



CLUSTERS3

Interreg Europe



European Union
European Regional
Development Fund

REGIONE PIEMONTE

“Inverness Learning Workshop”








CLUSTER MONITORING AND EVALUATION

REGIONAL CLUSTER POLICY

New industrial policy tool to support innovative skills and competitiveness of regional research system

INNOVATION CLUSTERS:
Groupings of independent undertakings – innovative start-ups, small medium and large undertakings as well as research organisation

OBJECTIVES: promoting intensive interactions, common use of facilities and exchange of knowledge, contributing to technology transfer and networking among associated members

Cluster Technological domains 2016 - 2020	
	AGRIFOOD
ENERGY AND CLEAN TECHNOLOGIES 	
	GREEN CHEMISTRY
ICT 	
	LIFE SCIENCE
SMART PRODUCT AND MANUFACTURING 	
	TEXTILE

REGIONAL CLUSTER MONITORING AND EVALUATION PROCESS

WHAT	WHO
<p>PROPOSAL EVALUATION (ex-ante evaluation) Cluster management organisation (CMO) Selection</p>	<p>EVALUATION AND MONITORING COMMITTEE (supported by Finpiemonte S.p.A – regional agency)</p>
<p>ONGOING MONITORING AND EVALUATION (programme implementation check, grant assignment and reporting check)</p>	
<p>CLUSTER SCOREBOARD (cluster performances and cluster policy)</p>	<p>PIEDMONT REGION</p>
<p>CMO ONGOING SELF MONITORING AND EVALUATION (Strategic and activity plan)</p>	<p>CLUSTER MANAGEMENT ORGANISATIONS</p>

PROPOSAL EVALUATION

Submitted Proposals for Cluster management organisation **selection** are subject to a 2 steps evaluation procedure lead by **EVALUATION AND MONITORING COMMITTEE**

STEP 1 – PROGRAMME ADHERENCE TO THE FOLLOWING PRINCIPLES AND FRAMEWORK:

- Strengthen an broaden their scope
- Promptly identify Cluster Thematic area and specialisations
- Carry out an integrated and synergic action with the innovation regional system
- Guaranty a regional relevance to their activities
- Reach a sufficient critical mass
- Facilitate projects redirecting towards higher TRL moving industrial research closer to the market.

STEP 2 - PROGRAMME CONTENT EVALUATION

Programme evaluation is structured in 3 analysis levels:

- 1. BASELINE SCENARIO**
 - Thematic area framework and definition
- 2. REGIONAL INNOVATION CLUSTER AND CLUSTER MANAGEMENT ORGANISATION**
 - Strategy, Objectives and Services
 - Typology governance, cooperation
- 3. INNOVATION CLUSTER'S PLAYERS**
 - Cluster mapping

ONGOING MONITORING AND EVALUATION

The Committee is empowered of the ongoing evaluation and monitoring of the Programmes entitled for funding in order to:

- determine the effective financial contribution;
- approve (possible) Programme changes;
- evaluate the correct, efficient and proper operating of the Cluster;
- decide for a possible fund stopping.

Each Cluster shall submit:

1. by December 31st of each year

- a **report of the activities** carried out and the total amount of the expenditure;
- **presentation and quantification of the achievements** specifying the reasons of possible deviations
- a **provisional operational programme** for the coming year and the corresponding **expenditures budget**, split in cost typologies and activities

2. by March 20th of each year

- a **final financial report** of the expenditures incurred the previous year

Following to the document examination the EMC has the power to:

- **reassess the previously planned and assigned grant** because of lower spending or lower eligible expenditures, compared to the prior financial plan
- **assign the cluster a planned grant for the next year** corresponding to the 50% of the previous year grant
- **assign the potential remaining 50% grant** proportionally to the degree of achievement of the objectives.

The EMC will consider three levels of analysis:

- I) **Cluster general trend evaluation**
- II) **performance indicators**
- III) **extent to which predefined specific objectives have been achieved**

CLUSTER EVALUATION SCOREBOARD

OBJECTIVES

- comparing the 2009-2015 and 2016-2020 cluster performances
- evaluation of the regional cluster policy
- benchmarking at national and international level
- publishing the results on a dedicate platform

The scoreboard is made up of **5** evaluation dimensions and related indicators

1. DEGREE OF CLUSTER

DEVELOPMENT (physical indicators)

- n. of associated members (total)
- n. of associated members /n. of Piedmont enterprises of the sector
- n. of associated members per year
- R&D investment of associated enterprises funded by the Region

4. GOVERNANCE (physical

indicators)

- Participation rate of associated members to the Strategic Agenda (active enterprises /associated members)
- Level of cooperation among cluster associated members (n. of events, n. of participants, n. of B2B)

2. RESEARCH AND INNOVATION PERFORMANCE INDICATOR

A. Referred to Cluster calls activated

- n. of projects funded
- amount of investment
- amount of public grant
- n. of active partner
- n. of R.O. cooperation
- amount of contracts with R.O.

B. General indicators

- n. of provided services
- n. of EU projects participation
- investment in R&D activated by associated enterprises in public call
- investment in R&D activated by associated enterprises without public funding

3. SKILLS AND TRAINING

- n. of cluster agreements
- n. of companies that cooperate with Higher Technical Training Foundations, Universities and public and private Research Centres

5. EXTRA-TERRITORIAL LOBBY

- n. of cluster participations to EU initiatives (Platforms, networks, associations, etc)
- n. of cluster national and international cooperation (projects, MoU, etc.)

CMO ONGOING SELF EVALUATION

Each Cluster shall define:

- the process for verifying and updating the strategic and activities plan
- the procedures for monitoring on regular basis the quantitative achievements and related deviations compared to the target declared in the annual and three-year plan;
- overall performance
- spillovers and ex-post impact of Cluster's activities and funded projects developed by the associated member of the cluster (in terms of new products and processes , patents, increase in turnover employment, export and foreign agreements)

EXAMPLE – TEXTILE CLUSTER:

3 typologies of indicators:

1. **OPERATIONAL:** verify implementation of the annual plan activities (n. of technological transfer programmes wit R.O., n. of training/information events)
2. **STRATEGIC:** verify activities efficiency for the achievement of the strategic objectives (n. of associated members and growth trend, activities efficiency towards strategic priorities)
3. **ECONOMIC:** verify the cost/benefit coherence to the services sustainability (cost to income ratio)



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Thank you!

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Project smedia