



**Interreg
Europe**



European Union | European Regional Development Fund

2019

Action plan for the Centre-Val de Loire region

MARIE
Interreg Europe



MARIE promotes responsible research and innovation in key sectors. By supporting quadruple-helix governance, open innovation and corporate commitment to responsibility, the project helps to create smart, sustainable and inclusive regions.

www.interregeurope.eu/marie

An interregional cooperation project for improving innovation delivery policies.



Centre-
Val de Loire

www.regioncentre-valde Loire.fr

Innovation et développement des entreprises

Contents

Part 1 : General information	3
Part 2: Policy context of Action Plan.....	3
Part 3: Policy improvement and relevance to MARIE outputs	8
Part 4: Definition of actions and feasibility check.....	17
Stakeholders involved in the development and implementation of the policy improvement	17
Specific tasks and timing.....	19
Resources required for the development and implementation of the policy improvement.....	21
PESTL analysis of the external environment.....	22
Enablers and barriers of Action Plan development and implementation	23
Transferability conditions and factors	24
Funding sources	24
Risks and mitigating actions.....	25
Commitment.....	26

Part 1 : General information

Project: PGI02115 MARIE MAinstreaming Responsible Innovation in European S3

Partner : Dev'up Centre-Val de Loire

Territory concerned: Centre-Val de Loire

Country: FRANCE

NUTS2 region: Centre-Val de Loire

Contact person: Frederic Pinna

Email address: Frederic.pinna@centre-valdeloire.fr

Phone number: + 33 (0)2 38 88 86 06

Part 2: Policy context of Action Plan

Description of the regional Policy Context		
The Action Plan aims to impact:	<input checked="" type="checkbox"/>	Investment for Growth and Jobs programme
	<input type="checkbox"/>	European Territorial Cooperation programme
	<input type="checkbox"/>	Other regional development policy instrument
Name of the policy instrument addressed:		
ERDF OP of the region Centre Val de Loire - Axe 1 Knowledge society		
Axis 1 of the ERDF OP addresses both SME competitiveness and the capacities of the region in RDI. It is also closely linked to the S3 objectives (which are also considered under ERDF OP's TO1), and to the Regional Economic Development Strategy for innovation & internationalization (SRDEII).		

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

Axis 1 ERDF Operational Program measures aim to encourage business investment in the RDI, by developing links and synergies between companies, R&D centres and the higher education sector. However, although all forms of innovation are promoted across the territory, the instrument could benefit from a focus on end users and from stakeholder informed business models (circular economy, collaborative economy), social innovation and open innovation.

For firms located in low-tech sectors, one way to integrate a high level of innovation lies in collaborative and open innovation. All the above improvements come under the umbrella of Responsible Innovation (RI) and would benefit from a coordinated approach in this field.

During the first period of programming program (2014-2017), the social economy players were not present in economic networks despite its impact on the regional development. Indeed, in the Centre-Val de Loire region, it represents more than 85 000 employees in more than 9 000 employer establishments. In terms of weight, the SSE represents about 10% of employees in the region.

In order to fostering the development of the regional territory in the whole acceptance (including social economy), and in a desire to align economic development public policies for greater consistency in their deployment, the policy players considered necessary helping these Social economy networks to integrate the "traditional" economic development networks, and to help them to structure their organisation at the territorial level.

This is based on an approach of mutual pedagogy and acculturation between economic developers and social and solidarity economy developers in order to develop synergies and cross-fertilization... that will finally benefit to the support towards the regional companies.

Before enter into the details of the action plan, let's us remind the difference and convergence between social innovation, responsible innovation and smart specialisation. All of them could embody a way of innovate... from a social economy point of view to a more classical economy one.

	Social innovation	Responsible Innovation	Smart Specialisation for innovation
Social economy ←			→ Classic economy
Objectives, inputs and drivers of innovation	<ul style="list-style-type: none"> The social needs and problems that are not being met by the government or market actors The enhancement of social and/or environmental well-being 	<ul style="list-style-type: none"> The meeting of social needs and grand societal challenges The uncertainty regarding innovations' future impacts The embedding of innovation in society 	<ul style="list-style-type: none"> Structural change in line with market or social needs
Process	<ul style="list-style-type: none"> Experimentation process Collective participatory process including stakeholders (primarily target beneficiaries) for better understanding of the addressed social need or problem 	<ul style="list-style-type: none"> Involving and deliberating with relevant stakeholders throughout a transparent innovation process Innovation assessment to realize a collective responsibility to control and direct innovation into a direction that is ethically acceptable, societally desirable and sustainable 	<ul style="list-style-type: none"> Experimentation process through transformative activities Participative governance with members of the quadruple helix along the RIS3 process Coordination of the innovation ecosystem
Innovation adoption and dissemination	<ul style="list-style-type: none"> Swarming / learning 	<ul style="list-style-type: none"> better embed the innovation in society, and ensure that the innovation delivers societal benefits 	<ul style="list-style-type: none"> Change management Capacity building of the stakeholders
Finance	<ul style="list-style-type: none"> Redefinition of the economic model 		<ul style="list-style-type: none"> Prioritisation of public investment Leverage effect on the private funds Efficiency of the public fund
Place based	<ul style="list-style-type: none"> Relationship to the territory : place based 	3 levels : <ul style="list-style-type: none"> the macro level of societal debates and longer-term visions the meso level of research funding agencies, the micro level of the researcher in his or her laboratory 	<ul style="list-style-type: none"> Place-based : on the territorial assets
Outputs and Impacts	<ul style="list-style-type: none"> Innovations that enhance social and/or environmental well-being Impacts evaluation collective appropriation of value 	<ul style="list-style-type: none"> Innovations that are societally desirable, sustainable and ethically acceptable More focus on Sciences and Technical Development (narrow view) Measure the direct and indirect impacts of innovations :constructive technology assessment 	<ul style="list-style-type: none"> Commercially-driven innovation : Socio-economic impacts Public policy evaluation
Innovation adoption and dissemination	<ul style="list-style-type: none"> Essaimage / learning 	<ul style="list-style-type: none"> publication of all research results better embed the innovation in society, and ensure that the innovation delivers societal benefits 	<ul style="list-style-type: none"> Change management Capacity building
<p>Nevertheless, the mains points that held our attention were some key features:</p> <ul style="list-style-type: none"> The mains drivers of the innovation, that are: the meeting the grant social challenges, and the social needs (for example in line with the rurality) with a sustainable development point of view. The process of innovation itself which is based on the involvement of the stakeholders and on the focus on the beneficiaries of innovation, and also on an experimentation process. Then, the relationship of the territory, which is particularly important: the innovation should be place based and fostered by the local ecosystems 			

Finally, the policy makers bore in mind the innovation impact, and the collective appropriation of the added value ...

For a territory such as the Centre-Val de Loire region, which remains very rural despite its two metropolitan areas, social innovation is perceived as a strong development lever. It makes it possible to set up an innovation at the local level, as close as possible to the citizens and responds to their needs. The aim is therefore to support project leaders throughout the development cycle of their companies, whether they come from the social and solidarity economy or the traditional economy.

Description of the policy instrument selected for improvement

ERDF OP of the region Centre Val de Loire - Axe 1 Knowledge society

Axis 1 of the ERDF OP addresses both SME competitiveness and the capacities of the region in RDI. It is also closely linked to the S3 objectives (which are also considered under ERDF OP's TO1), and to the Regional Economic Development Strategy for innovation & internationalization (SRDEII).

ERDF-ESF OPERATIONAL PROGRAMME CENTRE-VAL DE LOIRE 2014-2020 IMPLEMENTATION DOCUMENT (DOMO).

Axis 1 « Knowledge society ».

Specific Objective 1.B.1: Increase by 50 % the number of innovative enterprises in Centre-Val de Loire region

ACTION 3 - Actions aimed at providing an environment favourable to companies in their innovation approaches

ACTION 4 – individual company research, development and innovation projects having an economic and social impact within the regional territory

ACTION 5 - research, development and collaborative innovation projects

Description of the envisaged / enhanced policy context

The policy context facilitates the networking and communication of key actors in the social innovation chain, such as existing/potential social enterprises, entrepreneurship support organisations, social economy support organisation (CRESS, France Active, Regional Union of SCOPs ...), economic development support ecosystem and its management through the economic developer network of Centre-Val de Loire (RDECVL), and a cluster specialised in open innovation through associated services. They share the aim of improving the delivery of socially innovative products and services and their connection to actual social needs (as also identified by the Region).

The Partner sees the integration of RRI as a means to align R&I with end users' expectations in the context of a major governance evolution. This particularly refers to the changing (leading) role of the Region on economic development, thanks to changes in national legislation.

This resulted in the adoption of the social and solidarity economy strategy in June 2018. This political act is a strong lever in the development of social and solidarity economy in the region because it will make it possible to mobilise counterparts to the ERDF OP policy instrument.

In particular, it is envisioned that interregional cooperation within the MARIE project could help to improve the policy instrument by fostering the considering of actions carried out by the SSE world, in particular on innovation.

- Call for projects on Social Innovation (2nd call launched in June 2019)

Type 1 Implementation of new projects

Inspiration from other MARIE regions will be the basis of analysis at regional level in terms of new topics for the ERDF OP funding projects, addressing the social innovation or responsible innovation issues, in 2019 and 2020. This could include: methodologies and to foster open innovation; as well as process to build cooperation between entrepreneurs, companies, local communities and public and private facilities. It could also promote stakeholder dialogue in the terms of reference for the OP calls for proposals and more largely, for RIS3 governance.

Part 3: Policy improvement and relevance to MARIE outputs

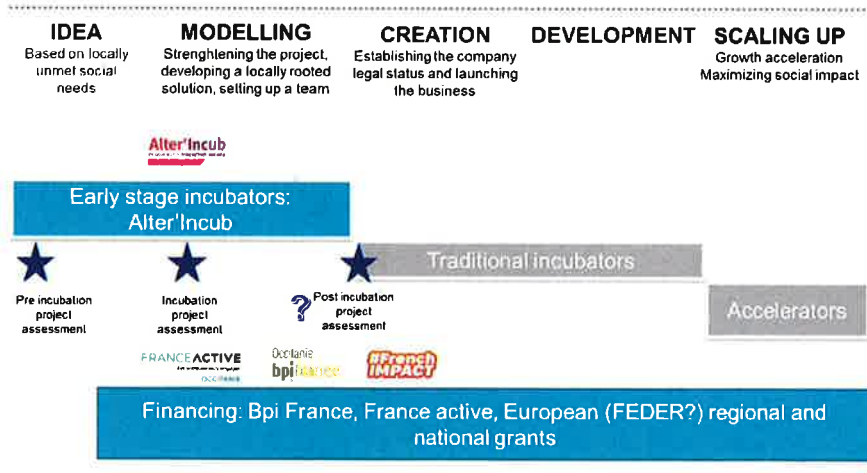
The proposed policy improvement	
Title	Fostering the convergence between social and classical economy for supporting social innovation projects
Description of policy improvement	<p>We intend to empower Responsible Recherche and Innovation (RRI) by a two-phase initiative:</p> <p>Step 1: Improved networking and communication between the regional social innovators support network and the economic development network.</p> <p>The main goal of this first phase is to develop a cross-fertilisation between the Social Economy and the traditional economy networks. For reaching these achievements, we are considering some specific actions:</p> <ul style="list-style-type: none"> • Meeting of the ESS network members by DEV'UP • Integration of these networks into the RDECVL (regional network of the economic developers). It is formalized by the signature of the code of conduct by the ESS members. • Cross-fertilization between the worlds of economic developers and ESS developers. It is formalized by the attendance of the meetings and trainings organised by REDCVL and the Economic Developers university by the members of the ESS. The reverse situation is also expected (attendance of traditional economic developers in the meetings organised by the ESS community.) <p>Step 2: Improve the support of Social Economy projects by integrating the monitoring of innovation incubator, Alter'incub</p> <p>In order to improve the implementation of the newly created incubator dedicated to the social innovation (Alter'Incub), we intend to:</p> <ul style="list-style-type: none"> • Integrate the members of traditional economy worlds into the committee of selection and evaluation of the Social Incubator (Alter'incub) • Propose a methodology to assess the projects supported by the incubator (Alter'incub) at the end of the incubation period to evaluate the social incubation impact and maybe to profile the next step (the integration in social or in the classic economy). • Propose a process in order to

- to monitor the activity of the supported projects after they left the social incubator
- to facilitate the development of the newly created companies with the other support tools available in the regional territory.

One of the main challenges is to integrate Alter'incub into the landscape of support for innovation and economic development. This is particularly possible if we have previously provided a bridge the ecosystems supporting the solidarity economy and those supporting, he traditional economy (step 1).

The objective is to maintain the continuum of development support for the newly created companies, and to foster intermediation with the local actors of the ecosystem to promote the inclusion of social innovation projects in the territories.

The aim is therefore to support project leaders throughout the development cycle of their companies, whether they come from the social and solidarity economy or the traditional economy, by ensuring post-incubation monitoring and guaranteeing dialogue between those involved in supporting innovation in the social economy and those from the traditional economy.



Improvement over current policy instrument

The first step of the action plan will led to:

- the opening the REDCVL to social economy actors and the synergy between the two worlds of innovation and economic development support

	<ul style="list-style-type: none"> the recognition of the innovation lever within Social Economy development projects
<p>Type of policy improvement</p>	<p>Type 1 Implementation of new projects</p> <p>The inspiration of other regions of the MARIE consortium will be used as a basis for the analysis for the financing of projects by the current ERDF OP, by including new themes addressing issues of social innovation or responsible innovation in the scope of eligibility. This could include: methodologies to foster open innovation; methodologies to build cooperation between entrepreneurs, large companies, local communities and public and private facilities. It could also promote stakeholder dialogue in the terms of reference for the OP calls for proposals and more largely, for RIS3 governance.</p> <p>Type 2 Change in the management of the policy instrument</p> <p>In a less measure, it involves</p> <ul style="list-style-type: none"> the integration of the specific constraints inherent to the social economy world (small structures with few human and financial resources, insufficient cash, and an insufficient critical size for managing the administrative constraints of projects with European funding) in the ERDF OP. This will require an adjustment of eligibility criteria, payment and monitoring arrangements. the integration of social innovation dimensions in the monitoring and assessment of these projects. This change is highlighted by other MARIE partners (see for example Partner 7 in Ireland) and would represent an important incentive for those applying for funding to innovate with an RRI or social innovation approach.

Impact of the proposed policy instrument	
<p>Impact of proposed policy improvement on the envisaged / enhanced policy context</p>	<p>By implementing these activities, we aim to open the REDCVL to social economy actors and in parallel, foster the recognition of the innovation approach within Social Economy development.</p> <p>More concretely, this will to be translated by the recognition of the Social Innovation as eligible under the ERDF OP (Measure 3,4,5 of the Axis 1 “Knowledge Society”).</p>

	<p>This also will enlarge the spectrum of innovation supported by the ERDF OP, and other regional strategies (RIS3, ESS strategy)</p>
<p>Elements of improvement of the current policy context</p>	<p>Through the implementation of the action plan, we intend to:</p> <ul style="list-style-type: none"> • Increase the ability to detect larger numbers of innovation projects through the whole ecosystem support and not only through the Social Economy networks (secure and foster the innovation project pipeline) • Disseminate the principles of and Social Innovation and RRI to traditional companies through the REDCVL members • Share the benefits from the best practices between the two worlds • Structure the social economy ecosystem, in particular, territorial ecosystem based on the REDCVL model • Integrate in the selection committee of the incubators of actors of the traditional economy to improve the selection and the evaluation of the projects • Provide a dedicated quality support to social innovation projects and a relevant monitoring • And finally, strengthen the development of innovation project owners through the social or responsible Innovation with a very strong territorial base, and not only in urban areas
<p>Impact assessment indicators</p>	<p>Concerning the 1st step of the action plan:</p> <ul style="list-style-type: none"> • Number of projects on social economy detected • Number of projects on social innovation from traditional businesses • Number of REDCVL members aware of Social Economy, Social Innovation and Responsive Innovation <p>Concerning the 2nd step of the action plan:</p> <ul style="list-style-type: none"> • Number of social innovation projects detected • Number of social innovation projects supported • Number social innovation start-ups created • Number of jobs created by these companies

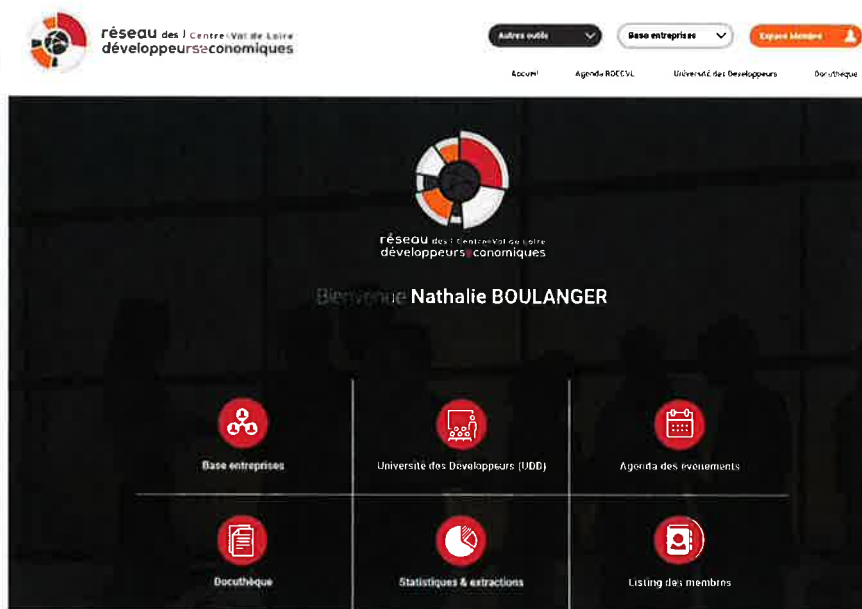
Policy improvement and relation to MARIE RRI concept			
MARIE RRI Concept Dimensions	Components of RRI dimension	Addressed by policy improvement? (Yes / No)	If yes, how?
RRI support actions	Ethics	Yes	Ethical dimensions and sustainable development of social innovation projects
	Quadruple Helix	yes	Representation of the various stakeholders in the social incubator selection committees
	Open Innovation	yes	Interaction between the world of the social economy and that of the traditional economy.
	Information and Tools	yes	Integration of social economy actors into the REDCVL, and the UDD (University of the Economic Developers)
	Innovation Delivery	yes	Creation of the social innovation incubator
	Assessment	Yes	Social Innovation Project Evaluation Criteria

Good Practice used to define the Policy Improvement	
Title of Good Practice	Tampere Region Open Innovation Platforms (OIP) presented during IL5 in Tampere
GP owner (region)	Council of Tampere Region, University of Tampere (UTA)/ Tampere
Can this GP address the policy need(s) identified in the previous section? If yes, how?	The principle of the OIP (understood as an Open space (physical/digital) where people (community) meet in an innovation process which is open and network effect is brought by participation) could be applied to foster the synergy between the social economy and the traditional economy actors around the social innovation projects.

Currently, public decision-makers have decided to strengthen the links between the world of the traditional economy and the solidarity economy by creating bridges, in particular the network of economic developers. Nevertheless, cross-fertilization could go further by integrating the principle of synergy between the two worlds through open innovation platforms such as those set up in Tampere, Finland.

From now and in the coming months, we intend to evaluate how we can use the principle in the open innovation platform into the building of the extranet of the economic developer network.

Indeed, in order to manage the relationships between the 400 or so members of the network of economic developers, DEV'UP has set up an extranet.



It provides members with a number of tools and applications:

- a CRM database that allows members to share and capitalize on information on companies in the territory in a confidential manner. This tool makes it possible in particular to manage prospecting plans and to guarantee coordinated action between intermediaries towards the companies being monitored.
- an access to the programs of the University of Developers which aims to professionalize members on the key issues of economic development support. An online registration module is available.
- a shared agenda of events related to economic development in the region

	<p>- - a documentation library containing the many guides published by the agency, descriptions of regional aid, meeting materials and all the description sheets of the communities of municipalities in the region</p> <p>- - a directory of network members.</p> <p>The aim is to see how to integrate into the animation of the network and in the management of the extranet the principles of the innovation platforms that have made the successful implementation of the responsible innovation approach in the Tampere region possible.</p>
<p>Exchange / Transfer process</p>	<p>The good practice Open Innovation Platforms (OIP) was initially presented in Athens in June 2017 in the form of a poster by the Tampere Region.</p> <p>Furthermore, we had the opportunity to attend the seminar organised on Open Innovation Platforms and RI, during which, different approaches of Open Innovation Platforms (OIP) were presented in tampered in May 2019 in Tampere.</p> <p>We then assessed the value of transferring this good practice and its relevance to our own challenges at the regional level, before submitting the different versions of our action plan to the various events organised at the interregional level (Dublin in October 2018, Bucharest in February 2019 and finally Kiel in June 2019). We have taken into account the feedback from our counterparts to adjust our action plan.</p>
	<p>By adapting this good practice into the CVL region we expect:</p> <ul style="list-style-type: none"> • To increase the acculturation between the two worlds • To commit the innovation support ecosystem to Social and responsive innovation • To build together (Social Economy actors and traditional economy actors) and with the beneficiaries (especially the social innovation project owners) social innovation support that are effective

Good Practice used to define the Policy Improvement	
Title of Good Practice	Broadening the Scope of Impact
GP owner (region)	Science Foundation Ireland (SFI) /. Ireland
Can this GP address the policy need(s) identified in the previous section? If yes, how?	<p>Furthermore, the fact that the potential impact of a project is considered at various stages throughout the Programme lifecycle from ex-ante to ex-post assessments also inspired us.</p> <p>Indeed, in the case of the Alter'incub, the assessment of the projects is carried out twice:</p> <ul style="list-style-type: none"> • to enter into the pre-incubation period (3 months) • To enter in the incubation period (12 months). <p>We therefore intend to carry out an ex-post evaluation of the projects at the end of the incubation process and to try to adapt the criteria of good practice from SFI for the selection of social innovation projects to be supported by the incubator.</p> <p>Nevertheless, since the Centre-Val de Loire Region is not starting from scratch with the social innovation incubator approach but replicates a model developed in Occitany region and already replicated in other French regions, the downstream approach is already well thought out and well structured. Also, taking into account the indicators and the "Broadening the Scope of Impact" approach will probably be done at the margin in order to propose only indicators or a methodology that will provide a real added value compared to the existing approach.</p>
Exchange / Transfer process	<p>Again, this good practice was first presented in Athens in June 2017, in the form of a poster.</p> <p>We took the opportunity of our visit to Dublin in October 2018 to further explore the context and implementation of this good practice. Our counterparts in Southern Ireland organised an exchange meeting with IFC in which our counterparts in Tampere also participated. The project manager also shared with us the key documents underlying the approach to the impact assessment framework for funded projects.</p>

	<p>Moreover, our counterparts in the Tampere Region implemented this good practice very quickly by including criteria for evaluating the impact of projects in their own calls for responsible innovation projects. They reported on the progress of the integration of this good practice in February in Bucharest but especially in June in Kiel. The fact that they shared their experience allowed us to better understand the feasibility of transferring this good practice as part of the monitoring of the projects supported by Alter'incub.</p>
--	---

Part 4: Definition of actions and feasibility check

Stakeholders involved in the development and implementation of the policy improvement

Name of stakeholder	DEV'UP
Type of stakeholder	Policy-making organisation
Responsibilities / role within the development and implementation of the policy improvement	Regional economic development agency: in charge of the overall communication, monitoring and evaluation of the RIS3, of the management of the Innovation steering committee and as well as of the regional economic development network (REDCVL)
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	<p>DEV'UP has been responsible for managing and reporting the design & implementation of the 1st Regional Innovation Strategy (2007/2013) and has coordinated the new RIS3 (2014/2020) and the design of ERDF OP measures related to RDI and SME's competitiveness. DEV'UP team supports, each year, more than 100 SME's projects.</p> <p>Different units in DEVUP take part in the RIS3 implementation. The Unit "Territorial Animation" coordinates the ecosystem providing innovation and economic development services to the regional companies. The Unit "European Policies" is animating the steering committee, responsible for the RIS3 monitoring and evaluation and participating to the assessment of the ROP. Furthermore, through Enterprise Europe Network, it provides free-of-charge internationalisation services to SME.</p>

Name of stakeholder	Centre-Val de Loire Region
Type of stakeholder	Policy-making organisation
Responsibilities / role within the development and implementation of the policy improvement	<p>Regional Government (Region Centre-Val de Loire): Management of the Regional strategic innovation Committee and of the RIS3 endorsement</p> <p>ERDF Managing Authority</p>

Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	Region is the managing authorities of the economic development public policies: ERDF OP (European Level) as well as the CPER (national level) and SREDEII (regional level)
--	--

Name of stakeholder	CRESS
Type of stakeholder	Consular chamber, federation of networks of social economy actors
Responsibilities / role within the development and implementation of the policy improvement	<ul style="list-style-type: none"> - Lobbying to influence the consideration of SSE in public economic development policies - Participation in the drafting of the SSE strategy - Consulted for the ERDF OP design - Participation in the REDCVL - Participation in the implementation of the incubator
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	<ul style="list-style-type: none"> - Lobbying by bringing proposals - Feeding the social innovation project pipeline

Name of stakeholder	France Active
Type of stakeholder	Social economy funding network
Responsibilities / role within the development and implementation of the policy improvement	<ul style="list-style-type: none"> - Lobbying to influence the consideration of SSE in public economic development policies - Participant in the drafting of the SSE strategy - Consulted for the ERDF OP - Participant in REDCVL - Participates in the implementation of the incubator
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	<ul style="list-style-type: none"> - Lobbying by bringing proposals

Name of stakeholder	UR SCOP
Type of stakeholder	Association representing the network of SCOPs ¹ .
Responsibilities / role within the development and implementation of the policy improvement	<ul style="list-style-type: none"> - Lobbying to influence the consideration of SSE in public economic development policies - Participant in the drafting of the SSE strategy - Consulted for the ERDF OP - Participant in REDCVL - Participates in the implementation of the incubator and manages it directly
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	- Lobbying by bringing proposals

Other organisations from the Social economy world and some funding organisation like banks could also been involved in the implementation on this action plan.

Specific tasks and timing

Specific tasks and timing		
Task number	Task description	Timing
1	Support for the sub-regional structuring of SSE actors based on the REDCVL model	In progress 2018 Q1- Q2 2019
2	Social and Responsible Innovation awareness networking actions in the UDD to promote cross-fertilization	2019-2020

¹ A Scop (société cooperative et participative) is a cooperative enterprise in which the employees hold the majority of the company's share capital. Employees elect the management team, actively participate in decision-making, manage the company, and share its profits, in accordance with the democratic economic principles of cooperatives. Under French commercial law, Scop may be incorporated as a SA (société anonyme) public limited company or an SARL (société à responsabilité limitée) limited liability company.

3	Structuring the prospecting of Social and Responsive Innovation projects within the REDCVL network and social economy networks to secure the project pipeline	Q1 2019 (for the 1 st promotion) 2019-2020 for the others
4	Integrate the members of traditional economy worlds into the committee of selection and evaluation of the Social Incubator (Alter'incub)	Q1 2019 (for the 1 st promotion) 2019-2020 for the others
5	In relation with the stakeholders involved in the incubator management, built a methodology to assess the projects supported by the incubator (Alter'incub) at the end of the incubation period to evaluate the social incubation impact and maybe to profile the assessment of the next step (the integration in social or in the classic economy).	Q3-Q4 2019
6	Test the assessment methodology at the end of the incubation period on a panel of incubated projects (probably from the 2nd call)	2020-2021
7	In relation with the stakeholders involved in the incubator management, build a process in order <ul style="list-style-type: none"> - to monitor the activity of the supported projects after they left the social incubator - to facilitate the development of the newly created companies with the other support tools available in the regional territory. 	Q4 2019 – Q1 2020
8	Test the process mentioned before	2020-2021
9	Evaluate the improvements proposed of the action plan	Q4 2021

Resources required for the development and implementation of the policy improvement

Resources for the development and implementation of policy improvement				
Type of resource	Name of resource	Associated tasks	Timeframe of use	Financial cost
Physical (e.g., facilities, buildings)	offices	Social incubator	2019-...	Office rental
Human (types of personnel)	Members of REDCVL	Improved networking and communication	In progress	Considered in the current financing of structures
	Team animation REDCVL	Improved networking and communication	In progress	Considered in the current financing of structures
	Incubator animation team	Improved networking and communication Social Incubator	2019-...	100 k€
Intellectual (e.g., patents, proprietary knowledge)	Social economy stakeholders	Improved networking and communication		
	External experts	Improved networking and communication Social Incubator	2019-...	100 k€
	Occitany incubator model	Social Incubator		No associated cost (no IP)
Technological (e.g., equipment)	NA			

Other	NA			
--------------	----	--	--	--

PESTL analysis of the external environment

Factor type	Factor title	Scope (international, national, regional)	Importance
Political	Sensitivity of elected officials to the Social Economy	Regional	High
	Sensitivity of elected officials to innovation	Regional	High
Economic	ESS weight in the regional economy: 11% regional employment	Regional	High
	Restriction of public budgets	International	High
Social / cultural	Appetite for ESS	International	Medium
	Lack of knowledge of SSE by traditional economic actors	Regional	High
	Heterogeneous knowledge of SSE reality by elected officials	Regional	Medium
	Heterogeneous knowledge of innovation approaches and systems by elected officials	Regional	Medium
Technological	NA		
Legal / regulatory	Criteria for the eligibility of funding	Regional	High

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	Structuring of the innovation ecosystem	Important, significant impact on all actions (at each phase of the projects)
2	Influence of SSE networks on public economic development policies	Important, impact for the launch of actions
3	Mediation between the economic world and ESS	Important, significant impact on all actions (at each phase of the projects)
4	Strategic alignment between RIS3 and PO FEDER and with ESS strategy	Important helps mobilize resources (especially financial) for the implementation of actions
5	Professionalism of the animation teams (RDECVL, Incubators)	Important for the implementation of actions
6	Broad acceptance of innovation including social innovation	Prerequisite for the design and implementation of the policy instrument
Barriers		
Barrier title	Description of barrier	Importance of barrier and potential impact on development and implementation of policy improvement
1	Distended links between the funds management authorities and the operational departments of the Region or the operational players	Medium, impact on the eligibility of the social innovation project funding
2	Non-alignment between RIS3 and ESS policy	High, lack of effectiveness of the 2 public policies
3	Motivation and mobilization of the actors involved (RDCVL animation team,	High, lack of effectiveness of the 2 public policies

	REDCVL members, Social economy actors, Social incubation animation team)	
4	Administrative burden (animation follow-up and evaluation)	High, lack of effectiveness of the 2 public policies

Transferability conditions and factors

Transferability factor		
Factor title	Description of factor	Importance of factor and potential impact on regional transferability of policy improvement
1	maturity on the integration of social innovation in the traditional economic	High, important. Impact on the cross-fertilisation, and the synergies, impact on the social innovation Project prospecting,
2	Motivation and mobilization of the actors involved	High, important. Impact on the cross-fertilisation, and the synergies, impact on the social innovation Project prospecting,
3	Administrative burden (animation follow-up and evaluation)	High, impact on the effectiveness of the 2 public policies

Funding sources

Funding sources		
Source	Description	
1	Support for the sub-regional structuring of SSE actors based on the REDCVL model	activity of the organisations involved already funded elsewhere
2	Social and Responsive Innovation awareness networking actions in the UDD to promote cross-fertilization	activity of the organisations involved already funded elsewhere
3	Structuring the prospecting of Social and Responsive Innovation projects within the REDCVL network and	activity of the organisations involved already funded elsewhere

	social economy networks to secure the project pipeline	
4	Social Incubator Creation	ERDF OP / Regional funds
5	Launch of calls for projects	ERDF OP / Regional funds

Risks and mitigating actions

Title of risk	Level of probability (High, Medium, Low)	Description of mitigating action(s)
Invalidation by the managing authority	Low	Prior consultation meetings In line with the RIS3 and Regional Social and Solidarity Economy strategy
Non-mobilisation of the actors involved	High	Prior consultation meetings (Q4 helix) Reference to mobilisation on social innovation in the mission letters or designs of the organisations involved
Lack of competence of the teams responsible for the REDCVL animation, and for the social innovation incubator	Medium	Recruitment of qualified people for the incubator. Numerous meeting of mutual learning between REDCVL animation team and the Social economy members Training of the REDCVL members.

Commitment

This Action plan has been developed by DEV'UP, who commit themselves implement the actions envisioned within their respective capabilities.

A letter of commitment from the Region Centre-Val de Loire will be accompany this action plan.

Date: 04/02/2020

Name of the organisation(s): DEV'UP Centre-Val de Loire

Signatures of the relevant organisation(s): François Bonneau, President



DEV'UP Centre-Val de Loire
Innovation et développement des entreprises
6 rue du Carbone
45072 ORLÉANS CEDEX 2
Tél. : 02 38 88 88 10
www.devup-centrevalde Loire.fr



Direction Générale Formation, Recherche,
Economie, Emploi

Dossier suivi par : Jean-Louis GARCIA
Tél : 02.38.70.34.76
Références : Jlg.Vm n° 01/2020

DEV'UP Centre-Val de Loire
6 rue du Carbone
45072 Orléans Cedex 2

Orléans, le

As Managing Authority of the Centre-Val de Loire Region ERDF ROP 2014-2020, I fully approve the contents of the Action Plan, draw up by Dev'up Centre-Val de Loire as a product of the MARIE project first phase of exchange and learning.

Therefore, I also express the full commitment of the Centre Val de Loire Region to support the objectives and actions envisaged in this Action Plan and to be carried out during the Beyond EDP next phase

Pour le Président du
Conseil Régional du Centre-Val de Loire
Et par délégation,

Marc GRICOURT