

The European Commission's science and knowledge service

Joint Research Centre

Monitoring Smart Specialisation Strategies

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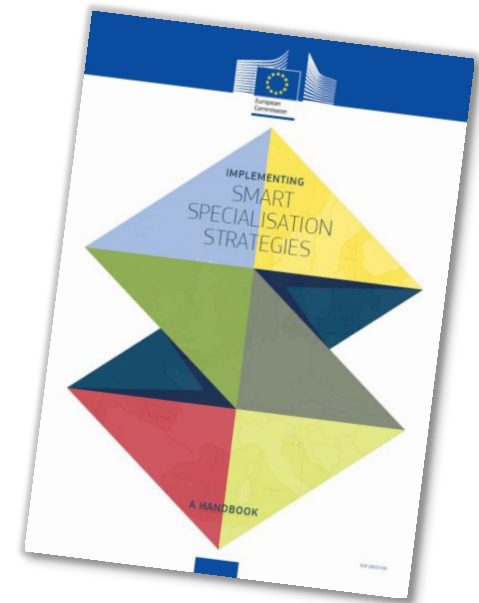
Barcelona, 16 February 2017



Talking about monitoring

- Why monitoring?
 - Monitoring as a management tool
 - The logic of intervention
 - Basic elements: results & outputs
 - The role of priorities
 - Integration with the strategy
- Differences between S3 and OP
 - The role of stakeholders
 - Governance of the monitoring system
 - The choice of indicators & target values
 - Data sources
 - The timeline

Today



Implementing Smart Specialisation Strategies: A Handbook

Available on the S3 Platform website
<http://s3platform.jrc.ec.europa.eu/s3-implementation-handbook>

**...next
workshops**

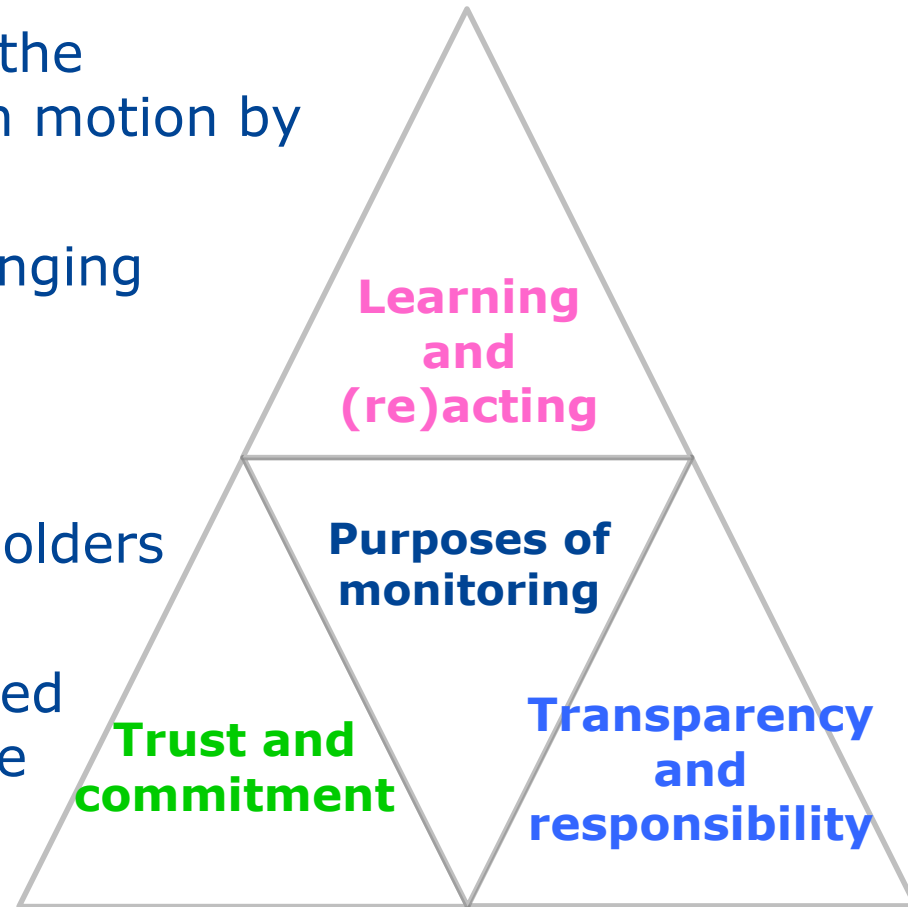
Why a monitoring system?

➤ Internal functions

- Inform on the development of the transformation processes set in motion by our policy actions
- Allow quick responses to a changing environment

➤ External functions

- Support participation of stakeholders (continuous EDP)
- Communicate with the interested parties and the citizens at large
- Promote trust



Monitoring as a management tool for the strategy

The internal rationale for the monitoring system:
a tool for managing the strategy

Two main tasks

- Produce information on the delivery of policy instruments and the development of their intended results
- Put the information in the right place within the logic of intervention of the strategy



Monitoring as a management tool for the strategy

...In practice, monitoring is:

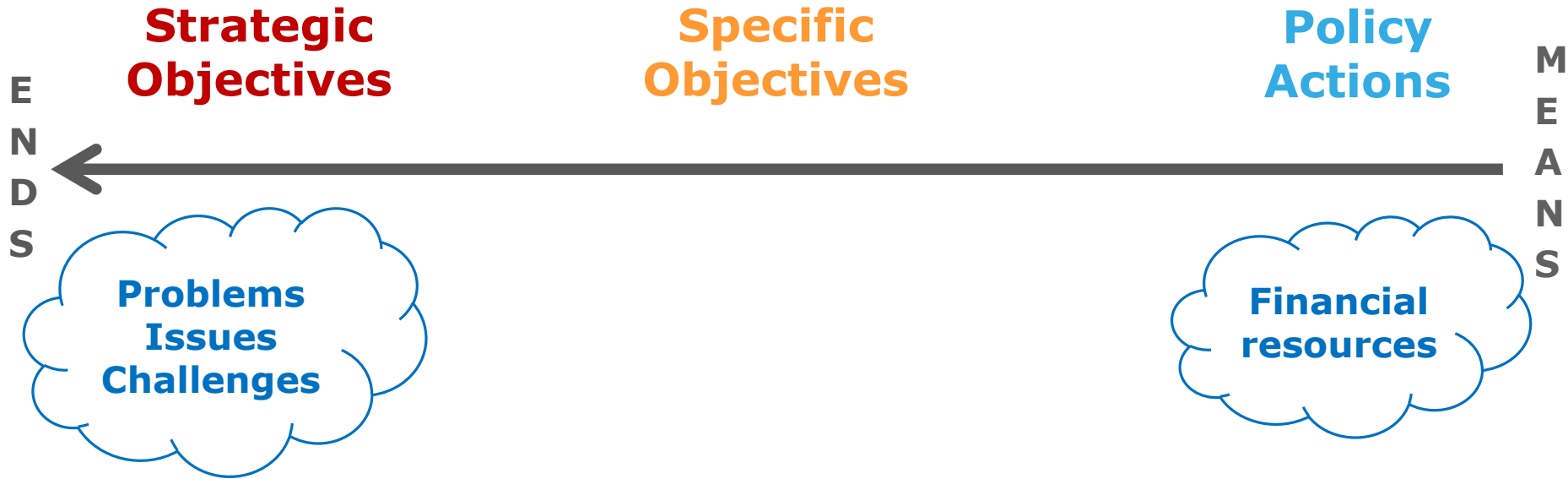
- NOT just a list of indicators
- NOT just a set of procedures to gather data, analyse them, deliver periodic reports

...But

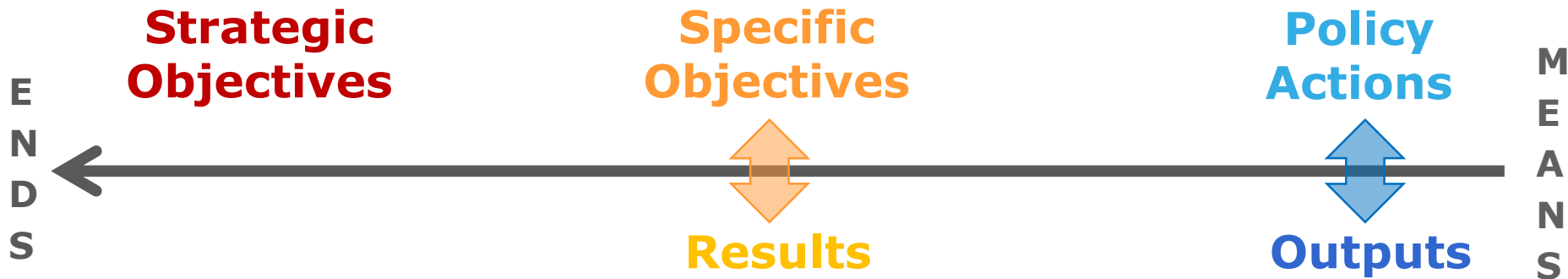
- A concise and *complete representation of the logic of intervention* of our smart specialisation strategy and *all its measurable elements*
- A sort of “strategy in a nutshell”



Logic of intervention: linking means to ends



Logic of intervention: results & outputs



[DEF] Result *A dimension of the well-being of the society that:*

- *Motivates policy action*
- *Can be modified through policy intervention*

[DEF] Result indicator *A variable that measure the socio-economic dimension we are interested in*

Barca F. and P. McCann (eds) *Outcome indicators and targets. Towards a new system of monitoring and evaluation in EU Cohesion policy*, European Commission, 2011

Logic of intervention: results & outputs

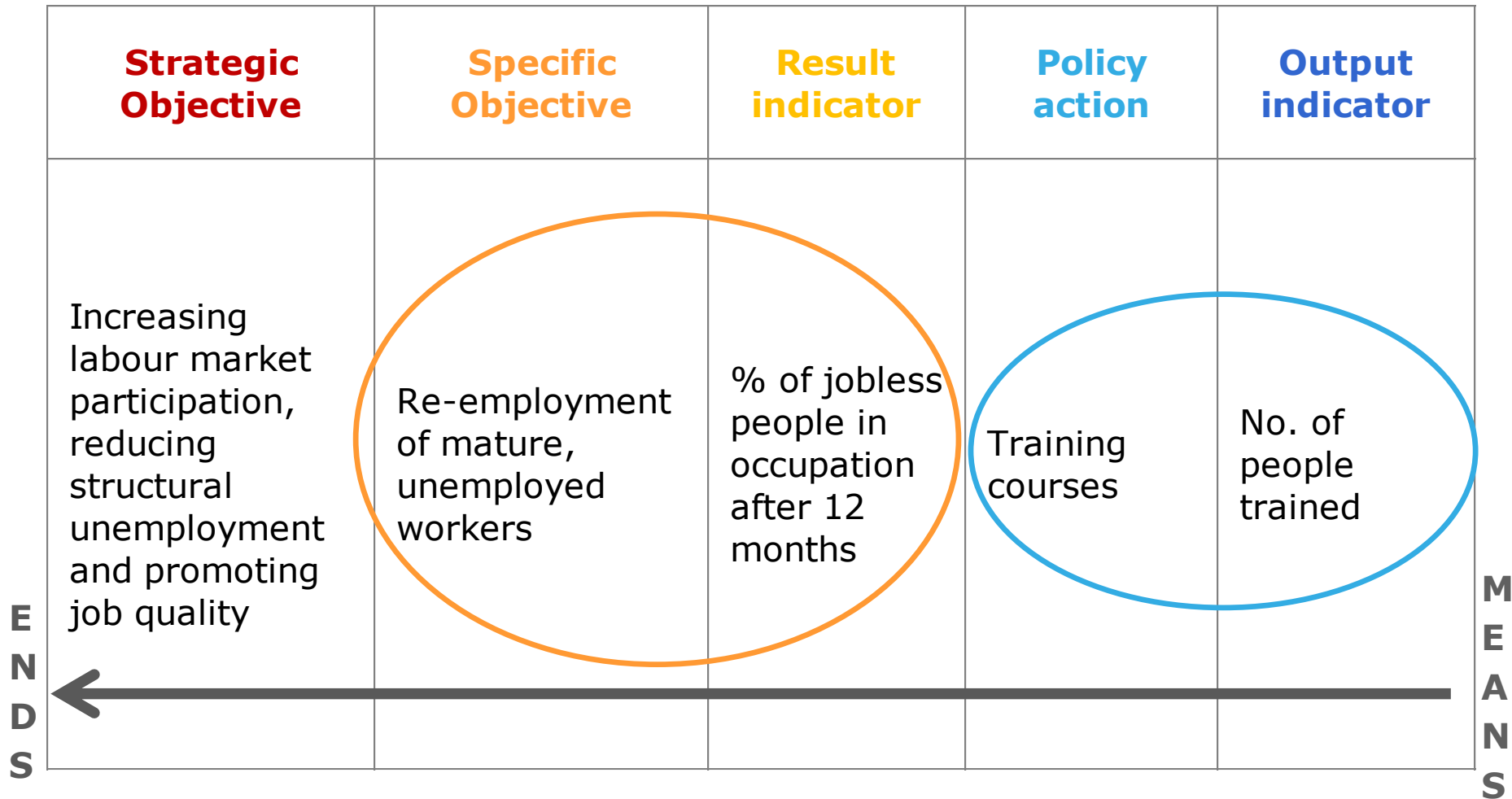


[DEF] Output *A measurable policy action whose intended task is to produce a result*

[DEF] Output indicator *A variable that quantifies the direct product of our policy intervention*

Barca F. and P. McCann (eds) *Outcome indicators and targets. Towards a new system of monitoring and evaluation in EU Cohesion policy*, European Commission, 2011

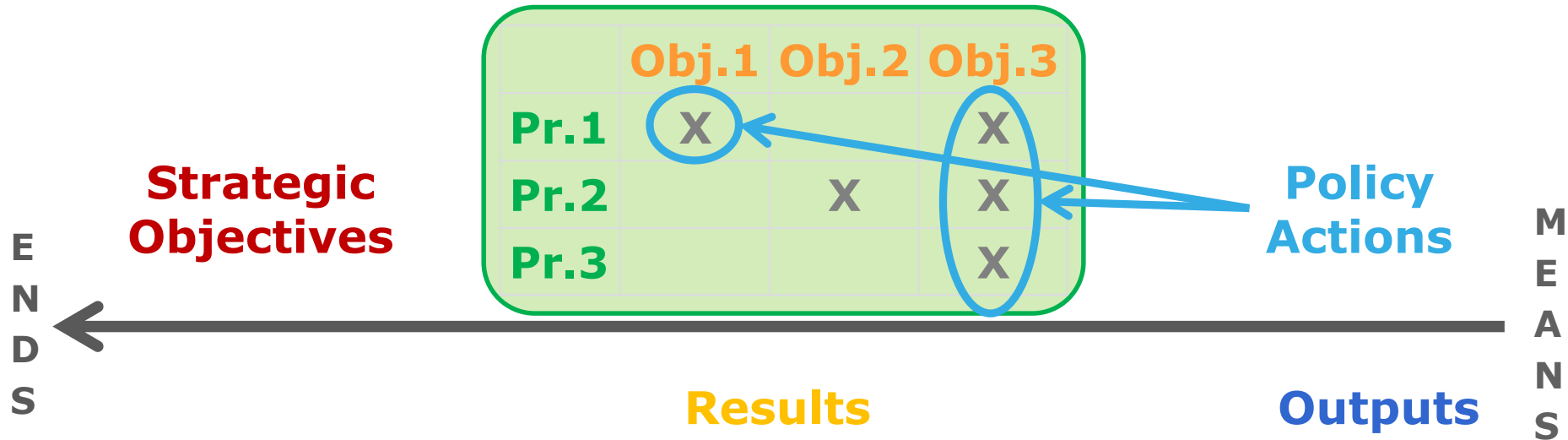
...in practice



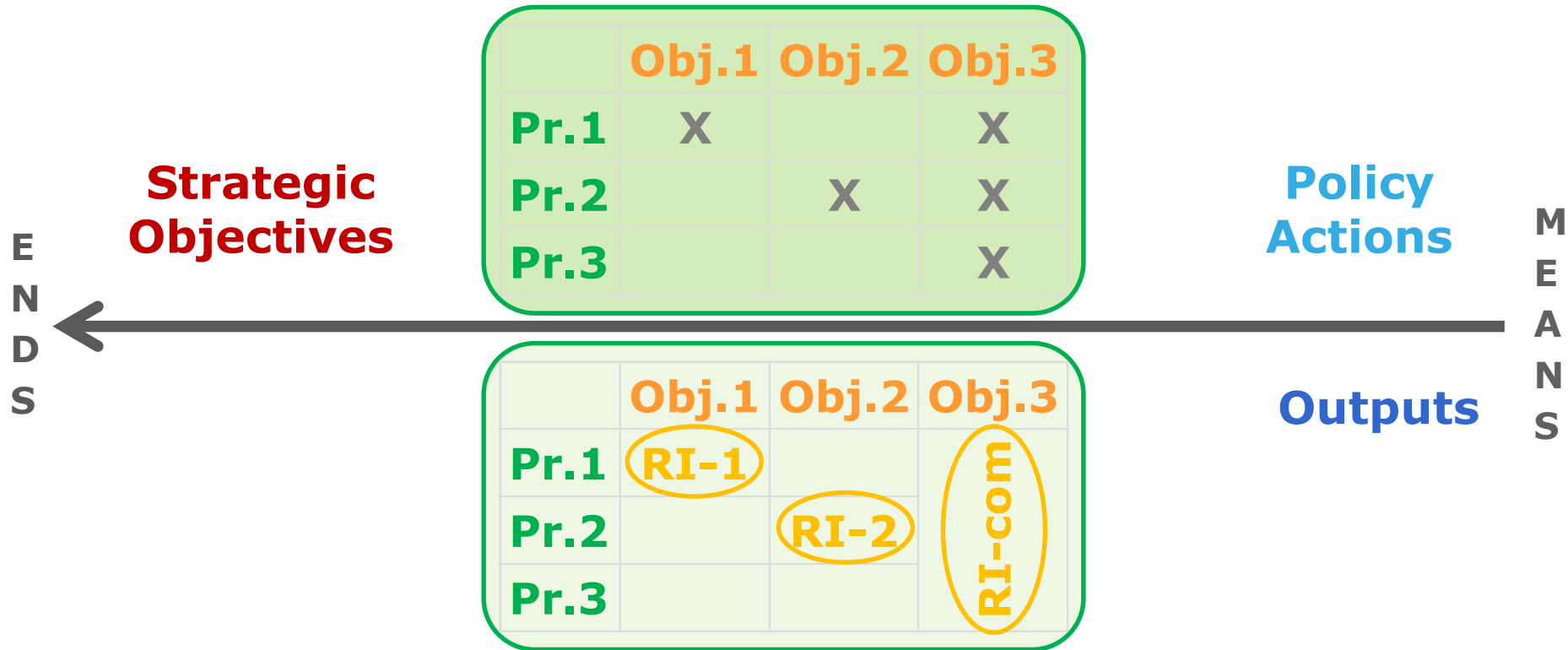
Logic of intervention: S3 priorities





Logic of intervention: S3 priorities



Logic of intervention: S3 priorities



...in practice (2)

Pr.  Obj. 	Modernize the manufacturing system	Increase energy efficiency of enterprises	Increase wellbeing and create a people-centered society	Increase the quality of human capital in enterprises
Home automation			X	X
Mechatronics	X			X
Food processing	X	X		X
Health & wellbeing			X	X

...in practice (2)

Objective / Priority	Result	Result indicator	Policy action	Output indicator
Modernize the manufacturing system in mechatronic & food processing	Improve firms' position in global value chains: higher value-added products	% exports in sectors with dynamic global demand	Collaborative projects in R&D&I between firms and regional research centres	No. of projects financed
Increase energy efficiency of enterprises in food processing	Increase diffusion of environmental-friendly production methods and processes	% reduction in energy consumption per unit of output	Innovation voucher scheme for technology adoption	No. of vouchers issued and paid

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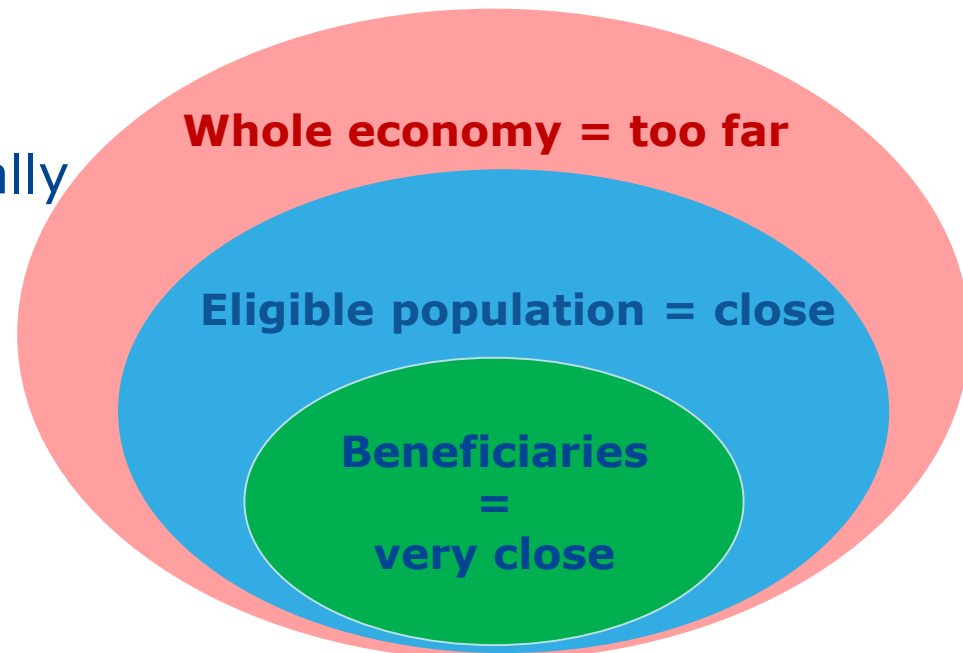
...more on results

Results are based on specific objectives and priorities

Difficulties in identifying the right result indicators derive from ill-defined or missing specific objectives or bad matching between objectives and priorities!

...but also

- Must be responsive to policy; register the variations potentially generated by policy actions
- Must be measured with close reference to the population on which policy is intended to have an effect



Where to start from?

From the beginning of the strategy process!

- Monitoring must be *integrated* in the strategy design
- Defining objectives, priorities and the policy mix *implies* result and output indicators
- Monitoring *cannot* come at the end
- The *same people* which define the S3 should define the monitoring system



Two topics for discussion

- 1. Integrating monitoring throughout the strategy design**
- 2. Reflecting interventions tackling all priorities at once *and* interventions that are priority-specific**

Thank you!



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

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