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The Governance of Smart Specialisation: recent evidence

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Presentation outline

- Main results
- Focus on governance



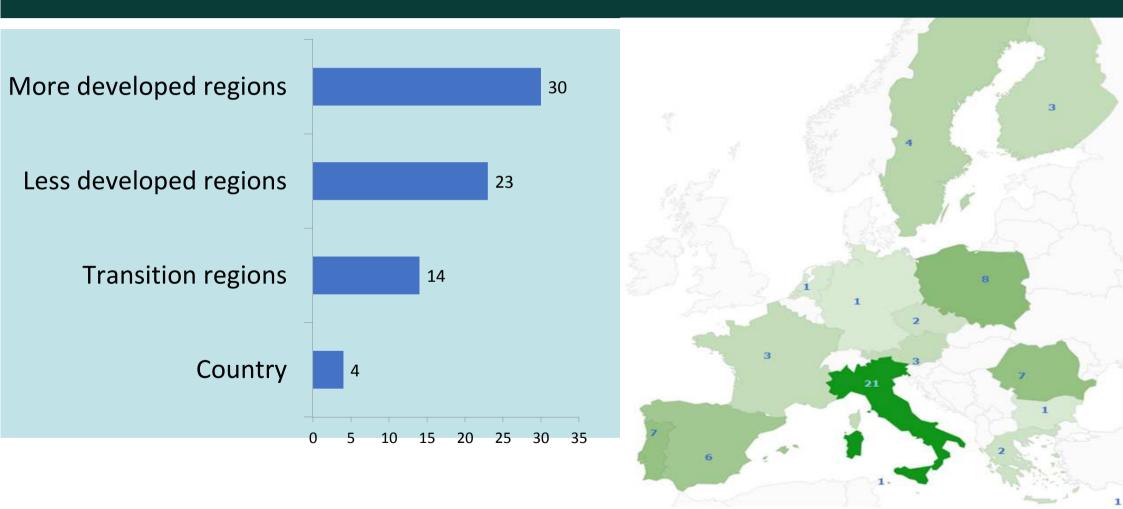
Objectives of the survey on RIS3 (2018)

(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



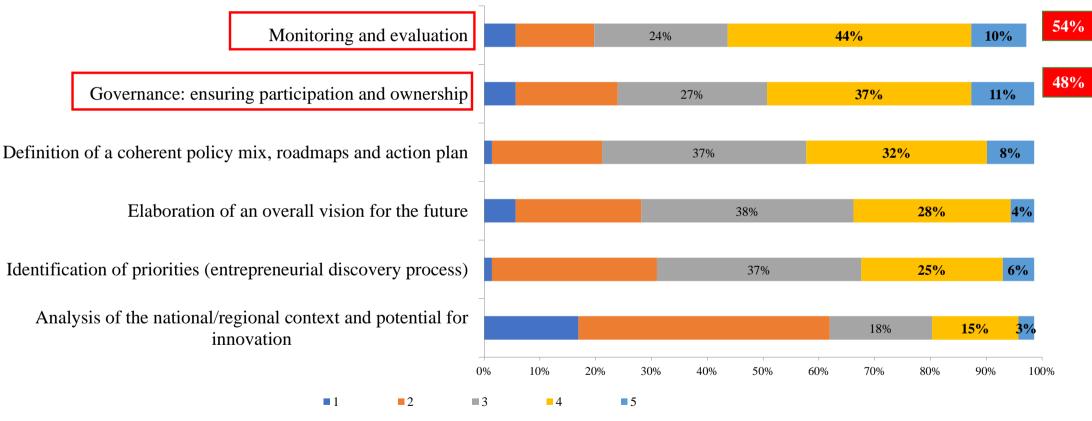
The RIS3 experience: a challenging but satisfactory exercise

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)

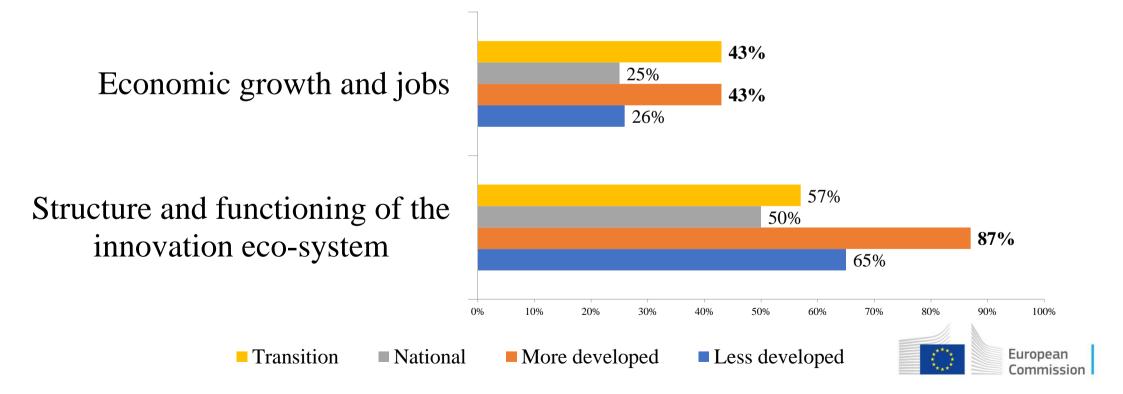


Improvements promoted by the RIS3 process

Radical/Substantial improvements	More efforts needed
 Stakeholder engagement (58%) Prioritisation process (56%) Concentration of funding (54%) Level of trust (51%) Emergence of the innovation potential (51%) 	 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

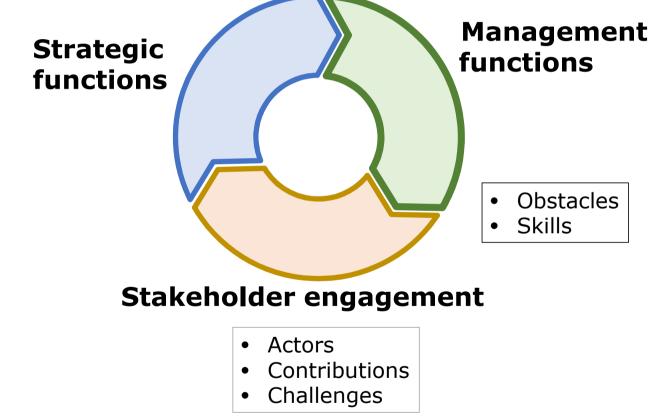
Required changes:

- (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

Nationa

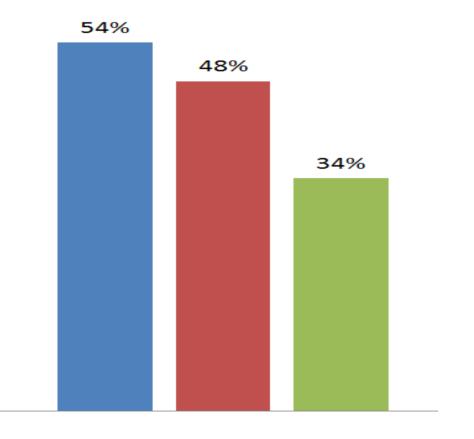






Strategic functions

Regions with an operating and effective body

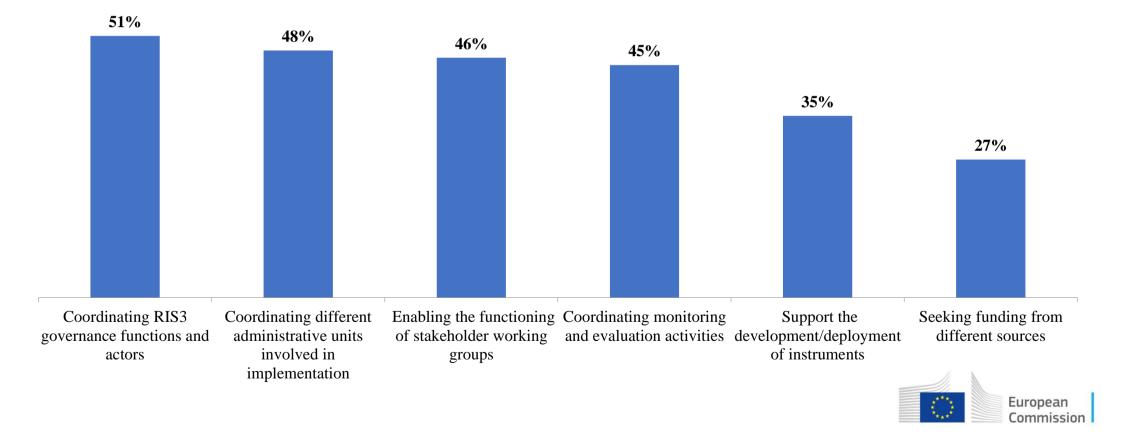


- Setting and revising strategic objectives and priorities
- Supervising RIS3 implementation
- Liasing with other government levels



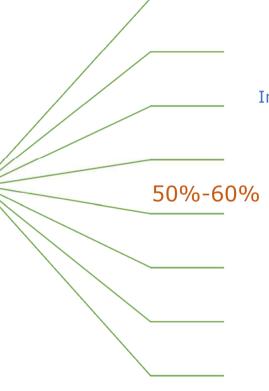
Management functions

Regions with an operating and effective body



Management: obstacles

Obstacles in building the RIS3 management team







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

Project planning and management/implementation Proposals evaluation (e.g. research/technology/innovation evaluation, business plan evaluation)

Foreign language competences (English in particular)

Executing or coordinating monitoring activities

Financial planning and management (such as knowledge of funding sources complementary to ESIFs, such as other...
Communication, presentation and public outreach (e.g. experience with public consultation, in organising events etc.)
Stakeholder mobilisation (experience in bringing together businesses, universities and other stakeholders to work under..

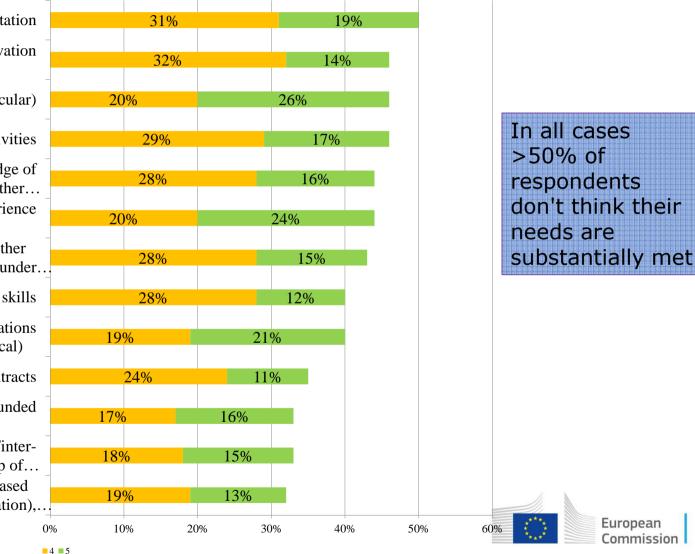
Economic analysis and high-quality drafting skills

Experience and ability to engage with other public administrations placed on the same or different level (national, regional, local)

Supervision of external contracts

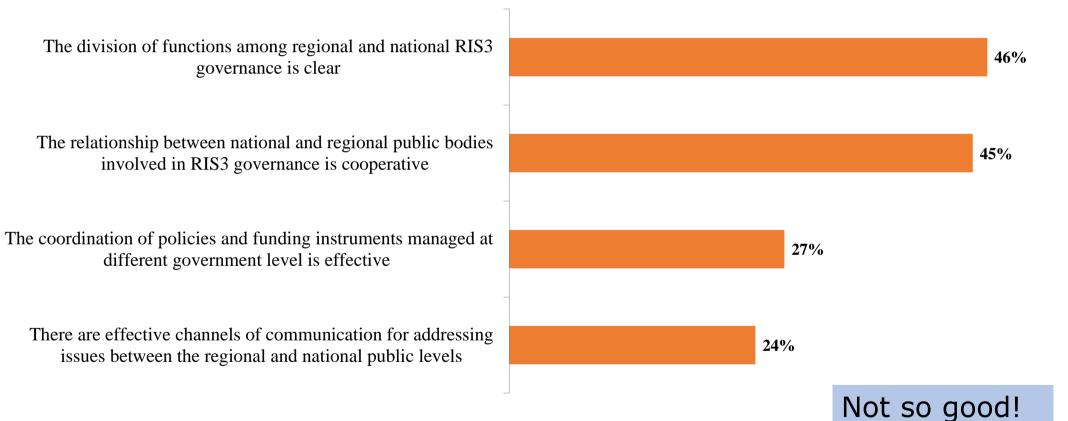
Legal expertise (e.g. EU state aid rules, EU directly funded programmes rules)

Experience and ability to engage with international/intergovernmental networks and fora (e.g. membership of... Supporting competences, especially in IT (e.g. web-based information systems, databases design and implementation),...



National-Regional coordination in RIS3 governance

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





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)

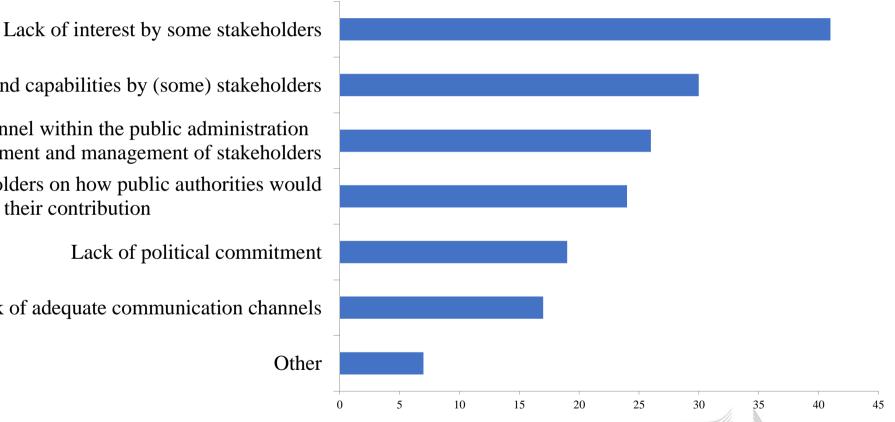
.... but some types of stakeholders are less represented than others:

Universities, public research organisations, cluster and district organisations

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



Stakeholder engagement: main obstacles



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Lack of adequate skills and capabilities by (some) stakeholders

Lack of (skilled) personnel within the public administration dealing with the involvement and management of stakeholders Lack of trust by stakeholders on how public authorities would use their contribution

Lack of adequate communication channels

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
1. A smarter Europe by promoting innovative and smart economic transformation	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: 1. Up-to-date analysis of bottlenecks for innovation diffusion, including digitalisation 2. Existence of competent regional / national institution or body, responsible for the management of the smart specialisation strategy 3. Monitoring and evaluation tools to measure performance towards the objectives of the strategy 4. Effective functioning of entrepreneurial discovery process 5. Actions necessary to improve national or regional research and innovation systems 6. Actions to manage industrial transition 7. Measures for international collaboration





Any questions?

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