Kuyavia and Pomerania towards RIS3 strategy

Faro, 4-5 July 2013
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Marta Dolecka
Your expectations from the Peer-Review Workshop

- Comparing methodology of defining SS with other regions
- Obtaining knowledge about the algorithm of developing and implementing SS
- Looking for interregional cooperation in terms of smart specialisation (e.g., health tourism)

- Wide scope of public hearing
- Industrial region with high potential in agriculture with magnificent cultural heritage and environment (unique values of health recovery utilities)
Questions you would like peers to discuss

• Identification and monitoring of smart specialisation related to the implementation issues
• Issue of public intervention – directions, mechanisms, forms
• Roadmaps, action plans of implementation

➤ How to implement SS with help of structural funds? In what initiatives should selfgovernment invest public money?
➤ Who should be supported? What kind of companies, projects? Large with high innovation potential or SME’s with lower potential? Large system projects or small individual but innovative ones? How to support through cluster initiatives? If? Only?
Phase I
RIS 2001
• Lisbon Strategy
• First Economic Forum – 2000
• First RIS in Poland till 2003

Phase II
RIS 2005
• Proinnovative system of Kuyavia-Pomerania – research project financed by ministry of science
• KUJPOMRIS – innovative project financed by 6th Framework research programme - one of the 5 out of 37 best scored by IRE projects

Phase III since 2009
Research projects financed by European Social Fund
Actualisation process od RIS 2005

RIS project 2013
Smart Specialisation Annex
Introduction of your region’s work on research and innovation

• Regional/national level both have RIS3 under construction, cooperation through workshops and bilateral meetings
• Regional/national cooperation is not sufficient, lack of coordinating body between those levels
• Initiative of Kujawsko-Pomorskie to create Regional Smart Specialisation Forum as a partner for national institutions with representatives of all Polish regions
Governance

- Marshal’s Office as selfgovermental body coordinates the RIS3 design process in our region
- Marshal’s Office - decision maker
- *quadruple helix* collaboration – administration + science + business + society + education
  social and economic **partners** such as:
  - Economic Council as the assembly of business milieu institutions
  - Rector Magnificus Board – key private and public universities
  - Regional Innovation Council – advisory body for Marshal
  - Expert councils – experts in relevant fields of science, economy, administration
- **Cooperation:** meeting, workshops, annual innovation forum, declarations, lists of intent, agreements, e.g. Declaration with key universities and institutions of business surrounding, Agreements with Economic council, List of intent with Statistical Office
- Participatory model – public hearing, wide consultation with regional innovation system participants
- Partners role: advisory, controlling, monitoring, expert, implementation of components
RSI WK-P preparatory process (Regional Innovation Strategy)

• Strategy has been developed with participation of all key players of regional innovation system of Kujawsko-Pomorskie Voivodship (process focused on ensuring participation and ownership, performed in the period: April – October 2012 r.).

• Number of basic documents were prepared, e.g.:
  – The analysis of the regional context and potential for innovation,
  – SWOT,
  – Evaluation of former RIS.

• Strategy takes into account current guidance and indications of European Commission on preparation, design and implementation of a regional research and innovation strategy for smart specialisation (methodology RIS 3).

• Strategy is focused on smart specialisation for regional research and innovation development.
Meetings with advisory boards - 10
Desk research
Individual in-depth interviews - 25
Focus group interview
– 5 interviews – 37 per. (entrepreneurs, scientists, other institutions representatives)
In-depth research – 3 researches
Case studies – 12 innovative companies
CATI research - 50 phone interviews with IOB + 300 with companies
Expert panel – 14 experts
Project presentations for different backgrounds - over 30 presentations
Expert groups – foresight - 122 experts, 250 informed, 4 groups, 4 phases
Delphi research – 2 rounds for 1085 people or institutions
Questionnaire survey – SWOT – 2870 people
Inner consultations with the board of region, departaments, editorial team – 20 meetings
Public hearing – over 40 meetings, over 2000 people, 100 people on CAWI form
Strengths identified for the means of strategic planning

**Education**
- Developed network of schools, including vocational schools
- High potential in the area of higher education
- Emphasis given to education of young people
- Initiative to develop innovative education based on Astrobaza projects
- Measures aimed to ensure digitalisation of education

**Science**
- Considerable potential of universities
- Scientific specialisation in astronomy recognised in the country and worldwide
- Considerable development of university potential under ROP projects
- Initiative aimed at building laboratories for the industry
- Projects under the programme: technological voucher

**Economy**
- Well-developed industry
- Strong health resorts sector
- Highly competitive large enterprises
- Relatively high percentage of innovative and New products in the offer of major companies
- Strong industries: ford, chemical, mechanical production, metal, plastics and automation
- Developed business milieu institutions and financial institutions
Main obstacles identified for the means of strategic planning

**Education**
- Lack of systemic cooperation between education and the industry as well as secondary schools, universities and enterprises
- Low percentage of persons with university background, in particular in the area of science and engineering
- Vocational training not adapted to the needs of innovative economy
- Young people migrating outside the region

**Science**
- Low expenditure for R&D activities
- Poor connections between science and the economy
- The research infrastructure not adapted to the needs of the regional industry
- Small number of implementations, patents and licences
- Poor identification of the region with highly advanced science

**Economy**
- Low level of innovations, in particular in SME
- Low expenditure of companies for R&D activities
- Poor connection between economy and science
- Lack of strong network connections
- Lack of true and durable system for supporting technology transfer processes and development of innovations
- Lack of staffs familiar with R&D activities
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<td>Use of support within the new perspective for EU structural funds to support</td>
<td>Diminished level of financing for R&amp;D activities under the national budget</td>
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<td>innovations</td>
<td>Preserving individual approach among entrepreneurs and related reluctance to cooperate</td>
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<td>Use of rules and solutions of public &amp; private partnership to support and</td>
<td>Increasing bureaucracy and emergence of new strenuous legal &amp; administrative barriers</td>
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<td>develop innovations in the region</td>
<td>The impact of negative consequences of the global economic crisis in view of market globalisation</td>
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<td>Increase in non-budgetary financing oriented on research &amp; development</td>
<td>Lesser aid funds intended for supporting innovations</td>
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<td>activities</td>
<td>Increased activity of other regions, including regions in as regards the development of</td>
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<td></td>
<td>innovations (growing competition between regions)</td>
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<td>Attracting external investors to invest in the region</td>
<td>The region’s economy dependant on intellectual property assets from outside of the region</td>
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<td>Region’s development focusing on chosen industries / sectors of economy (</td>
<td>Development of innovations slowed down due to a shortage of or limited financial support under</td>
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<td>capitalising on regional specialisations)</td>
<td>public funds</td>
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<td>Development of technologies ensuring greater accessibility of Internet with</td>
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<td>enhanced throughput</td>
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<td>Development of e-learning programmes</td>
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<td>Development of e-administration in the country, including in the Kujawsko-</td>
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<td>Pomorskie region</td>
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<td>Positive effects of promotion of entrepreneurship and innovation-oriented</td>
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<td>attitudes in the region, especially among school and university graduates –</td>
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<td>young people</td>
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Looking beyond your region’s boundaries

• Does your analysis take into account the external context, national/international? How?
  – Only among regions within country for the need of diagnosis

• Have you assessed your region’s work on Research and Innovation *vis-à-vis* other regions?
  – Border regions with similar SS and economical character – project for Polish Roadmap of Research Investments – EcoFoodMed – regions of north-east Poland – interregional agenda
  – Regional Forum for Smart Specialisation – Kujawsko-Pomorskie – initiator and leader, coordinator
  – Cooperation with Navarra – strategic model of Moderna – good practice
EU Member States’ innovation performance

2012

MODERATE INNOVATORS
INNOVATION FOLLOWERS
INNOVATION LEADERS

BG RO LV PL LT MT HU SK EL CZ PT ES IT EE CY SI EU FR IE AT UK BE LU NL FI DK DE SE
Tablica wyników innowacyjności regionów w 2012 r.
Looking at entrepreneurial dynamics

- Economic Council – most active, leading partner in designing RIS
- Identified leaders in business for each SS with network of cooperants, large companies and SME’s
- Large innovative leaders – advisory experts for Mashal – responsibility of developments, e.g.
  - PESA SA Bydgoszcz and other automotive companies,
  - Apator SA – industrial automation,
  - TZMO SA – medical engineering, biotechnology, cosmetology,
- Pilot projects in ROP – cluster, cooperation initiatives, networks in SS areas
Looking at entrepreneurial dynamics

- **Main bottlenecks:**
  - lack of confidence/trust between entrepreneurs and science/administration,
  - lack of communication and cooperation among companies and universities,
  - Entrepreneurs are not interested in strategic planning for 7-10 years, they consider actions for short-time planning
  - Problem of risk in investments

- **How to deal with it?**
  - Strengthening communication channels
  - Strengthening business milieu institutions
  - Pilot project, good practises e.g. research voucher for companies
Main objectives of RIS3

General RIS WK-P structure (the main objective, vision and strategic goals)

• Strategy intervention concentrates on three related thematic fields: (1) education, (2) science, (3) economy.
• Strategy accounts for digitalisation (Digital Envelope)
Your priorities

RIS WK-P goals scheme (operational goals)

Main objective

Dynamic growth of innovation

Strategic goals

Innovative and creative attitudes formed
Science sector established as the base of innovative economy
Regional economy developed as knowledge-based system

Operational goals

Innovative education development
Development of research as the background for regional innovation economy
Development of innovative companies and networking
Development of advanced scientific research
Strengthening of impact of business environment institutions

Digital chapter

Economy based on general access to new generation Internet

Development of Internet infrastructure
Development of innovative, ICT-based economy

Shaping pro-innovative social attitudes and promoting RSI WK-P
<table>
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<tr>
<th>Intervention area</th>
<th>Strategic goals</th>
<th>Operational goals/ measure</th>
<th>Strategic goal I</th>
<th>Innovation education development</th>
</tr>
</thead>
</table>
| Education        | Innovative and creative attitudes formed | Operation goal I.1. | Measures: | 1. Implementation of innovative education form primary school to maturity exam  
|                  |                | Development of R&D specialists for innovative economy | Measures: | 2. Implementation of innovative education in vocational and technical schools |
| Science          | Science sector established as the base of innovative economy | Operation goal II.1. | Measures: | 1. Increase of number of graduates in technical sciences  
|                  |                | Development of research as the background for regional innovation economy | Measures: | 2. Implementation of internships programmes  
|                  |                | Development of advanced scientific research | Measures: | 3. Education of R&D specialists for innovative companies |
| Economy          | Regional economy developed as knowledge-based system | Operation goal III.1. | Measures: | 1. Establishing R&D infrastructure servicing companies  
|                  |                | Development of impact of business environment institutions | Measures: | 2. Implementation of system cooperation between research institutions and companies  
|                  |                | Development of innovative companies and networking | Measures: | 3. Modelling of regional specialisation in the area of advanced scientific research |
| Digital chapter  | Economy based on general access to new generation Internet | Operation goal 1. | Measures: | 1. Development of companies innovation by R&D activity  
|                  |                | Development of innovative, ICT based economy | Measures: | 2. Development of innovation of micro and small size companies  
|                  |                | Development of the Internet infrastructure | Measures: | 3. Creation of regional and global networks  
|                  |                | Development of innovative, ICT based economy | Measures: | 4. Development of innovative public administration  
|                  |                | Development of the Internet infrastructure | Measures: | 1. Implementation of next generation internet infrastructure  
|                  |                | Development of innovative, ICT based economy | Measures: | 1. Research on ICT and advanced information applications |
Main objectives of RIS3 – results to achieve

- Developed, modern and flexibly adapting to the needs of the environment education system, comprising all education levels, effectively motivating innovation-oriented social attitudes
- **Science** providing an effective background for innovative regional economy, in particular in the area of its specialisations
- Region of highly advanced research
- **Innovative economy** based on network connections, based on knowledge and commonly capitalising on the effects of digitalisation
SMART specialisation – approach in selection of regional specialisations

- Concentration of intervention on selected thematic fields.
- Support of development of regional economy spheres looked upon as the most promising.
- The highest „investment return” areas: general economic development, rise of inflows from exports, development of innovation processes (R+D – economy system), social impact, regional development, rise of region competitiveness.
- Sustainable development in the areas of Smart Specialisation.
- Mini (regional scale) economic systems – big business and SMEs sector, regional based, R&D development, education, services, engagement of sub-regions.

**Selection process**
SMART specialisations of the region – „opening” list for RIS WK-P 2014-2020

| The best available food – processing, fertilizers and packaging |
| Medicine, medical services and health tourism |
| Automotive, technical transportation means, industrial automation |
| Tools, molds and plastic products |
| Information processing, multimedia, programming, ICT services |
| Bio-intelligent specialisation – natural potential, environment, energy sector |
| Transportation, logistics and trade – water and overland trails |
| Cultural heritage, arts, cultural and creative industries |
Measuring progress

The monitoring system constitutes an integral part of the architecture forming the mechanism for the Strategy’s implementation. It is assumed that monitoring activities (measurement of indicators) shall be undertaken in the following form:

On a current basis:

• with regard to projects – the study shall be correlated with project reporting (study of the performance of indicators regarding a particular project)

On a cyclical basis:

• in case of measures under the Strategy – always upon completion of the Strategy’s Work Plan,
• in case of strategic objectives and operational objectives – in cycles according to the availability of public statistics data.
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<tr>
<th>Area</th>
<th>Operational objective 1</th>
<th>Operational objective indicators</th>
<th>Method of indicator’s presentation</th>
<th>Target value</th>
<th>Source of data</th>
<th>Operational objective 2</th>
<th>Operational objective indicators</th>
<th>Method of indicator’s presentation</th>
<th>Target value</th>
<th>Source of data</th>
<th>Indicators of strategic objective</th>
<th>Target value</th>
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<tr>
<td>I. Education</td>
<td>OO I.1 Development of innovative economy</td>
<td>Average result of lower-secondary education examination (mathematics &amp; science)</td>
<td>Central Examination Board</td>
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<td>OO I.2 Development of training for innovation economy</td>
<td>Percentage of students of science and engineering faculties</td>
<td>Central Examination Board</td>
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<td>Achieving high level of innovative and innovative activities motivated among the region’s population</td>
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<td>Pass rate for maturity examination (for graduates in the year of the examination)</td>
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<td>Number of students per 10,000 inhabitants</td>
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<td>II. Science</td>
<td>OO II.1 Development of science &amp; research potential</td>
<td>Number of awarded patents, per 1,000 population</td>
<td>High Statistical Office Local Data Bank</td>
<td></td>
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<td>OO II.2 Development of highly advanced research</td>
<td>Average number of graduates in terms of effectiveness per research unit in the region</td>
<td>High Statistical Office Local Data Bank</td>
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<td>Achieving high level of science motivated as a background for innovative economy</td>
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<td>Current budgetary expenditure for R&amp;D per individual</td>
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<td>Number of patents per 10,000 inhabitants</td>
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<td>Employment in R&amp;D per 10,000 inhabitants</td>
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<td>Capital of loan funds and guarantees, total per 1 non-financial enterprise</td>
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<td>Number of units with R&amp;D activities per 1,000 businesses</td>
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<td>Research project in Poland (according to the indicator’s value)</td>
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<td>Number of R&amp;D in the sector of enterprises per 1 individual</td>
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<td>Research project in Poland (according to the indicator’s value)</td>
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<td></td>
<td>Percentage of small and medium industrial enterprises 20%</td>
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<td>Research project in Poland (according to the indicator’s value)</td>
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<td>III. Economy</td>
<td>OO III.1 Development of innovation and network connections in enterprises</td>
<td>Exportation of R&amp;D in Poland (according to the indicator’s value)</td>
<td>Main Statistical Office Local Data Bank</td>
<td></td>
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<td>OO III.2 Strengthening the impact of the network of business entities</td>
<td>Number of enterprises per 1 million inhabitants</td>
<td>Main Statistical Office Local Data Bank</td>
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<td>Achieving high level of innovation support per 1 million inhabitants</td>
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<td>Percentage of enterprises in the area of innovation vs. total number of enterprises</td>
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<td>Change of loan funds and guarantees, total per 1 non-financial enterprise</td>
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<td>Share of net income from the sale of innovative products on the market in net income from sales</td>
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<td>Change of loan funds and guarantees, total per 1 non-financial enterprise</td>
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<td>Expenditure for innovative activities (R&amp;D, purchase of knowledge and software) per 1 entity in national economy</td>
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<td>Change of loan funds and guarantees, total per 1 non-financial enterprise</td>
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<td>Basing points in Poland (according to the indicator’s value)</td>
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<td>Change of loan funds and guarantees, total per 1 non-financial enterprise</td>
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<tr>
<td>Digital envelope</td>
<td>Objective 1 Development of internet infrastructure</td>
<td>Percentage of households with Internet access of at least 30 Mbps</td>
<td>100%</td>
<td></td>
<td>Own data</td>
<td>Objective 2 Development of innovation-oriented economy</td>
<td>Percentage of higher secondary schools equipped with complete online education systems</td>
<td>Central Examination Board</td>
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<td>Percentage of households with Internet access of at least 100 Mbps</td>
<td>30%</td>
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<td>Own data</td>
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<td>Percentage of enterprises with internet</td>
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<td>Percentage of households with Internet access of at least 100 Mbps</td>
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<td>Own data</td>
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<td>Percentage of enterprises with internet</td>
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Primary objective: Kujawsko-Pomorskie ranking among top 5 regions in Poland
Indicator: Average value of 3 strategic objective indicators: no more than 5
Digital growth priorities

• RIS includes Digital Envelope chapter but the action will be mostly coordinated on the national level in Poland.

• The task of a digital envelope, comprising an integral part of the Strategy, is to define the direction of development in the area of expansion of new-generation Internet network and the development of new methods of data processing, common use of network applications in economy and stimulating demand for new digital services.

• At present, apart from commercial networks, in the region operates Kujawsko-Pomorska Sieć Informacyjna Sp. z o.o. (KPSI), established in October 2002 with Kujawsko-Pomorskie Voivodeship as the sole shareholder.
Digital growth priorities

Needs relating to the implementation of the Digital Agenda assumptions

- Need for significant development of new-generation Internet
- Need for the development of new information technologies
- Need to build digital economy based on ultra-fast Internet

- Strong educational and research base in the area of IT and programming
- A large number of IT companies concentrated in one sub-region
- Implementation of e-education projects

Digital envelope

Objective 1 „Digital Envelope”
Development of Internet infrastructure
Measures:
1. Implementing next-generation Internet

Objective 2 „Digital Envelope”
Development of innovative digital economy
Measures:
1. Research in IT and highly advanced information applications

Economy based on common access to ultra-fast Internet:
- 100% households with access to Internet of 30 Mbps + 50% up to 100 Mbps
- Studies in the area of ITC
The structure of Regional Innovation Strategy for Kujawsko-Pomorskie Voivodeship in years 2014-2020

Diagnosis of situation

Key problems
- Lack of systemic cooperation between education and the industry as well as secondary school students and enterprises
- Low percentage of persons with innovation background, in particular in the area of science and engineering
- Vocational training not adapted to the needs of innovative economy
- Young people migrating outside the region

Strengths
- Developed network of schools, including vocational schools
- High potential in the area of higher education
- Initiative to develop innovative education based on Adaptive projects
- Measures aimed to ensure digitalisation of education
- Considerable potential of universities
- Scientific specialisation in economy recognised in the country and worldwide
- Considerable development of university potential under R&D projects
- Initiative aimed at building laboratories for the industry
- Projects under the programme: technological voucher
- Well-developed industry
- Strong health sector
- Highly competitive large enterprises
- Sustained high percentage of innovative and new products in the offer of major companies
- Strong industry: food, chemicals, mechanical production, metal, plastics and automation
- Developed business milieu institutions and financial institutions

Needs relating to the implementation of the Digital Agenda assumptions
- Need for significant development of next-generation internet
- Need for the development of new information technologies
- Need to build the digital economy based on ultra-fast Internet
- Strong educational and research basis in the area of IT and programming
- A large number of IT companies concentrated in one sub-region
- Implementation of e-education processes

Regional Innovation Strategy

Innovation-oriented measures - operational objectives

OO I. Development of innovative education
- Development of training of staff for innovative economy
- Motivating innovative and inventive attitudes among the region’s population

OO II. Development of scientific and research potential for innovative economy
- Development of highly advanced research
- Motivating science as a background for innovative economy

OO III. Development of innovations and network connections in enterprises
- Strengthening the impact of the network of business milieu institutions
- Motivating regional economy based on knowledge and innovations

Smart specialisations
- Top quality safe food - processing, fattening, packaging
- Medicines, medical services, health tourism
- Automobiles industry, transport and automation
- Tools, moulding tools, plastic products
- Information processing, multimedia, programming, IT services
- Bio Intelligent specialisation - nature tourism, environment, power engineering
- Transport, logistics, trade - water and land routes
- Cultural heritage, arts, creative industries

Kujawsko-Pomorskie ranking among the top 5 regions in Poland

Digital envelope

OO 1. Development of internet infrastructure
- 100% households with access to Internet of 33 Mbit/s + 60% up to 100 Mbit/s
- Studies in the area of IT

OO 2. Development of innovative digital economy
- Primary objective: Rapid increase in the region’s innovations

Result
- Developed modern and flexible systems to the needs of the environment education system, ensuring all education levels attractively motivating innovation-oriented social attitudes
- Science growing, attracting investments and innovation in the regional economy in particular in the area of its specialisations
- Region of highly advanced research
- Important economy based on network connections, based on knowledge and community benefiting from the effects of digitalisation
Implementation and budget

- Multi-governance model
- Kujawsko-Pomorska Innovation Agency – Chief implementation body, an internal entity of Mashal’s Office delegated with operational tasks relating to the implementation of the Strategy
- Phase of institutional construction – in statu nascendi
- KPAI – advisory and coordinating body with network of implementation institutions responsible for components of operational objectives e.g. economy – Economical Council
- Integration of funds – loan and guarantee, sectoral funding
- Research and Implementation Fund, Cooperative Relationships (clusters) Fund
RIS evaluation component:
- The main implementation unit will secure the evaluation component
- Evaluation:
  - On-going
  - Strategic

RIS implementation system:
- The main RSI WK-P implementation unit – K-P Innovation Agency
- Functions:
  - Implementation
  - Monitoring
  - Evaluation
Framework implementation schedule of RIS W-KP 2014-2020 including monitoring and evaluation processes

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- Action Plan for the transitional period
- Action Plan for the transitional period (new Strategy development)

Monitoring and evaluation (linked with the Strategy implementation path):

<table>
<thead>
<tr>
<th>Year</th>
<th>Monitoring</th>
<th>Evaluation</th>
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<tbody>
<tr>
<td>2013</td>
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## Implementation and budget

<table>
<thead>
<tr>
<th>No.</th>
<th>Sources of financing RIS K-PV</th>
<th>% share</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Aid funds held by the region</td>
<td>40</td>
</tr>
<tr>
<td>2.</td>
<td>Private funds</td>
<td>25</td>
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<tr>
<td>3.</td>
<td>Budget of Kujawsko-Pomorskie region</td>
<td>10</td>
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<tr>
<td>4.</td>
<td>Aid funds of the Government</td>
<td>10</td>
</tr>
<tr>
<td>5.</td>
<td>State budget</td>
<td>12</td>
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<tr>
<td>6.</td>
<td>Other funds</td>
<td>3</td>
</tr>
</tbody>
</table>
The implementation of RIS K-PV shall be financed with a range of instruments, which can be divided into two general categories:

- Non-returnable
- Returnable – addressed mainly to entrepreneurs, which shall include loans, guarantees and additional capital (e.g. in the form of shares in newly established companies).

Initially the level of expenses for the accomplishment of objectives / measures of the Strategy is estimated at the amount of approx. PLN 4.3 billion.
Summary and next steps

Next steps

• Integrated capacity building. RIS implementation
• Identifying Kujawsko-Pomorski Research Area in cooperation with universities for territorial contract with Government
• Developing Polish Roadmap for Research Investments projects
• Integrating networks of science and business
Summary and next steps

Politicians approach

• Regional politicians highly aware of the process and very engaged in the process

• National government still lack procedures and guidelines for regional level, not sufficient actions

• Regional Forum for SS – Kujawsko-Pomorskie initiative for integration of regional approaches towards SS, space of dialogue with national level

• Need for concrete procedures to implement SS!
Questions you would like peers to discuss

- What is a practice or an experience of your regions in next steps after identification of RIS3 priorities comparing to our efforts?
  
  What after the process of identification? What is the next step? Implementation of SS – what procedures to adapt? Will there be any from EC?

- How to prepare (sustainable) long perspective RIS3 for 7-10 years?
  
  What about long term documents?

- How to maintain consistency between ROP and RIS?

- SS – regional or national level coordination?
Questions you would like peers to discuss

- Where is the flexibility of smat specialisation?

- Will regions/countries be able to support sectors that are not part of SS?

  What about initiatives that we don’t expect but are innovative?

- What is your experience regarding to instruments, selection of beneficiaries and project criteria in Regional Operational Programmes which is based on RIS3 strategy?

  How to support beneficiaries, which beneficiaries?
  Apply preference criteria for SS in ROP calls or not?
  Prefer SME’s or large innovative companies – leaders?