

Summary Report on RIS³ implementation status in Greece

2019 Edition

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I. INTRODUCTION

This report was commissioned by the European Commission's Joint Research Centre (JRC) in the framework of its Lagging Regions project that was first launched in 2016. One of the main goals of the project is to examine the status of RIS3 implementation in selected territories. In the case of Greece, this includes both the regional and the national levels.

A first survey of the status of RIS3 implementation in Greece was carried out in 2017, assessing the progress of key activities in each of the 13 Greek regions and of the national RIS3 respectively. An updated survey (based largely on the one of 2017) was conducted in late 2018 and this report presents its main findings. In order to keep the report concise, the reader is asked to refer to the report of the previous survey (it will be referred to as “2017 survey” in the rest of the document)¹.

Apart from the obvious objective of revealing a more recent state of S3 implementation in Greek regions, the report is aiming at assessing the readiness of Greek regions against the fulfilment criteria for the enabling condition of the policy objective 1 on promotion of innovative and smart economic transformation².

After section II which presents the methodology followed for the survey, section III provides the findings of the survey built in three main implementation issues, namely Governance, Activation and Monitoring. Presentation of the findings are given in two ways; firstly, regarding current reporting milestone (31.12.2018) and secondly in comparison with the previous reporting milestone (30.09.2017). Finally, the Appendix contains a synopsis of the data collected from every region and from GSRT as far as the implementation of the national RIS3 is concerned.

II. METHODOLOGY

The methodology of the survey is identical to the one that was followed during the 2017 survey, built on a three stages process:

- a) A questionnaire was sent via the Coordination Network for Smart Specialisation Strategy³ to the 13 representatives of the respective regional MA and the GSRT (for national RIS3). The ques-

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¹ Summary Report on RIS3 implementation status in Greece, November 2017, http://s3platform.jrc.ec.europa.eu/documents/280464/334744/D1b-Summary+Report+on+RIS3+Implementation+Status_final.pdf

² COM(2018) 375 final, Annex IV, Thematic enabling conditions applicable to ERDF, ESF+ and the Cohesion Fund – Article 11(1)

³ The Network has been established by the Ministry of Finance, Development and Tourism in February 2016.

tionnaire was divided into 3 sections which deal with key implementation issues of RIS3 (namely governance, activation degree and monitoring).

- b) After the questionnaires were returned, a short interview with the respondents was arranged. During the interview, clarifications were given and more details on the specific sections were discussed on a structured manner.
- c) Data from the two aforementioned stages were processed and results were evaluated and reported in this paper.

III. PRESENTATION OF MAIN FINDINGS

III.1 GOVERNANCE

All 13 regions have initially designed governance structures that are organised in two or three levels, but soon they realised the necessity for a three-tier structure:

- a) The decision making or strategic level run by the Regional Council for Research and Innovation (RCRI); RCRI is a mandatory body following the provisions of Law 4310/2014 and 4386/2016 respectively. The academic nature of RCRI (at least 6 of its 11 members are staff from HEIs) is a characteristic that affected their contribution to RIS3 implementation as it is going to be discussed later in the report.
- b) The executive level has the responsibility of management, coordination and monitoring of the action plan of the S3. All Greek regional authorities delegated to the respective MAs the functions of management and monitoring S3 implementation. Soon it became obvious that a new unit had to be formed in order to deal with the organizational, skill and resource gaps that had to be bridged. This unit (RIS3 Technical Office) has been an issue which still has not been answered by Greek regional authorities.
- c) Finally, stakeholders' thematic groups that were brought together and proved valuable for setting priorities, policy tools and potential projects, have not been utilized since the EDP exercise, because of the absence of facilitators to keep running the process.

The main findings from the questionnaires and the interviews concerning the first level of governance are the following:

Strategic Level: RCRI

- 12 of 13 regions have established RCRI between 2016 and 2018. As mentioned previously, all of them had the typical mandatory composition with the majority of the membership attributed to the Academic community.
- However, during the interviews it became evident that 10 out of 13 were in an operating status (the respective figure of the 2017 survey was 7/13).
- Moreover, RCRI that met over 10 times since their establishment were only 4.

Contribution of the RCRI to certain key topics of S3s implementation was assessed and ranked with a scale of 1 (low) to 5 (high). The final ranking is presented in the following table. For comparison reasons the score for the same issue is given by the GSRT representative (national level).

Table 1: Contribution of RCRI to S3 implementation

ID	Reported Topics	Score
1	Interact with MAs during development of CfPs	3,9
2	Evaluation of RIS3 implementation	3,0
3	Review and update of RIS3 priorities	2,8
4	Up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations	2,8
5	Formation of a framework suitable for networking and synergizing with other Greek and/or EU regions	2,7
6	Structural and legislative changes aiming at the improvement of RIS3 implementation environment	2,4
7	Evaluation of regional innovation ecosystem and proposals for its improvement	2,4
8	Assessment of data inputs from RIS3 monitoring system	1,4

In general, expected contribution was higher than the realized one. Special consideration should be given for topics 4, 5 and 7 since they are fulfillment criteria of the enabling condition of good governance for RIS3. To fulfill the specific criteria, meaningful contribution should be provided by RCRI.

Executive level: RIS3 Technical Offices (TOs)

- Only 3 of 13 regions stated that they have in place a unit that has undertaken all the functions related to the management and monitoring of RIS3.
- However, from the interviews it became evident that due to misconception of the mandate of a typical TO, only the region of Crete had established an integrated unit that could be considered as RIS3 TO.
- 8 regions had plans for creating a TO. Another interesting aspect is the decision of which should be in charge of the TO under formation:
 - 5 of them considered the Regional Authority as the most suitable body in charge of the TO,
 - one region still believed that the MA of ROP should play that role,
 - one region took the decision to delegate to the Regional Development Fund due to the flexibility of the specific unit and
 - one region had plans for establishing a new TO body external to the Regional Authority.
- Apart from the lead body of the TO, an interesting point was its proposed format by the regions. From the interviews it became apparent that there are three main models that Greek regions are considering:

- The in-house model; it is based on effective integration of HR within all regional sources under the umbrella of the Directorate of Development and Planning. Another critical element for the successful implementation of the specific model is the political commitment that diffuses the hierarchical levels of the administration and passes the message that RIS3 is a serious topic for the regional development strategy.
- The outsourcing model; certain regions are thinking to outsource the whole of the operations of the TO, even the day-to-day activities. The head of the TO will be a staff member of the Regional Authority and the rest of the functions will be contracted to one or more specialized experts. The specific model resolves the scarcity of HR and gaps of skills, but at the same time does not secure sustainability of the TO for the next programming period.
- The hybrid model; some regions are thinking in between the two aforementioned models. A team composed by existing staff with the reinforcement of contracted staff plus the outsourcing of specialized tasks (eg. data analysis and production of meaningful monitoring results) constitutes the proposed model. The adoption of this model might help overcome the lack of specialized personnel and at the same time would give the chance to build internal capacity for the forthcoming programming period.

The main issues concerning the current status of TOs that became visible from the survey are the following:

- 1) It is apparent that political commitment in favor of regional S3s is missing from most of the regions. This reflects on the misunderstanding of the concept from its initial planning phase till today, with consequences on its governance. The role of the TO has not been conceived hence not been transformed into a functional unit.
- 2) Organisational issues did not let the establishment of a unit that would be responsible for all aspects of implementation of RIS3. Since a department for running the S3 was not in the current organizational chart of the regional authority, it was difficult to identify who would be in charge and what would be the responsibilities of the new unit.
- 3) Time has become a serious constraint since it is now pressing the planning process. It is doubtful whether regions will have an operational TO in 2019.
- 4) Finally, resource gaps still remain a very serious issue for establishing and operating effectively a RIS3 TO. Existing personnel might not cover all necessary aspects for effective planning, management and monitoring of regional RIS3. Lack of experience of relevant activities and functions could be balanced only with its acquisition; the “make or buy” question is fully applicable to most of Greek regions and it should be answered soon.

Stakeholders level

Finally, stakeholders’ thematic groups that were brought together and proved valuable for setting priorities, policy tools and potential projects, have not been utilized since the EDP exercise, because of the absence of facilitators to keep running the process. Combining this with delays in RIS3 activation (activation is examined in detail in the next section) resulted to the loss of the “social capital” that was generated with effort through the EDP. As the report of the 2017 survey mentioned “*momentum created during the initial planning stage has been already lost and it will be hard for regional authorities to mobilize society again when it will be necessary*”. Only 3 regions reported some “vital signs” of the initial thematic groups with minimal contribution to the monitoring and evaluation of RIS3 implementation so far.

III.2 RIS3 ACTIVATION

Activation of RIS3 is the main topic that direct comparison with 2017 survey results can be made. Main assumptions of the previous report are the same to achieve homogeneity of the key figures. The three main stages of activation include:

- i. the Call of Proposal (CfP) issued by the responsible regional or national Authority;
- ii. the issue of the selected beneficiaries' list and/or the contracted projects' list for public projects and
- iii. the payment of the public contribution to the beneficiaries.

Appendix contains more analytical data of RIS3 activation per region.

Accumulation of activation of TO1 in regional and national level is presented in the following table.

Table 2: Synopsis of RIS3 activation in regional and national level (public funding)

	Regional 2018	National 2018	Regional 2017	National 2017
Earmark - Total public funding (M€)	143.08	1,00.,61	142.05	1,050.00
CfPs (M€)	85.98	591.71	28.30	411.00
<i>CfPs to earmark</i>	<i>60.09%</i>	<i>59.02%</i>	<i>19.92%</i>	<i>39.14%</i>
Selected projects (M€)	64.45	448.83	13.01	101.10
<i>Selected projects to earmark</i>	<i>45.04%</i>	<i>44.77%</i>	<i>9.16%</i>	<i>9.63%</i>
Payments to beneficiaries (M€)	6.56	108.13	0	0
<i>Payments to earmark</i>	<i>4.59%</i>	<i>10.78%</i>	<i>0%</i>	<i>0%</i>

It is obvious that there is a great progress in the first two activation levels, especially in the regional level comparing to the rather poor results of the 2017 survey. By the end of September 2017 there were less than 10% of earmark in selected projects in contrast to the 45% in 2018. This difference is explained by the build-up of the necessary expertise to cope with the lifecycle of a typical CfP and the development of a “lighter” version of the Information System of State Aid that manages all stages of the CfP.

Payments are still low, and this is more critical for the industry, since reported payments are down-payments mostly to HEIs or other public research institutes.

Distribution of published CfPs between the two common Investment Priorities (IP) of TO1 was the next aspect that has been examined (1a⁴ and 1b⁵).

⁴ IP 1a: Enhancing research and innovation (R&I) infrastructure and capacities to develop R&I excellence, and promoting centres of competence, in particular those of European interest.

⁵ IP 1b: Promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector, in particular promoting investment in product and service development, technology transfer,

Within the national level, support to SMEs for RTDI or collaborative research projects (1b) surpasses research infrastructure projects in both reporting intervals.

Table 3: Distribution of TO 1 investment priorities (CfPs)

	Regional 2018	National 2018	Regional 2017	National 2017
Investment priority 1a (M€)	31	124.86	15.40	105.00
% of total CfPs	36.06%	21.10%	54.41%	25.55%
Investment priority 1b (M€)	54.98	466.85	12.90	306.00
% of total CfPs	63.94%	78.00%	45.59%	74.45%

According to 2017 survey, Greek regions preferred to issue CfPs supporting research in infrastructures mainly in order to activate HEIs and other knowledge providers to serve the respective demand by SMEs but also because it was easier for them to manage the different stages of preparation (less bureaucracy) and the small number of potential applications. This changed completely in favour of the supporting actions to SMEs towards RTDI projects.

Practically the only policy tools that were used so far within 1b CfPs included (a) collaborative research projects and (b) grants to SMEs for RTDI investments.

Table 4: Policy tools used within Investment Priority 1b (published CfPs)

	Regional 2018	National 2018	Regional 2017	National 2017
Collaborative research projects (M€)	34.17	364.00	8.15	271.00
% on total 1b	62.15%	77.97%	63.18%	88.56%
Grants to SMEs for RTDI investments (M€)	15.95	102.85	4.75	35.00
% on total 1b	29.01%	22.03%	36.82%	11.44%
Other instruments (M€)	4.86	0	0	0
% on total 1b	8.84%	0%	0%	0%

The activation status of RIS3 actions within TO1 is illustrated in Chart 1.

social innovation, eco-innovation, public service applications, demand stimulation, networking, clusters and open innovation through smart specialisation, and supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production, in particular in key enabling technologies and diffusion of general purpose technologies

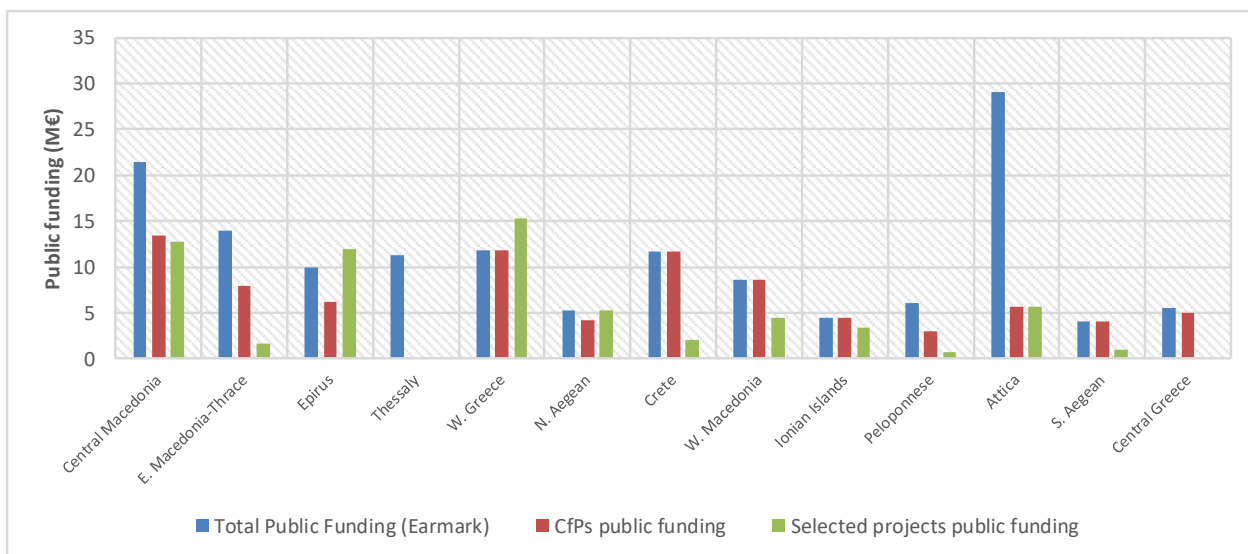


Chart 1: Activation status of RIS3 in Greek regions

12 out of 13 regions have issued at least one CfP so far, in contrast to the respective 8/13 in 2017 survey. Respective activation rates (CfPs and selected projects to earmark for TO1) are presented in the next chart.

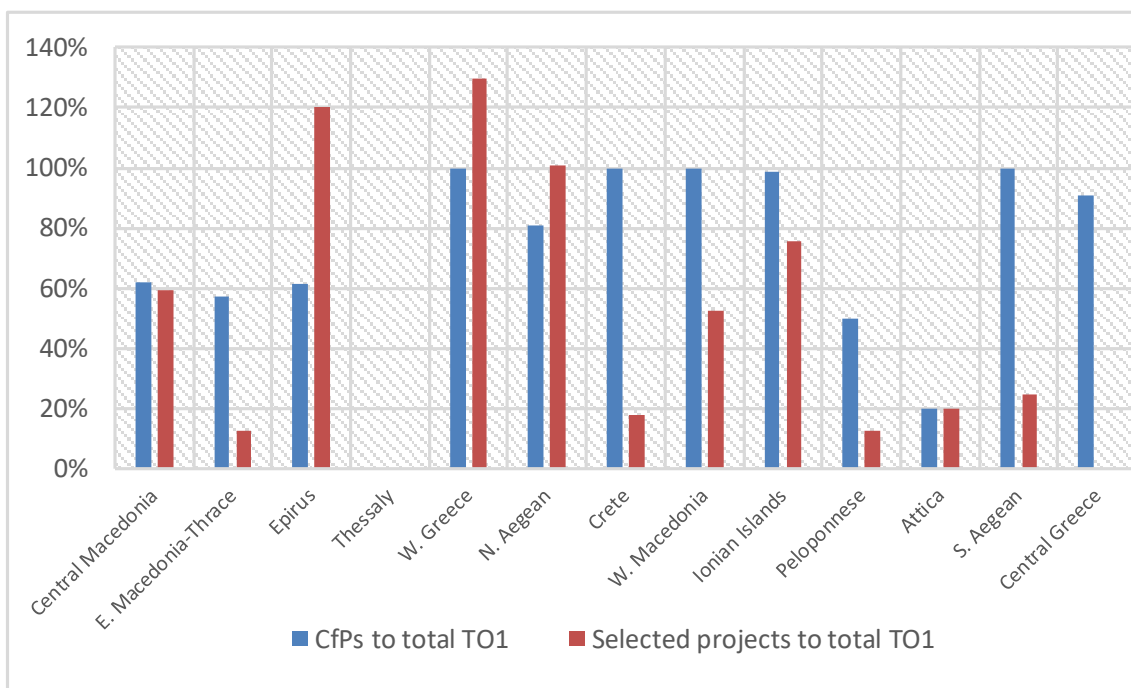


Chart 2: Activation rate at regional and national level

Several regions managed to activate more than 60% of their TO1 (earmark-wise) and some have reported overbooking in selected projects due to the higher demand and quality of the submitted proposals. For example, the Region of Epirus has issued a CfP for collaborative research projects with an earmark of 6.15M€; 65 proposals were submitted with a total required public spending of 16.48M€; 46 projects were selected with a total required public spending of 12M€ resulting to an overbooking of 5.85M€.

It is interesting to compare those two key activation rates between the two reporting milestones.

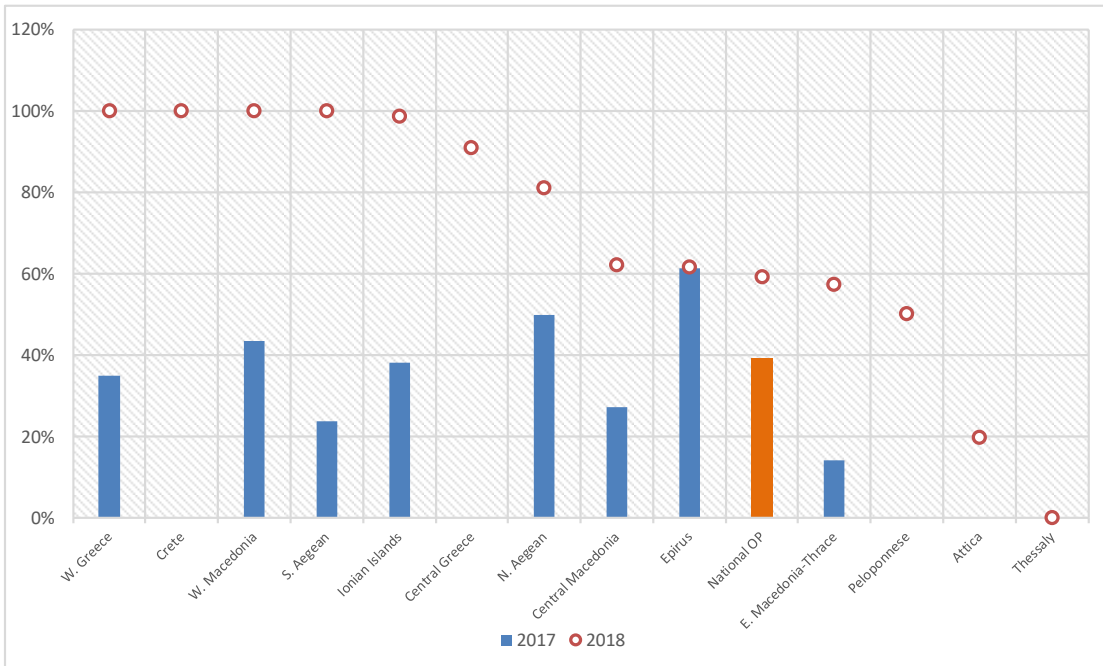


Chart 3: RIS3 activation – CfPs to total earmark (comparison to 2017)

Till the end of 2018, 9/13 regions have issued CfPs equal or more of 60% of the total earmark of TO1 in the respective ROPs. The same indicator for the national level is 59%. The bars in the chart show the same indicator for 2017 and the difference is obvious. Clearly, for some regions with smaller values of TO1 earmark it was easier to reach values over 60% than Attica or the national level.

The same representation between 2017 and 2018 is given in the following chart.

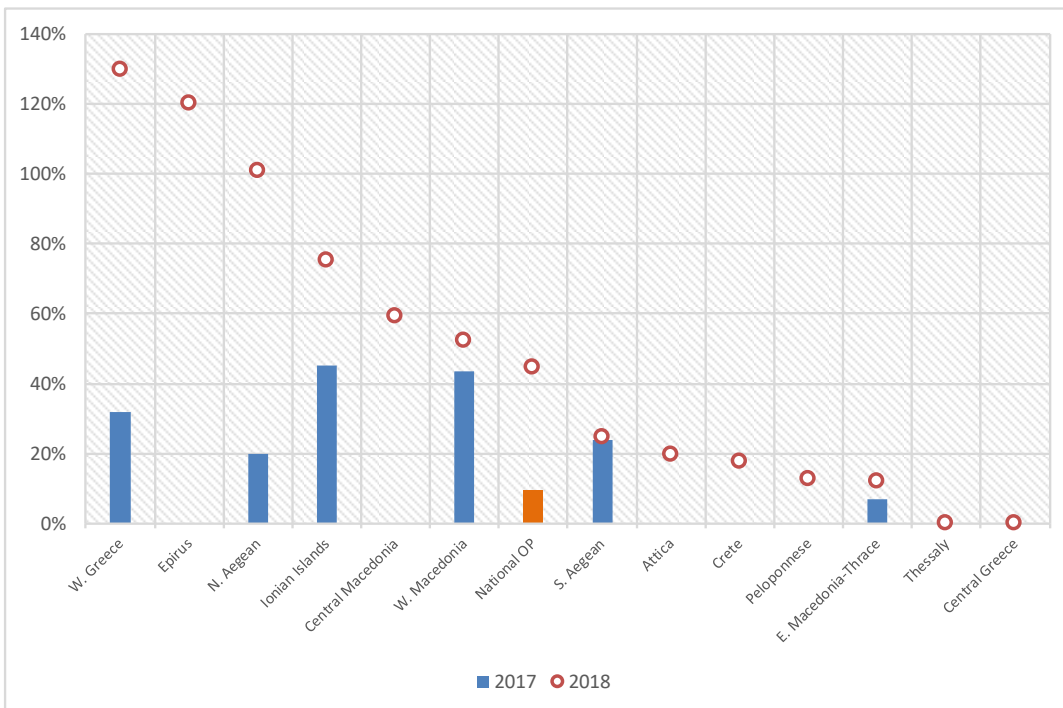


Chart 4: RIS3 activation – selected projects to total earmark (comparison to 2017)

5 of the 13 regions have managed a rate over 60%. National level was 44.77%. It is also interesting that 2 of the regions reported overbooking in their respective Calls.

Although regional and national RIS3 describe actions that contribute to Thematic Objectives (TO) 1-4, in 2017 report only actions that belong to TO1 have been activated in ROPs and OP Competitiveness Entrepreneurship and Innovation (EPANEK). A different reported element than the 2017 survey is the addition of other TOs to the budget intended to finance RTDI projects locally. The following chart illustrates activation of all actions associated to RIS3.

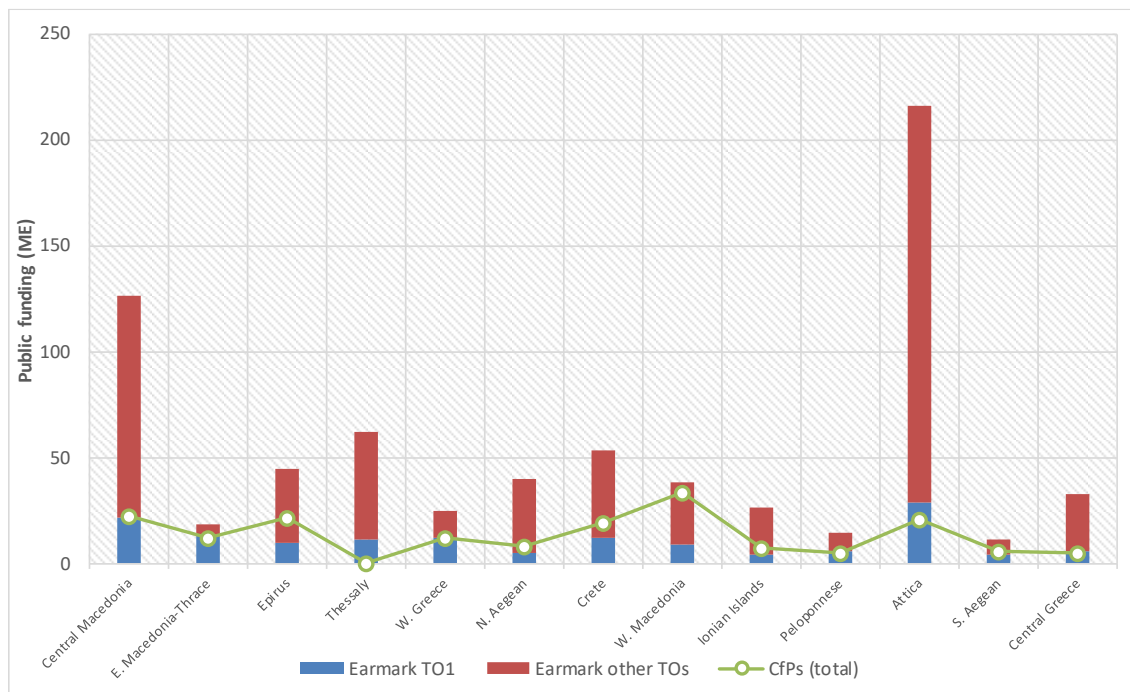


Chart 5: RIS3 Activation – Total activation (CfPs included in all TOs)

In contrast to TO1, the rest of the Thematic Objectives (and especially TO3) are not activated and this is clearly linked to another governance issue within regions, namely the way the management of the life cycle of the selected projects from start (publish a CfP) to end (final payment to beneficiaries). More specifically, so far regional MAs are taking care of the specific task with own resources, but this cannot be sustained when numerous CfPs will be activated. This issue calls either for the collaboration with regional units that have the resources and expertise to manage ERDF projects or subcontracting external Intermediary Management Bodies. The latter would be a logic solution but would also need to be paid by the Technical Assistance budget.

Finally, it is very important that so far, CfPs are based on the fundamentals of the strategy and the “demand” side of the quadruple helix as it was expressed within the EDP exercises (both at regional and national level). According to the responses of the questionnaires:

- 12/13 regions have stated that the main factors for the design of the CfPs of TO1 were fully matched to the RIS3 priorities, rather than adapted gradually to them,
- 10/13 regions based the design of the CfPs of TO1 absolutely or in a high degree on the results of the EDP.

III.3 MONITORING

Monitoring and evaluation of S3 is one of the core functions of RIS3 TOs. Having in mind the absence of similar units within current governance structures, it is expected that a sound RIS3 Monitoring System (MS) is hard to be established and operating in the regional context. The survey tried to ascertain the readiness level of the structure in three key topics: (a) structures and resources; (b) indicators and data; (c) reporting and communication of the results.

Before examining the results, we have to consider that the majority of respondents come from the MA of ROPs, therefore sometimes they think monitoring an OP rather than monitoring a strategic framework like RIS3. Regarding the MS structures and resources their answers are plotted in the following chart.

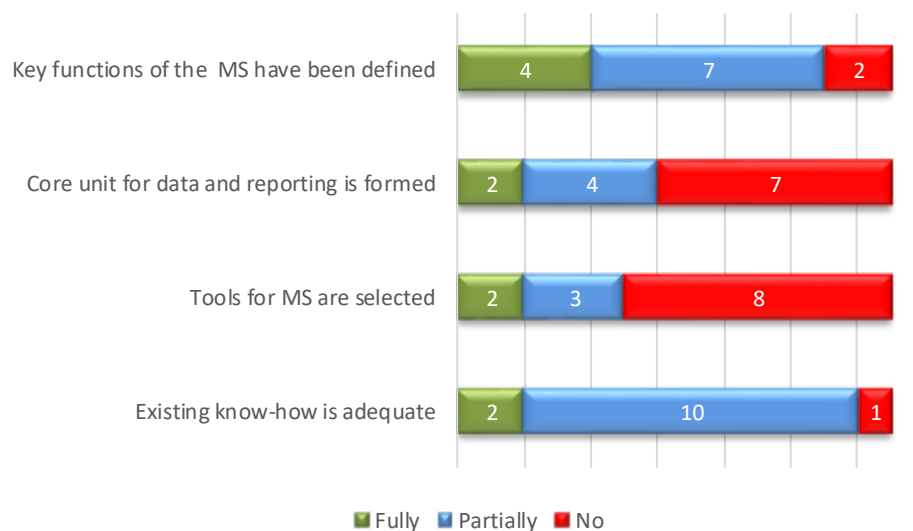


Chart 6: Regional Monitoring Systems - Structure and Resources

- Key functions of the MS are more or less similar to the ones they are familiar (ROPs). The same result is reflected in their confidence level on existing know-how.
- Additionally neither the core unit nor the tools that will be used (IT tools, databases, statistical analysis, etc.) are selected.
- 8 of the 13 regions have identified their HR needs to run effectively the MS.

In the case of indicators and relevant data, existing status still is not very clear.

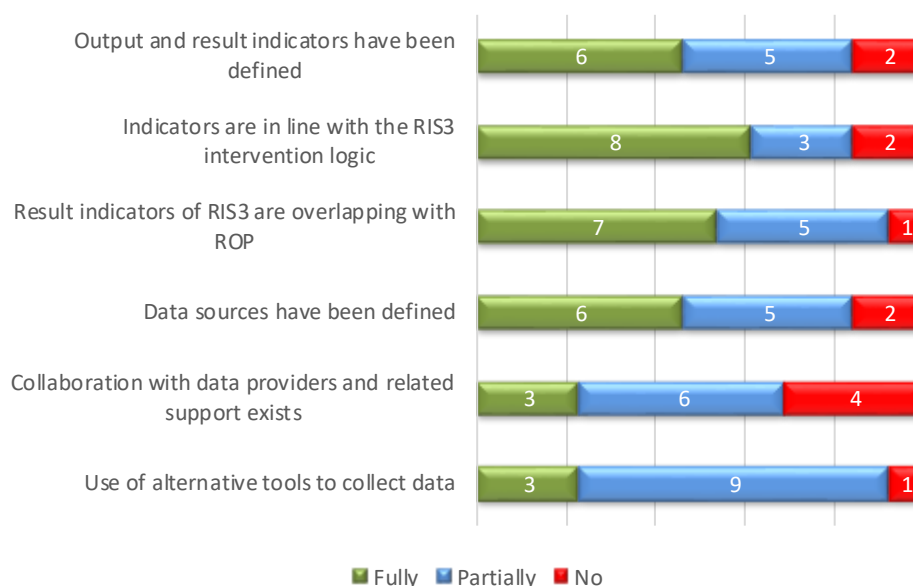


Chart 7: Regional Monitoring Systems – Indicators and sources of data

- Indicators (output and result) seem to have been identified and are in line with RIS3s by the vast majority of the regions.
- At the same time all regions state that indicators are overlapping with the respective ones of their OPs. For output indicators this seems quite logic but for result indicators they should be defined for strategic priorities whereas in ROPs they tend to be more aggregated than in the strategy.
- Sources of data (for the specific indicators) have been defined. Good news is that regions have already established communication channels with organisations and/or bodies that can provide secondary data.
- Moreover, they have acknowledged the need to use alternative tools (typical example is the field survey) to collect primary data for monitoring purposes.

Finally, in terms of reporting of the MS results, there seems to be a rather high rate of negative trend towards openness of the results. This is against basic RIS3 logic (bottom-up planning, EDP implementation, quadruple helix engagement, etc.) and cannot sustain the dynamics of the process in the future.

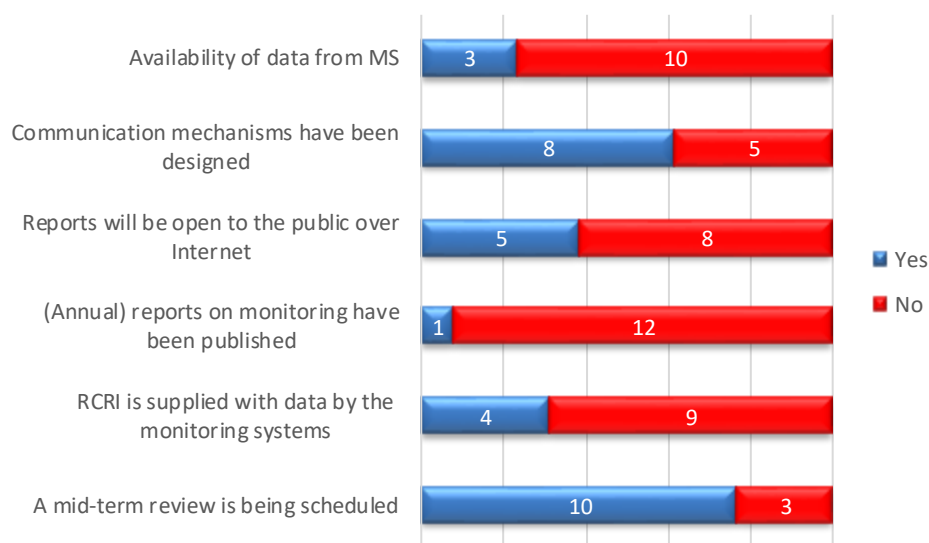


Chart 8: Regional Monitoring Systems - Reporting & communicating results

- It is obvious that there are not any (solid) available data since there are not any MS in place.
- Not all regions have scheduled a mid-term review. Main reason is their fear that there will not be any available data for assessment.
- From those that they have scheduled a mid-term review, 6 are planning it for 2019, 3 for 2020 and one for 2021 respectively.

As a conclusion, some of the key issues concerning the current status of MS as derived by the interviews are the following:

- Delays or other problems associated to the implementation of RIS3 governance structure have led to respective delays of MS.
- Although they stated that they have some form of reported data from their MSs, 2 of the 3 regions are planning their mid-term review for 2020. This indicates that these regions have a more advanced farther in their understanding of monitoring needs than others that probably have not fully grasped the differences between evaluating a Programme and evaluating an S3.
- Most regions have not yet identified a core unit responsible for monitoring.
- Main gaps to move the MSs to an operating mode include personnel, skills and financial resources.
- It is rather hard to have monitoring results in time for providing to the external evaluation team to run effectively the mid-term evaluation in 2019.

Most of the above points have been made in the 2017 survey and this indicates that there is a rather slow progress in building an effective regional Monitoring System.

IV. CONCLUSIONS

Almost a year and a half after the report on the 2017 survey was drafted, there are some issues that showed no progress while others have moved forward.

- 1) The single most important issue to be resolved is the governance structure and especially the executive level RIS3 Technical Office. Regions should start immediately planning the model they wish to follow and find the most suitable means to establish their unit. The proposed functional building of governance structure based on concepts developed by practitioners in portfolio, programme and project management, was appreciated by stakeholders from the participating regions in the Thessaloniki and Madrid JRC workshops. Functional governance structures will help to identify overlaps or gaps of responsibility with national bodies respectively.
- 2) Despite the absence of fully operational governance structures, activation rates have progressed significantly comparing to the 2017 survey. Delays due to compliance of the CfPs with the State Aid rules and obligatory development of an electronic management platform for each CfP that have been reported by all regions seem no longer to pose high barriers at least for the TO1 calls. The positive effect of the learning curve might have helped all parties to reduce big lead times between activation stages. A more thorough analysis of the achieved versus the expected results of the CfPs during the mid-term evaluation will give more insight as far as the success of the interventions undertaken.
- 3) Monitoring Systems are far from being in operational status. Neither the national level is being developed, nor is being “regionalized” to be used by regional MSs. A re-examination of the compliance of the RIS3 intervention logic to the set of indicators initially proposed is highly recommended. This will lead to the identification of the data sources needed and will eventually lead to a valid set of common result indicators according to RIS3 priorities rather than OPs logic.

Looking back at the beginning of the introduction of the initial concept of RIS3, regional and national authorities in Greece faced it (only) as a conditionality, therefore it was sure that they would meet problems implementing their strategies. Even now, in some regions it is not clear if they fully grasp the implications of the different aspects. Politicians and practitioners are now facing the continuation of the current S3 and the preparation of the new Programming Period. Although not any more as a conditionality, RIS3 is here to stay as an enabling condition for the new Regulation of the ERDF; all the problems/malfunctions reported in the survey should be discussed and resolved soon so that barriers to overcome could be lowered.

APPENDIX I - Presentation per Region

CENTRAL MACEDONIA

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in mid-2018 and has not been engaged in the governance structure. Until the end of 2018, no meetings have been organized.</p> <p>A RIS3 Technical Office has been appointed since March 2018. A new Directorate of Support of Innovation and Entrepreneurship has been established and will be in charge of the Technical Office. Currently 5 employees constitute the core team. Most of the services and tools necessary for the effective operation of the Office will be sub-contracted. So far, the new unit has active contribution to the following areas:</p> <ul style="list-style-type: none"> – creation of links to international bodies; – establishment of communication channels with potential beneficiaries to improve the RIS3 implementation framework; – coordination and communication with national bodies that are responsible for planning and implementing RIS3 to improve Governance processes. <p>EDP was used mainly for defining RIS3 policy tools and generation of ideas/projects. Its findings were used in a great degree as key inputs for the setting of typologies of actions for TO 1-3.</p> <p>The new RIS3 Technical Office is responsible for keeping the process alive. One of the key activities is to keep the thematic groups alive in order to contribute to the rest of the implementation stages of S³ apart from the planning stage.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 21.5M€; TO2: 6.9M€; TO3: 98.2M€; Total ROP contribution is 126.6M€.</p> <p>TO1 is activated for supporting public research infrastructures (investment priority 1a) and not R&D capacity of SMEs. There are considerations for the use of an external Intermediary Management Authority, especially for actions under TO3.</p> <p>For the design of the CfPs, MA took into consideration the regional RIS3 priorities. At the same time MA tried to cover the gaps from similar CfPs by national Programmes.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have been partially selected; – HR needs for the MS have been identified; – existing know how is considered as adequate for running effectively the MS; minor gaps are going to be filled by outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have not been defined; – the same applies for data sources for the calculation of the indicators; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 5: Published Calls by TO – Region of Central Macedonia

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	2	36	62.13%	108.31%	59.25%	2.16%
TO2	1	n/a	160.40%	n/a	n/a	n/a
TO3	1	n/a	4.07%	n/a	n/a	n/a

CfPs for TO2 and TO3 were still open until the end of 2018, therefore there were not any data on proposals and selected projects available.

EASTERN MACEDONIA-THRACE

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in August 2017 but is not actively engaged in the governance structure. Until the end of 2018, only three meetings have been organized with no important contribution to RIS3 implementation.</p> <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. The Office is expected to be established in 2019. It will run within the Regional Authority (the Regional Development Fund is an attractive option) and will utilize own HR and contracted services where needed (scarce skills, lack of monitoring tools, etc.).</p> <p>EDP was introduced and developed with the support of a European Parliament Preparatory Action in the Region run by the JRC-IPTS. The methodology which was developed and tested served as a pilot for several Greek regions. However, the absence of regional RIS3 coordination units for more than 2 years, has dismantled (progressively) the “social capital” that was generated with effort through the EDP.</p>
ACTIVATION DEGREE	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 14M€; TO3: 3.35M€; TO8: 1.4M€; Total ROP contribution is 18.76M€.</p> <p>TO1 is activated by 57% (end of 2017 14%). All three CfPs have used policy tools attributed to investment priority 1b (collaborative research projects addressed to SMEs and Academic research institutes). All three of them have reached the selection stage and a small part of public funding has been awarded to beneficiaries. Moreover, another 3 CfPs have been issued under TO3 and TO8. The above constitute a significant progress comparing to the previous reporting period.</p> <p>For the design of the CfPs (both for TO1 and the other TOs), MA ROP took into consideration the regional RIS3 priorities and the results of the EDP.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting has not been defined; – tools that will be used in MS have not been selected; – HR needs for the MS have not been identified; – existing know how is not adequate for running effectively the MS; gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been partly defined and are in line with RIS3 intervention logic and ROP; – data sources for the calculation of the indicators have been partly identified; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to complement data collection. <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. There were some datasets collected by the MS but are not sufficient to produce a full evaluation report. A mid-term review on RIS3 implementation is being scheduled for 2020.</p> <p>Methodology and functions of the Monitoring System have been developed.</p> <p>Output and result indicators have been defined and used in the ROP as well. They are in line with the RIS3 intervention logic. Effort is put to be matched with the predetermined set of indicators given by the GSRT.</p> <p>Data sources for the calculation of the indicators have been defined.</p> <p>The core unit that will be responsible for the monitoring has been formed.</p> <p>Communication/dissemination mechanisms for monitoring results have been identified/selected.</p>

Table 6: Published Calls per TO– Region of Eastern Macedonia-Thrace

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	3	25	57.14%	64%	11.86%	3.13%
TO3	2	2	100%	10.55%	10.55%	0%

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO8	1	3	57.14%	56.07%	56.07%	0%

Until the end of 2018, the second (and largest) CfP under TO3 was open for applicant projects

EPIRUS

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in early 2017 and is actively engaged in the governance structure. Until the end of 2018, 9 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – review and update of RIS3 priorities; – up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations; – evaluation of regional innovation ecosystem and proposals for its improvement; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. However, the Office will be established in 2019. It will run within the Regional Authority (Directorate of Regional Development Planning) in close collaboration with MA ROP. Projected composition is 5 members from Region and 2 members from MA ROP.</p> <p>EDP was used mainly for defining policy tools for RIS3 and generation of ideas/projects. Since the previous survey there have been no recorded activities associated with EDP. Thematic (sectoral) groups that have been utilized for action plan determination are still active and contribute to a minor degree to the implementation of RIS3.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 10M€, TO2: 6.5M€, TO3: 24.7M€, OtherTOs: 3.2M€; Total ROP contribution is 44.4M€.</p> <p>Comparing to the previous reporting period the Region recorded considerable progress. TO1 is activated by one Cfp (the same as of the end of 2017); however there are 46 running collaborative projects with a “payment to total earmark” index of 8.8%. The big difference with 2017 is the activation of TO2 targeting the exploitation of ICT applications by SMEs (124 running projects). TO3 has been also activated with 3 CfPs one of which is about supporting SMEs for development of innovative products and services (55 applications).</p> <p>For the design of the all CfPs, Management Authority took into consideration the regional RIS3 priorities and the outputs of the EDP.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be defined; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is adequate for running effectively the MS; minor gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been identified; – collaboration with data and support providers is developed (eg. with National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is being scheduled for 2020.</p>

Table 7: Published Calls per TO – Region of Epirus

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	1	65	61.50%	164.80%	120%	8.80%
TO2	1	171	52.31%	24.74%	17.95%	0%

TO ₃	2	55	47.43%	51.21%	n/a	n/a
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THESSALY

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in late 2018 and is actively engaged in the governance structure. They meet every month. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – unofficial evaluation of RIS3 implementation; – formation of a framework suitable for networking and synergizing with other Greek and/or EU regions; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has not been formally appointed. There was an informal RIS3 office established to manage the EDP phase but after its conclusion it ceased operating. The formal re-establishment of the particular unit seems to be the answer to the specific issue.</p> <p>EDP was implemented during the formation of the RIS3 strategy via thematic working groups. It was also intensively implemented for generation of ideas/projects which contributed to shaping the regional RIS3 action plan. It provided MA ROP with evidence on the needs for possible actions and policy tools that influenced the planning stage of the CfPs. Since the previous survey there have been no recorded activities associated with EDP, nor the thematic groups.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives:</p> <p>TO1: 11.25M€ TO2: 3.12M€ TO3: 47.5M€ Total ROP contribution is 61.88M€.</p> <p>No CfPs have been issued until now. There are considerations for the use of an external Intermediary Management Authority, especially for actions under TO3.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is partly adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been partly defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been partly defined; – support mechanisms have not been exploited (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>No mid-term review on RIS3 implementation is being scheduled so far.</p>

WESTERN GREECE

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in early 2017 and is actively engaged in the governance structure. Until the end of 2018, 23 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – structural and legislative changes aiming at the improvement of RIS3 implementation environment; – formation of a framework suitable for networking and synergizing with other Greek and/or EU regions; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has been appointed since February 2018. The Directorate of Regional Development Planning is in charge of the Technical Office. Currently only staff from MA of ROP is dealing with the functions of the Office. Main areas of contribution include:</p> <ul style="list-style-type: none"> – specialization of strategic priorities and – co-ordination of EDP implementation <p>hence within stages of strategy development rather than RIS3 implementation.</p> <p>EDP has been used at its initial deployment for the identification of strategic priorities and action plan. Since the previous survey there have been no recorded activities associated with EDP. Moreover thematic (sectoral) groups that have been utilized for action plan determination are no longer active.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives:</p> <p>TO1: 11.8M€ TO2: 3M€ TO3: 3.5M€ TO8: 6.2M€ Total ROP contribution is 24.5M€.</p> <p>TO1 is fully activated and policy tools attributed to investment priority 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized respectively. For the design of the CfPs, MA took into consideration the regional RIS3 priorities and the results of the EDP.</p> <p>Comparing to the previous reporting period the Region is considered as one of the most active ones since they have issued 5 more CfPs than 2017 and covered 100% of the TO1 earmark.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have not been selected; – HR needs for the MS have not been identified; – existing know how is not adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been partly defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been partly defined; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 8: Published Calls by TO – Region of Western Greece

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	7	110	100%	185.12%	129.66%	2.16%

NORTH AEGEAN

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in December 2016 and is actively engaged in the governance structure. Until the end of 2018, 9 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – evaluation of RIS3 implementation; – structural and legislative changes aiming at the improvement of RIS3 implementation environment; – up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. The Office will be established in 2019. It will run within the Regional Authority (the Regional Development Fund is an attractive option) and will utilize own HR and contracted services where needed (scarce skills, lack of monitoring tools, etc.).</p> <p>EDP was implemented during the formation of the RIS3 strategy via thematic working groups and for shaping ideas/projects during the action planning process. It was implemented after the strategy was drafted. Since the previous survey there have been no recorded activities associated with EDP, nor the thematic groups</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 5.25M€; TO2: 6.25M€; TO3: 28.5M€; Total ROP contribution is 40M€.</p> <p>TO1 is activated by 81% (end of 2017 50%). Policy tools attributed to investment priority 1a (research infrastructures) and 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized respectively. The big difference with 2017 is the activation by 65% of TO2 targeting the exploitation of ICT applications on cultural product and on e-health; for all three CfPs of TO2 beneficiaries were public organizations.</p> <p>Overall, comparing to the previous reporting period the Region has moved well. For the design of the CfPs, MA took into consideration the regional RIS3 priorities and the results of the EDP.</p>
MONITORING SYSTEM (MS)	<p>The Region has not developed any of the components of the RIS3 monitoring system.</p> <p>It is stated that training of existing personnel is needed along with the use of external experts that will support RIS3 Technical Office in specific tasks.</p> <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been partly defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been defined; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 9: Published Calls by TO– Region of North Aegean

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	2	13	80.95%	148.57%	124.71%	0%
TO2	3	22	65.6%	119.04%	8%	0%

Until the end of 2018, selection procedures for two out of 3 of the CfPs under TO2 were not concluded.

CRETE

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in late 2016 and is actively engaged in the governance structure. Until the end of 2018, 14 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – evaluation of RIS₃ implementation; – structural and legislative changes aiming at the improvement of RIS₃ implementation environment; – up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations; – evaluation of regional innovation ecosystem and proposals for its improvement; – formation of a framework suitable for networking and synergizing with other Greek and/or EU regions; – interaction with MA ROP during development of CfPs. <p>A RIS₃ Technical Office has been established since September 2016. The Region was the first (and still is the only Greek region) that put into action sophisticated structure run by the Directorate of Regional Development Planning but involving suitable staff from all sources within the Regional Authority, the MA and the regional innovation eco-system. The contribution to key aspects of RIS₃ development and implementation is critical so far.</p> <p>EDP was implemented through meetings/workshops and 3 thematic platforms (environment, tourism, and agrifood). EDP structure still constitutes a very powerful tool for consultation, aggregation of ideas and opinions and a catalyst for open collaboration between industry and research/academic community.</p>
ACTIVATION	<p>RIS₃ in ROP is funded by the following Thematic Objectives: TO1: 11.72M€; TO2: 9.72M€; TO3: 30.17M€; TO4: 2M€; Total ROP contribution is 53.62M€.</p> <p>Comparing to the previous reporting period the Region is considered as one of the most active ones since they have issued 7 CfPs since September 2017 and covered 100% of the TO1 earmark, 55% of TO2 and 100% of TO4 respectively.</p> <p>Only policy tools attributed to investment priority 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized. For the design of the CfPs (both for TO1 and the other TOs), MA ROP took into consideration the regional RIS₃ priorities and the results of the EDP.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting has been defined and formed; – tools that will be used in MS have been selected; – HR needs for the MS have been identified; – existing know how is adequate for running effectively the MS; minor gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been fully defined and are in line with RIS₃ intervention logic; – data sources for the calculation of the indicators have been defined; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to complement data collection. <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. There were some datasets collected by the MS, but are not sufficient to produce a full evaluation report. However, a mid-term review on RIS₃ implementation is being scheduled for 2019.</p>

Table 10: Published Calls by TO – Region of Crete

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	3	33	100%	63.48%	17.87%	0%
TO2	3	31	55.25%	74.93%	2.82%	0%

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO4	1	n/a	100%	n/a	n/a	n/a

WESTERN MACEDONIA

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in August 2017 but is not actively engaged in the governance structure. Until the end of 2018, only two meetings have been organized with no written minutes recorded.</p> <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. The Office will be established in 2019. It will run within the Regional Development Fund and will utilize own HR and contracted services where needed (scarce skills, lack of monitoring tools, etc.).</p> <p>EDP was used mainly for defining strategic priorities for RIS3 and generation of ideas/projects. It was implemented after the strategy was drafted. Since the previous survey there have been no recorded activities associated with EDP, nor the thematic groups.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 8.6M€; TO3: 5.9M€; TO4: 24M€; Total ROP contribution is 38.5M€.</p> <p>TO1 is fully activated and policy tools attributed to investment priority 1a (research infrastructures) and 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized respectively. The same activation level applies for TO4 (very important topic for the Region due to the economic transition from the changes in the energy production model).</p> <p>For the design of the specific CFP, Management Authority took into consideration the regional RIS3 priorities. Comparing to the previous reporting period the Region has made significant progress regarding activation of CFPs.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been defined; – the core unit that will be responsible for data inputs and reporting is yet to be defined; – tools that will be used in MS have partly been selected; – HR needs for the MS have been identified; – existing know how is not adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have not been defined according to RIS3 intervention logic; – consequently, data sources for the calculation of the indicators have not been defined as well; – so far, there is no collaboration with data providers and support mechanisms (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is not being scheduled for 2020.</p>

Table 11: Published Calls by TO– Region of Western Macedonia

Thematic Objective	Number of CFPs	Number of applications	CFPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	3	40	100%	201.16%	52.33%	0%
TO3	1	1	15.25%	15.25%	15.25%	0%
TO4	2	43	100%	97.74%	n/a	n/a

IONIAN ISLANDS

SECTION	FINDINGS
GOVERNANCE	<p>At the strategic level the RCRI has recently been formed (December 2018), therefore is not actively engaged in the governance structure.</p> <p>A RIS3 Technical Office has not been established. The Directorate of Regional Development Planning will be in charge of the Technical Office. Currently only staff from MA of ROP is dealing with the functions of the Office.</p> <p>EDP was implemented during the formation of the RIS3 strategy via thematic working groups and for shaping ideas/projects during the action planning process. Since the previous survey there have been no recorded activities associated with EDP (facilitators are yet to be appointed).</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 4.46M€ TO2: 5.03M€ TO3: 14.22M€ TO8: 2.42M€ Total ROP contribution is 26.13M€.</p> <p>Comparing to the previous reporting period the Region recorded considerable progress. TO1 is activated by 76% (end of 2017 38%). Policy tools attributed to investment priority 1a (research infrastructures) and 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized respectively. The big difference with 2017 is the activation by 52% of TO2 targeting the exploitation of ICT applications on culture, tourism and environment by public organizations.</p> <p>For the design of the all CfPs, Management Authority took into consideration the regional RIS3 priorities and the outputs of the EDP.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been defined; – the core unit that will be responsible for data inputs and reporting is yet to be defined; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is not adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are not fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been identified; – collaboration with data and support providers is not developed (eg. with National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far. A mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 12: Published Calls per TO – Region of Ionian Islands

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	3	20	76.23%	121.97%	75.38%	29.64%
TO2	1	27	52.68%	149.11%	63.22%	0%

PELOPONNESE

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has not been formed under the new law of 2016.</p> <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. The Office is expected to be established in 2019. It will run within the Regional Authority (Directorate of Regional Development Planning) in close collaboration with MA ROP.</p> <p>EDP was used mainly for defining RIS3 strategic priorities during drafting of the strategy and generation of ideas/projects during development phase of the action plan. Since the previous survey there have been no recorded activities associated with EDP.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 6M€; TO2: 3.875M€; TO3: 4.125M€; TO8: 0.8M€; Total ROP contribution is 14.8M€.</p> <p>Comparing with 2017 survey (no CfPs issued), the Region seems to have made significant progress. For TO1 three policy tools have been utilized: vouchers, support to SMEs for developing their R&D capacity and the establishment of a regional support mechanism for innovation. However, there was very low degree of participation in both of the CfPs targeting SMEs; this proves that the Region could not map the needs of potential beneficiaries due to poor execution of the EDP exercise.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is partly adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been partly defined; – there is collaboration with data providers and support mechanisms (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>Mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 13: Published Calls by TO – Region of Peloponnese

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	3	15	50%	13.20%	12.67%	0%
TO3	1	1	48.48%	48.48%	0%	0%

CfP under TO3 was associated with the creation and support of a Regional Destination Management System. Until the end of 2018, selection procedures for the call was not concluded.

ATTICA

SECTION	FINDINGS
EDP	<p>RCRI has been formed in 2017 and is actively engaged in the governance structure. Until the end of 2018, 14 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – evaluation of RIS₃ implementation; – review and update of RIS₃ priorities; – up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations; – formation of a framework suitable for networking and synergizing with other Greek and/or EU regions; – interaction with MA ROP during development of CfPs. <p>A RIS₃ Technical Office has not been established so far. Its role will be given to the “Centre of Innovation of Attica Region”. The specific structure has not been established yet. In order to have flexible procedures it will be organized and run by the Regional Development Fund of Attica.</p> <p>EDP was used after the initial RIS₃ was developed. It supported mainly the specialisation of the action plan. Since the initial stage of RIS₃ development there have been no recorded activities associated with EDP.</p>
ACTIVATION DEGREE	<p>RIS₃ in ROP is funded by the following Thematic Objectives: TO1: 29M€; TO2: 40M€; TO3: 132M€; other TOs: 15M€; Total ROP contribution is 216M€.</p> <p>TO1 is activated for supporting public research infrastructures (investment priority 1a) and not R&D capacity of SMEs. The same applies for the CfPs of TO2 and TO3. In the previous survey it was reported that there were three CfPs under IP 1b relevant to the 3 strategic priorities that have been forwarded for development to the State Aid Information System. Unfortunately, until the end of 2018 no progress has been made.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is considered partly adequate for running effectively the MS; gaps are going to be filled by training to existing personnel and outsourcing; – financial needs are fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have not been partly defined; – the same applies for data sources for the calculation of the indicators; – output and result indicators have been partly defined and are in line with the predetermined indicators by ROP and RIS₃ intervention logic; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS₃ implementation report so far.</p> <p>A mid-term review on RIS₃ implementation is not being scheduled for 2019.</p>

Table 14: Published Calls by TO – Region of Attica

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	2	2	19.66%	21.38%	19.66%	11.03%
TO2	1	1	2.27%	2.27%	2.27%	0%
TO3	1	1	4.55%	4.55%	n/a	n/a

SOUTH AEGEAN

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed since 2016 and is actively engaged in the governance structure. They have met 6 times. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – unofficial evaluation of RIS3 implementation; – review and update of RIS3 priorities formation of a framework suitable for networking and synergizing with other Greek and/or EU regions; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has not been formally appointed. So far activities associated with the management of RIS3 implementation are run by the MA ROP. There are not so far any preliminary thoughts on the composition of the unit.</p> <p>EDP was used mainly for defining RIS3 strategic priorities during drafting of the strategy and generation of ideas/projects during development phase of the action plan. Since the previous survey there have been no recorded activities associated with EDP, nor the thematic groups.</p>
ACTIVATION	<p>RIS3 in ROP is funded by the following Thematic Objectives: TO1: 4M€; TO2: 3.9M€; TO3: 3.9M€; Total ROP contribution is 11.2M€.</p> <p>TO1 is fully activated and policy tools attributed to investment priority 1a (research infrastructures) and 1b (collaborative research projects addressed to SMEs and Academic research institutes) have been utilized respectively. Additionally one CfP targeting the exploitation of ICT applications on tourism and culture for public organisations has been issued (still open by the end of 2018) covering 43.59% of the earmark of TO2.</p> <p>For the design of the specific CfP, Management Authority took into consideration the regional RIS3 priorities. Comparing to the previous reporting period the Region has made an incremental progress (only one CfP added to the previous ones).</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been partly defined; – the core unit that will be responsible for data inputs and reporting is yet to be formed; – tools that will be used in MS have not been selected; – HR needs for the MS have been identified; – existing know how is not adequate for running effectively the MS and gaps are going to be filled by personnel training and some sort of outsourcing; – financial needs are fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been partly defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been partly defined; – support mechanisms will be used (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is not being scheduled for 2019.</p>

Table 15: Published Calls by TO – Region of Southern Aegean

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	2	3	100.93%	25%	24.70%	0%
TO2	1	34	43.59%	157.51%	n/a	n/a

One CfP for TO1 was still open until the end of 2018, therefore there were not any data on proposals and selected projects available. The same applies for the CfP of TO2.

CENTRAL GREECE

SECTION	FINDINGS
GOVERNANCE	<p>RCRI has been formed in July 2017 and is engaged in the governance structure. Until the end of 2018, 5 meetings have been organized. Main areas that RCRI indicates positive contribution include:</p> <ul style="list-style-type: none"> – evaluation of RIS3 implementation; – evaluation of regional innovation ecosystem and proposals for its improvement; – interaction with MA ROP during development of CfPs. <p>A RIS3 Technical Office has not been established yet. Currently only staff from MA of ROP is dealing with activities associated with RIS3 implementation. There are not any preliminary thoughts on the scheme of the new unit.</p> <p>EDP was used mainly for defining RIS3 strategic priorities during drafting of the strategy and generation of ideas/projects during development phase of the action plan. Since the previous survey there have been no recorded activities associated with EDP.</p>
ACTIVATION	<p>RIS3 in ROP is funded by TO1 (5.5M€) and 27M€ from other TOs.</p> <p>Total earmark of TO1 is almost covered by one Call under investment priority 1b (collaborative research projects). Participation was satisfactory but until the end of 2018 selected procedures were not concluded.</p> <p>For the design of the specific Call, MA took into consideration the regional RIS3 priorities and made some adjustments based on the findings of the EDP.</p>
MONITORING SYSTEM (MS)	<p>The Region has not developed any of the components of the RIS3 monitoring system.</p> <p>It is stated that training of existing personnel is needed along with the use of external experts that will support RIS3 Technical Office in specific tasks.</p> <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been defined and are in line with the predetermined indicators by ROP and RIS3 intervention logic; – data sources for the calculation of the indicators have been defined; – there is no collaboration so far with data providers and support mechanisms (eg. National Documentation Centre or similar bodies); – alternative tools (surveys to final beneficiaries, etc.), will be used to collect data <p>Communication/dissemination mechanisms for monitoring results have not been identified/selected. Since there are not solid data to be used, the Region has not produced any RIS3 implementation report so far.</p> <p>A mid-term review on RIS3 implementation is being scheduled for 2021.</p>

Table 16: Published Calls by TO – Region of Central Greece

Thematic Objective	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
TO1	1	16	90.91%	160.69%	n/a	n/a

NATIONAL LEVEL (EPANEK/GSRT)

SECTION	FINDINGS
EDP	<p>At the decision making level (strategic level) the National Board of Strategy and Innovation (established in 1985) has two members of the RCRI and is in close collaboration with GSRT. The Board has contributed positively to the following areas of RIS3:</p> <ul style="list-style-type: none"> – structural and legislative changes aiming at the improvement of RIS3 implementation environment; – up-to-date analysis of bottlenecks for economically useful innovation diffusion to industry, human resources and research organizations; – evaluation of national innovation ecosystem and proposals for its improvement. <p>GSRT has also formed a team that collaborates with the regional councils.</p> <p>The executive level consists of several bodies across the two ministries (Development – Education) without a central unit (like the regional Technical Office) to have an overview and control of all the processes associated with RIS3 implementation. For example, GSRT along with the MA of RTDI has formed a team of 9 (5 staff and 4 external experts) that deals with the planning and monitoring of the strategy but not with the management of the intermediary stages of the implementation. The above processes are referred to the national level only and are not linked with the regional level to avoid overlaps, to succeed better timing of the CFPs, etc.</p> <p>The administrative level is comprised by the Sectoral and Regional Network OP and ROPs and Management and Implementation Bodies. GSRT used extensively EDP in both stages of planning the national strategy and the respective action plan; a thorough process was developed leading to the creation of 8 thematic platforms that came up with key elements of the national RIS3 (thematic priorities, policy tools, grand projects, etc.). EDP is considered very important for the development of the strategy and the action plan as well. Until the end of 2018, 3 complete rounds of EDP have been implemented and contributed to monitoring and evaluation of RIS3 implementation as well.</p>
ACTIVATION	<p>Comparing to 2017 (39.14% of TO1 earmark in 6 CFPs with 9.63% of selected projects) there is a significant progress. The respective figures are 59% to 7 CFPs, 44.77% selected projects and 10.78% payments to beneficiaries. A satisfactory level of participation has also been recorded especially to projects targeting SMEs and/or collaborative research projects with research labs. One of the possible explanations for the acceptance on behalf of the stakeholders is that for the design of the CFPs the EDP results have been taken into account.</p>
MONITORING SYSTEM (MS)	<p>In terms of structure of the MS and the necessary resources:</p> <ul style="list-style-type: none"> – methodology and functions of the Monitoring System have been defined; – the core unit that will be responsible for data inputs and reporting has been partly defined; – tools that will be used in MS have been partly selected; – HR needs for the MS have been identified; – existing know how is adequate for running effectively the MS; minor gaps are going to be filled by outsourcing; – financial needs are fully identified. <p>In terms of indicators and their sources:</p> <ul style="list-style-type: none"> – output and result indicators have been fully defined and are in line with RIS3 intervention logic; – there is a degree of overlap with the respective indicators of OP EPANEK; – data sources for the calculation of the indicators have been defined; – there is close collaboration with National Documentation Centre or similar bodies for the provision of data and/or other support instruments; – alternative tools (surveys to final beneficiaries, etc.), will be used to complement data collection. <p>Communication/dissemination mechanisms for monitoring results have been identified/selected. There were some datasets collected by the MS but are not sufficient to produce a full evaluation report. However, a mid-term review on RIS3 implementation is being scheduled for 2019.</p>

Table 17: Published Calls per investment priority under TO1– EPANEK/GSRT

Investment Priority	Number of CfPs	Number of applications	CfPs to total earmark per TO (public spending)	Applications to earmark per TO (public spending)	Selected projects to earmark per TO (public spending)	Payments to earmark per TO (public spending)
1a	3	58	12.45%	12.55%	12.55%	3.22%
1b	4	3114	46.56%	165.62%	32.22%	7.56%
Total	7	3172	59.02%	178.16%	44.77%	10.78%