



**RATIO**  
Interreg Europe



European Union  
European Regional  
Development Fund

# Experiences on the design of Action Plan

LP RATIO Regional Actions To Innovate Operational Programmes

**FAMCP.** Federation of Municipalities Regions and Provinces of Aragon.



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## 1. GENERAL INFORMATION



### 1. General Information

#### 1.1. RATIO PGI00020. Regional Action To Innovate Operational Programmes

##### Brief summary:

##### MOTIVE & TRANSFER:

RATIO (Regional Actions To Innovate Operational programmes), has focused its activities on how to make innovation a reality in rural areas, and find the way to improve the implementation of regional development policies and programmes (Investment for Growth and Jobs) that support the delivery of innovation by key players in the areas of Smart Specialization.

RATIO created effective exchange of experiences in supporting cluster cooperation, international alliances and networks. This exchange of experiences among regional partners (9 project partners, representing 8 EU region), was followed by the transfer of the lesson learnt to the regional programmes. The project contributed to reinforce the innovation culture in the region boosting innovative ecosystems where actors, regional and local authorities and innovation partners, together with stakeholders: associations, academia, regional governments... can worked together in the Action Plan to reach the needed policy change for the consolidation of innovative companies in non-metropolitan areas.

##### APPROACH:

Ratio understands the importance of the learning outcomes that need to be more effectively transferred and embedded in each partner region to lead to policy change, as well as put more emphasis on the demand (SMEs) side to clearly identify the real needs of potential end users.

**Partner organisation:**

LP: FAMCP, Federación Aragonesa de Municipios Comarcas y Provincias.  
PP5: CEOE Aragón.

Other partner organisations involved (if relevant):

Country: Spain

NUTS2 region: ES24, Aragón

**Contact person:**

Jose Luis Latorre Martinez | jllatorre74@gmail.com | +(34) 650924486  
Romina Magni De Antonio | rmagni@famcp.org | (34) 976203107  
Jorge Alonso Vallejo | joalonso@ceoearagon.es | (34) 976460066

**1.2. Policy Context**

**The Policy Instrument addressed:**

**The Action Plan aims to impact:**  Investment for Growth and Job

**Name of the Policy Instrument addressed:** ERDF Regional Operational Programme ROP, Priority Axis 1.b (1.2.1) Boost and promotion of research and innovation activities leading by companies and support of the creation and consolidation of innovative companies.

The priority axis of the ROP of Aragón addresses the Europe 2020 objectives, particularly emphasizing Research development and innovation area, where Aragón has a "follower" position due to its low investment in this priority field representing the 0,9% of the regional GDP against the 2% of the EU27. Although the efforts in RDI are mainly done by the private sector, the participation, promotion and facilitator role from the regional public services is needed.

More than 80% of the ERDF budget in Aragon is addressed to supporting innovation and I+D, the digital agenda, the competitiveness of SMEs and the change to a low carbon economy. In this sense, the RIS3 for Aragón has as main objective the consolidation of a

medium and long term sustainable system of growth strengthening the stakeholders of the innovation system, reinforcing their networking skills, increasing SMEs participation in RDI and boosting the innovation skills of the regional society. The necessity to reinforce the innovation culture in the region gives a main role to the technological and scientific policy during the period. Although Aragón region has made very important efforts in boosting and reinforcing the innovation policy, it is the 5th region in Spain in innovation, there are still many efforts to do, especially according to the regional interest of not losing population in the very extensive territory that Aragón covers (10% approx. of Spain). Due to this big extension, an important part of the region has a strong rural character with a low grade of innovation, that can only be combated with the promotion and implementation of a suitable policy of innovation that could allow the implementation of this regional approach not only in the big cities, where facilities are still ready but also in the rural areas in order to implement the smart specialization strategy (through more synergies between R&D centers and SMEs, promoting investment in product, services & technology transfer, stimulating networking, clusters and open innovation).

One of the main objectives of RATIO was to analyze how these innovative companies, big or small can implant their activities in these rural areas and to promote the regional and local public authorities in charge of the innovation delivery and with the capacity building to make rural areas the head location for this kind of companies. RATIO focused in rural and sparsely areas to complement these fixed intervention with the design and implementation of an Action Plan, concrete actions, new policies approaches based in the exchange of Good Practices and lessons learnt from the cooperation between the partner regions during 2 years. Moreover, Aragon partners together with stakeholders and experts, identified necessities in the SWOT report, and with the use of the Innovation Health Check for measuring innovation in SMEs. 36 SMEs at rural area participated in the survey, this was another input to reach the conclusions of the Characteristics of the Innovative process of the Aragonese SMEs in the rural area. As a result, this Action Plan prepared in close cooperation with the responsible body.



Study conclusions



1. Need to introduce segmentation (innovative and non-innovative companies) to public policy initiatives that foster innovation
2. Creation of networks of companies interested in innovating. Reinforcing the interrelations between the agents of innovation (technological centers, universities, technological parks). Greater capacity for innovation is related to the frequency, quality and intensity of the interaction with the innovation ecosystem.
3. Cultural transformation of propensity to change is needed as a generalized attitude and in particular on innovation.
4. Increase public support for innovation not only in products and processes, but in commercial innovation, management and above all in the preparation of innovative projects.
5. Promote other formulas for private financing of innovation other than banking.
6. Generate effective mediators in innovation that increase the perception of the relationship between the different agents of innovation
7. Enhance the dissemination and transfer of results, as well as resources linked to innovation

## 2. RATIO GOOD PRACTICES SELECTED IN ARAGÓN REGION AND LESSONS LEARNT



## 2. Good practices selected

This action plan was based largely on the reflection on the information gathered through the various activities carried out in phase 1 of the RATIO project, which allowed the structuring of important lessons and recommendations, as presented below.

### Learning with the partners and Interreg good practices:

The analysis of the 19 Good practices selected through RATIO in the field of innovation, allowed an important process of learning, namely with the partners, the Study visits, translated into relevant lessons and recommendations to be inserted in the action plan.

#### 1. Creativity applied to Innovation through improvement of human resources capacities in SMEs (IT) > <http://bit.ly/creativity-in-smes>

Innovative training sessions aimed to the improvement of the creative processes as instrument necessary to guarantee the innovation process and growth for SME.

#### 2. Innovation vouchers of Usti Region (CZ) > <http://bit.ly/innovation-vouchers-cz>

The "Innovation Vouchers of Usti Region" support the cooperation among businesses of the Usti Region and research organizations in the Czech Republic.

#### 3. Call for proposals – Support to the competitive repositioning of local entrepreneurial systems (IT) > <http://bit.ly/call-for-proposals-it>

Raising the competitiveness of the regional economic system is an horizontal objective.

#### 4. Innovation Bond (PL) > <http://bit.ly/innovation-bond>

The Innovation bond is a scheme of small grants to implement small proinnovative projects in SMEs.

#### 5. AT Empreende – Territorial Action Plan for the Entrepreneurship promotion in Alto Tamega (PT) > <http://bit.ly/at-emprende>

The Intermunicipal Community of Alto Tamega (CIMAT) constituted in 2013 has defined the development strategies for the Alto Tamega Region.

#### 6. LEOs – Local Enterprise Offices (IE) > <http://bit.ly/leos-ie>

The Local Enterprise Office is the First Stop Shop for anyone seeking information & support on growing or starting a business in Ireland.

#### 7. Enterprise Centres (Ecentres) (IE) > <http://bit.ly/enterprise-centres>

The Enterprise Centres initiative is a network of Community Enterprise Centres that were established by Cork County Council.

And, of course, to capitalize and exploit what already has been done and in order not to lose it, the Spanish good practices:

#### 8. How to set up a Technology Park-Tech Parks > <http://bit.ly/tech-parks-setup>

#### 9. AgrifoodEntrepreneurship Programa Programme > <http://bit.ly/agrifood-entrepreneurship>

#### 10. Conectaragon / Todos - Broadband for all > <http://bit.ly/conectaragon>

### 3. THE ACTION PLAN



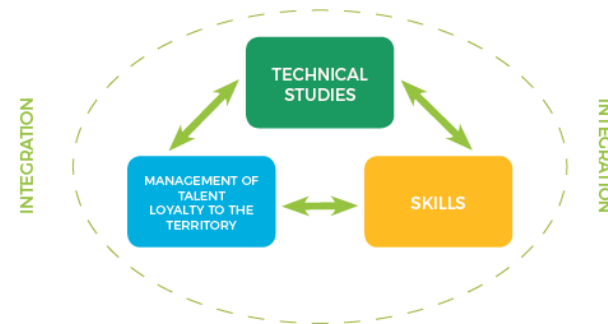
#### 3. The Action Plan

This Action Plan consists of the following actions:



#### 3.1. ACTION 1: TALENT

The background



Date: 7/03/2018

Signature:



MARTIN NICOLAS BATALLER  
Secretario General FAMCP



JORGE ALONSO VALLEJO  
Director del Departamento de  
Relaciones Internacionales de  
CEOE Aragón



#### 4. ENDORSEMENT




### Letter of support from the relevant organisation responsible for policy

For Structural Funds programmes (e.g. Investment for Growth and Jobs and European Territorial Cooperation programmes), the relevant organisation responsible for policy may differ from country to country. Detailed references are provided on the 'In any country' pages on the programme website [www.interreg.eu](http://www.interreg.eu)

Project acronym	RATIO
Project title	Regional Actions To Innovate Operational Programmes
Name of the organisation (original) including department (if relevant)	Departamento de Economía y Empleo, Gobierno de Aragón
Name of the organisation (English) including department (if relevant)	Department of Economy and Employment, Regional Government of Aragón
Name of the policy instrument addressed (original)	FEDER Programa operativo para Aragón Objetivo Temático 1.B (1.2.1) Impulso y promoción de actividades de I+D+i lideradas por las empresas y apoyo a la creación y consolidación de empresas innovadoras
Name of the policy instrument addressed (English)	ERDF Regional Operative Programme (ROP) Priority axis 1.B (1.2.1), Boost and promotion of research and innovation activities leading by companies and support of the creation and consolidation of innovative companies
Name of partner(s) concerned in the application form (English)	ARAGONESE FEDERATION OF MUNICIPALITIES, REGIONS AND PROVINCES (FAMCP) and, BUSINESS CONFEDERATION OF ARAGON (CREA)

We hereby confirm:

- that we were informed about the preparation of the above-mentioned project,
- that the topic tackled by this project is in line with our organisation's policy,
- that we acknowledge the participation of the above-mentioned partner(s) in the project,
- that we will engage with the stakeholder group and welcome opportunities for exchanging experiences with other institutions in Europe,
- that we will consider possibilities for implementation of the action plan through our policy instrument.

Name of signatory	Francisco Basso Rios
Position of signatory	Regional Minister of Economy and Employment, of the Regional Government of Aragón
Date	11th June 2015
Signature and institution stamp (if exists)	



Dirección General de Presupuestos, Financiación y Tesorería del  
Gobierno de Aragón

Director General de Presupuestos Financiación y Tesorería:

Jefe de Servicios de Fondos Europeos:



Edificio Plaza los Sitios  
Plaza de los Sitios, 7, 4ª planta – 50001 ZARAGOZA  
50071 Zaragoza

Adjuntamos:

- Características del proceso innovador de las Pymes aragones en el ámbito rural. Encuesta a empresas. Conclusiones del estudio.
- Plan de Acción: Ejes y acciones



28 de marzo de 2018





During phase 1, the Department of Budgets, Financing of Regional Government of Aragon were member and participated in most of the stakeholder group meetings, always being informed in face to face meeting when we developed the action plan. The action plan was presented at Regional Government: General Directorate of Budgets, Financing and Treasury, Directorate of Budgets Financing and Treasury, Service of European Funds the 28th March 2018.

Others Aragonese Institutions were part of Stakeholder meeting, during the learning phase as:

**Institutions which encourage business improvements and innovation in Aragón**



Att Romina Magni De Antonio  
FAMCP – CEOE RATIO Project  
C/Mayor 40.2 -3  
50001 Spain

Zaragoza, 02.10.2018

**RATIO Project: Regional Actions To Innovate Operational programmes.**

**Letter of Support**

D. Manuel Galochino Moreno, General Manager of budgets, financing and treasury – Government of Aragon-, hereby express their support of proposal RATIO project PGI00020- The project addresses its activities on how to make innovation a reality in rural areas and find a way to improve the implementation of regional development policies and programmes that support the delivery of innovation by key players.

During the learning process phase 1, Aragon Partners, CEOE Aragon and FAMCP presented to regional government the Action Plan, under the Policy addressed: ERDF, Priority Axis 1.b (1.2.1) boost and promotion of research and innovation activities leading by companies and support of the creation and consolidation of innovative companies.

Our engagement in RATIO will be in one or more of the following activities:

- Subscribing to the RATIO second phase, to monitor the action proposed.
- Joining the RATIO Action Community.
- Take into consideration RATIO Action Plan, conclusions, and results as input data, .
- Participating in RATIO events

Yours Faithfully

GENERAL MANAGER OF BUDGETS,  
FINANCING AND TREASURY

D. Manuel Galochino Moreno

**4. ENDORSEMENT**

#### STEPS Foreseen to implement the actions

- Make it a priority for the actual Aragón Government. Present, the A.P to other relevant work group, such as: Commissioner for the fight against depopulation.

Contacts with:

Instituto Aragonés de Fomento  
Economic Council and Social Forum.

- The three business confederations of Aragon (ZGZ, Huesca and Teruel) FAMCP and CEOE will carry out a methodology so that each region will be able to draw up its own innovation control panel in SME in each region.
- It is proposed to each region the implementation of the action plan and the actions that allow to increase the innovation in rural SME.
- The impact of each action is measured in terms of increasing innovation and it is correction.
- There is a relevant fact to highlight and that is that next spring there will be regional elections. so, RATIO will spread the plan among all the political parties. In some case, action might be rescheduled.

#### INDICATORS TO MEASURE THE EVOLUTION OF THE ACTION PLAN

##### Action 1: TALENT PEOPLE INNOVATION

- Number of training actions in innovation in the rural environment
- Number of Companies trained in Innovation
- Number of people engaged in Innovation in the rural environment

\* Source of Information: Contact with Local Entities and Counties "Comarcas" - Regional Development Agency

#### Action 2: FINANCING. INVESTMENT & BUSINESS DIMENSION

- Number of companies formed to be able to be invested
- Number of trained Investors
- Number of formalized operations

\* Source of information - Financial entities + Counties

#### Action 3: BUSINESS STRATEGIC MANAGEMENT

- Number of business cooperation projects in Innovation
- Continuous improvement: Number of companies that have implemented the EFQM model
- Generational Relay Program: Number of companies advised in generational change

\* Source: Regional development agency. Aragon Government

#### Action 4: ENTREPRENEURSHIP

- Number of business owners / Number of municipalities
- Rate of rural entrepreneurship
- Number of events for the dissemination of the enterprise

\* Source: GEM Report, Fundación Emperender en Aragón

## In brief. Recommendations about APs from JS

General improved design. Good quality is not only in terms of content but also in terms of form / design

More precision in the Actions. The measures described in the action plan are the basis for the monitoring carried out in phase 2 and it is crucial that only the actions that can clearly be attributed to the project are listed in these plans.

More link to the project. (not just a reference to a GP). The aim of the action plan is to list the measures that derive from the lessons learnt from the cooperation. This relation to the project is fundamental and constitutes the basis for phase 2 monitoring.

In terms of level information, not necessarily need a long document but, at least information that appears in the programme template (i.e. per action: its link with the project, precise description of the action envisaged, stakeholder involved, timeframe, costs and funding sources)

Endorsement , if of the PPs is responsible for the policy instrument addressed, demonstrate how the policy responsible body actually endorses the action plan.

## action plan Saxony

### REGIONAL ACTIONS TO INNOVATE OPERATIONAL PROGRAMMES (RATIO)

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## ACTION PLAN SAXONY



10/25/2018

### REGIONAL ACTIONS TO INNOVATE OPERATIONAL PROGRAMMES (RATIO)

Based upon analysis and developed out of the project RATIO the following actions are recommended. They are located within the three areas of Digitalization, Innovation and TECHNOLOGY TRANSFER from higher education and Skills shortage in STEM subjects.

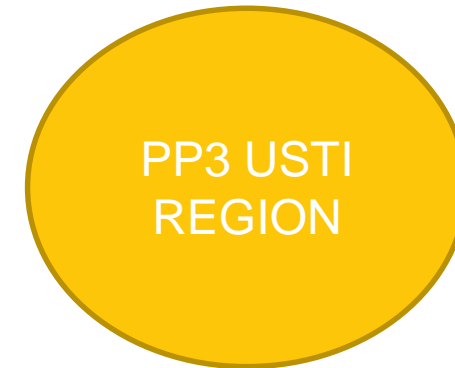


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Fundacja Rozwoju Demokracji Lokalnej  
Małopolski Instytut Samorządu Terytorialnego i Administracji



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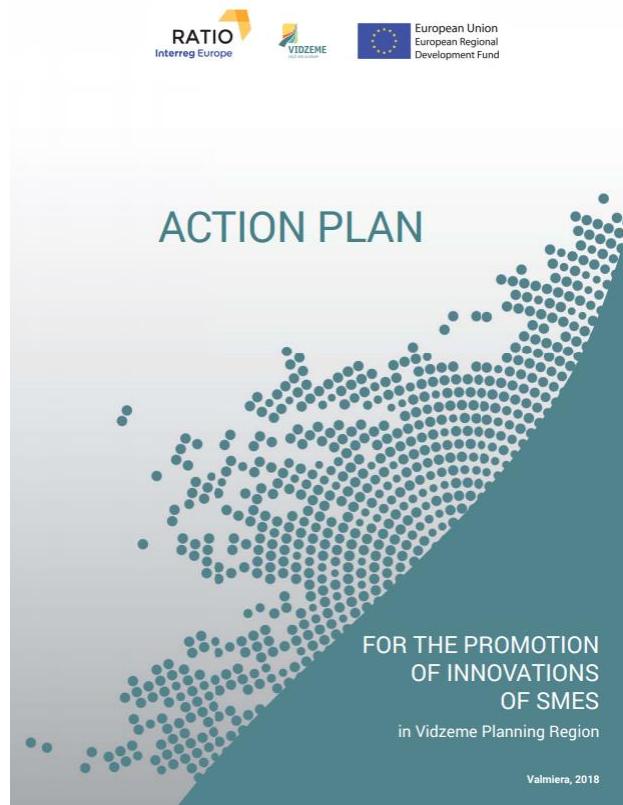
/Łukasz Mamica, Anatol Władyka/



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**Regional Actions To Innovate Operational  
Programmes**  
**Ações Regionais para Inovar Programas  
Operacionais**

**PLANO DE AÇÃO**

Março 2018

1



**Declaração de Apoio ao Plano de Ação do Projeto RATIO**

Jaime Serrão Andrez, na qualidade de **Presidente da Comissão Diretiva** e em representação do **Programa Operacional Competitividade e Internacionalização – COMPETE 2020**, abaixo assinado, declaro que:

- Temos conhecimento da execução do Projeto RATIO, apoiado pelo Programa INTERREG EUROPA, participado pelo Município de Vila Pouca de Aguiar como parceiro português;
- Estamos informados acerca das atividades desenvolvidas no âmbito deste projeto, nomeadamente a elaboração de um Plano de Ação;
- Consideramos de grande interesse a implementação deste Plano de Ação para a melhoria das políticas em matéria de inovação para as PME do meio rural;
- Reconhecemos que as ações propostas no Plano de Ação, abordam temas e seguem objetivos em linha com os propósitos da nossa organização;
- Manifestemos concordância com a realização das ações propostas, às quais daremos o nosso melhor apoio técnico e institucional;
- Colaboraremos com o Município de Vila Pouca de Aguiar, que no âmbito das reuniões de stakeholders do projeto, quer noutras atividades consideradas no Plano de Ação.

PP7 Vila  
Pouca de  
Aguiar  
Municipality

Lisboa, 19 de outubro de 2018



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**ACTION PLAN**

Associazione Regionale dei Comuni del  
Lazio  
ANCI Lazio



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## Regional Actions to Innovate Operational Programmes



### Project Action Plan

Muchas gracias !

