

## OSIRIS action plan Southeast Drenthe.

---



European Union  
European Regional  
Development Fund

**Commisionar :** Province of Drenthe

**Project leader :** Gerard Meijers ([g.meijers@Drenthe.nl](mailto:g.meijers@Drenthe.nl))

**Version :** 0.3 English Version

**Aproval**

**Name :** Ben L.J. van Os

**Function :** Managing Authority Interreg Europe

**Date :** 08-02-2019

**Signature :**

# Index

**Dutch summary 1**

**Index**

**Part I – General information**

**Part II – Policy context**

**Part III – General overview of the current situation and the desired state**

**Part IV – Actions**

**Background OSIRIS strategy**

**Learning between the OSIRIS partners**

**Action 1 : Strengthening local cooperation**

**Action 2 : Strengthening the tourism sector**

**Action 3 : Strengthening SMEs**

**Action 4 : Optimising (digital) accessibility.**

**Attachment 1 Overview Resources SMEs and innovation 2018**

**Attachment 2 Budget Overview**

## Part I – General information

Project: OSIRIS – Open Social Innovations in RIS3 strategy.

Partner organisation: Province of Drenthe

Other partner organisations involved (if relevant):

Country: The Netherlands

NUTS2 region: NL 13

Contact person: Mr G. Meijers

email address: g.Meijers@drenthe.nl

phone number: +31 592 365 769

## Part II – Policy context

The Action Plan aims to impact:

Investment for Growth and Jobs programme, ERDF 2014 - 2020

<b>Policy addressed:</b> OP North Netherlands ERDF 2014-2020	<b>Body responsible for the addressed policy:</b> Province of Drenthe
<b>Self-defined performance indicator:</b> innovative cooperation projects	<b>Target value of the indicator:</b> <b>25</b>
<b>Evaluation of the current operation of the policy:</b> <p>The RIS3 policy for NL1 has set the aim to develop itself as a living lab region. Innovation is key here, and cooperation in the Quadruple Helix and particularly SMEs is a necessity. In the PI, it is discussed in Priority Axis 1: human capital, knowledge and innovation. Strengthening of research, technological development and innovation is named as the most important theme with 76% of the funds allocated to this priority. Effective use of these means also that those SMEs who are based further from classical points of knowledge transfer (University spinoffs and the like) should also be approached and should try to gain from this knowledge transfer. In this more dynamic world, where innovation is not a formal issue, innovation represents enormous opportunity for growth. Open innovation and collaborative innovation is a policy line that is currently not tackled sufficiently in the PI. The RIS3 specify a few ways to tackle this. One way of tackling this issue is developing projects with clusters of SME's and Educational institutes which can close the gap between supply and demand of high educated employees. Another way is to develop activities focussed on network utilisation and matching especially approachable and cross-sectoral.</p>	

### Kind of change and why it is needed:

The goal of OSIRIS in Drenthe is to impact the policy instrument in two main ways: 1. Improved (local) governance; work with village people to get new initiatives who lift the region with branding solutions. Such ideas are open platforms with open tools, creating both open innovation and social innovation. 2. New projects created in a bottom-up manner supported by the local action group and the municipalities to put it on a social base in which developing could be get a boost.

To improve the governance of the OP in discussions with the executors of the OP (SNN - cooperation of the three northern provinces) it became obvious that it wasn't efficient that all 15 Interreg Europe projects in the Northern Provinces on their own would try to influence the OP. Cooperation seems the answer to this. On initiative of the Province Drenthe (with the projects OSIRIS and RuralGrowth) and the SNN (, with the projects ClusterFy and Beyond EPD) a workshop was prepared on the possibilities to influence the OP more directly. All 15 projects with partners from the Northern provinces were present. Also, the National Contact Point supported the workshop. SNN and Drenthe provide analyses of the 15 projects, on their contribution to the OP, possibilities for strengthening the ambitions and cooperation between the projects, opportunities for starting up new (multi-funding?, Creating synergies between funding) projects. From this workshop 4 workgroups were formed to make the influence of the OP directly by influencing coming calls, target groups, new projects and way of judge applications. These groups should make the ambitions SMART. Work will be ongoing 2018/2019.

In the Status Qua Analyses of OSIRIS already in an early stage the province of Drenthe realized that only the OP Noord wasn't enough to realize RIS3 and regional ambitions. To speed up the work Drenthe's provincial government supported different actions for SMEs (See attachment) In 2018 a total of 66 million euro was available for these activities.

Action Number	Action Title	What policy axis in the OP is linked to the Action
1	Strengthening local cooperation	Using more Open Social Innovation in creating OP related and other projects.  Priority Axis OP: human capital, knowledge and innovation
2	Strengthening tourism and leisure sector	Stimulate SMEs in tourism and leisure to innovate in open data, data analysis, new products and services  Priority Axis OP: Strengthening of research and innovation
3	Strengthening SMEs	Innovation in the “make” industry, cooperation in the supply chain.  Priority Axis OP: Strengthening of research, technological development and innovation
4	Optimize digital accessibility	Innovation in mobility challenges, support of broadband initiatives.  Priority Axis OP: Strengthening of research, technological development and innovation

Policy Influencing Activities (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials, workshops, meetings)	Timeline Start and end dates*
<b>1. Better and more projects that will improve the implementation of the RIS3 and the OP</b>	Province of Drenthe coordinates	This action plan	2018 - 2020
<b>2. Direct influencing the OP</b>	Province Drenthe together with SNN	Cooperation process with Northern Netherlands partners from 15 IE projects	2018 - 2020
<b>3. Analyses of processes that hinder participation and possible changes in programmes</b>	Province of Drenthe	Regularly meetings with colleagues responsible for steering the OP and input from Drenthe and Netherlands for the new programmes	Ongoing

## Part III General overview of the current situation and the desired state

### **The area.**

The area comprises the municipalities of Coevorden, Emmen, Borger-Odoorn and the peat colonies area of the municipality of Aa en Hunze. Within this region, there are major differences, particularly between the peat and sandy soil areas.

The area comprises 2 large residential areas: Emmen with over 56,000 inhabitants and Coevorden with over 14,000 inhabitants. The municipalities of Emmen and Coevorden are the most industrialised. The sandy area of the surrounding rural area offers a lot of tourist activity. In the countryside of the peat colonies, the agricultural sector is more emblematic and it is traditionally a major source of income.

The vitality and quality of life in the area are increasingly under pressure due to demographic developments and a weak socio-economic structure. A description of this is given in the following paragraphs.

### ***Demographic developments***

Compared to the Dutch population, the population structure in Southeast Drenthe has on average a number of remarkable characteristics.

The region is facing a declining population size. It is projected that, in the coming thirty years, the population will decline by more than 12%. Moreover, the area is ageing and getting desolated, and it is precisely that ageing that is developing rapidly. Much has been said about a threefold increase in the elderly population: people are living longer and therefore getting older, and more and more older persons are joining in due to a settlement surplus (more settlement of elderly people in the area than leaving it). The proportion of inhabitants of 65 years and over is increasing rapidly. In the municipality of Aa and Hunze, the proportion of people aged 65 and over is already 25%; it is expected to be the case for the entire region in 2025.

Among the young people, there is in fact a departure surplus, i.e. there are more people leaving than coming to live here. In particular, young people between 18 and 30 are leaving (see figure 1). In general, these are well-educated young people, who go to study elsewhere.

### ***Socio-economic structure***

The socio-economic composition of the population is more vulnerable than the average in the Netherlands. The region has several low-income households (see figure 2). The proportion of non-working job seekers and beneficiaries is relatively high; this also applies to the proportion of young people (Gardeniers et al., 2015). The region has a relatively low-skilled labour force (see figure 3) which is a vulnerable group. They are more likely to become unemployed through automation and digitisation. On average, low-skilled people more frequently feel unhealthy and are more often confronted with (sometimes several) chronic diseases, albeit many occupations for the low-skilled are physically demanding. Low-skilled people have less access to resources, such as an extensive social network. The low-skilled population is more susceptible to ageing than the higher-skilled population; older persons find it more difficult to find jobs (Oosterveld, 2017).

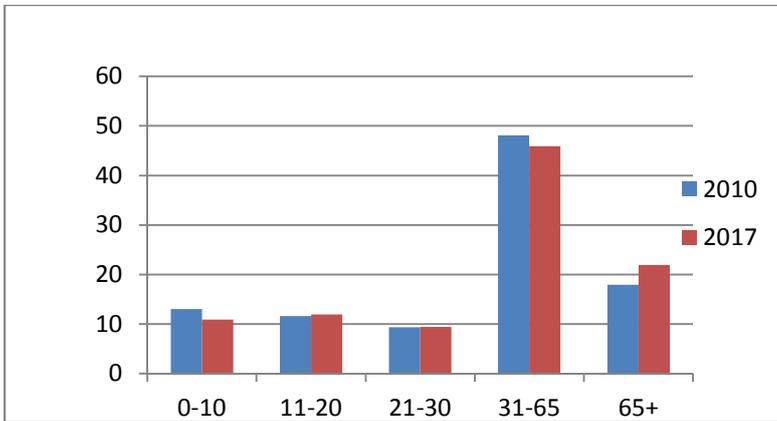


Figure 1: percentage of inhabitants per age category in the area; 2010 and 2017.

Source: CBS.

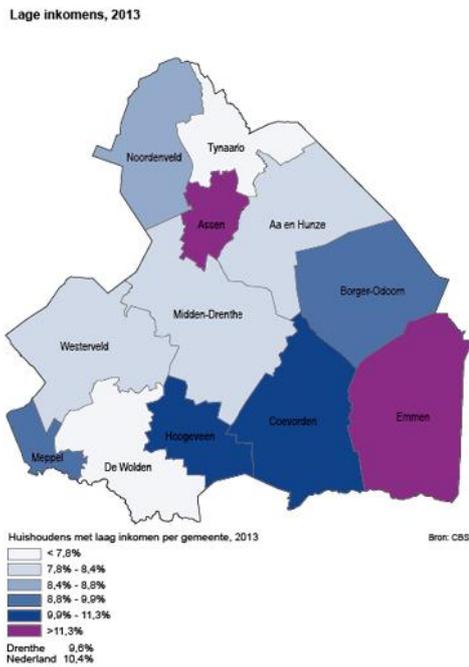


Figure 2: low-income households per municipality in Drenthe. 2013

Source: Province of Drenthe.

Source: CBS

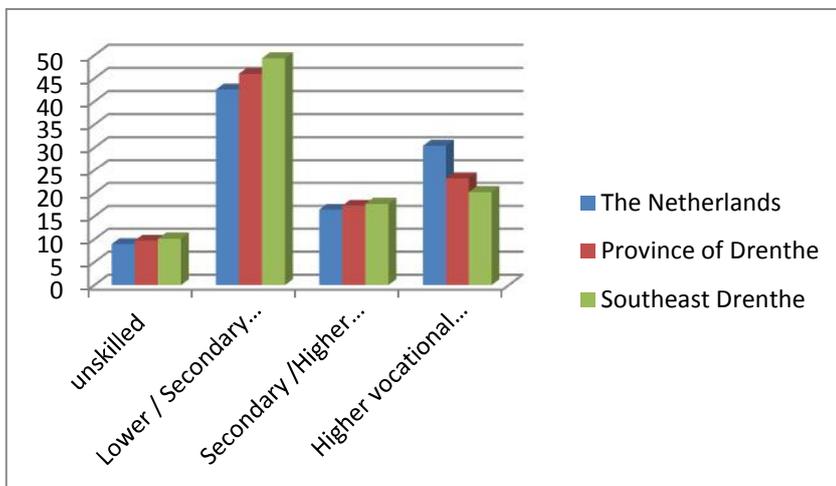


Figure 3: employment rate by occupational level, 2017.

Source: CBS.

### ***Economy and the labour market.***

Care & wellbeing, other business services (including temporary employment), industry and (retail) trade and catering are the leading sectors in Drenthe. Two-thirds of employment in Drenthe can be found in these sectors (figure 4).

A characteristic feature is the increase in the number of small businesses; particularly, the number of self-employed companies has risen sharply (figure 5). Some of these have arisen out of necessity after dismissal or reorganisation and not so much from the ambition to start one's own business. These small companies are often based in or near a house. Although they do not provide much employment, they are important for the quality of life in the area. For the peat colonies areas, the agricultural sector is traditionally a major source of income.

### ***Living environment***

The area has a good level of facilities, which is under pressure due to demographic developments. Sometimes there is too little public support and capacity, as a result of which the facilities disappear.

To some extent, the disappearance of facilities can be compensated for by IT applications (shops, services). This requires fast internet, which is limited in one part of the area.

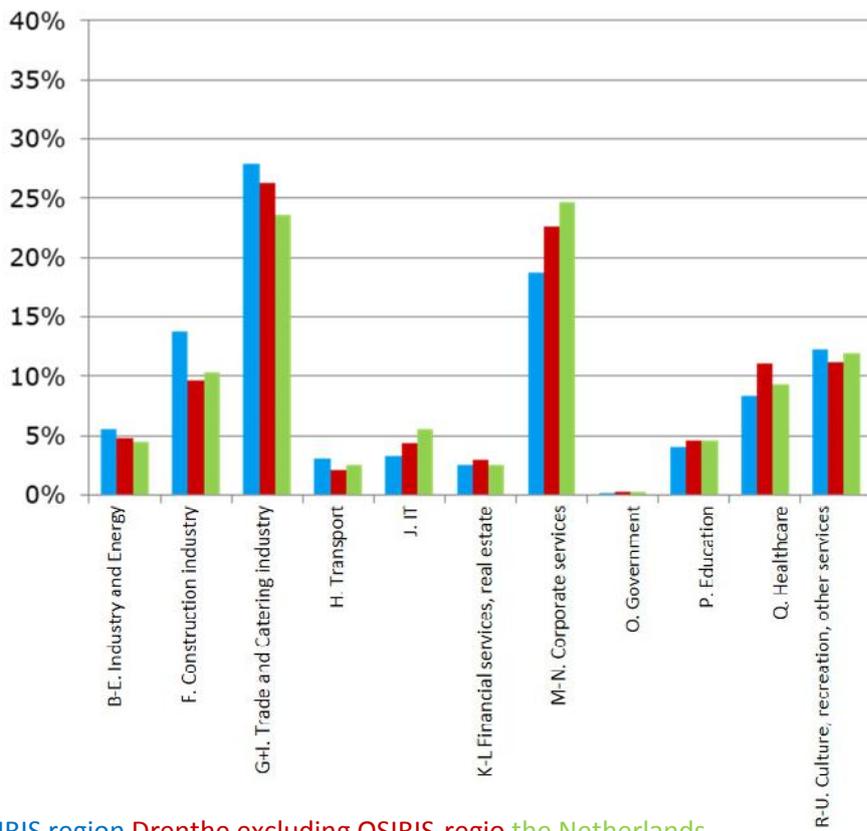
Due to the decreasing number of pupils, a number of schools have disappeared. This does not pose insurmountable problems due to the good accessibility of schools in neighbouring villages. As far as health facilities (general practitioners) and care facilities are concerned, they are likely to become a serious problem. In the next 15 years, 50% of general practitioners in the north of the Netherlands will retire. The willingness to establish oneself as a GP in the north is very low, which can lead to a shortage of GPs (Bolding, F. Et al., 2014).

Health care facilities are under severe pressure due to budget cuts, while the ageing of the population means that there is more demand for such facilities.

### ***Social cohesion***

Inhabitants generally feel responsible for the quality of life in their environment. Social cohesion is relatively high, but it is under pressure (province of Drenthe). In most villages, there is active citizenship and inhabitants undertake all kinds of initiatives together. The general trend in the Dutch countryside, however, is that the traditional sense of community is less frequent. Social ties in a village become looser because people know each other less well. As a result, the development of initiatives in a village becomes more dependent on the (accidental) presence of active inhabitants who know how to find each other. In a village with few social qualities, few initiatives will be set up to enhance the quality of life. For some villages, particularly the peat colonies area, this could be a risk.

Share of sector in total number of business establishments in 2014



OSIRIS region Drenthe excluding OSIRIS-regio the Netherlands.

Figure 4: companies by sector.

Source: Hans, L. Et al., 2016

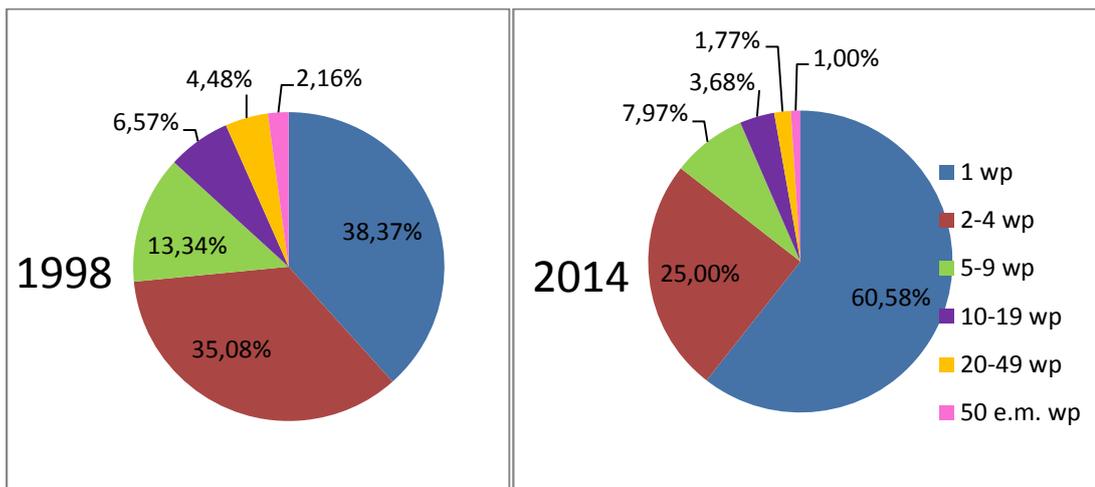


Figure 5: companies in the area by size-class.

Source: Hans, L. Et al., 2016

## **The actors in the area.**

### ***Government.***

The following actors are important for the development and implementation of the action plan:

The four municipalities of Aa en Hunze, Borger-Odoorn, Emmen and Coevorden and the province of Drenthe are actively engaged in the realisation of the action plan and in initiatives carried out by citizens and entrepreneurs in the region. The four municipalities and the province of Drenthe play an inspiring and initiating role. They facilitate the realisation of initiatives and contribute to the financing of the proposed actions.

### ***SME***

The SME is not directly involved, but entrepreneurs are active, co-financing many local initiatives.

### ***Inhabitants***

Inhabitants are involved in the area analysis. In 2014, more than 200 inhabitants participated in an area meeting to discuss possible actions around key issues. Many inhabitants' organisations (association of village interests) are active in the area. These organisations are often the starting point for concrete initiatives.

### ***Knowledge institutions and education***

Innovation in SME requires knowledge. There is a great gap between (scientific) knowledge and SMEs, both physically and psychologically. Knowledge institutions and education can bridge this gap and, therefore, they become important partners.

## Part IV Actions

### IV.A Background OSIRIS strategy

The principle of the strategy is to build on local strength. The province of Drenthe is based on what there is in the area, on the local economy and on the strength and the capabilities of the inhabitants. We aim for an inclusive society because we want all inhabitants of the area to be able to participate in the society in their own way. We connect different sectors and actors with each other with an integrated approach. The focus of the strategy is on a sustainable strengthening of socio-economic structure. The strategy focuses on governance as well as on projects that are achieved bottom-up. This is how we implement the Open Social Innovation method (OSI)

#### The methodology: Open Social Innovation

1. Bottom-up  
The power and the initiative of inhabitants and entrepreneurs are given room for manoeuvre. The government is the natural partner in this, facilitating and supporting.
2. Joining and participating  
Inhabitants, entrepreneurs and government shape the strategy together and implement it together. The strategy belongs to the region and therefore lives in the region
3. Experimenting and renewing  
We start looking for new solutions and new markets; to social innovation through citizens' initiatives and new forms of private entrepreneurship. This requires a new balance in the relationship between citizens and government.
4. Example and driving force  
New solutions are broadly implemented by inhabitants and entrepreneurs in the region so that the OSIRIS strategy is not an isolated one, but a driving force for the region.

The OSI approach is further developed and promoted by a Local Stakeholder Group (LSG).

#### Local Stakeholder Group (LSG)

The LSG group consists of nine members; four directors (aldermen) from the participating municipalities; one from each municipality and five private members. The private members were asked to participate in the LSG on the basis of their expertise in one of the work fields and also because they have a broad network in the area. The private LSG members are professionals and/or hands-on experts with a lot of management experience and knowledge of and in the area. The distribution of the members over the area ensures good network coverage. Because of their different backgrounds they can quickly build bridges and promote strong collaborations and hence the LSG functions as a driving force for the region.

The LSG is in the capillaries of society and therefore it forms the leading group of local initiative. LSG members are inhabitants of the area and play a pivoting role. Therefore, they can actually work on a resilient region.

The LSG actively seeks connections with individuals, semi-public and public institutions, civil society and interest groups. The LSG therefore receives inspiration and input from the region, on which the LSG can adapt its strategy, if necessary. The LSG also encourages participation in the region to take initiatives. By connecting the various institutions, civil society organisations and groups, the LSG hopes to create synergy in the area. When people and organisations know each other, they will pick up things together more quickly and they will strengthen each other.

#### Focus

The focus of the strategy is on a sustainable strengthening of socio-economic structure of the rural areas, more specifically on promoting social inclusion, maintaining and increasing employment. In addition, we focus on

enhancing social cohesion and local collaboration. As a result, residents together are best placed to guarantee the quality of life of the region.

Social cohesion and economic impulse (local economy) are therefore the key themes of the action plan. Demographic development is an important umbrella theme because it determines the socio-economic development of the region to a very strong degree.

### Key issues

In order to give further shape to the themes of social cohesion and local economy, we suggest the following 4 key issues:

- Strengthening local collaboration
- Strengthening the tourism sector
- Strengthening and innovation of the SMEs
- Optimising (digital) accessibility

Local economy is further detailed in the key issues “strengthening local collaboration”, “strengthening the tourism sector” and “strengthening and innovation of SMEs”. The theme of social cohesion will be further shaped in the key issues “strengthening local collaboration” and “optimising (digital) accessibility”. The key issue of local collaboration is in the field of both themes and therefore it has the priority.

Graphically this looks like this:

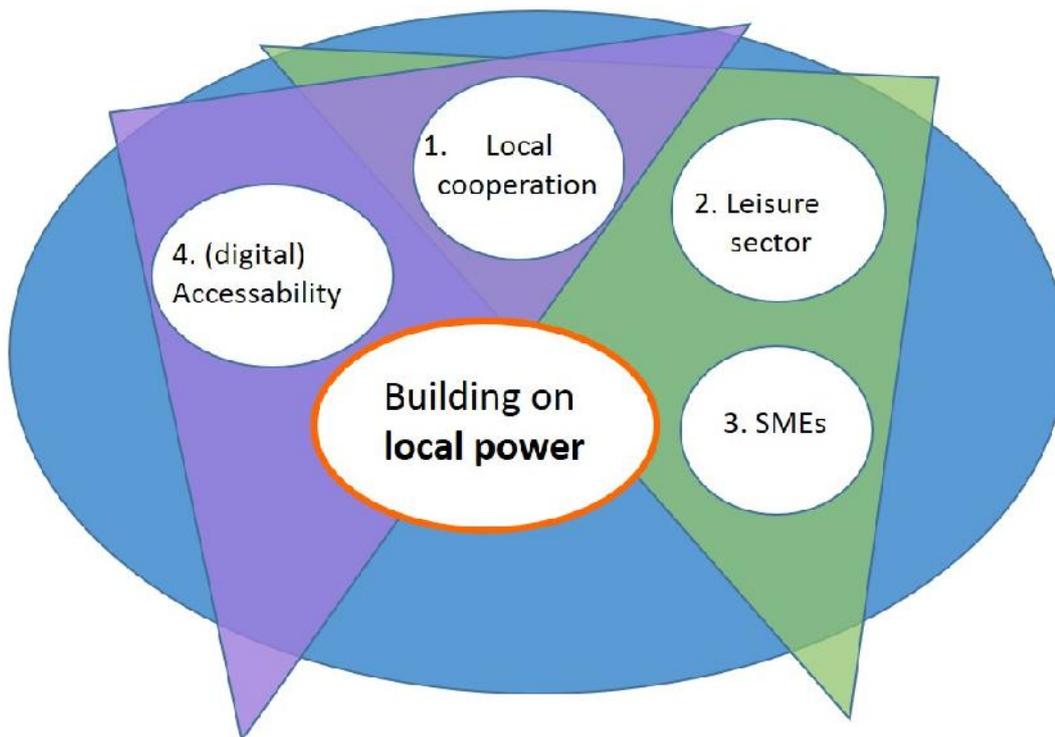


Figure 6: Graphical representation of the interconnection among the themes and the key issues.

The themes and the key issues can overlap each other and it is precisely in this connection where the strength lies. Within the initiatives and actions, we look for creative ways to establish this connection. This is how we give shape to the integrated OSI approach.

### **Learning between the OSIRIS partners through the exchange of good practices and study visits**

The basis for the OSIRIS project was the innovation loop of Vasterbotten (<http://innovationloop.eu>). For Drenthe was this a good practise that couldn't replicate completely, but inspired us to give the OSI method a permanent place in the 4 actions through knowledge cafés, hacketons and brainstormsessions.

Strong leadership and strong focus was the lesson learned from Fundao. The way here jobs in the IT were created was amazing. Strong support of SMEs and education were key factors. The appointment of an innovation broker in Action 3 is Drenthes way of picking this up.

The study visit to Trento was on the right moment: the Open Data driven innovation helped us to get a good overview of the possibilities of Open Data. Amongst others it helped to design the process of the introduction of LORA-WAN, Internet of Things and Open Data in Drenthe. Also in Action 4 there are OSI methods to develop innovation in place.

**Action 1 Strengthening local collaboration**

**Background** Demographic developments and an increase in scale threaten the disappearance of facilities and services, mainly in centres with a weaker social structure or entrepreneurial capacity. With a decrease in government participation, the risk is that the citizens will exceed their capacity to bear the burden.

**Objective** Strong villages where organisations of citizens and entrepreneurs in many areas of social life themselves have taken the lead by developing initiatives and by setting up independent cooperatives or other entities with, where possible, a strong business case.

**OSI method** Encouraging and facilitating of citizen force and cooperative collaboration

**Timescale** January 2018 – December 2020

Action title and short description	Intend Result	Resources & Assets	Lead organisation	Key partners	Actions
<p><i>Strengthening self-reliance and social cohesion</i> Initiatives that contribute to strengthening self-reliance and social cohesion of villages and towns Initiatives that contribute to the social inclusion of all inhabitants, including young people and vulnerable people on the labour market.</p>	<p>Inhabitants feel responsible for the quality of life of their environment. Through self-activity there is cost saving for the local government.</p>	<p><i>Financial:</i> European, provincial funds, municipal contributions, contributions from national funds, private contributions.</p>	<p>LSG  Inhabitants' organisations, associations of village interests  Business associations</p>	<p>Municipalities, province, schools, civil society organisations  UNESCO (Geopark)</p>	<p>LSG organises brainstorm sessions to stimulate developments around networks of local entrepreneurs  LSG organises knowledge cafés  LSG stimulates and activates inhabitants who have ideas to develop these into initiatives, it looks for connections and establishes contacts among initiatives and between initiatives and organisations and establishes contacts with knowledge institutions.</p>
<p><i>Bottom-up initiatives</i> Initiatives that contribute to an efficient, cost-effective and sustainable use of public facilities, contributing to the creation of energy, health care and local neighbourhood cooperatives and that also contribute to the creation, maintenance and expansion of a network of local entrepreneurs</p>	<p>Five basic facilities have been developed that strengthen the quality of life  There are five initiatives that focus on increasing social inclusion.</p>	<p><i>(Process) support and other sources</i>  Umbrella organisations (BOKD), STAMM CMO, voluntary action</p>	<p>Business associations</p>	<p>UNESCO (Geopark)</p>	<p>LSG advises on project proposals  LSG members have discussions with stakeholders.  Initiators are supported by advisors</p>
<p>There are five new collaborations between inhabitants and entrepreneurs</p>	<p>There are five new collaborations between inhabitants and entrepreneurs</p>				

**Action 2 Strengthening the tourism sector**

**Background** The economic vitality of the region is under pressure due to population decline. There are fewer start-ups and less growing businesses and vacancies threaten to reduce the business climate and tourist attractiveness.

**Objective** Opportunities within the tourism sector are optimised; the sector responds well to the opportunities offered by Southeast Drenthe, which means that the region attracts plenty of visitors. Hospitality is of paramount importance, inhabitants are active and there is a good business climate.

Companies, knowledge institutions and inhabitants work closely together. The tourism sector offers a growing number of stable jobs. In the countryside of Southeast Drenthe, the tourism sector is an important driving force for the economy.

**OSI method** LSG, governments, entrepreneurs and knowledge institutions work closely together, among other things by jointly appointing an innovation broker.

**Estimated Costs** The coordination of the LSG will be carried out by the Province of Drenthe. Staff Costs 100 hour , meeting costs 1,000 €

**Timescale** January 2018 – December 2020

<b>Action title and short description</b>	<b>Intend Result</b>	<b>Resources &amp; Assets</b>	<b>Lead organisation</b>	<b>Key partners</b>	<b>Actions</b>
Promoting initiatives that contribute to developing arrangements and events related to the identity of the area and the existing facilities	An increase of 10 leisure companies.	<i>Financial:</i>	LSG in collaboration with the provincial area coordinator	Municipalities, recreation, recreation entrepreneurs	LSG organises brainstorm sessions to promote developments around artisan companies with local products.
Initiatives that contribute to the strengthening of SMEs, work and learning trajectories and promotion of the entrepreneurship within the tourism sector	An increase in the number of visitors and stays and hence consumption in the region	European, provincial funds, municipal contributions, contributions from the entrepreneurs.			LSG initiates and stimulates a stakeholder group of (artisan) (recreational) entrepreneurs in the area. This group wants to promote craftsmanship and create arrangements to support tourism with an “artisanal broker” (an innovation-broker). (see also key issue 3: strengthening SMEs)
Initiatives that contribute to collaboration within the tourism sector (including cultural-historical associations with tourist recreational significance)	Increase by five initiatives to market the area	<i>(Process) support and other sources</i>			LSG organises meetings to inform and motivate entrepreneurs.
Initiatives that link with the existing physical recreational infrastructure	This represents an increase in the number of jobs in the tourism sector. We	STAMM CMO consultancy firm, Research: Stenden University of Applied Sciences			

Initiatives that contribute to the development of new day-time attractions

aim for an increase by 5%

LSG supports initiatives, among other things, by enabling feasibility studies and advising on initiatives.

### Action 3 Strengthening SMEs

**Background** Dejuvenation and particularly highly-educated young people are migrating away. As a result, the labour force is relatively low educated. There is a lack of businesses due to company relocations, particularly in industry. Partly as a result of this, the number of self-employed companies has risen sharply. There are many people who are distanced from the employment market.

**Objective** More growth at existing companies, fewer entrepreneurs giving up, more network and crossovers, a strong impulse on the labour market.

**OSI method** Promoting and facilitating innovative initiatives around jobs (setting an example of “the toolbox”); Deployment of the innovation-broker (joint initiative of LSG, entrepreneurs and governments) to preserve crafts and professional knowledge and to increase the market for artisans.

**Estimated Costs** The coordination of the LSG will be carried out by the Province of Drenthe. Staff Costs 150 hour , meeting costs 500 €

**Timescale** January 2018 – December 2020

Action title and short description	Intend Result	Resources & Assets	Lead organisation	Key partners	Actions
<i>Strengthening existing entrepreneurship</i> By promoting initiatives aimed at exchanging chains/products/services, through crossovers, network and strong business associations	A total of 15 new initiatives.	<i>Financial:</i> European, provincial funds	LSG in collaboration with the provincial area coordinator	Municipalities, business associations, artisan entrepreneurs.	Labour market research by the RUG.
By promoting initiatives focused on innovation and collaboration with knowledge institutions.	More professional entrepreneurs	Own contributions	UNESCO (Geopark Hondsrug) as a Client for the innovation broker	Knowledge institutions (University of Groningen, Universities or Applied Sciences Hanze and Stenden)	Deployment of the innovation-broker: the LSG, in collaboration with a stakeholder group of artisan entrepreneurs, takes the initiative for an ‘Innovation-broker’. This initiative aims to strengthen the business operations of the artisans involved in food and non-food, individually and collectively.
<b>Promoting of new entrepreneurship</b> E.g. initiatives aimed at training new and starting entrepreneurs	Increase in employment in particular for vulnerable inhabitants in the region	Knowledge institutions, advisors			With the help of the innovation broker – part of the OSIRIS network – we wish to preserve craftsmen’s/professional knowledge and create or expand the market of artisans, among other things, by creating tourism arrangements, promoting powerful entrepreneurship, organising collaboration (entrepreneurs complement each other in terms of core business and expertise) and
Initiatives that contribute to the establishment of footloose activity	Increase in number of starting entrepreneurs				
<b>Promoting the labour market</b> Initiatives that contribute to new ways of mediation of job seekers, through direct	Network of artisan entrepreneurs who train ‘companions’, strengthen entrepreneurship and ensure that crafts are				

<p>contact between entrepreneurs and job seekers and by 'unburdening' SME employers that employ vulnerable workers</p>	<p>preserved (see also key issue tourism development)</p>	<p>training companions to the labour market/entrepreneurship.</p>
<p>Initiatives that contribute to the strengthening of the relationship between education and the labour market</p>	<p>Promising entrepreneurial initiatives</p>	<p>LSG promotes the exemplary role of 'the Toolbox', an innovative initiative for the participation of people who are distanced from the labour market</p> <p>LSG supports initiatives with feasibility studies</p> <p>LSG organises brainstorm sessions to promote developments around networks of local entrepreneurs</p> <p>LSG organises knowledge cafés</p> <p>LSG advises on project proposals</p> <p>LSG members have discussions with stakeholders.</p> <p>Initiators are supported by advisors.</p>

**Action 4 Optimising (digital) accessibility.**

**Background** Because of shrinkage and dejuvenation, there is a decreasing public support for public transport. Shrinkage and upsizing discourage the arrival of fast internet. Parts of the region are moderately accessible transport. In particular for young people, elderly people and people with disabilities this poses a problem, especially as there are decreasing means for target groups transport.

**Objective** Facilities and services are easily accessible to everyone. Public transport is the backbone of the transport network, supplemented and aligned with innovative, more bundled concepts for ‘target groups’ and volunteer transport. The entire region, including the countryside, has excellent digital access. The digital network ensures good accessibility, even where the physical distance to facilities has increased.

**OSI method** Bringing parties together, providing a platform to good examples, promoting initiatives, sharing knowledge

**Estimated Costs** The coordination of the LSG will be carried out by the Province of Drenthe. Staff Costs 150 hour, meeting costs 1,000 €

**Timescale** January 2018 – December 2020

Action title and short description	Intend Result	Resources & Assets	Lead organisation	Key partners	Actions
<b><i>Innovative, more bundled transport concepts</i></b>	There are six transport initiatives	<i>Financial:</i>	LSG	Knowledge institutions municipalities	LSG maintains contacts around bundled transport concepts with research and government and spreads this knowledge.
Ensure good mobility of various target groups through new, combined forms of transport	Inhabitant initiatives are involved in demand aggregation around broadband; at least one initiative has built broadband.	European and provincial funds, own investment inhabitants.	Local and regional inhabitants’ organisations.	Drenthe Verbind Local and regional inhabitants’ organisations and local interest groups Village halls	The starting point for digital access lies with active inhabitants; Verbind Drenthe supports and facilitates the province.
<b><i>Digital access and use of the digital network.</i></b>	Eight inhabitants’ initiatives are involved in digital services, facilities and Lora Wan.	<i>(Process) support and other sources</i>	Verbind Drenthe, RUG, many voluntary efforts of inhabitants	Cable companies, local internet providers, RUG,	LSG organises brainstorm cafés around the potential for digitisation of services and facilities and promotes initiatives in this field
Fast internet is a necessary prerequisite the strengthening the quality of life in the area. Because traditional companies do not provide this, this is a necessary task for inhabitants and entrepreneurs Fast internet provides opportunities for digital disposal of services and facilities that are physically less accessible due to the long distance	Free Wi-Fi is available in four places.				LSG organises an OSI meeting with relevant parties around encouraging the use of LORA WAN



## Attachment 1 Overview Resources SMEs and innovation 2018 in the OP Noord and regional funds

This overview gives the possible resources for SMEs to innovate. Initiatives have to come from the businesses themselves. Support can be given through the action plan. As the initiatives comes from SMEs it is hard to predict how many funds are expected to be mobilised as a consequence of the action plan implementation.

Instruments	Available budget 2018	Description
Valorisation	€ 8,000,000	The aim of the Valorisation 2018 subsidy scheme is for SMEs, but also large companies and/or knowledge institutions to achieve more promising innovations with a lot of economic and preferably also sustainable impact in the region and, if possible, also beyond. The innovations have market potential and generate turnover and jobs. (Action 3 and 4)
Knowledge development	€ 7,000,000	The Knowledge development 2018 subsidy scheme aims to encourage more northern SMEs to develop knowledge. This means that they will enhance their knowledge position by tapping into, generating and bringing in new knowledge together with other entrepreneurs and/or knowledge institutions. (Action 3 and 4)
Experimental grounds	€ 7,000,000	The Experimental grounds 2018 subsidy scheme facilitates innovation clusters in the (further) development of Experimental grounds around societal challenges. With the aid of subsidies, an innovation cluster can set up, expand or improve a testing ground. It is also possible to connect Experimental grounds with each other or to improve the connection. (Action 3 and 4)
Human Capital	€ 4.500,000	The Human Capital 2018 subsidy scheme is intended for collaboration projects between SMEs and education. Objective: to clarify the future labour market demand. (Action 2 and 3)

Instruments	Available budget 2018	Description
Open Innovation	€ 20,000,000	The SNN invites consortia of companies, knowledge institutions and civil society organisations to come together with initiatives that structurally improve the innovation ecosystem in the Northern Netherlands. We are looking for initiatives where open innovation is of paramount importance and that actively involve SMEs and end users in innovation. Examples are initiatives around promising new technologies. But also the development of new value chains with great economic and social significance are also eligible for subsidies. Action 3 and 4.
VIA	€ 13,000,000	The Innovative Ambitions Accelerator (Versneller Innovative Ambities; VIA) promotes innovation and economic development in small and medium-sized enterprises in the Northern Netherlands. Entrepreneurs with an innovative idea for a new product or process or a new service can receive a subsidy for development costs. Action 3 and 4
MIT feasibility	€ 4,000,000	The MIT promotes innovation in small and medium-sized enterprises in the Northern Netherlands by subsidising feasibility projects. The purpose of a feasibility project is that you can make a decision based on the research in order to proceed to further research or development. Action 3 and 4
KEI	€ 2,500,000	With the Knowledge & Innovation Subsidy (Kennis & Innovatie-subsidie; KEI) you acquire more knowledge. Knowledge for technological innovation, organisational innovation or market innovation. For the temporary employment or the posting of highly trained personnel or a PhD candidate, you will receive subsidy on the gross wage costs or posting costs. Action 2, 3 and 4
	€ 66,000,000	

## Attachment 2 Budget overview OSIRIS

This budget is only for activities of OSIRIS and not for the Action Plan implementation.

	<b>semester 6</b>	<b>semester 7</b>	<b>semester 8</b>	<b>semester 9</b>
Staff Costs	€ 1.443	€ 1.750	€ 1.488	€ 1.750
Overhead	€ 217	€ 262	€ 223	€ 263
Travel and accommodation	€ 0	€ 780	€ 780	€ 780
External expertise	€ 1.780	€ 890	€ 445	€ 2.670
EQUIP	€ 0	€ 0	€ 0	€ 1.500
	<b>€ 3.440</b>	<b>€ 3.682</b>	<b>€ 2.936</b>	<b>€ 6.963</b>

## Sources

Bolding, F. and E. Matijssen, Anticipating on expected GP shortage, QuickScan for the Northern provinces. Assen, CMO STAMM, 2014.

CBS, statline, employment rate; regional division 2017.

CBS statline, population on 1 January and on average; gender, age and region

Hans, L, A.J.E. Edzes and S.J. Koster, Entrepreneurship in Southeast Drenthe, Groningen, RUG, October 2016.

Gardeniers, J. M. Poeth, L. Schakel and T. Schiefer, Developments and projections on the Northern Labour Market 2014-2020, Maastricht, Etil, March 2015.

Oosterveld, E, Regio in Beeld Drenthe, Amsterdam, UWV, 2017.

Province of Drenthe: <https://www.provincie.drenthe.nl/feitenencijfers/cijfers/leefbaarheid/werk-economie/inkomen/> Consulted on 28 June 2018.

Province of Drenthe: <https://www.provincie.drenthe.nl/feitenencijfers/cijfers/leefbaarheid/sociale-structuur/>. Consulted on 28 June 2018.