

Improving  
Structural Funds  
for better delivery  
of R&D&i policies

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**ENSURING THE EFFECTIVE FUNCTIONING OF  
RIS3 2021-2027 GOVERNANCE**

**Puglia (Italy)**

30 June 2022



REGIONE PUGLIA

**a · r · t · i ·**

Agenzia regionale  
per la tecnologia  
e l'innovazione



Research &  
Innovation



European Union  
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## 1. General information



Project: *PGI05786 Improving Structural Funds for better delivery of R&D&I policies*

Partner organisation(s) concerned: *ARTI Puglia*

Country: *Italy*

NUTS2 region: *Puglia*

Contact person: Maria Jennifer Grisorio

Email address: [m.grisorio@arti.puglia.it](mailto:m.grisorio@arti.puglia.it)

Phone number: +390809674220

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 instrument(s) addressed: *Smart specialisation strategy 2021-2027 of Puglia Region*



## 2. Introduction

### 2.1. Improve Project.

Structural Funds Programmes are the main policy instruments European regions have for supporting research, technological development and innovation and implementing their Smart Specialisation Strategies.

The policy instruments addressed by the IMPROVE project are mainly Structural Funds Programmes, except for the Municipal Plan for Development of Gabrovo (Bulgaria) and the Development Plan of Tartu City (Estonia), which have in common the goal of enhancing a knowledge based regional/municipal economic growth.

Beyond their different background, scope and particular target, these policies seek a smart, sustainable and inclusive regional/local development by means of actions and instruments that, to a greater or lesser extent, focus on entrepreneurship, competitiveness of regional/local businesses, employment, education and lifelong learning, innovation, research, technological development, etc.

Achieving an efficient delivery of regional development policies is crucial, not only in terms of making the best possible use of public funds, but also in terms of maximising regional potentials, fighting regional inequalities and strengthening Europe's economic well-being, as well as its social and political cohesion.

The partnership includes a wide range of regional realities, with different levels of economic development, more and less centralised administration systems and different levels of innovation performance, as well as distinct level of involvement in the management of the addressed policies (more strategic for some partners and more operative for others), which allowed a comparative analysis of the policy makers approaches and enriched the perspective about the management and implementation of Structural Funds.

### 2.2. Regional Action Plans

Produced by each partner, the action plan is a document providing details on how the lessons learnt from the interregional cooperation during the Phase 1 of the project will be implemented in order to improve the policy instrument that is addressed within their region.

It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs and funding sources.

Based on a learning process that included a State-of-the-Art report for the identification of the areas of improvement of each Policy Instrument, the organisation of Thematic Workshops on key topics shared by the partnership, the participation in 8 Peer Reviews (organised in an on-line mode due to the COVID-19 pandemic), the identification of good practices, a 2<sup>nd</sup> round of visit (in a face-to-face mode) for an in-depth analysis of the GPs, and a close relation with the Regional Stakeholders' Groups, the action plans will be developed focusing on the improvement of the identified challenges within each region.

During Phase 2, the project partners will closely monitor the implementation of the action plans and will regularly check the extent to which the measures described in the action plan are implemented on the ground, evaluating the results of these measures and gathering evidence of success to be reported to the programme. During Phase 2 the project partners will continue to learn from each other and will exchange and build on the success achieved or on the difficulties encountered.

### 3. Policy context

#### 3.1. The policy instrument: the Regional Operational Programme and the S3 2021-2027



ARTI Puglia, the Regional Agency for Technology and Innovation had originally selected the Priority Axis 1 (i.e. "Strengthening Research, Technological Development and Innovation") of the 2014-2020 ERDF Operational Programme of Puglia as the policy instrument to be addressed within the IMPROVE project. Considered that the 2014-2020 programming period is nearing its conclusion, given that the new programming period 2021-2027 is starting and that the Good Governance of Smart Specialisation Strategy is an enabling condition for Policy Objective 1, the focus of the project will be on the new Smart Specialisation Strategy (S3) 2021-2027.

The three pillars of S3 are prioritisation, localisation and participation. The former refers to the fact that S3 requires regional administration to identify areas for strategic development (the so-called S3 priorities) and concentrate public policies in those areas. The term localisation refers to the fact that the choice of priorities needs to be based on the specific strengths and opportunities of the region. Finally, the term participation refers to the need to engage stakeholders in the whole policy cycle. At the core of the S3s lies in fact the so-called, Entrepreneurial Discovery Process (EDP), which captures precisely all those activities that engage stakeholders in the definition, governance and monitoring of S3 priorities.

##### 3.1.1 The role of ARTI within the new RIS3 – the importance of the IMPROVE AP

The governance system of RIS3 2021-2027 has been updated and formally adopted with the regional act in July 2021 and it is centred around the UCS3 (Unit for coordination of the S3)<sup>1</sup>. The UCS3 needs to ensure the connection of the Regional Smart Specialization Strategy with the various areas of regional policies, ensuring:

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<sup>1</sup> The UCS3 is a collegial body, chaired by the Director of the Economic Development Department, and involving the Directors of those Departments and Regional Strategic Agencies directly concerned with S3, the Managing Authority of the POR FESR-FSE, the Managing Authority of the RDP and the Director of the Research, Innovation and Institutional Capacity Section.

- the coherence of the different regional programming areas with S3;
- an effective integration of research, innovation and growth policies into the sector policies of the Region;
- an effective synergy between the different areas and levels of policy, with respect to the priorities of the regional S3.

The Coordination Unit is supported technically and operationally by the new “S3 Observatory” which is to be based in ARTI and which is responsible for the management of the entrepreneurial discovery process and the periodic monitoring of S3. In this context, ARTI plans to establish ten working groups, one for each S3 priority. The groups will have several responsibilities including: the mobilization of stakeholders, the communication of funding opportunities, the identification of needs and potential initiatives of the ecosystem.

The groups will operate with functions of monitoring the activities in progress and a general territorial animation through the communication and sharing of proposals, the mapping of the needs and initiatives of the social and entrepreneurial.

#### Box 1 Functions of the S3 Observatory based in ARTI

- Ensuring the connection of the S3 with the regional territory and the continuity of the entrepreneurial discovery process (EDP).
- Centralizing the data collection on regional measures implementing S3 (i.e. based on regional OPs), on projects with Apulian participation within the European Territorial Cooperation and on centrally-managed European programs such as Horizon Europe.
- Monitoring the implementation of S3, in collaboration with intermediate bodies such as Puglia Sviluppo and InnovaPuglia, and feeding the monitoring results in the EDP, by reviewing and revising the areas of specialization.
- Preparing a monitoring report on the state of implementation of S3, with possible proposals to amend the smart specialisation strategy.

Improving the EDP, and underpinning it with a strong monitoring system, means creating the basis for a policy process centred around quantitative and qualitative evidence. The insights of a through monitoring approach will be fed to stakeholders through a continuous EDP. Such iteration will provide the policy makers with insights on whether the policies are achieving their goals and on whether they are responding to the current needs of the territory. It will be possible to devise more precise policy instruments within the S3 and the OP 2021-2027.

Within this context, the Improve Action Plan offers the opportunity to implement actions that will feed directly in the activities of the S3 Observatory thereby supporting the implementation of the regional OP.



### 3.2 Main challenges or areas of improvement



The IMPROVE partners have recognised that Apulia is home to important policy experiences. At the same time, the State of the Art report and the Peer Review identified areas for improvement related, among other things, to:

- the involvement of stakeholders, and especially SMEs in the EDP
- the exploitation of synergies and the process of internationalisation

In relation to the **EDP and SMEs**, the following points must be underlined:

- In Apulia, as well as in the other IMPROVE regions, SMEs are key stakeholders in the EDP, yet they are difficult to engage.
- ARTI is committed to increasing SMEs involvement in S3. However, this requires taking into account that the SMEs landscape is very variegated. The policy maker needs to be made aware of differences in needs and incentives across types of small firms.
- Reaching out to SMEs in the territory may be very difficult. The typical tools displayed by the administration (i.e. expressions of interest, interviews), typically do not have a sufficient level of capillarity.
- In this context, clusters appear as interesting innovation-intermediaries that can help the region reach out to SMEs.

The creation of the S3 observatory, in ARTI, offers the opportunity to address these issues with the full endorsement of the regional government.

In relation to the **synergies and internationalisation**, it is clear that the outward looking dimension is an important component of smart specialisation strategies as it allows regions to identify common priorities and areas for collaboration, to find new partners, to pinpoint regional advantages and to integrate in global value chains. Therefore, the international dimension should be taken into account not only when selecting priorities, but also when designing governance and monitoring systems, in order to ensure that the region is prepared to embrace the challenges ahead.

It is therefore important to integrate Apulia in different EU networks and to promote the participation of regional stakeholders in European projects and partnerships. Nevertheless,

centrally managed European programmes are very competitive, time consuming and not always accessible, which can be quite discouraging. Thus, creating or accessing specific instruments to foster and support the participation of regional stakeholders in European programmes, initiatives and partnerships is fundamental for Puglia. In approaching this challenge, the region can build on its experience in exploiting ETC projects.

To sum up, the following points must be underlined:

- Synergies between regional funds and EU centrally-managed funds are critical aspects of S3. On the one hand, achieving synergies makes for an efficient and effective use of public resources. On the other, it allows strengthening the international dimension of S3, which is critical in the period 2021-2027.
- The IMPROVE project and especially the Peer Review Report has highlighted that Puglia Region can enhance its approach to internationalisation both through new instruments and new mapping tools.

### 3.3 Identification of best practices relevant for the Policy Instrument



<b>NAME OF THE GP</b>	<b>Management of the EDP at the S3 priority level through the setting up of steering committees</b>
<b>OWNER</b>	<b>Centre Val de Loire</b>
<b>DESCRIPTION</b>	<p>The region of Centre Val de Loire has introduced steering committees to mobilize the regional innovation ecosystem within each RIS3 priority.</p> <p>This is a significant evolution since the early days of S3. Prior to that, each RIS3 priority was steered by a team made of an industrialist (pilot role) and a figure from public research (co-pilot). The approach was essentially based on the legitimacy and capacities of the selected individuals, which would have to provide recommendations to the steering committee of the RIS3.</p> <p>The public decision-makers decided to strengthen the governance and coordination dynamics of the ecosystem within the priorities. They set up steering committees which have become one of the cornerstones of the RIS3 of the Centre-Val de Loire region. The RIS3 priority steering committees are <b>led by clusters</b> in the corresponding fields with the support of the economic development agency.</p>
<b>TRANSFERABILITY ASPECTS TO THE REGION</b>	<p>ARTI Puglia is proposing to engage more closely SMEs in the EDP by engaging with clusters.</p> <p>ARTI will test, through analytical activities, how to best engage clusters in the EDP, making them a catalyst for SMEs participation.</p>

<b>NAME OF THE GP</b>	<b>Animation of the EDP to strengthen the ecosystem of environmental management</b>
<b>OWNER</b>	<b>Centre Val de Loire</b>
<b>DESCRIPTION</b>	<p>Public decision-makers and key stakeholders in the Centre-Val de Loire identified environmental metrology and engineering for the preservation and sustainable management of natural resources as one of the main development levers for the region and have made it a priority in their RIS3.</p> <p>Various investment and animation measures have been put in place: the Region has invested several million euros in RDTI and training programmes.</p> <p>The numerous actors in the priority-area are supported in their development by dedicated incubators and clusters: 3 clusters: DREAM (on water resources and environments), Vegepolys Valley (on the value chain of plants), Agreentech Valley (on connected agriculture) and the incubator Les champs du possible (on innovative agriculture).</p> <p>Public intervention and the enhancement of existing assets have built a coherent ecosystem and strengthened the various links in natural resource management.</p>
<b>TRANSFERABILITY ASPECTS TO THE REGION</b>	<p>ARTI Puglia is proposing to engage more closely SMEs in the EDP by engaging with clusters.</p> <p>The actions indicated in this AP set the empirical basis for a meaningful collaboration between clusters, SMEs and regional administration within the RIS3 framework.</p> <p>This good practice provides a template on how to address “priority-specific initiatives”.</p>

<b>NAME OF THE GP</b>	<b>Oficina de Innovación (o4i)</b>
<b>OWNER</b>	<b>Fundecyt PCTex - Extremadura</b>
<b>DESCRIPTION</b>	<p>The O4i initiative, de facto, articulates "reverse" technology transfer activities, based on the demand of SMEs (i.e. not starting from the commercialization of research and innovation activities conducted at universities and technological institutes).</p> <p>O4i allows for a territorial mapping at a high level of capillarity, investing time and resources in understanding the needs of SMEs and defining programs and support projects based on them.</p> <p><b>Joint responsibility, co-creation</b> and <b>knowledge sharing</b> are the three pillars that support the processes of interaction between civil society, public institutions and companies supported by the O4i.</p>
<b>TRANSFERABILITY ASPECTS TO THE REGION</b>	ARTI wants to build upon the ability of O4i to articulate to the demand of innovation support by SMEs and using clusters as intermediaries between the territory and the regional government.

<b>NAME OF THE GP</b>	<b>COMPETE: R&amp;D&amp;I Internationalisation instruments</b>
<b>OWNER</b>	<b>CCRDC - Portugal</b>
DESCRIPTION	<p>Between 2014 and 2020, the programme COMPETE 2020 designed a set of new instruments to increase the internationalisation of RDTI activities and to promote synergies between funds.</p> <p>Given the low participation of Portugal in European networks and the low capacity to attract money from European Programmes, Compete 2020 designed a set of new instruments to promote R&amp;D&amp;I internationalisation. These included (among others):</p> <ul style="list-style-type: none"> <li>• funding Seals of Excellence and</li> <li>• supporting the preparation of applications to H2020</li> </ul> <p>These instruments were also able to promote synergies between funds, by funding the Portuguese participation in European networks (using ERDF).</p> <p>The COMPETE programme relied, among other things, upon a careful mapping of national, EU and regional instruments against the TRL they supported. The mapping allowed to identify the innovation stages in which more support was needed, thereby devising targeted policy interventions in support of synergies.</p>
<b>TRANSFERABILITY ASPECTS TO THE REGION</b>	ARTI wants to build upon the framework used in COMPETE to map instruments for RDTI in Apulia and thereby identify leverage points for policy intervention.

## Action Plan

### 4.1. General description



This Action Plan contains two actions, one centred on improving the **Entrepreneurial Discovery Process** by designing a tool that can reach out to SMEs by leveraging the networks and competences of clusters and universities and one centred on supporting jointly **synergies and the international dimension of Smart Specialisation**. Both actions aim at improving the management of the policy instrument addressed, that is the RIS3 for the period 2021-2027, looking at two different aspects: the functioning of the EDP process and the level of internationalization. Both these elements emerged as needed to be improved by the Peer Review activity hosted by ARTI in October 2021.

#### 4.1.1 Action 1 - Improving the EDP: reaching SMEs through clusters and universities

The process of entrepreneurial discovery has undergone a significant evolution over the years, with increasing emphasis on the need to establish a continuous interaction among stakeholders throughout the policy cycle (rather than limiting it to the initial stages of the definition of the S3 priorities).

This evolution implies the need for structures and subjects that facilitate a continuous interaction among local stakeholders and their inclusion in innovative dynamics. Clusters<sup>2</sup> and universities can be important innovation-intermediaries for the EDP and this Action is aimed at exploiting such potential.

The Action is framed within the mandate assigned to ARTI by the regional government to create an S3 Observatory and improve the EDP, to make it both continuous and other more targeted across RIS3 priorities.

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<sup>2</sup>Through the term clusters we refer to the Italian industrial and technological districts.

During Phase 1 a policy change was already achieved with the adoption of a new governance model for RIS3 2021-2027 and the introduction of a S3 Observatory for ensuring an effective and continuous EDP.

As indicated above, under the new S3 2021-2027 governance model, ARTI will establish a S3 Observatory, tasked with connecting the strategy with the territory through, among other things, a continuous entrepreneurial discovery process. In this context, ARTI plans to establish working groups, one for each S3 priority. The groups will have several responsibilities including: the mobilization of stakeholders, the communication of funding opportunities, the identification of needs and potential initiatives of the ecosystem.

Within this context, ARTI wants to mobilise "innovation intermediaries", such as production and technological districts (i.e. Clusters) and universities, to reach out to SMEs in more systematic way and at a deeper level of capillarity.

Through Action 1 of this Action Plan, ARTI proposes to identify a model to exploit the potential of clusters and universities as catalysts of the entrepreneurial discovery process. Specifically, Action 1 will develop analytical activities (i.e. surveys and focus groups) that will exploit the ability of clusters and universities to reach out to SMEs in specific sectors or technological areas. Such analytical activities will have the specific purpose of devising and testing a functioning model of continuous Entrepreneurial Discovery Process, to be implemented within the newly formed S3 Observatory. In so doing, the governance and implementation of S3, and therefore of the OP, will be improved.

#### 4.1.2 Action 2 - Mapping the support for internationalization in S3

In the current programming period, the European Commission has asked regions to include "measures for international collaboration" to meet the enabling condition of policy objective 1. Although the issue of the international dimension of S3 has been widely debated, practical guidance on how to address it is limited. At the policy level, the issue revolves around two main dimensions:

1. The development of capacities and tools that allow regions to coordinate international policy interventions.



2. Exploiting synergies between regional funds and other centrally managed programmes, in particular Horizon Europe.

To improve the international dimension of S3, this Action proposes to develop an in-depth mapping tool for supporting regional firms in their participation to international RDTI activities. It is essential to map the current instruments and reflect on their effectiveness in the current policy context, characterized by a significant increase in public funds due to the pandemic recovery packages.

Mapping national, regional and EU instruments across different dimensions is essential to provide stakeholders with the adequate support and help them identify the best opportunity for their needs.

In developing this action, ARTI will pay attention to several dimensions including:

- 1) The technology readiness level to which each instrument is addressed
- 2) The sector to which each instrument is addressed
- 3) The beneficiary of each instrument

Within this context, ARTI will pay particular attention to profiling SMEs to understand their capacity and needs. Indeed, the needs of start-ups or SMEs directly involved in innovative projects are different from those of companies at the periphery of innovative processes. Developing a diversified portfolio of instruments aimed at different types of companies is therefore central.

It needs to be stressed that there is a strong political mandate to carry out this exercise. The regional government is concerned about synergies across funds and about increasing the participation of local actors to international RDTI programmes and has formally asked ARTI to pursue the following activities:

- To provide assistance to stakeholders willing to take part to international tenders and calls for proposals.
- To monitor and scout tenders and calls for proposal and provide targeted communication to the territory.
- To promote synergies between different funds

- To promote studies on the dynamism of the Apulian territory with particular focus on sectors, company sizes, target countries for exchange policies and the creation of supply chains.

The mapping activity proposed as Action 2 (as well as the stakeholders' mobilisation under Action 1), underpins all the above objectives.

## 4.2. Action 1

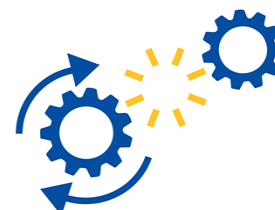
### 4.2.1. Summary of the action

<b>Context of the Action Plan</b>	<b>Instrument to be improved</b>	EDP process within Smart Specialisation Strategy (S3) 2021-2027.											
	<b>Policy instrument tackled</b>	Smart Specialisation Strategy (S3) 2021-2027.											
<b>Name of the ACTION 1</b>				<b>Priority</b>	(x)	High							
Improving the EDP: reaching SMEs through clusters and universities						Medium							
						Low							
Activities		Funding Sources	Costs	2022				2023					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Identification of the working groups to be activated	Regional Funds	15.000 euros			X							
2	Identification of the components of each working group within the S3 observatory					X							
3	Setting up the animation mode for the Working Group							X					
4	Identification of a model of continuous EDP functioning with a role for clusters and universities								X				
5	Adoption of the model as part of the S3 governance									X			
Players Involved				Indicators/ Monitoring									
Responsible		Functions		Indicators				No					
A	Managing Authority	Formal role about the activation and composition of the groups		1	Number of working groups activated				2				
B	Department of Economic Development	Formal role about the activation and composition of the groups		2	Number of SMEs responding to the survey				15				
C	Research and International Relations Section	Formal role about the activation and composition of the groups		3	Number of stakeholders participating in fieldwork				5				

	ARTI	Technical role for ensuring the functioning of the working group as animation activity	4	Development of a model of a continuous EDP functioning	1
	PugliaSviluppo	Intermediary organisation involved in the working group functioning			
	InnovaPuglia	Intermediary organisation involved in the working group functioning			
	Trade Associations	Participation to the Working Groups			
	Representatives of firms	Participation to the Working Groups			

#### 4.2.2. Relevance to the project

The IMPROVE project aims at supporting the management and implementation of Structural Funds Programmes with a focus on a better and more efficient delivery of RDTI policies and particularly Smart Specialisation Strategies.



The phase 1 of IMPROVE showed clearly that RDTI policies require a careful mapping and recognition of the territory as well as a broad engagement of stakeholders.

Action 1 is oriented to devising and testing a model for a targeted and continuous EDP, organised across S3 priority areas and pivoted around key innovation intermediaries (i.e. clusters and university). The exercise will not only provide information relevant to policy makers, but it will also pilot new ways of working with clusters and universities, providing them with the tools and the mandate to engage proactively with the territory. Ultimately the exercise will result in the development of an EDP-model to be formally adopted by the S3 Observatory and funded through the OP.

Useful inputs for preparing this action came from the Peer Review (September 2020) and the Second Round study Visit (March 2022) hosted by Dev'Up especially for what concerning the approach for promoting the involvement of clusters in the EDP process. Particularly the second round study visit provided interesting suggestions about the governance of RIS3 that are useful for the implementation of this action. Moreover, the Second Round Study Visit hosted by Fundecyt-PCTEX (May 2022), with the practice "Office for Innovation" has provided useful suggestions for improving the capacity of selection and involvement of Sme's in the EDP process.

#### 4.2.3. Nature of the Action

Action 1 will develop analytical activities (i.e. surveys and focus groups) that will exploit the ability of clusters and (to a lesser extent) universities, to reach out to SMEs in specific sectors or technological areas.

The following steps are foreseen:

- 1) Identification of the working groups to be activated

In this first step, the topics of the working group to be activated will be decided with the involvement of Department of Economic Development and the Research and International Relations Unit,

2) Identification of the components of each working group

This step will be dedicated to identify an approach useful for identifying the right actors for the specific working group. In this step a dialogue with the regional innovation intermediaries will be a crucial activity

3) Setting up the animation mode for the working group

A preliminar fieldwork activity will be implemented in order to understand the best approach for animating the working group

4) Identification of a model of functioning of a continuous EDP involving clusters/intermediary innovation organisations

5) Formal adoption of the model.

Action 1 will de facto allow to explore and assess the feasibility of policy tools, within the ROP 2021-2027, aimed at supporting clusters and universities in dynamizing the EDP.

#### 4.2.4. Stakeholders involved

The stakeholders involved in this action are institutional actors mainly involved in the governance of S3 and stakeholders with a role of intermediaries

1. Managing Authority
2. Department of Economic Development
3. Research and International Relations Section
4. PugliaSviluppo
5. InnovaPuglia
6. Trade Associations
7. Representatives of firms

#### 4.2.5. Timeframe

As described in the table above, the implementation of the Action 1 will start as soon as the Phase 1 will end. During the first trimester of Phase 1 (Q3 2022), there will be the identification of the topics of the working Groups to be activated and their participants (Step 1 and Step 2 of the Action).

During Q4 2022 there will be the setting up of the new animation mode for the Working Group.

#### 4.2.6. Cost and funding sources

The implementation of Action 1 will be financed through regional funds that are transferred to ARTI for their activities. The cost is approximately equal to 15.000 euros.

#### 4.2.7. Monitoring of the activities

The following indicators and targets will be taken into account throughout the development of the action:

- Number of working groups to be activated: 2
- Number of SMEs responding to the survey: 15
- Number of stakeholders participating in fieldwork: 5
- Development of a model of continuous EDP

#### 4.3. Action 2

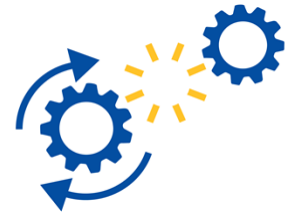
##### 4.3.1. Summary of the action

<b>Context of the Action Plan</b>	<b>Instrument to be improved</b>	Internationalisation of S3											
	<b>Policy instrument tackled</b>	Smart Specialisation Strategy (S3) 2021-2027.											
<b>Name of the ACTION</b>			<b>Priority</b>	(x)	High								
Mapping Tool for supporting S3 internationalization					Medium								
					Low								
<b>Activities</b>			<b>Funding Sources</b>	<b>Costs</b>	<b>2022</b>				<b>2023</b>				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Identifying mapping frameworks		Regional Funds	10.000 Euro			X						
2	Identifying national/international policy instruments through desk-based analysis and interviews							X					
3	Developing the mapping tool								X				
4	Validating the map with policy makers									X	X		
5	Adoption of the map by the S3 observatory and by ARTI as a tool to support synergies and internationalisation of the S3.										X		
<b>Players Involved</b>				<b>Indicators/ Monitoring</b>									
<b>Responsible</b>		<b>Functions</b>		<b>Indicators</b>							<b>No</b>		
A	ARTI	ARTI will be involved in all the technical activities necessary for the preparation of the Mapping tool		1	Number of mapping frameworks analysed							3	



<b>B</b>	Department of Economic Development	Involvement in the step of validation and the formal adoption of the mapping tool		Number of instruments mapped	10
<b>C</b>	Research and International Relations Unit	Involvement in the step of validation and the formal adoption of the mapping tool		Number of firms interviewed	5
<b>D</b>	Representatives of different categories firms	These players will contribute to the definition of the criteria to be used in the Mapping Tool		Number of Mapping tool developed and adopted	1
<b>E</b>	Representatives of business associations	These players will contribute to the definition of the criteria to be used in the Mapping Tool			
<b>F</b>	Intermediary organisation-Innovapuglia	This player will contribute to the definition of the criteria to be used in the Mapping Tool			

#### 4.3.2. Relevance to the project



The IMPROVE project aims at supporting the management and implementation of Structural Funds Programmes with a focus on a better and more efficient delivery of RDTI policies and particularly Smart Specialisation Strategies. Specifically this kind of action may improve the effectiveness of Smart Specialisation acting on the level of internationalisation. One of the channel is achieving synergies across national, regional and EU funds has emerged as a particularly crucial aspect, especially in light of the post-pandemic recovery plans, which has opened new funding streams. The Peer Review hosted in October and the Peer Review Report provided useful inputs as it identified useful suggestion for improving this component of S3 management.

For the preparation of this action, the ITW2 “Coordination between different funds and instruments” and the Peer Review hosted by Centro Region provided useful inspiration with examples of synergies between funds and instruments.

#### 4.3.3. Nature of the Action

The action is organised across the following 5 steps

- **Identify mapping frameworks:**

We will start from the frameworks emerged in IMPROVE, such as the one used by the partners CCDRC within the COMPETE programmed (identified as Good Practices) and explore further mapping tools through a literature review.

Other dimensions include: the sector of the call, the type of beneficiary (and the type of SME), the societal challenge addressed.

- **Identify policy instruments through desk-based analysis and interviews**

We want to identify what instruments are available at regional, national and international level

- **Develop the map(s)**

The policies will be mapped against the selected framework(s)

- **Validate the map with policy makers**

We will organise a workshop to validate the map with policy makers, to ensure that all the relevant instruments are included and that they have been interpreted correctly.

- **Adopt the map within ARTI** as a tool to support synergies and internationalization and within the S3 observatory as a tool to support stakeholders in the EDP.

#### 4.3.4. Stakeholders involved

The stakeholders involved in this Action belong to two different categories: institutional stakeholders will be mainly involved in the design and validation phase and representatives of firms for acquiring input useful for the design of the Mapping Tool.

ARTI will be involved in the technical steps and the identification of the Mapping Framework, in the identification of the policies to be included and in the development of the Map.

Specifically the stakeholders are:

- Regional government departments.
  - Research and International Relations Unit
  - Department for Economic Development
- Intermediary organisations
  - InnovaPuglia
- Universities
- Representatives of different categories of Sme's

#### 4.3.5. Timeframe

The action will develop according to the timeframe presented in the table above.

By the end of 2022 a first draft of the map will be ready in order to have enough time for testing it. First months of 2023 will be dedicated to test this map and to adopt this tool in order to facilitate the participation of firms to international calls and to increase the internationalization of S3.

#### 4.3.6. Cost and funding sources

The financial source for this action is represented by regional funds. The funds are allocated by the regional government (Department of Economic Development) to ARTI for the implementation of certain actions. The amount of funds for this action is equal to 10.000 euros.

#### 4.3.7. Monitoring of the activities

- Number of mapping frameworks analysed: 3
- Number of policy instruments mapped: 10
- Number of firms interviewed: 5
- Number of mapping tool developed and adopted: 1

Date:	30/06/2022
Signature:	Prof. Vito Albino 
Function:	President
Organisation:	ARTI – Agenzia Regionale per la Tecnologia e l'Innovazione
Stamp of the organisation:	