

# How to boost Arts & ICT **ACTION PLAN SERIES**

Thessaloniki/Central Macedonia | Greece



European Union  
European Regional  
Development Fund

## GENERAL INFORMATION

# ACTION PLAN

### PARTNER ORGANISATION

BUSINESS AND CULTURAL DEVELOPMENT CENTRE (KEPA)

### COUNTRY

GREECE

### NUTS2 REGION

EL\_52

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# EXECUTIVE SUMMARY

A major weakness of the ecosystem of Arts/CCIs & ICT in the region of Central Macedonia, as derived from the research conducted and highlighted during the meetings with the relevant stakeholders within RegionArts project, is the lack of synergies among the Arts/CCIs & ICT actors. This challenge is also associated with a new fast emerging ICT sector, the centuries' existing cultural heritage reserves, and a new vibrant cultural activity increasing. The potential of the sector of CCIs as a driver of innovation and competitiveness, affecting other vital priority sectors in the region, should be recognised and stimulated. This is something that is getting more and more validated during the ongoing entrepreneurial discovery process in the region of Central Macedonia.

The present Action Plan is the outcome of a long process that followed specific and interlinked activities, having engaged many actors of the regional ecosystem of CCIs & ICT and by also making the most out the learning process during the 1st phase of RegionArts project.

Within the general scope of valuing the dynamic sector of Cultural and Creative

Industries (CCIs) in the region of Central Macedonia, Action 1 "Strengthening the position of CCIs in the regional policy" is about gathering evidence on synergies between different actors (enterprises and other organisations) activated in CCIs and new technologies, organising working sessions to co-design a strategy supporting CCIs and participating in consultation process/meetings.

The implementation of the Action Plan shall contribute to the wider recognition of the sector of CCIs, so that it gets included in the priorities of the Regional Strategy of Smart Specialisation. The generation of a bottom-up strategic framework to support the industry of CCIs in the region, based on the needs of the related businesses and stakeholders, is expected to contribute to the planning of new initiatives under the Regional Operational Programme of Central Macedonia 2021-2027.

Moreover, the Action shall provide a great networking opportunity, fostering synergies of joint forces and expertise that already exists within the ecosystem, which can also serve as a preparatory stage and space for future projects and initiatives.

# LETTER OF SUPPORT



Region of Central Macedonia  
198 Vass. Olgas av., 54655 Thessaloniki, GREECE  
+30 2313319793  
[www.pkm.gov.gr](http://www.pkm.gov.gr)

Subject: Interreg Europe Project PGI05301: Endorsement Letter Action Plan

Dear Sir / Madam,

On behalf of the **Region of Central Macedonia** as the Responsible Authority of the Regional Operational Programme of Central Macedonia 2014-2020, I herewith confirm that the project "Enhancing SME growth by the integration of Artists in ICT projects" has been successfully implemented in the region of Central Macedonia.

I would like to express support to the **Business and Cultural Development Centre (KEPA)** by approving the **Action Plan for Valuing Cultural and Creative Industries (CCIs)**, developed within the RegionArts project.

The Region of Central Macedonia recognizes the significance of RegionArts in the promotion of synergies between European regions and in the development of the action plan, which demonstrates a realistic approach to improve SME competitiveness in the region.



# **POLICY CONTEXT**

The background of the page is a vibrant, abstract composition. It features a series of diagonal streaks in shades of pink, purple, and orange, creating a sense of movement and energy. Overlaid on these streaks are various geometric shapes, including triangles and polygons, in different colors and opacities. The overall effect is a dynamic and modern visual design.

Central Macedonia is a unique land with a long history and continuous human presence from Prehistoric times. As such, it holds an important advantage of cultural tradition and artistic activity for thousands of years. On the other hand, Information and Communications Technologies (ICT) is identified as one of the sectors with a particularly decisive role in the activation of the advantages of the economy of the Region of Central Macedonia (RCM) towards innovation, competitiveness and extroversion. The RIS3 strategy of the Region of Central Macedonia highlights the multi-level importance of ICT sector setting its empowerment for further development through the use of innovative tools and through the enhancement of intersectoral connection and cooperation. This need to intersectoral cooperation is reflected in RIS3 as a specific strategy to create a mass of cooperation and innovation activities by exploiting synergies in the fields of creativity, culture, tourism and production. The sector of Art & Design is clearly linked to ICT sector and, in order to further empowering this cooperative innovation and interconnection between these two sectors, programmes for supporting innovation, creativity and design are developed.

According to the study elaborated by the Regional Development Institute of Panteion University on behalf of the Greek Ministry of Culture and Sports, the Region of Central Macedonia comes second (after Attica) in the distribution of cultural and creative production, employment, and number of enterprises, producing 10.1% share of the Gross Value Added (GVA) of CCIs in Greece, with 13.5% of creative enterprises, which employ 12.2% of employees as a whole.

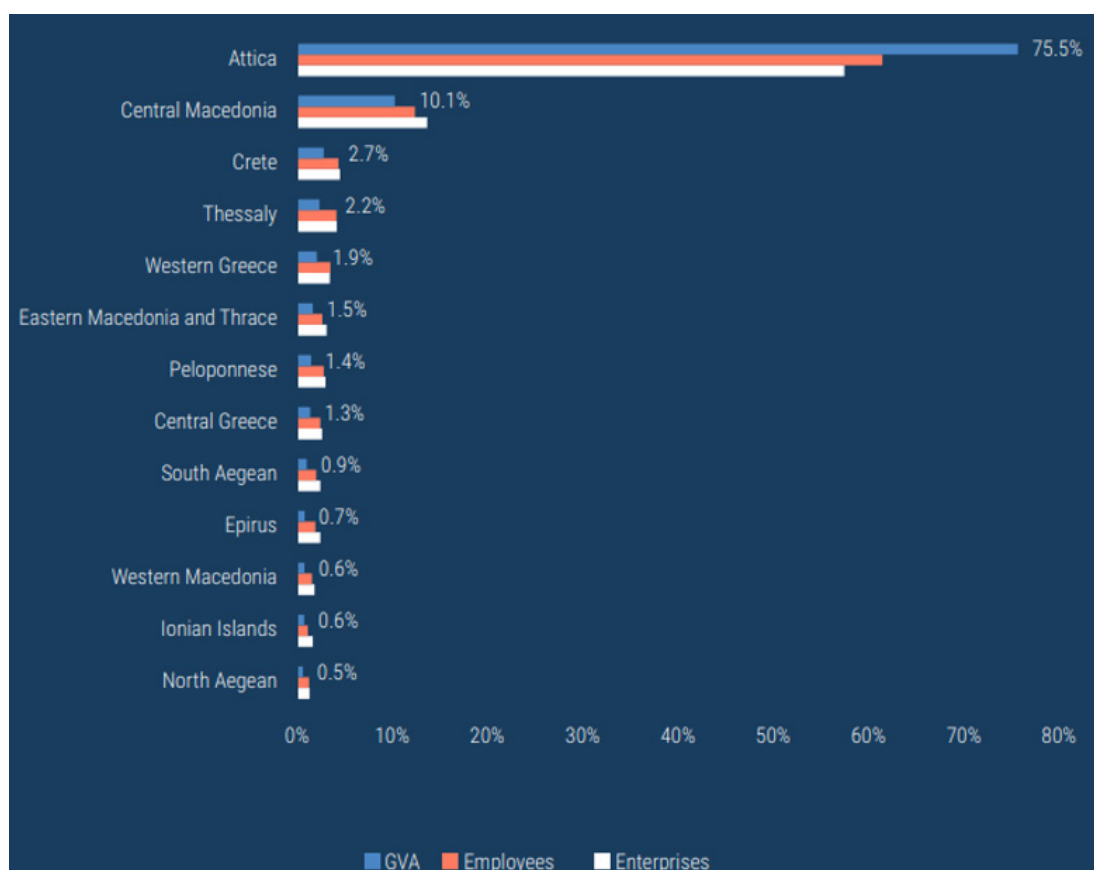


Figure 1: Regions' Shares in CCIs' GVA, number of employees and enterprises, 2014  
(Source: Eurostat, ELSTAT)

<sup>1</sup> "Mapping the Cultural and Creative Industries in Greece", Hellenic Republic - Ministry of Culture and Sports (January 2017)  
<http://ep.culture.gr/el/Pages/meletes.aspx>

With regards to the role of the cultural and creative industries in the regional economy, as shown in the following graph, the sector employs 2.3% of employees in the region and contributes 1% to the regional GDP.

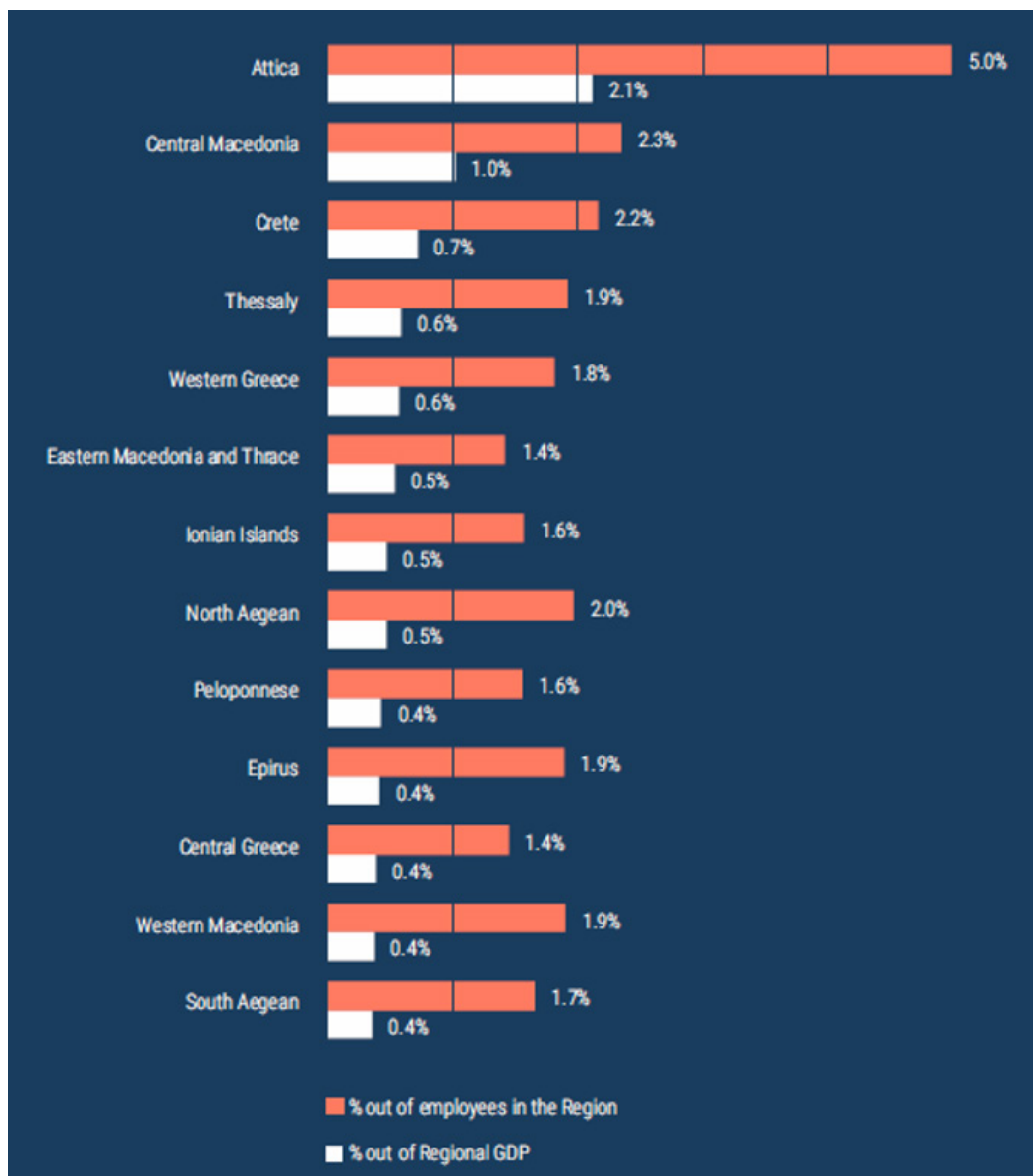


Figure 2: CCIs' shares in employment and gross value added in the 13 Regions of Greece, 2014  
(Source: Eurostat, ELSTAT)

The mapping of the regional ecosystem of Arts/Cultural Creative Industries (CCIs) – ICT – Innovation in Central Macedonia, which was conducted during the 1st phase of RegionArts project, highlighted the key challenges that are related to:

- Public awareness
- Funding
- Extroversion
- Sustainable results
- Local business
- Efficiency restrictions



The survey amongst the stakeholders within the ecosystem at regional level also allowed to understand the needs (useful services and support) of the companies and organisations activated in the fields of Arts/CCIs & ICT, in order of priority:

1. Access to finance – information on funding opportunities
2. Access to collaboration opportunities – Internationalisation & matchmaking – Networking and information sharing
3. Access to new markets – Capacity building & Training – Organisation of conferences/ events – Showcasing of products/services
4. Technical support – Awards & prizes – Coaching & Mentoring
5. Incubation – Commercialisation/Marketing – Business Acceleration

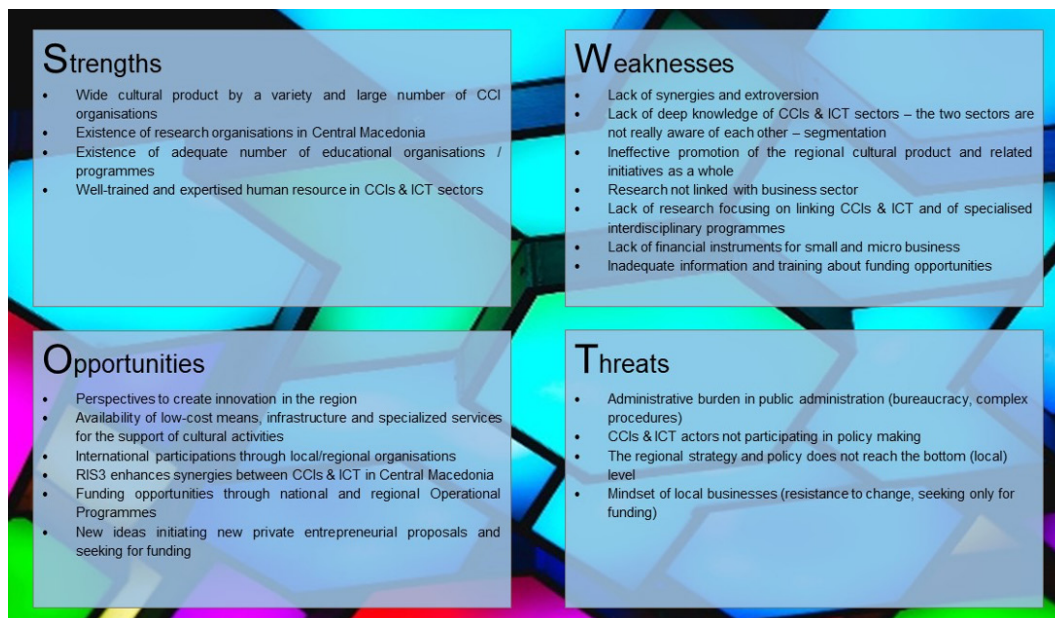


Figure 3: SWOT Analysis of the regional ecosystem

The weaknesses/challenges identified within the regional ecosystem of creativity (CCIs) – technology (ICT) – innovation are also directly interlinked with trends and opportunities for the regional development in relation to the following:

1. The region is the largest food exporter in the country, exports that are looking to increase value through both technology transformation (ICT mainly) and Branding upscaling based on the huge heritage reserves that for example could fuel storytelling, imaging etc.
2. The Regional authority is trying to build upon existing heritage and magnificent scenery, by setting as a long-term goal to start up and scale a Film Industry to both boost Tourism & Culture (tourism is the second largest industry in the area in terms of GDP and in 2019 was the first in the country in the number of incoming tourists), and also to create a CCIs ecosystem that would be put in the EU map.
3. The region has been producing vast R&D outputs in several areas including ICT, Gaming, Textile, Materials, Food, Culture and Arts, and we are witnessing a steady growth of teams looking to start-up and spinoff. Not all of the above have been part of the existing RIS3 strategy, and due to fewer

funding and mainly due to lack of collaborating efforts from the ecosystem, the results especially in the Cultural and Creative Industries are far less than one could expect.

#### 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: Regional Operational Programme (ROP) of Central Macedonia 2021-2027

The design of both new RIS3 and ROP has been started more than a year ago in the country and in the regional authorities. Every region must develop a certain development plan and an innovation strategy (RIS3), in order to prepare and elaborate its ROP 2021 – 2027. Both strategies are in the phase of analysing contextual environment, preparing initial strategic drafts and consult with the national authorities, in order to link with the national operational programmes as well as with the new Recovery plan 2021-2025.

Specifically, the RIS3 strategy will be used to support No 1 Axis of the new ROP (Research, Innovation and Entrepreneurship).

# ACTION

Strengthening the position of CCIs  
in the regional policy

Central Macedonia has a long tradition of intense cultural activity, with the existence of many cultural spaces and human cores of creativity that favours the production of a strong and inclusive culture.

On the other hand, due to its dynamics and synthesis (existence of a critical mass of ICT companies – mostly newly established ones – in Central Macedonia activated in specialised knowledge areas), ICT sector contributes to the movement towards developing new knowledge and innovation intensive enterprises, not only in the ICT sector itself but also in all linked business sectors supported by ICT, especially since there is a significant room for applying technological innovations.

Until now, there has been an activation to create and fund structures for the development of ICT sector focusing on innovative ICT activities and linked sectors. “Strengthening research, technological development and innovation” and “Enhancing access to, and use and quality of, ICT” are funding priorities of the Regional Operational Programme (ROP) of Central Macedonia 2014-2020.

Still, Cultural and Creative Industries (CCIs) are not part of the Smart Specialization Strategy of the Region of Central Macedonia, as such. However, the CCIs sector is a highly dynamic field in the region and – thus – it is in the future plans of the regional authority to include them in the upcoming revisions of RIS3 Strategy. RegionArts project has contributed to highlighting this need. Moreover, KEPA succeeded to achieve a policy change by including CCIs in the list of eligible sectors in the Technology Voucher Programme under ROP of Central Macedonia 2014-2020, thus influencing the policy instrument. The purpose of the Action was to strengthen micro and small enterprises through innovative ICT applications, as a basic technological support, to achieve improvements in terms of productivity and promotional actions. According to the Call's results, 157 out of 869 applications received and 81 out of 412 projects approved were related to CCIs. These numbers correspond to almost 20%, reflecting the dynamic perspective that the cultural and creative industries present in the region.



Figure 4: Technology Voucher for micro and small companies in the Region of Central Macedonia



In addition to the above, according to the geographical distribution of public funding under the 1st Call of the **RESEARCH – CREATE – INNOVATE** State Aid RTDI action, which is the national programme aiming to strengthen business investment in R&I and develop synergies between enterprises and research organizations, 24% out of the 91 projects funded within the key domain “Tourism – Culture – Creative Industries” were located in the Region of Central Macedonia (Kentriki Makedonia). This percentage is the second highest rate, after Attica (with half of the Greek population) that had 35,2%.

## RESEARCH – CREATE – INNOVATE

### Tourism – Culture – Creative Industries

#### Regional distribution of public funding -1<sup>st</sup> call [91 projects funded]

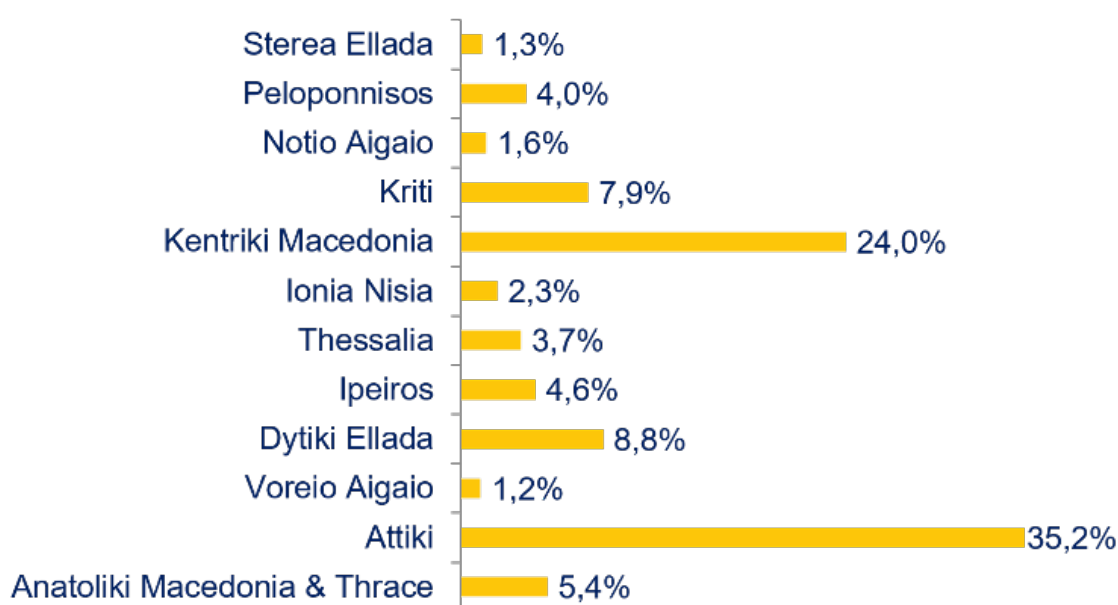


Figure 5: Geographical breakdown of 1st Call CCI projects under  
RESEARCH – CREATE – INNOVATE

Region's initial innovation strategy includes the thematic area strategies of: Digital transformation, Food 2030, Circular Economy, Health and CCIs & technologies. During the next months and until the finalization of the calls under the regional operational plan, the region will be also implementing the following activities:

1. Finalisation of the plans, strategies and ROP action plans, as well as actions that have already decided and are important for the region;
2. Continuation of EDP workshops to secure that planning is justified and that calls are linked to the strategy and to the needs of the region (at least 3 per year) (3 from June - December 2021, 2022,2023,2024,2025,2026,2027). Some of these workshops would be organized before Axis 1 calls
3. Conduction of two more primary researches (2021- 2025);
4. Continuation of secondary research; and
5. Ecosystem capacity building initiatives, to strengthen the regional ecosystem in the specific thematic strategies.

# THE BACKGROUND

## Action Plan development process

The present Action Plan is the outcome of a long process that followed specific and interlinked activities, having engaged many actors of the regional ecosystem of CCIs & ICT and by also making the most out of the learning process during the 1st phase of RegionArts project.

Initially, the mapping of the ecosystem of Arts/Cultural & Creative Industries (CCIs) – ICT – Innovation in all the RegionArts partner regions was conducted, the results of which formulated the 1st Policy Booklet 'Activities Linking ICT and Art'. In parallel, all the project partners assessed good practices, which were presented during the experience sharing events, uploaded on the project's website and/or included in the 2nd Policy Booklet 'Designing support measures promoting connections between artists and ICT'.



Figure 6: Policy Booklets developed under RegionArts project

KEPA's staff members and representatives from stakeholder organisations had the opportunity to take part in seven (7) exchange of experience (EoE) events in the RegionArts partner regions. These learning-exchange activities were extremely informative, since they contained a series of very interesting presentations of good practices, European initiatives and study visits.

Additionally, six (6) meetings with the local stakeholders (LSG meetings) were organized during the last 3 years, which had the form of interactive workshops, during which the incoming interregional information was shared and discussed, the identified good practices were assessed and ideas about addressing the challenges of the ecosystem in our region were developed.

<i>Event</i>	<i>Date</i>	<i>Place</i>	<i>Topic</i>
<i>EoE#1</i>	02-03.10.2018	Bologna – Italy	Analysing Policy Instruments
<i>EoE#2</i>	19-20.11.2018	Eindhoven – Netherlands	Mapping ecosystems
<i>EoE#3</i>	13-15.03.2019	Porto – Portugal	Understanding user's needs
<i>EoE#4</i>	19-21.06.2019	Thessaloniki – Greece	Screening EU projects and their transferability
<i>EoE#5</i>	05-07.11.2019	Brussels – Belgium	Screening existing support programmes and practices in partner regions
<i>EoE#6</i>	19-20.03.2020	Online (organised by <i>University of Lapland</i> )	From good practices to policy change
<i>EoE#7</i>	19&21.01.2021	Online (organised by <i>ENTER Koprivnica</i> )	First draft of the Action Plans
<i>LSG_1</i>	07.03.2019	Thessaloniki	The Art of Networking
<i>LSG_2</i>	28.05.2019	Thessaloniki	Mapping the CCI/ICT ecosystem
<i>LSG_3</i>	26.11.2019	Thessaloniki	Assessing trends and good practices in CCI & ICT sectors
<i>LSG_4</i>	27.02.2020	Thessaloniki	The value of c-creation
<i>LSG_5</i>	30.11.2020	Online	Cultural and Creative Industries (CCIs): supporting actions, synergies with ICT, their role in Tourism development
<i>LSG_6</i>	26.05.2021	Online	The way towards the implementation of the Action Plan

Table 1: Learning exchange events under RegionArts project

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## Good practice and key takeaways

This Action aspires to exploit the good practice identified by the RegionArts partner 'ART-ER' related to **'Research and Innovation funding measures for Cultural and Creative projects (ERDF - ROP Axis 1)'** in the Region of Emilia Romagna in Italy. This initiative has been included in the RegionArts's pool of good practices and published in the project's website as well as in the Policy Learning Platform of INTERREG EUROPE Programme.

Following the selection of this specific good practice to build upon, as a result of a process of overviewing all the good practices from the partner regions and in relation to the needs of the region of Central Macedonia, KEPA and ART-ER were in contact, in order to support each other in better defining the actions that could be included in the respective Action Plans. On the occasion of the online meeting that was organised, ART-ER outlined the incremental strategy of the Emilia-Romagna Region to include CCIs in the S3 and the measures to support the sector and its innovation since KEPA was interested in understanding the process adopted. ART-ER presented the steps taken by the Region of Emilia Romagna throughout a gradual path that led to the recognition of CCIs as one of the priority sectors of RIS3 regional strategy, by also providing valuable additional material.

The Emilia-Romagna Region acknowledged the relevance of Cultural and Creative Industries in its S3 and, starting from 2013, has been dedicating part of its ERDF ROP to support projects that match CC and technological competences. Even though ERDF ROP 2007-2013 had not yet foreseen specific measures for CCIs, several cultural and creative projects received support and funding (Axis 1 - Innovation). The innovation of that programming period lies in its step-by-step approach towards CCIs: one-off initiatives (EU pilot projects) and deep mapping analysis enabled policy makers to understand and include creative processes within actions eligible for funding measures dedicated to innovation. In particular, some relevant support measures had been put in place through the ERDF ROP 2007-2013. In the current program period, the Emilia-Romagna Region took a further step and acknowledged the relevance of the Cultural and Creative Industries (CCI), including them in the regional Smart Specialization Strategy 2014-2020.



KEPA shall adopt some of the steps taken by the Region of Emilia Romagna throughout a gradual path that led to the recognition of CCI as one of the priority sectors of RIS3 regional strategy.

Activities like:

- a) **gathering evidence** from isolated initiatives, related projects' results and data from networks, studies and trends;
- b) **initiating a constructive dialogue** amongst the different sectorial actors;
- c) **working group on CCIs** with businesses, innovators and experts to define a strategy to support the industry and identify technologies to support, are expected to contribute to recognizing the strong dynamics and perspectives of CCIs in the region of Central Macedonia.

## Objectives

Within the general scope of valuing the dynamic sector of Cultural and Creative Industries (CCIs) in the region of Central Macedonia, this Action aims to meet the following objectives:

- To document the impact and prospect of the Cultural and Creative Industries (CCIs) as a dynamic sector in the region, especially when linked to new technologies;
- To activate the regional ecosystem of CCIs – ICT – Innovation within a structured process of sharing experience, exchanging ideas and developing a joint proposal for elevating the position of CCIs in the regional policy;
- To contribute in integrating an evidence-based argumentation and a co-created strategy for the support of CCIs into the regional planning for the next programming period.

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# ACTION

The **main activities** that KEPA is going to implement to strengthen the position of Arts / CCI in the regional policy of Central Macedonia include the following:

## **Activity 1.1: Gather evidence on synergies between different actors (enterprises and other organisations) activated in CCIs and new technologies**

- **Update of the data** in relation to the results of the Action 'Technology Vouchers for micro and small enterprises in the Region of Central Macedonia' and of the 'RESEARCH – CREATE – INNOVATE' State Aid RTDI action.
- **Collection of feedback** through structured questionnaires and interviews with companies that received funding by the Action 'Technology Vouchers for micro and small enterprises in the Region of Central Macedonia', as well as with partners of the funded projects under the 1st and the 2nd Call of 'RESEARCH – CREATE – INNOVATE' within the key domain 'Tourism – Culture – Creative Industries' were located in the Region of Central Macedonia (Kentriki Makedonia).

## **Activity 1.2: Working sessions to co-design a strategy supporting CCIs**

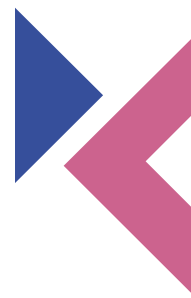
Two (2) co-working sessions will be organized with the participation of relevant stakeholders of the regional ecosystem. During these meetings, available results from projects – surveys – initiatives will be shared, trends and perspectives will be discussed and a strategy to support the CCIs sector, focusing on its digital upscaling, will be jointly developed.

- **1st co-working group session** to gather and share evidence
- **2nd co-working group session** to co-create a strategic framework for the support of CCIs in Central Macedonia

## **Activity 1.3: Participation in consultation process/meetings**

- Contribution to the revision of the Smart Specialisation Strategy of the Region of Central Macedonia is foreseen, placing special emphasis at upgrading CCIs to a priority sector and at contributing to planning actions for the development of the companies in the sector through the new Regional Operational Programme.
- The results, as they will have been formed from the previous activities, shall be presented during the foreseen actions of the Regional authority of Central Macedonia within the Entrepreneurial Discovery Process (EDP), the planning of the new calls under ROP 2021-2017 and the revision of the RIS3 regional strategy.

# PLAYERS INVOLVED



For the implementation of the Action, KEPA will seek to engage the key actors related in the fields of Arts / Culture / Creativity and ICT in the region.

In particular,

- The **Region of Central Macedonia** is the key policy maker in the region;
- The **Managing Authority of the Regional Operational Programme of Central Macedonia** is the organisation that implements the policy instrument;
- **KEPA – ANEM** is the Intermediate Managing Authority of national/regional programmes addressed to SMEs, such as the Action 'Technology Vouchers for micro and small enterprises in the Region of Central Macedonia';
- The **Management and Implementation Authority for Research, Technological Development and Innovation Actions (EYDE ETAK)** is the Intermediary body responsible for the implementation and monitoring of the 'RESEARCH – CREATE – INNOVATE' state aid action;
- Other relevant stakeholders within the regional ecosystem of CCI – ICT – Innovation.

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# TIMEFRAME, COSTS & FUNDING SOURCES

All the aforementioned actions will be implemented during the **first three semesters of the second phase of RegionArts project**, according the following timetable.

	SEMESTER 1 (06-11.2021)	SEMESTER 2 (12.21-05.22)	SEMESTER 3 (06-11.2022)
<b>1.1: Gather evidence</b>			
<b>1.2: Co-working group sessions</b>			
<b>1.3: Participation in the consultation</b>			

Table 2: Timeframe of activities

More specifically, the gathering of evidence (primary and secondary data) is expected to be completed by the end of 2nd semester of 2021 / 1st semester of Phase 2, the co-design workshops will be organized during in the 1st semester of 2022 / 2nd semester of Phase 2) and the participation in the consultation process/meetings is foreseen in the 2nd semester of 2022 / 3rd semester of Phase 2.

All the activities are going to be funded by KEPA's own resources. These costs mainly include staff costs.

Activity	Estimated Cost	Funding resources
<b>Activity 1.1: Gather evidence</b>	4.800,00€	KEPA's own sources
<b>Activity 1.2: Organisation of Workshops</b>	2.880,00€	KEPA's own sources
<b>Activity 1.3: Participation in consultation</b>	2.880,00€	KEPA's own sources

Table 3: Estimated budget



# RISK ANALYSIS

Three main risks have been identified regarding the implementation of the Action, as presented in the table below.

<b>Risk</b>	<b>Mitigation measures</b>
<i>Difficulty in reaching the companies to participate in the survey</i>	<ul style="list-style-type: none"> <li>✓ Close cooperation with the respective Intermediate Managing Authorities</li> <li>✓ Clear explanation of the scope of the research, stressing on the benefits for the SMEs in the long run</li> </ul>
<i>Low involvement of stakeholders in the working group sessions</i>	<ul style="list-style-type: none"> <li>✓ Intensive networking through all the available communication channels, according a strict time plan</li> </ul>
<i>Unforeseen health issue (<u>e.g.</u> an epidemic risk like Coronavirus) preventing physical contact</i>	<ul style="list-style-type: none"> <li>✓ In such a case of a force majeure, activities require physical contact (interviews, workshops, meetings) shall be replaced with digital ones.</li> </ul>

Table 4: Critical risks for implementation

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# OUTLOOK

The implementation of this Action shall contribute to the wider recognition of the sector of CCI, so that it gets included in the priorities of the Regional Strategy of Smart Specialisation.

The generation of a bottom-up strategic framework to support the industry of CCI in the region, based on the needs of the related businesses and stakeholders, is expected to contribute to the planning of new initiatives under the Regional Operational Programme of Central Macedonia 2021-2027.

More specifically, one of strategic goals referring to boost “Innovation in CCI, design, Branding, etc.” of the revised regional RIS3, will support plans and actions in the different funding alternatives and sources, in the following categories: 1) Support all SMEs in the markets of Tourism, Culture, CCI, Textile and Food, to use new, innovative ways to boost their branding, create new products and services, innovate theory existing one etc. 2) Use new technologies in the areas of materials and ICT to develop new product and services for the same markets. 3) The region will support various innovative collaboration tools like public – private cooperation from the same areas to develop new products, services and export them in global value chains. 4) The regional authority will promote and support the development of the innovation hubs in the ecosystem that focusing on new RIS3 priorities including Tourism, Culture, CCI, Textile and Food.

The gathering of evidence-based results from all available sources and the active engagement of the regional ecosystem actors in formulating tangible and feasible activities, will serve to the improvement of the policy instrument and to the strengthening of synergies amongst the different stakeholders in the fields of Arts/Creativity/Culture and ICT within the region of Central Macedonia.

# COMMUNICATION PLAN





A communication plan is vital to expose the importance, purpose and impact of the implemented actions, using a variety of tools and methods in delivering specific messages to the identified key audiences, which are SMEs activating in the sectors of CCI & ICT and stakeholders within the regional ecosystem of Arts/CCIs – ICT – Innovation.

Throughout the 2nd phase of RegionArts project, various communication actions will take place, after identifying the project target audiences and selecting the most appropriate tools for reaching the dissemination activities, with the objective of:

- Raise general awareness about the actions and their outputs and getting the necessary feedback;
- Building understanding and facilitating adoption of project results by the different stakeholder groups that can directly benefit from the actions;
- Reaching as much of the target audience as possible;
- Communicating the actions results to specific target groups;
- Inform/make announcements to specific target groups about upcoming events, workshops, actions etc.

The channels that KEPA will exploit for successfully implementing the communication activities will be:

- Announcements/posts through KEPA's website
- Press releases distribution
- KEPA's social media accounts' posts
- KEPA's network and relative stakeholders will be also engaged in the communication activities.

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# **MONITORING AND IMPACT OF ACTION PLAN**

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A monitoring process will be prepared, to make sure that the Action Plan is being implemented according to the goals and the values of RegionArts project. KEPA will be responsible for monitoring the implementation of the referred actions in the context of this Action Plan, to watch the progress and define the impact. Also, KEPA will make sure to check how the actions presented are implemented and what are the results coming from these actions.

## Methodology – Monitoring Actions

KEPA will perform the following actions during the monitoring phase:

1. Biannual check of all actions.
2. Based on the internal control values, KEPA will be very close to everyone involved to make sure everything is well understood and run accordingly.
3. Based on the biannual checks, the staff will run a 1-2 pages evaluation reports, regarding actions performed, challenges, deliverables and results.
4. Every year KEPA will also develop a yearly report, compiled by the two biannual ones.
5. By the end of Phase 2, a final monitoring report will be delivered on the same issues, plus an analysis of future recommendations.
6. During Phase 2, KEPA's staff will be participating in various project workshops and exchange knowledge regarding the action plan implementation and monitoring.

## Indicators

To efficiently monitor the implementation of the actions defined and analyzed in previous paragraphs of this plan, a number of output and result indicators have been decided for each action:

<b>Action Number</b>	<b>Action Name</b>	<b>Output Indicator</b>	<b>Result Indicator</b>	<b>Long term result Indicator</b> 'Number of evidence-based summary reports to ROP MA' (Target=1)
1.1	Gather evidence	- Update data of 2 completed actions supporting CCI's & ICT collaborations - Conduct 1 survey amongst SMEs funded	Synthesis of 1 data report on synergies between CCI's and new technologies	1 summary report informing MA on the whole procedure results
1.2	Organisation of workshops	2 co-working group sessions with stakeholders	<b>Number of stakeholders taking part in co-designing a regional strategy to support CCI's</b>	
1.3	Participation in consultation	1 jointly developed strategy	Present the results during 2 consultation activities / meetings	

Table 8: Monitoring indicators

The result indicator **Number of stakeholders taking part in co-designing a regional strategy to support CCI's** will be measured before and after the implementation of the Action Plan, so as to monitor its progress.

# SIGNATURE OF ACTION PLAN

The Business and Cultural Development Centre (KEPA) agrees to support and promote the implementation (and where appropriate implement) the plan above detailed.

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