

Castilla y León's experience with Smart Specialisation.

“Insights on assessing the Smart
Specialisation experience so far”

Sevilla, 11th June 2018.

General issues (related to SF)

- Ex-ante conditionality:
 - “Professionalisation” vs. bureaucratisation.
 - Confusion between Strategy and OP.
- Heterogeneity across Europe (self-government): strategies without funds.
- Growing complexity of funds’ management. “Complication”.
 - Endless chain of possible controls, audits...
 - Possible different approach to fight against fraud? (ex-post controls + punishment).
 - Legal uncertainty: “interpretation”. EC vs. MS.
 - Especial burden for SME.
 - Stability vs. “improvement”.

General issues (related to SF)

- Importance of SF in regional budget today.
- Delay in approval of OP: due to action plans?
 - Blank years.
 - Reduced impact (real and on performance reserve).

Step 1: Analysis of regional context and potential for innovation

- In CyL: Regional Specialisation Pattern as an objective way to identify assets and opportunities.
 - Based on statistics: mostly a static picture of the present.
 - Lack of prospective studies to identify future opportunities.
- EDP: not very clear ideas about what it was.
- Outward looking:
 - Positioning the region is “easy”.
 - Identifying value chains seems more difficult (specific).
 - But critical mass should be achieved through cooperation.

Step 2: Governance: ensuring participation and ownership

- Governance vs. government.
 - Different “citizenship” cultures across Europe.
 - Also at different levels (national & regional Administrations).
 - Not easy: resources-consuming.
- Quadruple Helix: Society's representatives? Only for very specific areas.
- Importance of EDP for “ownership”.
 - EDP used only for some steps (elaboration, evaluation).
 - How to engage stakeholders permanently during the whole process (implementation...).
- Variety & representativeness (usual suspects...).

Step 3: Developing an overall vision of the region's future

- Very linked to step 4 (selection of priorities), and also to step 1 (potential for innovation).
- Easy, except for the details...
- Goals setting (not random, political values):
 - Performance reserve's orientation to results instead of expenditure: good.
 - But: fear reduces ambition: need to relate the goals to the resources ("value for money"), and to the original situation.
 - Vice versa: relate the resources to the goals (achievable?).

Step 4: Identification of priorities

- Governance more difficult: own interests vs. objectiveness.
 - Requires broad vision from stakeholders (vs. selfishness).
 - Leadership needed (political pressure).
 - Priorities “widen” during the participatory process (“coffee for all”).
- Actual strengths vs. (unknown) potential opportunities (step 1).
 - Risk of choices: missing opportunities: agility to shift.
 - Need to devote some budget out of the priorities. Possible?
 - If not: is it ideal for cohesion policies (strengthening)?
- Possible different approaches: tech. areas, economic sector, societal challenges...
- R&I vs. other priorities (economic, territorial, social...).
 - Heterogeneous implementation.
- Tendency: alignment with H2020. Specialisation?

Step 5: Implementation, definition of a coherent policy mix, roadmaps and action plan

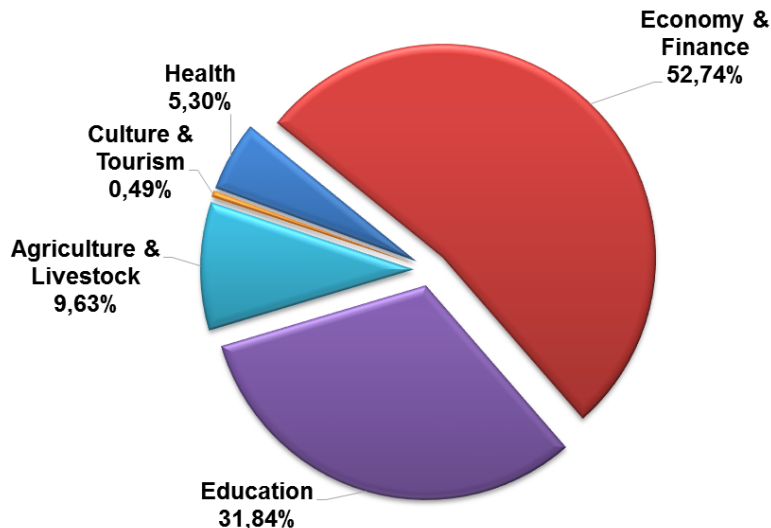
- In CyL, the Strategy doesn't go down into details.
 - Plans developed afterwards by each Ministry. Coordination required.
 - Risk of disconnection between strategic goals (broad) and specific measures (ownership).
- Managers' inertia vs. ex-ante evaluation (intervention logic).
- Suitability of tools (revolving mechanisms for public research centres).
- Room for cooperation with other regions and the State (efficiency).
 - New strand in Interreg?
 - Investing 15% outside the region: not likely.
- Delay in approval or OP (not a problem of n+2 of previous period).
- State-aid rules: difficulties as you approach the market.
- Soft measures vs. spending money (absorption; indicators).

Step 5: Implementation, definition of a coherent policy mix, roadmaps and action plan

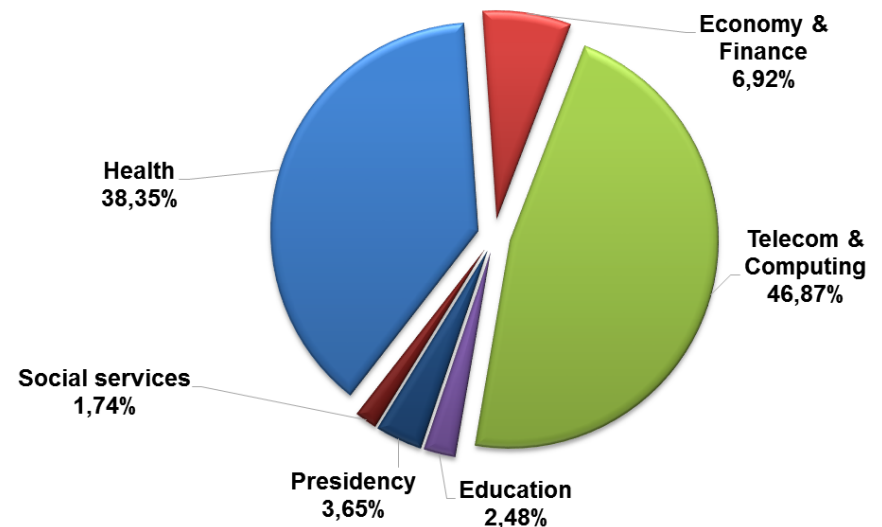
Calls: links with RIS3 priorities

- Mostly horizontal (but limited to RIS3 priorities).
 - Economy and Education ministries are horizontal and the biggest.
 - Specific to 1 RIS3 priority in sectoral ministries (Agriculture, Health, Culture & Tourism, Environment...).

REGIONAL BUDGET FOR R&I 2018



REGIONAL BUDGET FOR DIGITAL AGENDA 2018



Step 6: Integration of monitoring and evaluation mechanisms

- Evaluation more necessary than ever (need to adapt).
- Counterfactual evaluation needed (beneficiaries vs. whole population).
 - Role of EC imposing requirements to improve capacities.
- Indicators:
 - Statistical – official: transparent, but not available soon.
 - Individually designed: homogenise (when applicable): cooperation.
 - ESIF catalogue: not useful; ESF in education, negative.
- Lack of official regional statistics to measure (and compare).
 - “Obligation” to have indicators related to priorities.
 - Technical assistance?
- Mid-term impact?

Step 6: Integration of monitoring and evaluation mechanisms

Calls: indicators linked to thematic priorities

- **Output indicators:** belong to the national Ministry's ERDF catalogue; referred to each thematic priority:
 - E021: no. of researchers-year participating at co-financed projects.
 - C025: no. of researchers (FTE) working at improved research infrastructures.
 - C027: private investment matching public support in R&I projects.
- So far, very little indicators have been registered, because of OP delay.

Step 6: Integration of monitoring and evaluation mechanisms

Calls: indicators linked to thematic priorities

- **Results indicators:** from Regional Specialisation Pattern.
 - Economic specialisation coefficient.
 - Competitiveness coefficient.
 - Scientific publications.
 - Normalised impact of scientific publications.
 - Participants in H2020 consortia.
- Results show that the specialisation is not deepening. Why?

Human resources devoted to the RIS3

- For coordination purposes (and elaboration, monitoring and evaluation):
 - 1,5 people FTE for coordination purposes.
 - About 10 more people in the ministries as contacts (not full-time).
- Many more people to deploy the Strategy (lines' managers).



Thank you



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