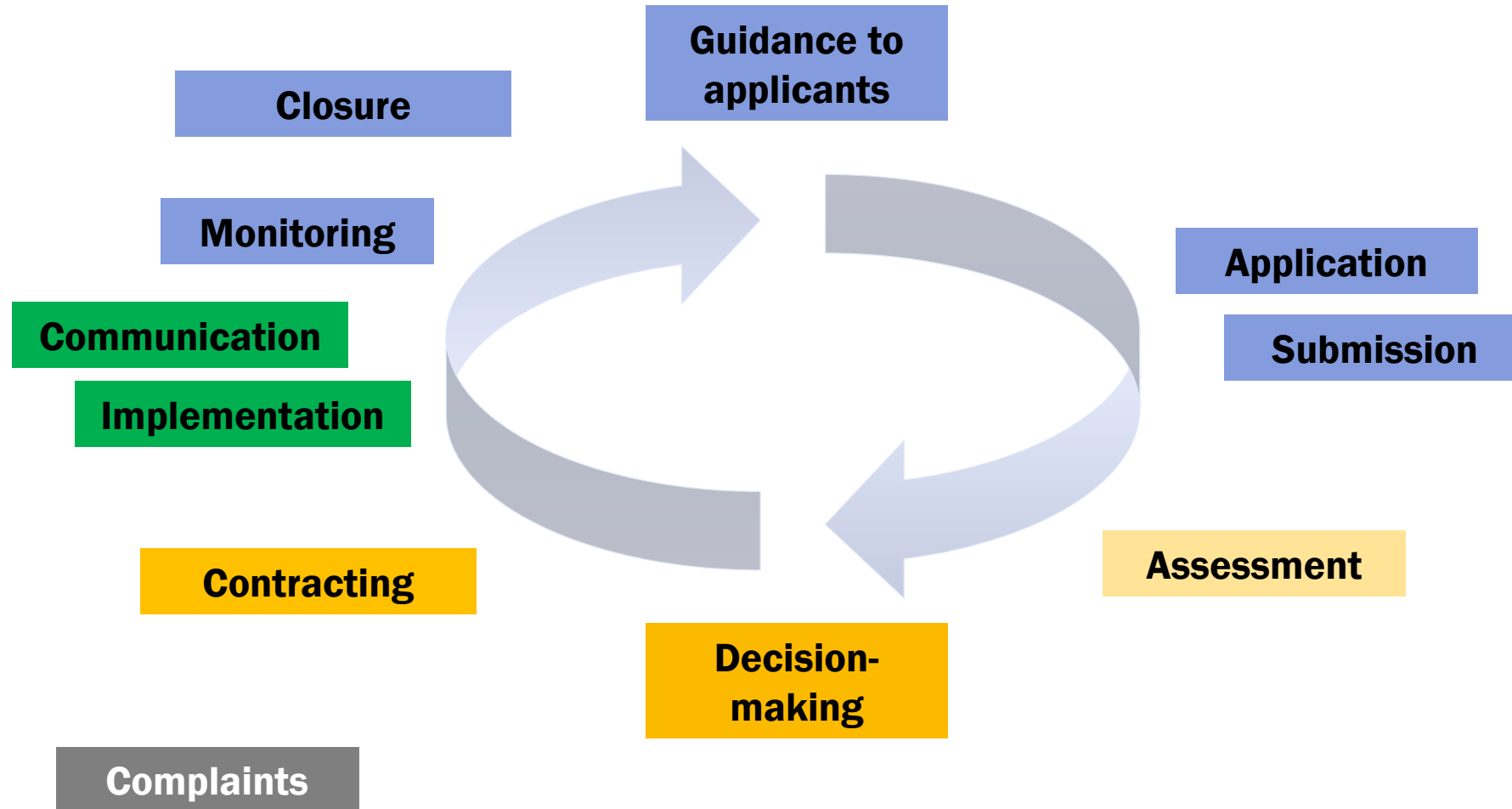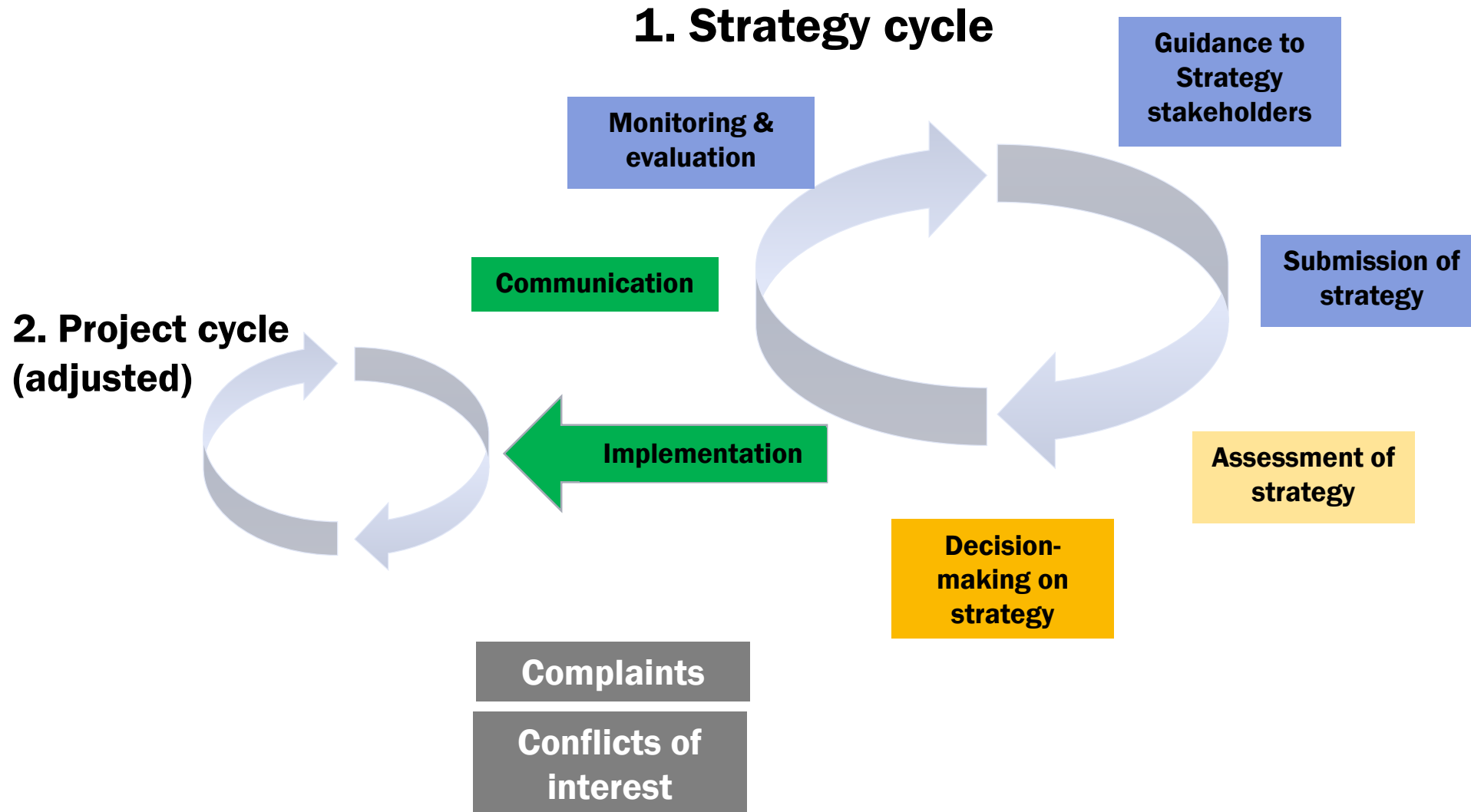# Standard Project Management Cycle

Strategy and Project Management Cycle

Evaluation of PO5 – Policy Principles

- **Place-based approach** - defining a territory and methods of analysis of the theme in that territory

- **Multi-stakeholder and multi-level partnership** - bringing together relevant actors from the territory and in the vertical governance chain

- **Participative approach** - using co-design and empowerment tools for working with citizens and their civil society organisations

- **Cross-sectoral approach** - bringing together relevant policy fields to address the problem being tackled in the territory.

Inspired by UIA-Study (2022): Good practices for Integrated territorial development in Urban Innovative Actions (UIA)

Specificities of the approach
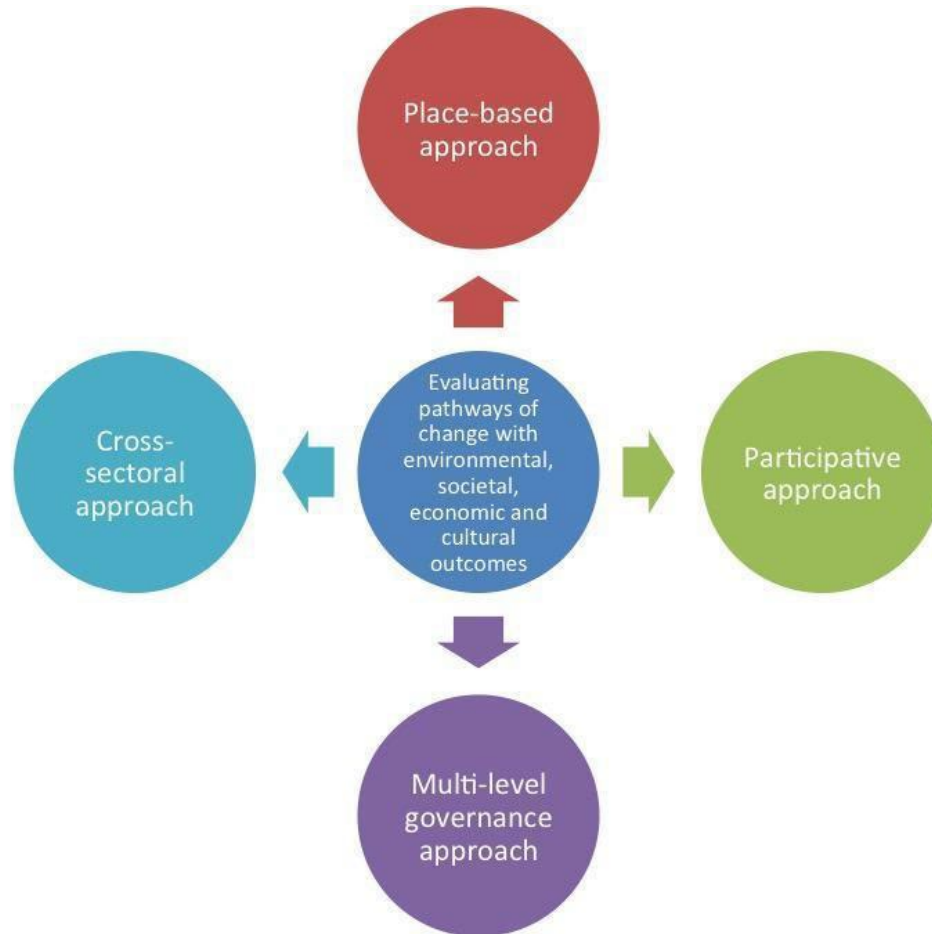
UIA-Study: Key takeaways on evaluation:

- Ensure that your evaluators engage collaboratively in the evaluation and avoid being an external voice.

- Recognize the diversity of change-making processes and their impact. Consider not only the impact in your thematic area of focus, but also how these changes are significant in your current socio-economic and cultural context. Go beyond measuring sectoral results, and try to evaluate the processes e.g. collaboration, empowerment, decision making.

- Try to measure the added value of place-based approaches and look for new forms of data to facilitate this.

UIA-Study, 2022, pp. 63 - 70

Evaluation of PO5 – Inspirations for method(s) – 1/2

- **Evaluators need to go beyond measuring thematic outcomes to measure processes:** Evaluating projects in the light of (Integrated Territorial Development (ITD) requires a clear framework that goes beyond thematic issues (skills development, tourism, culture, etc.). It needs to involve partners and measure processes in the space between municipality, civil society, and private partners. In this respect looking closely at how the four principles have been addressed is an essential part of the evaluation …

- **Evaluations need to be ongoing as the project matures and to be collaborative:** Start evaluations early and let them run as an ongoing process, and use feedback as a pathway to change. This allows the participation of stakeholders and ensures that the learning feeds back into the strategy implementation and related projects as it develops.

- **Evaluators need to try to measure the added value of place-based approaches and look for new data to underpin this effort:** Whether by creating composite indicators or by using new data (e.g. from phone apps) there needs to be better evidence that integrated approaches across a territory are effective.

Inspired by UIA Study (2022)

Evaluation of PO5 – Inspirations for method(s) – 2/2

- **Mapping & data for territories:** The place-based approach needs quality territorial data to inform the implementation of policy. Ideally this data is more granular than the scale of the territory chosen for implementation. This means that if a cross-border region is the unit for implementation, then local data is needed on the topic. The strongest projects developed a clear understanding of the assets and deficits in their area through mapping and data. (p. 14); at the same time it is important to consider **functional geographies** … since not all problems fall neatly into the spatial categories specified by administrative boundaries.

- The choice of which **territorial scale** to operate at is linked to the nature of the challenge and the cross-sectoral mix of policies that are needed to address it.

- **Use of experience in CLLD:** The CPR requires LAGs to provide for specific arrangements for evaluation (Art.33(3)(f)). It allows for covering the costs linked with these activities through the running costs of the LAGs (Art.34(1)(c)). – e.g. Farnet # Guide 15: Evaluating CLLD - Handbook for LAGs and FLAGs, 2018

Evaluation questions – PO5

Governance

- What kinds of governance models did projects use to ensure balanced power relations between partners? How did projects assure that all partners and stakeholders feel represented and heard in the process?

- What types of collaborative models for governance and management were developed to ensure integration of sectoral policies and promote synergies?

- How did projects ensure collaboration between institutional levels in the vertical chain (e.g. including managing authorities and the regional or national level)?

- What level of political and strategic leadership was needed to ensure a collaborative and participative delivery mechanism?

Multi sectoral approach

- What concrete examples can show the benefit of the multi sectoral approach in the project?

- What are the sectoral conditions for successful scaling-up or spreading?

Inspired by UIA-Study, p. 28