

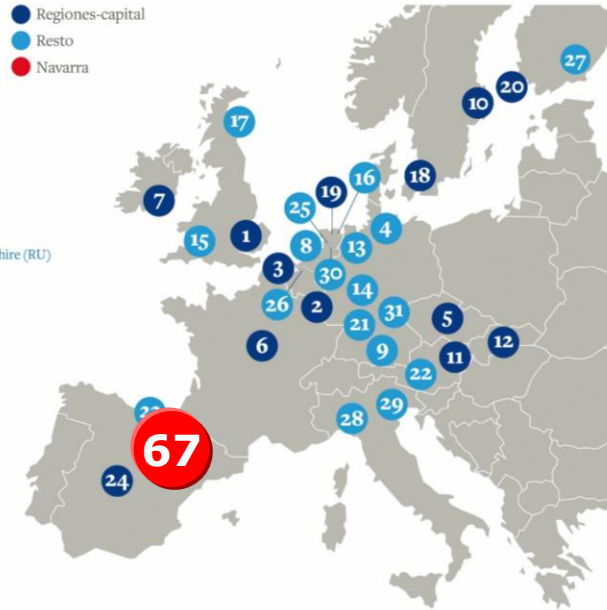
**SODENA**  
DESARROLLO DE NAVARRA

# **REGIONAL DEVELOPMENT STRATEGY – RIS3 OF NAVARRA**

## 1. Navarra regional overview

- 67h EU Region by income per capita. 121% EU Average
- Surface: 10.391 km<sup>2</sup> , population: 638.948 inhabs (61 hab/km<sup>2</sup>.)
- Industrial strenght: 29% GDP compared to EU´s 19%
- Agriculture 2,7%, construction 9,2%, services 59,2%
- 1,9% R+D/GDP (2/3 private). EU average

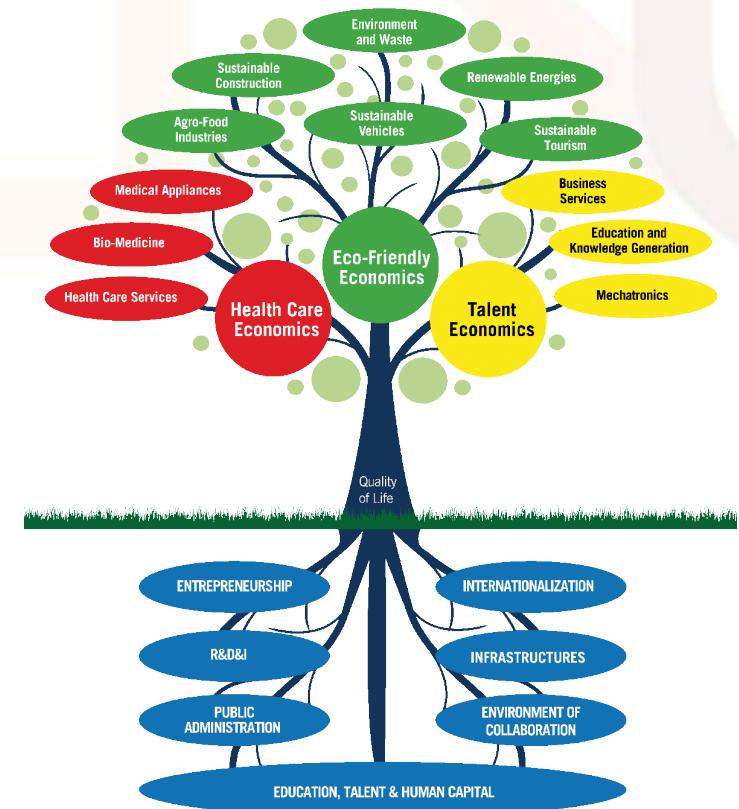
1. Londres (RU)  
2. Luxemburgo (LX)  
3. Bruselas (BE)  
4. Hamburgo (AL)  
5. Praga (CH)  
6. Ile de France (FR)  
7. Sury Este (IR)  
8. Groningen (HL)  
9. Oberbayern (AL)  
10. Estocolmo (SE)  
11. Viena (AU)  
12. Bratislava (EQ)  
13. Bremen (AL)  
14. Darmstadt (AL)  
15. Beckshire, Bucks y Oxfordshire (RU)  
16. Utrecht (DI)  
17. Noreste Escocia (RU)  
18. Hovedstaden (DI)  
19. Norte de Holanda (HL)  
20. Aland (FI)  
21. Stuttgart (AL)  
22. Salzburgo (AU)  
23. País Vasco (ES)  
24. Madrid (ES)  
25. Zuid (HL)  
26. Amberes (BE)  
27. Etelä-Suomi (FI)  
28. Lombardia (IT)  
29. Bolzano-Bozen (IT)  
30. Noord-Brabant (FI)  
31. Mittelfranken (AL)  
32. Navarra (ES)
- Regiones-capital  
● Resto  
● Navarra



## 2. START POINT: MODERNA PLAN

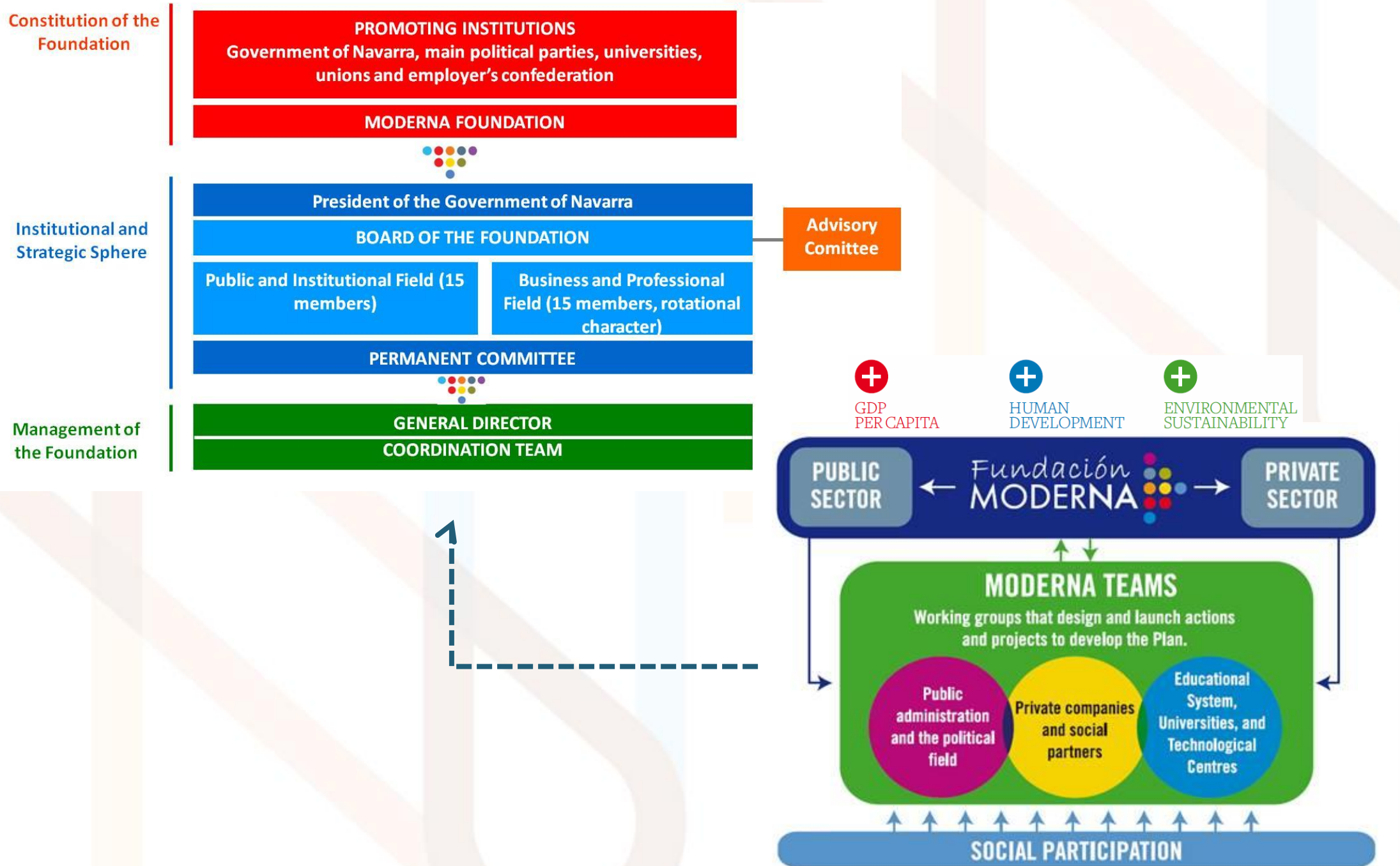
**MODERNA** was the medium and long term Strategic Regional Plan (2030) promoted by the Government of Navarra, the main economic and social stakeholders and the Universities. Our objectives: more quality of life, prosperity, and sustainability

+ More than 5.000 people have been involved in designing MODERNA

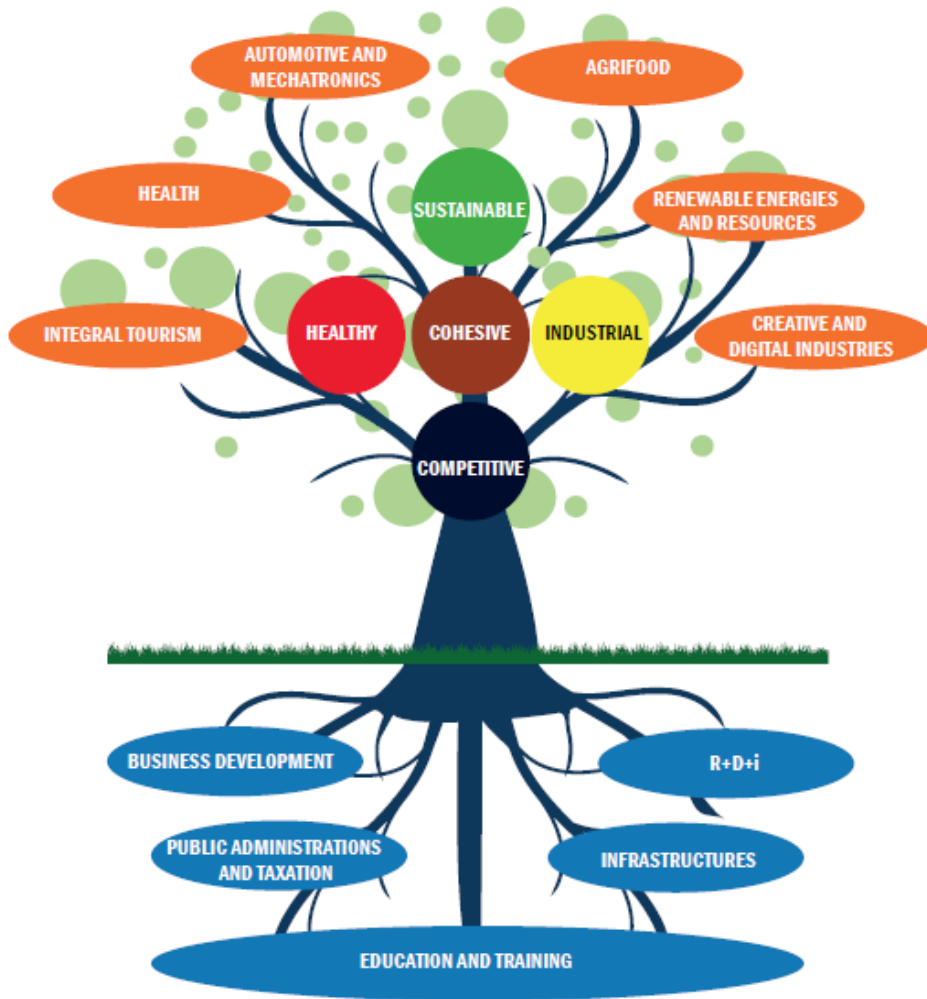




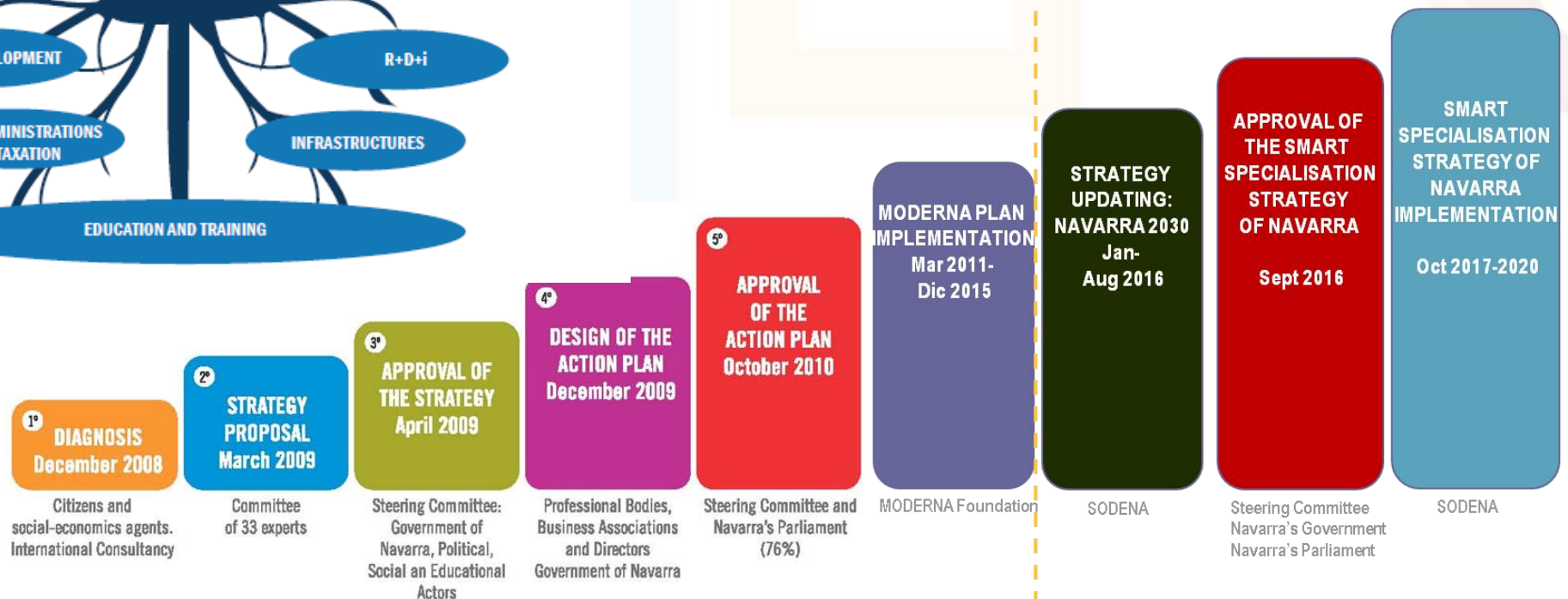
## 2. Governance: organizational structure and MODERNA EDP teams



### 3. Evaluation and updating: a “new” RIS3



The updated Navarra RIS 3 is still the medium and long term Strategic Regional Plan (2030) promoted by the Government of Navarra, the main economic and social stakeholders and the Universities. Our objectives: more quality of life, prosperity, and sustainability

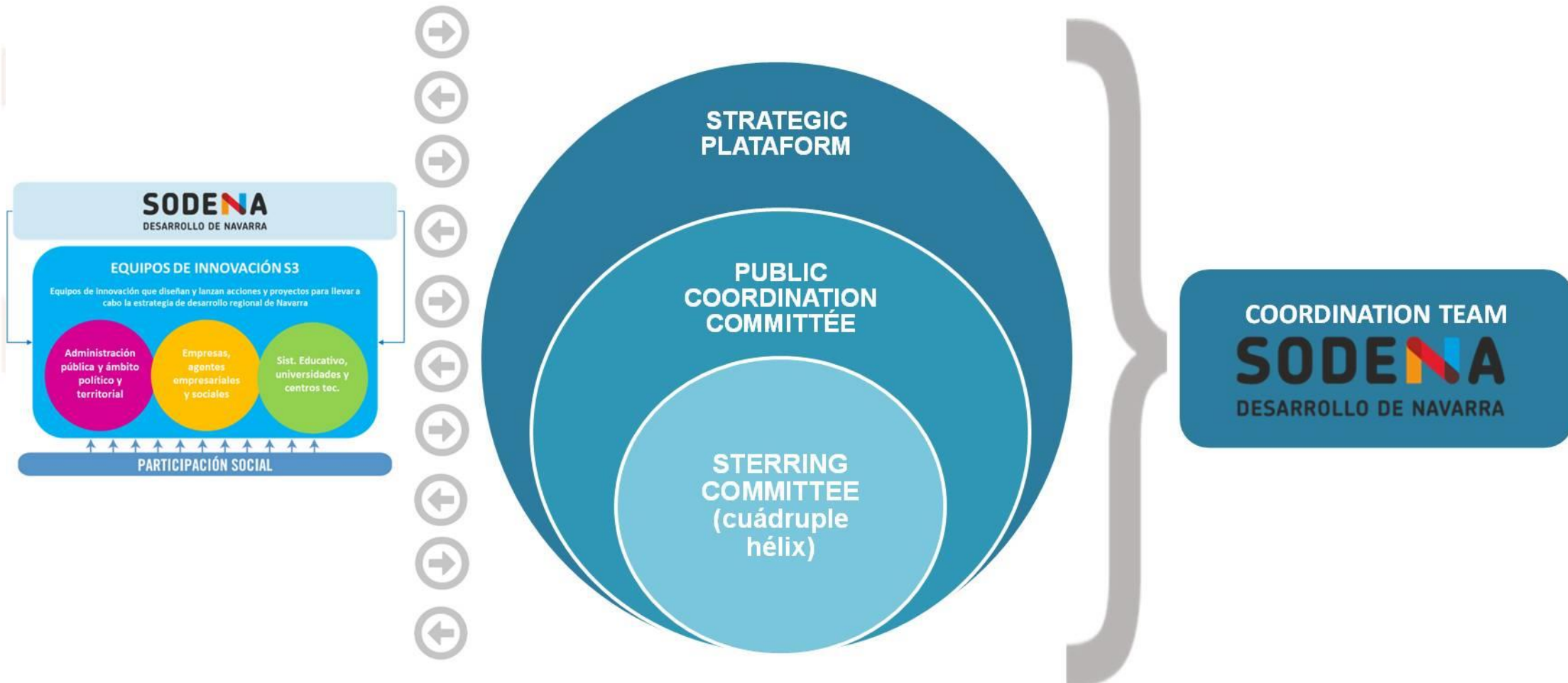


### 3. Updating Governance system

EDP, INNOVATION AND  
IMPLEMENTATION

STRATEGIC, DECISION AND  
MONITORING

SUPPORT AND  
DINAMIZATION



### 3. QUESTIONS

## ROLE OF STAKEHOLDERS AND CONTRIBUTIONS

- **Government and the main political parties of the region, universities and technological centers, big companies and a small selection of innovative SMEs, unions and the enterprises confederation** has to be represented in all levels (strategic and decision, innovation and implementation and monitoring) but particularly they have to be present since the beginning of the designing process.
- **The rest of actors, SMEs, institutions, public units and institutions, social organizations and so on will participate in the implementation and EDP process supported and leaded by the quadruple helix represented in the Steering Committee.**
- **RIS3 coordination unit: facilitator in the Steering Committee, active actor in the implementation and EDP ambit.**



### 3. QUESTIONS

#### COOPERATIVE CULTURE

- The difference of interest and objectives in most of the cases are obvious but most of the times in the short term, not in the long term, focus them on long term relationships and cooperation.
- Key factor in Navarra: The only secret is work together without hurry since the beginning in order to create a confident atmosphere among them first, and secondly go straight to projects/results.
- RIS3 coordination unit: has to detect the best “cooperation profiles” within each research institution, university and company and try to put them as leaders of the different interdisciplinary teams or initiatives.
- Designing a brand and a name (Example: MODERNA Plan) is easy to remember, disseminate and create RIS3 culture.



### 3. QUESTIONS

## LINKAGES NATIONAL-REGIONAL RIS3

- In Spain we do not have a RIS3 strategy at a national level.
- if we have one we would put national representatives and policy makers from our national RIS3 in our Regional Steering Committee in order to facilitate communication and national implication in terms of economic resources but also in order to align (not copy) both policy mix systems and priorities.
- Key point: regional RIS3 has to be aligned particularly with public policies, or at least take them into account thinking, for instance, in future national incoming funds, but in terms of prioritized economic sectors this depends more on the region priorities and objectives.
- Example: national level-priorities solar energy, regional level-priorities wind energy. Both are complementary.

### 3. QUESTIONS

#### MECHANISM OF SELECTION

- Regulate the rules in the different level of governance system through statutes signed by each member, including president election process.
- EDP teams: regulate with a stable procedure the main team rules (for all the EDP-RIS3 teams the same): election of the leader, election of the secretary, how to choose the roles of the rest, how to include or expulse a partner, frequency of meetings, etc.

### 3. QUESTIONS

#### SUSTAIN RIS3 GOVERNANCE (LONG TERM)

- Keeping involved the quadruple helix in the Steering Committee, how? Offering them representation in all levels since the beginning in order to implicate all of them to the maximum, at last, with time they fell this is their main project at a regional level.
- Key factor in Navarra: having representation of the 3 o 4 main political parties in Navarra (left wing, right wing and nationalists) in the Steering Committee, this allows the RIS3 continues although a political change happened, because just change the presidency in the Steering Committee.
- Resources: at the beginning your will need public support but at the same time is necessary private implication (for example 90% public-10% private the first year). Key factor: sign an agreement since the beginning in the Steering Committee in order to decrease gradually this percentage year by year until reach at least a 50%-50% strategy

**Thank you very much for your attention!!**

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**SOCIEDAD DE DESARROLLO DE  
NAVARRA, S.L.**

Avda. Carlos III 36, 1º dcha.

31003 Pamplona

T. +34 848 421942

[s3@sodena.com](mailto:s3@sodena.com)

