

The European Commission's science and knowledge service

Joint Research Centre



Building S3 Monitoring Systems: Evidence from the EU

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The work of the JRC

Concept development

Policy Brief "Monitoring Mechanisms for Smart Specialisation Strategies"
Handbook "Implementing Smart Specialisation Strategies"

Evidence

Survey of policy makers' experience & perception
Case studies

Support

Monitoring Working Group – hands on experience with policy makers
PXL Workshops on S3 Monitoring

Training

MOOC on Monitoring Smart Specialisation Strategies

Questions for today

01

How are EU regions/Member States developing their S3 monitoring system?

02

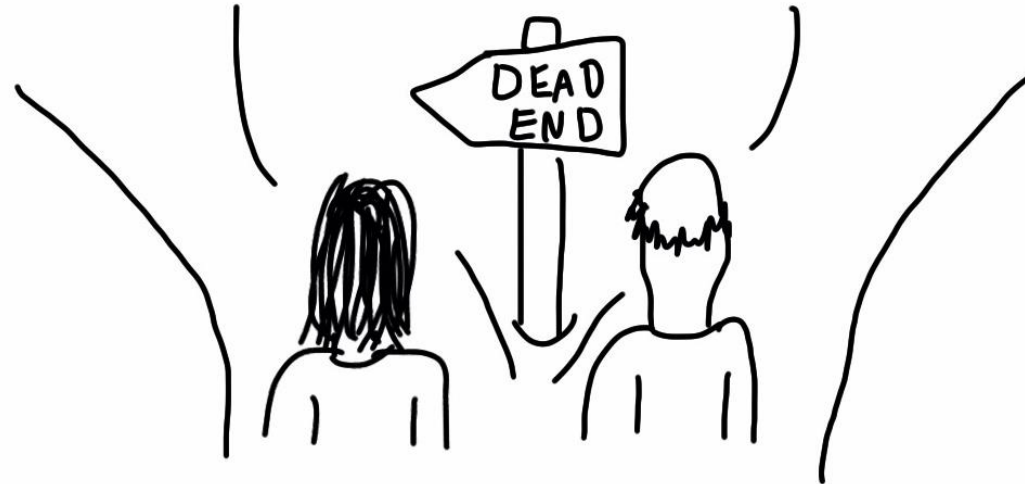
What are their expectations and difficulties in this process?

Why monitoring?

Reality can diverge from expectations...

Oh oh ...according
to the sign we
should go right

But our map says
left!



...we want to know when it happens and decide consequently!

Monitoring as a learning tool

Policy Learning function

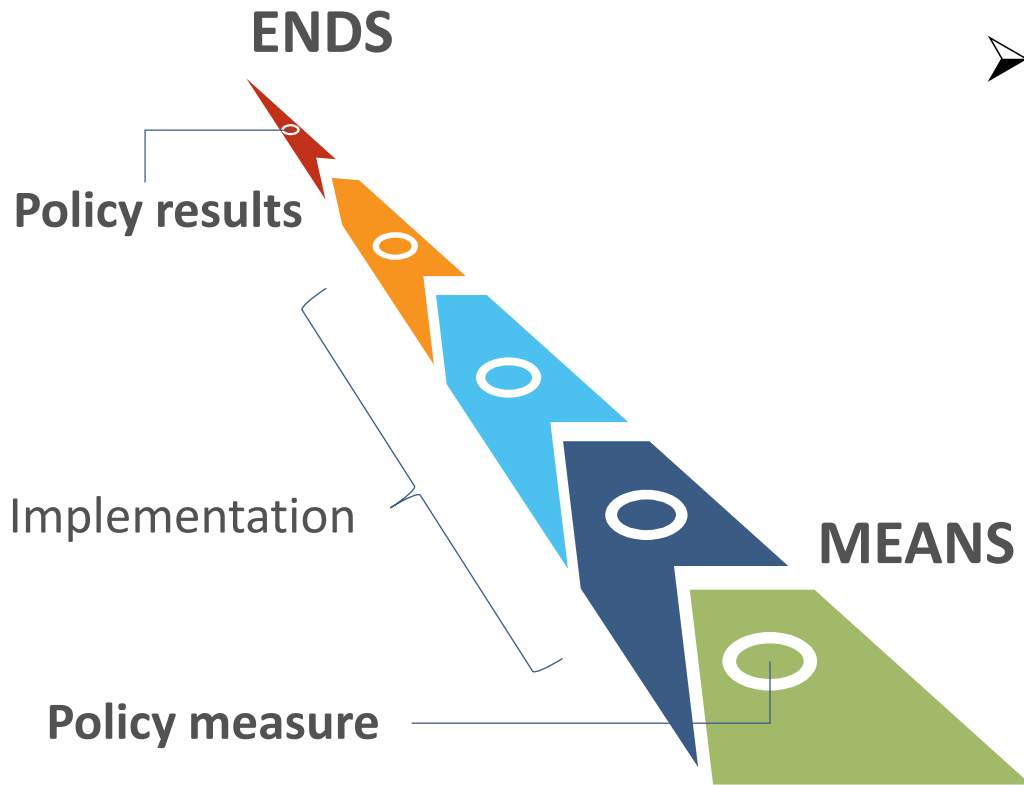
Tracking policy processes and outcomes to:

- Quickly reflect on this evidence and, in case of relevant deviation from expectations
- Intervene during policy implementation and change some aspects of the intervention



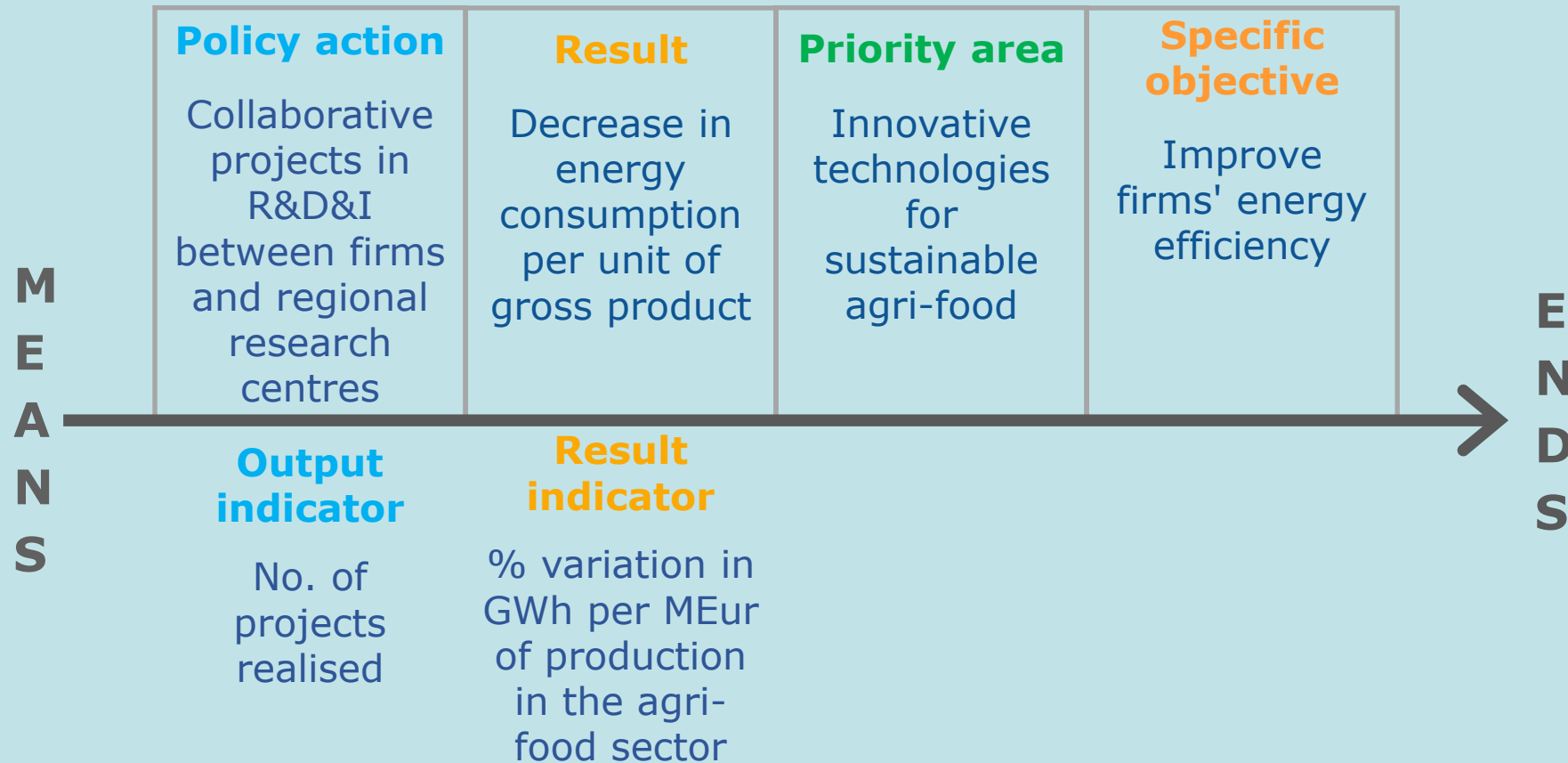
Why do we need to learn?

...we live in an uncertain world!



- The causal relationship between ENDS and MEANS is not fully predetermined
- We must rely on emerging empirical evidence to support, update, modify the theory of cause-effect at the basis of our policy design

Elements of a monitoring system for S3



Empirical evidence

Quantitative data

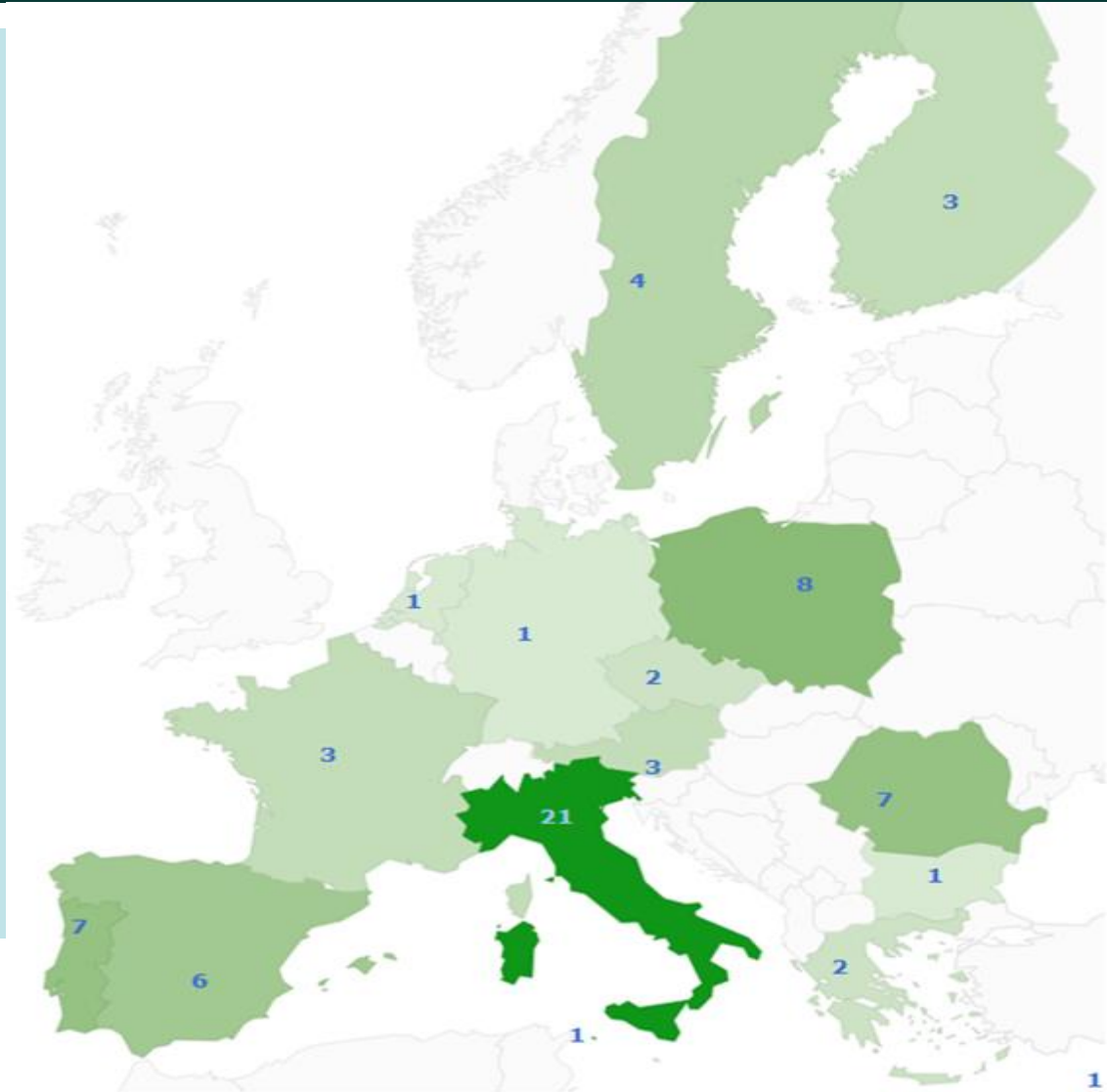
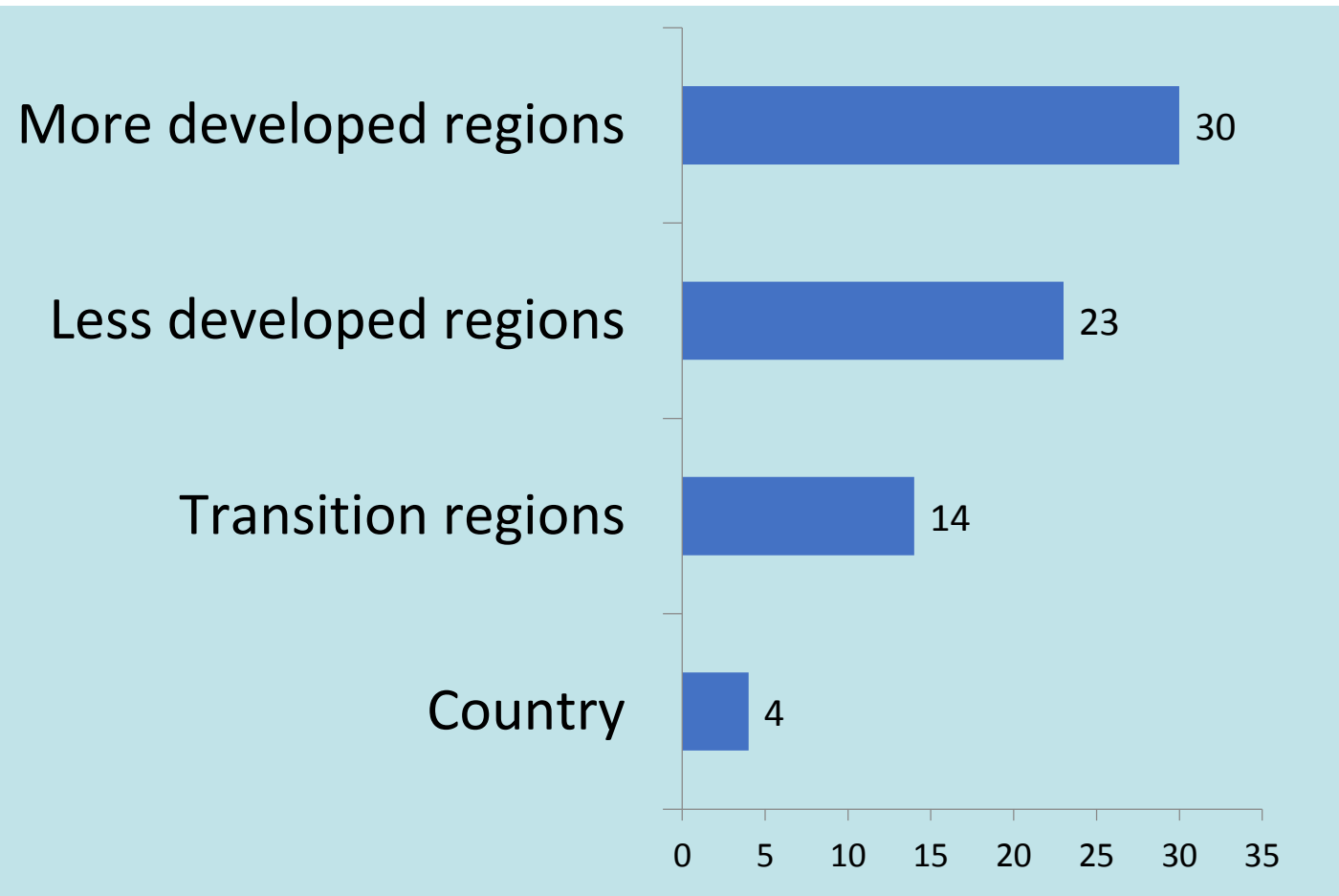
- JRC Survey on S3 experience

Qualitative data

- Workshops
 - Peer Exchange and Learning
 - Monitoring Working Group

S3 Survey

71 valid responses



The RIS3 experience: a challenging but satisfactory exercise

RIS3 is a **demanding policy** in terms of **policy intelligence, skills** and **capabilities** for public authorities and stakeholders (89% of respondents agree or strongly agree)

Smart Specialisation experience is **positively valued** (66% of survey respondents are very or extremely satisfied; 77% more developed regions)

Improvements promoted by the RIS3 process

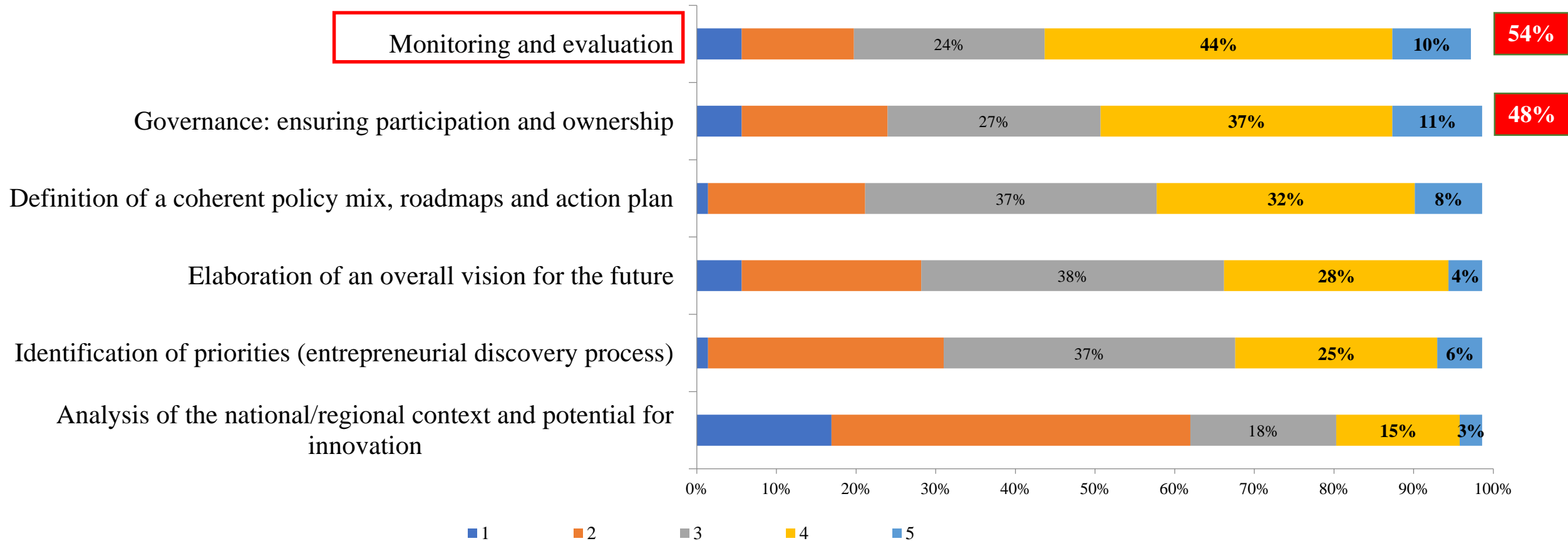
Radical/Substantial improvements

- Stakeholder engagement
- Prioritisation process
- Concentration of funding
- Level of trust

No/Minor improvements

- **Quality and effectiveness of monitoring activities**
- Strategies' outward-looking perspective
- Progress toward economic transformation

Setting up a monitoring system is not easy!



Level of difficulty encountered with respect to the six steps of the S3 design process (5. very difficult - 1. very easy)

Main challenges/problems with respect to the RIS3 exercise

Analysis of the context and potential for innovation

1. Lack of data and/or data availability when needed
2. Lack of evaluation studies and monitoring information on past policies

Monitoring activities

1. Lack of data and/or data availability when needed
2. Lack of evaluation studies and monitoring information on past policies
3. Lack of skills and capabilities within the (regional/national) administration

Policy-mix and policy instruments

1. Obstacles associated with the different rules governing diverse funding sources
2. Synergies among policies and funding managed by different institutions placed on different level (EU, national, regional)
3. Difficulties in managing/financing interregional collaborative projects
4. Lack of skills and capabilities within the regional/national administration
5. Difficulties in getting enterprises involved

Priority selection

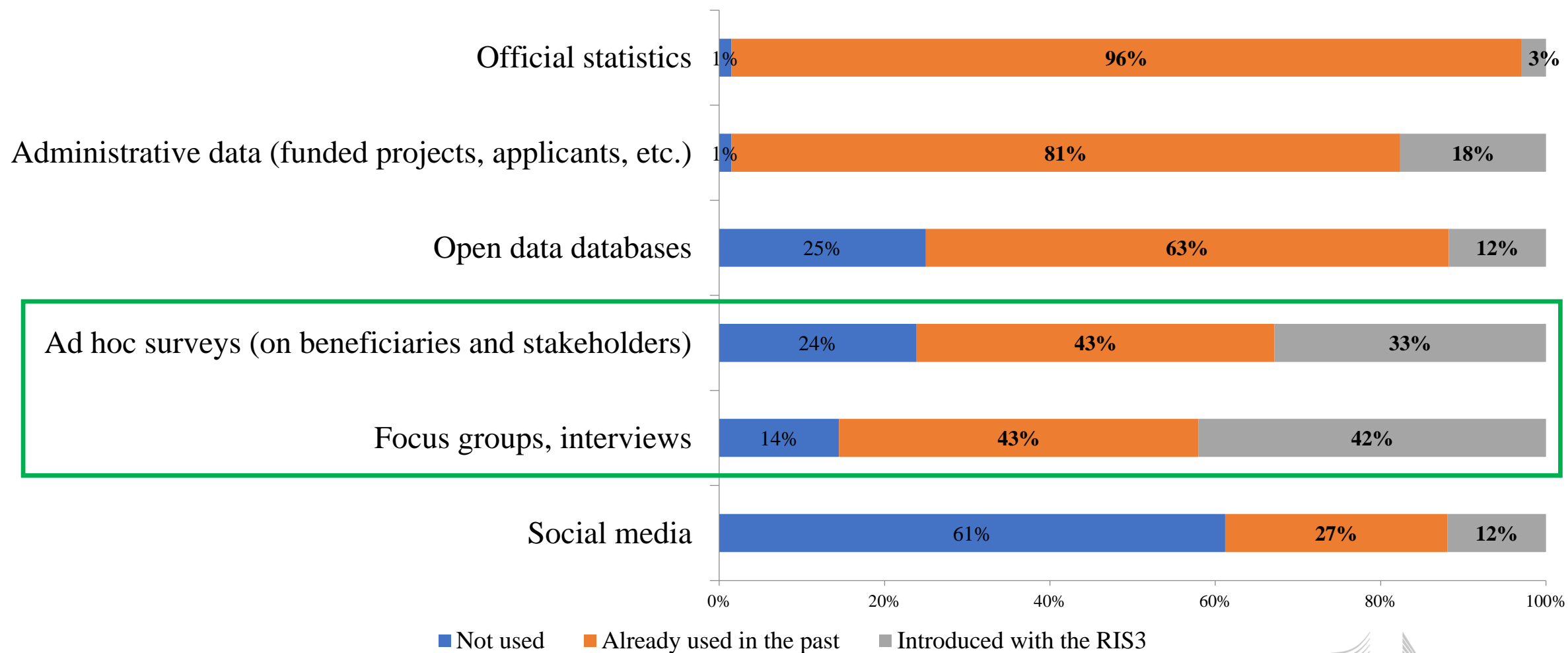
1. Difficulties in getting enterprises involved
2. Lack of skills and capabilities in some groups of stakeholders
3. Difficulties in getting civil society groups involved

More resources devoted to monitoring

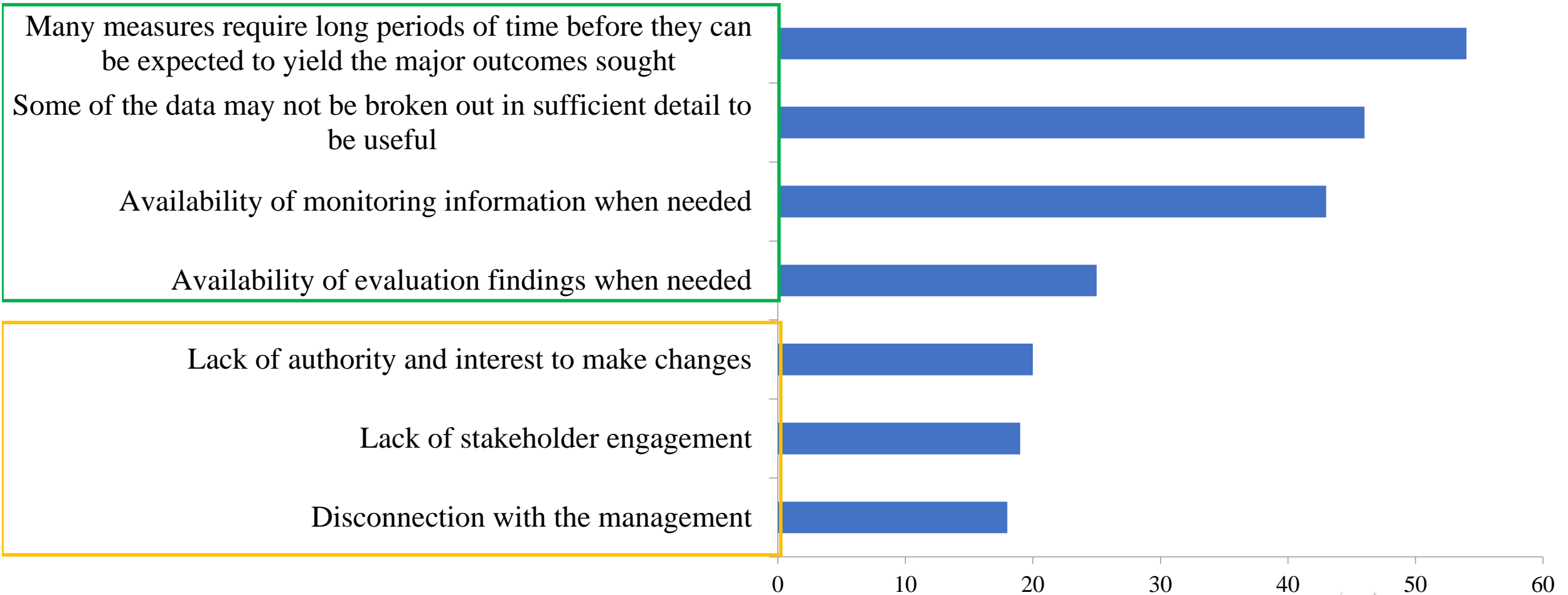
National and regional authorities are devoting **more resources to monitoring**: **three thirds** of respondents declared that a specific team is currently assigned to RIS3 monitoring. In several cases (32%), **new teams** for RIS3 monitoring were created.

Monitoring goes well beyond mere audit requirements

Increased use of new data sources for monitoring



Main obstacles to the use of monitoring and evaluation information to improve strategy performance and policy making



Qualitative results: more challenges than meet the eye

SKILLS AND RESOURCES

- Statistics, research, communication, etc.
- Investment in time and effort

STAKEHOLDERS ENGAGEMENT

- Nice idea, but...
- Elite capture, conformism, paralysis

POLITICAL CHALLENGES

- Lack of supports, as results may be perceived as negative



EMPIRICAL CHALLENGES

- data by priority -> difficult
- official statistics (when appropriate) not timely

ORGANISATIONAL CHALLENGES

- Information may not flow within the organisation

...and this is only the beginning

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MONITORING

EVALUATION

Our proposition...



Monitoring is not what it seems!

We can't do much but...



- Intellectually challenging, conceptually rewarding

- Organisational, Social, Administrative, Political dimensions

Our proposition...



- Scholars

Understand, legal and administrative framework, competences and capacities

....we can build a bridge...

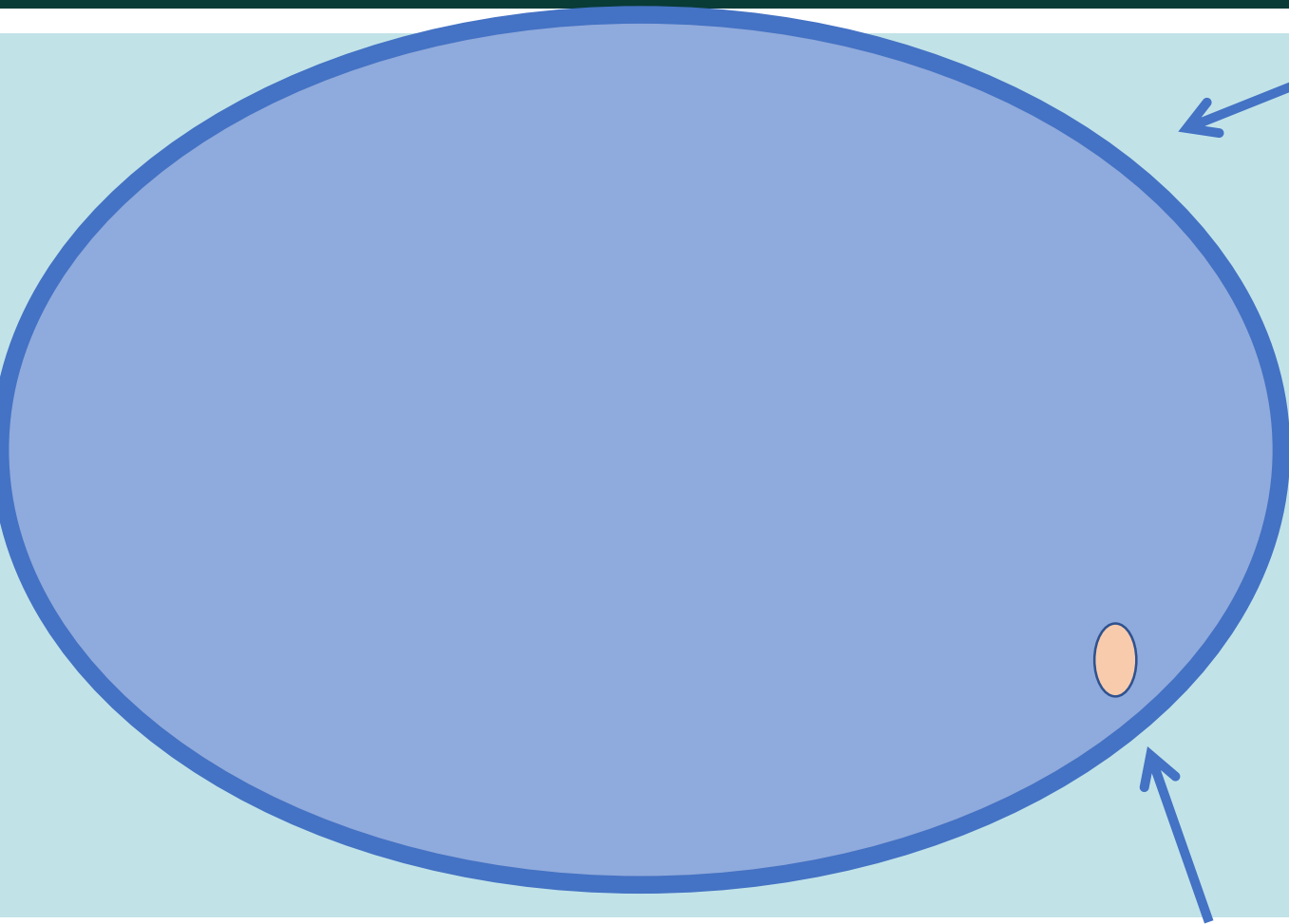
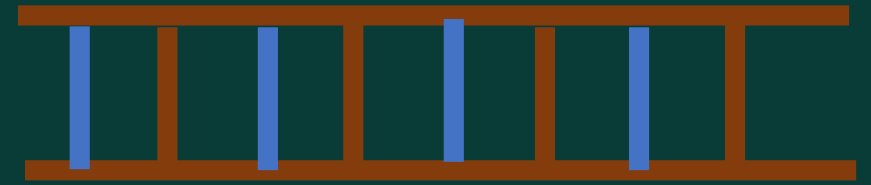
- Common vocabulary
- Understand incentives/goals



Practitioners

Understand where research opportunities lie

To conclude – the big picture

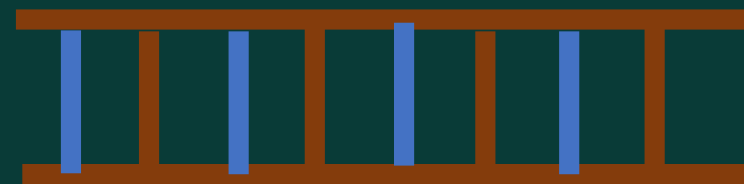


Fact-based view of the world

- very important
- very difficult
- requires constant effort and collaboration

Today we hope to create the space for a meaningful reflection!

S3 Monitoring and Evaluation



Any questions?

You can find us [at](#):

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