# Monitoring & Evaluation, some principles

Fredrik Rakar, Dr.rer.pol
Santiago de Compostella
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Short introduction

- Researcher: Univ Osnabrück, Implementation problem, *Taming Integration (2005)*
- Marie Curie Excellence Team Fellow Univ Sussex, *GCP Ethical Committees*
- Research Fellow, SADEV
- Consultant M & E, Strateva A & Utv
- REGLAB
- Manangement & Strategy, Univ Kristianstad

Thank you for inviting me
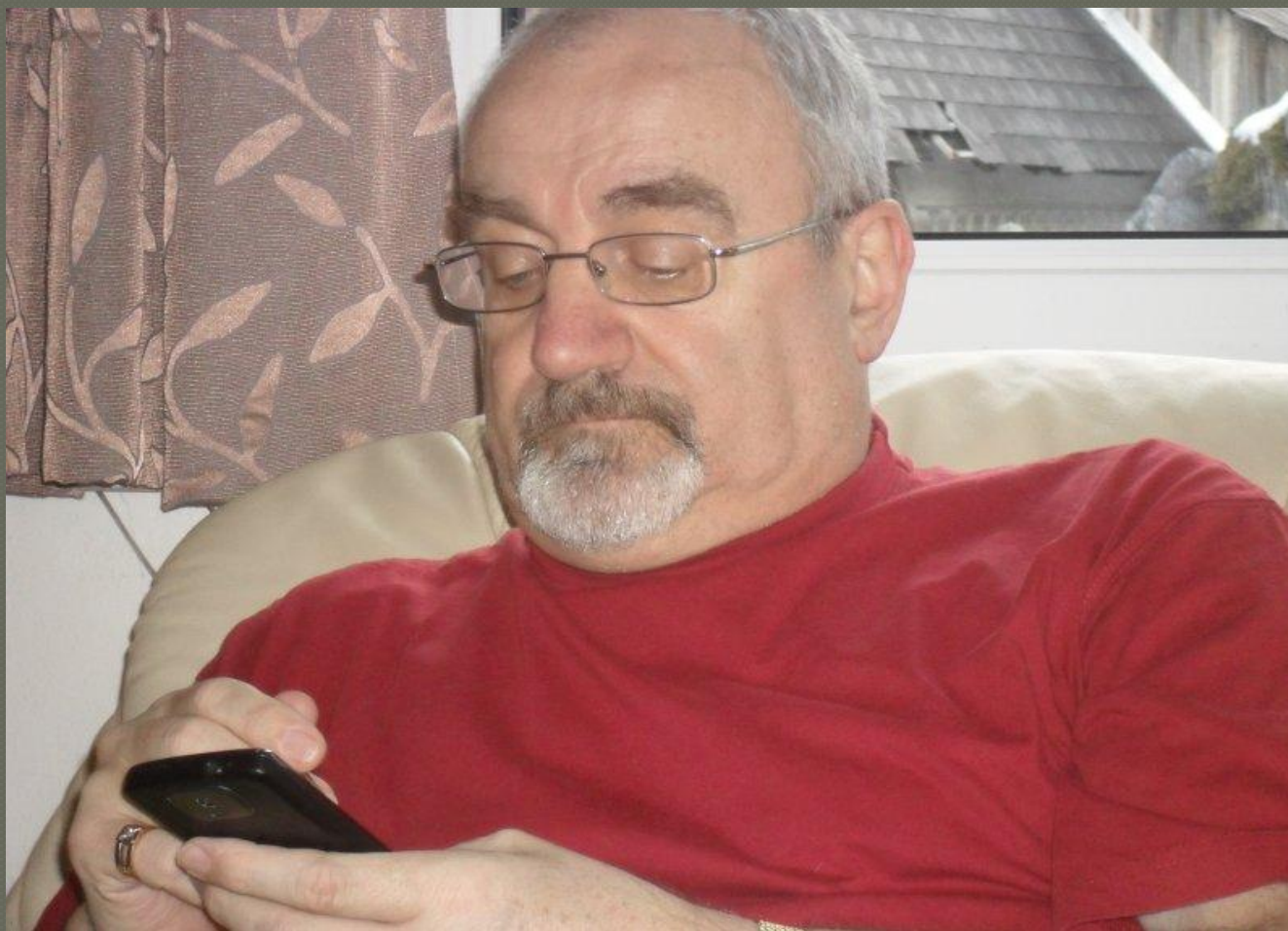
The task

*Monitoring refers to the need to follow progress of implementation…A central task of RIS3 design is to identify a parsimonious yet comprehensive set of **output** and **results** indicators and to establish **baselines** for the result indicators and **target values** for all of them.*
*(p. 24 Smart Specialisation Guide)*

For whom ?

- Politicians – want to show what a success the region is
- Press – wants to show what a failure the strategy has been
- Innovation system – wants to show that they are doing something
- Companies – want to be bothered as little as possible
- The public – want to be ensured that this leads to new jobs (or Champions League)

What do we want to measure?

- ❑ General development of region – how are we doing?
- ❑ Compared to targets – are we closer to 2020?
- ❑ Output and outcomes of the smart specialisation strategy – a comprehensive programme containing projects, actions and activities

Some basics – time matters

- **Input** – resources you have made available and made use of

- **Output** – whatever came out of activities, projects or programmes

- **Outcomes** – results from input-output

- **Impact** – long term effects of strategy
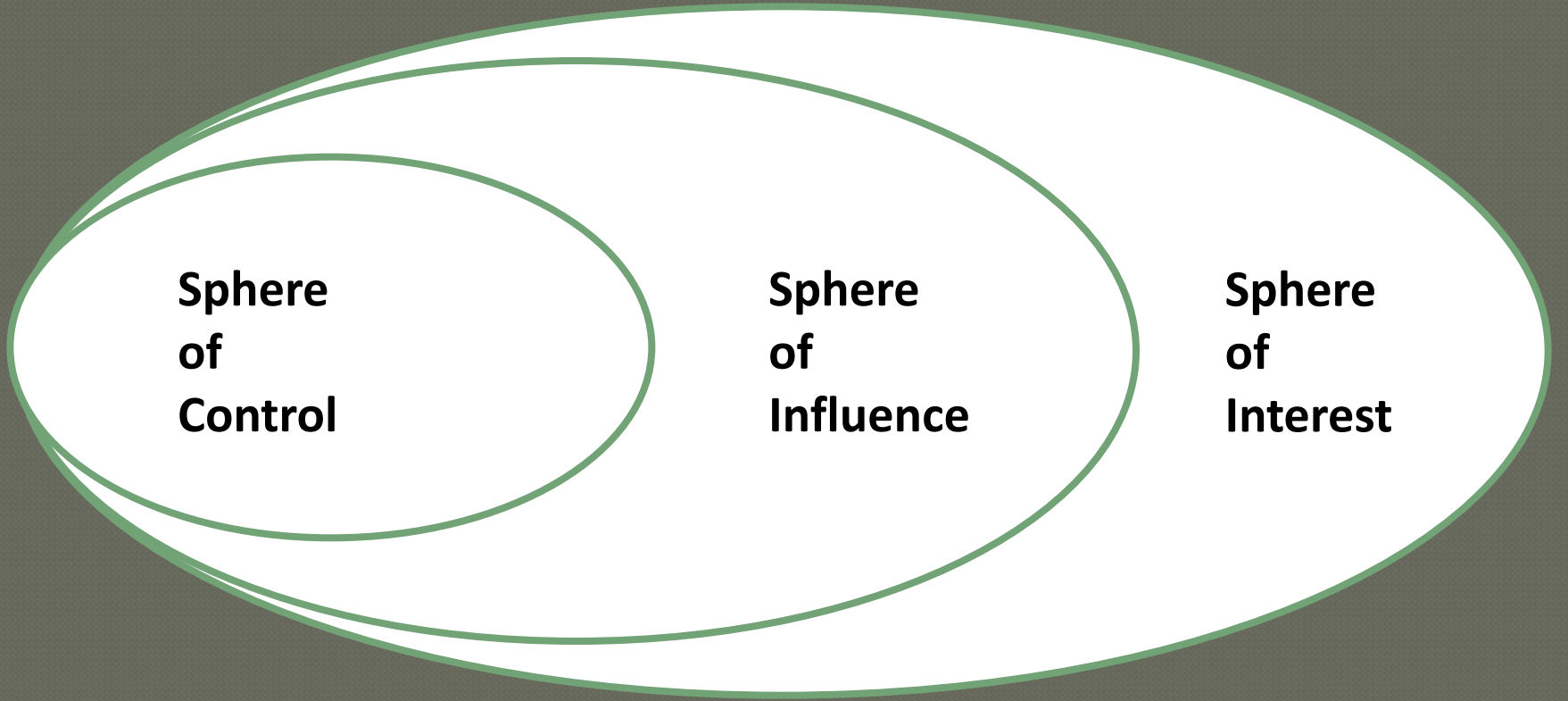
What can we do?

- Try to capture implementation (input and output)
- Try to capture results (following outputs)
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- Try to establish a joint idea of **what we want** to achieve, **how**, and **who** should **do what**
- Establish an early warning system – it could be around an activity, actor or area

What can't we do

- Monitoring will not be able to explain who is to blame when a strategy succeeds or fails
- Monitoring cannot attribute outcomes to programme outputs
- Monitoring cannot tell you why your activities were a success or failure
- There are no Holy Grail indicators that will satisfy all interest groups

A Role for Regions

- **Joint view** of where the region is and where it wants to be
- **Participation** – invite all parts of the system to be part of the process
- Ensure **ownership** within the innovation system – monitoring is for everybody's benefit
- Leave room for reporting more than asked – a **noisy**, early warning system
- **Learning** and adjusting strategy

New, or a return to classics?

- As our competiveness is at stake, we need to see real results. Monitoring is crucial

- Given the experimental, entrepreneurial and innovative nature of Smart Specialisation, monitoring becomes even more important. It must be allowed to try and fail, but learn from it. No straitjackets

- Smart spec calls for a monitoring system focussing on **results** and **outcomes**, rather than hiding behind processes. Indicators could be quantitative or qualitative.

Honest friend

❑ Monitoring means following effects out there in the real world, through the activities agreed within the strategy

❑ Don't get trapped by interests and the programme rhetoric

❑ Our challenges are always: **time**, **causality** and **attribution** (keeping track of those externalities)

❑ Make the system noisy!

Thank you!

Fredrik Rakar