



MANUMIX
Interreg Europe



European Union
European Regional
Development Fund

5th Learning Pillar: Evaluation Management

FinPiemonte

Luca Moreschini

PART 1 – evaluation management 2014-2020

The 2007-2013 evaluation management

For the programming period 2007-2013 the management of Cohesion Policy evaluation was coordinated by Regional Evaluation Unit (**Nuval**), a specialized office that wrote and managed the Evaluation Plan and was in charge of dealing with the independent evaluators and of all the transversal activities.

There was an independent evaluator for ESF ROP and a different one for ERDF ROP.

Nuval itself was in charge of the evaluation for EAFRD ROP and other national programs-

In 2012 Nuval and Ires Piemonte created a **Regional evaluation system** with the objective of supporting the regional evaluation actors (independent evaluators, regional authorities, academic researcher, etc) and promoting a broader dissemination of results.

2014-2020

With the objective of facilitate the interaction between regional offices and evaluators and the use of the results of the evaluation activities, for the 2014-2020 programming period Regione Piemonte assigned all the evaluation activities to the in-house research institute **Ires Piemonte** and currently Ires is responsible for the evaluation of all regional cohesion policy Programs.

The idea of entrusting to a single evaluator the evaluation of the policies financed by the three funds is entirely consistent with the choice already hired by the regional administration to adopt a unitary Monitoring Committee, ERDF and ESF Regional Operational Programme.

Ires Piemonte

Ires Piemonte is a research institute specializing in economics, sociology and land planning. It produces its analysis on behalf of the Regional Government's various departments as well as of other local government agencies in Piemonte. From 1991 the Institute is an agency of the Regional Administration of Piemonte.

From the legal viewpoint Ires is a government agency enjoying full independence and its main activities consist of periodical surveys, analysis and reports on the main socio-economic and territorial development of Piemonte

ERDF ROP (and S3...) Evaluation Plan

The focus of the evaluation activities of IRES Piemonte is the implementation of the Piano di Valutazione Unitario (unitary evaluation plan) of operational programmes ERDF and ESF 2014-2020 and of the Evaluation Plan of EAFRD ROP.

Ires created three different working group for ESF ERDF and EAFRD and a steering committee for all the evaluation activities.

In this framework S3 monitoring and evaluation is “only” one of the activities of the ERDF ROP Evaluation Plan.

General criteria for setting the ERDF ROP Activities Plan (1)

The first step of the ERDF ROP evaluation has been a specific Activities Plan containing the evaluation strategy, the methodologies, the main foreseen activities.

1. The first feature of the plan is the will of the independent evaluator to start from the **cognitive needs** expressed by those working in the design and implementation of the policies and by other major stakeholders.
2. A second key feature of the Plan is the intention to conduct all evaluation activities taking into account the level of integration and coordination between programs (ERDS, ESF, EAFRD) with the aim of making a **single/unitary evaluation** of the different policy areas, in order to understand if, and to what extent, they are pursuing the same goals and are consistent and mutually reinforcing.
3. The third characteristic pertains to the construction of **Information systems** appropriate to the evaluation of regional innovation policies.

The management: the network

Besides the necessary confrontation with the institutional ERDF ROP stakeholders, IRES is strengthening the relationship with other technical and scientific subjects that are part of the regional innovation system as the CSI Piemonte, FinPiemonte, public research centres and Piedmont. Ceipiemonte.

IRES is also developing contacts with European authorities and with national players, useful for improving the quality of evaluation and become an active part of the actions of dissemination of results.

Within IRES Piemonte, synergies are been enabled with other monitoring and analysis activities of the Institute in the context of an integrated evaluation approach.

Evaluation path setting

In order to ensure evaluation activities and products achieving their intended purposes it is essential to build a structured evaluation path involving the main beneficiaries of evaluation activities so that they can actively contribute to the definition of the evaluation questions.

Generally, Ires Piemonte projected a path arranged ideally in three steps:

- collection evaluation requirements;
- defining evaluation questions;
- choice of evaluations to be made.

These steps are performed regularly in cooperation with the ERDF Managing Authority and will form the basis for defining the annual evaluation activities plan.

Content and nature of evaluation work

Accordingly with what is defined in Evaluation Plan, the activities can be traced to three main categories:

- 1. Cross-cutting themes/horizontal evaluation**
- 2. Evaluations pertaining to a single Operational Programme**
- 3. Studies, analysis and research activities supporting the design and implementation of programmes**

In this framework, actually S3 monitoring and evaluation is a part of the point n. 3

and

AM Policy-mix evaluation will be one of the themes of point 1 activities.

S3 Piemonte specialization areas

- Automotive,
- Aerospace,
- Mechatronics,
- Green chemistry,
- Clean tech,
- Textile,
- Agrifood,
- Life sciences;

- *transversal drivers*: Smart and Resource efficiency

PIEMONTE AM POLICY INSTRUMENTS

- **Innovation Clusters** (TRL 4-7);
- **Technology Platforms** (TRL 4-6) (Industry 4.0, Life Sciences, Bioeconomy);
- **IR2 - Industrialization of R&D results** (TRL 5-8);
- **Research Infrastructures** (TRL 3-5);
- **SMEs Innovation.**

MONITORING SYSTEM AND ADVANCED MANUFACTURING STRATEGY

Strategic priorities

Growth of
Advanced
Manufacturing
sector

Strengthen the
R&D regional
systems and
improve
knowledge

Expected changes

- Increasing innovation activities of AM enterprises
- Reducing the gap between research and industrialization of the results of R&D

Developing
«Excellence» in
regional R&I
system

Result indicators

- R&D activities in cooperation with other entities
- Total expenditure for R&D activities

- Enterprises that carried out R&D activities in cooperation with public and private research centers

Policy Mix

- Innovation Cluster
- Technology Platforms
- IR2
- Technologic National Cluster
- Negotiating procedures

- Research Infrastructures
- Innovation Cluster

Output indicators

CO01
CO08
CO26
CO27

PART 2 – path to the future

Client (regione Piemonte) / Evaluator (Ires Piemonte) relationship

In order to improve identification of priorities, to define the evaluation needs and questions and carry out investigations and analyses necessary to respond to them, has emerged the opportunity, after the experience of the work so far done, to perform regular meetings of a newly created **Steering Committee (with representatives of all Managing Authorities and researchers of Ires)** for evaluation of ROP and S3 to bring out any critical issues, address them quickly and update schedules of activities, not least because of impromptu requests that can emerge.

The Steering Committee will also facilitate the use of evaluation results in the context of regional decision-making

The Network

In order to improve the quality of evaluations, which in the case of innovation policies involve a much complex and deep work experience, compared to other areas of the programming of the structural funds, a group of **Scientific Advisor** - with the task of reassuring on methodological choices and help to control the quality of products - has been constituted and activated.

The involvement of **Innovation Poles** will be also more frequent, as the Poles could help to transfer information to and from enterprises.

In the next months Ires Piemonte will activate a working table with Politecnico of Turin and University of Turin

Evaluation and S3 revision

As a first step towards S3 revision, after having started consultation with stakeholders and with regional offices concerned in S3 strategies, Ires Piemonte launched a **survey** on a sample of firms aiming at acquiring data and information on the following aspects:

- the specialization areas where enterprises invest (and in the future will invest)
- R&D activities (including relationships within the regional research system)
- strategies adopted in relation to the performance of the scenario (areas of innovation, markets etc.)
- current industrial policies (regional/national policies links)
- the critical factors (e.g. broadband, infrastructure facilities, etc.)

S3 revision: horizontal themes

The next S3 Piemonte Regional strategy will probably be much more focused on horizontal themes, as the KETs than on traditional specialization areas, so Ires Piemonte is focusing its attention on creating a monitoring and information system capable of supporting the new approach.

In this perspective, Ires will adapt also the ERDF Programme Monitoring System and the Evaluation Plan and related activities and the Action Plan and the lessons learnt from Manumix Project will contribute to this revision path.

Future Challenge for S3 monitoring and evaluation

Besides the strengthening of interactions with regional office and stakeholder, there are some issues on which Ires Piemonte is working:

- availability of territorial indicators by area of specialization and in-depth analysis of methodologies for the disaggregation of information collected by areas of specialization;
- launch of surveys that could provide comparable data between different territories with reference to areas of specialization;
- availability of territorial indicators by area of specialization with a shorter time lag, to be able to monitoring the progress towards medium-term targets and to have available information on which to base the processes for updating and revising the strategy.
- Integration of the more explicit cross-area approach that could be a pillar of the revision of the regional S3 document in the evaluation strategy, methodology and activities.



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Thank you!

Questions welcome



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General criteria for setting the ERDF ROP Activities Plan (1)

For **ERDF ROP** Ires provided a specific **Activities Plan**

1.

The first feature of the plan is the will of the independent evaluator to take as a starting point for analysis activities the **cognitive needs** expressed by those working in the design and implementation of the policies and by other major stakeholders.

- On the one hand, Ires want to make evaluation a continuous and interactive activity with than the ERDF managing authorities and stakeholders to identify emerging needs, thematic and methodological insights, share transfer in the most effective and timely evaluation results in the path of implementation of the ERDF.
- Secondly, it will give ample space to the communication and dissemination of results, trying to expand the number of recipients of the information.
- The aim is to make the results of the analyses out of the administration and help the public debate on the effectiveness of the different policies adopted to implement the operational programme

General criteria for setting the ERDF ROP Activities Plan (2)

2.

A second key feature of the Plan is the intention to conduct all evaluation activities taking into account the level of integration and coordination between measures financed by the European Regional Development Fund and those relating to other structural funds.

The aim is to make a **single/unitary evaluation** of the different policy areas, in order to understand if, and to what extent, they are pursuing the same goals and are consistent and mutually reinforcing.

General criteria for setting the ERDF ROP Activities Plan (3)

3.

The third characteristic pertains to the construction of **Information systems** appropriate to the evaluation of regional innovation policies. On this particular aspect the aforementioned Evaluation Plan identifies several critical elements.

Among the most relevant:

- the lack of vocabulary and common procedures for data collection;
- the inability to access micro data detected and owned by in house enterprises that manage some of the measures;
- the absence of matching the monitoring data relating to the individual instruments with information coming from (internal and external) different source.

Content and nature of evaluation work (1)

Accordingly with what is defined in Evaluation Plan, the activities can be traced to three main categories:

1. *Cross-themes/horizontal evaluation*

These activities may consider the whole programming of the partnership agreement and, more generally, of the regional development policy, or may cover more specific themes cut across the different programmes.

In this case the evaluation questions will refer to common aspects, such as the development of particular areas of Piedmont (the interior, the mountains or the urban areas) or the evolution of some specific theme of economy and Piedmontese society (higher education, health care, the use of green technologies, etc).

Content and nature of evaluation work (2)

2. Evaluations pertaining to a single Operational Programme

In this case the evaluation questions are related to the objective and instruments of a specific Fund. They may relate to;

- general objectives and topics, or
- point to investigate the achieving of goals of particular measures;
- examine the entire program or individual actions and a set of actions;
- Pertain to implementation monitoring.

Content and nature of evaluation work (3)

3. Studies, analysis and research activities supporting the design and evaluation of programmes

To the previous activities it is possible to add a third one, aimed at helping the design of policies, resolving relevant question preliminary to the implementation of measures and structuring the next path and step of impact evaluation of the implemented policies.