

# Joint Research Centre

the European Commission's in-house science service

*Serving society  
Stimulating innovation  
Supporting legislation*

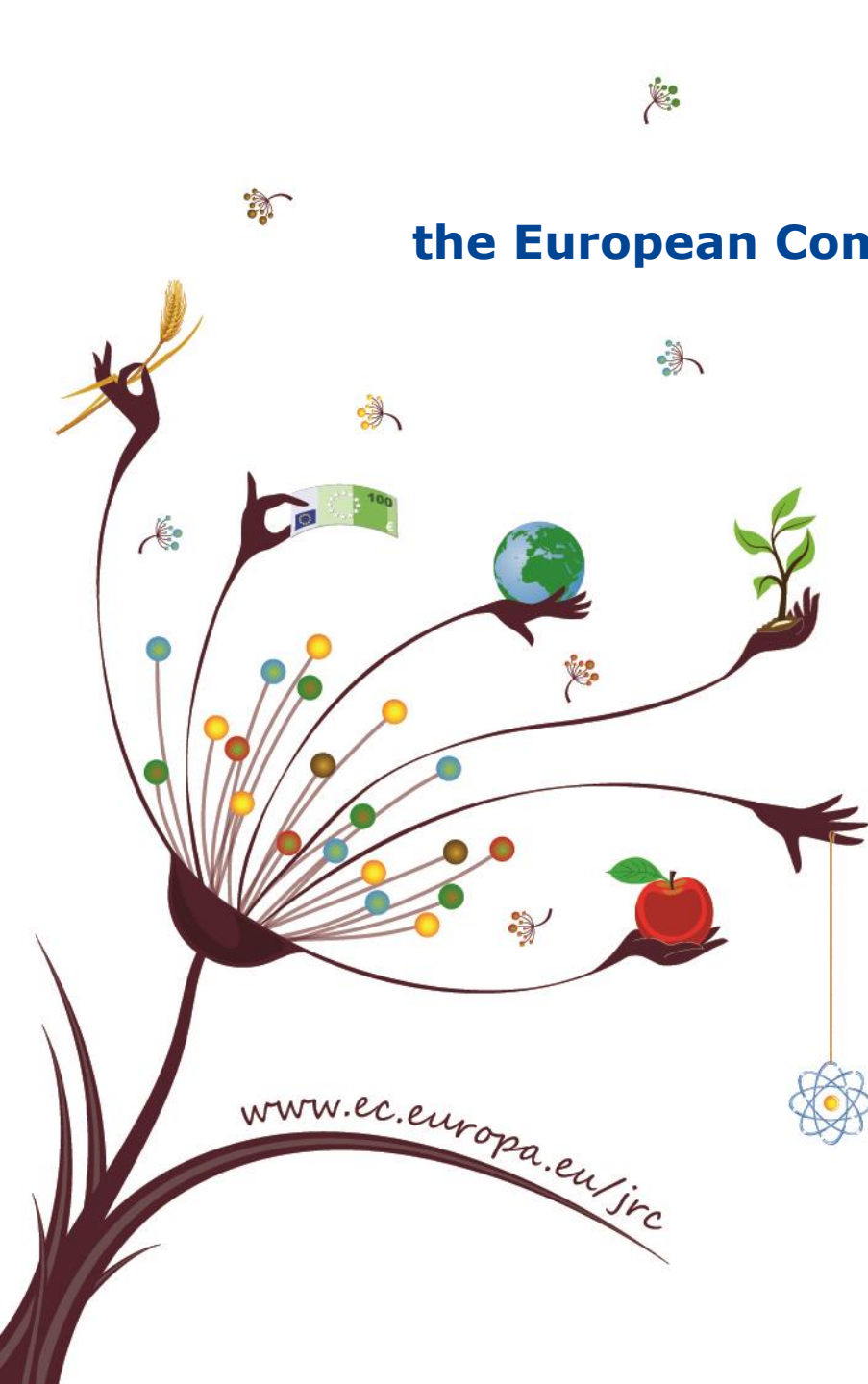
## Starting Smart Specialisation

**Pilot project for enlargement and  
H2020 associated countries**

Smart Specialisation Platform

**April 2017**

[www.ec.europa.eu/jrc](http://www.ec.europa.eu/jrc)



## What

- **Know your regions & economic fabric**
- **Prioritise promising domains**
- **Create joint roadmap with stakeholders**

## Why

- **Decline of industries & rise of services**
- **Economic fabric diverse & undiscovered**
- **Unreflected copying does not work**

## How

- **National competence centre**
- **Domain experimentation**
- **Territorial experimentation**
- **Sequencing**

# What is **Smart Specialisation?**

## **S3** the policy concept

- Promote **inclusive and sustainable growth**
- **Place-based policy:**
  - Valorise existing assets and local specificities
  - Mobilise local economic players as the main actors of economic change
- Based on transparent **selection of economic activities** with high transformative potential for the economy

## **RIS3** the strategy

- National or regional **agenda for economic transformation**
- **Coordinate financial and entrepreneurial resources** to support the selected economic activities
- Define **governance and monitoring mechanisms**

# Design

- 1. ANALYSIS:** Discover the socio-economic and innovation engines of regional growth, competitive advantages & weaknesses
- 2. GOVERNANCE:** Develop process in an inclusive and interactive process centred on *entrepreneurial discovery*
- 3. SHARED VISION:** Define jointly what innovation is and what it is supposed to achieve
- 4. PRIORITISE:** Identify a limited set of priorities to concentrate investments
- 5. POLICY MIX:** Choose right set of instruments to achieve objectives
- 6. MONITORING AND EVALUATION:** Feed information back into the policy cycle to allow strategy revision

# Implementation

- 1. EDP:** Manage stakeholder relations and keep them alive
- 2. GOOD GOVERNANCE:** Mechanisms and arrangements
- 3. P2P:** Translate priorities into project portfolio (selection criteria & selection)
- 4. TRANSNATIONAL VALUE CHAINS**
- 5. MONITOR**

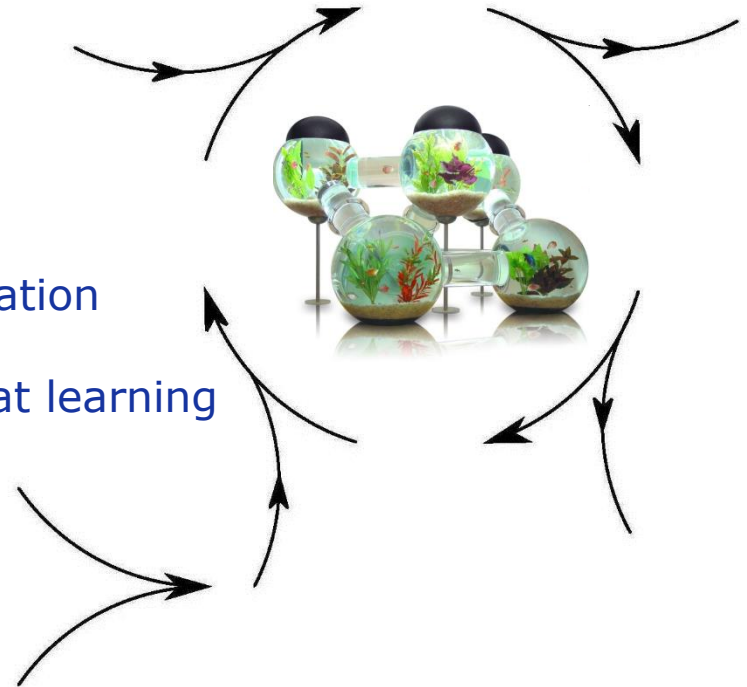
Source:

<http://s3platform.jrc.ec.europa.eu/s3pguide>

# RIS3 sustainable policy cycle

## Result Orientation + Sustainability and Replicability of Policy Cycles

- a. **Permanent stakeholder fora**, stable engagement process based on participation → Continuous entrepreneurial discovery
- b. **Network of institutional and stakeholder relationships** that:
  - Is persistent over time
  - Continuously produces information
  - Reacts according to new information
  - Evaluates the results and feeds back information
- c. **Integration of monitoring systems** aimed at learning about actual processes, building trust among stakeholders & ensuring accountability



# Illustrations of past activities

2013

- S3 trainings in Belgrade & Skopje
- S3 for Danube seminar

2014

- Peer review in Novi Sad
- S3 for Danube workshop

2015

JRC Annual EUSDR Event

2016

S3 design WS in Moldova

2017

Policy seminar in Seville



# Rationale of pilot project

- **Regional development and particularly smart specialisation are part of 7 priority areas** of mutual interest for collaboration for DG NEAR, DG REGIO, DG RTD and JRC.
- **IPA II regulation** clearly mentions smart specialisation as a thematic priority for assistance to enlargement countries.
- **Eastern Partnership** countries are committed to start S3.
- JRC has track-record in R&I support to neighbouring and associated countries.

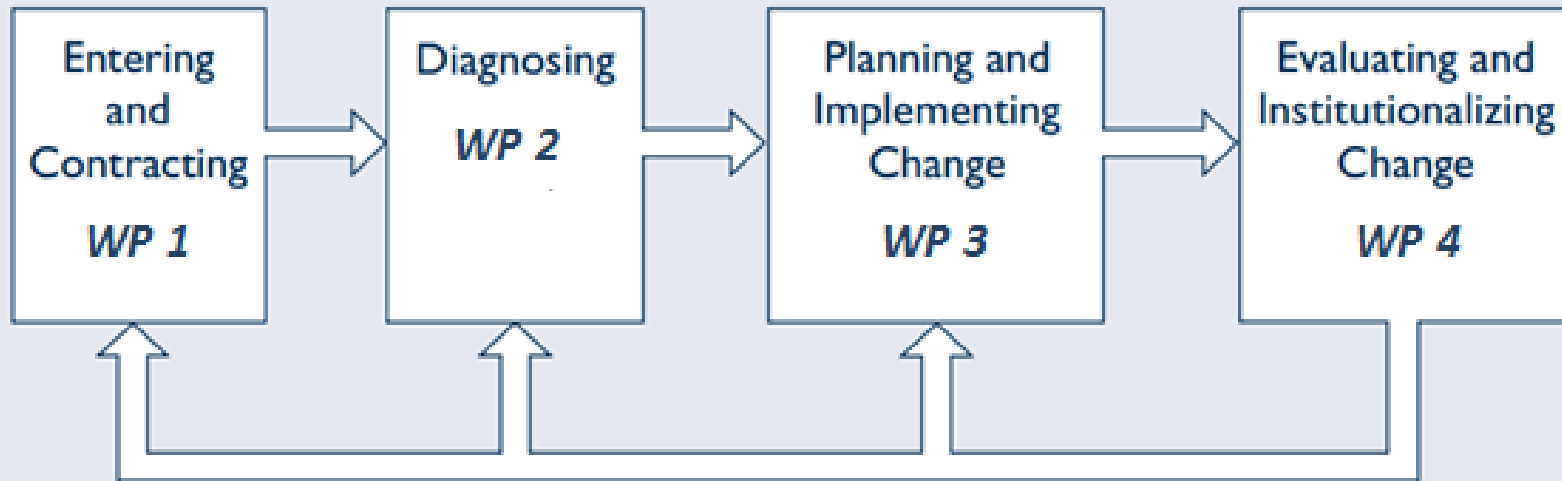
# Objectives of pilot project

1. Focus on the **process of strategic management** and policy design & contribute to the **organisational and staff development** of relevant bodies.
2. Support the **identification of economic competitive advantages and in the exploitation of the innovation potential**, building on a process of entrepreneurial discovery and search.
3. Secure, develop and enhance **engagement of all relevant stakeholders** (business, academia, research organisations and civil society).
4. Contribute to a **stronger evidence base for territorially-based R&I policies** and more **transparent policy development**.



# Outline of new support

## General Model of Planned Change



Source: Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change* (Mason: South-Western Cengage Learning, 2009), 3.

# ***WP 1: Entering and contracting – Meet counterparts and agree on terms***

- Draft the **terms of reference** for the project and agree with the counterparts in partner countries on the desired results of the project
- Identify challenges to strategic management and organisational development
- Agree on care-taking experts to follow the process and on 'critical friends' from EU MS and regions
- **Codify this agreement** in writing to facilitate the process and the assessment of results

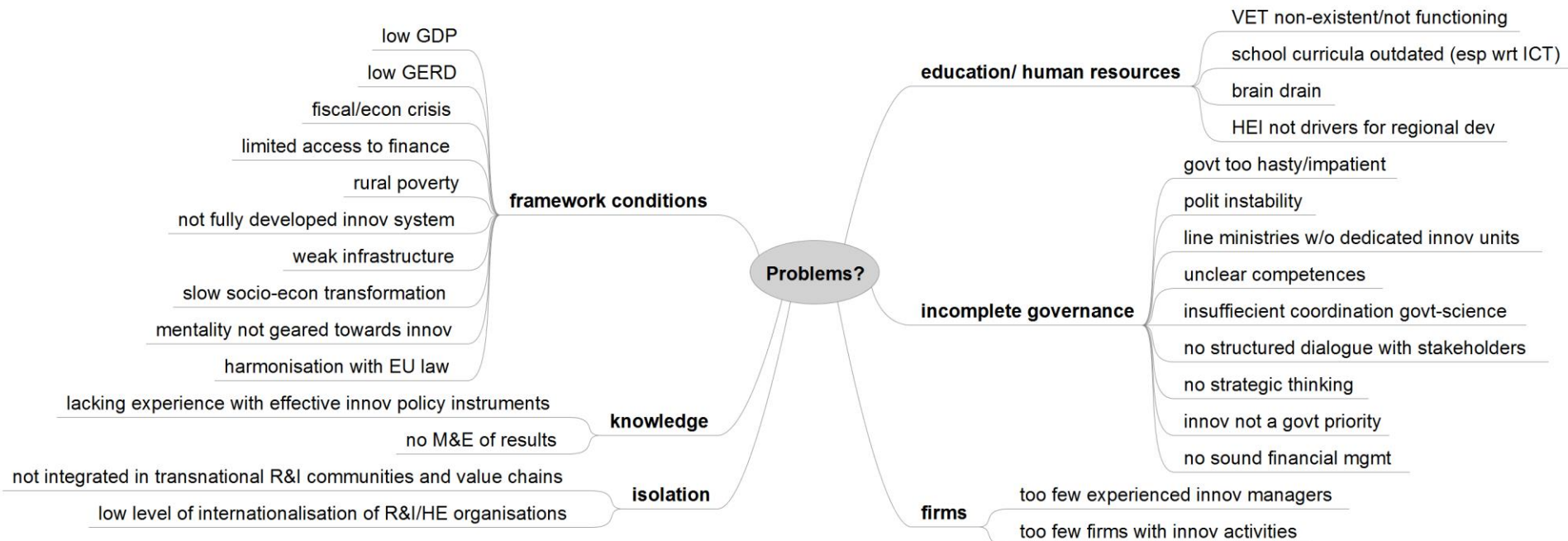
# Where selected partner countries stand now

AL	MD	MK	RS	TN	UA
National RTI strategy in the making	Implementing/ revising innov strategy	National innov strategy in the making	Implementing STD strategy, AP being developed  Industrial strategy in the making	Developing regional dev strategies/ RIS3 (eg Sfax)	Industrial strategy in the making  Implementing Kharkiv Development Strategy

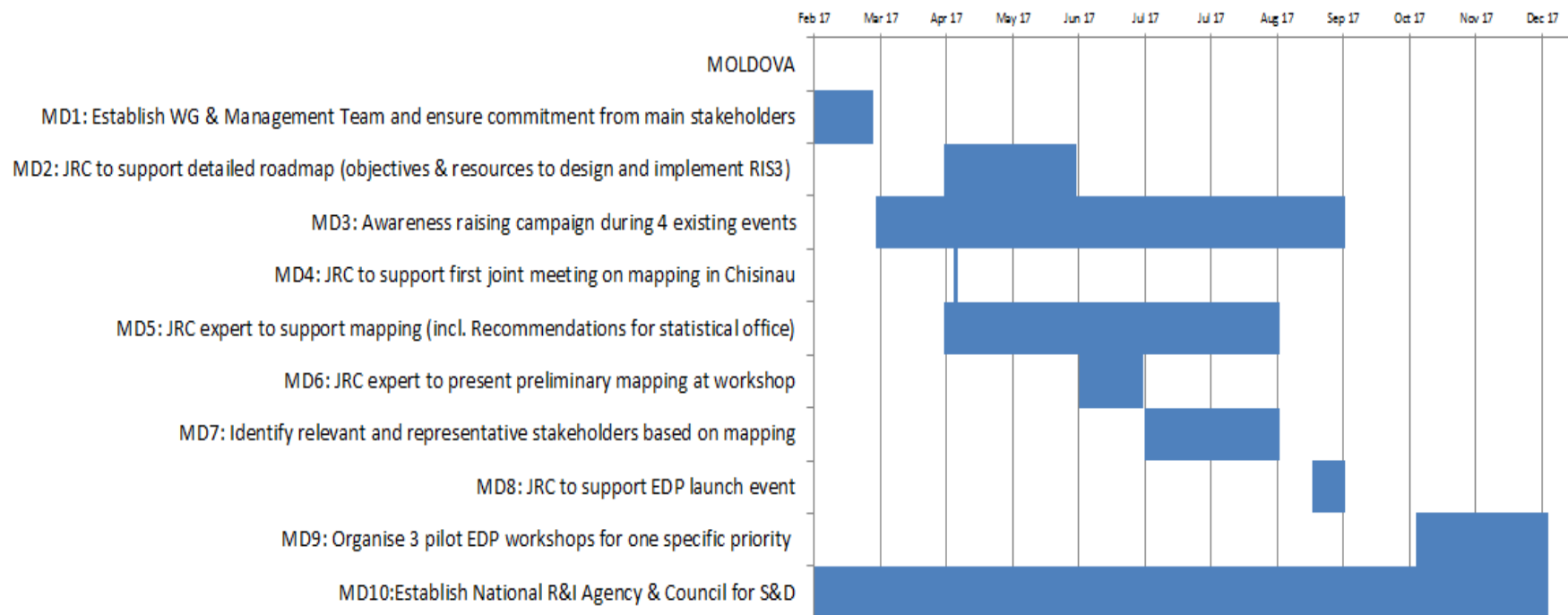
# Partner country expectations

Learn more about S3 (cases, process, support mechanisms, networking) → make a roadmap

## Main problems identified



# Joint roadmap

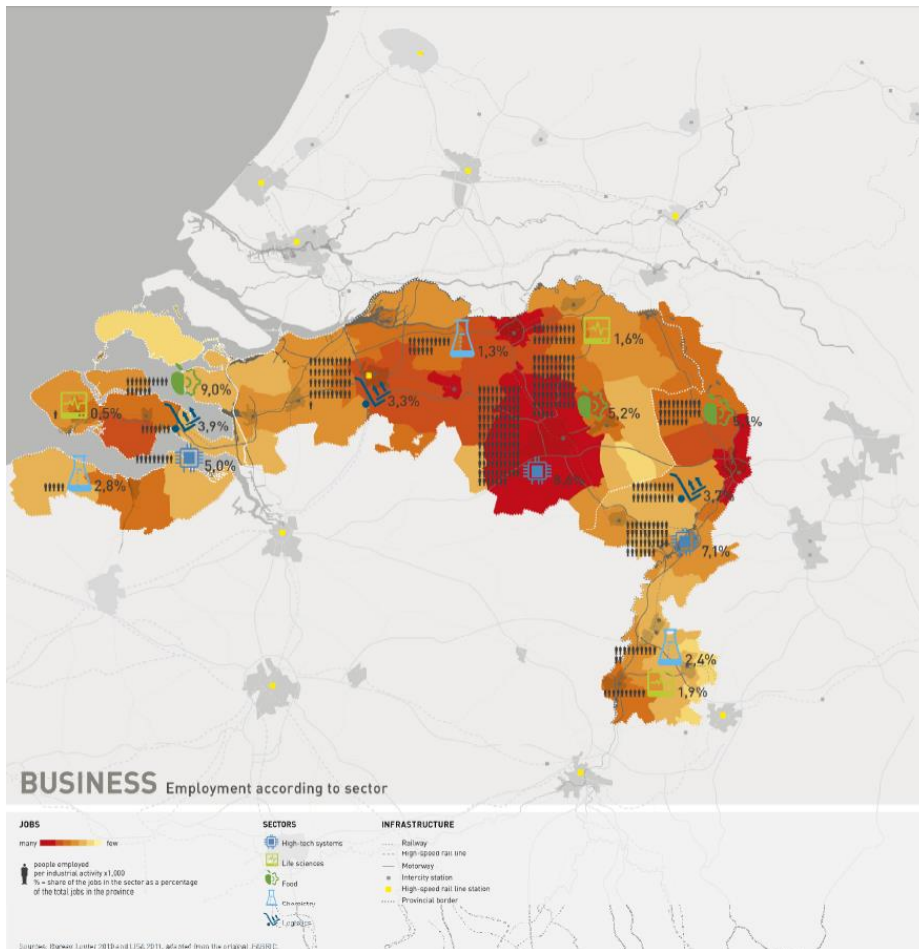


## ***WP 2: Diagnosing - Analysis and methodology***

- Conduct more detailed semi-structured interviews, surveys, document analysis, targeted peer-reviews and use other methods to better understand the underlying problems and their possible causes at organisational, group and individual level.
- Discuss the preliminary findings and their implications.
- Write a **policy note** on the current status of R&I strategy development in target countries and their readiness to apply the S3 approach.

# Mapping

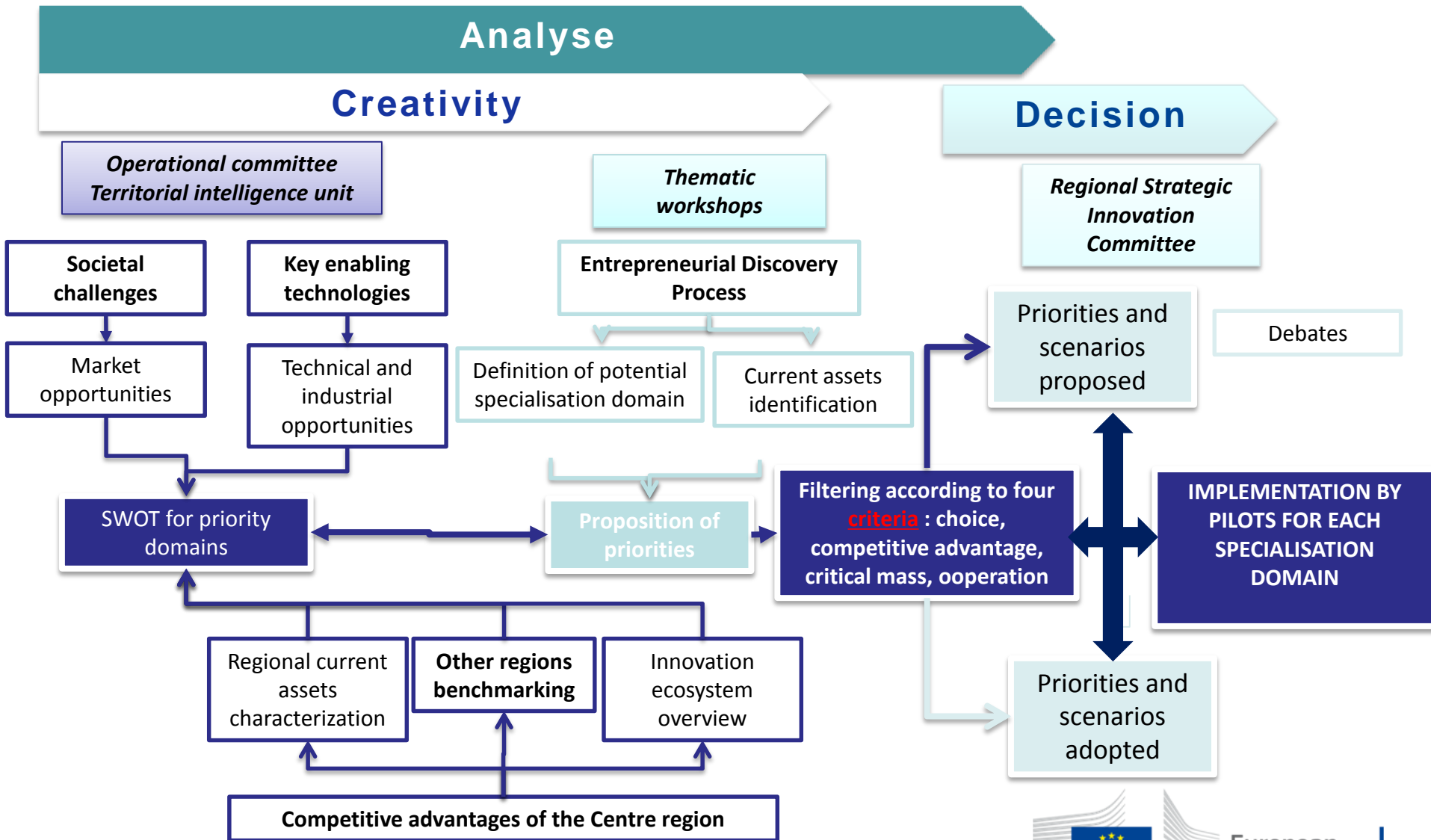
## Region (South NL)



## City (Swansea)

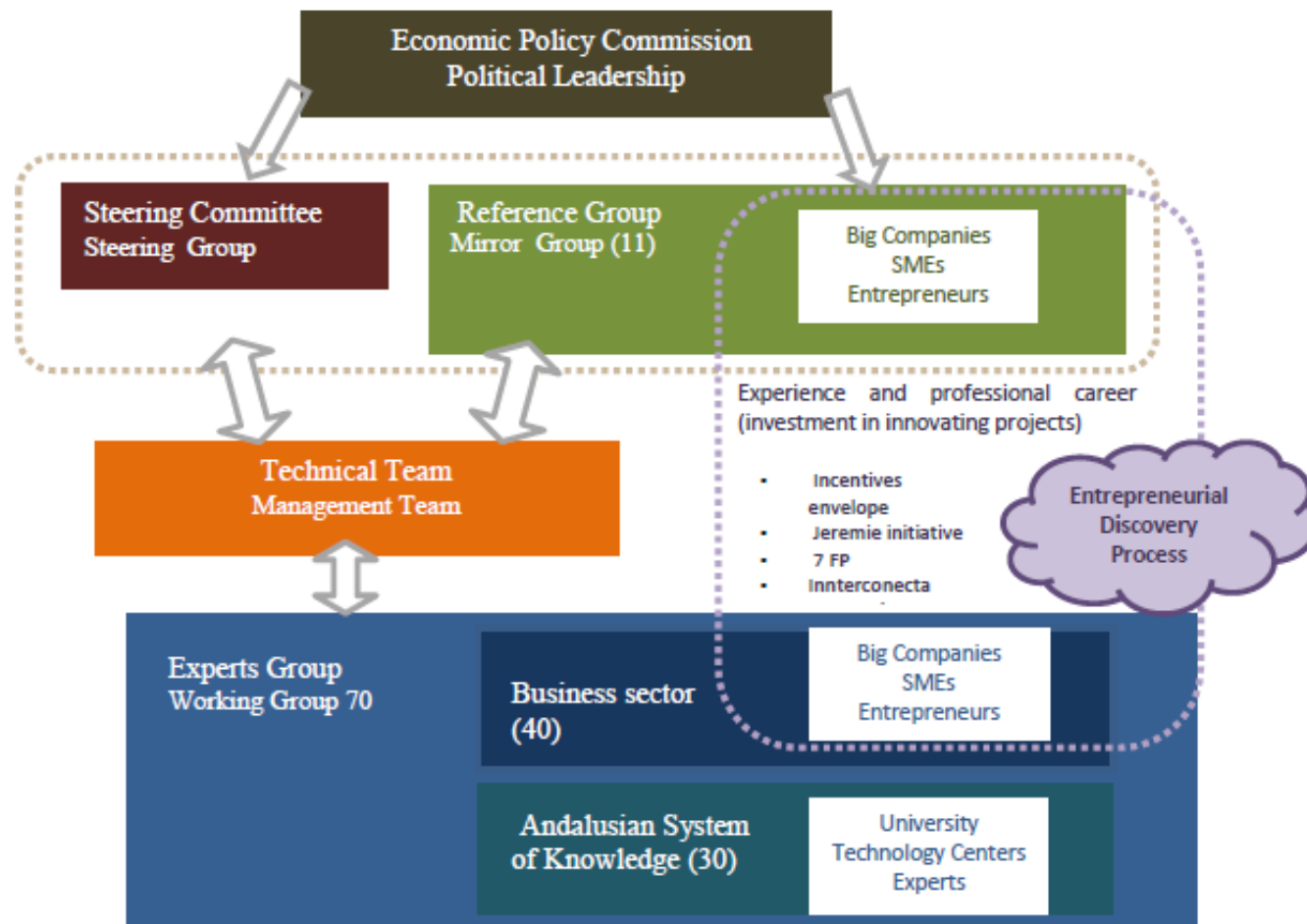


# Stakeholders and priority-setting





# Governance




Source: Andalusian Statistics and Cartography Institute (IECA), National Statistics Institute (INE)

\*Elaborated by the Andalusian Innovation and Development Agency (IDEA).

Source: Kyriakou, Dimitrios, Manuel Palazuelos Martinez, Inmaculada Periañez-Forte, and Alessandro Rainoldi, eds. 2016. Governing Smart Specialisation. Abingdon; New York: Routledge, p. 120.

# Instruments to finance innovation in Enlargement & Neighbourhood



IPA/ENI  
regional and  
bilateral  
programmes

TAIEX & Twinning  
Workshops,  
capacity-building  
training & in-  
country MS experts  
missions

DCFTA  
facility in  
the Eastern  
Partnership

Horizon 2020:  
Albania, BiH, Former  
Yugoslav Republic of  
Macedonia,  
Montenegro, Serbia,  
Turkey  
Moldova, Ukraine,  
Tunisia, Georgia

## ***WP 3: Planning and implementing change – Capacity-building measures***

- Support entrepreneurial discovery processes both at state and non-state level.
  - State level (ministries and agencies): Information in the evidence base of public STI strategies.
  - Non-state level: Active involvement of stakeholders and the interaction of stakeholders among themselves in the design of STI strategies through a **mobilisation strategy**.
- A **policy brief** co-authored with an external expert will summarise the main findings of the activities and put them into context.

## ***WP 4: Evaluating and institutionalising change***

- Ensure continuous exchange with target countries to monitor progress and to closely coordinate with local counterparts.
- Care-taking experts will write an **annual 10-page assessment report** to be shared with our contacts in target countries.
- Prepare one tailor-made **2-day training** for different elements of the strategy development process. At this occasion, an **informal peer review** will take place to openly discuss problems and challenges.
- Establish **advisory group** of "Critical Friends" from national or regional administrations and academia in the EU.

# Thank you & stay in touch



<http://s3platform.jrc.ec.europa.eu>

[alexander.kleibrink@ec.europa.eu](mailto:alexander.kleibrink@ec.europa.eu)