TECHNICAL S3
WORKSHOP
(LEVEL 2)

Qualitative analysis for smart specialisation priorities

9.12.2020

COCREATION
DOMEN BOLE

Outline

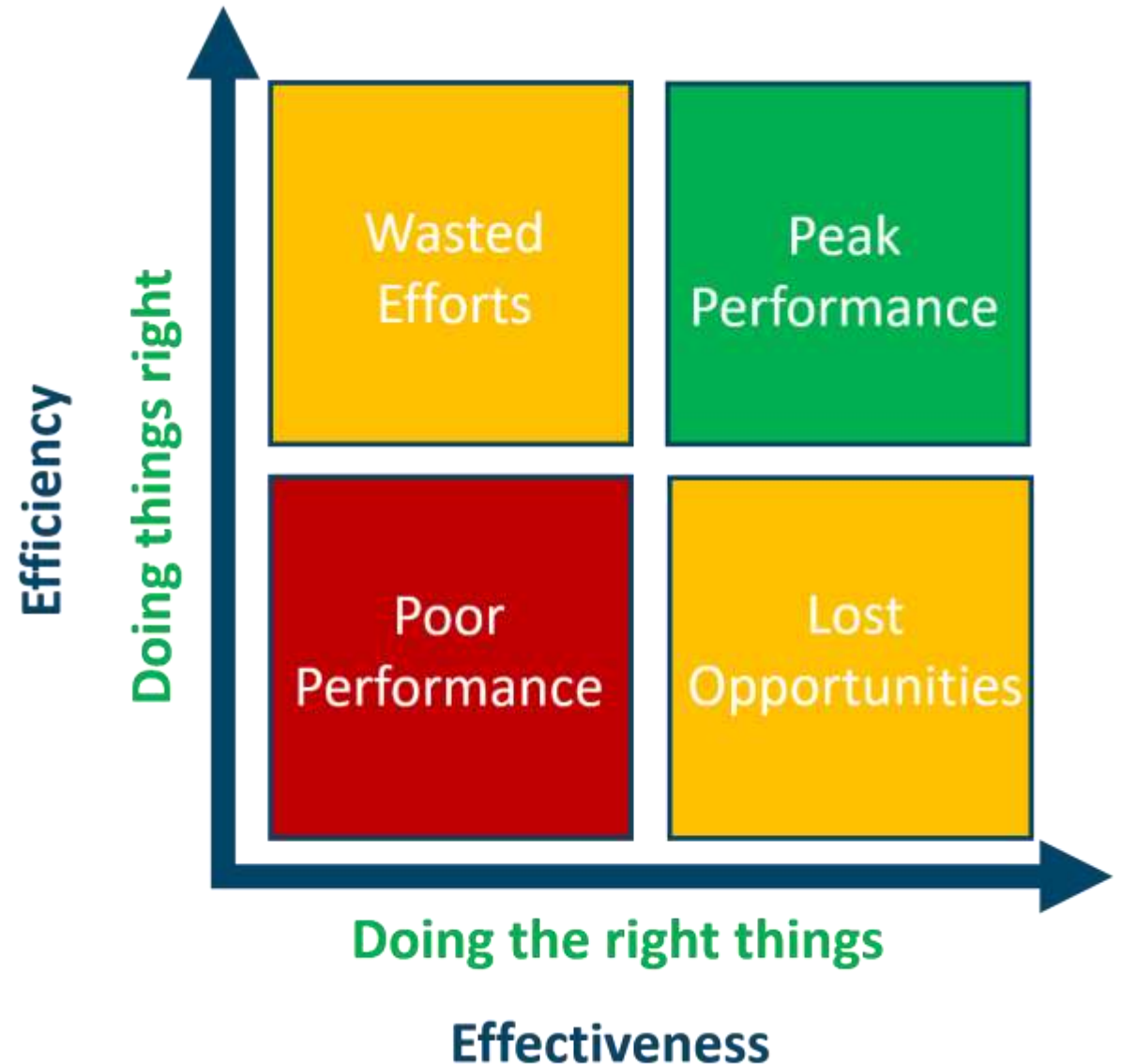High-level political support

Situation analysis and project planning

Adjust governance and allocate resources

Build capacities & execute with excellence

High-level political support

RIS3 is about effective & efficiently implemented policy mix

The overall goal of the RIS3 is to **efficiently implement effective policy mix for identified priority domains**

- Design stage goals:
  - To identify the priority domains
  - to co-create effective and feasible policy mix based on the input of relevant stakeholders
- Implementation stage goals:
  - Government stakeholders must efficiently implement Policy mix
  - Other relevant stakeholders use the policy measures and engage in continuous dialog.

Efficiency — Doing things right

| Wasted Efforts | Peak Performance |
| Poor Performance | Lost Opportunities |

Doing the right things

Effectiveness

Policy mix must be co-created with relevant stakeholders

Relevant stakeholders are:

- Coming from **academia, industry, civic and government**
- **Important actors** in priority domains and corresponding ministries
- **Proactive and respected** individuals

Stakeholders' participation adds to:

- **Effectiveness** (what is needed) - academia, industry and civic stakeholders
- **Feasibility** (what can be implemented) - government stakeholders

**Co-creation leads to ownership** needed for implementation

# Stakeholder participation starts in the QA stage...

The key objectives of the QA:

1. Attract (and retain) **national stakeholders** from the preliminary priority domains

2. **Collect qualitative data** from these stakeholders

3. **Analyse data and justify priority domains** needed to proceed to the next stage of RIS3 designs
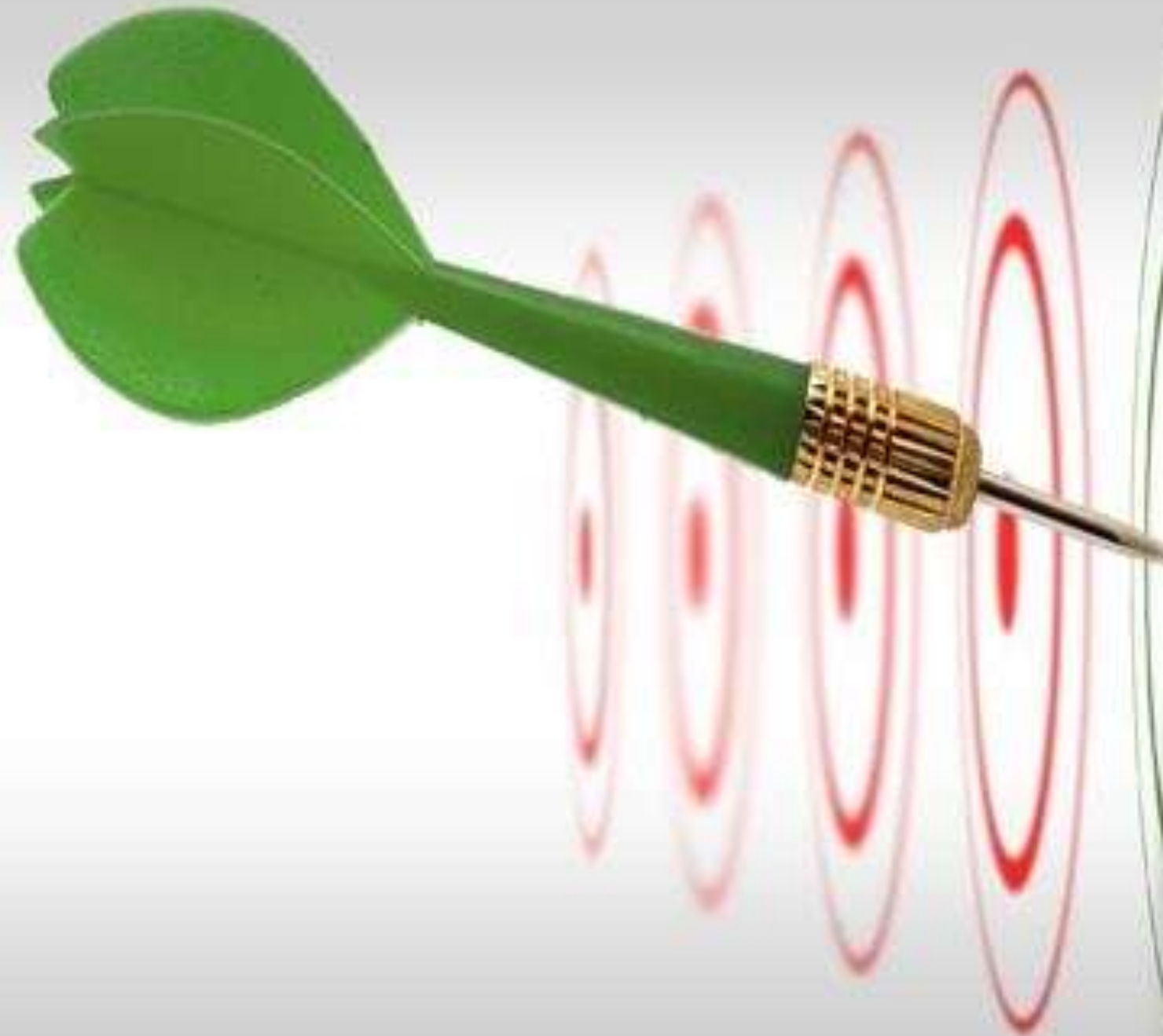
..applying key elements of stakeholder participation

- Participation of relevant stakeholders
- Right evidence-base
- Transparency and clear rules
- Consequence and trust building
- Managing hidden agendas
- Lasting involvement
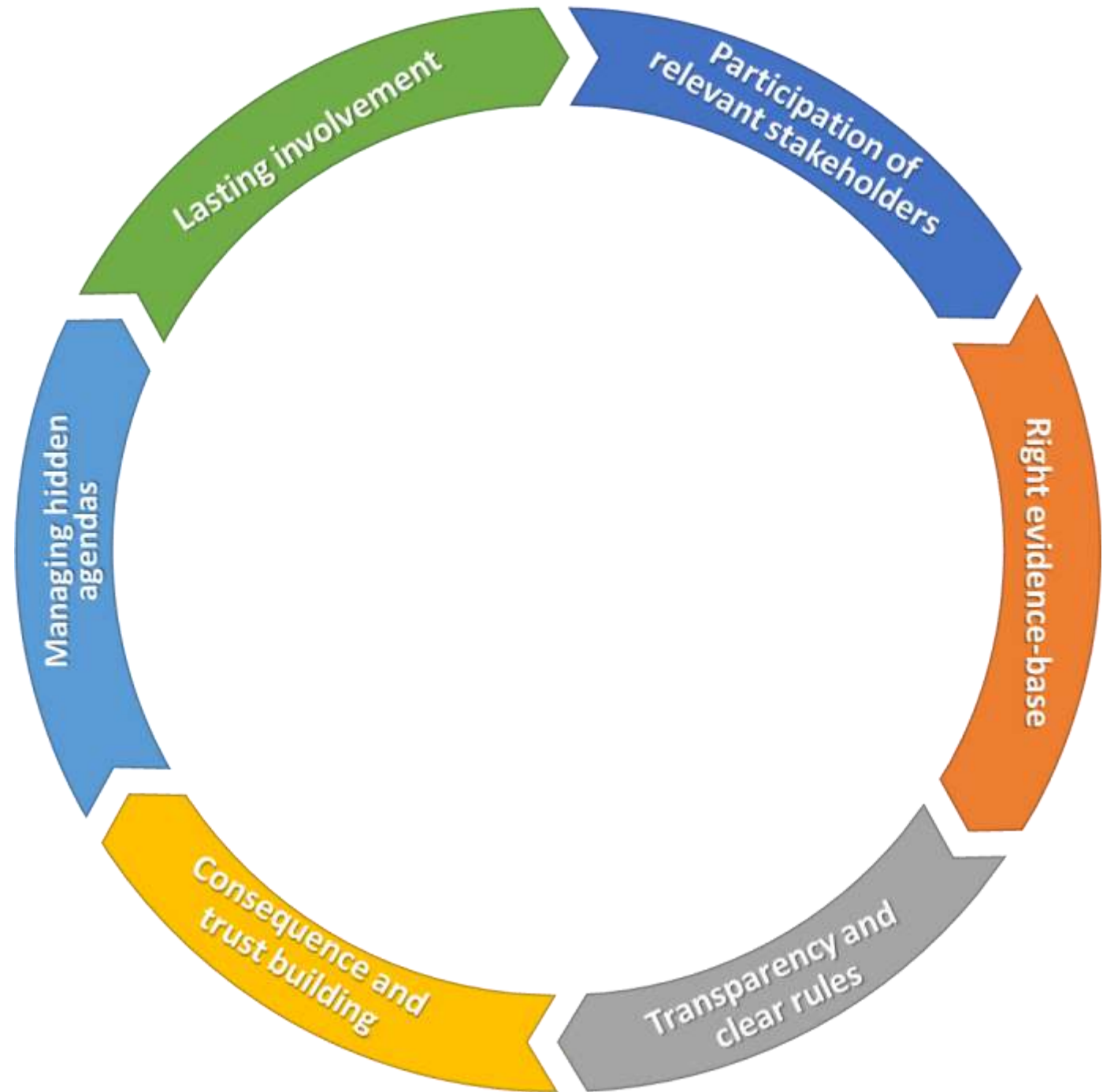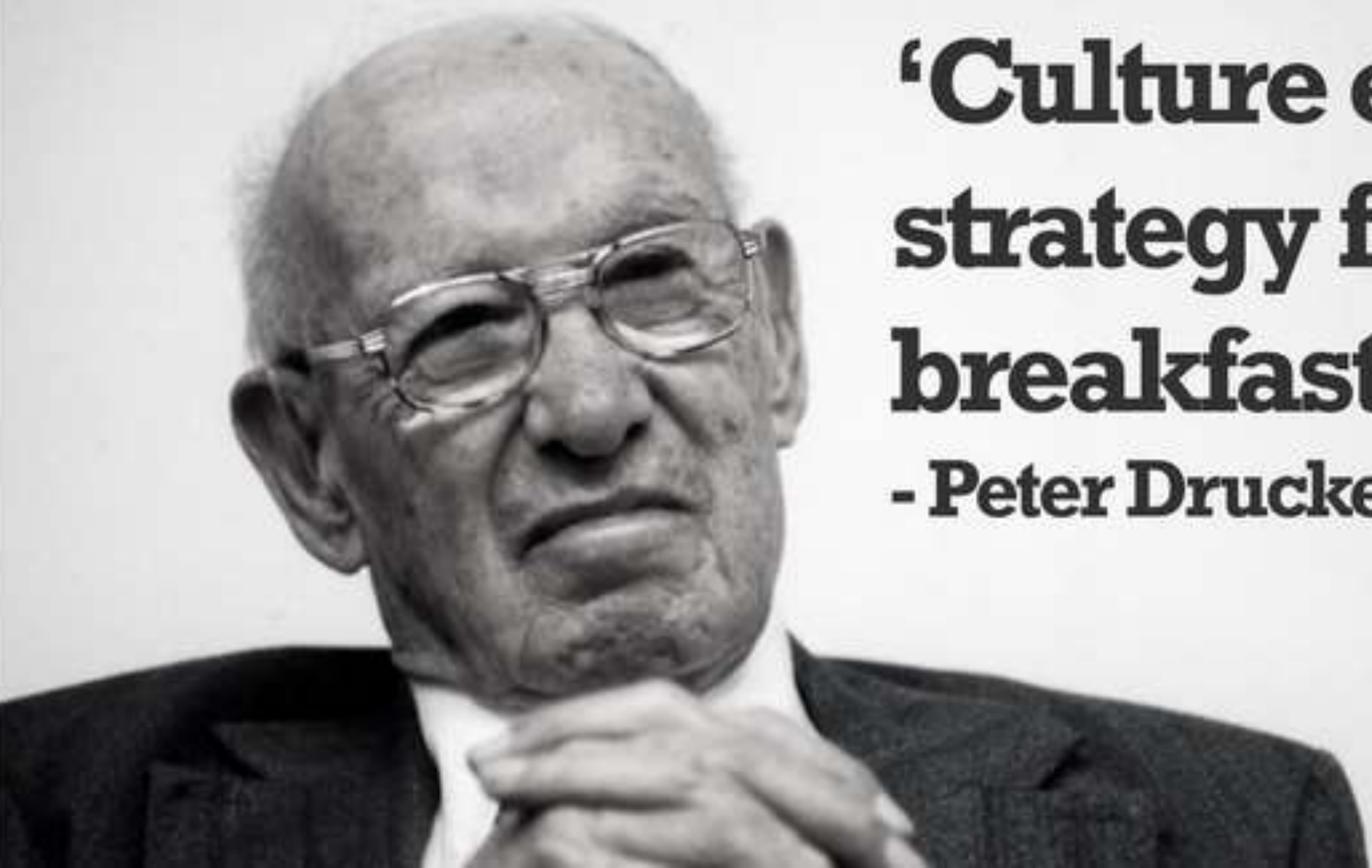
'Culture eats strategy for breakfast'
- Peter Drucker

…however specifics of regional culture are not favourable

- Culture of **poor dialog and non-collaboration**

- Systemic **distrust** raising suspicions about clear intentions of the RIS3

- **Poor cross-ministerial** collaboration

- **Poor transparency and visibility** of policy making

- **Reluctance to change**

- **Lack of additional funding** for RIS3

- **Resistance to** financial and human resource **reallocation**

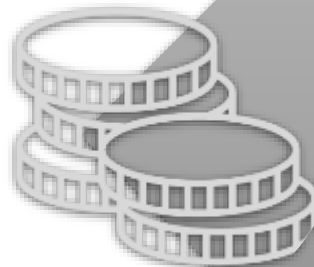# Three dimensions of high-level political support

Expressed commitment

- PM as sponsor and verbal supporter
- Organised PR campaign
- Physical presence at events

Institutional support

- Cross-ministerial design and implementing bodies
- Securing position in the policy framework
- Mandate to a visionary leader & expert support

Budgetary commitment

- Top-down induced re-allocation of budget and HR
- Securing finances for the RIS3 design
- Securing budget for the RIS3 implementation

Political commitment in Serbia

- **Expressed commitment**
  - Frequent verbal promotion of the S3 by PM
  - Physical presence of ministers at S3 events
  - Official website under the Ministry of Science
- **Institutional support**
  - Cross-ministerial WG & appointed leader
  - Expert support from Public Policy Secretariate
  - Reorganisation of Ministry of Science – taskforce
  - Official invitations from Ministers
- **Budgetary commitment:**
  - 300.000 EUR of public funds for the design (WB loan)
  - Estimated +30 mi. EUR for the 1st round of measures
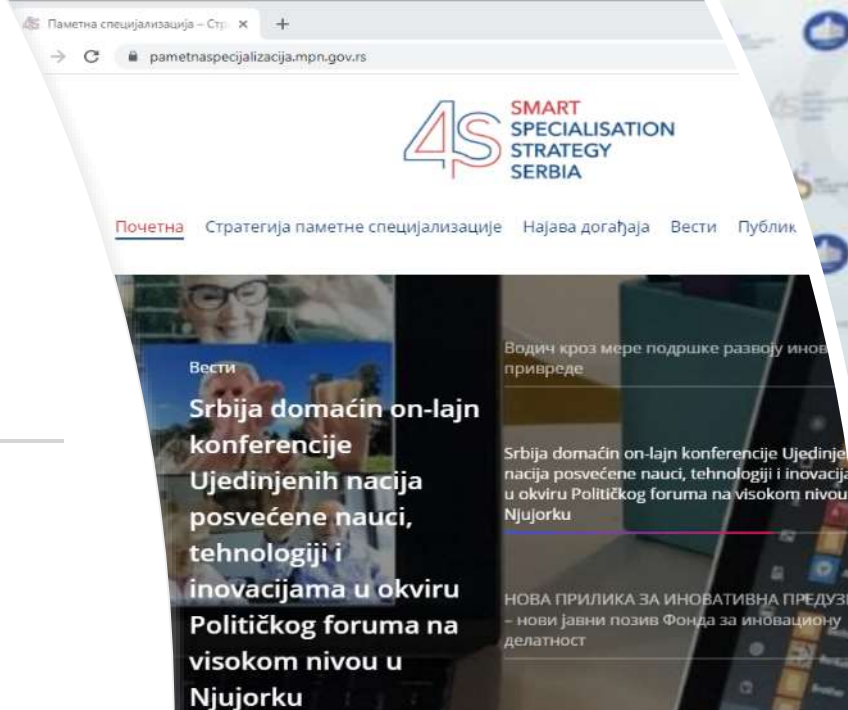
Situation analysis and project planning
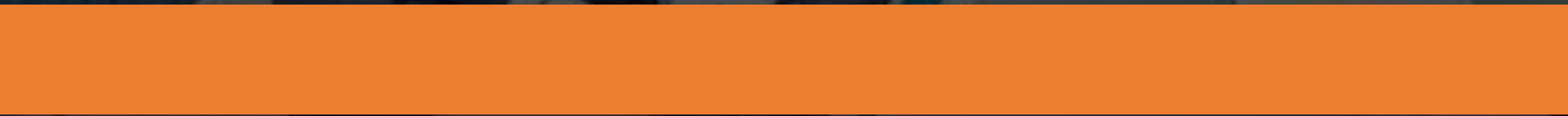
Main factors influencing the process

- JRC standards: Framework & RIS3 guide

- Macro-regional specifics and culture

- National / regional context

- COVID 19

Co-create your own process adapted to local context

Situation analysis to understand the local context

1. The High-level support and awareness

2. RIS3 process governance structure

3. Strategic positioning and mandate of S3

4. Input from the quantitative mapping report

5. Available financial resources and desired timeframe

6. Visibility, PR and IT support

Tasks & Deliverables
Sub-stage 1: Expert interpretation of the results of mapping exercise

Specific value chains for priority domains have to be identified together with challenges and trends.

Input from experts representing the key and most innovative companies, sectorial experts and researchers:

- **in-depth interviews, 10-15 interviews per domain,**
- focus groups or
- case studies

Additional tasks / deliverables, adaptations to the local context:

- Reconfirmation of high-level political commitment
- Confirmation of S3 of strategic mandate
- Extensive onboarding, capacity building and co-creation of QA elements
- Collection of data on stakeholders, their preferences about the future EDP and ambassadors
- Confirmation of questionnaire and list of stakeholders for QA

Tasks & Deliverables:
Sub-stage 2: Publication of the report

To ensure transparency **qualitative report** should be made available to the public:

- minimum in electronic version
- in English on the S3 Platform portal and translated to the local language.

Additional tasks, adaptations to the local context:

- Confirmed minutes from interviews and meetings
- Collected data represented in a structured manner
- Interim report with preliminary justification of domains and finding for future EDP.

Tasks & Deliverables: Sub-stage 3: Decision on priority domains for EDP

A **common panel** should be organized:

- involving national smart specialisation team, experts and JRC representatives

- to establish the priority domains for the entrepreneurial discovery process

Additional tasks, adaptation to the local context:

- Identification of key stakeholders for EDP

- Input on preferences about EDP

Plan of resources and partners: financial, human, service providers

Task and activities are carried out by:

- Existing S3 team / coordinator
- Local QA expert team **depending on the number of preliminary domains**
- TA experts

… & service providers e.g. PR or IT support

Financial resources are needed for:

- Human resources
- Material costs, travel, etc.
- Partner service providers

Timeline with tasks

- Numerous tasks and activities

- Assigned to numerous carriers

- JRC deliverables as 2-3 milestones

- **Timelines are adjusted:**
  - Top-down based on JRC TA contracts
  - Bottom-up based on national preferences

- **Optimal duration could be 4 months, but in reality...**

Nr.	Tasks		Duration (weeks)	Start date	End date
1	Identification of stakeholders for QA for each preliminary priority area	Secure political, IT and PR support for the Quality analysis stage	5	27.07.2020	31.08.2020
2	Capacity building for interviews and development of detailed working plan for QA interviews according to the methodology	Preparation of IT and PR support for the Quality analysis stage	2	31.08.2020	14.09.2020
3	Contacting stakeholders and conducting face-to-face interviews	Collection and documentation of results	5	14.09.2020	19.10.2020
4	**D1 - Deliver structured compilation of data and the first analysis:** **- justification of possible preliminary priority domains** **- identification of missing data to be acquired during the focus groups meetings** **- outline and structure of the Interim report**		**1**	**19.10.2020**	**26.10.2020**
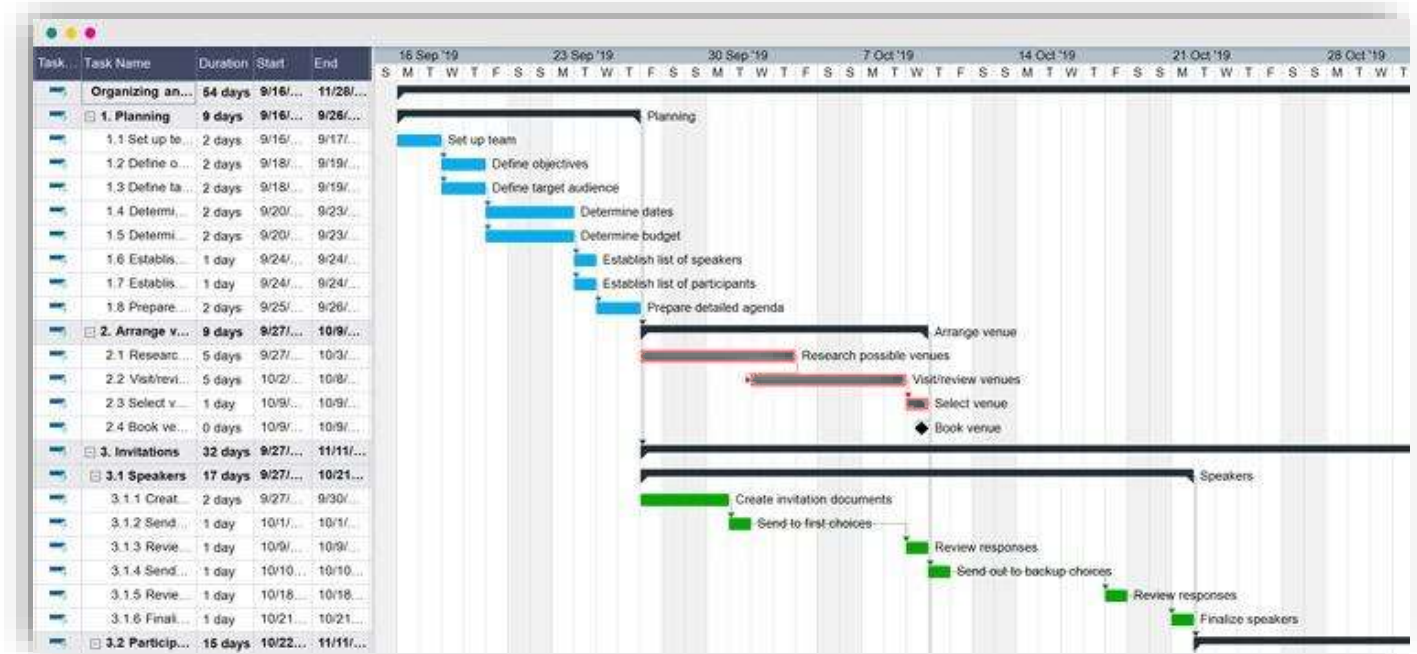
North Macedonia Timeline – JRC deadlines

Less restrictive, but also less fluid:
- time gap of almost 6 months between QA interviews and beginning of the EDP workshop

It allows the beginning of EDP stage only at the end of 2021 Q1, more likely in the beginning of 2021, Q2.

Nr.	1st level tasks		Duration (weeks)	Start date	End date
1	Identification of stakeholders for QA for each preliminary priority area	Secure political, IT and PR support for the QA stage	5	27.07.2020	31.08.2020
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3	Contacting stakeholders and conducting face-to-face interviews	Collection and documentation of results	5	14.09.2020	19.10.2020
4	**D1:Deliver structured compilation of data and the first analysis**		**1**	**19.10.2020**	**26.10.2020**
5	Feedback from the JRC on the first analysis and outline of the Interim report		1	26.10.2020	2.11.2020
6	**D2: Development and delivery of the Interim report on the analysis of the preliminary priority domains**		**7**	**2.11.2020**	**21.12.2020**
7	JRC Feedback on the interim report		1	21.12.2020	28.12.2020
8	Correction of the report by the local team and approval of the interim report by JRC		1	28.12.2020	4.01.2021
9	Invitation to and establishment of focus groups		1	4.01.2021	11.01.2021
10	Meeting of focus groups per priority domain		1	11.01.2021	18.01.2021
11	Reports on conclusions from the focus groups and approval by participating stakeholders		2	18.01.2021	1.02.2021
12	**D3 - Preparation and delivery of the final QA report**		**3**	**1.02.2021**	**22.02.2021**

North Macedonia Timeline – local desires

Optimised timeline taking into account:
- the desired beginning of the EDP
- 2 local experts per preliminary area

Provided there is proactive coordination of Publication of the QA report and the Decision on priority domains for EDP, this time frame allows the beginning of EDP stage at the end of 2020.

Nr.	1st level tasks		Duration (weeks)	Start date	End date
1	Identification of stakeholders for QA for each preliminary priority area	Secure political, IT and PR support for the Quality analysis stage	5	27.07.2020	31.08.2020
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4	**D1 - Deliver structured compilation of data and the first analysis**		**1**	**28.09.2020**	**5.10.2020**
5	Feedback from the JRC on the first analysis and outline of the Interim report		1	5.10.2020	12.10.2020
6	**D2 - Development and delivery of the Interim report on the analysis of the preliminary priority domains**		**2**	**12.10.2020**	**26.10.2020**
7	JRC Feedback on the interim report		1	26.10.2020	2.11.2020
8	Correction of the report by the local team and approval of the interim report by JRC		1	2.11.2020	9.11.2020
9	Invitation to and establishment of focus groups		1	9.11.2020	16.11.2020
10	Meeting of focus groups per priority domain		1	16.11.2020	23.11.2020
11	Reports on conclusions from the focus groups and approval by participating stakeholders		2	23.11.2020	7.12.2020
12	**D3 - Preparation and delivery of the final QA report**		1	7.12.2020	14.12.2020

Project management

Numerous task, personnel and deadlines demand **proper project management**:

- Protocols, procedures and documentation

- QA monitoring:
    - Related KPIs
    - Reporting
    - Coordination
    - RULES

- Proposal of needed adjustments of the current governance,

Communication plan

S3 in this stage should not be aggressively promoted. It not a neutral policy, it's about prioritising.

Communication should be focused:

- Defined objectives
- Define target groups
- Corresponding channels & Web page communicating High level support
- Clear rules (who says what)
- **Uniform messages!**

Communication in Serbia

Outsourced to PR agency, focused, branded for the "elite", balancing not to become too political.

Main messages: What is S3, Benefits & expected engagement, role of the government as facilitator

Main channels:
- **Ambassadors using word of mouth & referrals**
- Targeted Events
- Influencers & social

Main formats:
- Testimonials
- Best cases
- Video

SMART SPECIALISATIO STRATEGY SERBIA

Risk management

Specific key risks:

- Distrust hampering participation
- Misinterpretation of answers
- Hidden agendas
- COVID measures

Risk mitigation:

- Clear value proposition, high-level support
- Meeting minutes and closed loop
- Transparency
- Conference calls

"Without strategy, execution is aimless. Without execution, strategy is useless."

Adjust governance and allocate resources

Governance adjustment

Many tasks and activities assigned to different actor's:

- Demand intensive coordination and communication, but

- cross ministerial bodies should not be burdened with operational issues (will cause delays and reduce affection)

Operational management level should be introduced:

- Coordination between leader and the QA team

- Regulation with internal protocols in line with key elements of stakeholder participation

- KPIs should be implemented and frequently updated.

- Frequent and well documented meetings & workshops.

Human resources

- QA team: 2 persons per domain: 1 close to academia, 1 close to industry
  - Sectoral insiders with excellent reputation
  - In-depth knowledge of the domain
  - Communicational skills and interviewing experience
  - Analytical skills
  - **Teamwork skills!**
- Analytical expert: methodological geek ☺
- International expert

Financial resources

Typical costs:

- Labour

- External expertise

- Travel & material costs

- PR support

- IT support

Sources of funding:

- National resources

- EU technical assistance

- International donors

QA governance and allocated resources in Serbia

- **Governance:**
  - **Strategic**: Cross-ministerial working body
  - **Tactical**: Coordinating body of pro-active ministries, Chamber of commerce & Public policy secretariat
  - **Operational**: S3 process leader & the QA team
  - **Transparency, traceability & following stakeholder participation elements**
- **Resources:**
  - Local team of 7, Chamber of commerce team of 6, International project lead, Inter-ministerial working group with Public Policy Secretariat: **20+ people**
  - HR, PR, travel and material costs: **20,000+ EUR** (SECO and the World Bank loan)

Lack of resources will seriously reduce fluidity and quality of the QA!

Build capacities
& execute with excellence

The key objectives of the QA

1. Attract (and retain) **national stakeholders** from the preliminary priority domains

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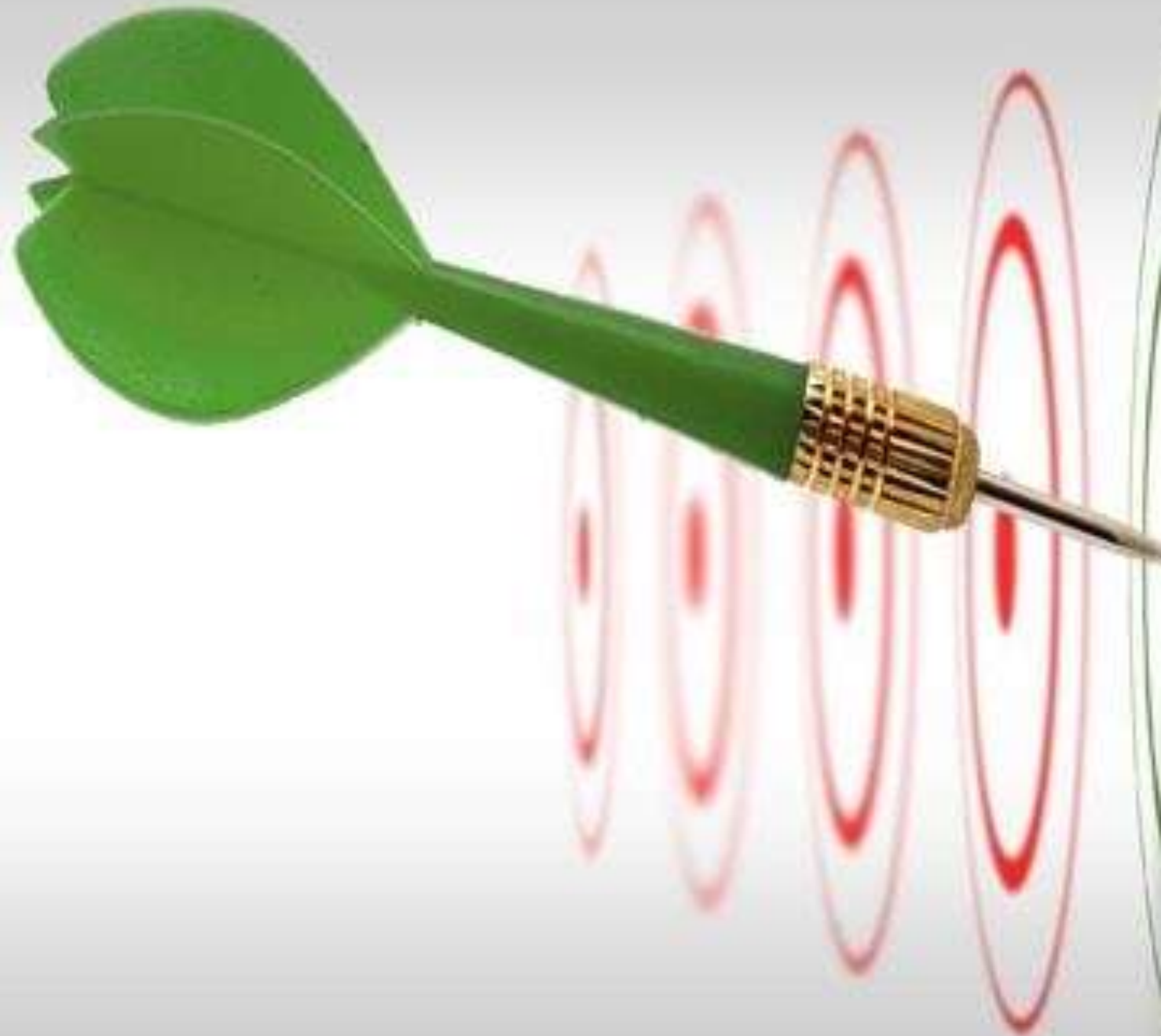
Capacity building of the QA team on S3

The **QA team will be the first who will have face-2-face contact** with key stakeholders, which must also remain participants.

Prior to execution of the QA interviews, **the QA team members must build the capacity to become credible promotors of the S3 process:**

- General framework & principles of the RIS3 design

- Scope of measures that can be a part of RIS3 policy mix

- Estimated available resources for implementation

- **Clear value proposition for motivation of stakeholders**

- **Vision of the future process and required stakeholder engagement**

- **Strategic mandate and position of the S3…**

Know the S3 strategic mandate and position in the policy framework!!

Prior to QA key policy actors must agree on:

- How RIS3 policy mix will be harmonized with other relevant policies?

- Where is the place for horizontal measures?

- How is this related to the RIS3?

- National or regional dimension?

- Estimation of allocated financial resources for implementation?

- Is the RIS3 adoption process inline with national regulation

Co-creation of fine-tuned QA plan

- **Detailed action plan**

- Harmonization of **list of stakeholders**

- Uniform **questionnaire** for stakeholders, with **questions that target group can understand**.

- Standardized **communication messages with benefits & channels for invitations**: pitches, email templates, formal supporting letters, referrals

- **Documenting process**: forms, tables, report templates for minutes, documenting system and access rules

- **Management protocols**: task assignment, reporting, communication and documenting & approving procedures

The key objectives of the QA

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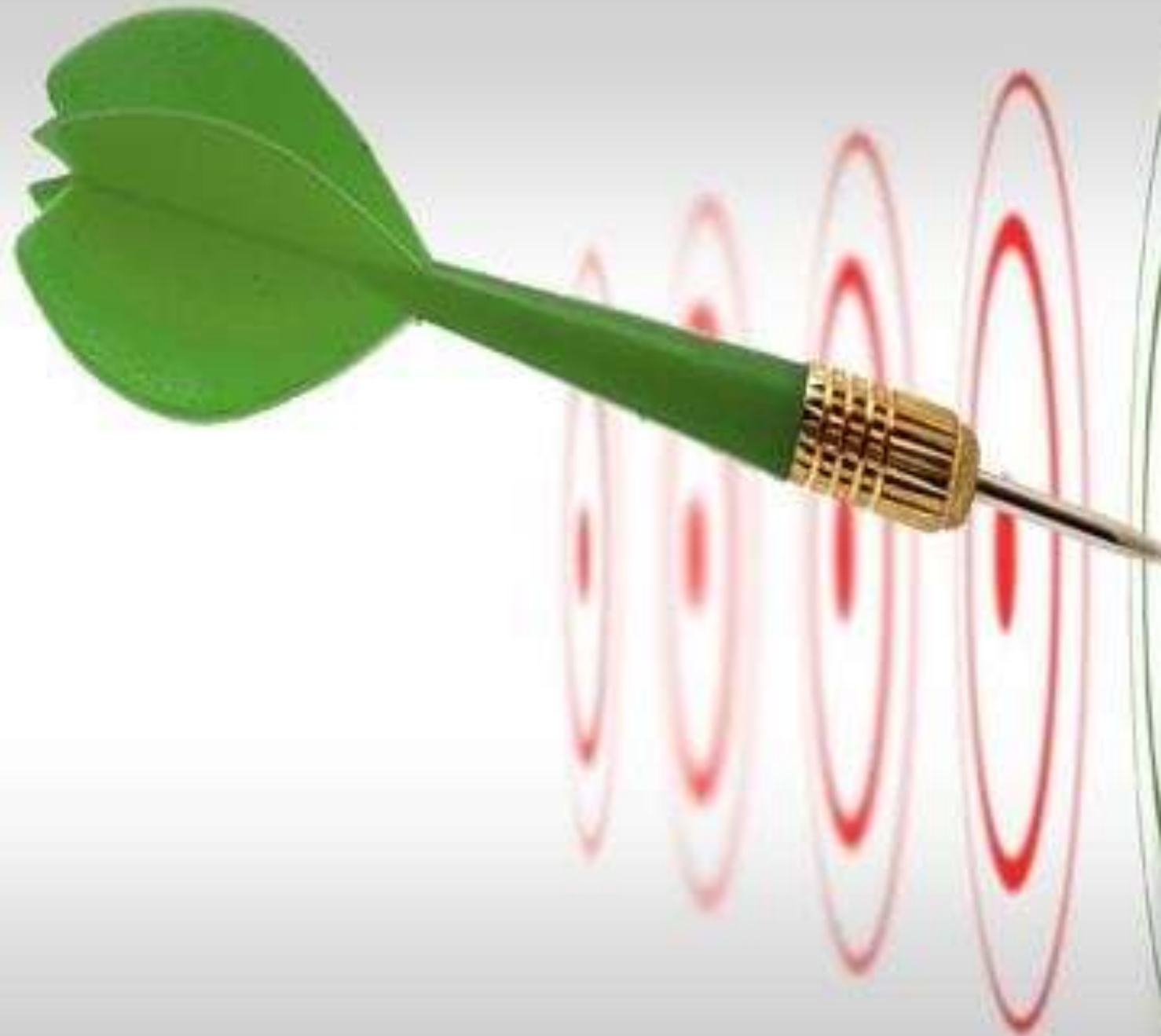
Research questions to be answered

- In-depth definition of preliminary priority domains:
  - What are **the outstanding products and services**?
  - How **competitive** is industry & research at the international / regional level? **Level of industry & academia collaboration**?
  - What is the position of national players in global **value chains**? Which parts of the value chain are present and in which regions?
  - International/regional **comparative strengths & challenges**?
  - Is the **level of internationalization** generally high or low?
  - **What is the role of start-up, scale-up and other SMEs**?
  - What are the significant **future trends**?
  - What is the **potential for cross-sectoral innovation**?
- What are effects of the COVID-19 pandemic?
- Who are the key stakeholders in priority domains?
- How to adjust the future EDP to the needs and capabilities of key stakeholders?
- Who are the "ambassadors" of processes?

Adjust the questions to the target group!
It is the respondent that must understand the question!

Interviews

Minimum 10-15 face-to-face interviews per domain must be conducted, at least 50% of stakeholders from industry.

Interviews should be **conducted by a pair of local experts:**

- At least **one person** should be **expert in the field,** enabling sophisticated conversation and understanding of the respondent's sector specific input.

- The **other person** should be **focused on taking notes**.

Additional recommendations:

- **Know the respondents, their expectations and adapt.**

- Invitations should not be sent all at once, but gradually.

- Do not contact the most important stakeholders first, rather test your questions and assumptions with those that you know best. **Ask for referrals.**

- **Intermediary workshops** to exchange experience.

- Stick to project procedures and communication rules.

- Mind the GDPR

Focus groups

Focus groups usually follow 1st round of interviews **with a goal**:

- to confirm findings from the intermediate analysis for each preliminary priority area.
- to clarify comments and fill gaps in the intermediate report.

Each focus group **should ideally be composed**:

- of up 5-6 key stakeholders that were identified as possible ambassadors and
- and some additional key stakeholders that should also participate in future EDP.

Follow similar **composition of participants** as during interviews (50%+ from industry)

ICT Case study

- **In-depth analysis of one preliminary domain:**
  - Development and approval of web questionnaire
  - On-line data collection
    - Analysis of data collected online
  - Interviews & focus groups
    - Analysis of data collected online
  - Market analysis: turnover, HR, import / export
  - Final report

- **High work-load and time consuming:**
  - **Duration of 6 months**
  - **5 local experts**
  - 50+ pages report, 40 questionnaires, 20+ minutes

ICT case study in Serbia:

Report on the innovation potential
of the software industry in Serbia

Đuro Kutlača, Lazar Živković, Dijana Štrbac, Dušica Semenčenko, Sanja Popović-Pantić

"Mihajlo Pupin" Institute – Science and Technology Policy Research Centre

Documenting

Data collected **should promptly be documented:**

- **in the uniform manner** (into a spreadsheet)
- And **meeting minutes** should be created and **approved by the respondent**

Work as a team:

- Personnel conducting interviews should **discuss and compose the input** as a team.
- Compile **joint conclusions on the go**, thus improving the qualitative insights in the sector
- This will contribute:
    - to the quality of further interviews and
    - facilitate the overall analysis and reporting

IT support

Functionalities:

- Web Forms
- Spreadsheets
- Template based reporting
- Documentation storage

Platform:

- Cloud
- Restricted access
- Security!!!

The key objectives of the QA

1. Attract (and retain) **national stakeholders** from the preliminary priority domains

2. **Collect qualitative data** from these stakeholders

3. **Analyse data and justify priority domains** needed to proceed to the next stage of RIS3 designs

Deliverables / Milestones

D1: Structured data collected from the interviews

- Expert approval needed to continue

D2: Intermediary report with preliminary justification

- Expert feedback needed to continue

D3: Final QA report with final justifications of priorities

- Expert approval needed to continue

Data analysis: justification of the domains

The main source of data must be answers gathered during the interviews and data from quantitative reports**.**

Identify narrow priorities with these categories:

1. Main products/services and positions in the value chain
2. Regional distribution of stakeholders
3. Human resources/skills
4. Main strengths and weaknesses
5. Internationalisation level and comparative strengths
6. Main figures and trends to demonstrate critical mass
7. Innovation and cross-innovation path and potential
8. National and International R&D projects awarded , International intellectual property pending or approved

QA in Serbia:

F3 - Food for Future

- High Tech Agriculture
- Value-Added Food
- Sustainable Food Chain

Data analysis: stakeholders and design of the EDP

List of Key stakeholders for EDP:

30+ stakeholders per priority area, representing the quad-helix:

- managers of the major companies & SMEs (50%+)
- relevant researchers
- government officials
- (civic sector)

Preferences on the future EDP:

- Analyse the data on the preferences on the future EDP (duration, frequency, location of workshops)
- Identify the most common preferences to enable the participation of majority of stakeholders.

Final Panel

Confirmation of:

- Crucial **outputs** and
- **Conformance of the process** with standards

Crucial outputs:

- Decision on domains
- Inputs on stakeholders for EDP
- Input preferences about EDP:
    - Start date and frequency of workshops
    - Locations and duration
    - Attractive naming of domains
    - Protocol of invitations

Case: QA execution in North Macedonia

- Quantitative report: 6 preliminary priority domains
- **QA activities based on methodological guidance**:
    - Initial training of the local team
    - Creation of uniform questionnaire & list of stakeholders
    - **84 interviews** (10-15 pre domain) experts from industry, academia & government
    - Documenting and approving **84 meeting minutes** (transparency, traceability)
    - Compilation of data in a structured form
- **TO-DO:**
    - Interim report for preliminary findings
    - Focus groups to polish findings
    - Development of the QA report with domain justification
    - Decision on priority domains for EDP, **key input for the design of EDP and list of stakeholders**

Questions & Answers