

SCINNOPOLI

SCANNING INNOVATION POLICY IMPACT



2nd Newsletter
December 2011

SCINNOPOLI is a Capitalisation Project financed by **INTERREG IVC**, the European programme for interregional cooperation, and supported as Fast Track Project by the **European Commission**.

SCINNOPOLI's overall objective is to continuously improve the effectiveness and efficiency of the regional innovation policy through an effective impact scan system.



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European Union
European Regional Development Fund



**INTERREG IVC**
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS



Dear readers,

a very warm welcome to the second newsletter of SCINNOPOLI. This newsletter is directed primarily to regional, national and European Authorities who are responsible for or interested in all issues connected to the topic of monitoring the impact of the regional innovation policy and will give you a brief overview of the work done within the last year.

In times of financial crisis and related shortage of public budget the effective and efficient use of tax money becomes more and more crucial – which is also the case of regional innovation policy. In the last decades it used to be sufficient to document the spending of public budget of innovation policy as input indicator and the participation of beneficiaries within the measures or distributed papers as output indicators. Nowadays it becomes more and more crucial to document the direct results of the innovation policy on the companies as beneficiaries in terms of their competitiveness, increased turnover or increased R&D capacity. Apart from that tax payers want to know the impact of the regional policy on their own quality of life and on the welfare of their home region.



The intensive interregional exchange among the SCINNOPOLI partners of the provided Good Practices of impact monitoring and the successful intraregional consensus building on the development of the individual Regional Action Plans will allow a continuous improvement of the need oriented regional innovation policy with the aim to increase the companies' and regional competitiveness, to create new high quality jobs and thus to increase the regional welfare.

In November the regional authorities signed their Regional Action Plan with precise implementation concepts to improve the monitoring and evaluation of regional innovation policy. This is the best proven record of success for SCINNOPOLI.

I hope you will enjoy your reading,

A handwritten signature in black ink, reading "P. Bohuslav".

Dr. Petra Bohuslav
*Minister for Economic Affairs, Tourism and Sport
of the Government of Lower Austria*

SCINNOPOLI Final Conference November 8th, 2011



From the 7th to the 9th of November 2011 SCINNOPOLI partners had their 9th and final project meeting in Győr/West Transdanubia (Hungary) with the SCINNOPOLI conference on the 8th November as its highlight.

About 90 participants attended the Final Conference of SCINNOPOLI. Luisa Sanches from DG Regio, held her key note speech about Regional Innovation Strategies for Smart Specialization RIS3 and Petra Polaskova from the Information Point East of the INTERREG IVC Program gave an insight into interregional cooperation.

The SCINNOPOLI Policy Recommendations were presented with an explanation of the applied SCINNOPOLI methodology including SWOT analysis. The SCINNOPOLI Policy Recommendations summarise the partners' Good Practices in monitoring of the regional innovation policy as well as SCINNOPOLI experiences and case studies of the monitoring system's improvement including the import of Good Practices from the partner regions as core of the Regional Action Plans. SCINNOPOLI partners identified 12 Policy Recommendations and other preferable framework conditions to set up an effective monitoring system for regional innovation policy.

In addition to the Policy Recommendations the online tool for the selection of appropriate monitoring instruments according to the user's individual

needs was presented. The selection procedure is based on four questions. The target groups of this online application are regional authorities responsible for the monitoring and evaluation of innovation policy and further institutions being involved in these monitoring activities.

After the plenary session the conference participants had the opportunity to participate in one of three parallel workshops with the topics "How to establish a monitoring system for regional innovation policy?", "Turning input into impact – lightening the black box" and "S³ Smart specialization and selection of indicators for ROP 2014-2020". A poster exhibition provided an overview of the Regional Action Plans, Good Practices and the Lessons Learnt.

As highlight of the conference all SCINNOPOLI partner regions signed and presented their Regional Action Plan with concrete implementation concepts for improving the monitoring and evaluation of regional innovation policy.





Fast Track Support for SCINNOPOLI

*By Luisa Sanches, Policy Analyst,
European Commission, DG REGIO D.2.,
Thematic Coordination and Innovation*

Working closely with Networks such as SCINNOPOLI creates a win-win situation that improves our daily work in Regional Policy.

These Fast Track INTERREG Networks act as learning platforms for their partners and for Commission officials. They create the opportunity for us to contact directly the regions, to hear how they are solving their problems, how they learn better and quicker together and how they are open to invest efforts and scarce resources on these processes.

But for this learning process to flourish it is not enough to gather and discuss, we have to go some steps further: we have to know each other and we have **to work together** with a problem solving mind.

Regional Policy aims at involving all regions in attaining the three main priorities of Europe 2020: smart, sustainable and inclusive growth. For this purpose Cohesion Policy needs to improve to continue providing added value that European citizens expect. Working with the regions we can learn how to improve our policy. For 2013-2020 the Commission's proposals include the recommendation to the regions and Member States to produce innovation strategies for smart specialisation. Smart specialisation is a key concept to enhance the capability of Cohesion Policy to contribute to smart growth. This concept and its advantages are gathering momentum among researchers, policy makers and public authorities.

In a nutshell, innovation strategies for smart specialisation will lead to an economic transformation agenda based on tough choices by the regions on



few priorities on the basis of international specialisation and integration of international value chains. They will combine priority-setting at EU level with a dynamic process involving key stakeholders from government, business, academia and other knowledge-generating institutions and developing efficient innovation systems. The objective is to build a collective endeavour based on public-private partnership. These strategies can stimulate cooperation across national and regional borders and open up new opportunities by avoiding uniformity, duplication and fragmentation in regional investment goals and increase the quality of spending.

If they are smart they will have to use and develop impact assessments as those that SCINNOPOLI proposes and which you have improved or created during this project.

SCINNOPOLI Regional Action Plans

SCINNOPOLI is characterised by an intensive inter-regional exchange of the Good Practices and joint workshops on transferring (parts of) the partners' Good Practices. Inspired by this inter-regional collaboration every partner has developed their own Regional Action Plan (RAP). The goal of these RAPs is to improve the monitoring and evaluation system for the regional innovation policy, resulting in improving the regional innovation policy itself and thus contributing to increased competitiveness of the regional companies and increased regional welfare.


The Regional Action Plans are now signed by the responsible authorities for regional innovation policy and will be implemented directly after the SCINNOPOLI project as sustainable SCINNOPOLI results. Furthermore, single partners have already started with the implementation of specific measu-

res of their Regional Action Plan even though this is neither required by the INTERREG IVC regulation for Capitalisation projects nor co-financed by the INTERREG IVC program.

SCINNOPOLI partners want to be Good Practice regions in Europe in terms of application of pragmatic, but effective monitoring and evaluation systems for Regional Innovation Policies. We hope that we can motivate more European regions to intensify monitoring and evaluation of their regional innovation policy by interregional transfer and intraregional consensus building and concept implementation.

On the following pages each of the 9 RAPs prepared a poster of the main points and issues. These posters are also available on the SCINNOPOLI website.

RAP NÖ



INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan for Lower Austria: Integrated monitoring through Roll out of Balanced Scorecard (BSC) for the whole Economic and Innovation Strategy

Current monitoring of Lower Austria's innovation policy

- BSC as tool for monitoring the policy implementation and its impact assessment, so far applied for the Regional Economic Strategy and some related programs
- Well established in-process monitoring and ex-post evaluation of regional state aid schemes for innovation
- CIS (Community innovation survey) and Austrian R&D Inventory count (FuE Vollerhebung) with enlarged, representative sample of Lower Austrian firms
- Standardised Innovation index and studies of macroeconomic impact of regional innovation policy
- Application of target and impact oriented "Plan-Do-Check-Act" cycle

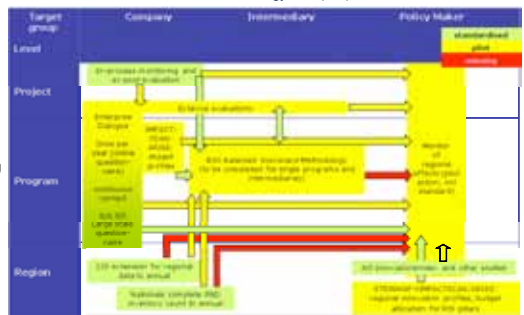
Need for improvement

- Still fragmented regional monitoring system requires roll out of BSC to all programs of the Economic and Innovation Strategy
- Standardisation of one-shot and pilot monitoring activities
- Focus on outcome/result indicators in the new Regional Operational Program 2014-2020

RAP Concept and Import of Good Practices


- BSC introduction for WST3 and program "Internationalisation" inspired by Flanders' "Web based Result and Activity Reporting".
- Further elaboration of the indicators for the NÖ "Roof" BSC Economy: now more consistent and thus easier to monitor due to SCINNOPOLI Transfer Workshops and GPs from "Navarra BSC Third Technology Plan (RIS)" and "PACA ORION".

- BSC Cockpit: to follow the target achievements and the trends of the key performance indicators in a simple way. The cockpit will substitute the detailed reports of the past leading to a leaner and more meaningful monitoring and evaluation of the innovation programs and related services in Lower Austria.
- BSC roll out will have an impact on several measures of the current Regional Operational Program "Strengthening Regional Competitiveness of Lower Austria 2007-2013"
- Introduction of outcome/result indicators for single measures for the next Lower Austrian Regional Operational Program 2014-2020
- Monitor of regional effects: Improving the extrapolation of the impact of regional innovation policy on beneficiaries' performance and regional effects, triggered by Flanders' GP "Additionality Studies": integration of questions about the overall impact of the regional innovation policy in already existing RIS NÖ large scale questionnaire survey, next in 2013 as well as in the concept of an online questionnaire, which is planned for 2012.



Further information:

Name: Irma Priedl
 Organisation: Regional Government of Lower Austria, Department for Economy, Tourism and Technology (WST3)
 Address: Austria, 3109 St. Poelten, Landhausplatz 1, Haus 14
 E-mail address: irma.priedl@noel.gv.at
 Website: www.noel.gv.at





RAP Flandern

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INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan for Flanders : improved integration of innovation monitoring

Current monitoring of Flanders' innovation policy

- well established continuous monitoring system
- data driven
- several levels are monitored (project to region and all intermediate levels)
- direct contacts between the agency and funded companies and intermediaries facilitate monitoring
- complemented with ad hoc studies

Need for improvement in monitoring

- integration and aggregation of existing monitoring in policy design
- integration of existing monitoring efforts in continuous improvement of design of innovation support schemes
- need for targets and indicators on the level of the innovation agency for the governance contract

Import of Good Practices :

1. **Balanced Score Card tool- Lower Austria**
 - facilitates the structuring of all innovation support schemes into an integrated framework
 - identify areas for improvement
2. **Monitoring system – ORION PACA**
 - positioning of monitoring as crucial to evaluate and improve innovation support modalities

Target group	Company	Intermediary	Policy maker
Level			
Project
Program
Client
Region

Lessons learnt

- most difficult part is to get consensus on priorities
- monitoring itself may not influence the results of projects/ programmes – applicants might mis-interpret the reason why numbers need to be provided

Further information:

Name: Eric Sleeckx – Annie Renders
 Organisation: Flanders' Innovation Agency (IWT)
 Address: Belgium, 1030 Brussels, Koning Albert II-laan, 35
 E-mail address: esi@iwt.be – ar@iwt.be
 Website: www.iwt.be

RAP Schleswig-Holstein

Highlights of the Regional Action Plan of WTSH GmbH

The Regional Action Plan of WTSH is focusing on the improvement of the monitoring of innovation services offering the Schleswig-Holstein firms. The RAP focuses on three main points of improvement:

1. Adding or redefine the indicator set of innovation services
2. Setting the indicators in an innovation strategic framework
3. Automation of the monitoring of the innovation service (indicators) within the WTSH CRM system (this requires mainly a standardization of the reporting within the CRM)

Following Good Practices were imported:

IWT intermediaries activities follow-up system (RAP)


IWT is monitoring the activities of their intermediaries via an intranet platform. This monitoring system tool contains a set of 13 service indicators. These indicators are well defined and described. This indicator set is the result of a bottom-up process with their intermediaries,

and shows how the intermediaries contribute to the strategic objectives of Flanders innovation policy. WTSH intermediaries report and document their interactions with their customers in a central Customer Relationship Management database. WTSH uses this CRM System also for the monitoring of the intermediaries. WTSH used SCINNOPOLI for the improvement of their indicator set. The IWT indicator set was the main inspiration for the new definitions of the WTSH indicators.

Balanced Scorecard Model of Lower Austria

Lower Austria developed their Balanced Scorecard System, which is an important tool for the definition of the strategic objectives of the regional economic policy. The Balanced Scorecard System is the linkage between policy objectives and the activities and political instrument. Such a strategic framework does not exist in this dimension in Schleswig-Holstein. The Balanced Scorecard attempt gives a first idea to introduce such a system in Schleswig-Holstein, especially for the preparation of the period 2014-2020. During SCINNOPOLI such a draft strategic framework was developed for the innovation service instruments.

RAP West Transdanubia



INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan for the West Transdanubian Region

The Reshaping of Innovation Policy

Due to the nature of the Hungarian Innovation System, the regional and national levels are intertwined both on strategic and implementation levels. The fact that the regional and national STI strategies are being planned as parallel processes present a unique opportunity to initiate the establishment of a monitoring system that

- serves as the central function to the operation of the respective Innovation Systems
- better aligns the offer and the demand in the field of innovation services and funding
- tracks the efficiency of the strategy implementation and helps to focus on key areas in an effective manner
- provides a harmony between the national and regional systems in terms of data, methodology and overarching goals, while at the same time giving enough room to the regional level systems to tailor their respective strategies.
- consolidates the objectives and results from regional, national and mainstream EU innovation support funds
- produces meaningful in-depth and aggregate data and facilitates a better strategy implementation process through timely feedback
- is seen as a continuously improved tool, easily developed further along pre-defined lines and modules.

To achieve these goals WTRDA initiated a wide co-operation among the key actors, involving the Ministry of National Development, the Ministry of National Economy, the National Innovation Office and the Managing Authorities of the Regional and the Economic Development Ops from the national side, and a regional consensus represented by the Pannon Novum West Transdanubian Regional Innovation Agency.

Further information: Contact person and contact details

Name: Gál KÖRMENDY
 Organisation: NYDRFÜ – West Transdanubian Regional Development Agency
 Address: 6 Csatkai u., Sopron – H-9400 – HUNGARY
 E-mail address: gal.kormendy@westpa.hu
 Website: www.westpa.hu

Highlights of SWOT

Strengths	Weaknesses
Strong Intra-regional Co-operation	Fragmented competences among regional and national bodies
Opportunities	Threats
In parallel developed regional and national innovation strategies	Prolonged economic crisis may endanger proper implementation and rollout

Import of Good Practices

The region sees potential in the adaptation of several good practices, and plans their implementation in the medium to long term. The practices to be implemented during the next year have to fulfil four conditions:


- Comply with the prescriptions of both the new RIS and the New Széchenyi Plan
- Need to be applicable at a regional level, but be able to be rolled out nationally
- Establish the framework of the new system
- Establish a basis for efficient future improvements.

The Good Practices selected for implementation are the **ORION Observatory** (PACA) and the **Balanced Scorecard** tool (Navarra, Niederösterreich)


Implementation Concept


The primary Good Practice to be implemented is the Observatory, which serves both as philosophical paradigm and operational framework for the future system. However, at the core of the Observatories a comprehensive and versatile set of indicators is needed. This is to be provided in a continuously developed scorecard concept. A 2-step implementation process is foreseen:

STEP 1 (2012-2013): West Transdanubian Innovation Observatory (Pilot)
 Source: WTRDP Experimentation Agency




STEP 2 (2013): Hungarian STI Observatory (Rollout)
 Source: TA and national funding





RAP Bretagne



INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan of Bretagne

The current monitoring of innovation policy

Highlights of SWOT – Strengths :

Lively Dynamic of conception and implementation of the RIS follow-up system, with strong will and ambition from the public authorities (collaborative steering committees and technical work groups)

macroscopic indicators :
trends, features and benchmark

RIS actions follow-up

1. Follow-up of the RIS action plan
 2. Ris action plan evaluation
 3. Follow-up of the RIS budget

Innovation system monitoring

Monitoring of activities and results of single programmes and intermediaries.

Further information: Contact person and contact details

Name: Sylvie Huguet
 Organisation: Bretagne Development Innovation Innovation Projects Department
 Address: 1, bis route de Fougères 35510 Cesson-Sévigné
 E-mail address: s.huguet@bdi.fr
 Website: www.bdi.fr

Highlights of SWOT – Weaknesses :

No standardized reporting / aggregation method should be developed

A new culture of impact/result monitoring should be developed

Import of Good Practices

Bretagne will integrate the following Good Practices : Flanders Result and Activity Reporting (RAP), Direct and Indirect Effect Monitoring (DIEM), the Flanders Additionally studies (AS), the Schleswig-Holstein's Strategic Controlling (SC), the Lower-Austria In Process and Ex-Post monitoring (IP&EP)


Implementation Concept : two different ways

1. GPs used as an inspiration on short term projects (during Scinnopoli) :

- 1.1 For the Bretagne **innovation index** : inspiration of the Flanders Economic Index and Innovation Index and the Lower-Austria Innovation Index
- 1.2 For the Bretagne **RIS follow-up** : inspiration of the PACA - SRI monitoring technique , Navarra's and Lower-Austria's Balanced Score Card

2. GPs to be transferred on mid-term projects

- 2.1 Enhancing the evaluation of activities and **impact of Intermediaries** (transfer of Flanders' RAP and DIEM)
- 2.2 Enhancing the evaluation of the **impact of innovation funding schemes** through one-shot econometric studies (transfer of Flanders' AS, Schleswig-Holstein's SC and Lower-Austria's EP)
- 2.3 Enhancing the **in-process evaluation of funded projects** (transfer of the Lower-Austria's IP)



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RAP Puglia

INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan for Apulia Region

The current monitoring of innovation policy

The Regional Strategy for R&I (2009) aims at making Apulia a competitive region in the global knowledge economy, through policies based on innovation and on the intensive use of knowledge in the socio-economic context.

Priority sectors identified are: Biotechnologies and Life Sciences, Agro-Food, Technology for Energy and Environment, Aerospace, Mechanics and Mechatronics, New Materials and Nanotechnologies, ICT, Logistics.

Implementation Concept

Analysis of the additionality effects (in terms of increasing inputs such as expenditure on R&D and number of researchers and outputs such as introduced innovations and patents) developed by specific Regional Aid Schemes.

Schedule :

- ✓ Identification of regional aid schemes to evaluate
- ✓ Elaboration of ex-ante and ex-post questionnaires
- ✓ Administration of questionnaires and data collecting
- ✓ Data processing

Highlights of SWOT

Strengths	Weaknesses
Increasing awareness of Policy Makers towards policy evaluation and impact assessment	No long experience of Regional Government in evaluation of Research and Innovation policies

Import of Good Practices

A pragmatic "bottom-up" approach in the identification of GPs to import within Scinnopoli Project has been followed, considering the "integration" concept as something linked to the introduction of feasible and adaptable changes and improvements in the current monitoring and evaluation system, also taking into account its own specificities.

Following this kind of approach, the following Good Practices will be imported and implemented in the regional mainstream: **IMPACTSCAN, Additionality Studies (Flanders) and SIS – Shared Indicator Set (Bretagne).**

Monitoring of activities carried out by intermediaries in terms of inputs, outcomes and performances by using a standardized model of reporting

Schedule:

- ✓ Intermediaries activities recognition and classification
- ✓ Result, outputs and impact indicators identification
- ✓ Elaboration of model of reporting
- ✓ Contents sharing and consensus building
- ✓ Methodology launching

Further information: Contact person and contact details

Name: Giuseppe CREANZA
 Organisation: A.R.T.I. – Regional Agency for Technology and Innovation
 Address: S.P. per Casamassima, Km 3,00 – Valenzano (Bari) – ITALY
 E-mail address: g.creanza@arti.puglia.it
 Website: www.arti.puglia.it

RAP Provence-Alpes-Côte d'Azur

INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Regional Action Plan for PACA

The current monitoring system

With the adoption of the Regional Innovation Strategy in October 2009, the decision was taken to set up a Regional Innovation Observatory, which is currently under construction. The observatory is :

3 types of "clients":

- Policy makers**, providing data to support decision-making;
- Intermediaries**, providing data to orient their services supply to better respond to companies' needs;
- Enterprises**, providing context information and analysis allowing them to have a better understanding of the environment in which they operate, and the performances of innovation support system.

2 main focuses:

1. The RIS impact and performance assessment, performed through the setting up of the PACA innovation scoreboard

Import of Good Practices

The choice of the good practices to import has been made on the base of the observatory goals and targets, i.e. the creation of a consistent scoreboard to assess innovation policies results and impact:

1. NOE Balanced Scorecard to nourish the thinking on the design of the global architecture and the links between the different layers of innovation actors involved
2. ARTI to learn how to implement, ex ante, in progress and ex post evaluation processes to follow RIS actions.
3. IWT intermediaries' activities follow-up system to define the data collection technical requirements
4. WTSH strategic controlling to measure the impact of PACA Services portfolio

Implementation concept:

Lessons learnt from NOE, IWT and ARTI led to the launch of a project aimed at improving PACA RIS scoreboard in the perspective of setting a global balanced scorecard, and at creating an ex ante, in progress and ex post evaluation system.

The project also includes the creation of an IT platform to collect data feeding the indicators composing the scoreboard.

Implementation stages:

- Good practices import feasibility analysis
- Awareness rising among policy makers
- Launch of the platform project

Schedule:

January 2011 – January 2012

Highlights of SWOT

Strengths	Weaknesses
Operationality	Dynamic

Further information: Contact person and contact details

Name: Gabriella Fiori
 Organisation: Méditerranée Technologies
 Address: 22, Rue Sainte Barbe 13015 Marseille - FRANCE
 E-mail address: fiori@mediterranee-technologies.com
 Website: http://www.mediterranee-technologies.com
 Further electronic information available on http://www.pacainnovation.com

RAP Navarra

Regional Action Plan for Navarra

SCANNING INNOVATION POLICY IMPACT

INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

CURRENT SYSTEM OF MONITORING

Balanced Score Card of the Third Technology Plan

GP

- Large Scale questionnaires (Lower Austria)
- IMPACTSCAN (Lower Austria)
- Balanced Scorecard (Lower Austria)
- Additionality Studies (IWT)
- Macro-regional Innovation Scoreboard (Bretagne)
- Orion (PACA)

Plan Tecnológico de Navarra

DESIGN OF A NEW IMPACT ASSESSMENT SYSTEM FOR RIS 2012-2015 (IV TECHNOLOGY PLAN)

EXPECTED IMPACT

- New Impact Assessment System** for the RIS , that will be continuously improved from the 4th TP onwards
- Building-up a **"monitoring mindset"** amongst the actors of the RIS
- Learning on the functioning of our **regional black box** (the Regional Innovation Ecosystem)

Further information:
 Rafael Muguerza Eraso
 Innovation and Knowledge Transfer Service.
 DG Enterprise and Innovation.
 Department of Rural Development, Industry,
 Employment and Environment, Navarra Government
 E-mail address: rafael.muguerza.eraso@chnavarra.es
 Website: http://www.navarra.es/home_en/
 Further info available: <http://www.navarrainnova.com/en/navarraid/>

RAP Wielkopolska

Regional Action Plan for Wielkopolska

SCANNING INNOVATION POLICY IMPACT

INTERREG IVC Capitalisation Project with Fast Track Support by the European Commission:

Cross-fertilising process

Update of Regional Innovation Strategy for Wielkopolska 2010-2011

Participation of Wielkopolska in SCINNOPOLI 2009-2011

Experience from first RIS process in Wielkopolska 2002-2008

Implementation Concept

Implementation Plan

Import of Good Practices and Implementation Concept

Creation of the Regional Observatory of Innovation and Regional Development as part of the Innovation Management Institute having the goal to launch the cycle of innovation policy: actions taken depending on the results of monitoring and evaluation of implementation of the Regional Innovation Strategy. The concept was inspired by following SCINNOPOLI GPs: ORION from PACA (institutional set-up), IMPACTSCAN from Flanders (methodological approach), cluster monitoring from Lower Austria (cluster specific issues), context indicators in all Partner Regions.

Further information:
 Name: Elżbieta Książek
 Organisation: Poznan Science&Technology Park, Adam Mickiewicz University Foundation
 Address: Poland, ul. Rubież 46, 61-612 Poznań
 E-mail address: elzbieta.kszajek@ppnt.poznan.pl
 Website: www.ppnt.poznan.pl

Budget = 1210 th. PLN



Preferable Framework Conditions

The following preferable framework conditions for monitoring and evaluation of regional innovation policy have been identified during the SCINNOPOLI project and the inter-regional exchange among the partners.

Existence of a Regional Innovation Strategy (RIS)

The existence of a Regional Innovation Strategy ensures a framework of objectives and cornerstones of the regional innovation policy and for the related monitoring activities. With the political approval of the RIS the regional decision makers demonstrate the importance of and their commitment to the subject of innovation for their own region.

Existence of Steering Committees for Regional Innovation Strategy and its Implementation

A very important instrument of the regional innovation system is the existence of a Steering Committee. The RIS NÖ Steering Committee consists of members from all relevant organisations of the Regional Innovation System in Lower Austria. Today the RIS NÖ Steering Committee is the most important regional platform for communication and advice regarding the Lower Austrian innovation policy: analyses results are presented and discussed, consensus about required measures and improvement of activities are gained, the NÖ intermediaries communicate their activities and results, political decisions and definition of single measures are prepared by this committee.

Aligning Budget to the Regional Innovation Strategy

Regional innovation policy requires an explicit budget for implementing measures and programmes of the innovation strategy with a long term perspective. Reality shows that the Regional Innovation Strategy and its cornerstones are sometimes not sufficiently linked to the financial programmes like the Regional operational Programmes. The consequence is a weak budget allocation for RIS implementation. Links between the activities of financed intermediaries and the regional innovation strategy are unclear.

Regional Autonomy in terms of Regional Innovation Policy

The existence of a Regional Innovation Strategy is not sufficient for its implementation, it also requires a relatively strong political and financial autonomy of the region at national level in order to be able to implement the RIS straight forward without the necessity to wait on approvals from outside of the region. The lack of regional autonomy generates the high risk of slowing down the process of RIS implementation either due to open political decision or problems with providing the budget for implementation.

SCINNOPOLI Policy Recommendations

It 's high time for SCINNOPOLI SCanning INNOvation POLIcy Impact – Policy Recommendations

A set of 12 policy recommendations has been formulated as result of the SCINNOPOLI project. The 9 project partners exchanged their vast experience of the monitoring of the regional innovation policy's impact. These policy recommendations, resulting from the discussions,

are no story-telling or philosophical approach to monitoring but a set of practical recommendations for the implementation of an effective monitoring system for your regional innovation policy.

COHERENCE: An innovation policy monitoring system should be based on a solid, transparent and clear logic. This logic must be maintained from the lowest level (individual innovation support actions) to the highest level (innovation policy design)

LONG TERM perspective and continuity: One should search for sustainable indicators, even if the regulatory environment is unstable.

RESOURCES need to be budgeted: Resources for the specific support actions defined in the framework of the regional innovation policy as well as resources for the monitoring system itself should be budgeted.

Create a **WIN-WIN** situation: All groups involved in the monitoring process should have a benefit of the monitoring system.

Monitoring is a **POLICY TOOL**: Monitoring innovation policy is only useful if the monitoring results are used by policy makers.

EMBED monitoring in the regional innovation system: Monitoring should be embedded in the regional innovation strategy from the start of the implementation of a regional innovation strategy. Adding a monitoring system as an add-on to the regional innovation strategy does not lead to good results.

Concise **COMMUNICATION** and promotion of results: The message and language should be adapted to the targeted public (policy makers, companies, large public, innovation actors). Communication on the innovation policy monitoring process as a whole (objectives, targets, indicators, results) is a *conditio sine qua non* of a successful innovation policy.

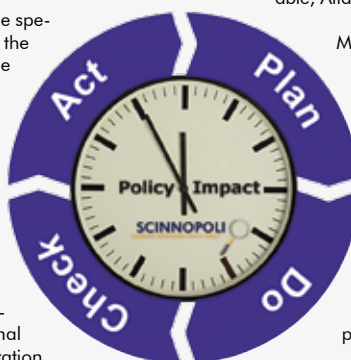
SMART policy objectives and SMART indicators: Policy objectives as well as monitoring indicators need to be formulated SMART Specific, Measurable, Attainable, Relevant and Timebound.

Monitor what one can **INFLUENCE**: A lot of information is nice to know but for monitoring purposes one should monitor only indicators that can be influenced by the downstream party.

Integrate **FEEDBACK-LOOPS** in the monitoring system: Monitoring results should be used to improve the regional innovation policy. Monitoring is not the end of a process.

PROCESS ORIENTATION: A key step in the development of an evaluation culture is to recognize the evaluation process as part of a cyclical process of policy design – policy implementation – policy learning.

CONSENSUS: The concept of the monitoring system needs to be set-up in consensus with all stakeholders (policy makers/practitioners/program owners/project leaders) and existing monitoring systems need to be considered.



The detailed description of the SCINNOPOLI Policy Recommendations with numerous case studies from the SCINNOPOLI partner regions is published under the same name and available for download via the SCINNOPOLI website www.SCINNOPOLI.eu





Twinning partners

SCINNOPOLI Partners have involved in total 10 twinning partners into in-depth exchange of SCINNOPOLI methodology and Good Practices (GPs) during the project runtime. Several twinning partners participated in the SCINNOPOLI interim conference „INNOVATION MARATHON 2010“ in Poznan/Wielkopolska in November 2010 or in the final SCINNOPOLI conference in Gyor/West Transdanubia in November 2011.

Twinning partners are either regional authorities responsible for innovation policy, public intermediaries in the field of regional/national innovation policy or working groups of national programmes dealing with impact evaluation of regional innovation policies.

The twinning partners are:

- Marshal Office of Warmia Mazury (PL)
- Opolskie Centre for Economy Development OCRG Opolskie (PL)
- Syntens Limburg (NL)
- Italian Programme „Support to Regional Research and Innovation Policies“ (IT)
- Central Transdanubia Regional Development Agency (HU)
- South Transdanubia Regional Development Agency (HU)
- Republic of Serbia
- Centre for Industrial Technological Development (ES)
- Government of Salzburg (AT)
- ZukunftsAgentur Brandenburg (DE)

Warmia Mazury (PL)

the Marshal Office of the Polish region of Warmia Mazury is working on setting up a regional support system for SMEs and thus is interested in case studies concerning the monitoring and evaluation of support services. Wielkopolska had continuous exchange with Warmia Mazury during the SCINNOPOLI project and presented Good Practices like



SIS from Bretagne and Flemish Innovation Network from Flanders. In July 2010 representatives of Warmia Mazury visited Lower Austria in order to learn from the Continuous Improvement Process RIS Lower Austria and the related monitoring/evaluation activities like the SCINNOPOLI GP Balanced Scorecard Methodology.

Opolskie Centre for Economy Development OCRG Opolskie (PL)

in the field of regional innovation policy, as the managing institution of Regional Innovation Strategy implementation acting on behalf of the Self-Government of Opolskie, the Centre supports activities for the effective regional innovation system creation. In November 2010 OCRG actively participated in the SCINNOPOLI interim conference „INNOVATION MARATHON 2010“ in Poznan on invitation of the host region Wielkopolska. In a workshop with regional stakeholders of Opolskie in May 2011 Lower Austria introduced SCINNOPOLI and related GPs as examples for “Cooperation of actors as a condition of efficiency of Regional Innovation Systems” accompanied by additional discussions with OCRG about the relevance of the SCINNOPOLI approach for the Opolskie region.



Syntens Limburg (NL)

Syntens, the Dutch innovation network for entrepreneurs, supports business people in small and medium-sized businesses through countless activities and projects in the broadest sense of the word. The aim is to increase the revenue of these companies by means of innovation and improvement. As a partner of IMPACTSCAN, one of four SCINNOPOLI's GPs, Syntens Limburg and IWT Flanders exchanged experiences about the IMPACTSCAN follow-up in both regions and additional SCINNOPOLI GPs like BSC Balanced Scorecard and additionality studies.

Italian Programme „Support to Regional Research and Innovation Policies“ (IT)

exchange with several Italian regions has taken place through ARTI's participation in a working group of this programme dealing with the impact evaluation of regional innovation policies. The

regions of Sardegna, Toscana, Emilia-Romagna, Lombardia, Piemonte, Lazio, Abruzzo, Campania, Veneto, Friuli Venezia Giulia, Umbria, Basilicata and Marche have been involved. ARTI exchanged its experience of importing and adapting two GPs in the framework of SCINNOPOLI, in order to set up: A) a monitoring and evaluation system for intermediaries and B) the methodology and tools for carrying out an evaluation of the additionality of public funding for research and innovation in SMEs. A wider distribution of the general results of the SCINNOPOLI project was also performed in this context.

Central Transdanubia Regional Development Agency CTRDA (HU)

representatives of Central Transdanubia exchanged information about SCINNOPOLI methodology and Good Practices with WTRDA. Furthermore representatives of Central Transdanubia also participated in the final SCINNOPOLI Conference in Gyor in November 2011. Central Transdanubia has particular interest in the Innovation Audit practice of IWT and will check the transferability for a potential import and adaptation.

South Transdanubia Regional Development Agency STRDA (HU)

representatives of South Transdanubia exchanged information about SCINNOPOLI methodology and Good Practices with WTRDA. As in South Transdanubia the review process of the RIS is in a similar phase to that of West Transdanubia further transfer of GPs like SIS from Brittany can be of interest in the future. Representatives of South Transdanubia also participated in the final SCINNOPOLI Conference in Gyor in November 2011.



Republic of Serbia

initially interested in the methodology and the tool of the predecessor project ARISE, representatives of the Ministry of Economy and Regional Development of the Republic of Serbia and of other national authorities actively participated in the SCINNOPOLI interim conference „INNOVATION MARATHON 2010“. In addition a meeting was organised on the initiative of PACA and by invitation of Lower Austria in order to gain insights from SCINNOPOLI and earlier pilot projects (ARISE, IMPACTSCAN, Euro-COOP, IASMINE etc).

CDTI (Centre for Industrial Technological Development) (ES)

CDTI is a Business Public Entity, answering to the Spanish Ministry for Science and Innovation, which fosters the technological development and innovation of Spanish companies. Since 2009 CDTI has channelled the funding and support applications for national and international R&D&I projects of companies from all Spanish regions. Navarra has introduced the SCINNOPOLI approach and several Good Practices to the Directorate of Performance Monitoring and Indicators. CDTI participated in the final SCINNOPOLI Conference in Gyor in November 2011.

Salzburg (AT)

The government of Salzburg was interested in twinning activities with Lower Austria on SCINNOPOLI methodology and GPs due to similar circumstances and pre conditions in terms of their regional innovation policy and related monitoring. Of particular importance for Salzburg was Lower Austria's GP



Balanced Scorecard and the applicability of single BSC indicators for Salzburg. This discussion benefited a lot from Lower Austria's experiences of the SCINNOPOLI Transfer Workshops and the Staff Exchanges.

ZukunftsAgentur Brandenburg (D)

ZAB (ZukunftsAgentur Brandenburg GmbH) was founded in 2001 as a one-stop agency for the support of SMEs and technology-intensive businesses that contemplates investments in Brandenburg (Germany). The Agency supports companies with its contacts in the region and its expert knowledge of the business incentives developed by regional agencies, the German government and the European Union. ZAB is very interested in the concepts of monitoring and measuring the impact/result of business development tools. Therefore, ZAB had meetings with WTSH in order to learn from SCINNOPOLI GPs and experiences.

SCINNOPOLI Conclusions



It is probably the dream of every policy maker if she/he could document a positive Return on Investment of the overall regional innovation policy for the region and its inhabitants over years. Of course, this would guarantee the political carrier of this politician with a long-term perspective. But it would also highlight the importance of regional innovation policy for the welfare of a region by putting regional innovation policy in perspective. In order to achieve or at least to approach this dream it requires several preconditions and policy recommendations which are mutually dependent.

Public innovation services have to generate added value for the regional companies as beneficiaries of the regional innovation policy. Therefore, the services must be oriented towards the companies' needs, they must be of high quality and managed/provided in a professional way.

Regional innovation policy must have a long term perspective as innovation does not emerge overnight but requires at least 5 to 10 years to gain the Return on Investment. Therefore, also public innovation services must be sustainable for a while to be able to demonstrate their positive impact on the companies utilising these services. This long-term political commitment includes also the respective financial sources for running the regional innovation services.

Without monitoring and evaluation of regional innovation programs and single services it is not

possible to document the impact of regional innovation policy in a systematic way. Regional innovation policy has to prove the impact of the offered services in a thoroughly documented way like highlighting show cases of positive impact of public innovation support in order to convince the voters and to create a positive inhabitants' attitude for regional innovation policy. Even though the success of innovation is documented in numerous studies it is for average inhabitants – but also for numerous entrepreneurs – not obvious that the effort in innovation is paying off. As innovation consists – and in particular in the first steps – mainly of “soft factors” like R&D, improving technical and organisational processes or opening new markets, innovation seems to be intangible – in contrast to direct “physical” investment.

But how to deal with these issues if they are mutually dependent on each other? Several SCINNOPOLI partner regions have already demonstrated it – and the other SCINNOPOLI partners' regions will follow by implementing their Regional Action Plans: Regional innovation policy with its related monitoring and evaluation activities requires a Continuous Improvement Process of the Regional Innovation System as it is described under the policy recommendations. Only the dedicated application of the Plan – DO – Check- Act Cycle (PDCA) allows the regional innovation policy to improve the above mentioned factors step-by-step, to document and to promote the progress in order to get the support of the inhabitants and entrepreneurs for the next level of improvement, required effort and financial investment in form of taxes.

Furthermore the remaining gaps of regional autonomy in terms of regional innovation policy in single European countries still imply significant barriers for the implementation and monitoring of regional innovation policy.

The SCINNOPOLI approach with the identified referable Framework Conditions and described policy recommendations as well as the presentation of single monitoring instruments on paper and online might give you a perspective how to align and improve SCANNING INNOVATION POLICY IMPACT in your own region.



SCINNOPOLI partners

Amt der Niederösterreichischen Landesregierung / Lower Austria (AT)
www.noel.gv.at

IWT, Agentschap voor Innovatie door Wetenschap en Technologie / Flanders (BE)
www.iwt.be

WTSH, Wirtschaftsförderung und Technologietransfer / Schleswig-Holstein (DE)
www.wtsh.de

WTRDA, Nyugat-Dunántúli Regionális Fejlesztési Ügynökség Köshasznú Nonprofit Kft / West Transdanubia (HU)
www.westpa.hu

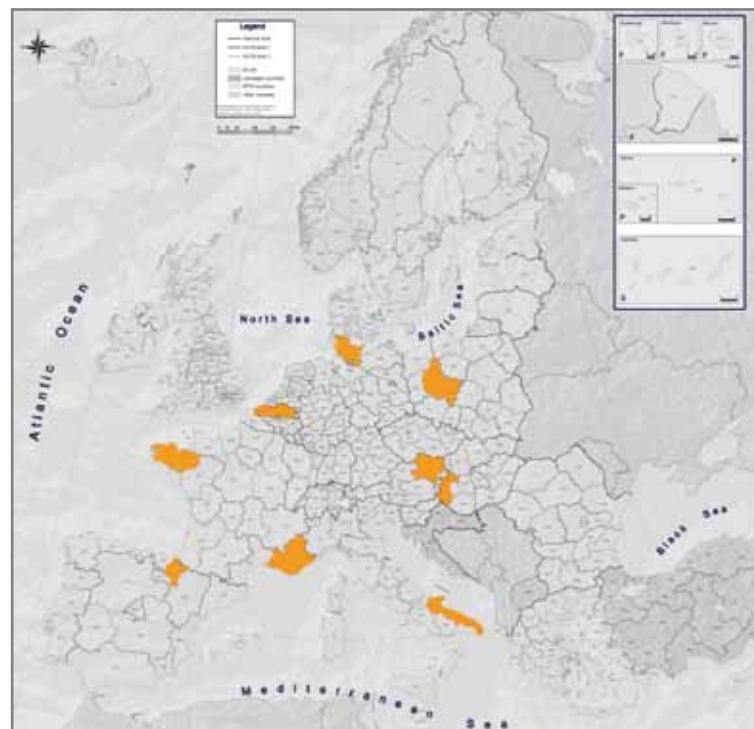
BDI, Bretagne Développement Innovation / Brittany (FR)
www.bdi.fr

ARTI, Agenzia Regionale per la Tecnologia e l'Innovazione / Puglia (IT)
www.arti-puglia.it

MT, Méditerranée Technologies / PACA (FR)
www.mediterranee-technologies.com

Gobierno de Navarra (ES)
www.navarra.es

Fundacja Uniwersytetu im. A. Mickiewicza w Poznaniu / Wielkopolska (PL)
www.ppnt.poznan.pl



Source: Eurostat

