



IMPLEMENTATION CHALLENGE 3 – DESCRIPTION AND GUIDELINES

SETTING UP INDICATORS AND MONITORING PERFORMANCE

URBACT IMPLEMENTATION NETWORKS

This Guidance has been designed primarily for the URBACT III Implementation Networks but is relevant for all European cities implementing Integrated Strategies for Urban Development.

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1. Introduction

1.1 The URBACT Implementation Challenges

The URBACT Implementation Challenges (ICs) were part of the core design of the Implementation Networks, providing seven thematic areas to guide cities in exploring the difficulties commonly found during implementation of integrated action plans. The seven Implementation Challenges are:

- > IC1 - Ensuring the integrated approach in the delivery of the strategy & their related actions/projects
- > IC2 - Maintaining involvement of local stakeholders and organising decision-making for delivery
- > IC3 - Setting up efficient indicators & monitoring systems to measure performance
- > IC4 - Moving from strategy to operational action-plan
- > IC5 - Setting up Public Private Partnerships for delivery
- > IC6 - Designing smart public procurement frameworks
- > IC7 - Enhancing funding of urban policies by exploring financial innovation

The first three Implementation Challenges are deemed to be compulsory for all cities to consider, on the basis that they are common to any implementation project. All the Implementation Challenges are interlinked to some degree, but with the four compulsory Implementation Challenges having a significant degree of cross-over and interplay between them.

Implementation Challenge 4, about moving from a strategy to an operational plan, was also considered as a prerequisite to any kind of implementation. A specific session was delivered to the URBACT networks for this challenge.

1.2 Implementation Challenge 3: Setting up efficient indicators and monitoring systems to measure performance.

This challenge is about monitoring and managing performance of the implementation of an integrated action plan or strategy. It requires as a first step the development of a **results framework** that the strategy and action plan can be measured against when fully implemented. With a robust results framework in place, monitoring and performance management will allow to track and steer progress of implementation and quality of delivery in an effective way.

This guidance paper first revisits the main elements of the results framework that should be in place for the integrated action plan or strategy. It then explores the practical aspects of planning and delivering your **monitoring and performance management**.

1.3 Acknowledge links with other Implementation Challenges

The Implementation Challenges describe the broad areas of difficulties that cities can face when implementing plans. In many cases, it is difficult or impossible to successfully tackle these challenges in isolation; there is much cross-over between the challenges in terms of their causes and in terms of the

ways of overcoming them. Tools that address the specifics of one of the Implementation Challenges will often also help to address other challenges too.

The specific ways in which the Implementation Challenges present themselves will vary from city to city. Responses must therefore be tailored to the local situation in order to be successful. That said, there are a wide range of tools, methods and skills that can be used as the starting point for tackling the specific Implementation Challenges that you face within your city when implementing your plans, and these can be applied in most contexts.

2. Results framework and performance management - nature of the challenge

2.1 Purpose of the results framework

The design of an effective urban strategy or integrated action plan should start from a sound analysis of the local situation, needs and opportunities. Based on such analysis, local authorities and stakeholders can define the desired changes in this situation and identify which interventions they must implement to reach this end-state. The effectiveness of any urban strategy can be greatly enhanced if this logical chain from the current situation through selected interventions to the desired situation (the “intervention logic”) is robust and well described from the outset.

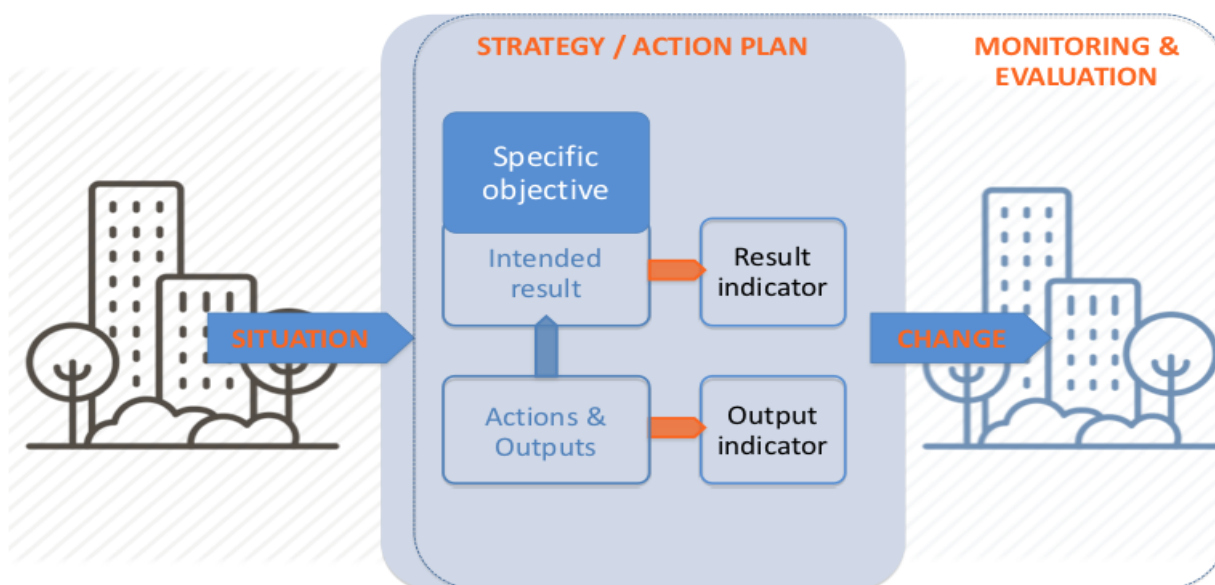
The URBACT results framework is a tool to design a strong intervention logic for an urban strategy, an integrated action plan or an implementation plan. It also is a tool to support monitoring and performance management during the implementation of the plan and evaluation.

The results framework has building blocks that are used across all EU Structural Fund programmes. The main components of the framework are presented below. More detailed explanations are available in the URBACT Guide “Applying the results framework to Integrated Action Plans”.

(http://urbact.eu/sites/default/files/evaluation_guide_usu_final.pdf)

The diagram below illustrates the main components of the results framework and how they relate to one another. Explanations and examples of these main components follow below and in the table at the end of this section.

Figure 1 Schematic diagram of the results framework



2.2 Monitoring and performance management – key concepts

During the implementation of an integrated action plan or strategy, the city authorities and local stakeholders involved have a joint interest to ensure that actions are implemented effectively and that the objectives of the plan are achieved. This requires these actors to keep a close watch on the progress and quality of implementation, identify deviations and obstacles and develop adequate responses to ensure that objectives are met.

Monitoring and performance management refers to the arrangements and activities put in place for this process of tracking and steering the implementation of the integrated action plan.

Monitoring is the regular, systematic collection of data about the implementation of the Integrated Action Plan. This will typically include information about the progress of activities and the delivery of outputs (using indicators), about the use of available resources (financial, staff and other) and about other relevant.

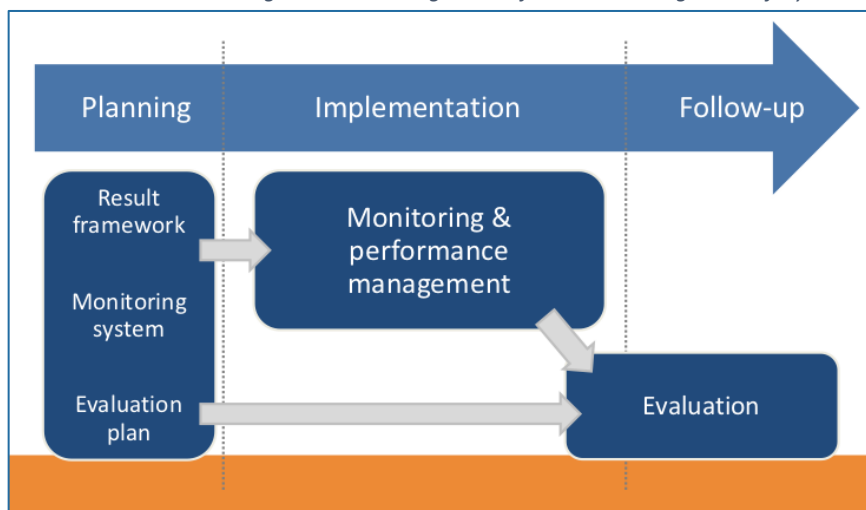
Performance management means using the collected monitoring information to analyse your progress and adjust your activities as needed to reach your objectives. The monitoring information is also valuable input for your dialogue with the URBACT Local Group, to share ownership of success, obstacles and amendments to the plan, as well as learning for all.

The related concept of *evaluation* rather deals with the independent analysis of and reflection on the performance of an action plan once it has been (nearly) implemented. It is meant to collect independent feedback on the achievements, scope and quality of outputs and results. Evaluation also aims to investigate what changes the action plan has really brought about in the pre-existing situation (the impact of the plan). Evaluation will combine information about the result and output indicators with other data sources and independent data collection to draw lessons and conclusions.

The following diagram illustrates the respective roles and timing of these concepts in the life cycle of an integrated action plan.

Monitoring and performance management are part of the implementation phase of the plan and as such essential elements of **project management**. Evaluation rather takes place in the final stages and the follow-up of action plan implementation.

Figure 2 Monitoring and Performance management lifecycle



This guide deals with practical arrangements for monitoring and performance management. The evaluation of URBACT action plans, while equally important, is not further addressed here.

Monitoring: *The systematic collection of data about the implementation of the action plan*

Performance management: *Using monitoring information to improve the implementation of the action plan.*

Monitoring and performance management **arrangements** should be made already **during the planning stage** of the integrated action plan, in parallel to designing the work plan for the implementation of your actions.

Monitoring and performance management arrangements should be kept as simple and practical as possible and designing them does not have to be very complicated. Rather, these arrangements should ‘connect the dots’ between several key elements of your integrated action plan. These key elements are:

- Results framework - in particular the indicators and their target values and data sources.
- Work programme - detailed description of the actions that will be implemented (what, who, when).
- Governance and stakeholders - identification of the actors involved in implementation and governance of the action plan.

The monitoring and performance management arrangements should identify how the implementation of the work programme will be monitored and how decision making will take place to steer the effective implementation of the actions. The exact nature of these arrangements will be different in each case, depending on the context and scope of the action plan.

The arrangements can be a separate monitoring section of your integrated action plan. But in a well-developed, practical integrated action plan they can also be presented as part of your work programme, as a cross-cutting action linked to project management.

*Monitoring and performance management are essential elements of responsible **project management** of the implementation of your integrated action plan. Arrangements for monitoring and performance management should be part of the design process of an integrated action plan.*

The following paragraphs discuss the main features of monitoring and performance management that should be addressed in the design of your integrated action plan.

2.3 Objectives of monitoring and performance management

When designing your monitoring and performance management, it is important to consider what your expectations and objectives are in this respect. Monitoring and performance management can serve several complementary purposes. A clear view on what you want to get out of this will help you to shape the way you organise this part of your project management.

A first essential purpose that should be at the core of your monitoring and performance management efforts is to **track and improve progress & quality of implementation** of your actions plan. This implies that you regularly check if actions are being implemented according to plan and outputs are delivered according to specification. It allows you to identify any deviations at an early stage and act to mitigate them.

Another core objective will be to **track and manage resource consumption from the implementation** of your action plan. Monitoring the use of financial, staff and other resources allocated to the actions will allow you to identify if these resources are used accurately and anticipate shortages.

Especially when operating in a public setting, monitoring and performance management also serves the objective of **accountability and transparency** of public resource allocation and governance. A structured and well-documented performance management effort provides valuable input for accountability at local level and towards external financiers, such as EU funds.

In addition to these core objectives linked to project management and accountability, additional aims can also be identified. The monitoring process and information can also be used for **communication and engagement**. Consider involving members of your target groups in collecting information about the implementation of your actions, for instance through surveys or focus groups. This can yield valuable insights in 'customer satisfaction' with the quality of implementation as input for performance management of the delivery process. At the same time, it is a way to actively involve stakeholders in the implementation and mobilise support and engagement.

Another way to use monitoring and performance management is for **celebrating success and rewarding achievement**. Monitoring should confirm the achievement of certain milestones in the delivery of the action plan. Marking and celebrating these achievements can be important for motivation and commitment among team members and stakeholders involved in implementation and to reinforce public and decision maker support for your efforts.

Finally, findings from regular monitoring and consecutive performance management interventions can inform **evaluation and future learning**. Information about this process can be used as input for independent evaluation of the action plan as well as for internal self-assessment.

Determining what you are trying to achieve with monitoring and performance management will help you to identify the activities you need to initiate and the resources required to deliver them.

3. Tackling the challenge of the results framework

3.1 Context

The following paragraphs present tips and guidance for cities to tackle the challenge of developing a results framework for their implementation plan and performance management of their implementation. Many of these tips link in with other topics covered by implementation challenges, such as stakeholder involvement, governance and financing.

3.2 Results Framework – Defining your specific objective and intended result

A **specific objective** of an integrated action plan or strategy defines the change in a certain existing socio-economic situation that the plan intends to achieve. The plan can have one or several specific objectives that should be coherent and complementary.

Objectives should always be SMART, which stands for **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound. It is best expressed as the infinitive of a verb that reflects the desired change i.e. to improve, to reduce or to grow (and *not* a mere description of your activities, such as: to support, to develop).

The specific objective presents the **intended result** of a strategy or action plan: the specific dimension of well-being and progress for people that motivate policy action, i.e. what is intended to be changed, with the contribution of the interventions designed.

An example in the field of urban mobility could be to reduce congestion through better tram infrastructures. **The result is the changed situation in the future when the specific objective has been achieved.** The notion of change can also relate to changes in behaviour, social practices, institutions etc.

It is important to realise that the intended result is an ambition. While the specific objective must be realistic and all effort must go into reaching the result, it is always possible that this ambition will not be achieved. This may be due to external factors that have a negative influence. Or the supported interventions may not be as effective as could be reasonably expected. Or the interventions may have been effective but not carried out at sufficient scale to achieve the intended result. Not (completely) achieving the result is not necessarily a failure. Evaluation of the action plan will draw conclusions about the causes, consequences and remedies.

Specific objectives & intended results: Identifying the change in the existing situation that your plan intends to achieve.

3.3 Results Framework - Result indicators

Result indicators are indicators that describe a specific, relevant aspect of your intended result that can be measured. The selected result indicator(s) of your plan should be responsive to your intervention. In other words, the implementation of your plan should realistically be able to change the value of the indicator.

Selecting clear result indicators facilitates understanding of the problem and the policy need and will facilitate a later judgement about whether objectives have been met. The process of selecting adequate result indicators is also a test of the quality of your specific objective. If you cannot identify a good result indicator, this may indicate that your objective is not specific enough yet.

Examples related to urban mobility could be reductions in average travel time between two places, as well as reduced CO2 emissions and traffic fatalities. Note that result indicators can also focus on qualitative and perceptive, rather than quantitative dimensions of the intended change, for instance perceived road safety.

By definition, a result indicator has a **baseline** value which describes the existing situation the plan intends to change. A **target** should be set for result indicators to express the 'degree of change' you expect to achieve compared to the baseline value.

Setting targets for result indicators can be challenging, since they reflect an intended change in an existing situation where also external factors may come into play. In the urban tram example, the result indicator *average travel time* may for instance be influenced by autonomous demographic or transport-related developments. Such factors should be considered as much as possible in setting realistic targets. Inevitably such targets are a best estimate and may need to be re-assessed and revised.

To facilitate monitoring of the progress of implementation of an action plan, it is also possible to define one or more milestones for an indicator. A **milestone** is an expected intermediate value of an indicator at a pre-defined moment during the implementation period - for instance half-way through or at annual intervals. Comparing actual intermediate achievements with the predicted milestone value can reveal under- or over performance. This can give valuable clues for steering of the plan for its remaining duration.

3.4 Results Framework - Output and output indicators

Outputs are the direct products of the implementation of your plan or strategy. These outputs should logically contribute to achieving the specific objectives of the plan and as such be stepping stones towards the desired change in the local situation (the intended result). The outputs are the physical products of your policy interventions on which the resources of your plan are spent (money, time, effort).

The **output indicator** is an indicator describing the main (categories of) outputs that a plan or strategy is expected to produce. The number and scope of the output indicators may vary with the size of the plan. For a plan with a limited number of actions and time span, output indicators can be defined for each action separately. For more comprehensive, longer running strategies or programmes, it is more practical to define a limited set of output indicators that cover the main categories of intervention (thus covering the outputs of multiple actions).

In the example of the urban mobility plan, output indicators could be kilometres of tram track laid, number of participants in a cycle-to-work scheme, or traffic safety awareness campaigns.

For output indicators, the plan should set a **target** value which indicates the number or volume of each output indicator that you expect to produce with the available resources. The **baseline** value will normally be zero, since this indicator is a tracker that counts the numbers of outputs produced in implementing your Integrated Action Plan. As with result indicators, it is possible to defined **milestone** values for output indicators for pre-defined intermediate moments, to facilitate monitoring and performance management of the implementation.

Result and output indicators: planning and measuring the extent of your action plan outputs and results

3.5 Results Framework - Examples

| | Specific objective | Result indicator | Output indicator |
|--------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is it? | Description of the change you want to achieve in the existing situation: the intended result | A variable that describes a relevant aspect of your intended result, to measure the change in the situation | A variable that describes the outputs that your action plan will produce. Outputs are the direct products of your action plan |
| Examples | <i>Increase the energy efficiency of office buildings in the metropolitan area</i> | <i>Average energy usage of office buildings (kWh/m2/year)</i> <i>Baseline: 244 (2016)</i> <i>Target: 220 (2020)</i> | <ul style="list-style-type: none"> - <i>m2 of office space renovated</i> - <i>number of office workers trained in e-efficiency</i> |
| | <i>Increase the rate of business creation in the high-tech sector</i> | <i>% of start-ups in high-tech sector still active after 2 years</i> <i>Baseline: 5% (2014)</i> <i>Target: 10% (2020)</i> | <ul style="list-style-type: none"> - <i>No of high-tech start-up enterprises supported</i> |
| | <i>Improve the safety of public spaces in a deprived neighbourhood</i> | <i>Perceived level of safety among residents (on a 10-point scale)</i> <i>Baseline: 4,5 (2016)</i> <i>Target: 6 (2019)</i> | <ul style="list-style-type: none"> - <i>m2 of remodelled public space</i> - <i>number of members in social media 'District Watch' group</i> |
| | | | |

4. Tackling the challenge of monitoring and performance management

4.1 Information is key

To effectively monitor and manage the performance of your action plan implementation, involves collecting and piecing together management information from different sources. What types of information and sources should be considered for this purpose?

The **indicators** and their target and milestone values in the results framework of your action plan are of course an important source of information about progress and quality of your information. However, the use of the output and result indicators of your plan for performance management should be approached with realism.

The output indicators will be of most use for performance management because they track the delivery of the main products of your plan (kilometres of tram track, number of trainees, m2 of office space). Of course, certain outputs will only emerge at the very end of your implementation. This may be the case especially for plans with a limited scope and duration. You should consider which of your output indicators are suitable for tracking the progress of your implementation in a realistic way.

The result indicators will be more relevant for evaluation after completion of your action plan because they reflect the changes caused by the delivery of your outputs.

This means that additional **management information** must be used to enable effective tracking and steering during the implementation.

- *Work plan.* The implementation planning of your actions: work steps and their timing, intermediate deliverables leading to the production of the output, actors and their roles, budgets and resources. This information should already be in your action plan.
- *Progress updates.* Regular reports about the implementation of each action in your plan. Are progress, resource use and delivery in line with the work plan? If not, what are the delays and deviations? This information can be collected and delivered by the lead actor responsible for each action.
- *Prognoses.* What is the outlook for the next steps of each action? Can implementation keep up or catch up with the planning? Are any complications expected and how can these be solved? This information can be collected and delivered by the lead actor responsible for each action.
- *Context feedback.* This includes information about relevant developments in the context of the action plan, such as political or policy developments. These might take place at other levels of government. It also includes more qualitative aspects linked to the implementation process, from observations from team members, stakeholders, target group or decision makers about the implementation process. Is everybody content with the way things are going? Does the implementation meet expectations from target groups? Is there anything we can do better? This information can be collected at action plan level, for instance by an overall coordinator.



4.2 Who does what?

In the process of monitoring and performance management different actors will be involved in several roles. Who does what exactly will differ for each integrated action plan and for every city. However, there are several key roles to consider when preparing your monitoring and performance management structure.

One of the main aims of monitoring and performance management is to track and steer progress and quality of the action plan implementation. This means it is important to identify clear roles and responsibilities related to **decision making** about the implementation process.

How this is organised will depend on the nature of your action plan and on specific decision-making cultures and practices in place in your city. Decision making responsibilities should be appointed at an appropriate level in the city hierarchy, considering the strategic importance, scope, duration and budget of an integrated action plan.

For smaller plans, decision making could be delegated to positions in the lower level of a city hierarchy. For larger, more strategic plans, decision making responsibilities will be anchored higher up in the organisation or at the political level. It is also possible to set up a formal steering group to govern an action plan, with the inclusion of key local stakeholders and city representatives.

It is good practice, especially for larger, more strategic plans, to distinguish between different levels of decision making authority. The level of decision making should be proportionate to the importance of the decisions to be made. For instance, decisions on small modifications in the day-to-day implementation process which do not affect the nature, timeline or budget of the plan could be delegated to a project manager or officer in charge. Decision making on matters with limited influence on parameters of the plan (for example up to €x amount, or x months) could be set in higher management levels. And responsibility to decide on substantial changes that relate to bigger amounts, more significant delays or the nature or quality of the outputs could be placed at the top (political) level.

The decision-making mandates of these different levels should be clear and agreed upon from the start of the implementation process to avoid uncertainty about responsibilities, unnecessary delays and political risk.

A second key role concerns the actual **execution of the monitoring activities**: collecting the necessary information, drafting management reports, preparing decisions etc. This role is an integral part of project management. Normally this responsibility will be assigned to a project manager or member(s) of a project management team. An overview of the most common activities involved in monitoring and performance measurement is presented in section 4.3.

Another role are the actors **providing information on the implementation of the action plan**. Several actors can provide pieces of information relevant for performance monitoring and management. These actors can be internal to your organisation or may be external partners or from other departments. These include actors responsible for an individual action (action leaders) or playing a key role in the delivery of such an action. Other local stakeholders may also be able to give relevant feedback. For example, members of end-user groups or participants of certain actions may be able to provide feedback on the implementation.

Consider who these actors are in the case of your action plan, when designing your performance management structure. Make sure that they are aware of the role you see for them in this context. And

agree with them from the start of the implementation how you want to cooperate to effectively generate and exchange relevant management information.

You may decide to consult some actors more frequently than others. Action leaders for instance, would have to report on their progress on a regular basis anyway. End-users and participants on the other hand could be consulted a limited number of times during the implementation, to collect feedback on their perceptions and expectations, for example at the mid-point and at the end of a project.

The involvement of these end-user groups is particularly interesting in the context of the integrated and participative approach delivered by URBACT cities. This is often referred to as **participatory monitoring and evaluation**. This involves the planning and delivering of monitoring (and evaluation) activities in partnership with key stakeholders of your action. This approach can help to increase or maintain ownership and involvement of local stakeholders in the implementation of your action plan and improve the quality and uptake of your outputs. In cities implementing URBACT integrated action plans, the URBACT Local Group should play a central role in this. An example of participatory evaluation is the Bologna Citizen Evaluators that have been trained and deployed as part of the Urban Innovative Actions project on integration of migrants and refugees¹.

4.3 Monitoring and performance management activities

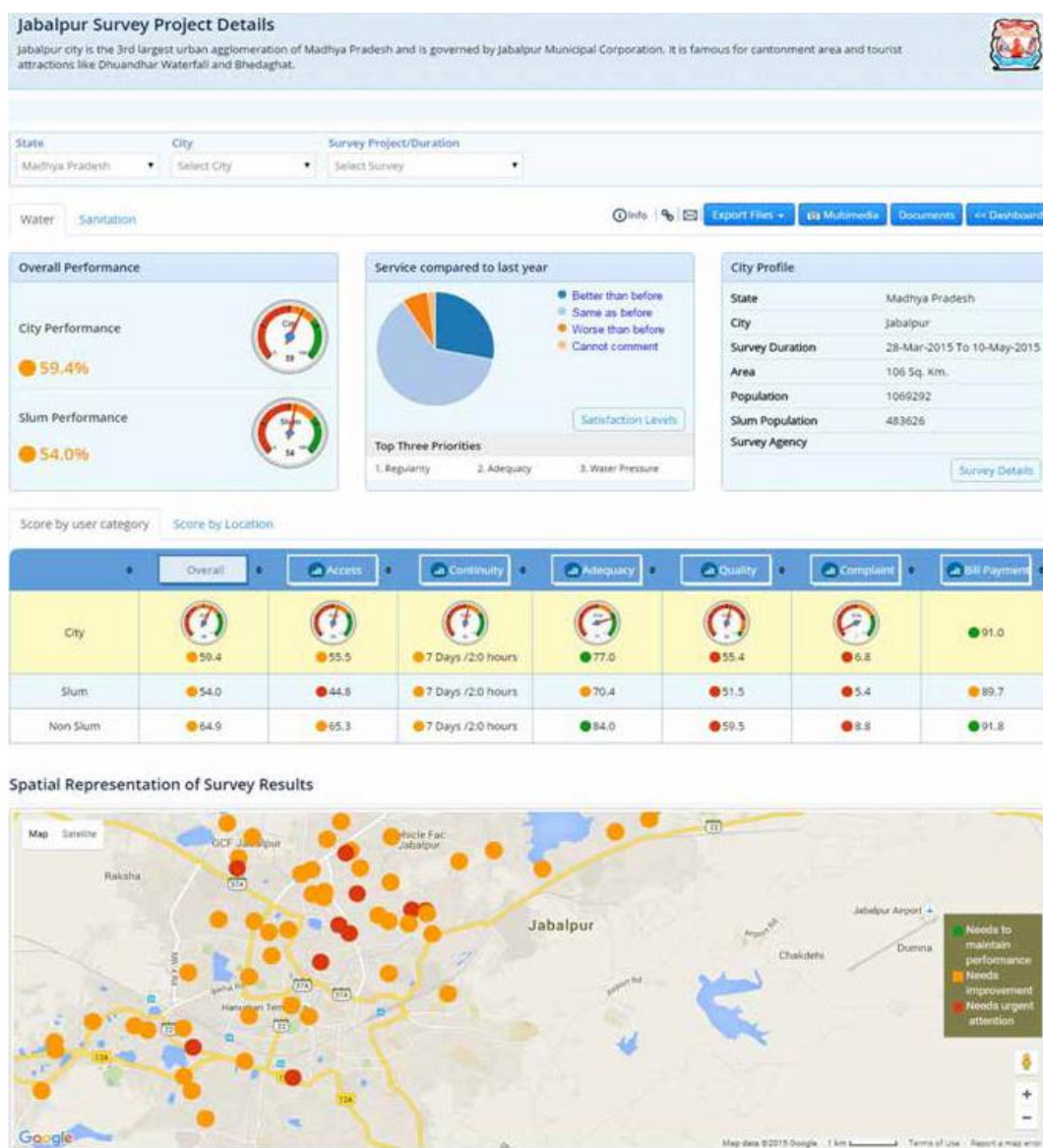
With the monitoring and performance management framework in place you can identify and plan the related activities. Planning and performing these activities will be part of the tasks assigned to a project manager or member(s) of a project management team, as indicated above. The following is an overview of the main activities that you will have to consider.

- **Collecting and storing information.** Collection key management information and data on (output) indicators (see section 3.4.) from their respective sources and in interaction with other actors who possess info (see 4.2). Keeping a log of the implementation process and relevant developments. Keeping records of relevant information.
- **Analysis.** Assessing the management information to determine progress and identify deviations from the work plan (is the plan on track or behind schedule?). Determining when and what interventions are needed and how to deliver them.
- **Reporting and presentation.** Regular reporting on progress and on necessary interventions in the implementation process to the responsible decision makers. Structuring and presenting performance management information in relevant accessible format to support decision making.
- **Supporting decision making.** Facilitating the responsible decision makers in the action plan governance structure in their role. Ensuring the translation of decisions made into the day-to-day implementation of the action plan.
- **Operational aspects.** Setting and keeping time-line and frequency of performance management activities. How frequently will you collect information and report on progress? Administering the resources available resources for performance management.

¹ See http://www.uia-initiative.eu/sites/default/files/2017-12/FINAL%20VERSION_Bologna.pdf

As a tool to support the presentation, sharing and use of performance data, you can develop a **dashboard** for your action plan. A dashboard is an easy-to-read overview of data on key performance indicators, showing the current status and progress towards targets of the various indicators in a visual way. Dashboards can include various forms of visual data presentation, such as diagrams, graphs, maps or traffic- light colour coding to illustrate performance. Simple but effective dashboards can be created using software like Microsoft Excel. Dedicated, easy-to-use tools to create dashboards can also be found online, for instance infogram.com. Below is an example designed for a water and sanitation programme.¹

Figure 3. Monitoring Dashboard



¹ <https://www.wsp.org/FeaturesEvents/Features/using-technology-track-how-citizens-experience-water-service-delivery-india>

4.4 Monitoring and performance management checklist

The following monitoring and performance management checklist addresses the main aspects that should be considered when planning the monitoring and performance management part of your plan, as covered in this guide. Although the list is not exhaustive, and not all questions may be relevant to your case, you can use it as a point of reference to verify if you have created a robust system.

Monitoring and Performance Management Checklist

| | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓ | Have you defined clear objectives for your performance monitoring? (see section 2.3) |
| ✓ | Have you identified the (output) indicators you will focus on in your monitoring and performance management? (4.1) |
| ✓ | Do you know what other management information you need and where to find the relevant data? (4.1) |
| ✓ | Have you identified and agreed clear roles and responsibilities related to decision making about the implementation process? (4.2) |
| ✓ | Have you identified and agreed who will carry out the operational monitoring activities of data collection and reporting? (4.2) |
| ✓ | Have you identified and agreed with any external actors (local stakeholders, end-users, other) that should provide relevant information as input for monitoring and performance management? (4.2) |
| ✓ | Have you made arrangements to involve an URBACT local stakeholder group in participatory monitoring and evaluation? (4.2) |
| ✓ | Have you made arrangements for collecting and storing your monitoring data? (4.3) |
| ✓ | Have you set up a clear and effective governance structure to steer your implementation? (4.3) |
| ✓ | Is there a clear decision-making system that allows the implementation plan governance to act on the findings of your monitoring and performance management? (4.3) |
| ✓ | Do you have adequate and relevant methods and tools in place for structuring and presenting monitoring data (structured progress reports, dashboards, other monitoring tools)? (4.3) |
| ✓ | Do you have a clear timeline and frequency for your monitoring and performance management activities that is proportionate to your implementation plan duration and scope? (4.3) |
| ✓ | Have you secured the necessary staff and (financial) resources to deliver your monitoring activities? (4.3) |
| ✓ | Have you identified and agreed with any external actors (local stakeholders, end-users, other) that should provide relevant information as input for monitoring and performance management? (4.2) |
| ✓ | Have you made arrangements to involve an URBACT local stakeholder group in participatory monitoring and evaluation? (4.2) |
| ✓ | Have you made arrangements for collecting and storing your monitoring data? (4.3) |
| ✓ | Have you set up a clear and effective governance structure to steer your implementation? (4.3) |

4.5 City example – Performance management tool in Ludwigsburg (DE)

An interesting example of performance management of an urban strategy in practice is provided by the German city of Ludwigsburg.

Ludwigsburg has a comprehensive, integrated urban development strategy, developed in a participatory process between administration, city council and citizens. The strategy covers a range of development topics, guiding principles and objectives and is reassessed every three years.

To keep track and measure progress of the implementation of this strategy, Ludwigsburg developed a dedicated knowledge management tool called KSIS (Communal Steering and Information System; <http://ksis-ludwigsburg.de>). KSIS holds information on management responsibilities, timetables and budgets of individual projects, and also indicates progress on the higher-level objectives of the strategy.

Ludwigsburg uses the tool internally to manage and steer implementation of the strategy and improve cooperation and knowledge transfer between different departments. In addition to this, the tool is also directly accessible on-line to give citizens (and all other interested actors) insight in what the city is doing to achieve its objectives. For Ludwigsburg, KSIS is an important tool for public accountability and for maintaining community involvement in urban development.

| Aufgabenbereich | | Strategisches Ziel | Operatives Ziel |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Masterplan 08 Mobilität | | Die Stadt reduziert verkehrliche Umweltbelastungen | DT Lärmschutz und Luftreinhaltung |
| Maßnahmen Maßnahmen zur Lärmreduzierung im Verkehr (Lärmaktionsplan) | | | |
| Status | Artikeln | Beschreibung der Aufgabe | Räumliche Zuordnung der Aufgabe |
| Erreicht | Festlegen und Auslegen des Inhalts des Lärmaktionsplans | Der Titelkommission für den Strassenraum ist nach öffentlicher Beteiligung entstanden. Ein Arbeitsplan (Schema) ist nach in mehreren aufwändigen Abstimmungen zum Scheitern gekommen, wurde dann vom Eisenbahnbundesamt erlassen. | Gesamtbereich |
| Erreicht | Beteiligung von Trägern öffentlicher Berange und der Privatwirtschaft | Beteiligung erfolgte über die öffentliche Anhörung des Arbeitsplans (Schema) (Titelkommission) Bürgerhaushalt und Träger öffentlicher Berange haben ihre Bedenken und Wünsche geäußert. | Gesamtbereich |
| Beitragend | Abstimmungen über Maßnahmen in Lärmwespensünden | Neben verkehrsmittelnden Gesamtprogrammen können auch Umgehungen von Straßen in einzelnen Lärmwespensünden in Betracht g. z. Rückbau überdeter Parkdecks, Anlagen von Radfahrbahnen usw.). Diese müssen im Einvernehmen mit der Bundespolizei und der Bundespolizei erlassen werden. Dazu gehört auch der Einsatz von geeigneten Anlagen. Zahlreiche Verkehrs- und Lärmquellen sind zu vermeiden. | Gesamtbereich |
| Erreicht | Verabschiedung des Lärmaktionsplans | In Kenntnis der Anregungen und Bedenken hat der Gemeinderat das Arbeitsprogramm für den Lärmaktionsplan in dem Urzustand beschlossen. Es wird dem Rat zur Kenntnis übergeben und wird nach rechtlichem Gehör auf Beschluss des Gemeinderats zur Lärmreduzierung. | Gesamtbereich |
| Beitragend | Ergänzung des Lärmaktionsplans für den Bereich Schiene | Nach vollständiger Vorlage der Kartierung des Schienenraums (Stufe II) sind erstmals Daten verfügbar, die bereits von der DE-RAI-AG durchgeführte Lärmaktionsplan (Lärmaktionsplan) Lärmaktionsplan (Lärmaktionsplan) berücksichtigen. Aufgrund der noch immer erheblichen Bearbeitungszeit muss von der Stadt ein Lärmaktionsplan (Lärmaktionsplan) für die Stufe (II) der Arbeitsplanung (DIT 115) ist dann das Eisenbahnbundesamt (EBA) zuständig. | Mitb. West. Süd. Nord. Egonhof |

Building and maintaining a dedicated knowledge management tool will not be an appropriate solution for all cities or implementation plans. It requires substantial resources and will only be relevant to monitor an urban strategy of considerable scope of content and time. However, the example from Ludwigsburg demonstrates how urban performance management can be deployed for multiple purposes, including steering of delivery, stakeholder participation and engagement, and public-sector transparency towards citizens. These principles can also be applied at a more modest scale for individual implementation plans.

4.6 References and further reading

- Examples of indicator systems and monitoring and evaluation approaches:
www.betterevaluation.org
- Equal Access Participatory Monitoring and Evaluation Toolkit (Lennie, J. et al.)
https://www.betterevaluation.org/sites/default/files/EA_PM%26E_toolkit_front_pages%26introduction_for_publication.pdf
- Assessing the Benefits of Performance Management in Eastern Europe: Mark&Nayyar
<https://www.google.nl/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0ahUKEwiS6J2WupTaAhVB46QKHfWcBxIQFggqMAA&url=http%3A%2F%2Fwww.nispa.org%2Fnews%2Fpapers%2Fwg2%2FMark%2520and%2520Nayyar.doc&usg=AOvVaw1iHs1T8CWLj7Jc1H7mdtAr>
- Limitations and ambiguities of performance management in sustainable urban policy-making
https://irspm2017.exordo.com/files/papers/235/final_draft/IRSPM_2017_Immonen_Karppi_and_Vakkuri.pdf
- Examples of dashboards and infographics:
<https://infogram.com/examples>

