

CLUSTERS3 PROJECT

**“Leveraging Cluster Policies for successful
implementation of RIS3”**

ACTION PLAN

of Project Partner 1

**SPRI – Society for Competitive Transformation
(Basque Country Business Development Agency)**

June 2018

INDEX - Action Plan CLUSTERS3

INTRODUCTION	3
Part I – General information.....	4
Project: CLUSTERS3 - Leveraging Cluster Policies for successful implementation of RIS3.....	4
Part II – Policy context.....	5
Part III – ACTION PLAN AND PERFORMANCE INDICATORS	6
Annex – Details of the Actions Envisaged.....	8
Actions related to Cluster Governance & Mapping.....	8
1) Exploring New Tools to Analyse and Re-Map the Regional Cluster Portfolio.....	8
2) Cluster Management Organisations (CMO) Convergence & Integration	10
Actions related to the Policy Mix Optimisation	11
3) Introducing measures to ensure smooth coordination of Cluster Support Programme with other Programmes supporting Technology R&D and Innovation.....	11
4) Introducing measures to ensure smooth coordination of Cluster Support Programme with Internationalisation Support Programmes (regarding Collaborative projects)	12
Actions related to CLUSTER MANAGEMENT EXCELLENCE. Competences, Business Models & Collaboration Dynamics	13
5) Analysis of CMOs’ Competences Training & Development Needs	13
6) Supporting Joint Learning Activities or Initiatives for CMOs	15
Actions related to INTERNATIONAL Reach of CMOs and Cluster Policy	16
7) Active Engagement in European Cluster Collaboration Platform (ECCP)	16
8) Increasing Interaction with International & European Regions’ CMOs & Cluster Policy Makers	17
Actions related to MONITORING & EVALUATION.....	18
9) Improve the Assessment Process of the CMOs Action Plans and its RIS3 Impact.....	18
10) Developing and Implementing Tools to Assess CMO Services Users’ Perception on CMO Activity (“The Voice of the User” Survey) in a Systemic Way	19
11) Delivering Comparative Analytics to CMOs on Structure, Staff, Actions’ Focus & Spending and Participation.....	20
ACTION PLAN Follow-Up	21
12) Action Plan Regular Follow-Up and Validation by the Cluster Programme Evaluation Committee and the Stakeholders Group	21
13) Adaptation of Cluster Support Programme Rules to the New Challenges	22

INTRODUCTION

This **Action Plan** is a document providing details on **how** the lessons learnt from the CLUSTERS3 project will be exploited in order to improve the policy instrument tackled within the Basque Country. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any).

Lessons learnt during the project will be integrated into the revision of regional policies and the action plan will help us to improve in different levels:

- Improvements in the governance and management of the policy by adoption of better methodologies for evaluation and monitoring the policy and the performance of cluster organisations;
- Changes in the regulation of cluster policies and innovation and research support instruments in order to improve the connection between policies, in a joined-up approach. For example, to better assess and follow up those projects originated within cluster working groups.
- Better understanding and alignment of cluster organisations with the RIS3
- Better understanding and practice of cross-cluster cooperation (at regional and international level) in order to develop new value chains in new emerging growth domains, such as advance manufacturing or others enabled by the incorporation of KETs.

We have structured this Action Plan according to areas where challenges or opportunities for improvement were identified during the course of the project. We refer to them as the “Thematic Box” of the project; this set of areas of intervention are the following ones:

- Governance and Mapping
- Policy Mix Optimisation
- Excellent Cluster Management
- International Projection
- Monitoring and Evaluation

Part I – General information

Project: CLUSTERS3 - Leveraging Cluster Policies for successful implementation of RIS3

Partner organisation: SPRI – Basque Country Business Development Agency, Department of Economic Development and Infrastructures, Basque Government.

Other partner organisations involved (if relevant):

Country: Spain

NUTS2 region: Basque Country

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Part II – Policy context

The Action Plan aims to impact:

- ☐ Investment for Growth and Jobs programme
- ☐ European Territorial Cooperation programme
- ☐ Other regional development policy instrument

Name of the policy instrument addressed:

Basque Country ERDF Regional Operational Programme 2014-2020 in connection with Regional Basque Country Cluster Policies.

Role of Cluster organisations:

Cluster organisations in the Basque Country gather among their members actors from the business sector, in particular, SMEs, the science, technology and innovation system and the administration, and provide them with business intelligence, help them to identify common challenges in the fields of Innovation, Technology, R&D, People, and Internationalisation and also to define common goals and implement collaborative projects in cooperation with strategic partners from inside and outside of the organisation.

Cluster organisations and leading companies contribute to shape and deploy the regional smart specialisation strategies (RIS3). Sharing their strategic analysis, challenges and opportunities, they help to identify priorities and align actors across industry and the innovation ecosystem. The multiplying effect of cluster activity and cross cluster relationships play an important role in building up new cross cluster projects and value chains to develop new innovative products, services and processes and enter new emerging high growth domains.

Cluster Organisations initiate and support work groups of interested members and organisations to produce collaboration proposals to be submitted to program calls. These programmes are financed with FEDER contribution. Under the axis “OT1- Enhancing Research, Technology Development and Innovation” of the Regional Operational Program of the Basque Country (ROPBC).

The Proposed self-defined performance indicator for Policy Instrument 1 is:

- Number of companies, members of cluster associations, involved in collaboration activities (innovation, technology and internationalisation) every year. Objective: 300

Part III – ACTION PLAN AND PERFORMANCE INDICATORS

	ACTION DESCRIPTION	INDICATOR	OBJECTIVE
	Actions related to GOVERNANCE AND MAPPING		
A1	Exploring New Tools to Analyse and Re-Map the Regional Cluster Portfolio	Report on re-mapping	Decide on new or alternative cluster arrangements
A2	Cluster Management Organisations Convergence & Integration (C&I)	Nr of initiatives and entities involved in C&I	Enhance coverage and scope by coordination of entities
	Actions related to the POLICY MIX OPTIMISATION		
A3	Introducing measures to ensure smooth coordination of Cluster Support Programme with other Programmes promoting Technology R&D and Innovation	Nr of cases and programmes with connections improved	Improve Coordination and Integration of support measures and the role of CMOs
A4	Introducing measures to ensure smooth coordination of Cluster Support Programme with Internationalisation Support Programmes (regarding Collaborative projects)	Nr of cases and programmes with connections improved	Improve Coordination and Integration of support measures and the role of CMOs
	Actions related to EXCELLENT CLUSTER MANAGEMENT		
A5	Analysis of CMOs competences training and development needs	Survey design and launch	Decide on common activities launch
A6	Supporting Joint Common learning activities or initiatives for CMOs	Initiatives Supported	Strength COMs competences
	Actions related to INTERNATIONAL Reach of CMOs and Cluster Policy		
A7	Active Engagement in the European Cluster Collaboration Platform (ECCP)	Nº of Basque CMOs Profiled on ECCP	Increased visibility in UE networks and platforms
A8	Increasing Interaction with International & European Regions' CMOs & Cluster Policy Makers	Nr of CMOs engaged & Cooperation initiatives	Business Collaboration and Knowledge Exchanges
	Actions related to MONITORING & EVALUATION		
A9	Improve the Assessment Process of the CMOs Action Plans and its RIS3 Impact	Nr of cases and models and procedures used	Increase quality and added value of M&E and reduction of administrative burden
A10	Developping and Implementing Tools to Assess CMO Services Users' Perception on CMO Activity ("The Voice of the User" Survey) in a Systemic Way	Nr of reports and analytics provided % users responses	Data collection and benchmarking for better management
A11	Delivering Comparative Analytics to CMOs on Structure, Staff, Actions' Focus & Spending and Participation	Nr of reports and analytics provided	Data collection and benchmarking for better management

	Action Plan follow-up		
A12	Action Plan Regular Follow-Up and Validation by the Cluster Programme Evaluation Committee and the Stakeholders Group	Nr of follow up meetings per year	To ensure smooth implementation of the Action Plan
A13	Adaptation of Cluster Support Programme Rules to the New Challenges	Improvements and new rules implemented	Make improvements and changes work

Date: 26th June 2018

Signature: Mr. Aitor Patxi Oregi Baztarrika

Director for Energy, Mines and Industrial Administration, Department of Economic Development and Infrastructures (Directorate in charge of the Cluster Support Programme).

Stamp of the organisation (if available):



Annex – Details of the Actions Envisaged

Actions related to Cluster Governance & Mapping

These actions are related to the need to further widen the impact of Cluster policies.

1) Exploring New Tools to Analyse and Re-Map the Regional Cluster Portfolio

1. **The Background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

A pre-condition to deploy an effective Cluster policy is to identify the relevant clusters in the region and to activate and engage the right cluster management organisations (CMO) to run the cluster initiatives.

In the Basque Country, cluster policy, reportedly the oldest of its kind in the world, dates back to 1990, when the mapping exercise was carried out. In 2007-09 new cluster initiatives were activated in order to further intensify the clusterisation of the Basque Economy. In the second decade of the 21st century, we face a new scenario; RIS3 has been designed and implemented, emerging and new value chains are being activated and a larger amount of SMEs need to be added for wider impact of cluster policy. In this context, it is necessary to consider updating the cluster map in the Basque Country

2. **Action** (please list and describe the actions to be implemented)

To check the feasibility of conducting a mapping exercise based on applying combined metrics (concentration-agglomeration, locational correlation, input-output & labour occupational links), qualitative and quantitative techniques and social network analysis.

This (re-)mapping exercise is expected to contribute to the identification, adjustment and activation of new and emerging Value Chains.

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

SPRI as the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority, engaging the stakeholders group, mainly the cluster associations, the Basque Institute of Competitiveness-ORKESTRA and other Government departments (Directorate for Economy and Planning, Department of Economy and Public Finance, Basque Statistics Agency EUSTAT, etc.).

4. **Timeframe**

A first approach meeting with the involved players took place in late April 2018. The expected timeframe is Mid 2018 -Mid 2019

5. **Costs** (if relevant)

External support for the Cluster Mapping research and report, yet to be quantified.

6. **Funding sources** (if relevant):

Basque Government, Department of Economic Development and Infrastructures (DDEI) / SPRI.

2) Cluster Management Organisations (CMO) Convergence & Integration

1. The Background

In 2013-15 a cluster policy review exercise was initiated by the Basque Government and at the time CLUSTERS3 was started a critical reflection arose on the need to reformulate the cluster organisations portfolio and support programme in order to allow for the development of stronger organisations further aligned with the smart specialisation strategy (RIS3) in the Basque Country.

Based on the cluster portfolio analysis that had been carried out in 2014-15, a convergence facilitation process was initiated with support of SPRI and external advice to engage different cluster management organisations and associations in discussing and exploring opportunities for cooperative interaction and convergence among them.

Inspiration for this action comes from the experience of Regione Piemonte project partner, that run a similar convergence process in order to align cluster policy to RIS3.

2. Action

Moving forward in the consolidation process of stronger organisations, with wider scope and membership, critical mass and integration of diverse related value chains.

3. Players involved

SPRI, the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority (Directorate for Energy, Mines and Industrial Administration), as a facilitator and the management and governance bodies of the concerned cluster organisations as the key agents, assuming the role of pushing forward strategic reflection exercises, redefinition of new strategic and operational action plans, review of funding plans for their organisations and implementation of the collaboration or convergence agreements.

4. Timeframe

The period 2018-2019 is the timeframe for this action.

5. Costs (if relevant)

No further cost is expected for the coming period. Activities to be carried out internally.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures, SPRI.

Actions related to the Policy Mix Optimisation

These actions are related to the need to further improve the coordination of policies and programmes in a holistic approach to competitiveness. Assuming that clusters are key players in boosting collaboration among the triple helix actors (businesses, and in particular SMEs, STI system including Academia and Administration) they can play a key role in other competitiveness programmes addressing collaborative projects.

3) **Introducing measures to ensure smooth coordination of Cluster Support Programme with other Programmes supporting Technology R&D and Innovation**

1. **The background**

In the Basque Country, there is still room for further aligning Cluster Policy with other competitiveness related policies (such as internationalisation support policy, technology and innovation policy, etc.). Aligning efforts can increase programmes' efficiency and make full use of cluster organisations as instrument for regional economic development and policy implementation.

Along CLUSTERS3 project, we have learnt from different partners concrete measures that helped increase the coordination of this policy mix, in order to build a more efficient and coherent competitiveness policy delivering impact on SMEs performance. In this regard, PIEMONTE region has introduced some interesting requirements into their cluster support programme calls (since 2015).

2. **Action** (please list and describe the actions to be implemented)

Enhancing the role of **Cluster Management Organisations** in Technology R&D, Innovation and other Competitiveness related programmes and initiatives, in coordination with the competent Government Departments and directorates.

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

The organisations directly involved are the Department of Economic Development and Infrastructures of the Basque Country Government (Vice-ministry of Industry and Vice-ministry of Technology, Innovation and Competitiveness), in its quality of Managing Authority of both Cluster policy and Research, Technology and Innovation policies and its Implementing Agency (SPRI). Cluster Management Organisations in the Basque Country and the Basque Network of Science, Technology and Innovation are also the main stakeholder group members involved.

4. **Timeframe**

The expected timeframe for this action to show results is 2nd Quarter 2019

5. Costs (if relevant)

The implementation of the envisaged measures has no relevant cost in itself, although they will require the concerned programmes transferring or being assigned additional funding for the increased activities covered.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures, SPRI.

4) Introducing measures to ensure smooth coordination of Cluster Support Programme with Internationalisation Support Programmes (regarding Collaborative projects)

1. The background

So far, some Basque Government support programmes for internationalisation (mainly of SMEs) have also co-financed internationalisation collaborative projects. As stated in the background explanation for the previous action,

2. Action

Enhancing the role of **Cluster Management Organisations** in Internationalisation support related programmes and initiatives, in coordination with the competent Government Departments and directorates.

3. Players involved

SPRI, the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority (Directorate for Energy, Mines and Industrial Administration), and other directorates and departments in the Department of Economic Development and Infrastructures of the Basque Country Government, directly involved in internationalisation support programmes (Vice-ministry for Industry, Directorate for Internationalisation). Cluster Management Organisations in the Basque Country and the Basque Network of Science, Technology and Innovation are also the main stakeholder group members involved.

4. Timeframe

Second Quarter 2019

5. Costs (if relevant)

The implementation of these amendments has no relevant cost in itself, although they will require the concerned programmes funding transfer to the Cluster Programme for the increased activities covered.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures, SPRI.

Actions related to CLUSTER MANAGEMENT EXCELLENCE. Competences, Business Models & Collaboration Dynamics

These actions aim at working with Cluster Management Organisations in the Basque Country in identifying competences and tools for excellent cluster management and putting in place relevant training and development activities.

5) Analysis of CMOs' Competences Training & Development Needs

1. The Background

A broad consensus among cluster programme officers and cluster managers in the Basque Country is that excellent cluster management requires certain capacities and that training and development can contribute to capacity building for excellent cluster management. Furthermore, the Peer Review of the Basque Country Cluster policy, conducted in the framework of CLUSTERS3, showed, among its main conclusions and recommendations, the need to *"Enlarge the cluster support scheme to support Cluster Management Excellence (ECEI / EFQM)"*.

2. Action

To develop and apply a *cluster management competences* diagnostic survey in order to capture the interests and needs of cluster management organisations' staff in terms of training and competences development.

The survey was designed in early 2018 and it was based on asking cluster management organisations' staff on their perception regarding the degree of relevance and their degree of interest and on their past experience (and references) in 8 basic competences blocks for excellent cluster management. The survey was conducted using a web-based survey tool in March 2018 and all 17 cluster organisations in the Cluster Support Programme answered the survey. It allowed to identify the two blocks of competencies considered most interesting for training and development; BUSINESS MODEL OF THE CLUSTER ASSOCIATION and DYNAMISING COLLABORATION.

3. Players involved

SPRI as the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority, designed and conducted the survey. Managers of 17 Basque Cluster Association completed the survey.

4. Timeframe

The survey was designed, conducted and had its results assessed in the first quarter of 2018. Exploitation of the results will start in the 3rd-4th Quarters of 2018

5. Costs (if relevant)

No external expenditure was required. Only staff costs.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures (DDEI) / SPRI.

6) Supporting Joint Learning Activities or Initiatives for CMOs

1. The Background

Along the history of the Cluster Support Programme, different training initiatives have been supported by the Basque Government, such as those delivered by the Basque Institute for Competitiveness “*Microeconomics of Competitiveness*” (MOC) a joint programme with Harvard Institute for Strategy and Competitiveness (ISC), or the Training Programme and Coaching on Clusters and Clusters’ Policy, organised for the Spanish Association on Regional Development Agencies (Foro ADR).

As described in the above mentioned Action 6, a survey was conducted in order to detect the main interests among cluster managers regarding training, in order to launch specific training initiatives.

2. Action

Identifying and analysing relevant training courses available and working together with Cluster associations (CMOs) to explore the feasibility of putting in place a joint training initiative for cluster managers and staff focusing on the key issues identified in the above mentioned survey.

3. Players involved

SPRI as the implementing agency of Cluster policy, led by Basque Government’s Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority, together with the Basque Cluster Management Organisations’ staff and cluster managers.

4. Timeframe

1st Quarter 2019.

5. Costs (if relevant)

To be defined.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures (DDEI) / SPRI.

Actions related to INTERNATIONAL Reach of CMOs and Cluster Policy

These actions are related to the need to further improve the international reach of all Basque cluster programme and Basque CMOs.

7) Active Engagement in European Cluster Collaboration Platform (ECCP)

1. The Background

The Basque Country Cluster Policy Peer Review conducted in the framework of CLUSTERS3 project pointed out the relative limited international visibility of Basque Clusters as compared to their performance:

"There seems to be a slight mismatch between the performance and capability of the cluster initiatives in the Basque Country and their international visibility. When compared with cluster initiatives in peer regions, the visibility of the Basque Country's cluster initiatives is relatively low. This matters when the respective cluster initiatives aim to go international or want to be targeted by relevant peers."

2. Action

To further increase the participation of Basque Clusters association and SPRI in the European Cluster Collaboration Platform (ECCP). Disseminating SPRI activity in support of clusters in the "Cluster Networks" section of their website www.clustercollaboration.eu.

Also, encouraging Basque Cluster Organisations to create and update their profiles and activities in the ECCP Cluster Organisations' Profiles section.

3. Players involved

SPRI as the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority, together with the Basque Cluster Management Organisations' staff and cluster managers.

4. Timeframe

2018-19.

5. Costs (if relevant)

No cost is expected.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures (DDEI) / SPRI.

8) Increasing Interaction with International & European Regions' CMOs & Cluster Policy Makers

1. The Background

The Basque Country Cluster Policy Peer Review conducted in the framework of CLUSTERS3 project pointed out the relative limited international visibility of Basque Clusters as compared to their performance:

"There seems to be a slight mismatch between the performance and capability of the cluster initiatives in the Basque Country and their international visibility. When compared with cluster initiatives in peer regions, the visibility of the Basque Country's cluster initiatives is relatively low. This matters when the respective cluster initiatives aim to go international or want to be targeted by relevant peers."

Furthermore, CLUSTERS3 project learnings have evidenced the convenience for some cluster management organisations to increase their international activity as well as for SPRI to increase exchanges and relations with other regions' cluster policy makers and relevant actors. CLUSTERS3 project partner *Piemonte Region* has been identified as a source of inspiration for some actions, like Action 1 and Action 3. On the other hand, the Peer Review report recommends for SPRI to learn about the **Hamburg Cluster Bridges Approach**, as a good practice in cross-sectoral cooperation with an incentive system to enable cross-clustering in a structured and strategic way.

2. Action

Further engage in international cross-regional projects and cluster policy exchanges of experiences and cluster matchmaking events, engaging Basque Cluster Management Organisations.

Organising cluster policy study visits to/from other regions in order to know more deeply some relevant aspects of their Cluster Support Programme. Visits to Piemonte Region and to Hamburg are planned.

3. Players involved

SPRI as the implementing agency of Cluster policy, led by Basque Government's Department of Economic Development and Infrastructures, in its quality of Cluster policy managing authority, together with the Basque Cluster Management Organisations' staff and cluster managers.

4. Timeframe

2018-2019.

5. Costs (if relevant)

3.000 € Study visit to Piemonte (4 people, 1 night stay); 3.500 € Study visit to Hamburg (4 people, 1 night stay);

6. Funding sources (if relevant):

INTERREG EUROPE and SPRI / DDEI

Actions related to MONITORING & EVALUATION

9) Improve the Assessment Process of the CMOs Action Plans and its RIS3 Impact

1. The Background

Basque Cluster Support Programme has made considerable progress in monitoring and evaluation of CMOs activities and impact, but there is room for improvement and, indeed, the CLUSTERS3 Peer Review of Basque Cluster Policy recommended some further aligning of the programme indicators with RIS3 objectives.

2. Action

To retool the Cluster Programme Call application form, streamlining the assessment of the cluster associations' strategy and action plan and consolidating further relevant process, output, outcome and impact indicators.

3. Players involved

The Basque Country Cluster Programme Management Team and Evaluation Committee, composed of senior officers from SPRI agency and from the Basque Government's Department of Economic Development and Infrastructures (Directorate for Energy, Mines and Industrial Administration), and the CMOs supported by the programme.

4. Timeframe

The period of reference is 2018 to 2019

5. Costs (if relevant)

No further cost is expected for the coming period.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures / SPRI.

10) Developing and Implementing Tools to Assess CMO Services Users' Perception on CMO Activity ("The Voice of the User" Survey) in a Systemic Way

1. The Background

In order to assess the activities and services delivered by CMOs, and to develop new services or to improve their delivery, simply asking the direct users of CMOs' services and activities, i.e., their members, can provide very meaningful and relevant information and guidance.

The Peer Review of the Basque Cluster Policy conducted as part of CLUSTERS3 project, indeed, recommended to *"enable and motivate CMOs to enlarge their service spectrum to face new challenges"*...

2. Action

To develop and apply an online survey, designed and agreed upon with all participating cluster associations, asking their member companies and organisations 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

A pilot Survey was conducted with only 4 Cluster Management Organisations (cluster associations) from the Basque Country, using a web-based survey tool in March 2017. In June 2018 the survey was updated and prepared to be extended to the remaining Basque Country cluster organisations supported by the programme, with the goal of exploiting the information obtained from the questionnaire in the 4th quarter of 2018.

3. Players involved

SPRI as the implementing agency of Cluster policy, part of Basque Government's Department of Economic Development and Infrastructures, designed and conducted the survey. Managers of 17 Basque Cluster Association completed the survey. Finally, ORKESTRA, the Basque Institute for Competitiveness assisted SPRI in the processing of the survey's results.

4. Timeframe

2017-2018

5. Costs (if relevant)

No external expenditure required. Activities will be carried out internally.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures / SPRI.

11) **Delivering Comparative Analytics to CMOs on Structure, Staff, Actions' Focus & Spending and Participation**

1. **The Background**

Having available data on figures and ratios regarding staff, income per category (membership fees, services, public funds, competitive projects), actions' focus and spending and others can be very helpful for Cluster managers in order to assess the performance and evolution of their own organisation.

On that premise, the Cluster Support Programme officers gave the first steps in 2016 in order to further collect and analyse data required from the Cluster Management Organisations application form for the Basque Cluster Support Programme Call. In 2017 a Comparative Scoreboard was produced with data on the aforementioned categories.

CLUSTERS3 Peer Review report suggested us to further align the programme Indicators with S3 objectives and to capture cross-sectoral collaboration.

2. **Action**

To conduct and further develop the Comparative Scoreboard and the Traffic Light Performance Chart, including data regarding cross-sectoral collaboration and RIS3 issues.

3. **Players involved**

SPRI as the implementing agency of Cluster policy, part of Basque Government's Department of Economic Development and Infrastructures, designed and conducted the analysis, with the scoreboard and performance chart. Data on all Basque Cluster Association beneficiaries of the Cluster Support Programme Call is included

4. **Timeframe**

The original tool was conceived in 2017 and it will be conducted every year, updating the analysis with the data collected in the call applications.

5. **Costs (if relevant)**

No external expenditure required. Activities will be carried out internally.

6. **Funding sources (if relevant):**

Basque Government, Department of Economic Development and Infrastructures / SPRI.

ACTION PLAN Follow-Up

12) Action Plan Regular Follow-Up and Validation by the Cluster Programme Evaluation Committee and the Stakeholders Group

7. The Background

So far, the Cluster Programme Management Team and Evaluation Committee have met in order to discuss their own “Agenda” for the development and improvement of the Cluster Programme. With INTERREG requirement to set up an Action Plan for each project Partner, the decision has been made to integrate the main GOALS of that agenda in the Action Plan, as the guiding document for monitoring the degree of advance and the execution of the envisaged changes and improvements.

8. Action

The Basque Country Cluster Programme Management Team and Evaluation Committee will meet at least twice a year with the Stakeholders group in order to follow up the advance and execution of the Action Plan and the improvements.

9. Players involved

The Basque Country Cluster Programme Management Team and Evaluation Committee, composed of senior officers from SPRI agency and from the Basque Government’s Department of Economic Development and Infrastructures (Directorate for Energy, Mines and Industrial Administration), the CMOs supported by the programme and other relevant stakeholders.

10. Timeframe

The period 2018-2020

11. Costs (if relevant)

No further cost is expected for the coming period.

12. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures / SPRI.

13) Adaptation of Cluster Support Programme Rules to the New Challenges

1. The Background

In order to implement the improvements and new orientations to respond to the new challenges in the Cluster Policy, the Cluster Support Programme need to have their rules adapted and redrafted in the call regulations.

2. Action

To adapt the rules of the Cluster Support Programme and the call regulations to the new challenges and to the specific new goals in terms of CMOs size, impact, degree of participation, alignment to RIS3 and monitoring and evaluation.

3. Players involved

The Basque Country Cluster Programme Management Team and Evaluation Committee, composed of senior officers from SPRI agency and from the Basque Government's Department of Economic Development and Infrastructures (Directorate for Energy, Mines and Industrial Administration), and the CMOs supported by the programme.

4. Timeframe

The period 2018-2019

5. Costs (if relevant)

No further cost is expected for the coming period.

6. Funding sources (if relevant):

Basque Government, Department of Economic Development and Infrastructures / SPRI.