



Self-assessment of the Mazowieckie Voivodeship in terms of meeting the enabling condition for Policy Objective 1

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Introduction

Enabling condition

The programming of the European Union's investments in innovation, entrepreneurship and digitisation under the Cohesion Policy for the period 2021-2027 has been assigned to Policy Objective 1. **A more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity.** A novelty in this financial perspective is the establishment of enabling conditions on the fulfilment of which the possibility of certifying EU funds depends. The fulfilment of the criteria defined for the enabling conditions is subject to cyclical verification. For Policy Objective 1, the enabling condition is **good governance of the national or regional smart specialisation strategy**, for which 7 specific criteria have been defined:

- up-to-date analysis of challenges for innovation diffusion and digitalisation,
- existence of competent regional or national institution or body, responsible for the management of the smart specialisation strategy,
- monitoring and evaluation tools to measure performance towards the objectives of the strategy,
- functioning of stakeholder co-operation ("entrepreneurial discovery process"),
- actions necessary to improve national or regional research and innovation systems, where relevant,
- where relevant, actions to support industrial transition,
- measures for enhancing cooperation with partners outside a given Member State in priority areas supported by the smart specialisation strategy.

This study contains the conclusions of a self-assessment of the fulfilment of the criteria of the enabling condition for Policy Objective 1, carried out by the staff of the Office of the Marshal of the Mazowieckie Voivodeship in Warsaw. The document aims to systematise the knowledge of

the enabling condition, regional innovation strategy and smart specialisation, and to bring this knowledge to a wide audience.

Characteristics of the Mazowieckie Voivodeship

Mazowieckie Voivodeship is a unit of administrative division of Poland, located in the central-eastern part of the country. Compared to the other voivodeships, it stands out as having the highest population, concentration of economic and scientific activity. According to the NUTS statistical breakdown, the Mazowieckie Voivodeship is a macro-region (NUTS 1) divided into two regions (NUTS 2): Warszawski stołeczny region and Mazowiecki regionalny region.

The Warszawski stołeczny region is characterised by a high (compared to the whole country) concentration of research units and companies in high- and medium-high-tech industries. Mazowiecki regionalny regiona is an area with a predominance of agricultural activities and industries classified as low- and medium-low-tech. The above disparity is reflected, inter alia, in the Regional Innovation Scoreboard 2019¹, according to which:

- the Warszawski stołeczny region achieved a score of 138 and belongs to the Moderate+ group, which means belonging to a group of 97 regions with innovation indicators between 50-90% of the European average, while at the same time being in the 1/3 of regions in this group with the highest indicator values,
- the Mazowiecki regionalny region ranked 211th (28th from the bottom) and belongs to the Modest+ group, which means 30 regions with scores below 50% of the European average, but at the same time belongs to the 1/3 of regions with the highest values of indicators in this group (third highest ranked region in the Modest group).

The differences in the level of development and innovative activity of the two NUTS 2 units influences the regional innovation ecosystem, the regional smart specialisation strategy and,

¹<https://data.europa.eu/doi/10.2873/89165> (accessed on 10 August 2022)

consequently, also the fulfilment of the enabling condition.

The regional innovation ecosystem

The regional innovation ecosystem of the Mazowieckie Voivodeship is a network of connections consisting of enterprises, research units, business environment institutions and other organisations influencing innovation activities in the macro-region. The drive to increase innovation is done by influencing the ecosystem and the functioning of the entities that make it up. The document that integrates and gives a common direction to these activities is the smart specialisation strategy.

In the Mazowieckie Voivodeship the central document for innovation policy is the **Regional Innovation Strategy for Mazovia until 2030**² (RIS). The previous such strategy ran from 2015 to 2020. The RIS defines the priorities and actions for the development of the regional innovation ecosystem, as well as the areas and method of implementation of smart specialisation.

Smart specialisation is an economic transformation concept, based on the idea that by concentrating knowledge resources and directing them towards a limited number of priority economic activities, countries and regions will gain and maintain a competitive advantage in the global economy. In Poland, the concept of smart specialisation is implemented simultaneously at central level (National Smart Specialisation) and by individual voivodeships (regional smart specialisations)³.

In the Mazowieckie Voivodeship, the process of implementing smart specialisation has been organised around four thematic areas:

- safe food
- intelligent systems in industry and infrastructure,
- a modern business ecosystem,
- high quality of life.

Based on these areas, a dialogue with stakeholders is organised and research and analyses are carried out. Their aim is to identify

specific development challenges (e.g. barriers, opportunities, R&D&I project themes) requiring intervention through support instruments (e.g. regional programme, open calls for tender, workshops).



²<https://innowacyjni.mazovia.pl/upload/pages/2238/2238-o.pdf> (accessed on 28 May 2021)

³<https://innowacyjni.mazovia.pl/upload/pages/2238/2238-o.pdf>, p. 7 (accessed on 28 May 2021)

Self-assessment of meeting individual criteria for Policy Objective 1

Criterion 1. Up-to-date analysis of challenges for innovation diffusion and digitalisation

Justification for meeting the criterion

The development of a regional innovation ecosystem is based on identifying key challenges (barriers and opportunities for development) and then planning and implementing actions to address these challenges. Sources of information on challenges related to the diffusion of innovations occurring in the Mazowieckie Voivodeship include both studies and analyses, as well as stakeholders participating in the entrepreneurial discovery process. The identification of bottlenecks is done primarily by carrying out surveys and analyses at various levels of detail. The most important of these are:

- a cyclical report "Analysis of bottlenecks to the diffusion of innovation in Mazovia, including digitalisation" (2019⁴ and 2022⁵ reports available),
- horizontal studies and analyses, such as:
 - Mid-term evaluation of the RIS Mazovia 2020⁶,
 - Ex-ante evaluation of the draft Regional Innovation Strategy for Mazovia until 2030⁷,
 - Analysis of the innovation potential of Mazovia in a national and international perspective⁸,
 - Analysis of projects submitted for funding under Measures 1.2 and 3.3 of the MV ROP 2014-2020⁹,
 - Identification of areas of research and development activity of enterprises in the Mazowieckie Voivodeship and directions of R&D cooperation for the purpose of

implementing smart specialisations of Mazovia¹⁰,

- Analysis and identification of related diversity of industries, i.e. related industries, the development of which can be supported within the framework of the Mazovian Innovation System¹¹,
- thematic studies and analyses resulting from needs identified at the operational level (in the entrepreneurial discovery process) or based on findings from horizontal studies; examples of this type of analyses are:
 - Analysis of potential and perspectives for the development of the agri-food sector in the Mazovia region¹²,
 - Analysis of the structure, potential and development trends of the packaging industry in the Mazovia region¹³,
 - Analysis of potential and development trends in the metal industry in the Mazovia region¹⁴,
 - Assessment of potential and development perspectives (development trends) of the photonics technology sector in the Mazovia region¹⁵,
 - Analysis of the current functioning and development prospects of the space sector in the Mazovia region¹⁶,

⁴<https://innowacyjni.mazovia.pl/download/1793/> (accessed on 28 May 2021)

⁵ <https://innowacyjni.mazovia.pl/download/2379/> (accessed on 22 February 2022)

⁶ <https://innowacyjni.mazovia.pl/download/2114/> (accessed on 28 May 2021)

⁷ <https://innowacyjni.mazovia.pl/download/2287/> (accessed on 28 May 2021)

⁸ <https://innowacyjni.mazovia.pl/download/1823/> (accessed on 28 May 2021)

⁹ <https://innowacyjni.mazovia.pl/download/1769/> (accessed on 28 May 2021)

¹⁰ <https://innowacyjni.mazovia.pl/download/1492/> (accessed on 28 May 2021)

¹¹ <https://innowacyjni.mazovia.pl/download/2377/> (accessed on 22 February 2022)

¹² <https://innowacyjni.mazovia.pl/download/2193/> (accessed on 28 May 2021)

¹³ <https://innowacyjni.mazovia.pl/download/1766/> (accessed on 28 May 2021)

¹⁴ <https://innowacyjni.mazovia.pl/download/1763/> (accessed on 28 May 2021)

¹⁵ <https://innowacyjni.mazovia.pl/download/1717/> (accessed on 28 May 2021)

¹⁶ <https://innowacyjni.mazovia.pl/download/1491/> (accessed on 28 May 2021)

- external studies, e.g.:
 - OECD report “Local Entrepreneurship Ecosystems and Emerging Industries” with a case study of the Mazovia region¹⁷,
 - the publication “Internationalisation of Mazovian non-financial enterprises on the example of entities with foreign capital participation” prepared jointly with the Statistical Office in Warsaw¹⁸,
- on-going cooperation with stakeholders within the working groups on smart specialisation, the Mazovian Innovation Council and the Business Environment Institutions Forum.

The 2019 “Analysis of bottlenecks to the diffusion of innovation in Mazovia, including digitalisation” confirmed the existence of barriers to innovation development. The most important ones include:

- developmental disproportions limiting innovativeness in the Mazovia region: shortage of innovation system actors, low influence of universities on the level of innovativeness, difficult access to R&D&I potential concentrated mainly in the Warszawski stołeczny region, lack of strong links between regional innovation system actors,
- ineffective communication between local government, science and industry;
- low potential for innovation implementation and low institutional capacity in the Mazovia region resulting in a low level of technology transfer;
- emigration of university graduates and highly qualified staff;
- too little focus on developing entrepreneurial and innovation skills in the education system,
- increasing importance of barriers to digitisation, including low percentage of businesses using electronic information exchange and e-invoicing, low use of big data and cloud analytics by business, insufficient level of digital competence in Industry 4.0 solutions¹⁹.

The conclusions of the bottleneck analysis are reflected in the measures envisaged for implementation in the Regional Innovation Strategy for Mazovia until 2030. The need to focus on issues such as the development of Industry 4.0, the activation of regional economic development animators and local government in supporting innovation, the development of competencies or supporting the implementation of new solutions in agriculture and traditional industries was taken into account. The need to use the potential of the Warszawski stołeczny region to reduce development disproportions by creating cooperative links was emphasised²⁰.

Another report on the “Analysis of bottlenecks to the diffusion of innovation in Mazovia, including digitalisation” was prepared at the beginning of 2022. The study confirmed the existence of factors negatively affecting the innovativeness of Mazovia, identified in the 2019 study. The conclusions of the analysis fueled the process of entrepreneurial discovery at a key moment in the development of directional documents for smart specialization, before the launch of the first calls under the regional program for 2021-2027.

Due to the increased need for systematic analyses, the RIS implementation system has been expanded to include new documents:

- evaluation plan, including assumptions for major studies and analyses for the regional innovation system,
- a risk analysis identifying the key risks associated with the implementation of the strategy and measures to address them²¹.

Responding to the bottlenecks identified at the operational level is possible through guidance documents, clarifying areas of smart specialisation for specific support instruments. An example of such a document is “Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship”, detailing the most important needs for R&D projects. The document was developed by participants of working groups and has been subject to two updates so far²². The Regional Innovation

¹⁷<https://innowacyjni.mazovia.pl/download/2093/> (accessed on 28 May 2021)

¹⁸<https://innowacyjni.mazovia.pl/download/2245/> (accessed on 28 May 2021)

¹⁹ <https://innowacyjni.mazovia.pl/download/1793/>, p. 32 (accessed on 28 May 2021)

²⁰ <https://innowacyjni.mazovia.pl/download/2380/>, p. 41 (accessed on 28 May 2021)

²¹ <https://innowacyjni.mazovia.pl/download/2380/>, p. 57 (accessed on 28 May 2021)

²² <https://innowacyjni.mazovia.pl/dzialania/inteligentna-specjalizacja/priorytetowe-kierunki-badan.html> (accessed on 10 August 2022); as of August 2022, the preparation of the fourth version of the “Priority Research Directions” was underway.

Strategy for Mazovia up to 2030 assumes the continuation of the use of solutions based on the "Priority Research Directions", as well as the extension of the use of directional documents to other areas of intervention (e.g. the development of a map of competence needs).²³

Actions planned in respect of the criterion

Meeting this criterion requires a systematic collection of information on emerging challenges, as well as responding to problems and needs signalled by stakeholders within the RIS implementation system and the regional programme (e.g. pilot actions/calls). The most important activity

implemented in the bottom-up process will be the provision of an up-to-date set of guidance documents for smart specialisation.

For the purposes of RIS implementation, research, problem analysis and expert opinions will still be commissioned, incl. based on previous research of a horizontal nature. Their results and recommendations based on them will be consulted with the Mazovian Innovation Council. This will make it possible to disseminate their results among the key institutions of the regional innovation ecosystem, but also enable the verification of the findings by stakeholders.



²³<https://innowacyjni.mazovia.pl/download/2380/>, p. 66 (accessed on 28 May 2021)

Criterion 2. Existence of competent regional or national institution or body, responsible for the management of the smart specialisation strategy

Justification for meeting the criterion

The institutional system is described in the Regional Innovation Strategy for Mazovia up to 2030²⁴. The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw has in its organisational structure units responsible for the implementation of the tasks of the RIS Managing Authority as well as for the development of the regional innovation ecosystem. In addition, the institutional system for the implementation of RIS takes into account the functioning of bodies ensuring ongoing cooperation with stakeholders.

The adoption of the first Mazovian smart specialisation strategy in 2015 initiated changes in the approach to the development of the Mazovian innovation ecosystem. The most important projects resulting from these changes include:

- creation of **working groups for smart specialisation** and a **Business Environment Institutions Forum**, as well as the reorganisation of the **Mazovian Innovation Council** to ensure active stakeholder participation in RIS-related processes,
- commissioning industry-oriented research and analyses, based on information obtained through the entrepreneurial discovery process,
- direct involvement of stakeholders in updating the RIS through strategic workshops, including the formulation of vision, objectives, actions and indicators,
- increasing the involvement of the Mazowieckie Voivodeship in international projects aimed at improving regional policy (for more information, see the section on criterion 7),
- a direct link between the RDI project selection criteria in the regional programme and the directional documents developed by the working groups on smart specialisation (access criterion for project selection formulated on the basis of "Priority Research Directions"),
- undertaking pilot activities such as: using Design Thinking and Service Design methodologies to design instruments for SMEs and for clusters, organising (as part of a regional programme) a competition dedicated to the chemical industry as a result of the S3Chem project, organising a competition for projects that have been awarded a "seal of excellence" certificate but have not been supported by Horizon 2020,
- involving regional stakeholder groups of European Territorial Cooperation projects in the entrepreneurial discovery process (e.g. SMARTY workshops),
- involvement of the Mazowieckie Voivodeship Self-Government in bodies conducive to the development of cooperation within the framework of smart specialisation, such as: KIS Consultation Group, Regional Forum for Smart Specialisations at the Convention of Marshals of Voivodeships of the Republic of Poland, a working group dedicated to developing cluster policy assumptions in Poland for the period after 2020,
- cooperation with the Statistical Office in Warsaw in terms of data acquisition and preparation of studies dedicated to the regional innovation ecosystem (including: "Internationalisation of Mazovian non-financial enterprises on the example of entities with foreign capital", "Intelligent specialisation of the Mazowieckie Voivodeship in 2019"),
- the introduction of an "Innovative Project Card" to regional programme competitions - an annex to the application, enabling projects to be linked to areas of smart specialisation, and then analysed and conclusions to be drawn on the basis of the themes of R&D&I projects submitted for funding.

²⁴<https://innowacyjni.mazovia.pl/download/2380/>, p. 54 (accessed on 28 May 2021)

Key institutions in the RIS implementation system

RIS implementation is coordinated by the **Board of the Mazowieckie Voivodeship**. The Department of Development and Management of the Regional Innovation Strategy in the Marshal Office of the Mazowieckie Voivodeship in Warsaw acts as the **Managing Authority of RIS**. Its tasks include:

- development and updating of RIS,
- coordination of the entrepreneurial discovery process,
- monitoring, verification and updating of smart specialisation areas,
- developing, coordinating and reporting on RIS implementation programmes,
- monitoring and evaluation of RIS,
- development of a communication plan, evaluation plan and risk analysis for RIS,
- coordination of regional cluster policy,
- coordination of the development of directional documents for smart specialisation of the Mazowieckie voivodeship.

Stakeholder participation in the entrepreneurial discovery process is ensured through standing bodies: Mazovian Innovation Council, Business Environment Institutions Forum and working groups on smart specialisation.

The **Mazovian Innovation Council** is an advisory body composed of representatives of entities bringing together entrepreneurs, scientific institutions and public administration (including representatives of local government units from the Warszawski stołeczny region and the Mazowiecki regionalny region). The Council's tasks include:

- evaluation and opinion on innovation policy,
- assessment of the status of RIS implementation,
- participation in the development of implementation programmes,
- providing opinion on the risk analysis, evaluation plan and communication plan.
- The Rules of Procedure of the Mazovian Innovation Council provide for meetings to be

held at least twice a year. In practice, barring the years of COVID-19 restrictions, meetings have been held more frequently, usually once a quarter. Reacting to the current epidemic situation, the intensity of electronic communication with Council members has increased in recent years, including outside formal meetings.

Working groups on smart specialisation of the Mazowieckie Voivodeship ensure the participation of representatives of businesses, research units, universities, business environment institutions and other entities (e.g. local government) in the process of developing, implementing, monitoring, evaluating and

WORKING GROUPS IN NUMBERS (AS ON 14 JULY 2022)

- 322 declared participants,
- 224 entities represented, including:
 - 161 companies
 - 23 research units/institutes
 - 4 universities
 - 1 higher vocational school
 - 14 self-government administration units
 - 7 economic self-government organisations
 - 1 employment office
 - 1 cluster coordinator
 - 12 other entities

updating RIS and smart specialisation.

Since 2014, the functioning of working groups and task teams within groups has been at the core of the entrepreneurial discovery process. Collaboration with the working groups takes the form of meetings and is also carried out continuously through electronic communication tools. In 2022, the groups included 322 people representing 224 entities. Regular efforts are made to include new participants. The groups remain open, any entity interested in shaping the regional innovation ecosystem can join the groups at any time by completing a declaration

of participation²⁵, and information on the functioning of the groups is disseminated at RIS events and workshops.

The most important document developed by the groups so far is "Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship" - the first so-called directional document introduced into the RIS implementation system. "Priority Research Directions" were edited directly by group participants, identifying the potential and need for support for specific R&D topics in the context of individual smart specialisation areas. Both the working method, the structure and the content of the "Priority Research Directions" were developed together with stakeholders. The document served to define the access criterion for competitions under the regional programme from 2016. The document was subject to updates in subsequent years. This arrangement has allowed relatively rapid changes in the focus of support to be made without the need to launch a formal strategy update process. In summary - it is the **members of the working groups who actually and directly decide on the targeting of interventions within the areas identified in the RIS**.

The functioning of the working groups is based on the voluntary principle, therefore the frequency, form and nature of the stakeholder meetings are driven by the tasks at hand and are not imposed top-down. For example, from January to March 2022, 12 workshops were held using the argumentation mapping tool as part of the update process of the "Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship". Stationary meetings were resumed with the lifting of restrictions resulting from COVID-19. In May and June 2022, 8 face-to-face meetings were organized, during which the findings of the online workshops were discussed. The more dynamic course of the discussion conducted in the traditional formula allowed for the verification of the proposed changes and provided additional material to be included in the update of the "Priority research directions".

Participants of the working groups are invited to take part in initiatives undertaken by the Mazowieckie Voivodeship and other entities, such as conferences, international projects, webinars or training courses. In previous years, dedicated training courses on preparing projects for the regional programme and managing R&D&I projects, design thinking workshops and information meetings on international project support were organised for group members. Working groups are the primary contact base for recruiting participants for these activities.

Each of the bodies created for the purposes of RIS functions in a slightly different way and puts a different emphasis on specific types of stakeholders - both in terms of composition/representation and issues raised.

Working groups for smart specialization of the Mazowieckie Voivodeship pay more attention to entrepreneurs, as the developed recommendations directly influence the calls in which the main applicants are entrepreneurs. The R&D directions developed by the groups should support the projects with high commercialization potential, hence it is particularly important to take into account the needs of business. In the case of the **Mazovian Innovation Council**, more attention is paid to R&D units, universities and local government.

Business Environment Institutions Forum is a body dedicated primarily to business support institutions.

Entrepreneurs are a particular group of stakeholders. Participation in the entrepreneurial discovery process is not a part of their core business and does not translate directly into the generated income. It is a group that requires more activities from the RIS Managing Authority (RIS MA) in order to acquire and maintain the involvement of stakeholders in the process. It is also the least homogeneous group, taking into account the nature of the business, organisational forms and the number of entities operating in Mazovia. Usually its representatives are more willing to compete rather than cooperate with each other. Emphasizing the role of entrepreneurs in EDP and working groups is balanced in the discussion by the voice of scientific units, business support institutions,

²⁵<https://innowacyjni.mazovia.pl/dzialania/inteligentna-specjalizacja/grupy-robocze-ds-inteligentnej-specjalizacji-wojewodztwa-mazowieckiego-2.html> (accessed on 28 May 2021)

universities and other organisations, which do not always perceive entrepreneurs as the most important recipients of their actions.

The report "Analysis of bottlenecks to the diffusion of innovation in Mazovia, including digitalisation" from 2022 shows that entrepreneurs still show low readiness to acquire knowledge and implement it on the market, which may be related to the lack of correlation between the needs of entrepreneurs and the research conducted by scientific units. In addition, with regard to social capital, the report indicates the lack of a developed innovation culture in companies, an insufficient number of functioning cooperation networks between enterprises, the lack of a socially well-established role of universities as a partner in the process of creating innovations for companies and poor integration of systems and initiatives supporting innovation undertaken by public administration at the different levels (national / regional / local). The approach to the functioning of working groups proposed by the RIS MA is a direct response to the "bottlenecks" addressed in the report.

The implementation of the objectives of the Mazovian smart specialisation strategy is based on **implementation programmes**²⁶. These documents are prepared for a period of 2-3 years, defining detailed activities/ undertakings, the link between the activities and the smart specialisation and RIS objectives, the institutions responsible for the implementation of the individual activities (**Implementing Authorities**), indicators and a framework budget. On the basis of the implementation programmes, RIS implementation reports are drawn up.

Financing of the RIS implementation system

So far, the implementation of the entrepreneurial discovery process has been made possible through the Technical Assistance funds of the MV ROP 2014-2020. Funding under the Technical Assistance Action Plans enabled, among other things:

- organisation of meetings of the Mazovian Innovation Council,

- carrying out research and analyses and preparing publications, including, inter alia²⁷:
 - "Analysis of bottlenecks to the diffusion of innovation in Mazovia, including digitalisation",
 - mid-term evaluation of the Regional Innovation Strategy for Mazovia up to 2020 and ex-ante evaluation of the draft Regional Innovation Strategy for Mazovia up to 2030,
 - a diagnosis enabling the preparation of a Regional Innovation Strategy for Mazovia by 2030,
 - "Guide of good practices in the areas of smart specialisation of Mazovia",
- the organisation of a Design Thinking workshop to design a cluster development support instrument,
- the organisation of conferences and workshops on smart specialisation, including stakeholder workshops on the RIS update.

Actions planned in respect of the criterion

In the period 2021-2027, a project is planned to ensure that the entrepreneurial discovery process is maintained and thus continues to meet the enabling condition. The project will include:

- identification of priorities within the RIS implementation system,
- monitoring the progress of RIS implementation,
- evaluation (evaluations, surveys, studies) and updating of RIS,
- developing cooperation between regions and between local and central government administrations for the coordination of smart specialisations,
- raising awareness of the entrepreneurial discovery process and smart specialisation,
- integration of the regional innovation support ecosystem,

²⁶Individual implementation programmes and their reports are available at <https://innowacyjni.mazovia.pl/dzialania/ris-mazovia/dokumenty.html> (accessed on 28 May 2021)

²⁷Publications available at <https://innowacyjni.mazovia.pl/publikacje/> (accessed on 28 May 2021)

- prioritisation, understood as the identification of detailed development activities and project evaluation mechanisms in areas of smart specialisation,
- adapting existing instruments and testing new forms of support in response to identified development priorities.

Efforts have also been made to involve local governments (including sub-regional cities) in the implementation of the strategy. This involves expanding the membership of the Mazovian Innovation Council, as well as inviting local authorities to participate in the preparation of implementation programmes.



Criterion 3. Monitoring and evaluation tools to measure performance towards the objectives of the strategy

Justification for meeting the criterion

A separate subchapter of RIS is dedicated to the monitoring and evaluation system²⁸. RIS monitoring takes place on several levels:

- monitoring system of the Development Strategy for the Mazowieckie Voivodeship, providing first of all information on macroeconomic phenomena concerning the voivodeship²⁹,
- a RIS monitoring system, based on implementation programmes, providing information on the progress of individual measures,
- a system for implementing the regional programme, providing information on the number, value and subject matter of projects submitted for funding, enabling a quantitative and qualitative analysis of the demand for support.

The monitoring system uses, inter alia, IT tools:

- SL2014 – concerning the monitoring of operational programmes of the 2014-2020 perspective,
- Smart Radar – an IT tool developed by the government administration for collecting, processing and presenting data on national and regional smart specialisations in various systems, including temporal and cross-sectional; Smart Radar supports the process of monitoring smart specialisation and coordination of activities undertaken at national and regional level.

Monitoring the smart specialisation strategy is a complex task. The concept of smart specialisation is mainly based on qualitative categories (such as barriers, challenges, development opportunities, value chains) and, to a lesser extent, quantitative categories (such as the number of projects, number of beneficiaries, amount of funding, number of meetings, classification of activities). Therefore, it is

difficult to directly translate the measurable indicators generated by the measures implemented into a macroeconomic level. The overall assessment of the effectiveness of RIS implementation in the context of the development of the regional innovation ecosystem is provided by evaluation studies and problem analyses.

The most important RIS monitoring and evaluation activities to date have included, among others:

- the establishment of a monitoring system and a basis for the evaluation of RIS implementation,
- pilot introduction of an Innovative Project Card - an annex to the funding application, facilitating the link between the project and the smart specialisation area and enabling cyclical analysis of projects,
- studies "Monitoring of indicators for the main objective, strategic objectives and operational objectives of the Regional Innovation Strategy for Mazovia up to 2020 in the context of smart specialisations" (2018) and "Mid-term evaluation of the RIS Mazovia 2020" (2019) - aiming to optimise the RIS monitoring system,
- ex-ante evaluation of the draft Regional Innovation Strategy for Mazovia up to 2030,
- problem research and analyses carried out for the purposes of the entrepreneurial process of discovery, including, inter alia:
 - Analysis of projects submitted for funding under Measures 1.2 and 3.3 of the MV ROP 2014-2020 (two editions of the survey),
 - Identification of areas of research and development activity of enterprises in the Mazowieckie Voivodeship and directions of cooperation within R&D for the purposes of implementing smart specialisations of Mazovia,

²⁸<https://innowacyjni.mazovia.pl/download/2380/>, p. 60 (accessed on 28 May 2021)

²⁹ On May 24, 2022, the Council of the Mazowieckie Voivodeship adopted the updated "Strategy for the development of the

Masovian Voivodeship 2030+", <https://mbpr.pl/aktualnosci-505,strategia-rozwoju-wojewodztwa-mazowieckiego-2030-innowacyjne-mazowsze-przyjeta-przez-sejmik-wojewodztwa-mazowieckiego.html> (accessed on 10 August 2022)

- Analysis of the current functioning and development perspectives of the space sector in the Mazovia region,
- Assessment of potential and development perspectives (development trends) of the photonics technology sector in the Mazovia region,
- Analysis of the structure, potential and development trends of the packaging industry in the Mazovia region,
- Study of information needs and possibilities of obtaining data needed to monitor smart specialisations of Mazovia,
- Identification of value chains in smart specialisation areas of Mazovia,
- Analysis of the innovation potential of Mazovia in a national and international perspective,
- Analysis of the structure, potential and development trends of the metal industry in the Mazovia region,
- Analysis and identification of related diversity of industries, i.e. related industries, the development of which can be supported within the framework of the Mazovian Innovation System,
- Analysis of bottlenecks to the diffusion of innovation (reports from 2019 and 2022)³⁰,
- preparation of reports on the implementation of implementation programmes and reports on the implementation of the regional programme.

The main objective and strategic objectives of RIS have been linked to indicators used in the development of the Regional Innovation Scoreboard and available in the Central Statistical Office Local Data Bank, while limiting the number of indicators at strategy level. The above activities are based on recommendations from stakeholders and should ultimately improve evidence-based management through the

possibility of direct reference to data available in public statistics.

Cooperation on RIS coordination and monitoring

The Mazowieckie Voivodeship Self-Government participates in initiatives concerning the coordination and monitoring of smart specialisation strategies between different regions, as well as between central and local administration. The most important actions of this kind include:

- the participation in the Regional Smart Specialisations Forum, which operates at the Convention of Marshals of Polish Voivodeships and aims to develop common positions and concepts of cooperation between voivodeships on the basis of regional smart specialisations,
- participation in workshops on monitoring of national and regional smart specialisations and meetings of the KIS Consultative Group³¹,
- cooperation with the government in the Smart Radar tool to collect information from monitoring national and regional smart specialisations.

The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw cooperates with the Statistical Office in Warsaw in the field of data acquisition and preparation of thematic analyses concerning smart specialisations. This cooperation resulted in the publication "Internationalisation of Mazovian non-financial enterprises on the example of entities with foreign capital"³². In addition, a study on the smart specialisation of the Mazowieckie Voivodeship is being prepared based on data collected by the public statistics system. The first publication entitled: "Smart specialisation of the Mazowieckie Voivodeship in 2019" was prepared in late 2020 and the beginning of 2021³³.

In 2019, employees of the Office of the Marshal of the Mazowieckie Voivodeship in Warsaw participated in the pilot programme gov_LAB prepared by PARP and aimed at designing a new instrument for entrepreneurs using the Design

³⁰ The said analyses are available at www.innowacyjni.mazovia.pl in the "Publications" section (accessed on 10 August 2022)

³¹ <https://www.gov.pl/web/rozwoj-praca-technologia/krajowe-inteligentne-specjalizacje> (accessed on 28 May 2021)

³² <https://innowacyjni.mazovia.pl/publikacje/internacjonalizacja-mazowieckich-przedsiębiorstw-niefinansowych.html> (accessed on 28 May 2021)

³³ <https://innowacyjni.mazovia.pl/download/2293/> (accessed on 28 May 2021)

Thinking methodology. The project enabled participants to gain knowledge of the practical dimension of social research, which in turn increased the administrative capacity of the RIS Managing Authority to outsource and carry out research and cooperate with various entities (e.g. to organise workshops or conduct interviews). The experience gained resulted in a similar design process for the development of an instrument for clusters.

Linking the monitoring and evaluation system to the entrepreneurial discovery process

Responding to opportunities and challenges arising in the environment is possible through cooperation with stakeholders, especially within the smart specialisation working groups. The design of implementation programmes and guidance documents for smart specialisation makes it possible to adapt RIS implementation to the current situation. The working groups participate in identifying potential new areas of smart specialisation or development niches, formulating directional documents, verifying the accuracy of the selection of areas of specialisation and directions of research work, defining the principles and conditions of support specific to areas of smart specialisation. They also assist in clarifying the scope of information collected by the RIS monitoring system and assist the RIS Managing Authority in evaluating the ongoing implementation of RIS. Through smart specialisation guidance documents (e.g. "Priority Research Directions"), stakeholders have a direct influence on clarifying project selection criteria in the regional programme.

The themes of projects submitted for funding under the regional programme are also analysed. To this end, the Innovative Project Card form - an annex to the funding application - was used to facilitate the linking of the project to the smart specialisation area. Previous analyses include, among others, competitions from Measure 1.2 concerning the process of experimenting and searching for development niches, in which the possibility of non-compliance of projects with smart specialisation was allowed (within the allocation limit allowed in the programme). The

conclusions of the analyses were part of the review of smart specialisation conducted in 2019.



Review of smart specialisation

The final stage of the RIS management cycle is the review of smart specialisation³⁴. The review may be part of the mid-term evaluation or carried out independently. The main objective of the review is to identify phenomena and processes affecting the evolution of the region's actual economic specialisation, as well as potential barriers to the effective implementation of RIS. The review was carried out for the first time in 2019³⁵.

The review includes:

- an analysis of available studies and research results concerning the socio-economic situation of the region, in terms of the validity of identified areas of innovative activity and the occurrence of new ones, on the basis of which it will be possible to shape the competitive position of the voivodeship,
- an analysis of monitoring information on the progress of RIS implementation and identified barriers,
- consultations, corresponding to the process of identifying smart specialisation, taking into account the opinions of the most important stakeholder groups – the most powerful

³⁴<https://innowacyjni.mazovia.pl/download/2380/>, p. 23 (accessed on 28 May 2021)

³⁵<https://innowacyjni.mazovia.pl/download/2097/> (accessed on 28 May 2021)

actors in the regional innovation market, including, inter alia, members of the smart specialisation working groups.

Detailed information on the review carried out in 2019 is included in the part of the study on criterion 4. The summary of the most important conclusions of the review is contained in RIS 2030, sub-section 4.3 Assumptions and evolution of the approach to regional smart specialisation in the Mazowieckie Voivodeship.

Conclusions on the evaluation and qualitative analyses

Conclusions on the qualitative analyses and evaluations translate into RIS programming and implementation. The following are examples of this type of relationship.

The mid-term evaluation of the **Regional Innovation Strategy for Mazovia up to 2020** developed recommendations to be taken into account when updating the strategy, including:

- shortening the text of the strategy and adapting its structure to the needs of the addressees, which will make it easier to communicate the document,
- ensuring a constant flow of feedback between the RIS MA (Regional Innovation Strategy Development and Management Department) and the ROP MA (ERDF Programming Office), so that the experience and knowledge resulting from the implementation of the Strategy can be more fully integrated into the programming process of the most important tool for its implementation (the MV ROP); ensuring the flow of information in the opposite direction, so that lessons learned from the implementation of the regional programme allow for a possible revision of the RIS;
- developing a formula for coordinating cooperation with regional institutions within the framework of the regional innovation ecosystem;
- conducting identification studies of the so-called related diversity of industries in the Mazowieckie Voivodeship in order to increase the accuracy of future RIS and future areas of smart specialisation;
- increasing the region's own resources for financing RIS initiatives;
- the monitoring system for the next RIS should be based on product indicators, the primary source of which will be the SL2014 system (it is assumed that the main source of financing of the Strategy will be the Operational Programmes) and public institutions dependent on the self-government of the voivodeship, and result indicators, the source of which will be the SL2014 system and indicators from public statistics; it should be limited to monitoring of effects expressed in the form of product indicators. As a general rule, result indicators should only be used to monitor the extent to which specific objectives and the main objective have been achieved; precise target values should be avoided in the case of indicators for monitoring the main objective of the future RIS, for which data sources are likely to be public statistics; it is only necessary to determine the direction of change of the indicator value over time (increasing/decreasing);
- in the next financial perspective, ongoing monitoring of indicator values should be ensured, which all public institutions dependent on the voivodeship self-government and involved in the implementation of measures aimed at achieving RIS objectives should be obliged to carry out.

The above recommendations were taken into account in the work on RIS 2030. The strategy paper has been reduced by more than half. Stakeholders were invited to prepare key elements of the strategy.

In order to ensure feedback from the regional programme, it has been reported to the FEM MA that there is a need to include functionality at the level of the electronic application that, when applying for support, will require the project to be assigned to a specific area of specialisation and priority research direction (or other directional document) and generate reports. This will enable **ongoing monitoring of the number, values and topics of projects and the inclusion of FEM monitoring data in the context of smart specialisation**. This will allow future analyses to take into account the size, form and thematic focus of the support actually provided under RIS and an attempt to assess the real impact of smart specialisation on development processes in the Mazovian economy.

At the same time, the RIS update simplified the catalogue of indicators for specific strategic objectives. Product indicators were included in the implementation programme and related to tasks included in the programme assigned to individual Implementing Authorities. After the end of the period covered by the programme, monitoring information will be prepared taking into account information obtained from entities performing particular tasks.

The evaluation process has been structured in RIS 2030 through the introduction of a new operational level document, the evaluation plan, which defines the minimum subject matter and scope of research over several years. The document was prepared taking into account, inter alia, recommendations resulting from the project **"Sustainable development of the Mazowieckie Voivodeship in a new arrangement of NUTS2 and NUTS3 units" under the GOSPOSTRATEG programme**. The first evaluation plan was adopted in April 2021 and remains valid until the end of 2022. It assumes the achievement of the following evaluation objectives:

- improving the effectiveness, accuracy and usefulness of the actions implemented under the Strategy,
- providing up-to-date knowledge on the region's innovativeness,
- supplementing the entrepreneurial discovery process,
- better responding to the needs of key stakeholders and beneficiaries of the Strategy,
- providing the Board of the Mazowieckie Voivodeship, the Mazovian Innovation Council, the Implementing Authorities and the RIS Managing Authority with information allowing ongoing changes and the preparation of Implementation Programmes.

Together with the update of the plan, it is intended to increase the emphasis on evaluation criteria: effectiveness, efficiency, coherence, relevance and added value for the EU.

The drive to develop a formula for cooperation with regional institutions took the form of an open call for regional economic development facilitators piloted in 2021. The aim of the competition was to involve public benefit

organisations in the process of entrepreneurial discovery and obtaining feedback on the needs of entrepreneurs. An additional measure in this respect is to increase the activity of local government in the regional innovation ecosystem (inclusion of tasks from the local level in the Implementation Programme, expansion of the composition of the Mazovian Innovation Council to include representatives of sub-regional cities).

Involvement of the voivodeship's own resources in the implementation of RIS is possible through open tenders for the implementation of public tasks related to animating economic development, supporting cluster development and supporting start-up accelerator programmes. Every year there are also new editions of the competitions "Start from Mazovia" and "Innovator of Mazovia", aimed at start-ups, innovative companies and scientists.

At the end of 2021 and the beginning of 2022, a report was produced on a study of the related diversity of industries in Mazovia. The report identifies 128 industries (according to PKD codes) characterised by a statistically high number of links with other industries within the Mazowieckie economy. In addition, the links between industries and fields of science and technology were analysed. The conclusions of the report will be included in the process of determining future priorities for smart specialisation, constituting a helpful material for identifying trends and potential development niches, as a complement to the information obtained from stakeholders.

The ex-ante evaluation of the draft Regional Innovation Strategy for Mazovia by 2030 was aimed at assessing the accuracy and consistency of the strategy paper immediately prior to its adoption. The study takes into account, among other things, the assessment of compliance with the RIS3 Assessment Wheel tool developed by the S3 Platform. The diagram indicated insufficient focus on the policy mix aspect of the proposed strategy. As part of the pilot actions and the financing of the strategy. This is due, inter alia, to the assumption that detailed information on the implementation of RIS 2030, including the budget, product indicators and a list of specific actions, will be included in the implementation programme developed after the adoption of the strategy. As a consequence of the assessment presented, information on

potential sources of funding was added to RIS 2030, as well as subsection 7.3 describing the basic assumptions for the pilot actions. The first implementation programme for RIS 2030 was approved in autumn 2021.

The bibliometric survey conducted in 2015 **Identification of areas of research and development activity of enterprises in the Mazowieckie Voivodeship and directions of cooperation within R&D for the purposes of implementing smart specialisations of Mazovia**, showed a high level of R&D&I activity by companies in, among others, the space technology and photonics sectors. The report prepared inspired the first two in-depth sectoral analyses as part of smart specialisation:

- Analyses of the current functioning and development perspectives of the space sector in the Mazovia region,
- Evaluations of potential and development perspectives (development trends) of the photonics technology sector in the Mazovia region,

Following the space sector survey, representatives of this sector interested in participating in the smart specialisation working groups were actively sought. In 2018, a series of three workshops was organised for representatives of space sector companies on the standards used in tenders of the European Space Agency – in order to increase the activity of Mazowieckie companies in such undertakings.

As a result of the animation activities undertaken, the “Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship” include, among others, research topics in the area of space technologies, grouped in the “space” thematic sub-area. This, in turn, allowed projects from this sub-area to be supported in the regional programme.

The analysis of the photonics sector identified entities operating in this area in Mazovia and invited their representatives to participate in the

smart specialisation working groups. Subsequently, a workshop was organised together with the National Contact Point for EU Research Programmes on the possibility of participation of photonics companies in Horizon 2020, as well as a workshop with the participation of a representative of the Joint Research Centre of the European Commission on the creation of Thematic Platforms partnerships. Currently Mazovia has a representative in the partnership on photonics established under the S3 Platform.

Following the pilot open call for regional economic development facilitators in 2021, an evaluation study was carried out. As a result of the recommendations, it was decided to focus the next edition of the competition on issues in the area of Industry 4.0. Also at the beginning of 2022, a meeting was organised for potential applicants, approximating the rules of the competition.

Actions planned in respect of the criterion

Strengthening the link between the entrepreneurial discovery process and the regional programme implementation system may require extending the MV ROP funding application to include information previously collected through the Innovation Project Card. This will allow data aggregation for RIS monitoring directly in the IT system dedicated to the regional programme.

Cooperation in the Smart Radar tool, as well as with the Statistical Office in Warsaw, will be continued.

The RIS evaluation plan, which includes a timetable, themes and initial assumptions for the studies to be carried out, is a new element of the RIS implementation system. Research and analysis on the regional innovation ecosystem will be carried out on the basis of the plan, supporting the entrepreneurial discovery process.

Criterion 4. Functioning of stakeholder co-operation (“entrepreneurial discovery process”)

Justification for meeting the criterion

The process of entrepreneurial discovery in Mazovia is carried out on a continuous basis since 2013, in parallel with the achievement of the

COLLECTIVE LEADERSHIP

As stated in the “Guide to the Research and Innovation Strategy for Smart Specialisation” (RIS₃), effective innovation systems are collaborative ventures based on public-private partnerships, following the quadruple helix model (involving business, science, administration and society).

objectives in RIS.

Collective leadership is provided within the smart specialisation working groups, the Mazovian Innovation Council and the Business Environment Institutions Forum. The process of entrepreneurial discovery is strengthened by cooperation with other bodies, including regional stakeholder groups created for international projects. Meetings and working workshops addressed to various stakeholder groups are also organised. One of the largest projects of this type was a series of workshops conducted in the subregions of the Mazowieckie Voivodeship in cooperation with EIT Food CLC North-East and the National Contact Point of the EU Research Programmes. The discussion focused on opportunities for agri-food stakeholders to participate in Horizon 2020 projects, as well as the support provided by the EIT Food consortium.

Cooperation with stakeholders goes beyond the framework of formal consultation of draft documents. Thanks to the workshops organised, stakeholders directly participate in the creation of RIS provisions (this was the case with SWOT analysis, formulation of vision, objectives, activities and indicators for RIS 2030) and implementation documents (reporting tasks to be included in the implementation programme).

As a general rule, directional documents for smart specialisation are created with the direct involvement of stakeholders. Both the structure and content of the “Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship” were developed collectively as part of group meetings supplemented by online cooperation.

Cooperation with RIS stakeholders is not limited to permanent bodies. Currently, an expert study commissioned by the Mazowieckie Voivodeship has begun to prepare the first version of the map of competence needs. As part of the provision of the service, the Contractor will conduct a series of workshops involving representatives of labour market institutions, vocational advisory institutions, vocational schools and their founding bodies and entrepreneurs.

The Mazowieckie Voivodeship participates in initiatives on a national level (RFIS, KIS Consultative Group, Cluster Policy Group), as well as organises and participates in events and conferences dedicated to various issues within smart specialisation, such as:

- the conference: “How to design development? New challenges for the smart specialisation of Mazovia”,
- the conference: “New perspective – new challenges for smart specialisation of the Mazowieckie Voivodeship”,
- a series of 3 seminars devoted to exports to Great Britain – for the cosmetics industry, the agri-food sector and the packaging industry,
- the conference: “Engineering of the Future 2019”.

In 2020, at a meeting of the Mazovian Innovation Council, a report developed by the Voivodeship Labour Office in Warsaw was presented, entitled: “Competences that were missing. Future competences on the Masovian labour market in the perspective of 2040”³⁶. As a result of the discussion, it was decided to take action which, in systemic terms, will be reflected in the approach

³⁶<http://obserwatorium.mazowsze.pl/aktualnosci/mazowsze/kompetencje-przyszlosci-na-mazowieckim-rynku-pracy-w-perspektywie->

do-2040-roku-raport-z-najnowszego-badania-morp (accessed on 28 May 2021)

to smart specialisation in the field of competence (development of a map of competence needs).

On 14 January 2021, a workshop was held with participants of the regional stakeholder group of the SMARTY - Smart SMEs for Industry 4.0 project (Interreg Europa) to identify training and competence needs for the development of Industry 4.0. The workshop initiated work on a guidance document for smart specialisation in vocational education.

In May and June 2022, a series of 6 workshops was conducted, culminating in the development of an expert report "Mapping the competences sought by employers in the Masovian labor market". The report shall help to direct the support for the development of competences as part of the smart specialization of the Mazowieckie Voivodeship.

Working groups and priority research directions

In autumn 2014, **working groups on smart specialisation** were established to support the RIS MA by ensuring the participation of representatives of businesses, research units, business environment institutions and other entities (e.g. local government) in the implementation, monitoring, evaluation and updating of RIS and smart specialisation. The main tasks of the groups include:

- identification of new, potential areas of smart specialisation or development niches within areas,
- formulating directional documents detailing areas of smart specialisation and enabling thematic concentration within support instruments (e.g. priority research directions),
- verification of the accuracy of selection of areas of smart specialisation and research directions,
- contributing to the formulation of principles and conditions for support specific to smart specialisation areas,
- specification of the scope of information collected by the RIS monitoring system,

- supporting the work of the RIS Managing Authority in assessing the ongoing implementation of the Strategy,
- consulting the RIS evaluation plan,

The work of the working groups takes place both in the form of meetings and continuously through electronic communication tools. In connection with the RIS update, the tasks of the groups are gradually expanded, which is related, among other things, to the planned application of the entrepreneurial discovery process to the design of vocational training instruments. In July 2022, the groups included 322 people representing 224 entities. These groups remain open; any interested party can join at any time.

In 2016, the working groups developed **Priority Research Directions within the smart specialisation of the Mazowieckie Voivodeship**³⁷. The aim of this document was to clarify the four areas of smart specialisation, enabling public support to be concentrated on research and development projects that covered the most promising research areas in economic terms. The formulation of research priorities took place with the involvement of the largest possible group of stakeholders interested in carrying out research and implementing its results. Representatives of enterprises, research units and institutions of the business environment participated in the work. Each proposal required justification (including demonstrating that this type of research and commercial exploitation of the results could be carried out in Mazovia). As a result, a list of research directions and objectives was established. A total of 70 priority research directions and 318 research goals were formulated for four areas of specialisation of the Mazowieckie Voivodeship. The first version of the document was prepared in 2016 and two updates were carried out in 2017 and 2018.

Compliance with the priority research directions was required in the competitions for Measure 1.2 "Research and development of enterprises" under the Regional Operational Programme of the Mazowieckie Voivodeship for the years 2014-2020. By developing project selection criteria based on the smart specialisation guidance

³⁷<https://innowacyjni.mazovia.pl/dzialania/inteligentna-specjalizacja/priorytetowe-kierunki-badan.html> (accessed on 28 May 2021)

document, the themes of the funded projects were focused on the issues identified in the bottom-up process. The priority research directions identified by stakeholders have also been used to formulate criteria in other R&D &I competitions.

Participants in the working groups were directly involved in the creation of the current RIS. At a workshop held in late 2019/early 2020, stakeholders conducted a SWOT analysis, proposed a vision, objectives and indicators for the RIS. This is the first regional strategy paper prepared in such an open format.

The COVID-19 epidemic restricted the functioning of the working groups in 2020. The activities consisted of remote consultation of changes to smart specialisation. Stakeholders were informed of the progress of work on the RIS, including the possibility of participating in the consultation of the document (held from 16 September to 21 October 2020). In spring 2021, the contact details of the members of the groups were verified and updated and the willingness to continue to participate in the work was confirmed. In autumn 2021, measures were taken to attract new members to the groups.

In May and June 2022, the stationary form of work was returned. During 8 meetings, the proposed changes to the "Priority Research Directions" were discussed before the fourth version of the document was prepared.

Review of smart specialisation

A smart specialisation review was conducted in 2019. Its main objective was to determine whether and how the smart specialisation areas of the Mazowieckie Voivodeship should be updated in connection with the planned update of the RIS for the period after 2020 (the last step in the Deming Cycle: "Act"). The starting point for the review were the recommendations contained in the research and analyses reports commissioned by the Office of the Marshal of the Mazowieckie Voivodeship in Warsaw in the period from 2015 to the end of 2018:

- Analysis of projects submitted for funding under Measures 1.2 and 3.3, Regional Operational Programme of the Mazowieckie Voivodeship 2014-2020,
- Analysis of projects submitted for funding under Measures 1.2 and 3.3, Regional

Operational Programme of the Mazowieckie Voivodeship 2014-2020, (stage II),

- Identification of areas of research and development activity of enterprises in the Mazowieckie Voivodeship and directions of cooperation in the framework of R&D works for the implementation of smart specialisations of Mazovia,
- Analysis of the current functioning and development perspectives of the space sector in the Mazovia region,
- Assessment of potential and development perspectives (development trends) of the photonics technology sector in the Mazovia region,
- Analysis of the structure, potential and development trends of the packaging industry in the Mazovia region,
- Study of information needs and possibilities of obtaining data needed to monitor smart specialisations of Mazovia,
- Identification of value chains in smart specialisation areas of Mazovia,
- Analysis of the innovation potential of Mazovia in a national and international perspective,
- Monitoring of indicators for the main objective, strategic objectives and operational objectives of the Regional Innovation Strategy for Mazovia up to 2020 in the context of smart specialisation,
- Analysis of the structure, potential and development trends of the metal industry in the Mazovia region.

The aforementioned analyses are available in the "Publications" section at www.innowacyjni.mazovia.pl.

In the next stage of the review, stakeholder meetings were organised. On 13 February 2019, a meeting was held with members of the working groups on smart specialisation of the Mazowieckie Voivodeship, while a series of six working meetings were held between 25 February and 15 March 2019 in regional and sub-regional centres of the Mazowieckie Voivodeship: Siedlce, Radom, Ciechanów, Płock, Ostrołęka and Żyrardów. At the request of the participants, additional meetings were also organised from 29 March to 15 April 2019: in

Radom, Siedlce and Ostrów Mazowiecka. The meetings were attended by representatives of companies, scientific units, business government and public administration. Meetings were aimed at presenting the current state of implementation of smart specialisation and initiating discussions on its updating, based on local capacities, needs and expectations of stakeholders. The idea of smart specialisation working groups was also presented and a "strategy game" was conducted with participants to indicate in which thematic areas stakeholders see the greatest need for public intervention. The main conclusions of the meetings were taken into account in the review report³⁸ and then in the RIS update work.

Financing of the entrepreneurial discovery process

Due to the legal environment and the availability of development policy funds, the bulk of the innovation activities and the entrepreneurial discovery process are co-financed by EU funds. So far, the implementation of the process has been made possible thanks to the funds of the MV ROP 2014-2020 Technical Assistance. In the period 2021-2027, further support for the process by the regional programme will be necessary. Given the need to maintain a high degree of flexibility and proactive response to changes in the environment, it is recommended to use the existing solution, i.e. to finance these actions under PT.

Not only EU funds



The measures taken by the Mazowieckie Voivodeship Self-Government are not limited to support from the regional programme, but are complemented by initiatives funded by other

instruments as well as by its own resources. The latter includes, for example:

- a competition for start-ups "Start from Mazovia",
- an annual "Innovator of Mazowsze" competition to identify and promote innovative companies and young scientists (PhD students),
- open tenders for the implementation of public tasks, thanks to which it is possible to finance projects activating regional clusters and economic development animators,
- open tenders for the implementation of public tasks to support acceleration programmes for SMEs.

Actions planned in respect of the criterion

As a result of the changes introduced in RIS 2030, it was necessary to reorganise the working groups. The names and descriptions of the areas of specialisation have partly changed, which may involve the need for members to re-declare their participation in individual groups. It is planned to develop new directional documents for smart specialisation (including the next update of priority research directions and the introduction of a map of professional competence needs for the regional innovation ecosystem).

A project to ensure continuity of the process is planned for the period 2021-2027. The aim of the project is to maintain the status of fulfilment of the enabling condition for CP1, including in particular the development and continuity of the entrepreneurial discovery process serving, inter alia, to prioritise public support for undertakings to achieve RIS objectives. In particular, the project will include actions aimed at:

- identifying the priorities within the RIS implementation system,
- monitoring the progress of RIS implementation,
- evaluation (evaluation, surveys, studies) and updating of RIS,

³⁸<https://innowacyjni.mazovia.pl/download/2097/> (accessed on 28 May 2021)

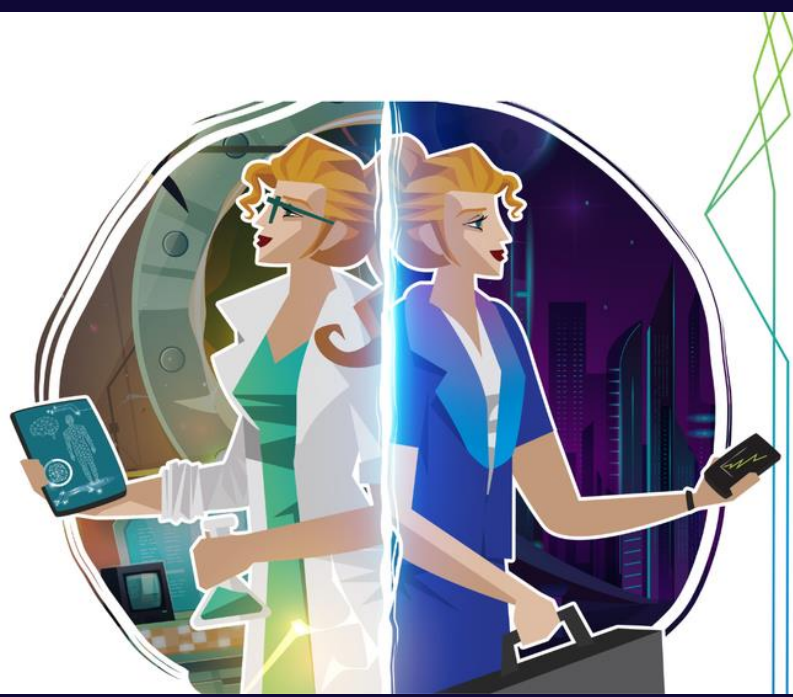
- cooperation between regions and between local and central government administrations for the coordination of smart specialisations,
- raising awareness of the entrepreneurial discovery process and smart specialisation,
- integration of the regional innovation support system,
- prioritisation, understood as the identification of detailed development activities and project evaluation mechanisms in areas of smart specialisation,
- adapting existing instruments and testing new forms of support in response to identified development priorities.

In parallel to the functioning of the groups, it is planned to create a mechanism involving regional economic development animators in the coordination of the entrepreneurial discovery process in the sub-regions. This will allow for a more local perception to be taken into account when implementing smart specialisation and designing support instruments. Continuity in the functioning of the Mazovian Innovation

Council and the Business Environment Institutions Forum will be maintained. Opportunities for increasing stakeholder involvement, including large enterprises and local administrations, are being explored.

The concept of a project that would create a set of workshop tools (e.g. meeting scenarios, strategic games) to be used in the entrepreneurial discovery process is also considered. This would enable the entrepreneurial discovery process to be implemented in a more distributed format.

For 2023, it is planned to expand the catalog of open tenders for co-financing the incubation program addressed to students of universities from the regional Mazowieckie region. The competition will promote the involvement of local entrepreneurs. The measure will also make it possible to use the regional potential and experience of non-governmental organizations located, among others, in the Warszawski stołeczny region, for the development of the Mazowiecki regionalny region.



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Criterion 5. Actions necessary to improve national or regional research and innovation systems

Justification for meeting the criterion

As part of the regional innovation ecosystem:

- SME acceleration programmes and competitions for start-ups are supported,
- a regional accreditation system for business environment institutions has been set up,
- the Modelling of Offers for Innovation project, which aims to develop an offer of professional, comprehensive support services for entrepreneurs, is being implemented,
- open tenders are organised for the support and development of clusters and cluster initiatives and strengthening their competitive position in the market.

Characteristics of the Mazovian regional innovation ecosystem:

- development basis - the Regional Innovation Strategy for Mazovia;
- it engages various stakeholder groups, including representatives of business, universities and scientific units;
- it promotes the development of cooperation at national and international level;
- it combines actions to promote innovation with the development of entrepreneurship and improvement of the business environment;
- it seeks to create simple mechanisms to support innovation in industry.

The Mazowieckie Voivodeship Self-Government participates in initiatives that coordinate innovation policy at regional, national and international level, such as the S3 Platform, the Regional Forum on Smart Specialisations, meetings of the Consultative Group on KIS, workshops on KIS and RIS monitoring.

Business Environment Institutions (BEI) Forum

The **Business Environment Institutions Forum** is an initiative of the Mazowieckie Voivodeship Self-Government which brings together representatives of business support institutions

operating in the Mazovia region. Organisations cooperating within the BEI Forum are important partners in support of the RIS process. Cyclical meetings of their representatives serve to ensure their participation in the process of implementing the strategic objectives of RIS and to obtain substantive input into the development of the principles of support aimed at BEI. The BEI Forum allows for consultation of solutions for the development of innovation and dialogue in order to develop the objectives of undertakings dedicated to the innovation system.

Mazovian BEI accreditation system

The accreditation system of the Mazovian Business Environment Institutions aims to ensure a correct and appropriate level of services provided by Business Environment Institutions (BEI) addressed to small and medium-sized enterprises (SMEs). Accreditation of BEI serves to ensure that SMEs have access to high quality services provided by institutions that apply certain performance standards and have the appropriate competence and resources. The prepared system sets out minimum requirements for the provision of services adapted to the individual needs of the entrepreneur. This is one of the first such systems implemented in Poland.

The MSODI project



Modelling the Offer System for Innovation is a non-competition project implemented under Measure 3.1 Improvement of SME development in Mazovia, Sub-measure 3.1.2 SME development of the MV ROP 2014-2020. The aim of the project is to support business environment institutions by providing grants for the creation and implementation of new services. This leads to the marketing of services that enable SMEs to grow in line with the region's development directions identified within the smart

specialisation framework. The financing period of a given solution does not exceed 3 years and the structures developed aim at financial independence. The support does not apply to the day-to-day activity of the Business Environment Institution.

The Cohes3ion project and smart territorial mapping



COHES3ION
Interreg Europe

Smart Territorial Mapping (STM) has been developed under the Cohes3ion project. Its aim is to better align RIS implementation at different territorial levels by:

- identifying complementarities and synergies between the different levels in terms of specific opportunities and priorities, allowing for further specialisation of individual territories (region, district, city, metropolis),
- coordination of innovation support actors, promoting stakeholder mobilisation and

providing innovation support services in the territory.

The “Smart Territorial Map” project is a tool supporting multi-level governance in smart specialisation and identifying competency gaps between different levels of administration. The next stage of the project was to develop an action plan to support the elimination of the identified gaps.

Increasing involvement in international research and innovation programmes.

An important factor in the development of the regional research and innovation ecosystem is the use of external knowledge and experience. According to the draft demarcation line, direct assistance in applying to international programmes to support research, development and innovation will be provided at national level. However, as highlighted in the justification for criterion 7, the Mazowieckie Voivodeship engages in activities that support internationalisation processes, such as:

- seeking opportunities to participate and contribute to international projects, in particular Interreg and Horizon Europe programmes,



- preparing letters of support for initiatives within the regional smart specialisation applying for support or participation in international projects (including to thematic platforms within the S3 Platform),
- jointly with other institutions (in particular the National Contact Point for EU Research Programmes operating within the structure of the National Centre for Research and Development), organising events to disseminate knowledge among stakeholders about international programmes and projects, available calls for proposals and application opportunities,
- informing about international cooperation initiatives through available communication channels (in particular through the innowacyjni.mazovia.pl website and the network of contacts developed within working groups and the Mazovian Innovation Council).

In Agencja Rozwoju Mazowsza S.A. [Mazovia Development Agency] (a regional agency), the Mazowieckie Centre for International Cooperation was established³⁹. The main objective of the establishment of the Centre is to support institutions from the Mazowieckie Voivodeship to participate in the international exchange of knowledge. The Centre's tasks include, inter alia:

- providing an accessibility analysis service for international programmes and competitions;
 - providing a service for finding international cooperation partners;
 - negotiating terms of international cooperation/projects;
 - providing the service of preparing the application of an international project.
- Among the more recent projects, it is also worth mentioning the participation in the project consortium of the Fit4Future project submitted in the first call of the Interreg Central Europe programme. The theme of the project is to reduce the "brain drain" in rural areas through activities aimed at young people.

Actions planned in respect of the criterion

Maintaining the status of meeting the criterion requires further support for the development of the regional innovation ecosystem based on the post-2020 RIS update adopted on 16 March 2021. Planned activities include:

- strengthening, as part of the entrepreneurial discovery process, activities related to vocational training and the provision of human resources for the innovative economy; as part of a meeting of the regional stakeholder group of the SMARTY project, the process of identifying competence needs for Industry 4.0 was launched,
- the use of stakeholder engagement methodologies (e.g. Design Thinking) in the design of instruments for entrepreneurs,
- supporting the implementation of public tasks aimed at shaping children's entrepreneurial education.

³⁹ <https://mcwm.armsa.pl/> (accessed on 22.02.2022)

Self-assessment of criterion fulfilment

The smart specialisation strategy is defined by the Research and Innovation Strategy Guide for Smart Specialisation as an integrated, locally defined programme of economic transformation. “Collective leadership” and the entrepreneurial discovery process require a comprehensive approach to development.

Smart specialisation means a systemic change of approach to the development policy pursued by the region. The long-term maintenance and development of the entrepreneurial discovery process, resulting in the concentration of resources on the most promising development niches, should lead to the transformation of the regional economy into a coherent innovation-based ecosystem. In addition, it is essential that regional policies take account of the major challenges identified at EU level, such as low-carbon, raw material and energy efficiency, digitalisation resulting in a transformation towards Industry 4.0 or the development of a circular economy.



RIS encourages economic transformation efforts. The strategy has laid the groundwork for extending the smart specialisation approach and the entrepreneurial discovery process to issues not directly related to innovation; work has been undertaken to prepare a guidance document for smart specialisation, setting out priorities in

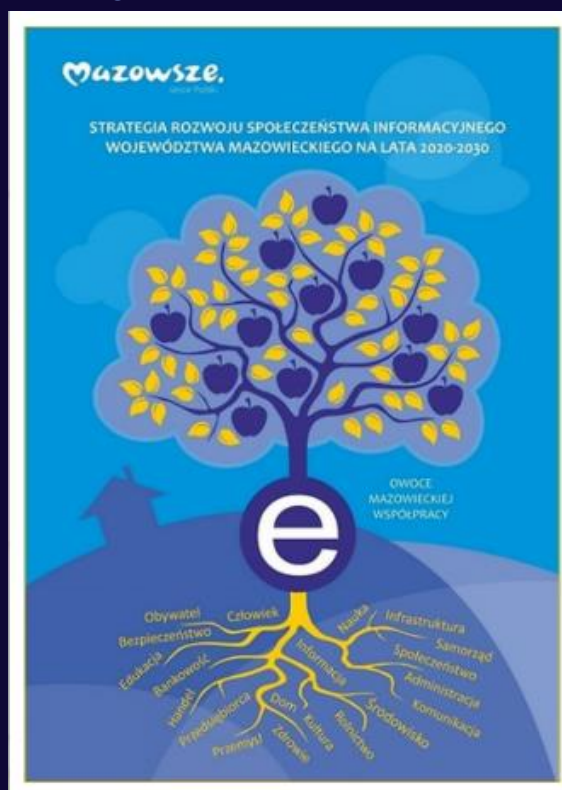
The most important initiatives hitherto include:

- diagnostic sectoral studies on the metal, photonics, packaging, space and agri-food sectors, carried out on the basis of the potential identified through the entrepreneurial discovery process⁴⁰; one of the issues analysed were the needs for digitalisation and the degree of use of digital technologies in terms of the transformation towards Industry 4.0 in Mazovia, as well as the development of a circular economy;
- participation in the project “SMARTY - Smart SMEs for Industry 4.0” (Interreg Europe), which aims to exchange good practices and develop an action plan for the digital development of small and medium-sized enterprises; one of the activities undertaken as part of the Regional Stakeholder Group meetings was to start work on identifying priorities for competence development for Industry 4.0;
- participation in the Cohesion project (Interreg Europa), which developed a “smart regional map” tool to support multi-level governance in RIS3;
- participation in the POWER4BIO project (Horizon 2020), which aims to accelerate the provision of the necessary tools, instruments and guidance for regions to develop and implement robust sustainable bioeconomy strategies;
- participation in the OECD study “Local Enterprise Ecosystems and Emerging Industries. A case study of the Mazovian Voivodeship”, including an analysis of the use of digital technologies in Mazovia;

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- mid-term evaluation of the implementation of the Regional Innovation Strategy for Mazovia up to 2020 taking into account the issue of the development of Industry 4.0 in Mazovia;
- stronger emphasis on the issues of circular economy, digitalisation and transformation towards Industry 4.0 in the Regional Innovation Strategy for Mazovia by 2030, both in the objectives of the strategy and in the description of the smart specialisation areas;
- organising in 2021 and 2022 of open calls for tenders aimed at clusters (calls for clusters have been announced since 2016), profiled on activities related to low carbon, the development of Industry 4.0 and the circular economy;
- organising in 2021 and 2022 open calls for tenders addressed to regional economic development animators with the aim of partially transferring the entrepreneurial discovery process to the local level;
- support for innovation, entrepreneurship, environmental protection and digitalisation projects under dedicated instruments, including:
 - The Regional Operational Programme of the Mazowieckie Voivodeship 2014-2020 (ERDF),
 - The Masovian Instrument for Air Protection Support MAZOWSZE 2019 (budget of the Mazowieckie Voivodeship),
 - open tenders for non-governmental organisations for the implementation of public tasks related to informing the public about the introduction of the anti-smog resolution, the problem of air pollution and ways to combat it (budget of the Mazowieckie Voivodeship),
- strengthening cooperation with regional clusters through greater integration of RIS into cluster policy at voivodeship and national level;
- participation in the Mazovian Regional Council of the Industry of the Future, which aims to popularise digitisation, provide opinions on legislation and promote public-private partnerships in research.

Information Society Development Strategy



In 2020, the Information Society Development Strategy for the Mazowieckie Voivodeship for 2020-2030 was adopted. One of the objectives of the strategy is "ICT for Science and Business", focused on creating the conditions for the development of Industry 4.0. As part of the strategy, the following actions are planned:

- implementation, together with 203 partners, of the project "Regional partnership of Mazovian self-governments for the activation of information society in the field of e-government and geoinformation" (ASI Project);
- preparation and implementation of strategic documents "Information Society Development Strategy of the Mazowieckie Voivodeship for the years 2020-2030" and the "Digital Transformation Programme of the Mazowieckie Voivodeship";
- development of the Smart Villages concept in the Mazowieckie Voivodeship, including development of solutions for optimum functioning of rural areas, taking into account their conditions and features, including digitisation solutions.

Reducing emissions and protecting the environment

- The Mazowieckie Voivodeship Self-Government is also implementing comprehensive measures to improve air quality and reduce the negative impact of human activity on the environment. This includes:
 - adoption by the Mazowieckie Voivodeship Local Assembly of the Waste Management Plan for the Mazowieckie Voivodeship 2024⁴¹, which sets waste prevention targets and priority action areas, as well as defining the current status of prevention measures and assessing their usefulness;
 - adoption, by the Mazowieckie Voivodeship Local Assembly of an air protection programme for the zones in the Mazowieckie Voivodeship where permissible and target levels of substances in the air were exceeded, and an air protection programme for the Mazowieckie zone where the target level of ozone in the air was exceeded; The programmes set out remedial measures to be implemented by local authorities, such as replacement of old, non-environmental cookers, thermo-modernisation, inventory of heat sources, greenery planting, environmental education, monitoring of compliance with the anti-smog resolution and the ban on waste burning, wet cleaning of streets, reduction of emissions from transport and modernisation of public transport; for the needs of the programmes, analyses were carried out on the sources and volume of emissions arising in the Mazowieckie Voivodeship
 - adoption by the Mazowieckie Voivodeship Local Assembly of the so-called anti-smog resolution⁴², introducing on the territory of the Mazowieckie Voivodeship restrictions and bans on the operation of installations with a thermal capacity of up to 1 MW in which solid fuels are burned;
 - creation of an Internet platform for monitoring the implementation of air protection programmes and assessing the effectiveness of measures taken; the tool enables ongoing monitoring of the atmospheric situation in the voivodeship, as well as correlation of measures taken at different levels (municipal, district, voivodeship);
- implementation of information and education activities in the field of environmental protection, including:
 - conducting a survey in 2018 on the public's knowledge of air pollution,
 - participation in regional events, picnics, conferences, training and workshops dedicated to or supporting air protection,
 - organisation of three editions of the Clean Air Congress for local governments, scientists, business representatives and non-governmental organisations in 2018-2020,
 - organisation of training workshops for municipalities and municipal/community guards on controlling compliance with the anti-smog resolution in force in the Mazowieckie Voivodeship,
 - organisation of training courses for municipalities in the scope of applicable air protection programmes and the anti-smog resolution,
 - organising competitions for children, young people and adults at events promoting air and climate protection,
 - cooperation with ARP S.A. in the organisation of the "Ideas Exchange - ARP Innovation Pitch" competition promoting innovative solutions in the area of air protection,
 - organisation together with Cardinal Stefan Wyszyński University in Warsaw of postgraduate studies: "Air quality management in units of local self-government",
 - organising and carrying out, together with the Institute for Innovation and Responsible Development INNOWO Foundation, three cycles of (online)

⁴¹ https://mazovia.pl/resource/5339/zalacznik_-_plan_gospodarki_odpadami.pdf (accessed on 17 November 2021)

⁴² <https://archiwum.mazovia.pl/downloadStat/gfx/mazovia/pl/mazoviauchwalysejmiku/59/2017/3417/1/uchwala.pdf> (accessed on 17 November 2021)

training in the form of workshops on circular economy for entrepreneurs from the SME sector,

- organising an annual competition for kindergartens, primary schools and secondary schools from the Mazowieckie Voivodeship, consisting in collecting secondary raw materials, consolidating ecological attitudes among children and young people,
- organising a webinar entitled “The European Green Deal - a new strategy for growth in the European Union”, exploring issues such as waste management, plastics and climate neutrality.

Actions planned in respect of the criterion

The SMARTY project, in which the Mazowieckie Voivodeship is participating, concerns the exchange of good practices and the development and subsequent implementation of an action plan for the development of small and medium-sized enterprises towards Industry 4.0.

The RIS Managing Authority is also preparing assumptions and exploring the possibility of realising a comprehensive project taking into account foresight, the aim of which will be to provide knowledge and tools for accelerating the development of Industry 4.0 in Mazovia.



Criterion 7. Measures for enhancing cooperation with partners outside a given Member State in priority areas supported by the smart specialisation strategy

Justification for meeting the criterion

Actions for the development of the regional innovation ecosystem documented in RIS implementation programmes also include international cooperation initiatives. Support for internationalisation is also one of the objectives of the regional programme. The most important actions implemented so far include:

- cooperation with participants of the Thematic Platform for Modernisation of Industry in thematic areas concerning photonics, chemistry, SMEs for Industry 4.0,
- internationalisation support in the form of competitions under Measure 3.2 of MV ROP,
- implementation of projects developing international cooperation, in particular:
 - SMARTY (Interreg Europa), which aims to exchange good practices and develop an action plan for the digital development of small and medium-sized enterprises;



- the Cohes3ion project (Interreg Europa), which developed a “smart regional map” tool to support multi-level governance in RIS;
- AgriRenaissance (Interreg Europa), dedicated to improving policy instruments and developing an action plan for the development of the agri-food sector;
- S3Chem (Interreg Europa), dedicated to improving policy instruments and developing an action plan for the development of the chemicals sector,
- “Mazovia as an accelerator of global businesses”, aimed at developing a programme to support the internationalisation of the Mazovian

economy, allowing for the elimination of development pitfalls indicated and the dynamic and harmonious development of the entire Mazovia region,

- cooperation with the Statistical Office in Warsaw, which resulted in a study entitled: “The internationalisation of Mazovian non-financial enterprises on the example of entities with foreign capital participation”,
- the organisation of a series of three seminars on exporting to the UK - for the cosmetics industry, the agri-food sector and the packaging industry; experts familiarised participants (entrepreneurs) with the conditions of exporting to the UK (e.g. in terms of legislation and required certificates), also in the context of Brexit,
- ensuring the functioning of the Investors and Exporters Service Centre (COIE) operating within the structure of Agencja Rozwoju Mazowsza S.A.; The COIE supports investors and exporters as well as deals with the economic promotion of the voivodeship; it is the first point of contact for foreign entrepreneurs interested in investing in the voivodeship and for Mazovian entrepreneurs interested in export activity.

The RIS Managing Authority also prepares letters of support for entities applying for smart specialisation projects under programmes managed at Community level (Horizon 2020, Horizon Europe and European Territorial Cooperation programmes). In recent years, the following projects have been supported: STYLE, ENSEMBLE3, SMARTY, KNOTT, RENATUR, Start Easy, ERA_FABRIC, ZODIAC.oraz ICTER.

In early 2021, an open tender was organised for clusters. Support focuses on activities related to low carbon, the development of Industry 4.0 and the circular economy; One of the objectives of the competition is to internationalise Mazovian clusters.

The Mazowieckie Voivodeship Self-Government carries out economic promotion activities. In 2018, 65 initiatives took place, including: 9 foreign visits and meetings of an economic nature, 3 visits, 27 conferences and own

seminars, and 2 project conferences. Representatives of the Mazowieckie Voivodeship Self-Government took part in trade fairs (8 times) and other events (meetings, sessions, workshops, etc.). In 2019, 106 initiatives took place, including: 13 meetings with foreign delegations, 13 conferences, 9 trade fairs, 7 study visits, 9 competitions, promotional programmes and campaigns, 12 workshops and seminars of an economic nature, and 43 other initiatives (including dedicated applications, websites, catalogues, publications, project meetings, etc.). In 2020 and 2021 economic promotion activities were limited due to the state of the COVID-19 epidemic.

Actions planned in respect of the criterion

The priority in terms of international cooperation is now to complete the projects that have been

started, and to successfully implement the recommendations and action plans developed in them.

Continued fulfilment of the criterion will depend on the availability of national and Community funding for internationalisation. Continued support for internationalisation under the regional programme requires the inclusion of appropriate mechanisms, also at central government and EU level. The possibility of the Mazowieckie Voivodeship joining project consortia in new European Territorial Cooperation programmes is currently being explored. Among other things, the possibility of introducing a scheme to support internationalisation developed on the basis of the Design Thinking methodology is also under consideration.



Conclusion

Ensuring good governance of the smart specialisation strategy requires the provision of appropriate activities related to the entrepreneurial discovery process. EU funds are the main source of financing for development policy at voivodeship level. The limited use of Technical Assistance makes it necessary to explore alternative sources of support, in particular in the form of projects. The dependence of the scope of the measures implemented on successful application for funding is an important risk factor in RIS management.

European funds represent a great opportunity, but also a responsibility and a challenge for Managing Authorities to use this opportunity wisely. The entrepreneurial discovery process of smart specialisation is a tool for effective strategy design and implementation, but in order to be effective, it requires maintaining continuity and a consistent approach in translating findings and conclusions into concrete actions.

Above all, however, it is necessary to cope with the continuous risk of losing the involvement of stakeholders or the inability to organise meetings and workshops. In particular, the COVID-19 epidemic has shown that the mere involvement of all parties may not be sufficient to achieve the strategic objectives pursued.

The need to continuously monitor and ensure that the criteria for the enabling condition in CP1 are met is another challenge for the Managing Authorities. The Board of the Mazowieckie Voivodeship assesses that the criteria have been met. In the coming years, every effort will be made to maintain this situation.

