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Action Plan

Region of Attica

Authors - Partner organisations

Iouliani Theona – Region of Attica

Mary Miska – Region of Attica

Christos Tsanos – AUEB-RC/BCLab

Eleni Apospori - AUEB-RC/BCLab

Country	Greece
NUTS 2 region	EL3 Attica
Contact Person	Iouliani Theona, itheona@patt.gov.gr

MARIE

MAinstreaming **R**esponsible **I**nnovation in **E**uropean S3

CONTENTS

The objective of this document is to present a structured template for the regional Action Plans. The proposed Action Plan template (henceforth "Template") is based on the previous experience of project partners in the development of regional Action Plans for interregional cooperation projects (e.g., NMP-REG, TANIA, COGITA) and takes into consideration the content and structure of the Action Plan template developed by Interreg Europe.

Within this policy context, partners developed their solution(s) addressing the need for improvement or new policy intervention. Within the Action Plan, this improvement is described clearly, in order to demonstrate **how it enhances or expands the current policy status**. The template also helps partners to document how their improvement is linked to the following outputs of MARIE:

i) **MARIE Good Practices**: The policy improvement draws **elements from one or more Good Practices (GPs)** identified in MARIE.

ii) **MARIE RRI Concept**: The policy improvement is associated with the dimensions of the MARIE RRI Concept, namely:

   a. **RRI dimensions**

   b. **RRI and policy solution lifecycle stagesRRI support actions.**

The policy improvement also describes how it addresses issues related to **impact assessment** (type of impact assessment, impact areas, type of assessment) and **governance** (transparency, flexibility, responsiveness).

Finally, the template helped to ensure that the policy improvement was linked to the **three types of policy instrument identified by Interreg Europe**:

Type 1:

- implementation of new projects

Type 2:

- change in the management of the policy instrument (improved governance);

Type 3:

- change in the strategic focus of the policy instrument (structural change) (Interreg Europe Programme Manual v5, 2018).

The European Commission states that "research and innovation must respond to the needs and ambitions of society, reflect its values, and be responsible." This means that while innovation is essential for our enterprises to compete on the global market, it also has the potential to change lives for the better.

However, there are too many examples of innovations that have reached the market only to reveal negative impacts. We have seen examples of medicine that has had fatal consequences; we have seen the impact that large-scale transport and mass-agricultural production techniques have had on our environment; we are still finding out about the health and safety issues surrounding digitalisation.

Responsible Innovation (RI) is an attempt to anticipate such negative impacts and to redirect innovation towards a model that reflects on impact from the start of product invention, design and production. RI engages with the public, with the end users of the product, in all development phases. RI encourages innovators to reflect on diversity, on ethics, on openness. It encourages them to anticipate and to govern their innovation.

RI is a new concept and enterprises, particularly SMEs, are not always aware of it and of its potential benefits or ready to apply it in their innovation processes. Public Authorities have a role here: they can raise awareness and capacity; they can provide incentives for its uptake; they can create favourable, collaborative environments for RI; they can provide funding to experiment with tools to integrate RI into innovation processes.

The MARIE project, co-funded by Interreg Europe, was designed to help the public sector to do just that. Public Authorities from 8 European regions have worked together to share experiences in RI in the context of their smart specialisation priority sectors. They have developed Action Plans that detail how major innovation funding programmes, including ERDF Regional Operational Programmes, will promote RI across their territories. Their objective is to ensure that regional public policy supports delivery of RI to enterprises' product, process and service design, production and distribution.

Interregional exchange has helped partners to learn and to design improvements to their own policy. Exchange has included:

- 8 Interregional Learning Events, organised across Europe and using different methods to share ideas, knowledge and challenges;

- Analysis of 11 Good Practices, coming from different areas of Europe and representing different aspects of the RI process;

- An Enterprise Survey carried out with 23 companies from the MARIE regions, to gather feedback from the ground, from the enterprises that can and must drive Responsible Innovation and that represent the beneficiaries of public policy for research, development and innovation;

- RI Maturity Assessment[1] carried out in all MARIE regions and then grouped for an interregional comparison;

- 2 large scale public events, organised in Dublin (October 2018) and Galicia (November 2019) and engaging with other international projects working on RI.

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[1] The templates and methodologies for both the Enterprise Survey and the Maturity Mapping were both designed by MARIE Exchange Manager, Athens University of Economics and Business – RC, who was also responsible for the interregional comparison and preparation of the joint reports.

The MARIE Action Plan template[2] was designed to lead partners through various stages of interregional exchange leading to definition of concrete activities for policy improvement. The steps included within the Action Plan template were carefully designed to create a seamless flow between:

- the current ("where are we now?") and envisaged ("where do we want to be?") policy situation,

- the description of the policy improvement and its positioning within the MARIE RRI concept,

- the utilisation of the collected GPs, and

- the alignment with the regional RRI maturity level and needs.

The MARIE Action Plan development strategy, showing the relationships between the current policy context, the envisaged policy improvement, the MARIE outputs, and the Action Plan development and implementation, is illustrated in *Figure 1* below.
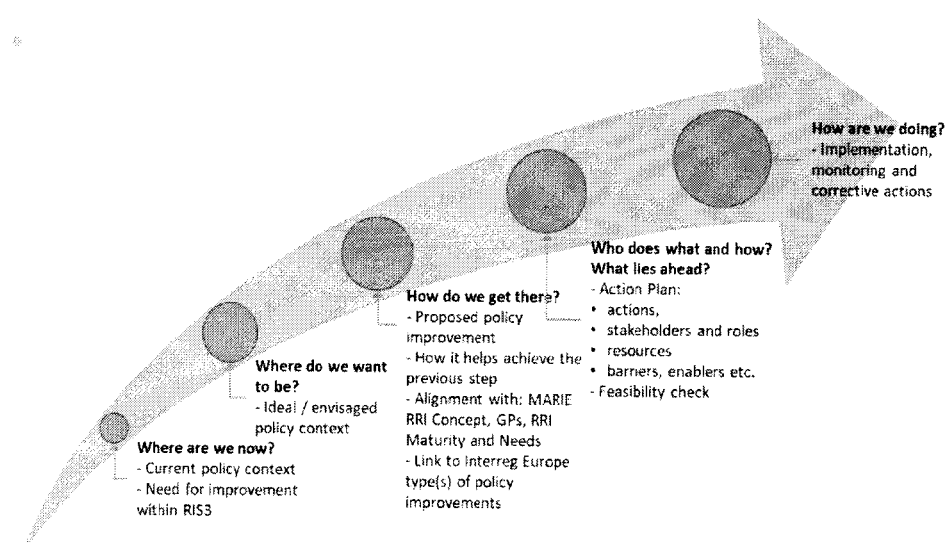

How are we doing?
- Implementation, monitoring and corrective actions

Who does what and how? What lies ahead?
- Action Plan:
  • actions,
  • stakeholders and roles
  • resources
  • barriers, enablers etc.
- Feasibility check

How do we get there?
- Proposed policy improvement
- How it helps achieve the previous step
- Alignment with: MARIE RRI Concept, GPs, RRI Maturity and Needs
- Link to Interreg Europe type(s) of policy improvements

Where do we want to be?
- Ideal / envisaged policy context

Where are we now?
- Current policy context
- Need for improvement within RIS3

Figure 1. MARIE Action Plan development and implementation strategy

The Action Plan is, as such, divided into three parts:

- Part 1 – Policy Context: this part describes the current policy situation, the need(s) that render necessary its improvement and the envisaged / enhanced policy context.

- Part 2 – Policy improvement(s) and relevance to MARIE: this part describes the proposed policy improvement(s), how it contributes towards the enhancement of the policy context, and its alignment with the MARIE outputs and the Interreg Europe policy improvement classification.

- Part 3 – Actions and feasibility check: this part describes the actions and other dimensions included in the development of the Action Plan and to assess the feasibility of its implementation.

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[2] The methodological flow of the project and the template was designed by MARIE Exchange Manager, Athens University of Economics and Business – RC, with some input used from templates provided by the programme and by previous, successful projects (Interreg Europe Action Plan Template / COGITA Interreg IVC project Road Map Template).

Description of the regional Policy Context

The prolonged economic crisis in Greece affected adversely business activity and employment in the Region of Attica. Attica's Regional Operation Plan (ROP) identifies unemployment, rapid deterioration of the production base, closing and departing businesses, as well massive migration of scientists and highly specialized and skilled personnel, what is aptly called as the brain drain, as the main negative effects of the recession. The ROP considers the support and promotion of innovation as an appropriate strategy in order to mitigate these effects, reverse the negative trends. Investing in relevant actions in order promote economic growth requires active and continuous participation of stakeholders, thorough study of innovation delivery in other regions in an open exchange environment and focus on information, tools and funding opportunities for promoting innovation.

Attica holds more than 1/3 of the population of Greece. Some of the country's biggest universities and research institutes are located here and many businesses have their headquarters in the region. However, a significant underperformance is evident when compared to other countries in the European Union, that results in lack of competitiveness in the products and services produced, a lag in extroversion and the approach of new markets and further loss of jobs. Inability to fully capitalize on the scientific-research potential, as well as divergence between academia and the entrepreneurial sector are regarded as factors contributing to the above.

Description of the need(s) to be addressed through the policy improvement

The research activity in the Region of Attica is carried out by 47% of enterprises, well below the EU-27 average of more than 64%. There is clearly room for improvement, both in innovation delivery but also in governance, in order to create the appropriate context to boost and support innovation.
To this end, priorities for the Region of Attica are the following:
- promoting and enhancing the potential for delivering innovative products and services in the production base of the Region of Attica (SMEs, industry etc.) in line with the EU wide RRI approach,
- fostering the cooperation and networking of enterprises, research institutions, universities and involved stakeholders via tried and tested RRI tools and Good Practices,
- establishing formal and systematic, administrative procedures that employ RRI dimensions and tools for a more efficient evaluation of innovative projects and services, better distribution of ROP funds and effective mentoring and support of beneficiaries.

Description of the policy instrument selected for improvement

In order, to boost innovation Region of Attica employs the following policy instrument:

- **Attica Regional Operational Program (ROP) 2014 – 2020, Priority Axis 1: Strengthening Research and Innovation Mechanisms and Investments for SMEs in the Region.**

The instrument supports networking between key actors in the innovation chain, such as existing or new enterprises, academic and research institutions, organizations that support entrepreneurship and societal stakeholders, with the aim of improving the delivery of innovative products and services.

The aforementioned policy instrument supports and provides:

- Funding opportunities
- Development of business fora
- Mentoring
- Support of academic and research practices,
- Networking among stakeholders and prospective beneficiaries

In the context of the MARIE project, RoA focuses in **issuing a call for the funding of collaborative research projects for the development of innovative products and services**, in the sectors identified in the regional RIS3. This action will greatly benefit from the lessons learned and the experienced gained during the MARIE project.

The policy instrument is handled by the Special Management Authority of Regional Operation Plan of Attica, under the auspices of the Region of Attica and with suggestion and consultation by the Regional Council for Research and Innovation, as well as the General Secretariat for Research and Technology.

Description of the envisaged / enhanced policy context

Region of Attica, will **incorporate certain RRI dimensions as explicit evaluation criteria in the aforementioned call**. Furthermore, RoA will utilize RRI tools and Good Practices that was familiarized with in the various exchanges during the MARIE project, for the purpose of better managing the various steps of the process.

The above are regarded as contributing in:

- Promoting more effectively the objectives and priorities of RIS 3 in the region in a manner enhances value-based and sustainable growth in the region

- Facilitating networking and communication between key stakeholders and stakeholders involved in policy-making to support responsible entrepreneurship and innovation.

- Better supporting for small and medium-sized enterprises to access financing opportunities and provide innovative goods and services with respect to RRI dimensions
- Advancing factors such as gender equality, open access, free access to research solutions incorporated by the MARIE project.

The proposed policy improvement	
Title	1.Integration of RRI evaluation criteria for projects funded under the ERDF/ ROP Attica 2. Incorporation of RRI tools and GPs in the policy instrument management
Description of policy improvement	The Region of Attica, through the Special Managing Authority of the ROP of Attica, along with the support of the Regional Council for Research and Innovation, will issue a call for the funding of collaborative research projects for the development of innovative products and services. Beneficiaries are SMEs that participate in consortiums with research and education institutions. Consortiums are constituted for the purpose of delivering innovative products and services in particular sectors identified in RIS3 of RoA and will last for a medium term period. In particular the funding opportunity falls under Priority Axis 1: Strengthening Research and Innovation Mechanisms and Investments for SMEs in the Region and in particular the Thematic Objective 1: Strengthening Research, Technological Development and Innovation. It plans to allocate funding resources in the following sectors:

	a. Tourism – Culture – Creative Industries, budget 3.000.000€, consortiums of 3-6 entities b. Agri-Food, budget 3.000.000€, consortiums of 3-4 entities, at least 2 SMEs c. Environmental Technologies, budget 3.000.000€, consortiums of 5-6 entities, at least 3 SMEs In this call, the **RRI dimensions of Open Access and Gender Representation are incorporated in a systematic and standardized manner for the first time**. Furthermore, familiarization of the Special Management Authority, as well as consultative authorities involved in policymaking such as the Regional Council for Research and Innovation, with **RRI dimensions, tools and GPs** enhanced the management of the policy instrument. In particular, the Special Management Authority have already used the Entrepreneurial Discovery Process (EDP) to ensure Public Engagement in identifying societal needs that need to be addressed through funding opportunities. Exchanges in the context of MARIE supported the involved policymaking bodies to enhance their capacity in managing more efficiently the various steps of the overall process and support more effectively the delivery of innovation as a means of overcoming the financial crisis. In detail, the Innovation Café GP will be employed in a big one day event for the publication of the call, in order to bring together relevant stakeholders and potential beneficiaries and facilitate the creation of consortiums. Subsequently, the EDP GP will be used in three meetups for further networking among prospective beneficiaries, as well as offering mentoring in what concerns the proposals and guidance in the application process.
Improvement over current policy instrument	The policy instrument selected for improvement will, for the first time, fund projects through ERDF programmes that promote RRI values more consciously. Evaluation criteria such as gender representation are also introduced for the first time. Furthermore, RRI tools will be employed to establish more standardised processes and contribute to more effective support of the various steps of the policy instrument.
Type of policy improvement	It is expected that the above described policy improvements will result in two specific types of changes: Type 1 – Implementation of new projects, Type 2 – Change in the management of the policy instrument. The evaluation of the proposals will be more oriented towards RRI values.

Impact of the proposed policy instrument	
Impact of proposed policy improvement on the envisaged /	- Raising awareness in involved stakeholders regarding RRI values and their importance in the development and delivery of innovation

enhanced policy context	- Fostering a shift in the mentality of the research and innovation ecosystem in the region towards a more RRI focused approach in their activities.
	- Encouraging the implementation of more RRI oriented projects, through capacity building among involved policy makers that handle mentoring, support and evaluation of proposals for funding
Elements of improvement of the current policy context	As RRI concepts are inserted as evaluation criteria, this improvement is regarded as resulting in projects of greater quality, that contribute to the emergence of sustainable and values based growth in the region. This is the first time that calls for innovation and research incorporate such elements into the funding criteria. It also sees an investment towards public engagement in programme management. It is a huge step towards a policy context that helps to make the innovation process more responsible.
Impact assessment indicators	The main impact indicators are: -Number of RRI dimensions included in the evaluation criteria -Number of prospective beneficiaries participating in the one day publication event - Number of prospective beneficiaries participating in the three networking and mentoring meetups - Number of proposals submitted to the call - Number of proposals selected for funding on the basis of RRI criteria - Number of stakeholders involved in the selected proposals. - Number of proposals fulfilling the gender equality criterion.

Policy improvement and relation to MARIE RRI concept			
MARIE RRI Concept Dimensions	**Components of RRI dimension**	**Addressed by policy improvement? (Yes / No)**	**If yes, how?**
RRI dimensions	**Public Engagement**	YES	In the open call implemented for the selected policy instrument, there is a detailed description of the processes that will be followed till the selection of the projects. Special Management Authority (SMA) of ROP Attica's modus operandi is based on transparent, public, uninterrupted procedures that secure openness and access to information. SMA has already utilized the

			Entrepreneurial Discovery Process to engage stakeholders in identifying the needs and the sectors that should be addressed through the aforementioned call. The policy improvement foresees additional activities to further enhance public engagement and participation.
	Gender Equality	YES	Gender equality and gender representation is inserted as an evaluation criterion for the selection process. Furthermore, as explicitly written in the call, beneficiaries are requested to "*abide by Union and National legislation in the implementation of the project and in particular with regards to..., equality between men and women...*".
	Open Access	YES	Open access is prerequisite for funding. In particular, the call expects beneficiaries to ensure "*wide dissemination of research results on a non-exclusive and non-discriminatory basis, for example through teaching, databases, publications or open access software*". To this end, intermediate results and tools that may be produced during the research, design and implementation process are also expected to be open and disseminated in order to be further exploited by other stakeholders, contributing thus to the sustainability of the Research, Design and Innovation ecosystem in the region.
RRI support actions	**Quadruple Helix**	YES	The open call for funding aims to encourage cross-sector and cross-disciplinary synergies and foster collaboration for the purposes of advancing the objectives of RIS 3 in the region. It particularly promotes consortiums that should definitely include SMEs and Research or Tertiary

			Education Institutions, but could also involve partners from the public administration sector, as well as civil society/ users such as NGOs, citizen initiatives etc. All of the above are detailed in the relevant chapter of the call: "Beneficiaries - Terms and Conditions for Participation".
RRI inclusion in policy improvement lifecycle	Research	YES	The Call foresees the support of research projects as identified by the EU Directives. (art. 25 of EU 651/2014) where the assisted part of the research and development project should fall within one or more of the following categories: industrial research, experimental development, feasibility studies. Assessment: The call published for the purposes of policy improvement, will largely provide a pilot that, if successful, will help Region of Attica and the Special Management Authority of ROP Attica to further systematize and standardize procedures of evaluating and assessing the proposals, as well mentoring their implementation, in future calls as well.
	Solutions	YES	The Call incorporating RRI parameters qualifies as a criterion for evaluating the proposals that will deliver the output as a product or service. Based on this criterion, the "Exploit Results" of each proposal has a weighting factor of 35%. It aims to enhance the ability of enterprises to exploit project results by developing innovative products and services. The contribution of improvement to the competitiveness of the economy at national and/or European and/or international level is assessed as a positive impact.

Good Practice used to define the Policy Improvement	
Title of Good Practice	Entrepreneurial discovery process (EDP) management
GP owner (region)	France/Centre-Val de Loire
Can this GP address the policy need(s) identified in the previous section? If yes, how?	The entrepreneurial discovery process (EDP) enables the public sector to act as a platform enabling stakeholder interaction (businesses, research bodies and agencies, independent researchers, technology transfer organizations) and policy coordination. The EDP Good Practice has already been employed by the Special Managing Authority (SMA) of ROP Attica, prior to composing the open call, to promote cross sector and cross discipline dialogue, knowledge and experience exchange for the purpose of identifying the needs that need to be addressed and the sectors that should be supported via the funding opportunities present in the call. After the publication of the call, SMA plans to organise three technical meetings using the EDP GP, in order to further network potential beneficiaries and match them into prospective consortiums. Moreover, the GP will be used to foster and enhance the exchange of experience and ideas, in order to select the most promising and formulate proposals for the delivery of innovative products and services.
What elements of this GP are included in the policy improvement presented?	The EDP is suitable for the purposes it will be employed, in the policy improvement which is described above. Its methodology will be fully exploited as it clearly serves the objectives of RIS3 an also can conveniently assume a more RRI orientation.
Exchange / Transfer process	Transfer of know-how and experience from the DEV'UP Centre-Val de Loire took place during the plenary meetings of the Interregional Learning Events (ILE). In particular, during the 5th ILE in Dublin, Ireland, in 15 – 16/ 10/2018, representatives of the Region of Attica (RoA) held bilateral meetings with the French partners and were able to investigate further the potential risks that could jeopardize the successful employment of the GP and how to mitigate them. During the 7th ILE in Kiel, Germany (13-14/6/2019), RoA representatives were given the opportunity to further brainstorm with their French colleagues on how to further incorporate the EDP GP in the process.
Match between Regional RRI Maturity and selection of GP	The maturity of the regional RRI is modest, though the required level of maturity is moderate. However, the Special Management Authority ROP Attica, already has some experience in using the GP and it is expected that this selection will enhance the ability of regional authorities to empower stakeholders to design actions and interventions for innovation in areas consistent with targeting and priorities of RIS3.

	Good Practice used to define the Policy Improvement
Title of Good Practice	*Cafeneaua de Inovare (Innovation Café)*
GP owner (region)	Romania / Bucharest
Can this GP address the policy need(s) identified in the previous section? If yes, how?	The Innovation Café Good Practice is employed to address the need to create a framework for cooperation and exchange of experience between different actors. It develops cooperation processes and involvement of players from different sectors that lead to the creation of an ecosystem and a mechanism that seeks better coordination and co-operation. The Special Management Authority ROP Attica will organize a big one day event in the phase of publication of the call using the methodology of Innovation Café. It will bring together policy makers such as the Regional Council of Research and Innovation and the General Secretariat for Research and Technology, bodies and organizations that have experience in innovation projects (incubators, research institutes and startups), RRI experts, representatives from the academic community and the entrepreneurial ecosystem with the objective to: A) Present, publicize and disseminate the call and its key elements the three sectors where funding is provided. Especially focus on: 1) the RRI criteria incorporated in the call and the added value that is expected from such a choice, 2) the shift/ improvement in the managing the process, (B) Facilitate the creation of a framework for cooperation, exchange of experience and know-how to establish collaborative schemes participating in research and innovation bodies and enterprises with a view to submitting proposals to the call.
What elements of this GP are included in the policy improvement presented in Table 4-1?	Region of Attica in collaboration with Special Management Authority will apply the methodology of the Innovation Café for the bigger scale event that will initiate the phase of proposal composition and submission, in the policy instrument. It is considered to expand the duration of the event, from half a day, to that of a full day, in order to include a wide variety of speakers and have sufficient time to address all issues.
Exchange / Transfer process	Transfer of know-how and experience greatly benefitted by the GP exchange sessions that were planned during the 4th ILE in Tampere, Finland (30/5/2018) and also from attending the Innovation Café that was scheduled in the 6th ILE (Bucharest, Romania).

Match between Regional RRI Maturity and selection of GP	The maturity of the regional RRI is modest. It is considered that the GP will contribute in the creation of a networking and consultation mechanism among all involved actors in regional level and will facilitate the production of joint actions of an innovative nature.

Other elements of the MARIE Interregional Exchange process used to define the Policy Improvement

The efforts of Region of Attica towards improving the Policy Instrument greatly benefitted by the following exchanges:

- The presentation of Dr. Simone Arnaldi, during the kick-off meeting (09/02/2017) in Cesena, Italy, was valuable in clarifying RRI concepts and terminology and how those can be applied in regional contexts.

- The Interactive workshop "Responsibility in open innovation platforms" during the 4th ILE in Tampere, Finland (29/5/2018) provided useful insight towards the various manners of assisting stakeholders to incorporate in RRI in their projects.

- The MARIE Mid Term event in Dublin (16/10/2018) provided the opportunity to interact with representatives of European funded project with a strong RRI focus and to further explore the added value that RRI dimensions can bring in policy making.

- The policy improvement achieved in Tampere, where RRI criteria were integrated into a call to fund innovation projects (starting in December 2018 and presented at 2 subsequent interregional exchange events and at virtual meetings). The Regional Council of Tampere shared their methodology and their evaluations tables, in addition to the results of the call and how the projects were evaluated. This provided inspiration for the possibility to influence a call through the evaluation criteria.

Stakeholders involved in the development and implementation of the policy improvement

Name of stakeholder	Special Management Authority of Regional Operational Plan of Attica
Type of stakeholder	Public – Administration and policy making authority
Responsibilities / role within the development and implementation of the policy improvement	The Special Management Authority (SMA) handles the policy instrument. Consultation and meetings with the Directorate of Developmental Planning and the AUEB partners, enabled the familiarization of SMA with RRI dimensions and tools, as well as RoA;s objectives within the MARIE project. Given the above, Special Management Authority decided on the content of the call and already finished its composition. Moreover, it is responsible for supporting the management of each step of the process: 1) the public dissemination of the call, 2) networking, support and mentoring of beneficiaries, 3) evaluation of the proposals, 4) monitoring the implementation of selected projects.
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	Yes, it is the Authority in charge of the policy instrument and therefore for the implementation of the policy improvement, that will take place with the assistance of the Directorate of Developmental Planning, under the auspices of RoA.

Name of stakeholder	Regional Council for Research and Innovation
Type of stakeholder	Public Authority
Responsibilities / role within the development and implementation of the policy improvement	The Regional Council for Research and Innovation has an advisory, subsidiary role. The Council has strong bonds within the academia and research institutes, so it has contributed in the policy improvement by offering consultation regarding which sectors of RIS3 for Attica should be addressed in the Open Call for Funding.
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	NO

Specific tasks and timing

Specific tasks and timing		
Task number	**Development of the policy improvement**	**Timing**
1	Consultation between local stakeholders and the AUEB partners to decide how to address RoA's objectives.	Second half of 2018
2	Familiarization of the Special Management Authority with a systematic approach of RRI tools and dimensions through bilateral meetings with the Directorate of Developmental Planning	December 2018, January 2019
3	Consultation between Special Management Authority and Regional Council for Research and Innovation to identify which RIS3 sectors should be addressed via the funding opportunities.	March 2019
4	Writing the Open Call for Funding, under the ERDF, in Priority Axis 1, of RIS3 Attica.	April – May 2019
5	Receiving suggestions from the General Secretariat for Research and Technology regarding the Open Call.	June 2019
6	Finalising the content of the Open Call for Funding.	July and August 2019
Task number	**Implementation of the policy improvement**	**Timing**
7	Announcing the Open Call.	January/ February 2020
8	A big one day event for publication and dissemination of the call and networking of beneficiaries, employing the Innovation Café GP.	January/ February 2020, close to the announcement date
9	Three technical meeting for further networking, matching suitable beneficiaries, mentoring and support in writing the proposals, using the EDP GP.	Within two months after the announcement date (March/ April 2020)
10	Deadline for the submission of the proposals.	Within three to four month after the announcement date (May 2020) and a potential one month extension (June 2020)

11	Deadline for the evaluation of the proposals.	Six to eight months after the deadline of submission (December 2020 – February 2021). The evaluation period will largely depend on the number of submitted proposals.
12	Monitoring of the implementation of the Action plan – assessment of the policy improvement.	The monitoring of the implementation of the Action Plan is an ongoing process that will be carried out during the overall process, from the publication of the Open Call until the end of phase 2, utilising the MARIE Online Monitoring Tool. (January 2020 – June 2021)
13	Assessment of the impact of the Action Plan	The partner from AUEB will undertake the assessment of the impact of the Action Plan, a process that will unfold from the publication of the Open Call, until the end of phase 2 (January 2020 – June 2021), in accordance with the impact assessment indicators provided in Part 2 of the Action Plan

Resources required for the development and implementation of the policy improvement

Resources for the development and implementation of policy improvement				
Type of resource				
Physical (e.g., facilities, buildings)	Meeting Rooms	1, 2, 3, 4, 6, 9, 12, 13	06.2018 - 06.2021	N/A
	Conference/ Event venue	8	02.2020	N/A
Human (types of personnel)	Organizers	1, 2, 3, 4, 6, 7, 8, 9, 12, 13	06.2018 - 06.2021	N/A

Resources for the development and implementation of policy improvement

Type of resource				
	Stakeholders	1, 3, 5, 8, 9, 13	Second half of 2018, 03.2019, 06.2019, 01 - 02.2020, 03 – 06.2021	N/A
	Beneficiaries	8, 9, 10	01 – 02.2020, 03 - 04.2020, 02 – 03.2021	N/A
	Evaluators	11	06.2020 – 03.2021	N/A
Other	Dissemination Material	8, 9	11.2019 – 04.2020	N/A

of the external environment

PESTL analysis				
Factor type	**Factor title**	**Description of factor**	**Scope (international, national, regional)**	**Importance**
	New Regional Governor- Change in the administration of the Region	The period of transition to a new administration in the Region of Attica may lead to delays in the implementation of decisions and to delay the approval of the public call for action to support SMEs	Regional	High
Political	Unrest in the international economy	Unforeseen developments at international level (mainly in the European context,	international	High

		probability of recession in the major economies, increased costs from the BREXIT, but also with the threatened international trade war) that can lead to credit constraints or lack of funds, developments that will affect the design of companies investing in innovation and research.		
Economic	Redesign of NSFR/ESPA and/or ROP of Attica. Transferring funds to other Priorities Axis	Probably funding needs for other infrastructure projects or innovation actions may lead to a redesign of the ROP and remove resources from the Priority Axis to which the Call belongs, or may it be considered that the Call should be integrated / linked to another policy framework.	National-Regional	Medium
	Distrust and lack of trust	Region's willingness to implement the policy instrument is unclear. Expectations are created, which in the end are not	Regional	Medium

		served and controversy is created. Results to delays and postponements of the implementation of the Call.		

Enablers and barriers of Action Plan development and implementation

Enablers		
Enabler title	Description of enabler	Importance of enabler and potential impact on development and implementation of policy improvement
1	Accept the innovation	It is of high importance. The broad consensus that innovation is a crucial and decisive factor for the development and productive reconstruction of the Attica region will contribute to the completion of the ROP call.
2	Active involvement of the business community	It is of high importance to ensure the active involvement of the business community, to propose ideas and objects that will be further incorporated in the Invitation and act as an incentive for a business to be more interested.
3	Funding opportunity	The opportunity for significant funding of eligible costs for the production of innovative products is a powerful factor for genuine interest from the business community.
Barriers		
Barrier title	Description of barrier	Importance of barrier and potential impact on development and

		implementation of policy improvement
1	Region's priorities	The Region might appreciate that the objectives of innovation will be achieved by other policy choices and not through ERDF funded Actions
2	Absence of effective dialogue	Absence of a substantive dialogue with stakeholders might lead to problematic processing of the call.

Transferability conditions and factors

Transferability factor		
Factor title	Description of factor	Importance of factor and potential impact on regional transferability of policy improvement
1	Flexibility of the funding system	Factor of high importance. Fixed forms of project applications (for example standardized nationally) can constrain the implementation of this action.
2	Communication strategy	Development of a communication strategy for all parties involved, highlighting the benefits of the process for everyone concerned will be a useful tool

Funding sources	
Source	Description
1	The policy instrument selected for improvement is the Regional Operational Programme 2014 – 2020 Priority Axis 1: Strengthening Research and Innovation Mechanisms and Investments for SMEs in the Region. It is a structural fund that is funded by the ERDF and in the regional context in handled by the Special Management Authority.

For the purposes of the Open Call the Special Management Authority has decided to subsidize 9.000.000€ in total to the selected proposals. The aforementioned fund, along with the necessary budget to support all the related activities of the |

	implementation of the policy instrument improvement will be funded through resources of the Special Management Authority stemming from the ERDF.

Risks and mitigating actions

Risks and Mitigating Actions			
Title of risk	**Description of risk**	**Level of probability (High, Medium, Low)**	**Description of mitigating action(s)**
Failure or distortion of procedure	Sometimes political leaders at national or regional level, excited by the presentation of participatory processes, support them for impressions. Practically they do not adopt or distort decisions and choices that emerge from them and direct strategic choices in predetermined areas.	HIGH	There are no specific measures. The only measure can be the strong involvement of the business community and other stakeholders throughout the process. This will create commitment by to the authorities of the region / government and convince them not to cancel it.

Feasibility check

Transfer and implementation team (Internal staff members and stakeholders)

Feasibility check items	Response	Comments / details:

Have you identified what skills are necessary to design and implement this policy improvement?	YES	- Managerial capacity to coordinate and supervise the project from an administrative and economic point of view. - Be able to coordinate dialogue with stakeholders to evaluate proposals aiming to exchange of knowledge or technology or to achieve the objectives of the action. - Mentoring skills to support the implementation phase of the stakeholders. -Ability to evaluate stakeholders' proposals based on the criteria of the proposal
Have you checked which staff members / stakeholders were involved in the original GP? Are these the same in your local context?	YES	Experienced executives of Region of Attica who combine the design and implementation of actions, are part of the strategic priorities in the framework of ROP (Regional Operational Program) and respond the needs and goals of the RIS3. They are in position to further communicate this to the stakeholders. Advantage can be considered that they have worked and used the GP of the Entrepreneurial discovery process (EDP) management.
Have you identified who is going to work on this measure from within the partner organisation?	YES	Two executives from the Directorate of Development Planning of the Attica Region and two executives from the Special Management Service of the Regional Operational Program "Attica 2014-2020".
Have you identified the most relevant stakeholders to work	YES	Organizations representing the business community, (such as

on the measure from outside the partners' organisation (stakeholders)?		the Athens Chamber of Commerce and Industry, the Hellenic Federation of Industries, the Association of Commercial Associations of Greece, the Athens Business and Innovation Center, the Corallia Innovation Center) and research institutes, who will propose and evaluate ideas, innovations and fields of action.
Have you contacted all the necessary stakeholders (internal and external) and involved them in the measure?	YES	The Special Managing Authority and the competent services of the Region of Attica have organized relevant meetings with the targeted stakeholders. 3 meetings with local stakeholders were scheduled where in addition to the Special Managing Authority, the Regional Research and Innovation Council will be involved. Exchange of proposals and elements incorporated in the planning for the implementation of the Call took place.
Have you discussed and allocated the role of each stakeholder?	YES	
Have you made agreements (formal / informal) with each stakeholders, defining their responsibilities and eventual compensation?	N/A	

Technical feasibility check

Feasibility check items	Response	Comments / details:
Have you checked which facilities and equipment have been used in the original GP?	YES	Basic hardware for connectivity, networking and access to corresponding research platforms and tools. Creating databases and use appropriate software programmes for evaluating actions, viewing and connecting to the Internet and networks of scientific knowledge.
Have you identified what kind of facilities and equipment you need according to your local context?	YES	The existing premises and equipment of the Region of Attica can support the fundamental requirements.
Have you checked if these facilities and equipment are available either within your structure or stakeholders' structures?	YES	Will exploit to the maximum the possibilities that are available in the region of Attica and the Special Service of the Regional Operational Program.
Have you prepared a list of facilities and equipment you need to buy or rent?	YES	Provisions have been made for premises that will need to be rented for the Workshops of shareholders and for the supportive hardware needed
Are you aware of / have you checked the necessary procedures to buy or rent these facilities and equipment?	YES	The planned procedures (competition and other) for the procurement of equipment and rental facilities that apply to public authorities in Greek and European legislation are complied with.

Financial feasibility check

Feasibility check items	Response	Comments / details:
Have you checked the provisional budget and financing plan of the GPs considered in the proposed policy improvement?	YES	The planned budget of the action covers all the needs.
Have you prepared a provisional budget for the policy improvement (proposed Implementation budget)?	N/A	
If needed, have you contacted an expert to assess global costs of the policy improvement (Implementation budget)?	N/A	
Have you validated the implementation budget with the transfer and implementation team?	NO	
Have you identified all possible funding sources and created a financing plan?	YES	A basic source of support for the implementation budget is the funding of the project.
Have you determined cost distribution between partners and other funders?	YES	There is an approved allocation

Legal /regulatory feasibility check

Feasibility check items	Response	Comments / details:
Have you checked the laws and regulations (local / regional / national) that could affect implementation of the policy improvement in your policy context?	YES	The basic regulatory framework, in addition to the Interreg rules, are adopted by the Commission and set out a development strategy to be achieved with the assistance of one or more European Structural and Cohesion Funds. More specifically: Regional

Feasibility check items	Response	Comments / details:
		Operational Program "Attica 2009-2014", RIS3, Pact
Have you checked if the policy improvement complies with these laws and regulations?	YES	It is perfectly adapted to the needs for cooperation with the private sector and stakeholders as well as the requirements that exist for the promotion of research, innovation and the wider transmission of the knowledge generated through these processes. .
If needed, have you identified which adjustments have to be made to the policy improvement? Are they workable?	N/A	
Have you checked if these changes lead to additional costs? What are these costs?	N/A	
If applicable, have you determined who will cover these additional costs?	N/A	
Have you checked if changes require the involvement of stakeholders that were not originally involved in the transfer and implementation team?	NO	
Have these stakeholders been contacted and involved?	NO	

Political and socio-cultural feasibility check

Feasibility check items	Response	Comments / details:
Have you analysed the social / cultural / political context in	YES	Implementation of policy improvement will take place in new socio-political

Feasibility check items	Response	Comments / details:
which the policy improvement will be implemented?		environments. The election of a new Parliament and Government and new elected governments in the Regions symbolizes the transition of Greek society and economy to a new period, for which it is estimated that it will have stronger developmental characteristics. After the long-term economic crisis, Greek society, business and academic research teams have a developmental orientation. They are more extrovert and work more towards innovation, research, social economy, adoption of new dynamics and strengthening of clusters. The political, economic and social environment is very positive in terms of cooperation, knowledge transfer, building synergies and collaborative structures.
Have you identified political risks and any necessary mitigating actions?	YES	There are no immediate political risks or threats. After the summer there will be a new political and social environment that is expected to lead faster to a course of smooth political and developmental dynamics. It is a fact that in Greece, political changes, for example, regional governments and governments can lead to administrative or bureaucratic delays due to special conditions in the public administration.

Feasibility check items	Response	Comments / details:
		On the other hand, administrative structures, such as the Special t Service of the Regional Operational Program "Attica 2014-2020", which implements the GP, are not affected by such events. Actions that can be undertaken are the timely preparation for the implementation of stakeholder workshops and close monitoring of the process of approving the open public call for action "Research and Innovation synergies in the Attica Region"
Have you identified social or cultural risks and any necessary mitigating actions?	N/A	
Have you met local / regional politicians to explain and validate the project, if necessary?	NO	
Have you planned / carried out a consultation phase with interested actors (e.g. beneficiaries, companies, local politicians, civil society representatives)?	YES	2 relevant sessions /workshops with involving stakeholders took place

Implementation schedule

Feasibility check items	Response	Comments / details:
Are you aware of the schedule / timing of the planning and implementation of the GPs considered in the proposed policy improvement?	YES	Next actions are foreseen from September 2019.

Feasibility check items	Response	Comments / details:
Have you set deadlines for the planning of the policy improvement with the transfer and implementation team?	YES	Planning to implement the improvement policy provides that the meetings between the transfer and implementation team will be finalised early in September. Following the activation of the GP entrepreneurial discovery process (EDP) a publication of an invitation to the action "Research and Innovation Synergies in the Region of Attica" will occur. The objective of the action is to support cooperative research projects for the development of products and / or services in Enterprises of the Region of Attica through the possibility to form collaborative schemes with research and knowledge transfer organizations in the context of mid-term research consortia in the sectors included in RIS3 of the Attica Region, emerged after and from the relevant entrepreneurial discovery process (EDP). The process is supported by an electronic platform and the deadlines are defined by the NSRF procedures.
Have you built a schedule of implementation actions?	YES	Announcement of the call (during in the Autumn). One event for the publication of the funding call and networking of relevant stakeholders, using the Innovation Cafe GP (right

Feasibility check items	Response	Comments / details:
		after the announcement of the call, probably around October). Three meetups employing the EDP GP, for further networking among prospective stakeholders, mentoring and encouraging consortiums (early Autumn). Evaluation of the proposals. Assessment of the impact of the Action Plan.
Have you planned meetings of the transfer and implementation team?	YES	Meetups organised by the Special Management Authority, using the EDP GP, in order to engage SMEs and identify the particular needs for the call.
Have you checked if there are any political constraints to take into account in the schedule?	N/A	
Have you checked if there are any other significant events that could have an impact (positive or negative) on the implementation of the policy improvement?	N/A	

HEAD OF SPECIAL MANAGEMENT
DIRECTORATE
AUTHORITY – ROP ATTICA

DIMITRIS DROSIS

DEPUTY HEAD OF
OF DEVELOPMENTAL PLANNING,
REGION OF ATTICA

MARIA MISKA