

Chapter 6

MONITORING

Contributors

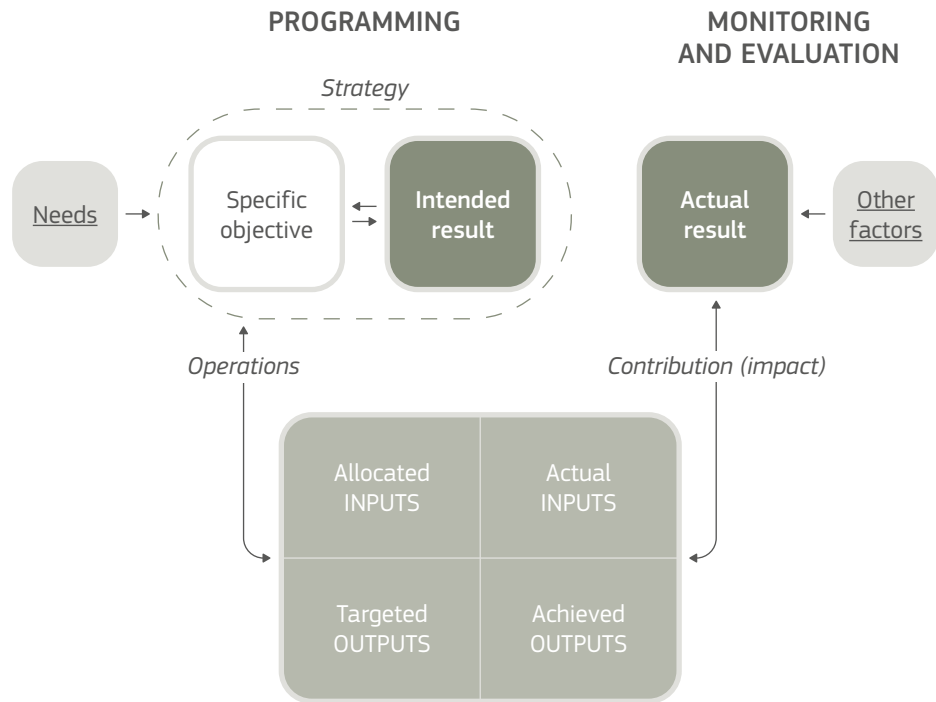
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The monitoring of territorial and local development strategies is crucial for their success. Monitoring generates important data and knowledge to track progress with respect to previously identified targets and objectives and to inform necessary revisions. It is necessary to generate information that feeds into future evaluation activities. The absence (or unreliability) of monitoring data makes it difficult to measure the effectiveness of strategies in delivering territorial and local development outcomes, in absolute terms, or in relation to the effectiveness of other delivery methods (including mainstream EU cohesion policy programmes). Moreover, a robust monitoring system supports transparency, accountability and the visibility of EU support ‘on the ground’. By demonstrating what territorial and local strategies are achieving and what is working in terms of implementation, effective monitoring strengthens the ownership of initiatives by stakeholders. This is particularly important in the case of local strategies where an important objective is mobilising the participation of local communities in strategic development and ensuring their commitment over the long-term.

The role of monitoring is emphasised by the increasing efforts in the EU cohesion policy to design result-oriented strategies with a clear logic of intervention that is directly linked to a framework for measuring results. Put simply, the starting point for strategies is the analysis and prioritisation of the needs to be addressed, followed by the allocation of resources through operations to address these needs. Monitoring examines whether the anticipated results are being obtained or, conversely, whether changes are needed in the implementation and efforts should be re-targeted. Monitoring information is also used to design and inform evaluation activities to understand what has been achieved and how by programmes and strategies (see Figure 5).

FIGURE 5. The role of monitoring in the management and implementation of EU investments.



Source: EC, 2015.

Thus, a monitoring system that is capable of tracking progress towards established results is an essential component of developing a territorial or local development strategy. This includes the selection of a coordinated set of indicators and also data gathering arrangements to support learning about policy actions in the territory.



Be careful!

Monitoring and evaluation are two distinct yet complementary processes. Monitoring is a continuous process of systematic data collection throughout the life cycle of a policy intervention to track its progress. It provides information on where an initiative is at any given time relative to respective targets and objectives. Monitoring is one of the sources that inform evaluations, which entail a more in-depth assessment of whether public action actually achieved its objectives and how.

Evaluation also assesses whether the objectives have been met efficiently, as well as the reasons for its success or failure. It also addresses the issue of a causality between the effects and the policy intervention. Evaluation should also identify any unintended or unexpected effects, whether positive or negative. Evaluation complements monitoring in the sense that when a monitoring system signals that public action is diverging from its intended path, then the launch of an evaluation exercise can clarify the reason of such a diverging path (i.e. expected targets and results). The implication is that monitoring can be used to collect data for the evaluation (European Commission, 2021b).

Monitoring EU-funded, territorial and local development strategies is rather challenging. Developing indicators and generating data to capture integrated territorial effects and success is difficult and problems can arise in specific settings. In some localities, integrated territorial investments represent a new approach and delivery mechanism compared to traditional approaches based on more top-down, sectoral measures that target areas based on administrative units. This shift can create challenges in mobilising local participation and strengthening local capacity

in monitoring these initiatives. Data-collection can be expensive, time-consuming and frustrating.

Beyond the local context, it is important to take into account that local strategies are part of multi-level architectures. Accordingly, **monitoring systems are expected to demonstrate strategies' contribution not only at a local level, but also at programme, national and EU levels.** Different stakeholders will benefit from different types of monitoring information and each local strategy must consider the various arenas in which this data and the knowledge generated are disseminated. Monitoring will take place at several levels with regards to financial and substantive progress and the type of data required; its territorial and thematic scope will differ across these levels (see Table 5).

TABLE 5. Monitoring local strategies at multiple levels.

European Union	Member State	Operational Programme (OP)	Territorial & Local Development Strategy
Support to EU priorities: (competitiveness, low-carbon, mobility, social inclusion)	Contribution to Partnership Agreement priorities	Contribution to OP objectives and priorities	Achievement of strategy's specific targets
Contribution to cohesion policy common indicators	Complementarities with national and regional strategies and measures	Contribution to OP's specific indicators	Local added value (e.g. development based on local assets, innovation, improved local capacity for change)
Contribution to climate targets		Compliance of projects with regulations for grant implementation	
Community added value of 'territorial dimension', including policy objective 5			

This chapter addresses four main challenges of monitoring systems and presents potential solutions and sources of support to address these.

The first challenge relates to the fact that **monitoring systems should be able to capture and follow the expected changes set out in the strategy's logic of intervention.** The key objectives and actions of strategies should be directly linked to a framework for measuring results. This emphasises the importance of selecting the most appropriate indicators and units of measurement of those indicators that relate to the objective to be achieved. However, local and territorial strategies face challenges in choosing indicators to address different dimensions of measurement: integrating indicators for sectoral and territorial priorities; ensuring accurate territorial coverage; balancing 'hard' indicators for tangible results with 'soft' indicators that capture less visible but important results; and combining the measurement of short-term/long-term results.

The second challenge acknowledges that for small local authorities, monitoring strategies represents a significant task. **Data availability and collection capacity in territories with specific geographic features is often a challenge and data consistency can be problematic.** In rural or remote areas with dispersed settlement patterns or in insular or cross-border settings, local-scale socio-economic processes are complex and collecting data at an appropriate scale to assess achievements of territorial or local development strategies against these patterns is challenging.

The third one outlines that monitoring by itself does not improve the performance of local and territorial strategies. **In order to be effective, monitoring must play an integral role in the overall process of local strategy design and delivery.** It is vital for local strategy owners to ensure links between monitoring, evaluation processes, communication arrangements and overall strategy governance so that the information collected is used to improve strategy implementation and policymaking.

Finally, the fourth challenge stresses that **strategy owners must also consider how to involve stakeholders in monitoring.** Engagement of local communities in monitoring increases ownership, autonomy and accountability and strengthens local commitment to implement corrective actions. However, there are challenges in engaging with citizens and communities, particularly more marginalised actors. Mobilisation demands careful planning as it involves the investment of time and human resources of strategy owners, communities and citizens.

- *How to design and implement a monitoring system with appropriate indicators and a strong intervention logic.*
- *How to address capacity challenges in ensuring the availability of datasets and arrangements for collecting and analysing monitoring data.*
- *How to embed monitoring in the policy cycle for better knowledge.*
- *How to mobilise relevant actors (including citizens) in monitoring activities.*

CHALLENGE 1: How to design and implement a monitoring system with appropriate indicators and a strong intervention logic

Monitoring systems should be able to capture and follow the expected changes set out in a strategy's logic of intervention. The logic of intervention is a clear and well-thought-out representation of how planned actions are expected to lead to desired outcomes. Essentially, the logic of intervention clarifies how a change induced by policy action contributes to the achievement of strategic goals. The key objectives and actions of strategies should be directly linked to a framework for measuring results. This underlines the importance of developing a coordinated, tailored set of indicators for strategies. The main categories of indicators to consider are:

- **Input – what is being committed?** This relates to the resources committed to initiatives covered by interventions in strategies and can include financial inputs, technical expertise and commitment of human resources.

- **Output – what does the action deliver?** Values are used to measure the outputs of the operations supported or the outputs at operational programme level. Indicators here concern the specific deliverables of the intervention. They measure what is produced or bought about by the commitment of resources.
- **Result – what does success look like?** Values are used to measure the results generated by supported projects, or the results achieved at operational programme level. These indicators match the effects of the intervention with particular reference to the direct addressees i.e. the benefit and outcome of interventions related to (or derived from) the use of outputs. These results, for instance, refer to the performance of beneficiaries, investments triggered, increased access to services, etc. (European Commission, 2021a).

EC (2021) THE BETTER REGULATION TOOLBOX

The ‘Better Regulation’ 2021 Toolbox of the European Commission provides a set of criteria to ensure the quality of indicators. In particular, indicators should be ‘RACER’¹¹¹:

- **Relevant**, i.e. closely linked to the objectives to be reached (does the indicator really capture the change you described as your output/outcome?).
- **Accepted** (e.g. by staff, relevant stakeholders). The roles and responsibilities for the indicator need to be well defined.
- **Credible** for non-experts, unambiguous and easy to interpret (e.g. from the way the indicator is phrased, is it clear what exactly will be achieved? What exactly will be measured, in which geographical area, by which units?).
- **Easy** to monitor (e.g. at low cost and with an acceptable administrative burden. Do you have the expertise, time and staff to collect the required data?).
- **Robust** against manipulation (European Commission, 2021b).

For more information

European Commission (EC), *Better Regulation Toolbox*, Document complementing the Better Regulation Guidelines presented in SWD (2021) 305 final, Publications Office of the European Union, Luxembourg, 2021b. Available at: https://ec.europa.eu/info/sites/default/files/br_toolbox-nov_2021_en_0.pdf



Additional
resource

There are key questions that must be faced in developing indicators based on a strong intervention logic:

1. **What are the needs that the strategy will address and what is the expected contribution to its objectives?**

Example: the strategic objective is to increase the growth of those local small and medium sized enterprises (SMEs) with growth potential, in particular facilitating the creation of new economic activities linked to local products.



Be careful!

¹¹¹ On top of the ‘RACER’ criteria, the ‘Better Regulation’ Toolbox (European Commission, 2021b) indicates other important criteria that should be considered. Changes in the indicator should be attributable to the initiative. Data should be easily/readily available and of a good quality. Indicators should capture the effects due to the initiative within a reasonable length of time. For monitoring progress, it is important to clarify the link to the relevant policy objective, have a baseline (starting point) and explained target values to put the indicator value into context. Finally, indicator definition should come with the unit of measurement, the source of the data, frequency of data collection and any other relevant information to facilitate data sharing, use and reuse, and aggregation. https://ec.europa.eu/info/sites/default/files/br_toolbox_-_nov_2021_-_chapter_5.pdf

2. **What will be the relevant actions to support beneficiaries?**

Example: Support for the establishment of small enterprises and for the diversification of small enterprise activities. Output indicators: Number of enterprises receiving grants or financial support other than grants; total investment in enterprises.

3. **What is the change expected for beneficiaries?**

Example: No. of new/innovative methods adding value to local products, no. of new firms, products developed, employment increase within SMEs, Gross Added Value on supported enterprises; increase in the number and types of customers (result indicators) (INTERACT, 2020).

Strategy monitoring systems should take into account the multi-level architecture in which they are embedded, which translates into different information/data needs and interests.

Monitoring strategies as part of EU cohesion policy programmes

In the 2021–2027 programming period, territorial strategies supported by the EU cohesion policy must allow for reporting of monitoring data for their projects, based on indicators set by contributing programmes and priority axes (as well as by Fund and category of region, where appropriate). These have to be linked to specific objectives with milestones to be achieved by the end of the year 2024 for output indicators; and targets to be achieved by the end of the year 2029 for output and result indicators. Moreover, the cohesion policy regulatory framework for 2021–27 has specific provisions for a performance framework for Integrated Territorial Investment (ITI), Community-led Local Development (CLLD) and other territorial tools.

Monitoring the specific objectives of local and territorial strategies

It is important to have indicators that relate to the objectives of the local or territorial development strategy itself. EU cohesion policy programme-level indicators are often too generic and linked to the needs and interests of a higher administrative level so they tend to miss specific territorial development effects.

Strategy-level monitoring is needed to generate data on the effectiveness and added value of these territorial instruments. Therefore, strategy owners should develop a set of indicators that allow monitoring the progress and results of strategy implementation. The proposed set of strategy-level indicators should then be discussed with the relevant programme authorities in order to align them with programme indicators for comprehensive measurement.

The development of strategy-level indicators involves a series of tasks:

(a) Reconciling functional/administrative boundaries for identifying indicators and data sources. Local and territorial strategies may cover functional spaces (inter-municipal, cross-border, ‘travel to work’, etc.) that cut across administrative boundaries. It creates difficulties where different administrative units use different datasets. However, across Member States there

is increasing recognition of the need to measure development processes that traverse administrative borders. Strategy owners should check the existence of national or regional monitoring platforms that integrate different data sources (social, economic, cartographic) as these can inform the selection of strategy-level indicators. For example, in France the Observatoire du Développement Rural (ODR) works as a key database for monitoring Rural Development Programmes' progress. It integrates different data sources and provides a collection of data maps that cover functional areas (e.g. less favoured areas, natural parks, employment zones, etc.).¹¹²

(b) Balancing monitoring of short-term/long-term results. Local and territorial strategies address issues that require immediate interventions but are associated with long-term processes and high-level goals. Such priorities include climate change (e.g. in rural economies relying on climate-sensitive resources and activities); demographic change (where the flow of people across borders and between urban and rural areas has implications for service provision and sustainability); and digitalisation (e.g. the need for better access to e-services in some territories). In such cases, strategy owners should combine indicators that measure immediate responses (e.g. construction of climate-proof infrastructure) with indicators that provide a sign of progress towards the longer-term achievement of strategy objectives (e.g. number of villages, communities with adaptation/ resource management/ environmentally sustainable strategies/plans).

(c) Domestic and international indicator sets relating to long-term processes can be adapted for specific territories. Indicators and targets for issues such as climate change are often set at global and/or national levels and in many territories it is difficult to disaggregate indicators at the local level. However, strategies can adapt domestic or international indicator sets for their own use. This has the advantage of limiting the scope for duplication and the administrative burdens associated with developing a monitoring system and a new set of indicators. It also strengthens coherence and complementarity between measures implemented together in the same territory.

ADAPTING NATIONAL AND INTERNATIONAL INDICATOR SETS FOR LOCAL STRATEGIES IN BELGIUM

Territorial or local development strategies provide a potential implementation vehicle for the Sustainable Development Goals (SDGs) adopted by the United Nations (UN) as the basis for its aspirations to work towards global sustainability, representing an opportunity to mainstream and/or upscale prior and ongoing action undertaken at community scale. The UN's global indicator framework includes 232 unique indicators (one or more indicators for each of the 169 targets of the SDGs). These indicators are not linearly applicable or available at municipality level but they can be adapted and translated at the local level to monitor the progress of strategies. For example, the Association of Flemish Cities and Municipalities (VVSG) is working with local authorities to localise the SDGs at the local level with a pilot project involving 20 local governments integrating SDGs into local multi-annual plans. A set of local SDG indicators, broken down along the lines



Learning from practice

¹¹² <https://www.reseaurural.fr/le-reseau-rural-francais/les-projets-soutenus-par-le-rm/observatoire-du-developpement-rural>

of the '5 Ps' – People, Planet, Prosperity, Peace, Partnership – were developed and, within this, a chart with 54 basic indicators to help administrations. They together cover the 17 SDGs. One to five indicators are used for each SDG. These are representative indicators that together give a clear idea of the SDGs as a whole, which data are usually centrally available, and which have a clear link with the global indicators. This allows municipalities to select a limited number of indicators that best match the goals, action plans and actions that they want to monitor. To help identify appropriate indicators, work has also been done to link local level policy priorities to the SDGs.

For more information

Local2030: Localizing the SDGs website:

<https://www.local2030.org/library/tools/monitoring-and-evaluation>



*Additional
resource*

JRC (2022) EUROPEAN HANDBOOK FOR SDG VOLUNTARY LOCAL REVIEWS – 2022 EDITION

Although primarily aimed at cities, the European Handbook for SDG Voluntary Local Reviews (VLRs), developed by the Joint Research Centre (JRC) of the European Commission, offers ideas to all local development practitioners. VLRs are a fundamental instrument to monitor progresses and sustain the transformative and inclusive action of local actors towards the achievement of the Sustainable Development Goals (SDGs) in general, and competitive sustainability in particular.

The Handbook provides key examples of official and experimental indicators useful to set up an effective SDG local monitoring system. Per each goal, the Handbook highlights examples of harmonised and locally collected indicators so that local actors can both benchmark themselves with other cities and monitor their own specific needs and challenges.

For more information

Localising the Sustainable Development Goals website:

<https://urban.jrc.ec.europa.eu/sdgs/?lng=enn>

(d) Balance 'hard' quantitative indicators and 'soft' qualitative indicators that capture intangible but important results (e.g. coordination capacity, participation, cooperation, etc.). Strategy-level indicators should measure less tangible achievements and added value beyond the results and impacts of physical outputs. These less tangible achievements include:

- **the strategy's integrated effects**, which might be lost if indicators only measure particular (sectoral) contributions separately. Strategy owners can capture integrated effects by bringing together different indicators under specific strategic objectives.
- **community participation achieved through the bottom-up approach**. Assessment of the added value generated through the delivery mechanism can cover changes in peoples' behaviour leading to increased ownership and the improvement of social capital and local governance, which can contribute to structural changes in the territory. Relevant indicators include: increased collaboration on joint projects, shared learning and knowledge transfer, strengthened voluntary, community and social enterprise activities, etc.

SUNDERLAND CLLD STRATEGY (UNITED KINGDOM)

The monitoring and evaluation plan for Sunderland CLLD illustrates some of these aspects of strategy-level indicators, integrating different indicators under specific strategic objectives and including 'soft' qualitative indicators related to community capacity and partnership working. The CLLD Local Action Group (LAG), working with programme authorities, used the intervention logic of the Local Development Strategy (LDS) as a starting point for monitoring and evaluating the 'core' outputs of the European Social Fund (ESF) and European Regional Development Fund (ERDF) while capturing the impacts and outcomes that the strategy has on local people, communities, businesses and the environment.



Learning from practice

Summary of the intervention logic

Local needs / opportunities	Local objectives / targets	Proposed actions	Performance indicators
Strategic objective 1: Enhancing employment and skills provision (ESF)			39.6% LDS indicative allocation
<ul style="list-style-type: none"> Jobs / Skills Mismatch Distance from labour market, employment prospects for disadvantaged groups Unskilled adults with no qualifications 	<ul style="list-style-type: none"> Acquiring skills to ensure CLLD target groups access new jobs Enabling those furthest from local labour market to get closer to and into work Improved knowledge of local provision, sign-posting and joint delivery 	<ul style="list-style-type: none"> Training activities and skills options that match local residents with employment opportunities Pathways to employment initiatives and in-work progression Targeted local interventions for those missing out on support 	<ul style="list-style-type: none"> Positive progression towards employment, training, volunteering or other outcome Improvements in participation levels and local employment rates Improved coordination of employment and skills provision
Strategic objective 2: Boosting enterprise and entrepreneurship (ERDF)			25.85% LDS indicative allocation
<ul style="list-style-type: none"> Low levels of enterprise awareness and formation Too many barriers to entrepreneurship 	<ul style="list-style-type: none"> Improving enterprise culture and local infrastructure with higher numbers of entrepreneurs, SME start-ups, survivals and expansions Improved economic performance 	<ul style="list-style-type: none"> Enterprise awareness and coaching activities Activities to convert business ideas and skills into new enterprises 	<ul style="list-style-type: none"> Increase in start-ups and progression towards enterprise Improved awareness of enterprise infrastructure
Strategic objective 3: Improving community capacity, partnership working and social innovation (ESF)			24.2% LDS indicative allocation
<ul style="list-style-type: none"> Low levels of social capital and community engagement Low success rate / take-up of funds / resources for community development projects 	<ul style="list-style-type: none"> Stronger community infrastructure and capacity-building support More resources / funding mobilised to invest in local people and assets Greater community participation, engagement, cohesion, social inclusion 	<ul style="list-style-type: none"> Social capacity-building actions, leadership and volunteering support Mentoring, collaboration and community development actions Social investment support 	<ul style="list-style-type: none"> Improved sustainability and resilience of VCSE sector Increased collaboration on joint projects Shared learning and knowledge transfer Better connected communities

Baselines to monitor progress and change were identified through a detailed socio-economic profile of the CLLD area and targets for performance indicators were informed by the level of allocated funding.

For more information

CLLD in Sunderland: Evaluation and monitoring plan (September 2017):

https://www.sunderland.gov.uk/media/19951/Sunderland-CLLD-Monitoring-and-Evaluation-plan-Oct-2017/pdf/Sunderland_CLLD_Monitoring_and_Evaluation_plan_Oct_2017.pdf?m=636540461813270000&ccp=true#cookie-consent-prompt

STRAT-Board Strategy Fact Sheet:

<https://urban.jrc.ec.europa.eu/strat-board/#/factsheet?id=UK-CLLD-011&fullscreen=yes>

CHALLENGE 2: How to address capacity challenges in ensuring the availability of datasets and arrangements for collecting and analysing monitoring data

Territorial and local strategies require a robust system for generating, collecting and analysing monitoring data. This can involve, for instance, direct data collection from participants/entities (e.g. questionnaires or surveys) or data extracted from administrative registers. Data should be accurate and collected and recorded in a timely way in order to inform strategy implementation and evaluation. A key challenge is ensuring the capacity for collecting information for measuring the results of integrated measures in specific territorial contexts and maintaining it over time. There is often substantial variability in the type of indicators and datasets typically used by these strategies, in keeping with their diverse territorial coverage and objectives.

Designing a proportionate monitoring system

The scale and complexity of the monitoring system needs to be proportionate to the size of strategies and their operations. For regional and larger local governments, particularly in metropolitan areas, capacity is less of a concern. However, in the case of smaller authorities, with less resources and experience, developing an efficient monitoring system involves key tasks.

- **Reduce the complexity and number of indicators.** It is important to be aware that balancing programme, strategy and project level indicators can produce excessively large indicator sets that are difficult to apply.
- **Develop a data collection plan,** identifying: what specific data are needed, how the data will be collected, who will be responsible for collecting and reporting the data, when the data will be collected and reported (including how frequently), the costs and sources of financing.
- **Verify feasibility with regional authorities/agencies and local administrations in terms of data availability and indicators' specificities** (frequency, data time series, unit of analysis, etc.). Build capacities among

relevant authorities in data collection and encourage inter-institutional collaboration for data provision.

- **Be aware of the limited time (and often resources) available for data collection.** This is particularly important for projects aiming to achieve social change, empowering people and improving social cohesion. These processes take a long time and final rounds of data collection among the beneficiaries may at best reveal some hints or hope that the desired changes will occur. Often beneficiaries have been exposed to the actual project activities for too short a time to be able to fully reflect on their value and effectiveness.
- **Design monitoring questions that address beneficiaries' experiences.** Data collection (such as surveys or qualitative interviews) should present questions reflective of the timing of the process, be modest in expectations and fine-tuned to the beneficiaries' actual experiences rather than demonstrating over-ambitious ideas of impact. For example, monitoring of LEADER in Austria emphasises the fit of indicators with the strategy rather than their quantity.

STRATEGIC MONITORING FOR LEADER/CLLD IN AUSTRIA, 2023–2027

The Austrian Rural Network has developed a model for monitoring LEADER/CLLD that balances the need to aggregate results of strategies with the need to chart the contribution of specific strategies to the development paths of different territories. In common with other territorial strategies, LEADER is characterised by considerable flexibility in selecting indicators and goals. Moreover, projects can have multiple effects (e.g. increasing the competitiveness of a company and at the same time showing positive climate effects) and 'added value' effects (such as increased social capital, improved local governance, increased quality of results and innovation) that go beyond specific project results. The starting point in addressing these challenges was an inductive approach, building on existing experience, review of 'good practice indicators' and input from the Evaluation Helpdesk of the European Network of Rural Development (ENRD). Based on this, characteristics of the new impact monitoring method included:

- measuring changes in the four thematic fields covered as specifically as possible in each LAG (specificity);
- being open to different, regional specific development pathways (flexibility);
- making the monitoring process as standardised and applicable to as many LAGs as possible ('aggregability');
- reflecting the 'LEADER added value' (also, besides projects);
- making data available at LAG level and ensuring it could be collected with reasonable effort (manageability).

This produced an overall conceptual framework with two sets of indicators for results under 'LEADER added value' (15 indicators under the headings: social capital, governance and democracy and quality of results and innovation) and 'Thematic results and impacts' (26 indicators under competitive business, cultural and natural resources, public service/social cohesion and climate change). Individual LAGs had the option to select indicators and target values in terms of fit with their individual strategies.



Learning from practice

In monitoring impact in these fields of action, three elements are taken into account:

- Number of projects to achieve a specific goal/ Number of beneficiaries of a specific target group ('key indicators').
- What exactly has changed to achieve a specific goal (process innovations, product innovations, marketing and business model innovations, structural innovations, social innovations, innovations with a digitalisation aspect)?
- Who benefits from this change (types of beneficiary, sectors)?

When projects are completed, indicators are filled in by individual LAG managers into a common database. For 'non project' added value aspects that are less tangible, each LAG holds an annual team meeting to assess these issues (participation, innovation, etc.).

For more information

Austrian Rural Network website:

https://enrd.ec.europa.eu/networking/nrn-profiles/austrian-rural-network_en

Drawing on existing monitoring resources at multiple levels

In addressing capacity challenges, monitoring systems in small, rural or remote mountainous or insular areas should draw on existing resources at multiple levels. Monitoring systems for local and territorial strategies can benefit from the supporting role of the EU, of national or regional level systems, coordinating local administrative units to build critical mass and experience of management systems and tools. In several cases, coordination of monitoring systems and support of administrative capacity-building processes at sub-national levels has become an increasingly prominent task for EU, national and regional bodies.

(a) At EU level, there is a range of networks, strategies and resources that can help build capacity to monitor local and territorial strategies.

This includes:

- **The European Network for Rural Development (ENRD)** serves as a hub for exchange of information on how rural development policy, programmes, projects and other initiatives are working in practice and how they can be improved to achieve more. Its European evaluation helpdesk for rural development provide insights into various initiatives at the EU and Member State levels concerning data infrastructures and data use. Furthermore, it proposes a quick guide on potential use, showing how these outputs could be used for monitoring and evaluation.¹¹³
- **The ESPON programme** supports the formulation of territorial development policies in Europe. It produces wide-ranging and systematic data on territorial trends related to various economic, social and environmental aspects. The programme also provides various resources, including a policy brief offering policy advice on how to measure the impact of integrated territorial investments.¹¹⁴

113 https://enrd.ec.europa.eu/evaluation/knowledge-bank_en

114 <https://www.espon.eu/integrated-indicators>

- **The European Commission's long term vision for EU's rural areas**, launched in 2021, identifies several areas of action towards stronger, connected, resilient and prosperous rural areas by 2040. The Vision also includes flagship initiatives to support data collection and analysis on rural trends as well as the monitoring of policy action in rural areas.
- **The Local Development Network (LDnet)** is an informal network that brings together knowledge and people in local development across rural, coastal and urban areas in Europe and beyond. People wishing to make a contribution to local development can participate in the network. LDnet provides a forum for sharing information and knowledge among experts, researchers and all those active in local development and includes resources on monitoring and evaluation.¹¹⁵

THE EUROPEAN COMMISSION'S LONG TERM VISION FOR EU'S RURAL AREAS (LTVRA)

In June 2021, the European Commission adopted a Commission Communication setting out 'A Long Term Vision for the EU's Rural Areas' in 2040, identifying the challenges and concerns that they are facing, as well as highlighting some of the most promising opportunities that are available to these territories. This includes a range of initiatives that will support the monitoring of territorial or local development strategies in rural areas:

- establishing a **Rural Observatory** to bring together all data collected by the Commission on rural areas, including official statistics;
- making available new detailed data collected in the framework of the 2021 round of population and housing censuses in the EU disseminated via the 2021 Census Statistical Atlas;
- further increasing the availability and quality of official statistics on rural areas by modernising the legal framework for demographic statistics;
- developing pan-European geospatial datasets;
- mainstreaming the degree of urbanisation method for the definition of functional rural areas.

For more information

EC website 'A long-term vision for the EU's rural areas':

https://ec.europa.eu/info/strategy/priorities-2019-2024/new-push-european-democracy/long-term-vision-rural-areas_en#documents

(b) National administrations also provide potentially crucial support in developing monitoring systems for local and territorial strategies. This can involve the work of dedicated government departments and agencies, the use of vertical and horizontal coordination platforms, including digital platforms and shared databases.



*Additional
resource*

¹¹⁵ <https://ldnet.eu/tag/evaluation>



Learning from
practice

THE STRATEG SYSTEM (POLAND)

In Poland, the STRATEG system created by the Central Statistical Office monitors the implementation of development strategies and public policies, including of the EU cohesion policy. It provides data selection and presentation options to facilitate monitoring and analysis of ITI strategies.

The database contains an extensive set of key measures for monitoring development (mainly with an annual frequency) at the country level as well as at lower levels of the territorial division. The system also acts as a repository of indicators from various strategies. It presents data for non-standard units of territorial divisions, currently providing data for the following functional areas: supra-regional strategies; functional areas related to regional development strategies; and ITI functional areas.

The analysis of information is facilitated by tools for data visualisation in the form of maps and charts, as well as an extensive set of metadata describing indicators. In addition, the system resources include a set of additional information, including links to the most important strategic documents or the statistical toolkit. Data sources come from public statistics and several dozen other sources, including scientific institutions, national and regional centres, institutes and offices, databases of international institutions and organisations.

For more information

STRATEG website: <https://strateg.stat.gov.pl/?lang=en-GB#/strategie/zit>



Learning from
practice

MONITORING THE NATIONAL STRATEGY FOR INNER AREAS (ITALY)

In Italy, the National Strategy for Inner Areas (SNAI) aims to contribute to Italy's sustainable development by recovering its marginalised territories and improving their inhabitants' well-being and quality of life. EU funds are combined with national finance to support strategies for both local development and service innovation in 72 pilot territories.

Municipalities and regions are directly responsible for implementing the strategy in strong partnership with different levels of government. This is reflected in the creation at the national level of the **Inner Areas Technical Committee**. Coordinated by the Cohesion Policy Department of Presidency of the Council of Ministries, this body is composed of representatives of the Agency for Territorial Cohesion, various policy ministries (agriculture, health, education, culture, transport and mobility, labour and social policies, etc.), regional administrations, the associations of Italian municipalities and a few other entities.

In terms of monitoring, a list of indicators is produced at the national level to orient the strategic vision and each area adapts these to its own context. The final local strategy must indicate the expected results, which can be measured by indicators. In each strategy, there are a maximum of 15 indicators to ensure that there is a concerted focus on achieving progress. To help monitor progress, a dedicated Inner Areas webpage of the Agency for Territorial Cohesion gives access to sets of indicators per territory referring to the baseline point at which the areas were selected and the situation based on the latest available update. On this page it is

also possible to consult municipal databases that have been used to build some of the indicators relating to the priorities of specific strategies.

For more information

SNAI website: <https://www.agenziacoessione.gov.it/strategia-nazionale-aree-interne/?lang=en>

Agency for Territorial Cohesion webpage dedicated to the Inner Areas initiative:

<https://www.agenziacoessione.gov.it/strategia-nazionale-aree-interne/la-selezione-delle-aree>

(c) Regional administrations play a crucial role in building and maintaining monitoring arrangements for local and territorial strategies in some countries. This is particularly the case in countries with federal or decentralised contexts where regional administrations have important policy competences and resources.

CHALLENGE 3: How to embed monitoring in the policy cycle for better knowledge

Monitoring by itself does not improve the performance of local and territorial strategies. To be effective, monitoring must play an integral role in the overall process of local strategy design and delivery.

It is vital for local strategy owners to ensure links between monitoring, evaluation processes, communication arrangements and overall strategy governance so that the information collected is used to improve strategy implementation and future policy making. Clarity and continuity between monitoring and these other elements requires effective working relationships between the implementing authorities and other stakeholders. Monitoring systems will only be effective if the gathered information is used to improve strategy design and delivery. Strategy owners should ensure that the knowledge generated through monitoring is relevant to different stakeholder audiences and that this knowledge is communicated in the most effective way.

Monitoring as a key component in strategy design and delivery

Monitoring and communication. Monitoring reports should provide adequate information on the implementation and performance of the strategy to different target groups: general public, programme bodies, project beneficiaries, etc. Monitoring should take into account the type of information to be communicated, the delivery format and timing.

Monitoring and strategy governance. It is vital to develop effective coordination between all the different actors that are involved. Stakeholders need to discuss how findings will be used and what corrective actions should be taken to address any issues that monitoring reveals. Data analysis and remedial measures should not be seen as threatening. They are an essential and constructive way of enhancing policy implementation and design.



Be careful!

Monitoring and evaluation. Monitoring systems act as early-warning mechanisms signalling critical aspects in strategy implementation, which call for deeper assessment and understanding through evaluation exercises.

- *Systemic information about policy delivery* (output indicators): together with additional information regarding the policy implementation experience (e.g. preparation of calls, management of applications, project evaluation process, etc.), this is the basis for performing process evaluations.
- *Information on policy results* (result indicators) derived from the monitoring system helps define impact evaluations. Evaluation findings can help improve the monitoring system by providing information on the quality and consistency of the articulation of the logic of intervention and the chosen indicators (Gianelle, Guzzo, Marinelli, 2019).

Producing relevant knowledge for different needs

An important challenge for territorial strategies is to take into account different types of knowledge that monitoring has to produce and the different types of follow-up actions this knowledge can prompt. This includes¹¹⁶:

- **Project-specific knowledge to prompt remedial actions.** Monitoring is important for keeping projects on track and solving particular implementation problems. Strategy owners and programme managing authorities need to know if projects are being implemented smoothly or experiencing problems in order to provide tailored support to beneficiaries.
- **Operational knowledge to prompt administrative actions.** Features of CLLD or ITI strategy implementation are likely to be set by higher level authorities but it is important to monitor how they are administered (e.g. in terms of developing the strategy, generating and selecting projects). Knowledge of the time and human resources involved at different implementation stages can inform revisions to improve administrative efficiency.
- **Strategic knowledge to prompt policy actions.** Monitoring should create knowledge on the extent to which territorial or local development strategies are following their intervention logic and achieving their objectives, including in the light of contextual changes or gained experience. This knowledge can inform decisions on whether to focus more on specific themes, reallocate resources or more broadly take a new approach to supporting such strategies in the future.

¹¹⁶ For more information, see EC, 2018

MONITORING FOR POLICY DEVELOPMENT IN THE HIGHLAND LOCAL ACTION GROUP (SCOTLAND, UK)

The Highland LAG in Scotland has ensured indicators are well-defined and strategic in order to produce data that can inform policy development. It prepared a definition of all its indicators as well as examples of the type of evidence that might be collected in order to ensure that the right data and relevant evidence was generated to inform policy decisions (see following Table for example).



Learning from practice

Results indicator	Definition	Evidence
No. of community facilities improved	No. of existing community facilities improved (e.g. libraries, sports halls) that have been improved as a result of LEADER funding (physical, accessibility, opening hours, resources/equipment, etc., range of users)	Plans / planning documents, photos, publicity material, survey results
Annual change in the number of visits to facilities / attractions	Footfall. Applicants will need to establish a baseline at the point of application and be able to set out how the project will work to increase visitor numbers over a prescribed period of time. The indicator should be able to measure the success (or otherwise) of the intervention	Survey results / records of attendance / use, website visit data
No. of volunteers feeling better supported to undertake volunteering opportunities	People reporting that they feel better supported to undertake volunteering opportunities, following LEADER funded intervention	Volunteer survey, focus groups

Monitoring data fed into the 2007–13 evaluation of the LAG and informed changes in the strategic orientation and implementation for the 2014–2020 period. For instance, for the Fisheries LAG (FLAG) sub-group, changes improving delivery of fisheries CLLD included:

- increased outreach to fishing and aquaculture stakeholders that were felt to be under-represented;
- increased support to help project promoters secure match funding by working more closely with potential match funders;
- receiving project applications on a rolling basis to ensure maximum flexibility to candidates;
- a minimum grant award (£1000) to avoid spending time (both applicants and FLAG staff) administering micro-projects;
- streamlined application process by making the previously compulsory 'post-of-fer meeting' between FLAG and project promoter optional.

For more information

FARNET, Evaluating CLLD – Handbook for LAGs and FLAGs, 2018. Available at: https://enrd.ec.europa.eu/news-events/news/evaluating-clld-handbook-lags-and-flags_en



Be careful!

It is important to be realistic about the role of monitoring. Even though indicators are valuable for monitoring policy progress, they cannot provide an answer on the impact of the policy. Outcome indicators are in fact influenced by external factors that are only indirectly related to a policy. A better understanding of the impact of public action can come through specific evaluation exercises.

Producing ‘user friendly’ outputs

Monitoring should recognise the importance of ‘user-friendly’ and accessible methods and outputs to communication results and enhance transparency. These should be well defined in terms of data generation and functions for monitoring and evaluation; tailored to capture a range of qualitative and quantitative knowledge; focusing on the final utilisation of data and taking into account the range of potential audiences. It is important to coordinate carefully the data flow among different governance levels, keeping in mind which kind of data needs to be aggregated and compared at the programme level and which data can be more useful at the strategy level. These outputs should inform the reshaping and design of territorial strategies for the future.

The dissemination of monitoring results should be tailored to different audiences.

- Regular monitoring reports provide an update on the strategy’s progress, feeding data into monitoring and evaluation processes at strategy and programme level.
- Oral presentations are another means of disseminating monitoring results. These are potentially valuable in advertising the achievements of strategies at higher levels and, in particular, of strengthening ties with local communities through direct meetings.
- Use of different media can be also considered. Other methods of dissemination can be used to ensure knowledge generated through monitoring is accessible to wider audiences, particularly at the local level: press releases in local media, websites, online forums, blogs, tweets, discussions (online and live).

While these formats differ in length, detail and the amount of technical information, some common elements are:

- logical organisation and structure;
- direct and concise language; and
- use of appropriate illustrations and examples.



Be careful!



Learning from practice

PROMIS SYSTEM FOR MONITORING AND EVALUATION IN DANISH CLLD STRATEGIES (DENMARK)

In Denmark, the managing authority decided to help the 26 LAGs and 10 Fishery (F)LAGs in monitoring and evaluation processes by developing an IT tool specifically tailored to the bottom-up methodology of CLLD. All (F)LAGs have to develop project selection criteria, carry out a transparent selection process, gather and report information on outputs and results of projects implemented by beneficiaries as part of their ordinary duties. The tool Project Result-Oriented Management and Information System (PROMIS) aims to facilitate the work of all CLLD actors throughout the whole process. The system is based on a single application form for all (F)LAG interventions, but depending on the options selected by applicants,

only relevant questions have to be answered. Predefined indicators of outputs, results and impacts are included, but applicants can also add other indicators relevant to their projects.

The main functions are: (1) data collection; (2) support for project selection; (3) transfer of selection results among stakeholders; (4) guidance for beneficiaries on reporting project results; (5) assessment of LEADER/CLLD effects at the Rural Development Programme and LAG levels; and (6) reporting monitoring and evaluation results. PROMIS is equipped with several analytic and visualisation tools (e.g. double-entry graphs, charts and maps). PROMIS provides a rapid and user-friendly solution to communicating the results of monitoring and evaluation: elaborating, displaying and interpreting large amounts of data for different audiences.

Key messages

- Be focused on the final utilisation of the data collected.
- Coordinate carefully the data flow among different governance levels.
- Create a multiple choice list in the project application form to explicitly link the contributions of each project to the most appropriate strategy objectives and focus areas.
- Integrate the needs and perspectives of multiple stakeholders when developing and implementing data collection and communication systems.

For more information

ENRD factsheet of the European evaluation help-desk for rural development:
https://enrd.ec.europa.eu/sites/default/files/evaluation_publications/fs-009-dk-promis.pdf

CHALLENGE 4: How to mobilise relevant actors (including citizens) in monitoring activities

Engaging relevant stakeholders and citizens strengthens the quality of monitoring systems of local strategies. It has the potential to create a substantial amount of localised data ‘on the ground’. It also promotes a dialogue between citizens, other stakeholders and policymakers, which may prove very beneficial for monitoring due to new ideas, suggestions, insights, etc. Finally, it raises awareness of the benefits of these territorial instruments in the local population, strengthens transparency, accountability and ownership.

However, **mobilising and engaging citizens and communities is challenging.** Monitoring is often seen as a technical task, run by public officials and experts. Even if stakeholders participate in the initial design phase, it can be difficult to keep them engaged in future monitoring activities. Once objectives and indicators have been established, there is a risk that actors lose interest and mutual learning processes decline (Marinelli, Guzzo and Gianelle, 2019).

There are **capacity issues** that can be exacerbated by monitoring systems that are either **overly complex and unworkable** in practice, or **too simplistic,**

delivering the wrong information. Stakeholders may be willing to participate but are unable to do so because they don't have the required skills and capabilities. Some may be able but unwilling to participate due to low trust and concern about how the authorities would use their contributions.

Participatory monitoring is based on the premise that there is consensus on strategic priorities between different stakeholders and that their goals are mutually compatible. This is not always the case. All of these challenges can be particularly apparent in encouraging participation from vulnerable or difficult to reach communities and individuals who may lack the resources or capacities to actively engage (e.g. women and young people) (European Union, 2022). In addressing these challenges strategy owners should take into account these key principles.

Involving communities in monitoring at different stages

All relevant stakeholders should be involved early enough in the design of monitoring systems to prevent the dominance of a single group or perspective, and to ensure that their contributions to the monitoring process are meaningful.

Stakeholders should participate in **establishing objectives, indicators, targets and corrective actions**, as well as in **gathering and sharing information**. This gives different actors an opportunity to take part in the decision of what constitutes success, how to measure it and what indicators should be used to assess it.



Learning from
practice

THE DUHALLOW LEADER/CLLD STRATEGY (IRELAND)

Duhallow has developed an interesting system for improving the links between the broad goals of their local development strategy for the period 2007–2013 and the actual projects undertaken in a way that ensures community ownership and improved targeting and monitoring.

In essence, the broad goals of the strategy were developed after a long process of consultation with the community around four main fields: improving the quality of life, fostering creativity, economic growth and a living environment.

An assessment of the social, economic and environmental resources was carried out using the Asset Based Community Development approach (UN-HABITAT, 2008). This then set the strategic framework, which can be adapted for particular bids. These broad goals were then divided into smaller, measurable objectives that were animated and monitored by community-based local working groups. For example, the Youth and Education Working Group has 20 members consisting of local schools, youth organisations, policy makers and young people themselves. The working group meets eight or nine times a year, where it analyses achievements and sets out the steps for improvement. Their actions are subject to the approval of the LAG board.

For more information

ENRD fact sheet: https://enrd.ec.europa.eu/sites/default/files/assets/pdf/leader-tool-kit/infosheet/O4_infosheet.pdf

ENRD proposal for a composite indicator for local development: https://enrd.ec.europa.eu/evaluation/knowledge-bank/proposal-composite-indicator-local-development_en

UN-HABITAT, An Asset-based Approach to Community Development and Capacity Building, United Nations Human Settlements Programme (UN-HABITAT), 2008. Available at: <https://unhabitat.org/asset-based-approach-to-community-development-and-capacity-building>

Capacity building for participatory monitoring

Mobilisation of stakeholders requires careful planning as it depends on the **commitment of significant resources** from practitioners, stakeholders and beneficiaries. This applies in particular to those stakeholders that have limited experience of engaging in these processes and whose involvement will need to be actively promoted by public authorities.

In this respect, **the monitoring strategy** could include **an explicit component** to help civil society groups and other stakeholders **build the capacity needed to analyse, reflect and take action**. It could be important to provide them with training sessions on monitoring, reporting and communication skills. This is particularly appropriate in contexts where lack of analytical capacities prevents groups of actors from engaging in monitoring activities. Capacity building should also be devoted to technical staff of public administrations involved in monitoring and evaluation.

RURITAGE - RURAL REGENERATION THROUGH SYSTEMIC HERITAGE-LED STRATEGIES (2018-2022)

The EU H2020 RURITAGE project focuses on heritage-led rural regeneration through the enhancement of cultural and natural heritage.

RURITAGE analysed and learned from 20 case studies that were considered to be role models of successful heritage-led rural regeneration in Europe.

Among many innovative tools developed by the project, My Cult-Rural Toolkit has been designed and developed to build capacity within communities in assessing local cultural, natural and heritage landscape values. The toolkit includes various methods allowing expert and non-expert engagement with the landscape valuation process through embodied and situated approaches. All the co-monitoring tools share the principle of gathering data through real-time interaction in the place of interest, following principles of the embodied approach to ecosystems' valuation. The toolkit employs:

- **Participatory 'hands-on' workshops** (Mini-Landscapes, Object Mapping and Walking Maps) for in-depth understanding of values attached with landscape. These tools comprise guidelines and materials for planning and running hands-on workshops with small groups of local participants.
- **Digital mobile apps** (Rate my View App and Landscape Connect App) that are free to download and allow text and images to be collected and geo-referenced using smartphones or tablets, to support exploratory, participatory mapping as part of the monitoring process.

For more information

RURITAGE My Cult-Rural Toolkit: <https://ruritage-ecosystem.eu/culttool>



Learning from
practice

The key messages related to participatory monitoring capacity can be summarised as follows.

- **Stakeholders should be regularly informed about findings of the monitoring process and how their feedback is being used in strategy implementation.** This helps to maintain interest and involvement and limit 'stakeholder

engagement fatigue'. Data collection and analysis is essential, but it is equally important to demonstrate the use of this data in decision-making.

- **Broader communication strategies are important in developing capacities and ensuring participation in monitoring.** All collected data on indicators, including monitoring reports, should be made public and open to all in an easily understandable and accessible format. Periodic information sessions and public disclosure of policy information help to raise awareness.
- **Innovation and technology can act as enablers in addressing capacity challenges for participatory monitoring.** There is growing interest in the potential processing and networking capabilities of ICT to open up new methods for monitoring that incorporate participatory elements. New ways for policymakers to connect with stakeholders to improve territorial development interventions are being explored, encouraging citizens to play an active role in the definition of indicators for their area as well as participating in the collection and analysis of data.



Learning from
practice

SIMRA – SOCIAL INNOVATION IN MARGINALISED RURAL AREAS (2016-2020)

Social Innovation in Marginalised Rural Areas (SIMRA) is a project funded by the European Union's Horizon 2020 research and innovation programme.

SIMRA seeks to advance understanding of social innovation and innovative governance in agriculture, forestry and rural development, as well as of how to boost these – particularly in marginalised rural areas across Europe (with a focus on the Mediterranean region).

The project has developed a manual for assessment of social innovation that supports co-construction in the process of development, testing and validation. The data collection tools are both structured and semi-structured; data collection approaches include observation, surveys and interviews, focus groups, diaries, journals and self-reported checklists. This supports the inclusion of emerging issues in the monitoring and evaluation process and there is a possibility to apply them in self-evaluation processes for ITI and CLLD strategies).

For more information

SIMRA website: <http://www.simra-h2020.eu>

ENRD website: https://enrd.ec.europa.eu/evaluation/knowledge-bank/database-social-innovations-marginalised-rural-areas_en

The moment of reporting is an excellent opportunity to engage citizens, organisations and companies in territorial and local development strategies. The progress on the strategic goals can be shown using PowerPoint or other visualisations during regular stakeholder meetings. It can then be determined what can be done better and what contributions citizens, organisations and companies can make and also raise awareness of successes.

RECOMMENDATIONS

- Design and implement a monitoring system with appropriate indicators and a strong intervention logic.
 - ▶ Indicators should relate directly to the objectives of the local or territorial development strategy, territorial coverage and scope of the strategy.
 - ▶ Start by developing a complete and clear logic of intervention linked to indicators that make it more meaningful. Poor indicators that are not policy responsive are often the result of a vague or incomplete logic of intervention.
 - ▶ Hard output indicators should be complemented with softer qualitative indicators. Indicators should be adapted to address long-term processes as well as short-term results. This approach helps engage local communities to understand the real achievements on the ground, particularly those that are less tangible and not measurable in numerical terms. Input indicators that capture workload input, time and resources committed to strategy design and delivery are also important.
 - ▶ Local and territorial strategies should draw on existing monitoring resources at multiple levels. EU, national and sub-national administrations have monitoring systems and data sources that can be adapted to support monitoring of local and territorial strategies.
 - ▶ Develop monitoring systems that could remain stable over time for the implementation of territorial development instruments.
- Develop an efficient system for data collection and analysis.
 - ▶ There is a need for proportionality and flexibility. It is clear that ‘one size fits all’ solutions in setting up monitoring systems cannot be pursued. The huge variation in size in terms of population covered, thematic focus, budget, geographic scale and implementation approach, means that approaches to assessment must be tailored to specific circumstances.
 - ▶ Select a short list of indicators that reflect the impact of the integrated investments on an aggregate level. Use a limited number of key indicators with realistic possibilities of obtaining up-dated data.
 - ▶ Reflect on data-collection needs and capacity while defining the monitoring system. Identifying good indicators does not guarantee that they can be populated with adequate data. Those in charge of the process need to reflect on whether they and relevant stakeholders have the tools, resources and competences to collect and process suitable data at an appropriate time. Plan appropriate training and capacity building activities if needed.
- Embed monitoring in the policy cycle.
 - ▶ Monitoring should be planned from the outset as an iterative process, designed and managed so that monitoring results can feed into the decision-making process.
 - ▶ Integrate the needs and perspectives of multiple audiences when developing and implementing data collection and communication systems. Monitoring must produce simple information that is communicable and easily understood by both the provider and the user of the information.

- ▶ Communicate the results of monitoring and evaluation at the right time so that learning and recommendation can also feed into new policy cycles.
- Mobilise relevant stakeholders (including citizens) in monitoring activities.
 - ▶ Co-create monitoring systems between strategy owners, local communities and citizens. Participatory monitoring should aim to share control over the content, the process and the results of monitoring activity and engage local communities in taking or identifying corrective actions.
 - ▶ Capacity-building actions and instruments (such as training, toolkits, peer to peer exchanges, focus groups) should be considered to facilitate engagement of target stakeholders and beneficiaries in monitoring. Innovative techniques and technologies to facilitate participatory monitoring should also be considered (e.g. use of social media, mobile phones).
 - ▶ Plan monitoring and evaluation milestones (e.g. annual reporting events, mid-term reviews) as opportunities to engage stakeholders in monitoring and modification of strategies.

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