



# Action Plan for the region of Veneto Region

## PART I - GENERAL INFORMATION

<b>PARTNER ORGANIZATION:</b>	<b>VENETO REGIONAL AUTHORITY – Innovation and Research Unit</b>
<b>NUTS2 REGION :</b>	<b>VENETO (Italy)</b>
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## PART II - POLICY CONTEXT

<b>The Action Plan aims to impact:</b>	X	Investment for Growth and Jobs programme
		European Territorial Cooperation programme
	X	Other regional development policy instrument

### **Name of the policy instrument(s) addressed:**

- RIS3 Monitoring System

Policy instruments address by the Action plan is ROP ERDF 2014-2020 - Investment priority 1b:

Measures involved in the action plan are:

- Action 1.1.1 Support for research projects with the employment of Researchers (already inserted in application form)
- Action 1.1.4 Support for research and innovation project developed by enterprises and research centres networks

Policy instruments address by the Action plan is ROP ERDF 2014-2020 - Investment priority 3b:

Measures involved in the action plan are:

- Action 3.3.1 Support for competitive repositioning

Main objective of the Monitoris3 AP-Action plan is to add value and improve effectiveness of the European funds to boost innovation in the enterprises support, building up new tools and methods to implement and monitor actions related to the enterprises networks. In general terms, the AP wants to contribute **Increasing initiatives on S3 innovation** and develop new collaboration on policy instruments already identified.

According to the Interreg Europe guidelines the Action Plan-Phase 2 is a means to transfer best practices and lessons learned and accrued in Phase 1 of Monitoris3 Project.

The action plan aim to improve the main policy instruments that are directly connected with the RIS3 and enhance the strategy by some corrective due to a more focused monitoring system.

Main aims of the MONITORIS phase two will be:

- **To connect other initiatives of ROP ERDF 2014-2020, with the results of the previous policy instruments in order to capitalize them in new call and services for research and innovation projects with further focus on regional cluster system.**
- **To improve synergies between public, private sector and research centers, based on S3 framework to support the RIS3 strategy and the regional networks system.**

In general terms with the Action Plan the Veneto Region overarching goal is to foster for productivity and sustainability, working towards this principle, a strong innovation performance will be critical to improving regional long-term productivity growth and to enabling inclusive growth and the delivery of higher living standards for people.

There are significant potential spillovers across regional boundaries, for investments in innovation and SMEs and there is an important role for the EU funds in ensuring that such spillovers materialise and preventing underinvestment in particular within the framework of the **smart specialisation strategies (RIS3) as a consistent strategic framework for investments and knowledge connections at European level among territories and innovators.** There is an evidence that the benefits of such strategies tend to be highest in the most developed regions and Veneto Region wants to connect its industry and economy with other regions in Europe with high complementarity.

Veneto Region is in charge of implementing the Regional OP ERDF 2014-2020 and the Veneto RIS3. The Veneto Research and Innovation Strategy is strongly linked to the regional innovative enterprises network system. The construction of the Regional Smart Specialization Strategy -RIS3- of the Veneto represented the basis of a new way of supporting the territory aimed at putting the research and innovation policies in place and avoiding the fragmentation of the interventions and, consequently, the dispersion of resources. The areas and the development and technological trajectories that emerged from the comparison with the territory represent the excellences and challenges on which the Region is specifically called to aim in the coming years. This “clusters” ecosystem is based on the RIS3 priorities and, from one hand contribute to the implementation of the Strategy, on other hand represent the main stakeholder to involve on the EDP to improve the strategy. The main policy instrument of the Veneto “clusters” ecosystem is the implementation of the Regional Innovative Networks (RIN), that are private enterprises and private or public research centres networks that collaborate to develop a R&D projects driven by RIS3 priorities. The action of

the Veneto Region Innovation Research Department, within the territorial cooperation projects, is characterized by a strong connection with the use of the Regional Operation Plan (ROP) measures and in general with the institutional tasks provided to support the entrepreneurship, yet in terms of collaboration with the academic world and applied research. In this context, the Monitoris3 project, through the exchange of best practices and action plan, makes it possible to tackle the issue of monitoring the Regional Smart Specialization Strategies in a wider European context.

SMEs in Veneto region are an essential source of growth, employment, entrepreneurial skills, innovation and economic and social cohesion, in particular the Regional Innovative Networks-RIN are essential to unlock the potential through research and technological innovation by a closer working relationships between the research community and SMEs. Working with networks involved in the policy instrument for supporting research and innovation projects developed in aggregative form 1.1.4 "Support for research and innovation project developed by enterprises and research centers networks" can allow to implement a virtuous support, to analyse research and innovation needs of the SMEs networks could allow to define future specific terms of references for hiring researchers with the action 1.1.1. focused and addressed to the large community of SMEs with a capacity to innovate but with limited research capabilities.

The policy instrument for supporting research and innovation projects developed in aggregative form 1.1.4 "Support for research and innovation project developed by enterprises and research centers networks " has a wider impact on the research and innovation of companies and on the development of the territory, both for a matter related to the complexity and breadth of the projects presented and for the financial endowment of the action. Within the research and development projects of the networks highly qualified personnel (researchers) are frequently involved so monitoring these projects, in relation to the use of these professional figures, can help to improve the specific instrument of policy 1.1.1 "Support for research projects with the employment of Researchers" as it allows to better identify the needs of high profiles within companies for research and innovation activities.

In order to clarify about the sustainability and application of the action plan results It is important to consider that Veneto Region Department of Research and Innovation (partner of Monitoris3 project) is the unit responsible of the implementation of the axis 1 of the ROP ERDF 2014-2020 and in charge

to design the new calls and monitor the results, moreover has the task of design, coordinate and implement the RIS3. For those duty the R&I department works in close collaboration with MA of ROP ERDF 2014-2020 that is represent by another department of the Veneto Region. Clearly the results of the action plan will be included within the programming phase of the Veneto Region assuring the durability of the results. All indicators and results will be evaluated within the Regional Steering Committee for Scientific Research, Technological Development and Innovation. This Committee (coordinating by the Veneto Region), it is composed of 16 members representing universities, research centers, associations and trade organizations. This Regional Steering Committee is the body that mainly provides for advisory functions. It expresses its opinion on the resolution proposals for which the Regional Council is responsible for the planning of other coordination initiatives between the subjects operating in the field of research and development and so on the ERDF measures for innovation.

## PART III – DETAILS OF THE ACTIONS ENVISAGED

### ACTION 1. IMPROVING MONITORING POLICY INSTRUMENTS FOR NETWORKS IN SPECIFIC RIS3 DOMAINS

#### 1. Relevance to the project

The main aim is to improve the monitoring system of the policy instruments for the regional clustering system, specifically of the Regional Innovation Network (RIN), that are enterprises and research centers networks driven by RIS3 domain and priorities, with new and innovative methods, using and adapting the Galician “The monitoring of key indicators of the Joint Research Units programme is presented as a tool for analysing its good performance in terms of results” one of the best practice presented in the Monitoris3 project. Veneto Region has implemented a specific action, 1.1.4 of the ROP ERDF 2014-2020, to set up policy instruments supporting R&D projects for Regional Innovative Network RIN.

*Connections with Good Practices: Monitoring of the "Joint Research Units" Programme – Presented by Lead Partner GAIN (Spain)*

Following the presentation of the good practice **Monitoring of the "Joint Research Units" Programme. presented in ITS of June 2019 in Padua (Italy)**, Veneto Region founded similarity between the two “networks” systems, Galician JRU and Veneto RIN and it was seen a good way of improving the monitoring system of the policy instruments dedicated. The Galician JRU identified indicators also based upon the ERDF monitoring information system, beneficiaries are Galician research organizations and businesses aligned with the priorities and challenges of the Galicia S3. This structure have some points of similarity with the RIRs of the Veneto system. Considering that implementing a system of monitoring and evaluation of RIRs is a compulsory issue both for RIS3 and ERDF Axe 1, it is considered useful to consider the Galician experience in such scope. Currently the monitoring system of the policy tool related to 1.1.4 is limited to the indicators foreseen by the 2014-2020 ROP and this system of monitoring was not sufficient to determine elements for improvement of the policy instrument as an accurate qualified specific qualitative and impact elements for this kind of research projects is requested. The contribution of the Action Plan of Monitoris3 project, in particular, the process of exchange and mutual learning of good practices is providing insights improvement of the monitoring system, with indicators that can guarantee an easy comparison also between regions and specific trajectories S3.

## 2. Nature of the action

### **Activity 1.1 Identification of the indicators**

Indicators provide objective evidence that an intended change is occurring. Indicators lie at the heart of developing an effective management system, this activity wants to define the data to be collected and methods to improve RIN policy instruments monitoring system.

This action will start comparing indicators used by JRU and which are used for monitor RIN and 1.1.4 action identifying which are the most reliable, economic and comparable relatives also with the high administrative burdens that implies to be gathered for information.

The indicators used by Galician Monitoring system and taking into consideration into this Action are divided into three groups, Instruments performance Strategic priorities result and Challenge and Vision impact. Specifically we will carry out a pre-feasibility test on all the indicators used by Galician JRU monitoring system selecting the indicators that are not already in use by Veneto Region to monitor the RIR, that are fitting the Veneto RIS3 and redistribute indicators into the Galician JRU monitoring system model, and evaluated also for each priority areas.

The indicators used by Galician JRU monitoring System are:

#### PERFORMANCE INDICATORS

- Number of applications/ projects submitted (nº) (total and for each priority)
- Total number of grants/ projects awarded (nº): (total and for each priority)
- Number of grants/ projects granted to SMEs (nº)
- Number of grants/ projects awarded to a private R&D center (nº)
- Number of grants/ projects awarded to public R& D& center (nº)
- Number of grants/ projects awarded to Public Administrations (nº)
- Number of grants/ projects granted to other types of entities (nº)
- Total budget granted (in €): (total and for each priority)
- Budget granted to SMEs (in €)
- Budget granted to private R&D center (in €)
- Budget awarded to public R&D center (in €)
- Budget granted to Public Administrations (in €)
- Budget granted to other types of entities (in €)
- Total mobilized investment (in €): (total and for each priority)
- Investment mobilized by SMEs (in €)

- Investment mobilized by private R&D centers (in €)
- Investment mobilized by public R&D centers (in €)
- Investment mobilized by Public Administrations (in €)
- Investment mobilized by other types of entities (in €)
- Degree of satisfaction (%)
- Private investment in parallel to the public support (€)
- Investment in risk capital (€):

#### RESULT INDICATORS (total and each priority)

- Number of companies (of 10 workers or more) that carry out innovative activities
- Expenditure on private R & D
- Returns from European projects in Horizon 2020 by Venetian entities
- Return reached by Galician companies in tenders of Public Procurement of Innovation (CPI)
- Number of patents / models requested by Venetian entities
- Number of spin-offs
- Scientific production: percentage of excellence

#### IMPACT INDICATORS

• Percentage of population between 30 and 34 years of age with a level of education achieved in tertiary education

- Expenditure on R & D in relation to GDP.
- R & D expenditure
- Scientific production. Number of documents
- n° of patent applications by Galician entities
- Number of innovative companies
- Level of satisfaction with the Galician R+D+i system by the agents of the system
- VAB related to Priors
- Registered employment in relation to Priors
- Exports related to Priors

#### ECONOMIC IMPACT

- Total employment
- GDP
- GDP per capita
- Importance of exports in Venetian GDP
- Level of satisfaction with the R + D + i carried out in Veneto by the society

Moreover other indicators that will be taken in consideration will be came from statistical datas, like R&D expenditure of private companies (% of GDP), expenses in non-R&D innovation (% of turnover), SMEs that innovate with own resources, SMEs innovation within networks; patent applications to the EPO (% of GDP) this facilitates comparison with a baseline, and also, it allows to gather segmented information on specific sectors and S3 challenges; some proxy indicators like companies that have carried out R&D activities in collaboration with external center, to determine the impact of this policy instrument on each S3 priority or objective and an array of indicators based upon the ERDF monitoring information system, this can facilitate comparison on the performance of similar region's policy instruments.

Activity outputs:

n.1 pre-feasibility test of at least 45 indicators

n.1 identification of at least 15 indicators to be tested

### ***Activity 1.2 Data collection and analysis***

To deepen the analysis, this action will collect datas to populate the indicators identified by investigate into the Regional Innovative Networks participants and project leader group, taking as a principal source information directly to the network leader company.

Method to collect information should make the right mix between the types of data sources to be used between:

- Information gathered through official statistics (reliable, economic and comparable);
- Information gathered through the call of proposal of action 1.1.4 (ROP ERDF 2014-2020);
- questionnaires or ad hoc surveys;

after collected data, it will be tested the reliable, comparable and the efforts to collect an analysis of indicators.

Activity outputs:

n.1 report of test indicators, based on the 1.1 results

### ***Activity 1.3 Advice elaboration***

In order to improve monitoring system allow to take decisions, will be elaborated advices on the best indicators used and tested. Advices are also oriented to make more efficient the policy instrument for RIN and intend to boost R&D private investment.

Activity outputs:

n.1 report of the results of the 1.1 and 1.2 activity with the advices on the indicators and improvement for the RIS3 monitoring system

### ***Activity 1.4 Collaborative closure***

This action will be implemented in two moments (workshops), a feedback and refine activity and a return advice to policy makers.

For the first activity a collaborative workshop, involving the Regional Clusters System, will be realized in order to present the results and refine and share advice for ERDF policy instruments improving advice on the structure of indicators and the specific set identified, feeding the process.

Second, the results of this investigation refined, giving important and specific advices, will be presented to policy makers into a specific workshop involving Veneto Region Research and Innovation Department (Monitoris3 partner) that is in charge for the RIS3 implementation and 1.1.4 (action of ROP ERDF 2014-2020) implementation and the MA of ROP ERDF 2014-2020 to improve indicators and policy instruments for the Regional Innovation Networks, one of the pillars of the Veneto Innovation Strategy.

Activity outputs:

n.1 workshop with regional cluster system actors

n.1 workshop with regional Policy maker actors and ROP ERDF 2014-2020 MA

### **3. Stakeholders involved**

- ✓ Managing Authority of the ERDF ROP Veneto involved in activities 1.1.1 and 1.1.4
- ✓ Veneto Innovazione, (in house Innovation Agency) will be involved as a Member of the RIS governance bodies
- ✓ The Regional Innovation Networks and their members (SMEs and research centers) involved in the all phases of the action implementation

### **4. Timeframe: January 2020 – June 2021**

The activity is planned starting on 2020 and will last 16 months in total. The first 3 months will be devoted to the definition of the lost fitting set of indicators. Then, in the following six months, all activities related to the collection of data will be implemented. The following six months will be used to analyse the collected data,

prepare possible improvements and discuss them with the stakeholders. At the end, one last month will be dedicated to the action closure.

## 5. Cost

All cost will be funded by internal staff and in-house cost. Veneto Innovazione as in house agency will support Internal staff of the Innovation and Research Unit of Veneto Region

### Breakdown of cost:

Project Manager: 750 euro pwd x Man/day 6 = 4.500,00 euro

Project Assistant: 360 euro pwd x Man/day 80 = 28.800,00 euro

internal staff: 100 euro pwd x Man/day 10 = 1.000,00

Total estimated cost: 35.300,00

## 6. Funding sources

This activity will be covered by own Regional fund.

## ACTION 2. COUNTERFACTUAL IMPACT EVALUATION

### 1. Relevance to the project

This action comes from the “Counterfactual Impact Evaluation of the European Structural and Investment Funds on Firm Performance” developed by Portugal, this action could add more information about the evaluation of the policy instruments used for implementing RIS3. This investigation gives a complementary vision of the effectiveness of the policy instruments. This approach is very useful, it answered the central question on impact evaluation using comparison groups is an appropriate tool to answer the question “which are the effects on organization performance from obtaining an investment subsidy”.

Connections GP: Counterfactual Evaluation: Impact of European Structural and Investment Funds on Firm Performance implemented by Development and Cohesion Agency (Agência de Desenvolvimento e Coesão)

After the presentation of the good practices in Porto meetings, Veneto Region founded similarity and food for thought for their own monitoring system. It was decided to include the evaluation counterfactual in the framework of monitoring and evaluation of the policy tool, in order to improve the monitoring system and provide certain corrections to the instrument of specific policy instruments of the aggregation system. Considering the extent of the information: "which are the effects on organization performance from obtaining an investment subsidy? "applied to the policy tool related to research projects implemented by the network, a corrective measure can be returned not only for the instrument itself but more in general for the entire S3 strategy and consequently for all the interventions of the OT1 of the ROP ERDF 2014-2020. The focus of the assessment on the actual impact of the instrument on the economy and on the capacity of development of research and business innovation provides an element of fundamental evaluation importance to understand the pruning of the studied policy intervention and its impact on the territory.

### 2. Nature of the action

**Action.2.1 Preliminary activity:** to verify the reachable indicators by national and regional statistic system and select the “control group” of the enterprises that have no receive financial support and are not working on networks. From the list of beneficiary of ERDF fund, which firms/ Regional Innovation Networks-RIN- had been assisted (and which had not). This is essential since counterfactual approaches compare the activities of beneficiary firms with an appropriate control group of firms that did not receive support.

Activity outputs:

n. 1 “control group” selected

**Activity 2.2 Implementation:** starting the measuring of the indicators and specific survey to a sample of both groups (financed and non financed). The issue of additionality is often dealt with a beneficiary survey, aimed at obtaining directly from the assisted entrepreneurs or managers their opinion on whether their enterprise was induced to carry on the investment by the existence of the subsidy, or it would have invested anyway. This can be done by questionnaires that ask the managers of the Regional Innovation Networks-RIN-about their motives for requesting the subsidy.

Activity outputs:

n.1 control group enterprises administered survey

n. 1 test enterprises administered survey

**Activity 2.3 elaborating the results** of the investigation with advices for the improving the policy instrument will be integrated into the evaluation system of the ROP ERDF 2014-2020, like an optional investigation implemented by the ROP ERDF 2014-2020 independent evaluator contracted by the MA of ROP ERDF 2014-2020 (that is another department of Veneto Region).

Fields of the analysis should be on data available and if the results can be generated, especially when differential impacts are analysed and when the analysis is capable of embracing the entire spectrum of coexisting support programmes available to Regional Innovation Networks-RIN-/SMEs. Second, on dimension of the non-repayable grants and dimension of the enterprises/RIN. The results of this investigation will give an important and specific advices to Veneto Region Research and Innovation Department (Monitoris3 partner) that is in charge for the 1.1.4 action implementation and the MA of ROP ERDF 2014-2020 to better define next calls and policy instruments direct to the Regional innovation Networks.

Activity outputs:

n.1 report on evaluation and advices integrated into the ROP ERDF 2014-2020 evaluation system.

### 3. Stakeholders involved

- ✓ Managing Authority of the ERDF ROP Veneto
- ✓ Regional Business association and enterprises participant within Regional Innovative Networks-RIN-involved
- ✓ Universities departments and research centres participant within RIN

#### **4. Timeframe: January 2020 – November 2020**

#### **5. Cost**

For this activities we will use an external professional evaluator and some internal staff. Total of 40 working days employing one senior external profile, one junior external profile and one internal staff:

Senior external profile: 250 euro p/wd x 40 man/day = 10.000,00 euro

Junior external profile: 150 euro p/wd x 40 man/day = 6.000,00 euro

Internal staff: 100 euro p/wd x 40 man/day = 4.000,00

Total estimated cost: 20.000,00

#### **6. Funding sources**

This activity will be covered by Managing Authority of the ERDF ROP Veneto Regional own fund.

### **ACTION 3. PILOT ACTION**

#### **Innovation brokerage for improving ERDF policy instruments**

##### **1. Relevance to the project**

This action starts from the opportunity to capitalising the Monitoris3 project participation and what we learnt about the Norland County Council (Monitoris3 project Partner) good practice experience of Mo-FI: an initiative that, using competence brokerage, support for research projects and networking, with the aim to increase the R&D-driven innovation in the region.

The Norland County Council (Monitoris3 project Partner) good practice consist in a policy instrument aiming to reinforce industrial competitiveness and wealth creation through research-based innovation for the industry in Helgeland (MoFI). The industry in the county has a great potential in increasing the use of research-based expertise. The MoFI project provides results in terms of increased R&D activity in the industry.

The MoFI-project is the operationalization of the delivery of policy instrument nr. 4 in the MONITORIS3-project; "Strengthening the innovation capacities in businesses - stimulating collaborative R&D projects". In addition the MoFI-project delivers useful indicators, for the monitoring and implementation of the RIS3 strategy in the area, this is based on the methodology of the Research Council of Norway. These monitoring mechanisms are successfully tested in several regions in Norway.

Applying what we have learnt from MoFI project we would like to test this policy instrument offering a competence brokerage service to enterprises. The test consist into a small scale “call” managed via an expression of interest and offering a competence brokerage service helping beneficiaries in the identification of:

- Opportunities for developing new or improved products, processes or services (needs in terms of innovation and research for new products, process or services)
- Relevant R&D instruments for specific projects
- evaluation of the competence needs in terms of qualified personnel (e.g. researchers). Moreover the initiative will help in:
  - Establishing links with relevant R&D partners like participation in network research and innovation projects (networks, aggregations, districts)
  - Improving of innovative production processes through investments in industry 4.0

For us, Veneto Region Research and innovation Department, the organisation responsible for the implementation of research and innovation action of ROP ERDF 2014-2020, this pilot action could represent two main opportunities to take.

One, is testing innovation brokerage as a new policy instrument useful to reinforce industrial competitiveness by research-based innovation projects, mobilize research based innovation in Veneto region, stimulate investment in process innovation and use of innovation services to increase the knowledge base.

Second, testing the using of this new policy instrument to collect qualitative information about the enterprise’s innovation needs in order to improve policy instruments (like calls) and the strategy through an improved monitoring system.

## 2. Nature of the action

### **Action.3.1 Auditing campaign towards SMEs using an integrated approach based on the MOFI good practice:**

This first part of the Pilot Action will be implemented thorough Veneto Innovazione the Veneto Region (Monitoris3 partner) in house agency for innovation.

A specific audit tools used by the innovation managers (provided by the in-house agency) will be integrated with the Norwegian best practice approach. The first step will be therefore to asses innovation management capacity based on performance. The innovation experts, one senior expert (for overall coordination, assessment and definition of innovation action and support in the implement innovation action plan) and one junior expert (for report elaboration and meeting organizations reporting and qualitative indicators), will use methodologies, which comply with the standard CEN/TS 16555-1, that are flexible and effective especially in

the case of micro-companies. The UNI CEN/TS 16555-1 represents the first document of an entire family dedicated to Innovation Management. It is a guide to structure and maintain an innovation management system, applicable to all organizations, public and private, regardless of the sector to which they belong, type or size. In its writing particular attention was paid to the needs of medium and small organizations. This is the reason why we consider it a good guide to support the implementation of this action.

Companies will be selected through an open procedure that will start with one presentation event, organized in order to aware potential beneficiaries. It will be addressed to SMEs already involved in the regional calls for proposal as well as to innovative companies not involved in regional calls. The identification of the target companies, especially for the second typology, will be done in collaboration with the Regional Innovative Networks. Other potential target shall be identified within the beneficiaries of the SME Instrument, FET Open and FTI EU funded mechanisms.

Then, the auditing campaign will be implemented as follows, by the experts of the in-house company:

Needs / gaps analysis and action plan development. The gap analysis using auditing tool compliant with CEN/TS 16555-1 will aim at assessing various factors, among which:

- the context in which the SME operates (external and internal factors like the market, internal processes, etc.);
- the leadership of the management in relation with innovation management (Innovation Management System is a priority, an attitude of top management? Is the internal environment a fertilizing context for innovation? etc.)
- attitude of top management in innovation
- planning of innovation inside the company: is innovation in the company planned or is it something that happens by chance?
- is the company structured, organized for fostering innovation?
- does the SME have internal innovation enablers/drivers (for instance: IPR management policies well defined, documents shared, etc.)?
- internal methodologies to manage innovation process: is the innovation management process well defined (how to start from ideas, select them, bring them to the market)
- is the IMS reviewed periodically in order to be up to date with the time and changing context?

The activities will afterwards advance following a multi-step procedure under the coordination of a senior expert and the support of junior experts:

- a) Analysis: it will be done on the basis of one (or more meetings) and structured interviews with the managers of the company and/or other relevant employees by using specific tools. The analysis will assess the company's capacity of managing innovation activities and shall be the starting point for drafting an action plan aimed at overcoming the obstacles hindering its growth potential;
- b) Action Plan: on the basis of the information collected during the analysis phase, a draft will be developed addressing the main bottle-necks of the company assessed and it shall be discussed with the management in order to draft an action plan to be subsequently implemented, in the following period, by the company with experts assistance whenever needed. It will be possible to include one or more intermediate checks to assure a proper implementation or to suggest possible revisions;
- c) Closure: the results of the action plan shall be, afterwards, analysed and discussed with the management in order to draft a final report of the implemented actions, its results and impact on the company's behaviour.

Main outputs: N. 12 Diagnostic assessment report will be produced and shared with the companies. The assessment will guide the companies in the definition of an Innovation project to be submitted to potential financiers. The information collected will also be the input for the following phase

**Activity 3.2 Implementation: Analysis of data collected, impact on policy cycle and preparation of reports.**

Providing SMEs with technical and innovations competence brokerage services, will allow Veneto Region Research and Innovation Department staff to valuate the policy instrument tested and elaborate a up scaled proposal, gather qualitative information on R&I needs from the enterprises and to elaborate qualitative indicators supporting the RIS3 monitoring system and recommendation to improve R&I policy instruments.

On the basis of the analysis of data collected the Regional Department for Research and innovation (Monitoris3 partner) will:

- A) draft a new format of the calls for ROP ERDF 3.3.1, including the competence brokerage approach aiming to support companies in the identification of the best fitting project proposal;
- B) prepare a document including proposals for the improvement of actions 1.1.1 and 1.1.4 to be presented to the ROP ERDF MA;
- C) prepare a proposal for improvement of the RIS3 monitoring system to be presented to the ROP ERDF MA and the ROP ERDF Independent Evaluator.

The results of the Pilot Action will be then presented to the ERDF MA and to the Regional Steering Committee for Scientific Research, Technological Development and Innovation. This will be useful in order to redefine ERDF measures for the R&D projects developed by regional innovative networks within the measure 1.1.4 and the R&D project developed with high level researcher into the SMEs within the Action 1.1.1.

Therefore meetings with the ROP ERDF MA, the ROP ERDF Independent Evaluator and the Regional Steering Committee for Scientific Research, Technological Development and Innovation will be organised, in order to discuss the next steps and to start up the implementation of the scaled-up call for proposal under action 3.3.1

In particular, with reference to the RIS3 indicators, it will be possible to start an update and improvements of monitoring systems, based on the outputs of the Pilot Action.action, where the following indicators shall be taken in consideration:

Employee in research and development activities;

Companies that have carried out research and development activities in collaboration with external subjects

Researchers hired in companies with respect to the total number of employees;

Patent intensity;

Innovation rate of the production system.

as a result of the pilot action, the Veneto Region shall therefore be able to improve the previous set indicators and to identify new ones.

Main outputs:

1 draft call proposals to be discussed with ROP ERDF MA in order to launch a scaled-up initiative under action 3.3.1 for the end of 2020.

1 Report on improvement for actions 1.1.1 and 1.1.4 (that we are in charge to design and implement) with the improvement that we will insert into next calls (we have scheduled 1.1.1 action call for the end of 2020)

1 Report on improvement proposal for the RIS3 monitoring system to be presented and discussed with the ROP ERDF MA, the Independent Evaluator and the governance bodies of regional S3 (Regional Steering Committee for Scientific Research, Technological Development and Innovation).

### 3. Stakeholders involved

- ✓ Managing Authority of the ERDF ROP Veneto
- ✓ SME's that work into Veneto Region territory with research and innovation needs

#### 4. Timeframe: January 2020 – November 2020

#### 5. Cost

Partner	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Total partner budget
VENETO REGION	4.800,00	720		24.720,00		30.760,00
<b>Total</b>	4.800,00	720,00		24.720,00		<b>30.240,00</b>

Budget lines	Unit cost (€/day)	N. unit (day)	Total (€)
Senior expert (in-house) - Overall coordination, assessment and definition of innovation action and support in the implement innovation action plan	600	8	4.800,00
Junior Expert (in-house) - report elaboration and meeting organizations reporting and qualitative indicators	415	48	19.920,00
Internal staff (Veneto Region) - N. 2 for design call proposal and monitoring pilot action and present proposal output	160	30	4.800,00

#### 6. Funding sources

Interreg Europe Programme Pilot action funds

#### OUTPUT INDICATORS AND ACTION

Here the list of the output connected with the actions and main result of the project.

Action	Action title	Good practices linkages	Output	Results
Action 1	<b>ACTION 1. IMPROVING POLICY MONITORING INSTRUMENTS FOR NETWORKS IN SPECIFIC RIS3 DOMAINS</b>	Monitoring of the "Joint Research Units" Programme	N.1 Report of the analysis of RIN with advice for improving indicators and policy instruments	RIS3 Indicators improved and policy instruments advices concerning RIN

<b>Action 2</b>	<b>ACTION 2. COUNTER-FACTUAL IMPACT EVALUATION</b>	Counterfactual Evaluation: Impact of European Structural and Investment Funds on Firm Performance implemented by Development and Cohesion Agency (Agência de Desenvolvimento e Coesão)	N.1 report on evaluation and advices integrated into the ROP ERDF 2014-2020 evaluation system.	Improvement of policy instruments for Regional Innovative Network
<b>Action 3</b>	<b>PILOT ACTION</b> Innovation brokerage for improving ERDF policy instruments	"Mobilization for research-based innovation in the sector in Helgeland"	n.1 draft call proposals n.1 Report on improvement for actions n.1 proposal for the improvement of RIS3 monitoring system	RIS3 Indicators improved and new policy instrument tested

## OVERALL TIMEFRAME

ACTIVITY	Semester 7	Semester 8	Semester 9	Semester 10
<i>Activity 1.1 Identification of the indicators</i>				
<i>Activity 1.2 Data collection and analysis</i>				
<i>Activity 1.3 Advice elaboration</i>				
<i>Activity 1.4 Collaborative closure</i>				
<i>Action.2.1 Preliminary activity</i>				
<i>Activity 2.2 Implementation</i>				
<i>Activity 2.3 elaborating the results</i>				
<i>Action.3.1 Preliminary activity</i>				
<i>Activity 3.2 Implementation</i>				