

EVALUATION METHODOLOGY

D.T3.4.1

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D.T3.4.1: Evaluation Methodology

A.T3.1 Monitoring / Evaluation

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1. Introduction

The CITYCIRCLE project aims to bring innovation and sustainable economic growth to peripheral regions within the European Union. This is thanks to the implementation of circular economy practices. The partners of this project are 11, coming from different European countries (Austria, Croatia, Germany, Italy, Slovenia and Slovakia). The idea is to combine the efforts of the private sector and the public sector to generate a terrain suitable for the diffusion of circular economy practices. To achieve this it is necessary to involve stakeholders from different areas, in accordance with the principles of the quadruple helix, which plan to create collaborations between Public Authorities, Universities, companies and civil society. The aim of the project is therefore to create the best possible conditions for generating economic growth in the area, resulting from innovation and sustainable development.

At European level, the transition from a linear economy to a circular economy is an absolute priority. This depends on the fact that, not only this will be indispensable for achieving the objectives set for the protection of the environment, but it will also result in competitive advantages in economic terms. Consider the decarbonisation and climate agreements that involve the European Union. We can cite as an example the European Green Deal, which represents a set of policies aimed at making Europe carbon-neutral by 2050. This context therefore generates important opportunities for companies and public bodies to be able to invest in new technologies, making their activities more competitive on the one hand and making cities more healthy places on the other.

In order to create, as mentioned, a favourable environment for sustainable development, the CITYCIRCLE project will focus on the following objectives:

- 1) **Implementation of pilot projects that will serve as an example for future initiatives:** This will happen thanks to the collaboration with the stakeholders and the identification of specific and promising projects.
- 2) **Promotion of the initiative and the concept of circular economy:** through events, web advertising campaigns, etc.
- 3) **Creation of a circular economy HUB in each of the regions identified by the project:** It will represent a facilitator office able to offer services to users and stakeholders in the transition to the circular economy.

The link between the hub and pilots strong - within the pilot actions, the collaboration of hub stakeholders is the cornerstone. The pilots therefore showcases the circular solutions being developed in joint regional manner and should activate the circular hubs in territories. The evaluation is therefore addressing the level of collaboration and how the hub fosters the innovation activities in the respective areas - both essential areas of the current circular pilot actions but also any similar initiatives to come.

2. Evaluation Scope

The evaluation methodology of the CITYCIRCLE hubs addresses two dimensions of the circular economy hubs being in the development phase. Firstly, looking at the hub as regional **multiple stakeholder collaboration process** among stakeholders in the field of circular economy, and secondly, taking the perspective of the hub as an instrument for setting up **environment fostering circular innovations**. The evaluation methodology should help hub managers to understand the level and trends in the **hub development** (maturity) and **its performance**, and in future could be used for planning and hub goals setting.

2.1. Hubs and their functions

In order to understand and measure the performance of the innovation hub, firstly, we need to understand **what is the innovation hub and what are its functions**. In the literature, we may find variety of definitions and overlapping with other terms like ecosystems, activating networks or clusters. Also, in the context of hub's performance evaluation



methodology this documents proposes, due to very limited width of knowledge, the analogy with ecosystems or cluster measurement will play very important role.

The innovation hub is an aggregation of different individuals and organisations that interact and collaborate to surface new ideas that solve social and commercial challenges.¹ Innovation hubs are „social communities or work space or research centres that provide subject-matter expertise on technology trends, knowledge and strategic innovation management, and industry-specific insights. These hubs enable active knowledge transfer between researchers and business experts, on the one hand, and industry, government and representatives of academia, on the other hand.² Here, decision makers can meet and brainstorm with scientists and business experts and discuss their complex business challenges. Some of the authors stresses the hub’s physical space as the centre of action, the hub is „very specific location, that provides affordable workspace, support and exhibition or sales space for creative entrepreneurs and acts as the central point of a wider network.“³ Hubs may be places for social exchange and informal networking and for doing business, engage their communities through various activities like public consultations, film screenings, eco-festivals, educational presentations, highprofile conferences, webinars, hack-a-thons, and competitions.⁴ However, hubs may also be virtual. Typically, there is an organisation or consortium playing the facilitator role in the innovation hub - either dedicated private entity, government agency, university or a special purpose organisation made up of representatives of various organisations in the hub.⁵ As stated by Startup Status⁶, „the hub acts as an innovation engine for a region or sector, taking inputs of market demands and local needs and transforming them through programs, culture, and chance encounters into scalable outcomes.“ They add, that hubs bring the different parts of the ecosystem together in „neutral“ - the space that is not typical/common for any of the parties, but a safe place where community emerges around shared interests - in this case developing and scaling ideas.

When it comes to hubs’ functions, they vary according to the specific hub’s purpose and goals. Hub may lead and accelerate the process of creation of innovation and strives to provide an environment where the process of innovating with users can be facilitated and be subject to experimentation in order to come up with new or better services, projects, policies. Hubs may provide incubation, capacity building services and financing entrepreneurs and new ventures that are developing innovative and measurable impact solutions to address key challenges. Hub may facilitate linkages between entrepreneurs, other innovation actors and potential markets of suppliers and buyers, leading to the development of products that are marketable and enhance welfare.⁷ Hub also help entrepreneurs to connect with sources of finance, providing them with the means to innovate. Hub may act as local intermediary institutions strengthening the regional ecosystem that nurtures entrepreneurship and the growth of small businesses.⁸ Hub with Incubators and accelerators play an important role in addressing these challenges by providing crucial support to start-ups, small firms and entrepreneurs. We reduce risk, helping entrepreneurs to transform inventions into technologies that meet societal needs.⁹ Activities in the innovation hub often cover the entire process from the discovery to the successful delivery of new ideas as products, services or societal infrastructure that add value in solving a clearly defined social or commercial problem, and they can cover following actions: exploratory research and finding dissemination; co-creation activities with events for cross-pollination; pitch events to solicit support towards prototyping and implementation; rapid prototyping events (more popularly known as hackathons or design sprints) where new ideas can be quickly prototyped

¹ RAI Consult: Mapping of Innovation Hubs in Palestine: Final Report. August 2020. Available at: [<link>](#)

² OLSSON, A; MEEK, L.: Effectiveness of research and innovation management at Policy and Institutional level. OECD, 2013: Available at: [<link>](#)

³ NEWBIGIN, J.: Hubs, clusters and regions. British Council. Available at: [<link>](#)

⁴ MCCLEARY, S.: ‘Climate Hub’ to aid grassroots action on global warming. Sault this week, 2018. Available at: [<link>](#)

⁵ Longe, F. What is innovation hub? Available at: [<link>](#)

⁶ <https://startupstatus.co/models-of-innovation-spaces-a-map-of-queenslands-accelerators-innovation-hubs-and-co-working-spaces/>

⁷ UNFCCC. Catalysing finance for incubators and accelerators: addressing climate change through innovation. Bonn: United Nations Framework Convention on Climate Change, 2018. Available at: [<link>](#)

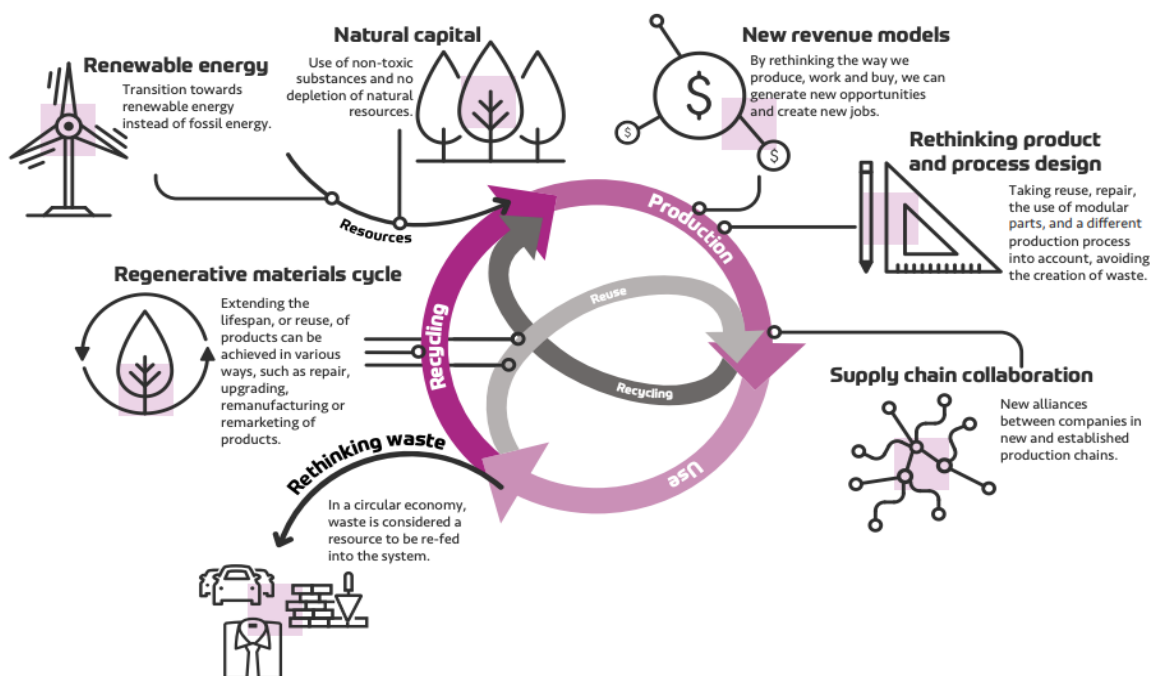
⁸ Malecki EJ. Entrepreneurship and entrepreneurial ecosystems. Geography Compass, 2018. <https://doi.org/10.1111/gec3.12359>, Available at: [<link>](#)

⁹ UNFCCC: Climate Technology Incubators and Accelerators. Bonn: United Nations Framework Convention on Climate Change, 2018. Available at: [<link>](#)



and tested to develop the concept further and to validate feasibility.¹⁰ The hub acts as an innovation engine for a region or sector, taking inputs of market demands and local needs and transforming them through programs, culture, and chance encounters into scalable outcomes. Hubs, respecting the thematic scope, typically build relationships within the network of stakeholders, promote the network and members, raise awareness, share the knowledge, generate knowledge and coordinate innovation and development activities.

The goal of the CITYCIRCLE hubs is to help in transition process of cities and regions towards circular economy, which provides opportunities to enhance social and environmental outcomes, improve economic performance and profitability, decrease the risk associated with relying on external sources of raw materials and labour, and increase the resiliency of public services and infrastructure. To make the transition process successful, the hubs will focus on the elements and flows described below by the CANADIAN SMART CITIES¹¹ initiative based on the work of PBL Netherlands Environmental Assessment Agency¹².



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*adapted from: <https://themasites.pbl.nl/circular-economy/>

Elements of Circular Economy¹³

In more detail, for the transition to take place, the new approaches has to be adopted by all concerned actors. The actions should be addressing variety of areas - strategic planning, cost management, circular supply chain management, quality management, environmental management, process management, logistics and reverse logistics, service management, and research and development. These are the drivers for organizations towards more sustainable practices as presented by Barros et al.¹⁴.

¹⁰ Longe, F. What is innovation hub? Available at: [<link>](#)

¹¹ SIMOVIC, V.: CANADIAN SMART CITIES: A CASE FOR THE CIRCULAR ECONOMY IN THE AGE OF “SMART” INNOVATION. Community Solutions Network, 2019. Available at: [<link>](#)

¹² PBL Netherlands Environmental Assessment Agency: Opportunities for a circular economy. Available at: [<link>](#)

¹³ SIMOVIC, V.: CANADIAN SMART CITIES: A CASE FOR THE CIRCULAR ECONOMY IN THE AGE OF “SMART” INNOVATION. Community Solutions Network, 2019. Available at: [<link>](#)

¹⁴ BARROS, M.V. et al.: Circular economy as a driver to sustainable businesses. Cleaner Environmental Systems, 2, 2021. Available at: [<link>](#)



Key-impact map: contributions of circular economy to sustainable business management¹⁵

2.2. Success criteria, maturity and performance

Hub's impact is shaped in interdependent, lively ecosystems comprised of diverse actors, their interactions, enabling policies, and resources. According to Nesta's report¹⁶, in analogy with clusters, „the mere existence of a creative agglomeration is not enough for the benefits of clustering to emerge. The other crucial ingredient is connectivity between firms within a cluster, with collaborators, business partners and sources of innovation elsewhere ... and, finally, with firms in other sectors that can act as clients and as a source of new and unexpected ideas and knowledge. These layers of connectivity are underpinned by a dense web of informal interactions and networking." Success of hub or cluster is rooted in creation of critical mass of skills and critical mass of people, who exchange ideas and techniques. An innovation "ecosystem" refers to the mix of various components and actors, like government policy and programs, investment groups, corporations, education providers, and service providers focused on entrepreneurial activity.¹⁷, while this list is or course not exclusive.

Being a successful hub - trusted collaborator, champion of talent, responsible member of the environment, requires care, investment, risk, and constant commitment. The success characteristics¹⁸ are: diversity in the network; openness and trustworthiness, hospitality, collaboration instead of silo-thinking. According to Impact hub Bergen, the success is measured bottom-up by understanding the hub members' perception/attitudes of hub helping them: to feel part of the community, to learn about new issues and trends, to strengthen the motivation, to collaborate with other members, to connect to advisors and experts, to come up with new ideas, and to evaluate the impact of their own activities. These perceptions interpret the hub's service quality, and could be easily transposed to performance indicators for operations for the sake of members.

¹⁵ BARROS, M.V. et al.: Circular economy as a driver to sustainable businesses. Cleaner Environmental Systems, 2, 2021. Available at: [<link>](#)

¹⁶ NESTA: Creative clusters and innovation: Putting creativity on the map. November, 2012: Available at: [<link>](#)

¹⁷ Startup Status: MODELS OF INNOVATION SPACES: A MAP OF QUEENSLAND'S ACCELERATORS, INNOVATION HUBS, AND CO-WORKING SPACES. 2017. Available at: [<link>](#)

¹⁸ REDDINGTON, C.: What makes a good hub? British Council. Available at: [<link>](#)



In order to understand the impact of innovation hub and its performance, the prisma of ecosystem's so called vibrancy was introduced by Stangler, D.; Bell-Masterson, J. (Erving Marion KAUFMANN Foundation)¹⁹, which focuses on overall performance of the ecosystem in terms of outcomes and vibrancy. They propose to monitor 4 areas - Density, Fluidity, Connectivity and Diversity. Although the methodology was introduced for entrepreneurial ecosystems, the analogical approach could be adopted for innovation ecosystems or hubs, carefully replacing the proposed indicators. Following picture presents the core of the model.



Measures for entrepreneurial ecosystem vibrancy based on model of Erving Marion KAUFMANN Foundation

Source: Startup Status²⁰

The Startup Status, using the ecosystem vibrancy model of Erving Marion KAUFMANN Foundation, argues there are two main characteristics, that form the business model of the innovation hub and the scope that should be incorporated into performance measurement.

Firstly, is the ownership or primary funding agent drives the focus, which defines the programming, leadership style, and the overall entrepreneurs' and actors' experience in the hub. Following types of hubs are distinguished:

- Corporate
- Venture Capital
- Independent / Mixed
- University

¹⁹ Stangler, D.; Bell-Masterson, J.: Measuring and entrepreneurial ecosystem. Erving Marion KAUFFMAN Foundation, 2015. Available at: [<link>](#)

²⁰ Startup Status: MODELS OF INNOVATION SPACES: A MAP OF QUEENSLAND'S ACCELERATORS, INNOVATION HUBS, AND CO-WORKING SPACES. 2017. Available at: [<link>](#)

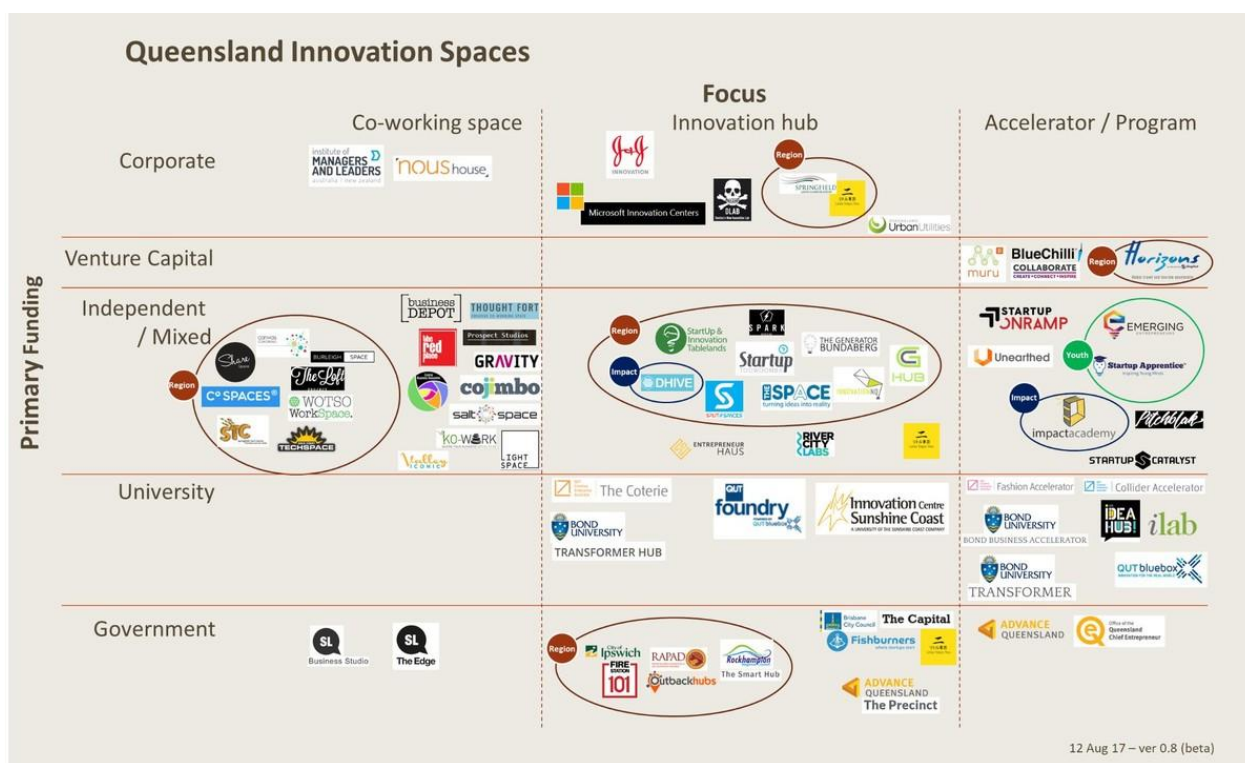


- Government

Secondly, the degree of focus on entrepreneurial activity is addressed, while the higher the emphasis on entrepreneurial activities, the higher is the reliance on additional revenue streams to support resources for related events, programs, and investment. Type ranges from:

- primary desk-for-hire co-working,
- through to innovation hubs with specialist programming and events,
- to structured accelerator / incubator programs.

For the purpose of CITYCIRCLE project, the Independent / Mixed model in combination with Innovation hubs suits the most. Independent innovation hub models are where it is particularly important to distinguish between a co-working space and an innovation hub. Innovations hub are constantly searching for sponsorship and additional revenue streams to support the specialist community needs and programming.



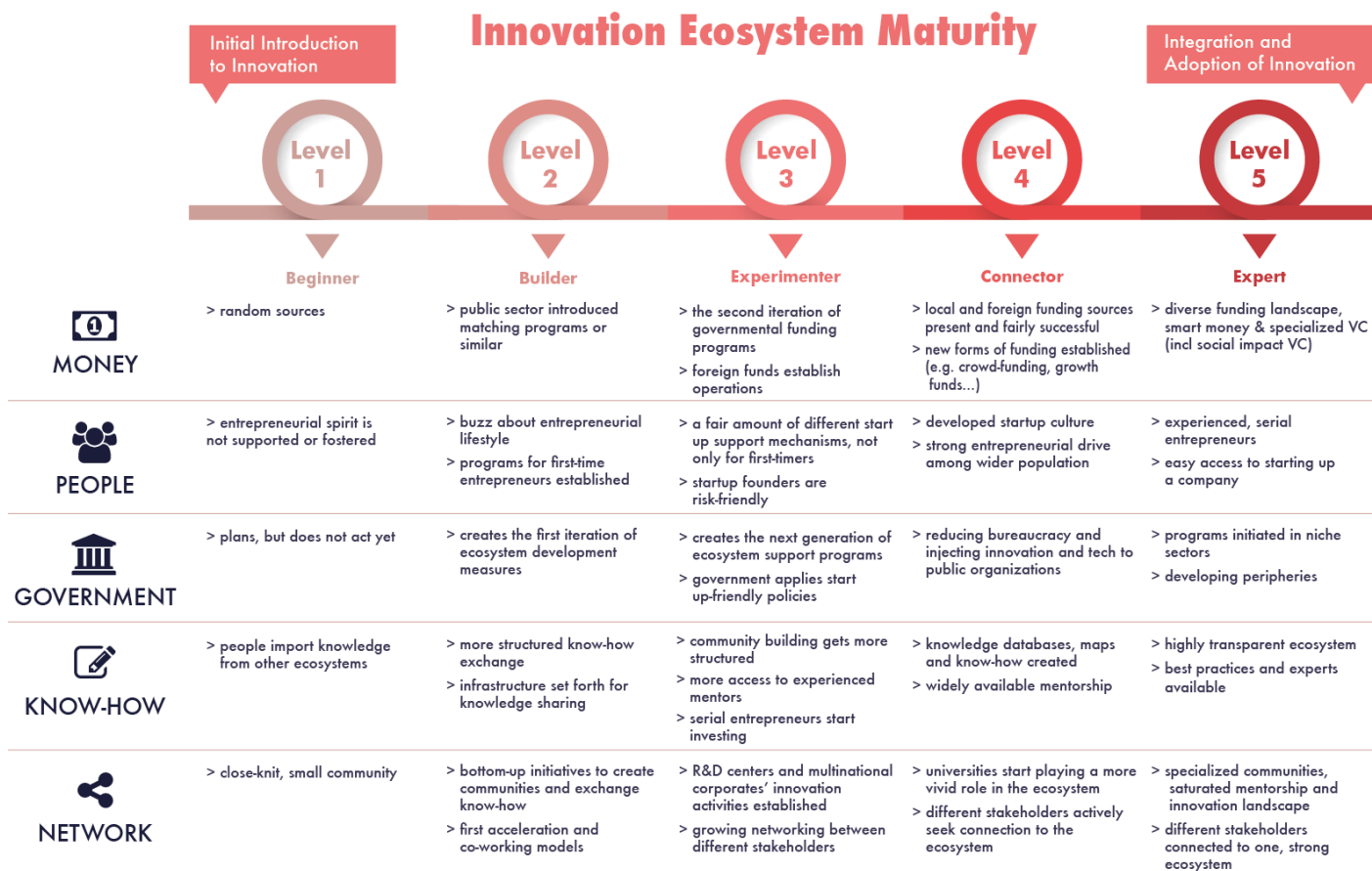
Example of ecosystems’ mapping in Queensland, Australia; Source: Startup Status²¹

Respecting the maturity level of the ecosystem, the CREATORS²² propose another approach based on the understanding that innovation ecosystem is not a one-dimensional organism, proposing the factors that make an ecosystem mature (or not). They propose to focus on the top five critical relevant categories in order to build a simple yet actionable “Innovation Ecosystem Maturity Spectrum” explained in the chart below:

- 1) Funding and R&D Expenditures (MONEY)
- 2) Human capital combined with the right mentality (PEOPLE)
- 3) Minimum bureaucracy and entrepreneur-friendly political and governmental environment (GOVERNMENT)
- 4) Cumulative Experience (KNOW-HOW)
- 5) Ecosystem Growth – Different Stakeholder Engagement (NETWORK)

²¹ Startup Status: MODELS OF INNOVATION SPACES: A MAP OF QUEENSLAND’S ACCELERATORS, INNOVATION HUBS, AND CO-WORKING SPACES. 2017. Available at: [<link>](#)

²² CREATORS: Innovation Ecosystem Maturity. 2019. Available at: [<link>](#)



CREATORS' Innovation Ecosystem Maturity Graph; Source: Medium.com²³

Analogical approach to previous one is the model applied by OECD, within The OECD Scoreboard on the Governance of the Circular Economy in Cities and Regions²⁴. The example of advancement relates to circular transition area "Stakeholder engagement", where 6 levels are distinguished, each of them described by set of characteristics.

²³ CREATORS: Innovation Ecosystem Maturity. 2019. Available at: [<link>](#)

²⁴ OECD: The Circular Economy in Cities and Regions: Synthesis Report - Chapter 6. Getting the governance of the circular economy right: Checklist for Action and Scoreboard. 2020. ISSN 27073440. Available at: [<link>](#)



Stakeholder engagement	Level of advancement (1-6) [NA=0]					
	Newcomer		In progress		Advanced	
	Planned (1)	In development (2)	In place, not implemented (3)	In place, partly implemented (4)	In place, functioning (5)	In place, objectives achieved (6)
Is collaboration across the public, private and not-for-profit sectors fostered to boost the transition?						
	The government is planning to promote collaboration with knowledge institutions, businesses and start-ups to work on prioritised areas related to the circular economy at the local or regional level.	The government is establishing a dialogue with businesses and knowledge institutions to find innovative circular solutions to local or regional problems that require knowledge building and entrepreneurial initiative (e.g. from material sorting to a modular building).	Agreements are established but collaboration is not yet implemented.	Collaboration with knowledge institutions and private and not-for-profit actors are in place and partly implemented. As such, results are not yet achieved or only partially achieved with specific stakeholder's categories.	The collaboration is paving the way for an ecosystem in which knowledge institutions, government, businesses and civil society find fertile ground for collaboration, beyond specific projects. As such, this collaboration is supported by the government through the creation of coworking shared spaces for cross-fertilisation amongst several actors and the organisation of events and workshops.	Stakeholders are actively engaged in the transition towards a circular economy, as its implementation is a shared responsibility. The government facilitate contacts and collaboration.

The OECD Scoreboard on the Governance of the Circular Economy - Stakeholders engagement²⁵

Analogical approach is very suitable for replication, while purposely adapting it, within the measurement of maturity of circular hubs launched and developed within the CITYCIRCLE project. The examples below are formulated for the enterprenurial ecosystems and incubators. The analogical approach could be adopted, respecting the needs of CITYCIRCLE project scope, targetting especially the knowledge (know-how) or innovation aspect, and the networking aspect for collaboration process.

As the methodology is quite general, it would also be beneficial to expand this methodology by the supporting specific indicators for each of the areas, creating the set of supporting Key Performance Indicators. No universal solution has been found, therefore, the analogy to existing practices has to be done.

First example comes from The OECD Inventory of Circular Economy Indicators, collecting the indicators signalled by respondents of the OECD Survey on the Circular Economy in Cities and Regions²⁶. The OECD inventory gathers input, process and output indicators employed by governments at different levels, in particular to monitor and evaluate the progress of existing circular economy strategies. The inventory provides an overview of circular economy measurement frameworks. It helps to identify measurement gaps and can be a source of inspiration for governments wishing to develop or use indicators to improve circular-economy-related policies. The inventory is intended to be a dynamic tool to be frequently and regularly updated given the progress made by countries, regions and cities in developing circular economy strategies and related measurement frameworks. In order to provide a clear reading of the scope of the collected indicators, they have been classified into five main categories (economy and business; environment; governance; infrastructure and technology; and jobs), 33 sub-categories and 11 sectors. The indicators mainly cover the impact assessment areas, however, they also include the minority of the so-called process indicators, which are in the interest and scope of the CITYCIRCLE hub eveluation methodology. They are especially populated in the area of Governance indicators of circular transition, in the phase of Setting the strategy, as shown below.

²⁵ OECD: The Circular Economy in Cities and Regions: Synthesis Report - Chapter 6. Getting the governance of the circular economy right: Checklist for Action and Scoreboard. 2020. ISSN 27073440. Available at: [<link>](#)

²⁶ OECD: The Circular Economy in Cities and Regions: Synthesis Report - Chapter 5. Measuring the circular economy in cities and regions. 2020. ISSN 27073440. Available at: [<link>](#)



Phase	Type of indicator	Indicators for the circular economy strategy: inputs, process and output
Setting the strategy	Process	No. of public administrations/departments involved
	Process	No. of stakeholders involved
	Input/process	No. of actions identified to achieve the objectives
	Input/process	No. of projects to implement the actions
	Process	No. of projects financed by the city/regional government/Total number of projects
	Process	No. of projects financed by the private sectors/Total number of projects
	Process	No. of staff employed for the circular economy initiative and implementation within the city/region/administration

OECD Inventory of Circular Economy Indicators - selected indicators for circular economy strategies in cities and regions²⁷

²⁷ OECD: The Circular Economy in Cities and Regions: Synthesis Report - Chapter 5. Measuring the circular economy in cities and regions. 2020. ISSN 27073440. Available at: [<link>](#)



3. Evaluation tool for Circular Economy Hubs

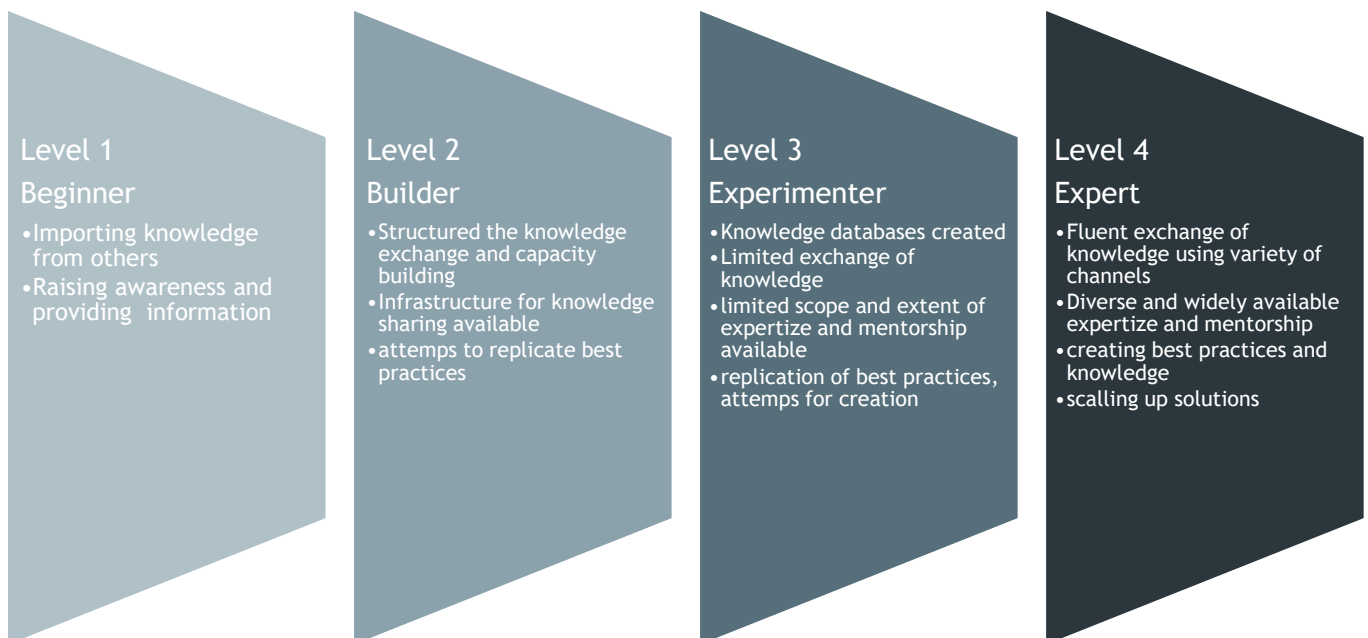
Based on the literature review and respecting the needs of CITYCIRCLE project scope, the analogy to the approaches of the *CREATORS* and *OECD Scoreboard on the Governance of the Circular Economy in Cities and Regions* (both introduced in previous chapters) will be developed, focusing on the knowledge (know-how) as innovation aspect, and the collaboration aspect. The main aim is to prepare the framework for measurement of the hub’s maturity, therefore what matters will not necessarily be a snapshot, but rather the trajectory created over time - in our case on annual basis.

3.1. Knowledge and Innovation

First category of evaluation covers the level of knowledge and innovation capacity of the hubs activities and two perspectives will be adopted - the development level as the maturity perspective, and the supporting performance indicators presenting the more tangible outlook of activities and results delivered.

3.1.1. Development level

Respecting the level of development / the maturity level, 4 levels are distinguished - from less advanced hub at Beginner, through Builder and Experimenter, to most advanced at Expert. The characteristics of the level of operations is described for each category.





3.1.2. Performance indicators

Following table presents the set of indicators to be measured for the circular economy hub knowledge and innovation activities. Two types of indicators are indicated - quantitative (where measurement units can be applied) and qualitative (where self-assessment will be adopted).

Nr.	Performance Indicators - Knowledge and Innovation	Type
1.	Variety and diversity of expertise available within the hub	Qualitative
2.	Adoption and use of digital technology for hubs services	Qualitative
3.	Number of links established by hub with experts during the monitored period	Quantitative
4.	Number of awareness raising campaigns implemented during the monitored period	Quantitative
5.	Number of persons reached by awareness raising campaigns implemented during the monitored period	Quantitative
6.	Number of trainings implemented during the monitored period	Quantitative
7.	Number of trained persons during the monitored period	Quantitative
8.	Number of consultations provided in the thematic fields of circular economy during the monitored period	Quantitative
9.	Number of consultations provided in the field of projects preparation and administration during the monitored period	Quantitative
10.	Number of ideation/co-design events organized or co-organized during the monitored period	Quantitative
11.	Number of mentoring relations conducted during the monitored period	Quantitative
12.	Number of technological and non-technological innovative solutions/services/products that reached TRL 1-2 - Basic research during the monitored period that were supported by the hub activities	Quantitative
13.	Number of technological and non-technological innovative solutions/services/products that reached TRL 3-4 - Lab Demonstration during the monitored period that were supported by the hub activities	Quantitative
14.	Number of technological and non-technological innovative solutions/services/products that reached TRL 5-6 - Field pilot during the monitored period that were supported by the hub activities	Quantitative
15.	Number of technological and non-technological innovative solutions/services/products that reached TRL 7-8 - Market introduction or TRL 9 - Scaling during the monitored period that were supported by the hub activities	Quantitative
16.	Number of businesses established based on achievements within the hub during the monitored period	Quantitative
17.	Number of public green or innovation policies (strategies and tools) influenced by the hub activities during the monitored period	Quantitative
18.	Number of strategies, roadmaps, impact studies, scenarios, analytical studies, monitoring studies or data models developed by the hub members during the monitored period	Quantitative

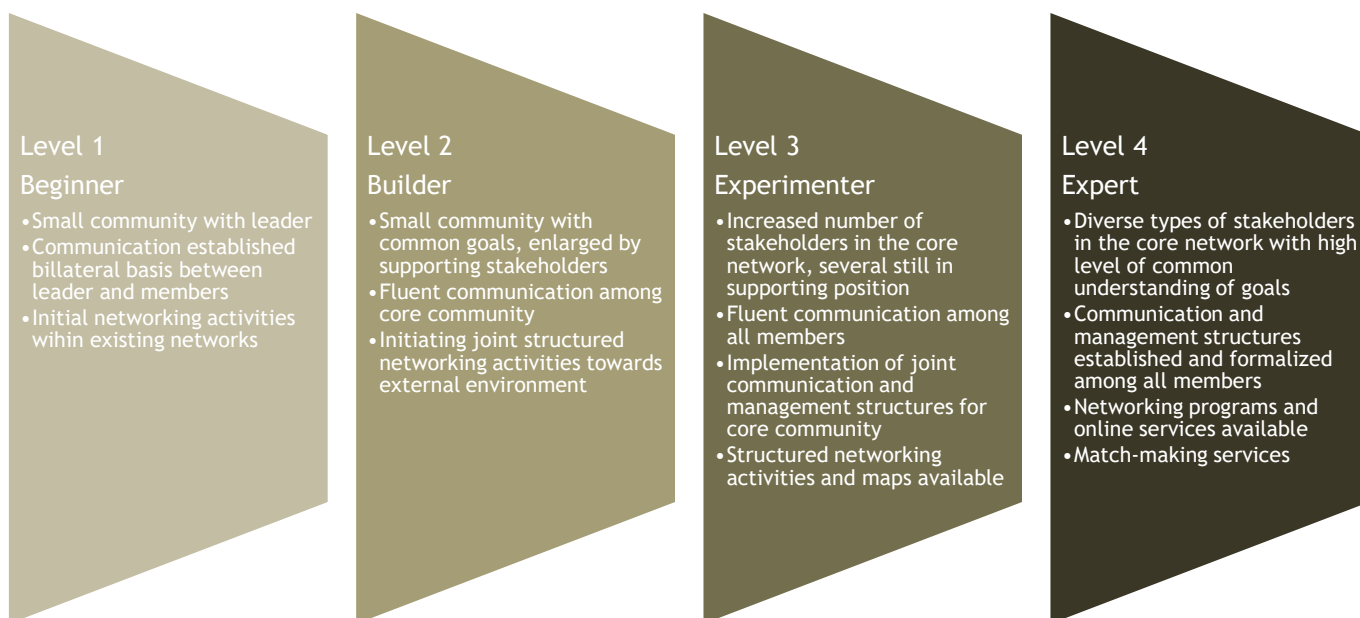


3.2. Collaboration

Second category of evaluation covers the level of collaboration organized and obtained by the hubs and, again, two perspectives will be adopted - the development level as the maturity perspective, and the supporting performance indicators presenting the more tangible outlook of activities and results delivered.

3.2.1. Development level

Respecting the level of development / the maturity level, 4 levels are distinguished - from less advanced hub at Beginner, through Builder and Experimenter, to most advanced at Expert. The characteristics of the level of operations is described for each category.



3.2.2. Performance indicators

Following table presents the set of indicators to be measured for the circular economy hub networking and connecting activities. Two types of indicators are indicated - quantitative (where measurement units can be applied) and qualitative (where self-assessment will be adopted).



Nr.	Performance Indicators - Networking and connecting	Type
1.	Variety of stakeholders in the hub from the quadruple helix perspective	Qualitative
2.	Level of involvement and variety of civil society organizations and citizens in the hub activities	Qualitative
3.	Level of involvement and variety of research and innovation organizations in the hub activities	Qualitative
4.	Level of involvement and variety of public authorities in the hub activities	Qualitative
5.	Level of involvement and variety of private sector in the hub activities	Qualitative
6.	Importance/impact level of the hub members	Qualitative
7.	Quality level of hub networking services	Qualitative
8.	Quality level of internal communication and management structure	Qualitative
9.	Level of adoption of digital technology for external communication and networking services of the hub	Qualitative
10.	Number of civil society organizations and citizens being hub members in total	Quantitative
11.	Number of research and innovation organizations being hub members in total	Quantitative
12.	Number of public authorities being hub members in total	Quantitative
13.	Number of private sector organizations being hub members in total	Quantitative
14.	Number of new hub members that joined in the monitored period	Quantitative
15.	Number of projects/initiatives jointly proposed in the monitored period	Quantitative
16.	Number of projects/initiatives being jointly implemented in the monitored period	Quantitative
17.	Amount of budget requested by hub members in joint activities (in €) in the monitored period	Quantitative
18.	Amount of budget attracted by hub members in joint activities (in €) in the monitored period	Quantitative
19.	Amount of budget requested by hub members in joint activities per hub member (in €) in the monitored period	Quantitative
20.	Amount of budget attracted by hub members in joint activities per hub member (in €) in the monitored period	Quantitative
21.	Number of partners being presented within hub's networking services in total	Quantitative
22.	Number of requests received for match-making in the monitored period	Quantitative
23.	Number of communication channels in use in the monitored period	Quantitative
24.	Number of website and social media accounts visits in the monitored period	Quantitative



4. Annexes

1. Template for D.T3.4.2: 1st annual review of pilot by each city/region
2. Template for D.T3.4.3: Final review of pilot by each city/region