



**MANUMIX**  
Interreg Europe



European Union  
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Development Fund

# What have we learnt?: Results from a 4 year journey

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Eduarne Magro | Final event 22nd September 2020

# Starting point

## **Some issues that influenced Manumix learnings:**

- Small consortium: Deep learning among partners
- Different contexts: Facilitate diversity of experiences but some implementation issues raised
- Topic: easier to learn from policy instruments than from evaluation issues
- Apart from standard Interreg activities, some additional ones have been implemented to cope with project needs (i.e. benchmarking of evaluation of innovation policy mixes)

# Sources of learnings

## 1. Learning journeys:

- Presentations from each partner
- Learning documents published in the project Website

## 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 journeys (1)

## ***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

### ***Lessons learned:***

- Main learnings around individual instruments: IR2 from Piedmont, SBRI from Wales, Basque Industry 4.0 from the Basque Country
- Need to better understand the combinations of policy instruments (innovation policy-mixes)
- Identification of good practices for evaluation reporting and data visualisation

# Learning journey (2)

## **Action oriented evaluation**

1. Evaluation and types of associated changes (strategic/ operative)
2. Relevance of coordination mechanisms for decision-making
3. Factors influencing the use of evaluation results

### **Lessons learned:**

- Evaluation developed in regions does have an impact in the design and implementation of instruments for Advanced Manufacturing.
- Importance of establishing horizontal and vertical coordination mechanisms for evaluation and of involving policy-makers and beneficiaries.
- RIS3 strategies may act as coordination mechanisms for policy mixes and their evaluation
- Importance of create awareness of evaluation within governments

# Learning journey (3)

## ***Monitoring and indicators***

1. Type of of indicators to monitor individual instruments and potential indicators for MANUMIX policy-mixes.
2. Process of gathering and analysing data for monitoring (sources and methods)
3. Visualisation of monitoring results

### ***Lessons learned:***

- Difficulty of establishing indicators for policy-mixes
- The importance of not getting lost in many indicators but also the importance of measuring with a specific goal
- The potential of big data for evaluation
- The importance of communicating the evaluation results keeping a balance between complexity and simplicity

# Learning journey (4)

## *Evaluating policy-mixes*

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

### ***Lessons learned:***

- Combining different approaches and methodologies is important to have a more general picture of interactions of instruments at different dimensions and levels.
- The availability of timely and adequate data is one of the biggest challenges for this type of evaluations.
- It is relevant to have clear goals and to establish the logic framework of the policy mix for evaluation
- Measuring and evaluating the social impact of programmes and behavioural changes is one of the biggest challenges

# Learning journey (5)

## *Evaluation management*

1. Purpose of evaluations
2. Focus, timing and resources of evaluations
3. Role of actors in the evaluation process
4. Types of evaluators

### *Lessons learned:*

- Importance of setting the purpose of evaluation
- Need of embedding evaluation in the political cycle. Timing and usefulness
- Importance of dissemination of evaluation results
- Role of internal vs external evaluators



# Examples of changes inspired by learnings...

- **Changing existing practices and instruments...**

Eg:

- Changing instruments in Basque Country and Lithuania based on good practices
- Improving the evaluation of contribution of programmes to S3 in Basque Country inspired by the benchmarking study
- Improving programmes evaluation of the Basque Country inspired by the peer review exercise

- **Introducing new practices and instruments...**

Eg:

- Introducing a new instrument in Basque Country inspired by a good practice
- Developing an Industry 4.0 diagnostic and benchmarking in Wales inspired by learning journeys
- Introducing new measures in the evaluation system of Piedmonte inspired by discussion in learning journeys

# Reflection about usefulness of learnings

- Workshops have been very useful to identify good practices but deeper learning was needed to explore them in a second phase.
- It seems that ad-hoc peer review exercises have been a very useful tool for learning (need to deepen into cases for useful recommendations)
- 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. Orientation towards change
- Importance of involvement of key stakeholders in interregional learning exercises together with regional ones (i.e. Basque companies involvement)



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# Thank you!

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Questions/Comments welcome



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