

#### 4<sup>th</sup> Learning Journey. Minutes of the days.

Dates: 10<sup>th</sup> and 11<sup>th</sup> of July 2018.

#### Attached documents:

Meeting participants' signatures sheet (10<sup>th</sup> and 11<sup>th</sup> of July)

Presentations used by each partner (see attached in the MANUMIX project webpage)

#### Objectives of the Learning Journey.

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

- Development of the Learning Journey.
  - Explanation of the rationale and logic policy mix evaluation system in each region.
  - Presentation of some good practices identified in the benchmarking process related
  - Debate and discussion among the partners and stakeholders about the presentations done in the meeting.
- Discussion and organization of the project management:
  - Analysis of the project state of situation.
  - Analysis of the state of situation in each region.
  - Definition of the calendar for the next steps.
  - Organization of the 5<sup>th</sup> LJ in Wales.

#### Tuesday 10<sup>th</sup> of July 2018

**Location:** Cardiff (THE SSE SWALEC CRICKETR STADIUM CARDIFF)

**Schedule:** See attached agenda

#### Attendants:

- Alaitz Landaluze. Innobasque. LP
- Iñaki Ganzarain. Innobasque. LP
- Catalina Chamorro. Basque Government. Partner.
- Carlos Peña. President Department of the Basque Government. Basque Country stakeholder.
- Ieva Penelyte. MOSTA. Partner.
- Sinas Domauskas. MOSTA. Partner.
- Edgaras Leichteris. Lithuanian Innovation Centre. Lithuanian stakeholder.
- Egle Mitalkiene. Resarch Council of Lithuania. Lithuanian stakeholder.
- Pranciskus Vitta. Vilnius University. Lithuanian stakeholder.

- Agne Gaidamavicene. Ministry of Education and Science of the Republic of Lithuania. Lithuanian stakeholder.
- Susanna Longo. Partner.
- Cristiana Tabacco. FINPIEMONTE. Partner.
- Valentina Mastrullo. FINPIEMONTE Partner.
- Luca Moreschini. Technical assistance for the elaboration of the action plan.
- Gavin George. Welsh Government. Partner.
- Gregg Green. Welsh Government. Partner.
- Alastair Davies. Welsh Government. Partner.
- Ainhoa Arrona. Orkestra. Advisory Partner.
- Edurne Magro. Orkestra. Advisory Partner.
- Roman Ruiz. CDI Consulting. Technical Assistance.

### 1. Policy mix evaluation system

All partners exposed the main aspects of their policy mix evaluation system.

Basque Country (for further information see Pilar IV\_Basque Country\_v1)

Basque Country's representative began the presentation explaining the current monitoring and evaluation system of the Science, Technology and Innovation Plan (STIP) 2020.

The monitoring and evaluation system is based on 4 main activities:

- Strategy's monitoring and follow-up (annually).
- Evaluation of RDI programmes' contribution to the strategy (every two years).
- Evaluation of science, technology and innovation organisations (annually).
- Comparative assessment of the Basque Country (every two years).

that try to answer 3 main questions about the STIP and the programmes that are included in it.

- How do objectives evolve?
- How do the programmes contribute to objectives?
- Are the objectives still suitable?

The strategy's **monitoring process** monitors the degree of achievements of the objectives based on both quantitative and qualitative data.

Regarding the evaluation of the **contribution of the programmes to the strategy**, it is oriented to analyse if all objectives of STIP are properly **covered** and to identify potential **gaps**. It is done using both quantitative and qualitative methods.

In the case of the **STI organisations**, the evaluation is based on a set of indicators that was developed to **match the organisations' management with the strategy**.

The **comparative assessment** tries to measure the performance of the Basque STI System in comparison with other regions. This assessment is based mainly in a set of indicators that were presented in the meeting. Nevertheless, the comparison is not only quantitative but also qualitative based on a panel of experts (questionnaires and focus group). The objective is to complete the quantitative information with the knowledge of thematic experts. The knowledge of the experts helps identifying weaknesses in which the system needs to improve.

Finally, the next steps to develop to establish a monitoring and evaluation system at policy mix level during 2019 and 2020 was presented. They are the following ones:

- Develop general guidelines to individually evaluate RDI programmes.
- Systematise the measurement of the contribution of a set of RDI programmes related to advanced manufacturing to the STI policy and the industrial policy.
- Systematise the analysis of complementarities and overlaps of advanced manufacturing programmes following a joint logic of intervention.

Lithuania (for further information see Pilar IV\_Lithuania.pptx)

The representative of MOSTA explained the logical basis of the evaluation Cycle System. It is based in 3 levels of evaluation: ex-ante, ex-post and on-going evaluation.



There are 3 types of evaluation and monitoring: monitoring, interim evaluation and impact assessment.

The **monitoring process** is done annually and its goal is to determine the state of implementation of the programme priorities, priorities' action plans and policy instruments of action plans. It is made

through a systematic data collection and analysis based on predefined evaluation criteria (indicators).

The interim evaluation is developed every 24 months. Its aim is to measure the relevance, efficiency and effectiveness of the programmes.

The **impact assessment** will be done after 5 years. Its objective is to determine what impact the programmes implemented reached.

Each type of evaluation pretends to answer some evaluation questions by using both quantitative (statistical analysis, bibliometric analysis, etc.) and qualitative methods (expert evaluation). Its objective is to analyse the relevance, effectiveness and efficiency of the programmes and the Strategy.

Finally, the representative of Lithuania explained their main challenges related to evaluation:

- How to evaluate 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?

In addition, they identified some opportunities to improve the system:

- 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.

Finally, they brought to the table 2 questions that could be taken into consideration for the elaboration of the action plans.

- What would be suggestions to evaluate behavioural changes?
- What would be suggestions to evaluate ROI?

Piedmont (for further information see Pilar IV\_Piedmont)

The representative of FINPIEMONTE explained that FINPIEMONTE, IRES and the Regional Government have set up a structured path for defining indicators to monitor and evaluate the RIS3.

They established a monitoring and evaluation logical framework, with:

- Strategic objectives (expected results).
- Result indicators with baselines and targets.
- Foregone evaluations (to be completed).
- Measures (policy mix).
- Output indicators and targets.

This logical framework is only the first step on the path that Regione Piemonte started in 2016 (following JRC recommendations for building monitoring mechanism) with the aim to provide a complete set of data to the evaluators.

They followed some steps to evaluate the strengths and weakness of the evaluation system. They analysed some key aspect that considered necessities to establish a robust and consistent monitoring and evaluation system. This analysis has allowed them to determine the measures to integrate the monitoring and evaluation system in the policies.

The analysis that they have done to determine the strengths and weaknesses of the evaluation system are the following ones.:

- Assess whether the **administration has the internal capabilities** necessary to implement the monitoring mechanism and define the stakeholder involvement.
- Identify the building blocks constituting the **logic of intervention of the policy mix(es)**.
- For each priority, **defining the expected change(s) and the underlying operational objectives** Regione Piemonte want to achieve.
- Review the S3 set of result indicators
- Define a set of **output indicators** which can quantify the contribution of the policy mix to the different objectives.
- Create a **dashboard for the visualization** of the indicators.
- Define the **follow-up mechanism of monitoring**.

Besides this analysis of the whole monitoring and evaluation system, they have identified the expected changes and setting of specific objectives for the policy. An expected change can be defined by three features:

- A variable that can capture in qualitative or quantitative terms the direction and the dimension of the change and that can be observed and measured;
- Baseline and target values for the variable;
- A timeframe for observing the actual evolution of the variable.

Also, they have identified some output (slide 17) and result indicators (slide 14) for advanced manufacturing policy mix evaluation.

Besides, they identified some challenges to improve the monitoring and evaluation system of the R&D policies in the field of AM.

- Availability of territorial indicators by area of specialization and in-depth analysis of methodologies for the disaggregation of information collected by areas of specialization;
- Launching 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, so as to be able to more effectively monitor the progress towards medium-term targets and to have available information on which to base the processes for updating and revising the strategy.

Finally, they remarked a common challenge of the European regions that is the definition of indicators for areas of specialization requires new methodological approaches to delimit the perimeter of the areas and the companies belonging to them. The specialization areas, in fact, do not coincide with the classifications of Economic Activity (ATECO codes), as they identify activities in terms of productive sectors and technological fields (often applications of enabling technologies, primarily ICT, in many sectors of economic activity).

Wales (for further information see Pilar IV\_Wales)

The Welsh Government’s representative explained that their main source of data for R&D policy analysis and monitoring is the UK Regional data analysis – Science and Innovation audit (SIA). It is developed regionally and allows identifying the strengths of the system in 4 levels: skills, capabilities, industries and priorities.

They have defined the regional policy (economic plan) taking into account the strengths identified in the SIA. They have identified some main areas of work: Decarbonisation; Innovation, Entrepreneurship and Headquarters, Exports and Trade, High Quality Employment, Skills Development, and Fair Work, R&D, Automation, and Digitalisation. If the enterprises or other organisations want to receive funding from the Government, they need to orientate their activities to one or various of these areas.

From the monitoring and evaluation point of view, they explained the system that they have implemented. Their first step was to determine what they wanted to measure to obtain a better understanding of the innovation to support it in a better manner.

The second stage was to determine what are the limitations of the official sources to answer their questions, as well as establish what are the policy problems that the limitation of data generated.

Using this information, they have identified potential solution that is based on using public data combined with social network data and unstructured data that allow them to create their own categories.

Starting point: We want to measure & understand innovation to support it better	Why is it hard to do this with official data?	What is the policy problem?	What’s the solution?
<p><b>Some important questions:</b></p> <ul style="list-style-type: none"> <li>-Where it is happening</li> <li>-How is it happening?</li> <li>-What are the barriers?</li> <li>-Do our interventions to support it make a difference?</li> </ul>	<p>Rear-view of the economy based on existing industrial codes</p> <p>Data in silos, lacking a relational dimension,</p> <p>Anonymised data: we care about outliers but learn about averages</p>	<p>Hard to identify new industries, new technologies, new clusters</p> <p>Fragmented, incomplete view of innovation systems</p> <p>Imprecise targeting across the policy cycle</p>	<p>Use unstructured data to create our own categories</p> <p>Combine datasets, use social network data</p> <p>Use public data</p>

## 2. Some insights about existing practices for evaluation in other regions/countries

Orkestra explained 2 cases identified in the benchmarking process that could be interesting to foster the reflexion among the partners about what are the best methods or combination of methods for evaluation.

### *Evaluation of the interventions of Department for Business, Enterprise and Regulatory Reform – UK*

The objectives of this evaluation system are to explore the likely contribution of evaluated interventions to a higher level of objectives, specially to productivity growth and its drivers and to examine the degree to which the interventions were competing or complementary in terms of its contribution.

This evaluation system was based mainly on qualitative methods. Its objective was to determine if there was complementarity or overlapping among different instruments to foster the R&D. It was developed using the results of different evaluations developed, analysing the rationality and scope of the different policy instruments.

### *Evaluation of the Innovative Public procurement/ R&D subsidies to firms -Guerzoni & Raiteri, (2013)-*

This evaluation uses quantitative methods based in the establishment of 3 group of beneficiaries: beneficiaries of R&D grants, beneficiaries of Innovative Public Procurement and beneficiaries of both policies. The objective is to determinate if the beneficiaries obtained better results in terms of R&D investment participating in both types of programmes or not. The conclusion was that participating in both programmes had a positive impact on the beneficiaries.

The objective of this presentation was also to explain partners that there are different methods and approaches to face the evaluation of the policies. The range of approaches, methodologies and methods that can be used is wide and can be combined. The utilisation of each method depends on the question each evaluator wants to answer, its knowledge, financial capacity and data available.

## 3. Study visit

All the partners participated in a study visit. The entities that were visited were:

### **Cardiff Medicentre**

Cardiff Medicentre is an accredited Developing Stage business incubator which is a joint venture between the University and the health board. They have many tenants who are providing health innovation solutions to the local, national and international health markets. WG work closely with the centre to ensure awareness of innovation programmes and support are made available.



Website [www.cardiffmedicentre.co.uk](http://www.cardiffmedicentre.co.uk)

Compound semiconductor cluster

IQE - <http://www.iqep.com/>

IQE – Are at the compound semiconductor industry for more than twenty-five years and is recognised as the leading global supplier of advanced wafer products and wafer services to the semiconductor industry.

Newport Wafer Fab - <http://www.newportwaferfab.co.uk/>

The Newport Wafer Fab has a strong legacy of technology and process development. Newport Wafer Fab was established on 29<sup>th</sup> of September with the mission to become the World's first integrated Silicon and Silicon on Compound Semiconductor Foundry.

CS Applications catapult - <https://csa.catapult.org.uk/>

The Compound Semiconductor Applications Catapult is a world-class, open access R&D facility to help UK businesses exploit advances in compound semiconductor technologies across key application areas such as healthcare, the digital economy, energy, transport, defence and security, and space. Its aim is to create economic growth, increased productivity and improved employment outcomes across the UK.

Wednesday 11<sup>th</sup> July 2018

**Location:** Cardiff (THE SSE SWALEC CRICKETR STADIUM CARDIFF)

**Schedule:** See attached agenda

**Attendants:**

- Alaitz Landaluze. Innobasque. LP
- Iñaki Ganzarain. Innobasque. LP
- Catalina Chamorro. Basque Government. Partner.
- Carlos Peña. President Department of the Basque Government. Basque Country stakeholder.
- Ieva Penelyte. MOSTA. Partner.
- Edgaras Leichteris. Lithuanian Innovation Centre. Lithuanian stakeholder.
- Egle Mitalkiene. Resarch Council of Lithuania. Lithuanian stakeholder.
- Pranciskus Vitta. Vilnius University. Lithuanian stakeholder.
- Agne Gaidamaviciene. Ministry of Education and Science of the Republic of Lithuania. Lithuanian stakeholder.
- Susanna Longo. Partner.
- Cristiana Tabacco. FINPIEMONTE. Partner.
- Valentina Mastrullo. FINPIEMONTE Partner.
- Gavin George. Welsh Government. Partner.
- Gregg Green. Welsh Government. Partner.
- Ainhoa Arrona. Orkestra. Advisory Partner.
- Edurne Magro. Orkestra. Advisory Partner.
- Roman Ruiz. CDI Consulting. Technical Assistance.

**1. Project situation: financial execution, indicators, etc.**

Innobasque, as Lead Partner, after done a short description of the project, explained the general situation of the project: indicators, activities developed, state of situation of the joint technical report and next steps to be developed in the project.

All the activities planned for the last semester are almost done. The good practices have been identified and submitted to the JS. They are pending of approval. Innobasque expects to receive the approval soon. Once they have the approval of the JS, the indicator related will be quantified.

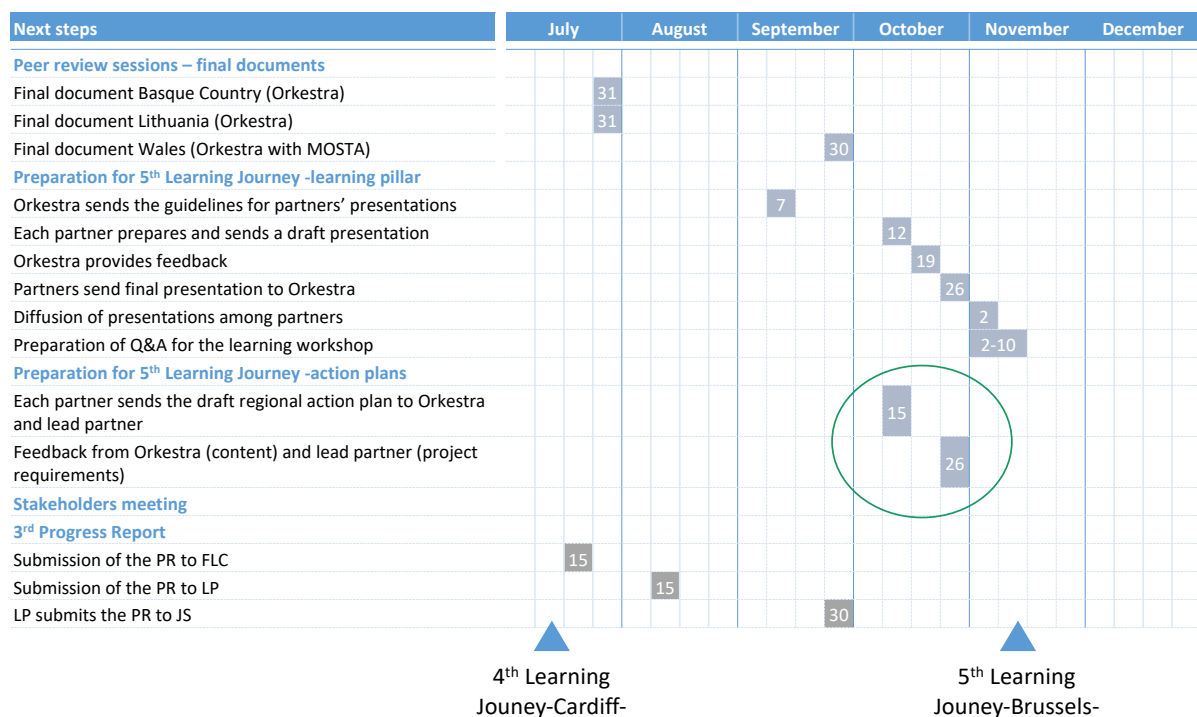
The activities must be focused on this semester on finalising the peer review exercises and elaborating the action plans.

Regarding the output indicators, it is important to remark that, although some indicators still present a value of 0, they will be quantified once the phase I finalised.

The representative of Innobasque reminded the partners that they have to elaborate the action plans. The action plans must be focused on achieving the self-defined indicators planned by each region.

In relation to the JPR, the 2<sup>nd</sup> JPR was approved by the JS in May. All partners must begin the elaboration of the 3<sup>rd</sup> Progress Report. The deadline to submit it to the FLC is 15<sup>th</sup> of July. This deadline will allow accomplishing with the calendar of the elaboration of the progress report.

Finally, Innobasque explained a plan with the activities that should be developed in the following months, before the meeting in Brussels.



The next LJ will be hosted in Brussels at the beginning of November. Innobasque will send a doodle to establish with the partners the date of the meeting. It will probably celebrate in the Basque Country Government Delegation in Brussels.

## 2. Action Plans elaboration

CDI explained the objectives, content, time schedule and other key aspects related to the elaboration of the action plans.

The main aspects that are important to remark of this explanation are the following ones:

- The elaboration of the action plans is mandatory. Each region must elaborate an action plan.
- The action plans should be written down using the template provided by the JS.
- The 2 key aspects of the elaboration of the action plans is that they must be focused on the policy instruments addressed by the project as well as that the actions defined in them should be based in the knowledge obtained in the phase I of the project.
- The JS will validate the action plans. It is mandatory to submit them to the JS with the 4<sup>th</sup> Progress Report.
- Each action plan should be signed ideally by the organisation in charge of the policy instrument. Doing so, the organisation shows its commitment with the implementation of the action plan.
- The stakeholders must participate in the elaboration and implementation of the action plan. The degree of involvement depends on each region instruments and organisation.
- It is important to elaborate an action plan for the 15<sup>th</sup> of October and submit it to Orkestra and Innobasque for comments and suggestions. They will be discussed in the meeting in Brussels.

### **3. Situation of the project in each region: Comments about the 3<sup>rd</sup> stakeholder group meeting and the region's action plan approach**

All the partners explained the tasks done before this meeting and the next steps to be developed.

#### Basque Country

Since the 3<sup>rd</sup> LJ, Basque Country made the 3<sup>rd</sup> stakeholder meeting and made the peer review with the partners of Lithuania. They celebrated 2 meetings one in Lithuania and another one in the Basque Country.

#### Piedmont

FINPIEMONTE celebrated the stakeholder meeting in May. They have worked in the elaboration of the good practices and they have contracted some expert to provide them support to elaborate the action plan.

#### Wales

Welsh Government has been working with their stakeholders in the dissemination of the knowledge obtained by the project. They have also prepared the 4<sup>th</sup> Learning Journey in Cardiff that includes a peer review between Lithuania and Wales.

#### Lithuania

They have done a meeting with their stakeholders. They have been working in the peer review both in the one hosted in Bilbao and the other one celebrated in Vilnius.