

Learning Workshop - Exchange of Experiences

“Inverness Learning Workshop”

EVALUATION: GETTING FIELD & STAKEHOLDER EXPERIENCE

<https://www.youtube.com/watch?v=tGSUjuSBt1A&sns=em>

Linda Jamison
Collaborative Growth Manager



~~1. Main Characteristics of your cluster policy evaluation methodology~~

~~i. Object (cluster policy or/and cluster associations/stakeholder)?~~

Invest NI Economists perspective



Compliance with guidance:

Green Book / Magenta Book / NIGEAE / DFE Evaluation Protocol



Essential to good programme management

Justify expenditure-demonstrate (economic) return

Improve delivery of intervention

Identify unintended consequences



Facilitates the prioritising of resources



1. Main Characteristics of your cluster policy evaluation methodology

i. Object (cluster policy or/and cluster associations/stakeholder)?

Invest NI Economists perspective



Confirmation of Monetary and non-Monetary Impacts (gross and net)

What difference did we make? (allowing for deadweight, displacement, leakage and substitution). Were there wider and regional benefits?



Measure progress against overall programme aims and objectives

Did we achieve what we set out to?



Efficiency, economy and effectiveness

Did we achieve what set out to achieve in an economical and efficient manner



Value for Money findings

On balance, was it worth it? Looking across all VFM indicators



Findings, conclusions and recommendations

Should we continue? If so, what if anything should we change?

Object (cluster policy or/and cluster associations/stakeholder)?

ii. Main Objectives of Programme Evaluation

Determine the extent to which the principle objectives and targets of the intervention have been met;



Assess contribution to companies ;

- Human capital (people);
- Intellectual capital (know how);
- Market capital (global positioning); and
- Social capital (growth of networks/partnership).



Assess the economic as well as the wider and regional benefits

- Promotion of innovation;
- Knowledge transfer;
- Skills development; and
- Creation of high-quality jobs and reduction of brain drain.



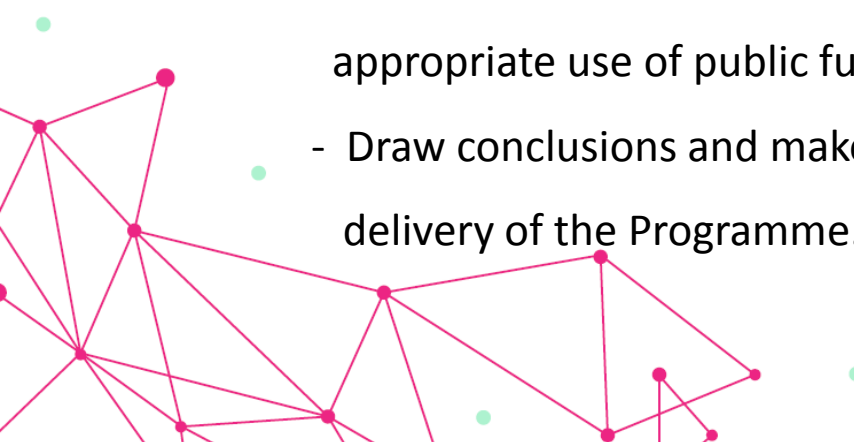
Object (cluster policy or/and cluster associations/stakeholder)?

ii. Main Objectives of Programme Evaluation

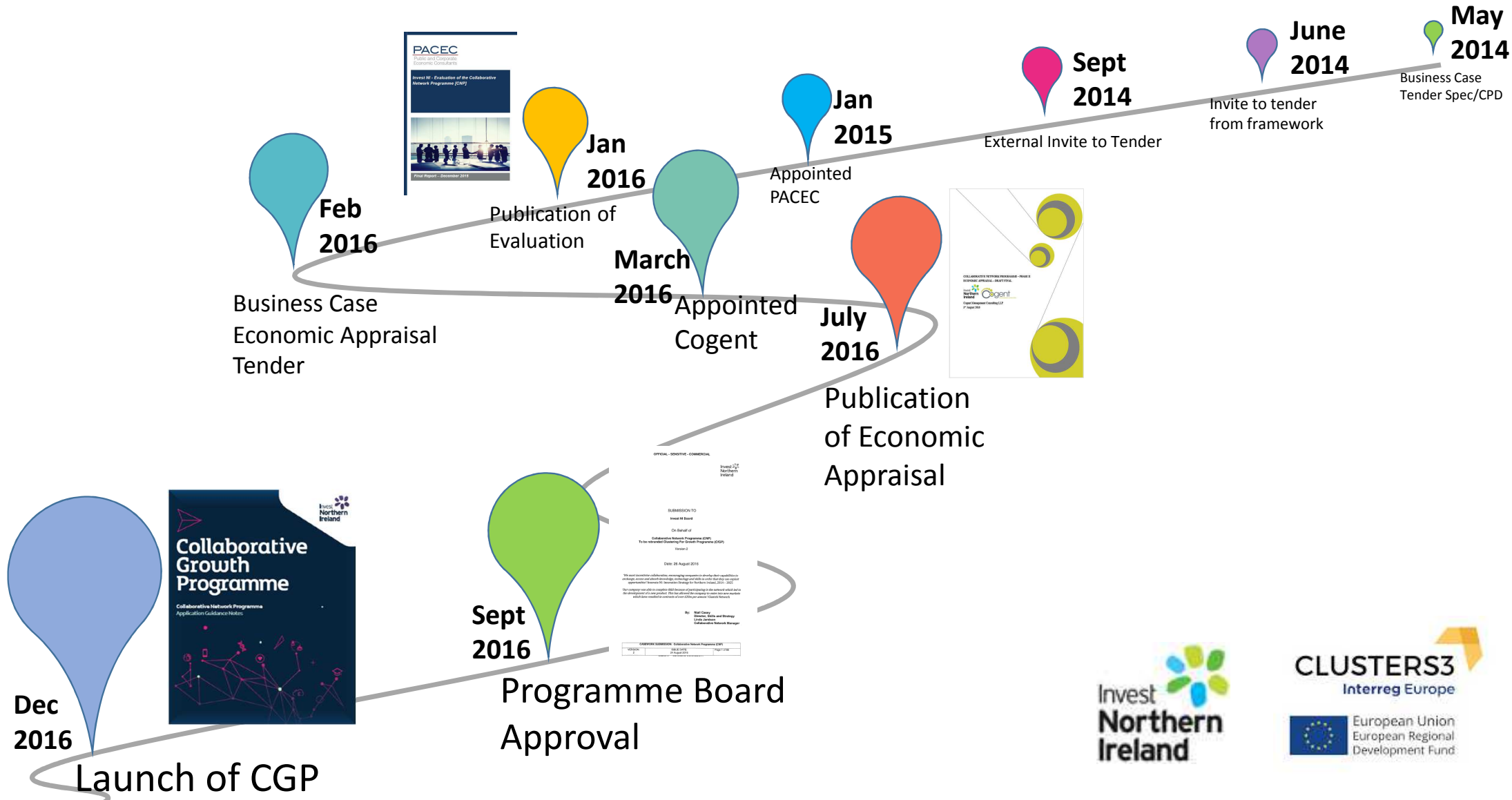


Assess;

- contribution in acting as a seed bed for the creation of Competence Centres
- extent to which the networks have informed and / or shaped government policy and or intervention.
- the skills, competencies and qualifications of the network facilitators and their effectiveness in the leadership, management, innovation and development of the networks.
- the extent to which the intervention represents good Value for Money (VfM) and appropriate use of public funds.
- Draw conclusions and make recommendations to inform any future direction and delivery of the Programme.









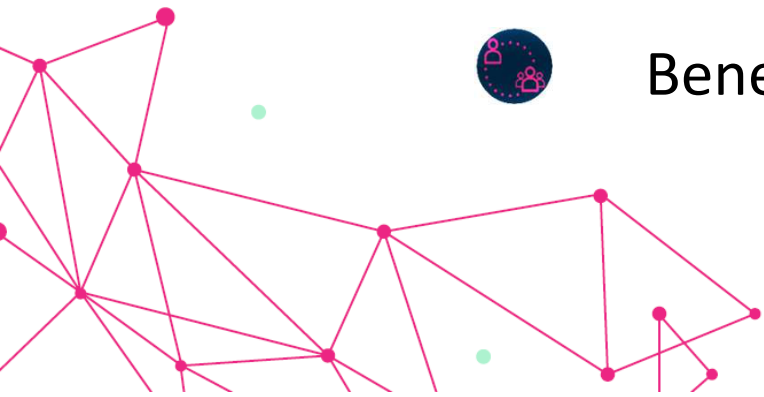
iii. Timeline and administrative process (who, when & how)?- Dec 2007-March 2015



iii. Timeline and administrative process (who, when & how)?

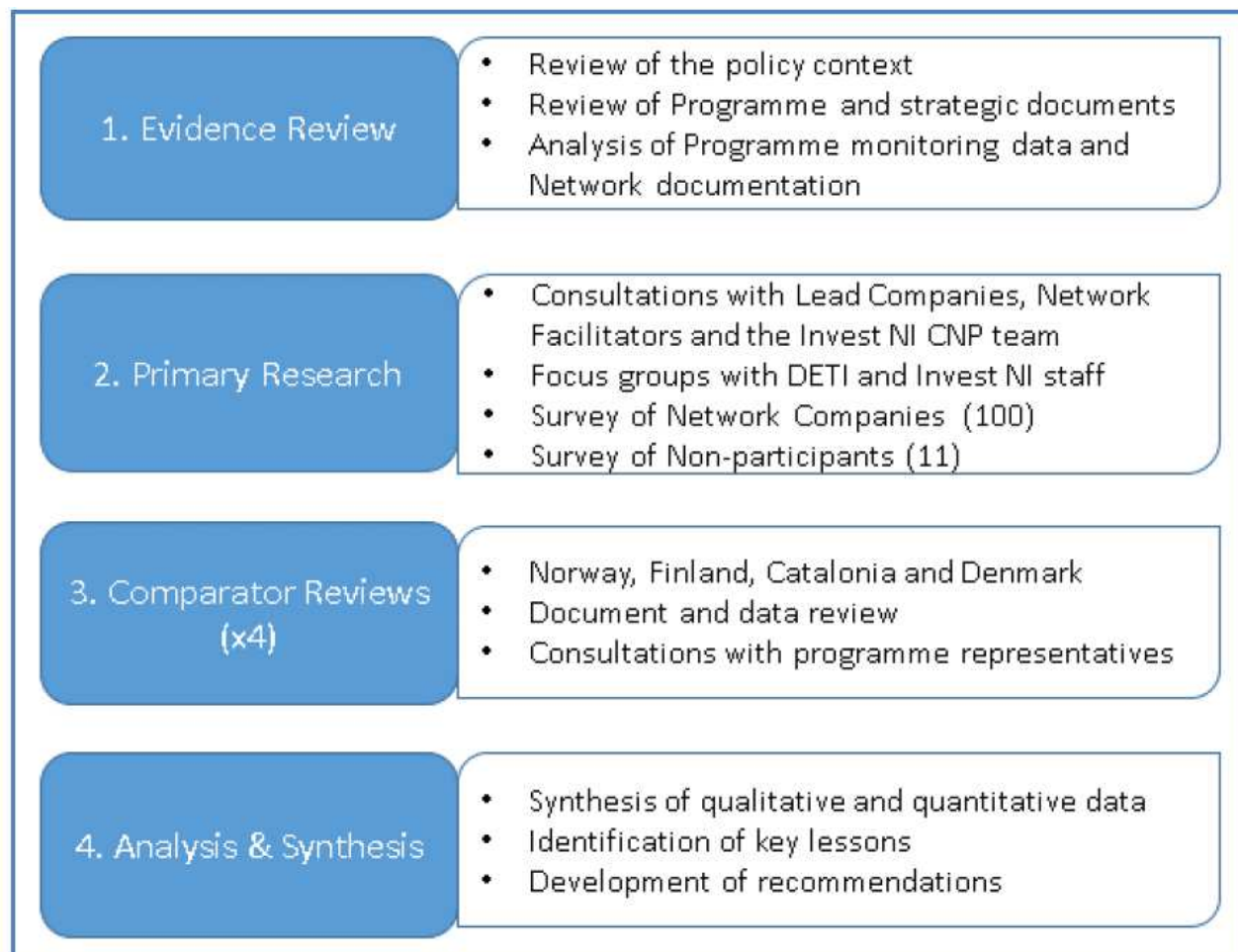
Evaluation Stakeholders and Roles

-  Programme Manager
 -  Economics Team
 -  DFE
 -  Senior Management / INI Board
 -  Other Government Departments
 -  Beneficiaries- Private Sector (600 plus) & Academia
- Evaluation Steering Group**



Main characteristics of our cluster policy evaluation methodology.

Evaluation Research Methodology



Main Indicators –

Activities Supported through the CNP	<p>The feedback from businesses indicates that they engaged in a range of activities that have (how), physical (things) and social capital (growth of networks/partnerships). For example successfully:</p> <ul style="list-style-type: none"> • Shared information/knowledge (91% - N=112); • Established new business contacts (69% - N=112); • Availed of other companies' complementary strengths and capabilities (69% - N=112); • Identified good/best practice (61% - N=112).
Achievement of motives for participation	<p>Positively, 95% of the total businesses (N=113) that participated in a Collaborative Network (74%) or partially' (21%), the motivations which encouraged them to engage in the Collaborative Network</p>
Achievement of Network targets	<p>Almost all businesses (96% - N=110) that had participated in Collaborative Network (Phase 1) achieved the targets/objectives that were established for their respective Collaborative Network. The analysis suggested that there had been factors that had inhibited the successful operation their network. The analysis of the achievement of network targets and their motives for participation on the CNP. Of the 32 businesses that had participated in the network, the progress of their network, the most frequently cited issue was Programme administration</p>
Activity/Programme Additionality	<p>Positively, the analysis indicates that the CNP has played an important role in encouraging businesses to participate. Specifically, the analysis indicates that 69% of the collaborative networking activity would not have taken place (or scaled and/or within the same timescales) in the absence of the Programme.</p>
Achievement of Business Outputs	<p>Business reported deriving a range of outputs as a result of their participation on their respective networks. The most frequently cited including the:</p> <ul style="list-style-type: none"> • Transfer of knowledge between businesses or individuals (88% - N=112); • Investigation of new technologies or processes (58% - N=112) • Adaption an existing process (42% - N=112); and • Development of market intelligence (32% - N=112).

Main Indicators – Return on Investment £4.42 :1 (INI)

Summary of net additional monetary business benefits derived			
Metric	Pilot	Mainstream	Total
Safeguarded turnover	£15,498,015	£20,835,694	£36,333,709
Total Increased Sales	£28,798,202	£14,186,030	£42,984,232
– Increased sales in NI	£11,389,064	£3,587,393	£14,976,456
– Increased sales in GB	£13,082,789	£4,982,570	£18,065,359
– Increased export sales	£4,326,349	£5,616,067	£9,942,416
Reduction in Costs	£3,062,310	£1,623,405	£4,685,715
GVA	£16,351,175	£12,129,922	£28,481,097
Increased FTE Employment	161	69	230 FTEs
Employment Safeguarded	152	524	676
Increased R&D&I expenditure	£5,716,713	£2,902,170	£8,618,883

- Anticipated monetary benefits** - In addition to the actual outturns achieved to date, businesses indicated that they anticipate deriving:
 - £75.3m of increased turnover;
 - £862k of cost savings; and
 - 236 new FTE jobs.



2. *Main challenges of evaluation approach*

- The breadth and depth of the evaluation- consistency of data
- The ability for network members to identify and correlate impacts/ poor memory recall
- The administration burden on internal resources
- The lack of understanding from the evaluators
- Timescale
- Diversity and complexity of networks
- Understanding how other interventions might have had a role to play
- Capturing qualitative and quantitative impacts
- Variety of reports
- Government policy/interventions
- Internal systems and process



3. *Success Factors*



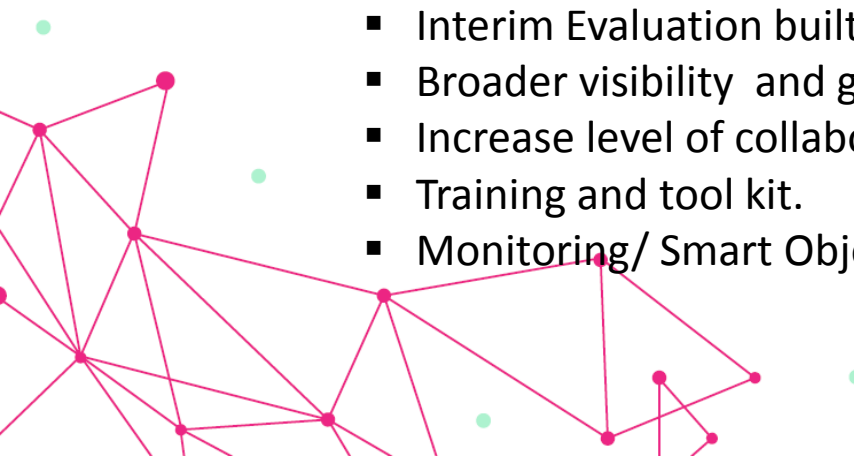
Strategic Level

- Compare and contrast intervention across Government
- Provides evidence base of ROI of public funds
- Set intervention in context of programme for gov /wider policy framework, local & international
- Challenges approach and finds more efficient and effective delivery



Programme Level

- Recommendations
- Letters of Adherence
- Thematic Call- Aligned to thematic priorities and Smart Spec
- Budget
- Interim Evaluation built into programme
- Broader visibility and greater engagement across Government
- Increase level of collaboration
- Training and tool kit.
- Monitoring/ Smart Objectives



4. *In what way are the evaluation results used?*

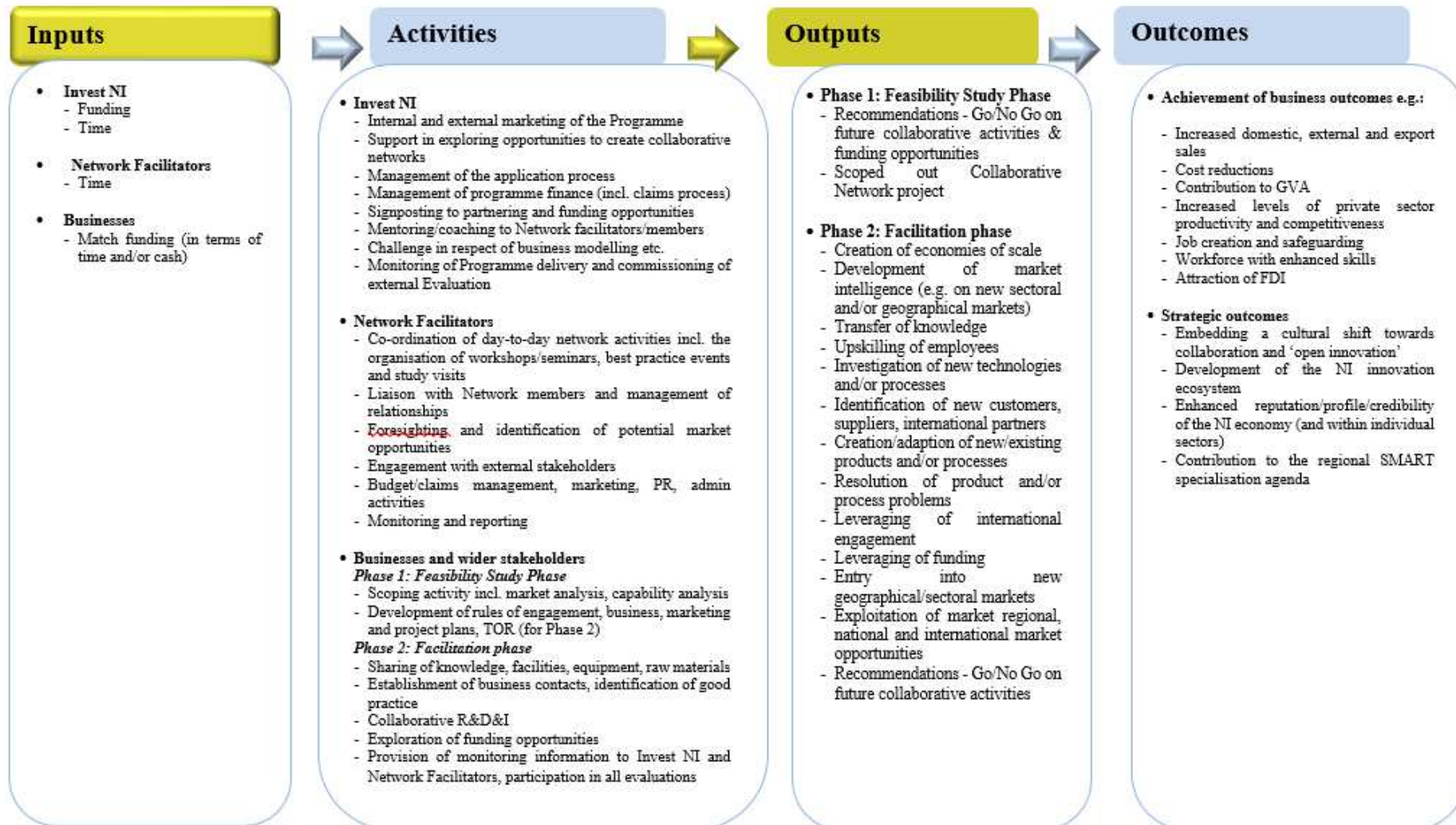


- To inform and redesign future support
- To prioritise budget
- To showcase benefits derived from collaboration
- To inform Government of the need for greater focus on collaboration
- Inform on shape and need for cluster policy
- Instils greater learning across networks
- Develop a case for real time monitoring and evaluation
- Inform and change behaviours



4. In what way are the evaluation results used?

Figure 4.1: CNP Logic Chain



Thank You For Listening

Mission <https://www.youtube.com/watch?v=PygPri0-LNA&sns=em>

Contact: Linda Jamison
Tel: 02890 698395
linda.jamison@investni.com

