



Integrating the territorial dimension for cohesive S3

Good practices guide

Policy learning document

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1. Introduction

Adopting and fostering a multilevel approach is seen as increasingly relevant for developing smart specialisation strategies (S3). Multilevel governance can be defined as a complex process of collaboration between different levels of governments and public administrations, with the aim of opening up S3 to other actors (in the production and knowledge systems) simultaneously at various scales¹. Within the frame of S3, governments have been challenged to horizontally open up their traditional policy networks to integrate actors from the knowledge subsystem (university, technology centres) and, especially, from the productive subsystem (firms and entrepreneurs) into discovery processes supporting more effective policy. While regional and national governments have a certain capacity to horizontally open their policy processes, a collaborative vertical governance where various levels of government activate their horizontal connections in a coordinated way has a better chance of reaching the relevant actors. Hence, a multilevel approach reinforces horizontal governance.

In this context, 10 institutions from 8 European regions have joined together to developing the Interreg Cohes3ion project:

- Beaz, the competitiveness and innovation agency of the Provincial Council of Bizkaia (Basque Country) (Lead partner)
- Azaro Foundation (Basque Country)
- Southern Regional Assembly (Southern Region Ireland)
- Calabria Region (Calabria)

- North-West Regional Development Agency (North West Romania)
- Business Metropole Ruhr (Ruhr Metropolis)
- Region Stockholm (Stockholm)
- Office of the Marshal of the Mazowieckie Voivodeship of Warsaw (Mazovia)
- Welsh Government (Wales)
- Orkestra – Basque Institute of Competitiveness (advisory partner)

In a period of 3 years (2019-2022) the project aims to improve partners' S3 governance and related policies through the integration of the territorial dimension.

In the first phase of the project (2019-2021), partners have developed an inter-regional learning process articulated around a series of activities, such as a smart territorial mapping, case study discussion, peer review exercises and thematic workshops, all with the goal of sharing experiences and learnings. These learnings will shape the development of Regional Action Plans, which are to be implemented in the second phase (2021-2022) in each of the regions to upgrade their selected policy instruments.

One of the first activities that partners developed was the Smart Territorial Mapping (STM) exercise, a self-diagnosis exercise aimed at identifying areas of improvement for the alignment of S3 strategy at all territorial levels. Each partner developed a regional STM following a common methodology, which enabled the identification of areas of improvement specific to each region and

¹ See: Larrea, M., Estensoro, M., and Pertoldi, M. (2019): Multilevel governance for Smart Specialisation: basic pillars for its construction. EUR 29736 EN, Luxembourg: Publications Office of the European Union. DOI:10.2760/425579



shared challenges between the regions. The methodology and results have been reported in the *Smart Territorial Map Policy Learning Document*, the first document produced in Cohes3ion.

Another core activity developed in Phase I has been the presentation and discussion of regional experiences and good practices. These practices have been the core pillar and the main learning tool throughout the inter-regional learning phase: they have been the basis for understanding how the partners address multi-level governance, what has worked in other regions and what could be useful in other partners regions. This document documents the experiences of Cohes3ion partners that have been reported as good practices to Interreg.

2. Good practices for S3 multilevel governance

A good practice is an “initiative that has proven to be successful in reaching its objectives” and “has the potential for learning and inspiration in other regions”. They constitute one of the corner-stones of any Interreg project, since they serve as a basis for mutual learning and for gaining inspiration that can be leveraged to improve practice through the development of Regional Action Plans.

2.1 Good practices in Cohes3ion

The first step to identify experiences and practices that could serve as inspiration for Cohes3ion partners, was to share what a good practice is and what the thematic topics of interest for the inter-regional process were. Both issues were discussed in the project kick-off meeting held in Bilbao in October 2019. The integration of the territorial dimension in S3 strategies and the adoption of a multi-level approach are broad thematic areas that can include many topics, and therefore, the subject was narrowed down into three more specific issues. The three issues are interconnected and may overlap, but the distinction was made for clarification purposes:

- **Definition and monitoring of S3:** Integration of the territorial dimension in the definition and monitoring of S3 (for example, analysing the impact of S3 by territorially disaggregated data; or taking into consideration capabilities of different territories when designing the S3 strategy).
- **Horizontal coordination:** Coordination between public authorities in charge of regional S3, managers of clusters, regional/local innovation and business support agents, etc. (for example, a Board created to coordinate policies and actions of different

innovation support agents who are working on promoting Industry 4.0 in SMEs).

- **Aligning S3 between territorial players (such as cities, metropolises, and provinces):** Alignment of the strategies of governments of different territorial scales (for example, the strategies/capabilities of cities with those of regions).

Partners were asked to propose a minimum of 5 experiences related to at least one of the thematic topics. To that end, a template was prepared inspired by the official good practice template developed by Interreg. The template included boxes to be completed with the following information:

- Identification of the thematic topic related to the practice;
- Title of the practice, organization in charge, and timescale;
- Description of the case study (what triggered the case, what it consists of, and main results); and
- Relevance for other Cohes3ion partners (potential for learning).

The aim was to identify practices that could be presented and visited during study field visits to partner regions, and practices that could be reported to the Interreg good practice database. These were analysed by the Lead Partner and Advisory Partner.

Due to the novelty of the topic of multi-level governance in innovation policies in most regions, and because the consideration of the sub-regional dimension in S3 strategies has been scarcely explored, there was a notable focus on the horizontal collaboration topic in

the practices presented. Equally, a considerable presence of specific policy instruments for S3 development (for example, a technology centre) which integrate the multilevel dimension more indirectly (for example, the existence of multilevel actors in governance boards) was noted in the practices presented, as opposed to softer governance approaches and collaborative experiences that explicitly and purposefully have the aim of fostering alignment and collaboration among the strategies of territorial actors.

From all the practices identified, 3-4 practices for each partner were selected by the Lead partner and advisory partner. Initially, practices that have the explicit purpose of fostering collaboration and alignment in strategy development were considered more appropriate to the Cohes3ion aim. However, the relevance of taking on board the specific interests of partner regions when approaching the multilevel dimension of S3 strategies was also acknowledged. Indeed, it must be considered that strengthening the capacity to develop S3 and innovation strategies can be one of the many strategies used to adopt a multi-level approach in regions where innovation policymaking has been more state-centric and for sub-regional governments that aim at having a more active role in innovation strategies. Moreover, collaborative experiences around very specific instruments and sectoral strategies related to RIS3 provide insights on how multilevel governance is constructed and can be constructed through specific initiatives. Hence, practices that allow learning about specific instruments that have been key in other territories' S3 strategies, if they have been developed in collaboration (vertical or horizontal) or gather many innovation players and foster collaboration, were considered relevant.

Thus, a mix of practices of different types were selected in each region. The lead partner and advisory partner also suggested specific issues to be addressed during the presentations of and/or visits to those practices (for example, who is involved, how they coordinate activities,

how they connect with the ecosystem or connects with the territory, etc.), as a means of ensuring that multilevel approach was addressed in each of the practices.

2.2 Collection of Cohes3ion good practices

The following pages include the collection of Cohes3ion good practices identified along the learning journey of Phase I that have been reported as good practices to Interreg. All practices have been listed in Table 1, which aims at serving as an index to the reader. The practices listed are organized in two categories:

a) Multilevel approach in territorial strategy development

These are strategy-wise governance approaches and activities aimed at fostering coordination and collaboration between government levels and/or innovation promotion agents in territorial (regional, local) innovation and economic development strategy development. They are practices that foster collaboration and alignment between governance levels and territorial actors in the definition and development of S3 and other regional strategies.

b) Innovation policy instruments and initiatives related to specific sectors/priorities

These have been developed in collaboration between different actors and/or foster collaboration among different actors. They are policy instruments or initiatives (e.g. a digital incubator, a Science Park) related to particular sectors or priorities (e.g. a life science strategy) in the development of S3 and innovation strategies in the regions, which respond to the priorities of different actors and/or foster collaboration between different actors.

Table 1 includes the following basic information on each of the practices:

- a) *Title and summary* of the good practice, and the region it belongs to.
- b) *Cohes3ion thematic topic* that the good practice is primarily linked to (see above).
- c) *Multilevel governance challenge for which the practice can be a source for learning*. One of the activities developed in Cohes3ion has been the *Smart Territorial Map*, a self-diagnosis exercise to identify strengths and areas of improvement in terms of multilevel governance in each of the regions.
- From the individual exercises, 7 challenges for improving multilevel governance shared by most of the partner regions were identified. These are listed in Box 1 (and described with more detail in the *Cohes3ion Smart Territorial Mapping* policy learning document²). Table 1 indicates the challenges for which each of the practices included could be a source for learning.

Box 1. Shared challenges for multilevel governance identified through the Smart Territorial Maps

- *Awareness raising on S3 and capacity building for innovation promotion (mainly) at local level.* To raise awareness about S3 among territorial actors who may not be familiar with these strategies, especially among local level governmental actors; and capacity building on local actors for innovation promotion, as a means to improve alignment and the development of innovation strategies throughout the territory.
- *Fostering collaboration between (mainly) local level administrations – municipalities.* The collaboration between local level administrations as one of the relevant elements for contributing to improve the development of S3 with a territorial perspective.
- *Improve inclusion of territorial specialization strengths/differences in S3 and innovation strategies.* Developing more space-aware strategies and policy and programme design, including the identification of sub-regional specialization strengths.
- *Incorporation of local players and other key sectoral actors in strategy development.* Relevance of considering local level players in order to include local knowledge and perspective in regional innovation strategies and involving sectoral actors and other types of innovation related players, such as cluster associations, in their strategies.
- *Strengthening collaboration with territorial actors & rethinking/creating S3 governance bodies.* Rethinking the governance system to improve the communication, coordination and collaboration with both public and private actors within the region and establish more regular forms of cooperation with them and to improve or create official S3 coordinating and steering bodies.
- *Monitoring and evaluation with a territorial perspective.* Improving monitoring and evaluation systems.
- *Establishing links with strategies of higher scale administrations (national/regional).* Coordination and alignment of strategies with higher level strategies for improving multilevel governance of S3; and influencing the strategies developed by other administrations so that they acknowledge territorial differences (regional, subregional).

² Smart territorial mapping for enhanced multilevel governance of S3: Inputs for inter-regional learning policy learning document: https://www.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/file_1609941681.pdf

The collection of good practices follows Table 1, including the relevant information for each practice (title, region, organization in charge, description, potential for learning and transferability). Besides, issues of interest and learnings highlighted by Cohes3ion partners to other regions' practices have been included. Partners completed a template to register

learnings and inspirations for their own regions from the practices presented. These have been synthesised and included in the good practices' files, since they stress issues that have been relevant for peer regions, and thus, could also be of interest also for other regions outside the Cohes3ion partnership.

Table 1. List of Cohes3ion good practices

Practice	Summary	Main Thematic focus			Multilevel governance challenges						
		S3 w/ territorial perspective	Horizontal coordination	Align S3 btw territorial scales	Awareness & capacity building	Collaboration btw local admin	Include territorial spec. differences	Include local & other key players	Collaboration & rethink g S3 gov	M&E with territorial perspective	Links w/ higher admin. strategies
Multilevel approach in territorial strategy development											
Bizkaia Orekan (Bizkaia, Basque Country)	Bizkaia Orekan aims to boost competitiveness in Biscay with a perspective of territorial balance, based on multilevel collaboration among PCB and local players	x		x	x	x			x		
Design and deployment of a sub-regional S3 aligned to the RIS3 (Bizkaia, Basque Country)	Design a sub-regional s3 based on a clear governance model, participation of fourth helix agents and the alignment with regional S3		x	x	x	x					x
NWDR S3 strategy and Romanian National Strategy (NWDR)	The National Strategy for Research and Innovation (SNCDI), assimilated to a national S3, is an umbrella document for all the regional S3s further on developed	x		x				x	x	x	x
Southern RSES and consultation process (Southern Region Ireland)	This extensive consultation process is the first time a diverse range of stakeholders engaged on an equal basis to shape the regions vision & objectives	x	x		x			x	x		
Integrated territorial investments Warsaw Metropolis (Mazovia)	This practice shows cooperation of 40 communes in order to achievement of alignment of S3 between territorial scales			x	x	x		x			
Working groups on S3 (Mazovia)	Practice shows the process of entrepreneurial discovery (S3 with a territorial dimension)	x	x		x				x	x	
Cardiff Capital Region (Wales)	Cardiff Capital Region is a programme to drive and support economic activity and provide high quality employment and skills development for people living in South East Wales and surrounding area		x	x	x	x			x		
Tech-Valleys Strategic Programme (Wales)	Tech Valley is an enabler to drive and support business activity and provide high quality employment and skills development for people living in Blaenau Gwent	x		x	x			x	x		

Practice	Summary	Main Thematic focus			Multilevel governance challenges						
		S3 w/ territorial perspective	Horizontal coordination	Align S3 btw territorial scales	Awareness & capacity building	Collaboration btw local admin	Include territorial spec. differences	Include local & other key players	Collaboration & rethink g S3 gov	M&E with territorial perspective	Links w/ higher admin. strategies
Specific initiatives and instruments developed in collaboration and/or which foster collaboration											
Bic Bizkaia (Bizkaia, Basque Country)	BIC Bizkaia is an incubator managed by Bea-PCB & co-funded by the Basque government specialised in bioscience, nanosciences and advance manufacturing			x						x	
Invest in Bilbao – Bizkaia (Bizkaia, Basque Country)	Joint strategy between BilbaoTown Hall & Council of Biscay to improve the international positioning of Bilbao-Biscay as a destination for innovative investment projects			x						x	
Deployment of a sub-regional s3 by means of offering advanced innovation services to local SMEs and innovation agents (Bizkaia, BC)	Deployment of a sub-regional s3 by means of offering advanced innovation services to local SMEs and innovation agents		x	x	x						
Industrial Sites Management Ruhr (Ruhr Metropolis)	GFM is a project for innovative space management led by BMR designed to enhance the efficient use of commercial and industrial sites in the Ruhr Metropolis		x						x	x	
Innovation Centres Ruhr (Ruhr Metropolis)	Innovation Centres Ruhr is a project managed by BMR focussing on the cooperation between technology and start-up centres in the Ruhr Metropolis		x	x					x	x	
Ruhr Innovation Partners (Ruhr Metropolis)	Ruhr Innovation Partners is a project focussing on consulting SMEs and start-ups in innovation and digitalisation processes		x						x	x	
Calabrialnova (Calabria Region)	Calabrialnova is a project that have implemented in Calabria the Regional Innovation Network to support the interaction between research and industry		x		x			x	x	x	x
GreenHome – the regional pole of innovation for sustainable building (Calabria Region)	Green HoMe is a Pole of Innovation for Sustainable Building with the aim to promote sustainable building with new technological solutions to design, build and use Mediterranean houses		x	x				x	x	x	
INGEGNO (Calabria Region)	A development program of Calabrialnova dedicated to the enhancement of scientific research results through industrial validation projects		x						x		



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		S3 w/ territorial perspective	Horizontal coordination	Align S3 btw territorial scales	Awareness & capacity building	Collaboration btw local admin	Include territorial spec. differences	Include local & other key players	Collaboration & rethink g S3 gov	M&E with territorial perspective	Links w/ higher admin. strategies	
Living Lab (Calabria Region)	Living Lab is part of CalabriaInnova program and an action of the Calabria ROP ERDF 2014-2020, which aims to promote and experiment with innovative ways of launching research and development processes in the context of community goods and services aimed at solving important social problems	x			x		x					
Talent Lab (Calabria Region)	Talent Lab is a path of CalabriaInnova program aimed at supporting the creation of innovative micro-enterprises and research spinoffs by graduates, PhDs and reserchers		x					x				
INCDTIM Development Strategy (North West Romania)	The Development Strategy of the National Institute for Research and Development of Isotopic and Molecular Technologies (INCDTIM) for 2014-2022 is based on a rigorous and objective analysis of the regional, national and European RD&I context			x				x	x			
Limerick Digital Leaders Network (Southern Region Ireland)	Stakeholders & thought-leaders from leading orgs committed on a voluntary basis to work together & support the development of the Smart Limerick City Region		x		x			x	x			
Cyber Cluster Ireland. Regional Chapters (Southern Regional Ireland)	Cyber Ireland Regional Chapters provides a regional forum for the cyber security community and links in with Cyber Ireland's national activities		x					x	x			
ArcLabs (Southern Region Ireland)	A Community of Innovation and Entrepreneurship bringing together academic research, enterprise and regional stakeholders 'Making ideas work'		x					x	x			
CEZAMAT connecting R&D infrastructure with the regional and (inter) national ecosystems of innovation (Mazovia)	This practice shows a cooperation network in the R&D field (horizontal coordination)		x					x				
Small Business Research Initiative – Centre of Excellence, Wrexham (Wales)	The Centre is a co-ordination function that enables the public sector to connect with businesses to provide innovative solutions to public sector challenges		x					x				

Bizkaia Orekan (Bizkaia, Basque Country)	
Organization in charge	Beaz Bizkaia
Summary	
Bizkaia Orekan aims to boost competitiveness in Biscay with a perspective of territorial balance, based on multilevel collaboration among PCB and local players.	
Description	
<p>Bizkaia Orekan was born with the aim of promoting a territorially balance Bizkaia in terms of competitiveness, to address the need to respond to an economically heterogeneous territory in terms of business fabric and competitiveness indicators & the importance of multilevel collaboration with local & regional stakeholders in terms of territorial development strategies. It´s an initiative promoted by the Dept. of Economic Development of the Provincial Council of Biscay (PCB) together with Beaz, a public entity 100% property of that Department.</p> <p>To put in place it, the territory of Bizkaia was divided in 4 zones: north, west, south and east, that represent over 100 municipalities in Bizkaia, seeking to collaborate with local entities working in competitiveness and business development, that would represent the 100% of Bizkaia.</p> <p>The first year of the project was dedicated to dissemination, as well as to the identification of local challenges, that could give way to lines of action and specific projects to work on at the operational level. These comprise in each zone representatives of local entities as well as people from Beaz and the PCB. Once the challenges where identified, zones and working groups were constituted and projects were defined, each working group defined a work plan to be deployed.</p> <p>Since 2016, we have been working in those projects, addressing local needs and improving top-down and bottom-up collaboration.</p>	
Resources needed	
Over 60 people from 34 local entities, as well as 12 from of Beaz and the Dpt. of Economic Development of the PCB have been involved in the process & annually, more than 100 working meetings take place (to work on the projects).	
Timescale	
11/2015 – ongoing	
Evidence of success	
Has permitted the establishment of trust (real collaboration) among entities and different levels of administrations, creation of formal contact channels and better knowledge on who is who, and who does what – alignment and effectiveness (led to better allocation of resources and implementation of policies). Output: 105 SMEs involved in projects, 11 meetings to share agendas among PCB/Beaz and local entities, >10 training sessions, development of 3 new tools (i.e Gislur), 2 new Public Aid Programmes.	
Challenges encountered	
<ul style="list-style-type: none"> • How to make more efficient the governance system of such an initiative (where over 70 people from 34 organizations collaborate). • How to engage SMEs in projects, that are not involved or are unintentionally left out in S3. 	
Potential for learning or transfer	
<p>Bizkaia Orekan is an example of multilevel governance and collaboration that has led to tangible results, through the creation and development of new "soft spaces" for experimentation in the definition of policies, new ways of collaboration and doing, etc. The forums created, have contributed to a better alignment among the PCB/Beaz and local entities regarding their activities to promote competitiveness and business fabric support.</p> <p>Top-down, local entities have better information on policies developed by the PCB and a direct contact with the sub-regional government, while PCB policies have a better arrival on the business fabric through local actors. Bottom-up, PCB has a better knowledge of local reality and specific needs of each municipality which may (and has already) have an impact in the policy making process, as it allows the development of policies according to local specific & real needs.</p>	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • Regional government – local actors' relationship that has enables trust, knowledge and information sharing. • Interesting case to see how the strong sub regional capacity helped to promote economic development and encourage engagement by SME's. • It shows how competitiveness of a heterogeneous region can be improved through multi-level governance. • A project to secure development in different parts of the region, based on a diagnosis of specializations/municipality. Involved many participants. • The instrument Gislur, interesting tool & collaborative approach taken in its design encouraging collaboration among many players. 	



Design and deployment of a sub-regional S3 aligned to RIS3 (Bizkaia, Basque Country)	
Organization in charge	Azaro Fundazioa
Summary	
Design a sub regional s3 based on a clear governance model, participation of fourth helix agents and the alignment with regional S3.	
Description	
<p>In 2006, driven by the awareness of the existence of potential overlaps in their activities, and the need to improve their impact in their territory the four main actors in the innovation governance system of Lea Artibai (a county in Bizkaia, Basque Country) decided to join forces to foster innovation in the supramunicipal district. They developed together a territorial strategy (The Esperanza 2013 project) which later led to the LEARTIBAI BIOBERDEA STRATEGY 2020 and the definition of a smart specialization (S3) strategy.</p> <p>The S3 strategy is the product of a participatory process, involving fourth helix stakeholders, from local councils and the supramunicipal association, to Companies, Knowledge entities and Society itself, and was designed taking into account also the regional S3 strategy. The Lea-Artibai strategy is focused on four areas: Health, Healthy Food, Circular Economy and Wellness Tourism.</p> <p>The S3 strategy is lead by the supramunicipal centre for entrepreneurship and innovation (Azaro Fundazioa) but it rests on a series of forums and panels that contribute to its deployment with local industrial SMEs, entrepreneurs and training centers.</p> <p>The strategy is implemented mainly through the development of specific innovation projects with companies, following an ad-hoc designed methodology. Besides, the lead organization (Azaro) takes part in provincial and regional S3 related forums, connecting the local S3 and innovation projects with regional and provincial ones.</p>	
Resources needed	
We have needed the following annual resources from 2006 to 2020: 1) A team of 8 people and 2) An average annual income of 750.000€ where 50% of those incomes come from the Basque government and Bizkaia provincial council public funding programs.	
Timescale	
01/2016 – ongoing	
Evidence of success	
<ul style="list-style-type: none"> • 245 new activities and 650 new jobs created. • 410 innovation projects with companies developed and 50 research projects. • Lea-Artibai Berrikuntza Gunea creation, as an entrepreneurship, innovation and research centre. New building and new premises for boosting entrepreneurship and innovation. • Supramunicipal competences map created and updated. • Supramunicipal S3 definition. • 5,000 hours of specialised training offered. • More than 20 scientific articles published and 6 PhDs obtained. 	
Challenges encountered	
-	
Potential for learning or transfer	
<p>A methodology that can be transferable, through adaptation to context, to other territories, to design a SUB REGIONAL S3 which consists of 6 steps:</p> <ol style="list-style-type: none"> 1. Define a clear Territorial Governance Model, with a clear role and competences allocation. One entity will undertake the leadership. 2. Analyse Business Fabric Competences. 3. Design a participatory process for the definition of the sub regional S3 involving local fourth helix stakeholders and key stakeholders in charge of the regional S3. 4. Design the sub regional S3 in line with the regional S3 considering the business fabric competences. 5. Achieve the capillarity of the sub regional S3 through a) the creation of advanced innovation services , b) the continuous and close relationship with the companies and entrepreneurs by means of forums c) the definition and implementation of innovation projects with companies. 6. Connect the sub regional S3 and projects to the regional S3 and projects by means of participating in regional forums. 	

National Smart Specialisation Strategy (North West Romania)	
Organization in charge	UEFISCDI (Executive Unit for Financing Higher Education, Research, Development & Innovation)
Summary	
The National Strategy for Research and Innovation (SNCDI), assimilated to a national S3, is an umbrella document for all the regional S3s further on developed.	
Description	
<p>The present National Strategy for Research and Innovation (SNCDI), assimilated to a national S3, has been elaborated and implemented by the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI), a public institution with legal personality, subordinated to the Ministry of Education and Research (MEC). The alignment of S3 developed by UEFISCDI at national level and the RIS3 strategy developed in the North-West Region addresses the S3 multi-level governance. At the national level, SNCDI focusses on identifying those emerging technologies with a transformational role on the areas of smart specialization and developing the advanced capabilities around these technologies. The stake, at national level, is for these capabilities to generate and disseminate innovative solutions. At regional level, RIS3 strategies promote priorities in line with the results of the entrepreneurial discovery process. UEFISCDI is presently developing the National Strategy for Research, Innovation and Smart Specialisation 2021-2027 (SNCISI) for NUTS0 level, permanently consulting the representatives of NUTS2 level, namely the Regional Development Agencies. A strong multi-level cooperation is not only possible, but it is actually required by the enabling conditions imposed by the European Union in order to access funding resources from structural funds in 2021-2027 European programming period. At the regional level, SNCISI will propose a battery of tools that can be accessed "à la carte" by the regions for the specific support of the priorities relevant to the areas of specialisation. At regional level, the S3 concentration is realized on two levels: potential areas of specialization and niche areas.</p>	
Resources needed	
SNCDI was developed by a consortium of 14 organizations with RDI profile and with the contribution of 150 other organizations (academic environment, economic environment and public authorities) Over 4,000 specialists were consulted directly or online on a voluntary basis.	
Timescale	
June 2014 - ongoing	
Evidence of success	
The S3 domains identified at national level by this national smart specialisation strategy SNCDI are eligibility criteria for the currently running Competitiveness Operational Program, Axis 1 "RDI in support of economic competitiveness and business development" and for the Regional Operational Program, Axis 1 "Promoting Technological Transfer", in this latter case being complemented by the S3 domains identified in RIS3 from each region.	
Challenges encountered	
-	
Potential for learning or transfer	
<p>This good practice addresses the alignment of S3 between territorial scales, namely NUTS0 and NUTS2 levels, the current National Smart Specialisation Strategy complementing the regional S3 in Romania. Moreover, taking into account the fact that "Good governance of national or regional smart specialization strategy" is an "enabling condition" for accessing the European Regional Development Fund (ERDF) supporting the Policy Objective 1 "A smarter Europe (innovative & smart economic transformation)" of the European cohesion policy 2021-2027, this multilevel approach of S3, - at national and regional level -, should fulfil on time the required enabling condition. Understanding which policy is suitable for each level is a challenging issue. Consequently, it can be interesting for all project partners in view of preparing the next programming period 2021-2027.</p>	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • The way it has been solved the geographical concentration of the S3 funding allocation, by developing a widespread number of workshops and having face-to-face meetings with companies all over the territory. • The proactivity, forward-looking and umbrella effect of the National S3. It promotes the synergies and may boost the appearance of joint projects among regions. • Of particular interest is the matrix approach detailing specific versus transversal objectives. • The monitoring and calendar of evaluation is a key learning point. • The bottom-up process developed by Romanian government and NWDR to define the S3 strategy. Representatives of local authorities (NUTS 3 and LAU 2 units), universities, scientific and research institutions, medical centers, clusters and local chambers of industry participate in its development. Partner from Romania made sure that units from various territorial levels were involved in this process. 	



National Smart Specialisation Strategy (North West Romania)

Issues highlighted by other Cohes3ion partners

- The INNO platform, a dynamic online ecosystem for identifying and generating unique S3 opportunities for its members: regional stakeholder categories, start-ups, researchers, local authorities, large employers, banks and developers. It offers a wide spectrum of supporting tools to facilitate the connections between different regional actors. By concentrating many possibilities in one place, the ecosystem develops itself and it can also be monitored by the regional authorities at all times.

RSES Consultation Process (Southern Region Ireland)	
Organization in charge	Southern Regional Assembly
Summary	
This extensive consultation process is the first time a diverse range of stakeholders engaged on an equal basis to shape the regions vision & objectives.	
Description	
<p>The Southern Regional Economic & Spatial Strategy (RSES); is a 12- year strategic development framework setting out an ambitious vision to become the most Creative & Innovative, Greenest and Liveable Regions in Europe. The drafting of the RSES presented an opportunity to tap into the Regions full potential for:</p> <ul style="list-style-type: none"> • Economic prosperity; • Improving the quality of life for all citizens; and • Promote the regions international reputation as a sustainable, innovative, healthy & green region. The RSES is a strategy to safeguard the future of the region and its citizens and as such, needed to be reflective of societal needs prompting the need for an effective consultation process. Key to success of this process was establishing and following a clear protocol which was defined as follows: <ul style="list-style-type: none"> ▪ Outline the purpose & objective of the consultation; ▪ Define the approach & timeline; ▪ Establish who to consult with and most effective forum to do so; ▪ Determine how to ensure the most effective & meaningful consultation; ▪ Define the major topics to be covered; and ▪ Anticipate the potential issues likely to be raised. <p>The consultation was extended to each stage of the drafting process to reflect a true & meaningful process:</p> <ol style="list-style-type: none"> 1. Pre-draft issues paper; 2. Pre-draft & draft workshops with key stakeholders; 3. Technical working groups & committees coming together regularly; 4. Material amendments. <p>Availability of the regional planning team throughout the process was critical to the successful consultation process and subsequent publication of the strategy.</p> <p>Stakeholders include Gov. Depts, State Agencies, Local Authorities, Elected Reps, education & research, sectoral interest groups, business org's, community & voluntary groups and citizens.</p>	
Resources needed	
Staff resources of the Southern Regional Assembly and a limited budget required to run the workshops and meetings.	
Timescale	
November 2017 – January 2020	
Evidence of success	
<p>The number and detail of the submissions reflected the importance & strength of engagement with over 200 participants across 4 themed workshops & approx. 150 formal submissions.</p> <ul style="list-style-type: none"> • This was the first time a diverse range of stakeholders engaged on an equal basis to shape the regions vision & objectives. • Positive partnerships fostered between SRA and diverse stakeholders locally. • Collaborative approach established between the 3 regional Metropolitan Areas. • Ongoing engagement from all cross-sectors is evidence of success. 	
Challenges encountered	
-	
Potential for learning or transfer	
<p>Public consultation has long been recognised as a critical tool when developing policy/strategy however, there is no clear formula as to how best approach this or how extensive the process should be. This consultation process details an effective procedure that can be replicated and adapted dependent on requirements. It demonstrates how to approach a wide spectrum of stakeholders with different agendas working at different levels reflecting true participatory decision-making. It can work at any level i.e. local, regional or national. It outlines a systematic process of meaningful engagement and sharing of knowledge including those outside the policy-making process in order to better inform that process. By enabling the public to participate in policy development, they will gain a greater sense of confidence and trust in the development of the strategy. The meaningful participation demonstrated increases the legitimacy and quality of decision-making.</p>	



RSES Consultation Process (Southern Region Ireland)

Issues highlighted by other Cohes3ion partners

- It is interesting how they approach both perspectives sectorial and territorial in the RSES strategy, the sectoral perspective through the thematic working groups and the territorial perspective through the metropolitan areas working groups
- The fact that the Southern RSES was designed with multi-level governance approach. RSES was conceived as a link between the National Planning Framework, the City and County Development Plans and the Local Economic and Community Plans. It was very interesting to find that in order to ensure that all local authority development plans are consistent with the RSES and relevant national policy, draft plans or proposed variations to development plans are referred by the Local Authority to the Southern Regional Assembly. This process is interesting because it starts from a careful analysis of the territory, highlighting the different local priorities and bringing them to the national level.
- Wide spectrum of stakeholders was involved, all their needs were considered and their knowledge was used in order to take into account all, physical, economic, social, demographic, infrastructural and environmental particularities of the region.
- The public participation is assured in the RSES through various Public Participation Networks in order to include citizens complaints in the Strategy.
- The comprehensive and in-depth consultation approach to RSES`s consultation, which appears to be similar to entrepreneurial discovery process. All 200 cross sectoral stakeholders involved participated in 4 all day sessions which included: cross sectoral round tables which were tasked with providing a consensus view; the thematic workshops covering physical infrastructure, environmental and heritage, economic and social & community themes. Workshops had two parts with a defined output, the identification of key challenges and the identification of key solutions

Integrated Territorial Investments for Warsaw Metropolis (Mazovia)	
Organization in charge	City of Warsaw
Summary	
This practice shows cooperation of 40 communes in order to achievement the thematic focus area "Alignment of S3 between territorial scales" of COHESION project.	
Description	
<p>The Warsaw Metropolis is one of the most dynamically developing agglomerations in Europe. Seeing this potential, the City of Warsaw has concluded a cooperation agreement with neighbouring communes and created a common investment strategy (under ITI) with them, which is implemented using the EU funds. The Integrated Territorial Investments (ITI) is an instrument created by the European Commission for more effective implementation of operational programmes in 2014-2020 and achievement of the "Europe 2020" Strategy objectives. Moreover, the implementation of ITI has created a new type of cooperation of municipalities, which did not exist on such a large scale. In the regional development, there is often a case of a core city growing at the expense of surrounding suburban municipalities. The reported practice shows that these areas can develop together. ITI projects are implemented in the following areas: a) public e-services 1. The Virtual Warsaw Functional Area 2. E-care – an integrated system of care-service support based on ICT tools b) Low-emission transport 1. The development of a cycle routes network 2. The development of the P+R parking lots network c) General and pre-school education 1. The development of care system for children under 3 2. Education and career counselling There is a strict cooperation between 40 communes of various types under the ITI: City of Warsaw as a city with county rights, 14 urban communes, 12 urban-rural communes and 13 rural communes.</p>	
Resources needed	
The amount allocated for the implementation of Integrated Territorial Investments is around 167 million EUR and comes from the Regional Operational Programme for the Mazowieckie Voivodeship 2014-2020. Intermediate Body, which manages the implementation of ITIs, employs 13 people.	
Timescale	
2014 – ongoing	
Evidence of success	
<p>List of achieved results: a) public e-services Results will be achieved at the end of the projects' duration in 2022 b) Low-emission transport 21 projects: 471 km length of bicycle routes 33 projects: 62 P+R parking lots, 5903 parking spaces c) General and pre-school education 1743 new places of care for children under 3 242 educational institutions supported The success of the ITI projects was determined by effective cooperation between the municipalities of the Warsaw Functional Area.</p>	
Challenges encountered	
The biggest barriers include the complicated system of ITI implementation, which resulted in the need to increase the rate of efficient communication between institutions involved in the implementation of the instrument.	
Potential for learning or transfer	
<p>The uniqueness of the ITI is due to the fact that EU countries individually decided how to implement this instrument. The ITI is addressed to a defined urban functional area or a specific territory which is not always constituting as a separate administrative entity in the territorial division of the country. In Poland, it was decided to implement ITI as a cooperation of various local government units: cities, counties, communes. Therefore, the co-financed projects cannot be detached from each other, there must be interrelation. Close cooperation of the municipalities resulted in the emergence of relations that have not existed on such a scale so far: deepened integration, reduced competition of municipalities, eliminated concerns about the dominant position of the major city, encouraged to solve common problems. This practice promotes a partnership model of cooperation, so its potential for learning can be used by other NUTS3 units in which there is a major city and suburban areas.</p>	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • How the agreement for the WFA was set out and encouraged 'buy-in' from the relevant parties. Even if there is no legislature behind it by virtue of signing the agreement, it formalises the partnership. This would help set the framework for a more integrated MLG approach finding common goals to enhance regional impact. This change in perception brought about by the approach taken was of great relevance. • It is a very interesting good practice in many different ways: <ul style="list-style-type: none"> ▪ Multilevel governance good example (mutual goals, real impact & results) ▪ Well defined organizational structure, with allocation of political and technical staff (coordinators + ITI team) ▪ Good institutional design (structure and processes) for development of collaboration ▪ Great base for further interinstitutional collaboration in many areas (including innovation & economic development promotion) 	

The process of entrepreneurial discovery – working groups on S3 in Mazowieckie Voivodeship (Mazovia)	
Organization in charge	Marshal Office Of The Mazowieckie Voivodeship In Warsaw
Summary	
The practice presents the process of entrepreneurial discovery as an example of implementing the concept of multi-level management.	
Description	
The implementation of the concept of smart specialization is an ex ante condition for the granting of structural funds to support research, development and innovation projects (first thematic objective of the ESI Funds) in the financial perspective 2014-2020. During many meetings, the representatives of the European Commission signalled the need to ensure active participation of entrepreneurs in this process. As a result of this recommendation, there were created the working groups for the smart specialization of the Mazowieckie Voivodeship contains the representatives of enterprises, scientific units and business environment institutions. Four working groups were created, one for each area of the smart specialization (high quality of life, intelligent management systems, modern business services, safe food). The main tasks of the working group members: – verification of compliance of smart specialization areas with the needs of enterprises, – identification of development niches within individual scopes (identification of priority research directions/regional research agendas), – participation in the creation and giving opinions on draft implementation documents: RIS implementation programmes, competition rules, selection criteria, etc, – formulating proposals for support instruments aimed at solving specific problems in the areas of smart specialisation. The contact database of working groups contains nearly 300 entrepreneurs from various, innovative industries.	
Resources needed	
The costs that may occur are only related to the organization of the meetings. The organization of working group meetings requires high employee involvement in order to maintain a high level of cooperation.	
Timescale	
2014 – ongoing	
Evidence of success	
This practice can be considered as a good because it shows the bottom-up way of influencing entrepreneurs on the shape of smart specialisation strategies. Working groups are always open for the next entrepreneurs. The tasks of the Marshal's Office of the Mazowieckie Voivodeship concerns only on the coordination of works and is limited to the minimum necessary to sustain the process. The Office keeps telephone and e-mail contact with local entrepreneurs from specific industries.	
Challenges encountered	
The main challenges are: maintaining high involvement of meeting entrepreneurs throughout the strategy implementation period; reaching new entrepreneurs with information about the existing of working groups (Mazovia has a similar area to Belgium); coordinating meetings.	
Potential for learning or transfer	
Based on our practice, other regions have the opportunity to including entrepreneurs (and the other group members) in the process of entrepreneurial discover. The activity of working groups is not limited to the identification of smart specialization, the groups has impact on the implementation of RIS and also on the shape of instruments financed that EU Funds. The activity of the working groups members allows also for the ongoing identification and verification of research priorities of the region. Key features of working groups: – working groups have an open work mode, any entity can join the group at any time; – the activities of working groups is carried out at two levels: during meetings and in online form (there is no need to physically participate in the meeting, comments can also be sent by e-mail); – meetings of working groups are also an opportunity to establish new contacts and cooperation between entrepreneurs, clusters, research units and business environment institutions.	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • This good practice notes 4 working groups each dedicated to a thematic area. The process by which these thematic areas were defined and the make-up of the subsequent working group would be of great interest to guide us in our approach as we consider a refresh of Strategy. The message 'every voice counts' and the concept of the open attendance with minimum level of moderation is an interesting one. • It is interesting the working groups on S3 initiative in the Mazowieckie Voivodeship as a best practice on how to create a good governance process by creating 4 groups on regional smart specialisation thematic areas, 4 task teams, involving 300 entrepreneurs, developing 9 strategic workshops on updating the Mazowieckie's RIS3 strategy, and by carrying out more than 100 meetings. 	

Cardiff Capital Region (CCR) (Wales)
Summary
Cardiff Capital Region is a programme to drive and support economic activity and provide high quality employment and skills development for people living in South East Wales and surrounding area.
Description
The Cardiff Capital Region (CCR) City Deal is an economic development programme that was agreed in 2017 between the UK Government, the Welsh Government and the ten local authorities in South East Wales to bring about significant economic growth in the region through investment, upskilling, and improved physical and digital connectivity. In order to efficiently deliver this vision, the ten local authorities have set up a joint committee, known as the CCR Cabinet. The cabinet, which comprises the Leaders of the ten participating local authorities, is the ultimate decision-making body for the City Deal. This cabinet is supported by a number of advisory bodies. Both the UK and Welsh Government are contributing £500 million to the Capital City Region Investment Fund respectively, while the ten local authorities will contribute a minimum of £120 million over the 20-year duration of the Fund. It is agreed that £734m of the investment will fund the proposed Metro network for South East Wales. The City Deal is building on the region's sectoral strengths, its current skills base and three successful universities, creating a new regional and placed way of working in South East Wales, developing a region where people want to live and work. With a total investment around £1.2 billion (over 20 years) the programme aims to deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment.
Resources needed
The UK Government, Welsh Government and private sector fund the CCR programme. There is a small CCR executive and management team supporting project governance and delivery. The Welsh Government South East regional team has regular engagement supporting project delivery and strategic meetings.
Timescale
May 2017 – Ongoing
Evidence of success
Significant relationship building and coordination with stakeholders across the region has taken place and there are a range of significant economic projects either underway or in development. <ul style="list-style-type: none"> • The CCR Cabinet has been established and is operational. The cabinet which comprises the Leaders of the ten participating local authorities, is the ultimate decision-making body for the City Deal. • Development of the Compound Semiconductor ecosystem in South East Wales,
Challenges encountered
–
Potential for learning or transfer
The City Deals programme are a relatively new economic development initiative introduced by the current UK Government. It is currently unknown if this type of programme is used widely in the EU if at all. This initiative may be useful for the other Cohes3ion partners to consider and maybe suitable to provide a mechanism for funding projects in their particular regions. They have been developed to provide funding to support and drive economic development projects in areas that need support. In Wales the CCR is a positive example of regional working with multi-level Governmental hierarchy to achieve an economic output – this includes key stakeholders including Welsh Government, UK Government, CCR Board, Business and 10 local authorities. The programme also is reflective of priorities contained in the Welsh Government Economic Action Plan.
Issues highlighted by other Cohes3ion partners
Interesting how in Wales they are used to working by launching challenges as a good practice on implementing S3, like in the case of Cardiff Capital Region challenge fund.



Tech Valley Initiative (Wales)	
Summary	
	Tech Valley is an enabler to drive and support business activity and provide high quality employment and skills development for people living in Blaenau Gwent.
Description	
	Tech Valleys is a £100M Welsh Government programme over ten years to create up to 1,500 quality and sustainable jobs. Focused on Blaenau Gwent and the surrounding area the programme will be delivered through a portfolio of related and complementary projects including inward investment and supporting innovation ecosystem development. The Tech Valleys programme is also supporting existing businesses, building and coordinating relationships with a range of multi level actors and stakeholders and working with individual companies to identify where collaborative investment could help them both grow, develop and become more resilient. The investment will stimulate job creation and leverage public and private sector investment into the area whilst accelerating the development of high value, advanced technologies in line with our current RIS3 strategy that supports leading edge and innovative industry. Aligning with the Welsh Government Economic Action Plan, the Tech Valleys programme has the principles of growth, fair work and decarbonisation at its heart. To oversee the programme, the Welsh Government has established a Strategic Advisory Group. This Group provides advice on strategic objectives and priorities and on best practice and learning identified in other regions of the UK and globally. The Group comprises of stakeholders from industry, public sector and academia and membership will be reviewed and refreshed every three years.
Resources needed	
	Welsh Government co-ordinate delivery with a place-based rather than sector specific approach liaising with policy, business support and infrastructure delivery colleagues. Supported and challenged by an independent advisory group of stake-holders from industry, public sector and academia.
Timescale	
	September 2018 – March 2028
Evidence of success	
	<ul style="list-style-type: none"> • Significant relationship building with stakeholders across the region with a range of projects underway and in development. • A Strategic Advisory Group established to progress and guide the programme. • Development and roll out of a Productivity Enhancement Programme, utilising the resources of relevant stakeholders to help businesses become more resilient to digital disruption. It is expected that the increased skills requirements will lead to higher wages.
Challenges encountered	
	-
Potential for learning or transfer	
	Due to the economy of Blaenau Gwent continuing to underperform and lag behind the rest of Wales traditional methods of economic development had not made a positive impact. The Strategic Programme outlined how Welsh Government and its stakeholders (Blaenau Gwent council etc.) worked together to develop and progress a novel economic solution to increase the economic prosperity of this area. This is a positive example demonstrating that by engaging with and gaining the co-operation of a range of key stakeholders how an all-encompassing strategic economic programme can be developed to help improve the economic prosperity of the region. The Programme also uses a strategic advisory group made up of a range of actors including academia, business and public sector to provide strategic direction and advice. The programme also is reflective of priorities contained in the Welsh Government Economic Action Plan.

Tech Valley Initiative (Wales)

Issues highlighted by other Cohes3ion partners

This case study is of most interest, particularly from the successful governance model point of view. The Strategic Tech Valleys Programme outlined how different partners in a multilevel governance structure (Welsh Government, of NUT1 level, and lower NUTS level stakeholders, like Blaenau Gwent council etc.) worked together to develop and progress a novel economic solution to increase the economic prosperity of this Blaenau Gwent County Borough area. The Tech Valleys Strategic Advisory Group (<https://gov.wales/tech-valleys-strategic-advisory-group>) is an important part of this programme, advising how to get the most out of investment opportunities across the Welsh region of Blaenau Gwent. It is a positive example that by involving a range of key stakeholders and relying on a constant and solid cooperation, a strategic economic programme (like Tech Valleys, the Welsh Government programme of £100M for Blaenau Gwent) can be developed to support the development of a region. The strategic advisory group is made up of a range of actors including academia (e.g: Cardiff University), business (e.g: CISCO Services) and public sector (e.g: Blaenau Gwent CBC) to provide strategic direction and advice. The goal of this governance structure seems to be boosting innovation across the region and addressing the challenges that the region faces. The fact that this advisory group has competences in identifying and analyzing promising project ideas that can be financed, in selecting or contributing to the selection of the region's priorities and helping the implementation of "experimental" projects with a strong innovative component. This structure applies the multilevel governance, and develops a bottom-up approach, facilitating dialog and interactions between a variety of stakeholders, building common consensus.



BIC Bizkaia (Bizkaia, Basque Country)	
Organization in charge	Beaz Bizkaia
Summary	
BIC Bizkaia is an incubator managed by Bea-PCB & co-funded by the Basque government specialised in bioscience, nano-sciences and advance manufacturing.	
Description	
<p>BIC Bizkaia is a Business Incubator Center specialized in advanced technology sectors and high value-added technologies, aligned with Basque RIS3 strategy as it only incubates businesses in the biosciences, nanosciences and advanced manufacturing sectors. It´s a reference center for the incubation and acceleration of new companies and innovation projects, configured as an agglutinating space for agents and activities related to entrepreneurship and innovation, where entrepreneurs get support through custom-tailored services and boost cooperation among all innovation-related agents.</p> <p>It´s a combination of proper multilevel governance which establishes a network within different regional entities: Beaz/ Provincial Council of Biscay (PCB) that is responsible for the management of the incubator, the regional government (Basque Government) which is involved in decision making and participates in the board of Directors& also the scientific park of Bizkaia (where the incubator is located and where much of the businesses locate once they exit the incubator, finding synergies with other neighbor companies).</p> <p>Crated in 2015 by the joint collaboration among PCB, Basque Government and the Scientific park of Bizkaia, this incubator is a reflection on how the PCB promotes entrepreneurship & business development at a sub-regional level aligned with the regional RIS3, focusing & prioritizing capabilities and strengths existing in Biscay, enabling territorial cohesion regarding innovation policies.</p>	
Resources needed	
The building is property of the technological park and 2 people from Beaz/PCF are full time dedicated to the management of the incubator.	
Timescale	
06/2016 - ongoing	
Evidence of success	
Since 2016 the incubator has permitted the successful development of an important number of businesses (20 start-ups, 18M€ in turnover, 340 employees) in strategic sectors for Bizkaia that without such an initiative probably wouldn't have the opportunity to grow and consolidate in such a short time. It also has helped to boost entrepreneurship and business consolidation aligned with RIS3 enabling sectors, which contributes to the effective deployment with the regional S3 strategy.	
Challenges encountered	
-	
Potential for learning or transfer	
Thanks to multilevel collaboration amongst regional & subregional governments, BIC Bizkaia offers a friendly environment (not just physical location, but also direct acces to a wide range of programs and initiatives powered by public institutions) where entrepreneurs & businesses in priority sectors for Bizkaia and also Euskadi (RIS3) can develop and grow. Inside the incubator sort of an ecosystem is created where incubees benefit from the custom-tailored services and support provided by Beaz/PCB and where collaboration and synergies arise from the cohabitation with other sector related businesses. Besides, the incubator is placed in one of the most business & technological advanced locations in the territory, the scientific park of Biscay, where a wide range of innovation related agents come together: research institutions, to technological centers, university units, public institutions, leading businesses...It´s a good example of how based on capabilities existing in Bizkaia, sub-regional & regional administrations collaborate to foster specialization aligned with the RIS3 (includes territorial dimension in the S3 deployment).	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • An example of proper multilevel governance, generating economic growth and employment through supporting innovative business projects with high technology level and high growth potential • Inspiration for the establishment of Innovation hubs and similar solutions in other regions 	

Invest in Bilbao – Bizkaia strategy (Bizkaia, Basque Country)	
Organization in charge	Beaz Bizkaia
Summary	
Joint strategy between BilbaoTown Hall & Council of Biscay to improve the international positioning of Bilbao-Biscay as a destination for innovative investment projects.	
Description	
<p>Invest in Bilbao-Bizkaia is an example of multilevel governance and collaboration, by which Bilbao town hall and the Provincial Council of Biscay (PCB) set up a common model & strategy for attracting investments to Bilbao & Bizkaia.</p> <p>In 2018 an agreement between politicians in both institutions was made, by which two institutional levels with a different geographical scope would work closely, in order to attract foreign investment in strategical sectors and areas for each one of them (they have not the same priorities, but are complementary), with the aim of positioning Bilbao & Bizkaia internationally as an optimal location to start and scale up innovative initiatives and activity. To do so, the resources of both institutions are pooled & aligned to offer one stop shop (one! centralized!) for FDI attraction and a unique office to support it.</p> <p>This strategy seeks to attract investment in sectors lined up with regional RIS3, but activities in which our territory has strengths –sub-regional priorities- as well (i.e: creative and cultural industries, Biosciences, ICTs and digital economy, Advanced services, Eco-technology, Urban solutions, Automotive, Aeronautics, Energy)and establishes a framework for action (who does what) when a foreign project interested in our territory makes contact: acquisition is mainly developed by Bilbao, accompaniment is developed by both & implantation is developed by PCB. The idea is to have a single front & back offices, to avoid duplications & to take advantage of the strengths of each partner (that are complementary).</p>	
Resources needed	
Besides the implication and agreement at the political levels in both institutions, one technician from both townhall and PCB/Beaz have been full time devoted to this initiative. The negotiations & development of the methodology have been outsourced to an external third partner (approx. 15.000€)	
Timescale	
09/2018 – ongoing	
Evidence of success	
This first year, efforts have focused on establishing a common ground for working like a single team (methodology), establishing common priorities and dividing responsibilities. As an example, a common Scorecard has been designed to collect the results and the activity carried out, taking into account the classifications of projects and the services offered. This initiative is the foundation for the FDI Attraction Strategy 2020-2023, which will result in the development of common support tools.	
Challenges encountered	
<p>One of the main challenges has been to define priority projects or investments. Because, how else could we have some objective criteria that would work for both agents involved?</p> <p>The other one has been to stablish the governance model: to reach and agreement on who does what.</p>	
Potential for learning or transfer	
<p>Even in an early stage of development, Invest in Bilbao-Bizkaia sets up a good example on how two different institutional levels can set up common ground and a strategy on such an important matter as foreign investment attraction to the territory. Both institutions have seen the benefits of pooling their resources and aligning their teams and efforts in order to present a single centralized one stop-shop, taking advantage of the strengths of each partner through clarification of roles among partners. Agreement and commitment at the political level has been paramount to ensure that technical teams collaborate closely. Besides, the development of a custom methodology can serve as inspiration to other regions that want to align municipal & regional/sub regional levels on this matter.</p> <p>Moreover, the prioritization process takes into account the framework established by regional S3, as it aligns with the priorities set up also at the regional government, ensuring territorial cohesion.</p>	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • A positive example of intergovernmental cooperation. The way Bilbao Town Hall and Council of Biscay agreed upon “sharing” priorities but assigning the leadership of projects addressing Bilbao area on the basis of common agreed criteria. • The web portal for users, https://investinbilbao.com/, where info about Bilbao are backed-up with those from the Basque Country. • A work system and governance which promoted characterising projects within the region by both priority and potential impact. This simplified system could be a potential initial approach to ‘vet’ projects suitability and potential value to the region. 	



Deployment of a sub-regional s3 by means of offering advanced innovation services to local SMEs and innovation agents (Bizkaia, Basque Country)	
Organization in charge	Azaro Fundazioa
Summary	
Deployment of a sub regional s3 by means of offering advanced innovation services to local SMEs and innovation agents.	
Description	
<p>In 2006 the four main actors in the innovation governance system of Lea Artibai (a county in Bizkaia, Basque Country) decided to join forces to foster innovation in the supra municipal district. Together we developed a territorial strategy and the smart specialization strategy (S3) in line with the Regional S3. With the aim of achieving the capillarity of the sub regional S3, in 2012 we designed our Innovation and Transform Methodology aimed to both companies and innovation agents.</p> <p>The objective of this methodology is to implement an innovation dynamic to continuously generate and develop innovation projects in the organisation which consists of 3 phases:</p> <p>01/ WATCH: Implementation of a system to gather and manage relevant information for the organisation, by means of In-tool, a knowledge generating tool (ISO 166.006 certified).</p> <p>02/ INTELLIGENCE: Dynamics to showcase knowledge to generate a portfolio of ideas and innovation project using the tool-box mentoring sessions of the IT Azaro method</p> <p>03/ ACCELERATION: Accelerating the development of innovation project for their rapid contrast on the market and defining the viable business model</p> <p>Using this methodology, we are proactively working on the 4 innovation areas of the sub regional s3, where we identify proactively and on demand business opportunities based on the competences of the organization and once identified, we contrast them with the organization. If the company approves the business opportunity, we help them to design and develop innovation projects.</p>	
Resources needed	
<ul style="list-style-type: none"> • The equivalent of one person one-year full-time dedication to design the service and develop the intool platform. • An external consultancy cost of 66.000€ to develop the platform. • A team of 2 people offering and implementing the advanced services. 	
Timescale	
01/2013 – ongoing	
Evidence of success	
<ul style="list-style-type: none"> • 28 organizations with an innovation dynamic • At least 400 users participating in the innovation dynamics • At least 120 innovation ideas generated • At least 1000 innovation journals generated 	
Challenges encountered	
-	
Potential for learning or transfer	
<p>A methodology that can be transferable to implement innovation dynamics in companies based on the competences of the organization and the sub regional or regional S3 that consists of 6 main steps:</p> <ol style="list-style-type: none"> 1. Analyse regional or sub regional S3 2. Identify organizations competences 3. Select organization`s innovation areas 4. Design the innovation dynamic for the organization based on IT Azaro methodology 5. Select the team and the role of each participant that may include people from the organization and external innovation agents 6. Implement the designed IT Azaro methodology in the organization 7. Continuous monitoring and improvement of the designed and implemented IT Azaro methodology 	

Industrial Sites Management Ruhr (Ruhr Metropolis)	
Organization in charge	Business Metropole Ruhr
Summary	
GFM is a project for innovative space management led by BMR designed to enhance the efficient use of commercial and industrial sites in the Ruhr Metropolis.	
Description	
The provision of industrial sites which meet both market demands and public interests in terms of quality and quantity is a central challenge for the future development of the Ruhr Metropolis. With the Industrial Site Management Ruhr ("Gewerbliches Flächenmanagement Ruhr – GFM"), the Ruhr area disposes of an instrument for the analysis and targeted mobilisation of industrial sites which is regionally coordinated and unique in its form in Germany. The project started in 2010 and is currently in its fifth phase. The current phase of the project specifically aims at elaborating differentiated use profiles for a given portfolio of designated industrial development sites in terms of a smart specialisation concept. This concept will be elaborated by a service provider by means of a structured dialogue with different bodies at the regional level and municipalities from the Ruhr Metropolis. Stakeholders of the project are Business Metropole Ruhr GmbH (the regional business promotion agency) as the project leader, Regionalverband Ruhr (the regional planning authority), the municipalities and local authorities within the Ruhr Metropolis with their planning departments and units of business promotion, the chambers of commerce and industry and the chambers of handcraft from the region, and the Ministry of Economy, Innovation, Digitalisation and Energy of the Federal State of North Rhine-Westphalia.	
Resources needed	
Total project costs: 607.000 €, BMR subsidy: 485.000 € (80%) / 1 position of a full-time project manager.	
Timescale	
Overall start of the project: 2010 – ongoing Current phase (V) of the project: October 2019 – August 2022	
Evidence of success	
By means of implementing this practice, the stakeholders involved acknowledge the necessity of a coordinated regional approach to the development of industrial land in order to set spatial priorities within the region or priorities in terms of different profiles of the individual sites.	
Challenges encountered	
–	
Potential for learning or transfer	
The outcomes of the GFM V project will be published in a final project report and will be presented at a closing event. The results achieved throughout the GFM V project phase do not only benefit the municipalities within the Ruhr region, but also have the potential to create learning effects relevant for similarly dense urban areas in North Rhine Westphalia and beyond. In order to facilitate the transfer of learning effects to other regions in North Rhine Westphalia, an exchange with other site management initiatives at the federal state level is currently being planned.	



Innovation Centres Ruhr (Ruhr Metropolis)	
Organization in charge	Business Metropole Ruhr
Summary	
Innovation Centres Ruhr is a project managed by BMR focussing on the cooperation between technology and start-up centres in the Ruhr Metropolis.	
Description	
The project Innovation Centres Ruhr aims at developing a cooperative network of the 35 technology and start-up centres in the Ruhr region together with the municipal business development agencies. Up until now, the centres' work has not followed an integrative approach and their degrees of success have varied. The centres lack modernisation on the one hand, as well as an overarching policy framework to effectively contribute to the important start-up and innovation landscape of Ruhr Metropolis on the other hand. The project focusses on three aspects: the identification and usage of specialisation and development potentials; the initiation of a regional network including common activities and workshops between the centres; as well as the promotion of supraregional visibility of the centres. The practice is implemented by the technology centres, local business development agencies, and further actors from business and science, encompassing 42 partners in total. Through the novel region-wide network cooperation, the project generates synergies and new types of specialisation and development potentials regarding future technologies, allowing founders and SMEs to benefit from higher qualitative offerings. Both multilevel governance and S3 development for North Rhine-Westphalia and the sub-region of Ruhr Metropolis are expected to be improved through the project.	
Resources needed	
Total project subsidy of 525.676,64 € / 1 position of a full-time project manager.	
Timescale	
Overall start of the project: 2010 – ongoing Current phase (V) of the project: October 2019 – August 2022	
Evidence of success	
Since its launching in late 2019, the project has managed the following: – Initiation of the cooperative working group between the partners – Creation of a strategic advisory board – Initiation of a smart specialisation and development strategy for participating innovation and technology and start-up centres (ongoing).	
Challenges encountered	
–	
Potential for learning or transfer	
The project Innovation Centres Ruhr has the potential to strengthen intercommunal exchange and cooperation regarding the identification of S3 potentials and the implementation of multilevel governance of S3. Furthermore, the practice could generate synergies from different regional resources and strengths. Finally, transfers are likely to take place through the demonstration and displaying of innovative performance capabilities. An early stage partner link to the Basque technology centre network was created at the start of the project and the exchange of experiences has been considered useful. In a similar manner, the Innovation Centres Ruhr project could foster interregional learning processes concerning technology and innovation centres.	

Ruhr Innovation Partners (Ruhr Metropolis)	
Organization in charge	Business Metropole Ruhr
Summary	
Ruhr Innovation Partners is a project focussing on consulting SMEs and start-ups in innovation and digitalisation processes.	
Description	
The project Ruhr Innovation Partners aims at strengthening regional innovation structures and to make the services for SMEs more target group-oriented and visible. The focus lies on the activation and optimisation of the regional innovation network with its more than 100 players. This optimisation is to be achieved by enabling a higher quality of advice, the development of technology transfer and innovation competence, successful SME (re)approach and the expansion of regional and interregional networking. Network optimisation is an essential prerequisite for successfully addressing (especially non-innovative) SMEs and for successfully advising and supporting a growing number of companies in innovations and innovative processes. The network consists of 23 network partners from business development agencies, chambers of industry and commerce and the Chamber of Crafts. Target groups are startups, SMEs, research institutions and universities that are interested in technology transfer, R&D-projects and public funding. Within the field of technology transfer, the partners focus on learning more about high technology trends such as artificial intelligence, cyber security, and smart health. In the context of events and matchmaking, the network gets to know all the big players and important research organisations in the specific technology field and tries to connect the experts with SMEs that are interested in new innovation projects.	
Resources needed	
Total project subsidy of 324.730,90 € / 1 position of a full-time project manager.	
Timescale	
August 2018 – December 2021	
Evidence of success	
Since its launching in 2018, the project has managed the following: – Identification of key players in high technology fields such as artificial intelligence and cyber security in the Ruhr Metropolis – Specialisation on the above-mentioned technology fields in terms of matching of companies, start-ups, and universities – Organisation and implementation of events that support the technology transfer in the stated technology fields.	
Challenges encountered	
–	
Potential for learning or transfer	
Ruhr Metropolis has a complex set of innovation agents and potentials. Through the project, learning transfers might take place in terms of how the region manages to optimise innovation structures and innovation consulting, for instance by making providers and offers of innovation networks more visible for municipalities and companies. Overall, the project increases the quality of offers as well as the participation in innovation activity. Thus, learnings might take place most generally on how innovation consulting can be improved in different areas such as innovation management, funding consulting, and technology transfer itself. As part of the project, the exchange of experience between the different economic regions of North Rhine-Westphalia and the support of these regions through a state-led NRW-Bank back office has already been initiated.	



CalabrialInnova (Calabria Region)	
Organization in charge	Calabria Region
Summary	
CalabrialInnova is a project that have implemented in Calabria the Regional Innovation Network to support the interaction between research and industry.	
Description	
<p>In 2011 Calabria Region was among the last European regions in terms of innovation and competitiveness. However Calabria is a region with high potential both in terms of the industrial SMEs and research. The individual actors are not properly structured and coordinated to enhance scientific research and to meet the innovation needs of SMEs. Hence the idea to invest in the creation of an ad hoc system that can contribute to develop in Calabria innovation, research and technology transfer.</p> <p>CalabrialInnova started in 2012 as an Integrated Regional Development Project (PISR) 2007-2013 ROP ERDF in partnership with Area Science Park, technology transfer park in Trieste and now is a strategic project of Calabria Region. It worked to strengthen and to develop the technological innovation system in Calabria, promoting interventions in favor of the nodes of the regional innovation network, researchers and entrepreneurs. It manages regional public calls and it supports the application to direct funding through APRE.</p> <p>CalabrialInnova provided 4 types of services:</p> <ol style="list-style-type: none"> 1. Patent and document information 2. Technology transfer services (for the competitiveness of businesses) 3. Enhancement of research and creation of spin-off companies 4. Creation of innovative startup. <p>It also carries out an information and communication service with the aim to promote and to expand the pool of project beneficiaries, as well as spreading the culture of innovation in Calabria.</p>	
Resources needed	
Annual budget: around 1 million euros funded by Calabria Region. The project has a team of an administrative and experts from technical backgrounds, with mainly degrees in economics or engineering, with high level of competence and preparation. The average number of team members per year is 20 people).	
Timescale	
09/2012 – ongoing	
Evidence of success	
<p>In 2017 Calabria was the Italian region with the best innovation performance between 2011 and 2017 and it changed its status from Modest to Moderate Innovator. Results achieved:</p> <ul style="list-style-type: none"> • + 300 New employed researchers • + 300 Funded Projects • + 700 Involved beneficiaries (enterprises, academia) • + 70M€ • + 80 startup created • Calabriainnova through APRE Calabria (best help desk in Italy in 2018) supported the participation of startups in H2020: 5 of them won the Grant in SME Ph1 and 2 granted the SoE in SME Ph2 	
Challenges encountered	
To involve the Smes and the researchers to develop together innovative product/processes. Since CalabrialInnova worked with the nodes of the Calabria Region, it had a database useful to support the drafting of the strategic document S3 Calabria. The project developed with the PA are strongly related to the political situation.	

CalabrialInnova (Calabria Region)

Potential for learning or transfer

This practice can be used by other regions since the methodology is applicable in every contest. CalabrialInnova mapped the innovation demand of SMEs, researchers and inventors and it has identified specific activities to meet the need in order to:

- Support SMEs at developing business innovation programmes by collaborating with universities and research centers.
- Facilitate the link between the research and industry encouraging industrial applications through the creation of innovative startup and academic spinoff.
- Encourage collaboration at an international level, by participating in European network services for enterprises and research (APRE Calabria Help Desk)
- Promote entrepreneurial activities and technology transfer through the organization of workshops, seminars and meetings for researchers, graduates, PhD and entrepreneurs.
- Support and coordinate the activities of the regional technology transfer offices to create in Calabria an established Regional Innovation Network.

Issues highlighted by other Cohes3ion partners

The Regional Innovation Network, interesting regarding the technological transfer services they provide. Furthermore, they support adoption of product and process innovation in SMEs by scouting their needs for innovation services and auditing their technological requirements



Green HoMe (Calabria Region)	
Organization in charge	Calabria Region
Summary	
Green HoMe is a Pole of Innovation for Sustainable Building with the aim to promote sustainable building with new technological solutions to design, build and use Mediterranean houses.	
Description	
Green HoMe support the networking of competencies and develop value chain innovation and specialized services for sustainable construction, with a projection on external markets and the goal of creating a sustainable Mediterranean home brand. Green HoMe, Pole of Innovation for Sustainable Building, is supported by the Calabria Region thanks to POR Calabria 2014-2020 Axis I – Promotion of Research and Innovation – Specific objective 1.1 – Action 1.1.4, with the aim of developing concrete opportunities for research and innovation cooperation between national and European operators and networks. According to its statute, Green HoMe scarl is a non-profit consortium company acting as a "specialized intermediary" in the area of innovation for sustainable building, carrying out scientific and technological research, dissemination and exploitation of regional scientific and entrepreneurial resources, including scientific research infrastructures, activities for technology transfer and for the attraction and strengthening of innovative production. The shareholders do not have any preferential access to the research capacities of the consortium company, nor to the results produced by it.	
Resources needed	
3 years budget: 2.153.000 € funded by Calabria Region. The Innovation Pole has a team of 4 human resources, 2 experts in the management and 2 in the technical staff.	
Timescale	
09/2018 – ongoing	
Evidence of success	
In one year of activities Green HoMe achieved some results: <ul style="list-style-type: none"> • +80 microservices (11 technology checkup, Seminars, events, news, studies); • Structured services (3 innovation services, >20 project proposals (EU, regional)); • Training (10 webinars, 5 courses (73 participants – 30 free, 43 paying)); • Transnational activities (Participation to 3 events and networks). 	
Challenges encountered	
-	
Potential for learning or transfer	
Green HoMe selected 5 specific value chains with the aim of leveraging the potential of the Calabria region to develop globally competitive solutions, in line with the priorities identified by the regional innovation strategy. Greenhome can be transferred in other regions where the building sector is characterized by highly energy-intensive, structurally and technologically obsolete, qualitatively degraded buildings. The current market need is therefore aimed at building redevelopment and improving the energy efficiency of existing structures.	
Issues highlighted by other Cohesion partners	
<ul style="list-style-type: none"> • Very interesting the way they use the connections with national policies to train at regional level and networking with other clusters and companies at national level • The connections with regional R&D & innovation centres, the involvement of local companies and public bodies to develop R&D policies based on «users' demand» is very inspiring. • The approach of R&D for value chains related to sustainable building, selecting 5 with the aim of leveraging the potential of the region to develop globally competitive solutions -in line with the priorities identified in the innovation strategy-; is remarkable • Although it has no other territorial addressing but the regional one, it is developing some projects that target only some well-defined geographical areas, underlining the development of certain smart specialisation priorities at subregional level. • Such extensive cooperation in the implementation of one area is very inspiring • It highlights how to effectively implement an environmental focus into smart specialisations. A key learning point is the combination of academia and SME's as co-founders to promote the link between enterprise and research. 	

Ingegno (Calabria Region)	
Organization in charge	Calabria Region
Summary	
INGEGNO is a development program of CalabriaInnova dedicated to the enhancement of scientific research results through industrial validation projects.	
Description	
<p>It is observed that in Calabria there are brilliant ideas and lines of research of great interest and scientific impact but with little capacity to industrialization projects developed by the research centers.</p> <p>The goal of the action is to transform research results into real products or services to improve and to make Calabrian SMEs grow. INGEGNO path start through a call addressed to researcher from public universities and public research organization and it develops in 4 phases:</p> <p>PHASE 1. Detection of scientific research results at a development stage between TRL 4 (Technology validated in lab) and TRL 7 (System prototype demonstration in operational environment).</p> <p>PHASE 2. Evaluation of the coherence with the S3 Calabria and minimum TRL of 4 (necessary to access to the path).</p> <p>PHASE 3. Analysis related to the applicative potential of the solution and a public platform (http://www.convalideindustriali.it/) of research results aimed at SMEs.</p> <p>PHASE 4. Partnership management between SMEs and research groups in the definition of the business plan for the intellectual property plan and financial plan aimed at the realization of the project for the exploitation of research results (industrial proof).</p> <p>Beneficiaries: Research groups or individual researchers from public universities and Public Research Institutions (PRIs), SMEs.</p>	
Resources needed	
<p>Budget for proof of concept: 2 million euros funded by Calabria Regione.</p> <p>Budget to manage the proof of concept: about 300.000 euros/year.</p> <p>The human resources are average 4 experts.</p>	
Timescale	
29/10/2018 – ongoing	
Evidence of success	
<p>Results achieved to date:</p> <ul style="list-style-type: none"> • 113 Research Results for 17 reference bodies are present on the INGEGNO platform http://www.convalideindustriali.it/. • 3 technical seminars at the three universities of Calabria. • 5 funded projects. 	
Challenges encountered	
Involvement of researchers to develop an entrepreneurial culture.	
Potential for learning or transfer	
<p>This practice is considered interesting because it can be a tool used to facilitate the relationship of SMEs with the innovation supply system for the development of R&D activities and to encourage the use of services offered by highly specialized solutions.</p> <p>The enhancement path is exclusively dedicated to the research results falling within one or more of the eight Innovation Areas of the Smart Specialization Strategy (S3) of the Calabria Region.</p> <p>The researches can fill a research form and it will be published in the INGEGNO showcase (http://www.convalideindustriali.it/), which will always be open and will be periodically enriched with new industrial research results.</p>	



Living Lab (Calabria Region)	
Organization in charge	Calabria Region
Summary	
Living Lab is part of Calabrialnnova program and is an action of the Calabria ROP ERDF 2014-2020, which aims to promote and experiment with innovative ways of launching research and development processes in the context of community goods and services aimed at solving important social problems.	
Description	
It arises from the need to find innovative solutions to problems of social importance. The idea behind the Living Labs is the creation of open contexts, of design, experimentation and validation of new products and services. Users can interact and experience products and services by providing important feedback for their development and subsequent commercialization. The implementation path includes 3 phases. PHASE 1: Detection of user needs through exploratory survey. PHASE 2: Involvement of companies / research groups and end users for the implementation of co-design activities. PHASE 3: Implementation of research and development projects aimed at prototyping and testing new products/ services responding to the needs of specific user groups. Stakeholders: companies, universities, public and private bodies (municipalities, provinces) and end users.	
Resources needed	
Budget per call: 2 million euro funded by Calabria Regione. About 150 million euros a year to manage the Living Lab program. Beneficiaries of the call: micro, small and medium-sized enterprises and large enterprises.	
Timescale	
PHASE 1: 24/07/2018 – ongoing PHASE 2: 06/11/2018 – 19/12/2018 PHASE 3: 23/04/2019 open call – 15/10/2019 ranking list	
Evidence of success	
This practice has stimulated innovation by transferring research out of the labs to real-life contexts in which users have been engaged with a bottom-up strategy. The action becomes more oriented to the real needs trying to bridge the gap between the product and the expectations of the beneficiaries. Phase 1 constituted an important exploratory survey for the Calabria Region. The needs published on the www.openlivinglab.it platform are 275 expressed by 113 Municipalities/Institutes/Organizations of the third sector. In PHASE takes place: <ul style="list-style-type: none"> • 1 technical seminar. 16 municipalities and associations and 27 companies and OdR participated. • 1 public presentation of the action and the Public Notice. PHASE 3: 26 partnerships have participated and 6 projects of social importance have been funded to date.	
Challenges encountered	
The main challenge encountered to implement the practice is: <ul style="list-style-type: none"> • Involvement of researchers, companies and end users in order to develop products / services of social utility. • To generate entrepreneurial culture processes with researchers. 	
Potential for learning or transfer	
Starting from a pilot survey, it was possible to collect the first innovation needs, presented on the project website: www.openlivinglab.it . For the first time, the real needs of the territories were collected. In a second, more exploratory step, it was possible to identify the additional social needs for innovation, thanks to listening to mayors, associations, third sector organizations. Representatives of the Calabrian administrations gave voice to the real needs of their territories, requesting the development of new technological solutions by companies and research organizations, pursuing and experimenting with a "quadruple helix" strategy. Finally, the last phase of the path provided for the granting of financing to companies, in partnership with the representative bodies of the collective needs, have developed R & D projects aimed at testing and prototyping of new products, for the solution of emerging problems in the collection phase.	

Talent Lab (Calabria Region)	
Organization in charge	Calabria Region
Summary	
Talent Lab is a path of Calabrialnnova program aimed at supporting the creation of innovative micro-enterprises and research spinoffs by graduates, PhDs and reserchers.	
Description	
<p>In 2012 Calabria was one of the last Italian regions in terms of research and innovation. Therefore Calabria Region through the Calabrialnnova project has launched the Talent Lab program.</p> <p>It is an integrated program of training, accompaniment and financial aid divided into 2 phases: the first phase concerns the provision of a short cycle of training on business culture and provides assistance and advice useful for the definition of the business development plan. Phase 2 provides for the granting and capital account incentives for the company's notice. Only applicants who have passed phase 1 by submitting a business development plan can access phase 2. Business development plans include:</p> <ul style="list-style-type: none"> • production investment plan for the setting up and start-up of new production units; • business innovation plan regarding industrial research and experimental development activities; • integrated plan of real services in the following activities: marketing, production and logistics, innovation. <p>The stakeholders are:</p> <ol style="list-style-type: none"> 1) individuals with a degree and / or represent portions groups of individuals whose majority consists of graduates. 2) Research operators and / or groups of teams made up of natural persons within which there is at least one research operator. 	
Resources needed	
Budget: 5 million euros funded by Calabria Region. 3 calls have been published and 2 will be published in the new three-year period. Talent Lab is part of Calabrialnnova and the human resources used are about 5.	
Timescale	
09/2012 – ongoing	
Evidence of success	
<p>Calabria already in 2015 has a growth rate of + 263% and is the first in the ranking in Italy for the increase in the number of innovative companies in a year.</p> <p>The talent allowed the creation of 90 startups managed 3 calls thanks to which about 90 innovative startups were born. About 30 startups and spinoffs each call were financed.</p> <p>Some of the start-up funded by the TalentLab had participate to Horizon 2020 and won the Grant in SME Instrument Phase-1 (5 start-up) and granted the Seal of Excellence in SME Instrument Phase-2 (2 start-ups).</p>	
Challenges encountered	
<ul style="list-style-type: none"> • Involvement of researchers and inventors and the ability to develop an entrepreneurial culture. Generate entrepreneurial culture processes with these subjects or with researchers and inventors. 	
Potential for learning or transfer	
<p>This practice is especially interesting for those regions where the innovation potential of the land is still unexpressed. Entrepreneurship training is important, which supports startups which by their nature are subject to die quickly and support themselves both as support (coaching) and financially in a way that allows). An intense mentorship and coaching activities have supported all the new teams to discover their entrepreneurial potentiality. This activity of assistance was useful for the definition of an Innovative Business Development Plan. This made it possible to reduce the mortality rate of the startups themselves.</p>	



INCDTIM Development Strategy (North West Romania)	
Organization in charge	INCDTIM S.A.
Summary	
The Development Strategy of the National Institute for Research and Development of Isotopic and Molecular Technologies (INCDTIM) for 2014-2022 is based on a rigorous and objective analysis of the regional, national and European RD&I context (http://en.itim-cj.ro/aboutme/strategy/).	
Description	
INCDTIM's development strategy for 2014-2022 is based on a rigorous and objective analysis of the regional, national and European RD&I context. It is drawn with the main purpose of guiding: <ul style="list-style-type: none"> • the revival of the RD&I activities in one of the traditional areas of the institute, isotopic technologies, the boost of the researches with increased potential for direct economic applicability, leading to innovation, the enhancement of the success chances to being involved in recent European initiatives. INCDTIM's Development Strategy for 2014-2022 is well anchored in the priorities and objectives established at the European, national and regional level, because: • it contributes to the accomplishment of the general objectives of the European RD&I Strategy, especially of (O1) Excellency in Science and (O3) Societal Needs and Difficulties • most of the research topics within our strategy are in perfect match with the so called Key Enabling Technologies (KETs), defined within the European research framework Horizon 2020, namely, Nanotechnology, Advanced Materials, Biotechnology, and Advanced Manufacturing and Processing; • the strategic directions correspond to three of the "Smart Specialization" domains established within the national RD&I strategy 2014-2020: Bio-economy, Energy and Environment, Eco-nanotechnologies. Two of these priorities, namely Bio-economy and Eco-nanotechnologies, are identified as niche specialisations in the Regional Innovation Smart Specialisation Strategy for the North-West Region. 	
Resources needed	
<ul style="list-style-type: none"> • The equivalent of 3 person one-year full-time dedication to the management of INCDTIM strategy • Resources are provided from own funds obtained from funding on international research projects, national programs (PNCDI II), operational programs and core programs 	
Timescale	
2014/ongoing	
Evidence of success	
Based on its strategy, INCDTIM is developing two technological transfer projects within the Operational Competitiveness Program (POC) 2014-2020: "TTC-ITIM – Increasing technological and knowledge transfer capacity of INCDTIM Cluj in the field of bioeconomics" and "CITATE – Innovative Cluster for Advanced Pilot Technologies in Alternative Energies".	
Challenges encountered	
-	
Potential for learning or transfer	
The Development Strategy of INCDTIM is related to upper levels strategies: the smart specialization domains established within the National RD&I Strategy 2014-2020 (SNCDI), as well as to the regional smart specialisation strategy RIS3 NV.	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • The process used for sharing the Improved Technology emerging from the National Institute for R&D and transferring the technology to market. • Link between this and the Innovation Park in terms of supplying energy to the innovation park is novel. 	

Limerick Digital Leaders Network (Southern Region Ireland)	
Organization in charge	Limerick City & County Council
Summary	
Stakeholders & thought-leaders from leading organisation committed on a voluntary basis to work together & support the development of the Smart Limerick City Region.	
Description	
The Limerick Digital Strategy (LDS) sets out the vision for a Sustainable Smart Limerick in 2030 to guide Limerick to a new level of digital maturity between 2017 and 2020. On launching the LDS it was quickly acknowledged that the objectives could not be successfully achieved without effective oversight and collaboration with relevant key stakeholders who were subsequently brought together to form the Limerick Digital Leaders Network (LDLN). The LDLN consists of stakeholders and thought-leaders from leading organisations that committed on a voluntary basis to work together and support the development of the 'Smart Limerick City Region' and LDS. The network ensures an inclusive and balanced representation by including members from 27 public & private organisations, small & large commercial enterprises, academic institutions and research centres, community and voluntary organisations and local development companies. The network represents the region with members from outside of Limerick city and its environs. Members commit to clear terms of reference, each with an equal vote and chairperson voted on. There are four to five meetings annually and the agenda is members-driven ensuring continued engagement. There are clear goals and deliverables outlined which are reviewed and adapted on an ongoing basis. The process is reflective; at the first meeting of each year, the previous years' work is reported on and reviewed.	
Resources needed	
Members commit on a voluntary basis and therefore relies on stakeholders giving up their time in exchange for opportunities to collaborate. A limited administration budget is available to cover meeting costs. Established in 2016 the DLN is still in place testimony to this effective and sustainable approach.	
Timescale	
2016 – ongoing	
Evidence of success	
Facilitated collaboration with other EU Cities e.g. €6.5m H2020 funding in +CityxChange project	
<ul style="list-style-type: none"> • Regional initiatives commenced under LDLN such as the Digital Collaboration Centre • Funding secured in collaboration with University of Limerick to develop a new platform for citizen engagement. • Digital maturity of Limerick increased from Basic to Intermediate level • Significant role in facilitating an increase in the number of start-ups • Overseen a radical transformation of the Local Authorities 	
Challenges encountered	
-	
Potential for learning or transfer	
Collaboration and consultation is a critical element of successful implementation of Smart Specialisation Strategies. The LDLN presents a proven model of success and a clear method in how to establish a successful, effective and sustainable network through collaboration with the right stakeholders. The governance model and process followed through the development of this network can be easily emulated and adopted in partner regions. The network demonstrates how strengths & capabilities can be built on at the local level in support of the wider regional objectives. Success lies in the fact that it is driven by the stakeholders themselves ensuring a vested interest in the success of the strategy which will filter out to peers in their sectors. The result is a more accountable, transparent, better informed and improved decision-making that reflects the needs of all society.	
Issues highlighted by other Cohes3ion partners	
<ul style="list-style-type: none"> • Interesting how the Limerick Digital Leaders Network gathers quadruple helix agents since it is not so common to find the population represented in this kind of entities. • The transformation of Limerick into Ireland's first digital city with the aim of providing public online services, increasing the use of data for better management of the city and increasing the number of digital startups. 	



Cyber Ireland Regional Chapters (Southern Region Ireland)

Summary

Cyber Ireland Regional Chapters provides a regional forum for the cyber security community and links in with Cyber Ireland's national activities.

Description

Cyber Ireland (CI), developed in response to an industry need, is a national organisation with the twin goals of promoting security in Ireland and building on our strengths to become a global centre for security. The southern region of Ireland is in a strong position to become a regional centre for cyber security, reflected in regional policy such as the Southern RSES, but there was a gap in terms of how and who would drive it, which the Regional Chapters are now addressing. The Regional Chapters provide an opportunity for regional stakeholders from across industry, academia & government (including Local Authorities) to focus on the initiatives that are most pertinent to them, while also participating in the national CI initiatives. Membership is open to all companies & organisations (located or registered in Ireland) (not individuals) considered, to some extent, to provide or consume cyber security products and/or services, or play an important role in the regions cyber security sector. They will be led by 'Chapter Leads' recruited from industry via expressions of interest and tasked with:

- Organising regular events for cyber security community on topics driven by members;
- Identify specific regional strengths to build on;
- Explore specific challenges;
- Work with Cyber Ireland Cluster Manager & Board to disseminate national Cyber Ireland activities;
- Focus on specific regional initiatives and how Cyber Ireland can support at a national level;
- Co-ordinate and gain buy-in from key regional stakeholders.

Resources needed

Currently no funding is available to run the CI regional chapters. Chapters are set-up by the CI cluster manager & rely on volunteers from industry to both lead the Chapter and sponsor the events (venue, catering etc.). In the longterm funding via public-private partnership will be investigated.

Timescale

The Cyber Ireland South Chapter was launched on the 28th of February 2020 at an event in Cork City. The first meeting heard from Richard Browne, Director of the National Cyber Security Centre, who discussed "Ireland's National Cyber Security Strategy 2019 – 2024 & the Role of the NCSC." The meeting also provided an overview of the Cyber Ireland Regional Chapters and how members can get involved in the Organising Committee.

Evidence of success

Cyber Ireland is in the first year of initiation with Regional Chapters being established, the Southern Regional Chapter is one of the first to be launched. Despite its infancy achievements include:

- Raising awareness of the activities of CI both at a national and regional level;
- Regional forum established (second meeting held online on 05.05.20);
- Feedback forum established to facilitate development of new initiatives;
- Co-ordination of key stakeholders from industry, academia and government within the region.

Challenges encountered

-

Potential for learning or transfer

Cyber Ireland Regional Chapters demonstrates an effective working example of horizontal coordination through the collective action of members sharing experiences, goals and working together to identify priorities, strengths and weaknesses to facilitate the region and the country to work as a coordinated system. It presents a replicable working example of how to develop a hub of knowledge, expertise, skills and industry. It highlights how a cluster developed in response to national needs can also build in a regional focus as in this case through the formation of 'regional chapters'. Cyber Ireland's Regional Chapters success is in part due to the appropriate and quality relationships and networking. There is clear rationale and criteria outlined to ensure the most suitable members, this rationale and criteria can easily be transferred and adopted by partner countries. It provides an effective process to implement the objectives of both national and regional policy.

Issues highlighted by other Cohes3ion partners

- Taking into account the example of the Cyber Ireland cluster, focusing attention towards specific specializations may also be a response to the challenges of the future in terms of technology development
- Cyber Ireland's focus is not only on SMEs but also on the creation of skills through ad hoc training courses, including online, on cyber security.
- The cluster development activities presented by Eoin Byrne of Cyber Ireland were of interest and could be relevant to us to maximise the economic benefit of this leading edge sector.

ArcLabs Research & Innovation Centre (Southern Region Ireland)	
Organization in charge	Waterford Institute of Technology
Summary	
A Community of Innovation and Entrepreneurship bringing together academic research, enterprise and regional stakeholders – ‘Making ideas work’.	
Description	
<p>The Southern Region of Ireland has strengths in many of the priority sectors identified in Ireland’s S3. However, performance is hindered by lack of academic industrial linkages and limited resources available for business-based Research & Innovation. Based on the campus of the third level institute Waterford Institute of Technology (WIT) ArcLabs, was established in 2005 to create an environment of entrepreneurship and innovation where academic research, enterprise supports and regional stakeholders could meet and ‘make ideas work’. ArcLabs believes that entrepreneurs are the key to creating jobs, prosperity and economic growth. The incubators, located in Waterford and Kilkenny, support a community of high-tech start-up companies and growing businesses. Entrepreneurs are enabled to collaborate with each other and with the research teams in a unique work environment. Key to the success of ArcLabs is its strategic location. Since its inception, ArcLabs has been colocated with the Telecommunications, Software and Systems Group (TSSG) and the Centre for Enterprise Development and Regional Economy (CEDRE) of WIT providing a vital link to leading researchers to support the enterprises being cultivated within ArcLabs. Arclabs works by providing business supports, space & facilities. They have predetermined criteria to ensure the most suitable clients and a strong governance in place with an advisory board that is comprised of internal and external stakeholders.</p>	
Resources needed	
Arclabs is funded through Capital Funds (80%) and WIT (20%). Clients pay a licence fee dependent on the space they take which is a market-value set rate of €22 per yard.	
Timescale	
2005 – ongoing	
Evidence of success	
<ul style="list-style-type: none"> • 27 businesses currently housed in Arclabs • Supported more than 60 companies to start/scale in South-East Ireland • 195 jobs created • Mentoring the next generation of entrepreneurs through the creation of a ‘Bizcamp’ programme for 12 to 15-year-olds • Establishment of Techstars Startup Weekend – accelerated entrepreneur bootcamp • Home and partner to one of the three NDRC locations, who build and invest in very young digital companies, or start-ups. 	
Challenges encountered	
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Potential for learning or transfer	
<p>Southern Ireland is categorised as an innovation leader but there are limitations in the capacity of HEIs to commercialise R&I outputs, a challenge for many regions across Europe. Arclabs address this and responded to the needs identified in both national & regional strategy to counteract the loss of competitiveness & the need to increase start-ups and entrepreneurial activity. Arclabs provides a working example of how to build on current strengths in this case maximising a strategic location to facilitate the workable relationships between academia and research to support entrepreneurs. Their straightforward approach to building the best community of entrepreneurs and start-ups can be easily replicated. They focus on the individuals needs by working with each entrepreneur to create individual plans for developing viable, profitable and thriving businesses. By doing so they ensure there are interesting sustainable jobs in the region through fostering better exploitation of innovation.</p>	



CEZAMAT connecting R&D infrastructure with the regional and (inter)national ecosystems of innovation (Mazovia)	
Organization in charge	Centre for Advanced Materials and Technologies (CEZAMAT)
Summary	
This practice shows a cooperation network in the R&D field in order to achievement the thematic focus area "Horizontal coordination" of COHE3SION project.	
Description	
The Centre for Advanced Materials and Technologies (CEZAMAT) is one of the largest investments in research and development in Poland. The CEZAMAT project is implemented by a consortium consisting of nine research centers: Warsaw University of Technology (leader of consortium), Institute of Physical Chemistry of the Polish Academy of Sciences (PAN), Institute of Physics of the PAN, Institute of High Pressure Physics of the PAN, Institute of Fundamental Technological Research of the PAN, Institute of Electronic Materials Technology, Institute of Electron Technology, University of Warsaw and Military University of Technology. The research and scientific units make own five highly specialized laboratories equipped with state-of-the-art apparatus available. This investment became a scientific multidisciplinary space for carrying out business-oriented research in the following platforms: – Modelling and simulation – Technology of structures, devices and circuits – Diagnostics and characteristics of materials, structures, devices and circuits – Development of new materials – Development of fluidic microsystem – Bioengineering – Printed Electronic The cooperation is carried out at various levels: from local (between the universities, students and readers, entrepreneurs) to national (between the universities and Institutes of the Polish Academy of Sciences). The CEZAMAT's activities implement the area named "modern business services" of the RIS Mazovia.	
Resources needed	
The construction of the Central Laboratory and the modernization of the other laboratories amounted nearly 100 million EUR and was financed by the European Regional Development Fund. Laboratory equipment and a variety of research platforms enable nearly 200 scientists to conduct research.	
Timescale	
2016 – ongoing	
Evidence of success	
<ul style="list-style-type: none"> • innovation ecosystem moderator as Digital Innovation HUB • living lab of creating and testing new ideas • 34 companies have used R&D infrastructure (R&Din) • 150 completed research projects, using R&Din • 42 international projects implemented, using R&D • 29 new jobs created • 30 new research posts created • 55 auxiliary and technical staff employed to operate R&Din • 91 scientific entities and 312 scientists benefited from R&Din • 415 students used the R&Din 	
Challenges encountered	
The technological advancement of our laboratories requires us to create needs for companies and: – educate about the possibilities of using our infrastructure, – creating a strategy for cooperation with business and generating revenue for the Centre during the development of research platforms.	
Potential for learning or transfer	
The case of CEZAMAT can be interesting for other regions because many R&D infrastructures co-funded with EU funds have a problem with scaling-up its activities, setting science and business cooperation, entering the ecosystems of innovation at different territorial levels. The CEZAMAT's feature is interdisciplinary research character. The research is carried out in such areas as: – Internet of Things – Cybersecurity on circuits level – Split Manufacturing – Terahertz technology – miniaturization – modern therapies and materials for diagnostic and therapeutic purposes – bioengineering and artificial organs – drug research and development – energy storage and conversion. Apart from implementing projects and research, the CEZAMAT's role is also to support innovative startups. The CEZAMAT is also an innovative hub that provides professional services for business. The CEZAMAT can be a good example of a multidisciplinary unit of cooperation between multi-level different entities.	
Issues highlighted by other Cohes3ion partners	
The way CEZAMAT has helped to create a strong technology transfer environment and the mechanism they have to involve the companies by developing joint R&D infrastructures, centres, teams, spin offs, EU founded programs, as well as by providing research services on demand.	

SBRI Centre of Excellence (Wales)
Summary
The Centre is a co-ordination function that enables the public sector to connect with businesses to provide innovative solutions to public sector challenges.
Description
<p>The Centre enables Public Sector Bodies to work with Welsh business to develop innovative solutions to solve a problem where no current solution exists. It was set up in 2018 using Welsh Government Funding and is hosted by the Betsi Cadwaladr Health Board in Wrexham. The Centre offers a unique service as an enabler, not only in policy delivery, but in promoting, coordinating and collaborating with all public sector stakeholders within Wales through the following services:</p> <ul style="list-style-type: none"> • Events with public sector organisations to identify their ‘top challenge’ priority areas • Support to challenge owners in writing bids e.g. highlighting relevant government strategies • Project Management support for successful bidders • Networking and facilitation with stakeholders to support regional collaboration for challenges • Running a training Centre to support knowledge and skills development • The SBRI Centre aims to: <ul style="list-style-type: none"> ▪ Improve Wales’ S3 innovation and economic performance. ▪ Leverage additional R&D investment into Wales. ▪ Increase public sector engagement with innovative businesses. ▪ Support Welsh opportunities emerging from UK Government Industrial Strategy • This will be achieved by: <ul style="list-style-type: none"> ▪ Working collaboratively across the wider public sector to identify and support Welsh projects. ▪ Prioritising challenges to reflect the innovation strengths (S3) of Welsh businesses and the Economic Action Plan. ▪ Working closely with UKRI to identify strategic Innovation projects. ▪ Providing support to strategic projects that align with Welsh and UK Governmental priorities.
Resources needed
The SBRI Centre is funded by Welsh Government Health on a yearly basis at a cost of around £300,000 per year. The SBRI Centre is currently resourced by a small team of 4 which comprises of a SBRI Centre Manager, Innovation Business Analyst a Project Manager and a Project Support officer.
Timescale
July 2018 – Ongoing
Evidence of success
The challenge was to develop rapid sanitising technology for cleaning ambulances of Covid. The SBRI Centre and Welsh Government (WG) launched a ‘rapid’ SBRI, reducing the process from 18months to 8weeks. This all Wales project involved multi-layer collaboration with key stakeholders from Welsh Ambulance Service, SBRI Centre, WG & UK Government. 11 projects were tested with Ministry of Defence and 2 progressed to testing with the ambulance team resulting in reductions of 86% cleaning time and 82% cost.
Challenges encountered
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Potential for learning or transfer
This initiative is a positive example of horizontal coordination across various UK wide governmental agencies (UK and Welsh Government) and private business providing the innovative solutions to a particular public sector challenge. It also provides the catalyst for supporting the development of Wales Smart Innovation strategy and economic development performance by the collaboration between various public sector partners and Welsh based SME’s.
Issues highlighted by other Cohes3ion partners
<ul style="list-style-type: none"> • We found this case study very relevant and interesting considering the multilevel governance approach in developing a project of an extreme importance in the frame of the current fight against the COVID-19 pandemic. The support offered by the Welsh government to SBRI in order to identify and select innovative solutions to develop rapid sanitising technology for cleaning ambulances of Covid concluded in a cross-sector collaboration, 219 applications being received from the industry, out of which 11 being tested by the Ministry of Defence. The entire process was completed in 5 weeks, 2 being taken forward for further evaluation and 1 is now to be procured. The results are spectacular. The Centre is a co-ordination function that enables the public sector to connect with businesses to provide innovative solutions to public sector challenges. Our Agency intends to support organizing a similar centre. • Interesting how they are used to working by launching challenges as a good practice on implementing S3, like in the case of the SBRI Centre of Excellence.



