

Advancing the Pomorskie RIS3 Multi-Level Implementation Scheme



Photo: Jagoda Bulik

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LIST OF ABBREVIATIONS

BOS	Business Support Organisations
DED	Department of Economic Development of Marshal Office of the Pomorskie Voivodeship
DRP	Department of Regional Programmes
EIAH	European Investment Advisory Hub
EU COM	European Commission
ICT	Information and communications technology
MIG	Maritime Institute in Gdańsk
NCP	National Contact Point
NCRD	National Centre for Research and Development in Poland
NGOs	Non-governmental organizations
OP KED	Operational Programme "Knowledge Education Development"
OP SG	Operational Programme "Smart Growth"
PCP	Pomorskie Creativity Port
PRDS	Pomorskie Regional Development Strategy
PSME	Pomorskie System of Monitoring and Evaluation
PSS	Pomorskie Smart Specialisations
R&D	Research and Development
RIS3	Research and Innovation Strategy for Smart Specialisation
ROP PR	Regional Operational Programme for the Pomorskie Region
RSP (s)	Regional Strategic Programme (s)
SME	Small and medium-sized enterprises
SPUE	"Pomorskie in the European Union" Association

1. Introduction

This paper presents a proposal of the multi-level implementation scheme dedicated to enhancement of the Blue Growth actors performance in the RIS3 processes in Pomorskie Region. The proposal was prepared under the frames of the Smart Blue Regions project (SBR, <https://www.submariner-network.eu/projects/smartblueregions>). It builds on the functional review analysis carried out in the course of the SBR project in 2016, where the current implementation scheme was presented as well as on the findings from the evaluation of the Pomorskie RIS3/PSSs done by external experts in 2017; it also takes into account experience gathered by the member of the PSS1 Council. The aim of the proposed scheme is to assist the Pomorskie regional authority in further implementation of the smart specialisation concept for the benefit of the Blue Growth sectors in the region that are considered as a competitive advantage of this region against all other Polish regions.



Photo: Jagoda Bulik

This advantage has been acknowledged by the regional self-administration and the first Pomorskie Smart Specialisation (PSS1) - so called blue specialisation – is 'Offshore, Port and Logistics Technologies' dedicated to the Blue Growth. Its objective is to gradually strengthen international competitiveness and accelerate the growth of maritime economy sector enterprises by carrying out R&D works and developing innovative products, services and technologies in the field of environmentally sound exploration and exploitation of marine resources. 104 entities



are members of the PSS1 partnership (as of April 2018, <https://drg.pomorskie.eu/jak-przystapic-do-porozumienia->). PSS1 scope covers:

- Universal solutions for the exploitation of marine resources;
- Vehicles and vessels to be used in the marine and coastal environment;
- Equipment, techniques and systems for monitoring and cleaning the marine environment;
- Innovative ways and technologies for utilizing unique natural compounds from marine organisms;
- Technologies, equipment and processes aimed at improving the safety and efficiency of transport and logistics services in ports as well as their hinterlands and forelands.

Given the specificity of the RIS3 implementation in the region, the scheme of its implementation is applicable to all PSSs regardless their topic/scope. Therefore, it is important to keep in mind that current implementation system as well as the proposal of the modified system presented in this paper are universal for all PSS. However, authors of this report are of the opinion that if implemented according to given recommendations and proposed solution, the modified system will strengthen performance of the Blue Growth sectors' stakeholders and raise their international competitiveness.

According to Szultka and Dzierzanowski (<https://pomorskie.eu/web/departament-rozwoju-gospodarczego/-/konferencja-inteligentne-specjalizacje-co-dalej-21-04-2016>) the strategic goal of the smart specialisations policy is to find attractive areas / directions for investing public and private funds in the field of research, development and innovation (R&D&I) in order to enter new market niches and create globally competitive specialisations of the future (development engines) - both new and continuing previous. This is to be achieved through: strategic prioritization (defining of specialisation); good quality research and innovation projects (mainly from business sector but also from the research field); key and horizontal projects (in the field of R&D infrastructure, education, specialist support, etc.); investment in development of ecosystems.

The key question concerning the smart specialisation policy as introduced in EU regional governance system is actually the ownership of the process: is regional self-government administration the owner or are the entities gathered around (in) smart specialisation? Having in mind that the regional self-administration is obliged to define/ select smart specialisations and implement RIS3 strategy this entity is considered as the owner of the process. As a result, there are high expectations put on the regional self-administration as well as obligations (including financial burdens etc.) in the implementation process.

2. Description of the current implementation system (status of June 2018)

Regional Strategic Programme “Pomorskie Creativity Port” is considered as the Pomorskie RIS3 document. The Programme is one of six Strategic Programmes accompanying Pomorskie Regional Development Strategy (PRDS) (Figure 1.). At this point it is important to note that such a complex set-up of RIS3 as adopted in Pomorskie region causes certain inflexibility of the RIS3 implementation process: change in one document entails the necessity of changes everywhere. This is however ‘a feature’ that could be attributed to the whole smart specialisation strategy in which main financial measure remains regional operational programmes which revision require adoption by the EU COM.

Governance structure of the PRDS is presented in Figure 1. There is no separate structure dedicated to the RIS3/PSS - Department of Economic Development of Marshal Office of the Pomorskie Voivodeship (DED) is responsible for the operational implementation of RIS3 process. It is important to note that even though the agreements on PSS (described below) engage large number of stakeholders, they do not have direct relations towards the governance of the PRDS: neither the PSS Councils nor the agreements' signatories are directly mentioned in the RDPS management (implementation) structure.



Figure 1. PRDS implementation tools and their interrelations.

Source: MIG own elaboration based on [1]



The process of identifying smart specialisations of the Pomorskie region is carried out in six steps [2]. The procedure presented below (steps 1-6) will be run by the Pomeranian Voivodeship Board periodically starting from 2013. Therefore it is expected that the procedure will start again at the turn of 2018 and 2019. It is still not known whether there will be a call for proposal for new specialisations or the current ones will be maintained.

Step 1 - reviewing and updating analyses concerning the region's economic profile to specify its characteristic (endogenous) resources, advantages, development barriers, and economic activity areas with high growth potential.

Step 2 - inviting partners that identify themselves with the development of above-mentioned economic activity areas to present initial proposals of smart specialisations and actions aimed at strengthening their R&D potential and improving the region's competitive position in the call for proposals (I stage of the Call for Proposals).

Step 3 - presenting the submitted initial concepts and reviewing (analyzing) them with the involvement of the Selection Board that included experts with international business experience and Polish roots. Partners also presented their concepts to each other in the formula of public hearing. They were thus encouraged to join forces in similar R&D areas.

Step 4 - inviting Partnerships preparing initial applications to present final concepts of smart specialisations (II stage of the Call for Proposals).

Step 5 - negotiations of the Board of Pomorskie Voivodeship with Partnerships on the final shape and scope of specialisation.

Step 6 – signing Agreements on Pomorskie Smart Specialisations between Partnerships and the Board of Pomorskie Voivodeship for each selected PSS. The agreement is signed for a period of no longer than 3 years, with an option to further extend their period of validity. As the agreements were signed in 2016, it is expected that the above presented procedure will start again at the turn of 2018 and 2019. It is still not known whether there will be a call for proposal for new specialisations or the current ones will be maintained.

Initiated in 2013 the competition-based mode of the PSSs' identification and selection employed in Pomorskie launched a very active entrepreneurial discovery process engaging various partners from the region, representing business, science, business support institutions and non-governmental organisations. In total, 434 entities were involved in the process (including 292 enterprises, 43 schools and universities, 38 business environment institutions, 12 communes and municipal associations, 6 hospitals and numerous non-governmental organizations). As a result four PSSs have

been selected. The agreements on each of the PSS between the Marshall of Pomorskie Region and PSS partnership was signed in January 2016.

Each PSS partnership is represented by the Council consisting of 10 representatives of the partnership (6 from business, 4 from R&D and intermediary bodies). The power of the Council include, among others specified in the agreement as well as in the regulations of the Council, requesting a revision of the agreement upon initiative of the partnership, to include new members of the partnership (upon their request), proposing horizontal initiatives that have to be agreed with the Marshal (President of the Region). A scheme of PSS organization in Pomorskie presented at figure 2 looks quite simple, but in fact its operational implementation is quite complex due to detailed provisions of the agreement and regulations.

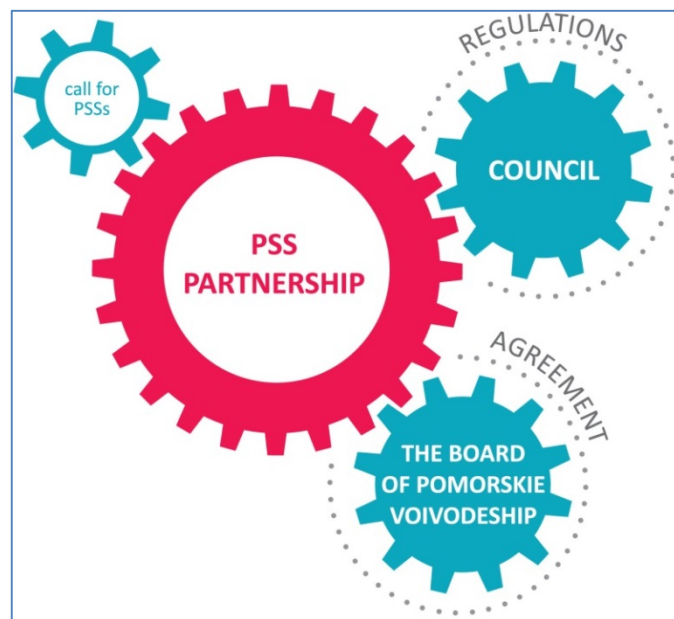


Figure 2. Current PSS operational scheme

Source: MIG own elaboration

According to regulations, the Council has to prepare evaluation of the agreement realization and to propose recommendations for the potential prolongation of the agreement at least half a year before the agreement termination. Other important formal tasks of the Council are:

- meeting at least once per 6 months,
- yearly review and verification of the horizontal projects,
- convening a general assembly of the partnership at least once in 12 months,
- reporting to the partnership on the Council performance in the period between assemblies.



PSS ecosystem as defined by DED takes into account cooperation and contribution of several institutions crucial in the RIS3 implementation process (Table 1) is built of the following elements:

Knowledge and Mentoring

- market analyses, including analyses of the needs of the labour market, economic trends, prospective directions of development (in co-operation with the OECD)
- expert support in facilitating the activity of PSSs
- specialist advisory services provided by business environment institutions
- dedicated analyses and models facilitating internationalisation of companies entering foreign markets (prepared in co-operation with the European Commission)
- participation in domestic and international platforms for co-operation, e.g. S3
- use of the potential of national and regional key clusters and innovative Pomeranian companies
- meetings of PSS Councils

Financing

- dedicated actions and point preferences for PSSs under structural funds
- regional (subsidised and non-subsidised) funds under:
 - Regional Operational Programme for the Pomorskie Voivodeship for the years 2014-2020
 - Development Fund for the Pomorskie Region 2020+
- national funds:
 - Operational Programme Smart Growth (OP SG)
 - Operational Programme Knowledge Education Growth (OP KEG)
 - international funds, including: Horizon 2020, INTERREG, COSME, LIFE
- own funds of the Self-Government of the Pomorskie Region
- private capital of companies

Projects falling under the PSS scope are given preferences during the application for public funding at different levels (regional, national, international). The main public financial implementation measure of the Blue Growth related PSS is the ROP PR, however several national Operational Programmes are considered as important for PSS development like OP KED and OP SG plus other national programmes [2].

It is important to mention that public funds mentioned above are only for innovative and horizontal projects falling under PSS (or NSS) themes. So far, apart from technical assistance and Pomorskie voivodship budget available for DED, there is no public financial source available for operational



implementation of the PSSs to support the Council and partnership in their organisational tasks stipulated in the regulations.

Joint undertakings

- R&D undertakings implemented in response to market needs aimed at developing modern products, services and technologies
- research infrastructure, including modern laboratory and research equipment for companies and research units
- horizontal (partner) projects – projects of great significance for the competitiveness of the region
- incubation and acceleration of the platform for co-operation between companies – sharing experiences and good practices

R&D facilities

- R&D infrastructure of research units for the development of joint projects with entrepreneurs
- infrastructure of business environment institutions, e.g. Pomeranian Science and Technology Park Gdynia, Gdańsk Science and Technology Park, Kwidzyn Industrial and Technology Park
- specialist laboratories, R&D departments, R&D centres in companies
- incubators supporting innovative start-ups, e.g. STARTER, Constructor Park

Human capital

- thematic meetings, conferences, training sessions and workshops
- improvement of competitiveness and internationalisation of academic centres of the Pomorskie Region under “Study in Pomorskie”
- undertakings implemented by the Regional Labour Office
- development of personnel and competences in response to market expectations
- (regional education and infrastructure)

Promotion

- participation in fairs, trade missions e.g. under the project “Pomeranian Export Broker”
- support in searching for project partners, e.g. the “Pomorskie in the European Union” Association, the Regional Office of the Pomorskie Region in Brussels
- activities aimed at increasing the investment attractiveness of the region and effective service of external investors under “Invest in Pomerania”

Table 2. Selected institutions from Pomorskie being part of the Blue Smart Specialisation (PSS1) ecosystem

Institution	Role
Office of the Marshal of the Pomorskie Voivodeship, The Board of Pomorskie Voivodeship The Sejmik of the Region (regional self-governemnt parliament)	supervision and monitoring of the implementation Pomorskie Smart Specialisations; the financial support instruments;
Local administration (communes)	participant of the entrepreneurial discovery process
Gdańsk Science and Technology Park, Pomeranian Science and Technology Park in Gdynia	support and development of enterprises in innovation, among others in the fields like biotechnology, energy and the environment; the platform for cooperation between science and business; cooperation with the local government of Pomorskie;
Pomeranian Special Economic Zone, Słupsk Special Economic Zone,	
Polish Maritime Industries Association	creating conditions for development of the shipbuilding industry, the ship repairs and their research facilities; influencing for legislative solutions;
Polish Maritime Cluster Association	support for innovation and development in the field of research, business, and local government related to the Baltic Sea Region and economic and social links between Pomorskie and other countries of the Baltic Sea Region;
Pomorskie Development Agency	Intermediate Body for ROP PP, Operator of two initiatives dedicated to business: Broker Eksportowy I Invest in Pomerania
Pomeranian Regional Development Agency	economic development support based on innovative technologies in the middle of Pomorskie Region; supervision of the Słupsk Special Economic Zone in which it operates Technology Incubator in Słupsk;
Pomorskie in the European Union Association	Partnership's support of local governments in Pomorskie, universities and other institutions acting for development of Pomorskie;
Business Incubators	Słupsk Business Incubator www.sit.slupsk.pl Kwidzyn Science and Technology Park www.kptt.pl House of the Entrepreneur www.dp.tczew.pl Centre of Excellence ChemBioFarm Faculty of Chemistry, Gdańsk University of Technology www.biotechnologia.pl Education&Implementing Centre in Chojnice www.cew.bizneschojnice.eu Cierznie Business Incubator www.perlowainwestycja.pl



The Pomorskie blue PSSs - thanks to combined efforts of coastal regions (Pomorkie, Western-Pomerania, Warmia-Mazury) - has been 'transposed' to the National Smart Specialisation (NSS) system. The NSS system is described at the portal dedicated to the system however information about specific elements of this system (e.g. Economic Observatory or the Consultative Group) at the time of this paper preparation is very limited and most probably outdated (<http://www.smart.gov.pl/specjalizacje>; <https://www.mpit.gov.pl/strony/zadania/wsparcie-przedsiębiorczosci/innowacyjnosc/krajowe-inteligentne-specjalizacje/>).

The NSS system is based on the work of the following bodies: Working Groups (one for each NSS), Economic Observatory, Steering Committee, Consultative Group. Working Groups are responsible, among others, for detailed and precise description of individual smart specialisations' indication of its objectives and development vision, as well as observation of changing socio-economic factors, development trends and for recommending changes in the implementation system or in the shape of specialisations themselves based on the abovementioned monitoring. The Economic Observatory is established for the purpose of a qualitative analysis of the available and emerging R&D&I potential in Poland, including identification of barriers, threats as well as opportunities, market niches, development trends, observation of positively completed implementations of R&D results, preparation of regular reports on NSS implementation, current level of innovation and change in the structure of the economy. The Steering Committee, composed of representatives of the Ministry of Economy, the Ministry of Science and Higher Education and the Ministry of Enterprise and Technology, has a management character. Its task is to control the process of implementing NSS in order to achieve the assumed effects as well as strategic and detailed objectives, as well as the selection of experts for individual Working Groups on national smart specialisations. In order to ensure the consistency of work at the national and regional level, a Consultative Group is established within the monitoring system. The representatives of all 16 regions were invited to the Group's work, apart from representatives of relevant ministries. The work of the Consultative Group consists in issuing recommendations for the implementation and monitoring of national smart specialisations and identifying potential changes in the field of NSS on the basis of experience resulting from the implementation of operational programs.

Pilot project carried out by the Ministry of Economy in 2014-2015 covering selected NSS in 4 selected assumed creation of so called Smart Labs, intelligent task forces focusing on the development of national smart specialisations and strengthening the synergy between the innovation support system at the national and regional levels. Regrettably, the authors of this paper could not find any publicly



available information about this project's outcomes/findings, apart from its announcement on the above mentioned website. The main objective of the Smart Labs was to initiate and continue cooperation of business, R & D units and business environment institutions for the development of smart specialisations by identifying business areas /themes (in terms of already selected national smart specialisations or potentially new ones), under which it would be possible to jointly operate and implement new innovative business ideas. The remaining regions were supposed to be gradually included in the work under this pilot project so that from the beginning of 2016 the entrepreneurial discovery process was expected to be fully implemented throughout the country.

2.1. Reflection on findings of the current RIS3 implementation system

In 2017 two important evaluations of the Pomorskie RIS3 strategy have been carried out: self-assessment of the implementation of the PRDS [3] and external evaluation of the RIS3 system [4].

Self-assessment of the PRDS identifies following problems related to the PSS ecosystem:

- incomplete adjustment of the targeting of interventions to current needs economic development in the area of development of smart specialisations and supporting ventures in the area of ISP and policy changes in relation to cluster initiatives;
- low level of internal PSS maturity, manifested by insufficient level cooperation and coordination within the PSS, lack of a proper level of independence operational and relatively high degree of uncertainty in the implementation of common ones innovative ventures;
- no decisions regarding the further role of self-governmental administration in animating activities dedicated to the development of selected PSSs;
- difficulties in monitoring PSS.

External evaluation of the RIS3 system focused more on PSSs performance and identified almost the same critical barrier for PSS1 development: the lack of ability to conduct current and regular animation activities. The evaluators – based on intensive interviews with members of the PSS1 – concluded that large pool of companies and organizations from the PSS1' area remains consciously outside the Agreement. They recommended to the regional self-government to treat PSS1 as a priority due to the relationship between PSS1 and NSS 17 (blue national specialisation) as well as the unique specialisation potential. According to the evaluators, such attention



and commitment of the regional administration in the stage of PSS1 self-empowerment creation based on the existing BSO should lead to a rapid qualitative change in terms of independence and efficiency of specialisation.

Based on findings of the above mentioned evaluations, in May 2018 the Board of the Pomorskie Voivodeship adopted the updated RSPs including the “Pomorskie Creativity Port”, based on inputs prepared by Department of Economic Development (DED) that is responsible for the RIS3. The update concerned following points:

- Updating information about the mechanism of identification and verification of the PSS and information in attachment concerning PSS. “Pomorskie Creativity Port” has been adopted before the PSS have been constituted, after PSS has been selected the Programme was updated only with the annex listing the PSS.
- Updating information about PSS evaluation and monitoring procedure including proposed indicators.
- Including strategic project “Animation of the development of areas of Pomorskie Smart Specialisations as an element of the Entrepreneurial Discovery Process” .

Parallel to this process, the Pomorskie Regional Operational Programme has been updated to enable the realisation of process within PSS and their relations with the regional authority. The new strategic project is proposed to be included in the revised ROP. The revised ROP needs to be accepted by the EU COM – it is expected that the COM will approve proposed change in third quarter of 2018. At the moment DRP is preparing administrative procedures necessary to open the call for this strategic project.

Having in mind findings from the SBR project, the idea of the strategic project proposed by DED may be considered as an equivalent of one of the most interesting RIS3 implementation measures identified in SBR: management of clusters in Schleswig-Holstein. Having in mind that one of the crucial task of the PSS Council is to coordinate (steer) PSS’ partnership towards achievement of the PSS aims, the Council should be considered as a cluster. Thus, the proposed strategic project aiming at animation of PSS constitutes a support to cluster management. It has to be mentioned however that this new measure is not directed only to ‘blue’ PSS: all PSSs will benefit from it. In practical terms it means that PSS1 will receive a ‘portion’ of 600 000 EUR anticipated in the strategic project for animation PSSs development. It is also important to note that this will be



an indirect support to PSSs – according to the proposal, the DED is a beneficiary of the strategic project.

Until the ROP will be approved by the EU COM and it will be possible to implement the new strategic project, DED decided to support PSS1 by initiating cooperation of the PSS1 Council with STARTER (http://www.inkubatorstarter.pl/en#We_about_ourselves). In April 2018 a letter of intent has been signed between these two parties and the details of this cooperation are now discussed (status in mid-July 2018).

Although several important steps have been done to address the findings from evaluations, several issues remains open. The most crucial one – in the opinion of the authors of this paper – is unclear long-term vision/perspective of the regional smart specialisation policy at the EU level (EU COM). It is questionable to the authors of this paper if this policy is needed at all: investing own funds in innovative research and development to gain a competitive advantage is a practice in today's business - RIS3 policy is not necessary for this. Given the complex administrative procedures on the one hand, and the high risk of this type of investment, the use of public funds for projects under regional programs seems to be inefficient measure: entrepreneurs avoid the additional burden related to the subsidy settlement, regional governments have limited resources and qualifications for a proper assessment of future economic trends (necessary for targeting public intervention) and assessment of risks relate to the proposed innovative projects. However, having in mind that the RIS3 policy remains a fact in the current financial perspective, the second crucial issue is to precise the ownership of the RIS3 implementation process. Both presented above evaluations indicated immaturity of the PSS structures and their 'weak' performance. In the opinion of authors, this is a result of lack of clarity on 'who needs whom': who and how will benefit from the PSSs self-empowerment? If PSS1 will not succeed in self-empowerment, does it mean that offshore, logistic and ports' related business are not an important and developing sectors in the region economy (each are the smart specialisation by definition)? In other words: implementing RIS3 policy should take into account reality of regional economy which does not need RIS3. As stated earlier, the regional self-administration is the owner of the process. Ownership implies that the regional authorities are obliged to secure resources for this policy implementation. Ownership does not mean however, that regional authorities must implement RIS3 themselves – they may (and of course do it) use executors. Assuming that it is possible - based on performance of executors' (i.e. the PSS structures established by regional authorities: agreements, councils) - to develop niches that support the region's economic growth, it is necessary to appropriately assign the owner's



and executors' competences and obligations. This should be accompanied with allocation of adequate financial resources. The proposed division of selected crucial competences and obligations could be as follows:

- Owner: focus on the RIS3 clearly defined long-term goal, ensure coordination of actions at national (NSS) and regional (PSS) RIS3 implementation level , secure funding for executors performance, ensure communication and information flow between PSSs and between RIS3 implementation structures at regional and national level, provide opportunities for PSS expansion at the national and international level, ensure smooth reaction of the RIS3 system to recommendations proposed by executors, including changes in priorities for public funding.
- Executors: identification and tracking on a regular basis of trends, needs in the area of PSS; identification and engagement of crucial actors (stakeholders), industry consolidation focused on identified topics (projects), for example in the form of cyclical / thematic events, initiating and moderating / coordinating initiatives; formulating recommendations towards priorities for spending public funding at regional and national level, securing synergies between regional and national level initiatives (crucial for PSS1 and NSS17).

The division proposed above is based on one important presumption: the executors are the main driving force of the entrepreneurial discovery process. The same presumption is the basis of the propose modification of the Pomorskie RIS3 implementation scheme presented in the next chapter.



3. Description of the advanced Pomorskie RIS3 multi-level implementation scheme

Below proposed modifications in the Pomorskie RIS3 multi-level implementation scheme focus on PSS1 with an aim to enhance Polish Blue Growth sectors' performance in the RIS3 policy. The advantage of the proposal is - according to the authors - its relative ease of implementation, resulting from the fact that the proposed advanced scheme does not require changes in any of the documents of the Pomorskie RIS3 strategy, only changes in instruments created for the PSS operating system: partnership agreements and board regulations. The proposal refers to the concept of strategic project "Animation of the development of areas of Pomorskie Smart Specialisations as an element of the Entrepreneurial Discovery Process" [2] as one of the most important financial tool of the advanced implementation scheme. It is important to note here that the implementation of the RIS3 in a set up developed in Pomorskie cannot be successful without financing of the PSS administrative and coordinative tasks. This has been concluded in the course of the external evaluation and it is supported by the experience of one of the author being a member of the PSS1 Council.

Proposed modifications concern two fundamental issues: the role of the council as the driver of the entrepreneurial discovery process and means and measures of financing executors.

1. Strengthening the position of the Council as the owner of the entrepreneurial discovery process

Apart from acting through the Council, the PSS1 partnership has no other means to interfere in the RIS3 implementation process. On the other hand, any entrepreneur acting in the field of PSS1 (or NSS17) may apply for regional or regional funds. This makes the agreement only an unnecessary formality (it is neither a benefit nor practically binding on a signatory). At the same time, this formality limits the dynamics of the entrepreneurial discovery process. Therefore, in a long-term perspective, it is proposed to give up the partnership agreements and to switch to a network system. Stakeholders gathered under PSS1 would create a network whose formal leader would be the Council elected by the members of the network. The Council composition should remain unchanged (10 representatives of the network: 6 from business, 4 from R&D and intermediary bodies). The members of the Council should work on the same voluntary basis as in the current system. The council should be supported by professional administrator / coordinator funded from the funds allocated to support PSS1. This is proposed in line with the external evaluation of the PSSs performance recommending support of a non-commercial entity operating an operational platform

with possible supplementary activity in relation to expert resources of the Council- e.g. training, networking, acceleration programmes etc. The coordinator should precise the structure of the network's operation and the Council's selection procedure. These shall constitute the regulations of the Network and the Council that should be approved by the Board of Pomorskie Voivodeship.

The Council as the driver of the entrepreneurial discovery process shall focus on following tasks: identification and tracking on a regular basis of trends, needs in the area of PSS; identification and ensuring engagement of crucial actors (stakeholders), industry consolidation focused on identified topics (projects), for example in the form of cyclical / thematic events, initiating and moderating / coordinating initiatives; formulating recommendations towards priorities for spending public funding at regional and national level, securing synergies between regional and national level initiatives (crucial for PSS1 and NSS17). The administrator / coordinator of the Council, should assist the Council in precisng all these tasks and proposing the action plan (including division of responsibilities among the Council and the network members) for each task.

The Council supported by administrator/ coordinator as the driver of the entrepreneurial discovery process ensures concentration of the Pomorskie public funds on the most advanced/promising initiatives through recommendations proposing specific proposals for projects.

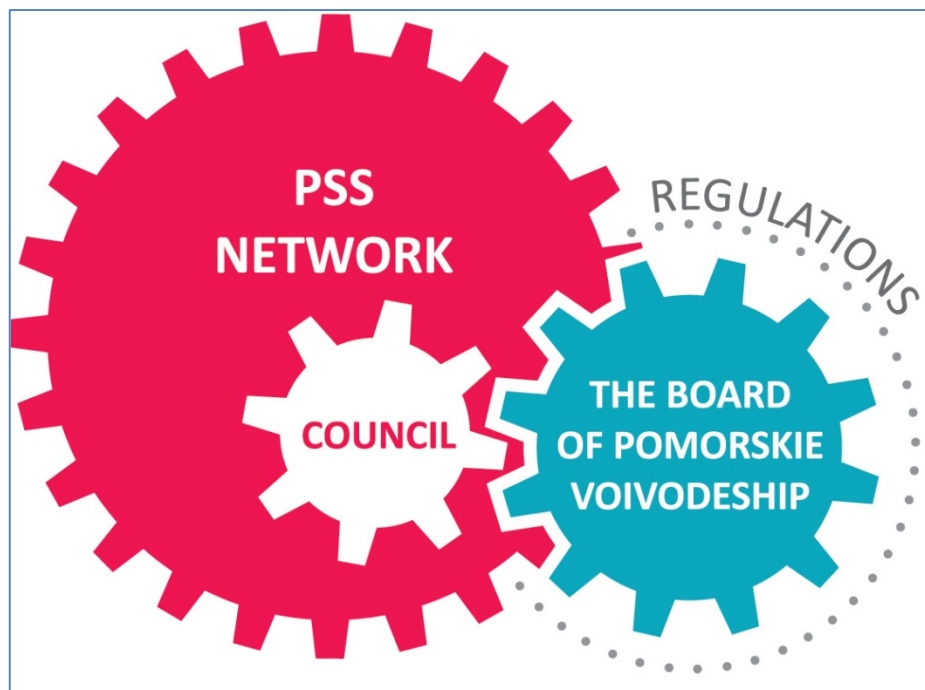


Figure 4. Advanced PSS operational scheme

Source: MIG own elaboration



2. Means and measures of financing executors

Three options considered below, two of them (Option 2 and 3) are based on the assumption that the Council is the only executor receiving financial support to implement the RIS3. However, the preference is given to the last one as it assumes direct interactions among entrepreneurs represented by the Council.

Option 1.

The regional administration as the owner of the process receives finances from the strategic project “Animation of the development of areas of PSSs as an element of the Entrepreneurial Discovery Process” dedicated to support PSS1. It is up to its decision whether the support is inbuilt into the regional operational structure (office resources) or support is delivered by selected subcontractor. Support is used for: human resources for administrative works, organization of thematic and cyclical events, analysis and expert opinions. Assuming allocation from the strategic project of 125 000 EUR for 3 years for each PSS, based on the authors knowledge and experience rough estimate of the group of costs can be done: for organization of events – 28 000 EUR, for securing external expertise – 25 000 EUR, for human resources to perform administrative and organizational tasks – 72 000 EUR.

Option 2

Members of the Network pay contributions from which the coordinator is financed. The exact amount of fee would depend on the number of members and on the number of tasks assigned to the coordinator. Assuming that the coordinator is performing all presented above activities, and assuming that the network consist of 104 entities, the fee can be estimated at the level of 1 200 EUR per member for the coming 3 years.

Option 3

The Council receives funds from the strategic project for the work of the coordinator and other activities. The estimates are similar to the once under option 1.

Proposed above advanced implementation system, if adopted, should be revised and evaluated by both owners (regional authority and executors) in terms of cost-efficiency after one year of its implementation. The evaluation should cover at least two aspects: required human resources (including qualifications, how many people, with what predispositions and for how much time was engaged in performance) and required financial resources (how much funds was spent). Finally, it should be noted that if the RIS policy will be extended to the next financial perspective, works on its implementation scheme should start already now. Experience gained through implementation of the proposed advanced system shall enable the regional authorities to create functional and efficient set up satisfying all stakeholders.



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