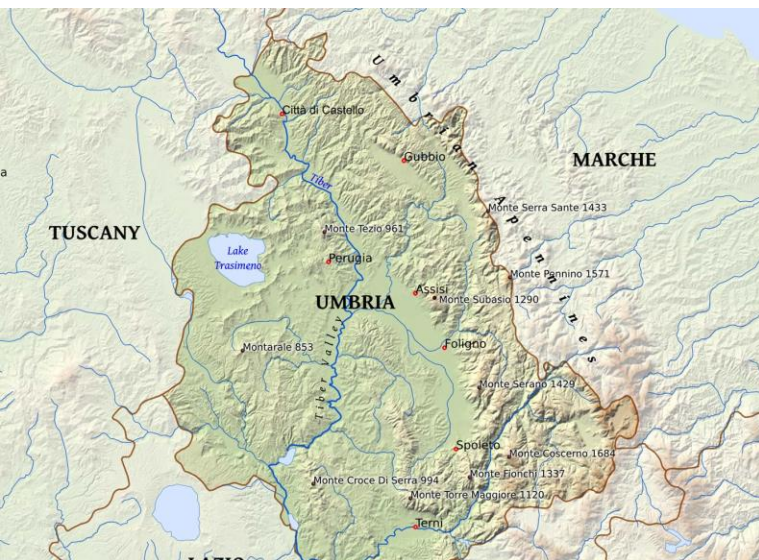


**Peer eXchange and Learning workshop
on Skills for S3 policy makers**

Umbria Region



Perugia, 21 May 2019
Claudio Tiriduzzi
Ilaria Trovati
Antonietta Petetti

Umbria RIS3 Overview

Main regional characteristics

- Umbria is a region of central Italy. It has an area of 8,456 km² and about 900,000 inhabitants. Umbria is characterized by a combination of large companies and groups of SMEs. In 2016 there were 80.758 businesses. incidence of the primary sector (21%) which together with the commercial sector make up more than half of the regional business system. The incidence of artisan enterprises is equal to 26.9%, a share that is slightly higher than the national average (26.3%).
- The **regional innovation system** is characterized by some strengths such as human capital, important universities, the presence of innovative service providers but also by critical issues such as the very low level of private investment in research and development. According to the Regional Innovation Scoreboard, Umbria is considered a moderate innovator. Innovation performance has not changed significantly in recent years. The main weaknesses relate to private R&D expenditure (0,26% of GDP) and non-R & D innovation, while the best performance is linked to R&D expenditure in the public sector ((0,69% of GDP) .

Regional research and innovation performance

Indicators	Umbria	Italia
R&D Public expenditure (% of GDP) (2015)	0,69%	0,51%
R&D Private expenditure (% of GDP) (2015)	0,26%	0,78%
Employment rate (2017)	62,9%	58,2%
High technology Patent rate (2012)	2,55%	4,93%
ICT patent applications to the EPO (2012)	33,36%	76,04%

Umbria RIS3 governance

- Who is responsible for the RIS3?

The Managing Authority of the ROP ERDF is responsible for the implementation and monitoring of the RIS3. It follows the implementation of the Strategy to assess the consistency between the actions implemented and the achievement of the expected indicators and the expected changes.

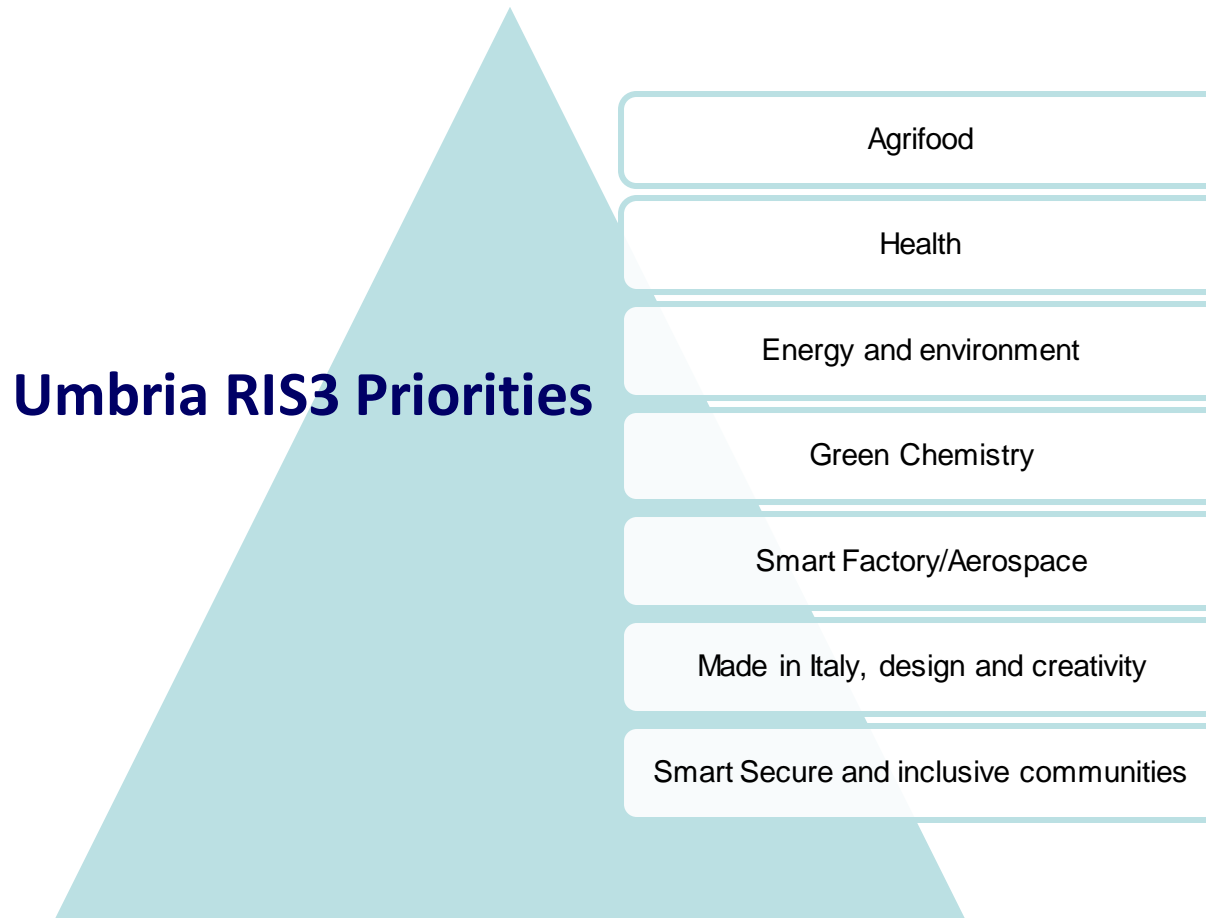
- How is the governance set-up of your RIS3?



Umbria RIS3 Priorities

GENERAL OBJECTIVE OF UMBRIA RIS3

To activate the local potential of entrepreneurship using regional assets, talents, access to the results of the research and the promotion of new entrepreneurship



Which issues would you like to discuss and why?

- Main skills development (if any) promoted by the S3 process

GOVERNANCE S3 process contributed to strengthening the capacity of policy makers in structuring a form of multi level governance that included **different bodies and actors** ,especially as regards the relationships between administrators and companies.

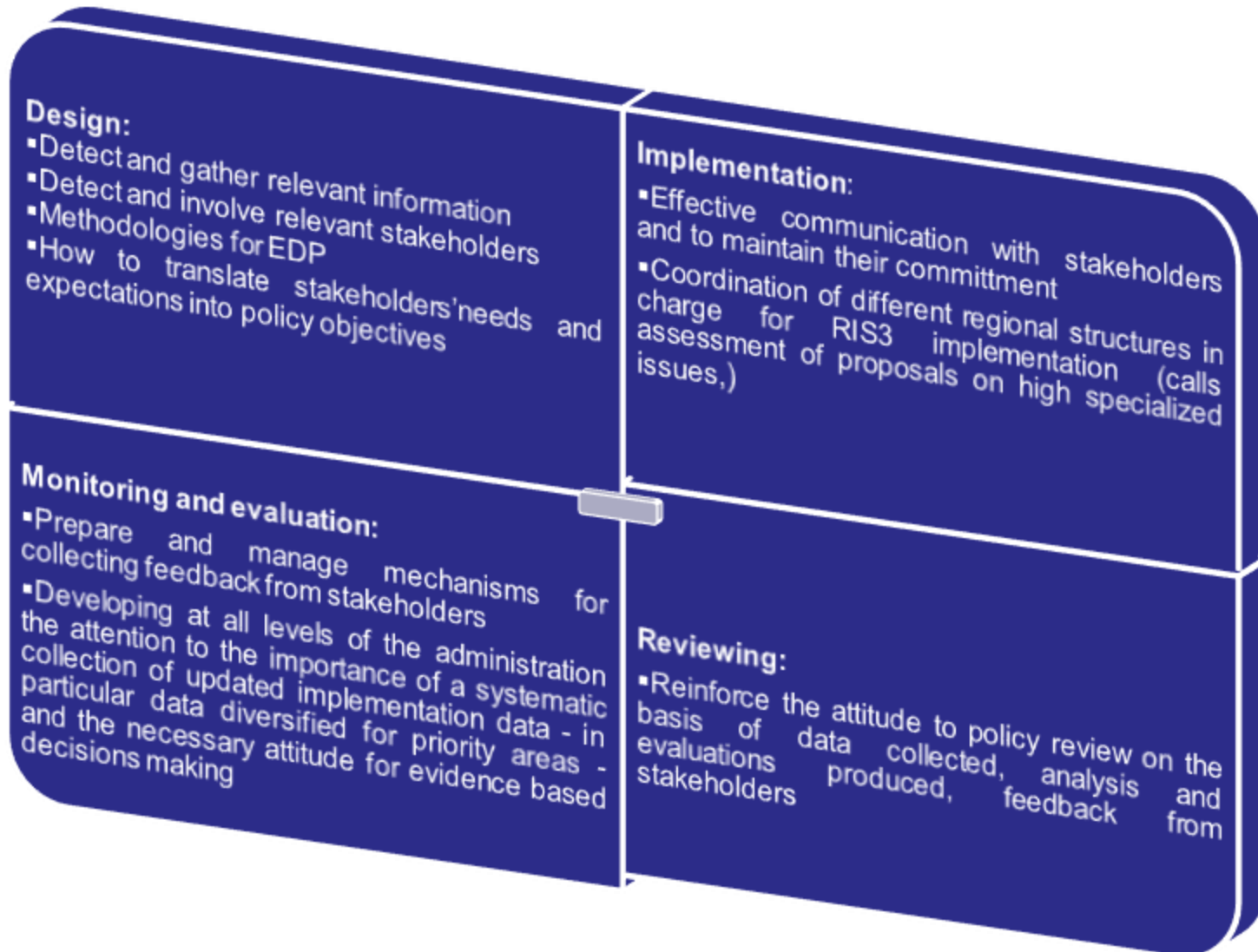
ENTREPRENEURIAL DISCOVERY PROCESS: S3 process contributed to strengthen the skills related to the stakeholder's involvement with particular regard to the role of administrators who in this discovery process must be "facilitators"

Questions you would like peers to discuss after your presentation:

- How to improve the competences of policy maker in the implementation phase referring to the research and innovation projects evaluation?
- What skills are required for monitoring and evaluation of S3 strategies?
- What are the necessary skills to carry out an effective EDP?

Skills for S3 policy makers (1)

Reflections on the S3 process so far – *skills needed*



Skills for S3 policy makers (2)

Reflections on the S3 process so far

- ❖ The Administration had to learn quickly about designing, implementing RIS3, often improvising skills that are also very far from those required for managing the different roles and responsibilities typical for a regional administration.
- ❖ EDP effective integration in the policy requires skills on the part of both stakeholders and the administration, which go far beyond what is usually required in traditional forms of mutual consultation
- ❖ Due to the lack of internal specialized skills the administration tended to provide them by external (intermediaries bodies, in particular regional agency, and external experts), ie by outsourcing relevant pieces of the expected outputs for each phase.



- The evaluation of the projects was very slow due to the need to assign external experts to their evaluation;
- Decisions on the revision of the RIS3 have been made more difficult by the lack of updated monitoring data and by strategic priorities
- The traditional format of meetings organized with stakeholders often were not adequate enough to support a concrete debate among participants and especially to promote a cooperative approach to discover new opportunities for innovation

Skills for S3 policy makers (3)

Reflections on the S3 process so far

The most relevant learnings:

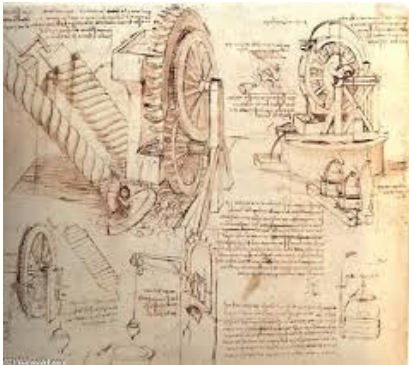
- More awareness about the importance of managing the different RIS3 phases according to common qualitative criteria
- More awareness about the importance to combine technical skills (knowledge about S3 specific domains) with soft skills (effective communication, how to promote and support and guide cooperative learning and discovering) and managerial skills
- More awareness about the importance to support the growth of a regional innovative ecosystem

Skills for S3 policy makers (4)

Skills development for RIS3 management

- ❖ through good practices exchange among regions and the possibility to access to good learning tools (workshop, toolbox, guidelines and recommendation, etc.)
- ❖ by Improving the collaboration with intermediaries bodies, in particular with clusters, that can bring new competences in the RIS3 governance

Skills should be given more attention in the future S3 policy debate



Cooperative discovering and projecting, as the capability to explore opportunities and project innovation according to the model of the Renaissance Workshop characterized by: ***multidisciplinarity, exchange of good practices and capitalization of learning, constant comparison among participants inside and from outside, ability to integrate the different abilities and specificities according to the realization of a common work***



Question 1: How to improve the competences of policy maker in the implementation phase referring to the research and innovation projects evaluation?



- **Why:**

Projects presented in the research and innovation should be evaluated by experts in the topics of the RIS3 in order to ensure a correct implementation of the Strategy

What has been done /What worked

- Calls have been issued under Axis 1 of the ROP ERDF;
- Eligibility and evaluation criteria have been developed to ensure the correct implementation of the actions
- The evaluation of the applications has been entrusted to the Regional Agency for Innovation and/or other external assessment bodies.
- **What did not work**

Difficulties in the specific assessment of project presented by internal officials - lack of specialized technical skills within the administration. This has slowed down the entire process.

Question 2:

What skills are required for monitoring and evaluation of S3 strategies?

- **Why:**

Mechanisms of continuous monitoring and evaluation should be designed in order to allow experimentation, reflection and feedback. Such mechanisms need to mix objective analysis such as quantitative indicators with the perspectives of stakeholders. Demonstrating the extent to which progress has been made, and having a clear vision will retain motivation and trust in future elaborations of **evidence-based policy**.

- **What has been done/ what worked :**

Umbria Region established a set of output indicators - for monitoring the expenditure in relation to the main types of intervention envisaged – and of result indicators , whose progress are quantified through statistical data useful to measure the results in the long term

- **What did not work:**

- The logic of the monitoring system and especially how it can support the decision process was not clear enough and especially not shared enough at all levels of the Administration
- The lack of available information related to project financed was an obstacle during the process of updating and review of the S3.

Question 3: What are the necessary skills to carry out an effective EDP?

- **Why:**

The inclusive governance required for EDP, demands that the policy makers act as a platform to enable targeted stakeholders' interaction and policy coordination.

- **What has been done:**

Organisation of **thematic working groups TWG** as **structures dedicated to involve the business community and the research and academic sector in the process of RIS3 implementing.**

- **What worked:**

It was important to build through TWGs a context for listening and receiving proposals, expectations and feedback from stakeholders and in particular from companies. Their participation in meetings organized was generally high

- **What did not work:**

In order to support the full commitment of companies, mainly SMEs, in the regional innovation strategy it is necessary to go beyond the traditional format of meetings (report by a speaker and open discussion finalised to check consensus about results presented and decisions taken)

The Regional Staff should be able to manage workshops in which it would be possible:

- the deepening of the issues on the table,
- the open confrontation between different actors,
- the creative exploration of new areas of opportunity,
- the identification of possible common projects between companies and universities/ research centers