



RIS3 in Greece:
Consolidating Governance and Raising Ambition

The functional perspective of S³ governance

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A generic model of S³ governance

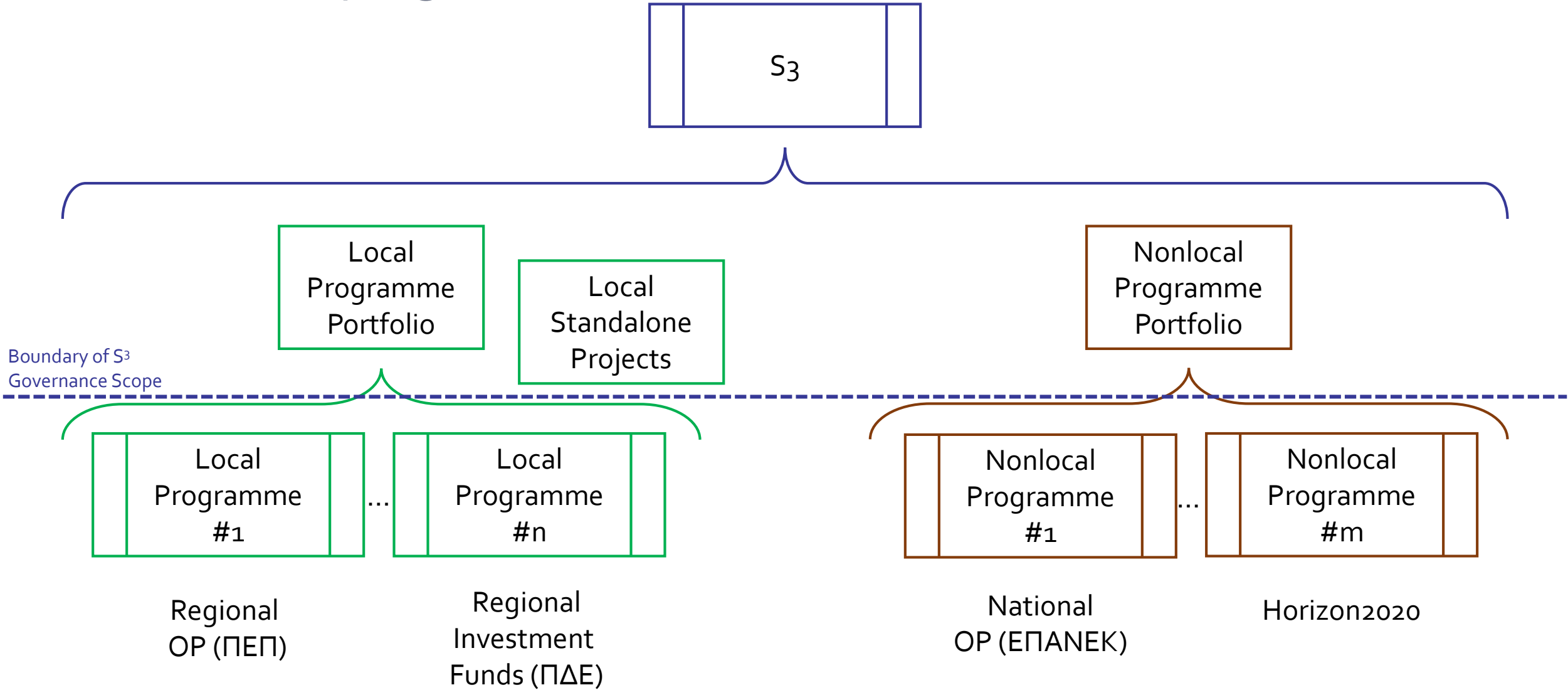
- The portfolio perspective
- The scope of S³ governance

Governance domains & functions

Details on today's participatory exercises

- Mapping the key processes
- Responsibilities assignment map

S³ as a meta-programme



Summary so far

S³ Governance is about managing two programme portfolios

- Local portfolio = programmes & instruments within the control of the territory
- Nonlocal portfolio = programmes & instruments beyond the control of the territory

S³ Governance has to adapt to two major classifications:

- Degree of centralization of government
 - Decentralized (i.e. Spain, Germany, Belgium, ...)
 - Centralized (i.e. Bulgaria, Romania, ...)
 - Hybrid (i.e. Greece, Italy, ...)
- Degree of financial autonomy of the territory in delivering R&D&I
 - ESIF-driven
 - Territorial funds driven
 - Other funds driven (e.g., FDI, private sector)

What does 'Governance' mean? (PMI, 2016)

Domains of Governance

Governance Alignment Domain: Functions and processes to create and maintain an integrated governance framework

Governance Risk Domain: Functions and processes to identify and resolve threats and opportunities to ensure balance of risk and reward

Governance Performance Domain: Functions and processes to ensure measurement and evaluation of key performance indicators against parameters and realisation of territorial objectives

Governance Communications Domain: Functions and processes to disseminate information, engage stakeholders, and ensure change

Functions within Domains of Governance

Oversight function: The processes and activities that provide guidance, direction, and leadership for portfolios, programmes, and projects

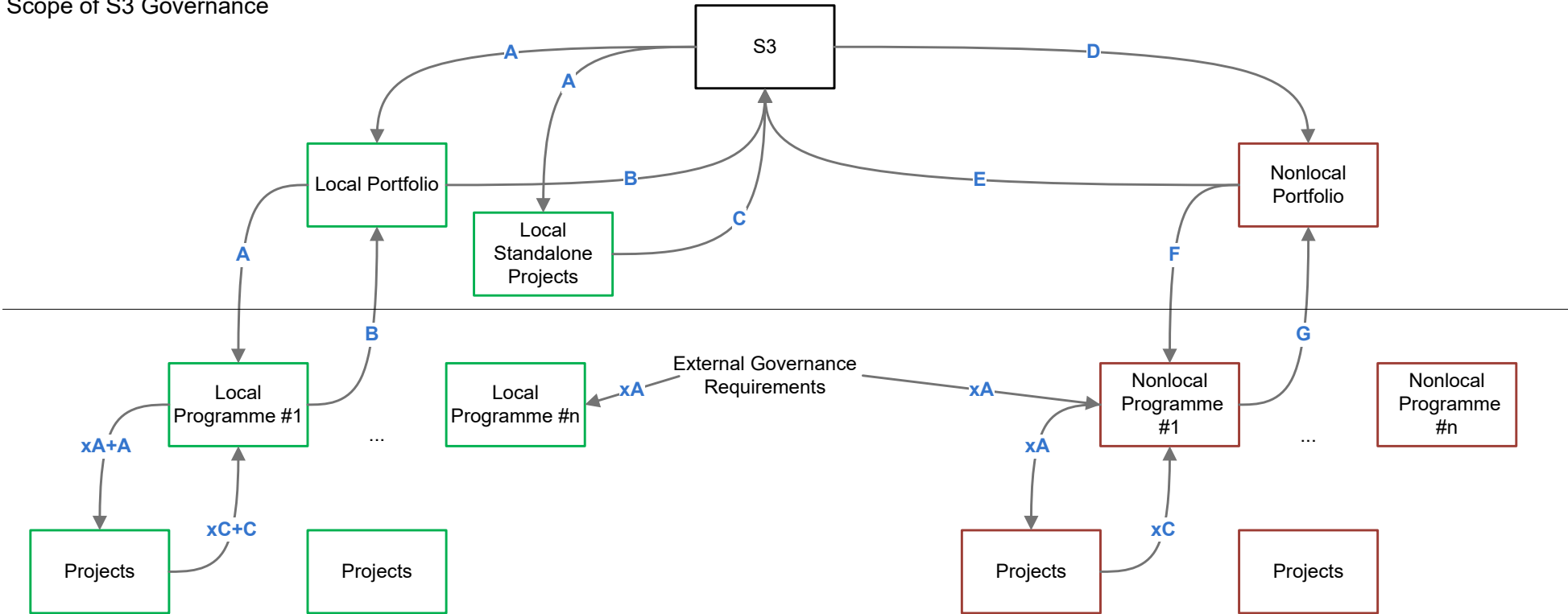
Control function: The processes and activities that provide monitoring, measuring, and reporting for portfolios, programmes and projects

Integration function: The processes and activities that provide strategic alignment for portfolios, programs, and projects

Decision-making function: The processes and activities that provide structure and delegations of authority for portfolios, programs, and projects

Putting everything together: A generic model of S3 governance

Scope of S3 Governance



- A**
Governance Policies
Governance Oversight
Governance Control
Governance Decision Making
Governance Processes
- B**
Performance Reports
Change Requests
Escalated issues/risks
Results Realisation
- C**
Performance Reports
Change Requests
Escalated issues/risks
Outputs Realisation
- D**
...
Governance Oversight
Governance Control
...
- E**
Performance Reports
...
Results Realisation
- F**
Establish reporting processes
Integrate performance reporting
- G**
Performance Reports
Result Realisation

Mapping Governance Processes

Functions Domains	Oversight	Control	Integration	Decision Making
Portfolio Governance Alignment Domain	Analyse portfolio performance results		Create integrated roadmap with strategy execution tracks	Determine portfolio prioritization criteria and funding
Portfolio Governance Risk Domain				Resolve and remediate risks
Portfolio Governance Performance Domain			Integrated performance reporting	
Portfolio Governance Communications Domain	Create communications management plan			Report decisions with justification
	process changes			

Actions/Decisions	?	?	?	?	?	?
GOVERNANCE DOMAINS						
Governance Alignment						
Governance integration	RA	CI	CI	CI	CI	CI
Responsibilities and authorities	A	R	CI	CI	CI	CI
Decision criteria/process	A	R	CI	CI	CI	CI
Governance budget	RA	CI	I	I	CI	CI
Prioritization criteria	A	R	I	I	CI	CI
Funding investments	A	R	I	I	CI	CI
Resource allocation	A	R	I	I	CI	CI
Resource commitments	A	CI	I	I	R	CI
Operational activities integration	A	R	CI	CI	CI	CI
Governance Risk						
Risk thresholds	A	R	CI	CI	CI	CI
Dependencies tracking	A	R	R	R	I	I
Risks and issues escalation	A	R	R	R	CI	CI
Audits	A	R	R	R	CI	CI
Governance Performance						
Resource optimization	A	R	CI	CI	CI	CI
Investment optimization	A	R	CI	CI	CI	CI
Proposed changes evaluation	A	R	R	R	CI	CI
Performance/status reporting	CI	R	R	R	A	CI
KPI monitoring/measuring	I	R	R	R	A	CI
Benefits delivery	CI	R	R	R	A	CI
Phase-gate reviews	A	R	R	R	CI	CI
Governance Communications						
Stakeholder engagement	CI	RA	R	R	CI	CI
Integrated roadmap	A	R	CI	CI	CI	CI
Communications coordination	I	R	R	R	CI	CI
Communicate decisions	A	R	CI	CI	CI	CI
Organizational change management	CI	R	R	R	A	CI
Messages to organization	A	R	CI	CI	CI	I

R = Responsible for completion A = Accountable for decision C = Consult before action or decision I = Inform after action or decision

Workgroups and Moderators

Table 1 (Yannis)	Table 2 (Effie)	Table 3 (Michael)
Western Macedonia	Central Macedonia	Crete
North Aegean	Ionian Isl.	Ipiros
Thessaly	South Aegean	Eastern Macedonia-Thrace
Attica	Western Greece	Continental Greece
		Peloponnese

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