

# The European Commission's science and knowledge service

Joint Research Centre



# The Governance of Smart Specialisation: recent evidence

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# Presentation outline

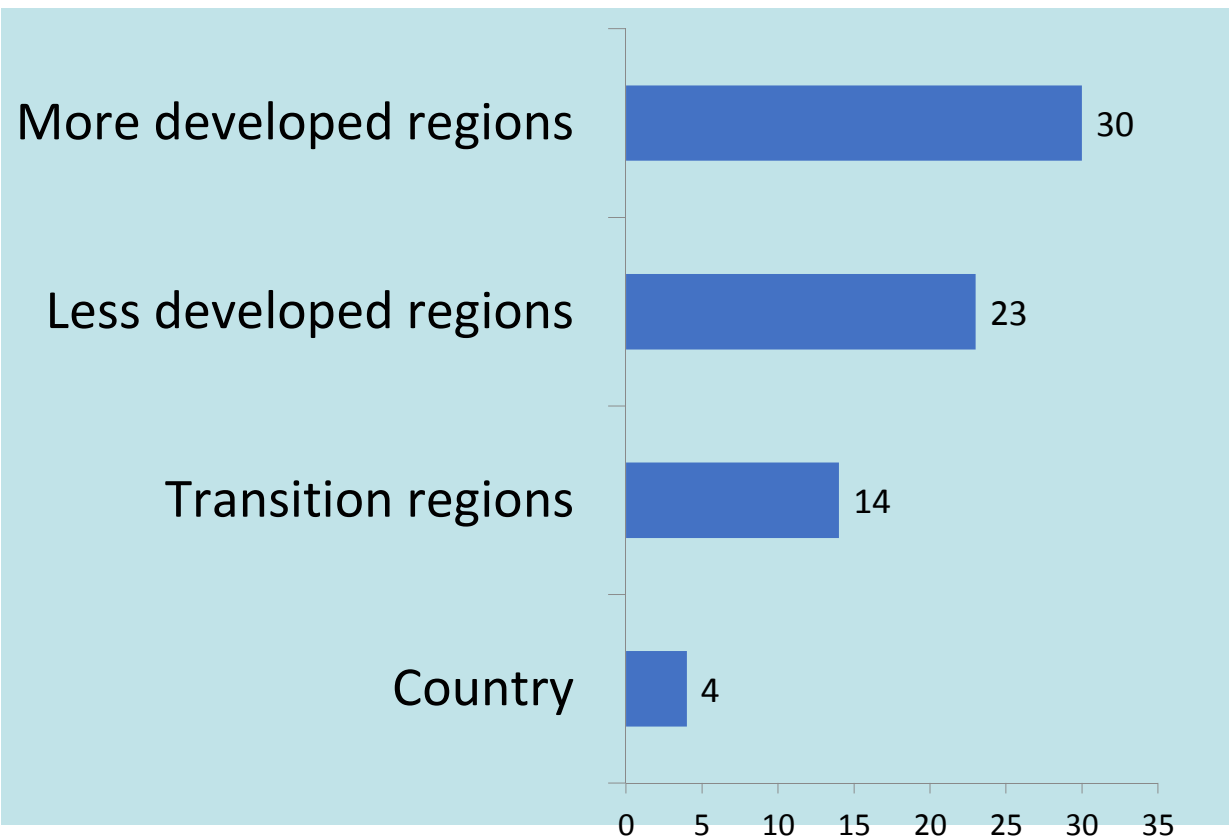
- Main results
- Focus on governance

# Objectives of the survey on RIS3 (2018)

- (i) identify areas of major **improvements**, **critical issues** and main **challenges** in relation to the Smart Specialisation policy experience
  
- (ii) draw some **lessons** and **recommendations** to feed the debate on the post-2020 Cohesion policy.

# 71 valid responses

## Mostly RIS3 management team

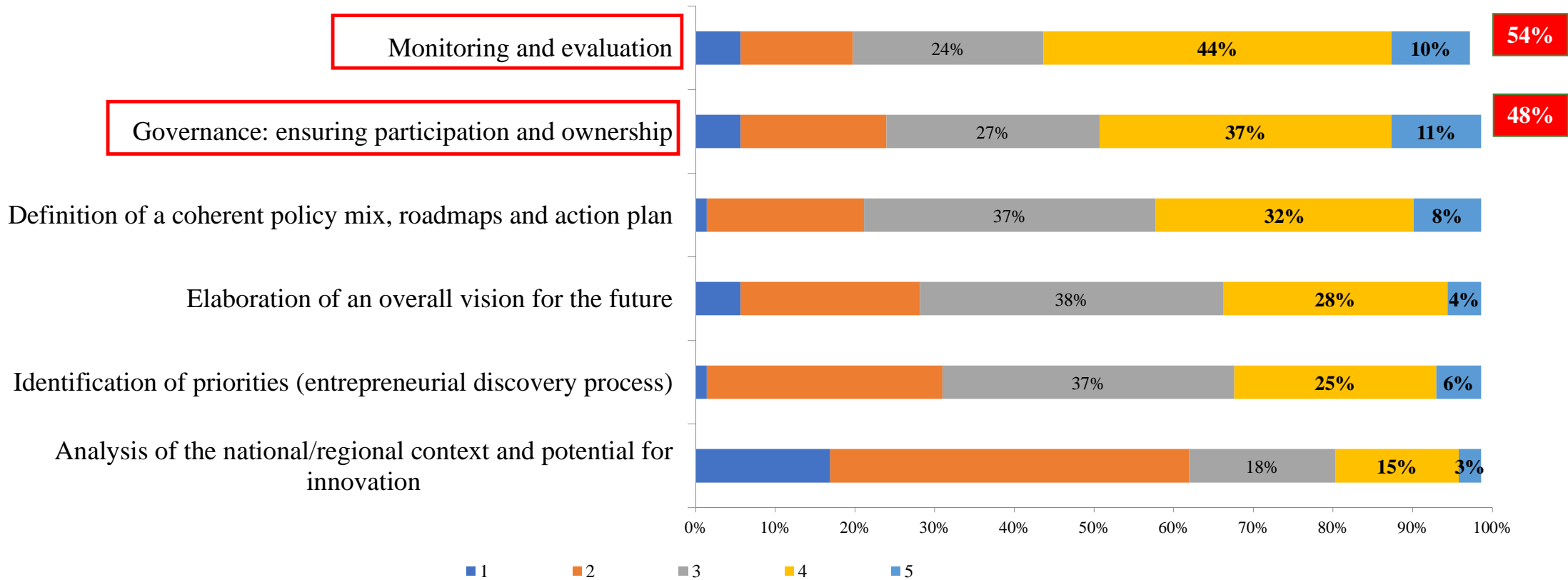


# The RIS3 experience: a challenging but satisfactory exercise

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)

# The most challenging aspects of the RIS3 design process



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

# Improvements promoted by the RIS3 process

## Radical/Substantial improvements

- Stakeholder engagement (58%)
- Prioritisation process (56%)
- Concentration of funding (54%)
- Level of trust (51%)
- Emergence of the innovation potential (51%)

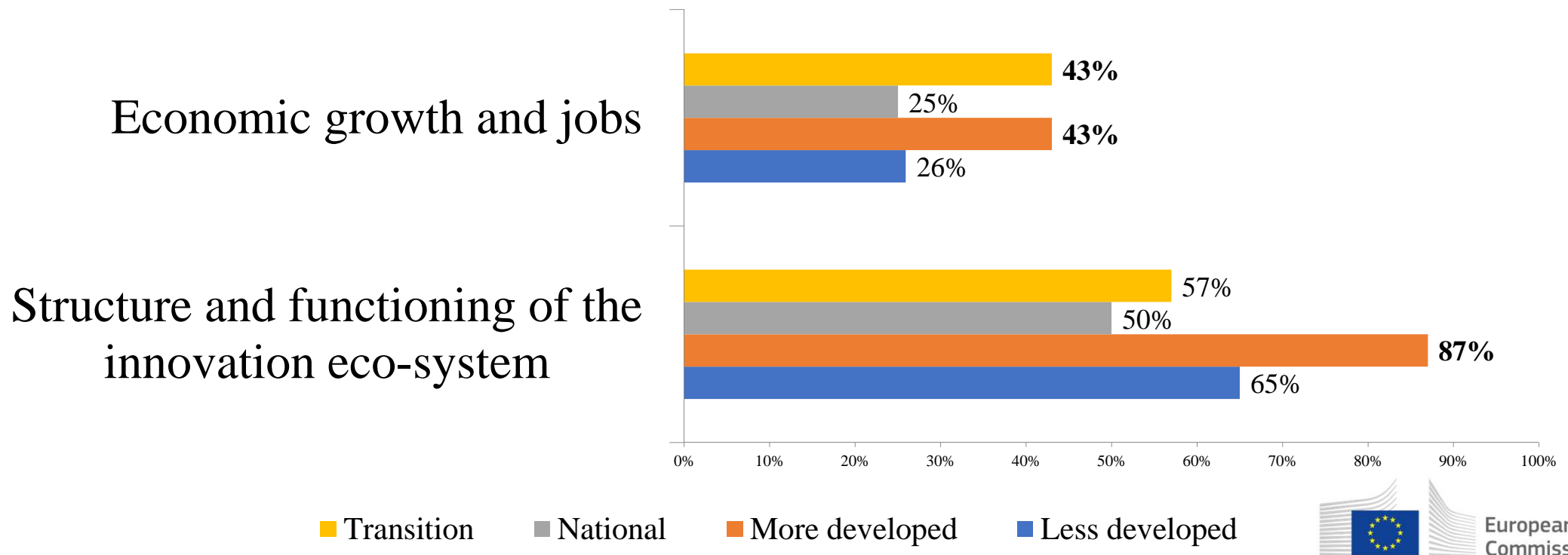
## More efforts needed....

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



# Perceived impact in the medium-long term

Strengthening of the regional innovation ecosystem but **not much progress** in terms of **economic growth and jobs** expected in the future



For the EU Cohesion Policy post-2020, you would recommend.....

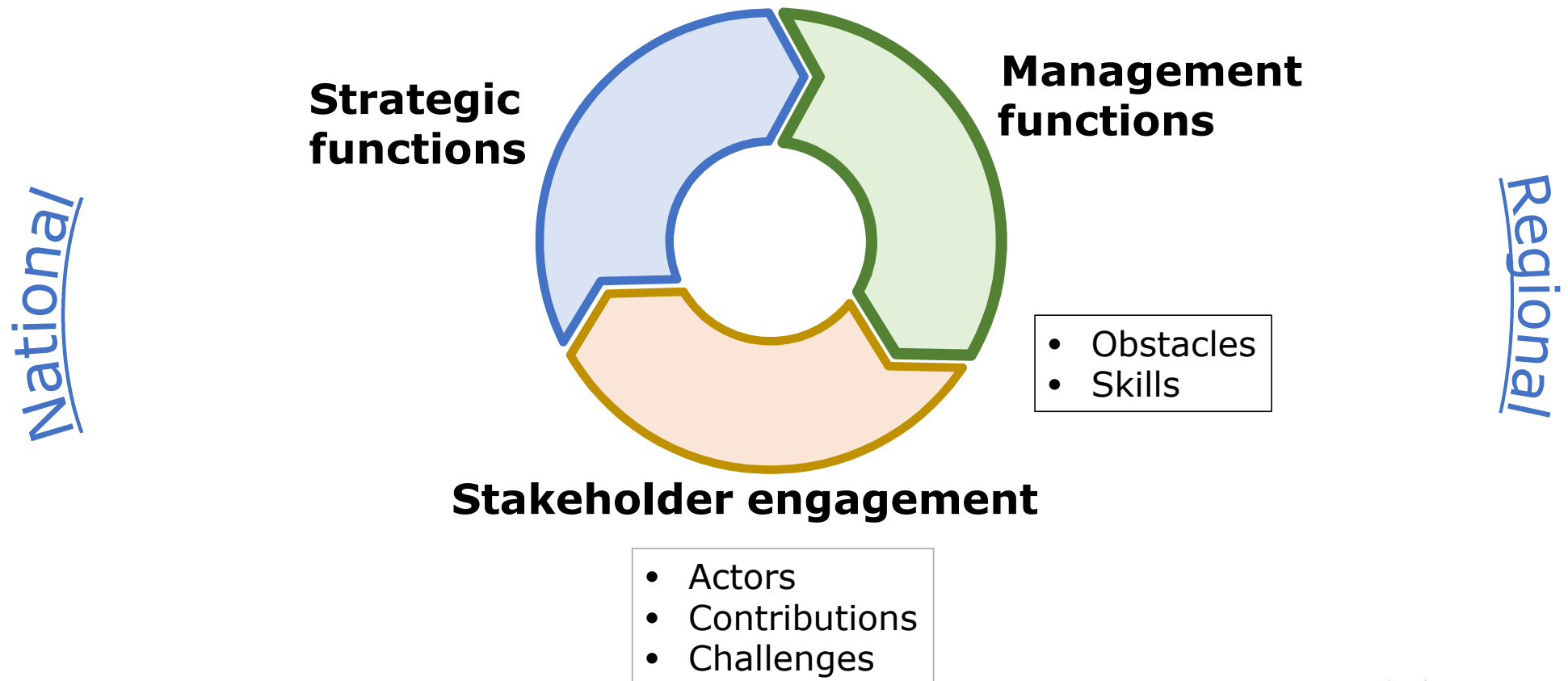
**Maintain the same policy framework** but **introduce new elements** to improve the effectiveness and responsiveness of the policy to specific territorial needs

"transforming the RIS3 in a voluntary exercise" option selected only by few respondents

**Required changes:**

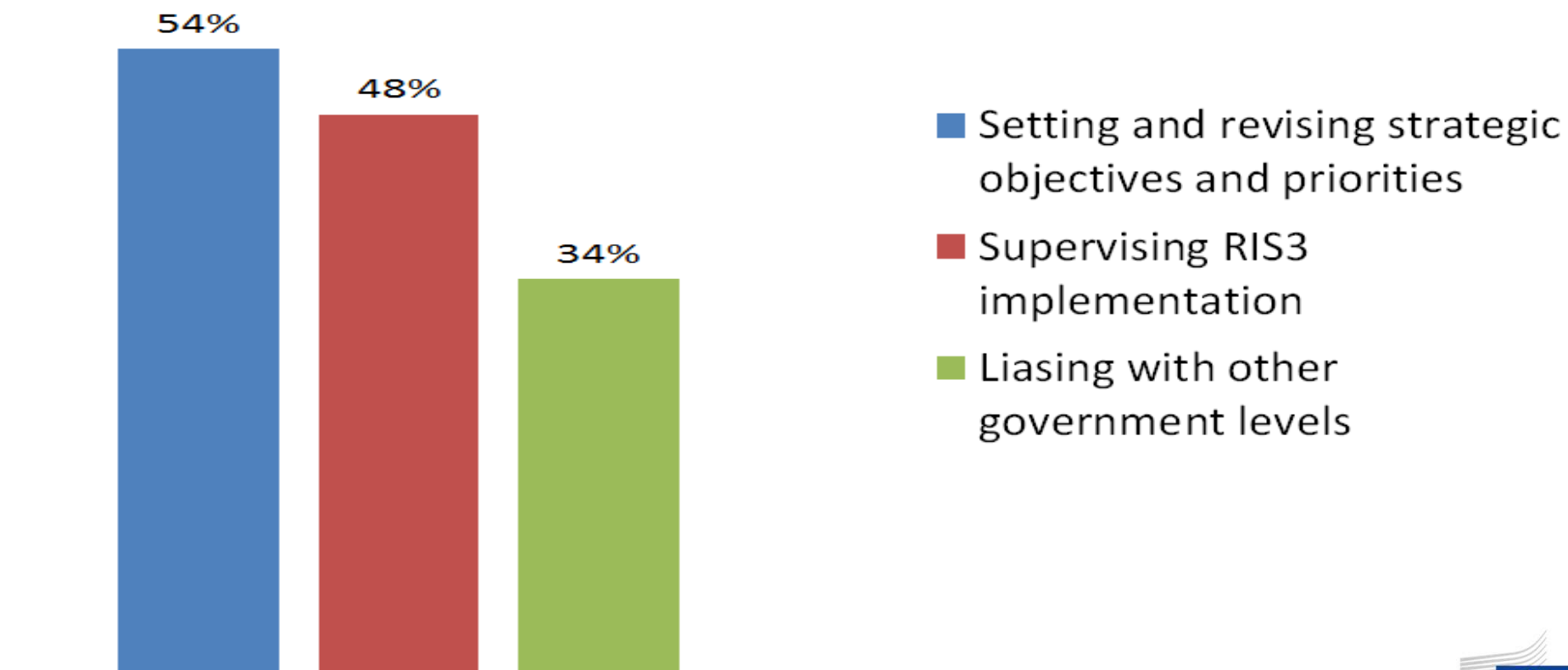
- (i) harmonisation of rules governing different EU funding sources relevant to RIS3
- (ii) introduction of new provisions/mechanisms to support interregional cooperation
- (iii) rewarding mechanisms

# RIS3 Governance



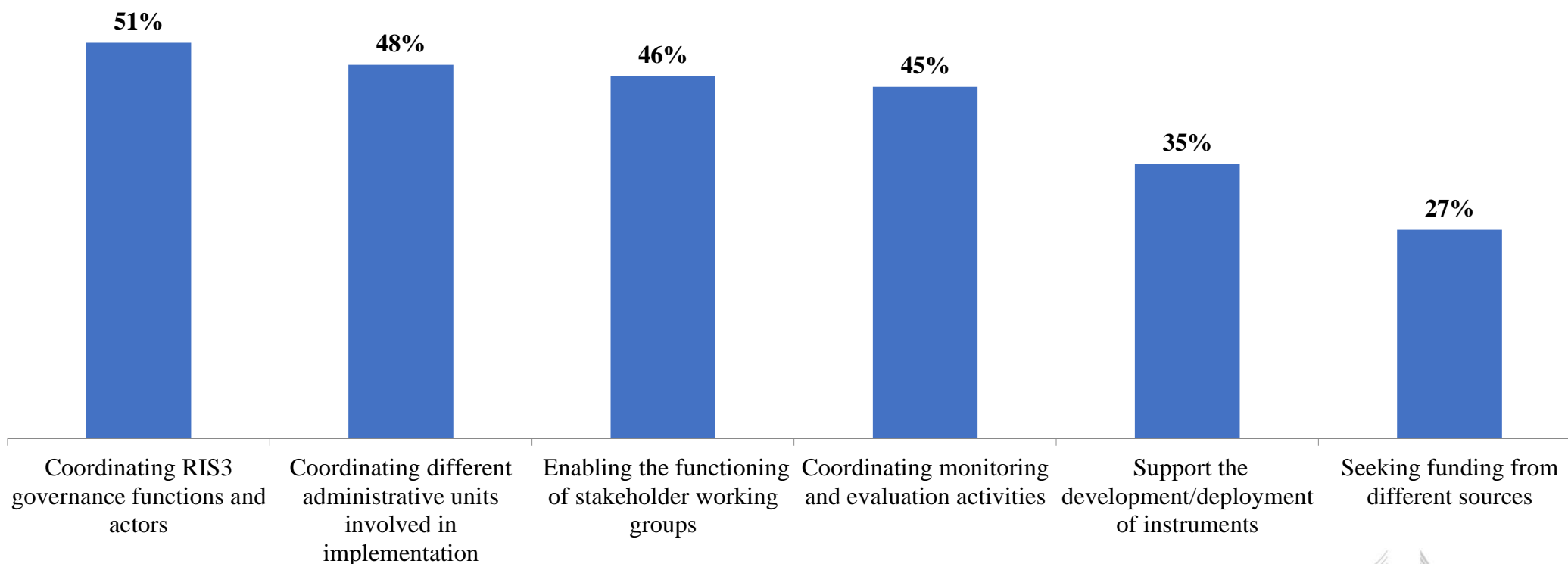
# Strategic functions

## Regions with an operating and effective body

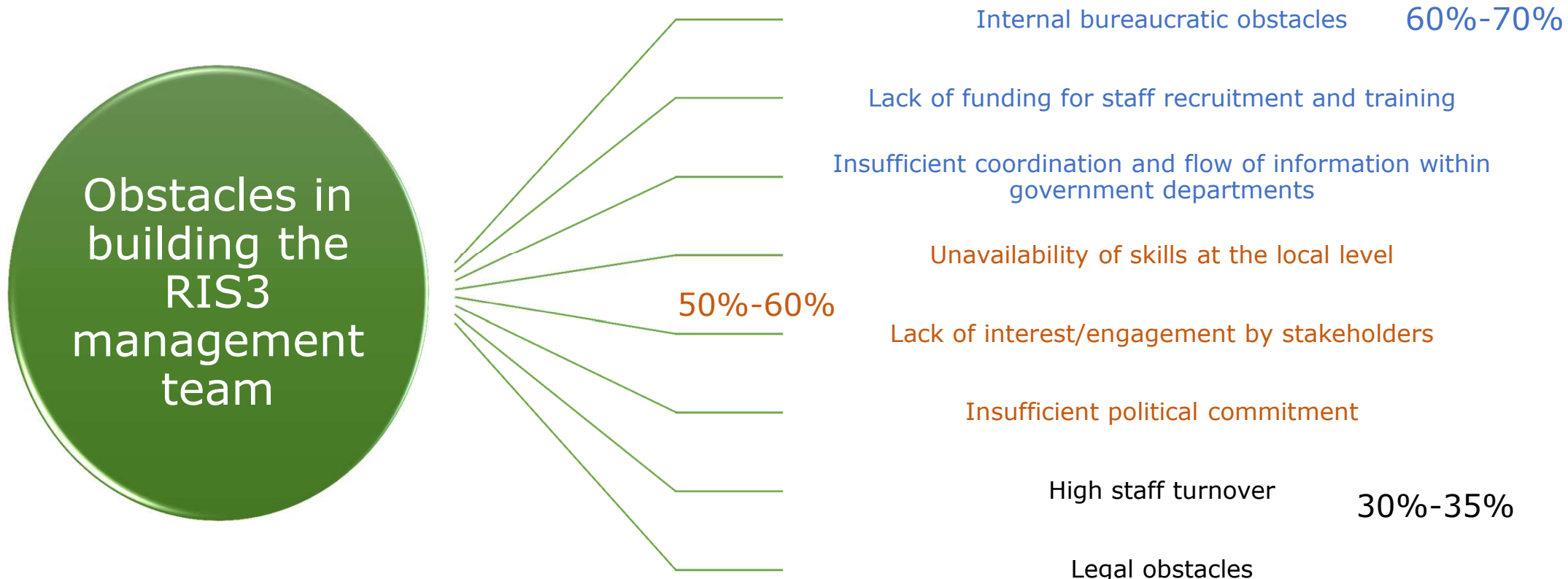


# Management functions

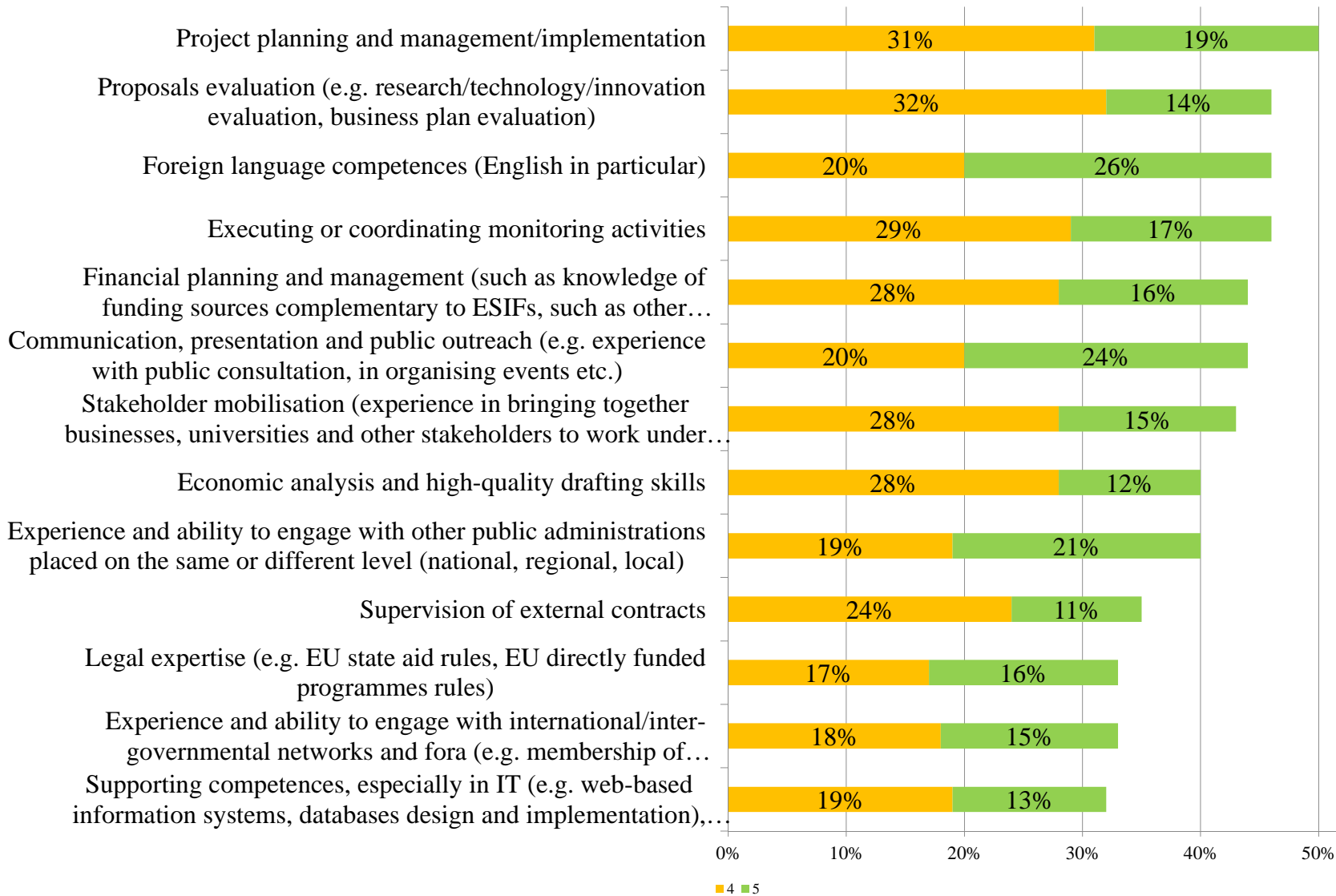
## Regions with an operating and effective body



# Management: obstacles



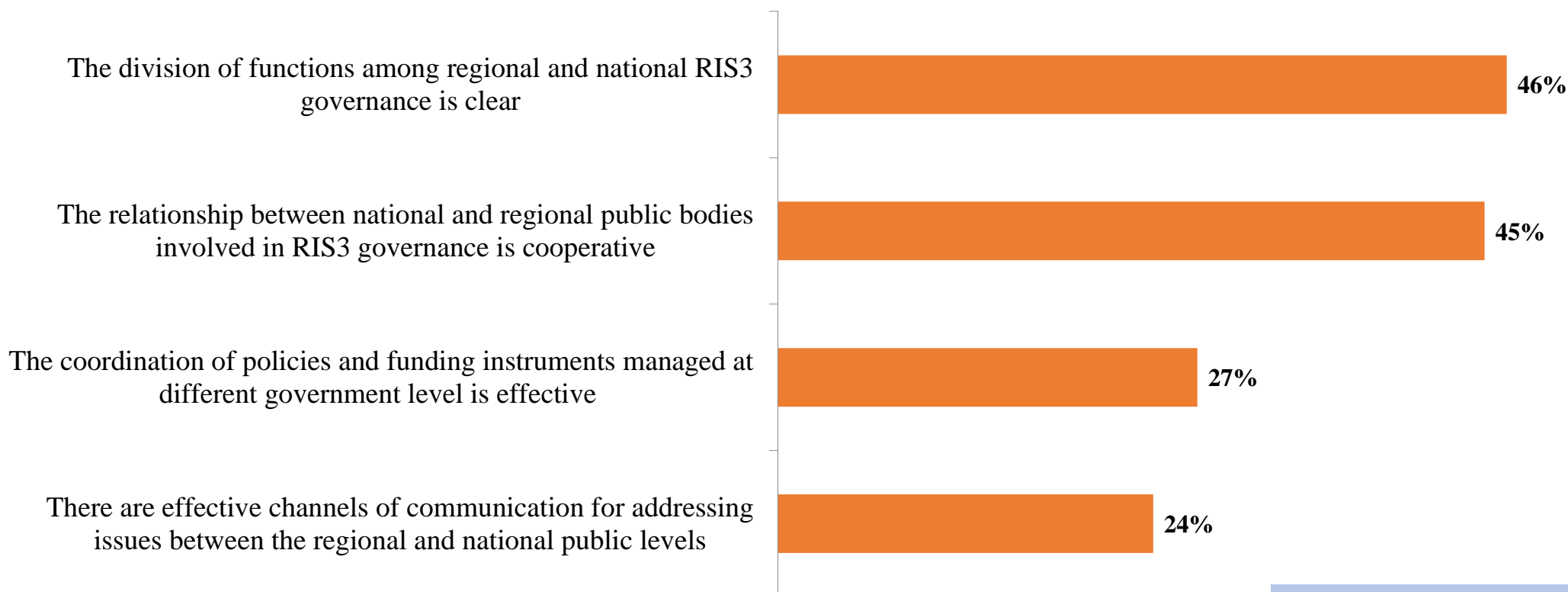
# Skill needs in RIS3 management teams (replies "needs substantially met" and "needs fully met")



In all cases >50% of respondents don't think their needs are substantially met

# National-Regional coordination in RIS3 governance

(% of respondents that agree or strongly agree with the following statements...)



Not so good!



# Evidence from the PXL on Multi-Level Governance (Bilbao, 2018)

## Problems/challenges

- Ineffective coordination mechanisms
- Lack of trust among authorities and actors placed at different territorial scales
- Difficulties in developing common visions (combining the different needs, agendas and expectations)
- Lack of clear political commitment for a more active engagement of sub-regional governments and actors
- Difficulties in implementing effective integrated strategies

## Lessons

- Multi-level Governance requires clear and transparent coordination arrangements and mechanisms.
- Coordination needs to be carefully addressed since the design phase of the strategies to avoid the emergence of coordination failures in the implementation stage and poor delivery of public action.

# Stakeholder engagement

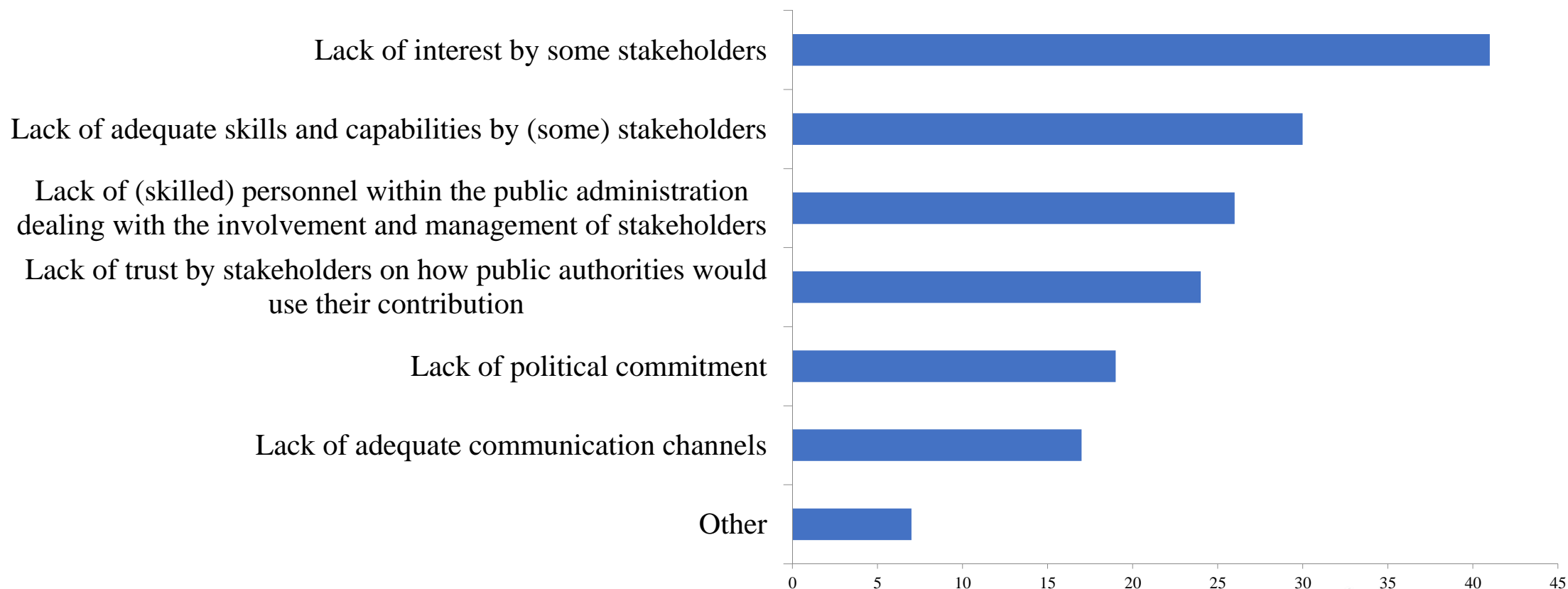
***Increased stakeholder involvement*** compared to previous experiences in research and innovation policy  
(7 out of 10 respondents)

.... but **some types of stakeholders are less represented than others:**

+ Universities, public research organisations, cluster and district organisations

- Civil society groups, trade unions, local branches of MNEs and start-ups

# Stakeholder engagement: main obstacles



# New programming period: enabling conditions

## ANNEX IV

### Thematic enabling conditions applicable to ERDF, ESF+ and the Cohesion Fund – Article 11(1)

Policy objective	Specific objective	Name of enabling condition	Fulfilment criteria for the enabling condition
<b>1. A smarter Europe by promoting innovative and smart economic transformation</b>	ERDF: All specific objectives under this policy objectives	Good governance of national or regional smart specialisation strategy	Smart specialisation strategy(ies) shall be supported by: <ol style="list-style-type: none"> <li>1. Up-to-date analysis of bottlenecks for innovation diffusion, including digitalisation</li> <li>2. Existence of competent regional / national institution or body, responsible for the management of the smart specialisation strategy</li> <li>3. Monitoring and evaluation tools to measure performance towards the objectives of the strategy</li> <li>4. Effective functioning of entrepreneurial discovery process</li> <li>5. Actions necessary to improve national or regional research and innovation systems</li> <li>6. Actions to manage industrial transition</li> <li>7. Measures for international collaboration</li> </ol>



# Any questions?

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