

# Andalucía TRADE

## The experience with Smart Specialization Strategies in Andalusia

Study Tour of Croatian Delegation to Andalusia  
4<sup>th</sup> December 2023

**S4** *S4Andalucia Technical Office*  
ANDALUCÍA *Andalusia TRADE*  
*Andalusian Regional Government*



**Junta de Andalucía**  
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Diálogo Social y Simplificación Administrativa  
Consejería de Economía, Hacienda  
y Fondos Europeos  
Agencia Empresarial para la Transformación  
y el Desarrollo Económico TRADE



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## ANDALUSIA IN THE EU: a “region-country”

- ❑ The 2nd largest region in Europe
- ❑ The most populated region in Spain

- ✓ Region of Borders
- ✓ Large coastal and marine ecosystems: 945 km of coastline
- ✓ Mediterranean and Atlantic sea sides
- ✓ Valuable Natural Capital
- ✓ Great wealth in its seabed



| Country/region   | Km <sup>2</sup> |
|------------------|-----------------|
| Hungary          | 93.011          |
| Portugal         | 92.226          |
| <b>Andalusia</b> | <b>87.597</b>   |
| Austria          | 83.879          |
| Czech Rep.       | 78.868          |
| BENELUX          | 74.657          |
| <b>Croatia</b>   | <b>56.594</b>   |



**RIS 2023: Moderate innovator -**

| Country/region   | Inhabitants      |
|------------------|------------------|
| Portugal         | 10.374.822       |
| Sweden           | 9.747.355        |
| Austria          | 8.576.261        |
| <b>Andalusia</b> | <b>8.600.224</b> |
| Bulgaria         | 7.202.198        |
| <b>Croatia</b>   | <b>3.855.641</b> |



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## Andalucía TRADE: A key Regional Actor

Leading the Task Forces that facilitate the  
**Technical Secretariat** giving support to  
regional strategic planning and Strategies



**RIS3Andalucia 2014-2020**

**S4Andalucia 2021-2027**



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**Andalusian Industrial Strategy 2014-2020**

**Andalusian Aerospace Strategy 2021-2027**





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# S4 ANDALUCIA

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How EU regions address their transformative innovation processes under the framework of Cohesion Policy?

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S4Andalucia 2021-2027: what for, what is, guiding principles

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Design and elaboration: discovering the challenges. Identifying the Objectives

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## 01

How EU regions address their transformative innovation processes under the framework of Cohesion Policy?



## RIS3: Research and Innovation Smart Specialization Strategies 2014-2020 UE MFF

Strategies for Research and Innovation-driven growth

The European Commission introduced the S3 concept in the EU Cohesion Policy 2014-2020 as an 'ex-ante conditionality' for European regions to obtain funding for research and innovation from the European Regional Development Fund

**R&I Strategies for Smart Specialisation (RIS3)**  
= place-based economic transformation agendas

- 1) Focus policy support and investments on key national/regional priorities, challenges and needs for knowledge-based development (= tough choices)
- 2) Build on each country's/region's strengths, competitive advantages and potential for excellence (= critical mass, differentiation)
- 3) Support all forms of innovation
- 4) Get stakeholders fully involved and encourage experimentation and private sector investment
- 5) Evidence-based and include sound monitoring and evaluation systems

[http://ec.europa.eu/regional\\_policy/en/information/docs/infom-specialisation\\_en.pdf](http://ec.europa.eu/regional_policy/en/information/docs/infom-specialisation_en.pdf)

**3 SMART SPECIALISATION STRATEGY**

# RIS3Andalucia 2014-2020

Research and Innovation Smart Specialization Strategy of Andalusia

8 SPECIALIZATION PRIORITIES

8 TRANSVERSAL DIMENSIONS



## Dimensions



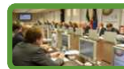
EFFICIENT AND COMPETITIVE INDUSTRY



SOCIAL INNOVATION



KEY ENABLING TECHNOLOGIES



NETWORKING



SMEs GENERATING EMPLOYMENT



INFRASTRUCTURES FOR COMPETITIVENESS AND EXCELLENCE



EXTERNAL ACTION



EDUCATION, TALENT AND CREATIVE ENVIRONMENTS

**RIS3Andalucia  
BIG NUMBERS  
MONITORING  
REPORT  
2014-2020**

| RIS3Andalucia implementation |            |                         |                              |
|------------------------------|------------|-------------------------|------------------------------|
| 196                          | 8          | 3.000 Million €         | 11                           |
| Actions developed            | Priorities | 98% of the total budget | Regional Strategies involved |



**Budget and actions developed, by priorities**

**67%**

of the total budget for actions focused on more than one priority

**25%**

of the budget for ICT (P8), Energy (P7) and Agribusiness (P6)

**11%**

of the budget for Energy (P7) actions

**17%**

of all the actions focused on ICT

**15%**

of all the actions related to Health



**Compliance.RIS3Andalucia and SDGs**

**Sustainable Development**

RIS3Andalucia action lines and the specialisation priorities are focusing the objective to move towards a Sustainable Andalusia, this is particularly an evidence with the priorities addressing Renewable energies, energy efficiency, sustainable building and Sustainable use of Territorial-based Endogenous Resources





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## 2021-2027 EU COHESION POLICY framework

### 5 POLICY OBJECTIVES supporting growth

1. A more **competitive** and **smarter** Europe: smart and innovative economic transformation

**373.000 M€**

2. A **greener**, low-carbon transitioning towards a net zero carbon economy

4. A more **social** and inclusive Europe

3. A more **connected** Europe by enhancing mobility

5. Europe closer to **citizens** by fostering the sustainable and integrated development of all types of territories

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### ANDALUSIA: A LESS DEVELOPED REGION

*“Cohesion combines the strategy, the financial muscle and the method for Europe to recover in a fair and territorially balanced way and steering regional economies towards future-proof growth based on the dual digital and ecological transition. Cohesion policy remains the heart of European solidarity”*

*Elisa Ferrerira.*

*European Commissioner for Cohesion and Reforms*



## OBJECTIVE 1 ERDF



1. a more **competitive** and **smarter** Europe by promoting innovative and smart **economic transformation** and **regional ICT connectivity** by:

(i) developing and enhancing research and innovation capacities and the uptake of advanced technologies

(ii) reaping the benefits of digitisation for citizens, companies, research organisations and public authorities

(iii) enhancing sustainable growth and competitiveness of SMEs and job creation in SMEs, including by productive investments

(iv) developing skills for smart specialisation, industrial transition and entrepreneurship

(v) enhancing digital connectivity



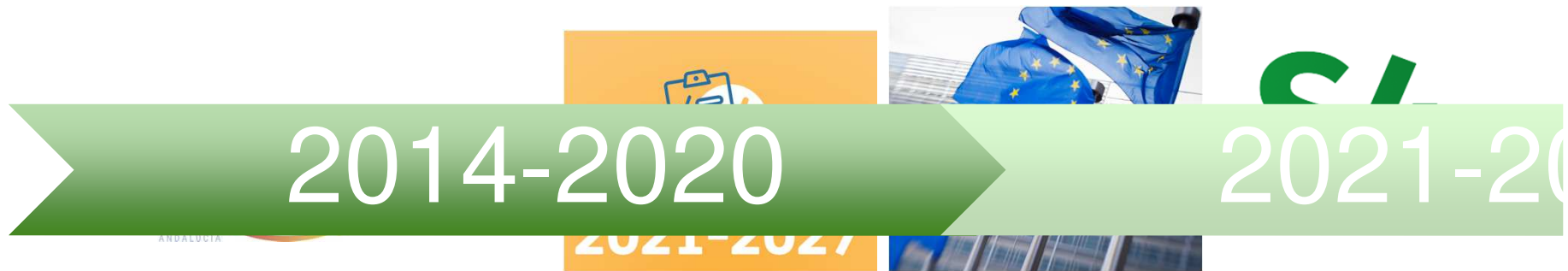
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02

## What is S4Andalucía?

- The Smart Specialization Strategy for the Sustainability of Andalusia, S4Andalucía 2021-2027, is the Andalusian regional instrument for **planning, execution, development and evaluation of public actions** in the field of **research, innovation and industrial transition, digitalization, training, entrepreneurship and cooperation for specialization** with a transversal **perspective of sustainability** and **the fight against Climate Change** in the European Cohesion Framework 2021-2027.



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## In response to the Thematic Enabling Condition for the Objective 1 linked to the Andalusian ERDF Operational Program 2021-2027



Establishes **priorities at a regional scale**, based on the competitive advantages of the region



Develops **strengths in research and innovation** and their correspondence with business needs and necessary capabilities



**Participatory governance**



**Sustainability**, European Green Deal and SDGs



**Industrial Transition** joins the **twin digital and green transition**



Entrepreneurial Discovery Process **(EDP): continuous, effective and efficient**

- Through the EDP process all **the agents of the Andalusian innovation ecosystem**: business in particular, industrial, Academy, research organizations, public administrations and civil society, **identify the most promising areas for the sustainable economic development of the region.**



# Smart Specialisation Strategy for Sustainability of Andalusia, S4Andalucia 2021-2027

## Sustainable and Intelligent Economic Transformation



**5**  
Environments of Specialisation

**8**  
Strategic Objectives

**527 M€**  
S4Andalucia Budget

**4.400 M€**  
Andalusian ERDF indirectly linked

**860**  
Actors have already joined the S4Andalucia strategy

**+250**  
Experts involved in the design of the Strategy

Approved by the **Agreement of the Andalusian Council of Government on 18<sup>th</sup> July 2023**

**BOJA**

Boletín Oficial de la Junta de Andalucía

Número 139 - Viernes, 21 de julio de 2023

página 12375/1

### 1. Disposiciones generales

CONSEJERÍA DE UNIVERSIDAD, INVESTIGACIÓN E INNOVACIÓN

Acuerdo de 18 de julio de 2023, del Consejo de Gobierno, por el que se aprueba la Estrategia de Especialización Inteligente para la Sostenibilidad de Andalucía 2021-2027, S4ANDALUCIA.

## “STRATEGY OF STRATEGIES”



## GUIDING PRINCIPLES



Its **OBJECTIVE** is to ensure that the regional innovation system is effective for the **transition towards a smarter and more competitive economy.**



S4Andalucia is the **reference for public and private agents involved in the economic transformation of Andalusia**, which places Sustainability as a central element of their actions.



S4Andalucia **incorporates a new industrial policy** guided by the framework of the **European Green Deal** in line with the **UN Sustainable Development Goals.**



### COOPERATION

intergovernmental, interdepartmental and public-private



### PARTICIPATION

of all the Andalusian innovation ecosystem agents in its design and elaboration



### TRANSPARENCY

open government model for the regional ecosystem agents



### INTERNATIONAL COLLABORATION

reinforcing the integration of Andalusian actors in the global value chains within the objective of EU strategic autonomy



### EVALUABILITY

integral of its design and implementation in accordance with the criteria of coherence, efficiency and effectiveness



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## 03

Design and elaboration. Discovering the challenges . Identifying the Objectives

## The “SOWT” MATRIX

After analyzing the causality of the problems, the “SOWT” matrix allows us to detect the challenges of the Regional Innovation System that must be responded to with the Strategy



Strengths



Opportunities



Weaknesses



Threats



## CHALLENGES OF THE REGIONAL INNOVATION SYSTEM



**Challenge 1.  
DEVELOP AND  
IMPROVE RESEARCH  
AND INNOVATION  
CAPABILITIES AND  
THE  
IMPLEMENTATION OF  
ADVANCED  
TECHNOLOGIES**



**Challenge 2.  
DEVELOP THE  
NECESSARY  
CAPABILITIES FOR  
SMART  
SPECIALIZATION,  
INDUSTRIAL  
TRANSITION AND  
ENTREPRENEURSHIP**



JULY 2021

DECEMBER 2021

FEBRUARY 2022

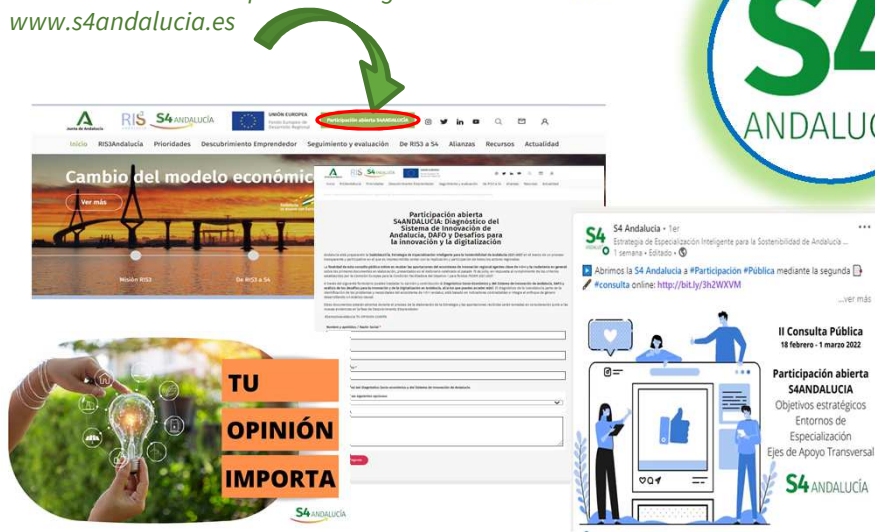
FIRST VERSION: 04/22

EC VALIDATION

## Two Open public consultations

On the “*Diagnosis of the Andalusian Innovation System, SWOT and Challenges for innovation and digitization*”, “*Specialisation and Programming Scheme*” preliminary versions

Invitation to general public and stakeholders interested to contribute with their opinion through a form on the web: [www.s4andalucia.es](http://www.s4andalucia.es)



## EDP: Entrepreneurial Discovery Process

quadruple helix participation

**S4-EDP Technical Team**  
Public Administrations involved

**S4Andalucía Group of Experts:**  
250 individuals representing Academia, companies, civil associations and organisations

**S4Andalucía Community:** reaching citizens and civil society

**Economic and social agents**



## Webinars: S4Andalucía Open Presentations

- 15th July 2021: 460 people registered; 369 attendees
- 16th February 2022: 402 people registered; 356 attendees



The **Governance of S4Andalucía** will continue opened to the participation of the **quadruple helix Andalusian stakeholders** through its **EDP** structured participatory process



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**Increasing spending on R&D&i in the regional economy and the productive specialization**



**Higher levels of transfer and application of knowledge and technologies**



**Facing the industrial and digital transition successfully**



**Rising circularity and sustainability of Andalusian productive activity**



**Increasing public-private collaboration and territorial cooperation (interregional and international), with business and key innovation agents**



**Training the regional innovation system agents for the successful implementation of S4Andalucia**



**Fighting gender gaps in R&D&i taking advantage of it to eliminate some other social gaps**



**Promoting the effective changes from the public sector, based on the "good governance"**

## THE S4ANDALUCIA CHALLENGES

- Towards a **more specialized, intelligent, sustainable, responsible, green and competitive economy**
- Overcoming **barriers to the diffusion of innovation and digitalization**
- Contributing to **reduce gender gaps in R&D&i**

# STRATEGIC OBJECTIVES

Aiming to:

- Give the adequate **response to the identified challenges**
- **Advance into R&D&I, the industrial transition and the digital transformation**
- Gain a **great specialization**
- Towards the **Good Governance**



Increase research and innovation



Raise the levels of transfer and application/generation of knowledge and technologies



Expand integration in the digital economy



Accelerate and expand the Industrial Transition



Increase sustainability and circularity of production, distribution and consumption through innovation



Increase capacity building and innovative entrepreneurship



Increase collaboration and cooperation for innovation



Reduction of gender gaps and other social gaps in innovation



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## 04

# The Structure of Specialization in Andalusia and its operational Programming



**5 ENVIRONMENTS  
OF SPECIALIZATION**  
classified into 11  
SUBENVIRONMENTS



**Crossed by 7 AXES OF  
TRANSVERSAL  
SUPPORT**



**7 THEMATIC LINES**  
framing the  
**S4ANDALUCIA**  
implementation



**POLICY  
INSTRUMENTS for  
the implementation  
of Thematic Lines**

## ENVIRONMENTS OF SPECIALISATION

### Areas identifying the future opportunities in the region:

sectoral value chains for which Andalusia has a differential development potential due to its availability of material resources (raw materials, infrastructure, equipment...), human resources (entrepreneurs, researchers, qualified labor,... ) and business fabric



### E1. Intelligent, resilient and healthy society

**E1.S1.** Health and social well-being

**E1.S2.** Tourism and culture

**E1.S3.** ICT sector



### E2. Agrotechnology

**E2.S1.** Green and blue economy

**E2.S2.** Agri-Food Industry – Functional Food



### E3. Natural Resources: Mining and Water Cycle

**E3.S1.** Mining resources

**E3.S2.** The water cycle



### E4. Driving Industries

**E4.S1.** Advanced transport and mobility systems industry

**E4.S2.** Industrialized Building



### E5. Ecological Transition

**E5.S1.** Energy Transition

**E5.S2.** Industries linked to mitigation and adaptation to climate change

## AXIS OF TRANSVERSAL SUPPORT

Drivers towards a more innovative and equal society



**Generation and Transfer of knowledge**



**Digital Transformation**



**Industrial Transition**



**Sustainability and circularity**



**Training and entrepreneurship**



**Public-private collaboration**



**Gender equality and reduction of inequalities**



In response to the multisectoral challenges that the Regional Innovation System must overcome



Informing the Strategy from a horizontal approach



They serve to guide and set trends for innovative actions to be incorporated into the Strategy



LT.1. R&D&i



L.T.2. Transfer and generation of knowledge



LT.3. Digital transformation



L.T.4. Industrial Transition



LT.5. Training and Entrepreneurship



L.T.6. Sustainability



LT.7. Collaboration and Cooperation

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## The PROGRAMMING STRUCTURE: THEMATIC LINES



They are **the framework where the actions of S4Andalucía take place**



Aiming to **give an answer to each one of the Strategic Objectives**, from the perspective of an integrated approach of gender and equity

## POLICY INSTRUMENTS

- Battery of instruments that may be applicable to the different lines of S4Andalucia action, adapting at all times to the needs that arise:



### Type of instruments



Financial instruments



Fiscal instruments



Advanced services



Training and Education



Equipment for innovation and entrepreneurship



Innovative Public Procurement



Procedures



Regulatory development





## ADDRESSING THE TRIPLE DIMENSION OF SUSTAINABILITY: social, economic and environmental

### CONTRIBUTING TO the SUSTAINABLE DEVELOPEMENT GOALS

A new regional strategy contributing to SDGs established by Agenda 2030 through the **promotion of regional innovation and its productive ecosystem**.

Common commitment to **engage the quadruple helix** in achieving the SDGs for **economic, social and environmental sustainability**

**S4Andalucia** particularly addresses **SDGs 5, 6, 7, 8, 9, 13, 14, 15**





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## 05

# Governance: the Andalusian Innovation ecosystem, protagonists of change in the territory



## GOVERNANCE Formulation Agreement

S4Andalucía 2021-2027  
January 2021



**Governance:** simpler, more agile and effective

**Reaching deeper** into **smart specialization**

A live **Entrepreneurial Discovery Process**

**Committed Technical Team** driving the elaboration process

The **ANDALUSIAN GOVERNMENT CHAIRS** and **PROMOTES** the elaboration process of the Strategy, with the assistance of the **HIGH LEVEL WORKING GROUP** and the support of the **TECHNICAL OFFICE**

**High Level Working Group**  
(Andalusian Government and JRC)



### Agents of the Governance: S4Andalucia Design

The governance model guarantees the real and effective participation of the quadruple helix, facilitating the partaking and contributions of all interested regional actors involved with Andalusian R&D&I ecosystem:

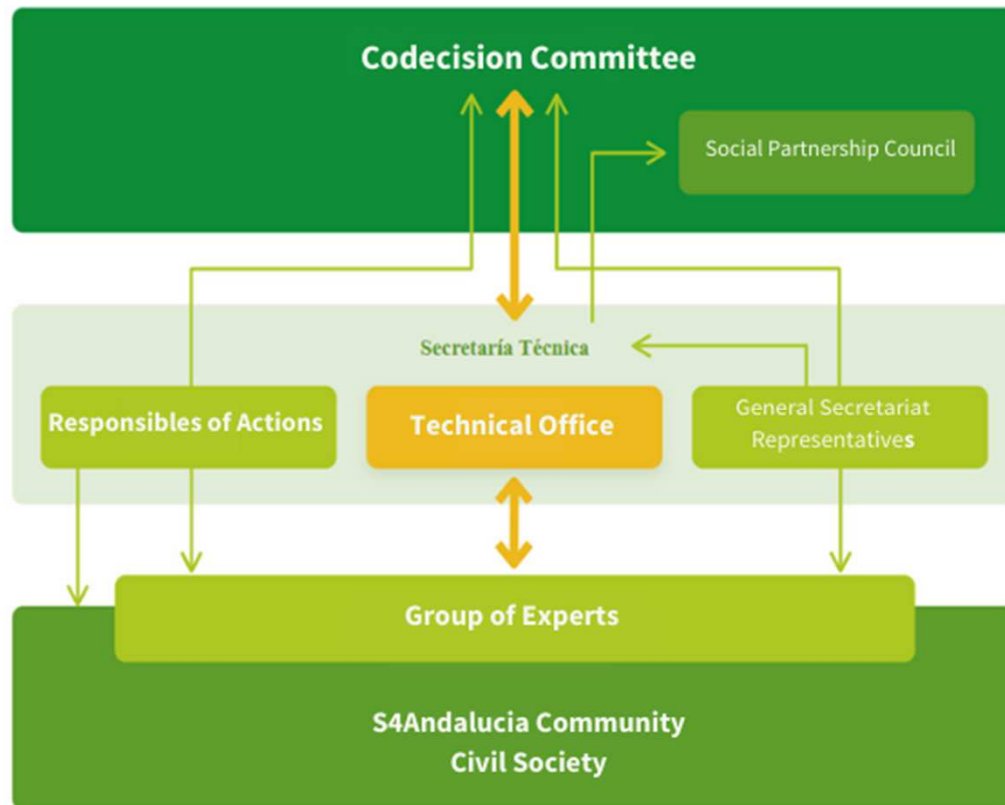
- ✓ Agents of the **Andalusian Knowledge System**: Universities, public research organizations, science-technology parks, research and technology centers, technology transfer entities and organizations.
- ✓ Economic and social agents, as well as citizens.
- ✓ Public administrations involved.



**Technical Team**

**Group of Experts**

## GOVERNANCE IMPLEMENTATION

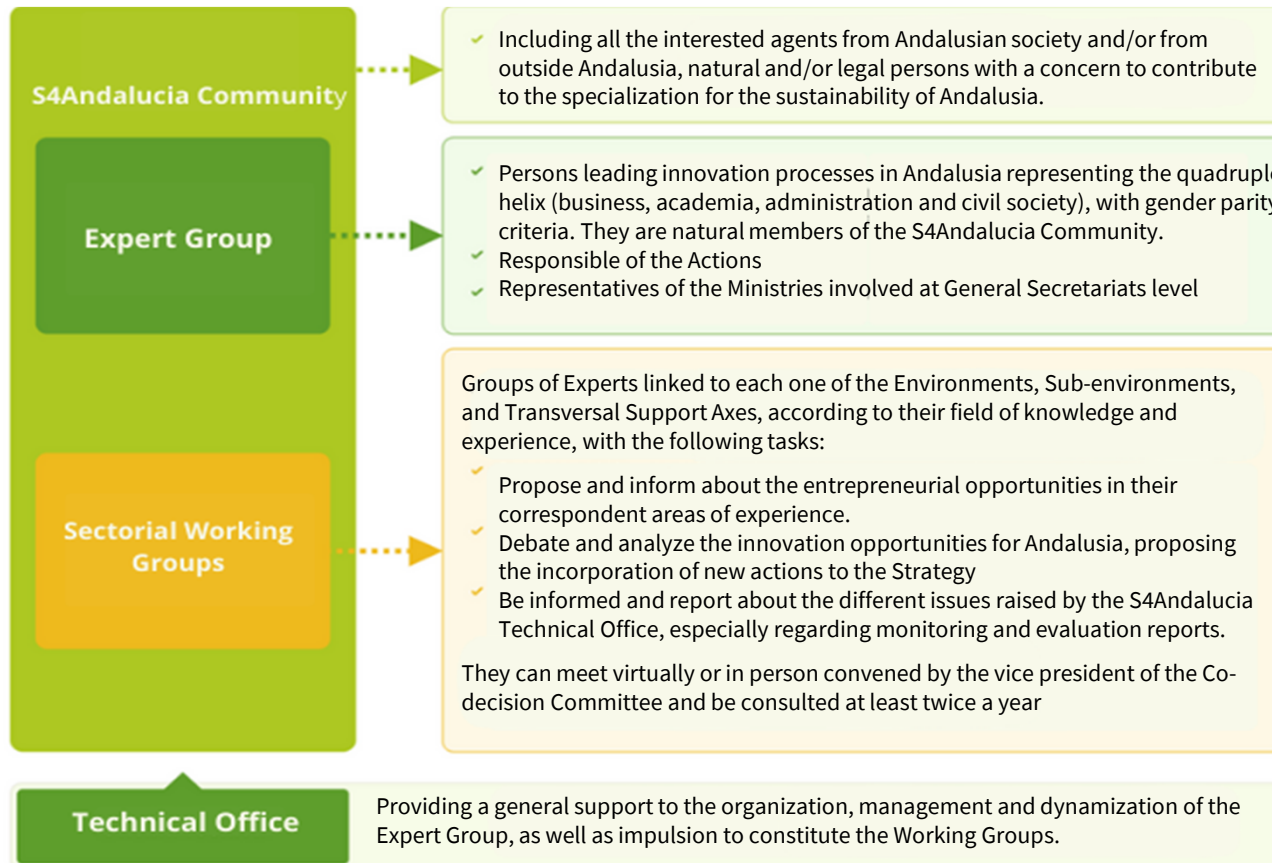


S4Andalucia incorporates a **participatory governance** system integrating the representatives of companies, research organizations, Public Administration and relevant representatives of civil society and the market.



The **Governance of S4Andalucia** guarantees the **real and effective participation** of citizens and all the agents of the innovation ecosystem of Andalusia, especially the agents of the Andalusian Knowledge System and the most representative economic and social agents, as well as the Public administrations with competences in the correspondent fields.

## How does the EDP work in S4Andalucia?



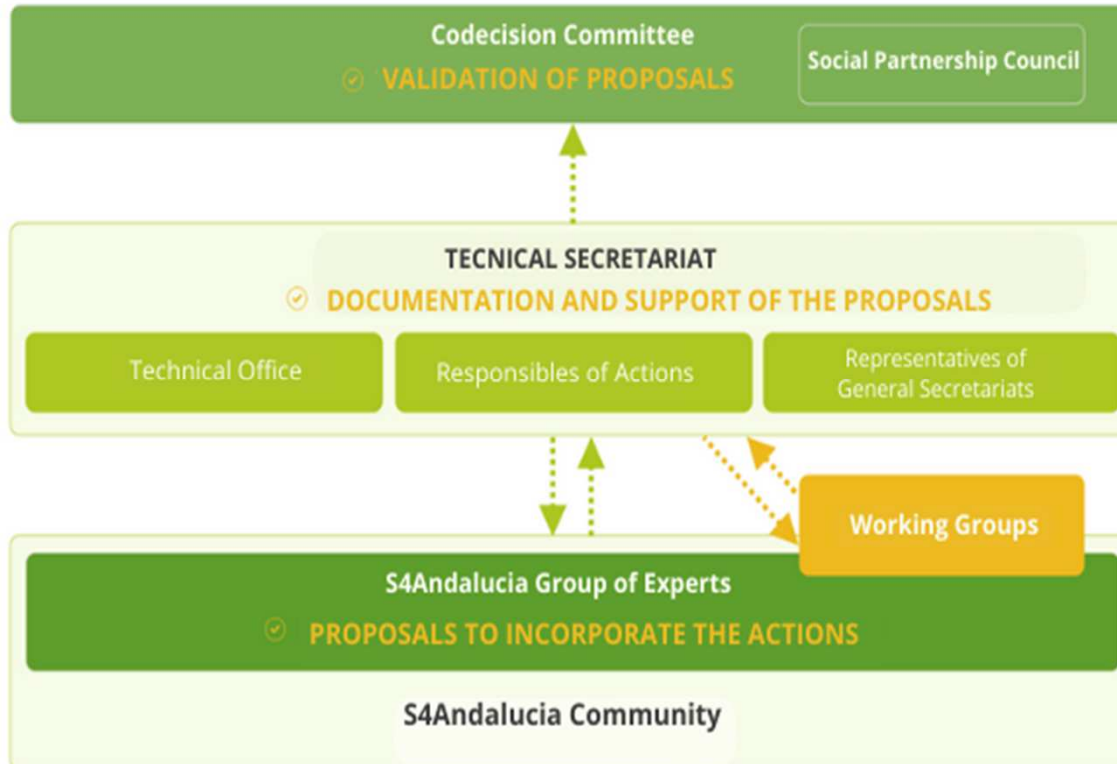
Structured on a **triple level:**

- S4Andalucia Community
- S4Andalucia Action's Responsible
- S4Andalucia Expert Group

Through the **LEADERSHIP OF THE WORKING GROUPS:** the S4Andalucia reaches its objective including the voice of all the agents participating in the regional innovation ecosystem together with the Andalusian society

# CONTINUOUS EDP

Participation mechanisms in the decision-making process for continuous improvement of the Strategy



Proposals for Actions come from: the S4Andalucia Community, the Experts through the Working Groups and the Technical Secretariat



The Technical Office provides the model sheets to present the proposals.



Those responsible for actions can make proposals for new demonstration projects.



The Technical Office compiles, analyzes and submits proposals to the Codecision Committee to advance the achievement of objectives and complete content.



Concertation Council debates, and proposes Social Dialogue issues and actions in the Codecision Committee, through THE Technical Office.



The Codecision Committee decides on the incorporation of the proposals into the Strategy.



The Technical Office sends to Andalusian EU Funds DG, the action sheets whose incorporation has been approved by the Codecision Committee.



## 06

# Defining how to measure the results and impact: Monitoring and Evaluation



**The Governance of the Strategy extends to monitoring and evaluation, designed taking into account the active role played by the different agents to guarantee their participation throughout the life of S4Andalucía.**



**The Panel indicators have a direct relationship with the Strategic Objectives, the Specialization areas and the Actions, to allow the verification of the processes implemented, the physical and financial realization, the products, the direct results and the achievements.**

## S4ANDALUCIA MONITORING

### Objectives



Generate information on the implementation and direct results attributable to the implementation of S4Andalucia actions in a standardized and homogeneous manner to allow a further assessment



Check that the actions are producing the direct results planned in a rigorous manner and that these results can be attributed to the above-mentioned actions



Monitor the progress and pace planned in the implementation, identify potential deviations, as well as identify the factors that are producing them in order to look for a solution



Alert those agents responsible within the Governance about the deviations from the schedule foreseen



Transfer pertinent and relevant information to those responsible, so that they can take the appropriate decisions to solve the problems detected



## S4ANDALUCIA MONITORING

### Tools

The instruments defined by the S4Andalucia Monitoring System will allow the collection, processing and analysis, as well as effective presentation of the information that will be generated during the Strategy implementation period:

S4Andalucia  
indicator panel  
(results chain)

S4Andalucia  
Dashboard  
(resources, process,  
products and  
results)

Thematic Enabling  
Condition  
Monitoring Panel 1.1  
ERDF S4Andalucia  
(products and  
results)

Standardized form  
for collecting  
information

S4Andalucia annual  
monitoring report

## S4ANDALUCIA EVALUATION

### Ex ante evaluation

**S4Andalucia has received the Adequate Evaluability Report from the Andalusian Institute of Public Administration**, which certifying the improvement of all the areas examined regarding the design and formulation, and reporting the correct fulfillment of the necessary conditions for its adequate evaluability

### Objectives



#### Determine

Determine the contribution of the actions to the observed results, isolating, to the extent possible, the influence of factors external to the execution of the Strategy

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#### Assess

Assess progress in achieving the challenges and final objectives of the Strategy



#### Propose

Propose changes in the design and/or implementation of the Strategy to improve the results of the actions, address new needs and, in short, achieve the challenges and final objectives pursued



#### Generate

Generate information to solve the needs of the agents involved in the Governance of the Strategy and, consequently, improve their decision making

# S4ANDALUCIA EVALUATION



## Elements

1. **Impact indicator panel:** allows measuring progress in achieving the Strategic Objectives.

Tabla 4. PANEL INDICADORES DE IMPACTO S4Andalucía 2021-2027

| Objetivo | Denominación                        | Descripción  | Andalucía | España | Indicador | Fuente  |
|----------|-------------------------------------|--|-----------|--------|-----------|---|
| OE.4.1.1 | VAB de alta y media alta tecnología | % de la aportación del VAB de los sectores industriales y de servicios de alta y media-alta tecnología respecto al VAB de los sectores de la industria y los servicios en Andalucía, sobre la media nacional | 0,13%     | 0,20%  | 65,00%    | Estadística Estructural de Empresas (Andalucía: IECA, España INE)                                 |
| OE.4.1.2 | Empresas robotizadas                | % de empresas de más de 10 trabajadores que utilizan algún tipo de robot en Andalucía, sobre la media nacional   | 8,45%     | 8,90%  | 94,94%    | Encuesta sobre el uso de TIC y comercio electrónico en las empresas (Andalucía: IECA, España INE) |
| OE.4.1.3 | Consumo de energías renovables      | Proporción de consumo de energía procedente de fuentes renovables  | 17,50%    | 18,40% | 95,11%    | Sistema de Indicadores de Desarrollo Sostenible de Andalucía para la Agenda 2030 (IECA)           |

2. **STRATEGY results chain:** shows the links from inputs to impacts and through it the attribution of results is facilitated.



WHERE ARE WE NOW:



**PUTTING S4ANDALUCIA GOVERNANCE INTO ACTION**

ADVANCING ON DIRECTIONALITY, EXPLORING SYNERGIES, ALIGNED WITH THE NEW EU INNOVATION AGENDA AND OPENED TO PARTICIPATE IN THE NEW INITIATIVES: PARTNERSHIPS FOR REGIONAL INNOVATION, S3 THEMATIC PARTNERSHIPS, INNOVATION REGIONAL VALLEYS, I3 INITIATIVE, HORIZON EUROPE MISSIONS, EUROPEAN INNOVATION ECOSYSTEMS CALLS, ....



**Pilot Working Group**

# Andalucía TRADE

Thank you for your attention!

[www.s4andalucia.es](http://www.s4andalucia.es)  
[s4andalucia@agenciaidea.es](mailto:s4andalucia@agenciaidea.es)

[#somosS4Andalucia](https://twitter.com/somosS4Andalucia)

**S4** *S4Andalucía Technical Office*  
ANDALUCÍA *Andalucia TRADE*  
*Andalusian Regional Government*



**Junta de Andalucía**  
Consejería de Presidencia, Interior,  
Diálogo Social y Simplificación Administrativa  
Consejería de Economía, Hacienda  
y Fondos Europeos  
Agencia Empresarial para la Transformación  
y el Desarrollo Económico TRADE