



Innova-FI
Interreg Europe

CITY | COUNTRY

ACTION PLAN

How to use Financial Instruments
to enhance regional development



European Union
European Regional
Development Fund

**BUSINESS AND CULTURAL
DEVELOPMENT CENTRE**

GENERAL INFORMATION

ACTION PLAN

PARTNER ORGANISATION

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PORTUGAL

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MOTIVATION

Structural change in developing economies and structural renewal in more advanced regions require a combined effort underpinned by financial instruments (FI). In the specific case of developing regions, it is common to find an underdeveloped financial market with limited access and price. In consolidating innovation systems several market failures emerge, which constrain the emerging of more knowledge intensive companies and the effective transformation of the innovation landscape. Objective 1 regions have dwelled in responding to the challenges of devising novel technology trajectories that can support a steeper economic growth path. European support has been very important in the overhauling of these systems to which, traditional funding instruments founded on grants, have played the leading role in subsidizing change and transformation. Nevertheless, it is increasingly evident that have laid the foundations for the structural change process, it is crucial to optimize the spectre of policy

instruments and the funding instruments.

The underdevelopment of financial instruments' market in these countries and an over dependency on bank-driven instruments shed light on the opportunity of INNOVA FI.

The idea behind Innova FI was a romantic one. Innova FI is about true partnership between the different participants, establishing the pillars of a fruitful collaboration and effective mutual learning and support. Within this partnership, we placed a significant effort in learning from the best and learning with each other. These were the principles that underpinned Innova FI which primary goal was to establish a long-lasting multinational team that actively shares knowledge and good practices and supports each member into taking stock on these learning opportunities, in the specific case of Innova FI, aiming to contribute to the conceptual architecture of FI, building on the diverse experiences of each partner and improving the design of FI's targeting innovation.

CONTEXT

In recent years, Portugal improved significantly in innovation indicators, demonstrating the results of the political commitment to innovation. Nevertheless, this evolution was biased with a faster progress from an input perspective, translated into a significant human capital accumulation and the setting-up of relevant scientific capabilities, contrasting with a much slower evolution from the business standpoint,

Hence, despite the positive dynamic evolution, from a static perspective Portugal still underperforms and is positioned as an innovation follower. From a descriptive point of view, it is easy to identify the macro specificities of European follower regions in what concerns innovation. In general terms, in these countries, the investment on R&D is relatively low, and biased towards the public sector. The weakness of R&D activities in the business sector is accompanied by a low relative share of PhDs employed by the business sector and also low performance in terms of patents granted (apparent efficiency of R&D is low considering the ratio of EPO or USPTO patents / R&D expenditure). However, within this set of countries we can find different performances in what concerns productivity growth, suggesting that the nexus between knowledge creation and growth is more complex.

As Fagerberg (1987, 1988) has pointed out, productivity growth can be seen as the result of two impulses: innovation and diffusion. For follower countries or regions, the relative contribution of diffusion for productivity growth tends to be greater than in more advanced economies. However, as Fagerberg also refers, based on the experience of successful catching-up economies, follower countries or regions cannot rely only on a combination of physical investment and the use

of knowledge created outside. In order to ensure a continuous catching-up, they must also develop their own technologic effort. Furthermore, if follower countries or regions aim to promote the adoption of new technologies and to be able to quickly respond to technologies evolution, they must develop permanently capabilities that include tacit knowledge.

Our diagnosis highlights that a market push is needed to transform knowledge into value and accelerate economic transformation through the emergence of new firms and value-chains.

In this regard, Portugal's National Smart Specialization Strategy (NS3) aims to create a rational for an intelligent allocation of resources and subsequent deployment of targeted policy instruments.

This intelligent allocation aims at increasing the efficiency and effectiveness of the national innovation system, maximizing the impacts on firms' competitiveness. In fact, this is ultimately a question of optimizing the "innovation" production function in association with the implementation of a new dynamic in the active construction of competitive advantages

Similar to OECD's Knowledge triangle, Portugal and its regions have adopted conceptual guidelines on the identification of priorities. This exercise, based on an extensive entrepreneurial discovery, was based on the virtuous link between Endogenous resources, Economy and Market. Endogenous resources constitute the foundations for a differentiated competitive positioning, whereas the economy represents the stakeholders that create value out of these endogenous resources and market is about the challenges and underlying demand trends. The combination of resources, competencies and capabilities are key to design a new growth path. Hence, Portugal's NS3 has identified 5 structuring objectives that correspond to a horizontal perspective on the national innovation system, which will be tuned along the set of vertical priorities identified. These structuring objectives are:

- **Consolidation of the knowledge production sub-system**

In the last decades, Portugal has invested heavily in changing its structural economic paradigm towards an increasing knowledge-intensive profile. For this, education and research policies

were crucial to change the resources basis, with impressive results on a European level. In fact, although still following behind frontier countries on innovation indicators, Portugal's performance is of a fast grower (statistically an outlier) in the Innovation Scoreboard, being the result of a strong investment in human capital and science. Despite the progress, it is fundamental that Portugal consolidates its progress and realign its resources with societal challenges and innovation trends, as well as also to promote the increased international networking through the stimulus to the participation of its research infrastructures in international networks. Finally, it underlies this structuring goal the facilitation of knowledge transfer processes.

- **Increase cooperation levels between SMEs/ Academia**

Innovation is an increasingly complex target, resulting from a variable geometry combination of a wide array of knowledge bases, as well as production capabilities. It is also increasingly multidimensional and cross-value chain, implying a proficient interaction between agents.

The conceptual and narrow vision of a linear process is now clearly outdated. Hence cooperation and networking are levers that maximize the transformation of resources and capabilities into knowledge and into innovation.

In sum, this structural objective aims at fostering cooperation and networking, including the dimensions of creating a technology market and stimulating knowledge transaction.

- **Strengthen export orientation and market diversification**

Today's competitive arena is global. A central goal of the Portuguese economic policy must be to strengthen the export orientation of Portugal, in close association with an improved positioning in international value chains. Hence, this must be a binding principle of the NS3, implying that policy tools must promote exports.

- **Entrepreneurship**

Changing the Portuguese economy's structural pattern of specialization implies the emergence of a new breed of firms, with greater propensity to technology intake and stronger profile in terms of knowledge intensiveness of their activities. In addition, some areas of scientific excellence developed in Portugal have no current match from the economy. Their emergence as a specialization domain in Portugal needs to be matched by a progressive economic affirmation that must be completed either through Foreign Direct Investment, or New Technology based firms (NTBF). This goal aims at increasing the rhythm of creation of NTBF, as well their growth in early stages, involving the objectives consolidated

The NS3 diagnosis has identified key areas scientific specialization with no match from the economy. That means that of great progress and achievements on a scientific level but with shallow translation in economic value.

- **Transition to low carbon industrial paradigm**

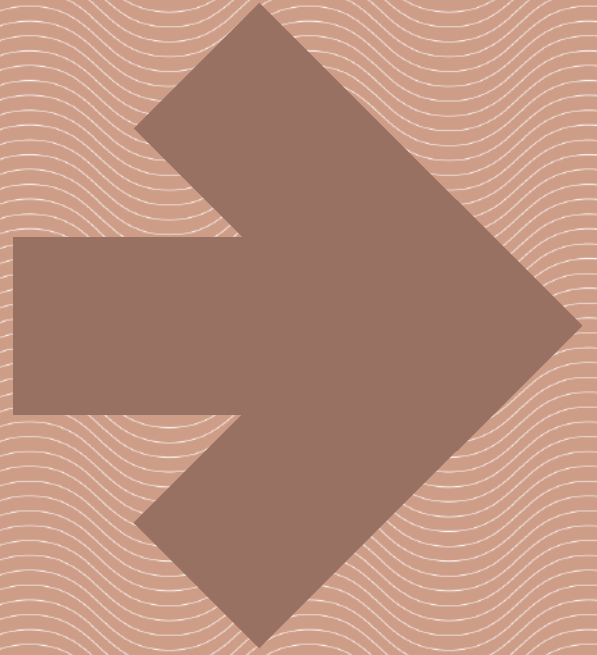
The transition to a low carbon economy is strategic on very different levels but mostly two are relevant within the scope of NS3. Firstly, environmental sustainability is increasingly value by consumers within their purchase decision vector, which implies that aspects like CO2 emissions along the value chains end to become increasingly important and a market opportunity to innovate and capture higher

value added. Secondly, energy cost is also relevant in the competitiveness of industries. Portugal's GDP energy intensity is also relatively high with 130,2, comparing with 114,1 from Germany, 120,1 from Spain and 121,7 from EU average. Differences in the economic structure can account for part of the differential but there is a clear margin for reduction. Furthermore, given that industrial electricity prices are among the highest in the EU, fostering transition to a low carbon economy is fundamental not only for the preservation of the environment, but also for the competitiveness of the economy.

To undertake these objectives, financial instruments were signalled as a tool with a potential multiplier effect and hence a key accelerator of economic transformation. However, the Portuguese market presents a set of market failures or price distortions that hamper the development of companies. In particular, the market is unbalanced towards the use of traditional debt instruments, with some recent expansion in guarantees, whereas in equity-related instruments, the market remains shallow (although it has improved in the last years). Beyond these market failures, it is fundamental to understand that the lack of experience of public policy in this regard leads to difficulties in good implementation of these policy instruments. In parallel, diagnosis report that the Portuguese system is overly dependent on traditional banking and there is a cultural aversion and a lack of in-depth knowledge on entrepreneurs that is also important to tackle to favour a greater usage of these types of policy instruments.

On the brink of the forge of the new operational programmes and of the revision of the NS3, Innova FI is a major opportunity for learning and thus support a better definition of the most adequate policy-mix to respond to Portugal's challenges.

THE BACK- GROUND OF INNOVA FI



Currently, we can find in the universe of financial instruments with public support co-financed by European structural funds, venture capital, credit lines and guarantees.

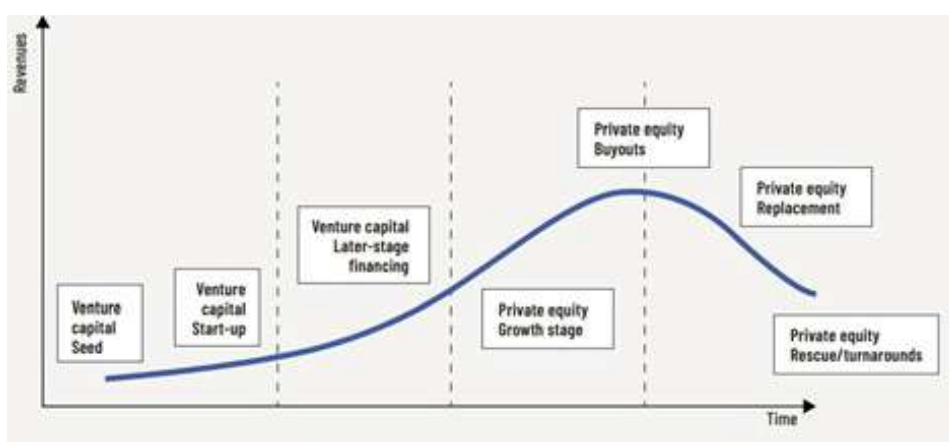


FIGURE 1. EQUITY-TYPE FINANCIAL INSTRUMENT GROWTH STAGES

Venture capital financing is based on sharing the business risk between a financier or group of financiers and companies in the beginning of activity (seed, start-up or early stage) or those that need to inject more capital to grow or enter new businesses. Public intervention, at this level, is made through the constitution of Capital and Quasi-Capital Funds, which support the financing of Business Angels Vehicle Entities, of Venture Capital Funds held by venture capital companies, Funds of Co-investment, Venture Capital Funds, for investment in SMEs or other entities.

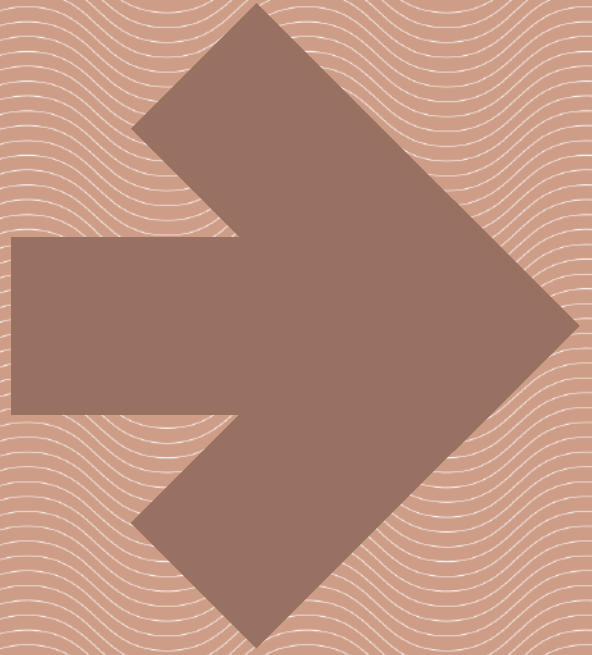
Publicly financed credit lines are solutions that allow companies to improve the conditions of access to the bank financing, as they have lower interest rates and a state guarantee. In practice, the companies that directly finance the companies are the banking entities, but the State finances part of the interest and the cost of commissions for the guarantees associated with the loans granted. A specific case, in the current programming period in Portugal, are the credit lines associated with the complementary financing of projects approved under innovation support mixed funding scheme SI Inovação.



FIGURE 2. DEBT-TYPE FIS IN PORTUGAL

In what concerns Guarantees, public support is based on the subscription of counter-guarantee funds to cover guarantees provided by specialized entities (namely those of Mutual Guarantee Societies) for loans granted to SMEs by financial intermediaries as well as credit insurance.

THE ACTION PLAN



There is an increased perception that financial instruments play a key role in entrepreneurship dynamics and in the growth rate of companies. Venture capital is particularly important in the business creation and start-up phase, in particular for those companies that need to inject more capital in the start-up phase of the activity, but it is also important in the business development phase, in particular in cases where the expansion of the business implies the entry into a new business segment or the introduction of technological innovations that imply a considerable capital injection. In addition, venture capital companies or business angels provide mentoring and support for the management of these businesses, which often proves to be decisive for the successful implementation of some business plans.

Aligned with the Portuguese context and the previously mentioned market failures, we design an action plan that intends to influence the policy instruments' formatting (especially, COMPETE OP 2014-2020, COMPETE OP 2021-2027 and NS3 2030) and operative deployment, addressing the specific challenges of consolidating innovation systems and the regional contextual diversity which, in Portugal's case, also encompasses ultraperipheral regions. At the level of venture capital, and according to the information provided by the IFD – Financial Institution for Development, which was created in 2014 with the aim of constituting the public vehicle through which financial instruments would be created, adequate to reduce market weaknesses felt by entrepreneurs and SMEs in accessing finance, the following financial instruments were

created, through the launch of public tenders aimed at selecting vehicles to support the distribution of public funds by companies. Business Angels Vehicle Entities Financing Line Two public tenders were launched for the selection of Business Angels Vehicle Entities – IFDFC&QC-BA-01/16 and IFDFC&QC-BA-02/17 – with a public budget allocation of 20 and 17 million euros, respectively.

Despite this significant public push, Portugal still faces some basic issues within this system. Besides some asymmetries in the development of the financial instruments market, it is also clear the lack of awareness of entrepreneurs, the need to facilitate matchmaking between start-ups and venture capital and the importance of improving the formatting of the innovation policy-mix to assure timely sequentially and a smooth navigation throughout the financial instruments' system. Furthermore, from the local stakeholders' groups and IVACE's experience, public procurement can be a major lever for the growth of start-ups. In line with our analysis, we set-up an action plan that comprises the following set of actions:

Action 1. 3M: Mapping, Meeting and Matchmaking

Action 2. FI Lab: innovative FI



ACTION

3M: MAPPING, MEETING AND MATCHMAKING

OECD's 2019 report on the Portuguese financial instruments market identifies a set of failures that are important to address. In the report, it is stated: "The absence of a functional system for identifying qualified individual investors and of an ecosystem that encourages their investments in the private capital markets contributes further to the problem of the mobilisation of funds in Portuguese private markets."

This policy conclusion highlights two important aspects: (i) information as a key asset to facilitate matchmaking and improve the functioning of the financial instruments market and (ii) the need for intermediating solutions provided by the public sector.

Portal de Inovação is an online platform created in 2021 that intends to function as a hub, providing the meeting and matching of stakeholders, aiming to facilitate transactions and cooperation. Capitalizing on the existing platform, we will deploy a module for the mapping and matchmaking of FIs providers and start-ups seeking investment. In the context of financial instruments, this action is intended to support stakeholders in navigating through the spectre of financial instruments, increasing their awareness and stimulating a better mixed usage. One issue raised in the local stakeholders' group highlighted that financial instrument are quite complex and a wide array of innovation support instruments concur, without potential users understanding their actual difference. Furthermore, the shallow nature of the equity and guarantees market is aggravated by a mismatch between supply and demand. Our stakeholders' groups identified difficulties of start-ups in getting funded and difficulties of venture capital to identify innovative start-ups and connecting.

Hence, as it is normal in the context of innovation systems under consolidation and undergoing a significant economic transformation, there is a divide between worlds that require brokers to facilitate links and connections.



GOOD PRACTICES IDENTIFIED

Innovation in public policy is key for a continuous improvement in efficiency and efficacy of the policy instruments. Learning from others and sharing good practices are important tools to improve the accumulation of policy design and implementation expertise. Hence, good practices and the mutual learning exercises were very relevant in the formatting of this action and its direction towards the influencing of policy.

Good Practice	Short Description
ABC Accelerator in Slovenia	ABC Accelerator is an award-winning acceleration program for startups which supports the scale-up of new businesses and facilitates access to venture capital.
TechnoBIT Venture and Beskid Technology Accelerator in Poland	TechnoBIT is an example on how to set-up a support scheme based on the combination of equity instruments with strategic support through advisory, which improve matchmaking and opportunity finding.
EQUIFUND INITIATIVE - GREECE	Different Rounds for variable risk levels, modulated By stage of investment and profile evaluation instead of sectors. Combination with advisory and mentorship. Reward system based on "smart money" which implies partial recovery of money via equity, reducing the risk.

TABLE 1. GOOD PRACTICES - ACTION 1

LESSONS LEARNT

- Venture capital plays a key role in the growth rhythm of start-ups, implying that it is crucial to guarantee sequentially and a smooth access to finance in every stage;
- Finding the most adequate funding mix is a challenge for most start-ups since most entrepreneurs are not aware of the opportunities;
- Brokers and integrators can act as interface between start-ups and venture capital, complementing the relationship with capacity building on the start-ups;
- Venture capital operators sometimes face difficulties in identifying opportunities, namely, scouting and screening. A matchmaking platform could help to facilitate cooperation and joint ventures;
- There is need to promote complementarity between strategy, financial instruments and traditional grant schemes;
- Institutional capacity building and a client-driven approach is important to assure a systemic funding;
- Multilevel architectures with national and regional level instruments raise the challenge of coordination between different institutions, reinforcing the need for a clear mapping of the support system;
- Policy coherence and effectiveness is associated with time consistency and strategic alignment, especially, considering that one-size-fits-all is not appropriate on some sectors and that a public push may be necessary to overcome the lack of incentives for private investment (e.g. long time to market/long innovation cycles in areas like Life Sciences).

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ACTIVITIES

- **A.1.1.** Involving stakeholders in the definition of the best combination of financial instruments across different priorities of the NS3.
- **A.1.2** Proposing a tailored framework for meeting and matching investors and start-ups, by establishing a platform on Portal da Inovação that maps the players in the ecosystem, their competencies, and potentialities.
- **A.1.3** Engaging stakeholders to participate and provide opportunities for capacity building for cooperation and matching, through dissemination actions.
- **A.1.4.** Integration with other networks (e.g. EEN), through a cooperation protocol.

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PLAYERS INVOLVED

This project has a multitude of direct stakeholders starting with ANI itself. As coordinator of the NS3, the capacity building from good practices and mutual learning exercises provides important knowledge to fine tune the policy-mix across different thematic priorities, including the combination, scope and breadth of financial instruments.

Other players are relevant stakeholders, namely, the regional authorities of Azores and Madeira and COMPETE OP Management Authority at the level of definition of the most adequate combination of funding schemes and of different financial instruments.

TIMEFRAME, COSTS AND FUNDING

The activities will be implemented during the second phase of the project. Specifically, in the 2nd semester of 2021 and the year 2022, in parallel to the development of the NS3, the OPs for the new programming cycle and the envisaged actions. We will use internal resources which costs will be computed based upon time allocation and corresponding wages of the technical team.

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POLICY INSTRUMENT

Action 1 will be implemented during the preparation phase of the new programming cycle, which will give us further opportunity for policy change. Especially, Activity A.1.1 Involving stakeholders in the definition of the best combination of financial instruments across different priorities of the NS3, will have a direct impact in the reformulation of the national Smart Specialization Strategy (NS3) by introducing financial instruments in the NS3 policy-mix. The NS3 is in itself a policy instrument which is integrant part of the operational programmes that mobilize ERDF funds at the national level, therefore directly influencing the COMPETE Operational Programme. The NS3 is not bound to

a specific programming cycle, and its change will turn effective from the moment the document is approved. Given the timeframe it is possible our activities might influence the current COMPETE OP 2014-2021, but most likely they will result in policy changes to the COMPETE OP 2021-2027. Additionally, the activities A1.2., A.1.3 and A1.4. all aim at increasing the awareness and user demand for the financial instruments in the NS3/OPs policy-mix, as well as facilitating project/start-up applications to these financial instruments, which should reflect in the KPI and result indicators for the COMPETE OP.

RISK ANALYSIS AND MITIGATION

Risk	Mitigation measures
Risk of Unbalanced system of financial instruments	During the 2014-2020 period, the financial instruments architecture was deployed following a conservative wholesaler approach. This has led to a structuring of debt and guarantee schemes and less attention to equity instruments. This unbalance may be inadequate for a consolidated innovation system. Connecting these instruments closer to the NS3 will provide the framework for better policy coordination and a more tailored approach.
Coordination failures	Continuous monitoring will pinpoint areas of friction and allow for corrective measures.

TABLE 2. RISK ANALYSIS AND MITIGATION

OUTLOOK

Financial instruments will play an increasing relevant role in the launch of new start-ups and their fast growth. Economic transformation's rhythm will be dependent upon institutional efficiency and effective coordination. With this action of meeting and matching we will try to surpass one

major flaw of the system, attempting to bridge the gap between start-ups and financial instruments operators and foster an adequate match.

ACTION

**FI LAB:
INNOVATIVE FI**

Portugal has improved significantly in the European innovation Scoreboard but it is clear that the country still underperforms in business sophistication and innovation, as well as the transformation of knowledge into value. Hence, the main challenge of the Portuguese economy is to increase its competitiveness through the consolidation of the innovation system and the completion of the ongoing structural change, targeted by COMPETE2020. To guarantee a convergence path to EU averages and overcome the financial crisis, the economic structure must multiply its innovative capacity and the value added being created.

Thus, it is important to optimize the support system and improve the integration and coverage of the incentives schemes in order to boost their impact and transformational power. To this undertaking, novel and experimental approaches to policy instruments and, specifically, financial instruments are relevant to boost performance and impact. However, the support to disruptive innovation start-ups is in contrast with the traditional approach and set-up of financial instruments. Hence, there are significant opportunities to design new financial instruments.

Hence, the present action would involve the implementation of a FI Lab, a competence unit for experimentation and design of new financial instruments, covering novel approaches from public procurement to the combination of tax incentives with guarantees schemes and targeted multi-stage financial instruments.

GOOD PRACTICES IDENTIFIED

As stated before and is a common trait across the partners, financial instruments are usually conceived and implemented in a traditional way. Hence, innovation in the policy instrument itself is neglected although the world is continuously changing and the challenges for start-ups are evolving. Furthermore, innovation policy is usually little innovative. Hence, there is room to take stock on different good practices to fuel an experimentation lab that can compile information, accumulate capacity, and produce recommendations and designs for new instruments.

Good Practice	Short Description
Venture Capital Investments & Business Angels in Slovenia	«Business Angels» of Slovenia club is very active in connecting start-ups and investors as well as providing support to support entrepreneurs to become investment-ready.
Participative and Subordinate Loans in Valencia Region	Participative and Subordinate Loans promote the growth of newly created or growing companies, prioritizing innovation. Participative loans: promote the growth of newly created companies, prioritizing innovation, through co-investment with other private investors in projects in the Valencia Region. Subordinated loans: finance business projects of SMEs.
EQUIFUND INITIATIVE - GREECE	Different Rounds for variable risk levels, modulated by stage of investment and profile evaluation instead of sectors. Combination with advisory and mentorship. Reward system based on "smart money"

TABLE 3. GOOD PRACTICES IDENTIFIED- ACTION 1

LESSONS LEARNT

- Start-ups need novel and variable geometry instruments which flexibility is an important element to address the real needs of start-ups;
- Experimentation is uncommon in public policy, but fundamental to the design of instruments that can respond to the new challenges of start-ups;
- Public procurement can be a major financial instrument prone to stimulate innovation and the emergence of a technology market;
- There is need to promote complementarity between strategy, financial instruments and traditional grant schemes;
- Institutional capacity building and a client-driven approach is important to assure a systemic funding;
- Multilevel architectures with national and regional level instruments raise the challenge of coordination between different institutions, reinforcing the need for a clear mapping of the support system;
- Policy coherence and effectiveness is associated with time consistency and strategic alignment, especially, considering that one-size-fits-all is not appropriate on some sectors and that a public push may be necessary to overcome the lack of incentives for private investment (e.g. long time to market/long innovation cycles in areas like Life Sciences).

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ACTIVITIES

- **A.2.1.** Create a FI Lab, based on an informal collaborative structure to co-design novel instruments and experiment them through simulation and real life test;
- **A.2.2.** Implement creative thinking workshops for imagining new responses in the context of financial instruments (EDE-X).
- **A.2.3.** Produce policy recommendations and guides to the implementation of financial instruments.
- **A.2.4.** Develop competencies on new areas like public procurement. This activity also includes the management and recruitment of end users and other stakeholders relevant to the definition of needs and requirements.
- **A.2.5.** Promote the project's dissemination in a national and/or international network, to attract potential investors and leverage the results exploitation – participation in one event.

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PLAYERS INVOLVED

This project has a multitude of direct stakeholders starting with ANI itself. As coordinator of the NS3, the capacity building from good practices and mutual learning exercises provides important knowledge to fine tune the policy-mix across different thematic priorities, including the combination, scope and breadth of financial instruments.

Other players are relevant stakeholders, namely, the regional authorities of Azores and Madeira and COMPETE OP Management Authority at the level of definition of the most adequate combination of funding schemes and of different financial instruments.

TIMEFRAME, COSTS AND FUNDING

The previous listed activities will be implemented during the second phase of the project throughout 2022, in parallel to the development of the NS3, the OPs for the new programming cycle and the envisaged actions. Activities will be undertaken with ANI's internal resources.

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POLICY INSTRUMENT

Given the nature of Action 2 and the timeframe it will be carried out, in parallel to the development of the NS3 and the OPs for the new programming cycle, we expect the activities to influence the future Policy Instruments at the national level, especially COMPETE OP 2021-2027. The activities **A.2.2.** Implement creative thinking workshops for imagining new responses in the context of financial instruments (EDE-X) and **A.2.3.** Produce policy recommendations and guides to the implementation of financial instruments will serve as a bottom-up approach to guide policy makers into introducing novel financial instruments in the framework of the Operational Programme.

Such instruments will be directly mentioned in the national Smart Specialization Strategy (NS3). Additionally, a close link and engagement of policy-makers in all Portuguese regions in the implementation of this action might indirectly result in policy changes in the Regional Smart Specialization Strategies and Regional Operation Programmes 2021-2027.

RISK ANALYSIS AND MITIGATION

Risk	Mitigation measures
Faulty design	Novel instruments face a higher risk of misalignment with the market failures which will impose the implementation of a close monitoring mechanism to identify deviations and induce corrective measures
Institutional aversion to change	Beyond design, implementation of novel instruments face its biggest challenge in mobilizing institutions for change. There is a strong resistance in operators and a predominance of a “banking” rational, incompatible with innovation.
Coordination failure	Continuous monitoring will pinpoint areas of friction and allow for corrective measures.

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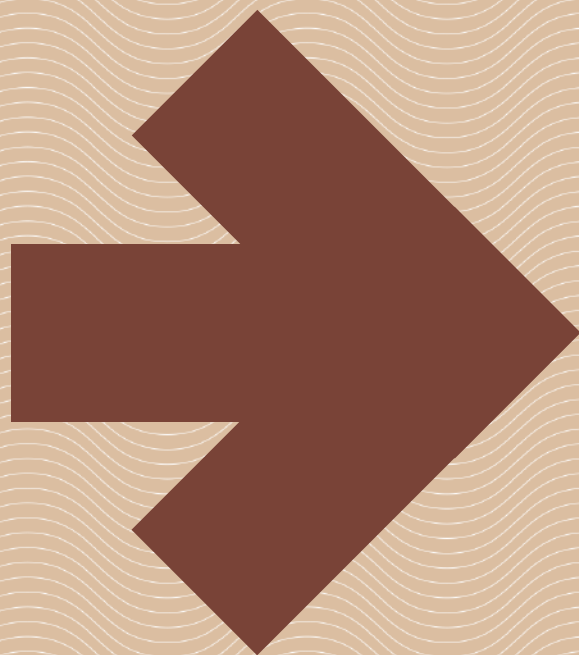
TABLE 4. RISK ANALYSIS AND MITIGATION - ACTION 2

OUTLOOK

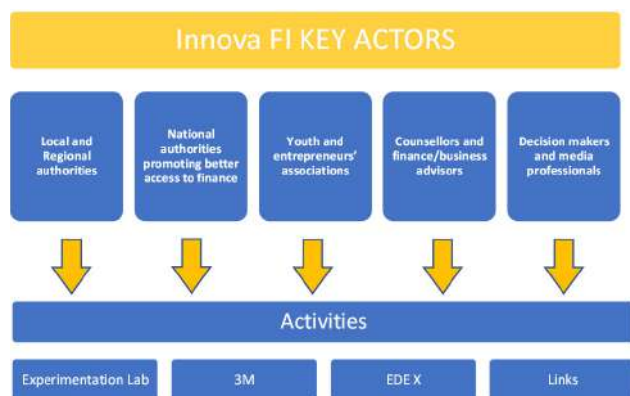
Financial instruments will play an increasing relevant role in the launch of new start-ups and their fast growth. Economic transformation's rhythm will be dependent upon institutional efficiency and effective coordination. Innovation in policy instruments is a key concern if

we want to maximize the impacts of public policy and fine tune the innovation system to respond to evolving challenges.

COMMUNICATION PLAN



The action plan follows an architecture based on activities aimed at maximizing impacts, as follows:



Communication and dissemination play a key role in the effectiveness and reach of the project which means that the communication plan must include:

- Planning a process with a **comprehensive range of activities** able to reach the project target groups and the final end-users of the Innova-FI project;
- Presenting the project results **with strongest exploitation potential** and provide plans for its use and exploitation;
- Highlighting **the positive impact of the project** on the defined target groups;
- Assuring the **sustainability** of the project results;
- **Contributing to further develop, improve and increase** what has been done in terms of materials, activities and results.

The communication and dissemination plan will take stock on the project's results and will comprise a set of activities among which:

1. Publicity of the Actions and Activities in ANI and Innova-FI website, newsletter and social networks (Facebook and LinkedIn).
2. Large involvement of stakeholders - technology centres, universities, investors, researchers, clusters, administration and other sectors involved in the financial instruments' sector – in Action Plan activities.
3. Participation in external events to disseminate

4. Dissemination of project results – in the Innova-FI final event



**MONITORING
AND IMPACT OF
ACTION PLAN**

ANI will coordinate the monitoring of the action plan's implementation, producing a yearly fact sheet on process and outcomes.

A steering committee for implementation will be created comprising a quadruple helix approach and thematic thinktanks will be organized to discuss actions' implementation within different contexts. Ongoing evaluation of the Action Plan implementation will be the responsibility of the steering committee.

An annual report will be produced with an in-depth analysis on the action plan's implementation and outcomes.

Activity		Month																								
Action	No.	Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Preparation of the Action plan																										
Action 1	1.1.	Involving stakeholders						E																		
	1.2.	Mapping platform														T										
	1.3.	Engaging - dissemination actions																E					E			
	1.4.	Cooperation protocol														T										
Action 2	2.1.	Creation of FI Lab						T																		
	2.2.	Creative thinking workshops								E																
	2.3.	Policy recommendations reports										R														
	2.4.	Development of new competencies																								
	2.5.	Dissemination - participation in one event																						E		
Communication																										
Publicity - news, social network posts																										
Innova-FI Final Event													R													
Monitoring of the Action Plan																										

Ongoing activity

T tool E event R report

TABLE 5. TIMEFRAME OF IMPLEMENTATION

SIGNATURE OF ACTION PLAN

I hereby confirm that Agência Nacional de Inovação as a partner of the Innova-FI project with this Action Plan has defined priority actions target towards the improvement of policy planning and its instruments that are essential for promoting financial instruments for innovation.

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Signature of representative:

CITY | COUNTRY

ACTION PLAN

How to use Financial Instruments
to enhance regional development



European Union
European Regional
Development Fund

**BUSINESS AND CULTURAL
DEVELOPMENT CENTRE**