EUROPE 2020 ACTION PLAN
IN THE CANARY ISLANDS

June 2013
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0. GENERAL OR CONTEXT

The outermost regions (OR) – Guadeloupe, French Guiana, Martinique, Réunion, Saint-Martin, the Azores, Madeira and the Canary Islands – share specific characteristics set out in Article 349 of the TFEU. Mayotte will become an outermost region of the EU on 1 January 2014.

These regions constitute a unique reality, forming a group within the European Union that is set apart from other European regions on account of being particularly characterised by:

- remoteness from the European continent, which is amplified due to insularity, even double insularity or isolation. Isolated in their geographical environments and a considerable distance from major trade flows, ORs face an impossible task in fully reaping the benefits of the advantages of European Union trade;
- very small local markets, and therefore economic dependence on a small number of products;
- adverse topographical and climatic conditions, small size, vulnerability to climate change and extreme meteorological phenomena;
- a geographical setting exclusively made up of third countries of the EU or a completely isolated space – two strategic issues in terms of integration and cooperation.

The persistence, accumulation and combination of these characteristics form the structural constraints that are seriously detrimental to the economic, social and territorial development of these regions. This reality justifies special, differential treatment.

Although Europe recognises the unique situation of the OR in primary law on the basis of the status of these regions, in reality the development of the OR continues to be lax. For this reason, the Conference of Presidents of the Outermost Regions relentlessly advocates a new political commitment regarding the OR on the part of the European institutions.

The Commission’s communication of 20 June 2012, entitled ‘The outermost regions of the European Union: towards a partnership for smart, sustainable and inclusive growth’, includes five axes (accessibility, competitiveness, regional integration, social dimension and climate change) that outline the development strategy that will guide the OR in meeting the priorities of the Europe 2020 strategy in support of smart, sustainable and inclusive growth.

Moreover, even in an optimal scenario, it would be necessary to ‘systematically evaluate the effects of the European Union policies in the Outermost Regions, in particular when carrying out impact assessment studies’. On that basis, the special characteristics of the OR should have been integrated into the Commission’s legislative proposals.

Against this backdrop, the Conference of the Presidents of the OR reiterate their stance expressed at the 18th Conference held in Horta (Azores) on 14 September 2012, which emphasises the need to go a step further in applying the strategy proposed by the European Commission in June 2012, with the appropriate sectoral instruments and pertinent resources. This recommendation requires effective, proportionate, joint and coherent solutions.

The Commission’s communication proposes drawing up an action plan based on development priorities, including all the policies. Each action plan will thus be focused along the lines of summarising, building and evolving, centring on territorial needs and the responses to address these needs.

There has been a great deal of uncertainty up to this point, as there had not been any clearly established legislative and financial framework until now. Beyond these difficulties, when defining a path for developing the regions between 2014 and 2020, the OR reaffirm their desire to stimulate their
economies, conserve their traditional industries, work in innovative areas and those with high added value, create jobs and, ultimately, be part of a force for growth.

In presenting the action plan, the OR show their desire and their commitment to adhering to the axes of the EU’s strategy for the outermost regions. This exercise will ultimately be meaningful only when the available instruments are at the same level as the aspirations. In order to achieve the expected outcomes, the OR must also be able to rely on the assistance of all the parties involved.

However, there is no one single development model. Although exploiting the OR’s assets is one element, this will not in itself tackle all the challenges that arise or rectify permanent imbalances. Permanent structural constraints require differential treatment in order to take account of the realities of the OR.

That is why the OR maintain their own particular territorial rationale, which at the same time represents an opportunity to apply European policies in an innovative way.

In this context, and as part of the calendar of reforms for the policies for the 2014-2020 period, the action plan forms part of a system that is coordinated with:

- European fund strategies (ERDF, ESF, EARFD, EMFF) and partnership agreements for 2014-2020;
- strategies that must be developed in the framework of other programmes with a significant impact on the territory – such as POSEI (agriculture and fishing) – the heritage of which must be conserved for the future;
- any other strategy developed in a transversal way, either at European level (primarily research, environment, education programmes), national level (e.g. national reform programme) or at territorial level (including economic and transport development plans).

The complementarity and coherence of the objectives and priorities in the action plan can also be seen in terms of horizontal legislative frameworks, particularly in common trade policy, competition, public markets and the environment.

0.1 An action plan based on desire and demand

In a context characterised by legal and financial uncertainty, the outermost regions are analysing the future to ensure continuous growth and develop stable jobs in today’s significantly weakened socio-economic setting.

This exercise is a continuation of their own assessments, which have resulted in the adoption of memoranda in 2009 and 2010, and the publication of various contributions to public consultations of the European Commission (territorial cohesion, Europe 2020 strategy, transport, state aid, research and innovation, internal market, maritime policy, etc.).

The joint memorandum of May 2010 adopted an innovative approach and proposed that the European Commission seek a three-way balance in terms of the outermost regions, based on the strategy developed by the European Commission in 2004 on reducing the accessibility deficit, improving competitiveness and regional integration:

- a balance between the structural advantages and disadvantages;
- a balance between the internal and external aspects of European policies in order to prevent inconsistencies when they are put into practice;
- a balance between the adaptation of common law European policies and the development of specific sectoral instruments.

The memorandum proposed that all EU policies that are applied in the OR should include a territorial coherence rationale that goes beyond the new objective known as ‘territorial cohesion’, as expressed in the Treaty of Lisbon. That way, the OR can become truly significant places for experimenting with the coherent and inclusive development of EU policies at territorial level, based on multilateral (European, national, regional) governance.
The principles of equality of opportunities, coherence, exploiting assets and partnership, called ‘Cayenne fundamentals’, have been the basis for the OR development strategy since 1999. In 2010, these were supplemented with two new guidelines, which are the principles of proportionality and reality of the outermost regions.

While over time the European Commission has highlighted the principles of exploiting advantages and partnership, through communications adopted in 2004 and 2008, it is now necessary to go a step further in order to provide content for the other principles: equality of opportunities, coherence, proportionality and reality.

Several dimensions should act as the central theme for the European framework that must be established for 2014-2020 and feed into all European policies across the board:

- taking account of the status of an outermost region under Article 349 of the TFEU, which in itself justifies adapted and even derogated application of European Union policies and actions for the OR;
- respecting the principles of reality and equality of opportunities for citizens – regardless of their place of residence – is paramount, especially in terms of accessing network facilities and services (i.e. services of general economic interest). The difference in treatment of OR citizens in terms of territorial or digital continuity, for example, could not be explained. Services of general economic interest represent an example of ongoing discrimination, even in the most strategic sectors such as digital, transport, water and energy;
- applying the principles of coherence and proportionality: the successive reviews of state aid have never involved requiring coherence between the different aims of the aid, which nonetheless is necessary for the potential beneficiaries. Moreover, environmental regulations – especially regarding greenhouse gas emissions – in the area of air transport, merit particular attention in terms of the status of the outermost regions, in order to prevent any disproportionate impact in that regard.

Against this backdrop, and contrary to the direction in which the European Commission communication of 20 June 2012 was focused, the cohesion policy could not, by itself, diminish all the territorial differences, nor even respond, by itself, to the funding needs brought about by the common desire to update the outermost region strategy. The cohesion policy requires very close coordination with the other policies that have a significant territorial impact, in the interests of the efficiency and rationalisation of the programmes that need to be developed.

The present action plan goes considerably further than this requirement by outlining the paths for an outreach strategy that will be used to invigorate the territory. However, in order to be deployed to its full extent, this outreach strategy must be associated with an experimentation strategy, where experimenting is adapting the framework to the realities of the OR, devising new formulas that will pragmatically allow the OR to come up with their economic models of tomorrow. This strong desire expressed at regional level must from now on be combined with a real European desire among the OR.

Thus, this action plan represents the defence of an argument for action and responsibility, the sole guarantor of smart, sustainable and inclusive development.
1. GENERAL INTRODUCTION

The current international economic and financial crisis has led to a reassessment of European policies for economic growth and job creation, with the aim of helping Europe ‘come out stronger from the crisis and turn the EU into a smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion’. The Europe 2020 Strategy replaces the former Lisbon Strategy, presented in the year 2000 and revised in 2005, and although it undeniably takes its cue from the older strategy in terms of the goal to develop a strong economy in Europe based on knowledge, it has a new design to achieve this goal that considers the reality of the crisis, the performance of the older strategy and the important role that must be played by the European regions.

This document seeks to lay the foundations for preparing, agreeing and developing the Europe 2020 Action Plan in the Canary Islands, in accordance with the suggestion from the European Commission (EC) in its communication ‘The outermost regions of the European Union: towards a partnership for smart, sustainable and inclusive growth’, COM(2012) 287.

1.1 The Europe 2020 Strategy

In March 2010, the EC adopted the communication ‘Europe 2020. A strategy for smart, sustainable and inclusive growth’, accepted on 17 June 2010 by the European Council. Europe 2020 proposes three priorities that are mutually reinforcing:

1. Smart growth: developing an economy based on knowledge and innovation.
2. Sustainable growth: promoting an economy that makes more efficient use of resources, that is greener and more competitive.
3. Inclusive growth: encouraging a high-employment economy that is socially and territorially cohesive.

Five main targets have been agreed as part of the strategy, which are representative of the three priorities for the European Union (EU) as a whole, and have been specifically translated into national targets for each country. Furthermore, the EC has proposed seven flagship initiatives to catalyse progress under each priority theme, which must materialise both in the EU as well as through the Member States:

Smart growth:

- ‘Innovation Union’, to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs.
- ‘Digital agenda for Europe’, to speed up the roll-out of high-speed internet and reap the benefits of a digital single market for households and firms.
- ‘Youth on the move’, to enhance the performance of education systems and to facilitate the entry of young people to the labour market.

Sustainable growth:

- ‘Resource efficient Europe’, to help decouple economic growth from the use of resources, support the shift towards a low carbon economy, increase the use of renewable energy sources, modernise the transport sector and promote energy efficiency.
- ‘An industrial policy for the globalisation era’, to improve the enterprise environment, notably for SMEs, and to support the development of a strong and sustainable industrial base able to compete globally.

Inclusive growth:
‘An agenda for new skills and jobs’, to modernise labour markets and empower people by developing their skills throughout the lifecycle with a view to increase labour participation and better match labour supply and demand, including through labour mobility.

‘European platform against poverty’, to ensure social and territorial cohesion such that the benefits of growth and jobs are widely shared and people experiencing poverty and social exclusion, enabling them to live in dignity and take an active part in society.

The governments of Member States must publish two reports every year, which must be fully integrated within the national budgetary procedure and present the measures that have been taken to achieve the national targets of Europe 2020:

- Stability/convergence programmes are submitted before governments adopt their national budgets for the following year. The content must allow for meaningful discussions on public finances and fiscal policy.
- National reform programmes are submitted simultaneously with the stability/convergence programmes and must contain the elements necessary for monitoring progress towards Europe 2020 national targets for smart, sustainable and inclusive growth.

In terms of regional and local public administrations, the EU considers it fundamental that all levels of government are aware of the need to effectively apply the Europe 2020 strategy on the ground, in order to achieve smart, sustainable and inclusive growth, and so that each plays its part when introducing the necessary changes.

The OR warmly welcomed the new Europe 2020 strategy, the general guidelines of which greatly resemble those in their joint memorandum ‘Outermost Regions in the horizon of 2020’, and as a whole share the essential priorities of Europe 2020. However, they consider it vital that the new strategy takes their specificities into account and that it is developed through policies adapted to the reality of the OR, providing them with the appropriate means and instruments that will ensure equality of opportunities for OR citizens in relation to the rest of the EU.

1.2 The Action Plan. Background, objectives and content

1.2.1 Background to the Action Plan

Since 2004, COM(2004) 343 and COM(2004) 543, the EU has had an integrated strategy based on active partnership between European institutions, Member States and the outermost regions (OR), which, as revised in 2007 COM(2007) 507, proposed three axes:

1. reducing the accessibility deficit and the effects of other constraints of the OR;
2. increasing the competitiveness of the OR;
3. strengthening regional integration with third countries.

The strategy was updated in 2008, COM(2008) 642, with a paradigm shift that proposed to not only compensate for the structural difficulties of the OR, but also to recognise and exploit the value that the OR may have in relation to certain global challenges, such as the energy and food crisis, climate change, demographic pressure and migratory flows, as well as the urgent need for better management of the oceans and seas, for example. The focus turned to exploiting some of the natural and structural features of the OR, which up to that point had only been seen as disadvantages, and turning them into veritable ideas laboratories, where such challenges and phenomena can be identified, examined and modelled, generating important experiences for their geographical areas and the rest of the EU. As stated in the communication:

‘In the age of globalisation and of research to improve European competitiveness, there is a need to support the development of growth sectors where the OR have the potential for specialisation and a strong comparative edge. These sectors also constitute fertile ground for the development of cutting-edge initiatives and pilot projects of significant interest for Europe. This new paradigm,
centred on making the most of the assets of the OR as a springboard for economic development, must lead to a renewal of the strategy focussing, in particular, on sectors with high added value, such as agri-food, biodiversity, renewable energies, astrophysics, aerospace science, oceanography, vulcanology or seismology, and the important role of the OR as outposts of the European Union in the world.’

The OR, for their part, contributed to this consideration through concrete proposals included in: the joint memoranda drawn up by the OR in 2009 and with the three Member States to which they belong in 2010; a large number of joint contributions to public consultations launched by the European Commission in strategic areas such as the cohesion policy, transport, maritime policy, internal market, R&D, the Europe 2020 Strategy, territorial cooperation, the EU budget, etc., and in the closing statements at the Conference of Presidents of the OR, in addition to mailings and meetings held directly with European Commissioners.

Given this background, and in order to adapt the ORs’ European strategy to the Europe 2020 Strategy, the Commission promoted the following studies:

- Study on migration and demographic trends in the outermost regions (executive summary).
- Europe’s outermost regions and the single market: the EU’s influence on the world (October 2011), a study carried out by former Commissioner Pedro Solbes at the request of the European Commission, which dedicates an entire chapter (3) to implementing the Europe 2020 strategy in the OR.
- Growth factors in ORs (1st part, 2nd part, executive summary).

This all resulted in the European Commission’s communication ‘The outermost regions of the European Union: towards a partnership for smart, sustainable and inclusive growth’, COM(2012) 287, which proposes the following principles for the partnership agreement, also stating that firm commitment is required from all institutions and, in particular, that ‘the OR themselves have a responsibility to seize the opportunities available to them’:

- supporting the OR in exploiting all opportunities for smart, sustainable and inclusive growth based on their assets and endogenous potential;
- ensuring that European policy frameworks contribute to reducing obstacles specific to the OR’ full integration into the single market; and
- increasing recognition of the OR as an asset to all, and of the need to take their specificities and constraints into account.

Furthermore, two new axes were added to the traditional axes in the strategy (accessibility, competitiveness, regional integration):

- reinforcing the social dimension of OR development, including through measures for job creation, enhancing skills and educational attainment, reducing early school leaving, increasing the number of tertiary education graduates, fighting poverty, improving access to healthcare and improving social inclusion, as well as
- mainstreaming climate change action into all relevant policies, taking appropriate action for adaptation and mitigation measures.

Finally, in this communication, the European Commission invites ‘each OR together with its respective Member State [...] to draw up an Action Plan setting out, with targets and milestones, how they intend to implement the Europe 2020 agenda taking account of their individual situations, and the different instruments available set out in this communication’.

1.2.2 Objectives and content

In response to the invitation from the European Commission, this Action Plan will be the pillar that supports the implementation of the Europe 2020 strategy in the Canary Islands. It is set up as a medium-
and long-term regional development strategy, necessarily dynamic and evolutionary, that defines a path for innovative, sustainable and smart growth around a series of concrete priorities that are equipped with a series of instruments.

Although, it has logically to be consistent with the future programming and its instruments, it is a different exercise and its vocation is more generalist, being one of the tools to achieve the goals identified in the strategy.

In any event, priorities and objectives are not exhaustive, and are linked without prejudice of the planning process that would lead to the formulation of the operational programmes.

The full realisation of this plan will depend not only on implementing the measures provided for the strategy, but also on vital flexibility in adapting the European policies and instruments to the OR reality that characterises us, in addition to support from the State.
2. **VISION FOR THE FUTURE OF THE CANARY ISLANDS**

The vision promoted by this strategy is aimed at providing the whole of Canary Islands society with a shared challenge that will address important social challenges at the same time as being exciting, ambitious and realistic, and that will be supported by social and political consensus and will continue, with the necessary revisions, until it has been effectively achieved.

*The Canary Islands in 2020 will be the European point of reference in the mid-Atlantic, as a place for meeting and cultural and economic exchange for three continents, with full and effective integration in Europe and international flows of ideas, people, goods and financial resources.*

*The Canary Islands will form an excellent platform for enterprise, education and the promotion of new technologies and knowledge associated with the challenges of human development, health and environmental sustainability.*

*As an outermost, connected and knowledge-intensive region, the Canary Islands will be the European laboratory in the mid-Atlantic for natural and social phenomena that represent great challenges for humankind, such as knowledge of the universe, studying and sustainably exploiting the sea, natural resources and biodiversity, understanding and mitigation of climate change and both its natural and social effects, sustainability in energy management and in the supply of water and food.*

*The Canary Islands will continue to be one of the world’s top tourist destinations in 2020, offering its visitors an authentic, exceptional and sustainable product that will allow them to enjoy a multitude of leisure and cultural experiences.*

*The Canary Islands will offer its citizens, regardless of the island where they reside, equal opportunities in accessing education, healthcare and employment, ensuring greater social cohesion and quality services that will contribute to reaching a level of social justice and human development that is on par with Europe.*

*With all of this, the Canary Islands will have made the priorities of Europe 2020 a reality: i.e. smart, sustainable and inclusive growth capable of providing high levels of quality employment and prosperity.*
3. PRIORITIES

For the development of the Europe 2020 strategy in the Canary Islands, it has been identified and defined a set of priorities for economic and social development, based on an analysis of the situation of the islands in its socio-economic and cultural context, aligned with the areas and sectors with the greatest development potential, and aimed at tackling the challenges identified.

This section will briefly present these priorities, which are outlined in the following table:

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<td>Low carbon economy, industrial development and energy efficiency</td>
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<td>Health</td>
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Illustration 1: Priorities of the Europe 2020 Strategy in the Canary Islands

These priorities are supplemented with the following transversal actions, which are outlined in section 4.2.

- Pro-business regulatory and fiscal framework (REF [Economic and Tax Regime])
- Promoting entrepreneurship
- Internationalising the Canary Islands economy
- Enhancing the competitiveness of Canary Islands SMEs
- Modernising and improving public administrations
- Financial instruments for SMEs
- Town and country planning
- Infrastructure and public works
- Sustainable transport
- Social innovation
- Cultural and creative industries
- Mitigation and adaptation to climate change

Illustration 2: Transversal actions for developing the Europe 2020 Strategy in the Canary Islands
3.1 Smart growth

The selection process has been a fundamental premise specialisation in a limited number of priorities for regional development. Selection should catalyse structural change and shaping the share capital to facilitate the agglomeration of skills and economies of scale and scope, with all the corresponding positive externalities, that engine processor of the Canary islands’ economy intended.

Account has also been taken of the significant condition that the current recessive period is causing in qualified employment and quality. The technical and scientific staff is experiencing greater difficulties than the rest of jobseekers to integrate into the productive fabric and therefore should be solved the lack of productive activity of high added-value for giving work to this skilled labour in the islands.

The priorities selection process was supported by contrastable quantitative and qualitative information, and was based on the following criteria:

- the existence of competitive advantages, critical mass and/or critical potential in each of the priorities of regional development;
- the existence of key abilities and assets for each of the priorities and for interaction between them;
- the priorities’ potential for economic diversification;
- the position of the Canary Islands as a local hub in the global value chain;
- status as natural laboratory.

The exercise of specialisation has led to the selection of four priorities for smart growth; two specific to the Canary Islands, based on circumstances characteristics of the archipelago, and two others of general importance for all European regions. All of them are briefly described below.

3.1.1 Smart leadership in tourism

This priority has a double objective; namely, to improve the competitiveness and productivity of the Canary Islands tourist product, on the one hand, so that its leading position is maintained and strengthened, and to act as a vehicle for product diversification on the other.

- **Strengthening competitiveness of destination Canary Islands**

  To strengthen the competitiveness of the Canary Islands as a tourist destination have been identified the following areas of actions:

  a. promotion of destination Canary Islands;

  b. training for employment in the tourism sector;

  c. renewal and modernisation of the plant of tourist accommodation;

  d. renewal in urban infrastructure in tourist areas;

  e. profiting from tourist resources; and

  f. modernisation and efficiency of the public administration.

- **Research and innovation to improve the competitiveness and productivity of the tourist product Canary Islands**

  Research and innovation must play a fundamental role in improving the competitiveness in tourism in the Canary Islands, for which have been identified the following areas of actions:
Improving the competitiveness and productivity of the Canary Islands tourist product.

Research and innovation must play a fundamental role in improving the competitiveness of the Canary Islands tourist product, with the following action areas having been identified in that regard:

- **a.** The competitive consolidation of tourism in the Canary Islands: introducing new technologies and tools for working, educating and training, stimulating business activity, monitoring technology and market intelligence, etc.;
- **b.** Introducing new tourist products and enhancing the value of existing products that are not fully exploited by redefining enterprise models, entrepreneurship and re-entrepreneurship, intersectoral collaboration and designing/redesigning and testing new products – or existing but not fully exploited products – in real environments;
- **c.** Marketing the tourist product by training and educating in online tools, introducing innovative ideas and methodologies, promoting supplementary tourist attractions, the transfer of knowledge and collaboration between enterprises in the sector and developing joint marketing actions for niches/specific products; and
- **d.** Tourism-related renovation and modernisation by driving building refurbishment, enforcing continued tourist use, promoting technical inspections to maintain quality and continuing education policies for employees and the unemployed to improve productivity and boost job placement.

Product diversification based on tourism.

This initiative seeks to strengthen the sectors that are suppliers or work for tourism. The following areas have been identified:

- **a.** R&D and tourism, supported by developing essential facilitating technologies, exploiting final degree projects and university knowledge, supporting R&D projects
based on specific tourism demands and supporting the generation of new products based on R&D output.

b. ICT and tourism, promoting the introduction of tourist-orientated ICT solutions, collaborating with the ICT sector to provide solutions, concept testing for ICT in tourist destinations and improving connectivity in tourist areas.

c. Green growth, blue growth, sustainability and tourism, encouraging concept testing for clean energies, low carbon mobility, water or waste management in tourist destinations, by promoting 100% renewable zones, driving eco-innovation and eco-design for tourism, promoting energy saving and efficiency and improving the quality of the water and maritime and coastal environments.

d. Logistics, transport and tourism, promoting the improvement of internal and external mobility by introducing advanced technologies and methodologies, as well as mechanisms for collaborating with the transport and logistics sectors.

e. Leisure, culture, sport and tourism, fostering the improvement of the network of cultural tourist attractions, the preservation of the landscape as a natural resource and the online marketing of tourism-oriented leisure, cultural and sport activities.

f. Agri-food industry, agriculture, ranching and tourism, strengthening the creation of tourist products based on local agri-food resources, supporting agri-food innovation for the tourism sector, increasing the level of food self-sufficiency and fostering the relationship with the primary sector.

Construction, technical services and tourism, through worker retraining policies and locating opportunities in the field of restoration and construction, as well as promoting the development of innovative, sustainable and high added value solutions for refurbishing accommodation and developing new infrastructures.

f. Health and tourism, to encourage the development of private sector business in this area, designing attractive products and unique offers taking into account complementarity with the climate and holidays, promoting strategic alliances between the various operators in the health tourism segment, designing tourism packages according to demographic segments and developing products related to nature and sustainability.

3.1.2 The Canary Islands as a smart reference point for the Atlantic

This priority aims to generate and consolidate the Canary Islands as cultural, economic, relationship and cooperation referent of the Atlantic, building on their valuable geostrategic situation between America, Africa and Europe, which makes it a privileged tri-continental bridge, as well as their experience, know-how, excellent quality of life and the unique environmental conditions. To this end, the following paragraphs are set as objectives:

The Canary Islands: knowledge, technology and operations centre for development cooperation.

The geographical situation of the Canary Islands, experience and relations with the African continent, and the skills and know-how which has its productive fabric, universities and public administrations, the threshold as a key element in the framework of development cooperation. This will promote the Canary Islands as a platform and Operations Centre for:
a. developing technologies, solutions and pilot projects to be implemented in Africa in public-private partnership;
b. transferring knowledge to develop the skills of African professionals and services to implement basic infrastructures as well as in the framework of good-governance;
c. providing food and humanitarian aid; and
d. social development through education and improving health.

- The Canary Islands as business platform, financial and services center for the mid-Atlantic.

The Canary Islands has some very positive attributes to become a business platform towards West Africa (geographic proximity, legal security, political stability, excellent logistics infrastructure, special tax scheme designed to stimulate investment, etc.). It has also has the necessary conditions to become a service centre of first level for the African middle class or expatriate staff (leisure, business, health, education, etc.).

For that objectives, will be boost:

a. the detection and attraction and promotion of innovative projects; and
b. the development of an appropriate climate to attract investment and channel it into projects

- The Canary Islands as cultural and environmental point of reference for the mid-Atlantic.

The historical condition of the Canary Islands as bridge between three continents makes it an exponent of multiculturalism. Canary Islands have, moreover, very different terrestrial and marine ecosystems of valuable ecological richness that deserves global recognition. Smart and sustainable exploitation of the cultural and natural heritage of the Canary Islands provides a clear opportunity for business and represents an asset for the development of a knowledge-based economy.

To achieve this, the aim is to:

a. promote socio-cultural and environmentally sustainable economic development; and
b. preserve and make the most of the environment.

- The Canary Islands as a mid-Atlantic hub.

To make of the Canary Islands a hub for air and sea transport, in the logistics and telecommunications means in the Atlantic is crucial to guaranteeing their consolidation as platform and crossroads of three continents.

This objective will entail:

a. improving accessibility and maritime connectivity;
b. bolstering logistics activities;
c. expanding tri-continental air transit routes;
d. encouraging smart multimodal transport; and
e. establishing the Canary Islands as a hub for channelling voice and data traffic.

3.1.3 Socio-economic valorisation of R&D, specialisation and strengthening in astrophysics and space, maritime and marine sciences, and biotechnology and biomedicine associated with biodiversity and tropical illnesses

This priority is focused on developing R&D activities and the processes for transferring their output to the productive fabric. To do this, the following objectives have been set:
Generating knowledge and promoting excellence, with an emphasis on specialisation and strengthening in the fields of astrophysics and space, maritime and marine sciences, and biotechnology and biomedicine associated with biodiversity and tropical illnesses.

The following aspects will be promoted in order to achieve this:

a. increasing the competitiveness of R&D groups;
b. strengthening science and technology infrastructures;
c. multidisciplinary collaboration between groups, establishments, universities and enterprises; and
d. developing unique strategic projects.

Transferring knowledge and technology, and increasing private R&D activities.

The following aspects will be promoted in order to encourage R&D&I activities by the business fabric:

a. scientific-technical and public-private partnership in R&D&I;
b. innovation, entrepreneurship and the creation of technology-based enterprises;
c. developing cooperation capacities and participation in international research networks, smart technology platforms and clusters; and
d. intermediation entities, project offices, international bidding services, international tendering services, technology centres, etc.

Developing human capital and attracting exceptional talent.

People represent the fundamental asset for R&D activities, and therefore it will be sought to protect them through:

a. training and skills improvement programmes;
b. establishing researchers in public centres;
c. promoting mobility; and
d. incorporating research- and innovation-minded people into the productive fabric.

3.1.4 Digital agenda

This priority, which follows on from the Digital Agenda for Europe and the Digital Agenda for Spain, includes the following objectives:

Network infrastructure: full high-speed broadband coverage.

The following aspects will be promoted in order to achieve this:

a. rolling out broadband and high-speed networks;
b. private initiative, to be supplemented with public initiative;
c. developing standard planning and town and country planning tools for telecommunications as well as speeding up administrative procedures for rolling out networks; and
d. developing public, emergency and science/technology networks.

Digital growth: generalised use of advanced information services by enterprises and the public.

The following aspects will be encouraged in order to extend information services in the Canary Islands and make them generally available:

a. developing ICT products, services and content;
b. education and training in ICT, as well as professional specialisation;
c. using ICT and e-commerce, on the part of both suppliers and users;
d. applying ICT in government, particularly in the areas of public health, education, justice and social welfare; and
e. using ICT to improve society and the environment, addressing groups that are at risk due to social, economic, etc. circumstances.

3.2 Sustainable growth

Although as with any other region, sustainable growth is a fundamental element for the development of the Canary Islands due to its importance in any kind of economy and due to being one of the three priorities in the Europe 2020 Strategy, here it takes on a fundamental role on account of the islands’ status as an outermost region, characterised by determining structural factors that make more vulnerable. Such determining factors take shape, among other aspects, in its insularity (and double insularity), isolation (in terms of territory and energy), the fragmentation of its territory, its small size, the scarcity of natural resources and external dependency, with the distinction that these factors occur simultaneously and in an accumulated way. With this reality as the point of departure, the effects arising from the challenges posed by climate change, energy or demographic pressures are more intense and complex in the Canary Islands.

In this context, encouraging sustainable growth as part of an action plan is a necessity and an unavoidable priority. Every available effort will be put into this action plan, as well as promoting and driving the integrated mechanisms and programmes that will be able to help make it a reality.

3.2.1 Low carbon economy, industrial development and energy efficiency

It is particularly important to introduce improvements that will make it possible to reduce energy costs and innovate in all the areas that will help to gain efficiency in the use of energy and water, as well as the development of sustainable energies used in transport. The following targets have been defined in order to do this:

- **Energy savings and efficiency.**

The following will be promoted in order to reduce energy expenditure:

- research and development in sustainable energies, water and energy efficiency;
- improving energy efficiency in buildings, housing sector and their installations and equipments energy consuming;
- creating energy service companies;
- adopting energy saving and energy efficiency measures and carrying out energy audits on the tourism and industry sectors, as well as on public administrations;
- encouraging cogeneration, self-supply of electricity and net metering systems; and
- optimising and developing measures related to the water management cycle in insular environments.

- **Promoting renewable energies and sustainable transport.**

The following aspects will be promoted to extend the use of sustainable energy sources and develop means of transport that make use of these energies:

- carrying out R&D&I projects in the sustainable energies with greater potential in the Canary Islands and its geographical environment;
- the link between renewable energies and the water management cycle in insular environments;
c. constructing RES installations in the tourism and industrial sectors with consumption associated with conventional electricity;
d. exploiting the potential of the marine and coastal environment as a source of renewable energies, as well as the particular meteorological, geological and oceanographic conditions, to help with energy self-sufficiency and reduce CO2 emissions; and
e. the sustainability of transport by developing biofuels that can be used in ground, sea and air transport, among other measures.
f. the introduction of natural gas;
g. the use of renewable energies with a most difficult cost-effectiveness; and
h. energy efficiency and renewable energy use in public infrastructures and in the housing sector, as well as the development of smart distribution systems in low voltage networks.

Industrial development.

The main aim is for industry to return to the forefront as a driver of growth and creation job creation through competitiveness, sustainability, innovation and internationalisation. In order to achieve this, it is proposed to:

a. halt the decline of the manufacturing industry;
b. face the collapse of construction-related industry;
c. strengthen innovative technology-based companies;
d. optimise the transfer of technology into the productive fabric;
e. increase the market share of local produce;
f. develop the internationalisation of Canary Island industry;
g. provide integrated support services to enterprises; and
h. provide enterprises with equipped industrial land.
i. the functional rehabilitation and productive of run-down areas enabling a sustainable use;
j. investigate greenhouse gas generation in land Volcanic Soils;
k. foster synergy between the water heritage and tourism and culture; And
l. plan the strategic planning of mineral resources.

3.2.2 Eco-innovation, agriculture, fishing and protecting the environment

The new production model for the Canary Islands should have the environment as motor; it is impossible to envisage sustainable growth as part of smart specialisation strategies without considering eco-innovation, protecting the environment and developing a competitive, environmentally friendly primary sector. The following objectives have been set in that regard:

Promoting green-economy, blue economy and eco-innovation within the business fabric.

By:

a. analysing and improving the status of eco-innovation in the Canary Islands, including regulatory aspects, and placing particular importance on promoting solar power.
b. innovative public purchasing in eco-innovation;
c. developing R&D projects in eco-innovation;
d. entrepreneurship in eco-innovation;
e. efficient and sustainable use of natural resources; and
f. efficient use of renewable energies in enterprises (mainly industrial and touristic).
Preserving the environment, encouraging the development of enterprises related to protecting the environment and fighting against climate change.

The following aspects will be promoted in order to achieve these ambitious objectives:

- regulation, by law, of the binding nature of the various administrations to implement environmental aspects;
- awareness-raising and training in the protection of natural assets;
- carrying out actions to mitigate and adapt to climate change;
- entrepreneurship in environmental services;
- promoting and developing technologies and management for the reduction, reuse and energy recovery of different types of waste;
- exploring and protecting coastal maritime areas and sustainably managing marine resources;
- adopting awareness-raising and training measures in the fight against climate change; and
- carrying out actions to mitigate and adapt to climate change.

Promoting investment to address specific risks, ensuring disaster resilience and developing disaster management systems.

Waste management and water infrastructures, urban green infrastructures, management plans for NATURA network and adaptation to the Directive on water.

Developing competitive, environmentally friendly agriculture and fishing.

The following aspects will be promoted in order to achieve this:

- agricultural activity as a strategic source of diversification and fundamental foundation for the food supply in the Canary Islands;
- the professionalisation of owners of agricultural holdings;
- consolidating an economically viable agricultural industry that is a source of social and labour wealth;
- consolidating the rural population and transfer between generations in primary sector activities;
- enhancing the value of agricultural activity as a decisive factor for conserving the environment and as a fundamental value for the Canary Islands as a tourist destination;
- increasing the level of food self-sufficiency within the possibilities of the insular geography, paying attention to forage and energy crops;
- innovating in management, production, transformation and marketing processes for agrifood industry agricultural products;
- sustainably exploiting forestry, agricultural and livestock biomass;
- strengthening cooperation with other economic sectors, especially trade, industry and tourism, in addition to promoting the productive link between different farms;
- using multispecies models of fishing gear and related techniques and technologies, with the aim of reducing carbon footprint, harm to the seabed and by-catch to a minimum; and
k. researching to strengthen the growth, productivity, competitiveness and environmental sustainability of aquaculture and fishing, and improving the transformation, labelling and certification of its products.

3.2.3 The Canary Islands as a natural laboratory

This priority seeks to exploit the Canary Islands’ status as a place for researching, developing and testing green technologies that will not harm the environment and will promote the coexistence of economic development and preservation of the ecosystem. The following objectives have been defined to that end:

- **Promoting the development and implementation of energy storage and smart grid projects.**
  
  By:
  
  a. adapting the planning of the islands’ natural resources to the Directrices de Ordenación General y del Turismo de Canarias [Canary Islands General and Tourism Planning Guidelines];
  b. developing protected area management plans following RIS criteria following the RIS criteria;
  c. promoting pumped-storage hydroelectric plant projects similar to the one on El Hierro, wherever this is feasible;
  d. promoting accumulation projects for used or excess water at height for the purpose of achieving net balance;
  e. electrical interconnections between islands;
  f. promoting energy storage system projects; and
  g. developing smart grids and projects to reduce losses in various environments and with different scales.

- **Creating spaces and support services for developing projects.**
  
The following aspects will be promoted in order to achieve this:
  
  a. developing areas and infrastructures for undertaking R&D and demonstration projects;
  b. funding green economy and clean technology projects;
  c. conducting concept testing for green economy and blue economy projects in spaces equipped for doing so; and
  d. legislative review that will encourage the development of demonstration projects.

- **Identifying and attracting projects.**
  
  By:
  
  a. supporting and managing projects from the Canary Islands;
  b. attracting foreign projects to the region.

3.2.4 Bio-economy based on the diversity of the Canary Islands

This priority seeks to exploit the rich diversity of the Canary Islands both socially and economically; the following key objective has been set to do this:

- **Promoting a bio-economy that will enable economic and social development, preserving the environment.**
  
The following aspects will be promoted in order to do this:
  
  a. the study of indigenous species with possibilities of generating economic value;
  b. the role of the bio-economy to create economic, social and environmental gain;
  c. biotechnology activities based on indigenous products;
d. developing R&D projects and creating enterprises in fields related to the bio-economy; and

e. enhancing the value of the genetic wealth of the islands’ agriculture, as a path for new sources of income, related to high value-added products.

3.3 Inclusive growth

The economic fragility of the OR, combined with high unemployment rates and a significant proportion of unskilled assets, represent structural realities that stem from their status as OR that have meant the economic crisis has had more intense effects on the labour market in these regions. Proof of this is that the unemployment rate in several OR is around 22%, rising to 33% in the case of the Canary Islands, where the high youth unemployment rate is especially worrying, reaching 62.6% among under-25s during the first quarter of 2013.

The magnitude of the unemployment issue in the OR – and particularly in the Canary Islands – and its implications in terms of poverty and social cohesion require the creation of a favourable context for job creation, through incentives and stimuli to make the economy dynamic, improving qualifications to increase the level of employability of the employed and unemployed population in the Canary Islands, as well as more direct action to help the most affected or at-risk groups.

3.3.1 Education and training and culture

Education and training play a dual role in the model of smart, sustainable and inclusive growth of the Canary Islands. On the one hand, improve the training of all persons for the effective performance of their functions; On the other hand, they qualify people to help them develop their own projects of life and act as active citizens in building a society with more equity and solidarity. In both cases, the Canary Islands has as its main challenge to accelerate their convergence process with Europe by increasing its success at school, reduce the rate of early school leaving and improving in all levels, the suitability of the educational system. The contribution goes in three directions: to make educational success universal, more integrated vocational training and a strategy for the improvement of higher education.

- **Canary Islands integration strategy to make educational success universal.**

  This initiative seeks to improve the education and training of the Canary Islands population by adapting the national education system to the particular special characteristics of the Islands, thereby contributing to achieving a more cohesive society. This will foster a high-quality, inclusive and sustainable education model that is capable of compensating for inequalities, preventing early school leaving and improving rates of compulsory education qualification to promote going on to subsequent stages, and make lifelong learning possible.

As a result, this initiative includes actions to:

a. articulate teaching practices around curricular solidification in order to facilitate competence-based teaching processes, the use of appropriate methodologies and authentic assessment;

b. promote methodological innovation in order to develop effective educational strategies that are conducive to educational success;

c. develop high-quality career guidance, endowed with the appropriate resources for supporting students and teaching practices;

d. develop social values and habits that support the development of 21\textsuperscript{st} century citizens;

e. strengthen the community focus of education;

f. encourage communication between family and school, and motivate family participation in education;
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g. reinforce the professional careers of teachers through appropriate initial and ongoing training (in collaboration with universities) as well as through selection and promotion mechanisms that recognise their professional merits and their suitability for the job;

h. drive training programmes for educational establishments associated with self-evaluation, their context and their processes for improving; and

i. ensure that the competences required for participating in lifelong learning and in the labour market are acquired and recognised through general, professional, higher and adult education.

j. build new education infrastructure and renew some of the existing to facilitate more and better attention to the educational needs of pupils; And

k. provide schools with equipment more relevant to the requirements of the new education.

- **Education infrastructure.**
  a. improvement and renewal of educational institutions.
  b. construction of new centres.
  c. equipment of schools.
  d. modernisation of existing equipment.

- **Towards an integrated vocational training.**
  Achieving greater integration of vocational training, in its various levels and forms, will improve the capacity of the education system to respond to the challenges of the new model of growth, while at the same time strengthening the value of learning as an essential factor for social and personal development. To achieve this, will be promoted:
    a. the employability of the Canarian population and its entrepreneurship through continuous updating of their personal skills, social and the recognition of competences acquired through work experience;
    b. the adjustment of professional training to the needs of the Canary Islands’ economy in particular to the new fields of employment detected in each of the islands;
    c. the continued enlargement of jobs’ offers to reach the recommended rate by the European Union as well as the replacement of the teachings and career guidance;
    d. the development of training activities through new forms (semipresencial, distance, tele-training, etc.) and in direct contact with companies;
    e. the transition from training to employment by a revision of existing standard practice in enterprises and by more effective use of the educational establishments as companies incubators;
    f. build new education infrastructure and renew some of the existing to facilitate more and better attention to the educational needs of pupils; And
    g. provide educational institutions with adequate equipments to the needs of the new professional profiles.

- **Canary Islands strategy to improve higher education.**
  This initiative aims to improve the positioning of the Canary Islands University System within the European Higher Education Area, as well as its contribution to the Islands’ economic and social development, emphasising areas such as internationalisation and employability.

In order to achieve greater success for higher education in the abovementioned terms, the following areas will be emphasised:
  a. the general direction of university teaching, reinforcing practical content, going deep into knowledge about business reality, languages and ICT, boosting transversal training and acquiring personal abilities, social skills and prior work experience.
  b. promoting and fostering studies of greater strategic interest to the Canary Islands, both on account of its socio-economic needs as well as the demand for work;
c. higher education’s focus towards obtaining employment, by improving the career specialisation-tracks for studies, systematic planning of qualified human resource requirements, promoting entrepreneurial culture and job placement of university graduates, and following up on graduate employment and reinforcing the relationship between university and the various players in training and employment; and

d. strengthening the role of universities, by enhancing their internationalisation and competitiveness, defining their positioning in the area of lifelong learning, maximising the social and economic return of scientific and technical infrastructures and defining a good governance model for the university system

e. the construction of new educational infrastructure and renewal of some of the existing ones to facilitate more and better attention to the educational needs of pupils; and

f. the budgetary envelope for the educational establishments of equipment more adapted to the requirements of the new professional profiles.

Canary Islands culture strategy.

Culture is an agent of social, territorial and symbolic connectivity. It generates flows and relationships that make it possible to interact in a complex cultural system. The following aspects will be promoted in order to boost the projection of Canary Islands culture abroad and strengthen cultural industry:

a. the Canary Islands as a cultural bridge between Africa, America and Europe;
b. opening up markets for Canary Islands cultural production in the main European centres;
c. promoting the Islands as a natural setting;
d. establishing joint strategies between the areas of culture, economy and tourism to achieve synergies;
e. supporting cultural and creative agents and industries to stimulate entrepreneurship, seeking funding, comprehensive advice, training and employment; and

f. reinforcing the education-culture pairing, based on a greater presence of cultural content in the area of education and increased educational vision for cultural services.

3.3.2 Employment

The following initiatives are proposed in order to improve the conditions of the job market and create a context that favours job creation in the Canary Islands, taking into account the framework established by the Estrategia Canaria de Formación y Empleo 2012-2014 [2012-2014 Canary Islands Training and Employment Strategy]:

Construction, improvement and adaptation of the Employment Public Services

Promoting labour mobility.

This initiative consists of matching the supply and demand of employment, both geographically and sectorally, making it possible for unemployed people to acquire the knowledge, skills and attitudes that will facilitate their regional, interregional and transnational mobility. The following aspects will be promoted in order to do this:

a. changes for jobseekers from sectors in which jobs are no longer being created to sectors with potential for absorption or job creation through career guidance, professional training and retraining;

b. the mobility of young workers both within the territory of the Islands itself as well as on the national and international scene;
c. fight resistance and fears of professional, functional and geographic mobility by introducing the positive value of mobility; and
d. improving young people’s entry into the market by counselling and apprenticeships.

Will be provided:
  a. information and guidance on mobility;
  b. training for mobility;
  c. mobility actions (exchange activity and practices); and
  d. access to regional, interregional and transnational (EURES network) job offers.

□ Professional training for employment.

It is to improve the qualification and favour the acquisition of the knowledge, skills and attitudes required for the performance of occupations and to enhance employability, particularly of young people, by developing actions that are tailored to the real needs of the Canary Islands’ labour market and the singularities of each island.

For the development of this initiative, will be promoted:
  a. the improvement of the workers’ skills, both employed and unemployed, giving priority to training activities leading to professional certificates;
  b. the provision of training activities under tele-training;
  c. the acquisition of professional skills through training in real-life environments of work;
  d. the acquisition of professional skills through work-linked training and employment;
  e. the awareness of the general public about the character, obligations and effects of recognition of working skills and
  f. the recognition of skills acquired by professional experience or non-formal training.

It will therefore be provided:
  a. module of the entrepreneurial spirit;
  b. training with recruitment commitment;
  c. work linked with training;
  d. recruitment, training and learning;
  e. youth guarantee;
  f. recognition of skills acquired.

□ Access to employment.

It is identified as objective to increase the level of employability of job seekers, giving an opportunity to acquire a first work experience to people who have never worked or to help incorporating back in the labour market people who have been long time unemployed.

Objectives:
  a. helping to acquire initial work experience;
  b. acquiring new working techniques;
  c. improving professional competences and matching these to the needs of the market;
  d. professional development;
  e. supporting part-time work and internal flexibility within companies;
  f. the promotion of a rapid and successful reintegration of the people in the labour market;
  g. the promotion of gender equality in the labour market; and
  h. encouraging recruitment.

Therefore, will be provided:
  a. programmes of cooperation with local government in combining work with training;
b. programmes of cooperation with universities or non-profit institutions or associations;
c. recruitment incentives; and
d. work-cheques to stimulate active job search. Cheque childcare.

- **Entrepreneurship and business creation.**

This initiative includes actions and measures to foster entrepreneurial initiatives through self-employment, or the social economy, or aimed at employment creation, the creation and promotion of any type of business activity and stimulating and facilitating use of local economic development. This aims to:

a) facilitate setting up business initiatives;
b) encourage, promote and train for self-employed work and creating enterprises.
c) encourage entrepreneurship, especially in emerging sectors and those with the potential for job creation;
e) support the creation of enterprises through advice, improving access to funding and training activities.
d) facilitate the continuance of activity for struggling self-employed people and SMEs;

It will be therefore provided:

a) information, advice, training and motivation for creation of business;
b) aid for establishment as independent or incorporation as a partner in cooperatives and worker-owned businesses, as well as for the creation of enterprises;
c) aid for technical assistance and support to the managerial function;
d) aid for training;
e) aid for market research and viability analysis;
f) financial support on loans;
g) aid for investments; and
h) draft rulemaking in entrepreneurship.

3.3.3 Social innovation and the fight against poverty

The current conjuncture which now engulfs the Canary Islands, the impact of the financial crisis which crosses Europe and which particularly affects Spain, has led the archipelago to maximum levels of unemployment and long-term unemployment, which causes situations of social exclusion and poverty. To ensure social and territorial cohesion, to mitigate the effects of the crisis on people and families most affected and improve the conditions of the most vulnerable groups or persons at risk, the following initiatives are raised:

- **Dynamization of the economy as generating employment and main safeguard against poverty**

This initiative includes a package of measures for business development in the Canaries and the plan of social employment aiming at:

a. the creation and maintenance of micro generating employment;
b. the development of actions socially useful basis for the benefit of the community and will lead to a reduction of unemployment, taking as recipients unemployed persons of households with no member receiving revenue of any kind, people in long-term unemployment or social exclusion or at risk of, or persons with special personal or family situation.

- **Social security cover**

The aim is to:
a. treat emergency situations with flexibility;
b. consolidate social security cover as a public service;
c. maintain and extend the network of centres and social care services, giving priority to projects intended to cover essential needs of housing and feeding,
d. adapt the profile of persons covered and protected to the current situation;

Child care

There is a need for a new model on education to focus the challenges in early school leaving and increasing educational success so that the education system of the Canary Islands will constitute an effective tool to:

a. make of our youth people with high levels of skills that enable them to the best social and occupational integration; And
b. the social compensation.

The Plan for Children and Family of the Canary Islands will give priority to the reduction of poverty and social exclusion of children, taking into account the presence of girls and boys in the household on measures to support families.

The objectives of the school canteens in summer are twofold:

a. Respond to the situation of social precarity which has serious implications for appropriate diet of a large part of the child population and at the same time makes it easier to reconcile family and work of their families;
b. Contribute to expanding the bilingualism.

Housing

Access to housing has become, together to employment, in the major problem faced by the citizenship. It is therefore necessary to think about:

a. facilitate housing for low-income families at risk of economic and social exclusion;
b. avoid the evacuation of families in social emergency; And
c. mobilise the housing stock empty.

Human development

Social inclusion will only be achieved when it became human development, which consists of the participation of people in their own inclusion as actors and active agents of their development. This aims to:

a. the participation of people and the cooperatives in energising of the economy through the promotion of self-employment and aid for the commencement and/or consolidation of the activity; And
b. The incorporation of citizenship in concerted action with public administrations by voluntary action.

Support for social initiative entities that encourage the social integration of socially-excluded persons.

In this process, social initiative entities provide necessary support by fostering integrating actions, which are used to try to:

a. assist with social initiatives the social inclusion objectives;
b. promote the development of social integration tools, resources and actions;
c. broaden the alternatives and integration options for socially-excluded people; and
d. ensure the implementation of personalised insertion pathways.
Promoting social inclusion and fighting against poverty.

The following aspects will be promoted in order to achieve this:

a. promoting the social inclusion of persons at risk of social exclusion due to disability and/or dependence;
b. facilitating the extension and improvement of the coverage of services and resources to assist severely socially excluded persons;
c. promoting diversification in the current types of basic social care services, adapting these services to the different situations and needs arising from the deterioration of social and economic conditions; and
d. reinforcing the coordination and integration of persons cared for in care facilities though socio-labour, socio-health or socio-educational programmes.

Encouraging public policies that support families.

Ensuring that families take on their responsibility, and to do this it is proposed to:

a. encourage a policy to support families at risk of social exclusion;
b. drive programmes and measures that encourage a balance between family and working life; and
c. promote the positive exercise of family responsibilities.

Active inclusion of young people.

This inclusion entails:

a. promoting active civic responsibility among young people in general, and their European civic responsibility in particular;
b. developing solidarity and promoting tolerance among young people in order to strengthen the EU social cohesion;
c. contributing towards improving the quality of support systems for youth activities and to strengthening the capacities of civil society organisations in the area of young people;
d. boosting European cooperation in the area of young people, as well as encouraging European youth policies to take account of the specific circumstances of young people in the OR; and
e. facilitating access to employment for young people.

Active ageing.

To encourage it, will be promoted:

a. actions that enable the proper state of mental and physical health of older people; And
b. the voluntary participation, as a way to promote and showing solidarity, delivery, exchange of knowledge and social inclusion.

Investment in social infrastructure.

3.3.4 Health

This priority is focused on guaranteeing universal access to the Sistema Canario de la Salud [Canary Islands Health System] based on the principles of fairness, quality and safety, efficiency and sustainability and prevention and promotion of health. This translates into the following objectives:
Accessibility and quality of the public healthcare system.

The following aspects will be promoted in order to achieve this:

a. improving the ability to prevent illnesses, and to promote and protect health;
b. developing the current care model towards an integrated, proactive model based on patient needs, including improvements in organisational processes;
c. using modern tools to manage information that generates dynamics of evaluation, innovation and change, as well as improved care for the public and increased efficiency for the healthcare system; and
d. ongoing training and research, giving priority to the areas with the greatest impact in terms of efficiency and improving health.

Health research and innovation policies.

This consists of fostering research and innovation activities to improve the quality and the care offered, with a strong translational slant and orientation towards technology transfer.

The following aspects will be promoted in order to achieve this objective:

a. creating a health research network through collaboration between hospitals, health centres, universities and technology centres in the Canary Islands;
b. creating research groups for key health problems; and
c. seeking innovative solutions to the problems in the healthcare system in the areas of care and management.

Improving the network of public healthcare centres.

This refers to both improving care responses as well as the technical features of the infrastructures and buildings; as such the following aspects will be promoted:

a. improving access to healthcare services through an extensive, efficient care network;
b. adapting healthcare facilities to current legislation;
c. introducing new diagnostic and therapeutic technologies; and
d. introducing and developing new digital applications.
4. POLICIES

A combination of the instruments that are described in this section will be used to develop each of the priorities: specific instruments (financial and non-financial) and transversal actions.

The design of the instruments has followed an integral approach that seeks to shape a smart ecosystem capable of generating quality economic growth and employment. To do this, the instruments are transversal in nature, and can be reused independently by several priorities.

There are multiple sources of funding for implementing these instruments:

- coming directly from the European Union: structural funds from the European cohesion policy (ERDF, additional specific allocation of the ERDF for the OR and ESF), funds that, together with these, make up the Common Strategic Framework for the EU’s structural actions in the area of rural development and development of the fishing and maritime sector (EAFRD and EMFF), as well as the other lines of European funding provided by other policies, taking into account the difference between those that are especially adapted and designed for the OR, such as, for example, the specific programme for the OR to support agriculture (POSEI), as well as others that are not adapted and have more limited effects in the OR, such as the Horizon 2020 programme, COSME, CEF, LIFE+, Erasmus For All, Youth Employment Initiative or EU external action instruments, among others.
- coming from the Spanish State;
- funds from the autonomous community or a local source itself;
- private funding, supported by sources of public funding, to develop the strategy and economic transformation it entails.

4.1 Instruments

The instruments are simple elements in terms of their essence and scope, and they correspond to specific actions that vary in nature, which may involve financial support. Different publications and manuals of good practices in other European regions were reviewed in order to identify and select these instruments, and a final selection and categorisation was made to adapt them to the particular needs of the Canary Islands.

The instruments proposed are general definitions that will become specific as the strategy is being developed, taking the situation at the time into account, which, in addition, may call for the introduction of other new instruments and not taking some of those set out here into consideration. In addition, as the strategy is being developed, the instruments will be monitored, evaluated and updated accordingly.

Table 1 illustrates a panoramic view of the specific instruments categorised according to their nature (financial and non-financial) as well as their purpose, linked to generating, transferring and exploiting knowledge.
4.2 Transversal actions

Transversal actions are a combination of the different types of instruments with a defined purpose, a more general sphere of action (that covers more than a priority) and more ambitious objectives. Table 1 includes a list of transversal actions identified for developing the strategy, which are explained below.

As in the case of specific instruments, there may be variations to the transversal actions as the strategy is being developed, depending on the results obtained and their contribution to the strategic objectives.

Regulatory and fiscal framework that is favourable to enterprise (REF)

Objectives: This transversal framework is aimed at establishing a stable set of economic and fiscal measures geared towards promoting the economic and social development of the Canary Islands, making it possible for established enterprises to overcome the structural and natural disadvantages they are faced with. It is thus ensured that the remoteness and insularity of the Canary Islands and other...
determining factors of its status as OR are taken into account through specific policies.

The REF [Canary Islands Economic and Tax Regime] includes a series of economic and tax incentives related to the creation and development of business activity. Some of these measures are recognised constitutionally in Spain and set out in the Act of Accession of Spain to the European Communities or in the implementing rules thereof. Other measures, which are less protective at state level, constitute State aids, and are therefore subject to being adapted to successive European rules in each multi-annual period.

As a result, the strategic principles in this framework include maintaining significantly less fiscal pressure within a taxation structure with taxes equivalent to those in the rest of the EU, which translates into not applying VAT in the Canary Islands, as well as not applying certain European directives regarding excise duties. From the economic perspective, moreover, this means that the Canary Islands will have a territorial ‘appeal’ capable of compensating for the negative aspects and unfavourable effects of being an OR, through a coherent package of tax and economic incentives that will generate investment decisions and invigorate and diversify the location of economic activities. These principles translate into the following measures, among others:

1.- From the fiscal perspective, indirect taxation in the Canary Islands presents the following benefits:

   a) Impuesto General Indirecto Canario (IGIC) [Canary Islands Indirect General Tax]. This is an indirect tax that is levied on final consumption and replaces Community VAT in taxation on consumption. Additional benefits: lower tax rate, application of a reduced rate to certain products or services, exemption on some services that are provided and for the acquisition of investment goods by a company that is registered or permanently established in the Canary Islands.

   b) Non-application or differential application of excise duties related to fuel, alcohol and alcoholic drinks and tobacco products based on European directives on the subject.

   c) Exemption from the tax on capital transfers and documented legal acts. Exemption, under certain circumstances, on incorporation, capital increases and on the acquisition of goods and rights.

2.- From the customs perspective, the freedom to import that is a feature of this framework can be summarised as follows:

   a) Suspension of Common Customs Tariff right for certain industrial and fishing products: with the aim of maintaining Canary Islands industrial and fishing enterprises’ ability to source the products and inputs needed for their activity. This customs tariff temporary suspension scheme has been set up based on the Act of Accession and in various European Regulations.

   b) Canary Islands free zones: enterprises established in Canary Islands free zones will also be eligible for the benefits of the REF. In addition to the free entry of merchandise from third countries, the main benefit of the Canary Islands free zones is that inward processing operations will not be limited by economic conditions due to the lack of any requirement to protect EU producers.

3.- From the economic perspective, the most important measures take shape in tax provisions that reduce the direct taxation on companies established in the Canary Islands:

   a) Reserva para Inversiones en Canarias (RIC) [Reserve for Investments in the Canary Islands]: reduction of the tax base for corporation tax up to 90% of retained earnings that are earmarked for new or used fixed assets, subscribing for securities or Canary Islands book-entry public debt or subscribing for shares in the capital of companies that have a permanent establishment in the Canary Islands.

   b) Deductions for investments in corporation tax: tax incentive that works by reducing the total tax
due. The deduction percentages will be 80% greater than those in the general scheme, with a minimum differential of 20 percentage points.

c) **Discount for production of tangible goods:** 50% discount on the amount of personal income tax arising from the sale of tangible goods produced in the Canary Islands and associated with farming, ranching, industrial and fishing activities.

4.- Finally, in order to diversify the Canary Islands economy, the REF establishes some specific measures for certain sectoral activities, which are summarised in the following two items:

- **Canary Islands Special Zone (ZEC):** ZEC entities that operate in specific sectors are subject to the applicable corporation tax in Spain, but at a reduced rate of 4%. Furthermore, dividends distributed by ZEC entity subsidiaries to their parent companies in other EU countries are exempt from withholding thanks to the Parent-Subsidiary Directive, as well as to the other countries with which Spain has signed conventions for the avoidance of double taxation (more than 50 countries); exemption from taxation as part of the tax on capital transfers and documented legal acts; exemption from the Canary Islands Indirect General Tax (IGIC) for deliveries of goods and the provision of services between ZEC entities and on imports.

- **Special Register of Ships and Shipping Companies:** any shipping companies may register whose effective control centre for the operation is in the Autonomous Community of the Canary Islands or that has a permanent establishment in the region. The tax benefits include: exemption from the tax on capital transfers and 90% discount on corporation tax.

A modification of the Canary Islands Economic and Tax Regime (REF) is currently being negotiated for the period 2014-2020, in accordance with the proposals set out in the Resolution of the Canary Islands Parliament of 24 July 2012, adopted unanimously at the plenary session. The main objectives of the measures proposed are: improving the regulatory framework of the REF, developing investments that consider new strategic sources of wealth that may contribute to diversifying the productive structure of the Canary Islands, driving a knowledge economy and service economy capable of exploiting the potential of the Canary Islands, supporting the internationalisation of enterprises and, ultimately, creating employment.

**Promoting entrepreneurship**

One of the essential factors for making regions competitive and ensuring that they preserve their environmental, social and economic sustainability lies precisely in the entrepreneurial spirit of their citizens. In the current climate, entrepreneurship has become unquestionably imperative given the need of many people to attain independence and economic stability. The high levels of unemployment, low quality of existing jobs and constant changes at global level that give rise to new demands in consumption have, in the most active, dynamic and creative people, created the need to generate their own resources, start up their own enterprises and go from being employees to being employers.

To encourage this trend, it is necessary to roll out a set of instruments that are included in this transversal action and will promote an ecosystem that favours entrepreneurship in the Canary Islands, including facilitating the creation of enterprises, in addition to their consolidation, through growth not only in the immediate vicinity, but also by exploring new markets via specific internationalisation strategies.

**Objectives:**

To ensure an environment that is favourable to entrepreneurship, business activity, its growth and internationalisation, it is necessary to:

- Eliminate as much bureaucratic constraints as possible, establishing more flexible mechanisms on the part of the authorities and other operators used by entrepreneurs.
- Boost entrepreneurial initiative, emphasising training and guidance not only in the university sphere but also at earlier stages of the educational process, in line with the Canary Islands Training and
Employment Strategy.

- Set up points or offices where entrepreneurs can go to find coordinated support from all the entities involved in supporting entrepreneurship.
- Design a package of tax measures to support entrepreneurs that will encourage the emergence of new economic activities and contribute to diversifying the economy.
- Promoting the adaptation of activities to the regulation (administrative regularisation), e.g. in crafts.
- Kick start financial instruments and a set of accompanying measures that will make it possible to establish an effective combination of support for entrepreneurs.

Internationalising the Canary Islands economy

This instrument seeks to promote economic and trade relations by internationalising Canary Islands enterprises, promoting the Canary Islands as an international business platform and boosting the culture of internationalisation in our society. It must take into account the importance of ICT as a facilitating tool for the process of internationalisation.

Objectives:

- To promote the internationalisation of the traditional Canary Islands SME through programmes aimed at supporting them as they enter third country markets.
- To develop strategies for international activities in R&D and innovation, helping innovative companies find market opportunities abroad: trade missions, international fairs, training and information instruments, public-private partnerships, identifying and selecting partners, identifying, selecting and acquiring technology, sectoral promotion plans, institutional strengthening and improving legal certainty in surrounding countries and developing technology transfer by implementing technology development projects in Africa.
- To contribute to Canary Islands enterprises’ participation in international R&D&I projects and encourage the attraction of European R&D funds from the next European Union framework programme for research and innovation (Horizon 2020), the new Programme for the Competitiveness of enterprises and SMEs (COSME) and any other financial instrument that boosts enterprise competitiveness, including international tenders understood to be new enterprise opportunities.
- To develop a communication and marketing strategy to raise awareness of and promote the potential of the Canary Islands as an international enterprise platform: centre for logistics, maritime crossing, air transit, telecommunications and technology transfer; headquarters for expatriate staff and corporate centres; centre for financial services and centre for providing services (educational, healthcare, tourism, etc.).
- To improve Canary Islands-Africa connectivity: supporting products and initiatives that will contribute to positioning the Islands as a business platform, defining the Canary Islands-Africa accessibility system in the context of CAPCAO [Advisory Council for the Promotion of Trade with Western Africa], driving the liberalisation of airspace with surrounding countries, promoting agreements between airline companies to open new routes to/from the Canary Islands and promoting relations between Canary Islands ports and African ports, encouraging the exchange of experiences and training.
- To develop mobility that will allow young people from the Canary Islands to study and do internships abroad: scholarship programmes for postgraduate studies based on excellence and internships with institutions and companies abroad.
- To support programmes and initiatives that will help encourage a more international spirit in Canary Islands society that is more open to the outside: supporting cultural, educational, cooperative or awareness-raising projects that have a clear impact on Canary Islands society and its perception of
the outside, and particularly, those aimed at children and young people that will contribute to giving them the skills and attitudes needed for living and working in a globalised world.

**Improving the competitiveness of Canary Islands SMEs**

The purpose of this instrument is to make it possible to improve Canary Islands SMEs through comprehensive actions that range from raising awareness and training to advice and support for incorporating technologies and work tools that will allow them to be more efficient and competitive.

Incorporating improvements cannot be done as an end in itself, but rather as part of a clear business objective that is a means of making the investment to be made profitable. In that sense, the measures must take into account the strategic aspects and business vision in terms of profitability, as well as the training of staff as a means of more quickly internalising and capitalising on the improvements that are introduced.

The ultimate objective is to create a more competitive fabric that will make it possible to generate employment and wealth in a stable way.

Increasing competitiveness will be fundamentally linked to the following aspects:

- Improvements in company management (both technological and non-technological).
- Adaptation to environmental legislation, of working risks, traceability, etc.
- Energy savings and efficiency, waste recovery and improvements aimed at reducing environmental impact and cost savings.
- Improvements for commercialisation and customer relations, putting special emphasis on digital media.
- Improvement and business development plans.
- Improvements in production and development processes for new products.

The measures will be orientated towards and specified for the various sectors and each enterprise type, so it will not be a one-size-fits-all approach for all sectors and enterprises. The effectiveness of the actions depends on this focused vision and personalised attention. Special attention will be ensured for traditional sectors and enterprises from low-tech service sectors, including agriculture and fishing, industry, trade and logistics, transport and crafts.

The following measures may be included as part of potential measures to be included in this instrument:

- Awareness-raising actions and training in innovation and business management tools applied to traditional sectors and the services sector.
- Support services or access and guidance for the implementation of improvements in enterprises (in line with the non-financial instruments).
- Financial mechanisms for implementing improvements within enterprises (defined within the financial instruments).
- Promoting business collaboration and cooperation (including within the clusters instrument).
- Improving industrial quality and excellence.
- Modernising and diversifying the industrial sector.

**Objectives:** The main objective of this instrument is to improve the level of competitiveness of traditional sectors that are used to support the rest of the economy. The specific objectives are:

- To increase enterprises' knowledge regarding business management and innovation at general level, and regarding new technologies and work tools applied to each sector at specific level.
- To expand the rational and applied use of ICT in management, marketing and dealing with customers.
- To reduce energy costs and environmental impact in enterprise activity.
- To improve the productivity and profitability of enterprises.
To simplify administration.

### Modernising and improving public administrations

As markets become globalised and more competitive, there is a greater need to personalise not only products, but services as well, considering customers as unique in the relationship with an organisation or business. This has led to the appearance of a new parameter to be considered when adopting a proactive attitude to administrations in their various forms (traditional/electronic): competitiveness.

Public administrations are aware that their activity cannot stay by the wayside of this new global situation and its corresponding impact on public administration structures, and therefore it is essential to provide citizens with the mechanisms that will allow them to compare the services provided to them by various public administrations.

The Government of the Canary Islands is aware that the process of modernising and improving public administrations represents a huge challenge that must be confronted decisively, because the citizens and enterprises of the Canary Islands are now demanding – and with growing intensity – greater levels of convenience and effectiveness in their relations with public administrations.

The general objectives are:

- To make public administrations accessible for citizens, making it possible for them to exercise their rights, and to promote and develop economic activity, improving the competitiveness of the business fabric through the possibilities offered by ICT in providing efficient, high-quality services, and to simplify and reduce administrative burdens, getting rid of the red tape encountered by citizens of the Canary Islands when interacting with the authorities (eliminating unnecessary procedures, reducing timescales, revising administrative procedures).
- To increase the effectiveness, efficiency and transparency of public administrations, improving management systems and administrative management processes, incorporating management by objectives (MBO) and the assessment of programmes and public policies into the organisation and to strengthen the essential public services that are the exclusive domain of the autonomous community, establishing high-quality services that meet the needs and expectations of Canary Islands citizens.

### Objectives:

The following specific objectives are proposed in order to drive the modernisation and improvement of the public administrations of the Autonomous Community of the Canary Islands:

- To improve the quality of the services that are provided to the public.
- To maximise the economic and social potential of ICT in administrative activity, as an essential means for economic and social activity.
- To encourage electronic administration, permanently incorporating elements that will improve organisation and management, and providing administrative bodies with the support, technology and tools needed to make it possible for citizens to access public services via electronic means.
- To progress towards a standardised, more open, interoperable and participatory model of design, production and provision of electronic services.
- To promote organisational changes that will make it possible to provide citizen-oriented public services that are secure, sustainable and flexible, reducing administrative burdens and optimising organisational processes (for example, through the digitisation of document management and implementing solutions in mobility).
- To encourage public participation in action and public management, as well as in processes to create sectoral public policies and programmes.
- To strengthen programming and transparency mechanisms, encouraging ethics and responsibility among public servants, the evaluation of performance and the rationality of administrative management.
- To modernise and strengthen information and accountability systems and processes.
- To strengthen programmes to train and refresh public administration staff, to contribute towards increased efficiency and effectiveness in their procedures as well as professionalism in the provision...
The development of this transversal action in areas such as justice, health, education and social services gives rise to the initiatives that are explained below.

**Superfast networks and secure and efficient systems for e-administration**

ICT infrastructures play a key role in the process to modernise and improve the management of public administrations. This action involves:

a. Continuous planning and updating of the Government of the Canary Islands’ corporate data network, as well as the roll-out of new superfast networks to guarantee network availability and have increased bandwidth, which ensures the viability of new projects for e-administration.

b. Improving the telecommunications systems that support the Canary Islands public administrations’ corporate voice and data network, the main objective of which is to allow broadband access for all the departments it comprises, located on all the islands. It is necessary to extend the network throughout the territory in order to minimise the digital divide.

c. Cooperation with public administrations, establishing suitable internal and external mechanisms to coordinate all the initiatives and actions to be carried out, and fostering the spirit of cooperation between the various public administrations. That way, it will be easier to set common and agreed objectives, seek uniformity for technological developments, share information systems, reuse developments and experiences that have already been experienced by other bodies, as well as to share knowledge and methodologies.

**Objectives:**

- Rolling out superfast networks to support the provision of advanced, secure and high-quality electronic public services.
- Encouraging the use of cloud-based services: improving management, efficiency and minimising costs of administration systems by consolidating cloud computing.
- Supporting the improvement of telecommunication infrastructures in local administrations that will boost their development and/or help minimise their communication costs.
- Developing a technology platform that will support the document management and file organisation system, to achieve efficient, profitable management. Setting up centres and services that carry out the planning, processing and organisation of the information generated by the Canary Islands’ public administrations in order to make it accessible and available for information, administrative management and research.
- Providing technical security and legal certainty in the use of electronic media by administrative bodies via digital certification systems.
- Complying with the principle of security in the introduction and use of electronic media by administrations.
- Creating conditions for trust in the use of electronic media, with particular supervision of the rights relating to privacy and personal data protection.
- Providing citizens with the necessary means of electronic identification for interacting with the administration.

**Integrating ICT into educational processes**

The innovative potential of networks and connectivity, and the ease provided by ICT in developing and implementing services and applications are fundamental in order to improve educational processes and apply criteria of quality and continuous innovation in teaching.

The use of ICT resources requires designing and rolling out measures that create optimal conditions for access, usability and visibility of the technology, always at the service of the educational processes, their management, communication and access to information and knowledge.

This action seeks to promote and create the conditions needed for effectively integrating ICT into the Canary Islands’ public non-university educational establishments (primary and secondary education...
establishments reporting to the regional Ministry of Education, Universities and Sustainability), for the purpose of extending and generalising the use of all ICT resources by all educational agents.

The actions that are proposed are aimed at creating scenarios where ICT resources are sustainable, and are addressed from a technological and educational perspective. Firstly, this involves maximum availability, accessibility and visibility of the technology; secondly, it involves the use of technology under optimal conditions for educational processes, their management, communication and for access to information and knowledge.

**Objectives:**
- To develop as far as possible the opportunities offered by ICT in the area of education in order to train digital citizens and develop the information society in the educational sphere.
- To roll out ICT infrastructure and equipment in educational establishments.

### Modernising the judiciary

The goal is to achieve a modern, transparent judiciary that is open to citizens, acts quickly, efficiently and with quality, with more advanced methods and less complicated procedures. A judiciary that protects the most vulnerable and adequately fulfils its constitutional role of ensuring, in reasonable time, the rights of citizens and providing legal certainty.

This initiative is set up as a permanent policy that endeavours to discover citizens’ present and future needs and expectations, with the intention of providing them with a satisfactory response by primarily focusing on the principles of being people-orientated, effective in its purposes, efficient in using resources, cooperating and combining efforts, transparency, interoperability of technological systems and strengthening human capital.

One aspect that emphasises improving the effectiveness of public service and efficiency in the use of resources is technological modernisation. The urgent need to technologically modernise the management of and support for the exercise of judicial activity has in the past become apparent in several judicial systems through the use of ICT in the administrative management of judicial processes, cooperation between judicial authorities and, most importantly, citizens’ access to justice.

From the perspective of modernising organisational models, the main challenge consists of rolling out what has been called the ‘new judicial office’ and ‘new tax office’. This new design responds to the need to have a more flexible organisational model that is capable of being adapted to any kind of requirement of the judiciary. Achieving these goals requires the maintenance and strengthening of the lines of coordination and collaboration with all the institutions and legal practitioners affected, in order to define a collaborative working environment, where the real potential of each is exploited while at the same time preventing redundancies and duplicated efforts, something that becomes especially important in the current economic climate.

This initiative also includes the commitment to establish the judiciary’s own quality management system in the Autonomous Community of the Canary Islands, as part of the Government of the Canary Islands’ interest and involvement in continuously improving the judiciary. Seeking excellence and the modernisation of the judiciary’s information and communication systems are strategic objectives of the Government of the Canary Islands, and therefore the materialisation of these aspects must be reflected in the judiciary’s public policy planning.

**Objectives:** The following objectives are proposed to drive the modernisation of the Canary Islands’ judiciary:
- To undertake full integration of the procedural management system in the Canary Islands (Atlante II) in a planned and progressive way, with the Ministry of Justice’s LexNET platform.
- To continuously update the procedural management platform, as well as any services made available to users of the judicial and tax offices headquartered in the Canary Islands.
- To roll out a unique informational web portal in the sphere of the Autonomous Community of the Canary Islands that will offer all citizens maximum information on bankruptcy matters as well as on
judicial sales agreed by the judicial bodies.
- Developing and rolling out an electronic court record system.
- Management indicators based on various data sources that will make it possible to provide comprehensive information on the management of the judiciary.
- Continuous development plan for officials and candidates to be included on the lists of temporary workers employed by the judiciary.

### Integrated information system in the area of children and families

The purpose of this initiative is to obtain, process, store and distribute the information required by the competent authorities regarding children and families, in order to more effectively carry out their jobs as well as take decisions based on reliable assessments of the reality in which they are operating.

**Objectives:**
- To create an integrated information system that provides reliable information for both decision making as well as to improve the quality of the service that is provided.
- To ensure effective, efficient and systematic development of the information system that will be implemented, guaranteeing use of this system as a working tool that is shared by all the professionals who work in this area.
- To integrate the objectives of implementing and using the information system in the strategic plans of all the public administrations with responsibilities in this area.

### Accessibility and sustainability of the public health system through ICT

This initiative seeks to encourage the public to participate in looking after their health by getting citizens involved in health problems and improving citizen interaction with the public health service through ICT, which will allow for a lower impact on health services by optimising resources and making them sustainable over time.

On the other hand, it is intended to provide healthcare professionals with the necessary tools for providing better care with the aim of giving better service to citizens and optimising applied care processes.

To achieve the social change needed so that health, healthy habits and interaction with public health services form part of collective consciousness, various objectives have been defined:

- Providing citizens with tools to manage their health that will also enable direct interaction with public health services, equalising the rights for those citizens who live in more inaccessible places or have mobility problems, chronic health issues, etc.
- Equipping professionals with new tools and improving current tools that will allow for enhanced care for citizens as well as improving the efficiency of the healthcare system.
- Making improvements in organisational processes and infrastructures, with a view to making the healthcare system more sustainable through ICT.

The strategic ICT plan for health-related information systems, adapted to the specific circumstances of the Canary Islands, is defined along these three key lines of action, related to the public, professionals and improving processes and infrastructures. On the other hand, it also encompasses the role of ICT as an essential tool for effectively and efficiently addressing the challenges of health in the Canary Islands in managing resources, as well as in adapting to the State measures that are being carried out currently and, surely, in future.

**Objectives:**
- To foster the public’s relationship with their health and with the Servicio Canary de la Salud [Canary Islands Health Service] through the use of ICT.
- To encourage self-care in health and adopting healthy habits among citizens.
- To consolidate patients’ electronic medical records, providing access to professionals and citizens.
To implement telemedicine services that will allow for direct interaction between citizens and professionals and between professionals themselves.

To implement a system for examining global information throughout the entire healthcare system that will help in decision making and improving the health plans to be applied in the Canary Islands.

To implement the tools for communicating and training professionals accessibly and efficiently.

To implement and improve the current tools for the improvements in management processes.

To standardise the large groups of information systems and electronic medical systems to make them more sustainable.

To increase security in infrastructures, ensuring proper access and availability of information.

Improving and optimising existing infrastructures.

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<th>Financial instruments for SMEs</th>
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As it has been explained, the present strategy plans to provide enterprises with a toolbox that will ensure the levels of competitiveness that are demanded by the global environment. In general, the promotion policies for enterprises in a certain sector should include a combination of direct subsidies, non-repayable funding (debt and equity) and business incubation and acceleration services, with the networking and specialist coaching activities these entail.

However, only the correct combination of all the financial and non-financial instruments, defined as a whole as an integral support package, will make it possible to have an effective impact on generating business, creating employment, investment, production, productivity and innovation.

In fact, according to the study ‘What are counterfactual impact evaluations teaching us about enterprise and innovation support?’ prepared by the EC’s DG for Regional Policy, there is a series of empirical evidence that demonstrate the importance of deploying non-financial support measures as measures to accompany financial ones.

Objectives: The integrated action of financial instruments and accompanying measures precisely seeks to highlight the importance of combining financial and non-financial support for enterprises, generating synergistic effects between measures (for example, the granting of aid combined with networking actions, which, as has been demonstrated, substantially increase its impact).

According to some preliminary analyses, the most surprising measures adopted in this sense are aimed not only at overcoming capital market failures but at resolving the shortcomings in the information market. In that regard, for medium-sized enterprises, it has been observed that support for innovation, the creation of networks and establishment of innovation consortia are of proven effectiveness for increasing growth and production in the long term. On the other hand, in the case of micro- and small enterprises, basic business advice could be the most profitable form of support a priori. In general, for SMEs of all sizes, it is advisable to design ‘bespoke packages’ that combine the most suitable financial and non-financial elements.

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<th>Land-use planning</th>
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All human activities have a space and physical support: the territory. And that territorial substrate must be the subject of specific instruments, without prejudice to its mainstreaming in relation to the different policy areas gives backing, ordered specific land use as natural resource and as an area that is available to the people for their living together and progress in society and the development of their economic activity.

These specific instruments constituting which in the broad sense is known as “territorial development”, in the Autonomous Community of the Canary Islands are grouped around an orderly system, stepped and
hierarchised of plans (planning system of the Canary Islands) whose objective is to respond to the importance of soil as physical support of the human existence and as a natural vital element for their survival.

The power of these planning tools, precisely lies in the ability to identify from intrinsic or “within” the content of land ownership, directing the orderly deployment of human activities on the territory, making them fit between themselves and with the pre-existing natural elements, thus providing at the same time the basis for economic and social progress. Land-use planning is therefore a consolidated technic and indispensable, especially in a fragmented territory, low and fragile such as the Canary Islands, which must be managed efficiently and in a manner which respects the environment.

Objectives:
In this context of planification, already consolidated in the Canary Islands, the objectives to pursue are those identified by the system of planification of the Canary Islands itself:

- From the perspective of the smart growth, the planning system of the Canary Islands foresees specific instruments of territorial planning (sectoral, regional, partial territorial plans, inter alia) that are at the service of development of particular sectors of the economy and the individual sustainable use of natural resources (infrastructure, energy, R & D, telecommunications, waste management, tourism and competitiveness of tourism, agriculture, landscape, forest resources, etc.). These instruments require further strengthening, as even if they constitute a versatile and powerful tool for promoting diversified production, their use is still marginal compared to the huge number of schemes that provide for the territory of a holistic approach and non-specialised by policy areas, it is therefore necessary to provide the tools and financial mechanisms and cooperation necessary to improve their formulation, processing and approval, and thereby establishing a basis for the implementation of the various specific uses that contribute to the sustainable development of the Canary Islands.

- With regard to sustainable growth, the objective of each of the plans affecting the territory remains ensuring that the implementation of the different uses does not compromise the ability of the soil as a natural element which depend on numerous ecological processes whose continued existence is vital for the existence of mankind. In an island as the Canary Islands, the necessary mainstreaming of environmental policies in the various socio-economic sectors, should be ensured notably through soil planning. Territorial planning, both through the strategic environmental assessment, and by the need for an environment required in the plans, allows to assess and monitor the carrying capacity of the different islands and territorial areas and limit the ecological footprint of mankind, thereby ensuring that the establishment and development of human settlements and production structures is efficient in terms of consumption of soil, and that do not involve any irreversible progress at the expense of the natural heritage. The achievement of this objective still requires much effort, as there are many regional plans and developments which still does not correspond fully to the idea of sustainability and remain unadapted or partly inappropriate to present legislation; Plans as coexistence with other instruments already adapted might lead to kind of disorder in the performance of operators on the field and even a significant legal uncertainty that is breeding ground for the development of clandestine activities seriously damaging for the territory. Progress in the update of the planning system for the Canary Islands is, therefore, essential to pursuing these objectives of sustainability.

- As regards the inclusive growth, the above versatility of the planning system of the Canary Islands allows to address territorial planning from multiple territorial areas: from the smallest (as detailed planning responds to the social, economic and environmental peculiarities) to the most wide-ranging (whose planning allows a higher level of abstraction, giving the planner a more horizontal or strategic view). Therefore we are talking about a system of plans which, properly used and with the guarantees of civic participation and institutional rules, is capable of ensuring the overall cohesion of the archipelago, in response to their specificities but at the same time
ensure inclusive vision of the territory. This versatility is currently not sufficiently exploited, since although island management plans are well established as instruments to integrate on the islands regional policies of territorial cohesion, environmental, economic and social, other instruments of greater geographical area (Sectoral guidelines planning? Special regional plans), have greater difficulty in its preparation and adoption, despite being suitable on its strategic position to lay the foundations for future synergies between the different uses planned; Synergies which will contribute to employment growth and poverty reduction.

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<tr>
<th>Infrastructure and public works</th>
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<td>The appropriate measures for planning all infrastructures and their interrelationship with the productive fabric and society within their areas of responsibility must be proposed through this instrument.</td>
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<td>Investments in new and existing infrastructures should be combined in the most efficient and effective way with the available instruments and resources, as well as with the strategic priorities proposed for the Canary Islands.</td>
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<td><strong>Objectives:</strong> The development of this transversal action in areas such as transport, R&amp;D and health result in the initiatives that are outlined below.</td>
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**Public works — Axis trans-island of transport infrastructure of the Canary Islands**

Achieving the strategy for smart specialisation (RIS3) described in this Action Plan 2020 for the Canary Islands for smart, sustainable and inclusive growth in the framework of the Europe 2020 strategy and in particular on the priorities concerning Atlantic Canary Islands, Canary Islands leader of smart tourism, and employment and labour mobility requires to provide the region with a system of transport infrastructure quality linking both locally and globally with international networks of transport and in particular the trans-European transport networks (TEN-T) so as to enable the transfer of goods, services and people between regions taking advantage of its excellent geographical location and conditions to articulate mobility flows and exchanges between Europe America and Africa and strengthening its condition of entrance door to Africa so that the Canary Islands will become a hub of transport in the affected area.

For this purpose the Canary Islands has designed inter-island routes of transport infrastructure (ETIT), providing a transport strategy consisting of road infrastructure, ports, airports, railways and intermodal nodes which facilitates effective, efficient mobility and continuous production factors for the balanced development of the territory and the integration of the archipelago with the EU, as well as in their specific geographical scope (Macaronesia, north-west Africa) and in the socio-cultural of Central and South America; To a level that will surpass both the fragmentation of the Islands’ territory made up of seven main islands main as well as the remoteness with the European mainland, which confers to the Canarian Islands the status of an outermost region, in accordance with the criteria set by the EU.

ETIT is complemented by a structured system of island infrastructure to ensure minimum mobility, and involve all centres of population and isolated markets, in a single market accessible to all producers and consumers, allowing extending them and opening new opportunities for businesses in the islands, differentiating the supply eligible of the consumer and generating synergies and economies of agglomeration to allow growth, jobs and cohesion.

The entire range of infrastructure contained in the ETIT is a programme of operations in development process with background as the Agreements Roads signed with Spain since 1994, part of which are implemented, part planned or projected and therefore constitutes a programme that has achieved a high degree of maturity and realism.

**Objectives:**

ETIT is linked to the TEN-T for the purposes of achieving the objectives to which it aims and that could be summarised as:

- Developing the process of liberalisation and integration of services and networks of transport, community and beyond, to generate greater trade and encourage the process of regional specialisation of production.

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- Encourage a sustained growth and balanced of the Community by enhancing the collective transport systems.
- Encourage economic cohesion and solidarity between Member States creating physical systems of distribution of wealth, something crucial for the outermost and island territories.
- Enhance respect for the environment favouring systems that will degrade the least possible.

In regard to the above mentioned inspiring principles, ETITt aims to articulate the territory of the Canary Islands and promote a growth and balanced development of it by implementing a transport policy which:

- Defines and develops a network between islands integrating the different modes of transport, by means of intermodal nodes and becomes a structuring axis of growth, accessibility and trade.
- Interconnecting the above described network with inland transport systems, aiming at the integration of the archipelago within the single European market and linked it with its geographic and cultural environment.
- Is sustainable from the environmental point of view, through strategic analysis of alternatives, identifying those which are compatible with the ecological capacity of the territory and adoption of corrective and compensatory measures required.
- Is sustainable from an economic point of view by adopting mitigation measures of operating costs by automatisation and the use of renewable energy.

As regards the different modes of transport, the objective of related infrastructure support is as follows:

Road infrastructure should relate to:

a. Contribute to the basic structuring of the territory according to the Island Management Plan of each island.
b. Accessibility to all the centres in each island, in particular to the districts and deprived areas.
c. Enhancing the collective transport.
d. Ensure the adequate connections of the access points outside the island with basic networks.
e. Connections between the productive areas and basic networks.
f. Help structuring the metropolitan areas and urban agglomerations.

Actions in ports should also pursue:

a. Improving the communication between the islands and with the outside.
b. Promote inter-modal connections.
c. Promoting and boosting the commercial, tourism and sport activities.
d. Support fisheries policy.
e. Integration with urban environments.

The organisation of the airport infrastructure is based on:

a. Improving the communication between the islands and with the outside.
b. Integration into the islands territorial pattern.
c. Exploiting the economic opportunities that may create.
d. Sustaining the growth possibilities of the airport complex according to demand evolution for mobility.

Promotion of handicraft Canaria by improving their competitiveness and promoting its stability.

**Infrastructures to generate, transfer and apply knowledge**

The development of these kinds of infrastructure must assist in the creation and reinforcement of abilities, the concentration of highly qualified human capital and turn science and innovation into key instruments of regional development, as far as generating socio-economic yields is concerned. Ultimately, it is necessary to make the most of existing abilities by stimulating the energising of the real economy.

To do this, the EC proposes to create an ecosystem around infrastructures, which will make it possible to
turn its output into products and services for the market. Regions must plan the appropriate R&D&I funding conditions in order to encourage the conversion of innovative ideas into new products and services that create jobs and economic growth, seeking synergies with the private enterprise sector.

These infrastructures constitute the bases for innovation, and their existence in a region is fundamental so that the economy can move from an innovation strategy based on copying (replicating pioneering regions) to a position of leadership.

Research infrastructures are often integrated within a broader ecosystem that includes science parks, incubators, sectoral centres of excellence, living labs, technology service centres, design centres, intellectual property rights offices, technology transfer offices, etc., which often facilitate the commercialisation of research output in the applications market. The Canary Islands currently has a varied set of infrastructures of this kind:

- University of La Laguna and University of Las Palmas de Gran Canaria
- Public R&D&I centres (ITC, IAC, ICCM, ICIA, IEO, ITER, etc.)
- Large scientific infrastructures (GRANTECAN, PLOCAN)
- Research support services equipped with highly qualified infrastructures
- Centres for assessment and enterprise exploitation of knowledge
- European project offices
- Patent and intellectual property offices
- Science and technology parks
- Enterprise parks
- Industrial estates

In order to drive these kinds of infrastructures, and given their strategic nature, it may be necessary to adapt and revise town and country planning directives, due to the importance and benefits that these kinds of facilities have for the economic development of the Canary Islands.

**Objectives:** This instrument must be used to outline the appropriate measures for planning all these infrastructures and their interrelation with the productive fabric within their areas of responsibility. Investment in new and existing infrastructures must be combined in the most efficient and effective way with the available instruments and resources, as well as with the strategic priorities that are outlined in the Canary Islands.

### Improving the Canary Islands’ public health centre network

The main objective is to ensure accessibility to health services through an extensive, safe and efficient care network, making quality healthcare resources available to citizens on all the islands.

**Objectives:**

- To maintain and modernise existing health-related buildings, replace those that cannot be improved and build new ones if necessary.
- To aim actions in the area of health infrastructures not only at functional improvements, but regulatory requirements as well.
- To implement energy saving and sustainable development measures.
- To predict the future technology needs of health centres, especially hospitals, in each of the actions that are undertaken: extensions, refurbishments and new builds.

### Sustainable transport

A sustainable transport system is one that makes it possible to meet the current mobility needs of people and goods at costs and in forms such that they do not jeopardise the availability and capacity of the system for future generations.

The sustainable transport transversal action seeks to address the effective implementation of eco-
mobility, taking into consideration the European global strategy that defines a roadmap for transport in 2050, with the aim of achieving a competitive transport system that increases mobility, eliminates the main barriers in key areas and fosters growth and employment.

Along these lines, the Canary Islands’ action in this field should be aimed at achieving a transport system that meets the society’s economic, social and environmental needs and contributes to creating a non-exclusive society and a Canary Islands that is fully integrated and competitive.

Current trends and future challenges point to the need to satisfy a growing demand for ‘accessibility’ in the context of increasingly greater concern for sustainability. The most immediate priorities include improved integration of the various modes of transport with views to improving the overall efficiency of the system and accelerating the creation and introduction of innovative technologies.

The optimal functioning of the transport system in the Canary Islands requires the integration and interoperability of the various components of the network, as well as the full interconnection of the various modal networks. Information systems (ICT) are essential in transport chains where various actors take part, as well as when informing transport users of the available options and potential disruptions.

Education, information and awareness-raising campaigns will play an important role in influencing the behaviour of future users and in providing options for sustainable mobility.

Objectives:

From the perspective of the so-called triple bottom line (also known as the three pillars: people, planet and profit), sustainable mobility will be developed pursuant to the following objectives:

- Setting up more efficient transport models linked to different modes (intermodality) to improve the competitiveness of the production system (profit).
- Improving the social integration of citizens, providing more universal accessibility and connectivity, enhancing their quality of life and preserving their state of health and safety (people).
- Reducing dependence on fossil fuels and contributing towards lowering greenhouse gas emissions by using increasingly sustainable transport means (planet).

In order to achieve these objectives, it is planned to work along five strategic lines that, in turn, are specified into action packages, which, although not forming an exhaustive list, will lay the foundations that will make it possible to establish the set of specific actions aimed at achieving the previously defined objectives during the period in which this strategy applies:

a) R&D systems/tools to encourage INTERMODALITY

Transport systems must adapt to customer needs and meet requirements, and they must do this effectively, using all the technological tools available for achieving this objective. A very important point for reaching this goal is adequately balancing the functioning of the transport and logistics chain to achieve fluid interaction between the different nodes it comprises.

a.1) Mobility system geared towards modal demand in order to optimise transit times (manipulation of goods/passengers) and to promote combined transport. Robotic and innovative tools.

a.2) Management systems (logistics processes) aimed at increasing productivity (reduction of transport costs).

a.3) Link between other entry/exit nodes along the logistics chain (ports and airports) and the surrounding land. Consolidation and distribution centres (regional and local), ‘logistics villages’.

a.4) Smart transport systems (operating and communication software, etc.).

a.5) Short sea shipping/motorways of the sea.

b) Developing R&D aimed at the SUSTAINABILITY of the transport system
The ‘green concept’ is becoming the keystone. The idea of ‘green ports’, ‘green vessels’, ‘green chains’ and ‘green corridors’ shows that the green focus must not be forgotten, which means proposing renewable energy technologies, low emission/electric vehicles, alternative fuels, public transport, etc. However, SUSTAINABILITY not only has an ecological dimension, it also has social and economic dimensions that must be considered.

PILLAR 1: PLANET – Ecological Dimension:
- b.2) Sustainable and renewable energy technologies. Hydropower plants and offshore wind farms.
- b.3) Alternative vehicles and engines; low consumption/emission.
- b.4) Energy saving and energy enhancing technologies/alternative fuels.
- b.5) Urban and regional public transport services. Reducing road congestion. Promoting modal shift.
- b.6) Optimising electro-mobility networks. Researching battery life and recycling.
- b.7) Green logistics and CO₂ neutral urban logistics.

PILLAR 2: PEOPLE – Social Dimension:
- b.8) Logistics management in disasters/humanitarian logistics.

PILLAR 3: PROFIT – Economic Dimension:
- b.9) Degree of dependence on fossil fuels.

c) R&D aimed at increasing the level of SECURITY of both people and cargo
Ensuring the flow of the transport chain. Controlling and recording the transport of goods and people. Putting the appropriate inspection procedures, etc. into practice. These are essential tasks for ensuring the security of the logistics chain.
- c.1) Global supply chain. Optimising communication along the supply chain.
- c.2) Cargo security systems. Surveillance and control technologies in inspections.
- c.3) Maritime security and other security applications.

d) Boosting ACCESSIBILITY to promote intermodal traffic
Infrastructures are essential for promoting intermodal traffic, and it is also important to define the procedures for improving intermodality and the efficient flow of people and goods.
- d.1) Centralising information regarding the demand and supply of cargo availability.
- d.2) Adopting geographical and alphanumeric data systems, providing the end user with information about transport, intermodal combinations and paid services.
- d.3) Reducing bureaucracy, making rules and information requirements uniform and standard (international and European legislation).
- d.4) Improving the competitiveness (internal/external) of the main intermodal infrastructures and elements.

e) Market knowledge and KNOWLEDGE TRANSFER and networking activities
Success in the innovation process requires the willingness of prepared workers, and therefore skills must be defined so that the workers can be trained or at least guided through activities to disseminate and commercialise this training, thus promoting knowledge transfer from the academic world to enterprises, protecting intellectual property rights.
- e.1) Consortia between industrial partners and public research centres to fund R&D activities and facilitate the dissemination of knowledge.
- e.2) Excellence and interdisciplinary training programmes.
- e.3) Advice services for the creation of enterprises and spin-offs.
- e.4) Logistical marketing.
- e.5) Fighting against piracy (intellectual property rights).

Social innovation
The current climate, plagued by serious social consequences and aggravated by the global economic crisis, requires social, health, education, employment and enterprise support policies, among others, to be tackled from a new perspective, establishing innovative measures with specifically social goals that go much further than merely technological or business goals. This is how it is set out in the ‘Guide to social innovation’ prepared by the European Commission’s Directorate-General for Regional and Urban Policy.

The need to build a Europe that grows sustainably in social and environmental terms, ensuring adequate levels of employment and quality of life for its citizens, requires us to confront complex social challenges related to the ageing of the population, increasingly strong global competition and climate change, among others. In non-continental regions such as the Canary Islands that are remote and fragmented, these challenges can even be greater and, in any case, require special attention. However, the opportunity to generate solutions to all these challenges from a creative and positive perspective means mobilising the population in favour of social innovation, contributing towards increased structuring of the innovative ecosystem through participatory action dynamics, with a real impact on the most pressing social demands.

**Objectives:** Defined in this way, social innovation is that which incorporates this dimension both in the objectives it proposes as well as in the means used to achieve them. To scale its scope, it is necessary to consider the different realities, challenges and opportunities of the following social trends, which in themselves represent objectives to be tackled from the perspective of social innovation:

- **Demography:** migratory phenomena and the increase in the average age of the European population.
- **Environment:** over-exploitation of aquifer resources and their increasing contamination, the palpable effects of climate change and the need to propose a combination of energies to favour a low carbon economy.
- **Digital society:** diversity and new solutions based on ICT (e-learning, e-government, e-health) in favour of a better quality of life and increased employability.
- **Poverty and social exclusion:** the upward trend in poverty levels (especially high in the child population), aggravated by the emergence of groups at risk of exclusion (immigrants, illegal aliens, the homeless, etc.).
- **Health and welfare:** inequalities in accessing the health system and its effects on the care and welfare of citizens.
- **Ethical good and services:** fair trade and local produce.

These topics, which in the past could be seen as problems, are today considered as markets with growing potential and real stimuli for innovation. The objectives of social innovation should therefore focus on providing solutions to these challenges, promoting cooperation between public and private agents, in addition to volunteer organisations as well as local communities and citizens in general.
Cultural and creative industries

The world has been changing at an incredibly fast pace in recent decades. The rapid introduction of information and communication technologies and increase in globalisation have led to profound changes that affect not only production activity, where there has been a shift in focus from traditional manufacturing industry towards services, but also ways of life and lifestyles.

Against this backdrop of a changing world, with new patterns of production, consumption and trade, culture, creativity and knowledge are turning into powerful tools to encourage economic development and into powerful factors of competitiveness.

The term cultural industry refers to those industries that combine the creation, production and commercialisation of creative content that contains intangible elements and are cultural in nature. This has traditionally included sectors such as publishing, audiovisual (television, film, multimedia, etc.), performing arts, heritage, visual arts and handicrafts. The term creative industry represents a broader set of activities, those in which the product or service contains a tangible artistic or creative element. Creative industries include traditional cultural industries and other activities such as industrial design, software production, architecture and advertising.

Cultural and creative industries (hereinafter CCI) are called to play a leading role in the competitiveness of the Canary Islands’ economy and in the transition towards a new production model, as they offer a great deal of potential as triggers for processes of innovation, activating the resources, knowledge and creative talent that define this sector of activity. Furthermore, as it is a very labour-intensive sector, its development opens a perspective for increasing quality employment and a noticeable impulse for the economy based on creativity and knowledge.

CCI are a source of competitive advantage that cannot be reproduced anywhere else, key in the development of non-technological innovation and powerful motivators of technological innovation, local and regional development factors and a driving force of industrial transformation. This is why the Europe 2020 strategy recommends increasing the strength and innovation of CCI as a framework for the future development of Europe.

This instrument will play an important role in generating new economic activities and creating new employment opportunities to improve the quality of life in urban and rural areas, the social integration of groups at risk of exclusion and diversification and change in industrial and rural areas, with the potential to rejuvenate their economies.

Objectives: This horizontal instrument stands out for its potential to connect with other sectors – especially tourism – and to turn the Canary Islands into a cultural point of reference of the mid-Atlantic. To do this, the instrument is focused on addressing the following aspects:

- Contributing to the creation of a new image of leadership in tourism as a tourist destination, promoting the creation of an industry that develops content, supported by ICT.
- Promoting the existing audiovisual industry and strengthening the Canary Islands as a natural set, exploiting its exceptional climate and unique landscape diversity that make it a privileged natural setting for developing the audiovisual industry and for filming not only big productions, but also many other audiovisual projects such as documentaries, short films, television series or advertisements.
- Promoting the protection of the natural, cultural and artistic heritage and its relationship with the tourism sector.
- Promotion of handicraft Canaria by improving their competitiveness and promoting its stability.
- Supporting entrepreneurs and promoting the creation of creative and cultural enterprises.
- Stimulating training and educational activities in the sector.
- Driving measures to support the intellectual property instruments.
- Setting up platforms and networks, as well as supporting the creation of associations/clusters with representatives of the triple helix that will make it possible to create valuable synergies for regional economic development.
Promoting intersectoral cooperation for project execution.
Promoting transnational cooperation to exchange experiences between CCI SMEs and the authorities in charge of developing local creative strategies, as a way of facilitating knowledge and the ability to transfer and accelerating the journey of learning.
Rationalising regional, national and EU support to cover the various needs of the cultural and creative sectors.
Developing innovative financial instruments such as equity funds or guarantee funds for co-financed investments.
Promoting investments in the protection, promotion and development of cultural heritage.
Other investments, which may include: developing and using ICT, strengthening the business ability of CCI, developing ICT based on cultural products, applications and services, supporting new business models for CCI SMEs, etc.

Mitigating and adapting to climate change

5. MONITORING AND EVALUATION MECHANISMS

The strategy must include procedures for monitoring the effective implementation of the actions and instruments and evaluating their results in relation to the objectives of the priorities. Monitoring refers to the need to verify the implementation status of the activities, while evaluation refers to checking the fulfilment of the defined strategic objectives. To do this, the following elements must be defined:

- The indicators and objectives that will make it possible to find out the degree of success of the strategy and of the actions put into effect to achieve it.
- Performance monitoring and strategic evaluation mechanisms, as well as plan and action adjustment procedures.
- The bodies responsible for implementing the various activities that will be identified to monitor and evaluate the strategy.

The strategy has a two-dimensional system of indicators, associated with strategic priorities and actions on the one hand, and instruments on the other. These indicators aim to:

- Evaluate the effect or outcome of the strategy, i.e. its effectiveness in relation to the objectives of each of the priorities and of its actions.
- Continuously monitor the result or output of the instruments, with the aim of determining their effectiveness, i.e. whether the immediate results are appropriate for the resources provided.
- Monitor the effect or outcome of the instruments, i.e. their effectiveness in relation to their objectives, generally determined in the context of the actions.