



SETTING UP EFFICIENT INDICATORS & MONITORING SYSTEMS TO MEASURE PERFORMANCE

URBACT Implementation Networks

This Guidance has been designed as part of a series called 'Learning about Implementation' by the URBACT III Programme. It is relevant for all European cities implementing Integrated Strategies for Urban Development.

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1. Results framework and performance management

1.1 Introduction

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

- > Preparing for Implementation
- > Ensuring the integrated approach in the delivery of the strategy & their related actions/projects
- > Maintaining involvement of local stakeholders and organising decision-making for delivery
- > **Setting up efficient indicators & monitoring systems to measure performance**
- > Designing smart public procurement frameworks
- > Enhancing funding of urban policies by exploring financial innovation

All the Implementation Challenges are interlinked to some degree. This guidance document is the fourth in the series and focuses on how cities can set up efficient monitoring systems to measure performance. It provides concrete examples from city experience and useful tools.

2. Setting up efficient indicators

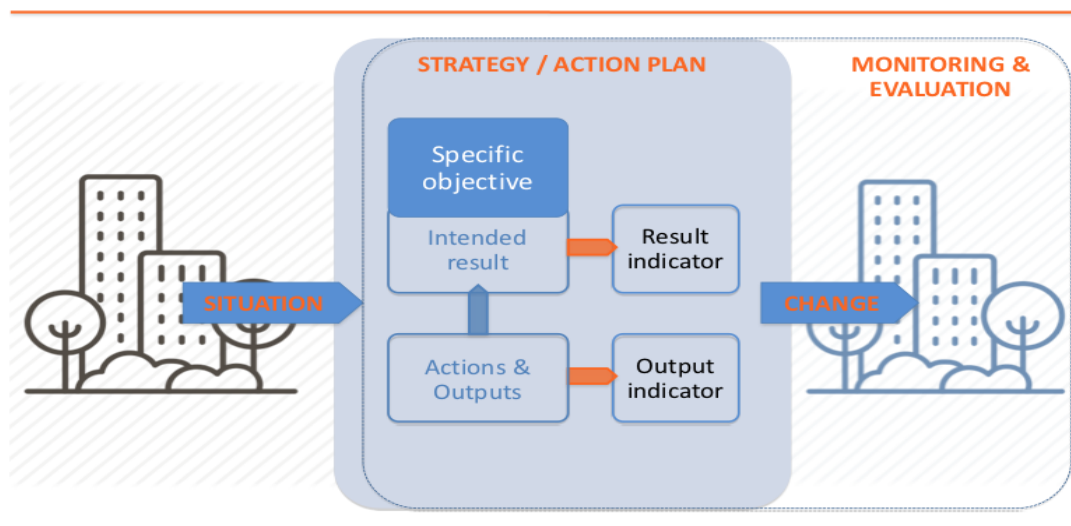
2.1 The results framework

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 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](#).

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.



2.2 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 Specific, Measurable, Achievable, Realistic, and Time-bound. It is best expressed as the infinitive of a verb that reflects the desired change, for example: to improve, to reduce or to strengthen. It should go beyond a mere description of your activities (so avoiding expressions like to support X, to promote Y).

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.

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. For example, a specific objective in the field of urban mobility could be to reduce congestion through better tram infrastructures.

Specific objectives defined by cities participating in URBACT Implementation Networks include:

- To reduce absenteeism and early school leaving (Barcelona, Stay Tuned)
- To strengthen the commercialisation of creative undertakings (Lublin, Creative Spirits)
- To increase visitor attraction to the Sigulda Castle complex (Sigulda, Int-Herit)
- To increase energy efficiency of the castle buildings (Sigulda, Int-Herit)

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 objective & intended result: Identifying the change in the existing situation that your plan intends to achieve.

2.3 Result indicators

Result indicators are indicators that describe a specific 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 reduction 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 perceptible, rather than quantitative dimensions of the intended change, for instance perceived road safety.

Examples of result indicators from cities participating in URBACT Implementation Networks include:

- Number of students Early Leaving from Education and Training (Barcelona, Stay Tuned)
- Employment rate in the creative sector (Lublin, Creative Spirits)
- Number of visitors (per year) to the Sigulda castle buildings (Sigulda, Int-Herit)
- CO2 emissions per year from energy use of the Sigulda castle buildings (Sigulda, Int-Herit)

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. The target value will have to be based on both strategic and technical considerations. Strategic aspects relate to the importance of the intervention and include the necessary or desired 'volume' of change. Technical aspects relate to what is realistically feasible within the available time and means.

To facilitate monitoring of progress during implementation it is helpful 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.

2.4 Actions 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).

Output indicators describe 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.

Examples of output indicators from cities participating in URBACT Implementation Networks include:

- Number of supported companies in the creative sector (Lublin, Creative Spirits)
- Number of participants in capacity building activities for the creative sector (Lublin, Creative Spirits)
- Number of cultural services created (Sigulda, Int-Herit)

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.

[SIGULDA / Int-Herit](#)

Sigulda runs a local action plan to reconstruct the historic Sigulda Castle Complex and give the castle buildings new socio-economic functions. The plan combines several municipal ambitions for the complex, integrating heritage preservation, entrepreneurship support, cultural development and energy efficiency.

Sigulda has adopted the following result framework for this action plan:

RESULT FRAMEWORK	<i>Baseline (2015)</i>	<i>Target (2023)</i>
Objective: Revitalisation of Sigulda Castle Complex to increase entrepreneurship		
- Workplaces created (output indicator)	0	56
- Investments by entrepreneurs ((EUR) result indicator)	0	80.000
Objective: Restoration of Sigulda Castle to increase attractiveness for visitors		
- Number of newly created cultural services (output indicator)	0	2
- Number of visitors (result indicator)	54.700	70.000
Objective: Increase the energy efficiency of Sigulda Castle		
- Energy savings – kWh/year (result indicator)	0	173.840
- Reduction of CO2 emissions per year (kg CO2) (result indicator)	0	32.470

This framework helps the municipality to keep driving the project forward according to plan. The Municipality uses it to monitor progress of their implementation on a regular basis, so they can adapt their actions if needed to stay on track. They report on progress on these indicators to their external funders once per year.

2.5 Finding and managing data for indicators

An important aspect to consider in the selection of result indicators is the availability of appropriate and up-to-date data about the value of the indicator. This relates to data about the current state of play before the start of the intervention (the baseline value). And it also concerns the availability of ‘fresh’ data about the value of the indicator at regular relevant intervals to keep track of progress and assess achievement of the result after the intervention. Indicator data could come from external sources, such as national / regional statistics agencies (low effort and low control over scope and availability) or be self-generated (more effort for data generation and better control over scope and timing).

Several cities participating in URBACT implementation networks worked on the challenges of data collection for their result frameworks and performance management. They offer some useful and practical insights for other cities.

<p>BARCELONA <u>STAY TUNED</u></p>	<p>The Barcelona Education Consortium works on reducing early school leaving. To focus their actions in this field, they depend on accurate and up-to-date information about absenteeism in all of Barcelona’s 422 schools. How to ensure completeness and quality of data coming from so many individual sources? The Consortium achieved this by offering an easy and user-friendly online data collection interface. In addition, they also created commitment and ownership among school principals through conferences in 10 city districts by training school principals in using the system. The result: at the city-wide launch of the system in November 2018, all participating schools provided their data within a 1-week period, with very few errors.</p>
<p>MARIBOR <u>CREATIVE SPIRITS</u></p>	<p>The city of Maribor aims to strengthen the cultural and creative sector. But the city lacked adequate data on scope, size and trends on this sector to define a strong development strategy for the creative sector. To deal with this challenge, Maribor applied an established method called: Mapping the Creative Industries Toolkit. This toolkit was developed by the British Council - an international organisation for culture and education. This toolkit offers building blocks and guidance for cities for collecting and presenting information on the creative industries. The use of this established tool allowed Maribor to be more efficient in analysing their creative sector and creates a strong foundation for defining policy objectives and indicators and for monitoring.</p>
<p>LUBLIN <u>CREATIVE SPIRITS</u></p>	<p>To monitor the development of the creative sector, the city of Lublin initially used existing indicators from the broader Lublin Development Strategy 2013-2020. However, it soon became clear that there were complications in the practical use of these indicators. The indicators were based on external data sources that the city cannot update themselves. Moreover, the data is updated only once every 3 years, too infrequently for steering interventions in the rapidly developing creative sector. And finally, the data was based on subjective information from surveys among entrepreneurs that proved to be somewhat unreliable. As a consequence, the indicators turned out to be unsuitable for monitoring and steering the implementation of Creative Strategy actions</p> <p>Lublin solved this by simplifying their result framework in a pragmatic way. They kept two indicators from the Lublin Development Strategy 2013-2020 as long-term <i>results indicators</i></p>

	<p>for the development of the creative sector. These are not used for performance management of the creative action plan, but rather to demonstrate long-term results of the plan. By choosing these indicators they also ensure compatibility of the results with the city-wide strategy.</p> <p>In addition to this, Lublin created a number of practical and easy to verify <i>output indicators</i> specifically for their creative strategy. These can be updated regularly by the city without external dependency so they can be used for ongoing monitoring and performance of Lublin’s creative industry action plan.</p>
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2.6 Results framework – overview and 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>

3. Monitoring systems to measure performance

3.1 Monitoring and performance management

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.

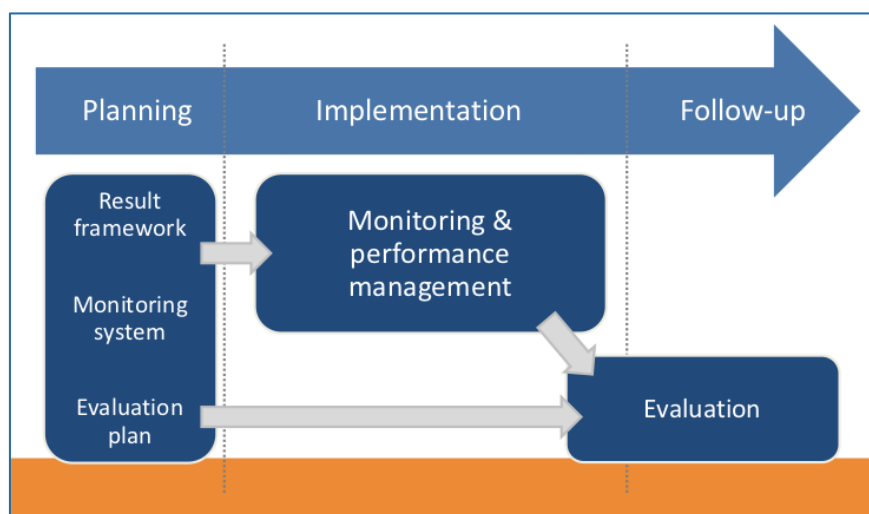
Monitoring and performance management refers to the arrangements and activities put in place for this process of tracking and steering the implementation of the integrated action plan.

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

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 an independent analysis of the scope and quality of outputs and results and of the changes the action plan has really brought about in the pre-existing situation (the impact of the plan). Evaluation will combine information from indicators with other data 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.

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 - 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.

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 implementation of the actions. The nature of these arrangements will be different in each case, depending on 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 **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.*

3.2 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 purpose at the core of all monitoring and performance management efforts is to **track and improve progress & quality of implementation** of your actions plan. This implies 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 allows you to identify if 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 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.

3.3 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.

Experiences from implementation network cities underline the importance of considering the flow of management information already in early stages of action planning.

This can be done by applying a structured methodology for all stages of policy making, from situation analysis, to objective setting, defining indicators and performance management of the implementation. This is an approach that the [city of Maribor](#) has adopted in the Creative Spirits network. They decided to use an existing Toolkit for [Mapping the Creative Industries](#) analyse their creative sector and create a foundation for defining policy objectives and performance monitoring in later stages.

3.4 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.

Several cities in the URBACT implementation networks have made the development of indicators and monitoring an integral part of their work with local stakeholders.

The city of [Nantes \(Stay Tuned\)](#) worked with local education stakeholders to co-create governance objectives and indicators for the whole education chain. Their motivation is that co-creation and stakeholder involvement, even if they are time-consuming, are essential to arrive at a model that will have the broad, long-lasting support of all actors in the educational field in Nantes.

Also, in Stay Tuned, the [Barcelona Education Consortium](#) addresses early school leaving in close cooperation with all 422 schools in the city. For the successful implementation and monitoring of their actions they fully rely on data from the schools. By engaging school principals in an early stage and offering them practical tools, the BEC has effectively organised the involvement of these schools in the delivery and monitoring of their actions.

Another 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.

3.5 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.

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

- **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.

Some examples of how URBACT Implementation Networks have applied these tools can be found in the city case examples on the menu page of this guide.

3.6 Conclusions

This guidance document is the first in a series that focuses on implementation of sustainable urban development strategies in cities. Others in the series cover:

- Integrated Approach in Implementation
- Stakeholder Engagement in Implementation
- Measuring results in Implementation
- Public Procurement in Implementation

