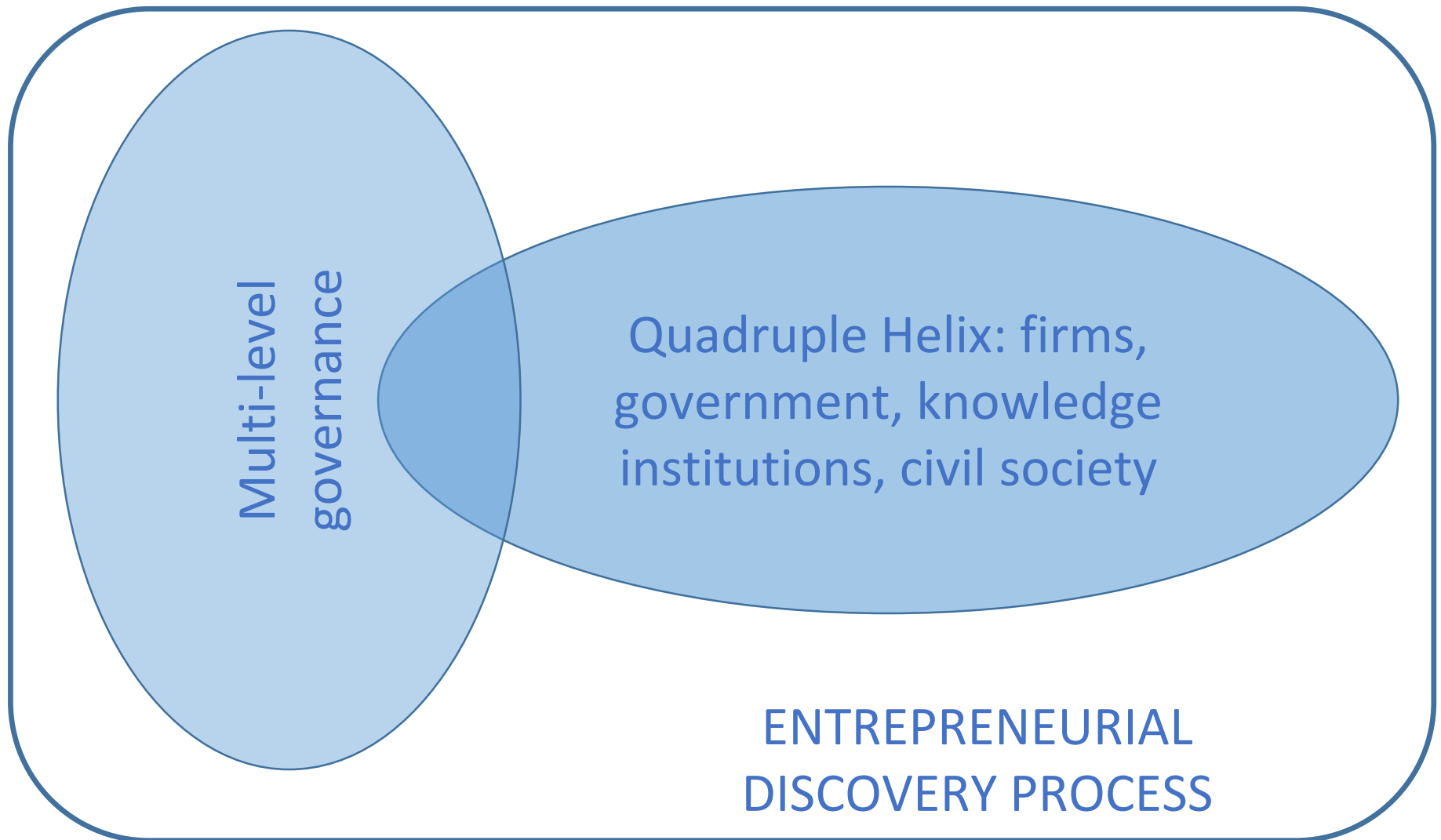


# Tools for improving RIS3 governance

Mari Jose Aranguren

# Two key issues



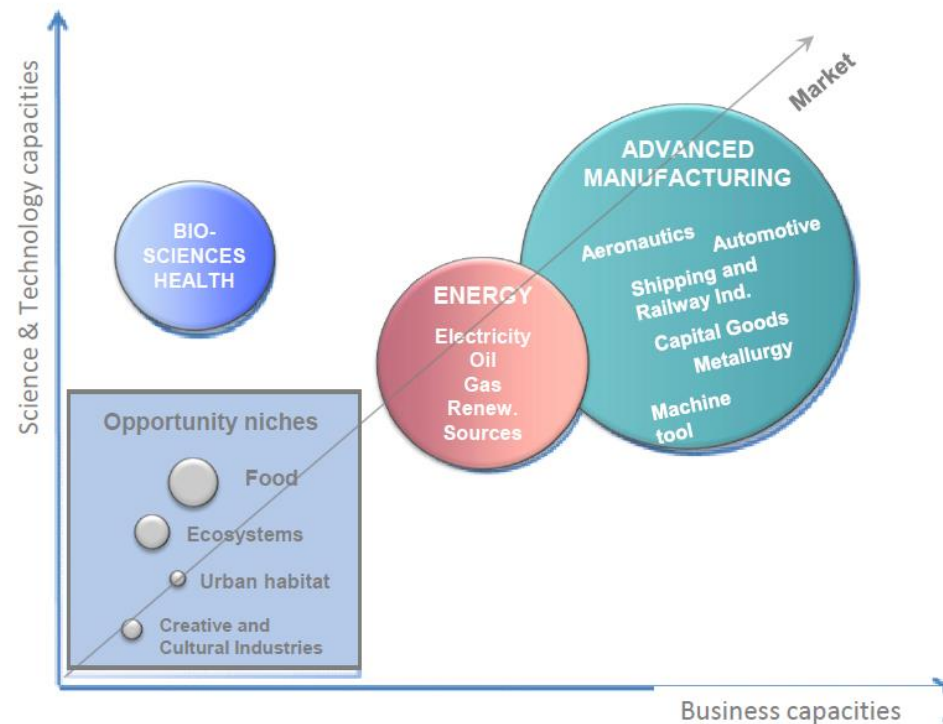
- How to identify vertical and horizontal priorities?
- How to identify specific projects in each priority?
- And how to fund them?

**NO RECIPES**

# Quadruple Helix. EDP. Basque Country

- How to identify priorities?  
Mainly **TOP DOWN** and **analytical and evidence-based focus**  
**Flexibility** to adapt the priorities according to the experimental process

## Basque RIS3\_priorities



- How to identify specific projects in each priority?  
**STEERING GROUPS** in each priority (mainly triple Helix)  
**NEW INNOVATION FUNDING** from Presidency to some experimental projects

## RIS3 Governance\_Steering Groups

The main function of steering groups is to coordinate and drive forward the deployment of the RIS3 strategy and the setting up of spaces for entrepreneurial discovery



- How to organize a multi-level governance?

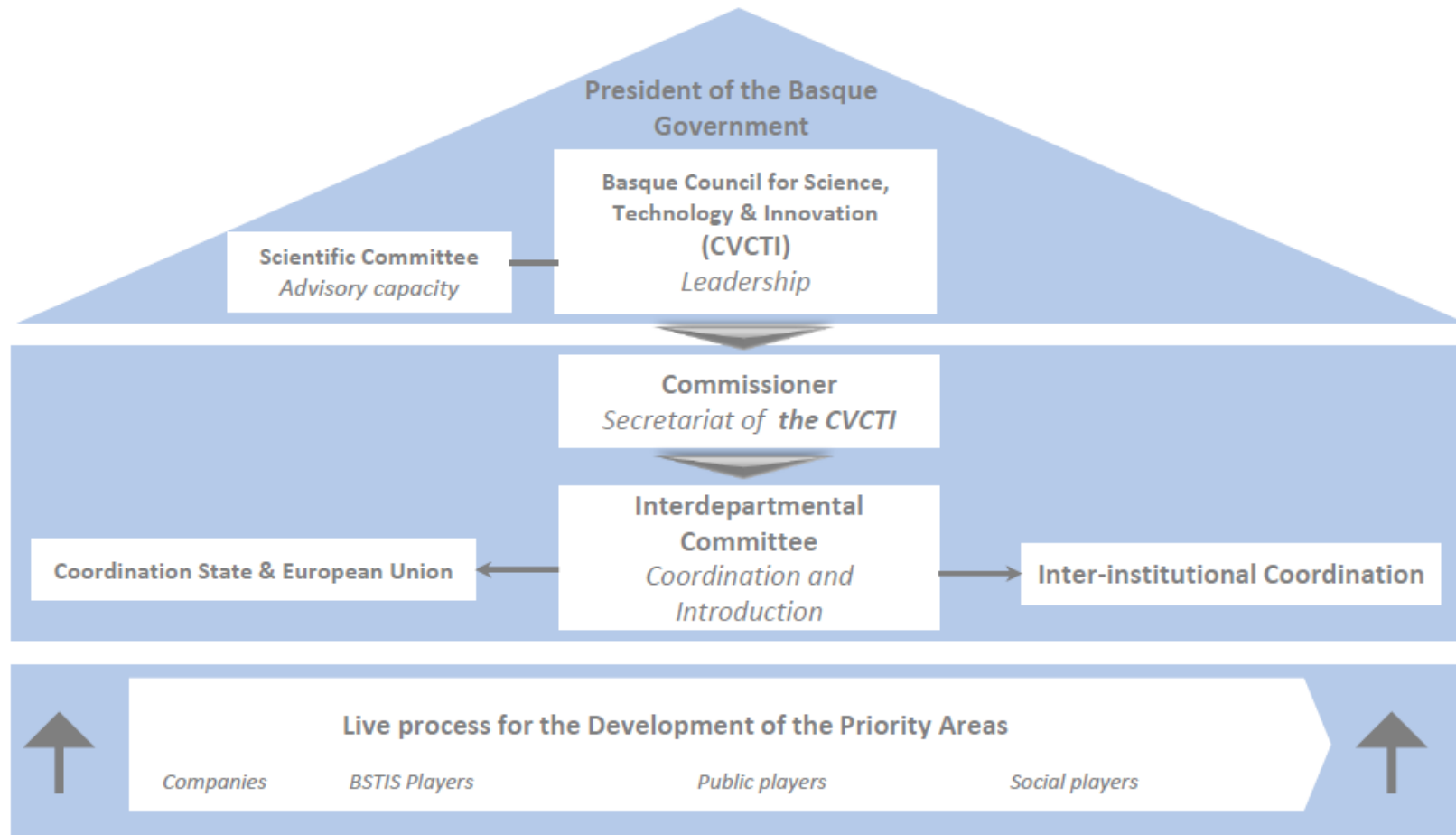
It is very **contextual**

**Formal and informal mechanisms**

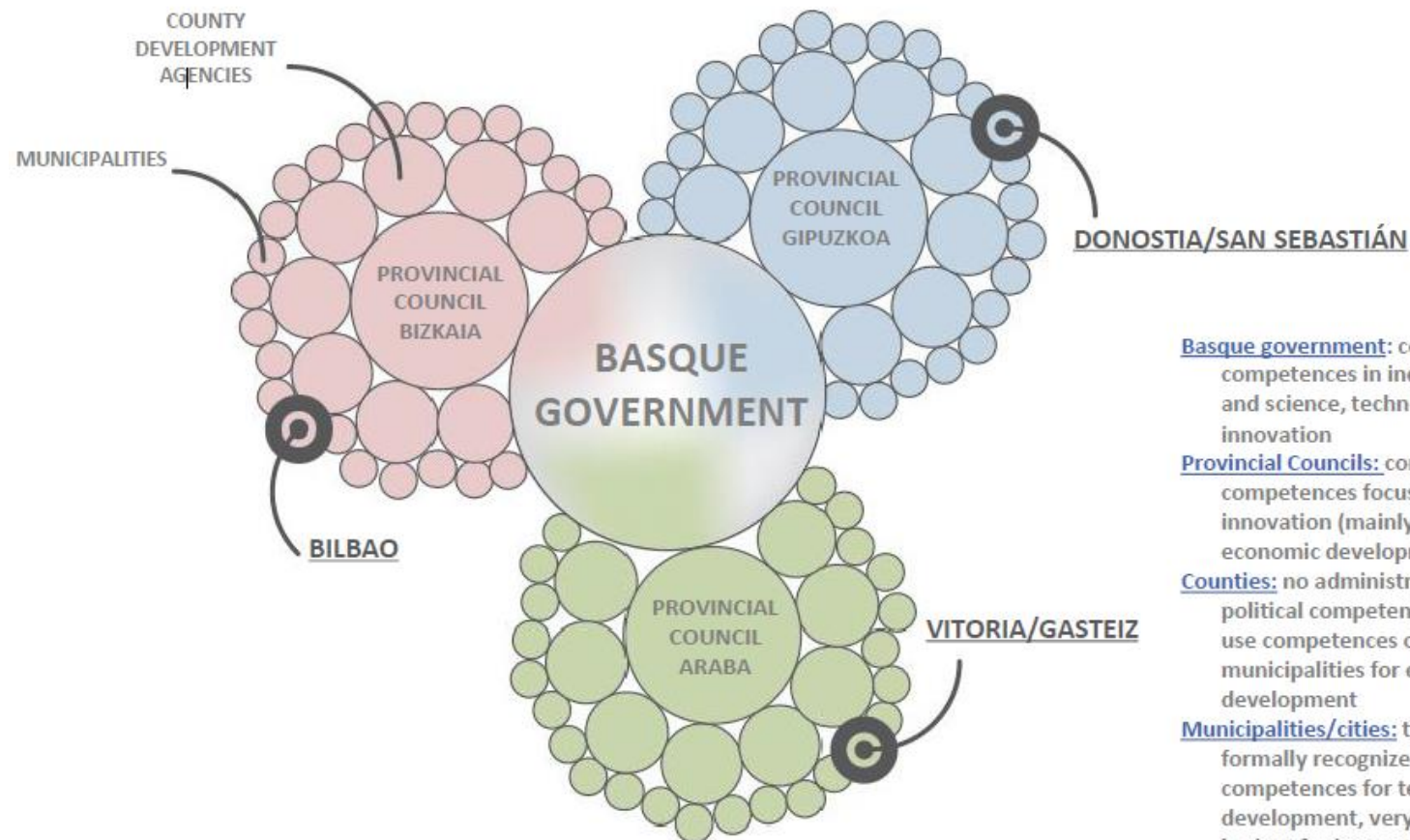
**Top down and bottom up emerging processes**

## RIS3 governance

A governance system is established for STI with a multilevel approach that incorporates the main public and private players



## Multi-level governance Distribution of powers and functions



**Basque government:** core competences in industrial policy and science, technology and innovation

**Provincial Councils:** complementary competences focused on innovation (mainly SMEs) and economic development

**Counties:** no administrative or political competences; agencies use competences of municipalities for economic development

**Municipalities/cities:** though formally recognized competences for territorial development, very limited budget for innovation in most municipalities

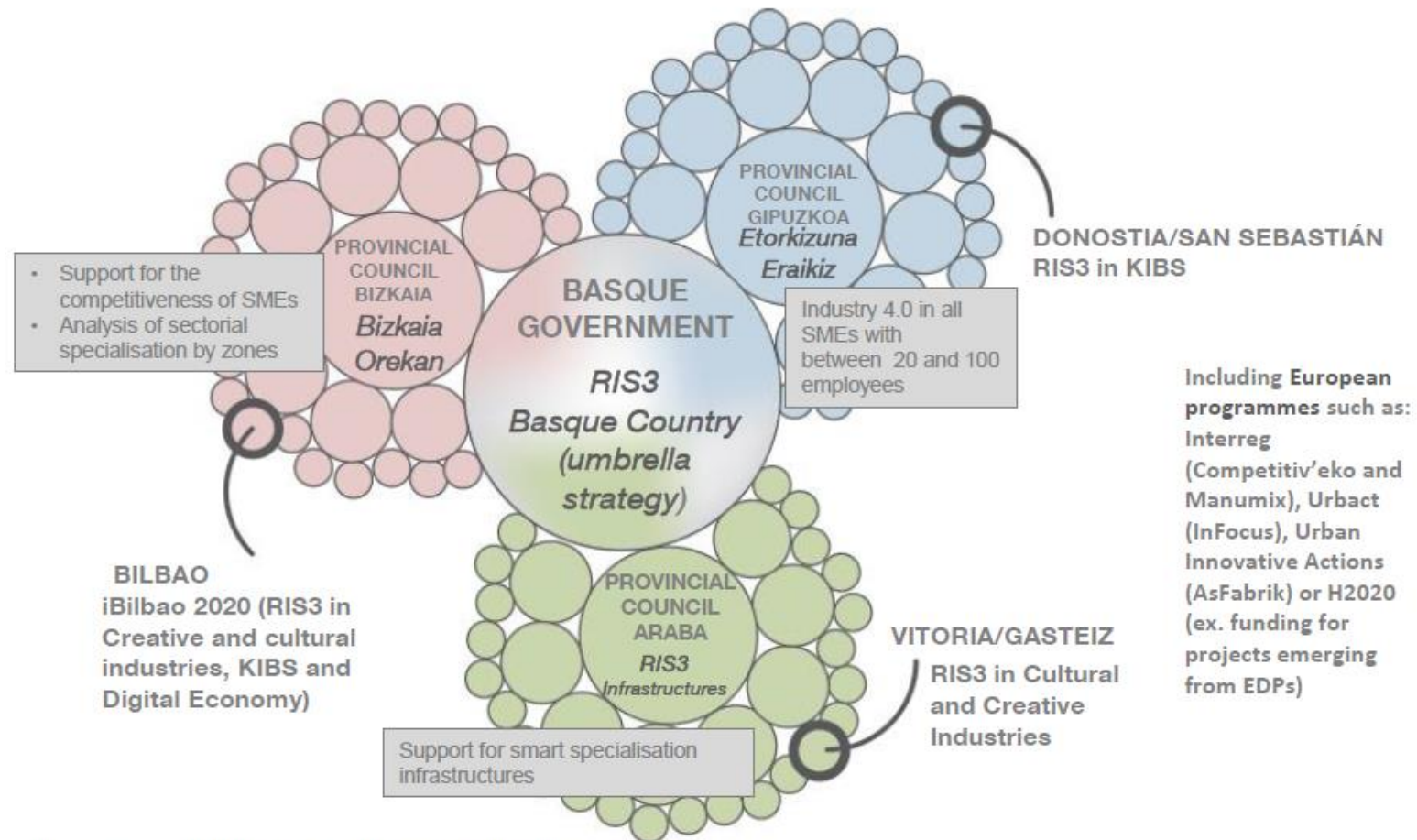


# Multi-level governance. Basque Country

## Emergent multi-level governance of RIS3

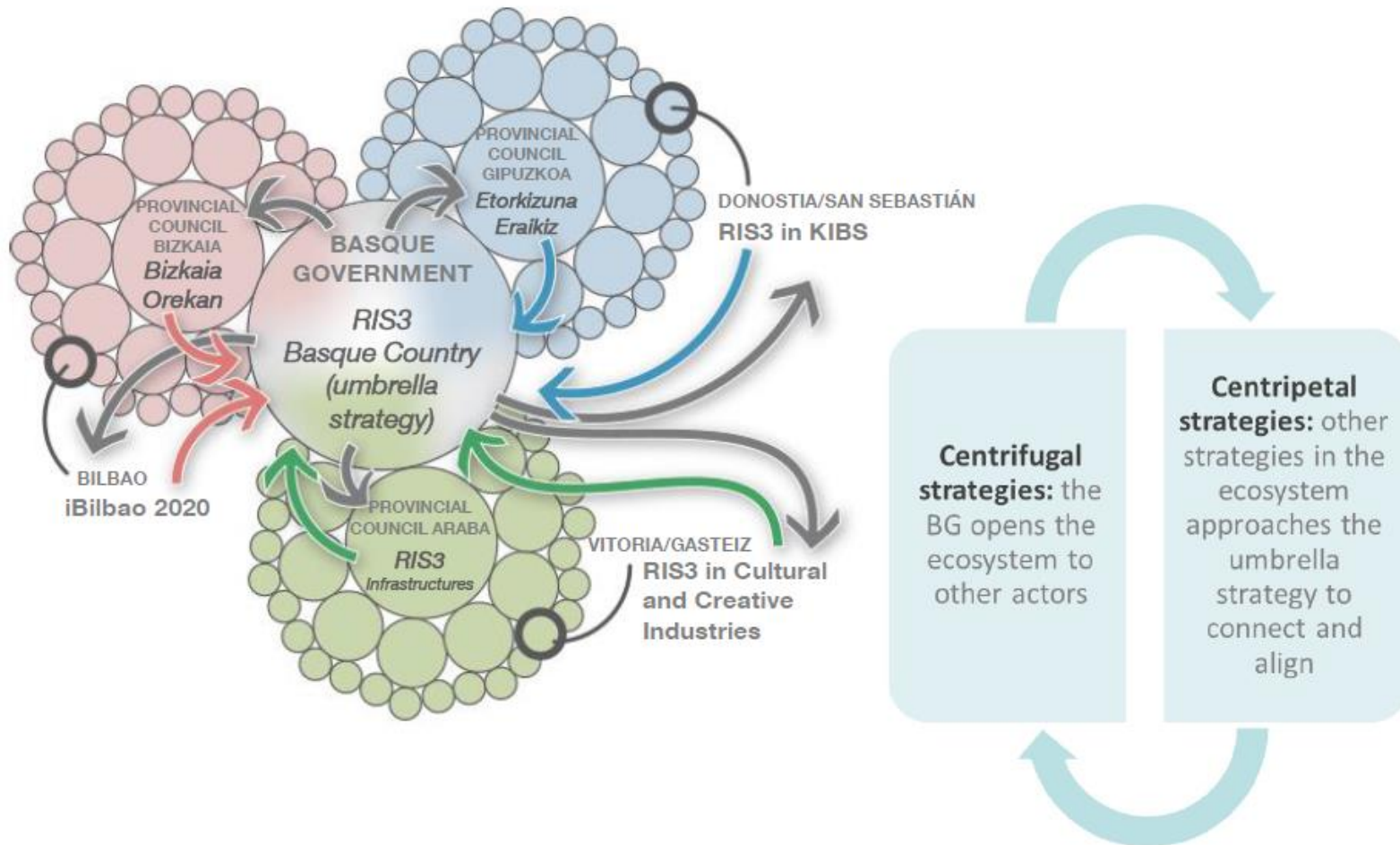
The 'umbrella' RIS3 and examples\* of subregional strategies

No formal and ex-ante design but emergent governance following experimental process



# Multi-level governance. Basque Country

Changes and innovations introduced in the governance structure regarding the multi-level dimension



# What have we learnt?

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- Governance is complex.
- Conflict is a natural situation and solutions will not be found but constructed.
- To construct solutions we need to deal not only with what is defined deliberately but also with emergence
- This process requires facilitators
- Research can play a new role on this (facilitate evidence+ action research)

Eskerrik asko!  
¡Gracias!  
Thank you!



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