



FORWARD – Fostering research excellence in EU Outermost Regions

WP2 _ Mutual learning event

Brussels 8-9-10th of October 2019

Report

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Summary

From October 8 to 10th, the first mutual learning event of the FORWARD project took place in Brussels at the Canary Island Brussels Office, gathering 22 representative of the members of the project consortium from 8 European outermost regions (OR).

FORWARD is a European Coordination and Support Action funded under the H2020 Swafs 2018-2020 call. The aim of the project is to support European outermost regions to improve their research excellence and innovation capacities and develop their capacities to increase their participation in current and future European research and innovation Framework programmes (FP).

Organized under the workpackage 2 dedicated to the diagnostic of OR's R&I ecosystems and participation in FP, this event aimed at sharing knowledge and experiences among OR on the major obstacles and levers that influence their participation in FP, and at drafting a common vision and roadmap for a joint strategy to increase the participation of ORs in Framework programmes.

The mutual learning event began with a presentation of the main results of a comparative analysis which was built on the diagnoses performed by each region according to a common methodology, designed as a replicable approach to assess regional participation in FP and analyse the main determinants identified by the literature (quality of the European networks, performance of the regional innovation system, R&I organizations characteristics and policies, individual determinants). Such analysis based on the data provided by partners and European sources (CORDIS and Eurostat) proposed a state of play of the participation of the outermost regions in FP, a comparison with other regions that share close characteristics and an analysis of the main determinants that influence the participation.

Based on the results of the regional diagnosis and the comparative analysis, partners were then mobilized to design a common ambition for the OR: become the European worldwide network of living labs of global resilience (in a real open innovation playground mindset), by turning the critical challenges faced into innovative solutions in such fields as biodiversity conservation and restoration, energy transition, circular economy, multicultural society, tropical agroecology and biodiversity valorization, etc. This ambition will be achieved with, and contribute to, an increased integration in the European Research and Innovation Area, more FP projects and the participation to international value chains. To that end, the FORWARD project needs to foster political will and synergies between the outermost regions.

To turn the vision into a roadmap and capitalize on peer-learning, the participants discussed in small groups the main obstacles for an increased FP participation and collectively defined realistic & impactful levers that will be integrated in a common action plan for FORWARD and beyond.

- The work between OR continued with an in-depth exercise on two decisive levers: fostering OR's collaboration through interregional thematic groups, dedicated to the major research and innovation fields of expertise of the regions

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- bridging research and policy making in OR. Participants were, once again, able to share their knowledge, experiences and vision of these key issues.

The results of the mutual learning event will feed the final diagnosis of OR performance and the FORWARD joint strategy. These two documents will fit into the deliverable 2.2 which will be submitted in December 2019.

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Introduction

For the 9 outermost regions (OR), connection is vital. To address the major ecological, economic and social challenges they face, transform their vulnerable development models and turn their unique assets – such as being hot spots of marine and terrestrial biodiversity – into new sources of prosperity, the transition toward knowledge economy constitutes a major opportunity. To develop competitive advantages in the fields of expertise identified in their smart specialization strategies and connectivity with abroad international networks, the regions need to reach critical masses of talents and resources. Such objective may be affected not only by their relatively small size, but most of all by the accelerated concentration mechanism, induced by the combined effects of globalization and knowledge economy. In a world of free circulation, the most competitive hubs attract and aggregate the resources which make them more competitive and attractive.... At the opposite end of the spectrum, peripheries face the risk to being excluded of the knowledge economy transition and locked into low added-value specializations, exposed to global competition. To actualize the smart specialization ambition, collaboration thus constitutes an imperative. Outermost Regions need to connect to the major European and global networks and hubs to increase their visibility, attractiveness and capacities, share resources and efforts, exchange knowledge and know-how and foster distinctive innovations.

In that respect, the Framework programmes (FP) for research and innovation represents a major opportunity. Since the first edition in 1984, these funding instruments have been thought as levers to stimulate competitiveness, increase mobility and collaboration between research teams, and ease knowledge circulation and diffusion. This will was materialized in 2000 with the creation of the European Research Area which established a unified research system and encouraged the creation of strong transnational networks to address major challenges (Roediger et al. 2007), sustained by the FP. Considering their growing strategic and financial importance (from 3,8 billion euros for FP1 to 77 bn for Horizon 2020), Framework programmes have given rise to a dynamic research and innovation field. These studies have underlined the force of cumulative advantages that result in the creation of dominant, “oligarchic” networks or clubs (Lepori et al. 2015) which concentrate most of the projects, and exposed the major determinants that affect the participation: the performance of the regional innovation systems, the characteristics of candidate organizations as well as the profile of individuals.

Though the participation of lagging behind regions has been analyzed in depth (Makkonen et al. 2015; Pontikakis et al. 2018), OR remain a blind spot. Collective representations, reflected in the article 349 of the Treaty on European Union, point out the inherent, structural characteristics of these territories, that would inhibit the participation to collaborative, competitive, calls for projects: small ecosystems, with limited and fragmented research and innovation capacities; physical isolation and lack of integration in the networks; specific challenges and research topics, largely ignored by the calls for projects of the FP, etc. Such determinist “handicap rhetoric” naturalizes the obstacles to H2020, homogenizes highly singular territories and neglects their ongoing realizations and exceptional potential. The

FORWARD project offers an opportunity to question these representations. What is the actual performance of Outermost Regions in terms of FP participation? How do they compare to other European Regions? Are they isolated from the networks that dominate the scene? Do the participation determinants identified by the literature apply to Outermost Regions? Do they face specific challenges? What are the similarities and differences between the outermost regions? How do they compare to each other in terms of organization and participation to FP? Do they share the same assets and weaknesses?

FORWARD will thus not only contribute to enrich the knowledge on the factors that influence the participation of European regions in FP, but also contribute to the effectiveness of the public policies implemented by regional, national, and European authorities. In line with the ongoing discussions on Horizon Europe and future cohesion policies, OR need to identify the precise obstacles that limit their integration and the most adapted levers to support their ambition.

To address these questions, the FORWARD project began with a Work Package (nb 2) dedicated to the analysis of such participation. WP2 first relies on a common methodology, designed by Nexa, which proposes a holistic, literature-based, factual and symbolic, and participative approach to better understand the state of play of the participation and the main factors that explain these results in each region. From April to October, the 9 regions mobilized their respective partners and stakeholders to conduct the analysis, with the help of the common methodology. They first realized an exhaustive census of the competitive projects submitted and funded and described the state of play of the regional participation (number of projects, fields of expertise, stakeholders involved, etc.). They then analyzed in depth the 4 type of determinants that affect such participation through data and report analysis, face to face interviews, online survey, etc. The results were finally discussed with regional stakeholders to collectively identify the most pressing obstacles and powerful levers that could be activated to increase the participation, through a regional action plan. Based on these regional data and reports, Nexa conducted a comparative analysis among the OR with other EU regions to offer a global overview of the participation, identify the common and specific regional features, and suggest recommendations for a common joint strategy.

Capitalizing on this work, the members of the steering committee organized a mutual learning event in order to (i) share knowledge and experiences accumulated during the production of the diagnoses, (ii) discuss and debate on the results of the comparative analysis and (iii) prepare the joint strategy for OR that will improve, promote and support their R&I ecosystem in the participation in the Framework programmes.

From October 8th to 10th, in Brussels, 22 participants from outermost regions took part in presentation sessions and workshops to nurture the common strategy:

- Questioning Outermost regions participation in FP through the lessons learnt from the comparative analysis (presentation by Nexa, WP2 leader)
- Co-creation of a common vision and values for ORs (workshop 1, led by FRCT, task leader 2.5)

- Drafting a common roadmap to FP based on main obstacles and levers (workshop 2&3; led by FRCT and Nexa).
- Build an Action plan, with priorities and timeline, based on the previews discussions, regarding the defined vision, values, obstacles and levers (workshop 2 led by FRCT, task leader 2.5)
- Designing interregional thematic groups to foster collaboration (workshop 4, led by Region Guadeloupe, WP3 leader)
- Sharing good practices for connecting research and policy making (workshop 5, led by ARDITI, WP6 leader)

In addition, partners took this opportunity to raise awareness about the FORWARD project among the European commission, with the organization of a side event dedicated to FORWARD during the REGIO WEEK.

The present report describes the main conclusions of the mutual learning event and provides recommendations for the co-creation of the joint strategy.

I - Lessons learnt from the comparative analysis

As mentioned in the introduction, the participation of the Outermost Regions in research and innovation Framework programmes has been rarely analyzed. Besides a knowledge issue, this gap limits the effectiveness of the policies implemented at the different scales, which rely on collective representations and not necessarily grounded facts. The FORWARD project contributes to fill this blank, through a detailed analysis of each region leading to an action plan, and the global observation of the OR. This global point of view is not only interesting to highlight the common point and singularities between the regions, but also to facilitate peer learning processes through the identification of regional striking facts, successes and experiences.

Based on European database (Cordis and Eurostat) and the data provided by regional partners, the comparative analysis addresses three main objectives. First, establish a precise state of the play of the participation: what is the level of participation in FP? What kinds of stakeholders are involved? What is the role played by partners from the OR in the projects? What are the funding schemes and instruments mobilized by the different regions? What are the distinctive and common fields of expertise? The second objective is to evaluate the performance of these regions in terms of FP participation: their global performance vis à vis the 274 other EU regions, but also compared to regions that share close demographic, socio-economic or research and innovation characteristics. The last objective is to analyze the factors which may explain such performance: the effectiveness of regional innovation systems, the connection to international networks, public policies, etc. Besides a detailed state of play of the OR, the comparative analysis conveys five main messages.

First, the heterogeneity of the OR measured either through regional characteristics (size, distance to the mainland, population, R&I system) or through the participation in FP (be

it in number of project or stakeholders involved, level of EU contribution obtained, type of instruments mobilized, etc.). This diversity calls for a renewed approach that overcomes the traditional “one size fits all” standard, and proposes tailor-made measures to tackle the specific bottlenecks faced by each region, inspired by the good practices setup in other regions.

Secondly, deterministic discourses which consider that the participation of Outermost Regions in FP would be hindered by deterministic geographic or socioeconomic conditions, are not confirmed by facts. Some OR have obtained more in Horizon 2020 (expressed in global contribution or EU contribution per capita) than other EU regions which share the same characteristics, which demonstrate that they can better capitalize on their assets and overcome their constraints to participate. At the opposite, some regions present a significantly minor participation. Concrete experiences also demonstrate the possibility for an outermost region to rapidly and significantly increase its participation when the regional effort is stimulated and supported by a willing strategy. Setting apart deterministic approaches open ways for ambitious, evidence-based programs, to increase and secure the participation of all regions.

Thirdly, the OR are facing major constraints vis à vis the development of the knowledge economy. In a time of increased competition and concentration in few hubs, the OR have and dedicate less resources and efforts to the transition toward knowledge economy and the development of competitive advantages (on average 0,48% of their GDP compared to 1,48% for an average NUTS2 regions and an European objective of 3%). They thus face the risk to become increasingly marginalized in the European research and innovation area and in Horizon Europe. An increased attention and support from national and European level is key to build the needed critical masses, especially through an increased participation in FP.

Fourthly, some room for improvement is available regarding public policies and their implementation to better support the participation in Horizon 2020 and Europe. This could be achieved,, through a stronger investment in research and innovation. The mobilization of the cohesion funds would then serve the objectives of the smart specialization strategies and increase the participation through the synergy of funds.

Finally, all OR are concerned by the fragmentation of the research and innovation local system and efforts, despite the limited resources they enjoy. They also share many common fields of expertise. Combining forces in interregional collaborative projects and values chains could thus help the OR reach the needed critical masses to hold competitive advantages, and be recognized as valuable partners.

II - Building a joint strategy to increase the OR participation in Horizon 2020 and Europe

The comparative analysis highlights the possibility for all regions to increase rapidly and significantly their participation in Horizon 2020, as well as the major challenges that need to be addressed, notably an accelerated transition toward knowledge economy. To support this objective, WP2 aims at determining a joint-strategy, which will be used as a common roadmap for the project (by précising the orientations of the activities to be implemented in terms of capacity building and training, networking, policy making and communication) and beyond. To elaborate such strategy, partners were implicated in a co-creation process of 3 steps:

- Create a vision
- Analyze the obstacles and leverage
- Elaborate a common roadmap and mission

1) Create a vision (workshop n°1)

A joint strategy shall be grounded on desirable and achievable ambition for all regions, which overcomes the diverse characteristics, performances and aspirations. To build a common vision and define the values shared by the OR's, the participants co-created a vision though proposed exercises. This construction relied on a new conscience regarding OR's conditions, based on the reunited data of the WP2, as well as imagination, introspection and realistic ambition. This exercise was composed of growing steps, from an individual contribution, to work in small groups, to collective brainstorming sessions in order to build common ideas regarding a vision that all OR's could unify our ambition and capacities and define actions towards it.

a) Exercise 1

To reach this goal we used the method of “powerful questions”, an exercise of reflection and co-creation. In small groups, several representatives from OR's were asked to find a common answer to the following question:

Where would you like to see the OR's (your region) in 5 years in terms of FP participation?



These 5 groups reach the following proposals:

- **GROUP 1:** “Be able to involve more SMEs in FP - Create impacts”
- **GROUP 2:** “Increase FP participation; become coordinators in strategic areas; integrate excellence networks”
- **GROUP 3:** “To have a common voice for Horizon Europe and see what that means”

- **GROUP 4:** “Make FP a regional priority at political level; involving more researchers and changing the mindset, tools, incentives, strategic regional plan”
- **GROUP 5:** “Access the excellence networks: create international research centers”

b) Exercise 2

This first exercise of reflection regarding the future, was followed by another deconstructive work, in which, we asked to each region representatives to answer individually the following the answer:

How do we build a common vision and roadmap to achieve that goal?



The challenge was to answer this question by selecting just 3 or 4 words. These words resulted from this exercise:

Commercialisation	Ecosystem	Added value	Show case	Communication	Valorization
Lobby	Training	Alignement	Share	Networks	Entrepreneurs
Internationalisation	Innovation	Change	Policies	Capacitation	Knowledge
Governance	Synergies	Value chains	Tools	Cooperation	Researchers

c) Exercise 3

This individual cloud of words was used as a base for workgroup. Each person and the group as a whole were to select 4 words per each category of importance :

- “Urgent”: essential and attainable now;
- “Important” : something we need to act now in order to achieve in medium period;
- “RELEVANT”: something that we can expect to be a result of primary work.

The 5 groups defined the following priorities:

URGENT	IMPORTANT	RELEVANT
Strategy ++	Synergies +	International Cooperation ++++
Political will ++++	Training +	Commercialization +

Governance +	Funding +	Value chains +++
Communication +++	Ecosystem +	Innovation ++
Tools +	Governance +++	Actions plan +
Capacity ++	Lobby +	Knowledge transfer +
Synergy ++	Networks +++	Networks +
Training +	Internationalization +	Ecosystems+
Local Networks +	Excellence +	Tools +
Incentives +	Added value ++	Align Policies +
Structure +	Alignment +	Internal cooperation +
Motivation +	Promotion+	Research internationalisation +
	Knowledge transfer +	Entrepreneurship+
	Capacitation +	Synergies+
		Research internationalisation +
		Entrepreneurship+
		Synergies+

The symbol “+” reflects the number of repetitions of the word per group, per priority. Per category, the most mentioned words were :

- Urgent : “political will”; “communication”; in th
- Important : “governance” and “network”,
- Relevant : “value chain” and “international cooperation”.

d) Exercise 4

The following exercise proposed to the groups was to turn the selected words into **one single sentence** that reflects a **common FORWARD’s vision** :

GROUP 1: *“To deliver a strategy to foster a common political will and synergies between OR through networks which transform regional ecosystems, stimulate added value, and support international value chains”;*

GROUP 2: *“To influence the political will to develop a common strategy, in order to enhance synergies, improve communication, and to develop a governance system, which allows to improve international cooperation and networks”;*

GROUP 3: *“OR’s governance must have motivation and synergies to develop a strategy in order to build the capacity for added value projects”;*

GROUP 4: *“ORs need to create political will for an effective governance system which bring new capacities and synergies to increase networks and cooperation thanks to better communication”;*

GROUP 5: *“To define an R&I strategy sculpted by a political will with financial tools and communication strategy based on international networks to reach a knowledge transfer economy”.*

e) Exercise 5

The 5 groups were gathered in to just 2 larger groups (about 12 per group). The mission was to merge the proposed 5 sentences previously in to one sentence per group :

TEAM 1: *“Foster political will and synergies between OR’s to integrate into the International value chains and increase participation in European Research Area (ERA)¹”.*

TEAM 2: *“Turning the ORs into global resilience living labs through the design and implementation of a common R&I strategy endorsed by a political will with appropriate means and resources”*

f) Exercise 6

From this fusion process, from 5 to 2 sentences, it followed the final synthesized exercise for the co-creation of **1 single merged sentence**. Thanks to the method mobilized, the participants reached a consensus, as an all group, on the following VISION for the OR’s:

FORWARD VISION

Foster political will and synergies between OR’s to turn them into global resilience living labs through the integration into international value chains and increased participation in European research and innovation area.

2) Drafting a common roadmap to reach the ambition (workshop n°2)

In order to convert the ambition into a roadmap, the participants then discussed the main obstacles and levers to increase the participation in FP. Prior to the mutual learning

¹ The European Research Area (ERA) is a unified research area open to the world and based on the internal market. The ERA enables free circulation of researchers, scientific knowledge and technology For more information: https://ec.europa.eu/info/research-and-innovation/strategy/era_fr

event, the major issues to address were identified by analyzing the data and report provided by partner as well as the public data extracted from CORDIS and Eurostat. Three main barriers were determined:

- European, national and regional public policies do not enough support the participation of outermost regions in the European Research Area
- A lack of strategy impedes the connection of ORs to major European networks
- Few organizations are involved in FP

For each of this barrier, the underlying causes and consequences were analyzed and synthetized in a “problem tree” diagrams¹ which served as a basis for the common discussion. The participants were divided into 3 groups, each of them dedicated to a barrier. During the workshop, partners first shared their knowledge and experiences on the obstacles, sub causes and effects describing the current OR situation and then, inverting the problems into objectives, identified the most relevant levers to be implemented collectively and/or in specific regions. At the end of the workshop, three problem trees and their corresponding solution trees were delivered. They will be used to define effective, clear and manageable goals, and the strategy to reach them.

a) Obstacle #1: European, national, regional public policies do not enough support the participation of outermost regions in the European Research Area

The first major challenge identified is related to public policies, for they have a systemic impact on regional innovation systems, on the organizations’ performance and strategies as well as on individual experience. They can also stimulate or inhibit the development of powerful research and innovation connections with major European stakeholders.

Yet, the ongoing public policies do not enough support the participation, because of three major phenomena:

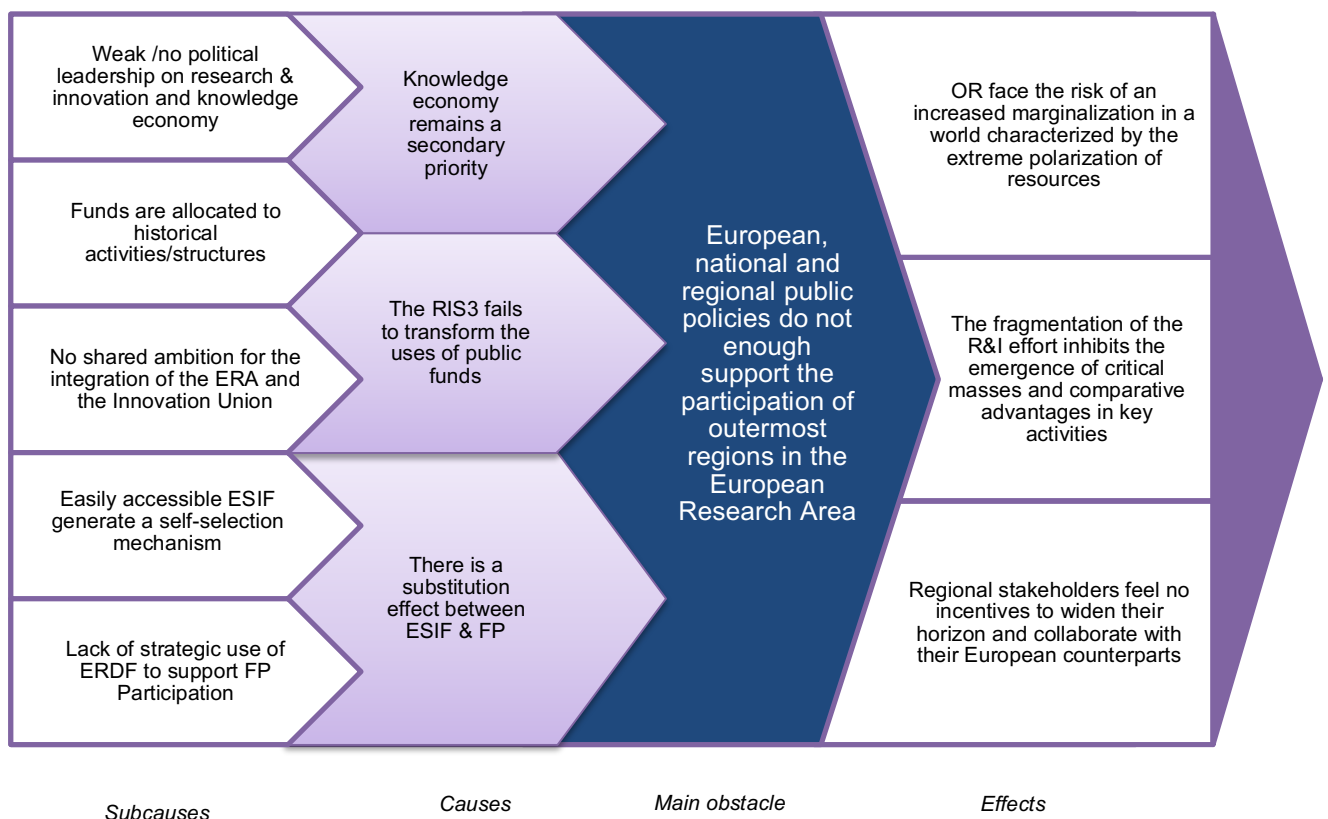
- Knowledge economy remains at this stage a secondary priority in regions that are still in convergence. Policy makers thus tend to focus mainly on convergence and of basic infrastructures development compare to a long-term effort for research and innovation. This inhibits the transition toward knowledge economy and paradoxically increases the gap with European regions.
- The second obstacle stems from the gap between the Smart Specialization Strategies principles and objectives defined in each region and the way public funds are effectively managed. The two are frequently handled by different managing structures and the objectives of RIS3 are not necessarily embodied in the way instruments are designed and implemented

¹ The problem/solution trees methodology was used. For more information about this technique, please see :

- The third issue stems from the substitution effect between structural funds, managed by regional authorities, and other EU competitive funds. The relatively large and easy accessible regional envelopes can deter stakeholders to submit proposals to Horizon 2020, leading to a reduced participation.

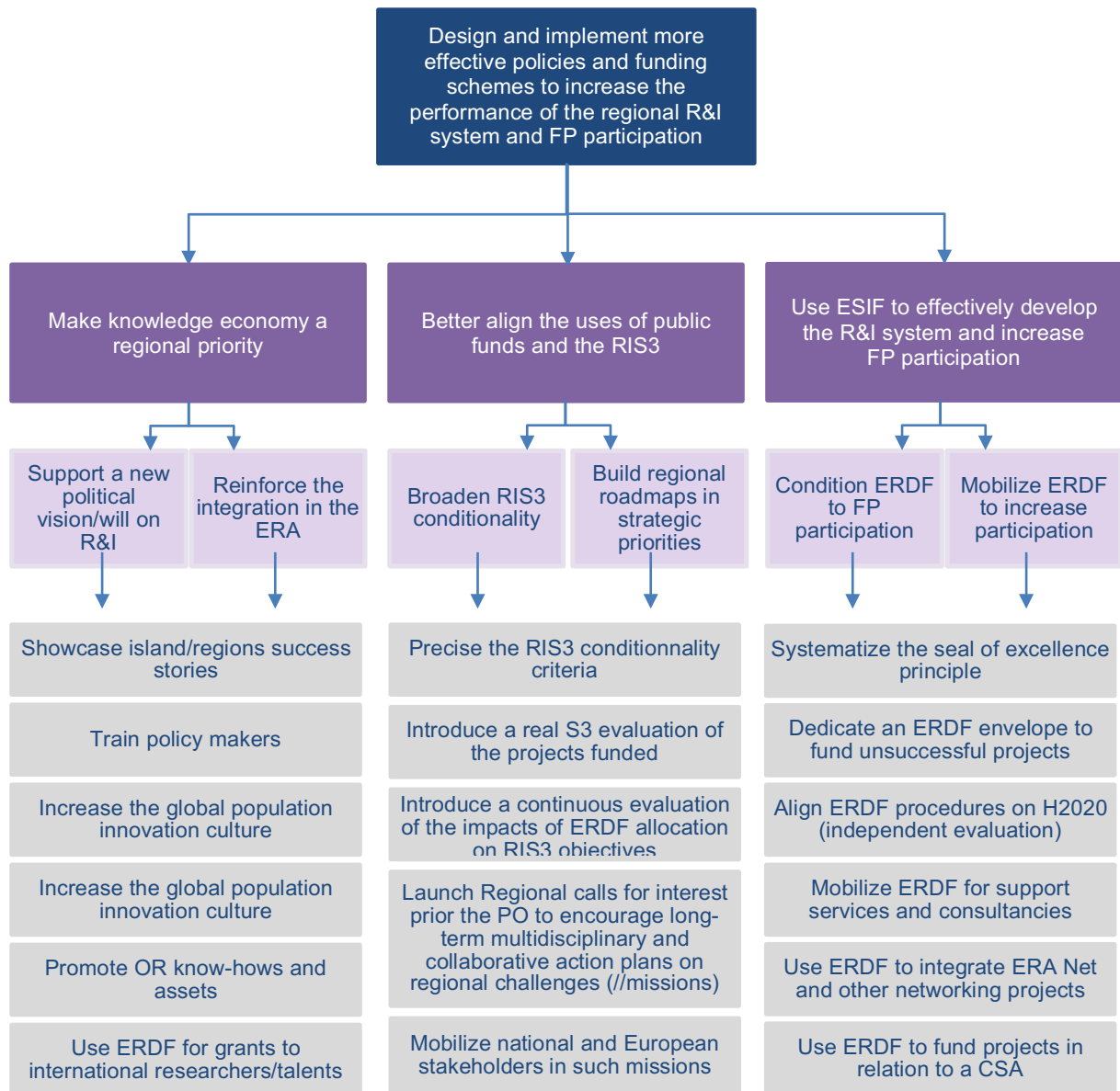
For each of these causes, the subcauses, as well as the consequences were discussed among the participants, who shared their views and experiences and completed the diagnosis summarized in the following diagram.

Figure 1: Diagram of the causes and sub causes leading to the lack of synergy in public policies



Following this analysis, partners defined an ambition, and precise the strategic and operational objectives which will help overcome the causes and subcauses identified. Such solution tree attaches a lot of importance on how to make the transition toward knowledge economy a desirable objective for policymakers and implement the synergy of funding objective. This concept designates the strategic use and coordination of available funding sources to support the sustained development of the regional innovation system and maximize “the impact of public investment” (Elena Perez et al. 2014), for instance by mobilizing ERDF to support infrastructure and capacity building, international mobility and networking activities that will increase the chance of FP participation.

Figure 2: Priority n°1 - Design and implement more effective policies and funding schemes to increase the performance of the regional R&I system and FP participation



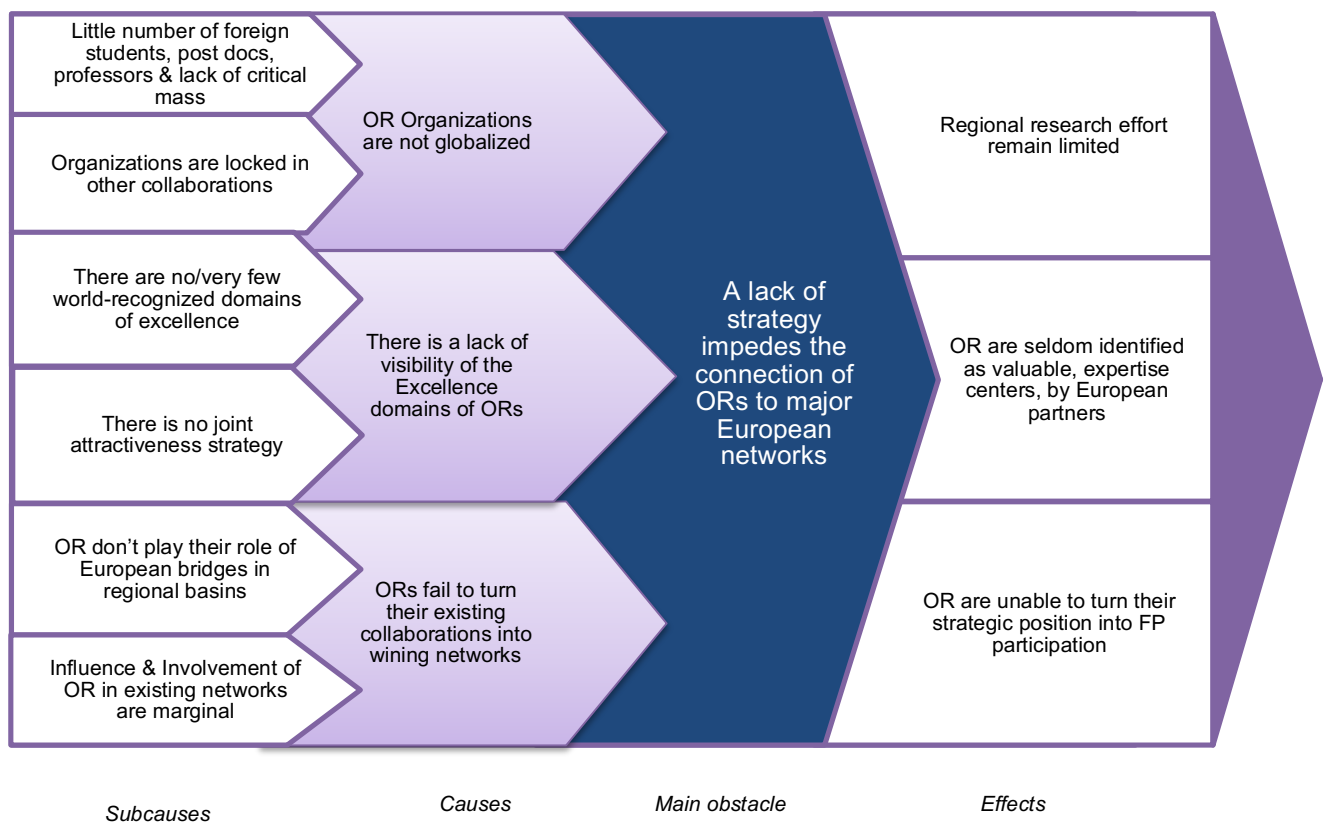
b) Obstacle #2: A lack of strategy impedes the connection of ORs to major European networks

Because of their competitive nature, research and innovation Framework programmes are characterized by cumulative mechanisms leading to the concentration of the participation around a limited number of stakeholders, constituting according to Simen G. Enger (2017) “oligarchic networks”. Indeed, integrating a successful consortium necessitates to be known and identified as a valuable partner, which would bring a decisive added value to the project and increase the chances of funding. As a consequence, the connection to the members of these dominant networks constitute a major obstacle and lever to increase the participation of the OR in Horizon 2020.

The analysis highlighted the fact that international connections remain so far weak, as the consequence of major issues:

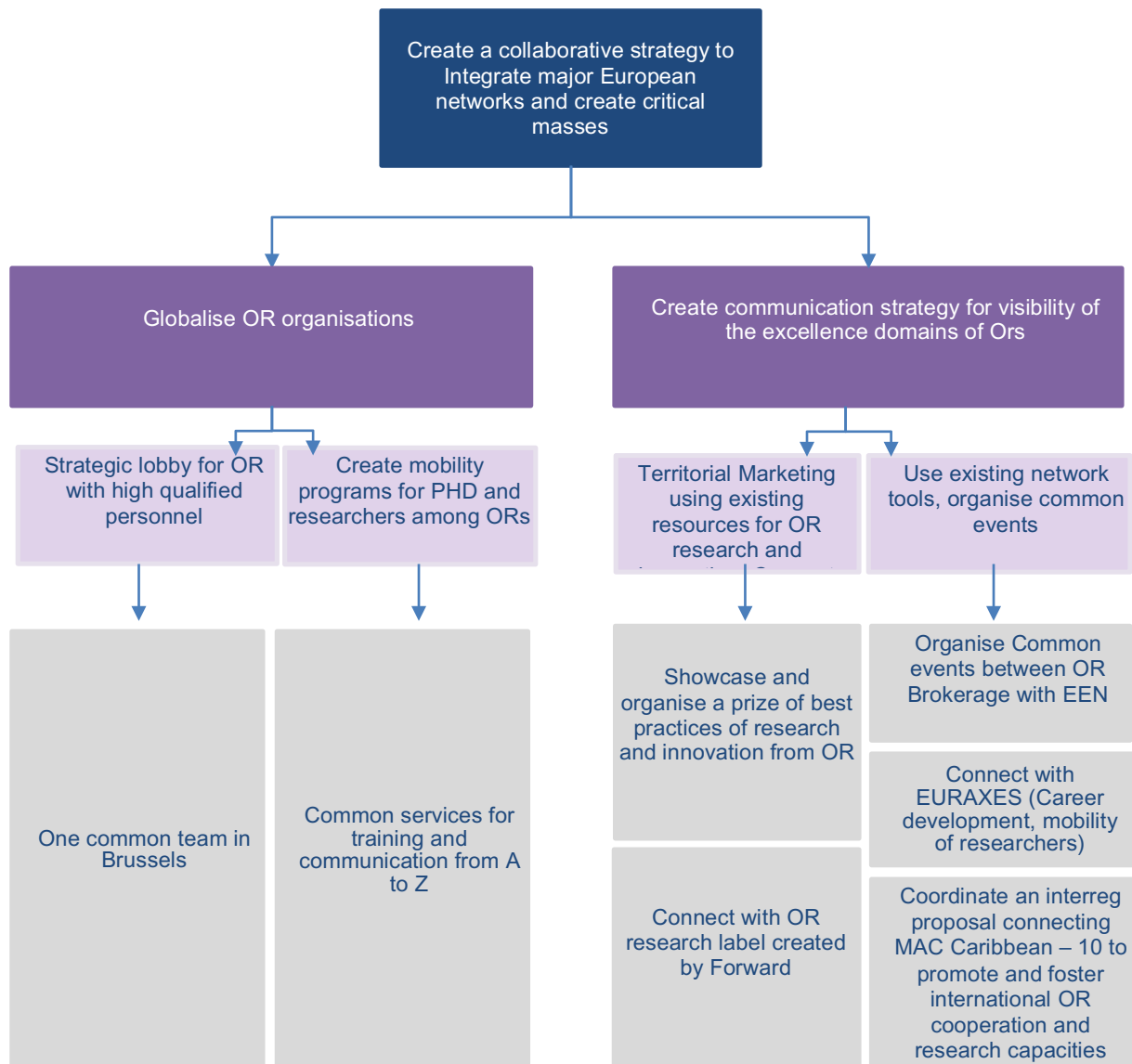
- Regional research and innovation organizations are, for most of them, not globalized, meaning that they tend to operate on a regional basis and develop few connections with top players
- The fields of excellence of the OR enjoy a limited visibility at the EU level, which can reduce the chances of regional institutions to be considered as valuable partners that need to be included in consortia
- Despite existing relations with successful networks, the OR seldom capitalize on these relations to develop H2020 projects.

Figure 3: Diagram of the causes and sub causes leading to the lack of integration in major European networks



Following this analysis, partners transformed the barrier into a priority lever and, for each cause and sub causes identify the appropriate action to take, leading to a solution tree. They particularly work on two levers: accompany the “globalization” of regional organizations through an increased mobility and active lobbying; and set a common communication strategy to reinforce the visibility of OR domains of excellence.

Figure 4: Priority n°2 - Create a collaborative strategy to integrate major European networks and create critical masses



c) Obstacle #3: Few organizations are involved in FP

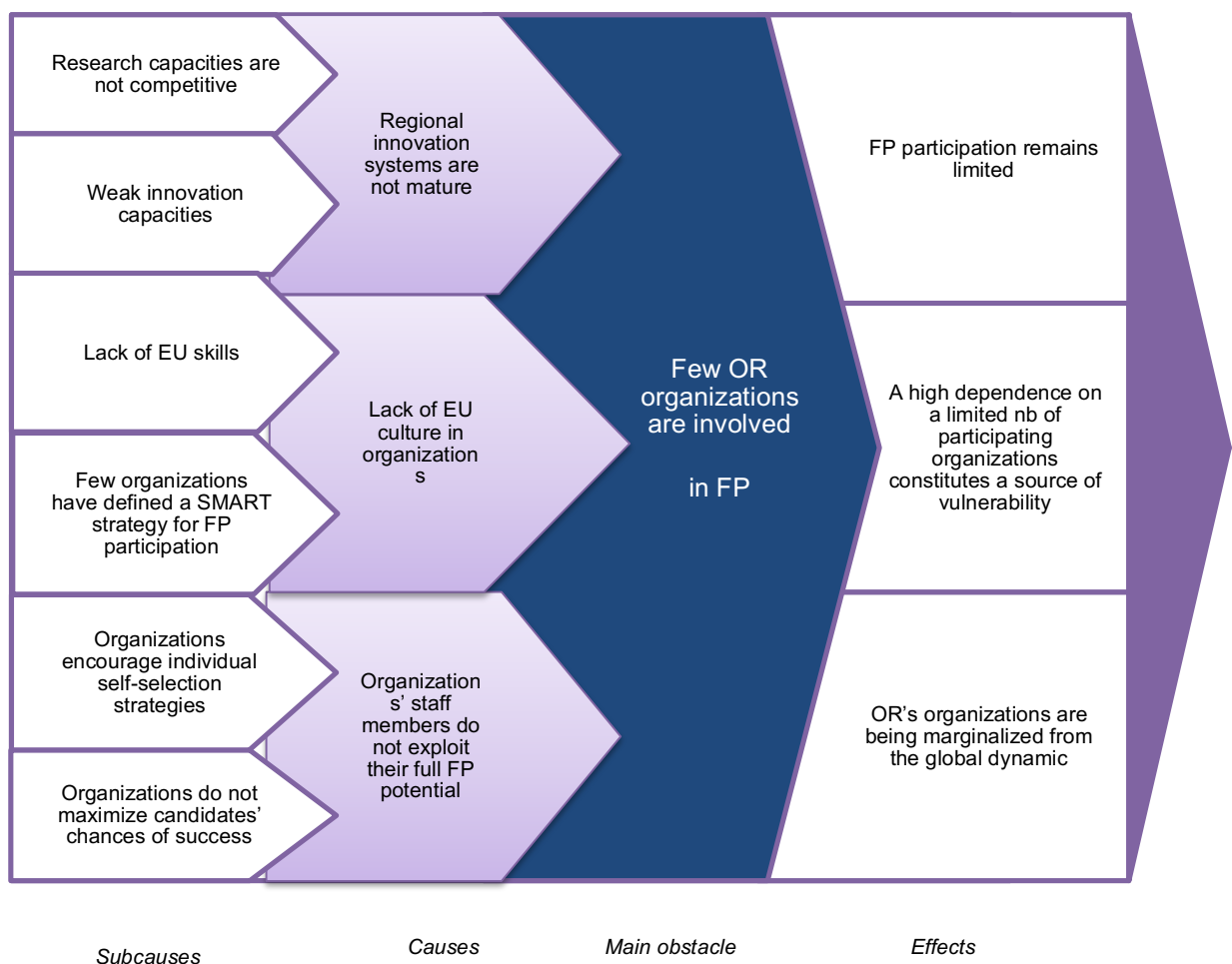
In all the OR, a limited number of organizations are involved in Horizon 2020, leading to three main consequences:

- The regional level of participation remains low, in the absence of successful candidates
- The participation can become vulnerable, dependent on the will and ability of such structures to develop more projects and handle the existing
- The rest of the regional organizations remain out of the major research and innovation networks.

To explain such phenomenon, three main causes were identified:

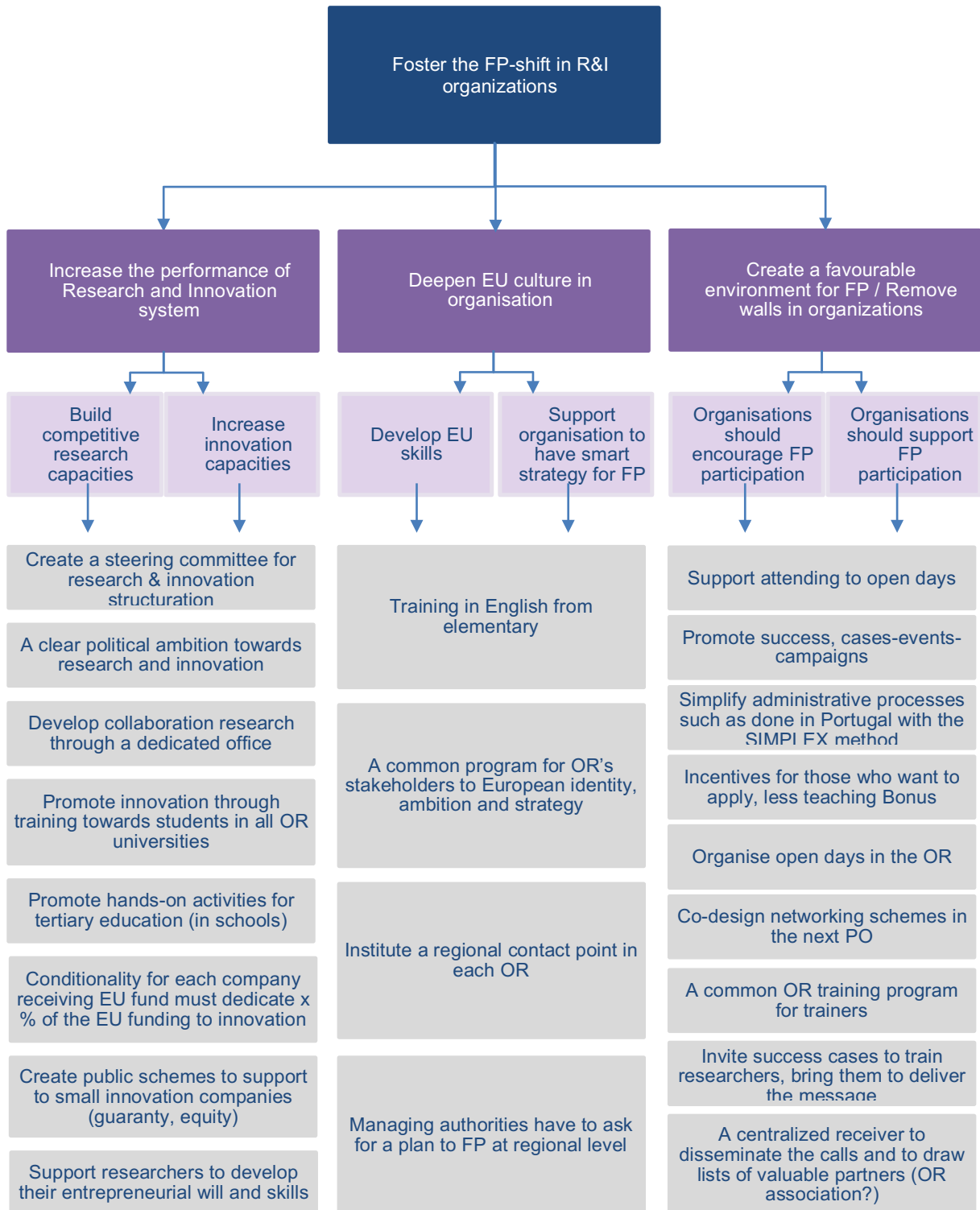
- Regional innovation systems remain immature and still need to be structured to develop world/European competitive organizations
- Regional organizations are facing a lack of EU culture, and don't exploit the full potential of EU programmes which they do not know.
- Members of these institutions frequently hesitate to engage in FP, because they are not encouraged to and supported in the best possible ways.

Figure 5: Diagram of the causes and sub causes leading to the concentration of FP participation in few organizations in OR



To overcome these barriers, participants defined levers to increase the capacity of regional organization to engage in FP, their level of European culture and offer to their personnel the best possible environment for project development and management.

Figure 6: Priority n°3 - Foster the FP-shift in R&I organizations



3) Drafting a roadmap (Workshop 3)

This stage of the work was dedicated to propose actions in order to execute the vision. **How can we attain the desired ambition and reach our vision?** This was the question that the participants were challenged to answer. Based on the previous exercise on Workshop 1 (vision) and the analyses of obstacles and levers, participants were invited to draft a short-, mid-, long-term roadmap to reach the common ambition. Such roadmap is not only a starting point for actions, it also serves as an incentive to mobilize stakeholders and provides guidelines, timeline and precise objectives that will be used to monitor and evaluate the results.

a) Exercise 2.1

To elaborate the roadmap, participants were first asked to define the main actions needed to reach the common ambition and to prioritize such actions according to their feasibility and impact, in to 3 groups. The proposed actions had to comply with the following characteristics, to be:

- Realistic
- Attainable
- Challenging
- Target on self-effort and not on third parties (that we do not control).

b) Exercise 2.2

The total of actions displayed on the board, from the previews exercise, were then categorized by the all group, according to a time frame. The period of implementation was determined by the following characterization:

- Priority actions, as “P” - to be implemented in the next 6 month – determined by importance (therefore the numbers next to the letter “P”);
- Important actions, as “I” – to be implemented in the next 12 months;
- Relevant actions, as “R” - to attain during the next 26 months of the project and beyond FORWARD project.

PRIORITY LEVELS	ACTIONS	ORDER OF APPEARANCE ON THE PAPERBOARD
P1	Build a common OR training program for trainers and experts	3
P2	Include EU standard evaluation in the criteria for OP for R&I	2
P3	Showcase for regional policy makers	14

P4	Networks of regional established offices / equivalent	11
P5	Promote a common communication campaign on successful projects / individuals	10
P6	Launch calls for interests to build common roadmap for areas of interests	17
I	A training program for policy makers	4
I	Training program for Researchers and SMEs on how to apply, how to communicate on their research	5
I	Financial support and schemes design for networking	6
I	Train/mentor researchers, students and companies for innovation action and knowledge transfer	7
I	Dedicate a part of INTERREG B for common R&I program	8
I	Prize to give visibility to research	13
R	Establish a regional office to support FP participation	1
R	Interreg Europe project to improve ERDF management	9
R	A European representation in Brussels for R&I of OR	12
R	Launch calls for proposals for participative science projects	15
R	Launch calls for proposals for multidisciplinary projects	16

III - Designing interregional thematic groups to foster collaboration

Lack of critical mass and connectivity between OR and continental Europe and among OR are some of the main obstacles, the regions are facing when trying to access EU Framework programmes. The aim of the work package 3 is thus to reinforce the actual, and reveal the potential, competitive advantages of Outermost Regions in their common and respective fields of expertise and interests. To fulfil this aim, thematic working groups, composed of experts from ORs or from other countries, will be established to work together for the definition and implementation of thematic action plans.

In order to establish these thematic groups, partners must agree on a methodology to select the topics of the working groups. Besides the fields declared in the regions' RIS3, this methodology will consider the results of the diagnoses and the comparative analysis that both revealed the actual research and innovation capacities of ORs and highlighted the scientific domains for which OR have an international competitive visibility.

Led by WP3 leader, Région Guadeloupe, the participants engaged in a debate on the definition of criterion and the process to be implemented to select the topics of the thematic groups. A preliminary list of criteria was therefore produced by the group.

Further participants underlined the need to see how research infrastructures could be mobilized in the final topics which will be selected.

Preliminary list of criterion:

- *Criterion should be chosen according to the operational objectives of the thematic groups to build consortium for the coming programmation*
- *Topics should be shared by a minimum number of regions*
- *However topics that gather very few regions should not be put aside if the added value at the EU level is high*
- *The selection must take into account the actual research capacities*
- *The added value at EU level is an important factor of choice*
- *The actual capacity of some thematic in regions to attract international competitive funds must be considered as an indicator of Excellence domains*
- *The selection could include criteria based on the potential impact for growth and innovation in SMEs*

IV - Sharing good practices in connecting research and policy making

If the global economy has turned a corner with innovation and knowledge based activities driving the new world; the European, national, regional public policies could better support the participation of outermost regions in the European Research and Innovation Area. Regional stakeholders experience a lack of political will to make knowledge economy a regional priority, supported by adapted financial instruments, and share the urgent need for a better dialogue between research and policy-making. Within work package 6, the FORWARD project has planned to produce specific policy briefs and recommendations for future EU policies for R&I in ORs and adequate tools to tackle ORs' gaps and challenges in the future Framework programmes. Events are also scheduled in order to connect regional, national, European policy-makers with R&I actors of the ORs.

During the mutual learning event, the workshop organized by ARDITI (WP6 leader) and the University of Madeira offered the opportunity to participants to learn more about how other regions organize themselves in terms of R&I policy making through the presentation of census of practices. This census collected the current situation in terms of RIS3 implementation; the difficulties/constraints faced, as well as the recommendations/solutions that OR have or wish to develop to increase their participation in Horizon 2020/Europe, improve the effectiveness of regional policies dealing with research & innovation, and develop bridges between researchers and policy makers.

To ensure that all participants were aware of the content and the deliverables of WP6, was presented the overall WP6 workplan that consisted of a diagram, timeline, task leading and its outputs. An organizational plan was also presented with practical suggestions that are necessary to reach the overall deliverables.

To fill in the gap between researchers and policy-makers, highlight the potential of science, technology, innovation and knowledge economy for ORs and address the issues related to the integration of OR in the European Research Area and the Union of Innovation, was conducted in a second step, a brainstorming exercise divided in two:

- First, the participants were asked to join small groups to identify typologies and name of known events related to the purpose of WP6, providing some rhetorical questions such as: What was the best event that you have attended (As a speaker or as a guest)?, Best practices identified on those events? Which technologies and equipment's catch your attention?
- In the second part of the exercise, working groups were asked to create their own event bearing in mind the previous exercise and a provided guideline that included, best practices, detailed idea, key partners, foreseen constraints, among others.

To sum up, each idea was then discussed by all partners providing ARDITI with tools to design a long-term event action plan to organize events and actions in/by each OR aiming at bridging research and policy making.

ANNEXES

Annex I - Background information

1) Venue

Gobierno de Canarias Brussels Office

Avenue Livingstone 21, Brussels

2) Agenda

Day 1 - Tuesday, 08 October 2019

09:00 - 09:15 Welcoming the participants

09:15 - 09:30 Opening words from the coordinator

09:30 - 10:00 OR participation to FP : Diversity in the unity

Main outcomes from the comparative analysis

10:00 - 11:00 OR integral parts of the European Research Area & the Innovation Union : Workshop on co-creation of a joint strategy : from vision to a roadmap for ORs

11:00 - 12:30 Workshops on the main obstacles

Parallel working groups using problem tree tools

- Group 1 : Synergy of funds between FP/ESIF
- Group 2 : Lack of connexion to major European networks
- Group 3 : Lack of FP ambition in R&I organizations

12:30 - 14:00 --- Lunch break ---

14:00 - 15:30 Workshops on the main levers

Parallel working groups using solution tree tools

- Group 1 : Improving Synergy of funds between FP/ESIF
- Group 2 : Integrating major European networks to create critical masses
- Group 3 : Fostering the FP-shift in R&I organizations

Presentation of conclusions by group

15:30 - 15:45 --- Coffee break ---

15:45 - 18:45 Conclusions and co-creation of a common roadmap for the ORs

Drafting mission (actions to implement) in each group (45')

Priorisation for the co-creation a joint strategy (45')

Day 2 - Wednesday, 09 October 2019

- 09:00 - 09:15 Welcoming the participants
- 09:15 - 10:15 WP3 workshop session
- 10:15 - 12:15 Policy making working session
- Results of WP6 workshop in La Réunion
 - Workplan/methodology for WP6
 - Development of the Common Position Paper
- 12:15 - 12:30 Wrap up
- 14:30 - 15:30 Post 2020 in Outermost regions^{*}, DG REGIO
- 16:30 - 19:00 Innovation Value chains in the outermost regions^{*}, DG REGIO
- 19:45 --- Dinner at Quartier Leopold ---

Day 3 - Thursday, 10 October 2019

- 09:00 - 09:15 Welcoming the participants
- 09:15 - 11:00 Steering committee
- Communication within the consortium, Commitments of project partners, decision-making and consequences of incompliances with Grant Agreement
 - Approval of Advisory Board members
 - WP2 (Quality of the data produced for WP2, Validation process for WP2 deliverables)
 - Specifications of activities for each partner in each WP (requested on the agenda by Reunion)
- 12:00 - 13:00 Presentation of the FORWARD project as a side event of REGIO WEEK
- 13.00 - 15.00 Presentation of the FORWARD project at Comité de Suivi

* These events are parts of the REGIO WEEK

3) Participants

ACIISI - Gobierno de Canarias	Antonio López Gulías
ACIISI - Gobierno de Canarias	Javier Roo
ARDITI - Agência Regional para o Desenvolvimento da Investigação, Tecnologia Inovação	Jorge Antunes
ARDITI - Agência Regional para o Desenvolvimento da Investigação, Tecnologia Inovação	Lúcio Quintal
ARDITI - University of Madeira	Élia Vieira
Collectivité de Saint-Martin	Junisa Gumbs
Collectivité territoriale de Guyane	Karine Leopold
Collectivité territoriale de Guyane	Marc Sagne
Collectivité territoriale de Martinique	Murielle Alexandrine
Collectivité territoriale de Martinique	Tania Rémy
Consulta Europa Projects and Innovation	Michelle Perello
FRCT - Fundo Regional para a Ciência e Tecnologia	Lina Silveira
ITC - Instituto Tecnológico de Canarias	Alma Cruz
ITC - Instituto Tecnológico de Canarias	Lucía Dobarro
Nexa - Agence Régionale de Développement, d'Investissement et d'Innovation de La Réunion	Evelyne Tarnus
Nexa - Agence Régionale de Développement, d'Investissement et d'Innovation de La Réunion	Philippe Holstein
Regional council of Guadeloupe	Vanessa Weck
Regional council of Guadeloupe	Coline Marchini
Universidade dos Açores	Ana Bettencourt
Universidade dos Açores	Célia Amaral
Université de Guyane	Laurent Linguet
Advisory board	Nicolas Harrap

Annex II - Presentations slides

- Outermost regions participation to R&I Framework programmes
- Workshop on co-creation of a joint strategy : from vision to roadmap
- Workshop on WP6



Outermost regions' participation to R&I framework programmes : Diversity in the Unity

WP2 - Diagnostics of ORs' R&I ecosystems
Mutual learning Event 8-10th October 2019
Nexa - La Réunion



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#Lesson 1 : Diversity



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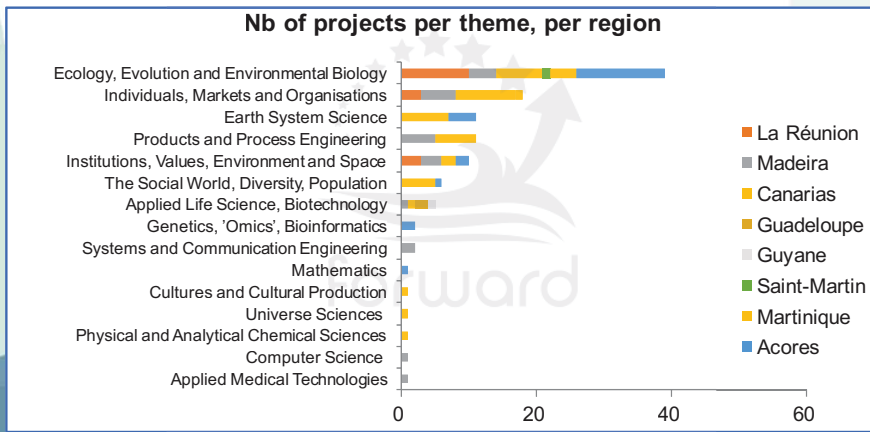
EU CONTRIBUTION RANGE FROM 0.12 to 9.26 € / capita / year among OR

	H2020 p.capita per year	Decile	Rank (274)
Açores	5,45 €	5	148
Canarias	3,80 €	4	175
Guadeloupe	0,67 €	1	248
Guyane	0,40 €	1	260
La Réunion	0,44 €	1	258
Madeira	9,26 €	7	107
Martinique	0,47 €	1	257
Mayotte	0,12 €	1	269
Saint Martin	1,65 €	2	216
Average	13,77 €		

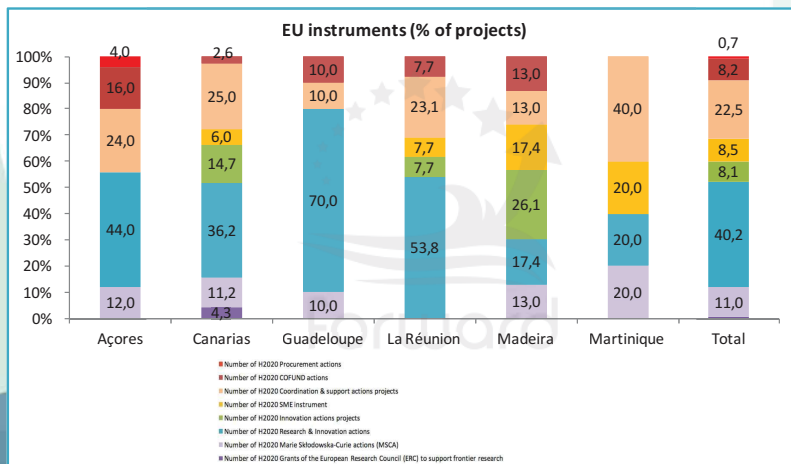


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OR participation in FP embraces a large panel of domains, not always common...

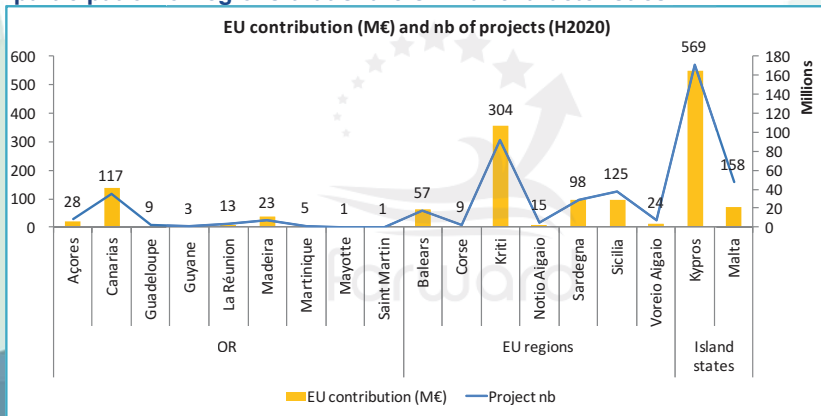


And a large number of instruments...

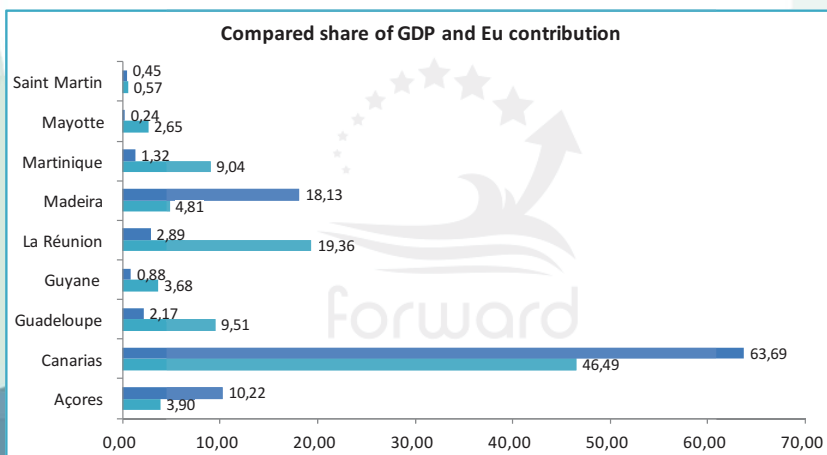


#Lesson 2 : No determinism

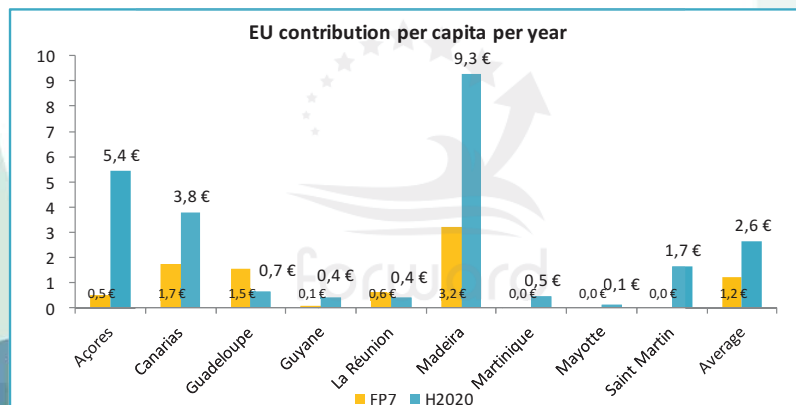
No small/isolated syndrome : The traditional handicaps (geographic, demographic, economic) attributed to OR do not hinder the FP participation of regions that share similar characteristics.



No link between GDP / EU contribution



Participation can increase rapidly and significantly from FP7 to H2020, or drop massively



In terms of FP performance, 4 groups of regions can be determined:

- Normal performer – the Canary presents a number of FP projects and a volume of EU contribution in line with its characteristics and close to average EU
- Outperformers : the Azores and Madeira participate more globally and much more by capita than the regions with present close characteristics
- Underperformers : Guadeloupe, La Réunion, Martinique and to a lesser extent Guyane show an abnormally limited participation considering their characteristics and are facing difficulties to capitalize on existing projects and networks
- Non-performers : Mayotte and St Martin, because of their limited ecosystems have so far no experience in H2020



#Lesson 3 : The OR are facing major constraints vis à vis the development of the knowledge economy

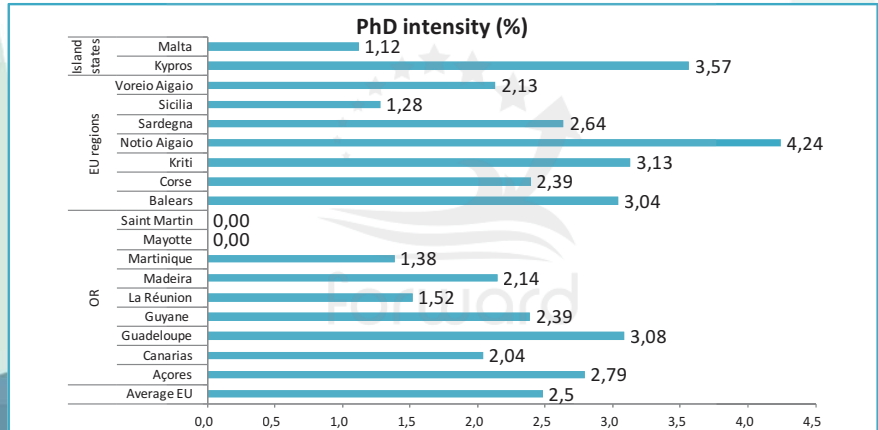


A lower level of tertiary education (excl. in the Canary)...

	Tertiary education 25-64	Decile (NUTS 2)	Tertiary education 30-34	Decile (NUTS 2)	HRST %PA	Decile
Açores	15,5	1	NA		22,7	1
Canarias	29,6	5	35,7	5	32,0	3
Guadeloupe	21,4	2	30,2	3	30,3	2
Guyane	19,3	1	31,2	3	29,4	2
La Réunion	20,8	2	28,2	2	29,1	2
Madeira	20,7	2	33,8	4	23,9	1
Martinique	23,6	3	42,5	7	32,1	3
EU average	31 %		39 %		24,6	1



...a lower PhD intensity...

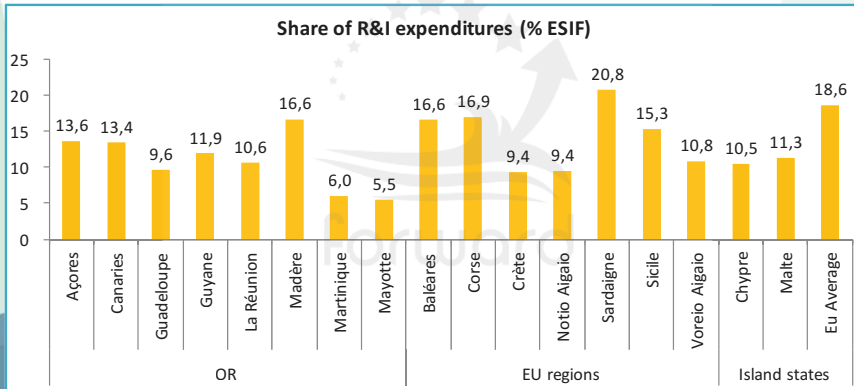


...failing to be EU centers of expertise in their basins...

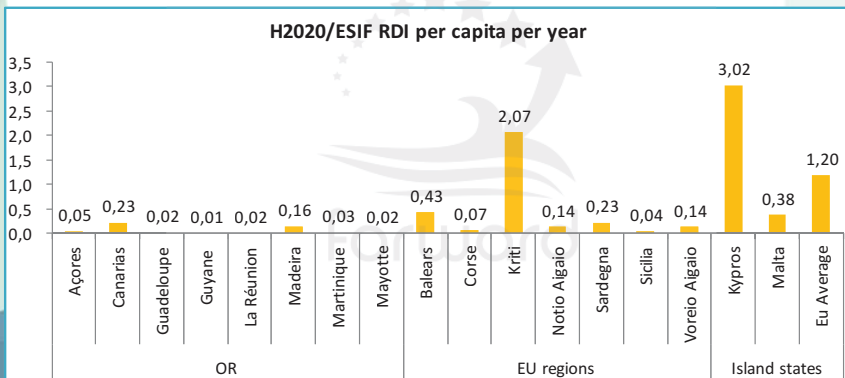
	Number of projects		Share of projects incl.a neighbouring country	
	FP7	H2020	FP7	H2020
Açores	NP	NP	NP	NP
Canarias	1	3	1,2%	2,5%
Guadeloupe	0	4	0%	40%
Guyane	NP	NP	NP	NP
La Réunion	1	2	11,1%	15,4%
Madeira	0	0	0,0%	0%
Martinique	1	0	50%	0%

#Lesson 4 : No real public policies

If the OR dedicate, on average, larger ESIF budget to support R&I activities, the share of such expenditures in the total ESIF envelope is much lower than the average EU.

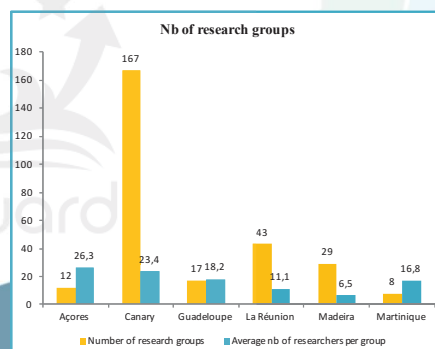


Abundant, easily accessible ESIF generate a substitution effect which reduces the incentive to participate in H2020, particularly in the French OR



Despite their limited resources, the OR embrace a large number of priorities, which conducts to the fragmentation of the efforts and inhibits the creation of critical masses in some distinctive, valuable areas.

	Nb of research fields identified	Average number of researchers per field	Min nb of researchers per field	Max number of researchers per theme
Açores	9	20,8	6	37
Canary	25	61,2	2	179
Guadeloupe	6	29	6	70
Martinique	8	21,5	3	60
La Réunion	16	28,4	3	52



Conclusion :

- Too small to embrace too large
- Let's develop a « singulOR » perspective with comparative advantages
- Coordinate ourselves



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Thematic cooperation between OR : a way to create critical masses together

	FP		Other Eu		Average
	Nb of projects	EU contribution	Nb of projects	EU contribution	
Earth System Science	1	3	3	5	3
Ecology, Evolution and Environmental Biology	6	6	1	1	3,5
Applied Life Science, Biotechnology	4	2	6	6	4,5
Systems and Communication Engineering	3	4	7	7	5,25
Individuals, Markets and Organisations	9	9	2	2	5,5
Products and Process Engineering	7	8	4	4	5,75
Institutions, Values, Environment and Space	8	10	5	3	6,5
Computer Science and Informatics	5	5	8	9	6,75
Applied Medical Technologies	12	11	8	8	9,75



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Thematic cooperation between OR : a way to create critical masses together

	Nb of researchers (owning a PhD)	Nb of research groups	Nb of OR concerned
Ecology, Evolution and Environmental Biology	217	18	4
The Social World, Diversity, Population	207	14	4
Computer Science and Informatics	206	23	2
Individuals, Markets and Organisations	191	18	4
Earth System Science	179	25	3
Applied Life Sciences, Biotechnology, and Molecular and Biosystems Engineering	165	31	3
Institutions, Values, Environment and Space	146	10	3
Applied Medical Technologies, Diagnostics, Therapies and Public Health	142	15	3
Systems and Communication Engineering	136	13	2
Physical and Analytical Chemical Sciences	134	17	2



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Thank you !

philippe.hosltein@nexa.re



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DAY 1 - MUTUAL LEARNING EVENT
Canary Islands Brussels Office - 8-9-10 October 2019

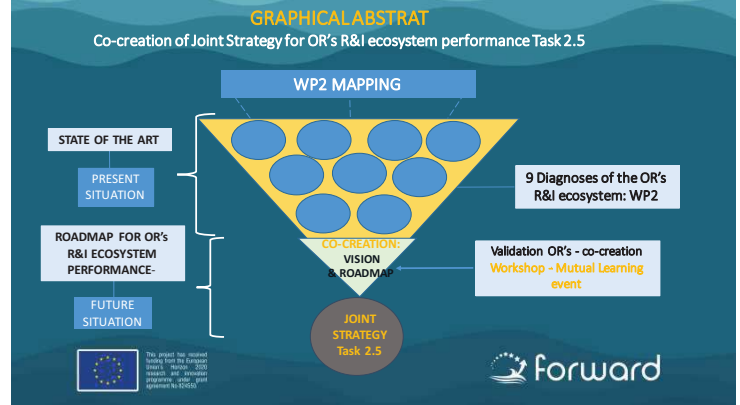
DAY 1- 08.10.2019



OR integral parts of the European Research Area and Innovation Union

Workshop on co-creation of a joint strategy: from VISION to ROADMAP

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Methodology in 3 stages

From diagnosis to co-creation of a joint strategy for OR's R&I ecosystem:

1. CREATE A **VISION** FOR OR'S - FRCT
2. ANALYSE OBSTACLES & LEVERAGES - NEXA
3. **ROADMAP & MISSION**: HOW TO GET THERE? - FRCT



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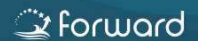


GOALS

From diagnosis to co-creation of a joint strategy for OR's R&I ecosystem:

1. Precise **our ambition in terms of participation to Horizon 2020** and the **future Horizon Europe**;
2. Define **our vision of Forward** - offer a common backbone to a project which so far goes in many directions;
3. Reach a **consensus on the most pressing points/obstacles** that block this ambition from happening;
4. Define together the most **urgent, important and relevant actions** that will constitute the skeleton of the joint strategy.


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Stage 1:
VISION

→ WHY A VISION?

CLARITY
DIRECTION
PURPOSE
SET GOALS



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Stage 1:
VISION

FORWARD: Where would you like to see the OR's (your region) in 5 years in terms of FP participation?

→

- Take 5 minutes to reflect in **groups of 3** – make one sentence



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Stage 1:
VISION

FORWARD: How do we build a common vision and roadmap to achieve that?


→

- Take 2 minutes to reflect **individually** (in silence)
- Write in a paper 3 to 4 **WORDS**, as an answer to the question

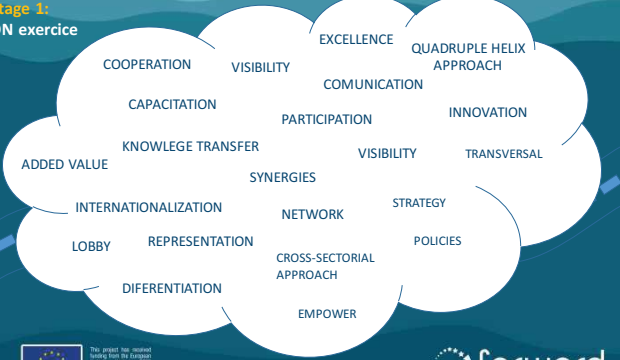

Share with the person next to you




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Stage 1:
VISION exercise

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Stage 1:
VISION exercise

GUIDELINES

IN GROUPS, gather the words: from the words you selected individually select now **as a group**: 4 words per each category of importance.

URGENT (4)	IMPORTANT (4)	RELEVANT (4)

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Stage 1:
VISION exercise

GUIDELINES

b) Select **4 words from urgent**, **2 words from important** e **1 word from relevant**

c) Create a **1 single sentence** that reflects **a common**


FORWARD'S VISION



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VALIDATION OR'S - CO-CREATION

2. ANALYSE OBSTACLES & LEVERAGES - NEXA



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Objectives and methodology

Objectives:

- Share main common barriers from the diagnoses
- Identify priority levers to implement in regions
- Produce inputs for the joint strategy

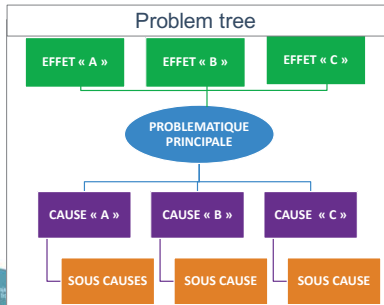
Methodology:

- Small groups discussion on major barriers/levers in 2 steps:
 - Step 1 : precise the obstacles using the problem tree canevas
 - Step 2 : identify appropriate levers using the solution tree canevas

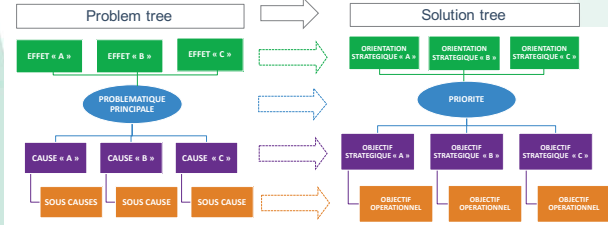
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Objectives and methodology : problem/solution trees

Step 1 : mapping the causes and the effects of a specific issue / in-depth analysis



Objectives and methodology : problem/solution trees



Step 2 : Transform the situation into solutions and actions to tackle the challenges

Objectives and methodology : timing

- Step 1 : precise the obstacles using the problem tree canavas
 - 1 hour 30 :
 - 1 hour in small groups on the tree
 - 30 minutes of restitution ; 10 minutes per group
- Step 2 : identify appropriate levers using the solution tree canavas
 - 1 hour 30 :
 - 1 hour in small groups on the tree
 - 30 minutes of restitution ; 10 minutes per group

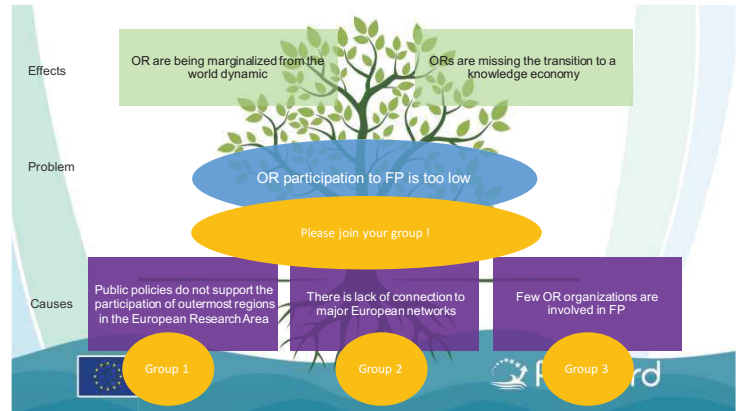
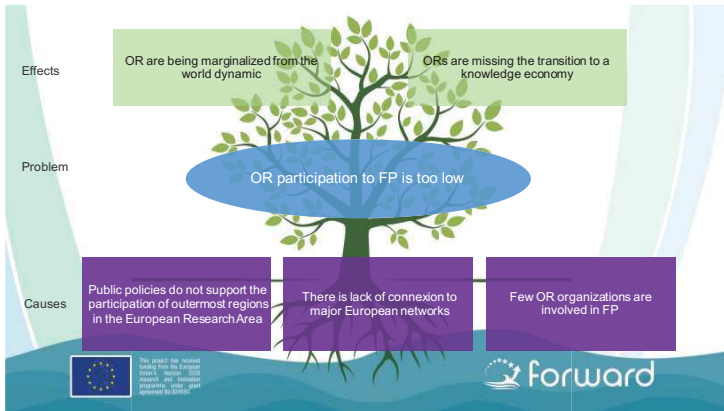
This morning
11:00 – 12:30

This Afternoon
14:00 - 15:30

STEP 1 : Sharing the major barriers through a problems tree



forward



Working process in each group (1)

- Welcome your facilitator in charge of making everyone participate
 - Group 1 :
 - Group 2 :
 - Group 3 :
- Designate in your group
 - A rapporteur in charge of completing the tree using his/her laptop
- Everybody is ready ?

General time keeper :
.....

Working process in each group (2)

- Let's start : 55 minutes
 - 5 minutes : Facilitator presents the tree to everyone
 - 30 minutes : Facilitator leads the discussion on the tree :
 - Are you OK with the causes that have been identified
 - Are there other causes that are missing ?
 - 20 minutes : Rapporteur summarizes the information in the final tree with the help of the group

5'

30'

20'

OR face the risk of an increased marginalization in a world characterized by the extreme polarization of resources	The fragmentation of the RSI effort inhibits the emergence of critical masses and comparative advantages in key activities	Regional stakeholders feel no incentives to widen their horizons and collaborations with their European counterparts
Public policies do not support the participation of outermost regions in the European Research Area		
Knowledge economy remains a secondary priority	The RISS3 fails to transform the uses of public funds	There is a substitution effect between ESIF & FP
Weak (no) political leadership on research & innovation	Funds are allocated to historical activities/ structures	No shared ambition for the integration of the ERA and the Innovation Union
Established a handicap discourse & narrative a negative and inhibiting vision of the region's potential	Strong lobbies	Lack of preparation of ESIF programming to fully implement the RISS3 spirit and objective
Lack of alternative & desirable future based on knowledge economy	Knowledge economy (RIS3) is seen as a threat to the established economy	ESIF & distribution culture & encourages the fragmentation of RSI activities
Social & Economic emergencies tend to oppose convergence & innovation	Being an OR reduces the % of ESIF that has to be dedicated to RSI	ESIF & competition culture & supports the distribution of credits without strategy
Lack of dialogue between Council & Policy and between Science & Civil society, Quadruple Helix	ES3 mobilizes a minor share of the ESIF	Lack of skills of managing authorities on RSI challenges
		Research infrastructures are not designed as strategic, attractive assets
		ESIF are less competitive and more generous than H2020
		Accountant and overly accessible ESIF generates a self-selection mechanism
		ESIF are not used as a lever to H2020
		Lack of knowledge on synergy of funds
		Access to ESIF is not conditioned to FP Participation
		Investments in RSI infrastructures do not take into account H2020
		ESIP funded events are not FP attached
		ESIF are distributed to regional stakeholders to support their common investments
		Strong lobbying from research institutions to fund & localize research & with little EU added value
		Lack of incentives and mechanisms to support FP active stakeholders

Regional research effort remain limited	OR are seldom identified as valuable, expertise centers, by European partners	OR are unable to turn their strategic position into FP participation
There is a lack of connection of ORs to major European networks		
OR Organizations are not globalized	There is a lack of visibility of the Excellence domains of ORs	ORs fail to turn their existing collaborations into writing networks
Few number of foreign students, post docs and professors	Organizations are locked in other collaborations	There are no very few well-recognized domains of excellence
Tendency to endogamy	Most of the collaborations are with mainland	Fragmentation of the research effort
Lack of international promotion of position opportunities	Managing authorities don't allocate budget to partners outside the region	Complementarities in the OR research & innovation related chains are not identified
Few participation in calls dedicated to EU networking such as CSA	Others speak in the name of the OR	OR do not capitalize on existing collaborations to increase their reputation and visibility
		INTERREG II is not used as a lever for building FP able networks
		Major EU networks in areas of interest are not known
		National organizations steering collaborations and H2020 projects with neighboring countries without local teams
		Very low coordination of projects
		Influence & involvement of OR in existing networks are marginal
		Lack of perception of the OR added value
		Lack of representation of stakeholders in the European bodies (ex an assessor for the EC advisory group) to promote OR expertise
		Lack of representativeness of stakeholders in the European bodies (ex an assessor for the EC advisory group) to promote OR expertise

FP participation remains limited	A high dependence on a limited list of participating organizations constitutes a source of vulnerability	OR's organizations are being marginalized from the social systems
Few OR organizations are involved in FP		
Regional innovation systems are not mature	Lack of EU culture in organizations	Organizations' staff members do not exploit their full FP potential
Research capacities are not competitive	Weak innovation capacities	Lack of EU skills
Limited tertiary education & HRSF	There is a lack of entrepreneurship and innovation mindset	Poor english level of individuals
Small, fragmented and unbalanced research capacities	Established activities presents high return on investments rate thanks to protection and subsidies, delaying innovation	Regional representations of national organizations depend on mainland decision centers
ESIF don't support long-term strategy and collaborative programmes	Small innovative companies face difficulties to access finance, in the absence of financial instruments	Structural funds are easily accessible
	Lack of regional contact specialized in RSI policies	Disconnection between internationalization internal policies
	Institutions are not familiar with EU research standards, PRIS4, gender dimensions, ...	Lack of knowledge on opportunities for networking, knowledge sharing, capacity building through ERDF, training, ERDF, european partnerships
	OR don't collaborate on their RSI partnerships (ERASMUS, summer schools, ...)	Lack of incentives to institutions to facilitate project development and implementation
		Lack of 50% FP development project
		Lack of monitoring on consortia and calls
		Where to start syndrome & visible partners are not identified
		Organizations do not receive guidelines, resources or processes
		Lack of high quality training for researchers
		Insufficient number of dedicated highly trained staff
		Lack of promotion of role models to encourage proposals submission
		Lack of incentives to institutions to facilitate project development and implementation
		There are not enough regional and internal incentives (within institutions) schemes for mobility and networking
		Internal administrative procedures can be delaying

Synthesis to be drafted with participants



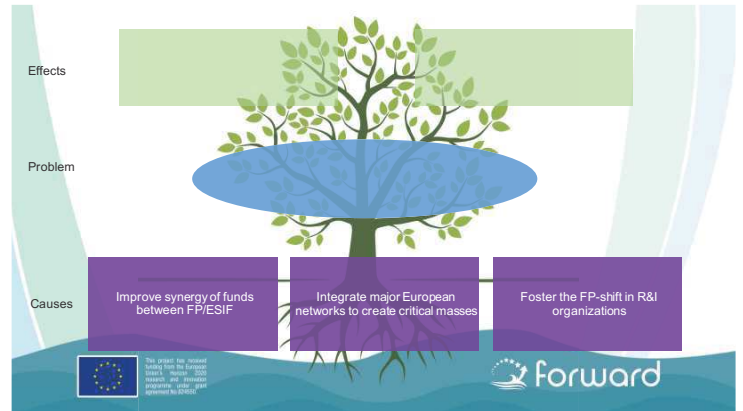
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STEP 2 : Identifying the priority levers through a solutions tree



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Effects

Problem

Causes

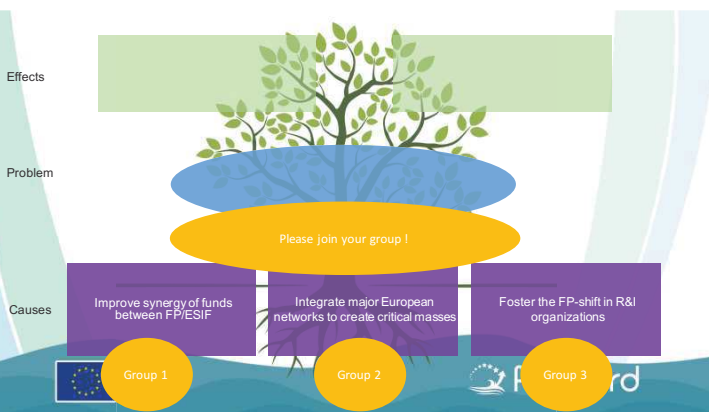
Improve synergy of funds between FP/ESIF

Integrate major European networks to create critical masses

Foster the FP-shift in R&I organizations



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Effects

Problem

Causes

Please join your group !

Improve synergy of funds between FP/ESIF

Integrate major European networks to create critical masses

Foster the FP-shift in R&I organizations

Group 1

Group 2

Group 3



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Working process in each group (1)

- Welcome your facilitator in charge of making everyone participate
 - Group 1 :
 - Group 2 :
 - Group 3 :
- Designate in your group
 - A rapporteur in charge of completing the tree using his/her laptop
- Everybody is ready ?



General time keeper :

.....



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Working process in each group (2)

- Let's start : 55 minutes
 - 5 minutes : Facilitator presents the tree to everyone
 - 30 minutes : Facilitator leads the discussion on the tree :
 - 20 minutes on levers:
 - Are you OK with the levers that have been identified
 - Are there other levers that are missing ?
 - 10 minutes on impacts :
 - Are you OK with the impacts that have been identified
 - Are there other impacts that are missing ?
 - 20 minutes : Rapporteur summarizes the information in the final tree with the help of the group

5'

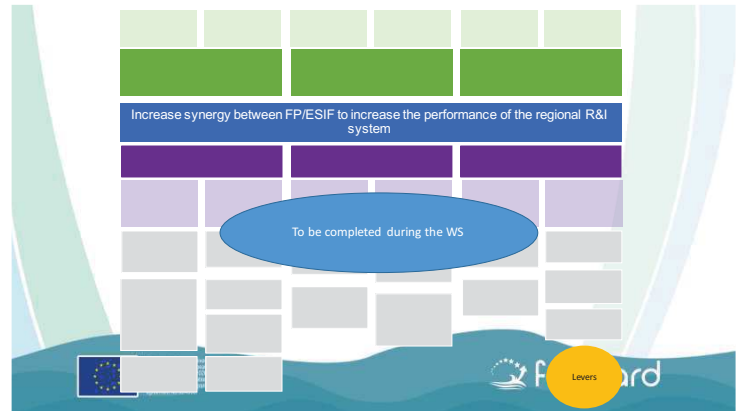
30'

20'



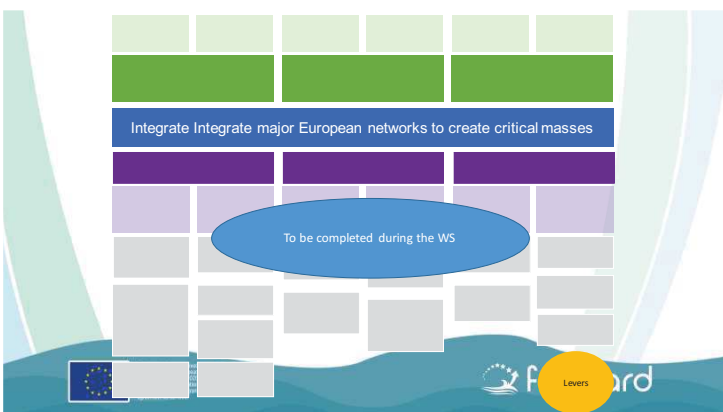
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forward



forward

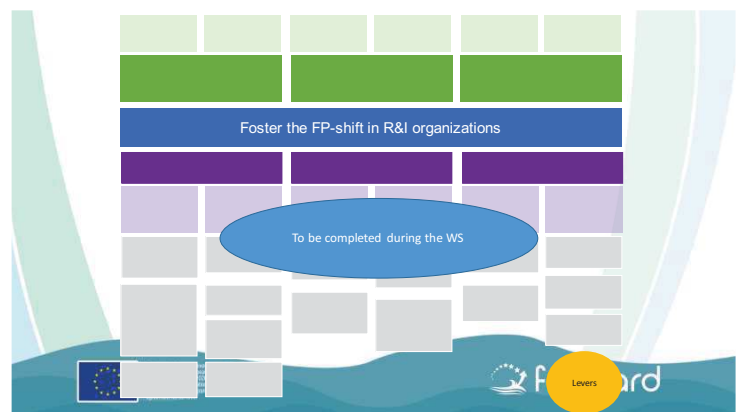
Levers



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forward

Levers



forward

Levers

Synthesis to be drafted



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DAY 1 - MUTUAL LEARNING EVENT
Canary Islands Brussels Office - 8-9-10 october 2019

Conclusion and Co-creation of a common Roadmap for OR's

STAGE 3: ROADMAP-MISSION

- Drafting MISSION (action to implement)
- PRIORIZATION for the co-creation of a joint strategy



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Stage 3:
ROADMAP-MISSION

Co-creation of a common Roadmap for OR's:

- Drafting MISSION (action to implement)
- PRIORIZATION for the co-creation of a joint strategy

Story of not knowing where we are to get where we want to go – make sense in the process





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Stage 3:
ROADMAP-MISSION

“THE STORY OF NOT KNOWING WHERE WE ARE TO GET WHERE WE WANT TO GO – START'S TO MAKE SENSE IN THE PROCESS”



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Stage 3:
ROADMAP-MISSION


WHY A ROADMAP?

TAKE ACTION
INITIATIVE
GUIDELINES
TIMELINE
EVALUATE PROGRESS

Story of not knowing where we are to get where we want to go – make sense in the process



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Stage 3:
ROADMAP-MISSION

GUIDELINES

- a) **IN GROUPS: write 4 main actions** towards FOWARD **VISION**
- b) **Prioritize** your actions
- c) **Present it to the group – Head Speaker**

Foster political will and synergies between OR's to turn them into global resilience living labs through the integration in to the International value chains and increased participation in european research and innovation area.




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Stage 3:
ROADMAP-MISSION

VISION

Foster political will and synergies between OR's to turn them into global resilience living labs through the integration in to the International value chains and increased participation in european research and innovation area.




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Stage 3:
ROADMAP-MISSION

- **From the 12 actions** named by the 3 groups – resume in to **5 priority actions** and **5 important actions** and **2 relevant actions** to build a roadmap/mission

PRIORITY ACTIONS Next 6 months (5)	IMPORTANT ACTIONS Next 12 months (5)	RELEVANT ACTIONS End of the project – next 26 months (2)



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DAY 1 - MUTUAL LEARNING EVENT
Canary Islands Brussels Office - 8-9-10 october 2019



THANK YOU



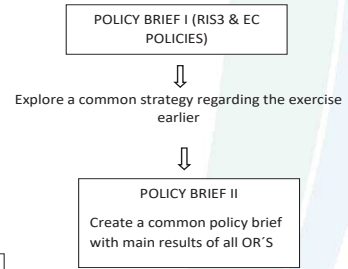
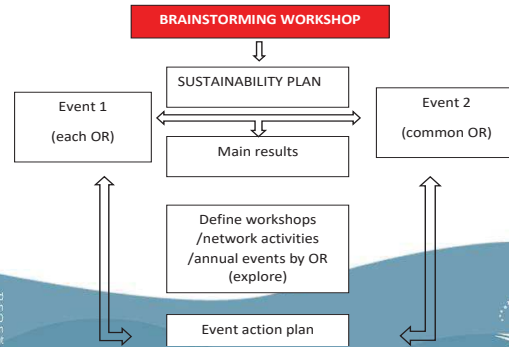
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WP6 – Operational Workplan

COMMUNICATION STRATEGY ⇒

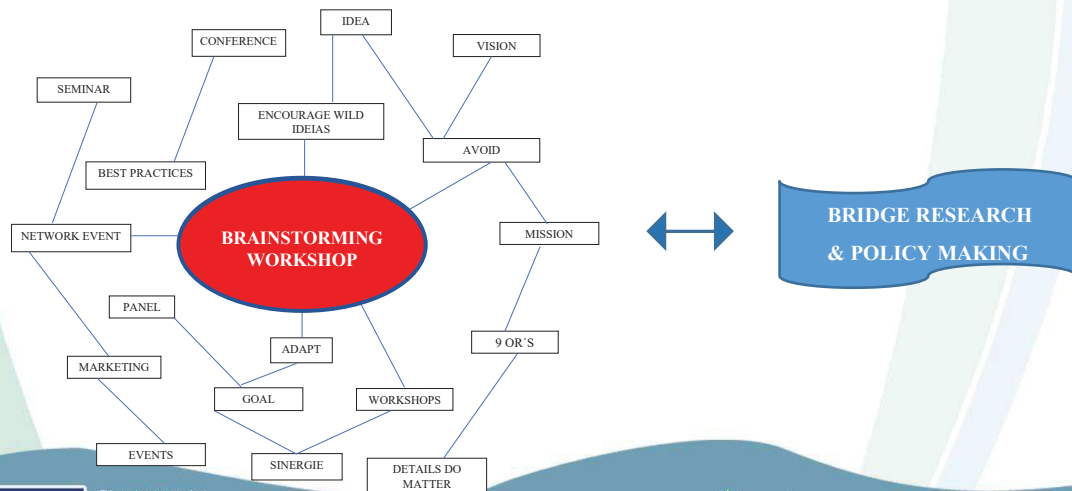
- Report on the main results obtained so far (what)
- Create a list of stakeholders & police-makers by region (who)
- Create a policy brief & further recommendations and dissemination (how)
- Organize a workshop (each region) to discuss the brief with stakeholders & policy makers
- Provide analysis and report of the workshop per region



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WP6 – WORKSHOP 09/10/2019



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WP6 – WORKSHOP 09/10/2019

Steps of the exercise:

1. Brainstorming exercise to identify typologies and name of known events. (5 min)
2. Create your own event related to WP6. (20 min)
3. Fill in (legible handwriting) the exercise. (5 min)
4. Prepare your presentation. (5 min)
5. Present your event idea. (5 min per group | max. 6 groups | 30 min total)
6. Discussion (15 min)

Think on the following:

- What was the best event that you have attended? (as a speaker and/or guest)?
- Which were the best practices that you were able to identify?
- Which type of event might be suitable to be able to bring together researchers and policymakers on the importance of science, technology and innovation?
- What were the channels used? What type of equipment's/technologies/tools have you noticed?



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FORWARD project

WP6 - Connecting research and policy making: next generation policy tools

Mutual Learning Event, WP6 Workshop, 9Oct.2019, Brussels



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Work to be carried in WP6 aims at:

- Facilitating the dialogue between the research community and policy makers;
- Contribute to further development and implementation of Smart Specialization Strategies (S3/RIS3);
- Contribute to more tailored EU policies for ORs and fine-tuned programming of regional policies for each OR.

WP6 will produce policy recommendations and briefs and suggest adequate tools to tackle ORs gaps and challenges in the future Framework Programmes:

Task 6.1 Support for the elaboration of the future RIS3 strategies D6.1 Recommendations for future RIS3 strategies (M23, M36)
Task 6.2 Recommendations for future EU policies on ORs D6.2 Guidelines and recommendations for future EU policies on ORs (M24, M36)
Task 6.3 Ensuring sustainability of long-term research activities in ORs D6.3 Sustainability Plan (M24, M36)
Task 6.4 Approaches to bridge researchers and policy-makers D6.4 Report on events for policy-making (M30, M36)



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Task 6.1 - Support for the elaboration of the future RIS3 strategies D6.1 - Recommendations for future RIS3 strategies (M23, M36)

T1 Q1) How do you organize the “entrepreneurial discovery” of promising activities in your region?

T1 Q2) How can we / you expect to capitalize on the ongoing implementation of S3/RIS3? Have you engaged an evaluation of your RIS3 strategy? If so, what are the main results of this exercise? What are the most critical bottlenecks to strengthen your regional knowledge base and create comparative advantages in the selected fields of specialization?

T1 Q3) What do you propose in order to improve current RIS3 strategy for/in your region, in view of near/medium future needs, namely for 2021-2027 period? Can you provide examples / case-studies that we can analyze/ consider?

T1 Q4) Regarding the establishment of collaborations between the consortium and existing working groups on RIS3 outside the ORs (including Research and Technology Organizations -RTOs): - Is there already in your region (or in other region) such a type of collaboration? If yes, how does it proceed? If not, what do you propose as the best approach to be taken for such collaboration?



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Some examples of answers and proposals

Difficulties/constraints:	T6.1 - Current situation Recommendations Solutions Ideas:
<ul style="list-style-type: none"> • Lack of technical tools • Management is centralized (French Government) • Areas/scope of RIS too dispersed / widen • No research policy => duplication and fragmentation of research efforts • No S3 implemented 	<ul style="list-style-type: none"> ▪ Some local partners already have network events, promote events to showcase good practices and have support measures for entrepreneurs. ▪ Stimulate entrepreneurial culture and capacities (innovation incubators). ▪ Read the numbers/indicators from the results from the RIS3 and readjust the strategy to the “new” domains (“then” look at Horizon Europe program/clusters). ▪ Reduce or specify better the priorities of RIS3 (eg. RIS3-Net). ▪ Include the content of RIS3 in local and regional strategic plan. ▪ Stronger RIS3 conditionality on ERDF allocation. ▪ Use of ERDF to connect to other E.U regions/stakeholders. ▪ Create a common JRC group for OR (through the S3 platform).



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Task 6.2 - Recommendations for future EU policies on ORs D6.2 - Guidelines and recommendations (M24,M36)

T2 Q1) In which “thematic fields / clusters / RIS3 objectives” your region will / wants / expects to participate in Horizon Europe?

T2 Q2) Is there already in your region a framework or strategy for institutional cooperation between R&I actors and policy makers? If yes, how can/could it influence future EU policies on ORs? If not, how does it work now (and in the past)?

T2 Q3) In which type of consortia or agreements with other regions/countries is your region currently (or planned) involved, namely with non EU regions/countries?



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Some examples of answers and proposals

Difficulties/constraints:	T6.2 - Current situation Recommendations Solutions Ideas:
<ul style="list-style-type: none"> • Lack of alignment of the different policies (national vs regional / local). • There is no strategy for institutional cooperation between R&I actors and policy makers. ➤ Need of (better) coordination between R&Di actors. 	<ul style="list-style-type: none"> ▪ <i>Agenda de Inovação</i> is an instrument being implemented to foster cooperation and promote the R&I actors (AZO). It's a governmental strategy through NONAGON science and technology park. ▪ The Regional Commission can not influence EU policies. For this there is monitoring committee (<i>Comité de Suivi</i>) and other groups/institutions which could do that (CAN). ▪ Also in GUA they organized workshops to discuss the future national and EU policies to share view on difficulties and adaptations needed and so prioritize projects or actions to be supported. ▪ Regional Innovation Committee → coordinate research agenda (REU). ▪ Regional collaboration thanks to Interreg Caraïbes (SM). <p>e.g.: NetBiome; GuyAmazon; OESC / ACS; Synergile; others.</p>



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Task 6.3 - Sustainability of long-term research activities in ORs D6.3 - Sustainability Plan (M24,M36)

T3 Q1) What are the requirements for a sustainable regional R&D framework / initiative? What will be the main challenges to overcome?

T3 Q2) What is your / regional perspective for the development of sustainable R&D initiatives, capable of mobilizing the ORs network?

T3 Q3) Will future R&D initiatives be sustainable by a local/regional framework, ie, supported by current and/or future regional policies? How to allocate resources and competencies (financial, administrative, managerial, political, etc), indicators and performance measurement, in order to achieve such a sustainable framework?



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Some examples of answers and proposals

Difficulties/constraints:	T6.3 - Current situation Recommendations Solutions Ideas:
<ul style="list-style-type: none"> Lack of highly qualified Human resources / No budget to retain the "brains". Funding allocation still subject to political changes. Lack of alignment of public policies. Regional/ORs and European financial frameworks not compatible. 	<ul style="list-style-type: none"> Invest(ing) in networks – be in the places to meet and develop network(s). <ul style="list-style-type: none"> Integrate Research / Innovation platforms/ Infrastructures in global networks to attract external stakeholders. Create clusters of common interest in ORs and mobilize them around annual / biannual events, including training and B2B events. The best way to mobilize ORs network is to develop joint projects (FORWARD!). Condition ERDF allocation to H2020/FP efforts => Increase the lever effect from ERDF to competitive funds. Need to increase participation of private stakeholders. draft a SRIA (Strategic Research and Innovation Action Plan). Identify shared common topics, then define actions to be implemented (take into account WP3 action plan).



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Task 6.4 - Approaches to bridge researchers and policy-makers D6.4 - Report on events for policy-making (M30, M36)

T4 Q1) Which strategies and supporting instruments already exist in your region? Do you know about examples/cases in other regions outside the ORs?

T4 Q2) Which type of concrete activities do you foresee that will contribute to "bring together" the views of researchers and policy-makers in your region? Do you have experience on the "Science meets Governments and Parliaments" or similar type of events?

T4 Q3) Regarding in particular topic 3) above, which policies/instruments already exist in your region to capitalize on usage of structural funds? Do you know about examples/cases in other regions outside the ORs?



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Some examples of answers and proposals

T6.4 - Current situation | Recommendations | Solutions | Ideas:

- ✓ **Agenda para a Inovação** (Azo) – politics that reinforce the public/sectorial strategic measures to increase the efficiency, scope and impact in the growth of investment and to develop new, innovative products.
- ✓ The **Advisory Coordination Commission** (Can) connects researchers and policy makers. Currently, joint working groups and round tables have been created for the formulation of a “**Blue Economy**” and “**Circular economy**” strategies of Canary Islands.
- ✓ Guyane (CTG) as experience organizing **conferences meeting researchers and policy decision makers** (Guy).
- ✓ Try to make “**C.R.I**” (**Regional Committee for Innovation**) more active in coordination and regulation (Reu).
- ✓ In elaboration/revision of S3 | RIS3 strategies **join together researcher and politicians in the same groups** (Mad)
- ✓ Accompany and train **researchers to produce information dedicated to policy makers** (Reu).
- ✓ Further events can be done with researchers as invited guests, such as “**Semaine des RUP**” (StM).
- ✓ “**Science Meets Governments and Parliaments**” events are organized annually in different parts of the world. E.g. in January 2019, Guadeloupe organized such an event with the support of JRC (Gua).
- ✓ The **GROW RUP project** involved 5 ORs in entrepreneurship development and capacity building policies for business creation and growth in ORs!!! (Mar)

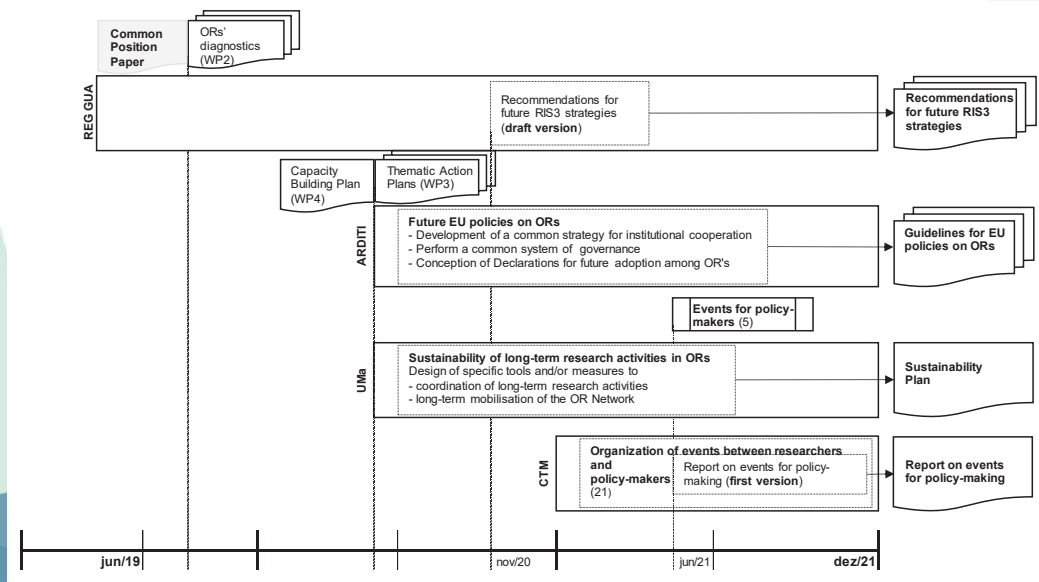


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WP6 – Workplan



Thank you very much!

Merci beaucoup!

Muchas gracias!

Muito obrigado!



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