2019-2020

Action plan for the Umbria region

Beyond EDP
Interreg Europe

Beyond EDP aims at improving the effectiveness of the regional innovation smart specialisation strategies (RIS3) through the management of the entrepreneurial discovery process (EDP).

www.interregeurope.eu/beyondedp

An interregional cooperation project for improving innovation delivery policies

Regione Umbria

Servizio Programmazione Comunitaria

26/03/2019

Regione Umbria

Giunta Regionale

Contents:

1. General Information

Project: PGI00048 Beyond EDP: Improve the RIS3 effectiveness through the management of the entrepreneurial discovery process (EDP)

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2. Policy context

The Action Plan aims to impact:

☒ Investment for Growth and Jobs programme

☐ European Territorial Cooperation programme

☐ Other regional development policy instrument

2.1. Background

RIS3 represents the strategic framework at the base of the research and innovation policies of the Umbria Region for the 2014-2020 period, also realized through the implementation of the interventions foreseen by the Operational Programs of the Community Funds, in the 2014-2020 programming, of which to Regulation (EU) no. 1303/2013.

In particular, RIS3 is at the heart of the new regional planning relating to the ROP ERDF 2014-2020 also because it directly concerns the management of the actions contained in the Axis I "Research and innovation" and in Axis II "Digital Growth and Citizenship", which represent a significant portion of the ROP (37.6% of the expenditure).

The priority areas on which the strategy focused are those Agrifood, Life Science, Green Chemistry, Energy and Smart Factory/Aerospace Industry. Subsequently, in 2018, these choices have been partially revised and currently the priority areas are the following: Made in Italy, Design, Creativity; Smart Factory/Aerospace; Energy and Environment; Green Chemistry; Agrifood; Healthy; Smart secure and inclusive Communities.

Umbria RIS3 is the result of a shared and participatory process initiated by the regional administration with the regional economic and social partnership and with the citizens, who have questioned the role of research and innovation in Umbria and have outlined a shared perspective of "expected change" aimed at "building the bases" to create a sustainable competitive advantage of the region. The contributions of the partnership and citizens were collected both during the meetings organized as part of the "Umbria Allianz 2015" and through the e-democracy section of the Umbria Region website dedicated to RIS3. The process of entrepreneurial discovery continued in concomitance with the implementation of the Strategy and the

Operational Program. The governance model of Umbria RIS3 was defined as a result of that process and in order to support stakeholders involvement in a continuing way.

In particular, the structure of RIS3 Governance is articulated on three levels:

STEERING GROUP:

Structure responsible for the elaboration and integration/review of RIS3. It is appointed to monitor the progress of the strategy within the framework of regional programming and regional operational programmes. The group will meet twice a year. The Steering Group is coordinated by Regional Administration who participates in the process of monitoring also through the Management Team.

Steering group is composed by the Managing Authority of ROP ERDF, the Responsible of the ROP ERDF Actions involved in the implementation of RIS3 and by the regional Agency for Innovation (Sviluppumbria S.p.A.). it is also composed by:

- 1 Representative of the university;
- 1 Representative of the cameral system (Chambers of Commerce)
- 1 representative of the territorial local autonomies
- 1 representative of the entreprises system
- 1 representative of the manufacture system
- 1 representative for the service industry system
- 1 representative of the agriculture
- 1 representative of the sector of cooperation
- 1 representative of the trade association
- 1 representative of the Forum of the Third sector Forum

MANAGEMENT TEAM:

structure dedicated to the implementation of the strategy, under the guidance of the Steering Group, with responsibility for monitoring; siding with the European Commission and national authorities responsible for the national strategy of smart specialisation; drafting of reports on the progress of the strategy and further insights to be presented annually at the ROP Monitoring Committee; coordination of evaluation activities of the strategy; participation in meetings organized at national and community level (relations to other Italian regions, participation in Peer Review organized by S3 platform, etc.). Management Team is composed by the Managing Authority of ROP ERDF, the Responsible of the ROP ERDF Actions involved in the implementation on RIS3. The Managing Team is also composed by external Expert that will be consulted, if necessary.

THEMATIC WORKING GROUPS:

Structures dedicated to involve the business community and the research and academic sector in the process of RIS3 implementing. In particular, the TWGs have been established one for each RIS3 priority initially identified (Agro-food, Energy, Green Chemistry, Life Sciences, Smart Factory/ Aerospace industry) and realised with the involvement of local entrepreneurs belonging to National and Regional Technology Clusters. The Working groups are coordinated by the Managing Authority of ROP ERDF 2014-2020. Thematic Working Groups contribution is collected through participation in meetings and surveys.

2.2. Instrument addressed

The policy instrument concerned to this Action Plan is the Research and innovation Strategy for Smart Specialisation of Umbria Region (RIS3), with a specific focus on the Entrepreneurial discovery Process as an approach and a method that must be concretely embedded in the process of defining, implementing and evaluating the strategy.

In this direction, the objective of the Action Plan can be defined as **the improvement of the Umbria RIS3 Governance system, with a particular attention to the role of the Thematic Working Groups** in this system.

When they were launched, the expected added value for TWGs was linked to the opportunity for Regional Administration:

- to verify the specific research trajectories identified with reference to the different RIS3 priorities
- to intercept new trajectories of research and development of new products to evaluate and reviewing RIS3 priorities
- to collect feedback about open or closed Calls in order to remove barriers and facilitate the access to a larger participation
- to actively involve main actors in regional economic development
- to support networking among companies and between companies and the research/academic sector

In fact, in all the TWGs meetings, held by Umbria Region during these years, widespread opinions were expressed by the stakeholders on the usefulness of the entrepreneurial discovery process initiated by the

Region. In particular, the crucially of the dialogue between the programmer and the economic actors was highlighted for the purposes of identifying shared and therefore feasible technological development scenarios. Secondly, in almost all the TWGs the fundamental role that the aggregation processes (between companies and between companies and research facilities) have played in the competitive raising of productions has been recognized. Given this widespread conviction, the persistence of the typical problems of business associations has been also highlighted: i) difficulties in the governance processes of the groupings; ii) complexity in overcoming competitive approaches between similar companies belonging to the same aggregation.

The strategy behind the involvement of companies in the work of the thematic Working groups was to involve at first the most significant companies, understood as the companies in which research and innovation activities are usually carried out. The intent was to sign program agreements in specific areas to then involve the entire production chain and therefore local businesses that do not carry out research or do so only episodically. .

After about two years from the activation of the Umbria RIS3 TWGs, thanks also to our participation in Beyond EDP project and the opportunity for sharing good practices and observing different contexts, we can conclude that: building specific contexts and using tools for listening and receiving proposals, expectations and feedback in particular from companies - just as we tried to do through their participation in RIS3 TWGs - although is certainly important and useful but it is not enough to ensure their active participation and full commitment in the regional innovation processes.

It would be also necessary to improve capabilities of Stakeholders, in particular of companies (mainly SMEs), in order to contribute to the design and implementation of the strategies for innovation.

2.3. Description of policy improvement

The expected improvement concerns the role that the Thematic Working Groups, as part of RIS3 Governance system, can concretely play in this phase of Umbria RIS3 and in the perspective of the post 2020 ESI Funds programming period.

In particular, **we intend to support the evolution of the Thematic Working Group, from a context for building a common view and a large consensus on regional Innovation Strategy, toward a context primarily finalized to mutual learning and cooperation among different actors**. For moving in this direction, first of all we need to foster the capabilities of the different actors involved (the so called IENs,

in particular enterprises, universities, public and private research centers, administration officials responsible for Actions related to RIS3 implementation) to actively contribute to the entire RIS3 process. In fact, it is our opinion that for empowering the role of TWGs it is necessary to reinforce some crucial skills and attitudes of the different actors involved.

The importance of the aspect regarding the lack of skills and competences of the policy makers and stakeholders for the design and implementation of the RIS3 was also underlined during the conference "Smart specialisation: progress and future prospects" - organized by MOSTA (Research and Higher Education Monitoring and Analysis Centre) and European Commission S3 Platform in Vilnius (Lithuania) on 22th of October 2018 - in particular in the intervention by Alessandro Rainoldi (JRC, European Commission) "4 years of smart specialisation:lessons learned and plans for the future". And also for this reason, S3 Platform is going to organize a Peer eXchange and Learning (PXL) workshop on Skills for S3 Policy Makers (Perugia, Italy, on 21 May 2019), aiming to map the skills required within the public administration and by other stakeholders involved in the S3 process to handle the S3 process.

In synthesis, by the actions foreseen in the Action Plan we aim:

➢ To reinforce the access by companies to data, results and knowledge elaborated by Universities/research centers, with a potential innovation impact on specific areas of specialization, and vice-versa, the possibility for Universities/research centers to know better the needs and expectations of companies to develop innovative projects.

➢ To stimulate - also through specific techniques to facilitate communication and creative working in the groups - the use by all of them of the shared knowledge, data and results and the elaboration of an own contribution to innovation.

➢ To develop and consolidate relationships of openness and mutual trust between the different actors involved in TWGs (among companies, especially when similar and potential competitors; between companies and universities/research centers;, between companies/ universities/research centers and public administration) on the basis of a convinced adhesion to the objectives of common interest to be pursued and such to sustain the cooperation processes for innovation over time.

In this perspective, the **Action Plan can be a good opportunity for the development, piloting and evaluation of a prototype of working method with Stakeholders able to produce a first deliverable** (proposal document in viewing of the preparation and elaboration of the Umbria RIS3 for the post 2020

programming period) **and a method to be transferred, in case of positive evaluation, to the next RIS3 programming phase.**

2.4. Envisaged impact of proposed policy improvement in the policy context

The proposed improvement will have a positive impact on the following aspects:

Relationship between the regional administration and the regional economic/social partnership : in all the Working Groups organized by the Region emerged the importance of the process of entrepreneurial discovery. The entrepreneurs and the other subjects belonging to the thematic working group considered the initiative taken by the regional administration of fundamental importance. Participation in the work of the thematic group represents an excellent opportunity to be able to speak directly with the administration and with the other stakeholder. In addition, to empower the role of TWGs it is necessary to reinforce Stakeholders ability to active participate in the different phases of RIS3 process.

RIS3 updated process and improvement of the actual RIS3 Regional Operational Programme: the improvement of the RIS3 governance system will allow to develop moments of discussion/ consultation on the technological needs to be considered in view of a process of updated of the Strategy. Furthermore, in the course of 2019 the evaluation of RIS3 will be carried out. During the evaluation, the process of EDP will be also evaluated and the stakeholders will be directly involved in the activities.

Post 2020 programming and elaboration of the future post-2020 RIS3: for the next post-2020 programming period (see the European Parliament and Council regulation proposals containing the common provisions applicable for the future programming phase of the Funds), the RIS3 will assume an even more relevant role than in the current phase. In fact, if the current proposals will be confirmed, the future RIS will concern a wider range of interventions as it will also include the actions currently included in the thematic Objective 3 aimed at supporting SMEs; and the adoption of areas of expertise will not only be an ex-ante conditionality, but will become an "enabling condition" to be continuously observed, through governance and monitoring, throughout the life of the new program. It will therefore be necessary to draw up a strategy for smart specialization that covers all investment players and provides for a broader number of beneficiaries. This will represent a new challenge in the EDP process.

2.5 **Good practices and lessons learnt from the project**

Umbria Action Plan aims to improve the governance system of RIS3 with a specific focus on the process of inclusion of stakeholders in the activities of elaboration and implementation of the RIS3.

Although the activities undertaken so far have been positively appreciated by the regional stakeholders who have actively taken part in them, in particular the Thematic Working Groups, as we have underlined there is now the opportunity to take a step forward.

Although Umbria Region has a long experience of involving the economic and social partnership in the process of defining regional socio-economic policies, the RIS3 has shown and continues to represent also in the implementation phase an important challenge for the region.

In general, the participation in the BEYOND EDP project confirmed the importance of the EDP as a process for the involvement of stakeholder into the elaboration and monitoring of socio –economic policies.

Also important is the research of a continuous combination, a time-varying balance, of top-down and bottom-up approach to RIS3 process.

Among lessons learnt, a special importance has the conviction that to promote EDP integration in RIS3 process it is necessary, especially in our economic context made of small enterprises, to empower the role of stakeholders and reinforce their capabilities for cooperative learning and discovering.

In this respect, our RIS3 Governance model can be considered a good practice and at same time a starting point for emprovement.

The exchanges of good practices between the project Partners made Umbria regional administration more aware of the number and variety of tools and actions that administration can put into place to improve the process of entrepreneurial discovery, focusing, above all, on trying to involve companies and other subjects that have not participated as previously hoped.

In particular, the good practices that we have taken more into consideration and to witch we intend to refer in our Action Plan, for improving our policy instrument, are the following:

1) VITARTIS CLUSTER (Region Castilla Y Leon, Spain)

In the European Commission Paper "The role of clusters in smart specialisation strategies" the key message is that clusters and cluster policies are for many regions likely to be among the fundamental building blocks in developing and implementing S3. In particular, the potential contribution of clusters and cluster policies in Smart Specialisation Strategies concerns many focal points such as: prioritization, integrated policy, multi-level governance, cross-border collaboration and, of course, stakeholders engagement. In fact, "Cluster organizations have stakeholders engagement as one of their critical tasks; they are supposed to operate as platforms for discussion, knowledge exchange, and joint action across all relevant partners in a cluster".

During the Beyond EDP exchange meetings we had the opportunity to better know many good practices in Europe in terms of Clusters well connected to RIS3 (in Lodzkie Region, Bourgogne – France Comtè Region, in Saxony Anhalt, etc.). The Vitartis Cluster in Castilla Y Leon has organized and maintains permanent working group on specific thematic. In particular, we appreciated the different EDP instrument that the consortium used: surveys, regular cluster meetings and workshops, one to one business appointment in the selection of issue of strategic interest and specific training programs.

In order to develop, as we said above, the role of the Umbria RIS3 Thematic Working Groups we will try to adapt these tools in order to sustain a stronger involvement of stakeholders in the regional strategy for innovation. In particular we refer to the methods of selection and identification of the companies to be involved. So far, the main role of selecting stakeholders and companies to be involved in WGTs in Umbria has been played by the Regional Innovation Agency, which conducts a continuous and daily interaction process with companies. Through a more direct involvement and use of the workshops and of the EDP tools learned during the project we will try to widen the selection and research methods of the stakeholders. The main objective is to have information and to involve the most dynamic companies in relation to research and development activities and also to involve the new companies most prone to innovate, for example start-ups born from the aggregation of multiple subjects.

In general, we are interested to reproduce their experience of working group as a place in which companies share good practices, learn from each other, detect collaborative opportunities.

In particular, for the workshops, that will be organized during the Action 1. of our Action Plan, we intend to entrust some of the business representatives - with a wide experience in the central topic of the different workshops - with the task to collaborate in the designing and coordination of specific workshop (aspect to be addressed, expert to be invited, pratical experiences to be presented, etc.) .

2) SIX PLATFORMS FOR THE INOVATION, VALORISATION AND OPTIMIZATION OF ENVIRONMENTAL TECHNOLOGIES (Region Centre Val de Loire, France)

They are platforms that combined private and public stakeholders in the region and aimed to improve the monitoring and understanding of the state of the environment and to develop validate new technologies for the remediation of degrade environments. The main rationale behind the ARD program, that finance the PIVOTS platform, is to increase the motivation to take into account the companies' needs in the research topics, especially in the RIS3 priorities. The open innovation approach is at the heart of the ARD2020 due to the fact that this program funds projects that are related to companies needs and that allows collaborative research and innovation. In particular, through the Call for Expressions of Interest "Ambition Research Development 2020", launched in May 2012 for a period of five years, Centre-Val de Loire Region is fostering the development of a real partnership not only among the research institutes and the universities, but also by involving companies in the projects. In fact, the selected projects have been chosen to create social-economic impacts for the territory (and not only scientific results); the needs or issues faced by the companies have been really taken into account by the laboratories and companies are strongly committed in the research project.

Also in Umbria Region we have some experience of complex research projects financed in ERDF 2014-2020 ROP that have helped to develop networks between the research world and the business world. The call for tenders "Support for the implementation of complex projects of research and development activities on a few important thematic areas and the application of technological solutions functional to the implementation of S3 strategies" was envisaged in the Axis I POR FESR 2014 -2020 and of Action 1.2.2 which operates exclusively in the areas of S3.

The objective of the call was to support small, medium-sized, large companies and research and dissemination organizations of the knowledge that, in the form of temporary Groupings / Aggregations, constituted or established, intended to develop collaboratively a strategic research program represented by a set of mutually coherent and connected industrial research projects and experimental development necessary to strengthen research valorisation processes in the areas of specialization identified by the RIS3.

We particularly appreciate the change operated by the ARD2020 in the mindset of the policy makers about efficiency of the funding of research: the R&D should provide socio-economic impacts and not only scientific outcomes. For this reason - also considering which role can play in that results the underlying regional system for technology transfer (well defined roles, cooperation spirit, sufficient funding, etc.) -

we will try to be inspired by this good practice, by developing the Umbria RIS3 TWGs in a context of a more effective interaction between universities/research centres and companies and a stronger commitment by them towards the expected results. In particular, we hypothesize to organize the workshops in such a way that an initial part - essentially made up of presentations by experts, researchers and university representatives, companies - follows a second part in which the participants are invited to identify, among the topics, specific areas of interest and guided to elaborate first possible paths of common work to be developed in subsequent direct meetings.

3) EAST SWEDEN BUSINESS REGION (ESBR)

The platform was responsible for the elaboration of the RIS3 in the 2015. ESBR is the result of the cooperation of many different actors in Ostergotland region (county's municipalities, university, industries, etc.). Each ESBR partner designate a contact person in each field in order to ensure accurate communication We particularly appreciated the definition of a target area manager who is selected from among the ESBR platform and we will try to translate this into our EDP process and RIS3 .

In particular, considering the personified management as a real asset, we intend to propose to the participant of Umbria RIS3 TWGs to designate one of their members to be responsible for the organization of the Workshop dedicated to a specific RIS3 priority (one for each of the different priorities).

3. Details of the actions envisaged

The main aim of Umbria Action Plan is to improve the Umbria RIS3 governance system and in particular to empower the role of the Thematic Working Groups (composed by representatives of enterprises, university and research centers). In this direction, the actions envisaged aim to develop the Umbria RIS3 TWGs – which represent, in many aspects, the core of Umbria RIS3 Governance system – from a space for verifying and adapting, as possible, the choices made by the Regional Administration and for consensus building to a context of mutual learning, propositive thinking and cooperative projecting.

For these reasons, the first objective of our Action Plan is to foster the capabilities of the different actors involved in the elaboration and implementation of RIS3, in particular of the member of Thematic Working Groups, so that they can actively contribute to the definition, implementation, monitoring and revision of the regional Strategy for Smart Specialisation.

As we said above, strengthening the capabilities of the different actors involved is, in our opinion, one of the fundamental conditions for improving the quality of the RIS3 governance. In this perspective, the Action Plan can be a good opportunity for the development, testing and evaluation of a new working method with Umbria RIS3 Stakeholders to be transferred, in case of positive evaluation, to the next Programming Phase and able to produce good results for the current phase.

In short, the actions envisaged in the Action Plan are the following:

3.1. Action 1. S3 EDP Workshops

A minimum of five and a maximum of seven S3 EDP Workshops will be held by Umbria Region during the period September 2019 – March 2020. The S3 Workshops will be dedicated to deepen the specialisation area of the updated Umbria RIS3 (Made in Italy Design Creativity, Smart Factory/Aerospace, Energy and Environment, Green Chemistry, Agrifood, Healthy, Smart secure and inclusive Communities) and their main technological trajectories.

The workshops constitute, in our intentions and expectations, a sort of training ground in which stakeholders will be urged to play a more proactive role towards the administration and the other actors involved, to exchange experiences and in general to confront more directly with each other.
In this sense their purpose is to support the development of specific skills by stakeholders (and by regional administration, of course) in order to manage in a more effective way the different kind of meetings

finalized to RIS3 designing/monitoring/reviewing, and to promote the learning, through direct experience, of a more proactive role in the RIS3 governance system

If in this respect the realization of Workshops will produce appreciable results, the working and interaction model experienced within them can be transferred to the governance of the post-2020 RIS3. Immediately, this empowered modality of work and interaction between the various actors involved in RIS3 will be called upon to produce specific deliverables with the second Action planned (see 3.2 Action 2.)

The workshops will always be carried out according to a scheme (do be better defined in step 3.1.1) that includes: a first part with presentations by experts, researchers and university representatives, companies, and a second part during which participants will be invited to identify, among the topics, specific areas of interest and guided to elaborate first possible paths of common work.

In general, for each Workshop it will be provided:

- the involvement of at least one expert in the area of specialization (Researchers/experts from the University);
- the presentation of the technological trajectories (managed by experts from the Regional Agency for Innovation) ;
- the modality of consultation of interested stakeholders on the technological trajectories envisaged by the RIS3 strategy and other specific issues;
- the presentation of at least one project financed on the ROP ERDF 2014-2020 that can be considered a good practice (managed by entrepreneurs and regional responsible for ROP Action)

Action 1 will be carried out according to the following steps:

3.1.1 Definition of a common methodology for S3 EDP Workshops (April- June 2019)

The methodology for the workshops will be defined starting from the experiences in terms of EDP methodology individuated and shared within the BEYOND EDP project (Synthesis of the 3 Taskforces and FrameWork Document on EDP Good Practices) and by considering the Good Practices we have decided to refer (as better described at point 2.5 of this document) that are:

❖ Vitartis Cluster (Castilla y Leon, Spain), for the modalities of stakeholders involvement, in particular their commitment in the workshop designing and coordination;

- ❖ SIX PLATFORMS FOR THE INOVATION, VALORISATION AND OPTIMIZATION OF ENVIRONMENTAL TECHNOLOGIES (Region Centre – Val de Loire, France) for the model of interaction between universities/research centers and companies suggested;
- ❖ EAST SWEDEN BUSINESS REGION (ESBR) as far as concerns the definition of a target area manager who is selected from the ESBR platform.

In order to cooperate to the realization of Action 1, some representatives of the enterprises (enterprises that participate in RIS3 TWGs and/or representatives of Research & Innovation sector of the main companies in the region) will be invited to collaborate in the design of the workshops and for their coordination, coherently with the experience realized in the workshops organized by Vitartis Cluster.

The main output of this phase 1.1. will be the detailed description of methodology to be used – a scheme to be replicated and that will be largely inspired by the experience gained by ARD program in Centre Val de Loire Region - including the identification of the issues to be developed within each Workshop. Each Workshop will be referred to a specific field of specialization of the RIS3 Strategy. The output will include the description of the organization modality of the Workshop, the subjects to be invited, the topics to be analysed, how to involve the stakeholder.

3.1.2. Organization of the S3 EDP Workshop (July-August 2019)

The output of this phase will be the Agenda/ planning of the S3 Workshops (dates, topics, subject will be involved).

To cooperate to the organization of the S3 EDP Workshops it will be invited the members of Umbria RIS3 TWGs designated for specific RIS3 priorities, according to the role of a target area manager in ESBR platform good practice.

1.1.3 Implementation of S3 EDP Workshops

The S3 EDP Workshops will be realized during the years 2019-2020, starting from September 2019 until March 2020. Meetings will be organized by the regional administration and coordinated by stakeholders with also the support of the regional innovation agency (Sviluppumbria). Thematic experts, identified each time, will be invited to the works (Researchers / experts from the University and experts from the Regional Agency for Innovation or from research centers). Detailed reports of each meetings will be elaborated and

addressed to all participants and the Umbria RIS3 Steering Group, in order to better oriented the RIS3 Strategy and also in the view of the elaboration of new Strategy for post 2020 programming period .

3.2. Action 2. Post 2020 Umbria RIS3 restricted group

Once defined and evaluated the methodology experimented by S3 EDP Workshop , it will be created one or more specific groups in charge of the elaboration of a Guidelines for the post 2020 RIS3 by utilizing the same approach and taking into consideration the main lesson learnt.

In particular the intent will be to identify which are the winning aspects and the weakest aspects of the current RIS3 Strategy and therefore provide a "Guidelines for the operational proposal of the new 2021-2027 programming containing strengths and weaknesses identified by stakeholders for the RIS3 post 2020.

Although it represents in all the aspects an action distinct from the previous one - with its own specific objective and expected result and which will involve the constitution of new working groups not necessarily with the same participants - Action 2. will be carried out in close continuity with Action 1.
In the sense: both that it will collect the working methodology tested within the S3 EDP Workshops, and that it will make as its own starting point the reports and proposals (areas of further analysis, possible common work paths among different stakeholders) that will emerge as one of the results of phase 1 .
This Action will be carried out from April 2020 until December 2020.

Also for the planning and organization of this second Action much reference will be made to the experience made in the same steps of the Action 1

The output of the Action 2. will be: a proposal document – to be discussed with the RIS3 Steering Committee - relating to the priorities on which the post 2020 Umbria RIS3 must focus and the governance model of the strategy to adopt, with particular attention to the methods of stakeholder involvement .

The "Post 2020 Umbria RIS3 restricted group" will also be linked to the activities and reflections that will be developed by the Cantiere Umbria 4.0 during 2019.
In fact, at the end of 2018, the regional administration has activated a process of consultation, named "Cantiere Umbria 4.0", for elaborating a common political vision about the future of the region in terms of possible scenarios and expected investements for innovation, work and development. Within this

framework, great importance is given to the active participation of regional stakeholders, and in particular of employer representatives, workers' organizations and other significant subjects of the regional society. Umbria 4.0 therefore constitutes a new phase of confrontation and concertation that works starting from the shared vision of the "state of the art" of the regional economic situation and is mainly based on the following issues: a shared assessment of the economic situation in Umbria (critical points and strengths); a reflection on the programming tools of European resources 2014-2020; possible guidelines for the operational proposal of the new 2021-2027 ESI programming phase.

3.3 Stakeholders involved

Also taking into account the lesson learnt and the document "TASKFORCE ON EDP MANAGEMENT: SYNTHESIS REPORT", the stakeholders to be involved in the workshop of the Action plan will be:

• Entrepreneurs (large companies and SMEs);

• Research institutions;

• Universities (Laboratories);

• Researchers/experts;

• Institutions;

• Local authorities;

• Intermediaries (economic development and innovation agencies - chambers of commerce, chambers of handcrafts and chambers of agriculture)

• Intermediaries (incubators, sciences parks and technical centres)

• Representative body of civil society.

3.4. Costs and funding sources

During the developing of the Action Plan, regional Staff and Stakeholders will be involved in its monitoring and for this purpose we will use our second phase Interreg budget, as planned

Any other additional costs for the Action Plan implementation will be covered by internal resources.

3.5. Monitoring and evaluation:

During 2020 the evaluation of RIS3 Umbria will be carried out. During this activity it will be take into consideration and evaluated also the EDP process implemented during the phase of the RIS3 elaboration.

In particular, it will be organized interviews and specific focus groups with involved stakeholders in order to verify the improvement realized in particular through the realization of the S3 EDP Workshops. In addition of this activity we are evaluating the possibility of introducing also a specific focus on the evaluation of this new methodology of stakeholder's involvement.

We plan to use the following indicators:

1. Number of participants, by type, overall involved through the implementation of Thematic Workshops; (ATTENDANCE LIST)
2. Positive evaluations by the different categories of participants of the degree of effectiveness, transferability and sustainability of the tested methodology;(Questionnaire to be distributed to participants at the end of every meetings and evaluation surveys);
3. Positive evaluations by the different categories of participants in terms of perceived importance and the value of greater involvement in the RIS3 process(Questionnaire to be distributed to participants at the end of every meetings and evaluation surveys)
4. Number of people with increased professional capacity due to their participation in S3 EDP WORKSHOP activities Questionnaire to be distributed to participants at the end of every meetings and evaluation surveys)

The expected outputs are:

- Reports of the S3 WORKSHOP (5 or 7 according to the number of workshops activated);

- N. 1 Document "S3 Workshop synthesis Report"

- N. 1 Document "Guidelines for the operational proposal of the new 2021-2027 RIS3"

3.6. Timeframe

		2019				2020			
	ACTION / Phase	**I**	**II**	**III**	**IV**	**I**	**II**	**III**	**IV**
Action 1) **S3 EDP Workshop:**	**Phase 1.1 Definition of a common methodology for S3 EDP Workshop**		■						
	Phase 1.2 Organization of n 7 S3 EDP Workshop			■					
	Phase 1.3 Implementation of S3 EDP Workshop				■	■			
	Phase 1.4 Evaluation of S3 EDP Workshop				■	■	■		
Action 2) **Specific RIS3 Umbria restricted group**							■	■	■

Commitment

This Action plan has been developed by Antonietta Petetti, Claudio Tiriduzzi, Ilaria Trovati, who commit themselves implement the actions envisioned within their respective capabilities

Date: 26/03/2019

Name of the organisation(s):

REGIONE UMBRIA

Signatures of the relevant organisation(s):

Lucio Caporizzi

ERDF Managing Authority