



# **Strategic Monitoring in Cities: applying the logic of Cohesion Policy 2014-2020**

**Veronica Gaffey**

**Evaluation and European Semester Unit**

**DG for Regional and Urban Policy**

**EUROPEAN COMMISSION**

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Regional  
Policy

# Structure of the presentation

- *Cities in the programming period 2014-2020*
- *Result orientation in Cohesion Policy 2014-2020*
- *Urban dimension 2014+: Opportunities to engage in strategic monitoring & evaluation*

- ***Cities in the programming period 2014-2020***
- *Result orientation in Cohesion Policy 2014-2020*
- *Urban dimension 2014+: opportunities to use strategic monitoring & evaluation*

# Regulatory provisions 2014-2020

Article 2 CPR	Definition of 'local development strategy'
Articles 28-31 CPR	Legal basis for the use of the CLLD approach
Article 99 CPR	Legal basis for the use of the ITI
Article 7, 8 and 9 ERDF	Provisions on urban development
<i>Article 12 ESF</i>	Provisions on urban development
<i>Article 2(3) ETC</i>	Exchange of experience on sustainable urban development
<i>Article 7 ETC</i>	Contribution to integrated approach in urban areas
<i>Article 9 ETC</i>	CLLD
<i>Article 10 ETC</i>	Management and implementation of ITIs

## Key differences compared to 2007-13

- ***Reinforced integrated approach:*** minimum 5% ERDF allocation under the Growth and Jobs goal;
- ***Possibility for more responsibility and opportunity for urban authorities;***
- ***Strengthened integration and flexibility:*** ITI and possibility to bundle together Funds to form integrated strategies;
- ***Introduction of CLLD approach to urban areas:*** to allow local communities to develop integrated bottom-up strategies.

- ***Urban dimension in Partnership Agreement and Programmes:***
  - **PA**\_integrated approach to the use of Funds, principles for the selection of urban areas (ITI, multi-objective priority or single programme) and possible use of CLLD;
  - **OP**\_should detail the Funds contribution to the integrated approach for territorial development set out in the PA, the indicative allocation of Funds;
- ***Integrated sustainable urban development:***
  - Minimum 5% of a Member State's ERDF allocation shall be spent through **integrated urban strategies**;
- ***Mechanism of design, financing and delivery:***
  - A dedicated programme, through an ITI or a specific urban development priority, mixed strategy (i.e. ITI + dedicated urban development priority);
  - **Community Led Local Development:** multi-sectoral area-based local development strategies considering local needs and potentials;
  - **Innovative actions** and the **Urban development Platform:** exploring new solutions and challenges;

# Data Requirements

- ***Indicators for each priority axis:***
  - Result indicator(s) for each specific objective (quantitative or qualitative targets; baseline at the beginning of the period);
  - Output indicator(s) (cumulative, quantitative targets, baseline =0);
- ***ITI***
  - Financial allocation;
  - Outputs of the priority contributing to the ITI;
- ***CLLD***
  - Financial plan of the strategy;
  - Measurable targets for outputs or results (quantitative or qualitative);
- ***No legal requirements for cities – but can we take inspiration?***

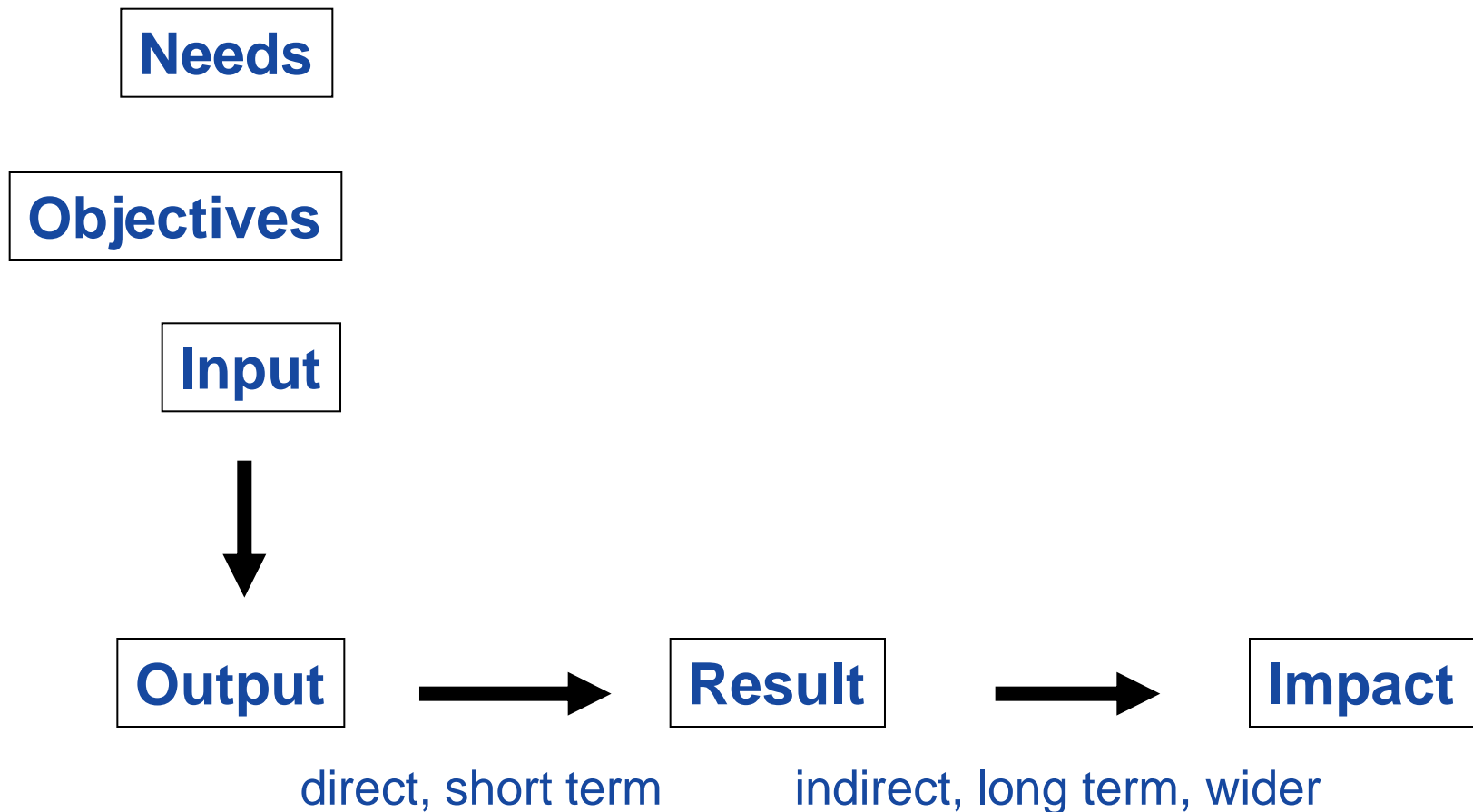
- *Cities in the programming period 2014-2020*
- ***Result orientation in Cohesion Policy Programmes***
- *Urban dimension 2014+: opportunities to use strategic monitoring and evaluation*



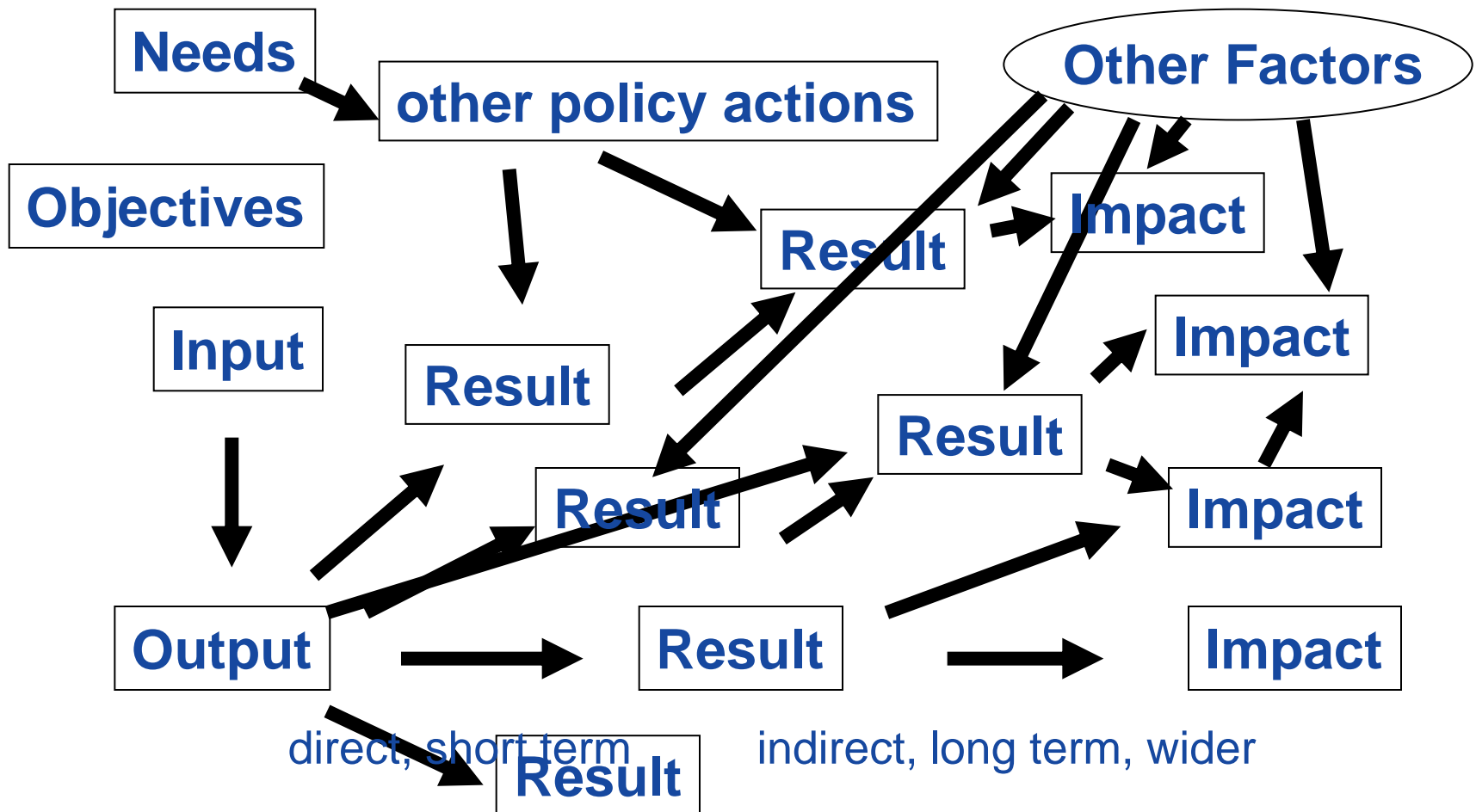
# Rationale for Result Orientation

- *Programmes are often just designed to spend*
  - **Objectives vague**
  - **How to recognize success or failure often unclear**
  - **Difference between monitoring and evaluation not clear**
- *Consequently, it is difficult to demonstrate value of the policy*
- *Applies also to interventions in cities*

# “Old” Approach - Linear



# “Old” Approach and Reality



# What is proposed?

- *More Concentration*
- *A focus on results (not only spending)*
- *Programmes with clear articulation of what they aim to change and how*
- *Better gathering of basic data on outputs*
- *Performance Framework and Reserve to incentivise performance*
- *Evaluation – more focused ex ante; obligatory evaluation plan; evaluation of effects of each priority during the programming period; summary of evidence in 2022; ex post by Commission*

# What is a result?

*The intended result is the specific dimension of well-being and progress for people that motivates policy action, i.e. what is intended to be changed, with the contribution of the interventions designed.*

# What is the impact?

*The change that can be credibly attributed  
to an intervention*

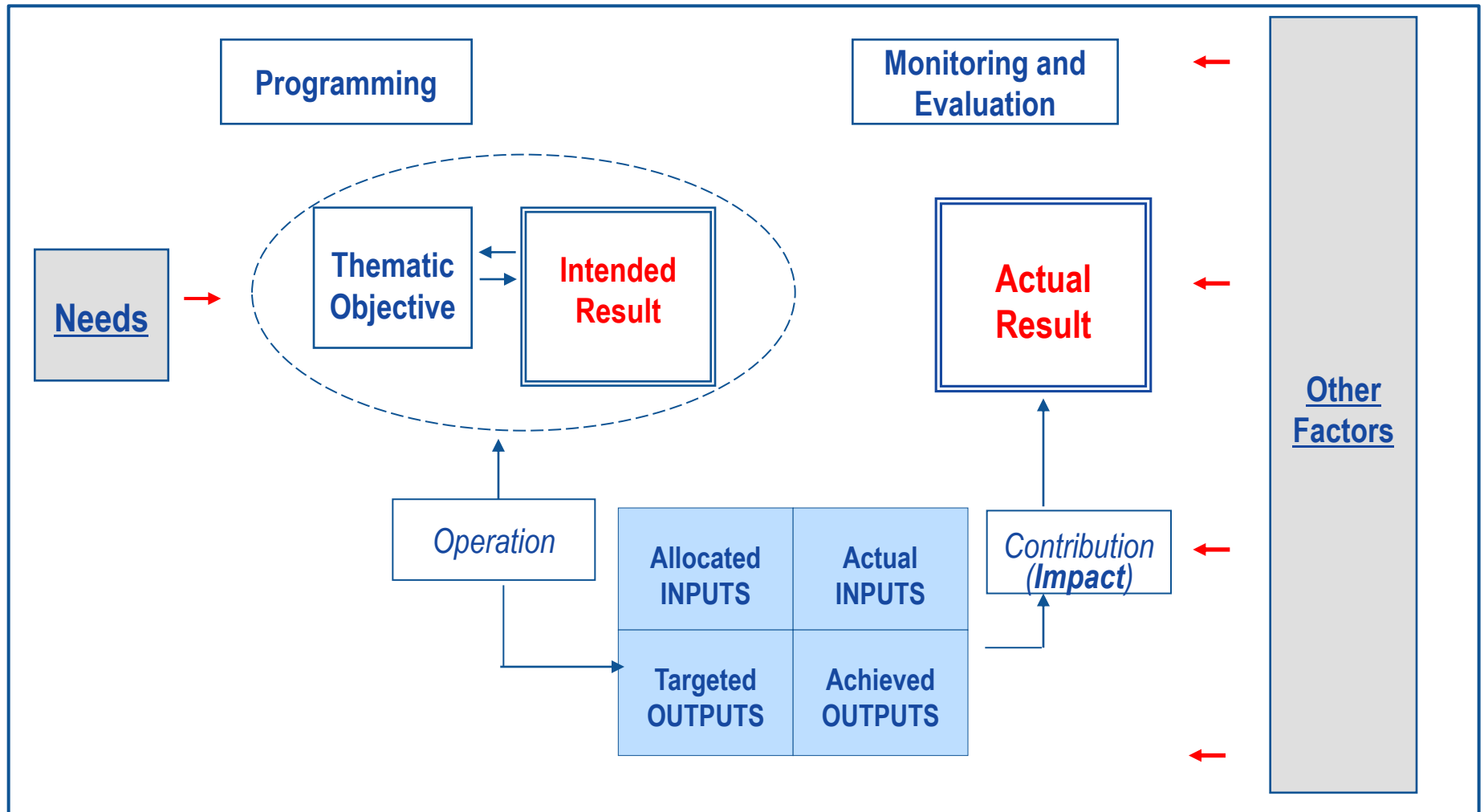
*But change is not simple cause-effect,  
importance of reflecting on complexity,  
feedback loops and time...*

## Specific Objective

Art. 2.25 of the CPR defines a specific objective as:

*"A '**specific objective**' is the result to which an investment priority or Union priority shall contribute in a specific national or regional context through actions or measures undertaken within a priority".*

# New Logical Framework





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- ***Urban dimension 2014+: opportunity for strategic monitoring & evaluation***

# Integrated Urban development 2014+: applying the **same** logic (1)

- *Decide on the needs to be tackled and the intended results (the **CHANGE**) to attain*
- *Select the appropriate **Investment Strategy***
- *Translate these into **specific objectives***
- Define **a** result indicator for each specific objective (and work out its baseline value and arrangement for data collection) Targets? Direction of change?
- Set an output indicator for each **action** & understand why it might contribute to change (do you need targets? Maybe not...)

# Integrated Urban development 2014+: applying the **same** new logic (2)

- *Reflect on the "Other Factors" which might contribute to the intended result*
- *Do you need to involve the stakeholders behind those factors and bring them on board in your strategy?*
- *Monitor results and plan evaluation – how could you assess the contribution of the actions supported to change in the result indicator? Data, methods, actors?*

# Strategic Monitoring and Opportunities for Cities

- *Use the result orientation concepts and practice;*
- *Think strategically about policy integration;*
- *Use indicators for improving communication to citizens;*
- *Be transparent on progress towards targets (Open Data?);*
- *Evaluate, planned from the outset*
- *Debate!*

# Thank you for your attention!

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