town of Wolfurt commissioned the ZuB to set up a Wisdom Council to improve civic self-organization and participation in the long-term. The project earned the ZuB first prize this year in the Participation Category of the ÖGUT Environment Awards.

What is the project's impact on internal aspects, such as activities management and organization within your institution? Describe the contents.

As the ZuB's work is aimed at initiating a sustainable process of change in Vorarlberg, the results are primarily evident in the target groups, and not within the organization itself.

EVALUATION: from 0 to 20

SELF-EVALUATION: points 20

3. Management of the institution's innovation

Does the institution have a business process or a management system devoted to innovation?

In 2003, the ZuB began an EFQM process. As of 2005, the ZuB arranged a bi-annual service level agreement with its contractor (the State Government of Vorarlberg), as part of an NPM project.

In the last years, did the institution make any benchmarking visit, to study the best innovation management practices, adopted by other organizations (belonging or not to the same field)?

In MARS "Monitoring Alpine Regions' Sustainability" Report 2005 (<http://www.bakbasel.ch/wEnglisch/benchmarking/interreg/indexW3DnavidW26110.shtml>) Vorarlberg emerges as the most sustainable region in a comparison with 32 other regions in Austria, Germany, France, Italy, Liechtenstein, Slovenia and Switzerland.

EVALUATION: from 0 to 15
SELF-EVALUATION: points 15

4. Participation of outside actors in the innovative process.

Do the stakeholders, such as customers, suppliers, partners, communities, take part in the innovative process regularly? Describe the systematic approaches adopted to guarantee this participation.

By means of a range of participatory procedures, the ZuB regularly involves its target groups in its various projects, or works together with them in the development process. These are the methods most recently employed by the ZuB:

- **Citizens' Report by Planning Cells:** A planning cell is a group of randomly selected people granted a limited period of paid leave to negotiate a number of solutions to a given problem. They are assisted by moderators. The results are documented in the form of a citizens' report.
- **Wisdom Council:** Dynamic Facilitation is a moderation method developed by Jim Rough (Seattle, USA), which corresponds to the non-linear thought processes of people. It channels the existing energy of participants to strive for the optimum solution to a problem. The Wisdom Council, also developed by Jim Rough, utilises the Dynamic Facilitation method and empowers groups to work out solutions to common issues. Link: www.tobe.net Literatur: Jim Rough: Society's Breakthrough: Releasing Essential Wisdom and Virtue in All the People. 2002
- **Open Space** is a highly flexible conference method. Participants have the entire session to take up their own agenda with others according to their interests, and develop ideas. No participant is obliged to listen to anything that does not really interest them. Each person brings to the session the issues they feel most strongly about and what they personally would like to achieve. There is no fixed agenda. The session usually begins with a presentation outlining the conference subject matter, before the schedule is drawn up. Delegates then pick out which aspects are most interesting and significant to them personally.
- **The Dialogue** is a communication method developed according to a theory by David Bohm and Martin Buber. It facilitates an open encounter and succeeds by assuming a position of 'speaking from the heart', of listening, investigating and observing. The Dialogue method is about giving intuition the space it needs, about being open to changes and being able to profit from the unexpected.

In the last years, how many agreements for the research and innovation activities did the institution conclude with public or private research centres, Universities and so on...?

The ZuB first commissioned the market researcher and opinion pollster Dr. Edwin Berndt to compile social capital data on the State of Vorarlberg in 2002. In 2005 Dr. Hermann Denz (Dornbirn Technical College) conducted new research on the subject. And in 2006, BOAS (Office for the Organisation of Applied Social Research) under the academic supervision of Prof. DI Ernst Gehmacher presented the findings of a study into the social capital data of the town of Götzis. (see attachments)

Are there innovation-oriented active partner relations with other actors of your territory, country, or foreign countries?

- Kairos – Impact Research and Development, Bregenz
- BOas (Office for the Organization of Applied Social Research), Vienna
- Bildungshaus (Adult Education Centre) St. Arbogast (<http://www.arbogast.at>), Götzis
- Biosphere Reserve Grosses Walsertal (<http://www.grosseswalsertal.at>)
- Vorarlberg Energy Institute (<http://www.energieinstitut.at>)

Does the institution take part in projects of economic development, financed by the European Union? Describe the contents of the agreements and relations.

Commissioned by the State Government of Vorarlberg, the ZuB helped adapt the calls for tender for EU programmes "Regional Competitiveness Vorarlberg" 2007 - 2013 and "Interreg 4" for the region of Vorarlberg. As part of this process, the effect analysis instrument "Unternehmen.V" (see point 1) is being developed into an economic module in order to be able to evaluate the submitted projects.

EVALUATION: from 0 to 15

SELF-EVALUATION: points 12

5. Participation of employees in the innovative process.

Do the employees take an active part in the innovative process of the institution? Describe the systematic approaches adopted to guarantee this participation.

- In the project "Better together", the ZuB tried to find out ways of strengthening social capital within the administration. A "Social Capital Commissioner" was appointed in various departments and offices, including that of the ZuB, to test out new approaches and possibilities in a bid to streamline personal contacts and communication within and between each individual administrative section. The project also aimed to develop and test a suitable evaluation medium for the appraisal of social capital and any changes it undergoes. This involved the application of an approach from the activating social research of Prof. Gehmacher/BOaS (Office for the Organization of Applied Social Research, Vienna) and a network analysis/Dornbirn Technical College.

EVALUATION: from 0 to 15

SELF-EVALUATION: points 10

6. Innovation diffusion.

Has the institution received any innovation awards from special bodies, associations or experts in the past? Has the institution been mentioned for its innovation in the press or other mass media (please attach photocopies or media transcripts)?

- The Austrian Society for Environment and Technology (ÖGUT) awarded first prize in the participation category of its Environment Awards to the civic participation project "Kinder in die Mitte" (Focus on Children).
- The town of Wolfurt was awarded this year's first prize in the participation category of the ÖGUT Environment Awards for its Wisdom Council, conducted by the ZuB.
- Press cuttings (see attachment)

Does a social reporting exist in your institution?

See point 5

EVALUATION: from 0 to 15

SELF-EVALUATION: points 10