



MANUMIX

Interreg Europe



European Union
European Regional
Development Fund

MANUMIX

Action-oriented evaluation

Basque Country



21st November 2017

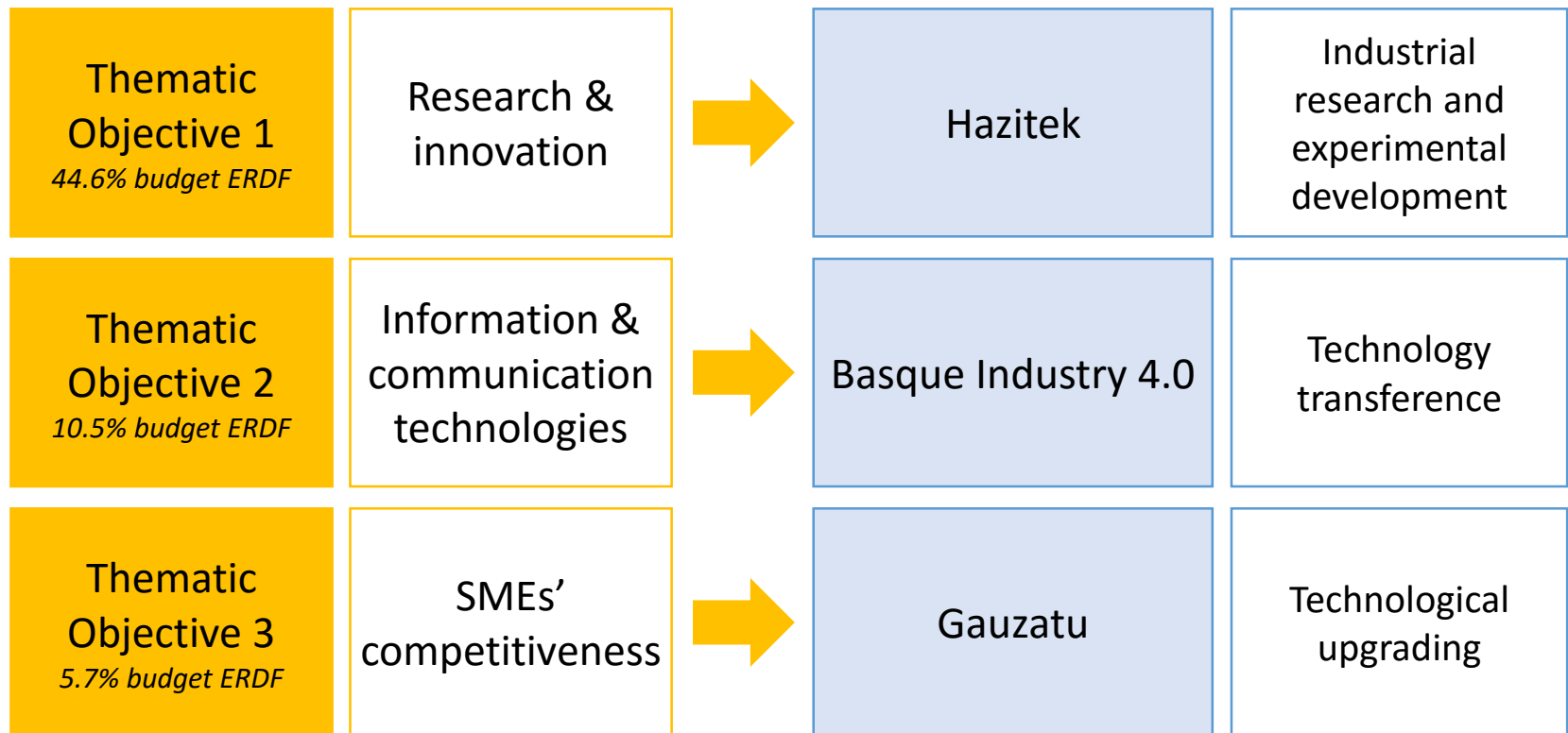
- I. General introduction: RDI programmes
- II. Monitoring & Evaluation
 - a) Evaluation process
 - b) Decision-making process
 - c) Changes in the programmes due to previous evaluations
 - d) Potential evaluation system of MANUMIX's policy mix

I. General introduction: RDI programmes

General introduction: RDI programmes

The Basque policy-instrument addressed by MANUMIX includes three RDI programmes.

They are related to three thematic objectives of the Operational Programme 2014-2020 of ERDF.



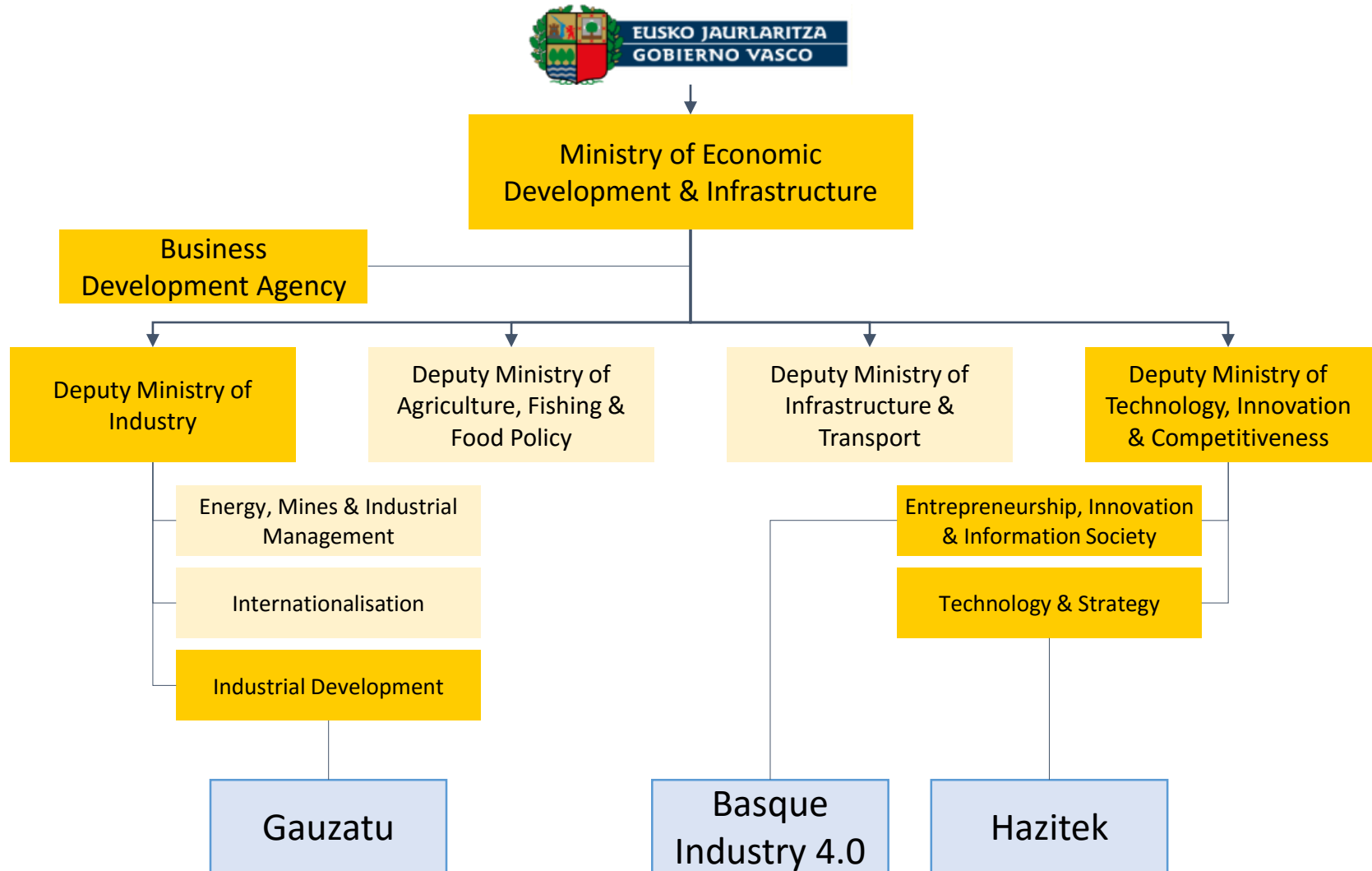
General introduction: RDI programmes

All of them are oriented to support companies but the objective and the scope of each programme differs significantly.

Name	Policy objective	Objective	Main target group	Sectoral scope	Year of launch	Annual budget
Hazitek <i>Collaboration & R&D investments</i> <i>Grants</i>	Technological training and promotion of business R&D	Support business industrial research or experimental development projects, both of competitive or strategic nature	Companies <i>Large, SMEs and micro-companies</i>	Horizontal <i>Nevertheless, the 80% of the budget is for RIS3 priorities, including Advanced Manufacturing</i>	2016	€82.8 millions <i>2017</i>
Basque Industry 4.0 <i>Incorporation of ICTs</i> <i>Grants</i>	Technological training and promotion of business R&D	Support business industrial research and experimental development projects for technology transference of ICTs from RTOs to manufacturing companies	Manufacturing companies	Advanced Manufacturing	2015	€2.2 millions <i>2017</i>
Gauzatu <i>Industrial investments</i> <i>Loans</i>	Creation and development of technology or innovation-based SMEs	Support of new investments in the following categories: IP, ICTs, land/natural assets, buildings, technical installations, machinery, tools	Industrial SMEs (including manufacturing) and SMEs of industry-related technical services	Industry <i>Advanced Manufacturing is the main domain</i>	2000	€28.0 millions <i>2017</i>

General introduction: RDI programmes

Each programme is owned by a different unit of the Basque Economic Competitiveness & Infrastructure Ministry.



II. Monitoring & Evaluation

Monitoring & Evaluation. Evaluation process

The evaluation of each programme is made yearly and following a bottom-up approach (from projects' data to programmes' data)

Another relevant source of information for the evaluation is the qualitative assessment which is based on the continuous contact with companies and RTOs and the tacit knowledge of programme managers with long-term experience.

	Ex-ante	Interim	Ex-post	
	Inputs	Activities	Outputs	Outcomes/Impacts
Hazitek	<ul style="list-style-type: none"> Budget Applications (number & quality) RIS3 priorities-related projects 	<ul style="list-style-type: none"> Expenditure 	<ul style="list-style-type: none"> Scientific publications EPO/PTC patent applications New/improved processes New/improved products 	<ul style="list-style-type: none"> Revenues Employment created Degree of internationalisation Competitiveness level
Basque Industry 4.0	<ul style="list-style-type: none"> Budget Applications (number & quality) Technologies covered 	<ul style="list-style-type: none"> Expenditure 	<ul style="list-style-type: none"> New technologies adopted New/improved processes New/improved products 	<p><i>Novelty of the programme</i></p>
Gauzatu	<ul style="list-style-type: none"> Budget Applications (number & quality) Intensity in investment and employment 	<ul style="list-style-type: none"> Expenditure 	<ul style="list-style-type: none"> Investment in new equipment 	<ul style="list-style-type: none"> Employment created/maintained

Some figures of 2016



Ex-ante

Ex-post

Hazitek

Indicators	Figures
Applications	1,047
Approved applications	757
Approved budget	€272 millions
Grants	€68 millions

Indicators	Figures
Revenues' growth	€435 millions
Employment created	1,211
Internationalisation improvement	33% companies with higher internationalisation
Competitiveness improvement	45% companies with relevant competitiveness improvement

Basque Industry 4.0

Indicators	Figures
Applications	14
Approved applications	11
Approved budget	€1,418,433
Subsidies	€851,060

Gauzatu

Indicators	Figures
Approved applications	48
Additional investment	€102.6 millions
Loans	€26 millions

Indicators	Figures
Employment created	566
Employment maintained	1,667

Monitoring & Evaluation. Decision-making process

Each programme’s formal decision-making process is different, but all of them include the participation of different public bodies and Governmental levels.

The feedback of companies and RTOs is also a major input to implement changes in the programmes, although it is not included in the formal process, except in BI4.0.

Hazitek	Basque Industry 4.0	Gauzatu
<ol style="list-style-type: none"> 1. The Business Development Agency makes the evaluation and writes a report with the analysis and the conclusions. 2. This report is discussed within a working group constituted by the Technology & Strategy unit of the Basque Government (programme owner), the Business Development Agency (programme manager) and Innobasque, the Innovation Agency. 3. This working group sends its proposals of changes, if there is any, to the minister of Economic Development & Infrastructure who makes the changes. 	<ol style="list-style-type: none"> 1. The technicians of Entrepreneurship, Innovation & Information Society unit of the Basque Government (programme owner) and the Business Development Agency (programme manager) make proposals of changes to the managers. 2. These proposals are checked by the RTOs. 3. The director of the Entrepreneurship, Innovation & Information Society unit of the Basque Government makes changes in the programme’s regulation and sends it to the general manager of the Business Development Agency in order to implement it. 	<ol style="list-style-type: none"> 1. A committee of experts evaluates the quality and the innovative character of the projects every year. 2. The conclusions of these evaluations are checked, if needed, by the Industrial Development unit of the Basque Government (programme owner) with the support of the Strategy, Technology & Innovation unit of the Business Development Agency (programme manager) and makes proposals of changes. 3. The proposals are sent to the deputy minister of Industry who, along with the minister of Economic Development & Infrastructure, make the changes.

Monitoring & Evaluation. Changes in the programmes due to previous evaluations

Due to previous evaluations, there has been several changes, despite the novelty of some of the programmes.

Changes introduced per programme

Changes	Hazitek	Basque Industry 4.0	Gauzatu
Supported projects' characteristics	<ul style="list-style-type: none"> • More emphasis on experimental development • More emphasis on RIS3 priorities 	<ul style="list-style-type: none"> • Changes in supported technologies • Changes in eligible costs • Decrease of the minimum budget 	<ul style="list-style-type: none"> • Less emphasis on employment intensity
Programme's budget	<ul style="list-style-type: none"> • Increase 	<ul style="list-style-type: none"> • Increase 	<ul style="list-style-type: none"> • Increase
Type of beneficiaries	<ul style="list-style-type: none"> • No distinction between SMEs & big companies 		<ul style="list-style-type: none"> • Focusing more on industrial participants
Programme's management procedures	<ul style="list-style-type: none"> • Introduction of two-phases project evaluation system 		<ul style="list-style-type: none"> • Digitalisation of all procedures

Monitoring & Evaluation. Potential evaluation system of MANUMIX's policy mix

The simplicity and the participation of all programme owners and managers are the main characteristics.

Characteristics of the evaluation system at policy mix level

- **Simple method** that takes into account the complementarities, overlaps and positive and negative interactions between the programmes.
- The final goal must be to **better support companies**.
- The evaluation system at policy mix level should include the participation of the three **programme owners** (the three units of the Ministry of Economic Development & Infrastructure of the Basque Government) and **programme managers** (Business Development Agency). **Other participants** might be included to ensure the global vision.
- The results of the evaluation of this working group should be shared with the **deputy ministers** responsible for the programmes, as well as with the **minister**.



MANUMIX

Interreg Europe



European Union
European Regional
Development Fund



EUSKO JAURLARITZA
GOBIERNO VASCO

innobasque
berrikuntzaren euskal agentzia agencia vasca de la innovación