

**MONITORING AND EVALUATION PROCESS OF  
CLUSTER MANAGEMENT ORGANISATIONS AND REGIONAL CLUSTER POLICY**

<b>OBJECT</b>	<b>TIMELINE</b>	<b>SUBJECT</b>
<b>PROPOSAL EVALUATION</b> (ex-ante evaluation) <b>Cluster Management Organisation (CMO) Selection</b>	3-5 years	Evaluation and Monitoring Committee
<b>ONGOING MONITORING AND EVALUATION</b> (programme implementation check, grant assignment and reporting check)	yearly	Evaluation and Monitoring Committee
<b>CLUSTER SCOREBOARD</b> (cluster performances and cluster policy)	yearly	Piedmont Region
<b>CMO ONGOING SELF MONITORING AND EVALUATION</b> (strategic and activity plan)	periodically	Cluster Management Organisation (CMO)

**MAIN INDICATORS:**

- 1- **DEGREE OF CLUSTER DEVELOPMENT** → n. of associated members /n. of Piedmont enterprises of the sector, R&D investment of associated enterprises funded by the Region
- 2- **RESEARCH AND INNOVATION PERFORMANCE INDICATOR** → n. of projects funded, amount of investment, amount of public grant, n. of provided services, n. of EU projects participation, investment in R&D activated by associated enterprises in public call
- 3- **SKILLS AND TRAINING** → n. of cluster agreements, n. of companies that cooperate with Institutes and Universities
- 4- **GOVERNANCE** → Participation rate of associated members to the Strategic Agenda, n. of events and B2B organized by clusters
- 5- **EXTRA-TERRITORIAL LOBBY** → n. of cluster participations to EU initiatives, n. of cluster national and international cooperation

**CHALLENGES** RELATED TO CLUSTER POLICY

- rationalize and redefine the clusters' thematic areas
- increase and qualify services provided by clusters
- increase the number of the associated members
- spread research results among SMEs
- identify SMEs technological needs
- specialize the regional innovative system in the clusters' thematic areas

**SUCCESS FACTORS** RELATED TO CLUSTER POLICY

- cluster number reduction and alignment with the Smart Specialisation Strategy's priorities
- improvement of the activities of the clusters management organisation
- cluster awareness of achievements of the strategic agenda

**USE OF THE RESULTS FROM THE EVALUATION**

<b>EVALUATION AND MONITORING COMMITTEE</b> uses the results in order to:	<b>CLUSTER EVALUATION SCOREBOARD – Piedmont Region</b> uses the results in order to:
- determine the effective financial contribution;	- compare the 2009-2015 and 2016-2020 cluster performances
- approve (possible) Programme changes	- evaluate of the regional cluster policy
- evaluate the correct, efficient and proper operating of the Cluster	- benchmark at national and international level
- decide for a possible fund stopping	- publish the results on a dedicate platform