

2nd Learning Journey. Minutes of the days.

Dates: 21st and 22nd of November 2017

Attached documents (see them in the project's Dropbox/Google Drive folder):

Meeting participants' signatures sheet (21st and 22nd of November).

Presentations used by each partner.

Objectives of the Learning Journey:

The objectives of these 2 working days have been the following ones:

- Share the project's state of situation and plan the next steps:
 - Analysis of the project state of situation.
 - Analysis of the state of situation in each region.
 - Planning of the peer review process.
 - Organization of the 3rd LJ in Lithuania.
- Learn about action-oriented evaluation:
 - Learning about the methods used in each region to evaluate the policy mix.
 - Learning about the use of the information to evaluate.

Tuesday, 21st November 2017

Location: Turin (FINPIEMONTE).

Schedule: See attached agenda.

Attendants:

- Iñaki Ganzarain. Innobasque. LP.
- Ramojus Reimeris. Mosta. Partner.
- Vitta Pranciškus. Vilnius University/Legidma Ltd. Lithuanian stakeholder.
- Kristina Babelytė-Labanauskė. Vilnius University. Lithuanian stakeholder.
- Greg Green. Welsh Government. Partner.
- Susanna Longo. Finpiemonte. Partner
- Cristiana Tabacco. Finpiemonte. Partner.
- Valentina Mastrullo. Finpiemonte Partner.
- Emiliana Armano. Regione Piamonte. Piedmonte stakeholder.
- Paolo Dondo. MESAP. Piedmonte stakeholder.
- Davide Martigneti. MESAP. Piedmont stakeholder.

- Daniela Nepote. IRES. Piedmont stakeholder.
- Mercedes Oleaga. Orkestra. Advisory Partner.
- Ainhoa Arrona. Orkestra. Advisory Partner.
- Catalina Chamorro. Basque Government. Partner.
- Roman Ruiz. CDI Consulting. Technical Assistance.
- Cristina González. CDI Consulting. Technical Assistance.

1. Project situation: Indicators, expenditure, progress report, ...

Innobasque, as Lead Partner, after done a brief description of the project, explained the general situation of the project at the end of the first semester: financial execution, indicators, state of situation of the joint technical report and next steps to be developed regarding the administrative issues of the project.

The **financial execution is below the objective set for the first semester (74%)**. This is mainly due to internal **reorganizations** in some of the partners. It is necessary that each partner reschedules its budget to **follow the spending plan**.

All the activities to be finished by the end of the first semester have been done. Because of that, the situation of the **output indicators is quite positive**. The unique indicator which is **below** the objective is the **“Average number of sessions at the project pages per reporting period”**. As it depends mainly on the visits to the **project’s webpage**, it is highly recommended to give it **more visibility** in the communication activities of each of the partners (e.g. tweets with links to <https://www.interregeurope.eu/MANUMIX/>). Regarding the results **and self-defined indicators, it is too early** to achieve any result.

CDI Consulting, the Technical Assistance, explained some key aspects related to the justification process, the indicators and the reporting process. The first Joint Progress Report is under correction. It is **expected that it will be approved before the end of the year**. Once the report is approved, Innobasque will receive the reimbursement and will proceed to transfer the funds to the partners.

2. Situation of the project in each region at the end of the first semester

Each partner explained the situation of the project in its region.

Basque Country

During the first semester, it hosted the **first learning journey in Bilbao**. In addition, the Basque partners celebrated the **stakeholders’ meeting** with programme owners/managers, RTOs and manufacturing companies (beneficiaries), as well as a **workshop with beneficiaries** of the policy-instrument addressed by MANUMIX in order to understand how and why the “use” RDI programmes.

Finally, the 2nd stakeholders' meeting is expected by January 2018 (minor change).

West Wales and the Valleys.

The activity has been **focused on divulging the project MANUMIX among the companies** of the region. The meeting with the companies was productive. It included the presentation of an innovation dashboard that shows the impact in innovation instruments for AM. The companies considered it a very useful and understandable tool to know the results of these policies.

The UK Government is fostering the innovation in Wales promoting innovation policies and instruments about all to face the way out of the EU. **Nesta (Innovation Foundation of UK) is collaborating in this process and it will participate in the next learning journey.**

Lithuania.

The meeting with the stakeholders held at the end of June was very productive. The **participants defined some measures to improve the instruments to support the innovation in AM.** The area of AM is a priority in their innovation policy. It has 5 innovation hubs working directly with the EC mainly in topics related to the AM.

A new encounter between stakeholders and the academia is expected by January 2018.

Piedmont.

The **objective of the stakeholders meeting is building a regional alliance that gives continuity to the project involving the regional authorities.** The participation of the AM sector is ensured by the involvement of the cluster organization in charge of transferring the results of the activities to the companies.

3. Next steps: Organization of the 3th Learning journey in Lithuania.

The 3rd LJ will be held in April in a date to be defined. MOSTA will send a Doodle survey to determinate the most suitable date for all the partners. The meeting will be focused on the **third learning pillar (formerly the second): Monitoring and indicators.** The stakeholders that should participate would be related to this issue.

Innobasque reminded the partners that it is necessary to reserve an afternoon to work in the **peer review.** Thus, it will be suitable to establish 2 days for the LJ, including the peer review.

Welsh Government marked that **Nesta will participate in the 3rd LJ.** All partners agreed that their participation would be positive for the project.

FINPIEMONTE proposed the elaboration of a brief that allows identifying what kind of stakeholders could be interested in participating in that meeting.

4. Peer review process and calendar

Orkestra exposed the peer review calendar and planning (see attached presentation 20171121_Peer review process & calendar_Orkestra.pptx). **West Wales and the Valleys, Lithuania and Basque Country have already expressed their interests and the calendar has been fixed.** On the other hand, Piedmont, although it has expressed a possible topic of interest has two barriers: firstly, the Stakeholder Group has not reach to an agreement on the participation in the peer review; secondly, the topic of interest expressed makes impossible to implement a peer review exercise in the region until the 2nd semester of 2018.

5. Study visit

Paolo Dondo (MESAP) exposed **the MANUMIX's policy instrument of Piedmont, the reasons to select the visited companies and their characteristics.** MESAP has a long experience regarding business innovation instruments in Piedmont. MASAP represents the industrial fabric of Piedmont. Besides, in the case of the large enterprises (Prima Industrie and SPEA), they have experience as project leaders in cooperative projects.

The companies visited were:

- **PRIMA INDUSTRIE** is one of the leaders at the European level in **laser sources and laser systems** and have primarily developed their specialization on laser applications for the automotive and the aerospace industry. www.primaindustrie.com
- **SPEA** has combined distinctive competencies in **automation, robotics and probe testing to develop high speed machines for MEMS & sensors testing, semiconductor testing, board testing.** SPEA is today the undisputed leader in Europe and second in the world in testing electronic boards, and No. 1 in the world of MEMS inertial testing www.spea.com
- **IRIS** is one of many SMEs **developing and using laser-based technologies**, mainly job shop and TIER1 suppliers of aerospace and automotive companies. www.irissrl.org

Wednesday 22nd November 2017

Location: Turin (FINPIEMONTE)

Schedule: See attached agenda

Attendants:

- Iñaki Ganzarain. Innobasque. LP
- Ramojus Reimeris. Mosta. Partner.
- Vitta Pranciškus. Vilnius University/Legidma Ltd. Lithuanian stakeholder.
- Kristina Babelyté-Labanauské. Vilnius University. Lithuanian stakeholder.
- Greg Green. Welsh Government. Partner.
- Manuel Lai. IRIS. Piedmont stakeholder.
- Susanna Longo. Finpiemonte. Partner.
- Eleonora Marino. Prima Industrie. Piedmont stakeholder.
- Davide Martigneti. MESAP. Piedmont stakeholder.
- Federico Miatto. SPEA. Piedmont stakeholder.
- Cristiana Tabacco. Finpiemonte. Partner.
- Valentina Mastrullo. Finpiemonte. Partner.
- Paolo Dondo. MESAP. Piedmont stakeholder.
- Davide Martigneti. MESAP. Piedmont stakeholder.
- Daniela Nepote. IRES. Piedmont stakeholder.
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1. How does each of the partner region evaluate the policy-mix?

Each partner made a presentation regarding the **2nd Learning Pillar (formerly the third): Action oriented evaluation**. See attached documents.

Basque Country.

Catalina Chamorro and Iñaki Ganzarain explained the instruments addressed by MANUMIX as well as their evaluation system, how evaluation is used to introduce changes and the changes that have been introduced due to that information.

West Wales and the Valleys.

Greg Green exposed the relation of the policy mix instruments with the “Wellbeing of Future Generations Act” that is the strategy defined by the Welsh Government for the future socio-economic development of the region.

He also exposed a general introduction to MANUMIX’s instruments evaluation model and objectives, including indicators, examples, reporting period and the decision-making process.

Lithuania

Ramojus Reimeris exposed the scope of their policy mix and the criteria for the policy mix evaluation. The Lithuanian policy instruments are quite novels. That implies that is too soon to have results of this instruments. In any case, it is expected that the MANUMIX project will contribute improving these instruments. The evaluation is a useful tool to introduce improvements both in instruments and their management.

Piedmont.

Susanna Longo made a detailed description of the Policy Mix Evaluation, establishing the types of evaluation used and the timeline and about all the specific focus in which the evaluation is going to concentrate in each policy instruments. She explained the questions to be addressed in each instrument evaluation and the results derivate of the evaluation developed until now in Piedmont.

2. How to use the information of the evaluation in order to introduce measures. Theory behind action-oriented evaluation and best practices.

The second point of the day was developed jointly with the third one. See attached document 20171122_Pillar III_Theory_Orkestra.pptx

3. Discussion: How to use the information in order to improve the policy-mix.

Orkestra explained the main theoretical aspects of the action-oriented evaluation reflected in the literature and after some key points fostered a debate among the partners and the stakeholders.

The key aspects of the action-oriented evaluation process that were discussed were the following ones.

- Type of decisions.
- Type of changes expected as a consequence of the evaluation.
- Coordination modes and instruments.
- Usability and Use of the evaluation.
- Timeliness and planning.
- Involvement of the stakeholders.

- Evaluation quality, fit and complementarity.

The main results of the discussion process are related below:

- The **involvement of all the players related to a program or instrument is a key issue**. It is necessary the involvement of the companies and other beneficiaries or stakeholders (i.e. clusters). This involvement should be fostered at an early stage of the instrument's definition.
- The **coordination at all the institutional levels** is important to facilitate the implementation of the results of the evaluation. It is necessary to establish coordination mechanisms.
- An **adequate timeline** is necessary to take advantage from the results of the evaluation. This question is not always easy because of the need to respond the demands of the companies with new programs and instruments. The evaluation process is complex and in general is difficult to implement great changes.
- It is important to create an **evaluation culture**. Although there is an increasing political commitment with the evaluation and a technical implication of the public workers, it is necessary more training in the field of evaluation mainly in how to incorporate the evaluation since the design of the instruments.
- **Best practices related to evaluation are not well known by the partners**. Usually, the focus is on the instruments and not on evaluation methodologies. It could be useful to identify such best practices to share with the partners in the following learning journey.
- The counterfactual impact of evaluation is a key aspect of the evaluation.

Next steps and decisions taken

The main next steps, many of which are related to the decisions taken in the Learning Journey, are the following ones:

- **All partners will have to send their individual progress report of the 2nd semester to the First Level Controller by the 15th of January**. A special effort to comply with the calendar must be done by the Basque partners due to the Spanish audit system.
- **Each region will host a meeting with its stakeholders**.
- **Mosta will be in charge of organizing the next learning journey**. It will send a Doodle survey to the partners to determine what is the date most appropriate to celebrate the meeting.
- **Orkestra will prepare a document explaining the main aspects of the action plan (objectives, structures and contents, etc.) for the next learning journey**. Each action plan should be adapted to each partner's objectives and context. It is necessary to bear in mind that the targets of self-defined indicators must be reached.

- Each partner should decide in which **peer review** is interested to participate. The schedule presented by Orkestra should be followed (20171121_Peer review process & calendar_Orkestra.pptx)
- The **participation of stakeholders with experience and knowledge about the third learning pillar “monitoring and indicators”** In the 3rd learning journey would be beneficial for MANUMIX. Each partner should identify stakeholders with such expertise interested in participating.
- **Lithuanian peer review exercise will be implemented during the 3rd Learning Journey**, so the regional representatives that are going to participate in the exercise must know about innovation policy mix design.