



# Facilitating Responsible Innovation in South East Europe countries

**Παραδοτέο Γ.11.7: 11.7 Τελική Αναφορά (Final Report)  
για την Υπεύθυνη Καινοτομία**

**«Σχετική Μελέτη»**

**Σεπτέμβριος 2014**

## Παραδοτέο Γ.11.7: «Σχετική Μελέτη»

**Συσχετισμός με Δραστηριότητα: 11.7: Τελική Αναφορά**  
(Final Report) για την Υπεύθυνη Καινοτομία

**Συσχετισμός με Παραδοτέα Σύμβασης: ΠΕ\_4: Τελική**  
Αναφορά (Final Report) για την Υπεύθυνη Καινοτομία

**Θεσσαλονίκη, Ιούνιος 2014**



responsible innovation  
odgovorno inoviranje  
felelősségteljes innováció  
innovazione responsabile  
Υπεύθυνη Καινοτομία  
inovare responsabilă  
odgovorna inovativnost

## 1. ΕΙΣΑΓΩΓΗ

---

Σύμφωνα με νέα σφυγμομέτρηση του Ευρωβαρόμετρου, που δημοσιεύτηκε στον ιστότοπο του ΕΚΤ ([www.ekt.gr](http://www.ekt.gr)) και η οποία διεξήχθη στα κράτη μέλη της Ευρωπαϊκής Ένωσης, πάνω από τα τρία τέταρτα (77%) των Ευρωπαίων θεωρούν ότι η επιστήμη και η τεχνολογία έχουν θετικό αντίκτυπο στην κοινωνία. Παράλληλα όμως, οι ερωτηθέντες εξέφρασαν ανησυχία για τους κινδύνους που ενέχουν οι νέες τεχνολογίες για την ανθρώπινη υγεία και το περιβάλλον. Στην Ελλάδα, ωστόσο, μόνο ο ένας στους τρεις Έλληνες, ποσοστό 32%, αισθάνεται ότι είναι πληροφορημένος για τις εξελίξεις στην επιστήμη και τεχνολογία. Το ποσοστό αυτό είναι κάτω από τον μέσο όρο των Ευρωπαίων (40%) που δηλώνουν ότι έχουν την κατάλληλη ενημέρωση για τις επιστημονικές και τεχνολογικές εξελίξεις.

Σύμφωνα με τους ερωτηθέντες, στο πλαίσιο της έρευνας και της καινοτομίας πρέπει να δίνεται η δέουσα προσοχή στις αρχές δεοντολογίας (76%), στην ισορροπία μεταξύ των φύλων (84%) και στον δημόσιο διάλογο (55%). Όπως έχουν δείξει και παλαιότερες σφυγμομετρήσεις του Ευρωβαρόμετρου, πάνω από τους μισούς Ευρωπαίους ενδιαφέρονται για τις επιστημονικές και τεχνολογικές εξελίξεις (53%), αλλά οι περισσότεροι δεν θεωρούν ότι είναι επαρκώς ενημερωμένοι (58%).

Την καλύτερη ενημέρωση έχουν οι Σκανδιναβοί (Δανία 65% και Σουηδία 61%), τη χειρότερη οι Βαλκάνιοι (Βουλγαρία και Ρουμανία από 25%), ενώ κάπως καλύτερη είναι η πληροφόρηση στην Κύπρο (37%). Λίγο περισσότεροι από τους μισούς Ευρωπαίους (το 53%) δηλώνουν ότι ενδιαφέρονται για την επιστήμη και τεχνολογία, ποσοστό που είναι αυξημένο κατά 8% έναντι του 2011. Αυτή η εξέλιξη δείχνει ότι οι πολίτες της Ευρώπης δείχνουν ολοένα μεγαλύτερο ενδιαφέρον για τα επιστημονικά και τεχνολογικά τεκταινόμενα, τόσο επειδή σιγά-σιγά έχουν εξοικειωθεί περισσότερο με αυτά τα θέματα, όσο και επειδή αντιλαμβάνονται το μεγάλο ειδικό βάρος που έχει ο τομέας επιστήμης και τεχνολογίας για την ανάπτυξη μιας χώρας και την καθημερινότητα των ανθρώπων.

Όσον αφορά το επιστημονικό - τεχνολογικό ενδιαφέρον των πολιτών, το μεγαλύτερο καταγράφεται στη Σουηδία (77%) και το μικρότερο στην Τσεχία (34%). Γενικότερα, το Ευρωβαρόμετρο αποκαλύπτει ένα ακόμα "χάσμα" μεταξύ των κατοίκων της Β.Δ. Ευρώπης και εκείνων της Ν.Α. Ευρώπης, όσον αφορά τόσο τις γνώσεις τους, όσο και το ενδιαφέρον τους για τα συγκεκριμένα ζητήματα. Δεν είναι, άλλωστε, τυχαίο ότι οι περισσότερες καινοτομίες πηγάζουν από την ομάδα των βορείων χωρών.

Η έρευνα αποκαλύπτει ακόμα ότι όσο λιγότερο ενημερωμένοι είναι οι κάτοικοι μιας χώρας γι αυτά τα θέματα, τόσο περισσότερο αδιαφορούν για το αν θα υπάρχει ο σχετικός δημόσιος διάλογος και αν οι ίδιοι θα εμπλακούν στις αποφάσεις για τα επιστημονικά και τεχνολογικά ζητήματα, τα οποία έχουν ποικίλες επιπτώσεις (κοινωνικές, οικονομικές, υγείας κ.α.). Έτσι, σε χώρες όπως η Σλοβενία, η Ουγγαρία, η Σλοβακία, η Τσεχία κ.ά. η πλειονότητα των πολιτών δηλώνουν ότι δεν χρειάζεται να παρεμβαίνουν στις σχετικές αποφάσεις. Σε πανευρωπαϊκό πάντως επίπεδο, η πλειονότητα (το 55%) ζητούν να γίνεται δημόσιος διάλογος για τα επιστημονικά και τεχνολογικά θέματα.

Ενδεικτικό είναι το γεγονός ότι στο ερώτημα αν "εξαρτιόμαστε πλέον υπερβολικά από την επιστήμη και όχι αρκετά από την (θρησκευτική) πίστη", οι πιο παραδοσιακές Μεσογειακές χώρες εμφανίζουν μεγαλύτερα ποσοστά συμφωνίας από τις βόρειες. Σε πανευρωπαϊκό επίπεδο, το 39% των πολιτών συμφωνούν, το 32% διαφωνούν και το 25% είναι ουδέτεροι (όσο χαμηλότερο μορφωτικό επίπεδο έχει ένας Ευρωπαίος, τόσο πιθανότερο είναι να συμφωνεί ότι η πίστη έχει υποσκελιστεί από την επιστήμη).

Στο ίδιο περίπου μήκος κύματος, σχεδόν δύο στους τρεις Ευρωπαίους (ποσοστό 62%) εμφανίζονται ανήσυχοι ότι "η επιστήμη αλλάζει τη ζωή μας υπερβολικά γρήγορα". Από την άλλη όμως, η μεγάλη πλειονότητα (77%) θεωρούν ότι η επιστήμη και τεχνολογία έχει θετική επίδραση στην κοινωνία, κάνοντας τη ζωή μας ευκολότερη, πιο άνετη, πιο υγιή και με περισσότερες ευκαιρίες για τις μελλοντικές γενιές.

Οι περισσότεροι Ευρωπαίοι συμφωνούν ότι το ενδιαφέρον στην επιστήμη και τεχνολογία βελτιώνει τις προοπτικές των νέων να βρουν δουλειά (59%), την κουλτούρα τους (72%) και την ικανότητά τους να δρουν ως ενημερωμένοι και υπεύθυνοι πολίτες (68%). Παρ' όλα αυτά, δύο στους τρεις Ευρωπαίους (65%) θεωρούν ότι η κυβέρνησή τους κάνει πολύ λίγα για να ενεργοποιήσει το ενδιαφέρον των νέων για την επιστήμη. Στην Ελλάδα το αντίστοιχο ποσοστό είναι 78% και είναι το δεύτερο υψηλότερο στην Ε.Ε. μετά την Ισπανία (83%).

Οι περισσότεροι Ευρωπαίοι αντλούν πληροφόρηση για τις εξελίξεις σ' αυτούς τους κλάδους από την τηλεόραση (65%), και κατά σειράν από τις εφημερίδες (33%), το διαδίκτυο (32%) και τα περιοδικά (26%). Το 47% των ερωτηθέντων είχαν κάποια στιγμή παρακολουθήσει μαθήματα επιστημών ή τεχνολογίας στο σχολείο, το πανεπιστήμιο, ή αλλού. Παράλληλα, οι Ευρωπαίοι έχουν θετική άποψη για το πώς επιδρούν στους νέους οι σπουδές σε επιστημονικούς κλάδους, ενώ οι



περισσότεροι από τους ερωτηθέντες (65%) πιστεύουν ότι οι κυβερνήσεις τους δεν κάνουν αρκετά ώστε να τονώσουν το ενδιαφέρον των νέων για τις θετικές επιστήμες.

Σε δηλώσεις της η επίτροπος Maire Geoghegan-Quinn, αρμόδια για την έρευνα, την καινοτομία και την επιστήμη, επισημαίνει: "Τα αποτελέσματα της σφυγμομέτρησης δείχνουν ότι οι Ευρωπαίοι στηρίζουν τον ρόλο της επιστήμης και της τεχνολογίας στην κοινωνία, αλλά παράλληλα προσδοκούν από τους επιστήμονες και τους πολιτικούς ότι θα μεριμνούν ώστε να λαμβάνονται υπόψη οι αξίες και οι προβληματισμοί των πολιτών. Το νέο πρόγραμμα της ΕΕ για την έρευνα και την καινοτομία, Ορίζοντας 2020, εστιάζει στην επίτευξη αυτής της ισορροπίας. Τώρα πρέπει να εντείνουμε τις προσπάθειές μας ώστε να αναπτύξουμε διάλογο με την κοινωνία σχετικά με τις επιστήμες, και να κάνουμε περισσότερους νέους να ενδιαφερθούν για μια σταδιοδρομία στις θετικές επιστήμες και την καινοτομία."

Η έρευνα του Ευρωβαρόμετρου χρηματοδοτήθηκε από το 7ο Πρόγραμμα πλαίσιο για την Έρευνα της Ε.Ε., καθώς κεντρικός στόχος της Ευρωπαϊκής Επιτροπής είναι όλο και περισσότεροι Ευρωπαίοι να εμπλακούν προσωπικά στην επιστήμη, έρευνα και καινοτομία, σε μια όλο και πιο παραγωγική, αλλά επίσης κοινωνικά υπεύθυνη κατεύθυνση.

Σημειώνεται ότι στο πλαίσιο του προγράμματος Ορίζοντας 2020 θα προβλεφθεί ειδικός προϋπολογισμός για τη δράση "Επιστήμη με και για την κοινωνία", με στόχο την ενσωμάτωση των επιστημονικών και τεχνολογικών πρωτοβουλιών στην ευρωπαϊκή κοινωνία. Παράλληλα, θα επιδιωχθεί να αυξηθεί η ελκυστικότητα της επαγγελματικής σταδιοδρομίας στις επιστήμες και την τεχνολογία, ιδίως για τους νέους, και να αντιμετωπιστεί η σημερινή ανισορροπία όσον αφορά τη συμμετοχή των δύο φύλων.

Ένα παράδειγμα των δράσεων που ήδη υλοποιούνται και απευθύνονται άμεσα στους πολίτες είναι η δράση VOICES (απόψεις, γνώμες και ιδέες των Ευρωπαίων πολιτών για την επιστήμη <http://www.voicesforinnovation.eu/>). Πρόκειται για μια πανευρωπαϊκή δημόσια διαβούλευση, διάρκειας ενός έτους, που διερευνά την έννοια των αποβλήτων ως πόρου. Τα αποτελέσματά της χρησιμοποιούνται για τη διαμόρφωση των ερευνητικών προτεραιοτήτων του «Ορίζοντας 2020» σε θέματα διαχείρισης των αστικών αποβλήτων.

## **2. ΟΡΙΣΜΟΣ ΤΗΣ ΥΠΕΥΘΥΝΗΣ ΚΑΙΝΟΤΟΜΙΑΣ**

---

Ο όρος Υπεύθυνη Καινοτομία είναι σχετικά νέος όρος στη διεθνή βιβλιογραφία, όπου απαντάται με διαφορετικούς ορισμούς:

- Είναι η διάρθρωση ερευνητικών δραστηριοτήτων έτσι ώστε να επιτυγχάνουν κοινωνικά οφέλη.
- Είναι η σταθερή και συνεχής συμμετοχή της κοινωνίας των πολιτών (δημόσιοι οργανισμοί, ΜΚΟ, κλπ) από την αρχή μέχρι το τέλος της διαδικασίας καινοτομίας, έτσι ώστε να υπάρχει διαρκής έμφαση στο κοινωνικό όφελος.

Στο ερευνητικό πρόγραμμα FaRIInn βρήκαμε και αναλύσαμε συνολικά 6 διαφορετικούς ορισμούς, όπως φαίνεται παρακάτω:

### **ΟΡΙΣΜΟΣ 1:**

**Rene Von Schomberg (2013).**

**"A vision on Responsible Research and Innovation". «Ένα όραμα για την υπεύθυνη έρευνα και την καινοτομία».**

«Υπεύθυνη Καινοτομία είναι μία διαφανής και διαδραστική **διαδικασία** στην οποία κοινωνικοί φορείς και φορείς επιχειρηματικής καινοτομίας συνεργάζονται με προοπτική την ηθική αποδοχή, την βιωσιμότητα και το κοινωνικό όφελος των διαδικασιών καινοτομίας και των παραγόμενων προϊόντων και υπηρεσιών. Στόχος είναι να γίνει μεταφορά τεχνολογικών και επιστημονικών επιτευγμάτων μέσα στις κοινωνικές λειτουργίες έτσι ώστε να είναι ευρέως αποδεκτές και ωφέλιμες»

### **ΟΡΙΣΜΟΣ 2:**

**Hillary Sutcliffe (2011).**

**"A report on Responsible Innovation and Research" "Μια έκθεση για την Υπεύθυνη Καινοτομία και Έρευνα»**

Υπεύθυνη Έρευνα και Καινοτομία είναι:

1. Η σκόπιμη εστίαση στην έρευνα και τα προϊόντα της καινοτομίας για την επίτευξη κοινωνικών ή περιβαλλοντικών οφελών.
2. Η συνεπής και συνεχής συμμετοχή της κοινωνίας των πολιτών, από την αρχή μέχρι το τέλος της διαδικασίας της καινοτομίας, συμπεριλαμβανομένων των

δημοσίων και μη κυβερνητικών ομάδων, οι οποίοι είναι οι ίδιοι που λαμβάνουν υπόψη το δημόσιο συμφέρον.

3. Η Αξιολόγηση και η αποτελεσματική ιεράρχηση κοινωνικών, ηθικών και περιβαλλοντικών επιπτώσεων, των κινδύνων και των ευκαιριών, τόσο τώρα όσο και στο μέλλον, παράλληλα με την τεχνική και την εμπορική πλευρά όλων αυτών.
4. Η περίπτωση που οι μηχανισμοί εποπτείας είναι σε καλύτερη θέση να προβλέπουν και να διαχειρίζονται τα προβλήματα και τις ευκαιρίες και είναι επίσης σε θέση να προσαρμόζονται και να ανταποκρίνονται γρήγορα στις μεταβαλλόμενες συνθήκες και τις γνώσεις.
5. Η περίπτωση που το άνοιγμα και η διαφάνεια αποτελούν αναπόσπαστο στοιχείο της διαδικασίας έρευνας και καινοτομίας. "

### **ΟΡΙΣΜΟΣ 3:**

**Caspar Chorus, Bert van Wee, Sjoerd Zwart,**

#### **"TPM Catalogue"**

"ΥΚ είναι μια καινοτομία που ελαχιστοποιεί ανεπιθύμητες παρενέργειες της παραγωγής και της χρήσης των καινοτομιών και ενσωματώνει κοινωνικές, περιβαλλοντικές και ηθικές πτυχές της διαδικασίας της καινοτομίας."

### **ΟΡΙΣΜΟΣ 4:**

**Arie Rip,**

**"Technology Assessment as Part of the Co-Evolution of Nanotechnology and Society: the Thrust of the TA Program in NanoNed"** **"Αξιολόγηση της Τεχνολογίας ως μέρος της Συν-εξέλιξης της Νανοτεχνολογίας και Κοινωνίας: η ώθηση του Προγράμματος TA σε NanoNed"**

«Η υπεύθυνη καινοτομία αναφέρεται σε δραστηριότητες καινοτομίας στις οποίες λαμβάνονται υπόψη κοινωνικές πτυχές, επιθυμίες και αποδοχή."

### **ΟΡΙΣΜΟΣ 5:**

**DG Research Workshop on Responsible Research & Innovation in Europe. Brussels, 16-17 May 2011**

"Η Υπεύθυνη Έρευνα και Καινοτομία (ΥΕΚ) έχει δεσμευτεί σε αιτήματα της κοινωνίας και οικοδομείται στην ενσωμάτωση του πλήρους πλουραλισμού των οραμάτων για το μέλλον, καθώς και στις ηθικές, κοινωνικές και περιβαλλοντικές

και οικονομικές επιπτώσεις της Έρευνας και των διαδικασιών Καινοτομίας και των αποτελεσμάτων τους.

Η ΥΕΚ επιτυγχάνει τους στόχους της κοινωνίας και τις αξίες με τρόπο που να είναι ασφαλής, ηθικός, βιώσιμος, χωρίς αποκλεισμούς και ανταγωνιστικός.

Η ΥΕΚ είναι μια διαδικασία που είναι δυναμική, χωρίς αποκλεισμούς και εντατική, εμπλέκει όλους τους κοινωνικούς φορείς, βασίζεται σε κοινούς κανόνες (Ευρωπαϊκή πολιτική), εξυπηρετεί και ωφελεί την κοινωνία, είναι υπόλογη και διαφανής, βασίζεται στην επιστημονική αριστεία και διεπιστημονικότητα

RI καθίσταται υπεύθυνος από μια εντατική και διεπιστημονική αξιολόγηση των επιπτώσεων των αποτελεσμάτων που πρέπει να συζητηθούν σε ένα κοινωνικό διάλογο και να αξιολογηθούν με βάση κοινωνικές αρχές και σκοπούς. "

## **ΟΡΙΣΜΟΣ 6:**

**Alain Tihon, Marc Ingham (2011).**

**"The societal system and responsible innovations: Freeing sustainable development from a deadlock", *Journal of Innovation Economics* (8), 11-31.  
«Το κοινωνικό σύστημα και υπεύθυνη καινοτομίας: Η απελευθέρωση της αειφόρου ανάπτυξης από το αδιέξοδο"**

"Υπεύθυνη (προϊόν) Στρατηγική Καινοτομίας είναι η εθελοντική ενσωμάτωση των κοινωνικών και περιβαλλοντικών ανησυχιών στην ανάπτυξη, παραγωγή και εμπορία νέων προϊόντων, οι υποκείμενες διαδικασίες τους και η σχέση με τους ενδιαφερόμενους φορείς, που οδηγούν σε ανώτερες (οικονομικές και μη οικονομικές) επιδόσεις και δίνουν τη δυνατότητα να ικανοποιηθούν οι σημερινές ανάγκες χωρίς να διακυβεύεται η δυνατότητα για μελλοντική γενιά να καλύψει τις δικές της ανάγκες. "

## **ΟΡΙΣΜΟΣ 6:**

**Richard Owen interview at <http://www.youtube.com/watch?v=n-LPuvF187w>**

"RI είναι μια δέσμευση της φροντίδας για το μέλλον μέσα από τη συλλογική διαχείριση της επιστήμης και της καινοτομίας στο παρόν."

Από τους παραπάνω ορισμούς, αυτός του Von Schomberg συνάδει περισσότερο με τους στόχους του FaRIηh γιατί αντανακλά τα στοιχεία της Υπεύθυνης Καινοτομίας που οι εταίροι του έργου θα διερευνήσουν σε βάθος:

**«Υπεύθυνη Καινοτομία είναι μία διαφανής και διαδραστική διαδικασία στην οποία κοινωνικοί φορείς και φορείς επιχειρηματικής καινοτομίας συνεργάζονται με προοπτική την ηθική αποδοχή, την βιωσιμότητα και το κοινωνικό όφελος των διαδικασιών καινοτομίας και των παραγόμενων προϊόντων και υπηρεσιών. Στόχος είναι να γίνει μεταφορά τεχνολογικών και επιστημονικών επιτευγμάτων μέσα στις κοινωνικές λειτουργίες έτσι ώστε να είναι ευρέως αποδεκτές και ωφέλιμες».**

### 3. **ΒΑΣΙΚΟΙ ΠΑΡΑΜΕΤΡΟΙ ΤΗΣ ΥΠΕΥΘΥΝΗΣ ΚΑΙΝΟΤΟΜΙΑΣ**

Η Υπεύθυνη Καινοτομία (ΥΚ) καλύπτει ένα εύρος εννοιών που πρέπει να συνεκτιμηθούν κατά την υλοποίηση του έργου. Σημαντικό πρώτο βήμα σε αυτήν την κατεύθυνση είναι η εύρεση των βασικών παραμέτρων - στοιχείων της ΥΚ, όπως αυτά μπορούν να αναδειχθούν μέσα από τους ορισμούς που αναφέρθηκαν στην προηγούμενη ενότητα.

Η συγκριτική ανάλυση των παραπάνω ορισμών, έδειξε ότι:

<b>Συγκριτική Ανάλυση των στοιχείων των ορισμών της Υπευθυνης Καινοτομίας ΥΚ</b>	
<b>Κοινοί Παράμετροι σε όλους τους ορισμούς της ΥΚ (βασικά στοιχεία της Υπεύθυνης Καινοτομίας)</b>	Λαμβάνει υπόψη κοινωνικές διαστάσεις
<b>Συχνότητα βασικών στοιχείων της ΥΚ (σε παρένθεση ο αριθμός που απαντάται το κάθε στοιχείο)</b>	Η καινοτομία του σήμερα και η φροντίδα για το μέλλον (4) Περιβάλλον(4) Ηθική (4) Διαφάνεια (2) Επιθυμητό (2) Παραδεκτό (2) Βιώσιμο (2) Περιλαμβάνει τα ενδιαφερόμενα μέρη (2) Εντατικός (2) Ευεργετικός (2)

<p><b>Ειδικές αναφορές στους ορισμούς της υπεύθυνης καινοτομίας</b></p>	<p>Εθελοντική ενσωμάτωση</p> <p>Σχέση με τα ενδιαφερόμενα μέρη</p> <p>Κοινοί Ευρωπαϊκοί κανόνες</p> <p>Επιστημονική Αριστεία</p> <p>Κατά πολιτικών αρχών και σκοπεύσεων</p> <p>Δυναμική</p> <p>Αμοιβαία ανταπόκριση</p> <p>Ασφαλές</p> <p>Συγκριτικό πλεονέκτημα</p> <p>Οικονομικές επιπτώσεις Έρευνας και Καινοτομίας</p> <p>Ελαχιστοποίηση των ανεπιθύμητων παρενεργειών</p> <p>Σε εξέλιξη συμμετοχή της κοινωνίας</p> <p>Σε καλύτερη θέση να προβλέπουν και να διαχειρίζονται τα προβλήματα (κίνδυνοι)</p> <p>Προσαρμογή και γρήγορη ανταποκρίση</p> <p>Επιστημονικές και τεχνολογικές εξελίξεις</p> <p>Διαφάνεια</p> <p>Εξαιρετικές οικονομικές και μη επιδόσεις</p> <p>Διεπιστημονικότητα</p>
---	--

Με βάση αυτήν την ανάλυση, καταλήξαμε στα εξής βασικά δομικά στοιχεία της ΥΚ:

- Ενσωμάτωση κοινωνικών αναγκών

- Φροντίδα για τις μελλοντικές γενιές
- Φροντίδα για το περιβάλλον
- Θέματα ηθικής
- Διαφάνεια
- Αποδοχή
- Βιωσιμότητα
- Κοινωνικό όφελος
- Εμπλοκή όλων των σχετικών φορέων.

Επιπλέον, υπάρχει ένα πλήθος δευτερευόντων δομικών στοιχείων που προκύπτουν ως μη συχνά χαρακτηριστικά των εν λόγω ορισμών. Για παράδειγμα:

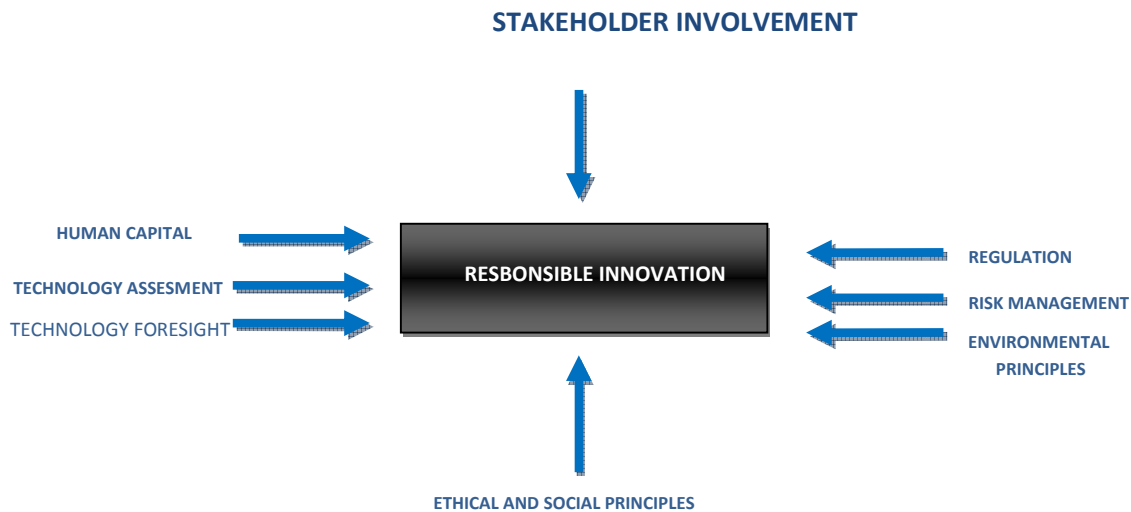
- Ελαχιστοποίηση παράπλευρων προβλημάτων
- Βελτιστοποίηση διαχείρισης ρίσκων
- Πολυ-επιστημονικές προσεγγίσεις.

Είναι σημαντικό να αναφέρουμε ότι ο τίτλος 'δευτερεύοντα δομικά στοιχεία' δεν υποδηλώνει ήσσονα σημασία αλλά μικρότερη συχνότητα εμφάνισης στους 10 ορισμούς που αναλύσαμε. Στην πραγματικότητα, τα δευτερεύοντα δομικά στοιχεία είναι πολύ σημαντικά γιατί δίνουν την δυνατότητα στους εταίρους του έργου να λάβουν υπ' όψη τους ευρύτερα χαρακτηριστικά της Υπεύθυνης Καινοτομίας που πιθανώς συνάδουν περισσότερο με τις δικές τους εξειδικευμένες ανάγκες και προτεραιότητες. Αντίθετα, τα βασικά δομικά στοιχεία παρέχουν τα κοινά σημεία αναφοράς για όλους τους εταίρους.



#### 4. ΠΛΑΙΣΙΟ ΑΝΑΦΟΡΑΣ ΔΡΑΣΤΗΡΙΟΤΗΤΩΝ ΥΠΕΥΘΥΝΗΣ ΚΑΙΝΟΤΟΜΙΑΣ

Με βάση τον ορισμό που υιοθέτησε το έργο και την ανάλυση των δομικών στοιχείων που προαναφέραμε, η προσέγγιση του έργου FaRInn φαίνεται στο παρακάτω σχήμα:



Τα σημαντικότερα μέρη αυτού του πλαισίου είναι τα εξής:

- Εμπλοκή όλων των ενδιαφερόμενων φορέων (stakeholder involvement). Οι φορείς αυτοί μπορούν να εκπροσωπούν τις κοινωνικές ανάγκες και να προωθούν τις βασικές κοινωνικές αρχές. Σε μία διαδικασία ΥΚ, η ικανοποίηση των κοινωνικών αναγκών μπορεί να γίνει με την συμμετοχή των κοινωνικών φορέων στην συν-δημιουργία καινοτομικών προϊόντων και υπηρεσιών.
- Ο ρόλος της τεχνολογίας. Μέθοδοι αξιολόγησης της τεχνολογίας (technology assessment) βοηθούν στο σχεδιασμό προϊόντων και υπηρεσιών με θετικό κοινωνικό αντίκτυπο. Η τεχνολογική προνοητικότητα (technology foresight) μπορεί να βοηθήσει στην ελαχιστοποίηση δοκιμών των αποτελεσμάτων της καινοτομίας σε φυσικά πρόσωπα και να δημιουργήσει μια κοινωνική διαδικασία μάθησης, τόσο για τους εμπλεκόμενους φορείς όσο και για τους φορείς καινοτομίας.

- Νομικές παράμετροι. Αυτές αναφέρονται κυρίως στην αρχή της προφύλαξης, όπως περιγράφεται σε πληθώρα νομολογιών της Ευρωπαϊκής Ένωσης (π.χ. REACH, GMO directives, κλπ). Η αρχή της προφύλαξης ως κινητήρια δύναμη της υπεύθυνης καινοτομίας λειτουργεί ως κίνητρο για τη δημιουργία ασφαλών και βιώσιμων προϊόντων και επιτρέπει σε δημόσιους φορείς να παρεμβαίνουν με αποφάσεις που αφορούν διαχείριση κινδύνων, εφόσον αυτό είναι αναγκαίο και για να αποφευχθούν αρνητικές επιπτώσεις. Η δυσκολία εφαρμογής αυτών των παραμέτρων έγκειται στο γεγονός ότι η δημιουργία καινοτόμων προϊόντων και υπηρεσιών είναι μια πολύπλοκη διαδικασία με αβέβαιη κατάληξη και σε αβέβαιο χρονικό σημείο. Για παράδειγμα, η δημιουργία των PC έγινε στα μέσα της δεκαετίας του 1980 αλλά η προστασία προσωπικών ηλεκτρονικών δεδομένων προέκυψε ως ανάγκη πολύ αργότερα.
- Επιχειρηματικές συνθήκες. Η ηθικές αξίες μιας κοινωνίας δεν θα πρέπει να θεωρούνται ως περιορισμός της καινοτομίας. Αντιθέτως, η ενσωμάτωση αυτών των αξιών στις διαδικασίες καινοτομίας μπορεί να διευκολύνει την κοινωνική αποδοχή καινοτόμων προϊόντων και υπηρεσιών. Όπως και με τις νομικές παραμέτρους, οι ηθικές (ή κοινωνικές ή περιβαλλοντικές) συνέπειες της καινοτομίας συχνά δεν είναι γνωστές εκ των προτέρων ή ενδεχομένως ακόμα και να μην είναι εφικτό κάτι τέτοιο. Γι' αυτό και η δημιουργία σεναρίων κοινωνικού αντικτύπου των αποτελεσμάτων μιας διαδικασίας καινοτομίας, καθώς και ο μακροπρόθεσμος επιχειρηματικός σχεδιασμός, μπορούν να βοηθήσουν στις σχετικές προσαρμογές που πρέπει να κάνουν οι επιχειρήσεις στις δραστηριότητές τους.

## **5. ΤΑ ΔΟΜΙΚΑ ΣΤΟΙΧΕΙΑ ΤΗΣ ΥΚ ΣΤΗΝ ΠΡΑΞΗ**

---

Προκειμένου να δοθεί μια εικόνα για το πώς η Υπεύθυνη Καινοτομία εφαρμόζεται στην πράξη, οι δύο βέλτιστες πρακτικές (που είχαν αναγνωρισθεί στην φάση σχεδιασμού του FaRIInn και αφορούν εταίρους του έργου) περιγράφονται εν συντομία.

### **5.1 CISE – UGO CERTIFICATION**

Ο lead partner του έργου (CISE) έχει δημιουργήσει σε συνεργασία με τοπικούς φορείς την πιστοποίηση UGO – ένα εργαλείο για τις επιχειρήσεις για να διαχειρίζονται τις διαδικασίες καινοτομίας τους με υπεύθυνο τρόπο, λαμβάνοντας υπόψη περιβαλλοντικές και κοινωνικές ευαισθησίες, κατά τις επενδύσεις τους σε θέματα έρευνας και ανάπτυξης. Το UGO είναι ένα εθελοντικό πρότυπο πιστοποίησης το οποίο σχεδιάστηκε για να δημιουργήσει ένα ανταγωνιστικό πλεονέκτημα για τις επιχειρήσεις που λειτουργούν με βάση τα δομικά στοιχεία της υπεύθυνης καινοτομίας. Βασίζεται λοιπόν στην συμμετοχή των ενδιαφερομένων φορέων στη χάραξη και παρακολούθηση δεικτών υπεύθυνης καινοτομίας, στην εφαρμογή της αρχής της προφύλαξης και στην μόνιμη επένδυση πόρων σε διαδικασίες έρευνας και ανάπτυξης.

Τα πλεονεκτήματα της πιστοποίησης UGO σχετίζονται με την επιτυχία της επιχειρηματικότητας, αλλά προορίζονται για την κοινωνία. Η τελευταία θα επωφεληθεί από αποτελεσματικότερα και ασφαλέστερα προϊόντα, μεγαλύτερες πιθανότητες απασχόλησης σε πιο δύσκολες συνθήκες εργασίας, πραγματικές πιθανότητες ελέγχου της τεχνολογικής, επιστημονικής και οικονομικής ανάπτυξης, με τελικό στόχο τη βελτίωση της ποιότητας της ζωής.

Η πιστοποίηση UGO έχει μέχρι στιγμής δοκιμαστεί σε ένα πιλοτικό πρόγραμμα πέντε επιχειρήσεων και είναι ακόμα υπό ανάπτυξη. Ως εκ τούτου, αυτή η καλή πρακτική ασχολείται με θέματα που είναι τώρα στην ημερήσια διάταξη της ΕΕ και παρέχει μια πιθανή λύση για τις επιχειρήσεις που θέλουν να αγκαλιάσουν την υπεύθυνη καινοτομία.

### **5.2 LITİJA – CITY OF INNOVATION**

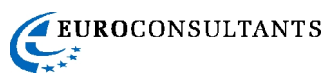
Πρόκειται για μία εκτεταμένη προσπάθεια της πόλης Litija να αναδείξει και να διασυνδέσει τις τοπικές δυνατότητες καινοτομίας που χαρακτηρίζουν διαφορετικούς τοπικούς φορείς σε διάφορους τομείς, όπως την εκπαίδευση, τις επιχειρήσεις, τον τουρισμό, την κοινωνία των πολιτών και τα μέσα ενημέρωσης.

Οι γενικοί στόχοι αυτής της προσπάθειας είναι:

- Η προώθηση της καινοτομίας ως κοινωνικής αξίας
- Η θέση της Σλοβενίας ως ένα από τα βασικά κέντρα για την ανάπτυξη αποτελεσματικών εργαλείων για τη διαχείριση διαδικασιών καινοτομίας
- Η δημιουργία εργαλείων (π.χ. InJo – Innovation Journalism) για την ανάπτυξη τοπικών καινοτόμων κοινοτήτων
- Η ευαισθητοποίηση σχετικά με τη σημασία της καινοτομίας για την ανάπτυξη της κοινωνίας των πολιτών, των τοπικών κοινοτήτων και των ατόμων και η αναγνώριση του ρόλου και της σημασίας των μέσων μαζικής ενημέρωσης σε αυτή τη διαδικασία
- Η ενσωμάτωση και τα κίνητρα καινοτόμου δυναμικού εντός της τοπικής κοινότητας, με ιδιαίτερη έμφαση στους νέους.

Τα αποτελέσματα είναι ήδη ορατά. Πιο συγκεκριμένα:

- Έχουν γίνει περισσότερα από 200 σεμινάρια καινοτομίας
- Περισσότεροι από 500 φοιτητές, καθηγητές, επιχειρηματίες και δημοσιογράφοι τα έχουν παρακολουθήσει
- Περισσότερα από 80 άτομα συμμετείχαν στο 1<sup>ο</sup> Συνέδριο για την Καινοτόμο Τοπική Κοινωνία
- Έχουν γίνει περισσότερες από 20 παρουσιάσεις αυτής της προσπάθειας στο εξωτερικό.



## **6. FARINN RESPONSIBLE INNOVATION**

---

### **Final Report**

### **Pilot Actions and Policies for Regional Responsible Innovation**

#### **1. Introduction**

##### *1.1 Preface*

##### *1.2 The purpose of this document (work package)*

#### **2. The FARINN methodology (FARINN road map)**

#### **3. Pilot Actions of the European and non European partners**

##### **3.1 Pilot Actions of Greece –Chamber of Samos**

###### **3.1.1 Pilot Action**

###### **3.1.2 Pilot Action**

###### **3.1.3 Pilot Action**

##### **3.2 Pilot Actions of Greece –North Aegean Region**

###### **3.2.1Pilot Action**

##### **3.3 Pilot Actions of Hungary**

###### **3.3.1Pilot Action**

##### **3.4 Pilot Actions of Italy**

###### **3.4.1Pilot Action**

###### **3.4.2Pilot Action**

##### **3.5 Pilot Actions of Romania**

###### **3.5.1Pilot Action**

### 3.5.2 Pilot Action

### 3.5.3 Pilot Action

## 3.6 Pilot Actions of Slovenia

### 3.6.1 Pilot Action

### 3.6.2 Pilot Action

## 3.7 Pilot Actions of Bosnia-Herzegovina

### 3.7.1 Pilot Action

### 3.7.2 Pilot Action

### 3.7.3 Pilot Action

## 3.8 Pilot Actions of Montenegro

### 3.8.1 Pilot Action

### 3.8.2 Pilot Action

### 3.8.3 Pilot Action

## **4. The Action plan and Recommended Policies of the European and Non-European partners**

### 4.1 Action Plans and Recommended Policies of Greece

### 4.2 Action Plans and Recommended Policies of Hungary

### 4.3 Action Plans and Recommended Policies of Italy

### 4.4 Action Plans and Recommended Policies of Romania

### 4.5 Action Plans and Recommended Policies of Slovenia

### 4.6 Action Plans and Recommended Policies of Bosnia –Herzegovina

### 4.7 Action Plans and Recommended Policies of Montenegro

## **5. Summary**

# 1. Introduction

## 1.1 Preface

The main objective of "FaRIInn - Facilitating Responsible Innovation in SEE countries" was to enhance framework conditions and pave the way for a responsible innovation model in South East Europe, which respects the principles of sustainability, social responsibility and better quality of life. Responsible Innovation is a "transparent, interactive process by which societal actors and innovators interact and collaborate, aiming to ethical acceptability, sustainability and societal desirability of innovations." (European Commission 2010). The concept has gained credibility over recent years as the negative consequences of growth have shown that it is not only important to innovate, but also to innovate responsibly. However, in Europe, particularly the SEE area, related policy models or initiatives have not matched this increased theoretical acceptance. In general, current day development models do not recognize the potential economic and societal benefits of responsibility. Indeed, in times of economic difficulty, actions inevitably return to short term cost cutting measures. The challenge is to show the advantages that enterprises and the community at large can gain from responsible innovation and to design and test comprehensive models to do so.

FaRIInn went to the heart of this problem. FaRIInn proposes a double sided solution of new governance mechanisms, strengthening the capacity of institutions to design and develop responsible innovation strategies, and of awareness raising among a public that should be ever more informed of and involved in public policy making. FaRIInn was presented on the priority Facilitation of Innovation and Entrepreneurship, as it directly focuses on innovation models that respect the principles of sustainability, social responsibility and better quality of life. FaRIInn worked to enhance identified framework conditions and lay a path for responsible innovation, particularly considering: accountability; transparency; low environmental impact; health and safety; work conditions; R&D investment and life-long learning; risk management; intergenerational fairness. FaRIInn involved a series of innovation actors, both as partners and stakeholders. The 8 partners, covering 7 of the 16 SEE countries, are local and regional decision makers, local and regional development agencies, 1 university and 1 chamber of commerce. Each involves (through Local Steering Committees) a group of stakeholders that represent key elements of the innovation process. In order to achieve project objectives, FaRIInn is structured into 4 integrated work packages (in addition to the



Preparation phase): - WP1 Transnational Project and Financial Management (coordinated by CISE, 24 months): this WP ensures effective day to day administrative and financial management (Action 1.1), monitoring and evaluation (Action 1.2) and efficient project closure at administrative and financial level (Action 1.3). - WP2 Communication Activities (coordinated by RCL, 24 months): this WP ensures internal communication among partners (Action 2.1), external communication both to involve target groups (action 2.2) and to raise awareness among the general public and relevant institutions at local, national and European level (action 2.3). - WP3 Definition, Analysis and Operational Planning (coordinated by SZTE, 14 months): exchange in this WP leads to a definition of framework conditions and necessary elements of responsible innovation (Action 3.1), followed by an in-depth local SWOT analysis on these characteristics (Action 3.2) and the design of a work plan for the testing phase during WP4 (Action 3.3). - WP4 Application and Testing of Responsible Innovation Models (coordinated by NAR, 9 months): sees the application of lessons learned during the project at local level (Action 4.1), after which each partner develops an action plan for activities to be implemented after project closure and a joint action plan is developed at project level.

## 1.2 The purpose of this document

Responsible Research is a clear, interactive process in which societal actors and innovators become *mutually responsive* to each other aiming on the ethical acceptability, sustainability and societal desirability of the innovation process and its marketable products. The final aim is to be inserted the *scientific and technological advances* in our society.

North Aegean's businesses are still at an early stage in the field of innovations. The good news is that the interviews demonstrated that businesses from their side, in their biggest percentage, show a positive attitude in innovative development. However the high cost of innovation, combined with the lack of funding is the biggest obstacle that we encounter in this development. If we add the current very difficult situation in terms of liquidity in the market, the situation becomes much more difficult.

However, the positive is, that the structure of enterprises in the North Aegean Region and the social environment, allow optimism toward actions and activities

for Responsible Innovation (RI)<sup>1</sup> and meaningful actions on Corporate Social Responsibility (CSR)<sup>2</sup>.

Summarizing the results of the latest Local analysis North Aegean Region, we will have these remarks:

- The North Aegean companies are self-centered and are not opened to collaborations either with other companies or other organizations related to innovation.
- They are not aware of the issues of Responsible Innovation as it happens with the majority of enterprises and institutions throughout Greece and Europe.
- They do not fall short in terms of new products or processes. The problem lies in marketing-promotion innovation and organizational innovation.

The importance and specificity is that FARINN involves a series of innovation actors, both as partners and stakeholders. All these institutions recognize the added value of the FARINN project and its contribution to the regional mainstream programmes, provided through interregional collaboration, identification of valuable tools and practices and the development of the own Responsible Innovation Action Plan (RIAP) with the purpose to enhance the framework conditions and pave the way for an innovation model in South East Europe that respects the principles of sustainability, social responsibility and better quality of life, by transfer and implementation of acknowledged practices in the field of Responsible Innovation and Entrepreneurship support following a holistic socio-economic and networking methodology aiming at:

- To promote exchange among regions in the South East Europe (SEE) programme area on experiences, constraints and good practices related to responsible innovation.
- To strengthen the capacity of innovation actors to design and implement responsible innovation strategies.
- To raise awareness of the benefits, potential and mechanisms of responsible innovation among identified target groups, defined as key innovation actors and stakeholders.
- To raise awareness of the benefits, potential and mechanisms of responsible innovation among the wider public.

---

<sup>1</sup> Responsible Innovation (RI) is a "transparent, interactive process by which societal actors and innovators interact and collaborate, aiming to ethical acceptability, sustainability and societal desirability of innovations." (European Commission 2010).

<sup>2</sup> According to Business dictionary, Corporate Social Responsibility (CSR) is "A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates. (See more, [http://en.wikipedia.org/wiki/Corporate\\_social\\_responsibility](http://en.wikipedia.org/wiki/Corporate_social_responsibility))

- To design, apply and test elements of a new, responsible policy model for innovation in different areas of the SEE programme area.
- To design an Action Plan, with relative recommendations, for the future of policies and initiatives for responsible innovation in each partner area and at overall territorial level.

The current work packages “Application and Testing of Responsible Innovation” (Stage 4) and “Policies for Responsible Innovation” (Stage 5), will give emphasis on the application of lessons learned during the project at local level (Action 4.1), and after that each partner develops an Action Plan for activities (Action 4.2) to be implemented after project closure and a joint action plan is developed at project level. These two Actions are very important for the closure of the program and the success of the endeavor because give us the practical part which are appropriate and useful for the roadmap to Responsible Innovation.

More analytically, Stage 4, “Application and Testing Responsible Innovation Initiatives”, will facilitate Partners to consider the possibility of adopting some specific measures rather than others in their own territorial context. This method is based on the idea that policy models must be based on real local and regional experiences and capabilities, thus making a phase of testing necessary before any policy changes are made.

This Stage, consists of four different phases:

- Comparative desk analysis of future and existing policies
- Finalize Stakeholder involvement
- Apply and Test Pilot Case Studies (Action 4.1)
- A more detailed funding plan for implementation

**The basic info that each Pilot Action, will provide us is:**

1. *Name of the action I*
2. *Sort Description*
3. *Involved Actors*
4. *Involved Beneficiaries*

5. *Main Outputs - Benefits*
6. *Date of Completion and please comment on*
7. *Why is this pilot action / an action on Responsible Innovation?*
8. *What is the innovativeness of your action in your area?*
9. *Why could this pilot action be considered as a RI model?*

Stage 5, “Policies for Responsible Innovation”, includes the Action Plan (Action 4.2) which describes the proposal/-s of each partner (Greece, Hungary, Italy, Romania, Slovenia, Bosnia-Herzegovina and Montenegro) for integrating a mechanism for Responsible Innovation in a region. The Action Plan is an analytic description of the way the mechanism can be structured and is bringing in the full stock of partners’ experiences, competencies and their GPs.

This Stage, consists of six different phases:

- Elaboration of Responsible Innovation Action Plan (RIAP) (Action 4.2)
- Responsibility
- Coordination mechanism
- Political commitment and Risk Analysis, Constrains and means
- Effective and Efficient use of funds (Budgeting)
- Innovative Responsible Spirit

**The basic info that Each Action Plan, will provide us is:**

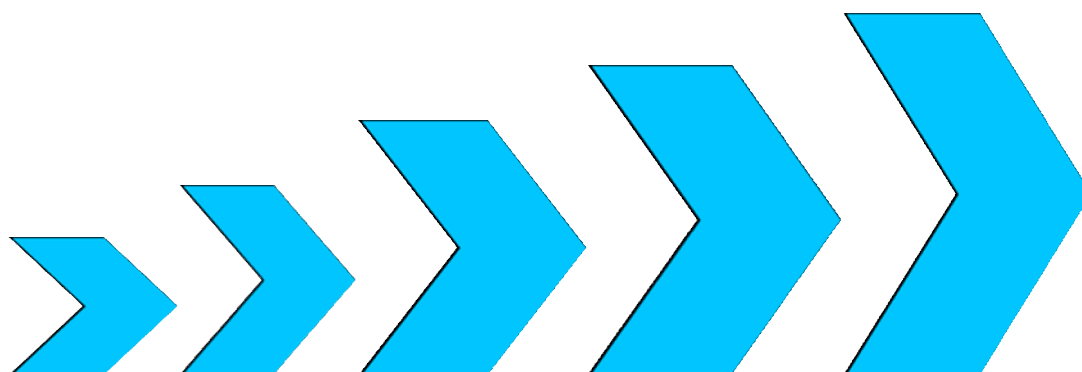
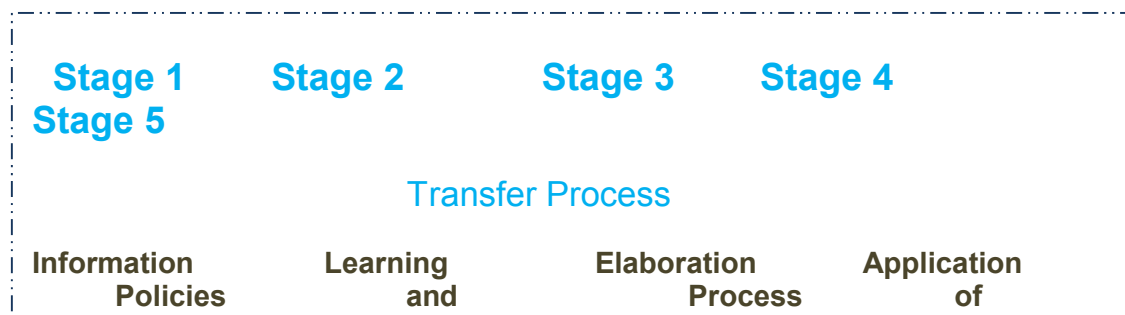
1. *Embedding the Action Plan into the Local/Regional/National Mainstream Programmes*
2. *SWOT of the innovation and entrepreneurship system in the area*
3. *Concept for Implementation*
4. *Development and/or Integration of Pilot Actions/Good Practices (PA/GP)*
5. *Transfer and implementation team*
6. *Implementation Schedule*
7. *Budget Allocation and Resources*

## 8. Expected impact

## 2. The FARINN methodology (FARINN road map)

In this chapter, will be presented a concise analysis of the 5 stages of the road map to Regional Responsible Innovation (RRI), giving emphasis on the Stage 4 and 5 which is the current work package.

The FARINN road map to Regional Responsible Innovation (RRI) in diagram.



More analytically the five Stages with the content and purpose of each action.

The 1<sup>st</sup> Stage, deals with the resources, which are necessary for being able to implement the necessary activities for developing Regional Responsible

Innovation (RRI). Resources include the identification of the Good practices and an overview over Responsible Innovation (RI) specifics of every partner region. Funding is also another element that is required to be identified in order to proceed to the concrete activities that the methodology proposes.

The 2<sup>nd</sup> Stage, includes activities in order to qualify in understanding Responsible Innovation local/regional stakeholders and actors from the partner regions. Activating regional stakeholders into a common agenda for supporting entrepreneurship by involving them into these activities is the key element in building regional consensus. Moreover, transfer workshops can be organised to facilitate the transfer process.

The 3<sup>rd</sup> Stage, includes the elaboration of the Operational Plans based on each region SWOT analysis, the communication and dissemination activities to all regions, including the networking of all the regional stakeholders while involving regional delegations in all transfer activities.

The most appropriate GPs for import have been selected according to the individual requirements of the import region with the objectives/methodology/impact of offered GPs and according to the SWOT analysis.

The 4<sup>th</sup> Stage, present the application and testing of initiatives /case studies, of Responsible Innovation (RI) in a pilot scale analyzed in previous stages. That will facilitate Partners to consider the possibility of adopting some specific measures rather than others in their own territorial context. This method is based on the idea that policy models must be based on real local and regional experiences and capabilities, thus making a phase of testing necessary before any policy changes are made.

The 5<sup>th</sup> Stage, present the short-term outcome, as long as all the activities described previously are implemented, is the Action Plan that describes the proposal of each partner for integrating a mechanism for Responsible Innovation in a region. The Action Plan is an analytic description of the way the mechanism can be structured and is bringing in the full stock of partners' experiences, competencies and their GPs.

Building the Regional Action Plan requires the description of the right measures that can facilitate implementation, identification of the necessary funding for proceeding to the implementation and clarification of the responsible organisation for carrying out the measures. Action plans require full consensus for implementation in the own region. The regional delegations ensure this by

intensive communication and further development of the regional action plans. This process ensures the continuous improvement and growth of all regional actions plans. It facilitates implementation by increasing the entrepreneurial spirit in all involved parties.

### 3. Pilot Actions of the European and non European partners

Each (European and non-European) partner present as many as Pilot Actions considers appropriate.

The main thematic questions of Pilot Action, as we have mentioned before are:

1. *Name of the action*
2. *Sort Description*
3. *Involved Actors*
4. *Involved Beneficiaries*
5. *Main Outputs - Benefits*
6. *Date of Completion*
7. *Why is this pilot action an action on Responsible Innovation?*
8. *What is the innovativeness of your action in your area?*
9. *Why could this pilot action be considered as a RI model?*

#### 3.1 Pilot Actions of Greece (EU Partner)-Chamber of Samos

##### Action 3.1.1 *Drafting a small guide for creating innovative businesses*

**Short Description:** Development of a small guide for creating small innovative business, with the valorification of local recourses and

tradition knowledge and “know how”. This guide will be based on the experiences of the women cooperatives of North Aegean Region, and especially the cooperatives of Lesvos Island.

**Involved Actors:** Chamber of Samos, women cooperatives from Lesvos.

**Involved Beneficiaries:** Small existed and potential entrepreneurs from Samos.

**Main Outputs – Benefits:** A small guide (max 30 pages) addressed to the local existing or potential entrepreneurs’.

The women's cooperatives of Lesvos, involuntarily, have developed practices in the production and in their business organization and relations with local communities *that largely match the criteria of RI*. In this regard, the modeling of their efforts will assist to promote their experiences among existing and new entrepreneurs in Samos.

**Date of Completion:** Expected completion date: July 2014

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

Small comparatives are main actors of the Responsible Innovation ecosystem.

#### ***2. What is the innovativeness of your action in your area?***

The valorification of local recourses and tradition knowledge and “know how”.

#### ***3. Why could this pilot action be considered as a RI model?***

The modeling of their efforts will assist to promote their experiences among existing and new entrepreneurs in Samos.



### *Action 3.1.2 Feasibility study and the operation plan of an “in house” center for fostering innovation, and RI, within Samos Chamber*

**Short Description:** The Board of Directors of the Chamber, focus on the creation of an “center for the promotion of RI” as a distinct service within the chamber. The center will be established after the end of the program, while in this phase will be completed its operational planning.

**Involved Actors:** Chamber of Samos

**Involved Beneficiaries:** Small existed and potential entrepreneurs from Samos.

**Main Outputs – Benefits:** Feasibility study, operation plan (s)

The lack of local mechanisms for supporting and promoting innovation, is a fact that comes from both the analysis and the interviews. With this action the Chamber will fill that gap.

**Date of Completion:** Expected completion date: July 2014

#### **Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

Because it will focus on the creation of an “center for the promotion of RI” as a distinct service within the chamber.

***2. What is the innovativeness of your action in your area?***

It is the first center of this kind in the area.

***3. Why could this pilot action be considered as a RI model?***

It can be adopted in another area as well.

### *Action 3.1.3 Technology transfer laboratories and seminars dedicated to local entrepreneurs*

**Short Description:** Organization of a series of training seminars and workshops, which aim to encourage small family businesses to use innovative methods and highlighting the characteristics RI attitudes that they already have.

**Involved Actors:** Chamber of Samos – University of Aegean

**Involved Beneficiaries:** Small existed entrepreneurs from Samos

**Main Outputs – Benefits:** Training seminars and laboratories addressed to local entrepreneurs.

The training of entrepreneurs in innovation approaches for their production, organization of business and marketing of their products and services is a tremendous need for companies that have mainly a traditional family character.

**Date of Completion:** Expected completion date: July 2014

### **Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

Because it encourages small family businesses to use innovative methods and highlighting the characteristics RI attitudes

***2. What is the innovativeness of your action in your area?***

Because traditional family business learn how to use innovative methods.

***3. Why could this pilot action be considered as a RI model?***

Takes into consideration social issues.

### 3.2 Pilot Actions of Greece (EU Partner)-North Aegean Region



#### Action 3.2.1 Story telling" promotional film of traditional "old" product in Northern Aegean

**Short Description:** A 5-10 min film on the story behind a renewish traditional product, with high RI value, produced by the local women coop business.

**Involved Actors:** Innovative coop companies & farmers, film creators.

**Involved Beneficiaries:** Wider audience (local & national tourists, potential business investors, stakeholders)

**Main Outputs – Benefits:** A non traditional spot of a traditional product. Example for other products promotion. A wider use of social media.

**Date of Completion:** June 2014

#### **Questions:**

##### **1. Why is this pilot action an action on Responsible Innovation?**

- It presents existing traditional product in the area (good practices in business environment) –it promotes different local and regional RI values.
- It shows that it's possible to be responsibly innovative in traditional products and forms of business.

##### **2. What is the innovativeness of your action in your area?**

- Never done before even in greater than Northern Aegean Area.
- New way of promoting local coop traditional products.

- Creating public awareness in Responsible Innovation concepts and issues.

**3. *Why could this pilot action be considered as a RI model?***

- It deals with traditional environmental and bio friendly products.
- It involves RI related stakeholder stakes.
- Takes into consideration serious social issues such as coop movement and social employment.
- Respects ethical aspects and sustainability.

### 3.3 Pilot Actions of Hungary (EU Partner)-**University of Szeged**

#### Action 3.3.1 *Create an effective dissemination model*

**Short Description:**

**Responsible Innovation relation:**

- Tested base- specified on the RI concept
- General frame for the dissemination model
- Flexible elements – suitable for any organizational background

**Innovativeness:**

- Unique model dealing with the introduction of the RI concept
- New type of cooperation among the stakeholders and actors
- Strong cooperation with the local authorities

**There are three steps:**

1. Collecting stakeholder and actor specific inputs regarding the channels and message in the form of stakeholder interviews.
2. Test the targeted channels and messages online and offline in close cooperation with the stakeholders and actors by continuously using the channels and assess the results.
3. Finalize the model (general frame+flexible elements) and embed the model into the innovation life of the region.

**Involved Actors:** Local stakeholders, actors, local policy makers and directors of the university

**Involved Beneficiaries:** Business community, local stakeholders, actors, local policy makers and directors of the university.

**Main Outputs – Benefits:** An integrated model for the dissemination of Responsible Innovation.

**Date of Completion:** July 2014

### **Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

This action deals directly with the Responsible Innovation concept.

***2. What is the innovativeness of your action in your area?***

- New type of cooperation among the stakeholders and actors
- Strong cooperation with the local authorities

***3. Why could this pilot action be considered as a RI model?***

Because it is a unique model dealing with the introduction of the Responsible Innovation concept.

### 3.4 Pilot Actions of Italy (EU Partner)-Centre for Innovation and Development-Agency of Forli-Cesena Chamber of Commerce (CISE)

#### Action 3.4.1 Testing of a Living-Lab Methodology

**Short Description:** A living-lab methodology as per the GP “Fondaca” will be tested within the “Percorsi Erratici” network for open and responsible innovation. LLs represent a way to integrate stakeholders views in enterprises innovation processes, to pursue social acceptability.

**Involved Actors:** 29 Enterprises, 6 young graduates, external experts.

**Involved Beneficiaries:** The “Percorsi Erratici” members, the other local enterprises and stakeholders towards which the results will be disseminated.

**Main Outputs-Benefits:** Bringing RRI at a more practical stage locally, designing a number or new products/services responsibly.

**Date of Completion:** Summer 2014.

#### **Questions:**

##### ***1. Why is this pilot action an action on Responsible Innovation?***

The integration of stakeholders' views through the LL represents one possible way for adopting a responsible approach to innovation.

##### ***2. What is the innovativeness of your action in your area?***

Living labs were never implemented before locally to support open innovation processes.

##### ***3. Why could this pilot action be considered as a RI model?***

RI is largely debated at theoretical level, however enterprise need tools to implement the concept within their strategies and operations. Living labs are a

tangible methodology for actual stakeholders' engagement, which is an essential element of RI.

### Action 3.4.2 Gateway to public funding of Innovation/Info-help Desk

**Short Description:** The action is about building capacity within SMEs to access to various information sources on EU, national and regional funding and about building capacity within local innovation support actors to screen and select actual opportunities for local enterprises.

**Involved Actors:** The Chamber of Commerce of Forlì-Cesena, in cooperation with the EEN consortium SIMPLER.

**Main Outputs-Benefits:** Virtual Info Point on funding at EU and regional level (and on national one on a second step). Periodical Newsletter.

**Date of Completion:** August 2014 (validation as permanent service).

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

Responsible Innovation does not happen without enterprises being in a position to innovate. In times of economic crisis, scarcity of financial resources greatly hinders innovation being triggered within SMEs. Therefore better access to resources could improve their possibility to innovate.

#### ***2. What is the innovativeness of your action in your area?***

None of the existent information sources on public funding is set up according to an SME's standpoint. Information is normally rebounded without being filtered and information reaching SMEs is not useful, or induces wrong expectations.

**3. Why could this pilot action be considered as a RI model?**

The action is not a RI model in itself, however funding innovation with public grants requires capacity of concrete planning/of developing a strategic vision in innovation processes. And this is also a necessary condition for Responsible Innovation.

### 3.5 Pilot Action of Romania (EU Partner)-Timis County Economic and Social Development Agency (ADETIM)

#### Action 3.5.1 Local responsible innovation website and online platform

**Short Description:** Communication, information and engagement (web tool) to provide necessary knowledge to stakeholders and other interested actors, as the level of information on RI in general is limited.

**Involved Actors and Involved Beneficiaries:**

**Local Responsible Innovation Platform:**

- Consiliul Județean Timiș
- Primăria Municipiului Timișoara
- Agenția de Dezvoltare Regională Regiunea Vest



- Asociația TEHIMPULS
- Universitatea Politehnica din Timișoara
- Universitatea de Vest Timișoara
- Universitatea de Științe Agricole și Medicină Veterinară a Banatului Timișoara
- Institutul de Cercetări Banatice "Titu Maiorescu" al Academiei Române, Filiala Timișoara
- Institutul de Chimie Timișoara al Academiei Române
- Camera de Comerț, Industrie și Agricultură Timiș
- Autoritatea Națională pentru Cercetare Științifică, Biroul Regional Timisoara
- Oficiul Teritorial pentru întreprinderi Mici si Mijlocii si Cooperatie din Timișoara
- Clusterul ROSENC

**Main Outputs – Benefits:** One functional web tool dedicated to Responsible Innovation in the area, it is also the web instrument of the Local Responsible Innovation network created inside FaRIIn project.

**Date of Completion:** Expected completion date: 31 July 2014;  
[www.inovaretimis.ro](http://www.inovaretimis.ro)

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

Starting with the results of the local analysis and based on local responsible innovation platform decision this application has concerned: communication, information and engagement (web tool) to provide necessary knowledge to stakeholders and other interested actors, as the level of information on RI in general is limited.

#### ***2. What is the innovativeness of your action in your area?***

The website provides information related to:

- FaRIInn project
- Responsible Innovation local platform – TIMIS COUNTY
- Responsible Innovation concept
- Updated financing programmes (EU and other GRANTS; ministerial programmes) for RDI  
and business support
- Specific legislation for the above mentioned fields easing thus the visible and transparent  
access towards EU funds allocation info.

### ***3. Why could this pilot action be considered as a RI model?***

The institutional Responsible Innovation platform created at the level of the Timis County and in a wider sense the county population will benefit of this specific Responsible Innovation focused web tool. This Responsible Innovation tool can be seen as a model by being simple, original, unitary, modern and easy to transfer.

#### Action 3.5.2 Responsible innovation training and café

**Short Description:** 3 days focused on Responsible Innovation training and communication.

- Each event day covered 2 sessions – morning session (9:00 – 12:30 a.m.) and afternoon session (13:30 – 17:00 p.m.).
- Morning session was dedicated to the organizing of a complex training package comprising RI concept presentation (day 1), RI concept approach at the level of human resources (day 2) and processes amelioration management (day3); morning session; the participants were innovative actors (previously engaged within Timis County Local RI analysis formulation process, but not only).

- The afternoon session were dedicated to organizing mutual communication/ seminars/ information between universities and RDI centers representatives, on the one side, and innovative economic units, on the other side.

**Involved Actors and Involved Beneficiaries:** Social - regional actors.

**Main Outputs – Benefits:** 1st event of this type within the county and sector of activity, combining sessions of mutual information between innovative actors with training focused on RI.

**Date of Completion:** 2-3-4 of September 2014.

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

Starting with the results of the local analysis and based on local responsible innovation platform decision this application has concerned:

- The organization of a complex informational and training package, including RI concept dissemination, RI approach at the level of human resources and processes improvement management;
- Organization (in the same days with training, but during the afternoon) of communication, seminars, mutual information sessions, that brought together the representatives of the Timisoara universities and research institutes, on the one side, and the innovative economic actors, on the other side.

#### ***2. What is the innovativeness of your action in your area?***

It is a combination (transfer) of two best practices presented by Slovenian and Italian partners inside FARINN partnership.

#### ***3. Why could this pilot action be considered as a RI model?***

This event could be considered a model for raising awareness among various actors in which concerns RI by providing adequate field information and also by connecting innovative actors. During the 3 days, 81 participants were registered.

*Action 3.5.3 Specialty study formulation for the capitalization of the county specific research and innovation and business support (RIBU) infrastructure-Innocluster Timișoara project.*

**Short Description:** *On the basis of the performed evaluation of Timis County RIBU structures, the service provider formulated an integrative cooperation solution ( including cooperation procedures) between these, on one hand, and between these and the target groups ( final beneficiaries of the RDI and RI actions), on the other hand, in order to ease RDI and RI integration within commercial / productive activities.*

**Involved actors and beneficiaries:** Responsible Innovation Platform and all the RIBU structures from Timis County.

**Main Outputs – Benefits:** Framing local innovative actors under new organisational and cooperation mechanism and procedures; building upon Local RI Platform capacity to act as an unitary organism for future programming events, strategies, projects.

**Date of Completion:** 12.09.2014.

**Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

**Services performed in close relation with local Responsible Innovation capacity building:**

- Analysis of the RIBU structures and facilities at the level of Timis County ( existent or planned infrastructure, endowment, human resources, fields of activities and

competencies, results/ performances, existent cooperation procedures or protocols, as well as checking of networking availability):

This analysis has covered the following main topics:

- evaluation of the specific functioning procedures and mechanisms for each RIBU structure identified;
- necessity and opportunity analysis, as well as proposals formulation for new functions development and integration within the identified RIBU structures, for which the owners/administrators have availability and interest in promoting responsible innovation functions;
- in case of Timis County business support structures (operational or planned infrastructure of the county and local public administrations) a specific inquiry has been made in order to measure their upgrading possibilities through the integration of RDI and RI functions. This inquiry mandatory reflects Timisoara Technological and Industrial Park (PITT) infrastructure, administrated by ADETIM, for which the following aspects were taken into consideration:
  - necessity, opportunity and feasibility analysis of the preliminary development concept of Timișoara Technopol; ADETIM made available to the company the concept content;
  - technical documentation updating necessity and opportunity analysis for the project – Business Incubator and Technological Transfer Center PITT – for the RDI and RI functions integration; ADETIM made available to the company the technical documentation; the analysis output consists in defining the TOR for contracting design and engineering services for documentation update and integration of RDI and RI functions;
- on the basis of the performed evaluation of Timis County RIBU structures, the service provider formulated an integrative cooperation solution ( including cooperation procedures) between these, on one hand, and between these and the target groups ( final beneficiaries of the RDI and RI actions), on the other hand, in order to ease RDI and RI integration within commercial / productive activities;
- The solution was presented inside Timis Local RI Platform, constituted through FARINN project, with the occasion of the focus group organized inside local final seminar, on the 5th of September 2014, in order to ensure the right framework for jointly approving the procedures, working methodology and networking solutions, for integrative capitalization of the field resources and for a better linkage with the final beneficiaries;
- The study final version, dating 12th of September 2014, has considered the suggestions / remarks/ observations made inside Local RI Platform consultations;

- The study is staying in line with the findings of the WP3 (local analysis results) and the overall lines of WP4.

## **2. What is the innovativeness of your action in your area?**

Designing and set the basis of cooperation procedures for the innovative actors inside the county.

## **3. Why could this pilot action be considered as a RI model?**

Local RI Platform is now functioning institutionally ( cooperation protocols), electronically (web platform) and practically ( through this integrative cooperation solution).

## **3.6 Pilot Action of Slovenia (EU Partner)-Development Centre of the Heart of Slovenia**



### **Action 3.6.1 Promotional film of Responsible Innovation in the Heart of Slovenia**

**Short Description:** A 3-5 min film on business entities that already include RI activities into their business activities, promotion of key values and elements of RI (based on the Greek good practice).

**Involved Actors:** Innovative companies & farmers & cooperatives, copywriters, agencies, mayors from 6 municipalities.

**Involved Beneficiaries:** Wider audience (local & national tourists, potential business investors, stakeholders).

**Main Outputs–Benefits:** Greater understanding of what RI is, more emphasis on RI elements in the strategic and operational documents of business entities and municipalities in the area, greater volume of visits in the area.

**Date of Completion:** June/July 2014.

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

- It presents existing RI initiatives in the area (good practices in business environment) – never done before.
- It promotes different RI elements and values.
- It shows that it's possible to be responsibly innovative in different areas (agriculture, high-tec, tourism, textile) and of different forms (farmers, companies, cooperatives, non-profit firms) and sizes (micro, small, medium, large).

#### ***2. What is the innovativeness of your action in your area?***

- Since the topic is not very known in our area it will be presented in a new and interesting way that embraces different target audience on different levels of understanding the RI topic (picture and images - visual, music and lyrics - sound).
- In the SWOT analysis it was identified that RI concept should be mainstreamed on a wider scale in order to increase the visibility of RI – we believe that a promo film is one of such forms.

#### ***3. Why could this pilot action be considered as a RI model?***

Because it contains many of RI elements such as: involvement and connection of different & relevant stakeholders, consideration of social issues, care for the future, environmental and ethical aspect and sustainability.

### Action 3.6.2 Labeling of quality products from rural regions of the Heart of Slovenia

#### **Short Description:**

- Upgrade the management, custody and distribution of the Heart of Slovenia brand, labeling of quality products from rural regions of the Heart of Slovenia.
- Establishing a system of granting rights to use the brand Heart of Slovenia (categories of products: handicraft products and unique industrial design products, crops and culinary products, dishes, culinary events, travel and tourism-related facilities, tourism products)
- Establishing a marketing system to promote and encourage the sale of quality products from rural regions of the Heart of Slovenia.

The pilot action is based on the regional branding project «The best our Mountains have to offer» (best practice from Montenegro).

**Involved Actors:** Brand development specialists, expert committee for evaluation of products, numerous providers of products, goods and services – applicants.

**Involved Beneficiaries:** Conscious customers – buyers who appreciate quality of products and corporate social responsibility (CSR) of product providers, product providers with added value products (directly), region by raising awareness about the importance of quality products and responsibility towards the environment and society in the product development phases (indirectly).

**Main Outputs:** Certified products, greater added value of certified products.

**Date of Completion:** September 2014 (1<sup>st</sup> phase), april 2015 (2<sup>nd</sup> phase).

#### **Questions:**

1. *Why is this pilot action an action on Responsible Innovation?*



Because the criteria of granting rights for the usage the brand will contain social, environmental and ethical aspects.

**2. What is the innovativeness of your action in your area?**

- No such system yet exists in our area
- It will bring added value to product providers and to the Heart of Slovenia brand
- The product providers are (also) small business entities that don't have the knowledge, personnel and financial means for marketing their products

**3. Why could this pilot action be considered as a RI model?**

Because it is sustainable and can be carried out independently also in the future (after the project closure) and because preservation of jobs in rural areas is one of the main goals that can be tackled in this pilot action.

### 3.7 Pilot Actions of Bosnia-Herzegovina (Non EU Partner)-Sarajevo Economic Region Development Agency



#### Action 3.7.1 Testing of RI model in Petrolinvest, Sarajevo, engineering company in petrochemical industry, mixed ownership

**Short Description:** It has been investigated period 2008 – 2010 and 2011 - present in following aspects:

- How many employees were on the beginning of 2008. – **84**
- In innovation process, how many special software tools (or licenses) have been acquired and how many people was educated to use them – **2 up to 2010 and 5 after that (complete new software packages - 4 for 3D modeling and 3 for technological calculations. 65 people was educated (20 of already employed).**
- How many jobs were created using these tools – **at least 45**

- How many people was employed in this period and how many of them are still working – **45 employed (55% increase), still working 39**
- How many new contracts were signed as result of this innovation process – **from 2011 to 2014 was contracted 50.000 man/hours (23,7 man/years), which could not exist without these tools and skilled people.**
- How many opportunities for new product/services was opened using innovations in technology, skilled personal, production tools – **many: mechanical calculations of all kind of vessels under pressure, flexible pipelines, tanks, airlocks, apparatus, etc.**
- How much this responsible innovative approach to development of company has improved its position on global and regional market – **No company in Western Balkans, with addition of Hungary, Bulgaria, Romania, even Greece doesn't use all of these software tools and doesn't have educated people for all. This gives to company significant advantage over competition in region regarding investors in our business (petrochemical). On long term it gives stability to the company and possibility to grow constantly.**

**Involved Actors:** Petrolinvest, Energoinvest, partial owner, Technip France, partial owner.

**Involved Beneficiaries:** Local community Novi Grad, Unemployment bureau of Canton Sarjevo.

**Main Outputs – Benefits:** Harmless environmental friendly technology, 55% increase of new employed educated people, contribution to long term stable growth, constant investments in high end technology and people capacities.

**Date of Completion:** 11.07.2014

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

It gives a rare local example of how to develop a business respecting all key elements of RI concept.

#### ***2. What is the innovativeness of your action in your area?***

Presenting unique model of company in engineering business as GP for all Western Balkans and a part of SEE region, not recognized in regional, national and neighborhood territories.

**3. Why could this pilot action be considered as a RI model?**

It cares for society, local community, young generations, environment and stable growth of quality of life.

Action 3.7.2 *Testing of RI model in education process in Srednja mašinska*

*tehnička škola (High mechanical technical school), Sarajevo*

**Short Description:** It has been investigated period 2008 – present in following aspects:

- How many students finished school in 2008. – **254**, and in this year: **326**
- When the special laboratory for computer metal processing and CNC machines has been acquired: **in school year 2008 – 09.**
- In innovation process, how many special curricula for CNC programmer, CNC operator, etc. were created: **in school year 2009 – 10, the first and till now 6 different professional curricula developed.**
- How many students trained for these professions from 2009. – **587** (from these specializations).
- How many students in average was employed after one year in 2008: **58 - 23%**, and from last school year (2012-13) – **131 – 40%** (from these specializations).
- How much this responsible innovative approach to development of school secondary education task has improved its position and popularity between students – **Now there is qualification entrance exam, we cannot sign in all candidates, school participated in several projects financed by EU due to this efficient innovative program, teachers are more educated transferring knowledge on advanced production. On long term it gives stability to the school and gets it in position to additionally innovate and expand education for these metal processing professions.**

- How many opportunities for new curricula/professions was opened using innovations in technology, skilled teaching personals – **there is three more curricula in design according to the request of metal processing companies, and there is programs for summer practice of mechanical faculty students and unemployed adults for prequalification.**

**Involved Actors:** Srednja mašinska tehnička škola, Sarajevo

**Involved Beneficiaries:** Local community Novo Sarajevo, Unemployment bureau of Canton Sarjevo, Pedagogic Institute of Canton Sarajevo.

**Main Outputs – Benefits:** 40% increase of new employed educated technicians, contribution to long term stable growth, constant investments in modern technology and people capacities.

**Date of Completion:** 09.07.2014

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

It gives a rare local example of importance of innovative education, which respecting key elements of RI concept in producing workers on market demand.

#### ***2. What is the innovativeness of your action in your area?***

Presenting unique model of the secondary school in mechanical professions obtaining new jobs for secondary educated technicians as GP from region of Canton Sarajevo, well known in local and regional territories.

#### ***3. Why could this pilot action be considered as a RI model?***

It cares for young generation's perspective, society, local community and stable growth of quality of education providing opportunities for better life.

### Action 3.7.3 Testing of RI model in local administration *citizen services in*

#### *Općina Centar (Municipality Center), Sarajevo*

**Short Description:** It has been investigated period 2005 – present in following aspects:

- How many citizens was served (personal documents, certificates, confirmations) average per day in 2005. – **108**, and in last year: **342 (over 3x more)**.
- When the new organization and citizen service new system has been acquired: **in the year 2006**.
- How many citizen's complaints have been received, average per day in 2005. – **11**, and in last year: **2 (over 3x)**.
- In innovation process, how many special curricula for CNC programmer, CNC operator, etc. were created: **in school year 2009 – 10, the first and till now 6 different professional curricula developed**.
- How many students trained for these professions from 2009. – **587** (from these specializations).
- How many students in average was employed after one year in 2008: **58 - 23%**, and from last school year (2012-13) – **131 – 40%** (from these specializations).
- How much this responsible innovative approach to development of school secondary education task has improved its position and popularity between students – **Now there is qualification entrance exam, we cannot sign in all candidates, school participated in several projects financed by EU due to this efficient innovative program, teachers are more educated transferring knowledge on advanced production. On long term it gives stability to the school and gets it in position to additionally innovate and expand education for these metal processing professions.**
- How many opportunities for new curricula/professions was opened using innovations in technology, skilled teaching personals – **there is three more curricula in design according to the request of metal processing companies, and there is programs for summer practice of mechanical faculty students and unemployed adults for prequalification.**

**Involved Actors:** Srednja mašinska tehnička škola, Sarajevo.

**Involved Beneficiaries:** Local community Novo Sarajevo, Unemployment bureau of Canton Sarjevo, Pedagogic Institute of Canton Sarajevo.

**Main Outputs – Benefits:** 40% increase of new employed educated technicians, contribution to long term stable growth, constant investments in modern technology and people capacities.

**Date of Completion:** 09.07.2014

### **Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

It gives a rare local example of importance of innovative education, which respecting key elements of RI concept in producing workers on market demand.

***2. What is the innovativeness of your action in your area?***

Presenting unique model of the secondary school in mechanical professions obtaining new jobs for secondary educated technicians as GP from region of Canton Sarajevo, well known in local and regional territories.

***3. Why could this pilot action be considered as a RI model?***

It cares for young generation's perspective, society, local community and stable growth of quality of education providing opportunities for better life.

### **3.8 Pilot Action of Montenegro (Non EU Partner)–Regional Development Agency for Bjelasica, Komovi & Prokletije (RDA BKP)**



### *Action 3.8.1 Promotional video about Responsible Innovation in Northern*

#### *Montenegro*

**Short Description:** The main objective of the action is to raise awareness of local population, local and national level institutions about responsible innovation initiatives in Northern region of Montenegro. Promotional video is related to initiatives that actually represent innovation for the region such as agro tourism, organic production, women entrepreneurship etc. that enhance the local economy in responsible manner. Emphasis is put on RI characteristics, sustainable use of existing resources in environmentally friendly way, employment and consequently better quality of life.

**Involved Actors:** Tourism service providers, Local Tourism Organizations, National Park Prokletije, Sports clubs, Local population.

**Involved Beneficiaries:** Ministry of Sustainable Development and Tourism, Local Tourism Organizations, Public Institution “National Parks of Montenegro”, Association of organic producers, Agro tourism service providers, Municipal secretariats for tourism and agriculture, local population.

**Main Outputs – Benefits:**

- Promotion of various tourism products of the region
- Raised awareness on existing resources and opportunity to use them in sustainable manner to generate incomes
- Raised awareness of national and local level decision makers to recognize and support responsible initiatives
- Replication of activities in other regions of Montenegro

**Date of Completion:** September 2014.

### **Questions:**

#### ***1. Why is this pilot action an action on Responsible Innovation?***

Having in mind that LA showed that the knowledge on RI is on low level in the region, this video will show and promote concrete examples of responsible innovation activities, ie. best practices of the region of northern Montenegro.

#### ***2. What is the innovativeness of your action in your area?***

Responsible innovation concept and its elements are for the first time presented through this type of promotional material (video).

#### ***3. Why could this pilot action be considered as a RI model?***

It involves and connects relevant stakeholders that are active in tourism sector in specific region, it highlights the importance of care for the future, environmental aspect and sustainability.

### **Action 3.8.2 Case study-Responsible innovation by female entrepreneurs in**

#### **the region of Northern Montenegro**

**Short Description:** There is a number of female operated small scale businesses in rural areas of Montenegro. This pilot action promotes responsible innovation activities, that women entrepreneurs are occupied with, through manual/guidelines that include all relevant procedures for setting up and registration of products/services. The community will be showed that these small scale activities are economically viable, responsible, reflect local traditions and contribute to the development of tourism sector in mountains, and that such small scale businesses are the right strategy for the development of mountainous areas.

**Involved Actors:** Ministry of Sustainable Development and Tourism, Ministry of Rural Development and Agriculture, Agency for the development of SMEs, Local authorities, Association of business women, Women entrepreneurs.



**Involved Beneficiaries:** Ministry of Sustainable Development and Tourism, Ministry of Rural Development and Agriculture, Agency for the development of SMEs, Local authorities, Association of business women, Women entrepreneurs.

**Main Outputs – Benefits:**

- Promotion of women entrepreneurship
- Preparation of step by step guidelines for setting up and registration of businesses
- Encouraging women entrepreneurship
- Involvement of relevant stakeholders in order to address the issue and take it into consideration while preparing strategies and other relevant documents
- Increased number of registered women businesses
- Enhanced women entrepreneurship
- Increase of income of rural households

**Date of Completion:** September 2014.

**Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

This manual presents all relevant procedures for setting up and registration of businesses that have elements of RI.

***2. What is the innovativeness of your action in your area?***

Women entrepreneurs will be, for the first time, provided with detailed manual that will assist them to operate within legal framework and upgrade their businesses.

***3. Why could this pilot action be considered as a RI model?***

It considers those businesses that care for the future, operate in sustainable manner, use existing resources.

[Action 3.8.3 Responsible Innovation in tourism sector-](#)  
[brochure](#)

**Short Description:** This brochure presents regional tourism products and services that are good examples of responsible innovation. It ensures that visibility of actors in responsible innovation sector is achieved, and shows to the community what responsible innovation is when tourism sector is concerned.

**Involved Actors and Involved Beneficiaries:** Tourism service providers, organic agriculture producers, local population, national parks, LTOs.

**Main Outputs – Benefits:**

- Preparation of brochure about responsible innovation
- Raising awareness on responsible innovation of general population
- Possibility to replication best practices in other regions
- Promotion of best practices from tourism and agriculture sector

**Date of Completion:** September 2014.

**Questions:**

***1. Why is this pilot action an action on Responsible Innovation?***

It describes responsible innovation best practices of the region.

***2. What is the innovativeness of your action in your area?***

As local population is not familiar with the concept of responsible innovation, this brochure will address this issue in concrete manner by providing examples of RI in the region.

***3. Why could this pilot action be considered as a RI model?***

It contains examples of RI and thus its main elements.

## **4. The Action Plan – Recommended Policies of the European and Non-European partners**

This Section consists of comparative analysis of the Pilot Actions (Action 4.1) and Action Plans (Action 4.2) and register of the recommended Policies for Regional Responsible Innovation (RRI).

During the FARINN project every partner will develop its Responsible Innovation Action Plan (RIAP) with the objective to improve the responsible entrepreneurship support in the own region including the implementation of Pilot Actions. Each Responsible Innovation Action Plan (RIAP) describes the regional context, the concept for implementation and a detailed implementation schedule for later implementation. Action Plan's objective is to enhance framework conditions and pave the way for a responsible innovation model in South East Europe, which respects the principles of sustainability, social responsibility and better quality of life.

The closing aim of the survey is the incorporation of Responsible Innovation Action Plan (RIAP) into the regional mainstream context.

The main thematic questions of Action Plan, as we have mentioned before are:

- 1. Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes*
- 2. SWOT of the innovation and entrepreneurship system in the area*
- 3. Concept for Implementation*
- 4. Development and/or Integration of PA/GPs from partner to other regions*
- 5. Transfer and Implementation team*
- 6. Implementation Schedule*
- 7. Budget allocation and Resources*
- 8. Expected impact*

Below, there is a detailed description of these questions.

### **1.Embedding the Action Plan into the Local/Regional/National Mainstream Programmes**

#### **1.1 Mainstream Programmes Overview**

- Short overview of objectives and priority axis (including budget available)
- Actions already undertaken within priority axis
- Flexibility of axis to allow the implementation of the AP including integration of PA/GPs from partner regions
- Description of decision making process for consensus building and implementation of AP in the national/regional/local mainstream programme

## **2. SWOT of the Innovation and Entrepreneurship System in the Area**

- Understanding the nature of the Innovation and Entrepreneurship with emphasis to Responsible Innovation
- Identification of key changes in the environment of Innovation and Entrepreneurship (uncertainty, conditions, complex situations)
- Brief description of overall local/regional/national Innovation and Entrepreneurship policy and support in the region
- Definition of the relevant areas/fields of support provided for FARINN
- Description of strengths / weaknesses (internal factors), opportunities and threats (external factors) of the regional Innovation and Entrepreneurship support for those defined areas/fields which are of interest under the FARINN project
- Definition of Capabilities that derive from important assets (after strength and weaknesses analysis)

## **3. Concept for Implementation**

Detailed conceptual description of the Action Plan (AP).

The term Implementation refers to the process of elaborating and organizing all activities included in the AP. Key considerations for providing a meaningful structure for the formulation of the AP, as well as key elements that define implementation details should be included in the description, such as:

- Purpose, clarity about the ultimate goal, understanding of relative changes in activities and resource capabilities

- Basic disciplines of project management, stakeholder management, resource and time planning, controls, communication mechanisms, reviews
- Political involvement, support of the process needed from the policy making or administrative hierarchy (local, regional and or national administration, Managing authority of R/N\_M\_P or responsible organisation of those mainstream programme(s) which will be used to finance the implementation)
- Continued support necessary?

#### **4. Development and/or Integration of PA/GPs from partner and other regions**

- How single PA/GPs will be integrated into the own Action Plan - AP (demonstration of transfer and import!)
- Adaptation required for integration of relevant PA/GPs into the own regional framework.

##### **4.1 PA/GP 1**

- Short description of PA/GP, highlighting aspects of particular interest
- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP
- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept

##### **4.2 PA/GP 2 ... N**

- Short description of PA/GP, highlighting aspects of particular interest
- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP
- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept

#### **5. Transfer and implementation team**

- Selection of line managers and personnel to participate in the implementation process, inclusion of cross functional managers that can help the integration process

- Territorial Involvement (service providers and others involved in the practical transfer of the good practice)

## **6. Implementation team**

- The explicit formulation of the implementation Process
- Schedule for implementation of Action Plan:
  - mainstreaming in the next R/N\_M\_P period 2014 - 2020
- Gantt-Diagram with single steps/activities/milestones

## **7. Budget allocation and Resources**

- Financial budget with source of funding
- Direct or indirect costs, investment costs, Staff required for implementation / management of implemented support measures for entrepreneurship (# person months/year), adjustment costs for making changes required

## **8. Expected impact**

### **8.1 INDICATORS OF PROPOSAL**

- Expected results from implementation of Action Plan concept (including quantifiable and measurable impact of PA/GP implementation on statistics of the region, qualitative impact)
  - WP lead partner will provide relevant indicators

### **8.2 MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED**

### **8.3 CONTRIBUTION TO LISBON AGENDA**

*How will the implementation of the Action Plan contribute to the Lisbon Agenda?*

## 4.1 Action Plan of Greece (EU Partner)-North Aegean Region and Chamber of Samos



### 1. Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P)

#### 1.1 Mainstream Programmes Overview

The North Aegean Region and the Chamber of Samos, give emphasis on regional innovation strategy for local products, culture and tourism of the region. These are the main axes. The relevant enterprises and organizations have to be strengthened and become more extroverted and competitive. Responsible Innovation will provide these enterprises with an important competitive advantage in the market.

### 2. SWOT of the Innovation and Entrepreneurship System in the Area

Greece is in the middle of an intensive economic crisis which has stressed the country's resources. This has impact on the regions and greek peripheries, their policies and their capacity to approve and implement new initiatives, even those that could have a positive impact on the local economies.

Some of the weaknesses of the North Aegean Region are:

- Entrepreneurship performance. There is low degree of cooperation among the industry sectors active in North Aegean region, local firms are focusing on local markets (which are small), and highly educated personnel is not offered enough opportunities to enable them to reside permanently in the region.
- Innovative outcomes. There is low adoption of new information technologies.

The main threat that was identified through the SWOT analysis is:

- Entrepreneurship performance. The local business people and entrepreneurs find difficult to differentiate their products and services from those offered by the competition, in and outside of Greece.

**Table 4.1.1.** The SWOT matrix of the Province of North Aegean Region

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good quality and variety of local agricultural products.</li> <li>• Exceptional concentration of cooperative activities (mainly woman cooperative businesses)</li> <li>• Rich culture.</li> <li>• Many SMEs produce and export local agricultural products. For example, mastic production in Chios is a global monopoly.</li> <li>• The University of the Aegean plays an important role in the promotion of innovation of the region (however, there are lacks in connection between the entrepreneurs of the region).</li> <li>• Public R&amp;D investment but limited to infrastructure projects.</li> <li>• Presence of Greek banks, with financial products, concerning access to finance.</li> <li>• University of the Aegean has many researchers in various fields (600 in 2009).</li> <li>• In 2009, 5,000 workers were involved in science and</li> </ul>	<ul style="list-style-type: none"> <li>• Low productivity across industries in the region.</li> <li>• Many infrastructure facilities need further improvements (ports, roads, etc.).</li> <li>• New energy sources or expansion of existing are needed.</li> <li>• Ageing population.</li> <li>• The cooperation among the industry sectors is low.</li> <li>• Small firms are focused on the region's markets, which are too small.</li> <li>• Average educational level of the region's workforce.</li> <li>• Highly educated workforce is usually temporary in the region and the offered opportunities are not able to reside permanently the workforce in the region.</li> <li>• There are gender inequalities on access to the labor markets in the region.</li> <li>• Low adoption (use) of new information technologies.</li> </ul>



<p>technology (education, occupation) in the region.</p> <ul style="list-style-type: none"> <li>• According to infrastructure, there are many airports in several of the islands in the region (Chios, Mytilini, Samos, Ikaria, Limnos) and ports.</li> <li>• Governance fund education and workforce training through the national social security system.</li> <li>• There is favorable taxation, compared to mainland Greece.</li> <li>• Rich and pure biodiversity.</li> <li>• Entrepreneurial culture (especially in Chios).</li> <li>• Natural advantages for tourism.</li> <li>• Good quality of food and drink due to the region (origin).</li> <li>• University attracts skilled students and help in development and diffusion of technologies into regional firms.</li> <li>• Regional government agencies such as, RF, IMA, have established cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• No recent patents or patent applications.</li> <li>• No high tech companies and no medium tech companies.</li> <li>• No venture capital firms and business angels.</li> <li>• Low private R&amp;D investments and venture capital investments.</li> <li>• The majority of those involved in science and technology are involved in the education part, according to human capital.</li> <li>• Many of students, who come from outside, they return to their home regions after graduation.</li> <li>• Limited number of foreign post-graduate students.</li> <li>• No executive education.</li> <li>• Limited life-long education.</li> <li>• There is no business incubators (private or public).</li> <li>• There is high bureaucracy in starting or closing a business.</li> <li>• There is no patent application office.</li> <li>• There is a small number of firms that take benefit of state-subsidized for the workforce training.</li> <li>• Insularity has higher costs for businesses that operate from the islands.</li> <li>• Lack of quality services for business support.</li> <li>• University is disconnected from regional enterprises, even if there is co-operation.</li> </ul>
--	---

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Protection and correct manipulation of natural and cultural resources.</li> <li>• Improvements in transportation in order to “connect” the region with the rest of Greece and Europe in order to help businesses from isolation.</li> <li>• Turning its “frontier region” position into a position of “port of entry” to the Europe.</li> <li>• Expand the region’s tourism industry.</li> <li>• Increase cooperation among the firms in order to lower their costs, as well as develop joint products and services.</li> <li>• Be more outward facing about new markets.</li> <li>• Better links and generally cooperation with the University of the Aegean, the region tries to establish academic and research institution.</li> <li>• Greek government (and EU) funds the link between SMEs with the University and other R&amp;D institutions. Especially the life-long education in the region.</li> <li>• Funding from the Greek government to increase innovation through development of a regional business incubator.</li> <li>• Access to EU funds and Greek government funds.</li> <li>• Large community of emigrated inhabitants from this region who</li> </ul>	<ul style="list-style-type: none"> <li>• The country has affected by economic crisis, the same and region of North Aegean. The efforts are focused more on containing public deficit rather than achieving growth.</li> <li>• Economic crisis decrease the number of people (and especially skilled workers), which want to stay or to move into this isolated region, as is North Aegean.</li> <li>• Local entrepreneurs find it difficult to differentiate their products and services from competition (within and outside Greece).</li> <li>• Local workforce finds it difficult to constantly adapt to technological innovations.</li> <li>• There is a restructuring of the regional public sector in Greece delay somehow the award of public funds.</li> <li>• There is no clear strategies that offer access to seed and venture capital, beyond bank loans.</li> <li>• There are no clear policies to attract external know-how, such as consultants.</li> <li>• There is lack of technology-skilled workers.</li> <li>• External migration leads to reduce “good brains”.</li> <li>• Potential conflict between development of tourism and the island biodiversity.</li> <li>• There is a lack of experience in</li> </ul>

<p>may be like to invest in their motherland.</p> <ul style="list-style-type: none"> <li>• Large number of Greek ship-owners who may be like to invest improving the economic profile of the region.</li> <li>• The Greek government proposes a new legal framework to help new entrepreneurial ventures become faster than past.</li> <li>• New legislation for SME development with tax subsidies.</li> <li>• There is a new structure of regional public administration since 1/1/2011, giving space for new ideas and propositions.</li> <li>• There is a new legislation that provide public loans, investments and public support for business start-ups.</li> <li>• A new legislation for tax credits on SMEs that reinvest on sales proceedings in the growth of the firm.</li> <li>• Motivations to skilled workers and businesses to move and reside in the region.</li> <li>• Exploitation of tourism from Turkey and other non-EU countries.</li> <li>• Rich potential for new products and services based culture of each of the islands in the Aegean region.</li> <li>• Good digital network connection and improving usage of Internet potential.</li> </ul>	<p>designing and implementing innovation measures.</p> <ul style="list-style-type: none"> <li>• Risk of lack of 'joined-up' regional development policy (programmes and funds) and of mainstreaming of successful actions.</li> </ul>
--	---

**Table 4.1.2.** Special SWOT of the North Aegean territorial unit

Special SWOT Analysis	Strengths	Weaknesses
<b>Opportunities</b>	<b>Strengths-Opportunities Strategies</b> <ul style="list-style-type: none"> <li>• Reinforcement of Cooperative Movement and improvements in transportation in order to increase promotion and sales of the unique products (mainly agricultural) of the region.</li> <li>• Facilitating University Initiatives in order to attract students and researchers with qualifications to help-assist-consult firms to improve their performance.</li> <li>• Improvements of ports and airports infrastructure in the islands of the region for better and more effective connect ability to Greece and Europe.</li> <li>• Exploitation of natural advantages of tourism attracting new visitors and investors in diverse forms of tourism.</li> </ul>	<b>Weaknesses-Opportunities Strategies</b> <ul style="list-style-type: none"> <li>• Increase of industry productivity through the new improvements of transportation.</li> <li>• Supporting – facilitating the return to North Aegean of the young population after finishing their studies or their first years of work experience. Cooperation with the University of the Aegean would help and accelerate it.</li> </ul>
<b>Threats</b>	<b>Strengths-Threats Strategies</b> <ul style="list-style-type: none"> <li>• Providing solutions to the problem of adaption to technological innovations of local workforce.</li> <li>• Increasing the percentage of technology-skilled workforce with initiatives such as “working force involvement in science and technology (2009).</li> </ul>	<b>Weaknesses-Threats Strategies</b> <ul style="list-style-type: none"> <li>• Facilitating Actions (targeted training) in order the assist local entrepreneurs to find their way to differentiate their products and services from competition.</li> </ul>

### **3. Concept for Implementation**

This Action Plan, has three main axes, as we have mentioned before. A regional innovation strategy for local products of the region, culture and tourism, and for this reason is giving support in the relevant enterprises and organizations in order to become more “stronger” and extroverted.

Moreover, attempt to solve some problems, such as the promotion of local products and the need for new marketing product tools, the funding of the Experts, who will work in these companies helping them, will be calls-proposals, which will fund the promotion of local products on the market and new funded integrated programmes will be in the future. Furthermore, it is important the local products get a mark of Responsible Innovation and the priority will be given in the enterprises and organizations, which desire to introduce Responsible Innovation in their practices and local products. As well as, this Action plan aims to lead consumers to look for "responsible" products within the meaning of ethical dimensions of the production and not only looking for local products.

Consumers should be trained to know how to search and find these products that have been produced by responsible enterprises/organizations, they also, be informed about the certification systems, HAASP and ISO, which are not particularly known to consumers. Finally, Action plan contends the existence of an Innovation Council for the establishment of an Agency, which will support the enterprises of the North Aegean Region generally, and particularly the women's cooperatives of the region. These cooperatives need the local authorities' support to expand and to strengthen their products' promotion and export.

### **4. Development and/or Integration of PA/GPs from partner and other regions**

As, we have mentioned before the distribution of the Responsible Innovation is the biggest and the main challenge during the introduction of the concept in the North Aegean Region, through the FaRIInn programme.

For this purpose will be carried many events, such as seminars, workshops, exhibitions and a short film, in order the stakeholders be informed and come closer to Responsible Innovation and its benefits for their selves, community and economy generally and particularly for the concrete region.

## **5. Transfer and implementation team**

The Implementation team, includes the North Aegean Region, the Chamber of Samos, the women cooperatives from Lesbos, the University of Aegean and some innovative coop companies and farmers, and film creators.

## **6. Implementation team**

Benchmarking Phase. We will use the outcomes of the SWOT analysis and by initial assessment the Pilot outcomes, which will affect the profile of innovation of the North Aegean region. This will be also used as a key communication, tool for engaging stakeholders, especially local government actors, who have significant involvement in the following phase.

Implementation Phase. The implementation will focus on the stakeholders, which are mainly the enterprises and the entrepreneurs who have to familiarize more, with the terms of Responsible Innovation and these positive, and the second pillar is the consumers, due to the fact that they have to be informed about the positive and the goods of Responsible Innovation on products, and the whole procedure, to choose consciously “Responsible Products”.

## **7. Budget allocation and Resources**

The whole axes will be financed by the Regional Operational Programme for the new grammatical period from the North Aegean Region.

## **8. Expected impact**

### **8.1 INDICATORS OF PROPOSAL**

The appropriate indicators will be the numbers of the enterprises and consumers who finally embraced the Responsible Innovation for local products and services, as well as, are aware of the Innovation and its significance for the growth, development, and competitiveness of the society and the region.

### **8.2 MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED**

All these will be conducted through some events aiming to the better quality of life and social cohesion of a region.

### **8.3 CONTRIBUTION TO LISBON AGENDA**

These axes are aligned to Lisbon strategy, promoting actions to enable the European Union to achieve improvement of the quality of life for the current and the future period, help at the same time the local communities to become more productive, innovative, ecological ensuring at the same time the prosperity, environmental protection and social cohesion.

## **Official Declaration:**

### **Support for the RI Action Plan for the Region of Northern Aegean**

The following organizations in the region of Northern Aegean have participated in the FARINN project in the preparation and implementation of Responsible Innovation Pilot actions

- [regional, subregional or local authority, regional actor or service provider]
- [regional, subregional or local authority, regional actor or service provider]
- ...

All these institutions acknowledge the added value of the FARINN project and its contribution to the regional mainstream programmes, provided through interregional collaboration, identification of valuable tools and practices and the development of the own RI Action Plan with the purpose to enhance the framework conditions and pave the way for an innovation model in South East Europe that respects the principles of sustainability, social responsibility and better quality of life, by transfer and implementation of acknowledged Practices in the field of Responsible Innovation and Entrepreneurship support following a holistic socio-economic and networking methodology aiming at:

- To promote exchange among regions in the SEE programme area on experiences, constraints and good practices related to responsible innovation;
- To strengthen the capacity of innovation actors to design and implement responsible innovation strategies;
- To raise awareness of the benefits, potential and mechanisms of responsible innovation among identified target groups, defined as key innovation actors and stakeholders;
- To raise awareness of the benefits, potential and mechanisms of responsible innovation among the wider public;
- To design, apply and test elements of a new, responsible policy model for innovation in different areas of the SEE programme area;



- To design an Action Plan, with relative recommendations, for the future of policies and initiatives for responsible innovation in each partner area and at overall territorial level;

During the FARINN project the above-mentioned authorities, stakeholders and actors have participated in the pilot activities, in view of a possible implementation of related Responsible Innovation Actions:

[RI Action 1]

Very brief description;

Coherence of the RI action with funding programmes being used to fund activities;

Allocated budget and time frame for implementation.

[RI Action n]

Very brief description;

Coherence of the RI action with funding programmes being used to fund activities;

Allocated budget and time frame for implementation.

We consider the implementation of the abovementioned RI Actions, with the necessary adaptation according to local/regional context, to represent potentially valuable input for economic development in the region of [region]. The annex of this declaration contains the detailed RI Action Plan for [region].

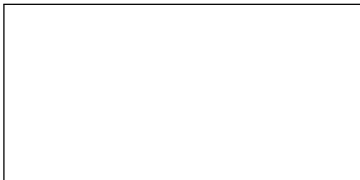
We hereby confirm our support for the implementation of the above mentioned RI Actions in local/regional mainstream programmes according to the developed Action Plan.

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_


Official Stamp: 

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Official Stamp: 

## 4.2 Action Plan of Hungary (EU Partner)-University of Szeged

### 1. Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P)

The University of Szeged is one of the biggest universities in Hungary with high quality innovation activity and great influence to the regional and innovation development of its surrounding area. The university is located in Csongrád County, in Szeged, which is in a triborder area as the city is close to the Romanian and Serbian border. As the innovation activity of the organizations spreads in concentric circles the area of intervention of the university exceeds the territory of Csongrád County and impacts also the cross-border areas located in Romania and Serbia. Although, the capacity of the organization is limited so the main area for which the action plan will be created is Csongrád county, however in various aspect the cross-border connections will also be examined.

### **1.1 MAINSTREAM PROGRAMMES OVERVIEW**

The current policy papers can be examined in different levels for the programming period of 2014-2020. The national level, the regional level and the county level will be detailed supplemented by the inner policy paper, the Organizational Development Plan of USZ.

The national directions are concluded in the Partnership Agreement. As the financial stability was achieved catching up became the prior national goal of Hungary. This prior goal is defined in a double structure manifesting in a comprehensive development objective and the related 5 element development areas. The comprehensive objective of the EU2020 Strategy and the National Reform Program is the achievement of an economy which creates high added values and ensures the improvement of employment. The 5 national development priorities are:

1. Enhancement of competitiveness of the economic operators and the strengthening grater of their international involvement
2. Improvement of the employment level
3. Enhancement of the energy- and resource efficiency
4. Consolidation of the social and demographic problems
5. Delivery of the local and regional development actions which contribute to the economic growth

It should be highlighted that the priorities were defined in accordance with the Europe 2020 strategy covering the proposed 11 thematic development objectives recommended by the European Commission.

On regional level the most relevant challenge to overcome is the management of the territorial and economic differences and the improvement of the local economy. Thus, the development directions focus on the sustainable development, the increase of the

employment level and the achievement of convergence regarding the territorial and social differences.

On the next level the development ideas of Csongrád County are presented in the frame of the Csongrád County Territorial Development Concept. Adapting to the special characteristics and needs of the County the proposed development directions are the following for the period 2014-2020:

1. City network of the tri-border area of nodal region: knowledge concentration and cohesion
2. Creation of resource efficient economy, adaptable to the climate changes
3. Cooperative economy based on well-educated and entrepreneurial minded society capitalizing on the main economic sectors

Starting from these principles the development concept is defined in 3 strategic and 4 specific goals which will be the base of the operational programs of the County. Horizontal goals are also defined which act as comprehensive principles for the whole development plan. The key words of the plan are the land, water, innovation and synergy. From the specific goals the initiatives should be highlighted which focus on the strengthening of the USZ position in the field of education, research and innovation, also the ones which are designed to boost the innovation performance of the County. The activities involve the construction and operation of a research facility called Extreme Light Infrastructure located in Szeged and the delivery of the related Biopolis Park. The influencing role of USZ also appears in the USZ centered economy development initiatives.

Finally as the University of Szeged is the main actor in the planning and future implementation of the proposed action plan the inner development aspects of the organization should be presented which are defined in the Organizational Development Plan. The main goal of USZ is to become a third generation university. Third generation university simultaneously focus on educational, research and knowledge-exploitation activities working with specialists, experts, entrepreneurial and educators creating high-quality added value. To achieve the proposed role the plan of the university includes these efforts structured in general, specific and horizontal goals which are detailed in priorities. The general goal is to become internationally competitive, sustainable, quality-oriented organization which strongly connects to the local economy. The specific goals are defined along the following four pillars:

1. Education: creation of an education which find the balance between the elite and the mass education, creates synergy between the faculties and also adaptable to the needs of students and labour market.

2. Research: improving the research activity to bridge the academic knowledge with its practical usage, to create comprehensive scientific profile which adapts to the local economy.
3. Cure: Active participation in the tasks of modern medicine, prevention and medical development.
4. 3.mission: Making the university an organization which creates balance of academic, social and market knowledge adapting to the local economy and the needs of the society.

From the 4-leveled policy analysis it is clearly visible that Hungary pays focused effort to the development of innovation, its related policy and infrastructural environment. The efforts also reflect that the country is keen on continuously developing its capacities to catch up the European development level. This effort is an excellent basis for responsible innovation. As RI is a highlighted innovation direction in the 2014-2020 programming period inside Europe the endeavors to implement and disseminate the concepts will be received in positive acceptance.

## **2.SWOT of the Innovation and Entrepreneurship System in the Area**

Innovation means the creation and the introduction of a new/significantly improved product (an item or service) or process, a new marketing method or a new management method. It can be considered as a process, during which a product is being developed that is new for the market. Entrepreneurship can be interpreted as an intention to launch new businesses instead of being employed by others. Entrepreneurship means the pursuit to create new enterprises.

Responsible innovation is an interactive and transparent process. The essence of it is that the innovation actors and all the other social players who participate in the progress of innovation take the common responsibility for social acceptability, the ethical aspects and the environmental sustainability of the outputs of the innovation. Therefore in the definition of the innovation, responsibility appears in three dimensions: in ethical, social and environmental aspects.

The regional policy of Europe follows the logic of convergence and cohesion policy, it has been turned from the former unilateral growth policy to the wise and inclusive growth. Considering the environment of the innovation and the enterprises, questions arising globally must be taken into account. These

questions are the climate change that has a huge impact on, for example, the energy production and –consumption, or the agriculture, so in these areas strategic decisions are required. This change goes along with the globally increasing value of the drinking water and food. It is important to measure and estimate the effect of these factors on both the regional and the micro-regional level, since they can basically determine the strategy development.

According to the Development Concept of Csongrád County, the main goal of the developments in progress is to improve the national and international competitiveness of the area by the expansion of the international and national affairs, and by creating stable economic and social processes. In order to achieve this, the document defines three main strategic goals. First of all, to **ensure a balanced economic growth (1)** on the basis of the highly educated human capital, **the improvement of the conditions of the capital inflow**. The second goal is **to ensure the sustainable regional growth (2)** by strengthening the industrial and service sectors. The development of the rural population's life conditions by improving the urban functions and the relation between the settlements are also targeted. The third strategic goal is to create a **healthy, aesthetically pleasing, attractive environment besides the preservation of the existing social, cultural and natural values (3)**. The development priorities imply these strategic goals, which are the following:

- The renewal of the economic structure of the county
- Stimulate the economic relations: improving the conditions of the flow of capital, products, workforce and information
- A differentiated and coordinated human resource management: the development of the strategic elements of the human capital, and the improve of the lagging social groups' situation
- Strengthening the regional relations, region-developing
- Creating a healthy human environment

Framework conditions are all those extern factors, conditions, which let the project partners work out certain strategies and actions in connection with the responsible innovation, and put them into practice. The innovation frame conditions are generally considered to be: *research and the exchange of the knowledge, the demand, the business environment and competition, entrepreneurship and financing, infrastructure, services and human resources*. Responsible innovation also expands the scope of stakeholders, handles risk-management, and improves the quality of life. Project partners have to decide all these factors, they have to handle them in details, so they have to make a conscious decision about the mentioned issues.

**Table 4.2.1** The SWOT matrix of innovation and Entrepreneurship system of the area of Intervention of USZ

Strengths	Weaknesses
<p>In the aspect of the future development of several important sectors/areas of activity, the location and several natural facilities of the region are favorable (it is the interchange of important European and intercontinental paths, is rich of geothermic and thermal water, etc.).</p> <p>The presence of the international companies is significant, the Hungarian economy can primarily connect to the World Economic Processes through them.</p> <p>There are several R+D science centers.</p> <p>Progress in the field of the R+D cooperation between the higher education and corporate sector.</p> <p>Excellent researchers and internationally outstanding results in R+D achievements. There are outstanding results in several science and technology fields also.</p> <p>Presence of industries and business areas with growth potential.</p>	<p>The level of R&amp;D investment is low, the R&amp;D capacities of the state are not focused.</p> <p>The regions' development level is not equal.</p> <p>The market structure is dual – the number of competitive large companies, who generate the bulk of the export is low, and at the same time there are many small and medium sized enterprises, with mainly low competitiveness. There is no significant contact between the enterprises of the two different sectors.</p> <p>The SME-s lack of capital, their access to extern funding is unfavorable.</p> <p>The development of the ICT infrastructure which is necessary to run businesses do not reach the EU average.</p> <p>The R&amp;D performance of the SME sector is weak.</p> <p>The cooperation between the enterprises and the networking is not intensive enough, what leads to competitive disadvantages.</p> <p>The level of entrepreneurial culture</p>

	lags behind the EU standards.  The differentiated business development system is underdeveloped.
<p style="text-align: center;"><b>Opportunities</b></p> <p>Strengthening the role of a regional logistical center.</p> <p>Further convergence of the education and training structure to the market needs.</p> <p>Development of economy alongside the breakthrough points of focused, functional fields (RDI, etc.) and sectors/smaller, specified areas of activity.</p> <p>The development of the technology transfer to increase the use of the benefits of the R+D results in socio-economic aspects.</p> <p>The use of the highly developed intellectual capital from science and technology as a tool of attracting and retaining FDIs, and by urging those activities with high added value.</p> <p>Employment can be increased by encouraging the labor market, and by some active labor-market actions, like actions that improve the social economy and education.</p> <p>Strengthening the connection to the EU co-financed RDI projects.</p> <p>The innovative development of the personal and community services.</p> <p>The support of the innovative SMEs, which have a high employment and growth potential.</p>	<p style="text-align: center;"><b>Threats</b></p> <p>The continuous growths regional differences.</p> <p>As a reason of acceleration of the digital economy and the growth of the unemployed proportion, the diversification of the society gathers.</p> <p>International firms leave the country.</p> <p>As a reason of the energy dependence, the country can be affected by the changes of the international energy market.</p> <p>The emigration of work force continues (in the highly educated segment also)</p> <p>The globalized (highly opened, export-oriented) Hungarian market can be hit by the prolonged international economic and financial crisis.</p>



Make the use of the renewable energy source more effective and wider (by the wider use of the ICT tool system)	
--	--

The capabilities that derive from important assets based on SWOT analysis:

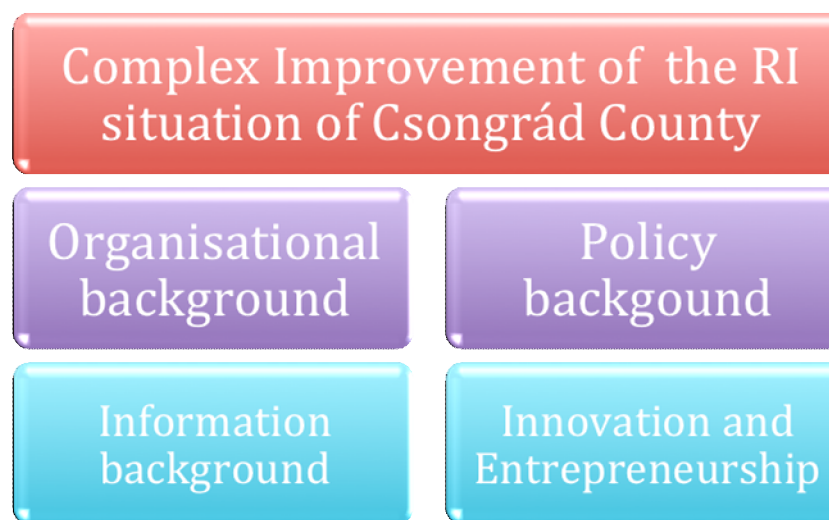
- Ability to create a regional logistics center and to integrate the Hungarian education system to the international demand.
- There is a potential in the R+D Centers for more researches, of which results can be delivered easier to the SMEs by developing the communication (~technology transfer).
- Organizing workshops and conferences to create a meeting point for the international firms and the educational institutions. Launching programs which support the SME's R+D activities.
- Supporting the SME's by the promotion of the innovation, and provide them with the knowledge about the renewable energy sources.
- Development of the economy by focusing the R+D capacities of the state on specified areas, with a greater promotion of the technology transfer.
- The promotion of the networking among SME's by the innovative development of the personal and community services.
- Increase the competitiveness of the firms by developing the infrastructure that is necessary for their operation.

### 3. Concept for Implementation

In Csongrád County the biggest weakness in regards of Responsible Innovation is the lack of knowledge about, and interest in the concept. Thus, the FaRIInn project team considers important to design an action plan which can continuously improve this situation after the project closure. The two main actors who will be involved in the implementation are the **University of Szeged** and the **Municipality of Csongrád County**. The first specific goal of the action plan aims at *integrating the most important RI characteristics in the organizational background of the implementation leading institutions*. Once, the two organizations can genuinely represent the RI values the next step is to *create a policy environment which support the implementation of RI activities in the area*. As soon as the policy environment can provide the needed supportive role the two main actors will

undertake *awareness raising campaign to improve the level of understanding of the new innovation concept*. The first 3 specific goals will create an environment which is inclusive to RI not just in terms of the lay public, but also in the research, innovation and entrepreneurship context. Thus, in the fourth specific goal the *relevant innovation and research facilities of the area will be engaged to integrate RI principles to their operation*. The ELI facility should be mentioned as highlighted target. Regarding the entrepreneurship context the goal is to help the local businesses in creating and implementing RI tools and projects. The 4 specific goals follow each other in time, thus the implementation of the previous one opens up the possibility of implementing the next. Thus, in ideal circumstances all the 4 goals can be implemented capitalizing on 1 single capacity set up with the goal of coordination of action plan delivery.

**Figure 4.2 1.** The main and specific objectives of the Action Plan



Source: own construction

The proposed specific objectives lead RI through a carefully planned path improving the RI situation of the area step by step. However, the implementation of this action plan requires strict control of the activities and well-designed project management structure. Thus, a coordination facility should be formed in the frame of Csongrád County. The capacity should include a direct responsible who will control and assess the advance of the action plan, and a small team who will be responsible to engage the stakeholders and execute the tasks related to the action plan goals. The University of Szeged, more

especially the Directorate for Strategy and Development will have supportive and consultative role providing its Responsible Innovation expertise and experience in every needed case. As the Municipality of Csongrád County is the coordinator there is direct connection to the policy makers and the policy environment. The cooperation between the municipality and the local FaRIIn project team already had significant results on the policy environment which plays important role in the identification of resources for the implementation. The Csongrád County Development Concept for the period 2014-2020 explicitly contains as strategic goal and operative action the Support to integrate the Responsible Innovation concept to the County. The Development Concept explicitly says:

***Supporting the integration of Responsible Innovation:*** *The initial phase of enhancing Responsible Innovation, is to involve all the relevant stakeholders and collect their inputs to design a County specific RI model. Afterwards, the goal is to promote this RI model among the innovation actors and stakeholders. As soon as the attitude change is initiated the initiatives target the close integration of RI principles into the mindset of the lay public and the operation of the relevant organizations.*

#### **4. Development and/or Integration of PA/GPs from partner and other regions**

As it was previously stated the dissemination of the RI concept is the biggest challenge during the introduction of the concept in the region. Thus, examples of successfully disseminating the Responsible Innovation concept were analyzed to choose the most region suitable example. The FaRIIn lead partner, CISE delivered the even “Innovazione Responsabile” which completely suits to the needs of our region.

##### **4.1 GP: “INNOVAZIONE RESPONSABILE” EVENT**

In 2011, in cooperation with the Fondazione della Cassa dei Risparmi di Forlì (bank foundation), the Romagna Creative District and a number of local authorities, including the two local scientific and training hubs of the University of Bologna, the Chamber of Commerce of Forlì-Cesena launched the series of events that go under the title of L’Innovazione Responsabile (Responsible Innovation). The first event was held on September 09th and 10th, 2011, and the second took place on May 17th and 18th 2013.

The format of the event includes: conferences, seminars, workshops, exhibitions and shows. The idea is to resort to a variety of event to disseminate the concept/s and practices of responsible innovation to a wide audience, including all relevant stakeholders: enterprises of all sizes, citizens of all ages, public authorities, associations, schools and universities, etc. Discussion within the different events varies from philosophical to hands-on, with craft-workshops.

The same complex program will be set up in Csongrád County in the phase of information background enhancement. Special focus will be put on the involvement of experts from the university and raising the RI awareness of the young generations (mainly university students).

## ***5. TRANSFER AND IMPLEMENTATION TEAM***

---

To adequately adapt the Good Practice the management structure of the original GP will be followed. A high-level scientific committee of around 10 members will be set up with the tasks of designing and steering the event, coordinated by the Municipality of Csongrád. To manage the complexity of 50 events running over two days an operational committee of 15 members will also be appointed. The operational committee will represent at least 5 entities that contribute directly to the funding of the event, either financially or in kind or both. The adaptation will be supported by the direct connection between the University of Szeged and CISE. This way the adaptors can directly turn to the owners of the idea in case of any difficulty or arisen problem.

## **6. Implementation Schedule**

The proposed action plan contains complex tasks thus their successful implementation will require time. The implementation process will start with the formulation of the management body. Following this the 4 specific goals will be torn down in line of actions which will result in a successfully implemented plan. The maximum timeframe of the implementation includes the period 2014-2020 but the proposed frame aims at integrating the plan in a shorter period, as it can be seen below:

**Table 4.2.2** The implementation goals

Specific goals		2014	2015	2016	2017	2018	Milestone
Management body	Cooperation agreement between the two implementation leading institutions						Written cooperation agreement
	Set up of the management body (creation of communication flow, etc.)						The whole management body is set up
	Active operation (monitoring and control)						The monitoring and control system is set up
Organisational implementation	Assessment of the initial organisational RI conditions						Report presenting the current RI situation of organisations
	Creation of an ideal implementation plan						Implementation Plan
	Set up and testing of RI focused operation						RI focused operation plan
Policy Implementation	Assessment of the policy environment (where to integrate RI)						Report on key improvement points

	Update of the policy environment and input collection						Updated policy papers
	Continuous improvement of the policy environment to become RI compatible						Updated policy papers
Information background integration	Awareness raising for the lay public						10 engaged target groups
	Awareness raising for the innovation and entrepreneurship sectors						Engagement of key actors and stakeholders
	Delivery of the Good Practice Example in local context						Event delivered with significant participant number
Innovation and Entrepreneurship Integration	Engagement of the most important actors and stakeholders						All the previously defined groups are engaged
	Seminars and guidelines for the interested parties						Seminars delivered with significant participation rate
	Continuous support in the RI compatible operational processes						Companies and research infrastructures operated by RI

							compatible approach
--	--	--	--	--	--	--	---------------------

## 7. Budget allocation and Resources

The budget is strictly linked to the proposed RI development in the Csongrád County Development Concept. Following this line the budget for the implementation is the following presented jointly with the necessary indicators:

Action	Output indicator	Result indicator
2. Supporting the integration of Responsible Innovation	Persons involved in the creation of the RI concept (number)	Number of RI enhancing policy recommendations (number)

Action	Allocated resource (million HUF)	Financing Operational Program
5. Supporting the integration of Responsible Innovation	100	Economic and Innovation Development OP 2.

The action plan's primarily financial resource will be the allocated budget in the Development Concept. The Municipality will coordinate the distribution of resources among the relevant actors and stakeholders. Moreover, during the period 2014-2020 the University of Szeged will undertake projects financed by the European Union to support the activities of the Municipality. Special attention will be paid to the involvement of

stakeholders. Each specific goal requires the cooperation with different circle of stakeholders. The comprehensive presentation of the concerned parties is impossible in this initial phase, however it will be concentrated on local SMEs, research and innovation facilities, development agencies and professional associations, clusters, universities and policy makers.

## **8.Expected impact**

### **8.1INDICATORS OF PROPOSAL**

The line of actions presented in the implementation plan is expected to radically increase the knowledge of Responsible Innovation in the region of Csongrád County, also in the whole intervention area of the University of Szeged (including the cross-border territories). The implementation of the Good Practice of CISE will be beneficial in the broad dissemination process. The success of the event will be measured by the number of participants, the diversity of the represented target groups and the quality of the media responses for the event. The explicit impacts of the proposed action plan are the more RI focused operation of the local organizations and the increased number of local people informed and conscious with the RI concept and its benefits.

### **8.2MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED IMPACT**

The monitoring processes for measuring the expected results will follow the monitoring approach of the whole action plan. Thus, the indicators will be set up in the beginning of every action and the implementation team (involving peoples with relevant expertise in the given area) will collect and assess the inputs. In the end of every action the collected inputs will be structured and the conclusions will be drawn and presented in the form of informative reports.

### **8.3CONTRIBUTION TO LISBON AGENDA**

The FaRIIn project is completely aligned with the aim of the Lisbon strategy: *“support and promote actions to enable the European Union to achieve continuous improvement of quality of life for both current and future generations, through the creation of sustainable communities able to manage and use resources efficiently and to tap the ecological and*



*social innovation potential of the economy, ensuring prosperity, environmental protection and social cohesion”.*

The proposed action plan for project closure follows the same approach. The action plan is designed to integrate all the three most important dimensions of RI. The social dimension is ensured by the possible widest involvement of the target groups in the design and delivery of the actions. The environmental dimension integration is a basic criterion for all the parties involved in the actions both in every day operation and future development directions. These two will be the contributors to the achievement of the social cohesion and the sustainable development of the Region. But the action plan aims to go beyond the general goals of the Lisbon strategy. It is designed to integrate the third, ethical responsibility dimension to its operation. This will ensure that the delivered actions are completely in line with the European values and ethical expectations.

## **Official Declaration: Support for the Action Plan for Csongrád County**

The following organisations have contributed to the FARINN project during the preparation of transfer and implementation of Good Practices from FARINN partner and other regions and actions related to FARINN objectives in Csongrád County

- University of Szeged
- LC Innoconsult International Ltd.
- EX-ANTE 2020 Ltd.
- Municipality of Csongrád County

All these institutions acknowledge the added value of the FARINN project and its contribution to the Mainstream Programmes and/or other regional mainstream programmes, provided through interregional collaboration, identification of valuable Pilot Actions - Good Practices and development of the own Action Plan with the purpose to show the advantages that enterprises and the community at large can gain from responsible innovation and to design and test comprehensive models to do so.

FARINN goes to the heart of this problem and proposes a double sided solution of new governance mechanisms, strengthening the capacity of institutions to design and develop responsible innovation strategies, and of awareness raising among a public that should be ever more informed of and involved in public policy making. FARINN focuses on innovation models that respect the principles of sustainability, social responsibility and better quality of life. FARINN works to enhance identified framework conditions and lay a path for responsible innovation, particularly considering: accountability; transparency; low environmental impact; health and safety; work conditions; R&D investment and life-long learning; risk management; intergenerational fairness. FARINN involves a series of innovation actors, both as partners and stakeholders.

During the FARINN project the above mentioned authorities, stakeholders and actors have participated in extensive pilot and transfer activities, in view of a possible import into the region of Csongrád County related to the following Good Practices:

- RI awareness raising among local stakeholders and actors
- Policy environment update following the RI principles

We consider the import of the abovementioned Good Practices, with necessary adaptation according to regional context, to represent potentially valuable input for economic development in Csongrád County.

The annex of this declaration contains the detailed Action Plan for Csongrád County.


We hereby confirm our support to the import and implementation of the above mentioned Pilot Actions - Good Practices in the Local/Regional/National mainstream programmes according to the developed Action Plan.

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_


Official Stamp: 

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Official Stamp: 

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Official Stamp:



## 4.3 Action Plan of Romania (EU Partner)-Timis County Economic and Social Development Agency (ADETIM)



### 1. Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P)

#### 1.1 MAINSTREAM PROGRAMMES OVERVIEW

- Short overview of objectives and priority axis (including budget available)

The National Strategy for RDI includes several large axes to be financed through various programmes (EU and national funds).

a).Creating a supportive background to encourage private initiatives, through fiscal loans, risk capital loans and guarantee funds, proper management of intellectual property rights.

b). Support for the smart specialization process in the fields of bio-economy, IT and ICT, energy and environment protect, eco-technologies

c). Supporting companies to launch R&D projects, either on their own or in cooperation with R&D organizations. This includes financing subject oriented projects through several long and short term measures, financing RDI projects directed towards innovating products and services in economic sectors with a high development potential.

d). Promoting competitiveness centres, as instruments to support interactions between public financed research, private companies and public services sector through joint research projects and activities.

e). knowledge transfer infrastructure and innovation incubators will be supported through the training of human resources involved in the technology transfers, a program to support marketing training of university's human resources, the development of intellectual rights transfer transactional platforms.

f). Increasing and focusing organizational performance through directing financing towards institutional partnerships, support for large infrastructures, and promotion of innovation clusters around large infrastructure.

- Actions already undertaken within priority axis: not applicable
- Flexibility of axis to allow the implementation of the AP including integration of PA/GPs from partner regions

Actions included in the Action Plan can be financed in the c) and f). Axis (for projects launched by RDI organizations and/or companies).

- Description of decision making process for consensus building and implementation of AP in the national/regional/local mainstream programme

The local actors in the field of innovation, already involved through the FARINN project in an collaborative network, will be presented with the available financing opportunities (as specified in the national and EU funded programs) and asked to design their objectives and actions to be undertaken. The proposed actions will be discussed in the local meetings of the partners and agreed upon. The actions will be later implemented as the financing becomes active.

## **2. SWOT of the Innovation and Entrepreneurship System in the Area**

- Understanding the nature of the Innovation and Entrepreneurship with emphasis to Responsible Innovation

The results of the local analysis shows that the most important factors considered by companies in regard of innovation activities are: expanding the production and services, opening new markets, increasing the market share, increasing the production capacity and the efficiency of production processes or services. The importance of these factors manifest a climbing trend in most cases – they are factors that were important in the past three years, but that will be even more important in the near future. The least important factors that influence innovation related decisions are: using and promoting the cultural heritage and local community involvement. Responsible innovation actions therefore concern mostly environment protection and have rather limited direct social impact. Social responsibility is an aspect mostly overlooked: 85% of the companies that underwent innovative activities don't have a CSR strategy within the organization and 92.3% of these companies don't offer social incorporated services.

Most of the companies included in the study do not undergo common activities with various players (clients, consumers or local and national authorities) to reduce the negative effects of the innovation process on the environment, community or future generations. The only collaboration activities that are more common among these companies are done with certain partners that they cooperate/work with. These collaborations to reduce the negative effects of innovation on the environment generally mean using more environmentally friendly materials, using less damaging technologies, and involving the waste management companies.

- Identification of key changes in the environment of Innovation and Entrepreneurship (uncertainty, conditions, complex situations)

In the last years the number of persons working in R&D has decreased, as has the funding. Innovation has been promoted and implemented mostly in terms of technological upgrades performed via imported/transferred know-how and equipment. Timis County's economy is mostly sustained by microenterprises; there is reduced interest from the part of companies for R&D activities. Timis County has quite a large number of persons involved in academic activities and R&D activities in academic institutes and research centres, but there are little to no relations with the economic agents. Therefore, practical research and applied research is almost non-existent.

- Brief description of overall local/regional/national Innovation and Entrepreneurship policy and support in the region

Through the Partnership Agreement for the 2014-2020 period and the subsequently elaborated Operational Programme for Competitiveness, Romania has scheduled 19.43% of the total European Funds for Regional Development to the Objective 1 of the Competitiveness Programme – RDI. “Consolidation of research, technological development and innovation” was established as a thematic objective at the level of the national Operational Programme “Competitiveness”. The actions to be undertaken in this programme are designed to contribute to the general objective of improving the research and development conditions so that combined contributions from the public and private sector rise up to 2% of the GDP.

The actions to be financed under this programme include:

- b) Supporting private investments in RDI and collaborative research between companies and research organizations;
- c) Promoting financial instruments to support the risks of private investments and stimulate the development of innovative start-ups and spin-offs
- d) The creation and development of support research infrastructure for innovation and technological transfer, especially in less developed regions of Romania, according to the principle of intelligent specialization

There is also a National Strategy for RDI, that includes several large axes to be financed through various programmes (EU and national funds).

- e) Creating a supportive background to encourage private initiatives, through fiscal loans, risk capital loans and guarantee funds, proper management of intellectual property rights.
- f) Support for the smart specialization process in the fields of bio-economy, IT and ICT, energy and environment protect, eco-technologies
- g) Supporting companies to launch R&D projects, either on their own or in cooperation with R&D organizations. This includes financing subject oriented projects through several long and short term measures, financing RDI projects directed towards innovating products and services in economic sectors with a high development potential.
- h) Promoting competitiveness centres, as instruments to support interactions between public financed research, private companies and public services sector through joint research projects and activities.

- i) Knowledge transfer infrastructure and innovation incubators will be supported through the training of human resources involved in the technology transfers, a program to support marketing training of university's human resources, the development of intellectual rights transfer transactional platforms.
- j) Increasing and focusing organizational performance through directing financing towards institutional partnerships, support for large infrastructures, and promotion of innovation clusters around large infrastructure.

The Western Region's Economic and Social Development Strategy for the 2014-2020 period includes several objectives and axes to be financed through EU and national programs:

- k) Increasing regional competitiveness through the promotion of smart specialization and innovation. The development axis is aimed at promoting research, technological development and innovation. Priority investments are considered the ones aimed at
- l) developing RDI infrastructures (mainly through the improvement of the existing ones) and promoting competence centres.
- m) Supporting private investments in RDI, creating clusters and provider chains.
- n) Support of key sectors that have a smart specialization potential

Definition of the relevant areas/fields of support provided for FARINN

- Description of strengths / weaknesses (internal factors), opportunities and threats (external factors) of the regional Innovation and Entrepreneurship support for those defined areas/fields which are of interest under the FARINN project

Internal factors:

a) Strengths:

- due to geographical position, the area is eligible for financing in various programs (including transnational and cross-border);
- there are several universities and research organizations in the area, covering all main fields of science
- there are numerous companies acting in high tech fields: IT, communications, automotive

b) Weaknesses:



- Economy is sustained mostly by micro-enterprises that do not have the funds and/or trained human resources to engage in research projects;
- The research centres and organizations acting in the area are not used to work together towards common goals;
- There is no relationship or network to facilitate contact between research organizations and private companies and establish a mutual benefit collaboration;
- The legislation does not encourage collaboration between economic agents and research organizations.
- The concept of Responsible Innovation is understood mostly as a “care for the environment” responsibility

External factors:

c) Opportunities:

- The financing programs included in the 2014-2020 strategy provide multiple opportunities and support for the initiation of market-oriented research projects
- There is already a developed infrastructure in the R&D sector, which needs to be modernized; financing for the improvement of R&D facilities is included in the National Strategy for RDI
- Through the Pilot Actions implemented in the FARINN project has been created a small network of RDI organizations and initiated a relationship between economic agents and research organizations

d) Threats:

- The accelerated migration of highly qualified R&D personnel towards other countries, together with the educational problems of the new generation can lead to a shortage of young, qualified researchers;
  - The high rate of depreciation of equipment and technologies at work in high-end fields can make the existing infrastructure unusable or obsolete
  - The high level of professional competition in the RDI fields may impede collaboration
  - Lack of marketing skills and personnel can obstruct collaboration between economic agents and RDI professionals.
- Definition of Capabilities that derive from important assets (after strength and weaknesses analysis)

- Capability to launch RDI cooperative projects in partnership between R&D organizations and companies;
- Capability to sustain complex R&D projects requiring highly trained professionals and a highly developed infrastructure

### 3. Concept for Implementation

Detailed conceptual description of the Action Plan (AP).

The term Implementation refers to the process of elaborating and organizing all activities included in the AP. Key considerations for providing a meaningful structure for the formulation of the AP, as well as key elements that define implementation details should be included in the description, such as:

- Purpose, clarity about the ultimate goal, understanding of relative changes in activities and resource capabilities

The Action Plan is aimed at improving and promoting cooperation between the economic sector and the RDI agents acting in the area of Timis County. Also, the measures intend to promote applied research and market-oriented research using the resources already existing in the area.

As the studies and interviews carried out during the activities of FARINN project have shown that one of the main problems in the area is the lack of market-oriented and economic applications and use of research resources, and not the lack of these resources, the Action Plan intends to change this situation. As the Action Plan is primarily concerned with promoting cooperation and economic integration of existing RDI resources, the budget needs will be significantly lower than those needed for investments in infrastructure. Human resources are to be provided by the partners involved in the implementation of the AP.

*In order to continue the implementation of the good practices and collaboration protocols developed in the FARINN project, ADETIM and the local partners have developed an action plan focused on designing and implementing local and transnational initiatives and policies in the field of innovation.*

*General objective:*

*Design and implement local and transnational initiatives and policies in the field of innovation.*

*Specific objectives:*

- 1. Develop partnerships between RDI organizations and economic agents,*
- 2. Increase cooperation between various RDI organizations and clusters*
- 3. Encourage RDI initiatives and projects, especially ones developed in local or transnational partnerships*

*Measures:*

- 1. Sustain and support the relationships created in the FARINN project through the pilot actions between economic agents and RDI organizations (especially universities).*
  - 1a. ADETIM will encourage the RDI organizations to nominate persons responsible for maintaining contact with the economic agents and the local Chamber of Commerce, Industry and Agriculture. The person(s) will be invited to participate in meetings focused on innovation and/or research that are organized in other projects*
  - 1b. Economic agents and RDI organizations will be contacted periodically and asked to update the information on the website [www.inovaretimis.ro](http://www.inovaretimis.ro) created in the FARINN project. On the website could be also posted requests for assistance from the part of economic agents to RDI organizations.*
  - 1c. RDI oriented universities will be encouraged to send their interested students to work in companies and study their problems and eventually suggest solutions or RDI projects to be developed in collaboration.*
  - 1d. RDI oriented universities will be encouraged to contact economic agents and the local Chamber of Commerce, Industry and Agriculture in order to find companies interested in providing access to students for work practice.*
- 2. Create a strong open network to include RDI organizations at local, national and international level.*
  - 2a. ADETIM will publish on the website in the FARINN network [www.inovaretimis.ro](http://www.inovaretimis.ro) (1) opportunities for financing opened to RDI organizations,*

*especially the ones dedicated to projects developed in partnerships and (2) innovation demand / ideas.*

*2b. RDI organizations will be encouraged to nominate at least one person to maintain contact with the other partners, through the network or through direct contact.*

*2c. ADETIM will inform the partners upon the financing available for RDI projects and assist them in finding eligible partners.*

*3. Encourage the development of collaborative projects.*

*3a. ADETIM will include the projects proposed by the local actors in the innovation field in the Timis County Strategic Program for the 2014-2020 periods.*

*3b. ADETIM will present to the Timis County Council project ideas developed by the local actors in the field of innovation, projects that could benefit from the participation of the local authorities.*

*3c. ADETIM will contact RDI organizations in order to receive information on their development objectives and projects' ideas.*

- Basic disciplines of project management, stakeholder management, resource and time planning, controls, communication mechanisms, reviews; Political involvement, support of the process needed from the policy making or administrative hierarchy (local, regional and or national administration, Managing authority of R/N\_M\_P or responsible organisation of those mainstream programme(s) which will be used to finance the implementation)

The Local Responsible Innovation platform created during FARINN project will be the main field area of debate and decision.

- Continued support necessary?

Support for the continuous maintenance and development of the cooperation network would help and encourage other local actors to develop RDI projects. In the absence of continuous support the cooperation network depends exclusively of the volunteer effort of the members of the network.

#### **4. Development and/or Integration of PA/GPs from partner and other regions**

- How single PA/GPs will be integrated into the own Action Plan - AP (demonstration of transfer and import!)
- Adaptation required for integration of relevant PA/GPs into the own regional framework.

Considering the limits of the budget available

#### **4.1 PA/GP 1: GOOD PRACTICE TO BE TRANSFERRED: “WOMEN’S COOPERATIVES IN GREECE: AN ON-GOING STORY OF BATTLES, SUCCESSES AND PROBLEMS**

- Short description of PA/GP, highlighting aspects of particular interest

The GP was focused on helping women from rural areas to start their own business, using their skills in traditional products manufacturing. The action has shown that most problems have emerged from the lack of production equipments and the lack of management know-how.

- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP

Timis County has several undeveloped rural areas; also people inhabiting these areas are generally old and skilled in making traditional products. Even in the urban areas, there are people that could start a business but do not start one because they not know how. What it is lacking, apart from equipment, is the know- how about how to start and manage a small business. The European Union has provided, and will continue to provide opportunities for purchasing the required equipment; but EU financing generally does not provide training in areas concerning incipient business.

- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept

ADETIM has designed a pilot action that combines parts from two different GP of the partners; we have imported from this GP the idea of organizing training seminars for potential entrepreneurs or people that have already started a business but who lack training in management.

#### **4.2 PA/GP 2: GOOD PRACTICE TO BE TRANSFERRED: “INOVAZIONE RESPONSABILE”**

- Short description of PA/GP, highlighting aspects of particular interest

The good practice of the Emilia-Romagna partner consisted in a series of events (conferences, seminars, presentations and fairs organized in collaboration between Fondazione della Cassa dei Risparmi di Forli and a number of scientific and training centers of the Bologna University and the Chamber of Commerce of Forli dedicated to promoting the concept of Responsible Innovation.

- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP

As the results of the Local Analysis have shown that the concept of Responsible Innovation is not well known and implemented by companies in the Timis county, we have decided is important to organize actions to promote the concept especially at the entrepreneurs' level.

- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept

We have included in the training part of the pilot action organized by ADETIM also presentations of the concepts of Responsible Innovation and all involved aspects (ethical, social and environmental).

Also, a website was designed to promote cooperation between the members of the local network, companies and research organizations.

## **5. Transfer and Implementation team**

- Selection of line managers and personnel to participate in the implementation process, inclusion of cross functional managers that can help the integration process

The line managers and personnel participating in the implementation of the pilot actions is formed by the FARINN project's team and volunteers from ADETIM.

- Territorial Involvement (service providers and others involved in the practical transfer of the good practice)

The organization of the event and the training was provided by a contracted firm, as a result of a public procurement procedure.

The website was designed by a software company, under the direction of the FARINN project manager.

## **6.Implementation Schedule**

- The explicit formulation of the implementation Process

The implementation has begun during the designing of the FARINN website, on which was posted information regarding the members of the local network. The implementation of the Action Plan will continue with the designation of the persons responsible for maintaining contact between the members of the local network from the part of each member. The information will be updated by ADETIM monthly with data on financing possibilities, projects under development and actions organized in the field of innovation by partners or other entities.

Members of the local network are expected to provide information regarding the projects they are developing, requests for partnerships, interest in various actions in the field of innovation.

- Schedule for implementation of Action Plan:
  - mainstreaming in the next R/N\_M\_P period 2014 – 2020

At the present, Romania does not have clear dates for the launching of calls or actions in the 2014-2020 periods.

## **7.Budget allocation and Resources**

- Financial budget with source of funding

The website will be maintained from the ADETIM's budget. Projects to be launched by the members of the local network will be financed according to available financing programs, for which we do not have (yet) data regarding the budgets available.

- Direct or indirect costs, investment costs, Staff required for implementation / management of implemented support measures for entrepreneurship (# person months/year), adjustment costs for making changes required

The Local Responsible Innovation platform created during FARINN project will be the main field area of debate and decision, related also to budget issues and funding.

## **8.Expected impact**

## **8.1 INDICATORS OF PROPOSAL**

- Expected results from implementation of Action Plan concept (including quantifiable and measurable impact of PA/GP implementation on statistics of the region, qualitative impact)
  - WP lead partner will provide relevant indicators

## **8.2 MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED**

As founder and coordinator of the Local Responsible Innovation Platform, ADETIM will monitor the development / achievement of the proposed measures within this Action Plan.

## **8.3 CONTRIBUTION TO LISBON AGENDA**

*How will the implementation of the Action Plan contribute to the Lisbon Agenda?*

By its objectives and measures our proposed Action Plan is addressing and contributing to follow Key priority tasks for reaching the goals\* of Lisbon strategy are (EC, 2005):

- investment in knowledge and innovation and establishment of attractive business environment
- creation of more and better jobs and at the same time maintaining social cohesion
- impact on flexibility of labour market

## **Official Declaration: Support for the Action Plan for *Timis County***

The following organisations have contributed to the FARINN project during the preparation of transfer and implementation of Good Practices from FARINN partner and other regions and actions related to FARINN objectives in Timis County:



**ADETIM – Agenția de Dezvoltare Economico - Socială Timiș**, as FARINN project partner and RI concept implementation facilitator inside Local RI Platform, alongside:

1. **Consiliul Județean Timiș;**
  2. **Primăria Municipiului Timișoara;**
  3. **Agencia de Dezvoltare Regională Regiunea Vest;**
  4. **Asociația TEHIMPULS;**
  5. **Universitatea Politehnica din Timișoara;**
  6. **Universitatea de Vest Timișoara;**
  7. **Universitatea de Științe Agricole și Medicină Veterinară a Banatului Timișoara;**
  8. **Institutul de Cercetări Banatice "Titu Maiorescu" al Academiei Române, Filiala Timișoara;**
  9. **Institutul de Chimie Timișoara al Academiei Române;**
  10. **Camera de Comerț, Industrie și Agricultură Timiș;**
  11. **Autoritatea Națională pentru Cercetare Științifică, Biroul Regional Timisoara;**
  12. **Oficiul Teritorial pentru întreprinderi Mici si Mijlocii si Cooperatie din Timișoara;**
  13. **Clusterul ROSENC.**
- All these institutions acknowledge the added value of the FARINN project and its contribution to the Mainstream Programmes and/or other regional mainstream programmes, provided through interregional collaboration, identification of valuable Pilot Actions - Good Practices and development of the own Action Plan with the purpose to show the advantages that enterprises and the community at large can gain from responsible innovation and to design and test comprehensive models to do so.

FARINN goes to the heart of this problem and proposes a double sided solution of new governance mechanisms, strengthening the capacity of institutions to design and develop responsible innovation strategies, and of awareness rising among a public that should be ever more informed of and involved in public policy making. FARINN focuses on innovation models that respect the principles of sustainability, social responsibility and better quality of life. FARINN works to enhance identified framework conditions and lay a path for responsible innovation, particularly considering: accountability; transparency; low environmental impact; health and safety; work conditions; R&D investment and life-long learning; risk management; intergenerational fairness. FARINN involves a series of innovation actors, both as partners and stakeholders.

During the FARINN project the above mentioned authorities, stakeholders and actors have participated in extensive pilot and transfer activities, in view of a possible import into the region of *Timis*, related to the Section 4 presented Good Practices:

We consider the import of the abovementioned Good Practices, with necessary adaptation according to regional context, to represent potentially valuable input for economic development in the area/county/region of Timis.

We hereby confirm our support to the import and implementation of the above mentioned Pilot Actions - Good Practices in the Local/Regional/National mainstream programmes according to the developed Action Plan.

#### 4.4 Action Plan of Slovenia (EU Partner)-**Development Centre of the Heart of Slovenia**

##### **1. Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P).**

## 1.1 MAINSTREAM PROGRAMMES OVERVIEW

This section presents the main national and local programs and documents that are aimed at promoting entrepreneurship and innovation, including a brief overview of the objectives, priorities and / or actions by individual programs.

### 1.1.1 NATIONAL DOCUMENTS

**Development strategy of Slovenia 2014 – 2020 (Government office for development and European cohesion policy)**, in preparation

The document identifies 4 priority areas:

- Competitive Economy
- Knowledge and Employment
- Green Living Environment
- Inclusive Society

Within the priority areas 3 horizontal contents are identified for which 50% of the development funds that will be available until 2020 will be allocated. This horizontal developmental contents are:

- R & D and innovation
- start-up, growth and development of small and medium-sized enterprises
- employment, education, training, skills and competences (of young and old)

**Partnership agreement between Slovenia and the European Commission for the period 2014-2020 (Government office for development and European cohesion policy)**, Adopted by the Government of the Republic of Slovenia in July 2014 but not yet signed as an international treaty Partnership Agreement (PA) is a strategic document and it represents the basis for absorbing EU funds.

In preparation there are also three operational programs, namely one for the implementation of EU cohesion policy, rural development program 2014-2020 and the Operational Programme for the implementation of the European Fund for Maritime Affairs and Fisheries of Republic of Slovenia for the period 2014-2020.

Thematic objectives and measures of the Partnership Agreement (most relevant for entrepreneurship and responsible innovation are thematic objectives 1 and 3):

#### **1. Strengthening research, technological development and innovation**

- improving the transfer of knowledge in the economy and raising competences of enterprises
- creating a favourable environment and conditions for increasing private and foreign investment in RDI in Slovenia
- construction of missing research innovation infrastructure to enhance research excellence and strengthen the competencies and skills for promoting knowledge transfer and commercialization on the market
- transferring the results of RDI in practice in agriculture, forestry and food processing industry
- strengthening knowledge and innovation in rural areas

## **2. Improving access to information and communication technologies, and increasing its use and quality**

- investments in the development of broadband infrastructure in rural areas
- establishment of spatial information infrastructure

## **3. Increasing the competitiveness of SMEs, the agricultural sector and the fisheries and aquaculture sector**

- coherence of actions to support the creation, growth and development of SMEs (financial and non-financial)
- better access to financial resources
- fostering entrepreneurship
- strengthening international cooperation
- increasing competitiveness and productivity of enterprises
- efficiency and sustainability of farms and generational renewal
- integration and market orientation of producers and processing, marketing and development of agricultural products
- energy efficient agriculture, forestry and agro-industry
- competitive development of the fisheries sector

## **4. Supporting the transition to a low carbon emissions in all sectors**

- improving energy efficiency (greater energy savings) of the housing stock in the public and private sectors
- increasing the use of renewable energy sources
- reducing energy poverty

- development and deployment of smart grids and improvement of air quality especially in urban centres
- encouraging use of alternative fuels for transport
- development and increased use of public transport
- promotion the efficient use of natural resources, including the promotion of marine fishing and aquaculture

#### **5. Promoting climate change adaptation, risk prevention and management**

- reducing flood risk
- establishing a system for adaptation to climate change
- impact and adjustment of agriculture to climate change

#### **6. Conservation and protection of the environment and fostering resource efficiency**

- infrastructure in the aqua area
- quality of watercourses
- effective management of resources (waste management)
- improving the implementation of system of legislation in the area of water and waste
- reform in urban areas
- conservation of biodiversity
- sustainable agriculture
- prevention and control of damage in forests
- sustainable development in fisheries sector
- integrated maritime policy

#### **7. Promoting sustainable transport and removing bottlenecks in key network infrastructures**

- strategic development planning of transport infrastructure
- ensuring the quality of transport infrastructure
- enhancing the competitiveness of railway infrastructure
- improvement of road infrastructure
- improvement of maritime infrastructure

#### **8. Promoting sustainable and quality employment and labour mobility**

- improved access to employment for different target groups (youth, elderly)
- initiatives for youth employment
- active and healthy aging
- employment in rural areas
- employment in the sector of fisheries and aquaculture

#### **9. Promoting social inclusion and reduction of poverty and all forms of discrimination**

- reduction of poverty and social exclusion
- development of community services for long-term care (deinstitutionalization)
- improving health
- social entrepreneurship
- social inclusion in rural areas

#### **10. Investing in education, training and vocational training for improvement of skills and lifelong learning**

- lifelong learning, development of appropriate competencies for labour market needs, counseling and career guidance
- responsiveness of education systems with emphasis on vocational education
- recognition of informal and occasional learning
- improving competences of professional staff in education
- responsive and connected system of higher education with labour market needs
- use of ICT for improving competences
- education and training in agriculture, forestry and food processing sector

#### **11. Improving the institutional capacity of public authorities and stakeholders and contributing to effective public administration**

- effective system of justice
- reduction of insolvency and financial restructuring

- faster enforcement procedures
- reduction of economic crime and corruption
- raising quality in public administration
- effective human resource management in public administration
- improvement of legislation, deregulation and administrative procedures
- interoperability, transparency and openness of data by public sector bodies
- increase the efficiency of NGOs
- strengthening the capacity of social partners

**Smart specialization strategy 2014-2020 (Ministry of Economic Development and Technology), in adoption procedures**

Smart specialisation strategy is a strategic document that comprehensively addresses a wider range of development policies related to innovation and it represents the focus of investment to areas that will yield the greatest effects on the economy.

The strategy is structured into two pillars: business-innovation ecosystem and value chains and networks with the following measures:

**Measures for business-innovation ecosystem:**

**1. Programme “Dynamic Slovenia”**

**1.1. “Start-up Slovenia” measures**

- enterprise hubs, supportive environment at universities or public research institutions, start-up co-working spaces, start-up ecosystem management and support
- promotional workshops and start-up weekends
- establishing a platform for early testing and financing of projects
- venture capital
- angel and seed investments and mass funding in Slovenia
- actively attracting foreign founders of start-ups and trainers in Slovenia
- the program for global growth of start-ups and support the enforcement of start-ups in foreign support ecosystems

**1.2. “The transfer of knowledge and technologies” measures**

- creating a single national system of technology transfer
- support for licensing and protecting intellectual property
- support for contract cooperation
- promoting the creation of spin-offs
- promotion and education on the procedures of transfer of PROs and the importance and the entrepreneurial role of the intellectual property system

## **2. Programme “Creative Slovenia”**

### **2.1. “Young Slovenia” measures**

- discovering the potential of young people and develop their skills
- measures to promote entrepreneurship and creativity at all levels of education
- international evaluation and comparability of educational institutions and programs

### **2.2. “Design Slovenia” measures**

- promoting and encouraging the management design
- connecting creative industries and other businesses

## **3. Regional programs for entrepreneurship**

- The spread of modern methodologies of product development
- The development of intrapreneurship in business
- Preparation of companies for international growth
- Knowledge sharing platform (open innovation)
- Working visits to companies

### **Measures for value chains and networks:**

5 priority areas are: “Smart factories”, “Smart buildings and homes”, “Smart Cities and Communities”, “Smart use of resources”, “Health”

### **1. Measures in the field of research, development and innovation focused exclusively on the Smart Specialization Strategy**

- Support to applicative projects
- Research and innovation voucher



- Strengthening cooperation in value chains
- Support to firms to penetrate foreign markets
- Scientific excellence on an international scale
- Involvement of businesses and knowledge institutions in the international environment
- Research infrastructure
- Developers, young researchers and engineering staff

## **2. Horizontal measures**

- Competence Centre for Human Resources Development
- Scholarships
- Support for projects of social partners
- Training in the priority areas from high school on
- Developing educational programs on the needs of the economy, strengthening interdisciplinarity in education and development of inter-company training centres

## **3. Vertical measures specific to each priority area**

Development platforms for each of the priority areas of application will be created to identify specific measures.

**Slovenian industrial policy (SIP) 2014-2020** adopted in February 2013 by the Government of the Republic of Slovenia

Corporate social responsibility is one of the guidelines in the chapter of “Improving the business environment” that directly connects to the issue of responsible innovation with 3 specific guidelines:

- The formation of priority areas and measures for the promotion of social responsibility in accordance with the United Nations guidelines on human rights (‘UN Guiding Principles’).
- Supporting projects that promote the formation and exchange of good practices in the field of social responsibility in companies. In this context, the promotion of mentor and investment participation of socially responsible and social enterprises, and the support of investments with a social impact.

- Promotion of corporate social responsibility by considering social responsibility in the allocation of resources through public tenders.

In general the SIP document contains measures intended to increase the competitiveness in the business environment, to strengthen entrepreneurship and the innovative capability of the economy, to respond effectively to social challenges, as well as activities for the sustainable development of industry.

The vision and the main objective of SIP is to improve the business environment, to support entrepreneurship and innovation, and to develop promising technological and industrial areas that correspond to social challenges, in order to create the conditions for the continuous restructuring of existing industries into energetically, materially, environmentally and socially effective industries of knowledge and innovation, leading to longer-lasting and better employment opportunities, as well as increased integration in international business. This objective is reflected in the increase in value added per employee (productivity), and the increase in the number of jobs for highly educated and vocationally trained staff of all generations.

The basic condition for increasing investment in technological and economic development is the improvement of the business environment by respecting the principles of sustainable development. Improving the business environment refers to the rule of law, the administrative environment, labour market and education system, tax environment, environmental, energy and spatial planning policies, comprehensive environment supporting business and innovation, access to financing, environment supporting creativity, entrepreneurship and innovation, effective management of state-owned enterprises, and social responsibility of companies.

Another important area is strengthening entrepreneurship and innovation, which is the key to expanding productivity, employment and the economy.

Also new sources of economic growth and development which are based on smart specialization that takes into account previous investments and competencies are important for economic recovery and the achievement of development objectives. New sources of growth are represented primarily by responses to social challenges with the introduction of a new paradigm of development, resulting from concepts of green growth (OECD), the green economy (UNEP) and a materially-efficient and low carbon society (EC), which are based on improving efficiency (energy, material, environmental and social) instead of relying on increasing consumption of space, raw materials and energy.

**The main objective of SIP 2020:**

-To restructure existing industries into energy, materially, environmentally and socially effective industries of knowledge and innovation for new, longer lasting and better employment opportunities, and greater integration in international business.

**Specific objectives (related to the objectives of the Slovenia's Development Strategy - SDS and the budget):**

- Improving the competitiveness of the business environment.
- Improving access to affordable sources of funding to support the development and growth of companies in all stages of development.
- Promoting innovation and corporate investment in research and technological development. Connecting participants from research and development to the market in various forms of clustering, and the efficient organization of institutions of knowledge, research, executive agencies, chambers and companies across the entire value chain (e.g. between researchers and companies, from manufacturers of individual components to placement on the market).
- A positive impact on sustainable economic and social development - socially responsible management of companies, high ethical standards and the promotion of promising technological and industrial areas that address social challenges.
- Orientation to the active internationalization of the economy to increase the involvement of the economy in international business.
- Development of creative, innovative, enterprising and competent personnel and adaptation of the education system to the needs of industry (for example: the promotion of staff mobility from universities to industry and back).

**Table 4.4.1** Policy areas and guidelines of the Slovenian industrial policy 2014-2020

Policy areas	Slovenian industrial policy Guidelines
1. Effective management of research and innovation system	- Coordinated implementation of Slovenian industrial policy and Research and Innovation Strategy of Slovenia
2. The establishment of	- Adaptation of education and training systems to the needs of the economy - Encouraging R & D in companies through recruitment and

<p>competencies and capabilities in support of research, development and innovation</p>	<p>training of researchers, promotion of mobility and interdisciplinary teams</p> <ul style="list-style-type: none"> <li>- Integrated entrepreneurial innovation environment (reorganization and responsible autonomy of executive institutions, upgrade of the supporting entities)</li> <li>- Fostering entrepreneurship for young people, women, social entrepreneurs and micro-entrepreneurs</li> <li>- Integrated promotion of creativity, entrepreneurship and innovation</li> <li>- Inclusion of content in the fields of creativity, entrepreneurship and innovation to all levels of formal education</li> </ul>
<p>3. Innovative economy</p>	<ul style="list-style-type: none"> <li>- Promoting the growth and development of businesses through tax incentives for investment and R &amp; D spending</li> <li>- Improving access to financial sources of (debt and equity financing sources)</li> <li>- Support the growth and development of enterprises, for example through targeted vouchers for a quicker access to finance</li> <li>- Encourage the establishment of new innovative companies and companies with high growth potential</li> <li>- Promoting networking of enterprises, especially SMEs, with knowledge institutions</li> <li>- Promoting development activities and technology investments in companies and support to non-technological innovation</li> <li>- Promotion of R &amp; D activities and investments in priority technological and industrial areas that respond to societal challenges</li> <li>- Promoting the transition to a green economy through innovation and taking into account the so-called green criteria</li> <li>- Promoting the internationalization of business and non-technological innovation</li> <li>- Promoting the use of industrial design in the economy</li> </ul>

Policy of promoting entrepreneurship through supportive environment has a significant contribution to unleash the innovative potential. This policy is defined in the Law of Supportive Environment for Entrepreneurship (Law) which stated that basic planning document for entrepreneurship and innovation is the Slovenian industrial policy.

The Law defines development incentives for entrepreneurship and innovation - types of incentives, beneficiaries and criteria, as well as the role of a supportive environment for entrepreneurship and innovation. The aim is to establish a comprehensive, coherent, effective and transparent supportive environment for entrepreneurship and innovation in Slovenia and to ensure an efficient way to support the operation and development of enterprises.

Integrated supporting environment includes:

- Business support environment with the key role to provide basic information for new emerging companies and regional / local presence; consist of (i) national institutions, (ii) economic associations and VEM points ("one-stop shop"), (iii) regional development agencies, local communities and other stakeholders.
- Innovative supportive environment with the key role to complement the physical infra-structure with targeted services and activities for companies for and their faster development and growth. It is represented by (i) university incubators, (ii) business incubators and (iii) technology parks, (iv) technology transfer offices, (v) other networks and connections, for example Enterprise Europe Network.
- Financial support environment that consists of institutions such as Slovenian Enterprise Fund, Slovenian Export and Development Bank, the Public Fund for Regional and Rural Development, Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism, venture capital funds and other funding providers.

**Table 4.4.2** Assessment of financial resources for the implementation of SIP guidelines for 2014-2020 by SIP chapters

Assessment of financial resources by SIP chapters	Assessment of total resources 2014-2020	Explanation

3.1. GUIDELINES FOR IMPROVING THE BUSINESS ENVIRONMENT	610.5 million EUR	The greatest share of funds are comprised of refundable sources of financing for companies (estimates do not include the financial consequences of so-called soft measures to improve the business environment, measures for RES and EE and measures in the fields of education and the labour market, which are evident from other strategic planning documents)
3.2. GUIDELINES FOR STRENGTHENING ENTREPRENEURSHIP AND INNOVATION - FOCUSING SUPPORT ON NEW, INNOVATIVE AND GROWING COMPANIES	447 million EUR	This refers to horizontal measures which support innovation and encourage the growth and development of companies
3.3. GUIDELINES AS A RESPONSE TO SOCIAL CHALLENGES	273 million EUR	This refers to oriented measures for developing priority technological and industrial areas
3.4. GUIDELINES IN THE FIELD OF ACTIVITIES FOR THE LONG-TERM DEVELOPMENT OF INDUSTRY	328.9 million EUR	This refers to activities in support of internationalization, FDI, tourism, industrial design and restructuring
<b>TOTAL</b>	<b>1,659,400,000 EUR</b>	

**Table 4.4.3** Assessment of financial resources for the implementation of SIP guidelines for 2014-2020 according to objectives

Assessment of financial resources according to	Assessment of total assets	Explanations
--	----------------------------	--------------

objectives (connected to budget objectives, NDP)	2014-2020	
1. Ensuring a competitive business environment and faster growth and development of businesses (specific objective C1360)	48.5 million EUR	These are measures for the supportive environment, promotion and support for integration
2. Improving access to affordable sources of financing to support the development and growth of companies at all stages of development (specific objective C1352)	596 million EUR	These are refundable sources of financing and subsidies for target groups
3. Positive impact on sustainable economic and social development (specific objective C1356).	102,9 million EUR	These are measures in the area of corporate restructuring, corporate social responsibility, industrial design, positive impact on the environment
4. Promoting innovation and corporate investment in research and technological development (specific objective C1440)	608 million EUR	These are measures for promoting R&D activities and investment
OTHER OBJECTIVES	304 million EUR	These are measures for increasing exports, FDI, tourism
<b>TOTAL</b>	<b>1,659,400,000 EUR</b>	

**Resolution of the Research and Innovation Strategy of Slovenia 2011-2020 (RRIS)** adopted in May 2011 by the National Assembly Research and Innovation Strategy of Slovenia (RISS) is a program for achieving social goals such as improved standard of living for all and raising the quality of life. Objectives will be achieved through the establishment of a modern research and innovation system which will contribute to

increased knowledge and understanding of society, respond to its challenges, raise value added per employee and provide quality jobs and the environment.

**Table 4.4.4** Indication of the key objectives and measures by policy areas

Policy areas	Key objectives and measures of RISS 2011-2020
1. Effective management of research and innovation system	<ul style="list-style-type: none"> <li>- Establish an effective and unified management of research and innovation system which will involve all stakeholders</li> <li>- Monitoring the implementation and evaluation of the effects of RISS</li> <li>- Regular evaluation of the effectiveness of all support and executive institutions</li> </ul>
2. Financing of R&D	<ul style="list-style-type: none"> <li>- Achieving higher investment in R &amp; D – getting closer to the 3% of GDP for R &amp; D (incentives for basic research projects (PROs) in collaboration with the innovative economy, increasing the diversification of funding sources)</li> </ul>
3. Quality research in the public sector	<ul style="list-style-type: none"> <li>- Successful public research sector adapted to the time requirements (more autonomy and responsibilities of the PRO)</li> <li>- Excellent internationally visible research (number of publications, citations)</li> <li>- Targeted and high quality international cooperation</li> <li>- High ethical standards in public R &amp; D activities.</li> </ul>
4. The establishment of competencies and capabilities in support of RDI	<ul style="list-style-type: none"> <li>- Strengthening human resources (increasing the number of researchers in the economy, number of PhDs, qualifications of personnel ...)</li> <li>- Cooperation between PROs and the private sector and transfer of knowledge in the economy (technology transfer offices, IPR rules and regulations, attracting PROs to addressing societal challenges).</li> <li>- Raising the scientific and economic competitiveness of Slovenia: the design and evaluation of areas of specialization (investing in the development and</li> </ul>



	<p>strengthening the development of cores in the field of specialization).</p> <ul style="list-style-type: none"> <li>- Development of research infrastructure (construction of a new and better and exploitation of existing research infrastructure, open access ...).</li> <li>- Development of business-innovation infrastructure (restructuring of executive institutions, a network of supporting actors, information ...)</li> <li>- Information infrastructure in support of innovation system</li> <li>- Promotion of science and culture of creativity, entrepreneurship and innovation</li> </ul>
5. Innovative economy	<ul style="list-style-type: none"> <li>- Increasing investments of the business sector in R &amp; D (100% tax deduction for R &amp; D, resources to promote RDI from the Structural Funds)</li> <li>- More innovative start-ups (a comprehensive support system for newly established companies)</li> <li>- Faster growth of innovative firms (improving access to finance, support to better integration into international value chains, support to strategic R &amp; D projects)</li> <li>- Strengthening the innovation capacity of firms (support to the preparation and implementation of new products and processes on the market, internationalization)</li> </ul>

### Rural development programme 2014–2020 (Ministry of Agriculture and the Environment)

Budget available: 1,11 billion €.

Key national guidelines are:

- transfer of knowledge and innovations,
- restructuring in the direction of increasing productivity and sustainable use of natural resources and the mitigation and adaptation to climate change,
- promote the development of short supply chains and forest-wood chain and raising the quality,
- development of endogenous potential of rural areas and jobs.

The key conceptual shifts – that can directly relate to RI elements - in the content of future RDP 2014-2020 in relation to the 2007-2013 programming period are as follows:

- **Climate change, environment, and innovation are now an integral element of all measures of the RDP 2014-2020.** Division of the program to separate axis no longer exist, all actions have to contribute to the promotion of multifunctional model of agriculture development, which must simultaneously pursue both greater economic as well as environmental performance (ie. produce more with fewer resources and environmental impacts).
- **Transfer of knowledge and innovation is at the heart of the RDP 2014-2020 which supports all other priority directions of the RDP 2014-2020.** In this context the key measures related to raising skills, improving accessibility to specialist advice and closer relations between research and agricultural practice. One completely new aspect of knowledge transfer and innovation established by the European rural development policy are operational groups of the European Innovation Partnership. Within these groups farmers, researchers, consultants and other organizations will be able to connect. This should in particular contribute to greater and immediate usability and faster knowledge and innovation transfer in practice.
- **Greater emphasis is placed on the horizontal and vertical integration in the agri-food and forestry-wood chain.** Achieving greater integration is to be achieved through promoting the establishment of producer groups that are expanding into the forestry sector and through the measure "Participation" which is a new action in the European rural development policy and includes various forms of cooperation which will help actors in rural areas to overcome economic and other constraints which they face due to fragmentation.

#### National funding options with the possibility to support responsible innovation:

- **ECO Funs** (Eko Sklad) with financial grants and loans to encourage investments for environmental protection
- **SID Bank** (Slovenska izvozna in razvojna banka) with insurance and financing of export for Slovene companies
- **Slovenian Research Agency** (Javna agencija za raziskovalno dejavnost - ARRS) with scientific research and its application, analysis of R&D activities and scientific policy expertise
- **The Chamber of Commerce and Industry** (Gospodarska zbornica Slovenije), Ljubljana Regional Unit with the tools such as:

- **Network for Innovation** whose purpose is to promote creativity and innovation in enterprises and with individuals and to contribute to the promotion of a "culture" of innovation and creative thinking in the environment (members come from institutions, universities, employment institute, development departments of major companies but there are also individual innovators and students of technical and technological faculties included). The Chamber provides its members with direct support in various fields, from development and implementation of their innovation, basic guidelines for preparing documentation in relation to the various tenders through to education and legal advice in the application of regulations and legislation in the field of protection of intellectual property, patents and trademarks ...
- **Yearly calls for awards and diplomas for innovation**
- **Call "INATRI"** - Idea, Invention, Innovation for young people
- **Ministry of Economic Development and Technology** (Ministrstvo za gospodarski razvoj in tehnologijo – MGRT) with:
  - **Slovenian Enterprise Fund** (Slovenski podjetniški sklad) with financial support and incentives for the business sector in Slovenia (state aid for the development of micro, small and medium-sized enterprises in Slovenia. The Fund provides services and financial incentives in the field:
    - the provision of services and start-up capital to accelerate the creation and start-up companies with direct incentives for initial financing of entrepreneurial projects in the stage of formation and start-up companies,
    - providing more favourable sources of financing for development investments in firms with subsidies, favourable financial resources and guarantees
    - promoting private investments and financing entrepreneurial projects in all stages of development with equity, by providing favourable sources of credit and guarantees for investors.
  - **Slovenian Regional Development fund** (Slovenski regionalno razvojni sklad) with grants, loans and guarantees for regional and rural development for entrepreneurs and companies, agricultural holdings, co-operatives and the food processing industry, projects in the areas of the autochthonous national communities and municipalities and with a priority focus on projects undertaken by investors in regions with a high development threat index
  - **SPIRIT Slovenia - Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism** (Javna

agencija SPIRIT Slovenija) with public procurement and tenders that encourage entrepreneurship, innovation, development, investments and tourism.

Tools for promoting entrepreneurship and innovation:

- **Network of One-stop-shop points** that provide comprehensive free support services at 29 locations in Slovenia, which are intended for potential entrepreneurs and businesses in all stages of development (comprehensive treatment of potential entrepreneurs and businesses, e-VEM (registrations, status changes, deletions companies), information and basic advice, implementation of information and promotional workshops)
- **Slovenian Innovation Forum** as most recognizable business events on the topic of innovation with the purpose of searching and implementing entrepreneurial and innovative synergies at the national level involving all key stakeholders in innovative environments, such as centres of excellence, competence centres, development centres and supportive environment for entrepreneurship and innovation.
- **European SME Week** which aims to raise the profile of entrepreneurship as employment opportunity, raise the perception of entrepreneurial intentions, encourage entrepreneurial activity and business networking and fosters a positive image of the entrepreneur in the media.
- **Information Portals and manuals** such as "Business portal" as an important tool to disseminate key information and content for potential entrepreneurs and companies in all stages of their development (idea / start-up / development / growth), free weekly e-manual "My online manual" dedicated to micro, small and medium-sized enterprises and portal "I have an idea" that directs and facilitates intertwining between the entrepreneurial, innovative, international and financial environment.
- **Ministry of Agriculture and the Environment** (Ministrstvo za kmetijstvo in okolje – MKO) with:
  - **Slovenian Environment Agency** (Agencija RS za okolje)
  - **Agency for Agricultural Markets and Rural Development** (Agencija Republike Slovenije za kmetijske trge in razvoj podeželja -AKTRP)
- **Ministry of Infrastructure and Spatial Planning** (Ministrstvo za infrastrukturo in prostor) with public tenders on the Energy Information Portal

### 1.1.2 REGIONAL DOCUMENTS

**Regional Development Programme of the Ljubljana Urban Region 2014 – 2020** is a fundamental strategic and programming document at regional level which coordinates development goals in the region and determines the instruments and resources for their realization. It is consisted of strategic and program part. The strategic part contains an analysis of regional development potentials, identifies key developmental obstacles and advantages of the region, development objectives and priorities of the region during the program period and determines the developmental specialization of the region. Program part includes programs to promote development in the region with time and financial evaluation and establishes a system of monitoring, evaluation and organization of the program implementation.

The Regional Development Programme is equivalent to the respective financial perspective of the European Union as defined by the development strategy of Slovenia and EU legislation.

Vision: The green motor for development, metropolitan bio region of knowledge

Development specialization of the region is urban regional sustainable development that will build on knowledge, innovation, creativity and synergies of all relevant stakeholders and sectors. Particular attention will be paid to the economic development that is consistent with available environmental capabilities. Competitiveness of the region will increase with proper renovation and development of transport, environment, ICT and social infrastructure. With the renewal of transport infrastructure in the direction of sustainable mobility will significantly improve the economic flows and reduce environmental charges. Healthy and quality living environment will be further ensured by actively protecting natural resources, appropriate planning of open space, renovation of the existing housing stock and settlements and sustainable self-sufficiency.

#### **Priority 1: Increase the competitiveness of the regional economy**

Program 1: Innovation, creativity, knowledge of the competitive economy

Program 2: Green economy

#### **Priority 2: Environmental protection and sustainable use of resources**

Program 1: Climate-safe and energy-friendly region

Program 2: Environmental infrastructure

Program 3: Conservation of nature

### **Priority 3: People-friendly region**

Program 1: Sustainable Mobility

Program 2: Spatial Planning

Program 3: Social integration and equal opportunities

Program 4: Culture

Program 3: Sports

The Programme has 25 measures that fully meet the programmes and projects listed in this Action Plan for the Heart of Slovenia region. The total value of the Regional Development Programme of the Ljubljana Urban Region 2014 – 2020 is 1.678.097.078 EUR, 67% of which are provided from EU funds and 33% from other sources.

#### **1.1.3 LOCAL DOCUMENTS**

On the local level almost all the main municipalities that are actively included in the Heart of Slovenia have long-term strategic documents that address entrepreneurship and innovation and also include some elements of responsible innovation, especially the ones relating to the environment and preservation of natural and cultural heritage. Elements such as ethic, social responsibility, open innovation, multidisciplinary, transparency etc. can't be found in the documents which offers new opportunities for improvement.

Here are some extracts from local strategic documents, tackling topics of entrepreneurship and innovation:

##### **Local development plan 2012 - 2025, Domžale municipality**

Vision: Domžale will become a successful and respectable business, sports and cultural center and an environment that will encourage sustainable development, innovation, creativity and sense of initiative

Values: among other things, knowledge, innovation, creativity and sustainable development

Some of the development priorities:

- Quality living environment  
(with knowledge and innovation)
- Innovative economy (with strong entrepreneurship, business incubator and a creative society/knowledge society)
- Mutual society

### **Vision and strategy of Mengeš municipality**

Vision: Economic development based on handicrafts and entrepreneurship and already established economic activities

Values: innovation, entrepreneurship, technological development

### **Long-term development program of Litija municipality 2007 - 2015**

Vision: Municipality that is open and interesting for residents as well as visitors, with a friendly attitude towards the environment, protection of natural and cultural heritage and balanced absorption of human and natural potentials. A municipality that is able to provide the conditions for a balanced and sustainable development of the economy, agriculture, tourism, services, trade and commerce and also the development of communal, transport and economic infrastructure.

Measure: Strengthening the competitive capacity of companies for their sustainability, added value of their products and services and EU and global competitiveness where organizational and process innovations and investments are key development factors.

### **Local development plan 2007 - 2013, Dol pri Ljubljani municipality**

Vision: An effective development of economic and human capital and quality management of natural and cultural heritage.

Values: innovation, entrepreneurship

Programmes:

- Networking with neighbouring municipalities and stakeholders from and out of Sol pri Ljubljani municipality
- Increasing economic productivity in the municipality (including promotion of innovation and entrepreneurship among the young people)

### **Vision and strategy of Šentrupert municipality**

Vision: Economic development with emphasis on handicraft, small companies, ecological farming and supplementary activities.

Values:

- attracting talented individuals in the municipality
- innovation and entrepreneurship

## **2.SWOT of the Innovation and Entrepreneurship System in the Area**

The concept of responsible innovation (according to the survey, interviews and knowledge of the local terrain) is known in the heart of Slovenia area, but very generally and partially. But still, there is a sense that the stakeholders are evaluating their innovation activities and activities related to the RI more positively than it is in real life.

Nevertheless, understanding of the importance of innovation is growing from year to year. There is a strong correlation among transformation and development of economic sector and innovation processes in political system and society in general. In recent years constant invention and innovation is set on top agenda in almost all activities that private or public sector as well as civil society produces. However, implementation of those values in everyday work-flow can sometimes be overlooked due to several factors, such as non-supportive environment, lack of knowledge, insufficient awareness of importance of innovations, etc.

Main inputs that can be provided are related to understanding of necessity of constant change. Those include knowledge in fields of change management, service design, communication, brand management and media management. Listed inputs are resulting in finding and networking with different partners, moderating their relationships and cooperation process, recognition of market needs and consumer's behaviour.

Looking into the international comparative analysis of national innovation systems we can find out that the main obstacle for innovation activities and long-term economic growth is particularly structural relationship between business / industry and the public sector as a source of scientific and technological knowledge. In Slovenia there is an apparent absence of long-term innovation policy, which is reflected in the often outdated forms of public research organizations and higher education institutions. To raise productivity in different sectors and types of enterprises it is necessary to take into account the broader concept of innovation where non-technological innovation, excellence of the scientific system and its integration with industry are very important. Estimated by OECD an urgent reform of universities and public research organizations is necessary in Slovenia to enhance the contribution of innovation to economic development.

Especially Resolution of the Research and Innovation Strategy of Slovenia 2011-2020 (RISS) and Slovenian industrial policy (SIP) 2014-2020 with their goals and measures are the two appropriate strategic documents to be considered for an effective functioning of the whole national innovation system. Slovenia has to enhance its economic productivity with more technological as well as non-technological innovation activities (increase R&D &I in companies, improve the framework conditions for their implementation, including continuous and extensive public support for private sector). Non-technological innovation



is especially important and appropriate for SMEs. In addition to the integration of private and public sector, also the elimination of administrative barriers for business development, particularly start-ups, has a significant impact on the innovation of companies. At this point access to financial resources and adequately controlled legislative framework which does not interfere with the funding of innovative projects in the business sector is crucial.

Also human innovation potential in the economy should be strengthened with greater internationalization and provide greater inflow of foreign direct investment.

For the improvement of the (responsible) innovation system the priority focus should be on:

- amendments to the legislation which lays down the conditions for (responsible) innovation in Slovenia
- enhancing horizontal and vertical cooperation between scientific researchers, companies, clients and consumers and other stakeholders
- providing mechanisms to reduce the concentration of power, disabling conflicts of interest and avoiding corruptive activities
- enhancing transparency and openness of the decision-making processes
- enhancing responsibility and ethics on all areas
- enabling open access to research data and public research infrastructure
- increasing public and private expenditure for R&D&I
- promoting R&D and responsible innovation, especially in areas that are important for the development of the society, economy and culture
- strengthening international R&D&I cooperation
- improving the system of evaluating results and effects of innovation activities

Statistical data collected from the available databases of the Statistical Office of the Republic of Slovenia show some other findings that show the nature of innovation and entrepreneurship with emphasis to responsible innovation:

- positive index of the active population in the Central region

- negative tendency of the registered unemployment rate (increased) for different age groups from 15-44 years, unchanged registered unemployment rate for the age group 45-49 and decreased registered unemployment rate for different age groups from 50-60+ in the region (comparison May 2014 – May 2013)
- a slight increase in average monthly gross earnings in one year (comparison among years 2010 and 2011) in the region
- decrease in the number of companies in the year 2012 in comparison to the year 2011 in the region
- 10,38% share of new firms, 6,47% share of closed firms and the average size of newly born firms of 1,09 in the year 2011 in the region
- reduction in the number of fast-growing firms in terms of employment, a slight increase in the number of medium-growing firms and an increase in the number of young medium-growing firms in the year 2012 in comparison to the previous year in the region
- reduced investments in new capacities as well as in the reconstruction, modernization, upgrading and extension and in the maintenance of existing capacities in firms in the region in 2011 in comparison to the previous year
- 52,21% share of innovation active enterprises of all businesses in the region and a 34.67% share of enterprises that have introduced product innovation and / or process (regardless of organizational or marketing innovation) of all businesses in the region in the year 2010
- reduction in the number of employees and gross domestic expenditure in the R&D sector in 2012 in comparison to the previous year in the region
- increased % of separately collected communal waste and a reduction of hazardous wastes from production and service activities in 2012 in comparison to the previous year in the region
- unchanged % of regional GDP funds allocated to investments in environmental protection, a decrease of funds allocated for investments in environmental protection as % of total investments and a decrease of current expenditures funds in environmental protection in 2011 in comparison to the previous year in the region

#### **SWOT analysis of the innovation and entrepreneurship system in the area**

##### **Strenghts:**

- above the average tertiary and secondary educational level (in comparison with EU-27)
- above the average cooperation of researchers with foreign researchers as an indicator of the frequency of international scientific publications (in comparison with EU-27)
- financial innovation investments in firms in Slovenia is close to EU-27 average
- sufficient public financial support for businesses
- companies in Slovenia very often cooperate with other institutions (open innovation)
- intense use of internal R&D activities, good utilization of internal R&D and adequate training on innovation activities
- the frequency of scientific publications in which both public and private sector cooperate is in Slovenia far above the European average
- above the average patent applications with regard to their relevance to solving societal problems related to health and ecology
- investments that increase the efficiency of the production process
- satisfactory percentage of firms that introduce products new for the market
- good attention to the environment when innovating in companies
- good attention to challenges in the social environment (good support of cultural, sport, educational, medical, environmental, social, etc. organization or event)

#### **Weaknesses:**

- not standing out in terms of quality of education ( University of Ljubljana is only on a scale of 500 of the highest quality)
- provision of R & D investment from public sector is slightly below the European average
- not fully exploited innovation factors to a sufficient degree
- poor organization within enterprises that despite the relatively high financial investment doesn't lead to competitive innovation results on the European scale (poor overall management of innovation within enterprises)
- un-favorable risk assessments for companies with banks and other financial institutions

- low percentage of companies that use contract research and buying of external knowledge to implement innovative activities
- poor commercialization of innovations (low number of registered patents, models and trademarks, below the average income from royalties and patents, low export of services with high knowledge)
- strategy of manufacturing firms is more focused on the supply of components / raw materials rather in the design of end products (consequently achieving lower added value per employee and lower revenues)
- companies do not focus enough on services and processes that are new to the market (more focus on services and processes new for companies)
- investments that increase the efficiency of the production process (investments in machinery and equipment) but not enough to raise value-added products
- more difficult protection of innovations in services compared to product innovation
- inadequacy of financial resources for service innovations in companies as well as in the external environment (public)
- insufficient investments in marketing of products and services
- insufficient innovation of business models in companies
- low estimation of the accidental or unintended effects of innovative activities in companies
- lack of cooperation among companies and local or national authorities

**Opportunities:**

- effective promotion of innovation and R & D processes in individual industries (not only general guidelines but industry-tailored policies)
- upgrade of secondary statistical data that are not aimed solely at national innovation policy makers but will provide a comprehensive basis for the growth of innovation and economic performance of enterprises
- financial support/promoting effective definition and implementation of strategies in enterprises, namely the management strategy in cost-effectiveness, strategy of product differentiation and strategy of developing niche markets
- development of own invention-innovation processes in organizations and local communities

- greater utilization of open innovation systems for idea creation as well as development and further commercialization of innovations
- transformation of knowledge into innovation capacity which means upgrading obtained formal education in the development of a wide range of competences for innovation (in particular those relating to initiatives, acceptance of uncertainty, focus on change and internal and external networking)
- education and training in the field of innovation and entrepreneurship
- system of integration and motivation of employees and citizens in innovation activity (greater management support for innovation, reduction of hierarchical structure in organizations, rewarding successful innovators and innovative project and ideas that have a positive impact on the society and environment, etc.)
- efficient exploitation of scientific publications and achievements by companies
- clear supervision over the use of research funding provided by the state

**Threats:**

- unclear strategy for management of financial and non-financial investments in innovation
- desire for immediate economic effects of (responsible) innovations
- aging of the population
- reduced public finances
- shrinkage of private funds
- additional budget cuts in the municipalities for implementation of new models/concepts on RI
- fierce global competition
- large differences in levels of development among municipalities in the area
- lack of local (regional) identity

Taking into consideration the results of the SWOT analysis and especially the local and regional innovation and entrepreneurship policy we can define some capabilities that our organization has as a sub-regional development institution that cooperates with a large number of decision makers, institutions and stakeholders to address the strengths and weaknesses:

- Helping public authorities to create and promote innovation infrastructure model and include the criteria on RI into the model (an e-system for gathering, evaluating and awarding innovative ideas and projects that come from different stakeholders in our area (local entrepreneurs, associations, students, media,...))
- Innovation focus on social solutions for aging population
- Infrastructural support for social innovation
- Collecting/writing success stories on RI for the (local) media
- Promoting different projects that tackle the topic of RI as examples of good practices
  - among local residents (including articles focused on RI in the local media)
- Broadening the existent school curricula (elective subjects) with the entrepreneurship and innovation topic
- Strengthening the connection between public authorities, NGOs and companies
- Building on local self-sufficiency with food and organic farming as a starter point for promoting RI
- Engaging local administration, NGOs from the area and Universities from the capital
  - city to engage in a broader analysis on RI and trend-spotting, including the potential areas for local innovation
- Offering support to companies for the definition of (responsible) innovation strategies with emphasis on long-term projections of the future of innovations
- Promoting (national) awards that tackle RI issue among local companies

### 3. Concept for Implementation

The main purpose of the Action Plan for the Heart of Slovenia area is to enhance the Local Development Plan 2014 - 2020 with the concept of responsible innovation. This means including the elements of interactivity and multidisciplinary of stakeholders, mutual responsiveness to changes, transparency of processes, competitive advantage, sustainability, social desirability and ethical aspects to as many projects and activities as possible. Some of the elements have already been included in the preparation phase of the document, since a large number of stakeholders attended several workshops to prepare its content. Nevertheless we can identify more opportunities within the main policy documents to embed responsible innovation and take them a step forward to the local level.

**The ultimate goal is to satisfy the interests of all involved municipalities for a more coherent development of the area, reducing development disparities and increasing the competitiveness of the region in a responsible way.** This can be achieved through the preparation and implementation of appropriate joint projects that we propose in the Action Plan.

The Heart of Slovenia area is special because of its predominantly rural character and the vision which states that the best development opportunities are hidden in the integration and cooperation which is based on the understanding of key skills and specifics. The same strategic emphasis can be also seen in the national strategic documents that highlight the growing importance and role of networking communities to achieve better regional development, also in terms of implementation and participation in individual projects. It is a fact that due to various interests at the local level, it is difficult to pursue the broader regional and national development that can be suitable for the wider community. It is therefore necessary to strengthen cooperation and functional integration in the inter-municipal level: in this way also funds in the next financial perspective will be distributed.

Considering all of the above we have determined 3 strategic development goals within the Action plan:

- Ensuring a supportive environment for the promotion of various activities, namely: entrepreneurship and innovation with emphasis on handicraft, sustainable tourism, active aging, local self-sufficiency with food and energy efficiency.
- Local self-sufficiency with emphasis on food self-sufficiency and based on the use of own resources (natural and human).

- High quality of living for all residents of the Heart of Slovenia area with emphasis on providing a strong common regional identity.

The first proposed action/project is the development of **the network of craftsmen of the Heart of Slovenia**, which is designed as a network center that connects traditional craftsmen knowledge and encourages its widest possible use, promotion and transfer of knowledge to the younger generation and marketing. Such an entrepreneurial approach can be manifested both in the sale of individual handicraft products as well as tourist services (displays of craftsmanship, tradition and use) which will create interesting and innovative stories and integrated tourism products of the Heart of Slovenia. Around some individual craftsmen points in the network we can develop true heritage communities where heritage represents a development opportunity for the local community.

The second proposed action/project is **the supportive environment for entrepreneurship in the Heart of Slovenia** with the aim to upgrade the existing one with additional consulting, educational, promotional, networking and marketing activities for entrepreneurs. Special focus will be made to tourism providers and farmers.

An important complementary activity within the proposed action will be also the development, implementation and management of the supportive environment for innovation in the Heart of Slovenia with innovation contests, conferences, open innovation platforms and monitoring innovation in local communities. Emphasis will be made to better understand on the needs of clients / customers and to activate the residents in providing solutions for the development of their communities (not just highlighting problems).

Tourism is also an important entrepreneurial sector that has the potential to create (green) jobs. Our efforts will be focused on the establishment of the competence center for tourism which is also in line with the adopted Development and marketing strategy the Heart of Slovenia as a tourist destination. The area of Natura 2000 is also an opportunity for sustainable tourism development in our area which can address the growth in demand for green destinations and destinations with authentic stories and experiential tourism.

Farmers as the next priority target group with great potential (especially in organic farming). Activities will focus towards upgrading local self-sufficiency with food, creating additional marketing channels and greater involvement of local producers, processors and consumers of food in the local self-sufficiency network.



All of the three above mentioned entrepreneurial topics (responsible innovation, sustainable tourism and local self-sufficiency with food) will be also integrated into the educational curricula within the already established Consortium of kindergartens and schools of the Heart of Slovenia area.

The third proposed action/project is **the intergenerational network of assistance for the elderly** as an innovative program at the local level that will integrate existing and new activities into a single and comprehensive network while offering an opportunity for the development of social entrepreneurship. On the long-term we also anticipate the establishment of an intergenerational network of volunteers offering social welfare services to the elderly that will be composed of different stakeholders and age groups.

The next proposed action/project is **the energy office of the Heart of Slovenia** offering comprehensive energy solutions for residents, businesses and public institutions together with providing information, education, counseling, professional assistance in obtaining grants, managing energy accounting for municipalities, encouraging and promoting innovative energy approaches such as cooperatives, contracting and shareholding, establishment of an informative energy web portal and analyzing local energy concepts of municipalities.

The criteria for inclusion of projects in the Action Plan and consequently, to the Local Development Plan are identified as follows:

- identification of real societal needs (addressing the RI element of competitive advantage and social desirability)
- Consideration of strategic development objectives and documents of the Republic of Slovenia and the European Union (addressing the RI element of multidisciplinary)
- Innovation, comparative advantage and competitiveness of projects (addressing the RI element of competitive advantage and mutual responsiveness)
- The development that is based mainly on the use of existing local resources: natural, cultural, human and partly financial (addressing the RI element of sustainability and ethical aspect)

#### **4. Development and/or Integration of PA/GPs from partner and other regions**

##### **4.1 PA/GP1: Promotional film on responsible innovation in the Heart of Slovenia**

A short promotional film on responsible innovation (RI) that shows the Heart of Slovenia area as a place of opportunities. Opportunities for innovation, self-realization and quality living. A place where people, their creativity and knowledge, natural and cultural resources are the key foundations for development. A development which interconnects entrepreneurship, tourism and environment with respect to the principles of sustainability, social responsibility and quality of life.

The video includes examples of technological and non-technological innovation that were successfully produced by six different business entities who already include responsible innovation into their business activities and promotes key values and elements of RI, such as: creativity, harmonious collaboration between nature and people, intergenerational cooperation, knowledge, tradition and care for future generations.

This PA/BP is based on the Greek good practice on Women cooperatives where a promotional film is one of the important promotional activities (just being implemented) and it was chosen because the topic on RI is not very known in our area and we decided to create a tool that can be very expressive, easily disseminated and available for a large target group, especially young people. Also, it was identified within the SWOT analysis that the concept of RI should be mainstreamed on a wider scale in order to increase its visibility.

WITH THE VIDEO WE ALSO HAD THE OPPORTUNITY TO PRESENT THE TOPIC IN A NEW, INSPIRING AND INTERESTING WAY THAT EMBRACES DIFFERENT TARGET AUDIENCE ON DIFFERENT LEVELS OF UNDERSTANDING THE TOPIC (PICTURE AND IMAGES - VISUAL, MUSIC AND LYRICS - SOUND). THE RESULTS SHOW THAT THE PILOT ACTION WAS QUITE SUCCESSFUL SINCE THE VIDEO RECORDED OVER 5.000 VIEWS IN 1 WEEK.

Another trigger was also to address a quite complex and unknown topic and present it in a simple and transparent way for general public – stakeholders in our area often face this kind of challenges (for example, how to present the complexity of technological innovation).

We believe that the chosen pilot action is an action on RI because it presents already existing RI initiatives in the area (good practices in business environment) which has never been done before, because it promotes different RI elements and values and also because it shows that it's possible to be responsibly innovative in different areas (agriculture, high-tech, tourism, chemical,...), with different stakeholders (farmers, companies, non-profit firms,...) and in different sizes (micro, small, medium, large).

This pilot action is considered as a RI model because it contains many RI elements such as: involvement and connection of different & relevant stakeholders (innovative companies, farmers, copywriters, agencies, mayors...), care for the future, environmental and ethical aspect and sustainability.

MAIN BENEFITS OF IMPLEMENTATION OF THIS PA/GP ARE: GREATER UNDERSTANDING OF WHAT RI IS, MORE EMPHASIS ON RI ELEMENTS BUSINESS ACTIVITIES AND IN THE STRATEGIC AND OPERATIONAL DOCUMENTS OF BUSINESS ENTITIES AND MUNICIPALITIES IN THE AREA AND ALSO GREATER VOLUME OF TOURIST VISITS IN THE AREA – TOURISTS WHO APPRECIATE BEAUTIFUL NATURE, SIMPLICITY, DOMESTIC ATMOSPHERE AND QUALITY.

The planning of promotional film started in January 2014 and was published on 10<sup>th</sup> July. The feedback is very positive, questions on responsible innovation keep coming, one of the result is also the ongoing graduation thesis “Policy, tools, indicators and aspects of promoting innovation in Slovenian tourism” in which one of three goals is to answer the question on how environmental, ethical and social aspect are taken into account in the development of innovations in Slovenian tourism. We therefore believe that this kind of promotion (visual, image) has the biggest impact on the majority population. Since the key approach of the Development Centre of the Heart of Slovenia is the “bottom – up” approach, this kind of actions seem to have further potential for implementation. We are influenced to tackle responsible innovation also in other topics that are important for the development of our area and will be included in the Regional development programme 2014 – 2020. The topics that we would like to elaborate on are also tourism in it’s basic sense, handicraft, active aging and intergenerational cooperation, energy efficiency and renewable energy sources and local self-sufficiency with food.

#### **4.2PA/GP 2: LABELING OF QUALITY PRODUCTS FORM RURAL REGIONS OF THE HEART OF SLOVENIA**

The uniqueness of the brand The Heart of Slovenia is that it was originally born (in 2006 and registered in 2008) from the need of community and not invented as a marketing tool that has to be implemented because of professional goals. Initial impulse was to build a common identity based on shared values of rural areas north, south and east of the capital city of Slovenia which is substantially different from the urban part. The brand arises from the actual needs of space and time, therefore the Development Centre of the Heart of Slovenia managed to connect a great number of stake holders - individuals,

organizations, initiatives and projects that bring tangible results for everyone who lives and works in the area but also for visitors from outside the Heart of Slovenia area. Brand as such is applied in geographical terms – to outline certain part of Slovenia (around the geographical centre of the state) and in marketing terms – to distinguish services and products that fulfil standards based on sustainable growth. The whole concept of The Heart of Slovenia is based on strong personal identification of the stakeholders with the DNA of the brand (core values, mission, vision, goals). It can be also understood as movement or network that connects potentials for sustainable growth in the area and develop self-esteem of the brand co-creators. Social innovation is embodied in all activities and recognized in the results.

The original story of the brand Heart of Slovenia is based on complex integration and cooperation among different stakeholders. Unique approach to brand building is opening new perspective of using established business models and marketing tools in a new way. Concentrating on the needs and potentials of the stakeholders, understanding their own capacity of contribution to the interest of the community, respecting their individuality and connecting them based on the common values into new entity is the core of systematic approach to sustainable branding. Social needs and aspirations are in the focus and benefits to society as a whole are developing new possibilities towards more sustainable ways of living.

In 6 years things have evolved, a large number of different stakeholders recognised the importance of appearance under a common identity but expressed the need to professionalize the criteria that were quite general and not adapted to different kinds of products and services. The brand had taken into account 5 criteria, namely:

- geographic belonging (the seat of activity or creating in geographic area of The Heart of Slovenia)
- quality (in accordance with the existing standards and schemes for every selected category)
- sustainable development (according to the official definition)
- assurance of experiencing (uniqueness, content roundness)
- readiness for active participation at development of the brand (co-operation at development, upgrading, content promotion)

With the help of FaRIInn project (and the best practice from Montenegro «The best our Mountains have to offer») we have recognized the opportunity to upgrade the brand and focused on 3 product categories:

- crops and culinary products
- handicraft and unique industrial design products
- tourism products

This enabled to broaden the existing usage of the brand from (mainly) promotional materials to specific products and services and consequently bring added value to specific providers of certified local products.

The activities undertaken were the upgrade of management, custody and distribution of the Heart of Slovenia brand (rules, regulations, forms, contracts, certificates,...) establishment of a system of granting rights to use the brand Heart of Slovenia (criteria, processes, evaluation committee,...) and the establishment of a marketing system to promote and encourage the sale of quality products from rural regions of the Heart of Slovenia (promotion, marketing, sales...). The duration of this first phase was from January 2014 to September 2014.

In the PA/GP we have involved different stakeholders such as brand development specialists, experts and opinion makers from the 3 product categories, existing and potential brand users, potential customers - buyers who appreciate product quality, locality, source and other.

The reason for the chosen PA/GP was also that, besides the suppliers and customers, also the region will benefit by wider visibility and raised awareness about the importance of quality products and responsibility towards the environment and society in the product development phases.

The innovativeness of the implemented PA/GP in our area is the fact that no such system yet exists but it will also bring new knowledge, tools for additional sales and marketing activities to the product providers and preserve jobs (who are mostly small business entities with limited personnel and marketing budget) and, on the long term, bring added value to product providers and to the Heart of Slovenia brand.

Quite some new brands for quality local and regional products have been established in the last years in Slovenia (Dobrote slovenskih kmetij, Okusi Rogle, Bohinjsko, Dobrote

izpod Pece, Dobrote Dolenjske, Babica Jerca & Dedek Jaka,...) but the Heart of Slovenia brand will be extended also to tourism products and, among the classic quality indicators / criteria, also the anticipation and minimization of all the consequences and side effects on humans and the environment (considering the moral responsibility of offenses which relate to products / programs) will be considered in the documentation and in practice.

In the future our goal is to broaden the product categories also to: dishes, culinary events, travel and tourism-related facilities.

Both of the PA/GP and FaRIIn project by itself influenced us to widespread further the concept of responsible innovation, therefore we are making an effort to upgrade the Heart of Slovenia web page with this topic and present other regional, national and international good practices, projects, initiatives as well as (research) studies and analysis on responsible innovation.

We are also cooperating with the Citizens' initiative for Integral green Slovenia and prof. Ronnie Lessem and prof. Alexander Schieffer from the Center for Integral Development Tran4m in Geneva who are making an effort to introduce and implement the concept of integral economics – a holistic model that builds on the many practical and successful sustainable economic models, in terms of connecting transdisciplinarity and transculturality and encouraging participating and building inclusive communities. We'll be contributing our experience from FaRIIn project and the development of our brand to a book »Integral Green Slovenia« where the Heart of Slovenia will be presented as a leading case study on sustainable regional development.

## **5. Transfer and implementation team**

The Action Plan is quite ambitious but set on the long-term (until 2020). In the design of key projects more than 100 people from different organizations were involved and its implementation will also require the integration of many stakeholders.

The main coordination activities will be done by employees of Development centre of the Heart of Slovenia (13 employees) as well as a large number of implementation activities.

The main decision making authority will be the regional council of mayors of the Development partnership of the center of Slovenia being the strategic decision-making body. This body confirms the periodic regional development programs and annual work programs as well as partially finances the confirmed projects and activities.

Nevertheless a large network of institutions and stakeholders from and outside the Heart of Slovenia area will also have to be included in the development and implementation phase for many purposes:

- exchange of expertise and offering professional services
- directing the implementation of activities
- searching for adequate financial resources for implementation of projects and activities
- assisting in the integration of the widest possible range of users in the design and implementation
- dissemination and promotion of projects and project results

When looking only to the 2 PA/GP being transferred we below provide some more specific information on transfer and implementation team.

- **PA/GP 1: Promotional film on responsible innovation in the Heart of Slovenia**

Involved personnel	5 employees (director, deputy director, brand manager, tourism development, business development) involved in the planning activities, selection of contractors, scenario development, contacts and coordination between service providers and technical contractors, coordination of schedules, assistance in the actual making of the film at locations, publishing and promotion of the promotional film (dissemination)
Involved service providers	<p>Entities involved in the video (not all were included in the end, but contacted and filmed: 2 large companies (exhaust systems, paints, facade systems and energy solutions), 1 small company (logistics), 2 micro companies (active and heritage tourism), 2 entrepreneurs (musical instruments, food), 1 cooperative (food distribution from farmers to public institutions), 2 municipalities, public institutions (kindergarten, castle)</p> <p>Technical contractors: 6 individuals from 2 companies (cameramen, English native speaker, technicians)</p> <p>External experts: 2 communication experts and 1 involved in brand development</p>
Others involved in the practical	Several business partners, individuals and LSC members for feedback on the draft text and draft film (comments and suggestions)

transfer of the GP	
Activities	<ul style="list-style-type: none"> <li>• Meetings of project group (internal staff and external contractors and communication specialists) for brainstorming, concept preparation and planning the implementation of the film</li> <li>• Preparation of the script (several versions and variations of locations, shots, text)</li> <li>• Preparation of a list of potential/possible entities and panoramic locations included in the video and its selection</li> <li>• Presentation of the pilot action to potential entities and obtaining their consent for cooperation</li> <li>• Coordination of schedule for test recording and final recording among different entities included in the video and the technical team</li> <li>• Shooting in different locations</li> <li>• Amendments of the film</li> <li>• Preparation of a list of logos and references at the end of the film</li> <li>• Publishing and promotional activities (e-mails, websites, social networks...)</li> </ul>
Time frame - start	JANUARY 2014
Time frame - finish	<p>FINAL VERSION OF THE FILM: JUNE 2014</p> <p>PUBLISHED ON YOUTUBE: JULY 10<sup>TH</sup> 2014</p>

#### **PA/GP 2: Labeling of quality products form rural regions of the Heart of Slovenia**

Involved personnel	5 employees – s.c. Working Group (director, deputy director, brand manager, tourism development, business development) involved in the planning and implementation of activities, selection of the contractor, preparation of formal documents, publishing and promotion of the labeling system, recruitment of brand users, organization of product evaluation, awarding of certificates
Involved service	<ul style="list-style-type: none"> <li>• 1 external expert</li> </ul>



providers	<ul style="list-style-type: none"> <li>• 3 members of the Evaluation Committee</li> </ul>
Others involved in the practical transfer of the GP	<ul style="list-style-type: none"> <li>• 9 members of the Expert Group</li> <li>• Other stakeholders in the Heart of Slovenia area – potential brand users</li> </ul>
Activities	<ul style="list-style-type: none"> <li>• Review of best practice from Montenegro »The best our Mountains have to offer« and other Slovenian practices for labeling of quality products from rural areas (Okusi Dolenjske, Okusi Rogle, Bohinjsko, Dedek Jaka in Babica Jerca) -</li> <li>• Preparation of a proposal for the transfer of best practice to the territory of the Heart of Slovenia</li> <li>• Search for external experts</li> <li>• Familiarizing with the system of quality assurance</li> <li>• Coordination and planning of the content for implementation (meetings with the working group and external expert)</li> <li>• Creation of basic Regulation documents on the granting of rights to use the collective brand Heart of Slovenia</li> <li>• Preparation of the Implementation plan for the creation of the right to use the brand: rules and regulations, procedures that include: sub-policies, evaluation criteria, tender, application forms evaluation, sheets, reports, certificate, contract, data register and all other documentation concerning the process of obtaining the right to use the brand and quality monitoring (different for 3 product categories)</li> <li>• Reviews and adjustments of different documents</li> <li>• Establishment and meetings with the Evaluation Committee</li> <li>• Establishment and workshops with the Working Group</li> <li>• Establishment and workshops with the Expert Group</li> <li>• Meetings with potential users of the Heart of Slovenia brand (on site meetings for their inclusion in the certification system)</li> <li>• Publishing of documents</li> </ul>

	<ul style="list-style-type: none"> <li>• Presentation of the established system to the general public in the Heart of Slovenia area</li> </ul>
Time frame - start	January 2014
Time frame – finish	September 2014

## 6.IMPLEMENTATION SCHEDULE

- The explicit formulation of the implementation Process
- Schedule for implementation of Action Plan:
  - mainstreaming in the next R/N\_M\_P period 2014 - 2020
- Gantt-Diagram with single steps/activities/milestones

**Table 4.4.5** Implementation Schedule

Action/Projects	Sub-activities/Sub-projects	Period of implementation	Mainstreaming in the next R/N_M_P period 2014 - 2020
The network of craftsmen of the Heart of Slovenia		2014 - 2020	PA: objectives 1, 3 and 8. SSS: measure 2 in Business-innovation ecosystem and measure 2 in Value chains and networks. SIP: policy areas 2 and 3. RRIS: policy area 5.
The supportive environment for entrepreneurship in the Heart of Slovenia	Supportive environment for entrepreneurship - general	2014 - 2020	PA: objective 3. SSS: measure 3 in Business-innovation ecosystem. SIP: policy area 2. RRIS: policy areas 4 and 5.
	Supportive environment for innovation	2015 - 2020	PA: objectives 1 and 3. SSS: measure 3 in Business-innovation ecosystem. SIP: policy area 2. RRIS: policy areas 4 and 5.

	Tourism	2015 - 2020	PA: objectives 1 and 3. SSS: measure 3 in Business-innovation ecosystem and measure 2 in Value chains and networks. SIP: policy area 2. RRIS: policy area 5.
	Local self-sufficiency network	2014 - 2020	PA: objectives 1, 6, 8 and 10. SSS: measures 1 and 2 in Value chains and networks. SIP: policy area 2. RRIS: policy area 5.
	Consortium of kindergartens and schools of the Heart of Slovenia	2014 - 2020	PA: objectives 8 and 10. SSS: measure 2 in Business-innovation ecosystem and measure 2 in Value chains and networks. SIP: policy area 2.
The intergenerational network of assistance for the elderly		2014 - 2020	PA: objectives 8, 9 and 11. SSS: measure 2 Value chains and networks. SIP: policy area 2.
The energy office of the Heart of Slovenia		2014 - 2020	PA: objective 4. SIP: policy area 3.

PA: Partnership agreement between Slovenia and the European Commission for the period 2014-2020

SSS: Smart specialization strategy 2014-2020

SIP: Slovenian industrial policy 2014-2020

RRIS: Resolution of the Research and Innovation Strategy of Slovenia 2011-2020

## 7. Budget allocation and Resources

**Table 4.4.6** Budget allocation

Action/Projects	Sub-activities/Sub-projects	Estimated budget in million EUR for the period 2014 - 2020	Source of funding
The network of craftsmen of the Heart of Slovenia		2,2	European Agricultural Fund for Rural Development (EAFRD), European Social Fund (ESF)
The supportive environment for entrepreneurship in the Heart of Slovenia	Supportive environment for entrepreneurship - general	1,5	European Regional Development Fund (ERDF), European Social Fund (ESF),
	Supportive environment for innovation	0,3	Horizon 2020 grant, COSME grant
	Tourism	1,5	European Regional Development Fund (ERDF), European Agricultural Fund for Rural Development

			(EAFRD), European Social Fund (ESF)
	Local self-sufficiency network	1,7	European Agricultural Fund for Rural Development (EAFRD)
	Consortium of kindergartens and schools of the Heart of Slovenia	0,2	Regional funds
The intergenerational network of assistance for the elderly		0,2	European Social Fund (ESF), Horizon 2020 grant
The energy office of the Heart of Slovenia		0,8	Cohesion Fund, COSME grant
<b>Total</b>		<b>8,4</b>	

## 8.EXPECTED IMPACT

---

### 8.1INDICATORS OF PROPOSAL

- Expected results from implementation of Action Plan concept (including quantifiable and measurable impact of PA/GP implementation on statistics of the region, qualitative impact)
  - WP lead partner will provide relevant indicators

### 8.2MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED

**Table 4.4.7** Monitoring actions

Action/Projects	Sub-activities/Sub-projects	Key measures
The network of craftsmen of the Heart of Slovenia		<p>Number of craftsmen in the network</p> <p>Number of promotional activities</p> <p>Increase in revenues from the sale of handicraft products</p> <p>Number of new practitioners (transfer of business to younger generations)</p> <p>Number of tourism product which involve handicraft and unique industrial design products</p> <p>Number of the Heart of Slovenia brand holders for handicraft products</p>

The supportive environment for entrepreneurship in the Heart of Slovenia	Supportive environment for entrepreneurship - general	<p>Number of consulting activities</p> <p>Number of educational activities</p> <p>Number of promotional activities</p> <p>Number of new established entrepreneurs/companies in tourism</p> <p>Number of new established entrepreneurs/companies in agriculture</p>
	Supportive environment for innovation	<p>Number of innovation contests</p> <p>Number of conferences on innovation topic</p> <p>Number of active participants in established open innovation platform</p> <p>Number of innovative ideas / projects</p>
	Tourism	<p>Established competence center for tourism</p> <p>Number of new green tourism product</p> <p>Increase in revenues for tourism providers</p> <p>Increase in the number of tourists in the area (regional, national, international)</p> <p>Number of the Heart of Slovenia brand holders for tourism products</p>
	Local self-sufficiency network	<p>Number of regional public institutions included in the "School scheme of the fruit and vegetables"</p> <p>Number of local / regional farmers included distributing local products to public institutions</p> <p>Number of points of sale of local products</p>



		<p>Number of the Heart of Slovenia brand holders for crops and culinary products</p> <p>Number of new registered farmers (for organic farming)</p>
	<p>Consortium of kindergartens and schools of the Heart of Slovenia</p>	<p>Number of kindergartens and schools included in the Consortium</p> <p>Number of workshops and lectures performed</p>
<p>The intergenerational network of assistance for the elderly</p>		<p>Number of social enterprises</p> <p>Number of volunteers</p> <p>Number of new ICT devices helping the elderly to extend their stay at home</p> <p>Number of innovative social welfare services for the elderly</p> <p>Number of established village centers</p>
<p>The energy office of the Heart of Slovenia</p>		<p>Number of consulting activities</p> <p>Number of educational activities</p> <p>Number of promotional activities</p> <p>Amount of grants obtained for energy efficient solutions</p> <p>Local energy concepts for all municipalities</p>

### 8.3 CONTRIBUTION TO LISBON AGENDA

Key priority tasks for reaching the goals\* of Lisbon strategy are (EC, 2005):

- investment in knowledge and innovation and establishment of attractive business environment
- creation of more and better jobs and at the same time maintaining social cohesion
- impact on flexibility of labour market

In 2006 EC suggested and confirmed 4 pillars of Lisbon strategy to which EU should focus by priority:

- investment in knowledge and innovation
- encouraging entrepreneurship capacities
- fighting the globalization and demographic change challenges
- energy politics

With implementation of the Action Plan we will contribute to all key priority tasks, namely:

**The network of craftsmen of the Heart of Slovenia** will have positive impact on investment in knowledge and innovation and establishment of attractive business environment, creation of more and better jobs.

**The supportive environment for entrepreneurship in the Heart of Slovenia** (including tourism, local self-sufficiency network, supportive environment for innovation, consortium of kindergartens and schools of the Heart of Slovenia) will have positive impact on investment in knowledge and innovation and establishment of attractive business environment, creation of more and better jobs, encouraging entrepreneurship capacities, flexibility of labour market and fighting the globalization change challenges.

**The intergenerational network of assistance for the elderly** will contribute to investment in knowledge and innovation, flexibility of labour market and fighting the demographic change challenges.

**The energy office of the Heart of Slovenia** will have positive impact on energy politics.

## 4.5 Action Plan of Bosnia-Herzegovina (Non EU Partner)-Sarajevo Economic Region Development Agency A)



### 1.Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P)

#### 1.1Mainstream Programmes Overview

- Short overview of objectives and priority axis (including budget available)

There is no National Strategy for RDI (on national level exists Strategy of science development in BiH 2010-2015, but there are no funds and infrastructure for it), but some strategies of entities and cantons exist. In the Strategy concepts of Canton Sarajevo vision to 2020, for strengthening competitiveness, there are several large axes to be financed through various programmes (national, EU and other funds).

- a) Creating a supportive background to encourage private initiatives, through risk capital loans and guarantee funds, proper management of intellectual property rights.
- b) Cantonal Law on PPP (public private partnership) supporting entrepreneurial initiatives and smart innovation processes, specialization processes in the fields of

metal and wood production, IT and ICT, renewable energy, innovative tourism and environment friendly eco-technologies.

- c) Promoting competitiveness centers (mainly business development centers), as instruments to support interactions between public financed research, private companies and public services sector through joint research projects and activities (EU project in BiH: FGSME - Support to fast growing SMEs – implemented by SERDA).
- d) Knowledge transfer infrastructure and innovation incubators will be supported through support to new coming international high school and technical universities, the training of human resources involved in the technology transfers.
- e) The further development of intellectual rights protection and further transfer to transnational platforms.
- Actions already undertaken within priority axis: N/A
- Flexibility of axis to allow the implementation of the AP including integration of PA/GPs from partner regions

All axes are aligned widely so incorporation of experiences from local and international Pilot Actions and Good Practices (as well as from partner regions) is enabled.

- Description of decision making process for consensus building and implementation of AP in the national/regional/local mainstream programme

The local innovative actors, already involved through the FARINN project in a collaborative network, will be presented with the available financing opportunities (as specified in the national contact point network and EU funded programs) and asked to formulate their objectives and design actions to be undertaken according to the available measures. The proposed actions will be discussed and filtered in the local meetings of partners; after a while the actions will be implemented as the financing becomes active.

## **2.SWOT of the Innovation and Entrepreneurship System in the Area**

- Understanding the nature of the Innovation and Entrepreneurship with emphasis to Responsible Innovation

The results of Local analysis shows that most important factors are the factors which determine the position in market competition, such as expansion of product and service scale, open of new markets, expansion of market share, improve quality of products and services, and expansion of production capacity and effectiveness of products and

services. In this context it surprises that in presence reduce production or transport unit costs is rated rather low marked as medium important, but for near future most of subject predict it become of high importance. Also is very interesting that improve of health protection and security conditions are almost 40% of subjects as not much important. The reason is unclear: because the opinion of the health protection is adequate, or that additional rising of it is expensive. The least important spectrum of the decisions about innovation is the less tangible factors, such as the better promotion of cultural heritage, and the greater commitment to local community.

No organization thinks that their innovation is not environmental friendly. Most of the organizations implementing innovation keep attention to the environmental awareness (81%), but only half of it has estimated the accidental or unintended effects of their innovative activity at least subsequently, and has drawn attention of their consumers' to these effects (57%). On the other hand, those who estimate these accidental effects less, did not care to draw their consumers' attention at all. In terms of environmental aspects almost all organizations agreed that their innovation activities, products, technologies or services are not harmful to health.

On the society level, regarding the job losses (19%) companies probably losing market, (11%) manufacturing companies - probably introducing new technologies, answered that their innovation activity resulted job losses or cuts within the organization. When RI is in question, exactly the half (50%) of the organizations has heard about the concept of responsible innovation and 53% of them are absolutely focused to the care for the environment and the care for community and the care for future generations. Other minor half, almost all care for the environment and young generations and half of them (a quarter of those who heard about RI) acts occasionally when community is in question. Other half of the organizations that have never heard about concept of responsible innovation are less careful.

- Identification of key changes in the environment of Innovation and Entrepreneurship (uncertainty, conditions, complex situations)

The main strategic documents, such as the Strategy for the Development of Science in BiH 2010-2015 and its Action Plan, and adopted the Framework Law on Foundations of scientific research and coordination of internal and international scientific and research cooperation in BiH defines public policy science and technology development in BiH. The documents are considered rebuilding recognized and effective skills in science and technology in the country and the development of scientific and research activities through which will address the needs of BiH's on the road to developed society.

Bosnia and Herzegovina has made progress in terms of the country's position in international cooperation in the field of science. In November 2008, BiH signed the Memorandum on scientific-technical cooperation with EU. BiH received an associate status with the FP7 program. Since May 2009, Bosnia and Herzegovina is a full member of COST, an intergovernmental framework for European cooperation in fields of science and technology. Have the status of the State Information points in the EUREKA initiative; Pan-European network for market-oriented, industrial research and development. Scientific research in BiH is in a transition phase. Actions are needed at all levels in BiH and international level in both financially and socks terms. Reconstruction of the scientific and technological potential of the country is needed to prepare the future and also very important step towards EU integration.

- Brief description of overall local/regional/national Innovation and Entrepreneurship policy and support in the region

As mentioned above, now BiH doesn't have built system of support to Innovation and Entrepreneurship. Although BiH inherited from the former Yugoslavia strong scientific and technological tradition (1991 before War invested 1.5% of their national income in research and development) and strong fundamental industry, current research system cannot be matched with international standards. BiH allocated from the budget of 0.07%, but it is estimated that the total allocations from 0.1 to 0.14% (Budget economy and investment services sector) of its GDP the research and development activity, which is far below the average in the EU-27, which is 1.84%.

- Description of strengths / weaknesses (internal factors), opportunities and threats (external factors) of the regional Innovation and Entrepreneurship support for those defined areas/fields which are of interest under the FARINN project

#### Internal factors

##### Strengths

The canton is financially strongest administrative territory in BiH; with Biggest value of GDP; most populated territory (density); high ratio of competitive traded activities; number of enterprises in the region is above the national average, as well as the number of large enterprises; highly skilled R&D human resources; work efficiency in slow but constant growth; increasing employment; highest corporate density; distinct innovation results in hi-tech activities that can be used on the market; synergic presence of traditional and innovative branches in the economy of the county.

##### Weaknesses

Economy is allocated unequally, concentrated in cities, backwardness of rural regions; huge unemployment rate; intellectual potential at the university and at research centres is rarely used; low GDP per capita comparing the SEE and EU 27 average; undeveloped R&D infrastructure (research institutions); no publicly funded research centres; clustering is not developed, low willingness of cooperation; corporate structure is unbalanced missing middle sized companies with development potential; low national average number of SMEs per capita comparing with EU 27; no complex programs and projects involving more sub-regions and stakeholders, resulting from the lack of cooperation; deficient knowledge on the concept of RI; unbalanced regional performances regarding innovation implementation; no critical mass of enterprises creating innovation; general negligence in consideration the long term effects on innovation (social, ethical or environmental).

- Definition of Capabilities that derive from important assets (after strength and weaknesses analysis)

Capability to lead RDI cooperative projects in partnership between University Sarajevo, R&D organizations (private and public) and companies interested to scientifically grow; to build capacities to sustain complex R&D projects requiring highly trained professionals and a highly developed infrastructure.

### **3. Concept for Implementation**

Detailed conceptual description of the Action Plan (AP)

The term Implementation refers to the process of elaborating and organizing all activities included in the AP. Key considerations for providing a meaningful structure for the formulation of the AP, as well as key elements that define implementation details should be included in the description, such as:

- Purpose, clarity about the ultimate goal, understanding of relative changes in activities and resource capabilities

The Action Plan is aimed at improving and promoting benefits of RI concept, achieved through cooperation between the economic sector and the RDI agents acting in the area of Sarajevo Canton. Also, the measures intend to promote applied research and market-oriented research using the resources already existing in the region.

As the studies and interviews carried out during the activities of FARINN project have shown that one of the main problems in the area is the lack of market-oriented and economic applications and use of research resources, and not the lack of resources itself. The Action Plan intends to change this situation. As the Action Plan is primarily focused on promoting cooperation and economic integration of existing RDI resources and innovative private actors, the budget needs will be significantly lower than those needed for investments in infrastructure. Human resources are to be provided by the partners involved in the implementation of the AP.

- Basic disciplines of project management, stakeholder management, resource and time planning, controls, communication mechanisms, reviews, and necessary political involvement, support of the process needed from the policy making or administrative hierarchy (local, regional and or national administration, Managing authority of R/N\_M\_P or responsible organization of those mainstream programme(s) which will be used to finance the implementation)

Informal network of leading innovative actors and key stakeholders gathered during FARINN project will be the main hub for debate and decision, and continuous advocacy spot.

- Continued support necessary?

When the process is awakened and innovative network is started, most significant element is continuity of the support. In case of its absence, the cooperation network depends exclusively of the volunteer effort of the members of the network, and collapse easily.

#### **4. Development and/or Integration of PA/GPs from partner and other regions**

- How single PA/GPs will be integrated into the own Action Plan - AP (demonstration of transfer and import!)

Regarding PA/GP1, capacities ten project managers from SERDA was educated by Japan agency JICA and certify as business mentors. On the other hand SERDA now implementing EU co-financed project on support of Fast-growing SMEs and has active functional Project academy which could produce educational programs for above mentioned educations and trainings. On the end, transferring and embedding of this good practice in local education-supporting system, will be natural and smooth.



- Adaptation required for integration of relevant PA/GPs into the own regional framework.

No significant adaptation required for integration of following PA/GP1 it is compatible with existing entrepreneurial system in BiH. Even financing of these educational activities could easily be provided through existing loan guarantee funds.

**4.1PA/GP 1 GOOD PRACTICE TO BE TRANSFERRED: “TRAINING BY EXAMPLE” OF LOCAL ENTREPRENEURS, SELF-EMPLOYED THROUGH WELL STRUCTURED “MENTORING”, SUCCESSFUL PRACTICE THAT USED IN THE WESTERN MACEDONIA REGION.**

- Short description of PA/GP, highlighting aspects of particular interest

The responsible innovation, which through the entrepreneurial activities could lead to economic welfare and growth, should be made one of policy tools for sustainable development for regions, such as the North Aegean region. The analysis of the status regarding Responsible Innovation in North Aegean Region demonstrated among others the lack of targeted training of the local entrepreneurs and the young and potential work force. All traditional forms of training have been not as successful as designed for and wanted.

This initiative - practice was implemented for the first time by the University of Western Macedonia and many entrepreneurs and self-employed from the region were participated. This practice had two phases. The first included the selection of the mentors and their training in order to become “mentors”. The selection of the potential entrepreneurs and their training (basics of entrepreneurship and worldwide markets) run in parallel but, and that was very important, without mixing those two groups. The second phase started with the match of mentors with their proposed idea presented in the form of a draft business plan. Students shared those ideas and concerns with entrepreneurs and entrepreneurs help them to further develop it and even start their own business. Special emphasis was given to all aspects of Responsible Innovation such as ethical, environmental, economic.

- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP

Sarajevo Canton is university centre, newer the less its missing specific tailor-made education on basics of entrepreneurship and micro business management which will strengthen backbone of economy – smallest and most active micro SMEs. This activity could result with increased self-employment and prosperity of significant number of people, so official institutions will support these activities.

- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept

Both phases of PA/GP1 implementation will easily be integrated in own AP concept, and could be combined with local testing and PA/GPs.

#### **4.2PA/GP 2 GOOD PRACTICE TO BE FURTHER DEVELOPED AND CONTINUALLY IMPLEMENTED: TESTING OF RI MODEL IN SOME LOCAL SUBJECT AND DELIVERING OF COMBINED SEMINAR/TRAINING/WORKSHOPS ON RI CONCEPT EMBEDDING AND IMPLEMENTATION**

- Short description of PA/GP, highlighting aspects of particular interest

In implementation of activities within project FARINN, WP4 – Testing and Application was developed two step pilot activity, combined of testing existing RI model in three various subjects (company, school and Municipality). Detailed in the annex to this AP.

- Reasons for Choosing PA/GP: Short description of regional characteristics, initiatives, political will etc which led to choice of PA/GP

Sarajevo Canton is university center, but missing specific demand driven tailor-made education for entrepreneurs and young start-ups, on basics of entrepreneurship and micro business management which can additionally strengthen backbone of economy – smallest and most active micro SMEs. This activity could result with increased self-employment and prosperity of significant number of people, so official institutions will support these activities (as in selected PA/GP1).

- Which parts of the PA/GP will be transferred and imported in the own region – integration in own AP concept – N/A

## **5. TRANSFER AND IMPLEMENTATION TEAM**

---

- Selection of line managers and personnel to participate in the implementation process, inclusion of cross functional managers that can help the integration process

The line managers and personnel participating in the implementation of the pilot actions is formed by the FARINN project's team and key stakeholders and volunteers from SERDA.

- Territorial Involvement (service providers and others involved in the practical transfer of the good practice)

The organization of the event and the trainings was provided by a SERDA staff, as a result of activities on the FARINN project supported by external expert engaged through public procurement procedure.

## **6. Implementation Schedule**

- The explicit formulation of the implementation Process

The implementation has begun during the designing of the FARINN WP4 implementation activities Testing and Application, in which was organized three combined workshop/training/seminar for selected target groups with support of key stakeholders network. The implementation of the PA within the Action Plan will continue with the designation of the persons responsible for local Pilot Activities. One additional both phase cycle of PA will be organised up to the end of this year.

- Schedule for implementation of Action Plan:
  - mainstreaming in the next R/N\_M\_P period 2014 - 2020
- Gantt-Diagram with single steps/activities/milestones

Detailed precise Gantt diagram will be created upon fixing the term of phases of concerned activities.

## **7. Budget allocation and Resources**

- Financial budget with source of funding

First cycle of implementation for both PAs will be financed from cantonal fund for support of entrepreneurial activities (Ministry of Economy) and volunteer work of SERDA staff.

- Direct or indirect costs, investment costs, Staff required for implementation / management of implemented support measures for entrepreneurship (# person months/year), adjustment costs for making changes required

Summary all cost for the PAs implementation are not so high, because experiences and capacities for implementation of similar activities and necessary infrastructure exists and is functional. Detail budget will be attached as Addendum to this AP, when full schedule and program will be confirmed from key stakeholders, actors and cantonal authorities.

## **8.EXPECTED IMPACT**

---

Selected PAs will, hopefully contribute to SME and entrepreneurial capacity building, intensifying of employment and long term investment in lingering increase in economy development.

### **8.1INDICATORS OF PROPOSAL**

- Expected results from implementation of Action Plan concept (including quantifiable and measurable impact of PA/GP implementation on statistics of the region, qualitative impact)
  - WP lead partner will provide relevant indicators

### **8.2MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED**

Monitoring of PA, including measuring of achieved indicator value will be done by relevant cantonal ministry/department, to preserve transparency and protection of invested entrepreneurial funds.

### **8.3CONTRIBUTION TO LISBON AGENDA**

*How will the implementation of the Action Plan contribute to the Lisbon Agenda?*

Through the above axes which aim to strengthen the competitiveness will improve the quality of the communities' life as the Lisbon strategy support.

## **Official Declaration: Support for the Action Plan for Sarajevo Canton**

The following organisations have contributed to the FARINN project during the preparation of transfer and implementation of Good Practices from FARINN partner and

other regions and actions related to FARINN objectives to the organization/county/region of Sarajevo Canton:

- Ministry of Economy of Sarajevo Canton
- Ministry of Education, Science and Youth of Sarajevo Canton
- Ministry of Spatial planning and Environmental protection of Sarajevo Canton
- City of Sarajevo, City administration
- Major of Municipality Centar
- Major of Municipality Vogošća
- Major of Municipality Hadžići
- Major of Municipality Novi Grad
- Major of Municipality Novo Sarajevo
- University of Sarajevo
- Chamber of Economy of Sarajevo Canton
- High Mechanical Technical school, Sarajevo
- Employment office of Sarajevo Canton
- Employers' Association in FBiH

All these institutions acknowledge the added value of the FARINN project and its contribution to the Mainstream Programmes and/or other regional mainstream programmes, provided through interregional collaboration, identification of valuable Pilot Actions - Good Practices and development of the own Action Plan with the purpose to show the advantages that enterprises and the community at large can gain from responsible innovation and to design and test comprehensive models to do so.

FARINN goes to the heart of this problem and proposes a double sided solution of new governance mechanisms, strengthening the capacity of institutions to design and develop responsible innovation strategies, and of awareness raising among a public that should be ever more informed of and involved in public policy making. FARINN focuses on innovation models that respect the principles of sustainability, social responsibility and better quality of life. FARINN works to enhance identified framework conditions and lay a path for responsible innovation, particularly considering: accountability; transparency; low environmental impact; health and safety; work conditions; R&D investment and life-long learning; risk management; intergenerational fairness. FARINN involves a series of innovation actors, both as partners and stakeholders.

During the FARINN project the above mentioned authorities, stakeholders and actors have participated in extensive pilot and transfer activities, in view of a possible import into the region of Sarajevo Canton related to the related to the Section 4 presented Good Practices:

We consider the import of the abovementioned Good Practices, with necessary adaptation according to regional context, to represent potentially valuable input for economic development in the area/county/region of Sarajevo Canton. The annex of this declaration contains the detailed Action Plan for Sarajevo Canton.

We hereby confirm our support to the import and implementation of the above mentioned Pilot Actions - Good Practices in the Local/Regional/National mainstream programmes according to the developed Action Plan.

Organization: \_\_\_\_\_

Name and function of Legal Signatory: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Official Stamp:



4.6 Action Plan of Montenegro (Non EU Partner)–**Regional Development Agency for Bjelasica, Komovi & Prokletije (RDA BKP)**



**(RDA**

## **1.Embedding the Action Plan (AP) into the Local/Regional/National Mainstream Programmes (R/N\_M\_P)**

### **1.1MAINSTREAM PROGRAMMES OVERVIEW**

- Short overview of objectives and priority axis (including budget available)
- Actions already undertaken within priority axis
- Flexibility of axis to allow the implementation of the AP including integration of PA/GPs from partner regions
- Description of decision making process for consensus building and implementation of AP in the national/regional/local mainstream programme

The region of Bjelasica, Komovi and Prokletije is situated in the Northern part of Montenegro and includes municipalities of Kolasin, Mojkovac, Bijelo Polje, Berane, Andrijevica and Plav. This region is characterized by high mountains, clear rivers and lakes, great pastures and thus has great potential for the development of tourism and agriculture that are defined as key economic sectors. Consequently, proposed Action Plan (AP) targets these two sectors and is based on national tourism and agricultural development strategies and its implementation foresees cooperation of various stakeholders in order to contribute to the development of tourism and agriculture, as two priority economic sectors. Proposed AP is in line with the objectives that are defined by the most relevant strategies on national level. Specifically, proposed AP is in line with Montenegro Tourism Development Strategy to 2020, National Strategy of Sustainable Development of Montenegro, Human Resource Development Strategy for the Tourism Sector in Montenegro and objectives and priorities as it follows:

Montenegro Tourism Development Strategy to 2020 defines its specific goal as: by applying sustainable development principles and objectives Montenegro will create a strong position of a global high quality destination; tourism will provide to Montenegrin citizens enough jobs and increasing living standards and the Government will have stable and reliable revenues. Under its objective 5, Montenegro Tourism Development Strategy states that "many of the tourism-related activities are done haphazardly and are not properly organized. Particularly so in the northern region where tourism resources are not fully utilized due to the local stakeholders' inability to recognize the importance of tourism as a source of revenues and employment, and if recognizing the opportunities they lack capacities to get involved in tourism in the proper manner. This objective will be attained through the following three measures:



- Raise awareness on the importance of tourism as the main pillar of economic development

of Montenegro

- Encourage entrepreneurship in tourism

- Link tourism with other sectors of the local economy where the Strategy states: 'Huge potentials for increasing employment and revenues may be seen in linking tourism with other areas of the economy. Primarily food production... The extended agro tourism product offers an optimistic option for farmers in rural areas, in the northern region in particular, to have additional source of income to the one from agriculture. They should be enabled to diversify their economic activities to be better prepared for the shocks and adversities that may occur.'

National Strategy of Sustainable Development of Montenegro also advocates for agro tourism stating that it has 'positive economic effects, including decrease of unemployment, increase of living standard and contribution to regional/ rural development (by keeping people in the villages and mitigating the problem of «ageing» of the villages through the development of agriculture and forms of tourism related to countryside and agriculture – agro-tourism, eco-tourism and countryside tourism).' Finally, Montenegro Agriculture and EU Food Production and Rural Development Strategy also recognizes agro tourism as one of the main vehicles of diversification of incomes in rural households, and states that 'Support to diversification of economic activities in rural areas should get more importance. For this purpose significant resources should be earmarked. The aim is to provide the rural population the additional sources of income, which will generate added value to rural areas, and provide rapid development of agriculture (agro and other types of tourism, production of packaging, small equipment, gear, souvenirs and other home made products). Diversification is implemented through two activities: providing income from other sources for family members not engaged in agriculture, and starting up different types of businesses in rural areas in the form of small enterprises".

One of crucial strategy documents in Montenegro, National Strategy of Sustainable Development, looks into different economic sectors and separate strategic documents for those sectors, and gives guidelines and recommendations for sustainable development. On page 30 and 31, where agriculture and tourism are analyzed, aside from the recommendation to develop agro and rural tourism, it is stated also:

‘Priority objectives for the development of agriculture and fishery are: a) providing for a stable and good-quality food offer through the increase in competitiveness of domestic producers and sustainable management of resources; and b) rural development and provision of adequate living standard for the rural population...Furthermore, it is necessary to stimulate co-operation and associations between producers in primary production, to develop market infrastructure and create more favourable conditions to attract foreign investments into processing facilities and distribution of products. An especially important set of measures relates to the development of system for food safety control, development of organic agriculture, promotion of specific characteristics of local products and spreading the knowledge about good agricultural practices in order to protect the environment. The measures related to rural development primarily include provision of a more substantial support to the less favoured areas, improvements of rural infrastructure and enabling diversification of income sources.

Proposed AP is also in line with following EU and national documents: Two of three major objectives of The EU Rural Development Policy are: (1) increasing the competitiveness of the agricultural sector and (3) enhancing the quality of life in rural areas and promoting diversification of economic activities.

Montenegro Ministry of Sustainable Development and Tourism and Rural Development, international and local organizations, local authorities and other institutions, realized a number of actions in order to support the development of two key sectors in northern region of Montenegro. Realization of proposed AP will build upon this work, and AP to great extent represents continuation of this activities aiming to upgrade them.

## **2.SWOT of the Innovation and Entrepreneurship System in the Area**

- Understanding the nature of the Innovation and Entrepreneurship with emphasis to Responsible Innovation
- Identification of key changes in the environment of Innovation and Entrepreneurship (uncertainty, conditions, complex situations)
- Brief description of overall local/regional/national Innovation and Entrepreneurship policy and support in the region
- Definition of the relevant areas/fields of support provided for FARINN

- Description of strengths / weaknesses (internal factors), opportunities and threats (external factors) of the regional Innovation and Entrepreneurship support for those defined areas/fields which are of interest under the FARINN project
- Definition of Capabilities that derive from important assets (after strength and weaknesses analysis)

Regional Development Agency for Bjelasica, Komovi and Prokletije, within FaRIInn project, prepared Local analysis of the region and its findings showed that there is a low level of awareness among stakeholders about RI in the region. Namely, there are enterprises that are dealing with RI activities but they are not aware of that. Thus, there is a need to promote this concept and its benefits among broader audience and specifically target tourism and agriculture enterprises as these two sectors are taken as relevant fields for FaRIInn as well. During formulation of this AP, utilization of natural resources in sustainable way is taken as main asset and its realization contributes to better quality of life which are the main elements of Responsible Innovation.

As mentioned in the first section, relevant Ministries recognized potentials of Northern region of Montenegro, although potentials have been underutilized so far. Montenegro Tourism Development Strategy highlights that "the potential of the hinterland must be included with a view to diversification". Despite this, the region still lacks higher investments both from national and local level, needed to implement priority projects, mainly due to financial crisis and budget cuts and is lagging behind the more developed southern part of Montenegro. Generally, Northern region of Montenegro is still underdeveloped despite the efforts that relevant institutions make to promote it as tourist destination and to create conditions for new employment and improved standards of living for the local population.

As mentioned, RDA BKP prepared SWOT analysis as a part of FaRIInn project Local Analysis and as regards strengths of the region, following can be highlighted:

- Tourism infrastructure (including hiking&biking trails, cultural routes, speleology, fly fishing, mountain lodges) developed through international donors support mainly
- Rich and diverse culture heritage and traditions
- Fairly preserved natural resources
- Two National parks with improved capacities and offer
- More farmers turning to organic production
- Tourism more often recognized as business opportunity and source of income

- More IT solutions available for more effective and efficient operations in tourism businesses

As regards weaknesses of the region, following can be listed:

- Capacities of local tourism organizations, local governments and business sector not sufficiently developed
- Farming is often seen as hobby rather than income generating activity
- Lack of cooperation among small scale producers and among tour operators as barrier for the development of innovation activities
- Inadequate knowledge and skills to develop organic farming
- Local governments lack funding for implementation of strategic development plans
- Incentives for innovation not available or information about incentives is not properly disseminated
- Low capacity of businesses to use EU and other funding for upgrade and innovation
- IT technology not used sufficiently by business sector
- Low understanding of responsible innovation and sustainable development concepts
- Low capacity within National parks
- Low awareness on environment preservation among general population
- No institutions present in the region dealing with/promoting innovation
- No business incubators, technological parks, successful business centers as mechanism to promote networking and subsequently innovation
- Low cooperation between local tourism organizations and agriculture producers
- Lack of entrepreneurial way of thinking of local population
- Low cooperation between national park management and agribusiness sector/local inhabitants/tourism organizations
- Huge gap in cooperation/understanding between central level institutions and agribusiness sector in the region
- Lack of relevant documents concerning the quality and origin of any agricultural products
- Lack of research institutions located in the region

As regards opportunities, following can be highlighted:

- Success in EU integration process so far
- Region has excellent resources for both winter and summer tourism
- Great arable area in the region
- More EU funds and partnership opportunities available
- Innovations development fund activities aiming to improve competitiveness of Montenegrin producers with particular focus to the Northern Montenegro
- Perfect conditions for organic farming development
- Initiatives of the Ministry of Science aiming to support innovations and innovation capacities in Montenegro (cooperation with World Bank, grants for scientific/research and innovation projects and equipment etc.)

Following threats can be emphasized:

- Knowledge on funding opportunities on very low level
- Limited investment in the region from the national government
- Local governments operate with extremely limited resources
- Foreign investors not seeing the opportunity in starting businesses in the region
- Unsuccessful privatization models in past creating low confidence among general population and business
- Economic crises having significant impact on businesses and resulting in more conservative approach of banking sector and more expensive loans
- Major infrastructure investments (roads, water supply, wastewater treatment, waste disposal) cannot be made on local level, and require efforts of national government
- Perception of corruption present on all levels
- Demographic trends/migration

Research institutions are mostly located in the central part of Montenegro

### **3. Concept for Implementation**

Detailed conceptual description of the Action Plan (AP).

The term Implementation refers to the process of elaborating and organizing all activities included in the AP. Key considerations for providing a meaningful structure for the

formulation of the AP, as well as key elements that define implementation details should be included in the description, such as:

- Purpose, clarity about the ultimate goal, understanding of relative changes in activities and resource capabilities
- Basic disciplines of project management, stakeholder management, resource and time planning, controls, communication mechanisms, reviews
- Political involvement, support of the process needed from the policy making or administrative hierarchy (local, regional and or national administration, Managing authority of R/N\_M\_P or responsible organisation of those mainstream programme(s) which will be used to finance the implementation)
- Continued support necessary?

Proposed Action Plan will be implemented in close cooperation and active participation of all relevant stakeholders from tourism and agriculture sectors, jointly aiming to take advantages of Northern Montenegro resources, increase the competitiveness of the region and create environment with favourable conditions for living taking into consideration RI elements.

Given that RDA BKP has already established good cooperation with all relevant stakeholders and institutions in the region, it is expected that they will continue provide necessary support for the realization of AP. Implementation team will be formed of representatives of relevant national and local authorities, members of other NGOs operating in the region etc. RDA staff and team members will be communicating on regular bases, in order to support smooth and timely implementation of activities. Realization of AP will be regularly monitored through meetings with participation of all members. It is expected that all members, within their expertise and mandates, will take active role in order to implement action plan successfully.

#### **4.Develpoment and/or Integration of PA/GPs from partner and other regions**

#### **4.1PA/GP 1: PROMOTIONAL VIDEO ABOUT RESPONSIBLE INNOVATION IN NORTHERN MONTENEGRO**

Responsible Innovation is completely new concept in Montenegro and RDA, through FaRIInn project, is making efforts to promote this concept among relevant stakeholders.

RDA is mainly focused on the development of tourism sector in the northern region of Montenegro and it contributed to the development of this sector to great extent. Proposed pilot action will build upon implemented activities highlighting responsible innovation elements. Promotional video will be mostly related to components/initiatives that actually represent innovation for the region (rural areas of Northern Montenegro) such as agro tourism, organic production, women entrepreneurship etc. and all of these activities enhance the local economy in responsible manner. Emphasis will be put on RI important characteristics, i.e. sustainable use of existing resources in environmentally friendly way, employment and consequently better quality of life.

Video will promote responsible innovation among tourism service providers and more importantly among relevant national institutions to strengthen their capacity to design and develop responsible innovation strategies. Promotion video will contribute to the process of creating favourable environment for future initiatives related to RI. This will also be additional opportunity to spread the word about RI concept among wider population. It will show how to develop tourism products in mountainous areas taking into consideration environment protection and preservation of cultural heritage and local traditions.

Promotional video will be in Serbian, with English subtitle and shared with all relevant stakeholders (Ministry of Sustainable Development and Tourism, Ministry of Agriculture and Rural Development, National Tourism Organization etc.)

#### **4.2PA/GP 2: CASE STUDY - RESPONSIBLE INNOVATION BY FEMALE ENTREPRENEURS IN THE REGION OF NORTHERN MONTENEGRO**

Having worked in Northern Region of Montenegro for several years RDA created an extensive network of stakeholders and actively cooperates with them. Among others, this network includes representatives of female oriented small scale businesses from rural

areas that are dealing with environmentally friendly activities and use resources in a sustainable way. These small scale businesses are mostly occupied with the production of traditional food and organic products, jams, souvenirs, providing agro tourism services. Considering that these are small businesses in initial phase, and according to their needs, RDA intends to promote responsible innovation activities through preparation of manual/guidelines that will include all relevant procedures (step by step) for setting up of business and needed requirements for registration of products/services. It is important to show to the community that small scale activities such as mentioned ones, are economically viable, responsible, reflect local traditions and contribute to development of tourism sector in the mountains, and that such small scale businesses are the right strategy for development of mountainous areas. Providing such guidance to small scale businesses active in responsible innovation would be an excellent model that could be replicated elsewhere in the country, and will assist local governments and even national administration in finding the right approach for sustainable and responsible family businesses. This activity will be implemented in close cooperation with relevant Ministries and other national institutions. This pilot will involve several activities – analyses of policies and legislation for different types of products, interviews with local governments to understand obstacles in the process of registration, drafting of the report with overview of all current procedures and its distribution to relevant enterprises, drafting of the recommendations for improvement in policies, organization of meeting with Union of female entrepreneurs, Directorate for Small and Medium Enterprises, local governments and Ministry of economy with female entrepreneurs to communicate the current obstacles and influence the change in policies.

This PA is based on good practice presented by Greek Partners and related to Mesotopos Women Cooperative on Lesbos Island.

#### **4.3PA/GP 3: CASE STUDY - RESPONSIBLE INNOVATION IN THE TOURISM SECTOR**

To ensure that visibility of actors in responsible innovation sector is achieved, and to show to the community what responsible innovation is when tourism sector is concerned, RDA will prepare a brochure which would showcase regional tourism products and services that are good examples of responsible innovation. As this region is fortunate to have two national parks, it is important to show to local communities that even though national parks are under strict protection, this does not mean that no economic activity is possible in protected zones, and that in terms of outdoor tourism there are many new



products that can be designed that will attract tourists, but will not cause any environmental damage. It is very important for the whole region that future tourism products and services are developed in responsible manner, and it is important to show to the communities that such products already exist, as models for further replication. Next step would be that this document is shared with Ministry of Tourism and Sustainable Development and local and national tourism organisations, as catalogue of good practices for mountain tourism, that should be encouraged and developed further within the region and throughout the country, and used as good model for development of national and local strategies and policies.

This PA is also based on good practice presented by Greek Partners and related to Mesotopos Women Cooperative on Lesvos Island.

## **5. Transfer and implementation form**

- Selection of line managers and personnel to participate in the implementation process, inclusion of cross functional managers that can help the integration process
- Territorial Involvement (service providers and others involved in the practical transfer of the good practice)

RDA BKP team will take the leading role in implementation of AP. RDA will ask relevant ministries and local governments to appoint the representatives who will join the team responsible for the planning, concrete realization of AP and its monitoring. The team responsible for the implementation of AP will be consisted of representatives from relevant institutions on national as well as on local level and specific attention will be paid to involve representatives of all 6 municipalities from the northern region of Montenegro to provide input and actively participate in implementation phase.

As regards three pilot actions planned to be supported through FaRIInn project we provide following information about transfer and implementation team:

Promotional video on responsible innovation in Northern Montenegro

Service provider was chosen through public procurement procedure and according to specified activities included in ToR. RDA provided support in the field and was actively

involved in the preparation of the content for promotional video. This action also involved a number of stakeholders who were interviewed for the purpose of video production.

#### Step by step manual for women entrepreneurs

This activity was realized with the support of external company which satisfied requirements of ToR and had previous experience in similar activities. RDA also provided support in the field while interviewing female entrepreneurs and collecting input from them. Interviews were also conducted with relevant national institutions and decision makers. This activity includes preparation of manual for female entrepreneurs but also recommendations for decision makers in order to create better environment for women entrepreneurship.

#### Brochure - responsible innovation in tourism sector

This brochure is created with the aim to present and promote best practices of Northern Montenegro responsible innovation to wider audience - local population, local and national authorities. It involved expert support needed to prepare content for the brochure based on interviews conducted with key actors. Brochure present best practices from tourism sector (agro tourism service providers, tourism agencies, tourist guides) as well as from agriculture sector (organic producers).

### 6.Implementation Schedule

- The explicit formulation of the implementation Process
- Schedule for implementation of Action Plan:
  - mainstreaming in the next R/N\_M\_P period 2014 - 2020
- Gantt-Diagram with single steps/activities/milestones

Proposed Action Plan covers the period from 2014 - 2020 and is in line with mainstreaming national and local programmes. In addition to pilot actions that will be implemented within FaRIIn project by the end of September 2014, we present actions that will be implemented in period 2014-2020.

**Table 4.6.1** Implementation Schedule

Title of the	Short description of the action	Implementatio	Implementation
--------------	---------------------------------	---------------	----------------

action		n period	Body
<i>1. Capacity building on the topic of responsible innovation</i>	Local analysis conducted for the purpose of FaRIIn project showed that awareness on responsible innovation is on low level in Northern Montenegro, among enterprises as well as among general population. In order to raise awareness, this activity foresees organization of seminars in order to show the best practices from the region to broader audience and build capacities of those who have capabilities and resources to implement RI activities. Besides practices from the region, good practices from Northern Montenegro will be also presented and discussed.	2014-2020	RRA BKP, Local and national institutions, Service providers, External experts
<i>2. Capacity building of agro tourism service providers</i>	Diversification of tourism offer is identified as priority in strategies and other relevant strategic documents in Montenegro. Recently, RDA has implemented project, first of this type in the region, related to agro tourism in three Municipalities of Northern Montenegro and identified 12 rural households that were part of this activity. The project included small scale infrastructure works on traditional houses in order to provide appropriate conditions to accommodate guests, procurement of equipment etc. Project also provided capacity building activities related to marketing and other relevant topics, and relevant experts have been brought to provide trainings to the group. Having in mind that transfer of know how is more than needed and that Slovenia is well advanced as far as agro tourism is concerned, this action proposes	2014-2020	RRA BKP, Local and national institutions, Service providers, External experts

	<p>organization of study visit to Slovenia for 12 agro tourism service providers. The reason to strongly believe that study trip is the best way for further capacity building of farmers involved in agro tourism is the fact that this group represents pioneers of agro tourism in Montenegro, and there is no relevant model available locally for them to learn from. And the best way for this group to learn is by combining theoretical trainings with exposure to practical experience of those who are more advanced and successful in this sector. Agro tourism in this region represents responsible innovation, and has strong potential for growth. Depending on results of the first group active in this sector, further growth of this sector will be achieved, so it is of critical importance that innovators have appropriate assistance and learning opportunity, and in future they will be the ones providing practical education for new actors in agro tourism.</p>		
<p>3. <i>Promotion of agro tourism services</i></p>	<p>Development of agro tourism is recognized as important activity for additional income generation for rural households. Number of households was supported to provide agro tourism services. They are at the very beginning and lack of marketing activities in order to promote the offer is evident. In addition, joint activities are necessary in order to enhance the offer and become more visible. This can be achieved through participation in the fairs, preparation of promotional material, providing capacity</p>	<p>2014-2020</p>	<p>RRA BKP, Ministry of Sustainable Development and Tourism, Local tourism organizations, Tourism agencies, Agro tourism service providers</p>

	building for IT, organization of fam trips.		
4. <i>Develop and enhance specific traditional products</i>	This activity will support agriculture producers to access to markets and therefore to raise its competitiveness. In order to improve the visibility of typical products and their regional origin, the project will design a unified logo and packaging. That will ensure that the traditional and typical values of the products are preserved and promoted.	2014-2020	RRA BKP, Ministry of Rural Development and Agriculture, Agriculture producers, External experts
5. <i>Support to women entrepreneurship / self employment</i>	This activity is aiming to promote women entrepreneurship in rural areas in Montenegro and to create conditions for self employment and additional income generation of rural households.	2014-2020	RRA BKP, Ministry of Rural Development and Agriculture, Local authorities, Agriculture producers, External experts
6. <i>Introduction and application of IT solutions by tourism service providers</i>	It is evident that tourism service providers are not familiar with and don't use IT solution in their businesses. The aim of this project is to provide training and external expertise to service providers in order to improve their marketing services.	2014-2020	RRA BKP, Ministry of Sustainable Development and Tourism, Tourism service providers
7. <i>Promotion of Organic production</i>	Although there is a number of agriculture producers that are dealing with organic production in northern Montenegro still there is a low level of knowledge among	2014-2020	RRA BKP, Ministry of Rural Development and Agriculture, Local

	producers on benefits of this type of production and procedures to follow in order to obtain certificate. The aim of this project is to promote organic production and its benefits.		authorities, Agriculture producers, External experts
8. <i>Preparation of municipal strategies for tourism development related to sustainable development</i>	Although local authorities prepared their development strategies there is a need to address tourism sector more specifically, as most of the strategies defined tourism as priority development sector.	2014-2020	RRA BKP, Local authorities, Local Tourism Organizations, National Parks, Sports clubs, Tourism service providers

## 7. Budget allocation and Resources

- Financial budget with source of funding
- Direct or indirect costs, investment costs, Staff required for implementation / management of implemented support measures for entrepreneurship (# person months/year), adjustment costs for making changes required

Budget for the realization of proposed actions will be provided from European funds with the contribution from national/local funds. Having in mind that it is not possible to anticipate date of launching of calls for specific programmes in future and allocation of funds, it is not possible to provide detailed information about budget with source of funding for the period 2014-2020.

## 8. Expected impact

## 8.1 INDICATORS OF PROPOSAL

- Expected results from implementation of Action Plan concept (including quantifiable and measurable impact of PA/GP implementation on statistics of the region, qualitative impact)
  - WP lead partner will provide relevant indicators

## 8.2 MONITORING ACTIONS PROPOSED FOR MEASURING THE EXPECTED

**Table 4.6.2** Monitoring actions

Title of the action			
<i>1. Capacity building on the topic of responsible innovation</i>	Number of persons participating in the trainings/seminars  Number of promotional materials/publications on responsible innovation		
<i>2. Capacity building of agro tourism service providers</i>	Number of participants at the study visit  Number of newly established businesses/transfer of knowledge		
<i>3. Promotion of agro tourism services</i>	Number of participants at the fairs  Number of business linkages established  Increase in number of tourists  Number of fam trips organized		

4. Develop and enhance specific traditional products	<p>Increase in sales</p> <p>Number of traditional products identified and developed</p> <p>Increase in number of selling points</p> <p>New business linkages established</p>		
5. Support to women entrepreneurship / self employment	<p>Number of registered women businesses</p> <p>Number of women in the network</p> <p>Increase in income of rural households</p> <p>Number of women entrepreneurs participating in trainings/seminar</p> <p>Number of women that start up their businesses</p>		
6. Introduction and application of IT solutions by tourism service providers	<p>Number of tourism service providers that apply new technologies</p> <p>Number of tourism providers that attend trainings</p> <p>Increase in income of tourism providers</p> <p>Increase in number of tourists visiting the region</p>		
7. Promotion of Organic production	<p>Number of newly registered producers</p> <p>Number of producers that attend trainings</p> <p>Increase in sales and incomes of rural households</p>		
8. Preparation of municipal	<p>Number of municipal strategies for tourism development related to sustainable development adopted by local parliaments</p>		



strategies for tourism development related to sustainable development			
--	--	--	--

### 8.3 CONTRIBUTION TO LISBON AGENDA

*How will the implementation of the Action Plan contribute to the Lisbon Agenda?*

Proposed activities will be implemented in rural areas of Montenegro and their realization will enable improvement of quality of life of the population living in the region. Proposed AP involves activities that promote sustainable utilization of resources and encourage entrepreneurship.

## 5. Summary

The importance of FARINN is that, goes to the heart of the problems, what companies are self-centered, are not aware of the issues of Responsible Innovation as enterprises in Greece and Europe and the marketing promotion problem, proposing a double sided solution of new governance mechanisms, strengthening the capacity of institutions to design and develop Responsible Innovation Strategies.

FARINN focuses on innovation models that respect the principles of sustainability, social responsibility and better quality of life. It works to enhance identified framework conditions and put a path for Responsible Innovation, considering: accountability, transparency, low environmental impact, health and safety, work conditions, R&D investment and life-long learning, risk management and intergenerational fairness.

Through these principles will bring closer the Responsible Innovation and the local products, development, growth improving the quality of life and social cohesion.