

TCI Evaluation Symposium: Survey of Experiences

As agreed at the conclusion of the TCI symposium on evaluation in Washington, DC on September 15th, this survey is intended to begin the process of developing best practices for measuring competitiveness and evaluating the effectiveness of competitiveness, cluster, and value-chain policy initiatives. Completed surveys will be posted on the website, www.competitiveness.org/evaluation, so that practitioners can benefit from each others' knowledge and experiences. Toward this end, please provide the most complete answers possible to the questions below.

Once you have finished, please save this document using the file name format, "TCI evaluation survey_*lastname_orgname*.doc" (for example, "TCI evaluation survey_Eklund_ The Competitiveness Institute.doc") and email it to dstern@competitiveness.com.

Professional Background and Organization Information

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5. Areas of expertise (cluster initiative implementation, policy evaluation, market analysis, value-chain diagnostics, public-private dialogue facilitation, etc.): **Dialogue, learning, networking on all levels including national innovation systems.**
6. Areas of interest (that you would like to know more about): **Evaluation the role of knowledge, especially tacit knowledge**
7. Are there specific issues related to competitiveness evaluation where you feel you have particularly strong insight or experience and you would be willing to share it with interested peers? **Systematic dialogue facilitation**
8. Which (if any) issues related to competitiveness evaluation do you think can best be addressed collaboratively? Would you consider participating in a workgroup targeting this subject? **International collaboration in heterogeneous teams. Yes!**

Experiences

9. Within the typology of evaluation efforts developed at the first symposium on evaluation in Barcelona last spring – see the link below – where do the assessments or evaluations that you have participated in belong?
<http://www.competitiveness.org/filemanager/download/889/Overview%20Cluster%20Mapping%20and%20Evaluation%20Methods.pdf>

Please highlight any of the following that apply in **bold**.

- mapping or evaluation of naturally occurring clusters
- evaluation of individual cluster initiatives
- measurement of general local economic impact in areas where cluster policy has been used

- Others/general comments: **National and Regional Innovation Systems**

10. What has generally been the purpose of the evaluations you have been involved in? Please highlight any of the following that apply in **bold**.

- *Process evaluation.*
 - o To better understand the techniques and strategies used in the course of a given project.
- *Resource effectiveness and prioritization.*
 - o To help the donor institution judge the merits of cluster policy relative to other development strategies (e.g. in terms of relevance and outcomes / impacts achieved).
 - o To help prioritize between competing clusters for further investment.
 - o To assess the effectiveness of the implementing organization or project manager.
- *Attribution and policy formulation.*
 - o To better understand which types of cluster initiatives are most likely to be effective, or which types of clusters make the best targets, in order to improve the efficacy of policy.
- Others/general comments:

11. What type of logical or analytical framework did you use for your evaluation? For example, did you use 'before and after' snapshots, or compare performance to a local economy/national industry/reference cluster, etc.? How did you attempt to distinguish between outcomes and impact, if at all – that is, how did you differentiate between the effects of the policy intervention and the evolution of the sector that would have occurred naturally, without intervention?

I have worked more on societal triple helix strategic level in regional, national and multinational innovation systems

12. Which evaluation criteria have you used? What indicators have you used to measure competitiveness? Please list and report any challenges or unique solutions you have found.

Increase in capacities, numbers, interation

13. What methodologies did you use to collect data? At what point(s) did you collect data (before beginning, at the start/conclusion, number of years afterward, etc.)? Please explain any difficulties that arose during this process, and how you overcame these. **Systematic dialogues**

14. How did you analyze the data? Did you use a correlation or regression analysis, or any other form of statistical analysis? **In dialogue with the clients**

15. Are there any publicly available documents containing evaluations of the cluster initiatives you have been involved in implementing or assessing? If so, please note the title of the document here and either copy and paste the URL below or attach a copy when you submit this survey to dstern@competitiveness.com.

Relevant Literature

16. We would like to compile a list of resources that would be helpful to those working on the topic of competitiveness evaluation. What resources do you personally rely upon when conducting competitiveness evaluation projects – including articles, papers, books, websites, etc.? Where possible, please include a level of detail that would typically be necessary for a bibliography. Direct links to the websites would also be particularly helpful.

Bjorn Gustavsen, Jürgen Habermas, Richard Norman, James March – great men all well represented on Google