

EXTREMADURA (ES)

ACTION PLAN

Beyond EDP
Interreg Europe

February 2019



BEYOND EDP

Improve the RIS3 effectiveness through the management of the entrepreneurial discovery process (EDP)

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1. GENERAL INFORMATION

Project: **BEYOND EDP (PGI00048)**

Partner organisation: **Foundation FUNDECYT Scientific and Technological Park of Extremadura**

Other partner organisations involved: **General Secretariat of Science, Technology and Innovation of the Regional Government of Extremadura**

Country: **Spain**

NUTS2 region: **Extremadura**

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2. INTRODUCTION

2.1. The Beyond EDP project

As mentioned in the Beyond EDP framework document, the Europe 2020 strategy for smart, sustainable and inclusive growth puts high premium on innovation policies. European regions are playing an important role in this respect and, since 2013, they have been required to identify the scientific and technological domains which are more likely to generate competitive advantages in a global context, and then focus their regional policy to promote innovation in these fields through Research and Innovation Strategies for Smart Specialisation (RIS3).

Within RIS3, **Entrepreneurial Discovery Processes (EDP)** are key to place-based innovation by bringing together public authorities, knowledge institutes, business and civil society for creating new ideas and practices¹.

The final objective of the Interreg project “Beyond EDP”, launched in 2016 with eleven partners from nine European countries, is to provide the most efficient methodologies and practices to policy makers across Europe to enable them to implement effectively the **RIS3** in their own region.

To that end, the consortium partners have jointly analysed the design and implementation of **EDP** in different regional contexts to identify good practices which can help to improve the

¹ Foray, David & Hall 2011

management of the RIS3 and better adapt Research Development and Innovation (RDI) public policies to local enterprises' needs.

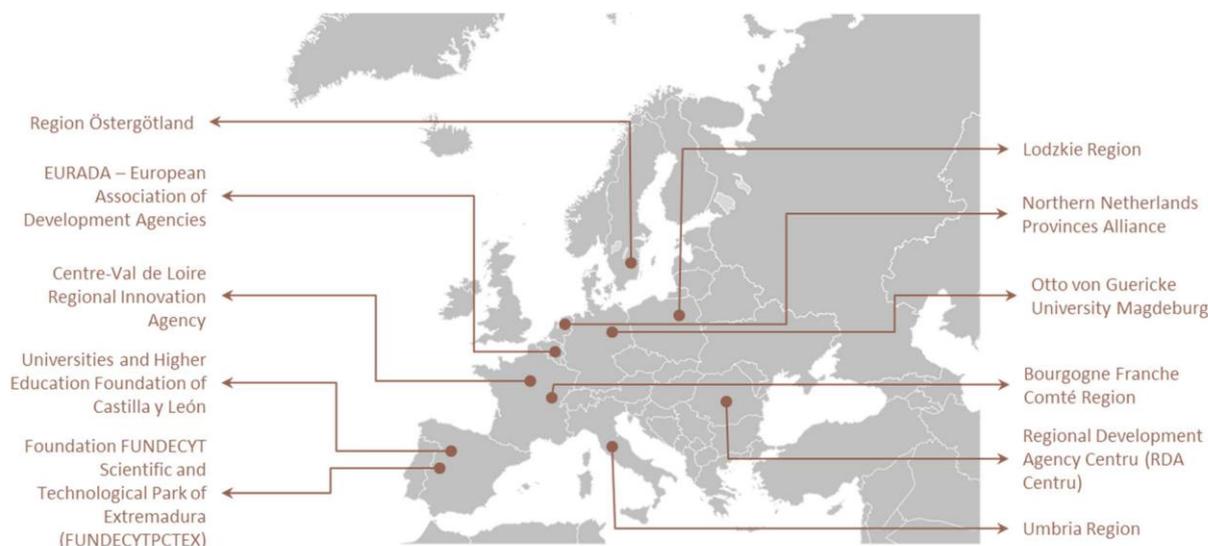


Figure 1. Beyond EDP project partners

The central issue which inspired the design of the Beyond EDP project is that most regions across Europe have an economic fabric which needs to strengthen its capacity of innovation absorption. For landlocked areas, which don't necessarily have direct links with other European regions and face centrifugal forces on their territory, this challenge is even more important as a result of their lack of attractiveness and identifying the relevant knowledge and boosting the absorption capacity of regional companies are critical for them.

Taking this into consideration, the premise for the Beyond EDP has been that the effectiveness of RIS3 depends, in particular, on the ability of regional policy makers to mobilise resources and support EDP involving the regional ecosystem of innovation.

2.2. Regional Action Plans

Produced by each region, the action plan is a document providing details on how the lessons learnt from the cooperation will be implemented in order to improve the policy instrument that is addressed within the region in the current programming period. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs and funding sources.

3. POLICY CONTEXT

The Action Plan aims to impact: ✓ **Investment for Growth and Jobs programme**

European Territorial Cooperation programme

Other regional development policy instrument

Name of the policy instruments addressed:

The **RIS3 of Extremadura**, which is directly linked to the ERDF Operational Programme of Extremadura 2014-2020, Axis 1 "Strengthening Research, Technological Development and Innovation", more specifically, the promotion of the EDP is linked to the Priority 1.2.

4. ACTION PLAN

As mentioned before, the present action plan is based on the outputs of the interregional exchanges and dialogue between internal and external stakeholders that have taken place during the first phase of the project.

4.1. Background

4.1.1. Instrument addressed

FUNDECYT-PCTEX chose the **RIS3 of Extremadura** as the policy instrument to be addressed within the Beyond EDP project, tackling in particular the **Programme C2.3 «Facilitation of Entrepreneurial Discovery Processes»** included in the Strategy.

Extremadura RIS3 Strategy is an integrated agenda to articulate and implement the economic transformation necessary to make Extremadura a more competitive region in a global context and in a way that is sustainable in the long term.

It seeks to position the region as a space for innovation in sustainable management of natural resources for energy generation and industrial uses, and in the application of technology for the improvement of the population's quality of life.

To achieve this, its global objective is increasing the size, added value and global competitiveness of the regional socioeconomic fabric through policies that enable the use and development of technologies related to Extremadura's sources of differentiation, fundamentally based on the sustainable exploitation of natural and cultural resources and the capabilities for creating quality of life in its demographic context, in connection with the challenges of Europe 2020 and global opportunity generation tendencies.

In particular, the Programme C2.3 «Facilitation of Entrepreneurial Discovery Processes» aims at strengthening the links of the value chains affecting the smart specialisation and facilitating the development of EDP to help the identification of emerging opportunities and niche sectors related to such specialisation process.

The success of this policy instrument demands a global approach to Research, Development and Innovation (RDI) support policies so as to arrange a multi actor governance, foster the regional specialisation potential through a well-designed policy mix and assess the results achieved. For this purpose, the management of EDP plays a key role.

4.1.2. Description of policy improvement

The RIS3 of Extremadura has a **regional governance system** quite well established, with three levels of governance (strategic; coordination and management; and performance) and functions clearly defined.

Moreover, EDP is systematically used in the region as an inclusive and interactive process at the different stages of the policy making process (design, implementation, monitoring and evaluation).

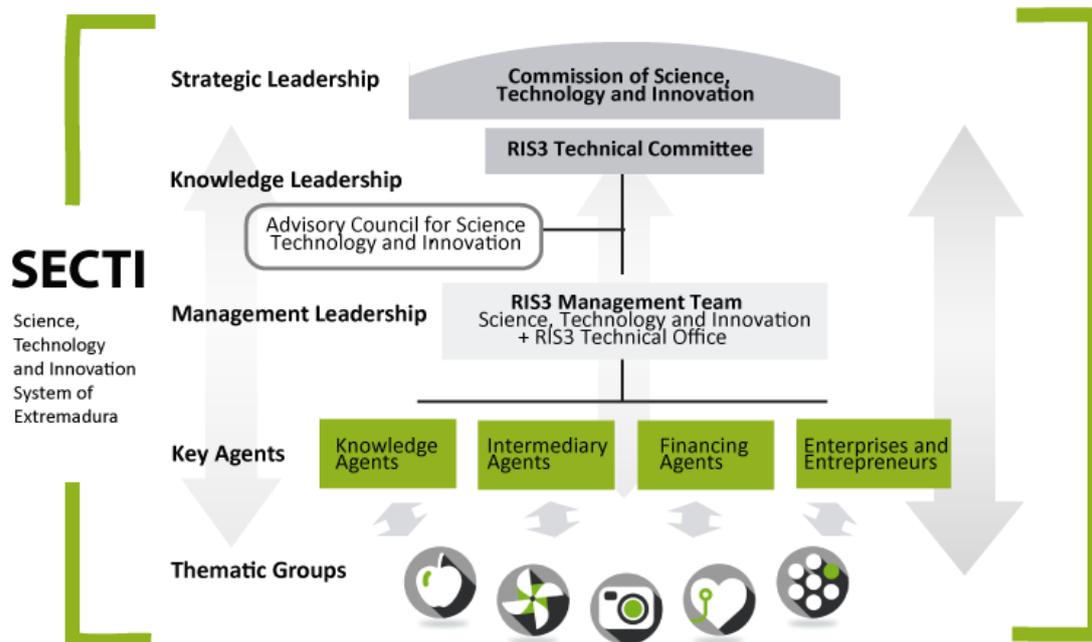


Figure 2. Extremadura RIS3 Governance System

Despite some participatory and bottom-up processes had been used before in Extremadura to design and assess a number of regional policies, the EDP represented a novelty in the design and implementation of RDI support policies in the region, and it was not until the elaboration of the RIS3 that it was used by policy makers.

During the **elaboration** of the RIS3 of Extremadura, the EDP was a very helpful instrument to jointly identify and assess through an inclusive bottom-up reflection work the specific specialisation activities which could constitute a comparative advantage for Extremadura. In particular, during the design phase the EDP was used for:

- the assessment of the regional context and innovation potential – joint SWOT analysis with regional stakeholders;
- the identification of the Extremadura Smart Specialisation Pattern – definition of priority/specialisation areas and scientific and technological domains;
- the definition of a shared vision and mission for the region;
- the identification of priorities and challenges for Smart Specialisation;
- the definition of Strategic Lines & Programmes and specific implementation actions.

Concerning the **implementation** phase, the EDP is being used as part of the governance system in order to keep regional stakeholders informed about and engaged with the specialisation process and as a tool for:

- the identification of regional challenges and stakeholders' needs with regards to smart specialisation;
- the stimulation of cooperation between regional actors;
- the identification of potential niche sectors or new projects to address through RDI support policies.

With regards to **monitoring and evaluation**, also as part of the governance system, the EDP is being used to find out the qualitative impact of the different actions implemented and, ultimately, to narrow down broad priorities and redefine the objectives, priorities and programmes of the strategy.

Indeed, the process of entrepreneurial discovery is regularly and methodically used as a key instrument to effectively implement the RIS3 of Extremadura. However, as it has been highlighted within the Beyond EDP project in the report written by our peer reviewers, preserving the strong dynamism of the regional actors generated during the elaboration of the Extremadura RIS3 throughout the different phases of the policy cycle and, in particular, in the implementation phase, is one of the region's greatest challenges.

Carrying out an open and inclusive EDP, managed and embedded into executive policy decisions is a demanding and difficult task.

On the one hand, as in other regions with weak RDI systems (i.e. low R&D intensity, low private R&D investment, deficient cooperation between public and private RDI actors, small number of stakeholders with RDI capabilities, etc.), it is difficult to implement a quadruple helix

approach and involve some specific stakeholders, such as private companies and other “non-traditional” actors of the civil society in EDP.

On the other hand, we need to ensure a continuous dialog and a common understanding between politicians and policy makers and the other regional stakeholders in order to increase the effectiveness of the actions implemented to support RDI.

Likewise, the coordination of the regional innovation ecosystem could be improved and the quadruple helix actors’ capabilities should be increased in order to transform the entrepreneurial discoveries (the knowledge) into improvements for the policy mix (at the policy level) as well as innovations (at the company level).

Bearing this in mind, this Action Plan intends to improve:

- The **participative governance system** already functioning;
- The actions and instruments to foster the **coordination and collaboration** between regional quadruple helix actors.

All these policy improvements have been identified within the project, not only as a result of our interaction with the regional stakeholders group, but also as an output of the inter-regional learning process carried out among the partners. Furthermore, they have been particularly highlighted in the report written by our peer reviewers.

4.1.3. Envisaged impact of proposed policy improvement in the policy context

The proposed policy improvements will have a positive impact on the following aspects:

- The System of Science, Technology and Innovation of Extremadura will be strengthened, building capacities and achieving a better relationship among regional actors, making their performance more effective and efficient;
- The correlation between regional RDI activities and the needs of the companies of Extremadura will be increased;
- The support to regional research groups and R&D centers will increase, achieving a positive impact on research excellence;
- The interest of regional citizens in science and technology will increase, getting the scientific-technological world and general society a bit closer, which could help to increase the appreciation of science and technology as an element of progress and development.
- The convergence of Extremadura with other Spanish and EU regions in terms of RDI performance and scientific culture will increase.

4.1.4. Good practices and lessons learnt from the project

The participation in the Beyond EDP project has confirmed to us the key role the process of entrepreneurial discovery plays for successfully involving and engaging stakeholders in the design, implementation, monitoring and evaluation of the RIS3.

As a result of our interaction with project partners and both internal and external stakeholders, we have come to know a number of tools and actions based on EDP that can improve the management of the RIS3 of Extremadura.

The most relevant good practices that we have analysed and used as a reference to write this Action Plan are the following:

Good Practice 1	
Name of the Good Practice	East Sweden Business Region (ESBR)
Name of the holder (Partner)	Östergötland Region (Sweden)
Description of the Good Practice²	<p>The ESBR is a collaboration, established in 2011 by the East Sweden Regional Council, in which all of Östergötland's actors within the area of growth come together to create attractive, competitive industries with high growth potential.</p> <p>In its strategy, the ESBR focuses on regional strengths from which all industries and branches can benefit. ESBR has been responsible for drafting the RIS3 in the region. It has a budget for funding initiatives in the targeted areas, but also spends money on more general societal challenges, e.g. health care.</p> <p>More info: http://www.eastsweden.com</p>
Key findings for the Action Plan	<p>For this Action Plan the approach and dynamics used in the ESBR collaboration model of the Östergötland Region have been especially inspiring.</p> <p>In order to ensure that key regional actors are closely connected and effectively work together to get the most out of entrepreneurial discoveries, we are using what we have learnt from Östergötland Region's experience involving and engaging different regional stakeholders, creating links, distributing roles at regional/local level and fostering business activities and collaborative innovation to improve the composition and dynamics of one of the fundamental bodies of the regional RIS3 governance system (RIS3 Thematic Working Groups) and to manage the participatory strategic reflection that will be done as part of the development of a platform for the integration, exploration and analysis of RDI data in Extremadura.</p> <p>To that end, we are improving our approach and dynamics following the way the ESBR links the strategic level (identification of priorities and policy mix definition), which is mainly steered by the politicians and policy makers, with the operational level (implementation), in which a broader range of stakeholders participate.</p> <p>Additionally, to ensure accurate and efficient communication within our participative governance system and increase the coordination and collaboration among regional actors, we are adapting their idea of designating a responsible contact person in each field of action (specialisation area) and the way their meetings are organised and chaired by a target area manager (who is selected from among the ESBR platform and filters ideas accordingly to their strategic value and their fit with the RIS3 vision).</p>

² Beyond EDP framework document

Good Practice 2	
Name of the Good Practice	Innovation Support Ecosystem Management
Name of the holder (Partner)	Centre-Val de Loire Region, (France)
Description of the Good Practice³	In Centre-Val de Loire, a network of public actors (RDECVL) has been established in 2011, to develop a common vision of innovation for the region by obtaining the intermediaries commitment at the highest level and by providing high quality services for companies. RDECVL is a proximity network of economic developers with almost 250 consultants, both generalists and specialists, dedicated to the development of businesses in the region. DEV'UP, the regional innovation agency, acts as a coordinating force in the innovation support ecosystem management. More info: https://www.devup-centrevaldeloire.fr
Key findings for the Action Plan	The Innovation Support Ecosystem Management developed in Centre-Val de Loire has inspired us to apply the actions and methodologies of the RDECVL network to better understand the RDI dynamics taking place in Extremadura and design new ways to foster the coordination and collaboration between regional actors. In particular, we are adapting the way the network works via an institutionalized structure of regular meetings, providing coordination and networking, as well as its collaborative open database and interactive portal to improve the composition and dynamics of the RIS3 Thematic Working Groups and to design the platform for the integration, exploration and analysis of RDI data in Extremadura.

Good Practice 3	
Name of the Good Practice	Northern Netherlands' innovation environments
Name of the holder (Partner)	Northern Netherlands Region (the Netherlands)
Description of the Good Practice⁴	The different innovation campus created in the Northern Netherlands Region, such as the Water Campus (http://watercampus.nl/), the Dairy Campus (https://www.dairycampus.nl/), or the Healthy Ageing Campus Netherlands (https://www.hannn.eu/over-hannn/), encourage cooperation between different key actors of each of these sectors, bringing together the corresponding innovation chain and helping to generate new information and knowledge in order to drive technological development and innovation into these sectors.
Key findings for the Action Plan	We appreciate the 'innovation environments' (physical or not) developed in the Northern Netherlands to create a kind of microsystems for innovation. Therefore, we are adapting their actions and methodologies to enhance the cooperation between entrepreneurs, knowledge centres and preferably users, providing a fertile ground for the development of new ideas and "entrepreneurial discoveries", by designing new dynamics for our RIS3 Thematic Working Groups and outlining the participatory strategic reflection that will be done for the development of a platform to integrate, explore and analysis RDI data.

³ Beyond EDP framework document

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The elaboration of this Action Plan has also been inspired by other key findings made during the inter-regional learning process, mainly peer review exercises, task forces meetings and regional stakeholders group meetings.

First of all, the discussions carried out within the regional stakeholders group meetings have especially contributed to analyse key information about EDP and the performance of existing RDI policies and instruments in the region, as well as to identify the challenges to increase the effectiveness of the RIS3 of Extremadura and other RDI policies. The most relevant findings of these meeting are the need to improve:

- The coordination among regional intermediate bodies, avoiding potential overlaps between their functions, preventing them from competing with each other and making their performance more effective and efficient.
- The design, planning and management of policies and instruments to foster RDI initiatives in enterprises, adapting these policies and instruments to the reality of the region's productive fabric and achieving a more operational planning and better administrative and financial management.

In addition to this, the discussions carried out within the peer review exercises and task forces meetings about the need of controlling and organising EDP through proper governance structures to support the management of entrepreneurial discoveries and balance top-down and bottom-up processes have inspired us to redesign the composition and dynamics of the RIS3 Thematic Working Groups which, as mentioned before, are an essential part of the regional RIS3 governance system. According to the task forces synthesis report, to improve the governance structures it is important to enhance the framework conditions inside the region and use the potential outside the region considering the trans-regional and multilevel dimension of EDP. Issues such as number and type of participants, how to moderate the processes and how to keep permanent and fluent communication channels with regional stakeholders have arisen as key factors for success.

Another key finding for us is the question arisen several times during the peer review exercises and task forces meetings about the importance of the measurement of outcomes of EDP, especially with regards to the challenges related to how to identify the most appropriate quantity/quality indicators to measure the particular kind of interactions that take place within EDPs and their outcomes, as well as the usual absence of granular data, with sufficient detail and frequency of update.

One of the main conclusions reached within the project is that *“the key issue measurement of outcomes of EDP - monitoring still needs to be tackled by elaborating and defining suitable monitoring processes within the region. Thus, monitoring notably needs to be an integral part of RIS3 governance structures. In this context, importance should be given to the approach (e.g. using synergies with existing tools and monitoring system, assigning responsibilities to*

appointed bodies) and the process itself (e.g. carrying out a trans functional approach that involves different types of actors, striving for commitment through resources, regular fixed dates, etc.)”⁵.

Another important conclusion is that the measurement of outcomes “*requires interpretation and its dissemination through a systematically organised discussion among relevant actors on the main results based on the results of each measure in order to come up with a fruitful exchange of ideas than with uniquely observations made from indicators*”⁶.

This last remark totally resonates with other issue discussed within different activities carried out during the inter-regional learning phase of the project, concerning how to manage the exchange between the political and stakeholder dimension and properly transform the stakeholders’ contributions into concrete policy actions/instruments (taking into account the potential constraints to this transformation and dealing with the risk of e.g. misunderstanding, conflict of interests, lobbying, not meeting their expectations, etc.).

All these ideas have inspired us to design an action to specifically improve the RIS3 monitoring and evaluation system by developing a platform for the integration, exploration and analysis of RDI data.

4.2. Description of the actions to be implemented

As mentioned above, the different good practices, ideas and knowledge obtained thanks to our participation in the first phase of the Beyond EDP have inspired us to improve the participative governance system already functioning in the region as well as the coordination and collaboration between regional quadruple helix actors.

To that end, two main actions will be implemented during the second phase of the project particularly aimed at:

- 1) Improving the composition and dynamics of the Extremadura RIS3 Thematic Working Groups
- 2) Setting up a platform for the integration, exploration and analysis of RDI data in Extremadura

⁵⁻² Synthesis report of the Taskforce 1

4.2.1. Improvement of the composition and dynamics of the Extremadura RIS3 Thematic Working Groups

One of the main challenges identified with regards to EDP during the implementation of Extremadura RIS3 is how to keep a close relation with relevant stakeholders and motivate them to be involved in such processes in a sustainable way.

On this note, one of the weaknesses of the regional innovation system arises: the need to strengthen the coordination and cooperation between regional agents, especially in the strategic specialisation areas.

Taking this into account, 5 Thematic Working Groups (TWGs) were created as part of the RIS3 governance model, as an instrument for dynamisation, participation and empowerment of the key players of the region in each area of specialisation.

Beyond keeping transparency in RIS3 monitoring and evaluation, the meetings of these working groups contribute to keep regular contact with key players, encourage interaction between regional agents, identify cooperation opportunities and generate new projects, meet intellectual challenges or raise business challenges in the specialisation areas and discover hidden trends or innovations, as well as potential new investments.

Despite the performance of these TWGs has proved to be a useful instrument for providing early information on the performance and impact of measures developed within RIS3 implementation as well as suggestions for the policymakers in charge of them, there is still some room for improvement in terms of:

- developing a communication channel between the key regional stakeholders and the decision-making bodies of the public administration in charge of RDI support policies;
- fostering the coordination and collaboration between regional quadruple helix actors.
- incorporating European experts' perspective about trends and the most convenient path for the region in terms of smart specialisation.

The activities that will be carried out to achieve these goals are:

1. Definition of a new methodology

During 2019 a new methodology for the identification and involvement of the members of each TWG will be defined, establishing the issues/topics to be addressed, the dynamics to be used during the meetings and the interaction to be fostered among the different members of each TWG. This methodology will be permanently updated during 2019 and 2020 in view of its results.

2. Re-building the TWG and organising different meetings

The composition of the TWG will be changed based on the results of the previous step. The members of each of these groups will be involved and engaged accordingly and a calendar

of meetings for 2019 and 2020 will be set. The corresponding meetings will be organised following the improved methodology defined in the previous step.

3. Evaluation of the performance and outputs

During the last four-month period of 2019 and all along 2020 the performance and outputs of the Extremadura RIS3 TWG will be evaluated.

All these activities will be carried out by the Extremadura RIS3 Technical Office, with the validation of the General Secretary of Science, Technology and Innovation.

Also, different regional stakeholders will participate in the meetings of the TWGs.

4.2.2. Setting up a platform for the integration, exploration and analysis of RDI data in Extremadura

Extremadura, as many other European regions, faces important challenges regarding RIS3 monitoring and evaluation, some of which are: how to access granular, homogeneous and updated data; how to integrate data from different sources (at regional, national and EU level), how to analyse and understand highly intertwined data or even how to benchmark the measurements among regions.

On the other hand, and in addition to the quantitative information provided by the different RIS3 indicators (specialisation, context, result and output), the EDP activity is helping to assess the qualitative impact of the actions implemented and, ultimately, narrow down broad priorities and redefine the objectives, priorities and programmes of the strategy.

Yet, a proper understanding of the RDI dynamics taking place in the region is needed in order to better maintain and guide stakeholders' participation and deliver more efficient RDI support policies.

Concerning this issue, the development of a platform for the integration, exploration and analysis of RDI data in Extremadura will provide a great source of information for improving the RIS3 monitoring and evaluation system, as it will allow measuring from both a quantitative and qualitative point of view many factors influencing in the region's performance in terms of research and innovation, such as:

- What RDI activities and results are being produced? How do they evolve? In what areas and topics? What tendencies can be noted?
- Where is the excellence? With whom and how are regional stakeholders collaborating?
- What effects does public support have on the regional innovation ecosystem?

This kind of information can be especially useful for identifying where the knowledge is, how it is being used and what can be done to support its application and transformation into innovation.

It can also be a starting point for having participative discussions on the qualitative link between micro-level indicators (at the level of projects or innovative companies) and the expected outputs in terms of socio-economic impact (macro-level indicator at the regional level).

Furthermore, it can allow a better management and moderation of EDP and stakeholders' contributions throughout the participative governance system, helping to face the risk of misunderstanding, conflict of interests, lobbying, etc.

To achieve these goals, the following activities will be carried out:

1. Design and development of the platform

A platform for the integration, exploration and analysis of RDI data in Extremadura will be designed and developed during the first four-month period of 2019 in order to help us, not only to better understand the regional RDI dynamics, but also to better manage and moderate EDP and stakeholders' contributions by developing a data-driven and participatory policy-making process integrated in the RIS3 governance system.

2. Preparation of specific reports

In response to strategic and monitoring demands and based on the information obtained with the platform, specific reports about the regional RDI dynamics and outputs of the processes of entrepreneurial discoveries will be elaborated during 2019.

3. Participatory strategic reflection

A participatory strategic reflection will be made during 2019, based on the evidence and analyses carried out through the organisation of several workshops in which key regional stakeholders will participate.

All these activities will be implemented by the Extremadura RIS3 Technical Office, with the validation of the General Secretary of Science, Technology and Innovation.

Additionally, a number of regional stakeholders will take part in the participatory workshops.

4.3. Players involved

FUNDECYT-PCTEX

FUNDECYT-PCTEX has been entitled since 2013 as the RIS3 Technical Office, in order to provide support to the Regional Government for the design, implementation, monitoring and evaluation of the RIS3 of Extremadura. Therefore, it will be directly involved in the implementation of all the activities described in this Action Plan.

Moreover, as partner of Beyond EDP project, FUNDECYT-PCTEX will monitor the Action Plan and disseminate the associated activities and results.

**REGIONAL GOVERNMENT
OF EXTREMADURA:**

The Regional Government of Extremadura, through the Regional Ministry of Economy and Infrastructures, specifically through the General Secretariat of Science Technology and Innovation, is in charge of the design, development and implementation of the Research, Development and Innovation policies in the region.

Thus, the Regional Government of Extremadura, as the main responsible for the Policy Instrument addressed, will not only participate in the actions implemented, but also monitor and validate them. It will also contribute to disseminate the associated activities and results.

**OTHER REGIONAL
STAKEHOLDERS**

Other regional stakeholders from the quadruple helix will participate in the different activities carried out within each of these actions: i.e. being members of the Thematic Working Groups or being involved in the participatory strategic reflection that will be carried out in action 2.

These regional stakeholders are:

- University of Extremadura
- Regional Research and Technological Institutes
- Extremadura AVANTE
- Regional Chambers of Commerce
- Local Action Groups
- Business Associations
- Regional Companies

4.4. Timeframe

Timeframe for the implementation of the Action is

January 2019 - February 2021

4.5. Costs and funding sources

No additional costs are foreseen to implement these actions. The costs of actions 1 and 2 will be included in the budget of the work package dedicated to RIS3 monitoring and evaluation, carried out by the Extremadura RIS3 Technical Office, which already has staff and a programme of activities supported by Structural Funds.

A rough approximation of the annual budget of this activity for 2019 is 145.908€, which is financed by the ROP-ERDF 2014-2020.

Funding source: ERDF

4.6. Monitoring of the Action plan implementation

As mentioned before, all the actions considered in this Action Plan are financed by the ROP-ERDF 2014-2020 and, therefore, their implementation is monitored and controlled by the Regional Government at a regular basis.

Nevertheless, for the monitoring of the aforementioned activities within each one of the two main actions and the evaluation of their impact, the following activities will be carried out:

- **Mid-Reports.** Every six months FUNDECYT-PCTEX will prepare a progress report where the outcomes of the Action Plan will be reflected and compiled. Indicators of each of the actions will be also included in this report.
- **Final Report.** At the end of the second phase of the project a definitive report will be prepared by FUNDECYT-PCTEX where Conclusions, Recommendations and Lessons Learned will be included.

At the end, these questions should be answered:

- *Did these activities accomplish the outcomes, goals and impact desired?*
- *Were these activities relevant, effective and efficient?*
- *Do these activities have the potential to be sustainable over time?*

The indicators established for each of the actions are:

Action 1: Improvement of the composition and dynamics of the Extremadura RIS3 Thematic Working Groups
<ul style="list-style-type: none"> • Number of TWG meetings organised • Number of new stakeholders involved
Action 2: Setting up a platform for the integration, exploration and analysis of RDI data in Extremadura
<ul style="list-style-type: none"> • Development of a platform for the integration, exploration and analysis of RDI data in Extremadura • Number of new stakeholders involved

Moreover FUNDECYT-PCTEX, as Beyond EDP project partner, will duly inform to the Consortium and to the Joint Secretariat about the Action Plan Monitoring and the results obtained.

4.7. Summary of the actions to be implemented

Action 1: Improvement of the composition and dynamics of the Extremadura RIS3 Thematic Working Groups			
	Activity number	Activity description	Timing
Actions and timeframe	1	Definition of a new methodology	Q2 2019-2020
	2	Re-building the TWG and organising different meetings	Q2 2019-2020
	3	Evaluation of the performance and outputs	Q3 2019-2020
Players involved	<p>Extremadura RIS3 Technical Office.</p> <p>General Secretary of Science, Technology and Innovation.</p> <p>Other regional stakeholders who will participate in the meetings of the TWGs.</p>		
Costs and funding sources	<p>The cost of action 1 will be included in the budget of the work package dedicated to RIS3 monitoring and evaluation, carried out by the Extremadura RIS3 Technical Office. A rough approximation of the annual budget of this activity for 2019 is 145.908€, which is financed by the ROP-ERDF 2014-2020.</p>		
Monitoring and evaluation	<ul style="list-style-type: none"> • Number of TWG meetings organised • Number of new stakeholders involved 		

Action 2: Setting up a platform for the integration, exploration and analysis of RDI data in Extremadura			
	Activity number	Activity description	Timing
Actions and timeframe	1	Design and development of the platform	Q2 2019
	2	Preparation of specific reports	Q2 2019- Q3 2019
	3	Participatory strategic reflection	Q2 2019- Q3 2019
Players involved	<p>Extremadura RIS3 Technical Office</p> <p>General Secretary of Science, Technology and Innovation.</p> <p>Regional stakeholders who will take part in the participatory workshops.</p>		
Costs and funding sources	<p>The cost of action 2 will be included in the budget of the work package dedicated to RIS3 monitoring and evaluation, carried out by the Extremadura RIS3 Technical Office. A rough approximation of the annual budget of this activity for 2019 is 145.908€, which is financed by the ROP-ERDF 2014-2020.</p>		
Monitoring and evaluation	<ul style="list-style-type: none"> • Development of a platform for the integration, exploration and analysis of RDI data in Extremadura • Number of new stakeholders involved 		

Date:	20/03/2019
Signature:	Mr. Antonio Verde Cordero
Function:	Managing Director
Organisation:	Foundation FUNDECYT Scientific and Technological Park of Extremadura
Stamp of the organisation:	

Date:	20/03/2019
Signature:	Mr. Jesús Alonso Sánchez
Function:	General Secretary of Science, Technology and Innovation
Organisation:	Regional Government of Extremadura - Junta de Extremadura
Stamp of the organisation:	