

ClusterPolisEE Project
Smarter Cluster Policies for South East Europe

WP 1 – Transnational project and financial management
1.3 MONITORING AND EVALUATION SYSTEM

ASSESSMENT LOOP

Monitoring and evaluation system

The aim of this activity is to organize a shared and systematic plan for monitoring and evaluation. The activity includes procedures for internal monitoring and evaluation, developing a specific method for project internal assessment, which is characterized by the active participation of all partners. Monitoring is an ongoing analysis of project progress towards achieving planned results with the purpose of improving management decision making. Monitoring is a regular overview of the project based reporting documentation and questionnaires to partners, aiming at verifying the achievement of quality criteria.

The plan also includes an evaluation activity, aimed to assess the relevance, the performance, the efficiency and impact of the project, also taking into consideration the horizontal themes of SEE programme.

The Evaluation activity, in particular, foresees an assessment loop during the IV SC meeting in order to evaluate the in progress ClusterPolisEE results and eventually readapt the strategy adopted.

Assessment loop

The **Assessment loop is aimed** to evaluate the in progress ClusterPolisEE results and eventually readapt the strategy adopted.

It was arranged during the IV SC meeting in Bucharest with all the partners participating in the meeting.

One representative from each partner was required to give feedback on the following aspects:

- **Relations among the partner**
- **WPs activities coordinations**
- **Financial management and reporting**
- **Communication and dissemination**

The feedback should be splitted as following in separate sheets:

- a. **Success elements** to be capitalised
- b. **Difficulties elements** to avoid in the future
- c. **Criticalities**

	GOOD (Success elements)	TO BE FINE TUNED/CHANGED IN THE FUTURE (Difficulties elements)	TO BE MODIFIED WITHIN THE NEXT 6 MONTHS (Criticalities)
Relations among the partner	<ul style="list-style-type: none"> - Experiences exchanges - Transfer of knowledge and know-how between experienced partners and not experienced ones - Open climate among all the partners 	<ul style="list-style-type: none"> - Twinning during the study visit not fully proactive - To handle the demotivated/inert partners - Communication between WGs members - Few on line meetings among partners 	<ul style="list-style-type: none"> - Practical solution to take over inputs from ENPI partner (Moldovian Ministry of Economy). - No constant and effective communication among WGs leaders and partners.
WPs activities coordinations	<ul style="list-style-type: none"> - Participation in the pilot actions as very concrete activity. 	<ul style="list-style-type: none"> - Lost deadlines, motivations of some partners. - Overlapping activities(from different WPs) without a full capitalisation of previous outputs in the forthcoming ones. - Lack of common understanding and leveraging of the core concepts of the project (cluster, S3 etc) among the partners. 	<ul style="list-style-type: none"> - Increased awareness of partners regarding their particular tasks and responsibilities (exact timing and coordination by WPs leaders). - Lack of punctual definition of activities and clear schedule of the timing. - No practical and operative approach of the study visit.
Financial management and reporting	<ul style="list-style-type: none"> - Sound financial and administrative coordination. 	<ul style="list-style-type: none"> - Budget shifts/reduction procedures. - Not enough money in all the WPs with related responsibilities. - Financial planning since the proposal phase. - Timing of financial reimbursement. - Public procurement timing to be taken into account during project planning. 	<ul style="list-style-type: none"> - Budget and project modification with necessary immediate reaction for the approval. - Lack of content oriented feedback from JTS.
Communication and dissemination		<ul style="list-style-type: none"> - Not enough interactive and creative events, meetings. - Too many partners for an 	<ul style="list-style-type: none"> - Effective show of the project. - Effective communication and dissemination activities.

		<p>effective communication plan.</p> <ul style="list-style-type: none"> - No user-friendly of platform for the communication and dissemination activities towards external users. - Two on-line platforms(the platform and the website overleaping partners tasks for uploading and maintaining up-to-date informations - Not unique and homogenous communication tools and code. 	<ul style="list-style-type: none"> - Confusion between the platform and the website inputs requested from PPs. - Effective communication of project, main outputs through variable network in a coordinated manner (social networks, press, etc). - Strong platform with material and enahncement of user friendliness. - Difficulty in using the project platform.
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Following that all the partners wrote and delivered to LP the sheets with the comments, the LP shared with all the partnership just the criticalities in order to define in the same moment the causes and the proposed solutions.

TO BE MODIFIED WITHIN THE NEXT 6 MONTHS

		<i>CAUSE</i>	<i>SOLUTION</i>	<i>TIMING</i>
Relations among the partner	<ul style="list-style-type: none"> - Practical solution to take over inputs from ENPI partner (Moldovian Ministry of Economy). - No constant and effective communication among WGs leaders and partners. 	Too many partners, not strongly committed since the beginning of the project.	To plan in a more structured way the next WPs activities, defining a constant and clear communication from the WGs and WPs leaders.	Since April 2014 to the end of the project.
WPs activities coordinations	<ul style="list-style-type: none"> - Increased awareness of partners regarding their particular tasks and responsibilities (exact timing and coordination by WPs leaders). - Lack of punctual definition of activities and clear schedule of the timing. - No practical and operative approach of the study visit. 	<ul style="list-style-type: none"> - Scarce involvement and engagement at the beginning of the project in the sharing of the project's strategy within each own institution. - Intermittence and/or changes of the partner's contact persons. 	To fix in a clearer way the next activities by the WPs responsables, planning specific partner's roles and deadlines.	Since April 2014 to the end of the project.
Financial management and reporting	<ul style="list-style-type: none"> - Budget and project modification with necessary immediate reaction for the approval. - Lack of content oriented feedback from JTS. 	Too complex financial and administrative rules and procedures fixed by the Programme.	NO SOLUTION, because it is not possible to change the SEE Programme rules.	

**Communication
and
dissemination**

- Effective external show of the project.
- Effective communication and dissemination activities.
- Confusion between the platform and the website inputs requested from PPs.
- Effective communication of project, main outputs through variable network in a coordinated manner (social networks, press, etc).
- Strong platform with material and enhancement of user friendliness.
- Difficulty in using the project platform.

- Lack of appointed communication managers by the partners, strongly committed in a constant communication and dissemination flux.
- Lack of full operativity of the platform, also with the external stakeholders, that marks the differences from the website.
- Not user-friendly management system of the platform.

Definition of a platform promotion strategy.
Appointment of a communication manager from each partner.
For what is possible (from technical perspective), it will also enhance the platform's user friendliness.
Introduction of 2 new models on the platform
Who's who and market place (just a proposal submitted to the JTS – under evaluation)

Since April 2014 to the end of the project.

All the partners agreed on the identified solutions and timing, committing themselves in reaching the objectives and trying to exploit the last months of the project **TO GUARANTEE THE BEST QUALITY OF THE PROJECT.**

All the other aspects, “**success elements**” to be capitalised and “**difficulties elements**” to avoid in the future, have been taken into account for the future cooperation experiences.