



RIS3 in Greece:
Strengthening RIS3 Governance and the Entrepreneurial Discovery Process

The functional perspective of S³ governance (reloaded)

Chios, 28 November 2019

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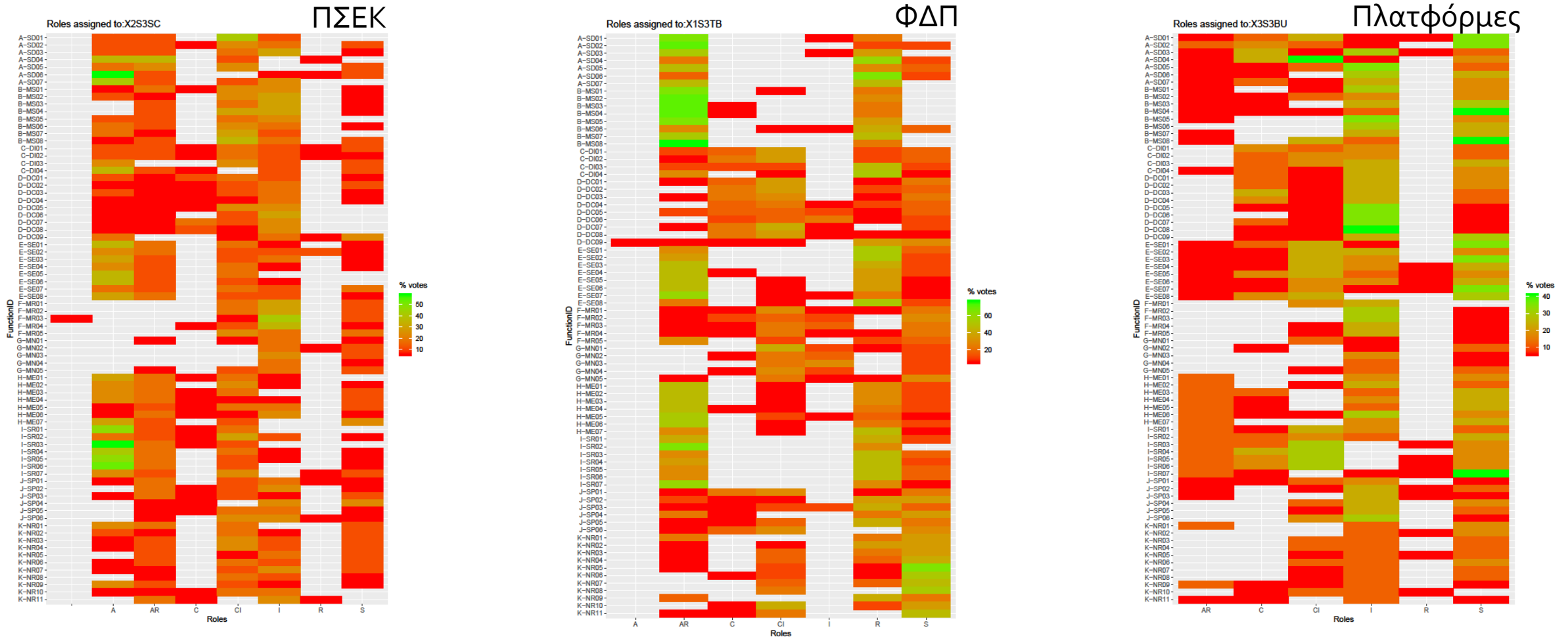
Mapping Governance Processes: Thessaloniki 13 Feb 2019

Functions Domains	Oversight	Control	Integration	Decision Making
Portfolio Governance Alignment Domain	<ul style="list-style-type: none"> Create portfolio governance Analyse portfolio governance performance results Monitor portfolio, program, and project performance results 	<ul style="list-style-type: none"> Align portfolios, programs, and projects with organizational strategic goals Assess portfolio, program, and project management methodology adherence Conduct portfolio, program, and project reviews Conduct portfolio strategic alignment annual planning Identify pipeline, resources, demand/capacity 	<ul style="list-style-type: none"> Align component mix and integrated roadmap with strategy execution tracks Ensure portfolio, program, and project processes are integrated Monitor ongoing changes to portfolios, programs, and projects Align framework with governing bodies (IT, finance, etc.) 	<ul style="list-style-type: none"> Determine portfolio prioritization criteria and funding decisions
Portfolio Governance Risk Domain	<ul style="list-style-type: none"> Escalate risks to governing body Establish risk escalation process Identify internal/external component dependencies 	<ul style="list-style-type: none"> Conduct portfolio audits Manage internal/external resource capacity 	<ul style="list-style-type: none"> Integrate dependency management Perform impact analysis of proposed changes Adjust portfolio based on component changes 	<ul style="list-style-type: none"> Resolve and remediate risks
Portfolio Governance Performance Domain	<ul style="list-style-type: none"> Create performance management plan Establish reporting and control processes 	<ul style="list-style-type: none"> Monitor performance regarding investments/value and benefits Monitor health of portfolio 	<ul style="list-style-type: none"> Perform integrated performance reporting Monitor benefits realization 	<ul style="list-style-type: none"> Determine changes to the portfolio based on performance and strategic changes
Portfolio Governance Communications Domain	<ul style="list-style-type: none"> Create communications management plan Communicate portfolio governance expectations and requirements Communicate governance process changes 	<ul style="list-style-type: none"> Communicate roles, responsibilities, and authorities 	<ul style="list-style-type: none"> Communicate integrated roadmap Receive portfolio, program, and project reports 	<ul style="list-style-type: none"> Report decisions made with justification

Actions/Decisions	?	?	?	?	?	?
GOVERNANCE DOMAINS						
Governance Alignment						
Governance integration	RA	CI	CI	CI	CI	CI
Responsibilities and authorities	A	R	CI	CI	CI	CI
Decision criteria/process	A	R	CI	CI	CI	CI
Governance budget	RA	CI	I	I	CI	CI
Prioritization criteria	A	R	I	I	CI	CI
Funding investments	A	R	I	I	CI	CI
Resource allocation	A	R	I	I	CI	CI
Resource commitments	A	CI	I	I	R	CI
Operational activities integration	A	R	CI	CI	CI	CI
Governance Risk						
Risk thresholds	A	R	CI	CI	CI	CI
Dependencies tracking	A	R	R	R	I	I
Risks and issues escalation	A	R	R	R	CI	CI
Audits	A	R	R	R	CI	CI
Governance Performance						
Resource optimization	A	R	CI	CI	CI	CI
Investment optimization	A	R	CI	CI	CI	CI
Proposed changes evaluation	A	R	R	R	CI	CI
Performance/status reporting	CI	R	R	R	A	CI
KPI monitoring/measuring	I	R	R	R	A	CI
Benefits delivery	CI	R	R	R	A	CI
Phase-gate reviews	A	R	R	R	CI	CI
Governance Communications						
Stakeholder engagement	CI	RA	R	R	CI	CI
Integrated roadmap	A	R	CI	CI	CI	CI
Communications coordination	I	R	R	R	CI	CI
Communicate decisions	A	R	CI	CI	CI	CI
Organizational change management	CI	R	R	R	A	CI
Messages to organization	A	R	CI	CI	CI	I

R = Responsible for completion A = Accountable for decision C = Consult before action or decision I = Inform after action or decision

Results of applying this model to all LAGREG2 territories



Survey Instrument: two modes

Κατά τη γνώμη σας, ποια πρέπει να είναι η συνεισφορά των οντοτήτων που αναγράφονται στις στήλες στις ακόλουθες διαδικασίες σχεδιασμού, εφαρμογής, συντονισμού των στρατηγικών εξυπνης εξειδίκευσης κατά την προσεχή προγραμματική περίοδο:

	ΠΣΕΚ	ΦΟΡΕΑΣ ΔΙΑΧ. & ΠΑΡΑΚΟΛΟΥΘΗΣΗΣ	ΠΛΑΤΦΟΡΜΕΣ - ΟΜΑΔΕΣ ΕΠΙΧ. ΑΝΑΚΑΤ'ΥΦΗΣ	ΕΥΑ ΠΕΠ	ΕΥΑ ΕΓΓΡΑΜΜΕΚΤ	ΚΥΡΙΟΙ ΕΘΝΙΚΟΙ ΦΟΡΕΙΣ ΠΟΛΙΤΙΚΗΣ	ΣΥΜΠΛΗΡΩΜΑΤΙΚΟΙ ΦΟΡΕΕΣ ΠΟΛΙΤΙΚΗΣ Ή ΕΦΑΡΜΟΓΗΣ	RG-REGIO COUNTRY DESK
Ι. ΣΧΕΔΙΑΣΜΟΣ ΣΤΡΑΤΗΓΙΚΗΣ								
Τεχνικο-οικονομική ανάλυση, ανασκόπηση υφιστάμενης κατάστασης								
Αξιολόγηση προηγούμενων πολιτικών και μέσων εφαρμογής								
Ανάλυση SWOT								
Κινητοποίηση συμμετόχων								
Καθορισμός οράματος, στόχων και προτεραιοτήτων S3								
Καθορισμός λογικής παρέμβασης και δεκτικών								
Επιλογή μέσων εφαρμογής								
Οργάνωση και εκτέλεση διαδικασίας επιχειρηματικής ανακάλυψης								
Αναγνώριση πηγών χρηματοδότησης								
Ορισμός του σχήματος διακυβέρνησης S3								
Αναγνώριση κινδύνων και διαμόρφωση σχεδίων ανάθεσης								
Εγκριση της στρατηγικής								
Διαχείριση κρίσιμων επιχειρηματικής ανακάλυψης και προσαρμογών στη στρατηγική S3								

1

Paper-based

RIS3 Governance Structure 2021-2027 in Greece

Load unfinished survey Exit and clear survey Language: English

8%

Language: English

RIS3 Governance Structure 2021-2027 in Greece

This survey is run in the framework of a JRC workshop entitled "Preparing for the next programming period (2021-27): Strengthening RIS3 Governance and the Entrepreneurial Discovery Process" that was carried out on 28-29 November 2019, in Chios, Greece.

The aim of this survey is to capture the desired, by regional and national authorities, delegation of RIS3 Governance Functions in the 2021-2027 Programming Period.

There are 6 questions in this survey.

Next

Online

<http://serial.innovatiasystems.eu/surveys/index.php/899558?lang=en>

1 Q1 In your opinion, how should the following bodies contribute to the following functions of RIS3 Strategy Development?

RIS ₃ Strategy Development	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Regional-Greek Desk
Techno-economic analysis, baseline assessment	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assessment of existing policies and delivery instruments	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
SWOT analysis	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Vision statement, definition of key objectives and RIS3 priority areas	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Elaborate the logic of intervention and selection of output and result indicators	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Selection of the appropriate delivery instruments	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Plan and organise the Entrepreneurial Discovery Process	A	R	CI	S	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Identification of the funding sources	<input type="text"/>	RA	<input type="text"/>	C	C	C	C	C
Finalise the RIS3 governance structure	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Perform risk assessment and develop risk mitigation plans	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Approval of the RIS3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Management of the continuous EDP and reajustment of the RIS3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Please use one of the following options to fill in the text fields.

R: The stakeholder is responsible for executing the process;

A: The stakeholder is accountable for the process outcome;

RA: Both of the above;

S: The stakeholder supports the execution of the process;

C: The stakeholder is consulted before or during the execution of the process;

I: The stakeholder is informed of the output of the process;

CI: Both C and I above;

Blank: The stakeholder is not involved in the process.

2 Q2 In your opinion, how should the following bodies contribute to the following functions of RIS3 Implementation?

RIS3 Implementation	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Regional-Greek Desk
Transform EDP results to policy instruments and draft calls	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Call scheduling at the regional and national level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Definition of project selection and of project evaluation criteria	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Create electronic versions of project application forms in a Web-based system	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Publish calls and inform potential applicants / target groups	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Proposal evaluation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Manage the lifecycle of selected projects	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3 Q3 In your opinion, how should the following bodies contribute to the following functions of RIS3 Monitoring?

RIS3 Monitoring	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Regional Greek Desk
Develop the conceptual model of the Monitoring System	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Develop data collection methodology and tools	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Develop and manage the IT infrastructure for the Monitoring System	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Perform continuous monitoring and draft periodic monitoring reports	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Escalate risks or opportunities identified through the MS to the appropriate S3 Governance entity	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Communicate monitoring information to stakeholders	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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- I:** The stakeholder is informed of the output of the process;
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- Blank:** The stakeholder is not involved in the process.

4 Q4 In your opinion, how should the following bodies contribute to the following functions of RIS3 Evaluation?

RIS3 Evaluation	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Region-Greek Desk
Elaborate Evaluation Strategy and Methods	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Define the evaluation questions / research hypotheses	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Initiate and manage the evaluation process	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Communicate the evaluation results to stakeholders	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Escalate risks or opportunities identified by the evaluation to the appropriate S3 Governance entity	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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I: The stakeholder is informed of the output of the process;

CI: Both C and I above;

Blank: The stakeholder is not involved in the process.

5 Q5 In your opinion, how should the following bodies contribute to the following functions of RIS3 Review?

RIS3 Review	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Region-Greek Desk
Use the evaluation results to identify required changes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Review the state-of-play and perform change impact analysis	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Review the strategic mix (vision, priorities, policy instruments, etc)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Update the strategic mix	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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6 Q6 In your opinion, how should the following bodies contribute to the following functions for co-ordinating RIS3 with other policies at the national or regional level?

National / Regional coordination of RIS3s	S3 Strategy Body	S3 Technical Body	S3 Bottom-up Group	Regional Managing Authority	National Managing Authority	National Policy Makers (e.g. Ministries)	Other National Authorities	DG Region-Greek Desk
Co-ordinate complementary calls or investments	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Aggregate Monitoring Processes at the national and regional levels	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Append third-party monitoring information into the RIS3 monitoring system	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Synchronise calls at the regional, national and European levels	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Provide technical assistance and know-how for the implementation of RIS3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Provide technical assistance for the development of policy instruments and call documents	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Provide guidelines for the co-ordination of RIS3 at the regional and the national level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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