



European Union
European Regional
Development Fund



Action Plan & Monitoring Process

“Better Policy Instruments for High Innovation Projects in
the European Regions” D.5.3 & D.5.4





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European Regional
Development Fund



Title **Action Plan & Monitoring Process**

**REGIONAL FUND OF CENTRAL MACEDONIA ON BEHALF OF THE REGION OF CENTRAL
MACEDONIA – EMETRIS S.A.**

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Part I – ACTION PLAN

INTRODUCTION

The Action Plan in Phase 2 of the Higher Interreg-Europe project is a means to transfer best practices and lessons learned and accrued in Phase 1. This Action Plan is structured in two parts. In Part I the action plan is analyzed and consisted by the so called *general setting* for the Plan, the policy instrument, and the main *characteristics*. Part II is mainly dealing with the monitoring procedures and methodology of the plan.

The **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within the region. It specifies the nature of the actions to be implemented, their timeframe, and the players involved, the costs and funding sources and finally offers a specific guide on monitoring and implement it successfully.

It is of a great importance to state here that this plan is prepared by the Regional Development Fund on behalf of the Region of Central Macedonia the partner of the Higher project. The plan though will be implemented by the Regional Authority of Central Macedonia and specifically by the newly established “**Independent Directorate for Innovation and Entrepreneurship Support**”. By doing that we believe to set up a governance that guarantees the effectiveness of the plan since one part is responsible for implementing and another one for monitoring and supporting.

A few words about the new Directorate. The new Independent Directorate for Innovation and Entrepreneurship Support was established in early 2017 with a mission to fully support entrepreneurship and strengthening and promoting specific innovation activities in the region through the creation of the mechanism that will play the role of a single interface module (one stop liaison shop), between SME’s, their regulatory needs and hinders, their better linking with mainly RTDI actors and also supporting them in their struggle to find ways to fund their business activities.

Under the Independent Directorate operates the Entrepreneurship Support and Incentives (incentives of regional and national development law) Department, which is responsible in particular for administrative and technical support of entrepreneurs, and particularly for the implementation of the legal framework to provide incentives to private companies in their investment priorities.

GENERAL INFORMATION

Project: Higher

Partner organization / NUTS2 region: Regional Development Fund of Central Macedonia on behalf of the Region of Central Macedonia, Country: Greece

Other partner organizations involved: The whole consortium was actually very close, collaborative and supportive of the whole process. Here we are referring mainly to the three (3) partners that we will use their Good Practices were quite inspirational and right on time to fully exploit our policy instrument. These partners are: (1) Abruzzo (Italy), (2) Catalonia (Spain), and (3) Norte (Portugal).

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Policy Context

This Action Plan aims to impact one horizontal Strategic Goal and one specific policy instrument:

The Higher Action plan intends to influence the Horizontal Strategic Goal of “Investment for Growth and Jobs program” and one specific policy instrument in the family of “Other regional development policy instrument”, analyzed briefly in the following paragraphs.

Name of the policy instrument addressed: Our action plan will be targeting the same policy instrument that was referred in the application form.

This instrument is under **Axis 01** thematic goal dealing with strengthening research, technological development and innovation and specifically encompasses the whole **1b** investment priority, a priority that is promoting private R&D&I investments, developing links and synergies between enterprises, research centers and tertiary education sectors, particularly through: (a) investments in new product and services, (b) technology transfer, (c) social and ecological innovation, (d) public service applications, (e) encourage demand, (f) networking, (g) cluster formation, (h) support technological and applied research, (i) pilot projects, (j) early ratification, (k) advanced production capacity, especially in key technologies, and (l) dissemination of general technologies applications.

This **priority** has been draft to deal with the following goals:

- Support local SMEs to invest in R&D infrastructures and research staff.
- Increase private R&D&I spending to reach EU & country averages
- Develop more funding mechanisms and tools
- Increase research and Market linkages
- Focus more on the commercial exploitation of results
- Focus more on RIS3 strategies, and actions mainly in the priority areas.
- Better support of new startups
- It is aligned with the Commission’s Pact with Greece and
- It is also aligned with the national operational goals and programs.

GENERAL SETTINGS

The Scope of the intervention over the instrument.

Specifically within the main Policy Instrument, a new call for proposal was launched on 13.12.2017 by the Managing Authority of the ROP of Central Macedonia, appointing the Region of Central Macedonia. That call is entitled: **“The Mechanism for Innovation & Entrepreneurship Ecosystem Support”** or as has been named and is known the **“One Stop Liaison Office”** in the Innovation Ecosystem fully supports and nurtures quadruple helix collaborations and focuses mainly on private and public links and cooperation. In particular the call for proposal is unique and innovative at national level.

The concept has been added as a general idea at the strategic level of the Regional Operational Program, back in 2012. This strategic addition was just an initial indication with no specifications, goals, budgets and actions. Based on that, a more detailed analysis, a deeper understanding of the challenges, a number of strategic goals, action plan objectives and a more thorough specification of its activities were analyzed, clarified, and presented to the public and finally decided during the Higher project, thus making it (**Higher** project) able to influence this strategic action in the following ways:

- I. During the Higher project a number of excellent Local Support Meetings, and Special workshops with the MA of RoP were organized with a specific aim to increase the awareness and learning ability & capacity of triple helix stakeholders and the Managing Authority of the Regional Program. During those meetings, the participating stakeholders and the Managing Authority staff were able to hear a number of good practices’ presentations, regarding how other regions have been planning and implementing activities and policies in the context of RIS3. The meetings were organized in a co-working, interactive manner using co-participatory methodologies. The discussions and learning exchange unveil and showed a number of strategic and innovative ideas and the different possibilities / activities that could be transferred and used in the new Mechanism of supporting the innovation ecosystem called the “One Stop Liaison office”. After these exhaustive meetings with more than 100 participants, there was an agreement about the needs, direction and context of the new mechanism.
- II. Specifically the Regional Authority, following the call of the Managing Authority, prepared a proposal regarding the new Mechanism (One stop Liaison Office) that has included all the main learning points gathered after the previous meetings and discussions, mainly coming from the presentations and analysis of Higher partnership good practices that were closer to its main objectives. These good practices and main contributions are the following:
 - Performing EDP constantly. That is an action there was decided to be included in the new mechanism, due to the fact that it has been showed by the Abruzzo region, that the way they are doing it adds value not only during the planning but mainly during the RIS3 implementation phase. The action plan under this point will include a number of EDP pilots before the launching of next calls including workshops, and communication tools, in order to boost cooperation between Public & Private entities and promote interdisciplinary projects and collaborations.
 - Based on the great experience coming from the Cross-Border Smart Specialization Strategy of Galicia & Northern Portugal (RIS3T), the Region of Central Macedonia decided to further invest in interregional collaborations. The region has been already

participating as main partner in three interregional cooperations in the context of the S3 Agrifood thematic platform, along with regions from around Europe but none of them is a cross border one. The idea through RIS3T is that now the Region can capitalize the concept and the experience learned through interregional cooperation in the context of the S3 thematic platforms adding a new dimension (cross – border) that is having one or more of neighborhood countries (i.e. Bulgaria, fYRoM etc) actors (authorities, SMEs, R&D centers etc) participating in them. The way that this will be implemented in the action plan will be through workshops and basically as declaring the Region of Central Macedonia as a mentoring partner and as an initiative to create “Cross – Border Innovation Investments”.

- Monitoring RIS3 is one of the great challenges every region is facing. The Region of Central Macedonia found out that RIS3CAT (Catalonian RIS3) Monitoring System, is an excellent idea. During the discussions managing authority of ROP staff members and stakeholders discussed how to transfer this specific practice that is dealing with one specific policy tool to the whole RIS3 monitoring system. The solution was to use the paradigm of having all members of the quadruple helix, forming a networking with the main aim of the ris3 monitoring. This is an action that will be also run by the One Stop Liaison Office, and during the Higher action plan a new network will be developed by all relevant partners (ris3 implementation) including research organizations and SMEs. This action is also related to another good practice the team found out in one of the project’s deliverables dealing with Good Practices. This good practice is also related to Emilia Romagna’s RIS3 system in close collaboration with its stakeholders. Emilia Romagna has been working closely with its stakeholders and to fully engage them, and further ensure the ownership of the monitoring activities as well to achieve results. It does that by having the main strategic stakeholders (clusters) participating in the monitoring phase as well.

The proposal referring to the new call has been prepared by the new Independent Directorate for Innovation and Entrepreneurship Support and is divided into 4 work packages:

- WP1 Mechanism for monitoring the RIS3 strategy
- WP2 Evaluation of the RIS3 strategy
- WP3 Updating the RIS3 strategy
- WP4 Support for the Development and Operation of the One Stop Liaison Office.

The two (2) work packages that will be directly influenced by the previous analysis and good practices learning and transferring, and through them contributing to the direct impact on the policy instrument are WP1 Mechanism for monitoring the RIS3 strategy and WP4 Support for the Development and Operation of the One Stop Liaison Office, whereas the rest will influence it indirectly. The budget the Managing Authority in its initial call is attributing to those two work packages are:

- WP1 Mechanism for monitoring the RIS3 strategy: 313.600€
- WP4 Support for the Development and Operation of the One Stop Liaison Office: 442.400€
- **Total amount influenced directly will be 756.000€, but indirectly the project and all its activities have and will be influencing many call to open in the ROP in the area of millions of Euros.**

The Objectives of the intervention.

The objectives of the Action Plan are three (3):

1. Link Good Practices of Catalonia (and Emilia Romania) Monitoring systems with the Region of Central Macedonia Monitoring system. Specifically use the excellent practice of engaging stakeholders in the Monitoring process through a network formation and sharing of the whole monitoring strategy, challenges, activities and results.
2. Link the good practice of Abruzzo region (constant use of the EDP as a tool not only in defining the RIS3 priorities but also during the RIS3 implementation) in the RCM RIS3 implementation and merely in the next calls. And
3. Link the good practice of Norte – Galicia RIS3 planning and implementing cross – border collaboration on common RIS3 cross – border priorities. This will happen during RCM’s RIS3 implementation through the participation in such activities taking into account the experience and the context of S3 AgriFood thematic platform for interregional collaboration.

FEATURES OF THE ACTION

The Regional Authority is planning to prepare a robust and compact action plan that is well defined and linked with phase one activities, learning process and changes occurred in the context of this project mainly in regards to policy instrument development and implementation.

The authority is working on the high level to ensure that all activities regarding RIS3 strategy and implementation are well linked and also connected with the project implementation and aligned as well with the activities that have been developed and implemented under the European Regional Entrepreneurship award the Region has been awarded for 2018.

It is not the first time that the region is developing a research & innovation strategy. But is the first time that it was more robust, more bottom-up and evidence based. The whole ecosystem in the region has huge assets and dynamics, but lacks common vision, common planning and common acting/evaluating. Based on that the governor decided to develop a liaison office under the Innovation & Entrepreneurship directorate to both co – monitor and co – evaluate the RIS3 strategy but also guide the ecosystem in more and better collaborations inside the region but mainly outside. Based on that we are going to set up a network of stakeholders to support us monitor and evaluate the policy instruments and also strengthen the collaborations between research and Market in order to develop better products and services in terms of competitiveness and extroversion.

The following sets of actions have been finalized and decided to be implemented in the course of Higher project phase two (2).

Action Set Number	Action Name – Short Analysis	Good Practice Linkage: Responsible Higher Project Partner & Activity
1.	<p>Performing EDP constantly:</p> <p>A proven added value activity used by Abruzzo region not only in planning but also on the implementation phase. The action will include workshops and communications tools in various calls to open in the near future.</p>	Abruzzo Region’s Continues EDP
2	<p>RIS3 Monitoring System in collaboration with ecosystem Stakeholders:</p> <p>Monitoring RIS3 is one of the great challenges every region is facing, so it seems great idea to involve the ecosystem stakeholders ensuring better quality monitoring. The action will include a number of meetings with regional stakeholders to develop a new network.</p>	Catalonia’s (and Emilia-Romagna’s) Monitoring systems
3	<p>Mix interregional and cross border collaboration in the S3 context</p> <p>Interregional collaborations and networking is a structural part of RIS3 strategy and when good examples exist we have decided to extend our experience on S3 thematic platforms (interregional collaboration) to cross-border. The action will include</p>	Cross-Border Smart Specialization Strategy of Galicia – Northern Portugal (RIS3T)

	the mentoring role of RCM and workshops with neighborhood countries' stakeholders.	
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Details of the actions envisaged

Action Set One (1): Performing EDP constantly

1. The background

This is an action, decided to be included in the new mechanism, due to the fact that it has been showed by the Abruzzo region example, that it adds value not only during the planning but mainly during the implementation phase. This good practice was presented in various occasions (i.e. Stockholm innovation summit) by the Abruzzo staff. From those presentations it was evident, through the way the Abruzzo staff presented and analyzed the methodology, goals, and results that this is an added value activity. And it is such an activity due to the fact that it boosts implementation efficiency. RIS3 is a quite complicated issue for some regions and implementing it requires a huge amount of resources and coordination, but most than all requires collaboration. Under this challenge every aspect an issue that supports implementation in an effective – simple way contributes to the whole effectiveness and results.

2. Actions

1.1 The action plan under this point will include a number of EDP pilots before the launching of next calls including workshops, in order to boost cooperation between Public & Private entities and promote interdisciplinary projects and collaborations. Specifically will organize at least **one workshop** per call (3 calls expected during 2108-2020) to discuss the foreseen call and how stakeholders could join forces and some communication actions.

1.2 We will also prepare and launch a **digital platform** to test consultation activities. We will upload the info and goals of the call and ask stakeholders to exchange collaboration idea. This will be also done 3 times.

3. Players involved

The stakeholders that will be involved are:

- Regional Authority - Independent Directorate for Innovation and Entrepreneurship Support
- Regional Development Fund of Central Macedonia
- Managing Authority of the ROP
- All eligible entities from the quadruple helix, but mainly SMEs.

4. Timeframe

The calls will launched during 2018, 2019 and 2020.

5. Costs / Budget & Funding sources

The expected costs will be the following:

- Workshop organization costs will be minimum, trying to be funded by collaborating stakeholders i.e. venue and catering will be covered by own sources
- The platform is an existing one funded by another EU program (OnlineS3 – H2020) and staff from the Regional Authority will prepare and run it
- The actions are all going to be funded by RDF & RCM own resources (Regional development Fund revenues include a fee for managing the Regional payments), as well as from local stakeholders' own budgets as well. These costs mainly include staff costs that are payed by the regional and national governments. Regarding the rest i.e. workshops and events these will be co-organized with stakeholders like the Developed Agency of Eastern Thessaloniki's Local Authorities, and the Association of Industries of Northern Greece, sharing catering and venue budgets. Lastly a software platform will be used, a platform that has been developed in the context of another EU funded program with the support of regional staff.

Action Set two (2): RIS3 Monitoring System in collaboration with ecosystem Stakeholders

1. The background

Regarding the second good practice the Region authority will organize a number of meetings and workshops with the main stakeholders in order to set up the Central Macedonia's Monitoring Consortium. The ROP Managing Authority along with stakeholders that manage funds or programs or either act as point of information (National Contact Points of H2020), VC's etc. will be part of this platform.

A crucial task that will be around for any RIS3 implantation plan. During the Ancona meeting we have had a number of discussions and questions regarding the way Catalonia is using a collaborative scheme to monitoring their specific action called RIS3CAT (Catalonian RIS3). This idea looked quite appealing for the Region of Central Macedonia mainly due to the fact that RIS3 is quite new and statistical data are difficult to find. The only challenging point was how to adapt it for the whole ecosystem and the Catalonia partner offered a number of ideas based on their model.

Along with their ideas we have found in the good practices deliverable a similar approach by the Emilia Romagna region that help us shape our final idea that is: set up a simple new network with stakeholders and make them part of the solution to monitoring RIS3. Most of them are RIS3 users like in the case of Catalonia but others are also having members that are RIS3 users like in the case of Emilia Romagna.

2. Actions

2.1 We will set up a new network constitute of relevant stakeholders. These stakeholders will either fully engage them shelves as RIS3 users or / and have members that do like a Business Association. Specifically we will prepare a **list** of such relevant entities,

2.2 Call them for **two round** discussions on the simple network methodology.

2.3 These discussions will be run in the form of open workshop and finally will result to **network methodology paper**.

3. Players involved

The stakeholders that will be involved are:

- Regional Authority - Independent Directorate for Innovation and Entrepreneurship Support
- Regional Development Fund of Central Macedonia
- Managing Authority of the ROP
- All relevant entities from the quadruple helix, but mainly SMEs and entities fully implementing RIS3.

4. Timeframe

The action will start during the 4th quarter of 2018, and be finalized by the end of 2019

5. Costs / Budget & Funding sources

The expected costs will be the following:

- The list will be prepared by the Regional Authority staff
- The two (2) round workshops will also be organized with minimum budgets, engaging stakeholders for the venue while the cost of catering will be covered by own means
- The methodology paper will be prepared by the Regional Authority staff
- The actions are all going to be funded by RDF & RCM own resources (Regional development Fund revenues include a fee for managing the Regional payments), as well as from local stakeholders' own budgets as well. These costs mainly include staff costs that are payed by the regional and national governments. Regarding the rest i.e. workshops and events these will be co-organized with stakeholders like the Developed Agency of Eastern Thessaloniki's Local Authorities, and the Association of Industries of Northern Greece, sharing catering and venue budgets. Lastly a software platform will be used, a platform that has been developed in the context of another EU funded program with the support of regional staff.

Action Set Three (3): Mix interregional and cross border collaboration in the S3 context

1. The background

Based on the great experience coming from the Cross-Border Smart Specialization Strategy of Galicia & Northern Portugal (RIS3T), the Region of Central Macedonia decided to further invest in interregional collaborations. The region has been already participating in three (3) S3 Agrifood platforms as main partner, along with regions from around Europe but none of them is a cross border partner.

The idea through RIS3T is now to enhance the interregional cooperation based on the context of S3 thematic platforms adding a new dimension that is having one or more of cross-border regions' stakeholders participating in such kind of cooperation. The way that this will be implemented in the action plan will be through workshops and basically as declaring the Region of Central Macedonia as a mentoring partner. This will increase the RIS3 cross border cooperation since most of neighborhood countries focuses also on Agrifood and Information Technologies.

This good practice was presented in Cambridge during the Interregional Meeting and the main learning points were:

- RIS3 strategy is quite complicated and difficult to be implemented but when two different regions from two cross-border countries can show results from their collaborating experience, then anything is possible.

2. Actions

3.1 The Region will **run a mapping regarding cross-border** regions and their RIS3 (which is mainly at national level) status mainly focusing on their RIS3 priorities and extrovert activities in that context

3.2 Based on that a list of potential common priorities and collaborators will be developed and an **invitation letter** to those regions (or other players) will be send regarding a collaboration in the context of S3 platforms.

3.3 Based on the responses of **one workshop** – meeting will be organized in order to identify the next collaboration steps (mentoring, collaborating with the existing platforms etc)

3.4 Finally the collaborating partners will sign a **MoU for cross – border innovation investments**.

3. Players involved

The stakeholders that will be involved are:

- Regional Authority - Independent Directorate for Innovation and Entrepreneurship Support
- Regional Development Fund of Central Macedonia
- Managing Authority of the ROP
- All relevant entities from the quadruple helix, from neighborhood countries and Greece involved in the S3 platforms.

4. Timeframe

The action will start on late 2018, and be finalized by mid-2020.

5. Costs / Budget & Funding sources

The expected costs will be the following:

- The **mapping** and the **list** will be done and prepared by the Regional Fund staff
- One (1) workshop will also be organized with minimum budget, engaging stakeholders for the venue while the cost of catering will be covered by own resources
- The **MoU** will be also developed and managed by the Regional Authority staff
- The actions are all going to be funded by RDF & RCM own resources (Regional development Fund revenues include a fee for managing the Regional payments), as well as from local stakeholders' own budgets as well. These costs mainly include staff costs that are payed by the regional and national governments. Regarding the rest i.e. workshops and events these will be co-organized with stakeholders like the Developed Agency of Eastern Thessaloniki's Local Authorities, and the Association of Industries of Northern Greece, sharing catering and venue budgets. Lastly a software platform will be used, a platform that has been developed in the context of another EU funded program with the support of regional staff.

Budget

Action Number	Action Name	Budget in €
1.1	EDP pilot tests	3.000
1.2	EDP digital platform	The platform already exists and staff from the Region will operating it
2.1	RIS3 monitoring network	The list will be prepared by the Region staff
2.2	RIS3 monitoring network workshops	2.000
2.3	RIS3 monitoring network methodology	The methodology and Works will be organized and run by the Regional officials
3.1	Cross border regions mapping	2.000 The mapping will be done by the Region staff and subcontractor

3.2	Cross border regions targeting	Based on the potential collaborators list an invitation letter will be send to initiate cooperation by the Regional staff
3.3	Cross border collaboration workshop	1.000
3.4	Cross border collaboration map	Officials of the Region will be developing a statement in the form of MoU to draw the collaboration map.
	TOTAL in €	8.000

SEQUENCE OF THE PLAN

The three previous analyzed set of actions can be implemented as they are, since they are discrete. Despite that since many of them encompass and engage the same stakeholders must be designed in terms of time schedule to make them more efficient and easier for the stakeholders. In that context the organization of the workshops will take into consideration the availability of the main stakeholders.

Stakeholders that will be involved in Action Plan Implementation

Developed Agency of Eastern Thessaloniki's Local Authorities

Association of Industries of Northern Greece

Association of IT companies of Northern Greece

Association of Export Industries of Northern Greece

Thessaloniki Chambers of Commerce and industry

Aristotle University of Thessaloniki

Center for Research & Technology Hellas

Alexandrio Technological Institute of Thessaloniki

American Farm School of Thessaloniki

TECHNOPOLIS ICT BUSINESS PARK

Part II – ACTION PLAN MONITORING PROCESS

Introduction

In the context of Part one of this study pages the second year of the Higher project Action Plan was analyzed started by the learning process and sources towards a robust and simple action list to make sure its goals are succeeded.

In this Part we will try to prepare a monitoring process to make sure the action plan is implemented according to the goals and values of the project and the new mechanism (new call).

The **Regional Fund** will be responsible for monitoring the implementation of the refereed actions in the context of this Action Plan to watch the progress and define the impact. The Fund will make sure to check how the actions presented are implemented and what are the results coming from these actions, while the mutual learning process during be ongoing.

Methodology – Monitoring Actions

The Regional Fund will perform the following actions during the monitoring phase:

1. Quarterly check of all actions.
2. Based on the internal control values the Fund will be very close to everyone involved to make sure everything is well understood and run accordingly.
3. Based on the following actions any changes that must be done will be altering the initial plan.
4. Based on the quarterly checks, the staff will run a 1-2 pages evaluation reports, regarding actions performed, challenges, deliverables and results.
5. Every year the Fund will also develop a yearly report, compiled by the four quarterly ones.
6. By the end of Phase two a final monitoring report will be delivered on the same issues, plus an analysis of future recommendations.
7. During Phase 2 activities the Fund staff will be participating in various project workshops and exchange knowledge regarding the action plan implementation and monitoring.

Indicators

To efficiently monitor the implementation of the actions defined and analyzed in Part one of this report, a number of output and result indicators have been decided for each action:

Action Number	Action Name	Output Indicator	Result Indicator : Number of entities involved in setting up collaborative innovation projects (Target=50)	Long term Result Indicator 'Number of evidence based summary reports to ROP MA' (Target=3)
1.1	EDP pilot tests	3 EDP workshops when calls launched	15 entities involved in setting up collaborative innovation projects	1 summary report informing MA on the whole procedure results
1.2	EDP digital platform	Supporting workshops with digital consultation	15 entities involved in setting up collaborative innovation projects	
2.1	RIS3 monitoring network	A list of relevant stakeholders will be prepared.	Inform stakeholders	1 summary report informing MA on the whole procedure results
2.2	RIS3 monitoring network workshops	Run a two round discussions on the simple network methodology.	Engage 10 stakeholders for the monitoring difficulties	
2.3	RIS3 monitoring network methodology	These discussions will be run in the form of open workshop and will develop a network methodology paper.	Structure cooperation for long term engagement on monitoring	
3.1	Cross border regions mapping	The Region will run a mapping regarding neighborhood countries' stakeholders and their RIS3 status mainly focusing on their RIS3 priorities and extrovert activities in that context	Identify closer cross-border collaboration stakeholders and regions	

3.2	Cross border regions targeting	Based on the potential collaborators list an invitation letter will be send to initiate cooperation.	Initiation of cross-border collaboration stakeholders and regions	1 summary report informing MA on the whole procedure results
3.3	Cross border collaboration workshop	One workshop meeting will be organized in order to identify the next collaboration steps	Tighten the links, visions, goals and priorities. 10 entities participating.	
3.4	Cross border collaboration map	Developing a statement in the form of MoU to draw the collaboration map.	Implement collaboration based on a cosigned statement: introduction to S3 platforms, mentoring process and ideas of closer collaboration (cross – border innovation investments)	

Date: _____

Signature: _____

Stamp of the Organisation: _____