Portugal: Towards a RIS3 strategy

Budapest, 24-25 June 2013
Luisa Henriques
R&I strategies coordination of national and regional strategies

• How to articulate multiple-level strategies, thematically and in governance, to avoid duplication and dispersion of resources?
  – RIS 3 is defined for regions with governance structures, which is not always the case in many European countries, namely in the small ones
  – Multi-level governance is one missing link in the Guide RIS 3

• Priority-setting – best practice for theme identification and for strategic intelligence? Thematic workshops or road maps?
  – Themes might be ‘platforms’ or ‘generators of synergies’, crossing related sectors, fields or technologies

• How to develop monitoring and evaluation mechanisms adapted to different levels of governance and actors?
PORTUGAL 2020 WILL BE A MORE COMPETITIVE, CREATIVE, AND INTERNATIONALISED ECONOMY BASED ON TRADABLE GOODS AND SERVICES WITH HIGHER INTENSITY IN R&I, THROUGH THE STRENGTHENING OF RESEARCH AND INNOVATION CAPABILITIES AND INCREASED SYNERGIES IN THE INNOVATION SYSTEM.
STAKEHOLDERS ENGAGEMENT IN DISCUSSION AND PRESENTATION OF THE R&I SYSTEM SWOT ANALYSIS
National Level: Dialogue Workshop Experts and National and Regional Policy Makers
(Dec. 11-12, 2012)

http://www.fct.pt/esp_inteligente/docs/Programa_Workshop_11e12122012.pdf

SEC
CNCT
CE – DG REGIO
Presidência e Técnicos FCT
CC FCT
Observatório QREN
MNE
MEE
COTEC …
Research and Innovation System - Challenges, strengths and weaknesses towards 2020

• Prepared by FCT staff
• In Portuguese, but soon translated into English
• Presented in a Conference with more than 400 participants

• – on line version available:
  https://educast.fccn.pt/vod/channels/2lnv0qo78l
A new approach on the analysis of the system: Focus on systems functions (1)


Enablers and Drivers: Competences & capacities, Innovation interactions, Human Resources, Institutions

Public Policies

Inputs

Activities

Enablers

Outputs
Focus on systems functions (2)

• Our approach S&W

• Methods and Techniques
  – Revealed Competitive Advantage: scientific fields and economic sectors
  – Cluster identification
  – Network analysis
  – Related variety
  – Bibliometric analysis
  – SWOT Analysis
  – Benchmarking
  – Scorecards
  – Qualitative research
Looking beyond your boundaries

SYSTEMATIC BENCHMARKING WITH 10 ERA COUNTRIES SELECTED BY PROXIMITIES
Looking beyond your boundaries historical path.

- ERA & IU
- ATLANTIC ARC
- MACORENESIAN
- MEDITERRANEAN COOPERATION
- PORTUGUESE SPEAKING COUNTRIES
- IBERO-AMERICAN COOPERATION
Economic Comparative Advantages related to Scientific Comparative Advantage

Clusters of low and medium technological intensity

Economic Clusters:
- Food and Beverages
- Textiles and Leather Products
- Paper, Furniture, Wood and Cork

Research fields:
- Food Science and Technology and Agriculture sciences
- Material Sciences – Textiles
- Forestry; Material Sciences – Paper and Wood

Source: INE
Economic Comparative Advantages related to Scientific Comparative Advantage

Clusters of High-tech Industry and knowledge intensive services

Clusters:

- Telecommunications and IT
- Pharma
- Industrial chemistry
- Automotive
- Machinery and tools

Research fields:

- TIC
- Health, Biotecnology, Applied Microbiology Aplicada
- Applied Chemistry, Analytical Chemistry, Physics and Chemistty
- Transports; Engineering
- Instruments, Robotics

Source: INE
### NATIONAL COMPETITIVE ADVANTAGES

<table>
<thead>
<tr>
<th>R&amp;I system complete. R&amp;I system approaching EU levels</th>
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<tbody>
<tr>
<td>• Lisbon – innovation leader</td>
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<tr>
<td>• Centro – Innovation follower</td>
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<tr>
<td>• Good universities and Research institutes</td>
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<td>• Good HR and Infrastructures</td>
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<tr>
<th>Advantages in generic technologies</th>
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<tr>
<td>• TIC</td>
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<tr>
<td>• Materials</td>
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<td>• Biotech and Health</td>
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<tr>
<th>Advantages in scientific fields</th>
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<tr>
<td>• Ocean related sciences</td>
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<tr>
<td>• Materials</td>
</tr>
<tr>
<td>• Civil Engineering</td>
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<tr>
<td>• Biosciences and food</td>
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<th>Advantages in economic sectors</th>
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<tbody>
<tr>
<td>• <strong>Medium and low technology</strong> (food, textiles, garments and shoe, Mineral products, Metal products, Forestry derivatives, Chemical, Electronic and electric, automotive)</td>
</tr>
<tr>
<td>• <strong>Growing high-tech</strong> (Electric &amp; Electronic, chemicals, Telecoms, Pharma, Computerss, optics, informatics, Automotive, Media, Information)</td>
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<th>Growing High-tech Knowledge Intensive sectors</th>
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<td>• Sustainable development maritime and coastal resources</td>
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<tr>
<td>• Maritime Biotechnology</td>
</tr>
<tr>
<td>• Security and Transports</td>
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<tr>
<td>• Energy</td>
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Key challenges National/Regional

• Challenges

1. Portugal has now a complete R&I system, the challenge is how to fully exploit its potential, to foster excellence and connectedness
2. Increase competitiveness of traditional economic sectors and promote the growth of emergent knowledge intensive sectors
3. Fully exploit the potential of the blue economy
4. Reduce regional development inequalities through the upgrading of lagging regions to innovation leaders and followers

• Articulation Regional/National

1. Regions face different economic challenges and have differentiated assets and specific S&T and economic specialisation profiles
2. Local leading actors, from private and public sectors, are involved in the strategic intelligence phase
3. National and regional RIS3 are at different stages of development
4. Close cooperation between the national and regional levels will be deepened – e.g. exchange of information, participation in joint activities and working-groups – ‘Invisible network’ in the making
Regional level RIS3 – state of the play

AÇORES
- Regional Government and Consultants, Advisory Groups

MADEIRA
- Madeira Tecnopolo
- Action Pan R&I completed
- Transnational cooperation Macaronesia

CENTRO
- Crer 2020
- CCDRC and University, Trade Associations, Consultants
- Diagnosis in public consultation

NORTE
- Norte 2020
- CCDRN and stakeholders
- Diagnosis completed
- Thematic workshops (20)

ALENTEJO
- CCDR-A and University, Trade Associations, Consultants
- Thematic workshops

LISBOA E VALE DO TEJO
- CCDR LVT and Consultants
- Thematic workshops

ALGARVE
- CCDRAL and University, Trade Associations, Consultants
- Thematic workshops

Regional Government and Consultants, Advisory Groups

Regional level RIS3 – state of the play

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- CCDRAL and University, Trade Associations, Consultants
- Thematic workshops

- Regional Government and Consultants, Advisory Groups
WORKPLAN FOR THE SECOND PHASE
IDENTIFICATION of Strategic Intelligent Advantages

- Intermediary leading actors at national and regional levels in articulation
- Interministerial Committee and PORTUGAL 2020
- Stakeholder involvement
- Structured brainstorming for scenario construction
- One process – multiple actors
- Background Document
- Strategic Intelligent theme Report

MIX-APPROACH TO PRIORITY-SETTING

WORKSHOPS

PRIORITY SELECTION

ARTICULATION OF PRIORITIES
MIX-APPROACH TO PRIORITY-SETTING

- Top – National and transnational themes
- Bottom-up – Open Call For Workshops
- Regional thematic workshops

- Stakeholder involvement
- Structured brainstorming for scenario construction
- One process – multiple actors
- Background Document
- Strategic Intelligent theme Report

- Top – National and transnational themes
- Bottom-up – Open Call For Workshops
- Regional thematic workshops
Regional Priorities

AÇORES
- Blue Economy
- Food industry
- Infrastructures

MADEIR A
- Maritime
- Biosustainability
- Energy and climate change
- TICS

NORTE
- Health and Life Sciences
- Territory and Tourism
- Maritime Resources and environment
- Culture, Fashion and Creativity
- Enabling Technologies
- Mobility and Environmental Industries
- Digital Growth

CENTRO
- Agro-industry
- Blue economy
- Tourism
- TIC
- Materials

ALENTEJO
- Tourism
- Blue Economy
- Cultural Industries/Art/Communication Technology
- Engineering
- Biotecnology
- Advanced services

ALGARVE
- Renewable energies
- Blue economy
- Tourism
- Culture
- Maritime Infrastructures
- Fisheries
- R&D

AÇORES
- Blue Economy
- Food industry
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- Renewable energies
- Blue economy
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- Culture
- Maritime Infrastructures
- Fisheries
- R&D
Thematic agglomeration of regional priorities

- Food Industry
- Resources Economy
- Environment
- Mobility
- Climate Change
- Energy
- Renewables
- Infrastructure Management and Reinforcement
- Enabling Technologies
- Tourism
- Health and Life Sciences
- Culture and Heritage
- Culture Industries Art and Communications
- Digital Growth
- Advanced Services
- Fisheries
- Ocean Blue Economy
GOVERNANCE AND STAKEHOLDERS INvolvement / ‘ENTREPREneurial DISCOVER PROCESS’
How to involve leading entrepreneurs in policymaking processes?

• Past:
  – Fostered by public policies through generic funding instruments
  – Open-thematic calls
  – Tend to loose strategic direction

• Present:
  – call for involvement of entrepreneurs for a co-construction of thematic priorities in coordination with other leading actors from academia and policymakers
  – Policy-mix: alignment of policies, new instruments, long-term vision
  – Strategic articulation of strategies: concentration of resources in promoting variety and structural change
Governance Structure for Partnership Agreement EU-PT

Advice

Social and Economic Committee
Municipalities Associations
CNCT and CNEI

Political Coordination

Minister of State and Regional Development
Inter-ministerial Committee
Regional Governments

Technical Coordination

Agency for Regional Development
WG Portugal 2020

Theme: Competitiveness and internationalisation

Ministry of Economy
IAPMEI

Theme: Human Capital

Ministry of Education and Science
FCT

Ministry of Agriculture Maritime and Environment and Territory
CCDRs
RIS 3 governance

LEADING ACTORS (policymakers)

National level:
- Policy-level:
  - MEEI
  - MEC
- Intermediary level:
  - FCT
  - IAPMEI
- Regional Level:
  - Regional Governments
  - CCDRs

LEADING ACTORS

- Universities
- Research laboratories and Institutes
- Clusters
- Companies (high-tech, medium and low-tech, small and large, spin-offs)
- Trade and Professional Associations
Priorities
Digital Growth Priorities

National level

- Digital SWOT Analysis – Completed

- Priorities:
  1. Large Broadband for all
  2. Very Fast Large Broadband
  3. Inclusion of SMEs in Digital Economy
  4. Standardisation and interoperability of norms
  5. Framework conditions for cultural goods return on investment
  6. New regulations for digital market
  7. Electronic Procurement – platform
  9. Intelligent networks
  10. Trust and security in services and networks
  11. TIC for the maritime activities
  12. Enlargement of supply of new Services
Implementation and Budget

National level

• Only the Governance structure has been defined.

• **Regional Development Agency** – the new body just approved is a result of the merging of previous structural funds management agencies and the Observatory of QREN.

• The New Agency is responsible for the **programming, coordination, certification and payment**

• Thematic Operational Programmes will be managed by the Sectoral Agencies

• Transnational Territorial Cooperation will be managed by the selected Agencies by Member States

• IGF will be the Central Auditing Authority

Regional level

**Regional Operational Programmes will be managed by CCDR and Regional Governments**
Measuring the progress
Self-assessment – National Level

Driving economic change through smart specialisation/RIS3

Informal assessment - Portugal

ANALYSIS OF REGIONAL / NATIONAL CONTEXT

GOVERNANCE

IDENTIFICATION OF PRIORITIES

SHARED VISION

POLICY MIX

MONITORING & EVALUATION

RIS3 Update

Regional / National Assets

Outward Dimension

Entrepreneurial Dynamics

Governance Structures

Broad Participation

Management & Communication

Broad View of Innovation

Grand Challenges

Scenario Analysis

Revision of Past Priorities

Consistency

Critical Mass

Roadmap

Balance

Framework Conditions

Output & Result Indicators

Monitoring

S3 Platform/EURADA
Summary and next steps

• For a good RIS 3 strategy is crucial to have a good methodology to identify themes, great involvement of key players and a good process to articulate the multi-level strategies, including Horizon 2020, transnational strategies, national strategies and the regional ones.

• In Portugal the takeoff of RIS 3 was slow, but it is now well under way, with the support of policymakers and the community.

• RIS 3 is a good opportunity to strengthen evidence-based policy design processes, widely apply strategic intelligence, and promote wider involvement of stakeholders.

• Next Steps include priority choices, programming and monitoring systems.
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