



MANUMIX
Interreg Europe



European Union
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Development Fund

Learnings for action plans: Results from a 2 year journey

ORKESTRA

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| 5th Learning Journey in Brussels

Sources of learnings

1. Learning journeys:

- Presentations from each partner
- Learning documents

2. Peer reviews (ad hoc learnings for each partner):

- Documents of the peer reviews (background document, final report)
- Learnings from discussions

3. Documents from Advisory partner

- Baseline study
- Benchmarking study

4. Best practices reported by each partner

Learning journey Basque Country

Innovation policy-mix for Advanced Manufacturing

1. Different approaches to Advanced Manufacturing in scope and governance
2. Instruments portfolio for Advanced Manufacturing
3. Individual instruments included in the Manumix project
4. Combination of instruments for AM
5. Evaluation practices of individual instruments

Innovation policy-mix for Advanced Manufacturing

1. Different approaches to Advanced Manufacturing in scope and governance
 - Basque Country: Materials, processes, means and systems
 - Piedmont: Mechatronics and KETs
 - Wales: Advanced materials and manufacturing
 - Lithuania: Novel production processes, materials and technologies

Innovation policy-mix for Advanced Manufacturing

2. Instruments portfolio for Advanced Manufacturing:

- Basque Country: Focus on companies and industry 4.0 (Hazitek, Gauzatu & Basque Industry 4.0)
- Piedmont: Focus on cluster and commercialisation (IR2)
- Wales: Broad focus on innovation and companies: SMART programmes, SBRI Innovation Vouchers and Innovation Specialists
- Lithuania: Focus on knowledge organisations (centers of competence and commercialisation of R&D)

Innovation policy-mix for Advanced Manufacturing

3. Individual instruments included in the Manumix project
 - A special emphasis on some instruments such as IR2, Basque Industry 4.0 and SBRI
4. Combination of instruments for AM:
 - Combinations cover TRLs from 3 to 7-9
 - Non-intended policy-mixes. Role for coordination (example of innovation specialists as coordinators)
5. Evaluation practices of individual instruments:
 - Good practices on reporting (Lithuania) and visualisation and data analysis (Wales). This issue has been further developed in other learning journeys

Learning journey Piedmont

Action oriented evaluation

1. Evaluation and types of associated changes: Strategic/ operative:

	Strategic decisions/changes (e.g.. rationale of intervention, priorities and objectives, budget, supported project types)	Operative decision/changes (e.g.. training for beneficiaries, monitoring indicators, dissemination activities)
BASQUE COUNTRY	<p>Increase of projects' budget (Hazitek, BI, Gauzatu)</p> <p>Changes in characteristics of supported programmes, e.g.. Technologies, S3 priorities (Hazitek, BI, Gauzatu)</p> <p>Changes in types of beneficiaries: types of companies (Hazitek, Gauzatu)</p>	<p>Changes in management's procedures: digitalization, phasing (Hazitek, Gauzatu)</p>
LITHUANIA	----	----
PIEDMONT	<p>Reshaping of technological domains according to S3 priorities (<u>Poli d'innovazione</u>)</p> <p>Funding allocation (ROP, <u>Innovazione MPMI, IR2</u>)</p> <p>New actions in the policy mix (ROP)</p>	<p>Activities to achieve a wider involvement of beneficiaries (<u>Manunet</u>)</p> <p>Output indicator of OP</p> <p>Performance framework</p> <p>Simplification of procedures (IR2)</p>
WALES	<p>Incorporation of wider society goals and cross cutting goals</p> <p>Setting out evaluation direction and methodology</p>	-----

Learning journey Piedmont

Action oriented evaluation

2. Relevance of coordination mechanisms for decision-making:
 - Steering groups, involvement of programme managers and owners; examples of involvement of political representatives and beneficiaries (Piedmont)
 - RIS3 strategies as coordination mechanisms
3. Factors influencing the use of evaluation results:
 - quality, fit and complementarity of evaluation with other management tools;
 - support of senior staff to evaluation exercises
 - involvement of relevant policymakers that influence the decision making
 - relevance of timing in evaluation

Monitoring and indicators

1. Type of of indicators to monitor individual instruments and potential indicators for MANUMIX policy-mixes.
 - Input and output indicators from each instrument or RIS3 strategy (see presentations for specific indicators)
 - Importance of linking instruments to strategy contribution (i.e. Basque Country and Lithuanian presentations)
2. Process of gathering and analysing data for monitoring:
 - Sources for data collection
 - Methods: Ex-post evaluation; qualitative (i.e. Piedmont); network analysis (Arloesiadur-Wales)
3. Visualisation of monitoring results.
 - Different approaches for presenting results in Welsh presentation

Learning journey Wales

Evaluating policy-mixes

1. Evaluating interactions at different levels
2. Steps/checklist to create policy mix monitoring systems
3. Challenges for evaluating policy-mixes (data, goals)

Learning journey Wales

Evaluating policy-mixes

1. Evaluating interactions at different levels

Different methods for evaluating policy mixes:

- Basque region presented its focus group approach
- Examples from the benchmarking exercise: meta-evaluations; quantitative approaches.

Evaluating policy-mixes

2. Steps/checklist to create policy mix monitoring systems. Proposal presented by Piedmont:
 - Assess whether the administration has the internal capabilities necessary to implement the monitoring mechanism and define the stakeholder involvement.
 - Identify the building blocks constituting the logic of intervention of the policy mix(es).
 - For each priority, has been defined the expected change(s) and the underlying operational objectives Regione Piemonte want to achieve.
 - Review the S3 set of result indicators
 - Define a set of output indicators which can quantify the contribution of the Policy mix to the different objectives.
 - Create a dashboard for the visualization of the indicators.
 - Define the follow-up mechanism of monitoring.

Learning journey Wales

Evaluating policy-mixes

3. Challenges for evaluating policy-mixes (data, goals)
 - how to measure the social impact of programmes (case of Economy Fund program of Welsh government)
 - challenge of evaluating behavioural change (sophistication of R&D; collaboration for innovation,...)
 - Challenge of finding statistical data for RIS3 priorities (non traditional sectors)

Learnings identified by Manumix partners

- **Basque Country:** Concrete instruments from Manumix partners (in 1st Learning Journey), peer review exercise and methodology from the benchmarking exercise. Maybe learnings from the 4th/5th workshop could be incorporated?
- **Lithuania:** Learnings from the peer review exercise. Maybe some other learnings could be incorporated (i.e. 1st Learning Journey/ benchmarking)?
- **Piedmont:** Learnings from the 3rd workshop and benchmarking exercise. Maybe learnings from the final benchmarking exercise could be incorporated?
- **Wales:** Learnings from the 1st and 2nd workshop and concrete instruments and plans from Manumix partners. Learnings from peer review?

Reflection about usefulness of learnings

- It seems that ad-hoc peer review exercises have been the most useful tool for learning (need to deepen into cases for useful recommendations)
- Workshops have been useful to identify good practices but need to explore them in a second phase.
- Benchmarking seems useful when the topic is a novel one.
- Not all action plans are oriented towards evaluation of policy-mixes but to policy-mixes and potential changes are perceived.
- **Any other reflection?**
- Need to figure out how to effectively advise in the implementation phase.