



2019

Action Plan for Improvement of Policy Instrument RIS3 of Centru Region



RDA Centru

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General information

Part I – Policy context

1.1 Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

The first steps for drafting the Smart Specialisation Strategy of Centru Region (RIS3) date back in the beginning of 2014, when Regional Development Agency (RDA) Centru submitted to the Regional Development Board of Centru Region the Roadmap for the elaboration of Centru RIS3. The indicative methodology proposed by the European Commission was followed, paying attention to four leading principles: building a strong regional partnership, accurate assessment of the regional context, correlation with the national and setting a mechanism for monitoring and reviewing.

One of the key results obtained during the drafting phase of the Centru RIS3 was the identification of those economic sectors which are the pillars of the regional economy and those which could become regional areas of excellence. As a result of the intense desk research work and of the extensive consultation process at regional level, 9 of the regional economy sectors and subsectors were selected as the areas of excellence. In February 2015 the RIS3 was endorsed by the Regional Committee for Planning and finally it was **approved by the Regional Board of Centru Region in March, 2015** and now it is a guiding document for the applicants under the Priority Axis 1 of the Regional Operational Programme 2014-2020.

Centru RIS3 was structured on 5 strategic pillars:

- Spreading the innovation culture at economy level (I)
- Research as a support for economic growth (II)
- Areas of Excellence for smart growth (III)
- Skilled workforce for a knowledge-based economy (IV)



- Interregional cooperation at European level (V)

The strategic pillars I, II and V are rather horizontal and they cover the entire economic spectrum, while the other two pillars are targeted at the regional areas of excellence. Each pillar supports several priority actions and measures necessary for achieving the objectives of the strategy. The Regional Committee for Planning was initially designated to steer the process of RIS3 implementation.

One and half year after the first draft of RIS3, it was obvious for us that we need to revisit some of the RIS3 priorities and, in particular, to reinforce its implementation mechanism. Unlike the way it was done in the first drafting process of RIS3, during the reviewing process of RIS3, the EDP was used and, therefore, it presents some notable differences. The Smart Specialization Strategy was increasingly seen as an iterative, cyclical process in which the most relevant actors are expected to be more involved in all phases of this process. Furthermore, as an important part of reviewing process, the analysis of each domain was statistically updated and the conclusions drawn from the first exercise of entrepreneurial discovery process were also integrated in the analyses.

Perhaps the most important novelty was the process of entrepreneurial discovery (EDP) itself and the opportunity of using it in the future stages of the RIS3 cycle. In the second half of 2016, during the reviewing process of RIS3, each thematic priority was revisited and updated together with the relevant regional actors in what was the first entrepreneurial discovery exercise. These meetings were organised as a bottom up process and the very first benefits of EDP could already be reaped. Thus, the Centru RIS3 shifted from a predominantly sectoral approach to a cross-sectoral approach that encourages the innovative processes beyond the limits of the sectors and creates links and confluences between more sectors. A greater emphasis was put on the international dimension of cooperation by supporting trans-regional connections at European level and a stronger outward orientation of the companies, universities and research institutes from Centru Region in order to achieve a better position within the global value chains.

One significant milestone was reached in December 2016, when the **Regional Consortium for Innovation (RCI) was set up as the RIS3 governance structure**, made up of 42 members coming from all four relevant categories of stakeholders (business, research & academia, public authorities, civil society) and from all counties of the region. The overall goal of the new governance structure is to boost the innovation spreading across the region and to address the challenges that the Centru Region faces with regards to this strategy. In accordance with its



constitutive act, this consortium will steer the **RIS3 implementation** and it is also responsible for **monitoring and evaluation**. The members of the Consortium meet every 6 months or even more often if necessary.

The revised and consolidated version of RIS3 was approved by Regional Development Board of Centru Region in September 2017.

On the other hand, RIS3 of the Centru Region had entered a new stage of development by being linked to the enabling conditions for the Policy objective 1: A smarter Europe by promoting innovative and smart economic transformation for the Regional Development and Cohesion Policy beyond 2020. This means that by the end of 2019, our RIS 3, together with the similar strategies of all other regions in Romania, will have to be prepared to meet and sustain the following fulfillment criteria:

1. Up-to-date analysis of bottlenecks for innovation diffusion, including digitalisation
2. Existence of competent regional / national institution or body, responsible for the management of the smart specialisation strategy
3. Monitoring and evaluation tools to measure performance towards the objectives of the strategy
4. Effective functioning of entrepreneurial discovery process
5. Actions necessary to improve national or regional research and innovation systems
6. Actions to manage industrial transition
7. Measures for international collaboration

1.2 Description of policy improvement

The policy improvement we commit ourselves to implement is linked to the Type 2 policy instrument identified by Interreg Europe, namely **change in the management of the policy instrument** (improved governance).

The action to be implemented refers to improvement of the RIS3 governance in Centru Region by Establishing **RIS³ Thematic Working Groups**, action inspired by the good practice provided by the partner: **Foundation FUNDECYT Scientific and Technological Park of Extremadura**.

The improvement of RIS3 of Centru Region, using the example of the good practice of FUNDECYT, was the best solution to address the needs resulted during the analysis conducted during the peer-review process.

1.2.1 Recommendations during the peer-review process



The peer-review process was a valuable source of information, offering the possibility for a comparative and objective analysis between the project partners on the S3 current estate for debating main challenges on EDP process, RIS3 governance and other topics related to effectiveness of RIS3 but also allowed the formulation of recommendations for improvement.

The peer-review of EDP process in Region Centru was conducted by **The Foundation FUNDECYT Scientific and Technological Park of Extremadura.**

During the peer-review meeting in Alba Iulia, on the 23th and 24th October 2017, it took place a discussion among stakeholders and partner regions on the critical points/challenges selected by the Centru Region, as well as other relevant issues identified by some partners: **How to get regional stakeholders engaged with the Centru RIS3; How to define the role of the Regional Consortium for Innovation regarding RIS3 implementation and monitoring; How to define the right policy mix for the Centru RIS3 implementation.**

Considering the ideas and knowledge exchanged among the participants of the peer review meeting as well as additional information analyzed afterwards by FUNDECYT-PCTEX, the main recommendations that arise with regards to the issues dealt with in the Centru Region during the peer review were the following:

1. Engagement of regional stakeholders

It was recommended, previously to increase the regional stakeholders' engagement with the Centru RIS3, to **identify the relevant agents** to be involved in the implementation of this strategy. Once significant stakeholders have been identified, it is important to make a big effort at regional level to communicate with all of them and achieve two different goals:

- ensuring they understand what RIS3 and EDP is about
- motivating them to participate in the implementation, monitoring and evaluation of the Centru RIS3 and building trust in this strategy

2. The role of the Regional Consortium for Innovation regarding RIS3

S3 development is a multi-stage, interactive and continuous process that requires permanent dialog and interactions among different actors (entrepreneurs, innovative firms, researchers and universities, policy makers, etc.)¹.

1 MOOC on Designing a Smart Specialization Strategy, Lecture by Martin Eichler

In order to define more precisely the functions of the Regional Consortium for Innovation, it is appropriate to recall the main elements of this process which, in addition, must be supported by the analysis of the base of evidence (regional needs and challenges) and entrepreneurial resources (opportunities):

- identifying and analyzing promising combinations
- selecting the region priorities
- Implementing exploratory projects, R&D collaborations, platforms, networks, etc.
- monitoring and evaluating the actions implemented, so as to identify what works and what should be reoriented

Taking this into account, the Regional Consortium for Innovation can be the perfect instrument to develop a bottom-up approach, facilitating dialog and interactions and building common consensus about the baseline potential for Centru Region specialization and, ultimately, RIS3 priorities.

However, given the size of the Consortium, it may be more operational to create two additional bodies within the governance system: a **RIS3 Committee** as Political leadership / strategic body and the **RIS3 Management Team**, as Management leadership / technical body.

3. The right policy mix for the Centru RIS3 implementation

According to a paper about collaborative governance schemes and the use of online platforms in the context of RIS3² “various reports have stressed that the major problem is not the lack of an appropriate policy-mix, but the implementation and coordination of research and innovation policies”. In line with this, several examined cases showed that “governance is a critical factor for a successful implementation of the RIS3”.

Taking this into account, the first recommendation to improve the implementation of the Centru RIS3 is to build a sound regional governance system with three different levels, namely: strategic, technical and “bottom-up element”, as suggested in the previous point.

Thus, two new bodies could be created: a sort of “RIS3 Committee” to act as a strategic body, facilitating the coordination with National and European bodies, decision making processes, long-term planning, resources and funds allocation, etc., and a “RIS3 Management Team” to act as a “technical body” and support the RIS3 implementation, monitoring and evaluation.

² “Collaborative Governance schemes and Online Platforms for successful RIS3 Strategies”, I.A. Passas, M. Schoina, M. Mantzari, N. Pavlidou

1.2.2 Needs to be addressed through the policy improvement

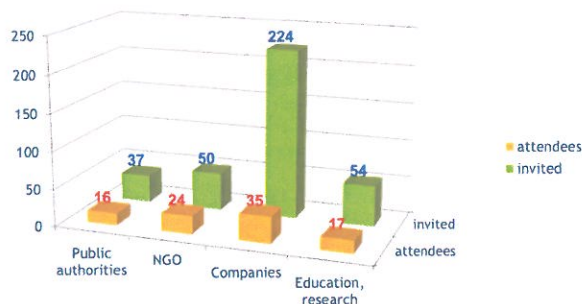
Following the recommendations formulated by **The Foundation FUNDECYT Scientific and Technological Park of Extremadura** during the peer-review process, we have listed below the main needs to be addressed through the policy improvement.

- **Improving the effectiveness of the Regional Consortium for Innovation (Need 1)**

One of the Centru RIS3 weaknesses we have identified so far comes from the modest effectiveness of our governance structure and in particular from the low-level cooperation and coordination between the members of the Regional Consortium of Innovation.

- **Increasing the involvement of the regional stakeholders coming from the business area in the RIS3 implementation (Need 2).**

The business sector is the least represented in the governance system of the RIS3 and its involvement in the quadruple helix of EDP is the lowest among stakeholders. As indicated in the graphics below, only 16% of the organizations participating in the EDP process (9 meetings organized in 2016-2017) were companies or associations of entrepreneurs, clusters etc.



Addressing this particular issue is crucial due to the particular feature of smart specialization strategy, which is to be considered a place-based strategy oriented toward companies. Without the involvement of the companies – no matter the maturity – the innovation cannot penetrate the market. On the other hand, for the Policy Objective 1 A smarter Europe by promoting innovative and smart economic transformation defined by the European Commission for the Regional Development and Cohesion Policy beyond 2020, one of the enabling conditions is **Good governance of national or regional smart specialization strategy** and a fulfillment criteria is **Effective functioning of entrepreneurial discovery process**, which cannot be met unless we are engaging **all** actors in the quadruple helix, especially the companies.



- **Improving the RIS Governance structure (Need 3)**

Good governance of national or regional smart specialization strategy is one of the enabling conditions for the Policy objective 1: A smarter Europe by promoting innovative and smart economic transformation, defined by the European Commission for the Regional Development and Cohesion Policy beyond 2020. In order to fulfill this enabling condition, we have to reshape the RIS3 governance structure to make it more effective. The approach is to provide more support to the Regional Innovation Consortium, already in place.



Part II – Details of the actions envisaged

Action 1. Establishing RIS³ Thematic Working Groups

2.1 Relevance to the Project.

The action proposed was inspired by the good practice: “RIS³ Thematic Working Groups” – presented by Foundation FUNDECYT Scientific and Technological Park of Extremadura (FUNDECYTPCTEX).

This good practice will address **the needs identified** during the peer-review process

First need we identify is to improve the effectiveness of the Regional Consortium for Innovation. Taking into account the fact that the good practice from Extremadura Region addresses similar challenges in that region and there is a sensible improvement resulted from the implementation of the GP, we assume it would be very likely to get good results in our region too. The Regional Consortium for Innovation of Centru Region is a young structure and needs to be empowered especially by accessing knowledge related to the S3 issues, in order to fill in the role that has been assigned to it in the S3 regional governance structure. The WGs will provide the specific input to the Consortium and also to the RDA Centru.

The second need we have identified is the need to increase the involvement of the regional stakeholders coming from the business area in the RIS3 implementation. By activating the WGs, in which we are going to involve representatives of the whole quadruple helix, we expect to have a better participation especially from the business area. The reasoning is that the entrepreneurs will gain access to new networks, new and relevant information, will be able to participate in projects and will be empowered by the opportunity to have their voice heard in the decision making process. The business representatives will be able to provide insights and will have the possibility to balance the academic and / or the administration view on the matters and to prevent a takeover of the RIS3 by the academia and / or administration.

The GP is also relevant for the **third need** we have identified: improving the RIS Governance structure. The WGs can act as additional technical bodies, alongside with RDA Centru, for a better regional governance of the RIS3. For the time being, the regional S3 governance features only three permanent bodies: Regional Development Council as deliberative and decision body, RDA Centru as technical body and Regional Consortium for Innovation as consultative body. Also, for the purpose of EDP process, we have assembled 5 non-permanent and more ad-hoc working groups which are meeting only when called upon and work following a specific EDP

methodology. Their purpose is related with providing specific information about RIS sectors or areas, or with RIS3 monitoring and evaluation. By activating these specific WG's we expect to have better information about S3 sectors and areas, better understanding of the specific needs of all branches forming the regional quadruple helix, more accurate information concerning the S3 monitoring and evaluation process and a more proactive attitude toward all policy instruments that can impact the implementation of S3 strategy.

The specific structure of the WG's are to be decided, together with the general topics will have to address. Nevertheless the experience of Extremadura had been inspiring in terms of having permanent WGs as additional permanent technical bodies.

First hypothesis: several working groups following the sectors of Smart Specialization already identified.

Pro's and Con's

We already know the main players in the region after the EDP's	The sectoral approach is the original approach and we are now to the second iteration which might lead us somewhere else
We have a deep knowledge of the sectors	Is narrowing the possibility of spillovers between sectors
Within the sector there are already networks of cooperation on which we can build	It will be difficult to manage 9 working groups
This kind of structure is more intuitive for the members	Many of the players will have to be enrolled in most of the groups
It can generate relevant data for the monitoring and evaluation process of RIS3	The animation effort, especially against engagement fatigue, will be enormous
At the end of the day, most entrepreneurs think in terms of economic sectors	

Second hypothesis: 5 working groups following the structure of trans-sectoral areas of Smart Specialization identified during the first batch of EDP meetings

Pro's and con's

The trans-sectoral is our next-gen approach and is making sense to follow this structure	Large sectors like automotive or pharma are prone to dominate the discussion and impose their agenda if not harnessed properly
The members will have keen interests on a	The areas are not yet very well structured

meta level	which can lead to difficulties in recruiting the members of the WG's
The trans-sectoral approach is favorable for achieving critical mass and significant ROI on innovation for issues like smart tooling, industrial modernization, big data etc.	The trans-sectoral areas are subject to change following the EDP process and identification of new market niches
By mirroring the trans-sectoral areas, the working groups will act like proxies for liaising with regions with similar areas of specialization, thus allowing fast linking of inter-regional networks	The WG's will mirror the groups directly involved in EDP which can generate a lot of overlapping and less added value
It is easier to manage up to 5 working groups than 9	Having the same people debating over the same area is prone to generate engagement fatigue
It can generate relevant data for the monitoring and evaluation process of RIS3	

Third hypothesis: 2-4 working groups to represent horizontal instruments such as innovation, digitalization, human resources and industrial transition

Pro's and con's

The horizontal issues are only marginally represented in the EDP process	Establishment of these groups must be preceded by an analysis of the state of play in the region over these enabling conditions
Innovation, Digitalization and Industrial transition are enabling conditions for the 2021 – 2027 period for Objective 1, whilst human resources are a problem for every one of these field.	The contribution of the WG's to the EDP process will be less direct and more indirect
The enabling conditions must be met not only at the beginning of the programing period but for the entire period, thus being subject to constant evaluation. Setting up these groups may ensure the preservation of the enabling conditions for the entire period.	Spinning the wheel on multiple axes (sectoral because we need to know the main economic sector, trans-sectoral because the innovation and modernization tools are often common for economic sectors and horizontal because issues like human resources, digitalization and innovation are the new challenges everyone must face) could be difficult and out of our depth.
The horizontal issues are less accessible with innovation and technology transfer projects	The horizontal issues can be approach without establishing permanent working groups

and in need of special projects and special solutions	
The horizontal issues might prove to be the real booster for the structural change envisioned by the RIS3	Whilst digitization and human resources are in the clear when it comes to acknowledging the issue, industrial transition is yet to be understood and validated as a challenge in the Region Centru

Forth hypothesis: a combination of second and third hypothesis, in which we should have working groups for horizontal instruments working alongside with trans-sectoral working groups.

Pro's and con's

By combining the two types of WGs we can have more comprehensive information	The number of groups to be managed by RDA Centru will increase and overcome our capacity
The two types of WGs can explore synergies more easily	The engagement fatigue is prone to settle in a short period of time because many members will be involved in most of the WGs.
The horizontal issue of one trans-sectoral group can be transfer for debate to a horizontal group	
It will allow us and the members of the WGs to explore a more wider pool of knowledge	

The policy improvement we commit ourselves to implement is linked to the Type 2 policy instrument identified by Interreg Europe, namely change in the management of the policy instrument (improved governance). It is also addressing the EDP process considering that there is an obvious link between the RIS 3 governance and the entrepreneurial discovery. First and foremost, the EDP process should be a permanent one and is depending on the level of commitment and trust between all actors. Involving the actors of the quadruple helix in the RIS 3 governance not only at strategic level but also at technical level should nurture the commitment of the actors. Second, the effectiveness of the EDP process is measured by the number of projects generated, the number and the dimension of the network established between the stakeholders, and the support provided to the RIS 3 technical body to implement, monitor, evaluate and reformulate the strategy and its instruments. By having these permanent working groups we can fuel the EDP process further and we can build a cooperation platform between the members.

2.2 Nature of the action

Implementation of the Action 1 will be a complex process that will involve a considerable number of stakeholders that should be active and assume the process.

The following steps should be followed in the implementation of the action:

Activity number	Activity description	Timing
0.	<p>Decision on the configuration of WG's</p> <p>Decision on the configuration of WG's is a multi-stage process that will end with the approval of the new governance structure by the Regional Development Board.</p> <ol style="list-style-type: none"> 1. First step in this process is the consultation of RIC on 4 hypotheses, detailed above. The input provided by RIC members will be analysed afterwards 2. An important input on the configuration of working groups will come also after reviewing and updating of the RIS3 strategy and priority sectors. 3. Findings from the stage 1 and 2 will result into a final configuration of working groups: as topics and numbers and into a consolidated document proposing an improved governance structure of RIS3. The document will be presented and endorsed by the RCI 4. The new governance structure will be submitted for approval to the Regional Development Board of Centru region 	Month 1-12
1	<p>Selection of the Structure / composition of the WGs</p> <p>A set of criteria/methodology for the structure and role of the WG will be elaborated in order to have a group of experts from organizations representative for the sector/priority areas</p>	Month 12-14
2	Joint meeting: Regional Consortium for Innovation +WGs	Month 16-20
3	1 st meetings of each WG (defining the objectives, working methodology, time framework)	Months 18-20
4	Joint meeting: Regional Consortium for Innovation+ representative of each WG	Month 20-24
5	1 st report (incl. recommendations) of each WG sent to RCI	Month 20-24

The impact of the proposed measures on the proposed policy instrument will be:

- Improving the regional governance of the RIS3

- Acting as technical bodies for the RDA Centru and the Regional Consortium for Innovation
- Improving the monitoring and evaluation process of the RIS3
- Enabling the formation of networks between key actors

2.3 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 activity/-ies	Timeframe of use	Financial cost
Physical (e.g., facilities, buildings)	Offices	Secretariat of the working groups and RIC - Regional Innovation Consortia	Permanent	-
	Meeting rooms	EDP Meetings, meetings of Regional Innovation Consortia and technical groups	When decided	-
Human (types of personnel)	Technical and administrative staff	Organization of EDP meetings, elaboration of RIS3, monitoring/implementation of RIS3, management of the RIC and working groups	Permanent	-
	Experts	Moderation of EDP; technical input on analysis and selection of smart specialization sectors	Permanent	-
Other	Online platform for interaction	Collecting inputs from the working groups; RIC; other stakeholders for EDP process, monitoring and implementation of RIS3	Permanent	To be decided

2.4 Stakeholders/Organizations participating in policy improvement design and implementation

The implementation of the action will be done by RDA Centru with the strong support and commitment of two structures that are part of the governance structure of RIS3:

Regional Development Council of Centru Region

Type of stakeholder	<ul style="list-style-type: none"> • Policy-making organisation • Other (describe): Regional deliberative decision body supervising the activity of RDA Centru and gathering the president of the county council, a mayor representing the municipalities, a mayor representing the towns and a mayor representing the communes. It has 24 members, equally representing the 6 counties in the Region, and all members are politicians elected in their office.
Responsibilities / role within the development and implementation of the policy improvement	<p>The Regional Development Council is approving all the strategies developed by the RDA Centru, is debating and approving the activity reports of the Agency and is approving all the major policy instruments.</p>
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	<p>Yes.</p> <p>Considering the fact that all the members of the Council are elected politicians in local administration, they are representing the political will of their constituents, which are the citizens of the Region.</p>

Regional Innovation Council

Type of stakeholder	<ul style="list-style-type: none"> • Policy-making organisation
Responsibilities / role within the development and implementation of the policy improvement	<p>Regional Innovation Council is a consultative structure following the quadruple helix algorithms with advisory role to the Regional Development Council. The Innovation Council is endorsing the RIS3 strategy, the monitoring and evaluation reports, is receiving reports on the EDP process and is issuing opinions on how to proceed with major initiatives and instruments for implementing the RIS 3.</p>
Does this organisation provide political backing to the implementation of the policy improvement? If yes, how?	<p>No</p>

2.5 Funding sources

Funding sources	
Source	Description
1. RDA Centru own budget	The budget of RDA Centru has two main funding sources: the Technical assistance budget line of the Regional Operational Programme and contribution from the budget of the 6 county councils forming the Region Centru. The present and the foreseen budget have enough resources to finance the activities of the Action Plan, considering also that no investment is needed.

2.6 Monitoring and evaluation – Indicators

Monitoring of the action plan will be done by reporting the action carried out to the following indicators:

Activity number	Activity description	Timing	Output Indicators
0.	Decision on the configuration of WG's	Month 1-12	Decision of the Regional Development Board
1	Structure of the WGs members	Month 12-14	List of the WG members
2	Joint meeting: Regional Consortium for Innovation +WGs	Month 16-20	Minute of the meeting
3	1 st meetings of each WG (defining the objectives, working methodology, time framework)	Months 18-20	Minute of the meetings
4	Joint meeting: Regional Consortium for Innovation+ representative of each WG	Month 20-24	Minute of the meetings
5	1 st report (incl. recommendations) of each WG sent to RCI	Month 20-24	List of recommendations

2.7 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. Revision of the RS13 regional governance	We are now part of an exercise led by JRC aiming to support the lagging behind regions in preparing their RIS3 strategies for the new	Very important This factor is facilitating the establishment of the WG's and their

	programming period. Part of this exercise is the revision of RIS3 regional governance structure, in which the new WG's will have an important role	inclusion in the new regional RIS 3 governance architecture.
2. Proposed regulation for the future Policy objective 1: A smarter Europe by promoting innovative and smart economic transformation	Following the Proposed regulation for the future Policy objective 1: A smarter Europe by promoting innovative and smart economic transformation, the enabling condition is good governance of national or regional smart specialization strategy	Important The provision of the proposed regulation is supporting the revision of the RIS3 regional governance. Also, we are considering the fact that good governance for the RIS 3 is an enabling condition and not an ex-ante condition, which means that the condition is to be met for the entire programming period.
3. The experience accumulated in the RIS3 implementation	RDA Centru is implementing the RIS 3 Strategy for 4 years already and the experience accrued up to this point is enabling us to appreciate the added value this permanent WGs can provide by being specialized, with less members, able to communicate with each other both formally and informally and a lot faster in reacting to the changing environment	Important This is a solution to a need that has been building in time and not an imitation of a GP pushed by someone from outside.
4. The foreseen connection between RIS3 and future Horizon, future Interreg instruments and future ERDF funds	For the next programming period, RIS 3 are expected to gain a lot of traction due to the foreseen connection with the next Horizon programme, next Interreg instruments and future ERDF funds, especially for the Objective 1.	Important Is to be expected that the stakeholders, once they understand the impact, will want to play a heavier role in identifying the baselines, formulating the targets and shaping the instruments
Barriers		
Barrier title	Description of barrier	Importance of barrier and potential impact on development and implementation of policy

		improvement
1. The managing capacity of RDA Centru	In any scenario, RDA Centru must act as a trigger, a facilitator and a secretary for these WGs, which may call for a lot of resources – especially human resources – that may not be available	Very important If we are missing a proper balance between our managing capacity and the number of WGs we will fail to fulfill the role of facilitator and this failure will impact the quality of input from the WGs and, ultimately, the life span of the WGs.
2. The absence of detailed information and milestones for the next programming period	For the time being – the present Action plan was prepared between October 2018 and March 2019 – there are some uncertainties concerning the next programming period, especially about the roles of the regions in managing the policy instruments under Objective 1 (at least in Romania).	Important Without a clear path ahead, it may be difficult to achieve the minimal level of engagement of the members of the WGs
3. The absence of a virtual platform to mediate the interaction between members	Considering the current state of play, the members of the WGs will have to interact physically, during pre-organized meetings. On the other hand, a dedicated virtual platform for interaction would facilitate the activity of the WGs by allowing members to engage from their workplace and in their own schedule.	Important Having 15-20 people to meet on regularly bases on a venue may prove to be difficult and this may affect the effectiveness of the WGs. We have to take into consideration the experience of Extremadura, according to which their WGs have met only ones a year since their establishment. At this pace the input of the WGs can prove to be not as valuable as foreseen
4. The lack of trust	In order for people to share opinions and ideas they have to have another common trait – trust. On the other hand, in Romania trust hasn't reach yet the threshold where it will became less of a barrier and more of an enabler.	Fair The lack of trust will prevent members of the WGs to willingly share their opinion and ideas thus rendering this exercise futile.
5. The lack of cooperation	Cooperation among members is crucial in fulfilling the assigned role.	Fair

<p>culture</p>	<p>Most of the ideas need cooperation in order to be applied in practice. Also, for the WGs to be able to provide useful information, one must put his or her idea and competence in a pool and share it with other, accept the temporary leadership of someone else or taking upon his or her self the temporary role of leader.</p>	<p>Without a strong or at least fair cooperation apprehension members of the WGs will find that it will be hard to work together. This barrier will affect the potential of WGs acting as networks on their own and will fuel the need for outside leadership.</p>
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2.8 Transferability conditions and factors

Transferability factor		
Factor title	Description of factor	Importance of factor and potential impact on regional transferability of policy improvement
<p>1. Engagement of RIC (Regional Innovation Consortia) members in the process of improving RIS3 governance</p>	<p>The RIC is the one to decide, in cooperation with RDA Centru and Regional Development Board on the new RIS3 governance, inspired by the RIS3 governance model provided by EXTREMADURA. The members of RIC will be involved in selecting the type of WGs that are appropriate for the Region Centru RIS3 strategy. The decision should be based on a deep analysis of the RIS3 effectiveness and on the review of the priority sectors. Real involvement of the RIC is crucial for the success of new governance, providing legitimacy and also relevance in terms of content. Many inputs from the members of RIC are expected and necessary to confirm the transferability.</p>	<p>Very important</p> <p>The engagement factor is crucial since is main driver for the success of this approach. Without engagement, any form of permanent WGs will most probably lose the momentum and slide out of relevance, which will impact the transferability value.</p>
<p>2. Selection and appropriate motivation of stakeholders to be included in the working</p>	<p>Transferability of the GP depends also on the stakeholders that will be part of the working groups to make it effective technical bodies for the entire process of elaboration/ implementation/ monitoring/ review of RIS3. It is expected to foresee a mechanism</p>	<p>Very important</p> <p>The members of the WGs will have to make additional efforts to do their jobs thus rendering the position more time and resources consuming. Considering that the</p>

groups	to reward the involvement of the working group members in the preparation and delivery of different documents related to RIS3 process.	transferability depends on the interest of others and the interest depends on the utility provided by the results, we will have to consider ways to select and involve the right people and to take care of their motivation.
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2.9 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)
Engagement fatigue	The engagement fatigue is prone to settle in a short period of time because many members will be involved in most of the WGs.	High	In order to fight the engagement fatigue we will probably have to build a more flexible cooperation mechanism, including online tools for meeting.
Missing of short term results	Employing long term engagement of the members of the WGs depends on constant feeding the people with meaning of their efforts. This meaning translates into actual results or outcomes related to their work and the long term objectives must be combined with short term outcomes.	Medium	Our attention will have to be divided between short term results and medium term results in order to foster stakeholder's engagement. Also, we will have to maintain a constant communication with the members, to provide the means for feedback and constantly close the loop on their feedback.



Commitment

This Action plan has been developed by **Regional Development Agency Centru** who commits herself to implement the actions envisioned within their respective capabilities.

Date: 29 March 2019

Name of the organisation:

Agenția pentru Dezvoltare Regională Centru / Regional Development Agency Centru

Signatures:

Simion CREȚU

General Director
Regional Development
Agency Centru

