

# Guideline for the ONLINE S3 toolbox

## Tool/application 5.3 RIS3 Budgeting

ONLINE S3 – 710659 – Guidelines for the pilot experimentation phase



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## HISTORY OF CHANGES

Version	Date	Contributing partner	Summary of changes
Version 0.1	2016-10-07	RIM	Structure of the document, elaboration of required information as a template for all tools
Version 1	2017-07-29	URENIO	Filling of the template with information regarding the 5.3 RIS3 Budgeting application.
Version 2	2017-09-01	URENIO	Updating the guide with all the changes that have been discussed during the internal testing process.

## DISCLAIMER

The opinion stated in this report reflects the opinion of the ONLINE S3 consortium and not the opinion of the European Commission.

## ACKNOWLEDGEMENT

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## BACKGROUND AND RATIONAL

RIS3 Budgeting provides a framework for using and combining different budgetary sources to capture the funding dimension of the RIS3 action plan and the needs for funding during the implementation period. It will help for preparing and updating RIS3 budgets based on the sources of funding and committed versus actual expenditure. The method will support RIS3 partnerships and managers in handling the funding dimension of the RIS3 action plan and on-going financial planning during the implementation period. The sources of funding and allocation of funds by type of measure and type of financial instruments will be captured. There are a wide range of budgeting methods and procedures which very much depends on national standard and practices (see OECD, 2014). Hence, the method and related tools will provide a harmonised tool that enables comparison of RIS3 budgets and policy mixes at European level.

The quasi-absence of detailed budget plans in the initial RIS3 strategies has led to a further round of RIS3 action plans during which Member States and regions are requested to provide, amongst other information, more detailed budgeting plans. This tool will support the process of improving budgeting, planning of financial resources, identification of synergies between sources of funds, the extent to which RIS3 are leveraging private finance, etc. The tool will create a complementary and more detailed dataset to the data collected for ESI Fund purposes by managing authorities. It should also provide a means for strategic monitoring of RIS3 as they are implemented as actual versus planned funding/expenditure can be compared over time.

The tool fills a clear gap for users (RIS3 managers and stakeholders) in the current ‘toolkit’ available and leads to a more harmonised, and therefore, comparable approach to budgeting RIS3. This will be of strategic value at both national and EU levels for future evaluation and reporting purposes. **Figure 1** provides the rationale behind this ONLINE S3’s application. There are three discrete stages in the *RIS3 Budgeting* application:

### Step 1. Insert data into the RIS3 Budgeting application

- First of all, the user has to define the years for the elaboration of the RIS3 Budgeting and then the priorities of the RIS3 Strategy under which different measures are grouped. For each priority, one or more measures can be defined and a separate table is generated. Budgeting data are inserted per measure and include: (i) the operational programme under which a measure is funded, (ii) the thematic objective, (iii) the intervention field, (iv) the form of finance, (v) the funding source and the budget values (planned, committed, spent) per year.

### Step 2. Get a RIS3 Budgeting overview

- Once all the necessary information is inserted, the user can get an overview of the RIS3 budgeting. A parent table summarizing the overall financial plan per priority is generated; for each priority a more detailed table is also provided. Through selecting different variables and applying different filters, several tables can be generated according to the users' needs, in order to adequately reflect the budgeting dimension of the RIS3 Strategy. The user can export any of these budgeting tables as well as their relevant charts in several formats.

### Step 3. Benchmarking with other regions

- Finally, in the benchmarking sections, users have access to all the published data by other regions and can perform a comparative analysis between different regions.

*Figure 1 Rational behind the RIS3 Budgeting application*

## DESCRIPTION OF THE APPLICATION

The *RIS3 budgeting* tool gives the user the possibility to insert and manage budgeting data in a structured way through a web-based dashboard. Filling data into a series of standardised nested tables, the application provides users with an overview of the RIS3 financial plan as well as with customized tables and charts.

The logical steps of the application, based on its methodological description are:

### Step 1:

- Selection of the **region** and **years** for the elaboration of the RIS3 Budgeting.
- Definition of the **priorities** under which specific measures are grouped.
- Insertion of data** into the standardised nested budget tables in the measure level.

### Step 2:

- Generation of the **RIS3 budgeting overview**.
- Selection of **grouping variables** and application of **filters** to the data.
- Export** budgeting tables and charts in table or image format.

### Step 3:

**Benchmark** your region's budget with other regions'.

Following the application architecture described in previous steps, the information flows within the application are given in **Figure 2**, below. As the figure illustrates, the initial input comes from the user, who has to define the time period to which the financial plan refers to, as well as the priorities of the RIS3 strategy. Once this information is inserted, the budgeting tables are generated and the user can start inserting more detailed data regarding budget values and other characteristics per measure. For each priority defined before, a separate table is provided and for each measure users have to provide information regarding (i) the operational programme under which this measure is funded, (ii) the thematic objective, (iii) the intervention field, (iv) the form of finance and (v) the funding source.

As far as the budget values are concerned, users are asked to define the amount of money that has been planned to be spent, the committed and the spent one per year. When all the necessary data is uploaded, users can save their progress and proceed to the analysis of these data. Variables can be grouped in several ways and different filters can be adapted so that the users can obtain the form of data they desire. All tables and graphics can be individually extracted through the application in Table and Picture format. Finally, the user can choose whether this data will be published in the database, and continue to the benchmarking process. In this part, users have access to all the published data by other regions and can perform a comparative analysis between different regions.

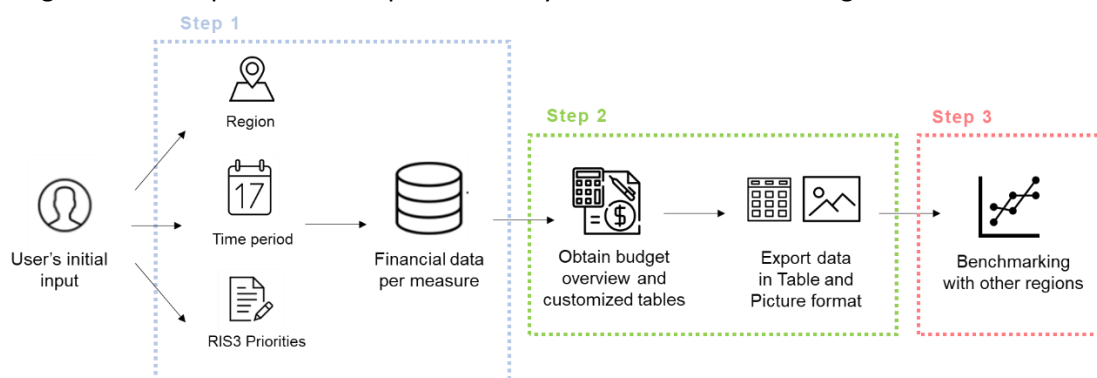


Figure 2 Overview of the RIS3 Budgeting application

## BENEFITS TO KEY ACTORS AND STAKEHOLDERS

The quasi-absence of detailed budget plans in the initial RIS3 strategies has led to a further round of RIS3 action plans during which Member States and regions are requested to provide, amongst other information, more detailed budgeting plans. This application supports the process of improving budgeting, planning of financial resources, identification of synergies between sources of funds, the extent to which RIS3 are leveraging private finance, etc. Through an easy-to-use framework of standardised nested tables, users can collect all the information related to RIS3 budgeting in a single web-based dashboard. In this way, this tool creates a complementary and more detailed dataset to the data collected for ESI Fund purposes by managing authorities.

The *RIS3 Budgeting* application also provides a means for strategic monitoring of RIS3 as they are implemented as planned versus committed and spent funding/expenditure can be compared over time. Through a user-friendly interface, users can easily handle their data in order to generate customised tables using the grouping and filtering features.

Overall, this application fills a clear gap for users (RIS3 managers and stakeholders) in the current 'toolkit' available and attempts to lead to a more harmonised, and therefore, comparable approach to budgeting RIS3. This will be of strategic value at both national and EU levels for future evaluation and reporting purposes. The benefits to stakeholders when using the RIS3 Budgeting application are illustrated schematically in Figure 3.

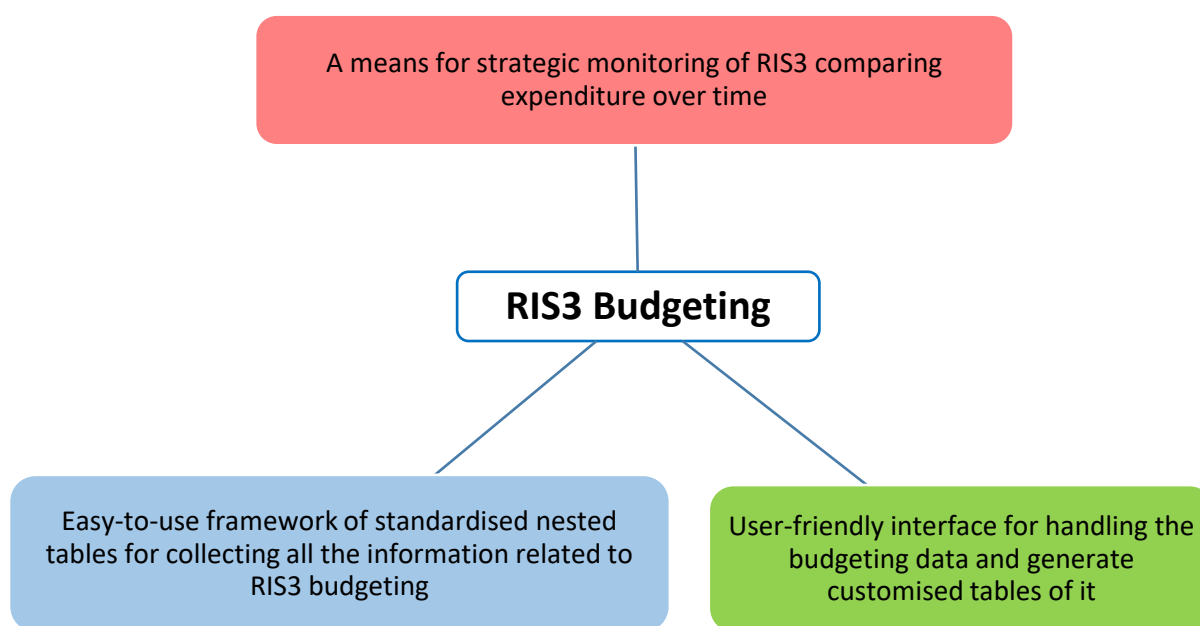


Figure 3 Benefits to stakeholders when using the RIS3 Budgeting application

## KEY ISSUES AND REQUIREMENTS

The *RIS3 Budgeting* application provides a set of standardised nested tables that permit users insert and manage budgeting data in a structured way. The tool does not provide a financial or budgetary planning tool adapted to specific national budgeting rules or accounting procedures. On the contrary, it supports the generation of customised tables and charts according to the users' preferences of an existing budget.

The key issues regarding this application are illustrated in **Figure 4**, presented according to the step they are associated to. More specifically, in **Step 1** users have to be aware that all budget values have to be collected before using this application. The tool is not designed not help users identify funding sources and financial instruments, but to help them manage their budget data. Additionally, it is important for users to enter the financial data in terms of planned, committed and spent amount of money, as the application is based on this distinction.

In **Step 2**, in order to obtain a budget overview, all budget values have to be inserted in the application. If the data you have entered are not complete, the analysis of this data can be misleading and erroneous. Furthermore, users have to carefully select the grouping and filters they desire, so that they obtain meaningful and comprehensive results.

Finally, for **Step 3**, the main requirement concerns the availability of budget data from other regions. If few or no regions publish their data, this step will not work properly. However, even if there are enough data from other regions, users have to be really careful regarding the regions they select and the way they interpret the results of the benchmarking step.

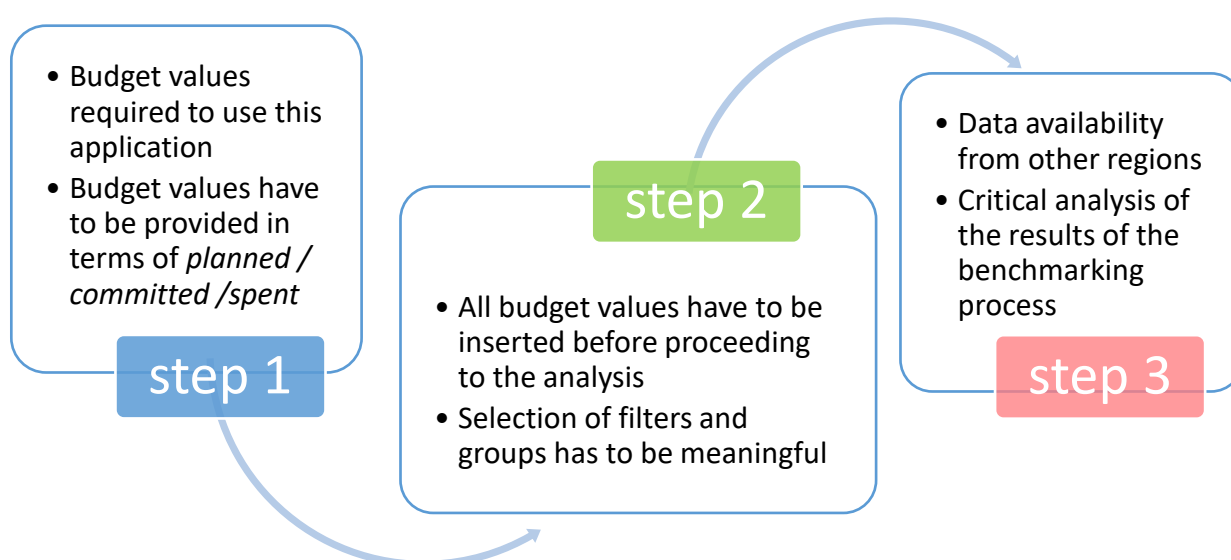


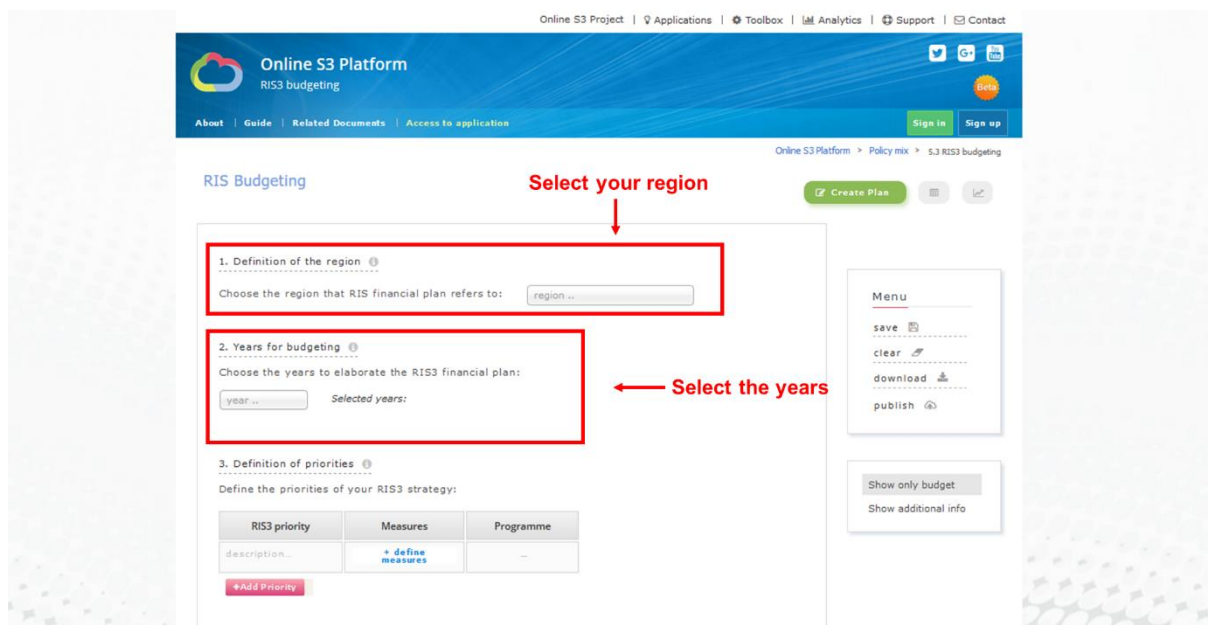
Figure 4 Key issues when using the *RIS3 Budgeting* application

## A STEP-BY-STEP GUIDE

### How to use this application step-by-step?

#### Step 1. Selection of the years for the elaboration of the RIS3 Budgeting

First, you have to select the region for the RIS3 budget you are going to plan. Then, you have to choose the years for which you want to elaborate the RIS3 financial plan. Bear in mind that you should select the years in chronological order, so that the budgeting tables are properly presented.



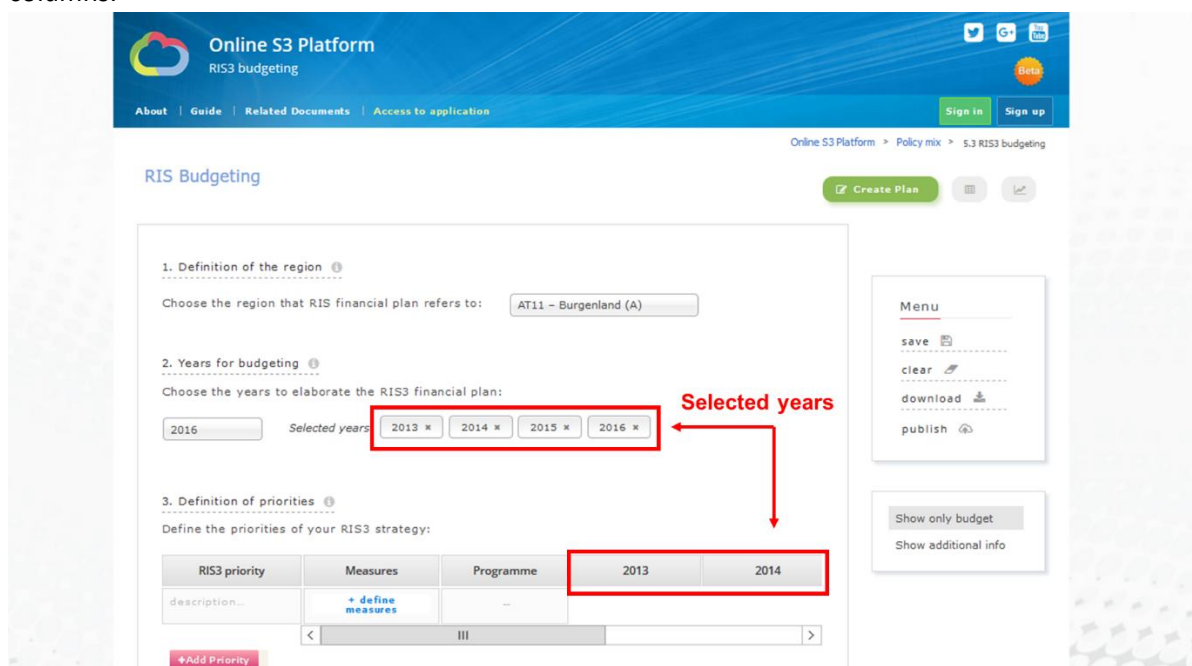
The screenshot shows the 'RIS Budgeting' section of the 'Online S3 Platform'. The interface includes a header with navigation links (About, Guide, Related Documents, Access to application) and a 'Sign in' button. The main content area is divided into three steps:

- 1. Definition of the region**: A dropdown menu labeled 'region ..' is shown. A red box highlights this section, and a red arrow points to it with the text 'Select your region'.
- 2. Years for budgeting**: A dropdown menu labeled 'year ..' is shown. A red box highlights this section, and a red arrow points to it with the text 'Select the years'.
- 3. Definition of priorities**: A table with columns 'RIS3 priority', 'Measures', and 'Programme' is shown. A red box highlights the 'Programme' column, and a red arrow points to it with the text 'Selected years'.

A 'Menu' sidebar on the right contains options: save, clear, download, and publish. Below it are buttons for 'Show only budget' and 'Show additional info'.

Figure 5 Step 1a - Selection of region and years

All the selected years will appear on the right, as well as in the budgeting tables, adding extra columns.



The screenshot shows the 'RIS Budgeting' section of the 'Online S3 Platform'. The interface includes a header with navigation links (About, Guide, Related Documents, Access to application) and a 'Sign in' button. The main content area is divided into three steps:

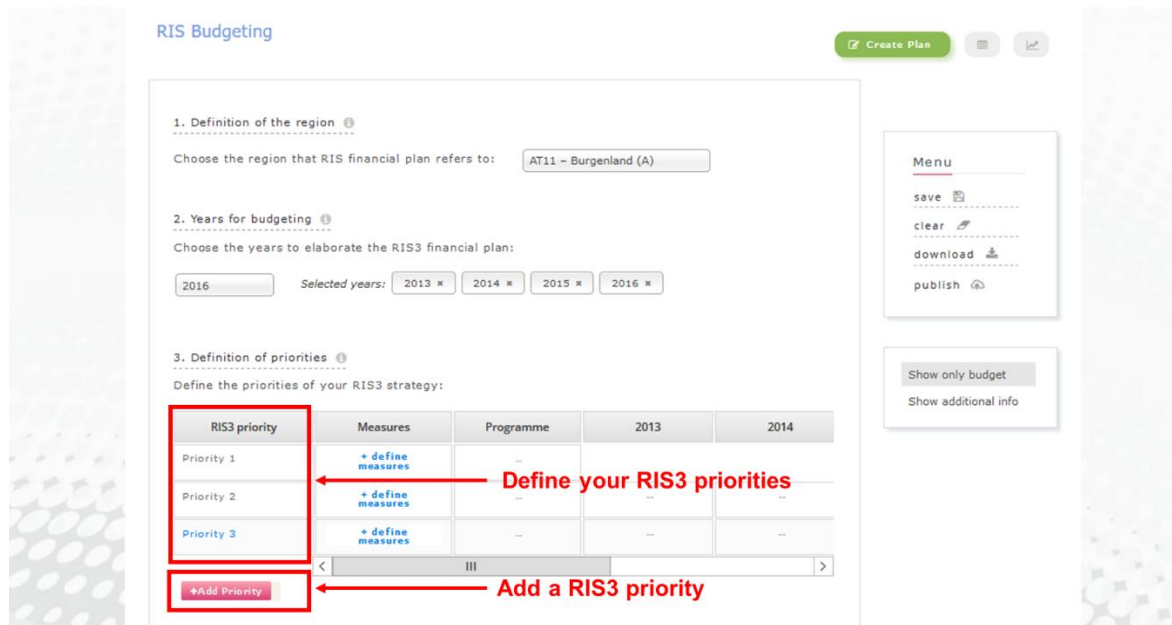
- 1. Definition of the region**: A dropdown menu labeled 'AT11 – Burgenland (A)' is shown.
- 2. Years for budgeting**: A dropdown menu labeled '2016' is shown. A red box highlights the 'Selected years' section, and a red arrow points to it with the text 'Selected years'.
- 3. Definition of priorities**: A table with columns 'RIS3 priority', 'Measures', and 'Programme' is shown. A red box highlights the 'Programme' column, and a red arrow points to it with the text 'Selected years'.

The 'Selected years' section shows the years 2013, 2014, 2015, and 2016. The 'Programme' column in the table shows the years 2013 and 2014.

Figure 6 Step 1a - Selected years

## **Step 2. Definition of the priorities under which specific measures are grouped**

In this step, you should define the priorities of your RIS3 strategy. For each priority you define, a new table will be generated below. Bear in mind that this table is not editable; you have to insert more detailed data in the next step so that this table is informed.



**1. Definition of the region**

Choose the region that RIS financial plan refers to: AT11 – Burgenland (A)

**2. Years for budgeting**

Choose the years to elaborate the RIS3 financial plan:

2016 Selected years: 2013 \* 2014 \* 2015 \* 2016 \*

**3. Definition of priorities**

Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	2013	2014
Priority 1	+ define measures	...	...	...
Priority 2	+ define measures	...	...	...
Priority 3	+ define measures	...	...	...

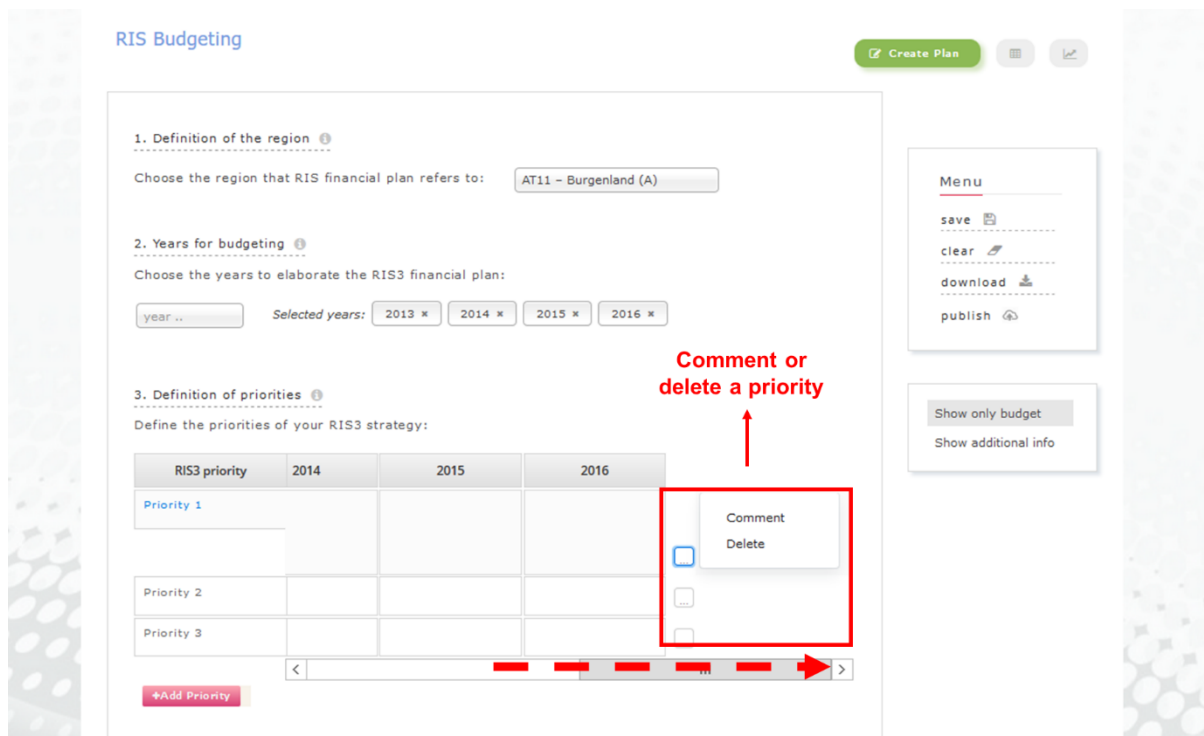
+Add Priority

**Define your RIS3 priorities**

**Add a RIS3 priority**

Figure 7 Step 1b- Definition of RIS3 priorities

At any time, you can delete or add a comment for each priority, scrolling to the right part of the table.



**1. Definition of the region**

Choose the region that RIS financial plan refers to: AT11 – Burgenland (A)

**2. Years for budgeting**

Choose the years to elaborate the RIS3 financial plan:

year .. Selected years: 2013 \* 2014 \* 2015 \* 2016 \*

**3. Definition of priorities**

Define the priorities of your RIS3 strategy:

RIS3 priority	2014	2015	2016
Priority 1			
Priority 2			
Priority 3			

+Add Priority

**Comment or delete a priority**

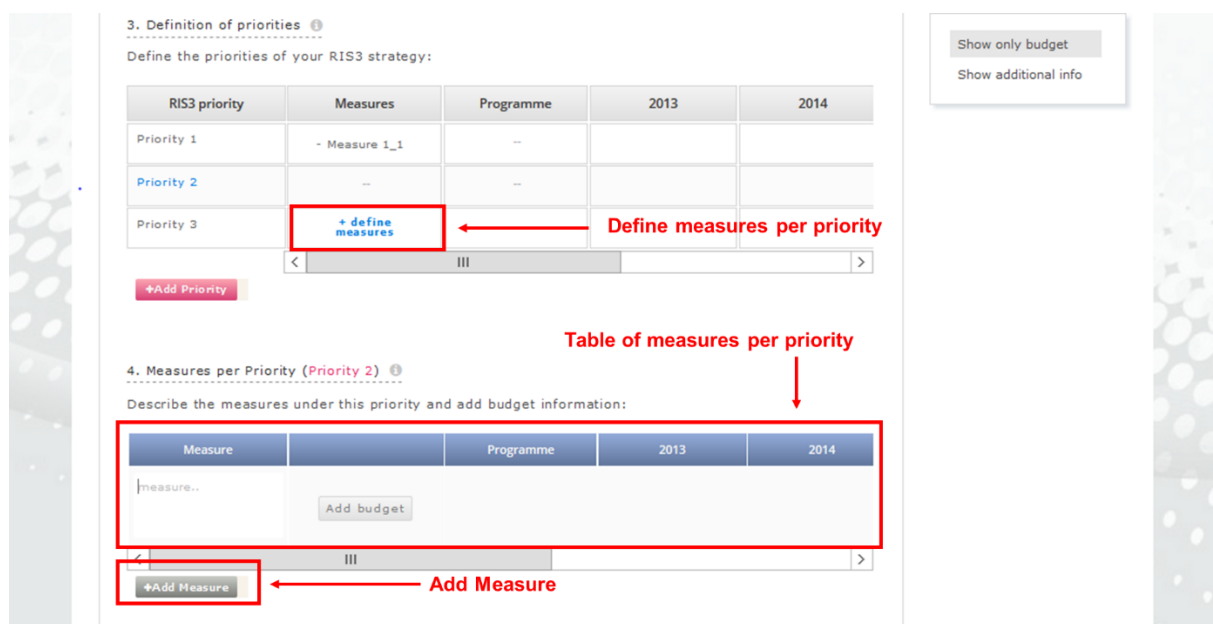
Comment  
Delete

Figure 8 Step 1b – Comment or delete a priority



### **Step 3. Insertion of data into the standardised nested budget tables in the measure level**

- i. **Definition of measures:** In order to add more information regarding the measures per priority, click on the “define measures” option and the corresponding table will appear in the bottom part of your screen. A different table of measures corresponds to each priority. Each line of the table corresponds to a different measure and you can add a measure clicking on the “add measure” tab.



3. Definition of priorities ⓘ  
Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	2013	2014
Priority 1	- Measure 1_1	--		
Priority 2	--	--		
Priority 3	<a href="#">+ define measures</a>	--		

[+Add Priority](#)

4. Measures per Priority (Priority 2) ⓘ  
Describe the measures under this priority and add budget information:

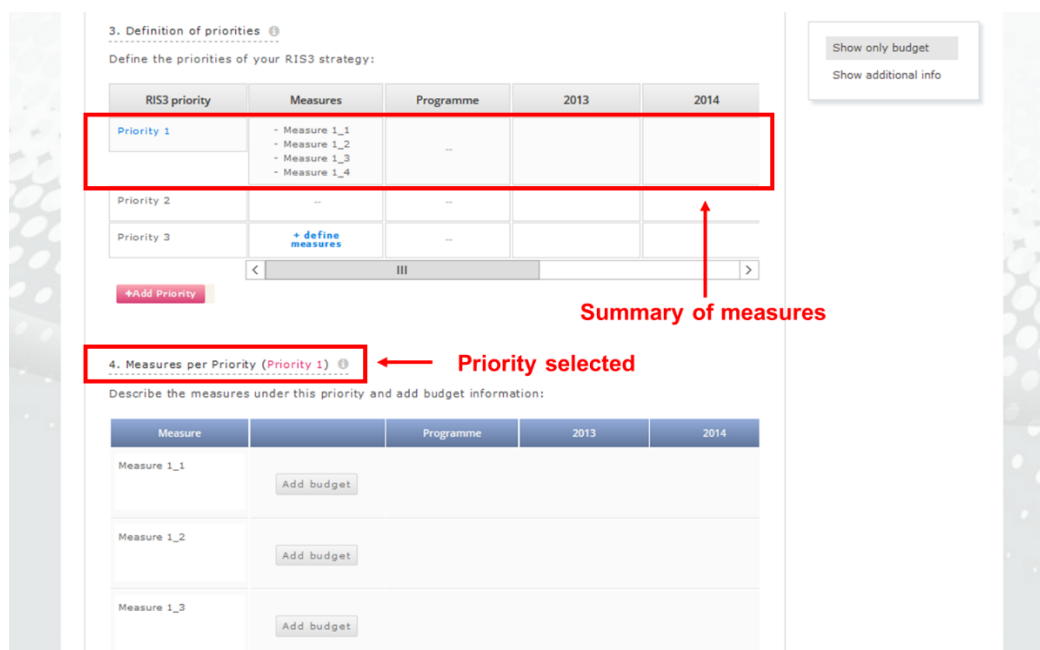
Measure	Programme	2013	2014
Measure..			

[Add budget](#)

[+Add Measure](#)

Figure 9 Step 1c - Definition of measures

All the measures you enter directly inform the overall table (in the section 2), but no modifications can be made in this table. To ensure you edit the right priority table, you can check the priority you have selected as shown in the following figure.



3. Definition of priorities ⓘ  
Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	2013	2014
Priority 1	- Measure 1_1 - Measure 1_2 - Measure 1_3 - Measure 1_4	--		
Priority 2	--	--		
Priority 3	<a href="#">+ define measures</a>	--		

[+Add Priority](#)

4. Measures per Priority (Priority 1) ⓘ  
Describe the measures under this priority and add budget information:

Measure	Programme	2013	2014
Measure 1_1			
Measure 1_2			
Measure 1_3			

[Add budget](#)

Figure 10 Step 1c - Table of measures per priority

- ii. **Add budget:** To add further details regarding each measure, you have to click on the “add budget” option and fill in the required form.

3. Definition of priorities <sup>?</sup>  
Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	2013	2014
Priority 1	- Measure 1_1	---		
Priority 2	+ define measures	---		
Priority 3	+ define measures	---		

+Add Priority

4. Measures per Priority (Priority 1) <sup>?</sup>  
Describe the measures under this priority and add budget information:

Measure	Programme	2013	2014
Measure 1_1			

Add budget

+Add Measure

Show only budget  
Show additional info

Figure 11 Step 1c - Add budget values

You have to provide information regarding (i) the operational programme under which each measure is funded, (ii) the thematic objective, (iii) the intervention field, (iv) the form of finance and (v) the funding source. The budget values should be provided in terms of the planned, committed and spent amount of money. Once you enter all the required information, click the ok button.

*Note that one measure could have more than one entry for budget, as it might receive funding from different operational programmes, funding sources etc.*

2. Years for budgeting <sup>?</sup>  
Choose the years to elaborate the RIS3 financial plan:

year ... Selected years: 2013 \* 2014 \* 2015 \* 2016 \*

3. Definition of priorities <sup>?</sup>  
Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	2013	2014
Priority 1	- Measure 1_1	---		
Priority 2	+ define measures	---		
Priority 3	+ define measures	---		

+Add Priority

4. Measures per Priority (Priority 1) <sup>?</sup>  
Describe the measures under this priority and add budget information:

Measure	Programme	2013	2014
Measure 1_1			

+Add Measure

**Budget details**

Measure Description: Measure 1\_1

Operational Programme:

Thematic Objective:

Intervention code:

Form of finance:

Funding source:

**Budget values:**

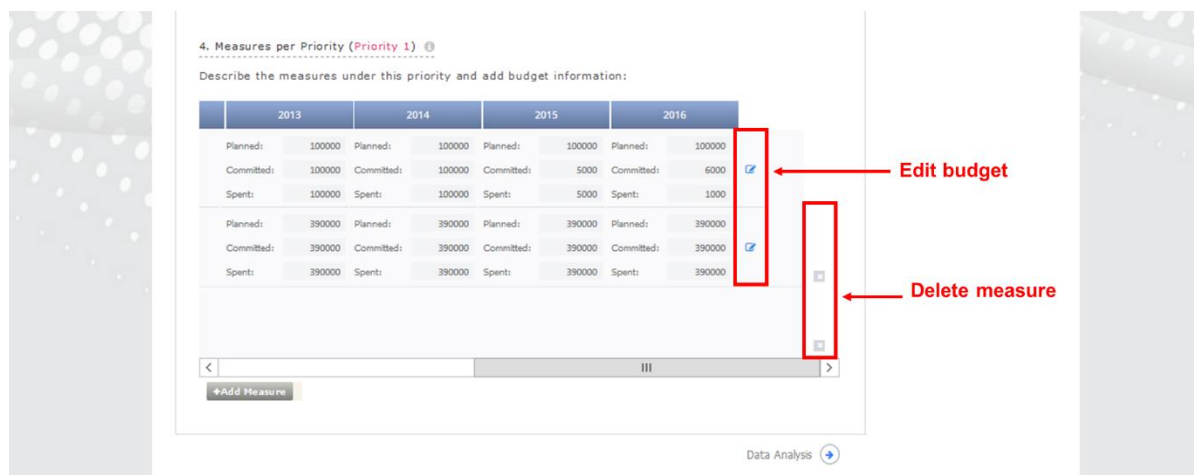
	2013	2014	2015	2016
Planned Value	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Committed Value	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Spent Value	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Cancel OK

Define measures  
Select from drop-down list  
Add budget values per year  
Save your data

Figure 12 Step 1c - Budget form

Whenever it is necessary, you can modify the budget values by selecting the edit icon in the right side of the table, as you can see in the following table. You can also delete the whole measure by selecting the x icon.



4. Measures per Priority (Priority 1) ⓘ

Describe the measures under this priority and add budget information:

	2013	2014	2015	2016	
Planned:	100000	Planned: 100000	Planned: 100000	Planned: 100000	Edit budget
Committed:	100000	Committed: 100000	Committed: 5000	Committed: 6000	
Spent:	100000	Spent: 100000	Spent: 5000	Spent: 1000	
Planned:	390000	Planned: 390000	Planned: 390000	Planned: 390000	Delete measure
Committed:	390000	Committed: 390000	Committed: 390000	Committed: 390000	
Spent:	390000	Spent: 390000	Spent: 390000	Spent: 390000	

+Add Measure

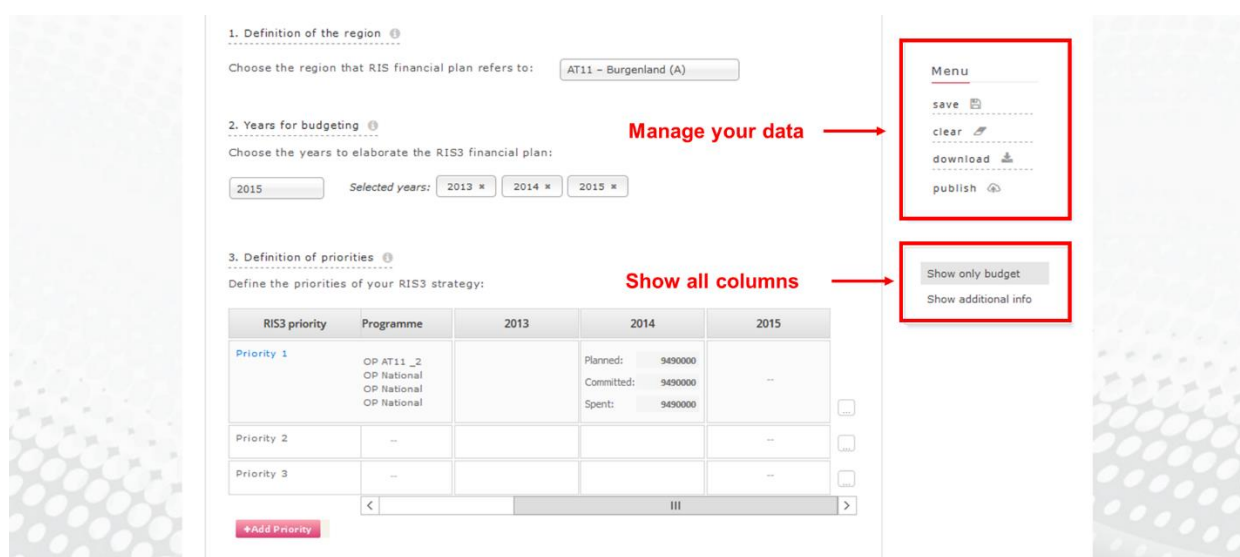
Data Analysis

Figure 13 Step 1c – Edit and delete a measure

At the right side of the application, you can find some main functions of the application which are:

- **Save:** saves all the data you have entered in your account in the database.
- **Clear:** clears all the data you have entered since you started using the application.
- **Download:** data is downloaded in an excel file that includes the main table of the overall budgeting and as many additional sheets as the priorities you have defined with the corresponding table.
- **Publish:** your data is published in the platform and, in this way, any user can see your budget details. This is a very important step in case you want to benchmark your region with another region.

At any time, you can show only budget values or additional information, regarding (i) the thematic objective, (ii) the intervention field, (iii) the form of finance and (iv) the funding source, or even add a comment for each priority.



1. Definition of the region ⓘ

Choose the region that RIS financial plan refers to: AT11 – Burgenland (A)

2. Years for budgeting ⓘ

Choose the years to elaborate the RIS3 financial plan:

2015 Selected years: 2013 \* 2014 \* 2015 \*

3. Definition of priorities ⓘ

Define the priorities of your RIS3 strategy:

RIS3 priority	Programme	2013	2014	2015
Priority 1	OP AT11 _2 OP National OP National		Planned: 9490000 Committed: 9490000 Spent: 9490000	
Priority 2	...			
Priority 3	...			

+Add Priority

Menu

- save
- clear
- download
- publish

Show only budget

Show additional info

Figure 14 Manage your data

#### Step 4. Generation of the RIS3 budgeting overview

When all the necessary data is uploaded, an overview of your budgeting plan can be found in section 2. This table summarizes all the information you have provided in the priority tables for the selected years. Further Don't forget that at any time, you can show or hide extra columns regarding (i) the thematic objective, (ii) the intervention field, (iii) the form of finance and (iv) the funding source.

2. Years for budgeting

Choose the years to elaborate the RIS3 financial plan:

2016 Selected years: 2013 2014 2015 2016

3. Definition of priorities

Define the priorities of your RIS3 strategy:

RIS3 priority	Measures	Programme	Objective	Intervention
Priority 1	- Measure 1_1 - Measure 1_2	- OP National - OP REGIONAL	02-Enhancing access to	- 002-Research and innovation processes in large enterprises - 003-Productive investmentmore ...
Priority 2	- Measure 2_1 - Measure 2_2 - Measure 2_3	-	04-Supporting the shift towards a low carbon economy in all sectors	- 002-Research and innovation processes in large enterprises
Priority 3	- Measure 3_1 - Measure 3_2	- OP NATIONAL	05-Promoting climate change adaptation	- 004-Productive investment linked to the cooperation between large enterprisesmore ...
Priority 4	- Measure 4_1	- OP Regional	06-Preserving and protecting the environment and promoting resource efficiency	- 002-Research and innovation processes in large enterprises

← Budgeting Overview (main table)

Figure 15 Step 2a - Budgeting overview

#### Step 5. Selection of grouping variables and application of filters to the data

When all the necessary data is uploaded, you can proceed to the analysis section. You can go to the analysis section by clicking on the data analysis button, either on the upper right part or the bottom right part of the application. Data can be grouped according to any variable and different filters can be adapted so that you can obtain any analysis of your data.

Online S3 Platform  
RIS3 budgeting

About | Guide | Related Documents | Access to application

Sign out Sign up

Online S3 Platform > Policy mix > S3 RIS3 budgeting

RIS Budgeting

Data Analysis

Group by

Priority Objective Intervention Form of finance Funding source

show extra columns

Add Filters

Priority: 4 selected Programme: 4 selected Thematic objective: 12 selected

Intervention code: 123 selected Form of finance: 7 selected Funding source: 19 selected

Year: 2013, 2014, 2015, 2016

Reset Apply

← Group by variable

← Add filters

← Apply

download results in xls  
download results in word  
export for monitoring

Create Plan Benchmarking

Figure 16 Step 2b - Group and filter your data

You can select whether you want to show or not extra columns in the generated tables and, at any time, you can reset your query through the reset button in the bottom of this page.

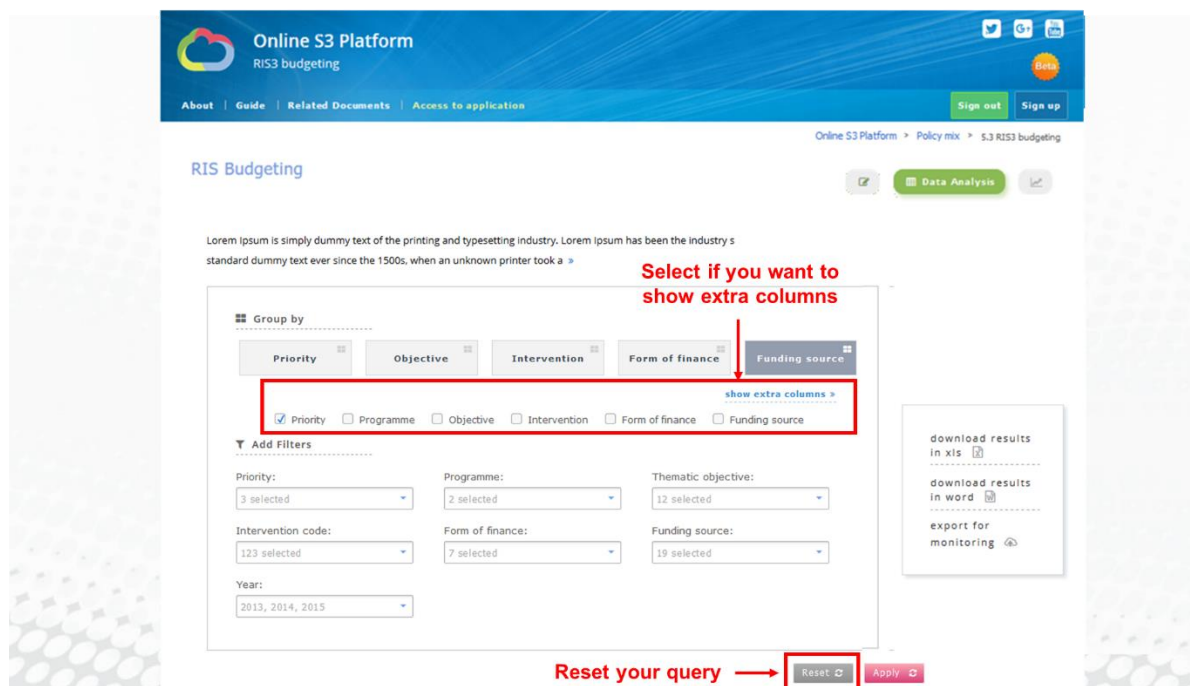


Figure 17 Step 2b - Show/Hide extra columns and reset your query

## Step 6. Export budgeting tables and charts in table or image format

Clicking the apply button, the table you have selected is generated and your budget is presented based on the selected variable and the filters you have applied.

Budget presented based on the selected variable

Finance	2013			2014			Planned Value
	Planned Value	Committed Value	Spent Value	Planned Value	Committed Value	Spent Value	
01-Non-repayable grant	10000000	10000000	10000000	10000000	10000000	10000000	10000000
02-Repayable grant	20000000	20000000	20000000	20000000	20000000	20000000	20000000
03-Support through financial instruments: venture and equity capital or equivalent	20000000	20000000	20000000	20000000	20000000	20000000	20000000

III

Create Plan      Benchmarking

Figure 18 Step 2b - Budget Analysis

These tables can be exported both in xls and word format, as you can see in the menu at the right sidebar of the application. Moreover, you have the option to export your data in a format that can be easily connected to the *6.1 Monitoring* application. However, this feature is not available in beta version.

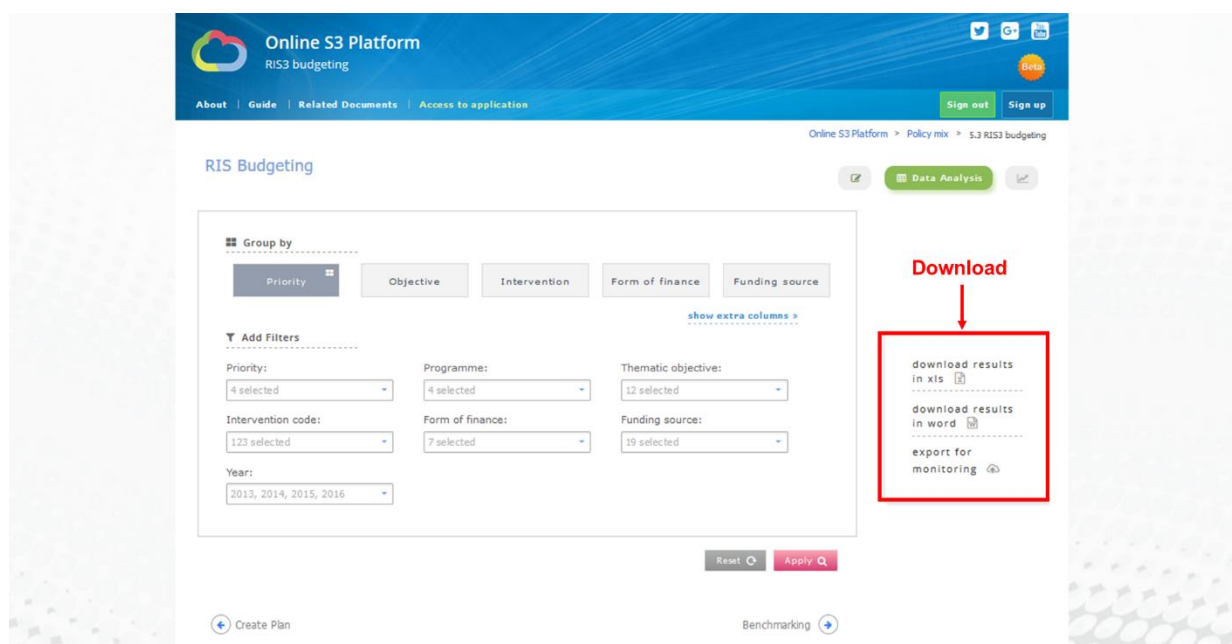


Figure 19 Step 2c - Export budgeting tables

## Step 7. Benchmark your region's budget with other regions'

Finally, the user can continue to the last section of this application that is the benchmarking process. In this part, users have access to all the published data by other regions and can perform a comparative analysis between different regions.

## FURTHER INFORMATION

Further information regarding the description of the method can be found on the site of the Online-S3 project ([www.onlines3.eu](http://www.onlines3.eu)).

## REFERENCES

Foray, D., Goddard, J., Goenaga Beldarrain, X., Landabaso, M., McCann, P., Morgan, K., Nauwelaers, C., Ortega-Argilés, R. Guide to Research and Innovation Strategies for Smart Specialisation (Ris 3), Smart Specialisation Platform. Regional Policy. available at <http://s3platform.jrc.ec.europa.eu/s3pguide>: European Commission; 2012.

OECD. (2014). Budgeting Practices and Procedures in OECD Countries. Paris: OECD Publishing. doi:10.1787/9789264059696-en