



smath

**Smart atmospheres of social and financial innovation
for innovative clustering of creative industries in MED area**

Deliverable n 3.8.1

MONITORING AND EVALUATION METHODOLOGY OF PILOT ACTIVITIES

Project description

Acronym		smath	
Title		Smart atmospheres of social and financial innovation for innovative clustering of creative industries in MED area	
Name of the Lead Partner organisation		Veneto region	
Project Nb		3225	
Duration of the project	Starting date	2018-02-01	Number of months
	Ending date	2020-07-31	30
Programme priority axis		Priority Axis 1: Promoting Mediterranean innovation capacities to develop smart and sustainable growth	
Programme specific objective		1.1 To increase transnational activity of innovative clusters and networks of key sectors of the MED area	
Call for projects		3rd call	
Type of project		Testing	
Internal ref number		3MED17_1.1_M2_084	
Partner responsible for the deliverable		Barcelona Activa	

Consortium:

Veneto Region - Direction of Cultural heritage Cultural Activities and Sport, IT, Lead Partner

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1. INTRODUCTION – SCOPE & OBJECTIVES

This document aims at explaining the goals of each evaluation procedure foreseen in the frame of the Smath project. On the basis of this document Barcelona Activa will develop the questionnaires that the partners' beneficiaries will finally fill.

A second part of the document is devoted to explain the structure of the interim and final evaluation report, so that the information gathered by the partners is homogenous and can be compared.

The objective of SMATH is to strengthen the competitiveness of creative industries in the MED area by structuring "Smart Atmospheres" as innovative clustering of cultural engines and value enhancing services. SMATH raises awareness of the need to better connect cultural productions and business interests in order to fully develop the potential of creative industries. The relation between cultural productions and creative business has so far been more theorized than practiced. Abstract models assume that a "cultural core" would almost automatically inspire new creative entrepreneurship. Policy evaluation and evidence from research have shown that is rarely the case. Culture and creativity, close in theory, in practice tend to operate within distinct modes of production that may even diverge. The project capitalizes on this evidence to shape a new, specific spirit of collaboration between culture and creativity. Social innovation is proposed as the trigger of such an improved connection, implemented with the creation of Smart Atmospheres. It is through the multiplication of social ties and the strengthening of relational bonding that smart atmospheres are generated. In particular, the objective is to embed in richer collaborative atmospheres the two aggregates of "cultural engines" and "value enhancing services". Such social innovation will be sustained with greater mutual knowledge, cross-fertilization and a highly focused development of practice-based models and tools.

SMATH aims at developing a new asset of policies tools, fostering collaboration among different stakeholders each of the four helix scheme. Therefore, SMATH will test how cultural and creative worlds (including academia, enterprises, public administration, civil society) can mix together and eventually analyse the impact of their join work in the cities, in terms of local development, social cohesion and social innovation.

2. MONITORING AND EVALUATION METHODOLOGY (D.3.8.1)

The objective is to evaluate and verify Smath project achievements and support partners, through concrete data and outputs, in the setting up of the Transferring activity (WP4).; to create a methodology for setting up the system that will be applied for the evaluation of the services that will be provided by the Nests and the MED CIs Cluster and validated by the Scientific Committee.

The Output 3.8 specifies that the following deliverables are due in the frame of the Smath project:

- Methodology of Monitoring and Evaluation Methodology of pilot activities
- Methodology of Interim Evaluation Report of Pilot activities
- Methodology of Final Evaluation Report of Pilot activities

List of Tools that will be used for this evaluation:

Activity Templates:

- a. Activity Reports from partners
- b. Meeting evaluation questionnaire. At the end of each project meeting, a questionnaire will be sent to each of the participants to find out about their organization, development and results.

Content and scientific templates:

- c. Process evaluation questionnaire to partners for Technical Assessment Reports (according to general structure of contents)
- d. Interviews and interaction with partners through meetings, events and mobility actions (observation).

These documents will produce the following outputs:

- **Project technical assessment-first report:** A first evaluation of the results of the project will be presented at the Scientific Committee organized during the meeting in Barcelona (foreseen in November 2019). The report will allow the consortium to evaluate the results achieved and propose changes if necessary;
- **Project Technical Assessment - Second Report:** The second report will be presented during the Scientific Committee Meeting that will take place on May 2020 in contemporary to the final conference in Venice; and will represent the overall technical (qualitative and quantitative) analysis of the activities achieved.

The general structure of the Project technical assessment report will include:

- Summary
- General problems, solution and recommendations
- Activities: Percentage of activities carried out in accordance with Application Form
- Outputs: Percentage of main outputs delivered in accordance with Application Form
- Deliverables
- Target groups reached and synergies among partners and ecosystems
- Identification and analysis of specific emergent and non-expected issues
- Budget: Percentage of budget in accordance with Application Form

2.1. Monitoring and evaluation methodology (3.8.1)

2.1.1. Preparation

The specific aspects to be considered in the project monitoring will be:

- Administrative duties: time schedule monitoring and planning, quality control of delivered outputs, coherence check between the proposal contents and the effective actions
- Financial management: Regular budget control and planning.
- Design of project Handbook, including information on activities, timing, deliverables, internal communication tools, GANTT, staff, table, project monitoring system and of the main reporting rules. The guide will also include a file for budget control and monitoring. **TBC by the Consortium.**
- Internal communication (web meetings and bilateral meetings).
- Animation and coordination of Steering Committee Meetings: agenda, organization, results...
- External communication: Communication strategy, tools (Communication Toolkit, digital tools, logo and image, posters...), events, products (good practices, articles, news, videos...) and target groups (direct beneficiaries, institutions, policy makers).
- Documents sharing: apart from the platform offered by the MED program, the partnership will use free tools to work together and share information easily (e.g. google docs).
- Participation in MED events
- Dynamization and efficient environment for the project development
- Organization of all Steering committees and technical meetings
- Reporting of the activities.

Each partner checks (in its own territory) that:

- If there are Public authorities in the partner country/countries involved they will be informed of field works to come through the appropriate channel.
- Project/programme management are provided with an indicative list of people to be interviewed, dates of visit, itinerary, name of team members
- Logistics are agreed upon in advance.

The work plan keeps flexible enough in order to accommodate for circumstances in the field.

2.1.2. Ex ante evaluation e-questionnaire contents

This questionnaire will feed the project technical assessment-first report in terms of the foreseen architecture of the program, the content, the communication and the perception of it all by the final users.

The main objective is, therefore, to measure and identify the *initial expectations* of the stakeholders involved in Smath Testing phase (WP3): needs, motivations and priorities. The purpose is to define objectives and expected results of the Pilot Actions and its strategies, contrasting it with the conceptual map of analysis (Internationalization Strategic Model).

In order to carry out the Ex ante evaluation, three different e-questionnaire models will be carried out: one aimed at the partners, one at the beneficiaries, one aimed at the stakeholders. As explained above, 1 response is expected from each of the partners, 6-10 responses from the beneficiaries and 2-3 from the stakeholders of each partner in this Ex ante phase.

According to the objective we can advance this structure of contents:

- Needs of CCI companies: Perception of the main support service needs (both for partners and beneficiaries)
- Motivation: Perception about the tendencies, opportunities and challenges for CCIs internationalization strategies (for beneficiaries), launch of a sound support programme (partners)
- Interest: number of beneficiaries admitted/candidatures received (for partners)
- Expectations in the entrepreneurs' competence improvement (both for partners and beneficiaries)
- Expectations in the number of new commercial contacts (both for partners and beneficiaries)
- Expectations of the number of concrete internationalization projects developed also through innovation vouchers (both for partners and beneficiaries)
- Expectations in user's degree of satisfaction in transnational services: trainings, mobility and matchmaking (for partners)
- Mid and long term expected impacts at territorial level (for partners)

The Ex ante evaluation will also consider the expectations about main methodological instruments to be developed in the Testing phase:

- Guidelines to evaluate the call to select Cultural and Creative industries and professionals

- Tools for beneficiaries' check-up and assessment
- Tools for beneficiaries' support in defining internationalization strategies (Webtool for Internationalization Readiness for CCI's)
- Guidelines for mobility and matchmaking services

Sine qua non conditions: each partner has to inform about the calendar for its call.

Follow-up

The evaluation manager is prepared to interact swiftly at the evaluation team's request if a problem is encountered in the field and cannot be solved with the help of the project/programme manager.

2.1.3 Indicators and questionnaires

Each partner has to fill the provided questionnaires and to write a document containing those qualitative and qualitative indicators:

a. Qualitative indicators

- Number of innovative tools to support CCI's internationalization including a methodology for mobility actions and matchmaking event organization;
- Improved knowledge on CCI clusters and specializations in the MED area.
Specifically, we can highlight: new competences (access training and consultancy) and contacts (new potential partners in mobility actions and matchmaking events).
- Number of new collaborations among companies and professionals in a local and transnational environment (Smath Innovative approach).
- Percentage of main outputs delivered in accordance with Application Form.
- Number of specific emergent and non-expected issues identified and analysed.

b. Quantitative indicators

- Number of operational instruments to favour innovation of SMEs and cultural organizations.
- Number of companies and professionals part of the clusters involved in the pilot program.
- Number of meetings and joint projects.
- Number of activities carried out in accordance with Application Form.
- Target groups reached and synergies among partners and ecosystems

c. Questionnaires

The Project Partners(PP) and Scientific Committee, stakeholders and beneficiaries have to complete the follow questionnaire.(send in the ANNEX) Each PP is responsible for the stakeholders and beneficiaries involved in his country.

c.1 Intermediate Questionnaires for PP

- Relevance and strategic fit of the project

The extent to which the objectives of a development intervention are consistent with beneficiary requirements, country needs, global priorities and partner and donor policies.
The extent to which the approach is strategic.

- Validity of project design

The extent to which the project design is logical and coherent.

- Project progress and effectiveness

The extent to which the project's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance.

- Efficiency of resource use

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.

- Effectiveness of management arrangements

The extent to which management capacities and arrangements put in place supports the achievement of results.

- Impact orientation and sustainability of the project

The strategic orientation of the project towards making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of the project are durable and can be maintained or even scaled up and replicated by project partners after major assistance has been completed.

c.2 Intermediate Questionnaire for SC

- Relevance and strategic fit of the project

The extent to which the objectives of a development intervention are consistent with beneficiary requirements, country needs, global priorities and partner and donor policies.
The extent to which the approach is strategic.

- Validity of project design

The extent to which the project design is logical and coherent.

- Project progress and effectiveness

The extent to which the project's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance.

- Efficiency of resource use

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.

- Effectiveness of management arrangements

The extent to which management capacities and arrangements put in place supports the achievement of results.

- Impact orientation and sustainability of the project

The strategic orientation of the project towards making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of the project are durable and can be maintained or even scaled up and replicated by project partners after major assistance has been completed.

[c.3 Intermediate Questionnaire for Beneficiaries \(document annexed\)](#)

[c.4 Intermediate Questionnaire for Stakeholders \(document annexed\)](#)

[c.5 Meeting Evaluation Questionnaires for PP and SC](#)

Meeting evaluation questionnaire. At the end of each project meeting, a questionnaire will be sent to each of the participants to find out about their organization, development and results.

3. INTERIM EVALUATION REPORT OF PILOT ACTIVITIES (D. 3.8.2)

The Interim evaluation will be elaborated by the Scientific Committee with the support of Partnership; for this reason, it should be necessary that each partner present the main results and indicators achieved, and their input and recommendations.

A project is accountable for achieving outcomes and contributing to development impact. Since the achievement of broad, long-term development changes depends on many factors, it is usually not possible to attribute impact to one project. All outcomes of a project should contribute to the intended impact.

Main results/Outcomes are defined as medium-term effects of project outputs. Outcomes are observable changes that can be linked to project interventions. Usually, they are the achievements of the project partners. They are logically linked to the intended impact. Outcomes are the results that link to the immediate objectives as described in the project document.

Indicators/ Impact is defined as the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. The qualitative and quantitative indicators are above described.

3.1 Quality assessment

The Scientific Committee will elaborate an interim evaluation of the pilot activities with the support of all PPs and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.

The Scientific Committee receives the first version of the interim report. The document should have the same format, contents and quality as the final version.

The SC assesses the quality of the report on the basis of an assessment grid including five criteria.

The quality assessment should enhance the credibility of the evaluation without undermining its independence. Therefore, it focuses on the way conclusions are substantiated and explained and not on the substance of conclusions.

The Mid-term evaluation will be methodologically based on e-questionnaires plus in-depth interviews and documentary material: report on the pilot actions (training, coaching, consultancies and international mobility) implementation, organized at local and international level, underlying the progresses achieved by each beneficiary. In order to carry out the Mid-term evaluation, three different e-questionnaire models will be carried out: one aimed at the partners one at the beneficiaries and one at the stakeholders. 1 response is expected from each of the partners, 6-10 responses from the beneficiaries and 2-3 from the stakeholders of each partner in this Mid-term phase.

3.2 Quality assessment criteria to evaluate

The following five criteria are derived from international evaluation standards and are compatible with them:

1. Meeting needs

- Does the report precisely describe what is evaluated including the intervention logic and its evolution? Does it cover the appropriate period of time, target groups and areas? Does it respond to all ToR requests?

2. Appropriate design

- Is the evaluation design described in enough detail? Is it adapted to the project / programme? Are there well defined and appropriate indicators? Does the report point out the limitations, risks and potential biases associated with the evaluation method?

3. Reliable data

- Is the data collection approach clearly explained and coherent with the overall evaluation design? Are the sources of information clearly identified in the report and cross-checked? Are the data collection tools (samples, focus groups, etc.) applied in accordance to standards? Have data collection limitations and biases been explained and discussed?

4. Sound analysis

- Is the analysis based on the collected data and focused on the most relevant cause/effect assumptions? Is the context well taken into account? Have stakeholders' inputs been used in a balanced way? Are the limitations identified, discussed and presented in the report?

5. Credible findings

- Are the findings derived from the data and analyses? Are interpretations and extrapolations justified and supported by sound arguments? Is the generalisability of findings discussed?

3.3 Structure

The structure of contents of the interim evaluation report should be:

- Needs of CCI companies: Perception of the main support service needs (both for partners and beneficiaries)
- Motivation: Perception about the tendencies, opportunities and challenges for CCIs internationalization strategies (for beneficiaries), launch of a sound support programme (partners)
- Interest: number of beneficiaries admitted/candidatures received (for partners)
- Expectations in the entrepreneurs' competence improvement (both for partners and beneficiaries)
- Expectations in the number of new commercial contacts (both for partners and beneficiaries)
- Expectations of the number of concrete internationalization projects developed also through innovation vouchers (both for partners and beneficiaries)
- Expectations in user's degree of satisfaction in transnational services: trainings, mobility and matchmaking (for partners)

- Mid and long term expected impacts at territorial level (for partners)
- Input and recommendations.

4. FINAL EVALUATION REPORT OF PILOT ACTIVITIES (D.3.8.3)

In February 2020, before the completion of Testing phase the consortium will propose to the Scientific Committee a draft of the Pilot action report for the discussion and final validation.

The Project Partners (PP) and Scientific Committee, stakeholders and beneficiaries have to complete the follow questionnaire. Each PP is responsible for the stakeholders and beneficiaries involved in his country.

The Scientific Committee will elaborate a final evaluation of the pilot activities with the support of all PPs and will consolidate main results and achieved indicators.

Comments are taken into account by the evaluation team in a new version of the report. The evaluation manager also receives an electronic version of the slides presented by the evaluation team.

He checks that the comments received have been taken into account in an appropriate way, and that the report is ready for dissemination, including the full set of annexes.

He carries out a final quality assessment against the eight criteria of the assessment grid, writes qualitative comments for all criteria, and decides upon the overall quality rate.

The evaluation manager approves the final version of the report, sends with the quality assessment to the reference group members, and thanks them for their contribution.

He checks that the comments received have been taken into account in an appropriate way, and that the report is ready for dissemination, including the full set of annexes.

He carries out a final quality assessment against the five criteria of the assessment grid, writes qualitative comments for all criteria, and decides upon the overall quality rate.

The evaluation manager approves the final version of the report, sends with the quality assessment to the reference group members, and thanks them for their contribution.

4.1. Ex post e-questionnaire contents

A final summative e-questionnaire will be developed in order to contrast with previous results (Ex Ante and Mid-term evaluation) and close the evaluation cycle. In this phase, three model questionnaires will also be carried out, one for the partners, one for the beneficiaries and one for the stakeholders.

This stage evaluates the outcomes of the pilot actions based on a comparison between initial expectations and goals and final results of the local and international strategies of the pilots. It allows to know the characterization of the process of change expected by Smath project.

The Summative evaluation and the final report will include analysis of:

- SMATH Innovative approach: New collaborations among companies and professionals in a local and transnational environment; number of meetings and joint projects, number of projects coached and presented in the different events in the framework of the SMATH programme, number of projects financed.
 - Number of operational instruments to favour innovation of SMEs and cultural organizations.
 - Innovative tools to support CCIs internationalization including a methodology for mobility actions and matchmaking event organization;
 - Improved knowledge on CCI clusters and specializations in the MED area.
- Specifically, we can highlight: number of companies and professionals part of the clusters involved in the pilot program; new competences (access training and consultancy) and contacts (new potential partners in mobility actions and matchmaking events).

4.2 Evaluation of international synergies among the partners

One of the expected achievement of the project would be to reinforce the links among the project partner related stakeholders at local, regional and Mediterranean levels.

Important elements to take into account when exploring those eventual positive synergies are:

- A general framework to integrate internationalization in Culture-based local development strategies, highlighting some interesting aspects.
- A core integrated by competences (entrepreneurship and internationalization) and models of organization (business models, networks and clusters).
- A contextual map of strategic aspects as structural preconditions, transversality (connections between culture and social and economic development, productive sectors, social agenda), multilevel approach (local-global) and institutional sensitization (policy makers).

4.3 Structure

The draft structure of contents of the final evaluation report should be:

1. Abstract
 2. Brief background on the project and its logic
 3. Purpose and scope of evaluation
 4. Methodology
 5. Review of implementation
 6. Presentation of findings regarding project performance
 7. Conclusions
 8. Recommendations
 9. Lessons learned
 10. Annexes
- Final Questionnaire for SC
 - Final Questionnaires for PP
 - Final Questionnaire for Beneficiaries
 - Final Questionnaire for Stakeholders

5. ROLES AND PROCEDURES IN THE FRAME OF WP 3:

Partner	Role
Barcelona Activa	<ul style="list-style-type: none"> • Definition of the evaluation methodology • Filling the BA evaluation templates according to its activities
Lead Partner	<ul style="list-style-type: none"> • Gathering the information produced by the PP and send it to the SC for its final approval
Project Partners	<ul style="list-style-type: none"> • Elaboration of the related templates needed for the evaluation (questionnaires and definition of the quantitative and qualitative templates) • Draft of the pilot action report for the discussion and the final validation. • Filling their evaluation templates according to their activities • Support the SC to produce the interim evaluation report and the final one.
Scientific Committee	<ul style="list-style-type: none"> • Evaluate (offering inputs regarding the progress of pilot activities) and eventually approve the interim and final reports.

6. CHRONOGRAM OF ACTIVITIES AND DELIVERABLES

Activity	Dates
1. B.A: defines of the evaluation methodology 2. BA: preparation of the transnational meetings evaluation questionnaires	<ul style="list-style-type: none"> • June 2019 • May 2019
3. Project partners: elaboration of the related templates needed for the evaluation (questionnaires and definition of the quantitative and qualitative templates) 4. Filling their evaluation templates according to their activities 5. Submission of the project technical assessment first report (elaborated by each partner) 6. Draft of the pilot action report for the discussion and the final validation	<ul style="list-style-type: none"> • June 2019-June 2019 • From June 2019 –March 2020 • November 2019 • April 2020 • June 2019- March 2020

7.	Lead partner gathers the information produced by the PP and send it to the SC for its final approval	
8.	Submission of the project technical assessment final report (elaborated by each partner)	
9.	Scientific Committee Evaluate (offering inputs regarding the progress of pilot activities) and eventually approve the interim and final reports.	<ul style="list-style-type: none"> • June 2019- June 2020

For evaluation purposes, the coordination between WP leaders on key management activities is essential in order to facilitate the necessary synergies.