



Building Smart Specialization capacity in Romanian Regions:
Working group 2. Monitoring systems

On RIS³ Monitoring

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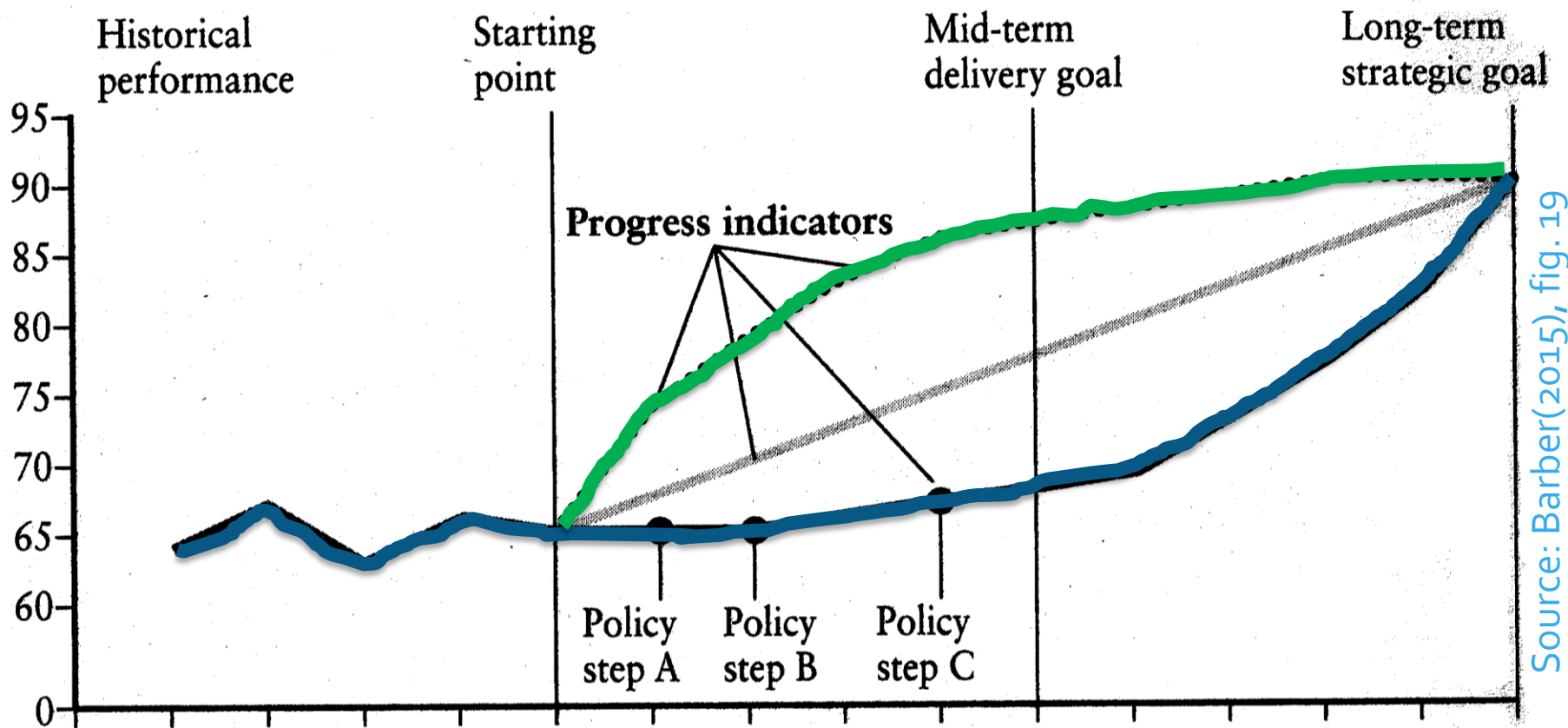
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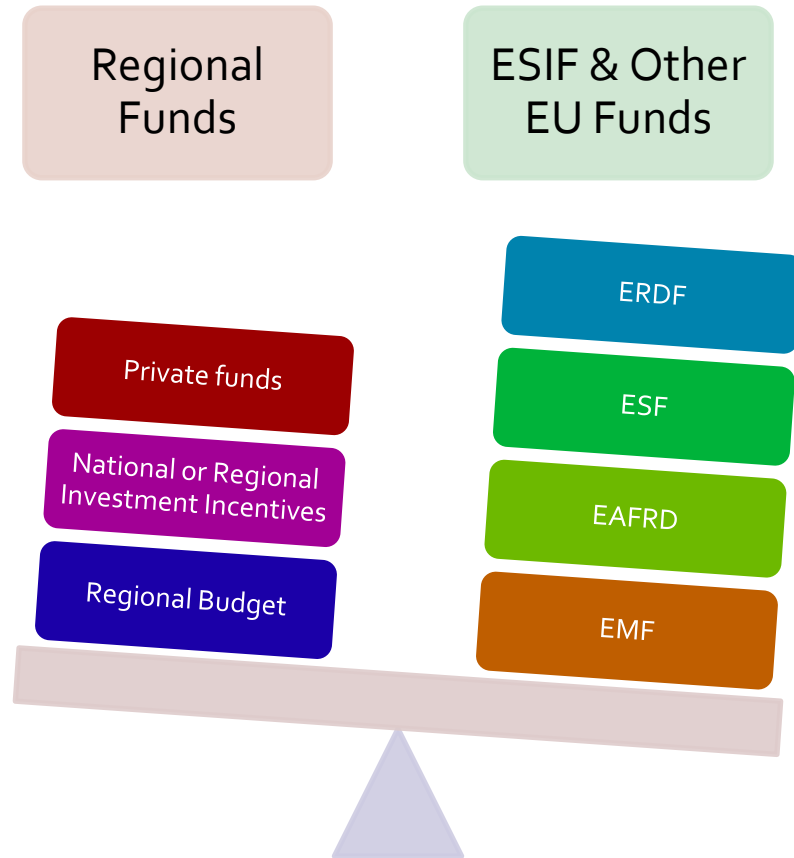


Q1: How to define and implement a monitoring system and how can it contribute to the desired outcome?

Monitoring is an **early warning system** that provides information on whether events are unfolding in a wrong way (by measuring progress indicators). It can help take corrective action when needed and learn from failure before it materialises.



Q4: What are the linkages between operational programmes and RIS³ monitoring?



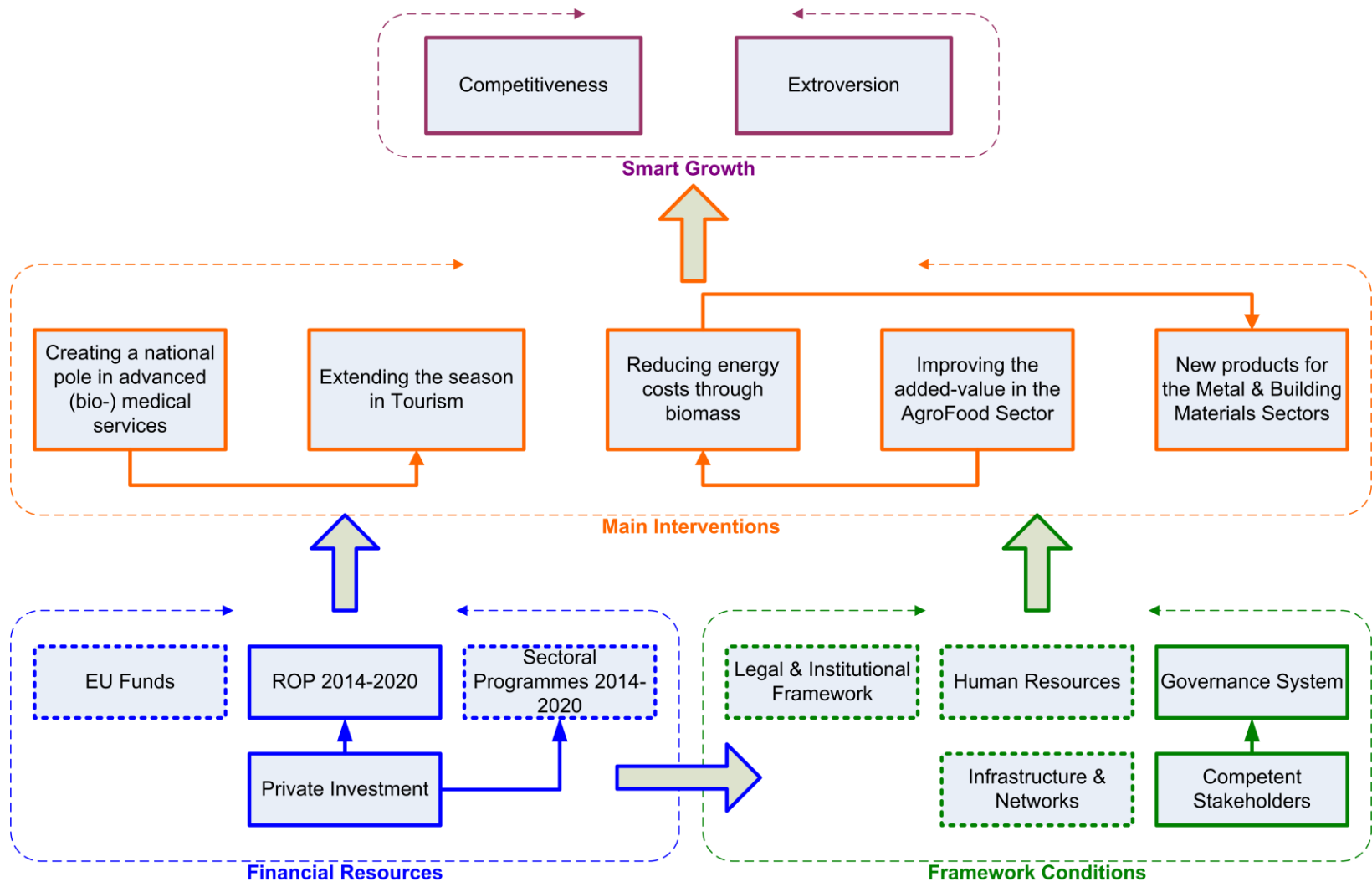
Your monitoring system will be highly influenced by who pays for your RIS³:

ESIF funds have introduced a set of **lead indicators** that should be used in all OPs

Regions/Nations select the appropriate **lag** (ie impact) **indicators**

Lag indicators should be aligned to the EU strategy **and** capture the local development challenges

The blueprint of the RIS3 Monitoring System of the Region of Thessaly, Greece



Q2: How to select appropriate indicators for monitoring the RIS³ strategy?

Lag (impact) indicators:

Strategic alignment suggests that a set of (limited) European targets (i.e. EU2020) should be delegated to national and then to regional planners together with the necessary (financial) resources to achieve them

The targets, however good, and the data, however clear, are only imperfect representations of something more important: **the real world outcomes that matter to citizens.**

Assuming that the art of target-setting was successful for the strategic alignment, there is no problem at all in agreeing another 1-2 regional targets that can cause real impact on the ground!

Lag (Impact) Indicators in Thessaly

Business/Enterprise Gross Expenditure for R&D (%rGDP)

HEI & GOV are steady over time, close to the Greek median value

Gross Value Added, Primary Sector + Food & Beverages (EUR, current prices)

Agro-food is the primary regional priority; primary-sector jobs are to be maintained (therefore, no GVA/employee)

Exports by Metal & Building Materials Sectors (EUR, current prices)

Sector in need for re-orientation in terms of product mix & target markets;
Main driver of BERD

Number of nights spent by foreign visitors

Reduce seasonality through creative, experience-based and medical tourism

How to select appropriate **impact targets** for monitoring the RIS³ strategy?

Countries and regions are never structurally similar and therefore **delivering significant change at the right direction against historic levels of performance** (that incorporate past policy failures and structural inefficiencies) **is more important than the actual targets themselves.**

Total intramural R&D expenditure (GERD) by sectors of performance and NUTS 2 regions [rd_e_gerdreg]

Last update: 31-03-2016

Table Customization [show](#)

TIME +

GEO +

Sector of performance All sectors +

Unit of measure Percentage of gross domestic product (GDP) +

	2007	2008	2009	2010	2011	2012	2013
European Union (28 countries)	1.78	1.85	1.94	1.93	1.97	2.01	2.03
Romania	0.52	0.57	0.46	0.45	0.49 (b)	0.48	0.39
Nord-Vest	0.38	0.44	0.33	0.33	0.49	0.44	0.32
Nord-Est	0.36	0.39	0.29	0.28	0.3	0.4	0.3

Available flags:

- | | | |
|---|--------------------------|---|
| b break in time series | c confidential | d definition differs, see metadata |
| e estimated | f forecast | i see metadata (phased out) |
| n not significant | p provisional | r revised |
| s Eurostat estimate (phased out) | u low reliability | z not applicable |

Special value:
: not available

Q2: How to select appropriate indicators for monitoring the RIS³ strategy?

Lead (progress) indicators:

Capture the essence of your **intervention logic**;

Make sure that the metric is **well-designed** (=everybody knows what they measure);

Anticipate in advance **perverse or unintended consequences**;

Review periodically the data collection process to **check for abuses or unintended negative consequences**.

If possible, make sure there is an alternative dataset that covers broadly the same theme to provide triangulation.

Examples of Lead (Progress) indicators in Thessaly

Financial

Budget earmarked / legal commitments / actual expenditure per priority area and policy instrument

Process

Annex I of EC/1301/2013; Performance framework according to EC/1303/2013

Average time between call and legal commitments

Number of potential beneficiaries addressed with tailor-made communications

Framework conditions

Country ranking in WB Doing Business Report

Number of capacity building events

% of stakeholders confirmed a useful interaction with RIS3 Governance structure

Q3: How to correlate the national monitoring and verification system with the regional one? How to achieve the balance between national targets and regional specificities?

Try to maintain a “universal” set of lead indicators that are rigorously defined and monitored by similar interventions at the national and the regional levels.

This can help tackle underperformance, improve transparency and identify/spread best practice.

These lead indicators are not in the official statistics! Lead indicators should cover:

Use of **financial resources** (from earmarking to final payments);

Capacity of the delivery chain (regulations, systems, organisational aspects, capacity building);

Processes (stakeholder engagement, policy mix implementation: calls>>project selection>>project implementation>>project verification);

Lead indicators must be broken down by policy, locality and stakeholder category.

Regional **Lag (i.e. impact) indicators** should be in principle aligned to the respective national indicators which, in their turn, be aligned to the respective EU-wide indicators

There is always space for additional 1-2 lag indicators at the national level and 1-2 at the regional level that capture the essence of the national or the regional development agenda, respectively.

Q5: How can the local stakeholders be involved in/have access to monitoring information?

Once there is good data checked regularly, it drives action

Neither research studies nor reports from auditors or inspectors address the need those responsible for implementation have for good, close to real-time data. And without data of this kind, it is impossible to manage a system or check progress.

By making a problem transparent, you create the conditions for solving it!

Therefore, it is common sense to publish monitoring information on the web for the stakeholders to see and react accordingly

Thank you for
your attention!

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