



# Sector Prioritisation and the Entrepreneurial Discovery Process (EDP)

Peer Review Hosted by  
Vestland County, Bergen, Norway

Date: 15-16 September 2020

Venue: Online, Fuze

Summary made by  
Vestland County Municipality  
October 2020



Vestland County Municipality is the lead partner of the Interreg Europe project **P-IRIS**, Policies to improve rural areas' innovation systems by professionalising networking activities and use of innovation tools



# 1 Vestland county, Norway - BACKGROUND

Two counties, Hordaland and Sogn og Fjordane, merged to form Vestland County on the 01.01.2020. Per 30.09.2019 the two counties have a population of 527 228 and 109 531 respectively.

The new county will have one large, dominant city, Bergen, which is home to 45 % of the population in the new county. If we include the surrounding municipalities of what is often referred to as the Bergen Area, roughly 65 % of the population of Vestland live in and around Bergen.

Vestland is home to several large higher education institutions, the largest being the University of Bergen, one of Norway's "Big Four" universities. The population is also among the highest educated in Norway, with 24 % holding a short higher education and another 9 % holding a long higher education.

## **The main policy challenges the merged county wanted to address during the peer review:**

The two regions are merging as part of a national reform. The two have different strategic plans and planning traditions as starting points. This situation allows us to rethink existing practises and to update our methodologies.

It is fair to say that insight in the two different development-cultures have increased substantially since the application for a peer review was written and up till now. We expect the process of increased understanding to continue, but the issue still must be addressed during the peer review.

We most certainly overlook differences in traditions and cultures. E.g. one county is used to dealing with a big city (Bergen). The other county is rural. Initially we therefore need to address the basic ideas of strategic planning based on involvement of our partnership

The two regions that are merging, have widely different institutional contexts. We aim to address the policy challenge of merging our strategic plans<sup>1</sup>; particularly regarding

- the entrepreneurial discovery process (EDP)
- the entrepreneurial discovery process linked to the green shift (or even wider; to societal challenges)
- monitoring systems: especially when we take risk during an EDP

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<sup>1</sup> Norway has not been obliged to use the EU-formula 'smart specialisation strategies', but our tradition is clearly related. Expressions like 'entrepreneurial discovery processes' has not been used. New analytical methods and the concept of EDP bring us important input.



In the next programming period 2021-2027, the European Commission has highlighted that the importance of the entrepreneurial discovery process and monitoring. EDP must be inclusive (quadruple helix) and continuous. Monitoring must be continuous to inform quadruple helix actors on the strategy.

Based on this policy challenge, we want to go in-depth on 4 issues:

## **1 To merge two planning traditions and create a common Smart Specialisation Strategy (S3):**

The most important planning issue is **how to prioritize**. Then to secure that all players (both administrative and political) follow up during the implementation phase. There are different views on what approaches planning should focus on; industry-neutral horizontal themes or focus on the strong industries. The issue of restructuring (“**path renewal**” / **the green shift**) is emerging as an approach, but still vaguely addressed.

The starting point should be about prioritising; to be sure everybody understands the core ideas that differs S3 from our previous planning traditions. We will update the status concerning these issues as part of our introduction during the peer review. Anyway, we do not want to underestimate (or overlook) the challenge of developing a common culture for planning. The important questions are:

1. What is the best approach for prioritising? Horizontal issues common for all industries? Some of our strong industries? Restructuring processes to position for emerging markets?
2. Many advocates EDP. If so; what issues do we leave behind as less prioritised and what are the consequences?

## **2 Entrepreneurial discovery processes (EDP)**

We regard EDP as a path to take strong future positions in the global competition of the knowledge economy.

The important questions are:

1. How to prepare an EDP process?
2. How far do we develop the EDP before political decisions and how to take the process further as a joint partnership effort?
3. How to secure dynamism, to make EDP a continuous effort and develop long-term soft and hard infrastructure?
4. How to have balanced EDP representing the two former regions?
5. How to monitor and evaluate and deal with risk taking?

## **3 How to monitor and evaluate the EDP**

We decided to have an own session on how to monitor and evaluate the EDP



## 4 How to link EDP to missions like the green shift?

Vestland County Council has adopted its master plan; a master plan that our smart specialisation strategies need to be anchored to. In short, the master plan calls for sustainable development; especially the green shift. The plan points at the fact that the county has great natural resources and that these resources need to be managed with a long-term perspective. The substance of our growth strategy must be changed in a more sustainable direction.

Our politicians call on the private sector to take part in solving societal challenges. The policy challenge is

- to create a problem-solving approach to create a smarter Vestland
- how to link societal missions to entrepreneurial discovery process

## 2 THE PEER REVIEW PROCESS

What is a peer review?

A Peer Review is a service funded as part of Interreg Europe – Policy Learning Platform.

To quote from their web: “Regions all over Europe are tackling similar challenges. There is no one-size-fits-all solution for these issues, which is why we offer you a chance to benefit from a **tailor-made peer review**. Selected peers from all over Europe are invited to the host region to examine the specific territorial context, and make recommendations based on their experience and expertise.”

For more information: <https://www.interregeurope.eu/policylearning/expert-support/>

The European experts taking part were:

Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform

The selected peers were:

- Christina Kakderi, Aristotle University of Thessaloniki (AUTH), Greece
- Frédéric Pinna, Centre-Val de Loire Region, France.
- Jan Nylander, Region Gävleborg, Sweden.
- Luc Hulsman, Northern Netherlands Alliance (SNN), Netherlands.
- Marino Cavallo, Metropolitan City of Bologna, Italy

Attached you will find the agenda and the list of participants.

In short, the process went on like this:

- The host region prepared a background paper. This document allowed the peers and the experts to give their recommendations based upon insight in the regional context.
- The peer review took place the 15<sup>th</sup> – 16<sup>th</sup> of September as an online event



- The host – Vestland County Municipality – together with 4 key stakeholders informed and introduced the experts and peers to our prioritized challenges
- The peers and the experts responded and together they presented their recommendations to the host region and key stakeholders
- This report is based upon the event the 15<sup>th</sup> – 16<sup>th</sup> of September

The intervention from key stakeholders (session 3) and the final discussion (session 9 & 10) demonstrated a broad willingness to elaborate the possibilities opened up by the concepts of EDP (Entrepreneurial Discovery Processes) and Mission oriented innovation.

The County Municipality has already decided to include Smart specialisation to the ongoing planning process. The recommendations are therefore very relevant already this autumn.

### 3 RECOMMENDATIONS & LEARNING POINTS

The peers had one general recommendation, first and foremost to underline the need for a common and mobilizing vision for the future:

Bring the regional quadruple helix stakeholders together. Set and implement the brand “Vestland inside” and build the image of Vestland AS, the first CO2 neutral region in the world and the place where strategies and nice talks get implemented and benefited from.

You are small enough to do it, good enough to get it done,  
and big enough to make a difference!

#### **3.1 To merge two planning traditions and create a common Smart Specialisation Strategy (S3):**

The county-politicians have made a master-plan where they ask for long term planning based on the SDGs and especially mentioned, for the green shift. In addition, the pandemic has the obvious consequence that planning both need to focus on handling the balance between long-term and short-term issues. Planning including EDP and mission-oriented innovation became very relevant for the two newly merged counties. The two concepts offer a fresh start.

Concentration of resources is necessary to guarantee a potential impact through critical mass and to avoid spreading investments too thinly across too many areas. The strategic choices will be:

- Concentration of resources on horizontal (targeting every sector) or vertical themes (targeting strong sectors)?
- Continue “path-dependent” policies or reorient towards “path renewal”?
- Handle the urgent situation created by the pandemic or concentrate on the long-term development issues like the green shift.



- The politicians ask for planning for balanced development of the whole territory. There is also a strategic issue on how to take this ambition further

Recommendations from the peers linked to the strategic phase of developing EDPs and missions:

- Missions and EDPs need to be based upon an evidence-based approach. Recommended: analyse economic relatedness
- Combine different dimensions and windows of opportunity; eg markets – societal challenges – technological development. Select certain horizontal development issues that underpins the vertical specialisation.
- Secure a balance between industries appearing in the urban/rural area to avoid creating inequalities.
- Finding the right balance between value creation (*new jobs, emerging industries*) and the greening of existing industries
- Experiment and take risks. The Vestland-partnership need to monitor and if necessary to reorient priorities. Often, we start the planning process with insufficient analyses & information. We need to look upon S3 as a journey towards specialisation including trial and error. Design the process ahead step by step: e.g. first identify Hydrogen, then Maritime hydrogen and eventually which hydrogen technology on which market.

The two counties have a challenge in merging two operational traditions. The recommendations from the peers on taking the strategic phase further to an operational phase are:

- Design a process: Take the discovery process forward step by step. Become more and more specific along the way. Aim at low level of granularity.
- Impact: Ask stakeholders to clearly explain what the impact would be on the territory if their proposed actions were accepted. Create a climate in which actors are inclined to search for the 'chicken with the golden egg'.
- Organize: Develop network infrastructures / platforms that allow bottom-up initiatives and effective cooperation across the big area of Vestland. Create clusters of activities. Share implementation responsibilities and make sure the key stakeholders have proper resources and mandate. Design the operational partnerships. (Note: There were questions on how to achieve real commitment. Recommendations on this issue needs detailed knowledge about the Norwegian context. Effective operational partnerships (programs / innovation networks) are therefore an issue to follow up more in detail.)
- Skills: Give priority to develop further existing skills. Target multidisciplinary business logic.
- Information: Develop at least one system demonstrator to illustrate EDP as method for renewal. Introduce online platforms to allow coordination, service-provision for the stakeholders and to organise idea-generation. Be transparent.
- Funds: A big enough budget to make sure funds can make an impact.
  - Private funds; not only public funds (especially in the context of concrete EDP and value chains)



- Include public procurement
- Include agreements with national authorities
- Use the opportunities made available by European platforms and funds

### **3.2 Entrepreneurial discovery processes (EDP)**

The headline for the session was “inclusive” EDP. One peer underlined; “involving everybody doesn’t mean involving anybody”. Exclude the ones who are involved only to defend their own interests.

During the peer review the audience mixed EDP and mission-oriented innovation. It is fair to say that some EDP-recommendations were anchored in a context of missions like the green shift, e.g. the recommendation to introduce public procurement as an element of EDP-processes. As mentioned above; a step by step approach to allow for quality analyses and (online) platforms for ongoing engagement were recommended.

Specific recommendation:

- Make the EDP process concrete
  - Where possible, make use of existing structures, channels, networks. Specially to involve sme’s. (Example mentioned during the peer review event: Sparebanken)
  - Translate EDP into projects, actions, pilots; enhances commitment and effectiveness
- Develop the governance structure / the participatory management and build on existing structures.
  - You need an orchestrator to link all ambitions.
  - Select 2 persons to pilot priority committees; a business manager and a representative of the academic world. Each priority area emerging from the EDP must be led by a small committee
  - Include users of the services and consumers in the EDP. (Note: in our recent recommendations we advocate a model where we include finance, entrepreneurs, ongoing businesses, public sector and R&D)

Note: More detailed recommendations on this issue need deep knowledge about the Norwegian context.

Effective operational partnerships (programs / innovation networks) are therefore an issue to follow up more in detail.

### **3.3 How to monitor and evaluate the EDP**

Monitoring needs to be linked to policy. Monitoring provides input for decision making.

A monitoring system must support the identification of emerging market opportunities. Changes may e.g. appear from new enabling technologies or markets opened by public regulations.

In a situation where one do not know for sure what technology will win, it is also important to evaluate risk-taking and monitor development activities based upon the fundamental question “carry on or stop?”. A clear message from the peer review: “When revising your priorities, do not hesitate to eliminate the ones that do not generate socio-economic impacts for the territory”.

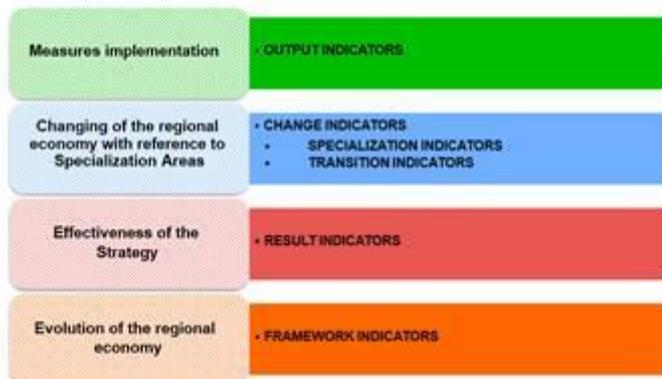


Vestland does not have systems for the two important monitoring issues listed above. The advice was to be very specific on what to look for and decide indicators together within the partnership. E.g. create a panel related to priority EDPs. Promote an open access database. Be transparent. Use story-telling. Use peer reviews with external experts.

We noticed this slide as inspirational:

## EDP Monitoring system ER

### - Monitoring strategic objectives/vision



And we noticed an advice to distinguish between indicators of specialization and transition

## CHANGE INDICATORS

### 1. Is the regional economy moving towards the specialization areas?

- Agrifood
- Building and constructions
- Mechatronics and transport system
- Life science and wellbeing
- Cultural and creative industries

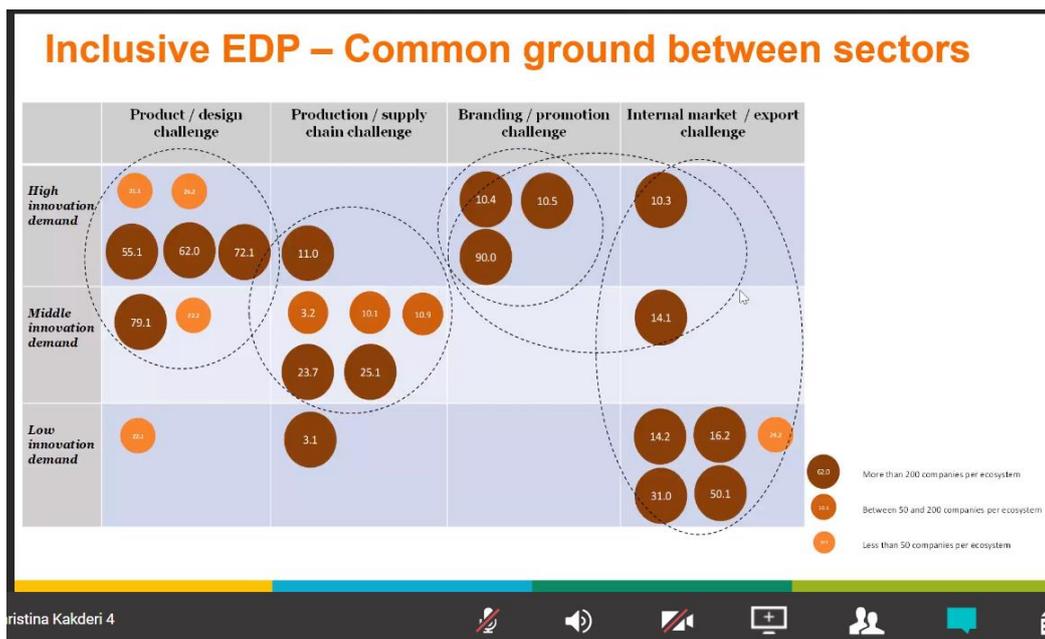
**SPECIALIZATION**

### 2. How the regional economy is moving along the selected innovative drivers?

- Sustainable development
- Healthy and active life
- Information society
- Innovation services

**TRANSITION**

The system for monitoring the EDP at the sectorial level corresponds well with our plans for an open-access database built bottom-up with key economic indicators for all businesses in Vestland. By aggregating the data to the desired level, be it by sector or geography, the database will enable the monitoring of the performance of key sectors, as well as allow for comparisons between sectors and geographical areas. This will also facilitate a mapping of sectors on key challenges, as was shown in the following slide, as well as making it possible to



follow the development of individual firms (i.e.. recipients of funding) or specific sectors with high levels of granularity. The biggest challenge, as we see it now, is that these data have quite a bit of lag (accounts are published almost a year after year-end, so that 2019 data only just became available), and as such it can't be used to monitor the immediate effect and success of a program or initiative. Also, the data does not show levels of interaction between firms and across sectors, only the performance of each firm individually. Thus, it can only function as a monitoring tool for overall development long-term.

A database accessible to all partners could be developed based upon inspiration from what has been done in Sogn og Fjordane County; [www.rup.no](http://www.rup.no).

### 3.4 How to link EDP to missions like the green shift?

Mission-oriented innovation became an issue since the politicians in their master-plan ask for the green shift. Missions may be organised around other issues, but our discussion was very much linked to the green shift.

Recommendations:

- The peers recommended to concentrate EDP around mission-oriented challenges.
- Make missions specific and feasible. This increases the likelihood that actors will relate to a mission and act upon it.
- Present the green shift as inevitable. The logic of the RIS3 then becomes to discover and exploit the opportunities which arise out of the challenges
- When addressing missions based upon important societal challenges, it is important to include user groups and in general to communicate with the citizens. Gain acceptance and support for your mission(s) beyond the group of 'regular suspects'.
- Create living labs for co-creating



- Include young people (schools / students)
- Be unique. Take time to benchmark other missions.
- Prepare for success (Do not allow success to come as a surprise)

## 4 THE WAY FORWARD

The peers offered to be available for further discussions. The PLP-experts promised to come back to Vestland in a year to look for results and effects of the peer review.

We split the follow-up i three themes

- Issues that need to be addressed with deep insight in the Norwegian context
- Issues where we believe that discussion with peers will bring us further
- What achievements we promise to show the PLP-experts in one year

### 4.1 Issues that need to be addressed with insight in the Norwegian context

Some issues need to be dealt with based upon deep insight in the Norwegian context. E.g.:

- to design effective strategic and operational partnerships,
  - horizontal
  - vertical, both with the municipality level and the national level
- how to achieve real commitment during the implementation phase
  - Based on the need for the global green shift; could we achieve innovative “development agreements” with national authorities?
- how to develop effective operational organisations linked to EDP and missions

We may be inspired through international experiences, but at the end, concrete change must be rooted in our context.

#### **The concrete steps further:**

Vertical:

1. Vestland County Municipality needs a new platform, a strong forward force for cooperation with the partnership of municipalities
2. Vestland County Municipality needs to investigate innovative ways of cooperation with national authorities (Development Agreements) on joining forces to achieve a green shift

Horizontal:

3. Vestland County will include and build on the recommendations from the peer review in developing a “tool-box” for the operational phase of our new S3.

### 4.2 Further involvement with peers

We will consider including peers when we have worked a bit more on our smart specialization process. Now it is not very clear what needs we may have. Two issues seem to be most interesting:



## 1 Organizing the operational process of EDPs based upon missions

- A well-designed EDP-process linked to missions is an issue more suited for direct exchange and copying. (The relations between different partners need deep insight in the Norwegian context.)
- Vestland county has already joined the RIS3 platforms on Hydrogen and Batteries and we have contacts with Maritime Renewable Energy and High Tech Farming. How to benefit from RIS3-platforms might be an issue to investigate when Vestland has prioritized during the upcoming planning process.

## 2 Monitoring

- Issues to be decided later on

### **4.3 What achievements we promise to show the PLP-theme in one year**

We will present our S3 monitoring system

We will present our toolbox showing how we combine our financial and organisational tools designed for achieving results on EDP/Missions



## Attachment

# Peer Review Hosted by Vestland County, Bergen, Norway

Date: 15-16 September 2020

Venue: Online, Fuze

Agenda	
<b>15 September 2020 &gt; Fuze session details <a href="https://fuze.me/89654169">https://fuze.me/89654169</a>;</b>	
<b>1. Pre-meeting</b> (9:15-9:45) Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform	<ul style="list-style-type: none"><li>▪ Presentation of Fuze and Technical details</li><li>▪ Welcome from the Thematic Experts and introduction of the 2-day agenda</li><li>▪ The concept of the peer review by Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform (5 minutes)</li><li>▪ Roundtable - Participants introduce themselves (5 minutes)</li></ul>
<b>2. Welcome and introduction to the policy challenges</b> (9:45-11:15) Moderator: Jan Heggheim, Vestland County Council	<ul style="list-style-type: none"><li>▪ Words of Welcome and introduction by Bård Sandal, Director of Department for Innovation and Economic development, Vestland County (5 minutes)</li><li>▪ Presentation of the institutional contexts, the faced policy challenges, and host's expectations from the peer review (40 minutes):<ul style="list-style-type: none"><li>▪ Institutional Context, by Bård Sandal</li><li>▪ Smart Specialisation Strategy (S3) in Vestland County, by Kathrin Jakobsen</li><li>▪ S3 Governance in Vestland County, by Jan Heggheim</li></ul></li></ul> <p><i>Objective of the session: the peers gain a comprehensive understanding of the host region's policy setup and policy challenges.</i></p>
<b>Break (11:15-11:40)</b>	
<b>3. Stakeholder Mapping</b> (11:40-12:45) Moderators: Jan Heggheim, Vestland County Council	Welcome to stakeholders and short introduction to the session. <b>Four stakeholders</b> (Partnerships, research centres, universities, private companies, intermediaries, and associated partners) <ul style="list-style-type: none"><li>▪ Ragnhild Fresvik, Executive Vice President, Head of Corporate Market, Sparebanken Vest</li><li>▪ Jannicke Hilland, Chief Executive Officer, BKK</li><li>▪ Owe Hagesæther, Chief Executive Officer, GCE Ocean Technology</li><li>▪ Trond Haavik, Chief Executive Officer, Segel AS</li></ul>



	<ul style="list-style-type: none"> <li>▪ Presentations (10 minutes per stakeholder): The stakeholders' organisation and their role in the EDP/S3 process? The stakeholders' perspectives on S3 prioritisation? The challenges and motivations to participate in EDP and S3 Governance?</li> </ul> <p><i>Objective of the session: the peers gain an insight into the group of key stakeholders, their roles as well as their viewpoints on S3 prioritisation and the EDP.</i></p>
<b>Lunch (12:45-13:45)</b>	
<p><b>4. Peer Presentations</b> (13:45-14:45)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<ul style="list-style-type: none"> <li>▪ Experiences of the peers on sector prioritisation and the EDP (three slides per Peer, 1. Their organisation and roles in the regional S3, 2. Their regional S3, 3. The sector prioritisation and EDP in their regions. <ul style="list-style-type: none"> <li>▪ Christina Kakderi, Aristotle University of Thessaloniki (AUTH), Greece</li> <li>▪ Frédéric Pinna, Centre-Val de Loire Region, France.</li> <li>▪ Jan Nylander, Region Gävleborg, Sweden.</li> <li>▪ Luc Hulsman, Northern Netherlands Alliance (SNN), Netherlands.</li> <li>▪ Marino Cavallo, Metropolitan City of Bologna, Italy.</li> </ul> </li> </ul>
<b>Short Break (14:45-14:50)</b>	
<p><b>5. Working Session</b> (14:50-16:20)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<ul style="list-style-type: none"> <li>▪ This session collects examples from peer regions for each of the questions formulated by the host region in a structured way, considering Vestland County's institutional context and policy challenges. In their presentations, the peers are invited to already share first recommendations and/or suggestions for discussion in the group.</li> <li>▪ Most importantly, the session should give space for an interactive discussion between the host representatives and the peers on possible solutions and the way forward.</li> <li>▪ Vestland County explains the policy challenge (5 minutes), then each peer reports from her/his regional background, then the plenary is invited to discuss the options – max 30-40 min. each question (max 10 min. presentations from each peer, followed by 10 min. more open discussion and brainstorming on each question)</li> </ul> <p><b>(1) S3 Sector Prioritisation</b></p> <p>How to prioritise sectors in the context of merging two regional Smart Specialisation Strategy (S3)?</p> <ul style="list-style-type: none"> <li>▪ Luc Hulsman</li> <li>▪ Frédéric Pinna</li> <li>▪ Marino Cavallo</li> </ul>



	<p><b>Short Break (5 minutes)</b></p> <p><b>(2) Inclusive EDP</b></p> <p>How to promote a continuous and inclusive EDP?</p> <ul style="list-style-type: none"> <li>▪ Christina Kakderi</li> <li>▪ Jan Nylander</li> </ul>
<b>Break (16:20-16:40)</b>	
<p><b>6. Working Session</b> (16:40-18:00)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<p><b>(3) Monitoring EDP</b></p> <p>How to monitor and evaluate the EDP?</p> <ul style="list-style-type: none"> <li>▪ Marino Cavallo</li> <li>▪ Christina Kakderi</li> <li>▪ Frédéric Pinna</li> </ul>
	<p><b>Short Break (5 minutes)</b></p>
	<p><b>(4) Mission-oriented policies</b></p> <p>How to link sector prioritisation and EDP to mission-oriented innovations and societal challenges such as the green shift?</p> <ul style="list-style-type: none"> <li>▪ Jan Nylander</li> <li>▪ Luc Hulsman</li> </ul> <p><i>Closure of the first day: wrapping up of plenary session, collection of impressions on what was said and how the day went, short briefing on the next day (5 minutes)</i></p>

<b>16 September 2020 &gt; Fuze session details <a href="https://fuze.me/84022936">https://fuze.me/84022936</a></b>	
<p><b>7. Preparation of Recommendations - Peers with expert and host support</b> (9:30-11:30)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p> <p><b>No fuze</b></p>	<ul style="list-style-type: none"> <li>▪ Based on the thematic exchanges during the first day, each peer prepares recommendations on each thematic block (S3 Sector Prioritisation, Inclusive EDP, Monitoring EDP, Mission-oriented S3) on his/her side. Each peer can propose up to 3 recommendations per thematic block.</li> <li>▪ Preparation of recommendations for discussion with the host region keeping in mind the “the more concrete, the better” principle: the recommendations must be actionable proposals for each of the question discussed while considering the specificities of the host’s regional institutional context; the recommendations must offer strategic guidance for each thematic block.</li> <li>▪ The thematic experts and hosts are available online to answer any questions from the peers during this session 7.</li> <li>▪ The peers must send by e-mail their policy recommendations to the thematic experts by 11:30.</li> <li>▪ The thematic experts prepare the draft PowerPoint presentation with the policy recommendations to be discussed between the peers and the host region in Session 8.</li> </ul>



<b>Lunch (11:30-13:30)</b>	
<p><b>8. Reviewing the draft recommendations</b> (13:30-15:00)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<ul style="list-style-type: none"> <li>▪ Thematic experts have prepared a PowerPoint with the policy recommendations to be discussed among the peers and the host region.</li> <li>▪ Peers and host region discussed each policy recommendations to amend and perfect them while selecting the most relevant ones.</li> <li>▪ The objective of the session is to prepare the PowerPoint presentation with the recommendations to tackle each thematic block that will be presented to the decision-makers in session 9.</li> </ul>
<b>Short break (15:00-15:10) – arrival of stakeholders</b>	
<p><b>9. Joint Peer Review Session</b> (15:10-16:40)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<p>Key decision-makers and stakeholders from the host region will participate in the session (see list of participants) - Representatives from Vestland County and stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Presentation of the drafted conclusions and recommendations to the host region</li> <li>▪ Interactive discussion between the host, their peers and their local stakeholders on the presented recommendations and solutions (suitability, feasibility, preconditions)</li> <li>▪ Besides the added value for the host region, the exchanges with representatives of the host region will allow the peers to reflect on their recommendations and to draw final conclusions for the peer review report</li> </ul> <p><i>Objective of the session: The host region and key stakeholders should react to and reflect on the recommendations of the peers.</i></p>
<p><b>10. Brainstorming on the next steps</b> (16:40-17:00)</p> <p>Moderators: Marc Pattinson and Arnault Morisson, Thematic Expert in Research and Innovation, Thorsten Kohlisch, Project Manager, Interreg Europe Policy Learning Platform</p>	<p>Short introduction on the format of the final peer review report by Thorsten Kohlisch, Project Manager of the Policy Learning Platform (5 minutes)</p> <ul style="list-style-type: none"> <li>▪ <i>Following up on the joint peer review session with key decision-makers, the peers and the host will get together to discuss and brainstorm how to operationalise and take up the discussed recommendations (brainstorming session). Following the peer review meeting, the main conclusions should be translated into a proposal for concrete policy action (“to do-list” presenting the actions to be taken – document to be drafted after the peer review meeting).</i></li> <li>▪ <i>Moreover, the closing sessions should allow for an open and informal exchange between the host region and the peers about possible joint follow-up actions and opportunities for partnerships.</i></li> <li>▪ <i>Next joint actions and Goodbye.</i></li> </ul>
<b>End of Peer Review – 17:00</b>	



## List of participants

Vestland County and Stakeholders		
Tor Andre Ljosland	Vestland County Council	Chair of the committee of Economic Development
Bård Sandal	Vestland County Council	Director Innovation and Economic Development
Jan Heggheim	Vestland County Council	
Kathrin Jakobsen	Vestland County Council	Head of section
Mette Nora Sæthre	Vestland County Council	Head of section
Sølve Sondbø	Vestland County Council	Head of section
Endre Høgalmen	Vestland County Council	Head of section
Ingrid Birkelund	Vestland County Council	Head of section
Lars Hustveit	Vestland County Council	Senior Adviser
Kate Clarke	Vestland County Council	Senior Adviser
Rolf Årdal	Vestland County Council	
Anne Kverneland Bogsnes	NAV (Norwegian Labour and Welfare Administration)	Economic Forum
Berit Rokne	University of Western Norway University of applied services	Economic Forum
Dag Rune Olsen	University of Bergen	Economic Forum
Elin Sjødin Drange	Municipality of Bergen	Economic Forum
Øystein Høyvik	The Norwegian Association of Local and Regional Authorities	Economic Forum
Grete Karin Berg	Confederation of Norwegian Enterprises	Economic Forum
Nina Broch Mathisen	Innovation Norway	Economic Forum
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Rigmor Fardal	regional representative Norwegian Research Institute	Economic Forum
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Anders Johan Almås	Vestlandsforskning	
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Harald Offerdal	Vestland County Council
Randi Lotsberg	Vestland County Council
Ingeborg Sætrevik	Vestland County Council
Henrik Løseth Jansen	Vestland County Council
Jone Engelsvold	Vestland County Council
Kristin Iversen	Vestland County Council
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EY	Ernest and Young
EY	Ernest and Young

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<b>Interreg Europe</b>		
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