



Peer eXchange & Learning



Peer eXchange and Learning workshop on Skills for S3 policy makers

Centro Region of Portugal

Perugia, 21 May 2019
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Issues we would like to address

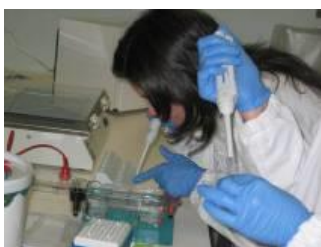
- RIS3 = collaborative process
- Dominant *modus operandi* = individual (at all levels)
- Lack of skills to develop the process (all players)

- 1. How to identify the skills needed and how to map the existing ones in the ecosystem?**
- 2. How to design a capacity building system to develop the missing skills?**

Centro Region of Portugal - Overview

- **Population:** 2.231.346 inhabitants (22% of PT)
- **Area:** 28.462 km² (31% of PT)
- **GDP per capita in PPS:** 66.6 (EU28= 100)
- **Companies:** 261.971 (+ 90% SMEs)
- **Exports:** 11.291 million euros (19,4% of PT)
- **RIS:** moderate innovator+ (85 EU28=100; 121/220)

- Privileged location
- Strong and balanced scientific and technological system
- Diversified regional productive structure
- Clusters of regional excellence
- Balanced network of medium-sized urban centres
- Diversity of resources

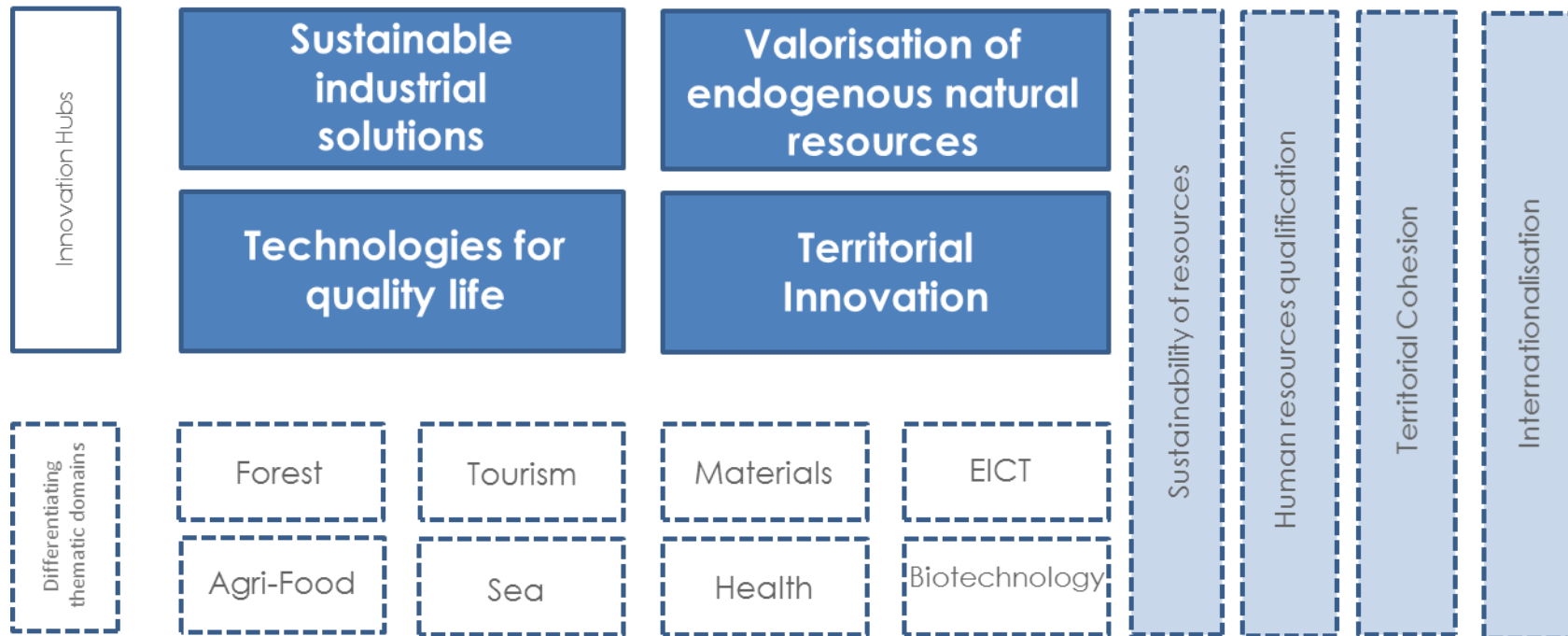


Gross domestic expenditure on research and development (R&D)
2017

■ Centro ■ Portugal ■ European Union (28 countries)

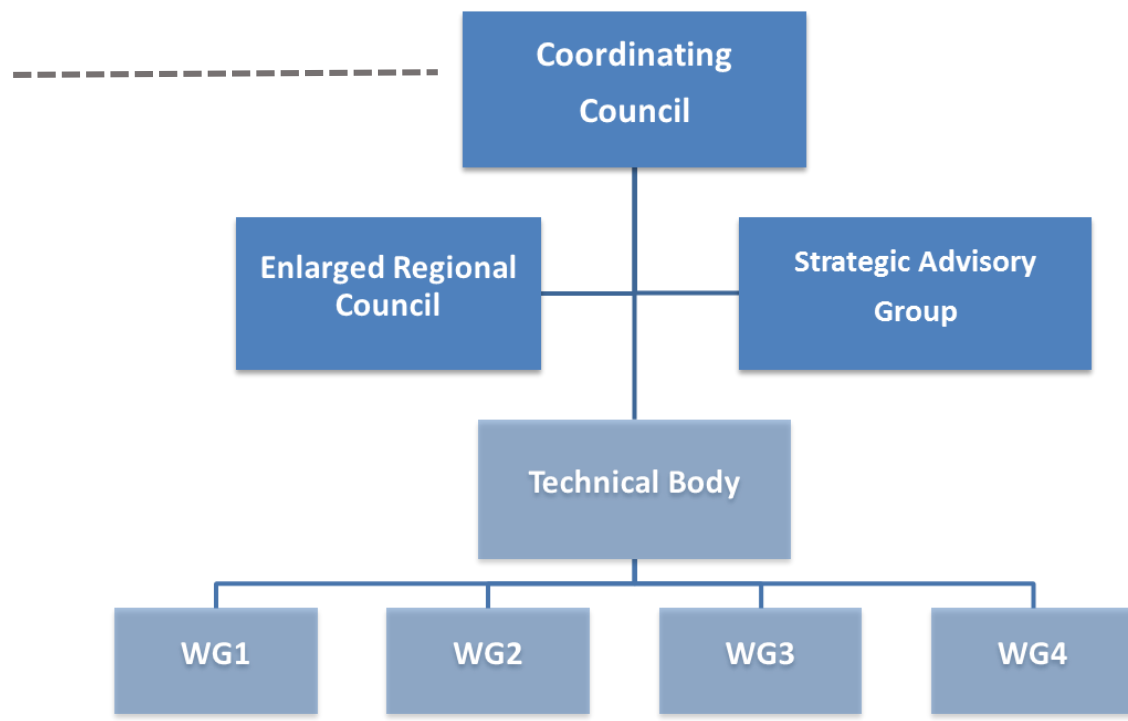


Centro RIS3: prioritites



Centro RIS3: governance

- Representative of the Universities of the region
- Representative of the Science and Technology Parks of the region
- Representative of the Polytechnic Institutes of the region
- Representative of the Incubators of the region
- Representative of the Transfer and Technology Units of the region
- Representative of the entrepreneurs of the region
- Representatives of the mayors of the region
- Representative of the PROVERE (Economic Valorisation of the Endogenous Resources Programme) of the region
- Representative of the export companies of the region
- Representative of the excellence SMEs of the region
- Representative of the business angels of the region
- Representative of the ADL (Local Development Associations) of the region
- Representative of the IPSS (Private Institutions of Social Solidarity) presents in the region
- Representative of the relevant clusters for the region
- President of ANI (the National Innovation Agency)
- President AdC (Agency for the Development and Cohesion)
- President of FCT (Science and Technology Foundation)
- Member of the Board of COMPETE (the National Operational Programme for the Competitiveness and Internationalisation)
- Regional Entity of Tourism of Centro
- President of Portugal Social Innovation Programme
- President of the UMVI (Mission Unit for the Valorisation of the Inner Regions of the country)
- Coordinator of the National Contact Points



Centro RIS3: the building process (working groups)

	WG1	WG2	WG3	WG4	Other meetings
2015	19/01/2015 46 participants 26/02/2015 34 participants	13/01/2015 51 participants 26/02/2015 46 participants 16/04/2015 31 participants	16/01/2015 36 participants 27/02/2015 32 participants	16/01/2015 51 participants 27/02/2015 80 participants (in 3 subgroups)	Kick-off meeting 07/01/2015 84 participants Joint meeting 30/04/2015 86 participants
2017	25/01/2017 45 participants	26/01/2017 38 participants	25/01/2017 25 participants	25/01/2017 35 participants	
2018	/WG3 (CE) 19/09/2018 21 participants	/WG4 (CE) 24/09/2018 30 participants	/WG1 (CE) 19/09/2018 21 participants	/WG2 (CE) 24/09/2018 30 participants	Joint meeting (CE) 10/12/2018 78 participants

Total of 1017 participants

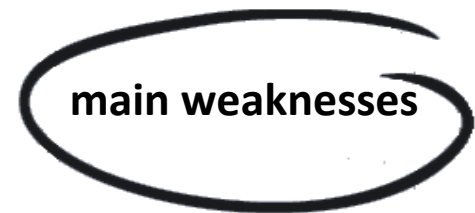
Skills for S3 policy makers

All stakeholders that are a part of the regional innovation system

Skills for the RIS3 technical body

➤ Responsible for coordinating the design, implementation and monitoring of smart specialisation strategies.

- Techno-economic analytical knowledge (framing questions, understanding and selecting evidence)
- Methodologies to promote participatory workshops (skills for networking, engaging stakeholders)
- Ability to process the different contributions and visions into a coherent strategic framework (top down approach)
- Ability to set a long term vision, translated into quantifiable goals
- Knowledge about the complete Innovation process and its dynamics
- Knowledge on funding sources and mechanisms (EU, National Regional / Financial, Fiscal, etc.)
- Knowledge about funding instruments and their legal framework (same scope)
- Ability to design new instruments and propose specific calls
- Knowledge on monitoring systems (development of conceptual model)
- Knowledge on data collection (methodologies and sources available, including ODSI)
- Knowledge on methodologies to develop taxonomy trees for RIS3 priorities
- Knowledge on development of information systems (mainly for quantitative data)
- Knowledge on qualitative data analysis
- Communication skills
- Knowledge on data presentation (visualization)
- Management and coordination skills
- Collaborative leadership skills
- Deep knowledge on the territory (strengths, weaknesses and potential)
- Identification of new opportunities and potential synergies with other regional S3s
- Expertise on combining different funding streams/instruments, namely ESIF&H2020 (Horizon Europe)



Skills for S3 policy makers

All stakeholders that are a part of the regional innovation system

Skills for the regional innovation ecosystem players (knowledge providers, companies, end users, etc)

- Responsible for being the promoters of the economic transformation of the region, by producing (scientific and technological) knowledge and promoting innovation, adding value to that knowledge by its incorporation in the economic and social activities
- Ability to participate in the process of designing the strategy
- Ability to understand the new concepts and dynamics of value chains (different from sectors)
- Knowledge about the complete Innovation process and its dynamics
- Knowledge about funding instruments available (programmes and initiatives at EU, national and regional level)
- Ability to provide recommendations on the instruments design
- Ability to provide recommendations on specific calls needed
- Ability to work collaboratively (at regional, national and international level)
- Ability to use innovative procurement
- Identification of new opportunities and potential synergies with other region's value chains



main weaknesses

In Centro RIS3, the participation of the stakeholders of the triple helix (we were not able to engage 'citizens' or their representatives) was very unbalanced: almost no end users, very few companies and mostly knowledge providers and interface entities

Skills for S3 policy makers

All stakeholders that are a part of the regional innovation system

As our productive system is mainly composed by micro and SMEs, we cannot expect to be able to engage them much more; therefore, interface entities play a crucial role

Specific skills for the RIS3 interface entities

- Responsible for bridging knowledge providers and those who may add value by using the science, technology, innovation produced (mainly companies).
- Scientific knowledge on the main priority domains and on the main providers
- Deep knowledge on the productive structure and the economic tissue
- Ability to translate the scientific language for business
- Ability to understand the companies' needs;
- Knowledge of the financing mechanisms and instruments available;
- Ability to promote joint collaboration between players
- Knowledge on the relevant networks (local, regional, national, international)
- Ability to represent regional stakeholders

1. Identification of the skills needed and mapping of the existing ones in the ecosystem

- Have we missed any important skill for the different phases and the different participants in the process?
 - ✓ Design, Implementation, Monitoring
 - ✓ RIS3 Technical body, other regional stakeholders
- How to efficiently identify and mobilise the existing skills within the ecosystem?
 - ✓ Those needed in the RIS3 technical body
 - ✓ Those important for the stakeholders to actively participate in the process

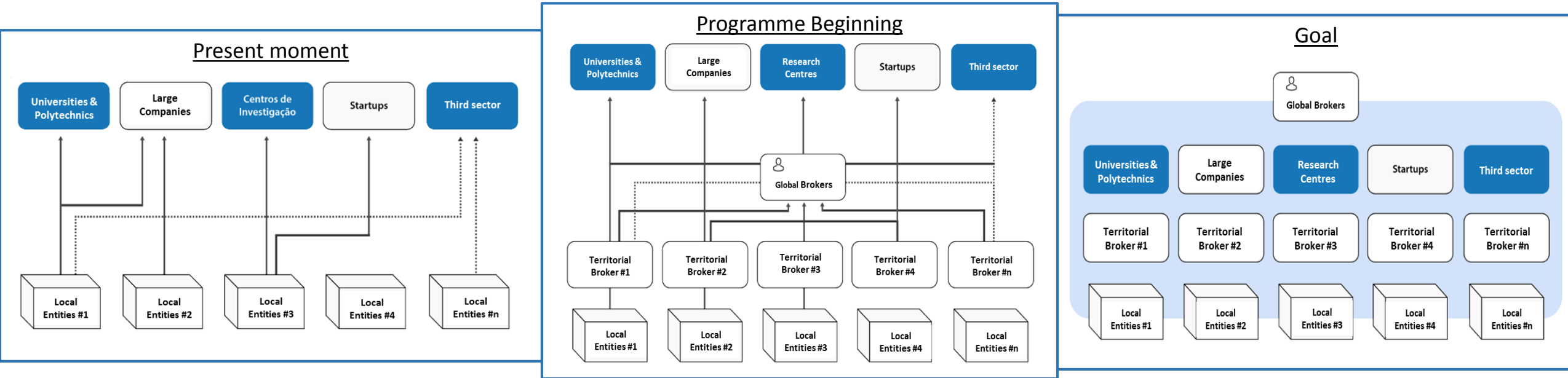
2. How to design a comprehensive system to develop the missing skills to allow a better integration of the regional economy in international value chains?

- An instrument (ESIF) to promote the internationalisation of interface entities (foreseen)
 - ✓ What should be included (what should it cover)? Who should it address specifically?
- Pilots within the Stairway to Excellence project (in preparation)
 - ✓ on Supporting mechanisms for capacity building in framework programme participation
 - ✓ on Research and Innovation Public Private Partnerships
- What else is there or could be designed to reach the goal?
 - ✓ An instrument (ESIF-Technical Assistance?) to fund capacity building of MA and/or RIS3 Coordinators?
An amount that could not be used for anything else (proposal for the next programming period)

3. How to improve the regional innovation ecosystem, given the majority of micro and SMEs and given the territorial disparity in Centro?

- A regional network of territorial innovation brokers (conceptual model developed)
 - ✓ Mostly oriented to low performance innovation territories, with poor access to resources, talent, knowledge and global networks
 - ✓ This network is supposed to strengthen the endogenous innovation capacity: agents from the low performance innovation territories (Territorial Brokers – as municipalities or development agencies) will collaborate with agents from more innovative areas (Global Brokers – as interface and technological transfer entities)
 - ✓ This collaboration will aim to promote innovation in RIS3 key areas and provide innovation competences to the local agents, supporting them in the identification of opportunities and of territory valorisation challenges.

Regional network of territorial brokers (conceptual model developed)



How to operationalise it?

Thank you for your attention

Perugia, 21 May 2019

Teresa Jorge