



CLUSTERS3

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BASQUE COUNTRY CLUSTER POLICY Monitoring & EVALUATION

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Why to Evaluate Cluster Policy

- **Managing for Sustainable, Longer-term, Wider Impact Public Policy Interventions**
- **Reasons for Monitoring & Evaluation (M&E) of *Cluster Policy*:**
 - 1) **Accountability, Good Governance, & Transparency; *Building Legitimacy & Relevance***
 - ✓ **Optimally Allocating Scarce Public Resources to Maximize their Impact.**
 - ✓ M&E understood as a Tool for Management & an institutional Responsibility

1) **Learning for Action & Continuous Improvement.**

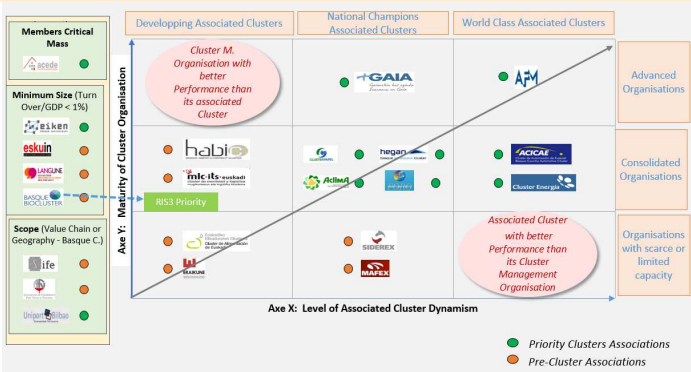
- ✓ **M&E Feedback & Insight** on Implementation & Results used to:
 - *Adjust & Re-design* Programmes and Interventions.
 - Re-focus Funds & Activities: more Effective & Efficient



- ✓ Findings Systematically **Communicated** to & **Discussed** with Key Stakeholders

Turning Knowledge Into Action

Basque Cluster Policy Evaluation

WHAT	Who	When
<p>Cluster Policy</p> <p>&</p> <p>Cluster Portfolio Analysis</p>	<p>SPRI (Implementing Agency), Basque DDEI (Managing Authority).</p> <p><i>Last Revision in 2013-14 further Aligning Cluster Policy to RIS3 & Horizon 2020. Based on International Benchmarking, resulted on a Cluster Portfolio Analysis (GRID of clusters) according to:</i></p> <ul style="list-style-type: none"> ✓ <i>The Cluster's Dynamism</i> ✓ <i>The Cluster Association's Maturity</i> 	<p>Formal Revisions in 2000, 2008 & 2013</p>
	<p>ORKESTRA Basque Institute of Competitiveness</p> <p><u>Several Reports:</u></p> <p>“Cluster Associations in the Basque Country: Performance & Challenges”</p> <p>“Evaluation of Cluster Policies: The Case of the Basque Country”</p> <p>“El Enfoque Participativo en la Evaluación de Políticas de Impulso a la Colaboración.”</p> <p>Some important findings:</p> <ul style="list-style-type: none"> • <i>The companies member of the cluster organization present higher performance than those outside, regardless of size & activity (But: Attribution Problem)</i> • <i>There is a challenge of further participation of smaller companies and those belonging to complementary parts of the VC.</i> 	<p>2009</p> <p>2010</p> <p>2013</p>

Basque Cluster Policy Evaluation

WHAT	Who					
Cluster Association's Proposal	<p>SPRI (Implementing Agency), engaging Cluster Liaison Officers + Basque Gov. DDEI (Managing Authority) in Commission.</p>					
	<p>Cluster Association's Action Plan, including Strategic Plan, Budget, Staff, Composition, Participation, Relevance is assessed every year:</p>					
	<p>Grant is awarded according to Objective parametres:</p>					
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<p>When</p>	<ul style="list-style-type: none"> • Ex-Ante: 1st Quarter of the Year • Ex-Post: 1st Quarter Following Year (Execution) 					

“The Voice of the User“

- 2017: An Evaluation **Pilot Project** in the **Basque Country**
- Based on a survey with **Cluster Associations' Member companies.**
- **Designed & Agreed with** participating Cluster Associations
- Asking Member Companies about:
 - Their Perception on Current services & added value delivered by the associations
 - Their own Expectations & Interests regarding cluster associations' further services & activities.
 - Overall Policy impact on their own competitiveness.

Goal: to deploy a **systematic and internationally comparative** evaluation and benchmarking tool, an open source process fed by different inputs like CLUSTERS3 Project and participation in TCI-Network Evaluation Working Group.

“The Voice of the User” Structure Detail.

Part 2. Assessing Cluster Role & Cooperation Areas Relevance to Improve my Company’s Competitiveness.

I indicate the Relevance for my company’s competitiveness of cooperating with other companies in each of the Areas indicated below. Using the following scale:

- 1 = LOW or not relevant for my Company’s competitiveness
- 2 = POTENTIAL might be important in the future
- 3 = HIGH Relevance and it is urgent that we cooperate with other companies in this area to improve our competitiveness

I also indicate, my Perception on the current role that the Cluster Association plays and the role that I consider Ideal, in each of the areas, according to the following scale:

- 1 = DOES NOT INTERVENE: No intervention of the Association or not necessary
- 2 = SECRETARIAT: Occasionally supports/accompanies the companies leading the project
- 3 = FACILITATOR: The Association channels the proposals, facilitates the communication and participation of the companies and agents.
- 4 = LEADER: The Association takes the initiative, pulls and is key to promote the project.

1. Technology Watch and Competitive Intelligence
2. Access to new clients and international markets
3. Developing the Supply Chain (procurement, production, assembly / installation, distribution & Logistics)
4. Joint Procurement and Buying Centres
5. Joint Market Solutions/Branding/Marketing, Tendering Consortia...
6. Research & Development for new processes and products
7. Sustainability of products and processes (energy efficiency, environmental impact, etc.)
8. Development and Implementation of standards, certifications, regulations
9. Promote the visibility and knowledge of the cluster towards the outside
10. Promoting Networking and Interaction for Cluster Members
11. Attracting talent, developing human resources and specialized training
12. Attracting investments and specialized financing
13. Innovation in Marketing, Management and Organisation, Improving Strategy of my Company

Cooperation Area Relevance

CMO Role:
• Current
• Desired

Cooperation Areas

“The Voice of the User“ Survey Data Exploitation

Cooperation Area	Relevance for My Company	TOTAL		ASSOC 1	
		Current Role of Cluster Association	Ideal Role of Cluster Association	Current Role of Cluster Assoc.	Ideal Role of Cluster Assoc.
1. Technology Watch & Competitive Intelligence (Technologies, Processes, Products, Services & Markets)	1= Low	9	9	3	3
	1= No Intervention	2	2	1	1
	2= Secretary	4	3	1	1
	3= Facilitator	2	3		
	4= Leader	1	1	1	1
	2= Potential	38	38	14	14
	1= No Intervention	1			
	2= Secretary	11	5	4	1
	3= Facilitator	20	25	8	10
	4= Leader	6	8	2	3
	3= High	60	60	19	19
	1= No Intervention	4	1	2	1
	2= Secretary	7	3	3	2
	3= Facilitator	34	33	9	8
	4= Leader	15	23	5	8
	Empty	53	53	16	16
	Total Answers	160	160	52	52

Example: Cooperation Area 1.
Same analysis for all 13 areas

56% rank this Area "HIGHLY" relevant and considers that Cluster Associations should adopt a more Active role. 36% that rank this area "POTENTIALLY" relevant considers that Cluster Associations should adopt a more Active role (Facilitator or Leader).

The % that attributes "HIGH" or "POTENTIAL" relevance to this Area is similar to the sample as a whole. In both cases they think that the Association should take a More Active role than the current one.

24%	30%	27%	38%
36%	36%	39%	39%
56%	56%	53%	53%

How do you use the results from Evaluation?

- ✓ To Better Know the **Relevance, Potential Impact & Sustainability** of the Cluster
 - ✓ To Redefine **Cluster Boundaries** & Facilitate Convergence & Evolution
 - ✓ To Allocate **Funding** in an **Objective & Responsible** Manner

Evaluation Challenges & Success Factors

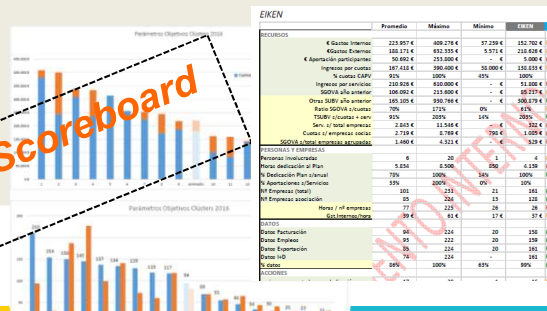
Challenges

- ❖ **Engaging Key Stakeholders** (ME Subjects & Management Bodies)
- ❖ **Data Quality & Accuracy**
- ❖ **Comparability at Local & International Level**

Success Factors

- ✓ **Constructive Dialogue (WG)** w/Stakeholders
 - Building Together a Harmonysed M&E Model
 - Communicating, Discussing & Acting from Findings & Knowledge
- ✓ **Sharing Internationally** for Benchmarking & further Learning (TCI-Network, CLUSTERS3, Clusterix Partners)

**Comparative Scoreboard
& Analysis**





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Thank you!

Questions welcome !



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