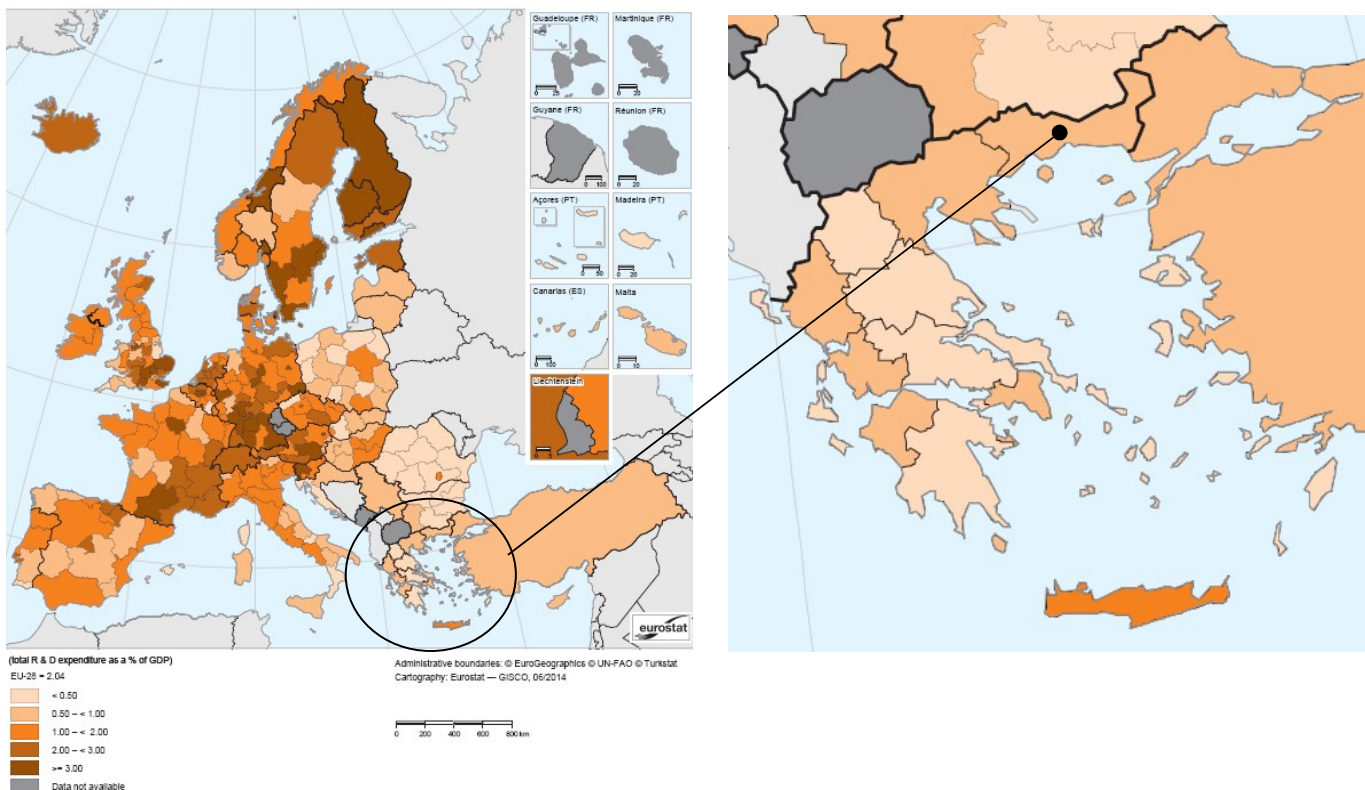




# Monitoring & Evaluation System of Regional RIS3



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Managing Authority of Eastern Macedonia - Thrace



## The Theory:

*(according to the RIS3 Guide)*

Establishing monitoring indicators and planning evaluations are important elements of the RIS3 design process both at the level of strategy and the different components of the Action Plan.

Smart Specialisation Strategies build on different components aiming at one or a few overall objectives. **The monitoring system of these strategies may encompass 3 types of indicators:**

- **Context indicators** scoring the region against the average score of its Member State or other similar regions. These indicators are usually attached to the overall objectives of the strategy
- **Result indicators** selected for each component of the strategy contributing to the overall strategic goals, e.g. important actions funded by the Structural Funds. These indicators allow verifying whether these actions are successful or not, i.e. whether they lead to the expected change for which purpose they were designed.
- **Output indicators** measuring the progress of the actions undertaken in order to achieve the expected results.



## The Theory:

(according to the JRC Scientific and Policy Report (No.01/2013) "The Goals of Smart Specialization")

### **Metrics**

Each of the goals of smart specialisation identified above suggests natural metrics for measuring progress. Clearly the measurement part of the smart specialisation agenda is still in progress. The indicators for the above-mentioned goals will have to be somewhat eclectic since the trends and evolutions underlying the three goals are not captured by the standard framework of indicators of knowledge and innovation.

However, the need for data and indicators about smart specialisation is critical. Without metrics and indicators as well as regular data collection, the patterns of smart specialisation strategies will not be discernible and policy makers will be unable to track progress, assess structural transformations and compare strategies. There is therefore a pressing need for further research and development in this area to build a collection of available statistics on several dimensions of smart specialisation.<sup>13</sup> Within the framework of this policy brief, we will limit ourselves to a few key suggestions for further development.

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<sup>13</sup> Both OECD (DSTI, TIP steering group) and the S3 platform of the IPTS (JRC) are currently deeply involved in the development of a framework of indicators.



## The Theory:

(according to the JRC Scientific and Policy Report (No.01/2013) "The Goals of Smart Specialization")

**Beyond static approaches** aimed at measuring the competitive position of regions in science and technology (patent, publications),<sup>14</sup> checking the correlations between public and private R&D<sup>15</sup> and of course measuring the structures of a regional economy (employment by sectors, etc.), there is a need to measure the emerging trends regarding entrepreneurial discoveries, the development of new activities, the diversification of the system and the generation of critical clusters, in other words, measuring progress towards the different goals of smart specialisation.

The need for developing measures is absolutely crucial since the standard indicator framework is likely to be inadequate for some of the evaluation/assessment objectives. This is why an important challenge for applied economists in the area of smart specialisation is to enlarge the scope of empirical material that the economics profession will regard as legitimate, and perhaps even routine, in applied research. This effort is essential if the economics of smart specialisation is to progress beyond the purely abstract, and enable theory to be linked to practice.



## The Theory:

(according to the Frequently Asked Question (FAQs) of S3 platform")

## **Frequently Asked Questions (FAQs)**

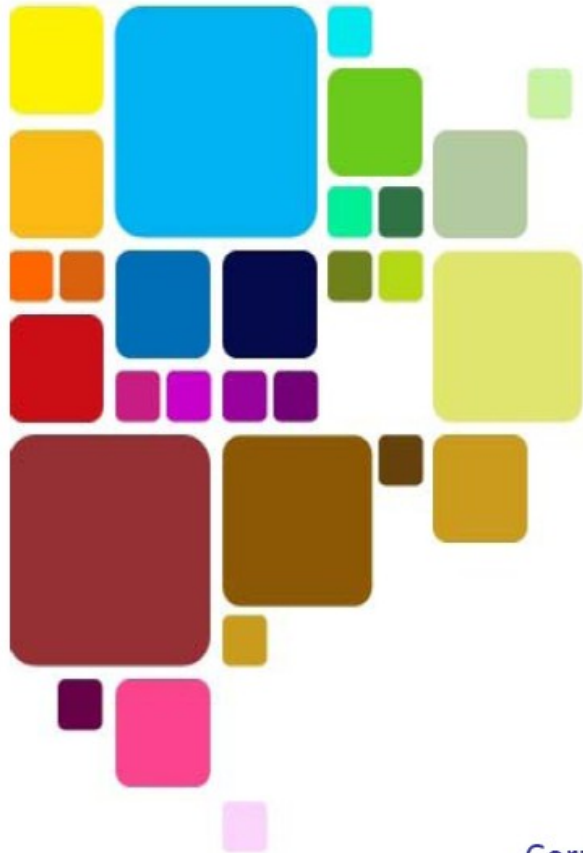
### **7. What result/outcome indicators should be considered to monitor and evaluate the strategy?**

The RIS3 guide stresses the importance of defining adequate indicators in order to monitor and evaluate the strategy, but there is no one size fits all, ready-made approach: Indicators should be tailored to each region's specific circumstances, and this means that the identification of the appropriate indicators for each region has to be closely linked to the identification of RIS3 priorities and the design of an action plan.



## A very useful approach

[http://s3platform.jrc.ec.europa.eu/documents/10157/63241/MartinezYoldi\\_130125](http://s3platform.jrc.ec.europa.eu/documents/10157/63241/MartinezYoldi_130125)



## The Economic Strategy of Navarra Towards 2030

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NEW ECONOMIC MODEL OF  
**MODERNA**  
DEVELOPMENT FOR NAVARRA



Cernin Martínez Yoldi  
General Director Fundación MODERNA  
Groningen, 25 January 2013



## A plan in motion

AREA	INDICATOR	STARTING POINT	CURRENT 27/11/2012	OBJECTIVE 2015	OBJECTIVE 2020	OBJECTIVE 2030
EDUCATION	<b>PISA points</b> Source: PISA	<b>502</b> Year 2006	<b>505</b> Year 2009	<b>510</b>	<b>525</b>	<b>550</b>
	<b>% Population aged 18 with a B2 level of English</b> Source: Estimate	<b>7%</b> Year 2010	<b>7%</b> Year 2010	<b>30%</b>	<b>50%</b>	<b>90%</b>
	<b>% of Honours Graduates and Pre-university</b> Source: Ministry of Education and Government of Navarre (<2009) / Eurostat (>2009)	<b>36,0%</b> Year 2007	<b>39,7%</b> YearYear	<b>40%</b>	<b>45%</b>	<b>55%</b>
INNOVATION	<b>% Investment in R+D+I</b> Source: INE	<b>1,92%</b> Year 2008	<b>2,05%</b> Year 2011	<b>2,20%</b>	<b>3,00%</b>	<b>4,00%</b>
	<b>Total No. of Patents</b> Source: OEPM	<b>172</b> Year 2008	<b>176</b> Year 2011	<b>285</b>	<b>410</b>	<b>844</b>
	<b>Innovation Index and position in Europe</b> Source: Eurostat	<b>0,48 y 76</b> Year 2006	<b>0,529 y 53</b> Year 2011	<b>0,51 y 60</b>	<b>0,60 y 50</b>	<b>0,70 y 35</b>
INTERNATIONALIZATION	<b>Exports (M€)</b> Source: IEN	<b>5.450</b> Year 2009	<b>6.827</b> Sep'11-Aug'12	<b>6.500</b>	<b>8.000</b>	<b>10.000</b>
	<b>No. of exporting companies</b> Source: ICEX - Estacom	<b>711</b> Year 2009	<b>801</b> Sep'11-Aug'12	<b>1.000</b>	<b>1.300</b>	<b>2.000</b>
	<b>No. of multinational companies</b> Source: Navarre Chamber of Commerce / Sodena	<b>133</b> Year 2010	<b>133</b> Year 2010	<b>150</b>	<b>175</b>	<b>200</b>
EMPLOYMENT AND COMPANY	<b>No. employees</b> Source: IEN - EPA	<b>284.000</b> Year 2009	<b>262.700</b> EPA 3rd T 2012	<b>298.000</b>	<b>331.000</b>	<b>365.000</b>
	<b>Production per worker (€)</b> Source: IEN	<b>61.000</b> Year 2009	<b>67.867</b> Year 2011	<b>68.000</b>	<b>73.000</b>	<b>85.000</b>
	<b>% of companies over 50 workers</b> Source: INE	<b>1,30%</b> Year 2009	<b>1,21%</b> Year 2011	<b>1,60%</b>	<b>2,00%</b>	<b>2,50%</b>
	<b>Nº of new companies/Year</b> Source: IEN	<b>943</b> Year 2009	<b>950</b> Oct'11-Sep'12	<b>1.100</b>	<b>1.250</b>	<b>1.600</b>
PROSPERITY AND SOCIAL COHESION	<b>Position in GDP/Capita</b> Source: Eurostat	<b>32</b> Year 2007	<b>37</b> Year 2009	<b>30</b>	<b>25</b>	<b>20</b>
	<b>GDP per Capita in Purchasing Power Parity (PPP)</b> Source: IEN	<b>30.614</b> Year 2007	<b>32.900</b> Year 2009	<b>34.000</b>	<b>37.000</b>	<b>43.000</b>
	<b>Distribution of wealth</b> Source: IEN	<b>28</b> Year 2007	<b>28</b> Year 2007	<b>27</b>	<b>26</b>	<b>23</b>
	<b>Quality of life (HDI)</b> Source: IEN, PNUD & INE	<b>0,9720</b> Year 2007	<b>0,9720</b> Year 2007	<b>0,9725</b>	<b>0,9790</b>	<b>0,9870</b>
	<b>Enviromental sustainability</b>	<b>2.132</b>	<b>2.029</b>	<b>1.900</b>	<b>1.650</b>	<b>1.450</b>

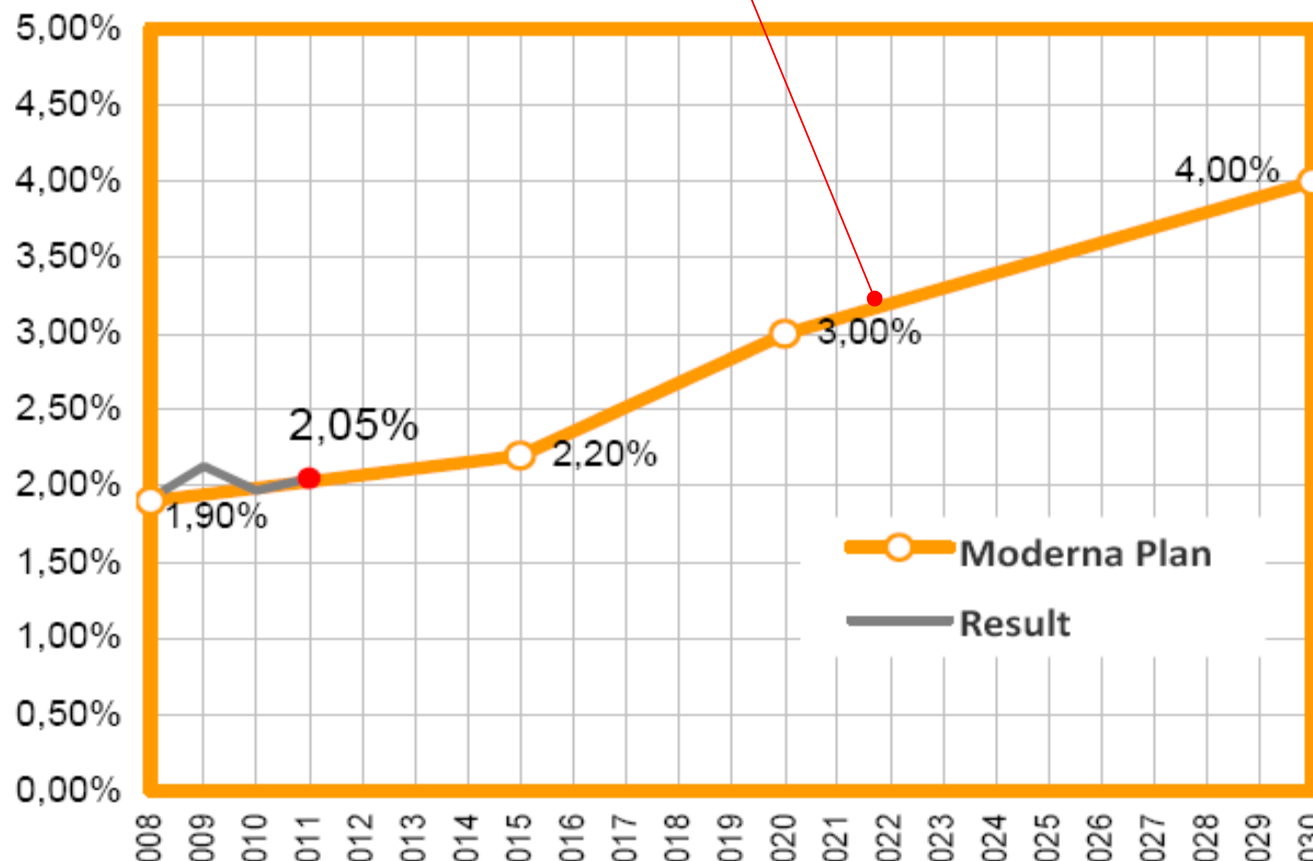
How to estimate the progress ?

## INDICADORES

# INVESTMENT IN R+D

% of regional GDP

Source: INE



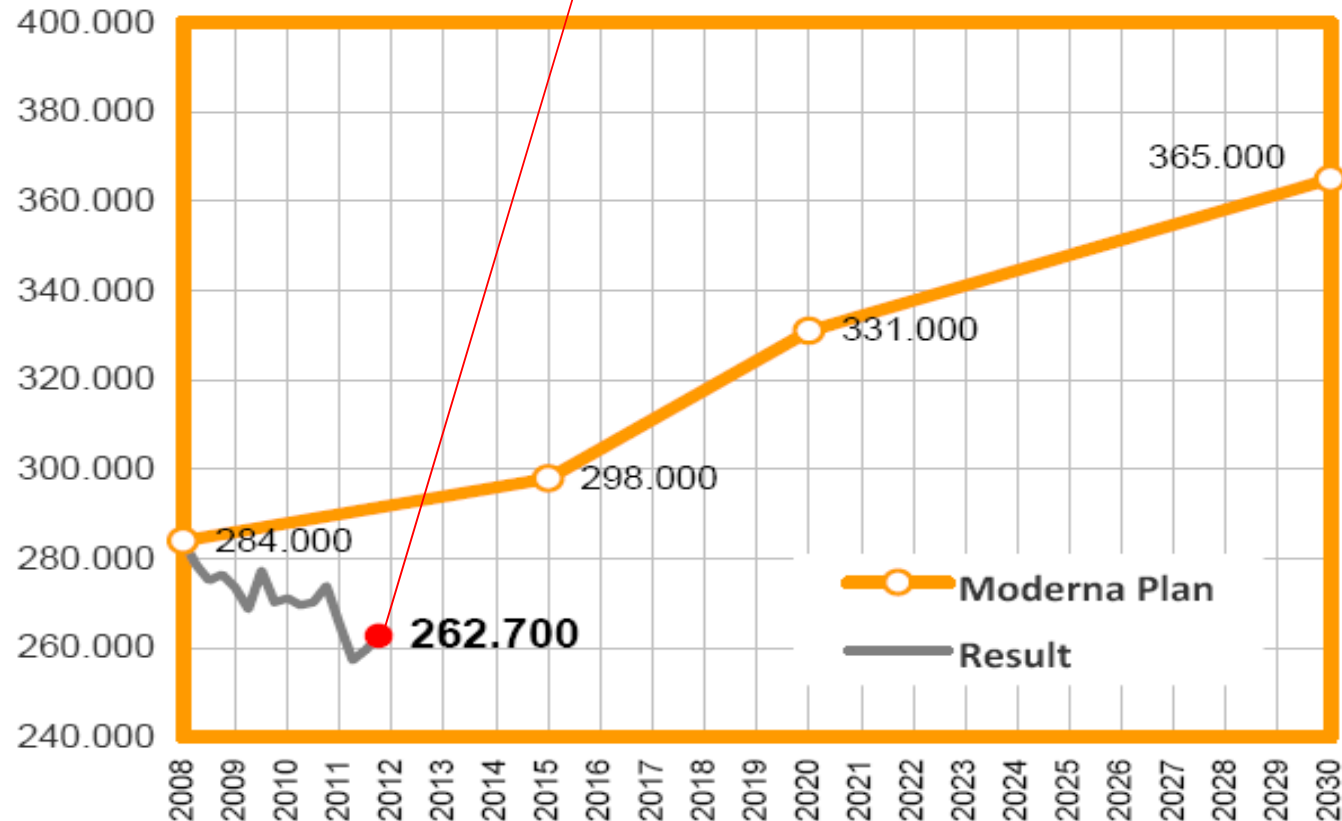
The influence of RIS3 Strategy may be less important than other parameters. How can we separate the effects?

## INDICADORES

# EMPLOYMENT

No. workers (EPA)

Source: IEN - EPA





An other very useful approach

[http://s3platform.jrc.ec.europa.eu/documents/10157/63241/Bertamino\\_DeMaggio\\_130124](http://s3platform.jrc.ec.europa.eu/documents/10157/63241/Bertamino_DeMaggio_130124)



## ***Context indicators at the regional level: the Italian experience***

**Federica Bertamino and Marco de Maggio**

**UVAL – Public Investment Evaluation Unit**  
*Department for Development and Cohesion Policies*  
*Ministry for Economic Development, Italy*

Groningen  
24-25 of January 2013



# Monitoring & Evaluation System of Regional RIS3



RIANH VITHYPIEIA AXAKEPIEIE S.T.  
RIPORTAL ANAGORASAL MANIOTIKES & OPANES

<b>INDICATOR 1 – ECONOMIC AND INSTITUTIONAL REGIME</b>	<b>INDICATOR 2 – EDUCATION AND SKILLS</b>	<b>INDICATOR 3 – INFORMATION AND COMMUNICATION INFRASTRUCTURE</b>	<b>INDICATOR 4 – INNOVATION SYSTEM</b>
Gross Capital Formation as % of GDP (Average)	Adult Literacy Rate (% age 15 and above)	Telephones per 1,000 people	FDI Outflows as % of GDP
Employment in Services (% of total employment)	Secondary Enrollment (% gross)	Telephone Mainlines per 1,000 people	FDI Inflows as % of GDP
Trade as % of GDP	Tertiary Enrollment (% gross)	Mobile Phones per 1,000 people	Royalty and License Fees Payments, (€ millions)
Soundness of Banks	Public Spending on Education as % of GDP	Computers per 1,000 persons	Royalty and License Fees Payments (€ millions) per million population
Exports of Goods and Services as % of GDP	School Enrollment, Secondary, Female (% gross)	TV Households with Television	Royalty and License Fees Receipts (€ millions)
Difference between Enterprise Birth and Death Rates (percentage)	School Enrollment, Tertiary, Female (% gross)	Daily Newspapers per 1,000 people	Royalty and License Fees Receipts (€ millions) per million population
Cost to Register a Business (% of GNI per capita)	No Schooling, total	International Internet Bandwidth (bits per person)	Royalty and License Fees Receipts (€ millions) per million population
Days Required to Start a Business	No Schooling, female	Internet Users per 1,000 people	Royalty and License Fees Payments and Receipts (€ millions)
Cost to Enforce a Contract (% of debt)	Secondary School completion, total (% of pop 15+)	Fixed Broadband Internet Access Tariff (€ per month)	Royalty and License Fees Payments and Receipts (€ millions) per million population
Rule of Law	Tertiary School completion, total (% of pop 15+)	Enterprises in Industry and Services - less than 10 employees - with Computer Availability (percentage)	Science and Engineering Enrollment Ratio
Control of Corruption	Secondary School completion, female (% of pop 15+)	Enterprises in Industry and Services - more than 10 employees - with Computer Availability (percentage)	Science Enrollment Ratio
Added value of Business Services Sector per Employee in the Same Sector	Unemployment Rate (% of total labor force)	Municipalities provided with Wide Broadband as percentage of the total number	Patent Applications Granted by the EPO per million people
Added Value of Industry Sector per employee in the Same Sector	Employment in Industry (% of total employment)	Household Internet Access as percentage of the total	High-Technology Exports as % of Manufactured Exports
	Employment to Population ratio	Number of Employees in Enterprises (with more than 10 employees) in Industry and Services who use internet (percentage)	Private Sector Spending on R&D
	Adult Unemployment rate	Enterprises in Industry and Services (with more than 10 employees) holding a Web Site as percentage of the total	R&D <i>intra muros</i> Expenditure of Public Administration, Universities and Private and Public Enterprises (percentage of GDP)
	Long-term Unemployment, total		
	Labor Force with Tertiary Education (% of total)		
	Labor Force with Secondary Education (% of total)		
	Population Studying or Attending a Professional Training Course		
	Science and Technology Graduates aged 20 to 29 per 1,000 people		





## *Still missing dimensions of analysis: suggestions for further integration and regional profiling*

### Firms adaptability to change

«**Agents of change**» (Foray, 2000)  
Carter's indicator: «rate of knowledge workers within firms»

### Entrepreneurship

**Global Entrepreneurship Index -GEINDEX**  
(Acs and Zerb, 2009)  
14 indicators  
(E.Attitudes – E.Activities – E.Expectations)

### Knowledge Intensive Services

**KIS as innovation levers of the other sectors.** Possible indicator: “*Employees in KIS ICT based (NACE 64, 72, 73) as percentage of the total*”. (Challenges for EU support to innovation in services- Fostering new markets and jobs through innovation, PRO INNO Europe, n. 12)



## *Still missing dimensions of analysis: suggestions for further integration and regional profiling*

### **Diversification Rate**

#### **Inter-Industry Relatedness Index**

(Teece et al, 1994)

Measure of the correlation between 2 industrial sectors

### **Specialization Rate**

#### **Revealed technological/comparative advantages Indicator**

(Balassa, 1965)

Measure of the specialization (technological or trade) of a country/region

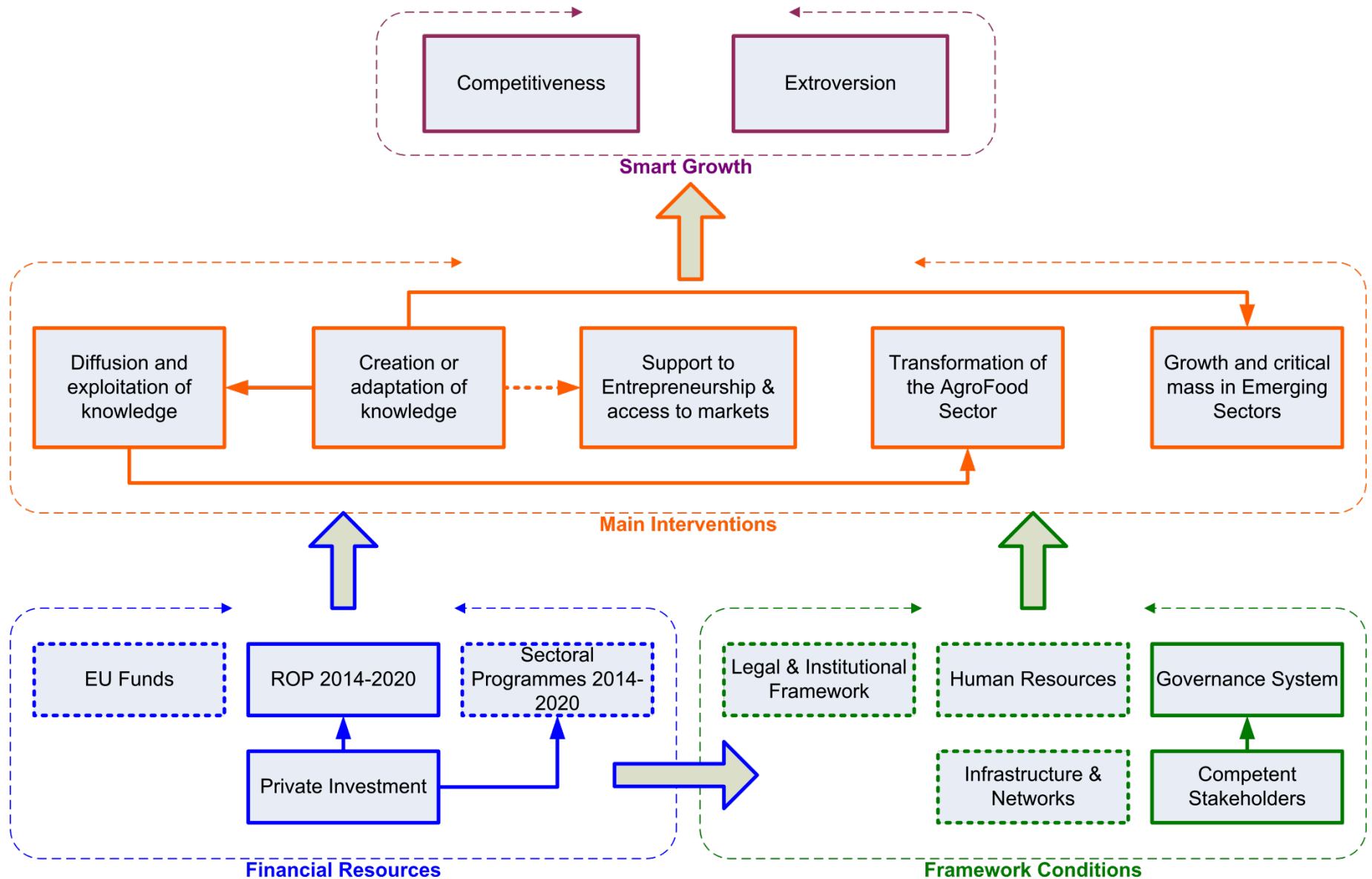
### **Intensity of connections**

**Measure of wideness and density of connections** (track of knowledge exchange flows – collaboration) among the different actors of the territory (Triple Helicx, Etzkowitz, 1994). SNA Density measure.



# Monitoring & Evaluation System of Regional RIS3

Our Balanced Scorecard-inspired approach for the monitoring system:





## Our approach

### Results Indicators at the Regional Operational Programme relative to RIS 3 Strategy

Code	Indicator	Units	Base Value	Base Year	Target Value (2023)	Source of data
T1012	R & D Expenditure of Enterprises as a percentage of GDP	Percentage	0,16%	2013	0,20%	National Documentation Centre /Eurostat
T1013	Number of technology transfer agreements between public research organizations and businesses	Number	54	2013	75	Regional Research
T1014	Persons interacting online with public authorities in the last 12 months.	Percentage	35,53	2013	50,00	Eurostat - ICT Households survey
T1015	Percentage of start-ups / new companies in the RIS3 sector to total new business	Percentage	3,71%	2013	8%	Creek General Commercial Register
T1016	Gross Value Added	million €	7.226	2011	7.373	Eurostat
T1017	Export Value	million €	682,55	2013	745	Eurostat
T1035	Number of overnight stays of foreign tourists in hotels	Number	677.513	2012	750.000	Eurostat



## Our approach

### Common indicators at the Regional Operational Programme relative to RIS 3 Strategy

Code	Indicator	Units	Target Value (2023)	Source of data
C029	Number of enterprises supported to introduce new products in the business	Enterprises	250	Monitoring system
C027	Private investment corresponding to public support in innovation or R & D projects	€	3.500.000	Monitoring system
C026	Number of enterprises cooperating with research institutions	Enterprises	300	Monitoring system
C004	Number of enterprises receiving non-financial support (incubators)	Enterprises	30	Monitoring system
C005	Number of new enterprises supported	Enterprises	100	Monitoring system



Actually there is one Main Question:  
Taking into consideration all the above facts,  
which indicators should be used?

## Question 1:

How to select a set of appropriate indicators for monitoring the RIS3 strategy  
(*examples from other EU regions output indicators*) ?

## Question 2:

How to design a set of result indicators for monitoring the RIS3 strategy  
(*examples from other EU regions output indicators*) ?

## Question 3:

How to co-ordinate the monitoring and verification system on national and regional level? How to provide synergies?



## Question 4:

Which is the maximum number of indicators (*input, output, result*), that an efficient and functional monitoring system should have?

## Question 5:

Should the RIS3 monitoring system focus on Thematic Objectives 1-3  
or  
it should try to provide a more holistic description  
(*& monitoring*) of the regional development strategy?

## Question 6:

Is it possible for the Regional Authorities to set valid result targets, in a region with no direct influence on framework conditions (*i.e. tax, labour or education policy*) and 90% of the regional budget for R&D&I managed by the national authorities?  
How can you strike the best possible balance between the national targets and the regional specificities?



## Monitoring & Evaluation System of Regional RIS3

*Thank you for your patience...*

... now let us search for answers!

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