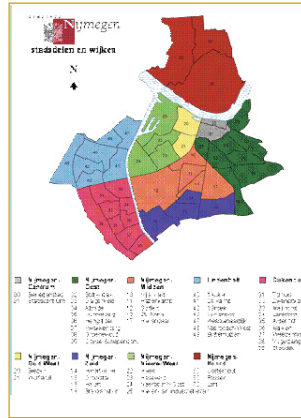
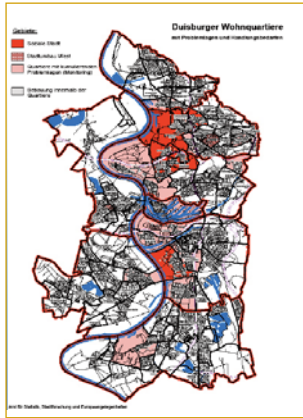


# RegGov Fast Track Network

Regional Governance of Sustainable Integrated Neighbourhood Development



January 2010



RegGov Network | Thematic Report #2

## Monitoring Progress and Achievements in Integrated Neighbourhood Regeneration

Thematic Report



Connecting cities  
Building successes



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RegGov Network | Thematic Report #2

# Monitoring Progress and Achievements in Integrated Neighbourhood Regeneration

## Thematic Report

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Düsseldorf & Cape Town | January 2010

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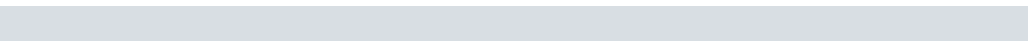
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## 0. Preface

### The RegGov Network and the Topic of Monitoring and Evaluation Systems

Successful and sustainable development of urban areas requires strong local and regional partnerships. There are many reasons to form such partnerships in order to achieve good results that take account of many policy priorities. Public resources are limited, so there is an urgent need to secure work with the private sector to access sufficient finance and to bring in new expertise.

Partnerships also allow more know-how to be brought into the operation. This is especially valuable when public political know-how is combined with entrepreneurial know-how from the private sector and local know-how from residents. Also, the involvement of local communities in designing and implementing projects can help create a stronger sense of ownership and responsibility. This is important when public funding comes to an end and local structures take on the role of maintaining the improvements, promoting their areas and attracting business investment.

In early examples of partnership schemes, there was a strong focus on 'Public Private Partnerships', generally due to a pressing need to raise additional financial resources. There have been many successful examples of this. Later, it turned out that residents and non-profit making organisations representing certain target groups need to be brought into the picture as well. Therefore, the focus today is not only on Public Private Partnerships, but also on comprehensive Local Partnerships, where everybody who can contribute to the success of regeneration is actively involved.

The very nature of partnerships is to strengthen the horizontal dimension of policies. There are new moves in urban governance though to improve vertical cooperation as well, whereby local, regional and national bodies work more effectively together. Therefore cities and regions must communicate very well to use the funding effectively and to achieve lasting success, sustainable improvements and efficient use of scarce public resources.

Where public resources are scarce and subject to conflicting demands, everyone needs to know that they are being used to the best possible effect. It is important to monitor the achievement of objectives and to manage progress, so that all those involved in implementing policies can see how to improve their effectiveness. This process can generate helpful lessons for other projects through regional, national and Euro-



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Working in partnerships  
makes monitoring more  
complex, but essential

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In times of scarce public  
resources monitoring is  
getting more important

# Preface

The RegGov Network deals with the topic of monitoring in two different respects

pean dissemination of findings and elements of good practice. Over recent years, various forms of evaluating urban policy have emerged.

The work of the RegGov-network deals with this question of monitoring in two respects:

- First of all monitoring systems which are not linked to any specific integrated regeneration scheme, but to the development in the different areas and neighbourhoods of a city. The development and implementation of such systems seems to be crucial to allow local professionals and politicians to observe and assess the development in the various neighbourhoods of a city – providing them in the sense of an “Early Warning System” to intervene in certain critical areas and developments at an early stage with correcting and preventive messages – not having to wait until problems have reached a degree that needs heavy and cost-intensive intervention.
- Secondly, monitoring systems that measure and monitor the progress and achievements of integrated neighbourhood regeneration strategies. They are important for local professionals and politicians to take decisions on possible corrections in local approaches and to justify the resources invested in their policies – but they are more and more of importance also the regional authorities in their new function as Managing Authorities for the European Structural Funds.

The RegGov partners dedicated the second day of their partnership meeting, that took place in Nijmegen on 9 and 10 November 2009 to a debate of this topic. The presentations of that seminar day and the results of the discussion are documented in this report.

The results of this Thematic Seminar should be seen in context with the reports from Thematic Cluster No. 4

To gain a complete overview over RegGov activities and findings with regard to the topic of Monitoring Systems, this report should be seen in context with the First Seminar Report from RegGov Thematic Cluster No. 4 – *The Development & Application of City-Wide Monitoring Systems in Urban Regeneration* – that deals with similar questions and was completed and delivered to the network partner by the LEad Expert in September 2009.

David R. Froessler | Düsseldorf & Cape Town | January 2010

# Thematic Introduction

## I. Thematic Introduction

Measuring Progress in Integrated Neighbourhood Development

David R. Froessler | RegGov Network | Lead Expert



### The Core Elements of the Seminar's Topic

In the topic of this second Thematic Seminar of the RegGov Network, there are two different topics hidden. On the one hand we have city-wide monitoring systems as an early warning system. That means that these systems are designed and applied to monitor what is happening in the different parts of the city. At the end you can see in which areas problems start to develop and/or to cumulate. The main objective of these systems therefore is to design a tool that allows a permanent monitoring of developments in the various parts of a city and to enable local professionals and politicians to intervene at an early stage of problems. With the Local Support Groups which have been established in all member cities of the RegGov Networks there are now comprehensive local partnerships in place that can analyse and discuss such developments and can take joint action in case it seems to be needed in certain areas of the city.

On the other hand, we are talking about monitoring of interventions. When all member cities of the RegGov Network have designed their Local Action Plans and start to implement their integrated neighbourhood regeneration strategies – in most of the member cities and regions a very new experience – they need to monitor if and how these strategies work, which elements are successful, which ones need to be adjusted and how the best possible and most sustainable effects of such strategies can be achieved.

The objective here is therefore to measure the effects and the impact of interventions financed with public resources – most of them using funding from the European Structural Funds. This part of the topic therefore is not related to the city as such, but to project related monitoring and evaluation.

### Lead Questions for City-Wide Monitoring Systems

When we talk about the first topic – the city-wide monitoring systems – possible lead questions are:

- How can we organise such systems of city/ neighbourhood monitoring?

# Thematic Introduction

- Which criteria and indicators do we have to use? What do we need to know and to observe in order to discover relevant negative development tendencies in time for an early intervention?
- Which data and information are available and can be organised with the given limited resources and which methods can we apply to fill our monitoring systems with useful and necessary information, without creating another one of those famous “data cemeteries”?
- How do we process the results of such monitoring systems and present them? What good forms are there to communicate such results to the local professionals who need to take action, the local politicians who need to provide the professionals with the necessary political decisions and to the local citizens who are expected to act in partnership and support out efforts for a sustainable and successful urban and neighbourhood development?
- What influence can and do those data have – how can we use them to improve policy development and delivery in our cities?

## Possible Topics and Objects of City-Wide Monitoring Systems

With standardised city-wide monitoring systems, we normally observe the demographic development of a city in terms of the development of the age structure, the ethnic composition, the number of citizens and tendencies of fluctuation. These might be indicators that give an impression if the city as well as its individual districts and neighbourhoods are attractive or if problems and certain unbalanced developments are cumulating in particular areas. Such data are also relevant in terms of necessary housing provision and the need for specific social infrastructure facilities in the various neighbourhoods and parts of a city.

These systems normally monitor at the same time the housing market and the provision of housing and its quality. There is always a strong interest to monitor how the demand on the local housing market in the various neighbourhoods of a city develop – if fluctuation of tenants is growing, if such fluctuation shows certain social unbalances and if there is a growth in redundant flat in certain areas – often a first sign for cumulative degradation and growing problems.

Housing associations are very often hesitant when it comes to providing such data as they fear that an honest and public debate about growing vacancy rates in parts of their housing stock could damage their image. Therefore, many cities have chosen different sources of information to get a clearer image about vacancies in specific neighbourhoods – such as information from the local energy suppliers who can provide data about the number of flats where no household is consuming energy and heating anymore.

# Thematic Introduction

The [social situation](#) is equally important. This includes data on income, dependency on social transfer payments from the state as well as educational participation and achievements. Very much linked to this thematic field is the rate of employment and unemployment in an area, especially long-term unemployment or unemployment of young people.

Also the [environmental situation](#) of specific parts of the city needs to be taken into account. Over the last years, safety and the feeling of safety has become an important topic of city-wide monitoring systems.

These aspects describe the most important topics and policy fields that we discover in most of the existing monitoring systems. But it is of vital importance to keep in mind [that there is not a general ideal system](#) – what we can do with the exchange activities and mutual support between cities in this cluster is to show to each other options and possibilities and then to support each other in the development of models that need to be tailor-made models for each individual city and policy environment.

There are many different sources and ways to fill such systems with information. The main question and challenge is [how to organise the data on a scale that is needed](#). Often the statistics are on a district level, which is not small enough for us to identify problematic areas. Then we have to find out which data are already available that we can use without any additional efforts and costs and which data can be contributed by other partners [e.g. housing companies, energy providers, local police, etc.].

But sometimes partners won't give us certain data because it might be a problem for them. Then we have to find [alternative sources and ways to organise the information](#) we need. We have to find out which additional information, especially qualitative information, can be used apart from the statistical data [e.g. knowledge and impressions of people]. Because only hard and quantitative data reflect the reality in our cities and neighbourhoods, so we also need soft data and qualitative information.

For the permanent and reliable operation of the intended monitoring systems it is equally important to clarify the question together with all local partners how we can organise [a regular flow of data and information](#) because each monitoring system is only useful when it is regularly updated.

And, of course, once the organisation of data and information is achieved, we need to find ways to [analyse and present such data and their message](#) to our local professionals, the local politicians and to our



# Thematic Introduction

citizens – for each of them in a form that allow them to understand the messages of the system and to react in their own particular way and responsibility.

## Programme and Project Related Monitoring Systems

In each of our member cities we are currently busy to develop at least one **Local Action Plan** that is meant to create a successful basis for the acquisition of funding resources and also for mid-term strategic acting in partnership. Once you start the implementation of your Local Action Plan, you should have a monitoring or evaluation system in place.

The main aspects to clarify with such systems normally are:

- Does each partner involved have the same understanding of the main **objectives** of the programme and support the efforts to achieve these objectives? Because of the involvement of many different partners in such integrated strategies, it is important to check in the initial phase if all partners have common understanding and can agree on a common set of detailed operational objectives to which they all contribute with their activities and resources.
- Are the **activities** planned in the framework of the integrated Local Action Plan suitable to achieve these objectives?
- Does each participating partner in the course of the multi-annual implementation **contribute** what he promised to deliver for the achievement of the overall objectives?
- Do the activities implemented lead to the **intended outcomes** or are corrections “on the way” necessary?
- Do these outcomes [e.g.more investment in the area] lead to the **intended effects** [e.g.an improvement of the areas quality and its image in the city and the region]?
- What can we **learn** from this initiative and its systematic monitoring for future initiatives or for strategies in other areas of the city or the region?

Three different forms of **evaluation** are possible. The ex-ante evaluation, accompanying evaluation and the very often used ex-post evaluation at the end of an implemented project.

- The **ex-ante evaluation** is normally done and paid by the people who provide the funding. Before they agree on a decision to fund or co-

# Thematic Introduction

finance in integrated multi-annual strategy, they want to check with such independent evaluation if the local approach is suitable and can be successful.

- For our work, the most evaluation form will be the *accompanying evaluation* as a formative and qualifying element of implementation. This is an evaluation that is undertaken as an accompanying monitoring throughout the entire implementation period where you always monitor achievements in your programme as well as progress and obstacles. That gives you the chance to intervene on your way, to correct your strategy and intervention and to improve the impact of your activities and resources invested. Most projects and programmes undertake such a monitoring exercise every six months and, as a result, provide a short report on what works well and what does not work so well. This assessment is usually linked to strategic recommendations for the next six months. In our long-term projects this might be more helpful than other ways of evaluation.
- The policy makers or funding organisations who want to check if the money and other resources invested was well-used and well-invested, very often finance the *ex-post evaluation*. Here you can check whether a strategy was successful, which elements of it worked best and which elements might need to be improved before they are subsidised again.

This Seminar Report is meant to serve as a basis for the RegGov Network to design with and for the interested partners their own tailor-made monitoring and evaluation systems - so that they will be able to measure progress and impact of their Local Action Plans' implementation.

For this purpose and as a basis for the further work, this reports presents first of all two examples of local monitoring systems from Duisburg and from Nijmegen.

In a second part, the examples of North Rhine-Westphalia and Romania illustrate national and regional approaches to such monitoring tasks and systems.

In a following part, the Polish contribution widens this debate, which is far too often focused on the European Regional Development Fund, ignoring parallel efforts and achievements of the European Social Fund - which, in this contribution, is presented at the example of the Polish Human Capital Development Programme.

In a final contribution the expectations of DG REGIO as one core funding institution are presented.

# Monitoring in Duisburg

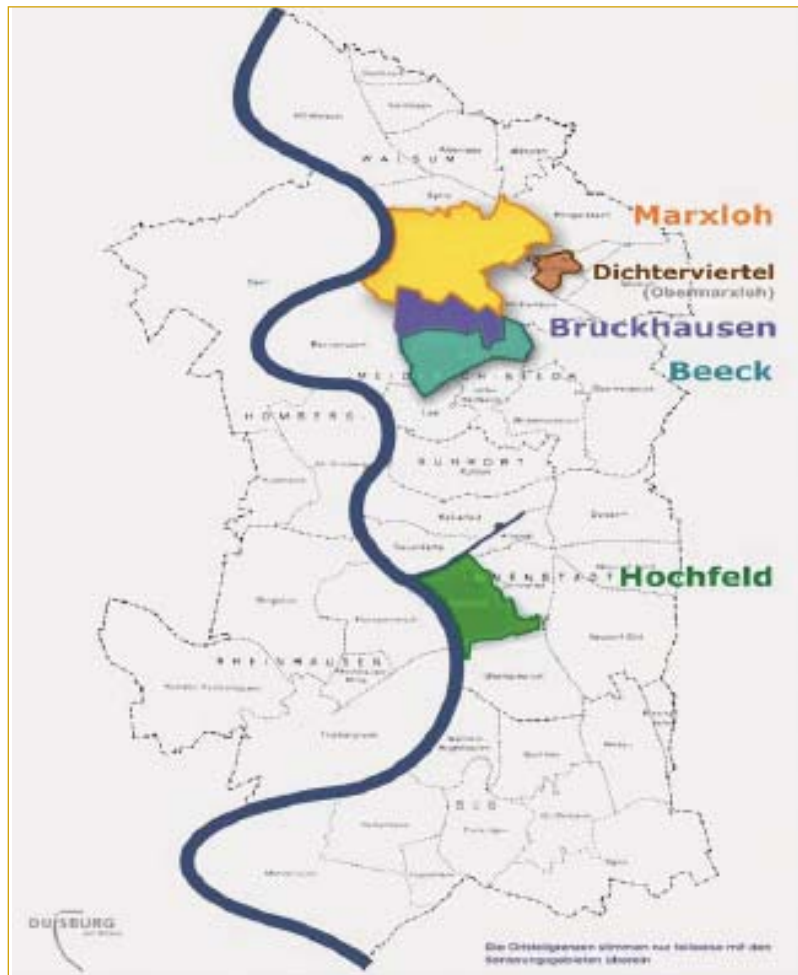


## 2. Approaches of Monitoring and Evaluation in Duisburg

Brigitte Grandt | RegGov Network | Lead Partner

### Initial Position

The starting position, when we began to think about a monitoring system for our neighbourhoods was that we had four neighbourhoods for which an Integrated Local Action Plan had already been developed in the past and these areas were receiving funding for several years for their integrated development,

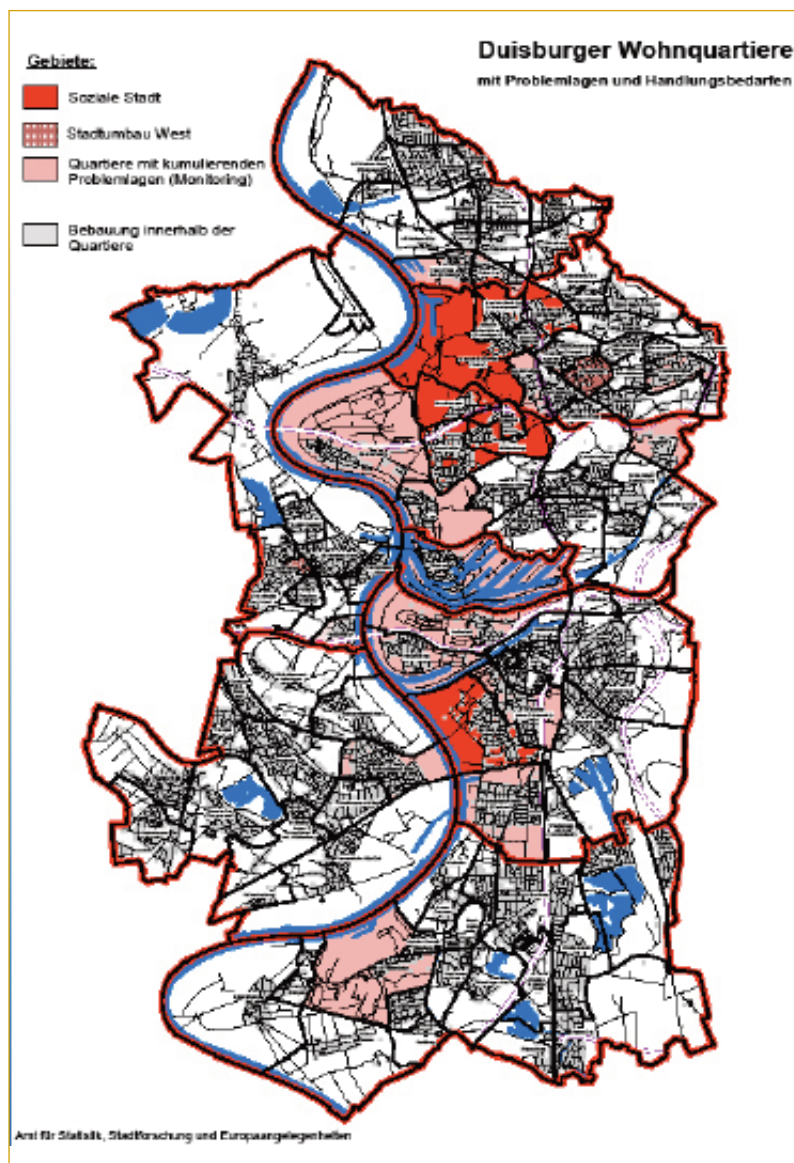


But, at the same time, we realised that also in other areas of the city problems were growing – in most cases not on the level of the individual district, but in smaller pockets and neighbourhoods within districts.

# Monitoring in Duisburg

That is why we decided to develop a monitoring system with the following main objectives:

- the identification of developments in the individual neighbourhoods of the city over time;
- the identification of overall needs for action in neighbourhoods with high concentration of problems and by inclusion of their potentials and
- to enable us in time to develop appropriate measures that would stop the beginning downward spiral in neighbourhoods and lead to a sustainable stabilisation of these areas.



# Monitoring in Duisburg

## Creation of a 'Working Group Neighbourhood Monitoring'

As a first step towards the realisation of such a monitoring system, we created a Working Group in which the following key players of urban regeneration in Duisburg were represented:

- Development Agency Duisburg [EG DU],
- City Department for Statistics,
- City Department for Urban Development,
- City Department for Sozial Development and the
- City Department for Housing and Youth Welfare.

The agenda of this Working Group in its initial phase included the following tasks:

- to analyse sectoral planning from an integrated and area-based viewpoint;
- to analyse statistical data and elaborate a statistical ranking of all neighbourhoods;
- to take in additional knowledge and expertise;
- to identify needs for integrated action in specific neighbourhoods and
- to elaborate first proposals for local action.

## Creation of a Steering Group

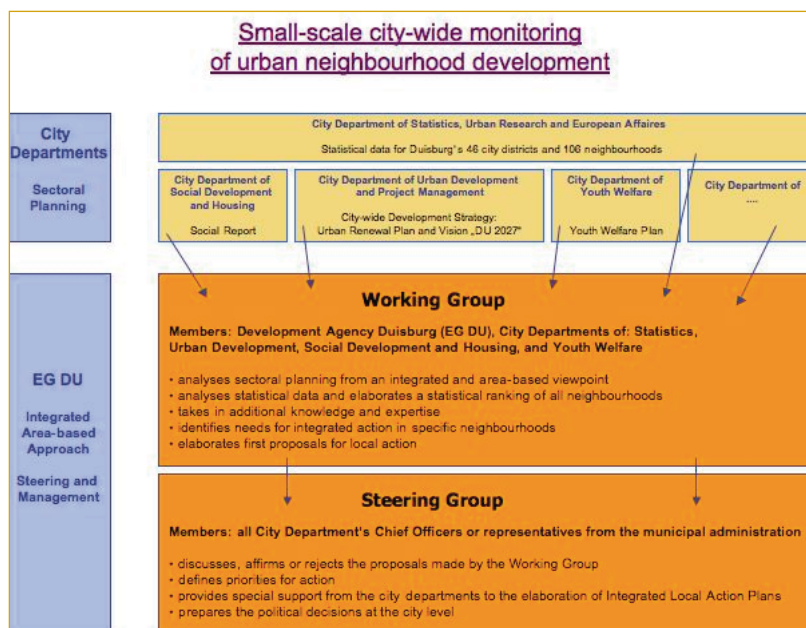
As a further element of the organisational structure for the management and operation of this monitoring system, we created a Steering Group for a regular debate of the Working Group's activities and outcomes and to achieve agreement with the plans developed in the Working Group. Members of this Steering Group are

- all City Development's Chief Officers or representatives from the municipal administration,
- the integration office,
- specific departments and
- districts.

In the practical operation of the monitoring system, this Steering Group has the tasks to

# Monitoring Duisburg

- discuss, agree to or reject the proposals made by the Working Group;
- define priorities for action;
- provide special support from the city departments to the elaboration of Integrated Local Action Plans;
- prepare the political decisions at the city level.



In order to make the system operational, we defined various categories of neighbourhoods:

- neighbourhoods with overall needs of action within/outside existing programme areas;
- neighbourhoods with specific ethnical problems;
- neighbourhoods with overall needs of action by framework that still need to be clarified;
- neighbourhoods with need of support.

On the basis of this systematic approach, we then selected six neighbourhoods for action:

- we applied for additional funding in 2009 for one neighbourhood and one expansion area;
- in two already funded areas we created consistency in the basis of our new findings and results;

# Monitoring in Duisburg

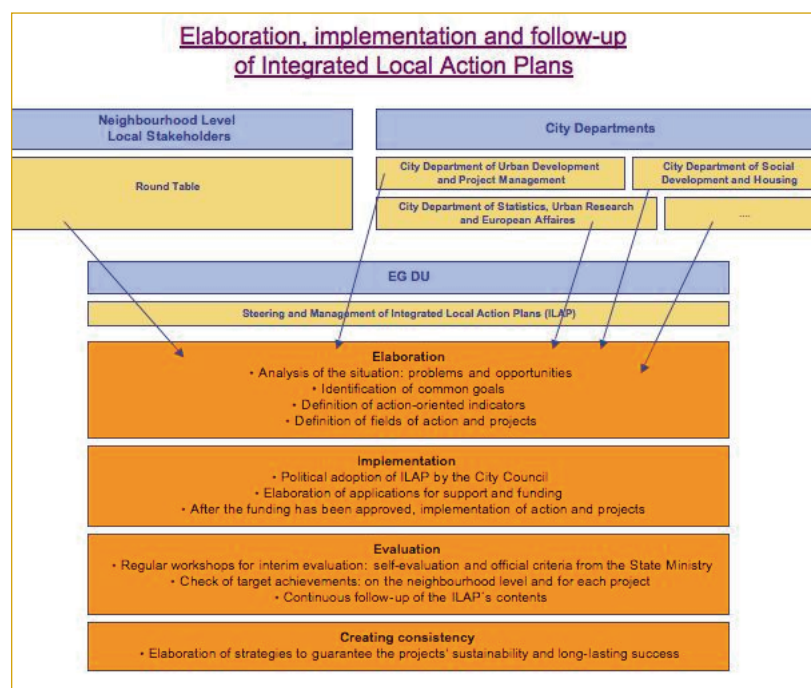
- for the remaining areas we decided to intervene with existing resources in time.

## The Evaluation System

As a result of this procedure, we had four deprived urban area receiving funding, each of them with its own specific funding conditions. For the now following development of our evaluation system, this meant that we had to deal with different conditions for evaluation in each of the areas.

The **key objectives** that were linked to the creation of our evaluation system were:

- to achieve an agreement on a common set of aims in each area between all participating stakeholders from the state, the political system, the administration, the public etc.
- to establish a regular review of the achievements of these previously defined aims;
- to steer the process of a continuous adaptation of the Local Action Plans to new needs, changes in the framework conditions etc.
- to establish an instrument of control for the state, for politics and the public and
- to create transparency in the activities and achievement of the area-based initiatives.



# Monitoring in Duisburg

To establish this newly designed evaluation system in all areas, the following steps were implemented:

- a situation analysis to identify and define chances & challenges;
- the definition of aims for each target area to specify and define with general effects shall be supposed to achieve in the area;
- the identification of fields of action to enable us to develop aims for the fields of action;
- the development of individual projects and, finally,
- the definition of aims and indicators for individual projects.

## The Example of Duisburg Hochfeld

The main challenge in this target area was a high proportion of immigrants and a heterogeneous population structure.

The framework that needed to be taken into account were the knowledge that we would receive funding for the regeneration of this area for another two or three years and that in the surrounding of the area funding was also invested in two other projects, the ‚RheinPark‘ project, and the ‚Wanheimer‘ renewal.

The overall objective that we defined was to develop the ‚RheinPark‘ into a modern neighbourhood for services and trading. This included the fields of action Urban Planning / Housing, Local Economy, Schools / Education and Live together.

With regard to the achievements, we defined the objective to improve the infrastructure and to revitalise the streets. With regard to outcomes we defined the aim to develop and implement measures for an improvement of transport connections and to create new offers for young people.

With regard to the application of our evaluation system, the following topics are included in the monitoring system:

- the realisation of the Local Action Plans:
  - which concrete activities are undertaken?
  - with which manpower?
  - with which funds?
  - in which term?
- the identification of individual projects
- regularly neighbourhood oriented discussions
- continuous work on Local Action Plans
- agreements with the local politics, administration, public, etc.

# Monitoring in Nijmegen



## 3. Monitoring of Local Action Plans in Nijmegen

Kees Goderie | City of Nijmegen

### General information

With the following presentation, I want to introduce you to the monitoring system that we have developed in Nijmegen to monitor the development on the level of individual neighbourhoods as well as the city level regularly.

This task is implemented by a section within the municipality that is called [Department for Research and Statistics](#). In this department, where I am employed, we do our research projects for the municipality. Two third of this department's co-workers have a scientific education, while and one third have their professional background in statistics.

It is very common for Dutch cities to run such a research department. The 35 biggest cities in the Netherlands do all have their own section for research and statistics. There are also national platforms and meetings where we can discuss and exchange our results and findings with regard to the different relevant topics of our work.

As a framework for our activities, a [yearly research programme](#) is defined that we have to implement for the various departments of the local authorities. We also have contacts to policy makers, directorates and to the administration.

We do a monitoring for the whole city [[city-monitor](#)] and also for parts of it [[neighbourhood monitor](#)]. Every two years we undertake this kind of monitoring exercise to show the administration how the city developed over the last years. For the inner city, we do an annual monitoring because of the relevance for tourism and the city centre's function as the economic heart of the city. We also do other research activities, such as surveys for housing when new housing areas are planned. We also do market studies and more and more evaluation activities. We gather every kind of statistic information and deliver it to the departments.

For our projects we use statistics. We also use inquiries among the population and subgroups. This is a [quantitative method](#). Sometimes we do such research and data collection via the Internet, sometimes face to face, written or via telephone. In some cases we also use qualitative interviews with professionals and focus groups. We do not look only on numbers and reports but we also try to meet social workers, teachers or policemen. For some of our projects we organise mee-



# Monitoring in Nijmegen

The city volume of this bi-annual Monitoring Report has 15 thematic chapters:

- image of the city;
- administration and neighbourhoods;
- demographic information;
- social-economic profile;
- city economics;
- health and care;
- education and childcare;
- culture;
- sports;
- housing market;
- social environment;
- public safety;
- quality of public space;
- environment;
- traffic and transport
- and finally tourism.

We think that with these themes we can show a detailed image of the city. Every part of the city is divided into smaller parts. Besides the old parts of the inner city there are three relatively new areas, one established in the 1970s, the other one in the 1980s and the last and most recent, called Waalsprong. The development of this part, at the other [north] side of the river Waal, started at the end of the 1990s and is still going on. When finished, it will be a neighbourhood for more than 20,000 people.

There is another speciality in Nijmegen as a form of qualitative research. In all nine parts of the city which are covered by the [Neighbourhood Monitor](#) and presented in individual chapters, we make a list of professionals and representatives of the local population that we know in these neighbourhoods. They get a special mail in order to inform us which are the most important developments in these areas. We gather all this information and then organise so called "Mini Symposia" with all the involved professionals to ensure that the stories behind the statistics are reliable.

The monitor is well known in Nijmegen. The politicians use its results and findings for their yearly budget discussions. The headlines of the monitor are part of the [definition of the political goals](#) in the city. The definition of political priorities is also related to the results and findings

# Monitoring in Nijmegen

of the monitoring report. The administration also wants to have this periodical analysis of the state of the city and its neighbourhoods to improve and evaluate specific policies.

We communicate the results of each monitoring round to all departments, to the representatives of the neighbourhoods and to the neighbourhood managers. Beside the printed version, we also offer all the information on the city's website [[www.nijmegen.nl](http://www.nijmegen.nl)]. We deliver, present and discuss it with the administration, the press, the directorates of Nijmegen and with research sections in other cities.

We also have figures showing the opinion of the people concerning the attractiveness of the city. We can see from these figures that we have a very good score in that respect. The other figure shows the distribution of public money in the different parts of the city based on the monitor. On the website you can find all such data related to the city monitor of the City of Nijmegen. You can additionally download all the reports available so far. You even can sort your figures in the way you need them.

## Monitoring for the RegGov Target Area: Waterkwartier

The RegGov target area, the Waterkwartier; is a pre-war working class area and it is quite a big neighbourhood with around 4,100 inhabitants. It is one of our 18 focus areas. In our statistical system, it forms part of the neighbourhood Biezen that has 6,700 inhabitants all together. Within this neighbourhood, the Waterkwartier is composed of the statistical units 01, 02, 06, 07, 08 and 09.



# Monitoring in Nijmegen

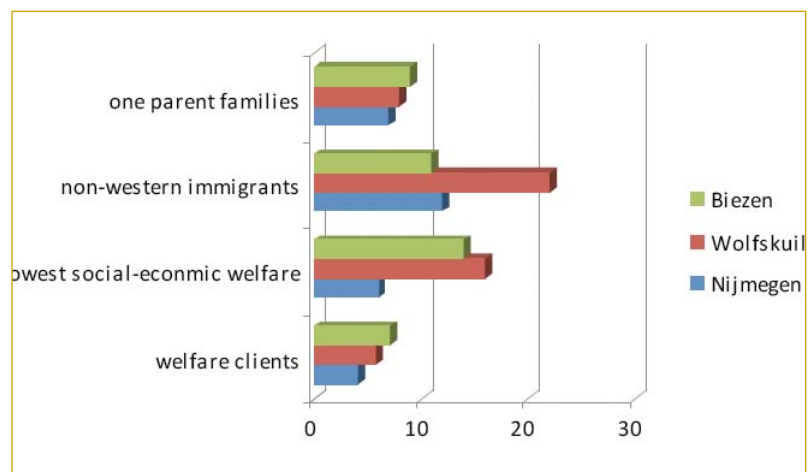
So, when in the following presentation I present to you findings for the Biezen neighbourhood, you always have to bear in mind that this included some other parts, beside your immediate target area.

We do a monitoring for that area every two years as part of the city-wide monitoring system that I have explained to you. Within each monitoring round, we check the development of the social, the economic and the physical indicators. On request of neighbourhood managers or developers in the area, we can also include other questions and indicators in the monitoring round for an area.

With regard to your target area, I would like to present the findings with regard to the following questions and indicators:

- What kind of people?
- In what kind of environment?
- How do people deal with each other?
- How do people feel about safety in their area?
- Total view of the neighbourhood.

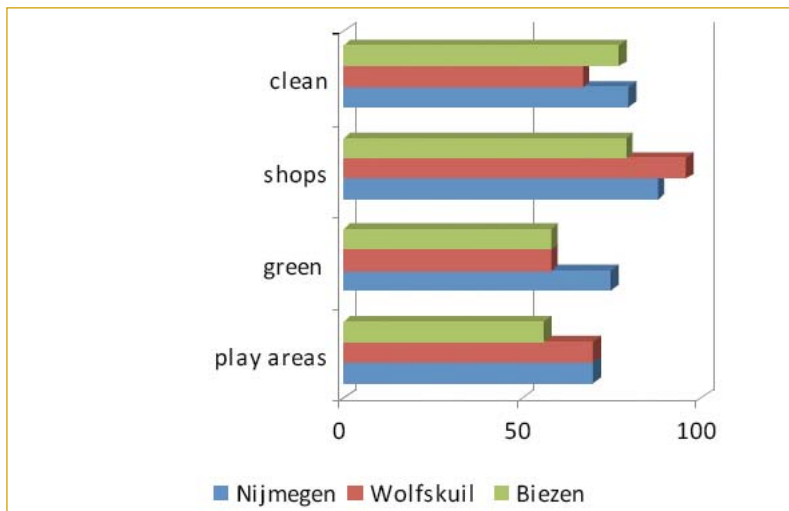
What kind of people?



When you look at this overview with regard to the kind of people who live in the target area, you can see that there is a higher proportion of one parent families and of people in socially deprived situations living here than in the citywide average. But, you can also see, that the highest part of non-western immigrants is not in your target area, but in the other part of that statistical district.

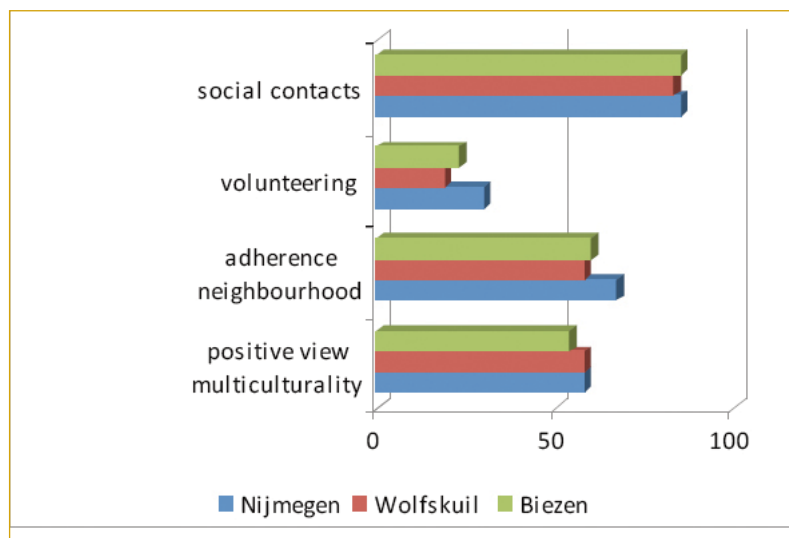
# Monitoring in Nijmegen

In what kind of environment?



When you look at people's assessment of their environment, you can see that they are less satisfied with the cleanliness of the environment, as well as with the provision of shops and with the green and play areas. With regard to all of these indicators, your target areas remains below the citywide average. But again, except for the cleanliness, it does not seem as deprived as the other part of that statistical district.

How do people deal with each other?

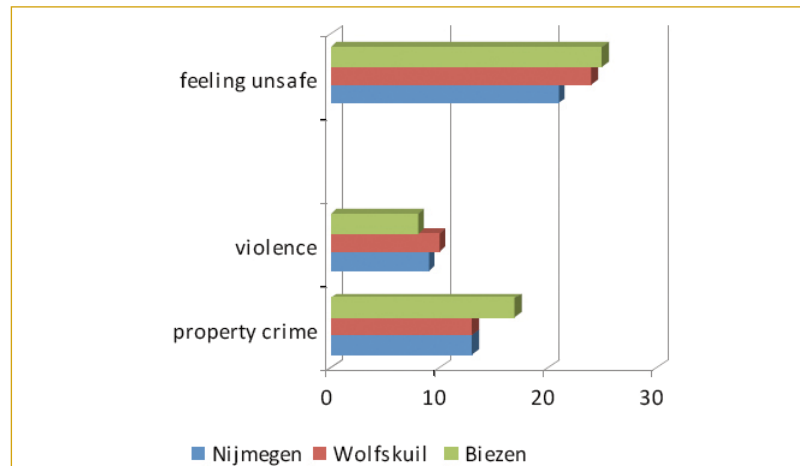


The questions related to the people's relation to each other and to their neighbourhood, just shows some slight differences towards the citywide average. People in your target area do slightly less volunteering, have slightly less adherence to their neighbourhood and have a

# Monitoring in Nijmegen

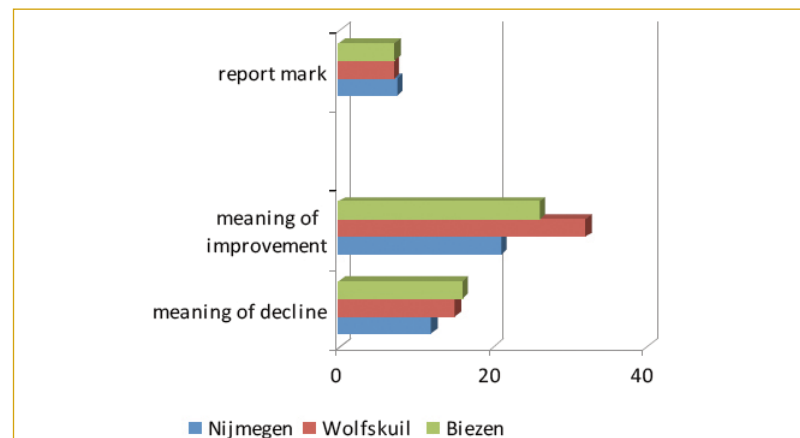
slightly less positive view when it comes to multiculturality. On the other hands, the level of social contacts is rather positive.

## [Feelings of] Safety



The questions with regard to safety show more differences again. There is a higher feeling of unsafety in the area - and there also is more property in this area than in the other part of the district or the citywide average.

## Total view of the neighbourhood



In the overall assessment, the result does not differ widely from the overall mark of the city. But, for the people in your target area, necessary improvements and decline they observe are more significant than in the citywide average.

All of these figures can be seen on a permanent database, the 'City Figures' on the website of the City of Nijmegen [[www.nijmegen.nl](http://www.nijmegen.nl)].

## 4. Measuring Progress in Local Action Plans: The Regional Monitoring System of North Rhine-Westphalia

Bernd Mielke | Ministry for Construction and Traffic of the Land of North Rhine-Westphalia



The fact that we, as a regional ministry, have developed and established a monitoring and evaluation system for the public resources invested in urban and regional policy, goes back to various regulations and laws that create the reason as well as the framework for this system:

- ERDF regulation I 083/2006, Nr. 47/48;
- the Constitution of Germany, §104b and
- a demand of the State Parliament of North Rhine-Westphalia from 2002.

Designing and implementing such a monitoring and evaluation system, is also done in a shared and common interest with our cities: The regional government as well as the cities, they both have an interest in an optimisation of the use of public resources as well as in transparency concerning the use of these resources and its impact and success – we both do need that to create the necessary legitimacy and get the necessary political support.

At the same time, there are of course also difficult aspects related to the use of such monitoring and evaluation systems. There always is an element of [necessary] control to it, people do argue about the right choice of indicators, about the right weighting of indicators – and there are also always people who feel that such monitoring and evaluation gives wrong incentives to the local practice.

But, in an overall we, we can clearly say that the advantages of the systematic use of a well-structured monitoring and evaluation system will always be of much higher value than the possible risks of disadvantages.

### The Regional Monitoring System

On the level of the region, North Rhine-Westphalia, the monitoring system contains the following elements:

- an indicator based monitoring of all target areas;
- an analysis of co-operation and participation processes;

# Monitoring in NRW

- case studies dealing with defined topics in more depth and detail, such as “The role of schools in deprived neighbourhoods?” or “How successful has the support to the local economy been?”

On the local level, the system we have designed contains the following elements:

- a self-assessment [self-evaluation] of the local projects;
- a standardised Reporting System with all results and data being assembled and analysed by the Managing Authority.

What we implement on the regional level, is a system of indicator based monitoring. For this system, we use 57 indicators, mainly relating to the topics:

- demography,
- migration,
- poverty,
- housing and
- education.

The objective is to give a picture of the general development [the context indicators] and possible change that occurred or was achieved in the programme areas. These data are then used for a comparative analysis – knowing, that we talk about data here, which usually only show a part of the reality in the neighbourhoods – so that the findings and interpretations need to be done with caution.

After we have carried out such a monitoring for North Rhine-Westphalia for the programme “Socially Integrative City”, one of our currently three main urban policies, we can say with regard to that funding stream that it is especially successful with regard to

- making the target areas more attractive;
- fostering co-operation and participation and
- as a trigger for innovation.

On the local level, monitoring takes the form of a self-assessment, meaning that the Local Action Plans and their implementation with its outcomes and effects is not evaluated by external experts, but by the local actors themselves. This has the clear advantage that the local conditions are fully taken into account in the framework of these evaluation exercises, which – amongst other benefits – leads to a high motivation and a high value of the results amongst and for local stakeholders.

# Monitoring in NRW

On the other hand, this system of local self-evaluation with a high value on local conditions bears the risk that there is, on the regional level, less reliability and a reduced comparability with regard to the results, which are report to us.

To minimise these disadvantages, we have provided all participating cities with a [common framework for the Reporting System](#), so that each local self-assessment is following the same pattern and using the same indicators and questions.

With certain restrictions, this system allows us to use the reports from the cities for a number of cross-area analyses and comparisons.

The topic which are contained in this compulsory Reporting System for all cities that receive funding include [criteria and topics](#) such as:

- Participation
- Local economy
- Social infrastructure
- Public spaces and ecology
- Housing and
- Bundling of funding and resources.

In order to also achieve some general quantitative data, we have defined a set of output indicators that measure the results and effects of the funding that we have invested – the following picture shows an example for such output indicators:

Focus	plan	actual	difference
<b>1. Upgrading of urban areas</b>			
created/ upgraded green space (qm)	132.230	157.000	24.770
created/ upgraded public space (qm)	40.610	79.147	38.537
created/ upgraded public buildings (qm)	8.050	8.534	484
<b>2. Fostering of local economic development</b>			
number of supported SMEs (generally)	4.100	4.410	310
number of supported SMEs (intensive)		1.078	1.078
number of created jobs	380	604	224
number of business start up	10	127	117
number of participants in education or qualification measures	400	3.483	3.083
created/ upgraded public buildings (qm)		2.470	2.470
<b>3. Involvement of the local community in neighbourhood organisation</b>			
created/ upgraded public buildings (qm)		1.735	1.735

# Monitoring in Romania

In order to cover all relevant aspects of implementation within this Reporting System, there are some elements that we have defined some compulsory elements of the local reports, such as:

- a description of methodology or
- qualitative information as well as quantitative data for all issues.

The time schedule for the development of our regional system has been as follows:

- 2001: Set up of a body of experts to compile a regional monitoring system
- 2003: State-wide studies commissioned
- 2008: Publishing of state-wide studies
- 2009: Start of self-assessment in all “Socially Inclusive City”-projects

The further time schedule for self-assessment on the local level foresees that the first reports are delivered to us by the cities in October 2010 and that, on this basis, we will then finish our comparative analysis in December 2010.



## 5. The Monitoring System of the Romanian Managing Authority for the Regional Operational Programme

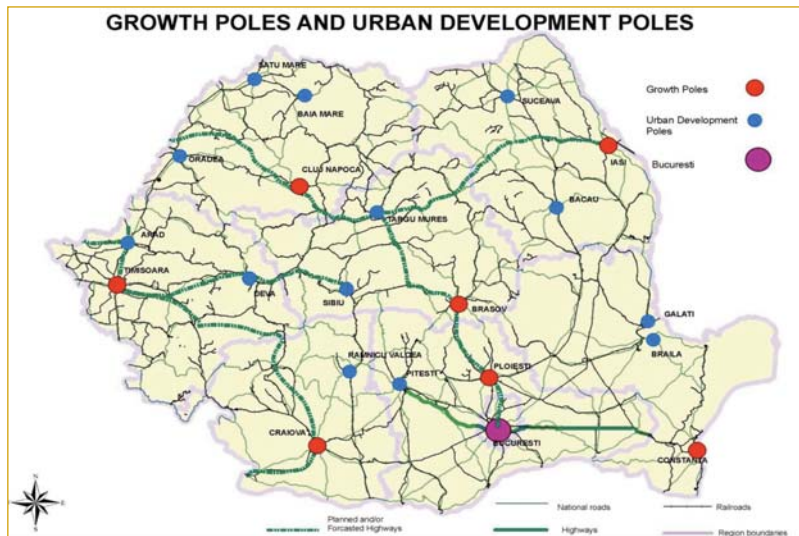
Stefan Oachesu | Romanian Ministry of Development, Public Works and Housing

In Romania, the projects financed under Regional Operational Programme, including those aiming at sustainable urban development, are monitored through a so called SINGLE MANAGEMENT INFORMATION SYSTEM [SMIS].

This SMIS is a monitoring tool that needs the following data input:

- Programming data – provided by the Managing Authority;
- Project submission, evaluation, selection, technical and financial monitoring, contracting data – provided by the Regional Intermediate Bodies;
- Payment data – provided by the Regional Intermediate Bodies, the Managing Authority and by the Certifying and Payment Authority.

# Monitoring in Romania



The data output of this SMIS includes:

- Physical, financial and complex progress reports at the level of the project, operations, key areas of intervention, priority axis, Operational Programme or National Strategic Reference Framework;
- Progress reports can be requested by the Intermediate Bodies, the Managing Authorities and the Ministry of Finance

The indicators for Integrated Urban Development, which are used in the framework of this system's application, include the following elements:

Output indicators:

- Integrated urban development plans implemented [target by the end of 2015 – 30];
- Projects ensuring sustainability and improving urban public infrastructure within the integrated urban plans [60];
- Projects promoting businesses and entrepreneurship within the integrated urban plans [15];
- Projects offering services to promote equal opportunities and social inclusion within the integrated urban plans [25]

Indicators related to the results and outcomes of the operations include:

- Inhabitants benefiting from the implementation of integrated urban development plans [400,000];
- Companies established in the “urban action zones” [400];
- Jobs created / saved in “urban action zones” [1,500].

# Human Capital Development



## 6. The Polish Human Capital Operational Programme 2007 - 2013

Tomasz Kolton | Silesian Marshall Office

### General Information

The Silesian region has a total area of 12,331 km<sup>2</sup> [3,9% of country] and a population: 4 650 000 people [12% of country]. The Silesian Agglomeration is home for 2 850 000 people [61% of region]. The people living in urban areas are 78.5% of the population, resulting in a density of 380 people per km<sup>2</sup>. The unemployment rate in the region is 8.5%.

The European Social Fund in Poland for the period from 2007 until 2013 is covered by one programme – the Human Capital Operational Programme. It has a value of around 11.5 billion Euro [9,7 billion Euro from ESF = 85%] and 14,4% of the resources for Poland [67,3 billion Euro]. The Managing Institution for the Human Capital Operational Programme is the Ministry of Regional Development where the central decision-making takes place.

### The Human Capital Operational Programme

The Programme contains 10 priorities, divided into the two components 'central' and 'regional'. Intermediate Bodies of the Programme's central component are the individual ministries, Intermediate Bodies for the Programme's regional component are the self-governments of each voivodeships.

The Human Capital Operational Programme has various priorities, which contain the following elements for the *central level*:

- Priority I: Employment and social integration [support for public employment services, social assistance institutions];
- Priority II: Development of human resources and adaptation potential of enterprises and improving the health condition of working persons [trainings, complex health care programmes and trainings for medical staff];
- Priority III: High quality of the educational system [research in area of the education system, training systems for teachers];
- Priority IV: Tertiary education and science [development of didactic potential of universities, effective management];

# Human Capital Development

- Priority V: Good governance [improving government and local administration];
- Priority X: Technical assistance

For the regional level, the following priorities are essential:

- Priority VI: The labour market open for all [training for the unemployed, support for persons who want to set up their own businesses]
- Priority VII: Promotion of social integration [support for social assistance institutions and organisations];
- Priority VIII: Regional human resources for the economy [training for business managers and employees, support for the R&D sector and enterprises;
- Priority IX: Development of education and competences in the regions [development of educational institutions like kindergartens, scholarships, vocational education, lifelong learning].



## The REVITA SILESIA Programme

Project partners in the REVITA SILESIA Programme are the Marshal Office of Silesian Voivodeship [Department of Economy] and the Silesian Castle of Art and Enterprise in Cieszyn. The programme will be delivered from 2009 until 2010 with the target groups of

- Entrepreneurs – SMEs;
- Scientists involved or interested in the revitalisation of degraded areas and the development of public space.

The main objective of the programme is to strengthen the relations between enterprises and the R&D sector and a transfer of knowledge in the field of revitalisation of degraded areas [including brownfields] as well as the development of public space.

Expected longterm results are

- enhancing of cooperation and sharing experiences between enterprises and science sector as well as
- joint R&D projects.

In order to achieve these results, the following activities are carried out in the framework of this programme:

- the organisation of conferences, seminars and workshop meetings

# Human Capital Development

- the implementation of survey projects
- a 'Best Research Work'-competition
- an exhibition of examples of good practice;
- the creation of a database;
- the publication of a manual.

More information concerning this programme can be found at: [www.revita-silesia.pl](http://www.revita-silesia.pl)

## RUDA ŚLĄSKA – A Chance for Everyone

This project is implemented by the Social Assistance Office of the city during a period from 2008 until 2013. The target groups of this project are:

- „multi-problematic” families;
- unemployed people;
- inhabitants of the Kaufhaus district, the RegGov target area as participants of the Local Activity Programme.

The main objective of this local programme is the social integration and vocational training of people in Ruda Śląska threatened by social exclusion and marginalisation with the following results to be achieved:

- improvements of the target group's qualification;
- an improved motivation amongst the members of the target group to actively change their model of life;
- an active participation of the members of the target group in the activities of the local society.

In order to achieve these aims, the following activities are carried out in the framework of this programme:

- Social Activity Club meetings
- trainings in useful skills [to support a growth of self-esteem];
- vocational trainings;
- social work [renovation of buildings, cleaning up etc.];
- activities for children.

More information can be found at: [www.mopsuniarsl.pl](http://www.mopsuniarsl.pl)

# Expectations from DG REGIO

## 7. Expectations from the European Commission

Johan Magnusson | European Commission | DG REGIO



Under the ETC programmes, there are currently 7 Fast Track Networks implemented in the framework of the URBACT programme and 6 Fast Track networks in the framework of Interreg IVC. The investment triggered by these operations is approximately € 380 million. New networks will be selected after the second falls. We are promoting these Fast Track Networks with Annual Conferences and seminars since 2007.

### URBACT II Fast Track Networks

RfEC Theme	URBACT II Thematic Networks with Fast Track Label	DGs involved
1. Healthy communities	<b>Building Healthy Communities</b>	SANCO (REGIO)
2. Integrated policies on urban transport	Regions for Economic Change	
3. Sustainable & energy efficient housing stock		
4. Marginalised youth		
5. Managing migration	<b>Open Cities</b> <b>MILE (closed)</b> EUROPEAN COMMISSION	REGIO (EMPL, JLS) REGIO (JLS, EMPL)
6. Sustainable urban development	<b>URBACT</b> <b>HerO</b> <b>RegGov</b> <b>URBAMECO (closed)</b>	REGIO (ENTR, EMPL) REGIO (ENV, EAC) REGIO (EMPL, ENV) REGIO (EMPL, ENV)
7. Brownfields & waste disposal sites	-	

### URBACT II Fast Track Networks – Candidates 2nd Call

RfEC Theme	Number of URBACT II Fast Track Networks so far	Eligible project application proposed for financing
1. Healthy communities	1	
2. Integrated policies on urban transport	-	
3. Sustainable & energy efficient housing stock	-	<ul style="list-style-type: none"> <li>CASH (Echirolles, FR)</li> <li>URBAN ENERGY (Avrig, RO)</li> </ul>
4. Marginalised youth	-	<ul style="list-style-type: none"> <li>InteGrow (Consortium Red Local, ES)</li> </ul>
5. Managing migration	2	
6. Sustainable urban development	1	
7. Brownfields & waste disposal sites	-	

# Expectations from DG REGIO

One important instrument for us to support these network – and to disseminate their findings and outcomes to a wider European audience, is the [Annual Conference](#) that we organise in the framework of the “Regions for Economic Change” Initiative. The next Annual Conference will take place in May 2010 – it will not only give out the new [CityStar Awards](#) as an element to stimulate innovation and competition amongst European cities and regions, it will also be used to announce the new categories for the future.

So far, we can say that we learned the following [lessons from Fast Track networks](#) – an initial assessment that, at this point in time, is of course mainly based on the early Pilot Fast Track networks:

- The new partnerships and links created with this new opportunity are received positively. They help to connect the local, the regional and the European level, contributing to the development of new forms of multi-level governance. So, the main topic of your network, trying to identify and establish new ways of vertical and horizontal co-operation in integrated urban policy is at the core of this interest and need for innovation.
- They help to create new and strong links between Managing Authorities and cities with the benefit of an easier access to funding for the cities and of mutual learning and a growth of a better understanding on both sides. This helps to make the use of the ERDF-resources much smoother and more efficient.
- The concept of Local Action Plans works for both ‘sides’ and we are glad to see, that this concept, which has incorporated a lot of the methodology the Commission has worked on – now provides a rapidly growing number of cities with new and better development opportunities and the Managing Authorities with better prepared applications. This refers in the same way to the new tool of Local Support Groups as an important “software” for integrated urban policy in European cities and regions.
- We can also observe that the support and communication elements, which are provided by the European Commission – such as thematic inputs, contacts to Managing Authorities, conferences and seminars – are highly appreciated

Therefore, we can clearly say that these additional efforts do lead to [tangible additional benefits](#), which are especially a positive outcome of the [two-way-bridge](#) that is created as a core element of Regions for Economic Change and includes:

# Expectations from DG REGIO

- Participation in network meetings and activities;
- Learning about concrete projects;
- Getting in touch with and cooperating with local actors;
- Supporting integrated urban projects with long-lasting effects within the framework of the strategy of Operational Programmes;
- Using opportunities to implement OPs with the help of cities.

When it comes to the [expectations](#) from DG REGIO towards your network and the other Fast Track Networks, the following elements seem to be most relevant.

We would expect your networks as well as the other Fast Track networks to [foster cooperation between Managing Authorities and cities](#):

- to establish regular exchange with cities and Local Support Groups;
- to help feed the key lessons learnt from the network in to the strategic reporting at the end of 2009 and to contribute with inputs for the 5th Cohesion Report;
- to help to ensure the implementation of Local Action Plans;
- to actively capitalise on experience and good [and bad] practice;
- to put high emphasis on active communication and dissemination, also by participation in conferences and seminars.

We would also expect from your work and the one of the other Fast Track networks a [contribution to the discussion and planning of the post-2013 period](#), especially with regard to the following topics:

- The role of the interregional ETC strand for innovating cohesion policy mainstream programmes. This includes the questions how to achieve a stronger mobilisation of Managing Authorities and more commitments. And, of equal importance and value, the question how capitalisation processes can best be organised in order to help improving the effectiveness of cohesion policy by supporting the capacities of regions to innovate and learn.
- The role of urban development in cohesion policy in the post-2013 period with the option of a continuation of Regions for Economic Change as a testing ground for new approaches and with inputs to relevant new urban challenges and new themes to be included.

# Expectations from DG REGIO

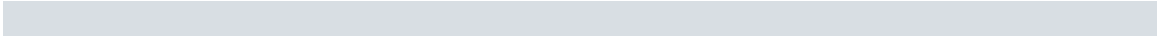
Important questions that should always be on the agenda, are from our point of view:

- How will a continuation of the development in cities and neighbourhoods be carried on, once the funding has sopped [reliable and solid Exit Strategies]?
  - What kind of support is need to enable cities to develop and implement successful Integrated Local Action Plans?
  - What are favourable conditions and possibly necessary support activities to allow cities to establish and manage successfully Local Support Groups to provide their integrated action with a solid basis and integrated all possible elements of support?
  - How and with which practical tools and methods can we improve the capitalisation process to make sure that all of these lessons learnt are noticed, understood and applied on a wider scale in European cities and regions?
-

# Annex

List of Participants

Imprint



# List of Participants

## List of Participants

- Alexandra Alexandropoulou | City of Halandri
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- Jan Bannink | City of Nijmegen
- Han Berg | City of Nijmegen
- Alexander Cappos | City of Halandri
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- Dominik Erbeling | RegGov Communication Officer
- Kees Goderie | City of Nijmegen
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- Wilco van Kalkeren | Province of Gelderland
- Tomasz Kolton | Silesian Marshall Office
- Nicoleta Lasan | City of Satu Mare
- Mariagiovanna Laudani | City of Siracusa
- Róbert Leiwolf | District Köbánya
- Johan Magnusson | European Commission | DG REGIO
- Vincenzo Miceli | City of Siracusa
- Dr. Bernd Mielke | Ministry for Construction and Traffic of the  
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- Vincenzo Miceli | City of Siracusa
- Péter Nagy | City of Nyíregyháza
- Anja Neumann | Duisburg
- Stefan Oachesu | Romanian Ministry of Development, Public  
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# Imprint

RegGov Fast Track Network

Regional Governance of Sustainable  
Integrated Neighbourhood Development

RegGov Network  
Thematic Report #2

Monitoring Progress and Achievements in  
Integrated Neighbourhood Regeneration

Thematic Report

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