



MANUMIX
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European Union
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The rationale and logic of policy-mix evaluation: SMART Specialization experience

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Content Review

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- II. Lithuanian SMART Specialization Evaluation System
- III. SMART Specialization Evaluation Questions
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The Logical Basis Of The Evaluation Cycle-System

Programme evaluations, as well as the programme implementation cycle, include the same logical basis and sequence



Lithuanian SMART Specialization Evaluation System (1)

Innovation
policy
evaluation in
SMART
specialization
context

Monitoring

Includes monitoring and evaluation of Smart Specialization programme indicators

- Monitoring period - last 12 months
- 5 evaluation reports in total

Interim Evaluation

Includes evaluation of the Smart Specialization programme progress on relevance, effectiveness, efficiency, and etc. aspects

- The progress evaluation period is every 24 months
- 2 evaluation reports in total
- Entrepreneurial Discovery Process (EDP) applied

Impact Assessment

Includes Smart Specialization programme final impact assessment (as ex-post)

- Impact assessment period is 5 years
- 1 evaluation report in total

Lithuanian SMART Specialization Evaluation System (2)

- Systematic data collection and analysis based on predefined evaluation criteria (indicators).
- The goal is to determine the state of implementation of the programme priorities, priorities' action plans, policy instruments of action plans.

Monitoring: What is going on?



- Programme analysis to determine whether programme priorities and etc. remain relevant, potential, whether the programme will be implemented.
- The goal is to measure the relevance, efficiency and effectiveness of the programme.

Evaluation of progress: is it good?



- Final evaluation of the programme to assess the benefits and impact of the programme.
- The goal is to determine if the investment has paid off, what impact the programme has.

Impact assessment: what is the benefit?



2016-2020 year

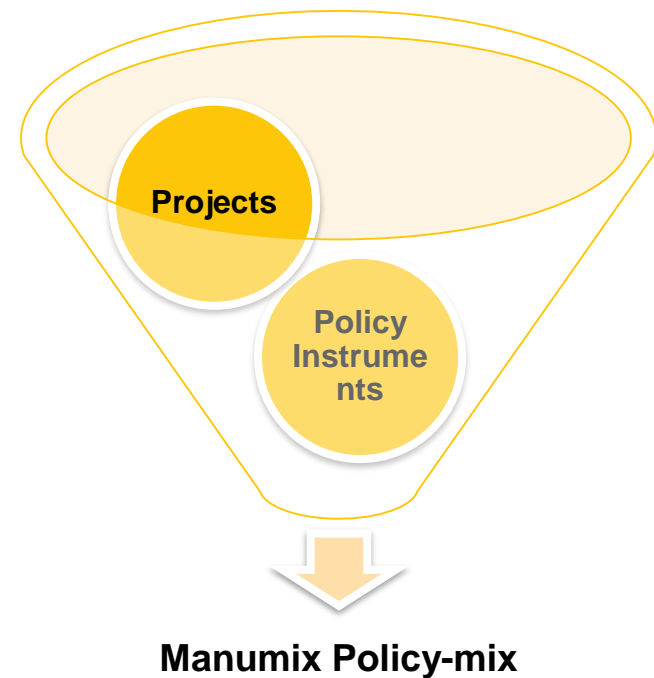
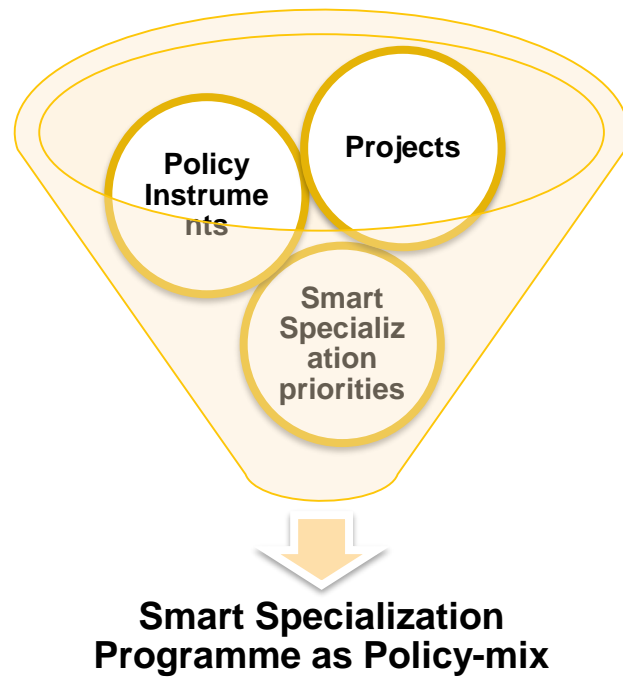
SMART Specialization Evaluation Questions

Stages of the evaluation system	Monitoring (annual)	Evaluation of progress (2 years after the start of the programme)	Impact assessment (at the end of the programme)
Evaluation questions	How and what kind of resources are allocated?	What is the potential of evolving change?	Have products been created, results achieved?
	What products are being created by the programme?	Are the goals, objectives and priorities of the programme still relevant?	Are products designed and results achieved through cost-effective use of resources (cost-benefit ratio)?
	What is the status of the implementation of the programme in terms of the results of the products created?	Are sufficient resources being allocated for the implementation of the programme?	What is the scientific, commercial value of products, results?
	What is the context for the implementation of the program (internal and external)?	Is there a (high) probability of achieving a positive program effect , compared to the target values?	How / or did the R&D ecosystem participants' abilities increase, what are the behavioral changes?
		How are the roles of R&D ecosystem participants changing, what are the behavioral changes?	What is the additionality of intervention?
	How to improve the program priorities?	What is the net effect of the program?	How to improve future R&D initiatives , Smart Specialization priorities?

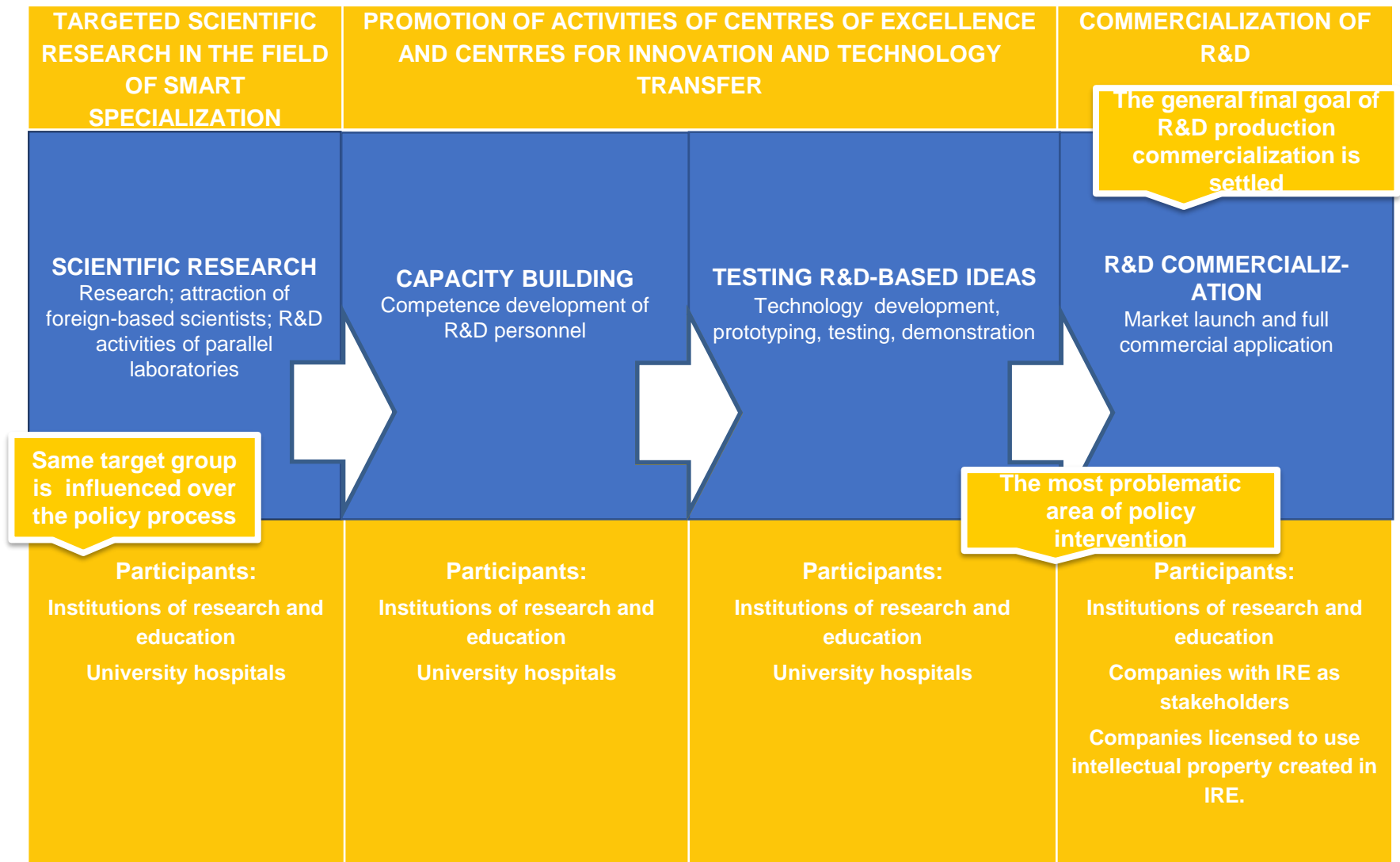
Scope Design

The aspect of evaluation	Questions	Methods
Relevance	How has the social, economic, technological context changed over the last 2 years and what impact does this have on relevance of priorities ?	Expert evaluation, EDP.
	To what extent technologies, processes, products of the projects are promising ?	Expert evaluation (international team of experts).
	To what extent projects are meeting the international social, economic, scientific, technological, etc. trends ?	
	Is the potential of science and business involved in the implementation of the priority sufficiently high?	Bibliometric analysis, statistical analysis of performance indicators.
	Are the applicable R&D policy instruments adequate and sufficient for the needs of each priority?	Expert evaluation.
Effectiveness	Is there sufficient public and private investment to implement the priority? Are they concentrated?	Statistical analysis of performance indicators, survey.
	Is implementation based on adequate infrastructure and human resources ?	
	Is there a sufficient return on investment ?	
	What is the probability that the implementation of the programme policy instruments will contribute to structural change in the economy ?	
Efficiency	What is the probability of achieving the indicators of the Smart Specialization programme?	
	What is the probability of achieving the goals of the Smart Specialization programme, how much each priority is contributing to their achievement?	
	What is the overlapping of the Smart Specialization programme with other programs (synergy vs redundancy)?	Expert evaluation.

Evaluation Levels



MANUMIX Policy-Mix



Main Challenges

- ✓ **How to evaluate the the relevance of every policy instrument to achieve the strategic objectives of policy-mix?**
- ✓ **How to evaluate the relative impact of every policy instrument?**
- ✓ **How to evaluate the degree to which every intervention is competing or is complementary in terms of contribution?**

Opportunities for Improvement



The evaluation of the relevance of the policy instruments must include qualitative data and the reconstruction of the intervention logic



The evaluation must include the theory of change



Evaluations should address the issues of the effectiveness of policy instruments, that can be answered with the help of quantitative and qualitative data triangulation



Applied Scope Design for policy-mix

The aspect of evaluation	Questions	Methods
Relevance	How has the social, economic, technological context changed over the last 2 years and what impact does this have on relevance of policy instruments ?	Expert evaluation.
	Are the applicable R&D policy instruments adequate and sufficient for the needs of policy-mix strategic goals?	
Effectiveness	What is the probability of achieving the indicators of the policy-mix?	Statistical analysis of performance indicators, survey.
	What is the probability of achieving the goals of the policy-mix, how much each policy-instrument is contributing to their achievement?	
Efficiency	What is the overlapping of the policy-mix with other programs (synergy vs redundancy)?	Expert evaluation.

1 question: what would be suggestions to evaluate behavioral changes?

2 question: what would be suggestions to evaluate ROI?



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Thank you!

Questions welcome



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