



REINFORCING PERFORMANCE MEASUREMENT FOR BETTER REGIONAL DEVELOPMENT POLICY OUTCOMES

“Enhanced Strategic Planning at Regional and Local Levels in Croatia” project

2-3 February, 2023

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Performance measurement and management for better regional policy outcomes

Claire Salama, Lead Monitoring and Evaluation

2 February 2023



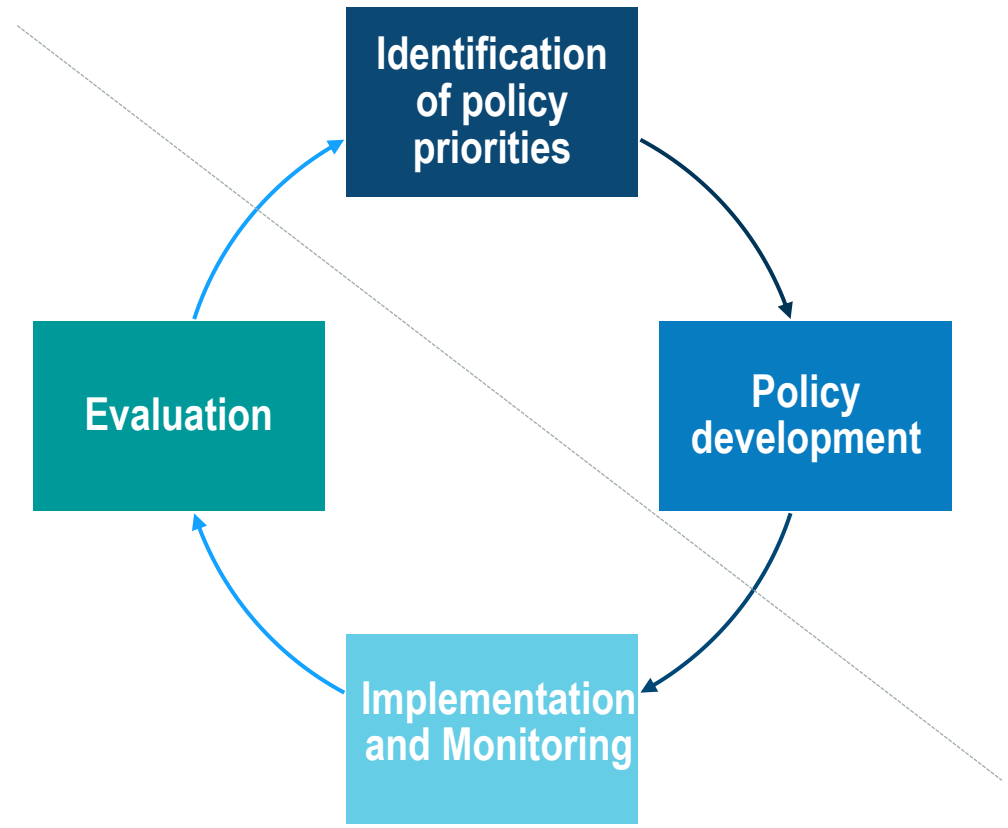


What is performance measurement and management?



What is measuring and managing performance?

SUPPLY



DEMAND



Monitoring and evaluation: different but complementary practices



Policy evaluation refers to the structured and objective assessment of the design, implementation and/or results of a future, ongoing or completed policy initiative. The aim is to determine the relevance and fulfilment of policy objectives, as well as to assess dimensions such as public policies' efficiency, effectiveness, impact or sustainability.

- > Episodic and issue-specific.
- > Attribution is usually a key question.
- > Targeted resources are needed for each policy evaluation.



Monitoring is the systematic collection of performance data to assess the progress and achievements of policy objectives against set targets and identify implementation bottlenecks.

- > Ongoing and routinized processes.
- > Attribution is generally assumed.
- > Because it is ongoing, resources are usually a part of the programme or organisational infrastructure.



**Why does it matter and
what challenges?**

Why monitor and evaluate public policies?

Why monitor?

- > Provide evidence to **measure the performance** of ongoing public policies and programmes.
- > Raise **specific questions to identify delays and bottlenecks** in policy implementation.

VS.

Why evaluate?

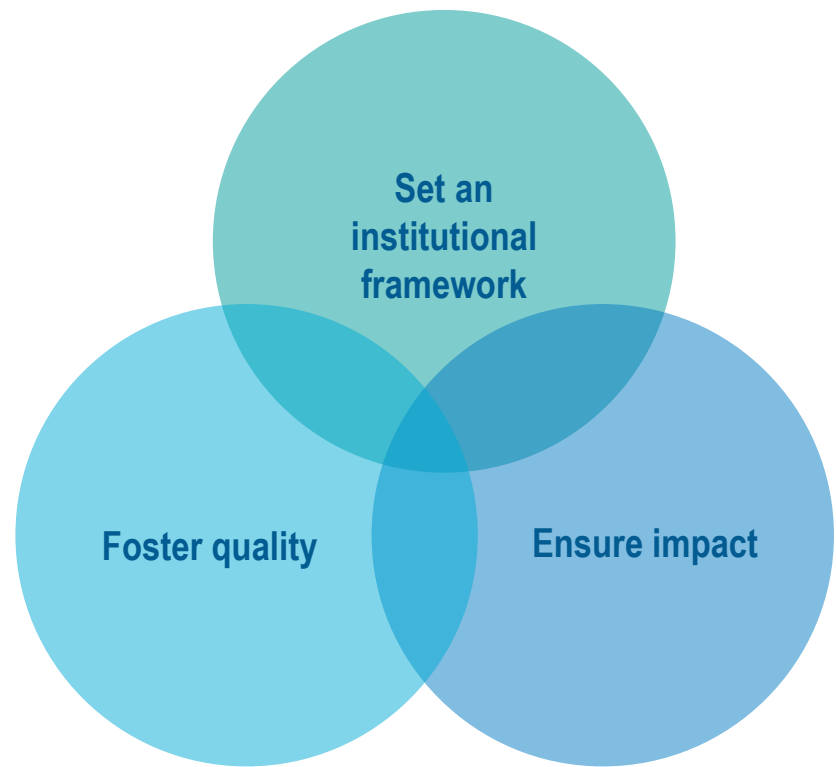
- > To help policy makers **understand why a public policy was or was not successful**.
- > To determine whether the **observed results** of a public policy are **attributable to the policy in question**.

For both:

- > To determine whether the **government's efforts are producing the desired results**.
- > Determine whether the **resources (financial, human, etc.) mobilised** by the government to deliver its services are **optimised**.
- > To **communicate this information on the effectiveness and outcomes of public policies** to citizens and stakeholders.
- > Monitoring and evaluation **helps to make better decisions**, inform citizens and be accountable for the development and implementation of public policies.

Ensuring systematic demand and supply of M&E requires solving complex challenges:

- > Need to generate **political interest**.
- > Often **low capacity and data literacy** inside public administration (especially in sub national governments).
- > There is sometimes a **lack of evidence about 'what works'** in terms of public policy in many areas.
- > **Availability and access to high quality data** is often a challenge.
- > The **information to be taken into account** by decision-makers is **multiple and complex**.



Longstanding OECD expertise

- ✓ Performance and Results Working Party
- ✓ OECD Recommendations on Public Policy Evaluation (2022)
- ✓ Evaluation Expert Group
- ✓ Survey on M&E 2019: 42 respondent countries
- ✓ Lessons learned on state-of-the-art institutional arrangements, mechanisms and instruments for efficient allocation and management of resources in the public sector
- ✓ Country specific projects



How to institutionalise monitoring and evaluation?

Why does institutionalisation matter?

- > It helps **promote performance management practices and routines** increasing their sustainability.
- > **It clarifies the responsibilities** across several actors.
- > **It ensures resilience following changes in government** changes through legislation.

How to institutionalise M&E?

1. **Establish a legal framework** or a high-level guidance, and establish support to the systematization of the practice.
2. **Attribute clear mandates** across actors.



1. Creating a legal framework: the GPRAMA in the US

The Government Performance and Results Modernization and Accountability Act of the United States (GPRAMA) established in 2010:

- > The **objective** of strengthening the **efficiency of the system** for government agencies to report on their progress.
- > The requirement for each agency to identify 2 to 8 **Agency Priority Goals (APGs)** every two years (reviewed by OMB).
- > Federal **interagency priority goals** are established every 4 years, performance is assessed through quarterly reviews by the Director of the **Office of Management and Budget (OMB)** and a **Performance Improvement Council**.
- > **Establishment of leadership roles and performance improvement responsibilities** for senior management to demonstrate the value of performance information and its usefulness in management decisions.



2. Attribute clear mandates for monitoring: Delivery Units

Several countries have established specific units in strategic positions.

- > To ensure a good coordination and reporting of performance information to high-level decision makers
- > Delivery units help agencies **work across organisational silos** to achieve the PM's Priorities (or other key decision-makers) targets.

They exist in different countries and can be very useful also at different levels:

- > **Government level:** UK Prime Minister's Delivery Unit (PMDU) (active between 2001-2005 and recently re-established)
- > **State/Regional level:** New South Wales Premier's Implementation Unit (PIU), (created in 2016)
- > **Local level:** Haringey Corporate Delivery Unit (delivery unit adapted for a local government in North London, created 2013)



2. Attribute clear mandates for policy evaluation: Evaluation Champions

Evaluation champions are institutions whose mandate is to coordinate policy evaluations across the government.

- > They **provide incentives** to line ministries and agencies to **conduct evaluations**.
- > Evaluation Champions should be **located in strategic positions (Prime Minister's Office or Ministry of Finance)**
- > Some examples: the **Evaluation Task Force (UK)**, **France Stratégie (France)**



Evaluation Task Force



PREMIER MINISTRE

FRANCE STRATÉGIE





**How to promote the quality of
monitoring and evaluation?**



Why is quality important and how to foster it?

Good quality M&E is important because it enables:

- > To determine whether the **results** produced represents **credible evidence**;
- > To **foster trust and use** of information collected;
- > Ultimately, it enables **effective public policy design and better outcomes**.

The quality depends on several determinants:

- 1. Defining the right indicators and targets** (unit of analysis, definition of objectives, indicators, targets, etc.)
- 2. Data collection methods** (frequency of data collection, cost vs. use, data sources, etc.)
- 3. Evaluation techniques**
- 4. Human and financial resources** (analytical and organizational skills)

Indicators must be not only be of good quality but also of relevant and fit-for-purpose

What goal?

➤ **Internal management**

➤ **Monitoring public policy implementation**

➤ **Communicating results**

What indicators?

Internal management indicators (inputs and processes) allow determining the procedure to follow in order to obtain the expected results.

Indicators provide evidence of progress (output and outcome) in the implementation of public programmes and policies.

Impact and outcome indicators allow communication on the results of policies.

What audience?



Public Administrators



Presidential or Prime Minister Offices



General public



2. Data collection methods

Data collection must be proportionate to the use.

Traditional statistics



- Official indicators (economic, social, environmental, quality of life, etc.)
- Official micro-data (censuses, surveys, etc.)

Innovative data sources



- Big data
- Low-cost and accessible surveys through social media (Facebook, twitter, etc.)
- Subjective sources from independent experts

Strategic partnership



- Economic regulators (utilities, competition, etc.)
- Public service providers (transport, health, education, etc.)

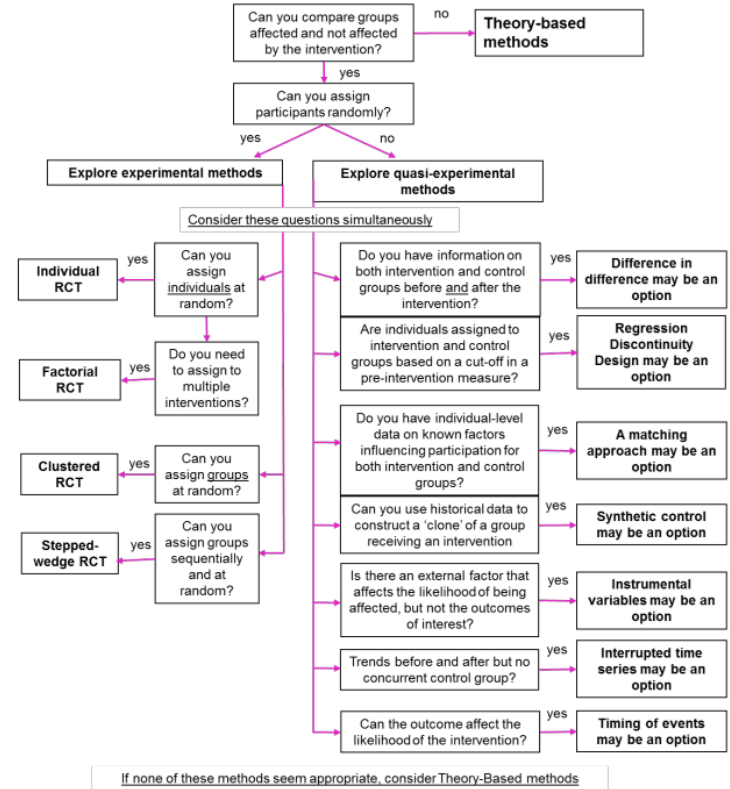


3. Using the right evaluation techniques: the Magenta Book

Evaluations are costly and methods must be carefully considered in light of potential use

- > Together with what we want to evaluate (impact or value-for-money) several criteria can help us identify the right method (sample size, nature of the intervention, data available, etc.).
- > **The Magenta Book** in the UK provides evaluators with the description of **all different evaluation techniques** available to help them understand which method they can use.

Figure 3.1. Selecting experimental and quasi-experimental methods



Source: Magenta Book (2020)



4. Human and financial resources: specific professions for monitoring and evaluation

Monitoring and evaluation represent labour-intensive exercises that require specific skills,

- Need for analytical skills and capacities in public administrations:
 - > Some OECD countries have developed **specific professional figures inside the government** to be able to ensure these skills.
 - > **The UK has specific civil servants schemes to train civil servants in the field of evaluation**
- Need to ensure that **civil servants** and decision-makers know how to use evidence



How to ensure the impact of monitoring and evaluation?



Why is use important?

- > **Increase accountability** as well as higher engagement towards collective results
- > Increase **trust**
- > **Identify problems and lift roadblocks** related to the implementation of a public policy.

How to foster it?

1. **Link performance information to formal decision-making processes** like budgetary processes.
2. **Effectively communicate** data with the general public.
3. **Discuss results internally** by establishing performance dialogues or management response mechanisms.



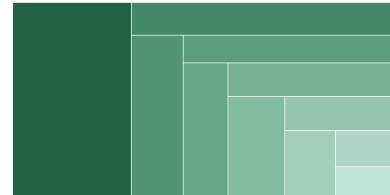
1. Linking performance measurement to budgetary planning: Cohesion policies in Italy

- > In Italy, the **National Monitoring System (SNM)** was implemented to harmonise monitoring efforts of all the policies of the cohesion funds at the local and regional levels.
- > All the information are collected in a unique portal, **Open Coesione** managed by the Ministry of Finance.
- > The database is used to produce systematic reports on the implementation and the impacts of the cohesion funds which are published as an attachment to the **document of economy and finance (DEF)**.

Themes

What sectors receive funding?

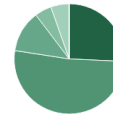
- Transport and mobility 30%
- Environment 11%
- Employment and labour 8%
- Research and Innovation 7%
- Networks and digital services 4%
- Energy 3%
- Enterprises' competitiveness 12%
- Social inclusion and health 8%
- Education and training 8%
- Culture and tourism 5%
- Administrative capacity 3%



Type of investment

What do you do with projects?

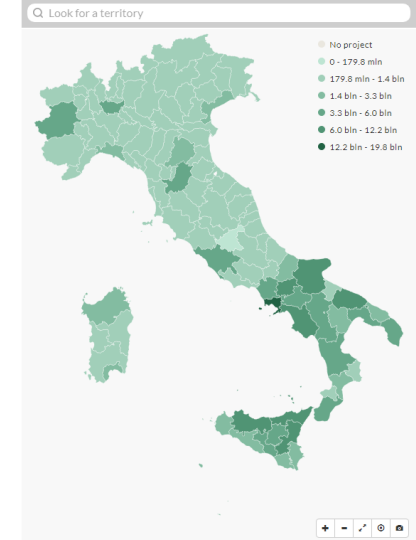
- Procurement of goods and services 56,760,075,804
- Infrastructure 114,035,429,097
- Incentives for firms 26,982,893,917
- Grants to individuals 10,872,115,783
- Capital contributions 11,927,620,271
- Not available 662,144



Territories

Where does funding go?

TOTAL PER CAPITA PROVINCES REGIONS





2. Communicate performance information: *Le baromètre des résultats de l'action publique*

Publicly available dashboard monitors progress of government priorities at the local level

- > *Le baromètre des résultats de l'action publique* provides information on **43 policy priorities** established in 2017 and offers an overview on the status of advancement in each of the departments (local level)

Education - Jeunesse

Limiter les classes à 24 en grande section, CP, CE1

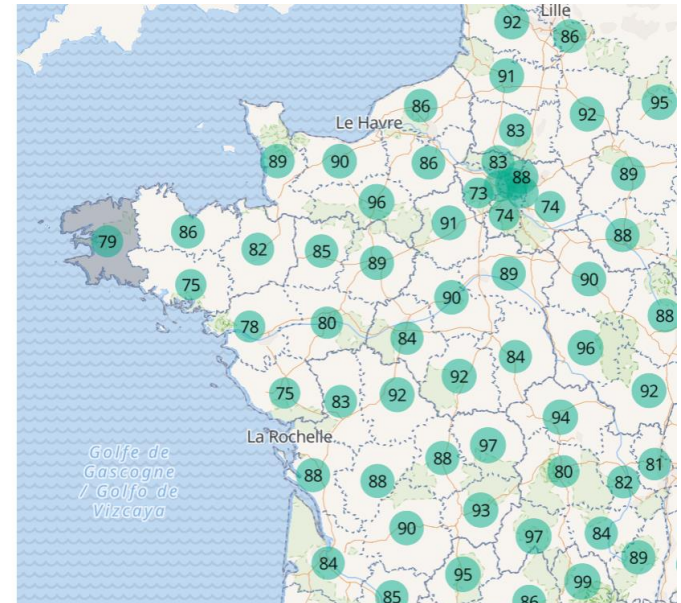
Les résultats pour la France entière

La réforme vise à plafonner les effectifs des classes de grande section, CP et CE1, sur tous les territoires. [Lire plus](#)

Part des classes de GS, CP ou CE1 ayant un effectif inférieur ou égal à 24 élèves

Que mesure cet indicateur ?

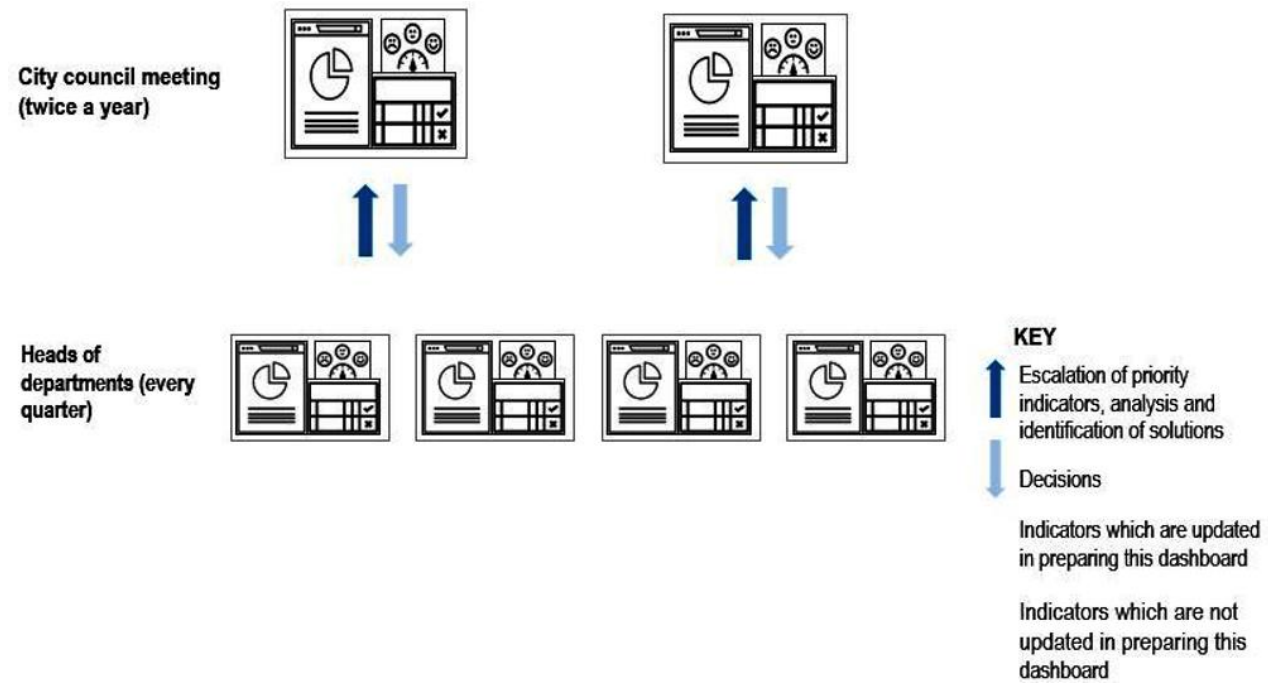
Part des classes de grande section, CP et CE1 dont l'effectif ne dépasse pas 24 élèves.





3. Performance dialogues: Performance dialogue at the local level in Poland

Example of a performance dialogue at local level





Key takeaways

- > **Laws and policy frameworks** can be helpful to **systematise monitoring and evaluation systems**.
- > To ensure its usefulness, **quality of monitoring and evaluation must be ensured** through investing in the right data, skills, technologies and by involving stakeholders.
- > As **performance information can serve different scopes**, it is **important to clarify and understand which use it is needed** and adapt data collection, communication strategies and management tools accordingly.
- > Investment in **linking, communicating, and reporting performance information** to decision-maker is essential to promote its impact.
- > **National governments have key roles in supporting sub-national governments** in their performance measurement efforts (e.g. Colombia toolkit or Delivery Units in the UK).



PANEL 1

REGIONAL DEVELOPMENT PERFORMANCE MEASUREMENT IN CROATIA

Stephan Visser, Policy Analyst, Regional Development and Multi-Level Governance Division, OECD

2 February, 2023

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Croatia is introducing mechanisms and processes to assess regional development performance

Multiple mechanisms have been set up to support subnational monitoring and evaluation of the NDS 2030

- **Different acts** define basic performance monitoring mechanisms and relevant responsibilities of national and subnational authorities.
- A **Library of Indicators** has been created to support performance benchmarking at the subnational level.
- The **first monitoring report on NDS implementation** is set to be published this year.



Yet challenges remain...

- **Untimely availability** of data on performance indicators.
- Challenges in terms of **expertise and skills** in monitoring and evaluation of strategic documents.



RDAs consider limited infrastructure to be the key performance obstacle to performance monitoring

Key challenges to effective monitoring and evaluation of country development plans

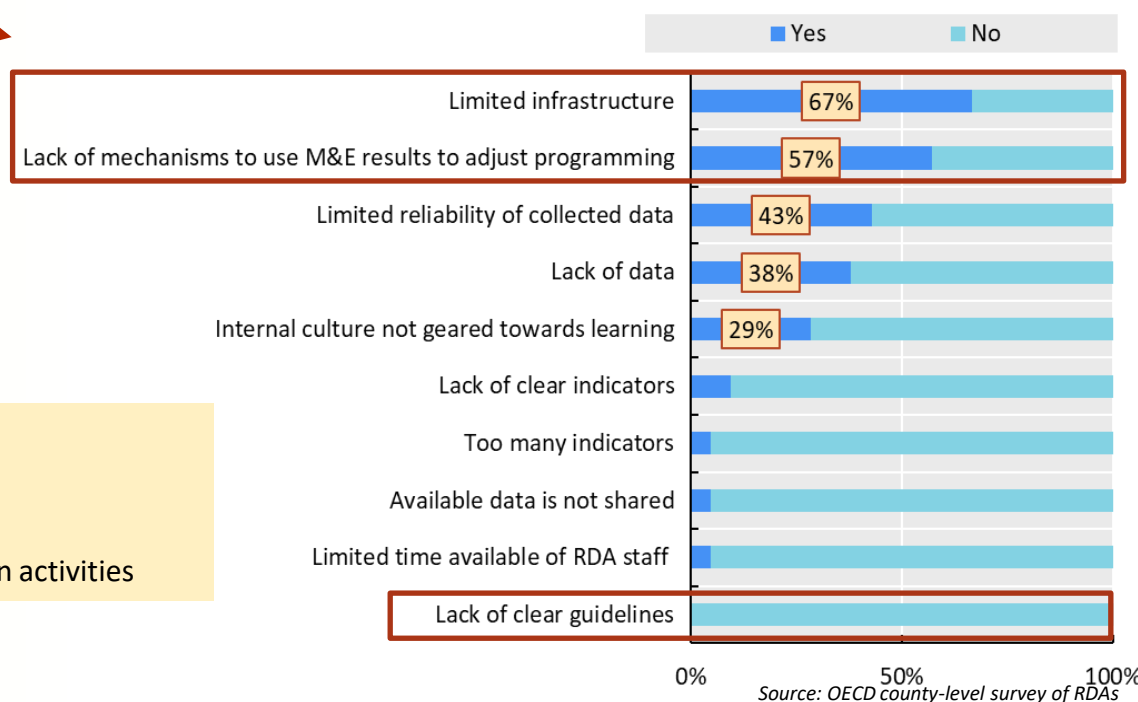
County-level challenges

Monitoring county development plans

- **67%**: Limited **technical infrastructure** (e.g. digital databases)
- **57%**: Lack of **mechanisms to use M&E** to adjust programming

General capacity building needs:

- **71%** of RDAs report requiring support to:
 - **Formulate** performance indicators
 - **Conduct** performance monitoring and evaluation activities





Key questions for the panel discussion



1

What **mechanisms and tools** do the national and subnational levels use to track regional development progress, and make programming adjustments where necessary?

2

What are **recent advances and challenges** in performance measurement, for example: setting targets, data availability or reliability, and learning from monitoring results?

3

What **key milestones and objectives are being planning** for Croatia's regional development performance measurement framework?



Iva Novak, Director, Ministry of Regional Development and EU Funds

Zakonodavni okvir sustava strateškog planiranja i upravljanja razvojem RH

- 2017. godine donesen je Zakon o sustavu strateškog planiranja i upravljanja razvojem Republike Hrvatske (NN 123/17)
 - Zakonodavni okvir sustava strateškog planiranja i upravljanja razvojem RH, uz Zakon čine:
 - Uredba o smjernicama za izradu akata strateškog planiranja od nacionalnog značaja i značaja za JLP(R)S-ove (NN 89/2018)
 - Pravilnik o provedbi postupka vrednovanja (NN 66/2019)
 - Pravilnik o rokovima i postupcima praćenja i izvještavanja o provedbi akata strateškog planiranja od nacionalnog značaja i od značaja za JLP(R)S-ove (NN 6/2019)
- 16. prosinca 2022. godine donesen je Zakon o izmjenama i dopunama Zakona o sustavu strateškog planiranja i upravljanja razvojem Republike Hrvatske (NN 151/2022)



Nacionalna razvojna strategija Republike Hrvatske do 2030. godine (NRS)

- 5. veljače 2021. godine Hrvatski sabor donio je NRS 2030 (NN 13/2021)
- Provedba NRS-a osigurana putem srednjoročnih akata SP-a (nacionalni planovi i planovi razvoja JLP(R)S)
- Akti strateškog planiranja moraju sadržavati okvir za praćenje i vrednovanje
 - pokazatelji uspješnosti s početnim i ciljnim vrijednostima
 - opis institucionalnih mehanizama za praćenje i izvještavanje o provedbi
 - plan za vrednovanje uspješnosti provedbe
- Uspostavljena i redovito se održava Biblioteka pokazatelja
- MRRFEU prati napredak i procjenu ostvarenja strateških ciljeva NRS-a
 - obveza izrade godišnjeg izvješća o provedbi NRS-a
 - podaci u godišnjim izvješćima osnova za postupke vrednovanja NRS-a (srednjoročno vrednovanje i vrednovanje nakon provedbe NRS-a)



Planovi razvoja jedinica lokalne i regionalne (područne) samouprave

- MRRFEU (KT) nositeljima izrade planova razvoja osigurava upute i smjernice za ispravnu primjenu metodologije

Praćenje provedbe

- podaci u Izvješćima o praćenju provedbe koristit će se za informiranje VRH i HS o doprinosu u provedbi ispunjavanju strateških ciljeva NRS-a i drugih sektorskih/ višesektorskih strategija
- Izvješća o praćenju provedbe koristiti će se kao izvor podataka za provođenje istraživanja i analize u postupku vrednovanja NRS-a
- podaci o provedbi planova razvoja JLP(R)S moći će se koristiti i u pripremi proračuna JLP(R)S-ova

Vrednovanje

- Prethodno vrednovanje
 - Srednjoročno vrednovanje
 - Vrednovanje nakon provedbe
- MRRFEU kontinuirano radi na jačanju kapaciteta za SPUR uključujući provedbu izobrazbi za donositelje odluka kao i javne službenike u tijelima na nacionalnoj, regionalnoj i lokalnoj razini vlasti



Programiranje EU fondova –okvir uspješnosti

▪ Svaka država članica uspostavlja okvir uspješnosti kako bi se omogućilo **praćenje i evaluacija** uspješnosti programa te izvješćivanje o njoj tijekom provedbe programa te kako bi se **doprinijelo mjerenju ukupne uspješnosti fondova**.

▪ Sastoji se od:

(a) **pokazatelja ostvarenja i pokazatelja rezultata** povezanih sa specifičnim ciljevima utvrđenima u uredbama za pojedine fondove odabranih za program;

(b) **ključnih etapa** koje se za pokazatelje ostvarenja trebaju ostvariti do kraja 2024.

(c) **ciljnih vrijednosti** koje se za pokazatelje ostvarenja i pokazatelje rezultata trebaju ostvariti do kraja 2029.

U **Programu Konkurentnost i kohezija 2021.-2027.** ukupno je **77** pokazatelja ostvarenja te **70** pokazatelja rezultata

U **Integriranom teritorijalnom programu 2021.-2027.** ukupno je **49** pokazatelja ostvarenja te **32** pokazatelja rezultata



Programiranje EU fondova –okvir uspješnosti

- Svi pokazatelji navedeni u programima čine njihov okvir uspješnosti
 - Utvrđuje se u odnosu na svaki specifični cilj u okviru programa, osim tehničke pomoći
 - Predstavljaju okvir za praćenje pokazatelja tijekom financijskog razdoblja
-
- **„ključna etapa”** znači prijelazna vrijednost koja se treba postići u određenom trenutku tijekom razdoblja prihvatljivosti u odnosu na pokazatelj ostvarenja u okviru specifičnog cilja;
 - određuju se za sve pokazatelje ostvarenja (**kraj 2024.**) čija procjena je i dio preispitivanja sredinom programskog razdoblja.
-
- **„ciljna vrijednost”** znači prethodno dogovorena vrijednost koja se treba postići do kraja razdoblja prihvatljivosti (**2029.**) u odnosu na pokazatelj u okviru specifičnog cilja;





**Nataša Drvenkar, PhD, Associate professor,
Faculty of Economics, University of Osijek**

“Setting the scene: Regional development performance measurement in Croatia”, MRRFEU & OECD, Osijek, 02.02.2023.

- Recent advances and challenges in performance monitoring
- Key mechanisms and tools being used at the national and subnational levels
- Key milestones and objectives for Croatia’s regional development

“ progress
is still progress ”

elimination of administrative **obstacle**

“no **added value** and cooperation”

platform for mediation “**between**”
measurable outcomes

a **vision, passion** and desire for positive change
Deindustrialization but “what & how new”?

common interest must be coordinated

restructuring of the mindset and innovation
learning regions



Ivona Mendeš Levak, Representative of Regional Development Agency Osjecko- Baranjska County



Mjerenje uspješnosti politike regionalnog razvoja u Hrvatskoj – primjer OBŽ

Osijek,
2. veljače
2023.

1. forum za dijeljenje
znanja projekta
„Poboljšanje
strateškog
planiranja na
regionalnoj i lokalnoj
razini

Projekt sufinancira Europska unija iz Europskog fonda za regionalni razvoj

Sadržaj projektnih materijala isključiva je odgovornost
Javne ustanove Županijske razvojne agencije Osječko-baranjske
županije



Mjerenje uspješnosti regionalnog razvoja

- = proces evaluacije napretka i učinkovitosti razvojnih inicijativa u određenoj geografskoj regiji
- **cilj = identificirati područja uspjeha i područja koja treba unaprijediti koristeći prikladne podatke**
 - metode prikupljanja podataka mogu biti različite:
 - primarne (ankete, fokus grupe, radionice)
 - sekundarne (već prikupljeni podaci od drugih institucija na lokalnoj/regionalnoj, nacionalnoj, EU, međunarodnoj razini)
 - važno je uzeti u obzir **specifični kontekst regije**, uključujući njezinu povijest, kulturu i političko okruženje





Plan razvoja OBŽ do 2027. godine



- Plan razvoja OBŽ za razdoblje do 2027. godine usvojen 10.3.2022. i usklađen s NRS 2030
- Proces izrade: kraj 2019. – kraj 2021.
- Sadrži ukupno 14 posebnih ciljeva, 36 pokazatelja ishoda te 40 strateških projekata na području OBŽ
- Ukupna alokacija = 16,6 milijardi kuna (€2,2 milijardi)



Mjerenje uspješnosti u pripremi i provedbi PR OBŽ

- Prikupljanje podataka o osnovnim obilježjima županije:
 - **Primarni izvori:** anketa s JLS-ovima, intervjui s drugim dionicima, radionice (radne skupine), vremensko-prostorna analiza
 - **Sekundarni izvori:** popis stanovništva, podaci HGK, FINA-e i sl.
- Izbor pokazatelja ishoda:
 - Odjel za pripremu i provedbu strategija i razvojnih politika
 - IRMO kao ekspertna podrška
 - Vanjska evaluacija
- Praćenje i mjerenje uspjeha:
 - 1. izvještavanje do 31. ožujka 2023.
 - Kvantitativni podaci za pokazatelje ishoda iz sekundarnih izvora
 - Kvalitativni podaci iz intervjua s JLS-ovima i drugim dionicima razvoja



Izazovi mjerenja uspješnosti na regionalnoj razini (1)

- **kvaliteta podataka** – netočnost i necjelovitost podataka mogu dovesti do netočnih zaključaka i pogrešnog donošenja odluka
- **odabir pokazatelja** – različiti pokazatelji mogu obuhvatiti različite aspekte razvoja; važno je odabrati one koji su prikladni za specifični kontekst regije
- **ograničeni opseg** – pokazatelji možda neće u potpunosti obuhvatiti sve aspekte regionalnog razvoja (npr. BDP)
- **pojednostavljenje stvarnosti** – pokazatelji mogu previše pojednostaviti složenost situacije, čime pružaju samo djelomičan pogled na regiju
- **međuregionalna usporedivost** – pokazatelji možda neće biti usporedivi između regija (različite metodologije prikupljanja podataka, definicije i drugi čimbenici)



Izazovi mjerenja uspješnosti na regionalnoj razini (2)

- **dostupnost pokazatelja** na regionalnoj (županijskoj) razini je slabija u odnosu na nacionalnu razinu
- **vremenska dostupnost** pokazatelja nije uvijek osigurana (npr. zakonski rokovi ne odgovaraju vremenu kada su dostupni potrebni podaci)
- **nedostatak stručnosti** potrebne za prepoznavanje relevantnih i dostupnih podataka te njihovih eventualnih nedostataka
- **nedostatak složenijih pokazatelja** kojima se preciznije mjeri napredak u pojedinim važnim područjima razvoja (npr. indeks prometne dostupnosti ili indeksa kvalitete komunalnih usluga)
- **slabije obuhvaćanje konteksta** – pokazatelji možda neće pružiti dovoljno konteksta za razumijevanje temeljnih uzroka (ne)uspješnosti regionalnog razvoja



Naučene lekcije kod mjerenja uspješnosti

- koristiti pokazatelje koji se već koriste i redovito su dostupni (npr. u dokumentima ili istraživanjima na EU ili nacionalnoj razini)
- redovito pratiti promjene podataka, ukoliko je moguće
- koristiti pokazatelje koje građani, mediji i nositelji razvoja mogu jednostavno pratiti i interpretirati
- općenito, koristiti što više pokazatelja povezanih s pitanjem konkurentnosti regije
- povezati pokazatelje s *policy* prioritetima regije
- prepoznati manji broj ključnih pokazatelja te ih posebno istaknuti
- paziti da se uspjehom jedne dimenzije nekog fenomena ne skriva neuspjeh drugih dimenzija
- paziti kod interpretacije rezultata i usporedbe – kontekst je bitan



Preporuka za nacionalnu razinu

- Uključiti više pokazatelja za koje postoje podaci dostupni na područnoj (regionalnoj) razini u Biblioteku pokazatelja
- Osigurati redovito praćenje i dostupnost podataka o različitim aspektima razvoja županija i lokalnih jedinica na teritoriju RH
- Uskladiti rokove praćenja i izvješćivanja o provedbi strateških akata JLP(R)S s rokovima u kojima su dostupni relevantni podaci (npr. kod izvještavanja o provedbi provedbenih programa)



HVALA NA POZORNOSTI!

Ivona Mendeš Levak

031/533-701

ivona.mendes.levak@obz.hr

Sektor za regionalni razvoj i strateško planiranje
Javna ustanova Županijska razvojna agencija Osječko-baranjske županije

www.zra.hr

Projekt sufinancira Europska unija iz Europskog fonda za regionalni razvoj

Sadržaj projektnih materijala isključiva je odgovornost
Javne ustanove Županijske razvojne agencije Osječko-baranjske županije



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2 February, 2023

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PANEL 2

CREATING AN INSTITUTIONAL CULTURE GEARED TOWARDS LEARNING FROM DATA

Claire Salama, Monitoring and Policy Evaluation Lead, Directorate for Public Governance,
Public Management and Budgeting Division, OECD

3 February, 2023

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Creating an institutional culture geared towards learning from data

An institutional culture that promotes learning can help policy makers to address performance gaps, by:

- ✓ Facilitating the establishment of **early-warning mechanisms** (so that failures are not identified too late).
- ✓ Encouraging the identification of **corrective actions** (so that performance gaps can be addressed effectively) during the implementation
- ✓ **Improving future policies and programmes** through learning from policy successes and failures.

Learning-based institutional cultures depend on both skills and an enabling organisational culture

- ✓ **Skills** must be sufficient to support the use of performance data and evidence. Using evidence requires skills in accessing data, understanding and synthesising data, assessing data, etc.
- ✓ Governing structures must promote **the communication of monitoring and evaluation findings** in a clear, concise and timely manner.
- ✓ A culture of performance must go hand-in-hand with a culture of **experimentation**/ innovation to avoid gaming the system



Creating an institutional culture geared towards learning from data



Many OECD countries have established feedback loops, enabling the systematic use of performance evidence in decision-making

- They can take on a **variety of forms** (e.g. legal frameworks, guidelines, soft mechanisms)
- They are either incorporated into **existing decision-making processes** (e.g. budget, policy planning process), or require the creation of ***ad hoc* mechanisms** (performance dialogue)
- They can happen at the **centre of government** (regardless of level of government) or they can be done at the **managerial level**





The Government Performance and Results Modernization and Accountability Act of the United States (GPRAMA)

GPRAMA in the US

- > Established in 2010, its **objective** is strengthening the **efficiency of the system for government agencies to report on their progress**.
- > The requirement for each agency is to identify 2 to 8 **Agency Priority Goals (APGs) every two years** (reviewed by OMB).
- > Federal **interagency priority goals are established every 4 years**, performance is assessed through quarterly reviews by the Director of the **Office of Management and Budget (OMB)** and a **Performance Improvement Council**.
- > **Establishment of leadership roles and performance improvement responsibilities** for senior management to demonstrate the value of performance information and its usefulness in management decisions.



Key questions for the panel discussion



1

How do Croatian policy makers **interpret and learn** from regional development policy successes and failures?

2

What are the common **obstacles to the use of available evidence** to inform policy making?

3

How can national and subnational governments **create incentives that promote the use and generation** of performance information?



Ivana Bradarić-Šljujo, Director, Ministry of Regional Development and EU Funds



Martina Dvoržak, Karlovačka County Regional Development Agency



Danijela Slipcevic, Director, City of Vinkovci Development Agency



Key questions for discussion



1

What do counties, cities and towns need to help them communicate their results better?

2

How can the timing and sequencing of monitoring and evaluation be adapted to ensure that they are delivered in a timely fashion?

3

What formal decision-making processes do/can monitoring and evaluation data feed into?

4

What is the role of stakeholders (incl. non-governmental actors) in promoting better use of monitoring and evaluation results?



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PANEL 3

IMPROVING THE AVAILABILITY OF LOCAL-LEVEL DATA

Stephan Visser, Policy Analyst, Regional Development and Multi-Level Governance Division, OECD

3 February, 2023

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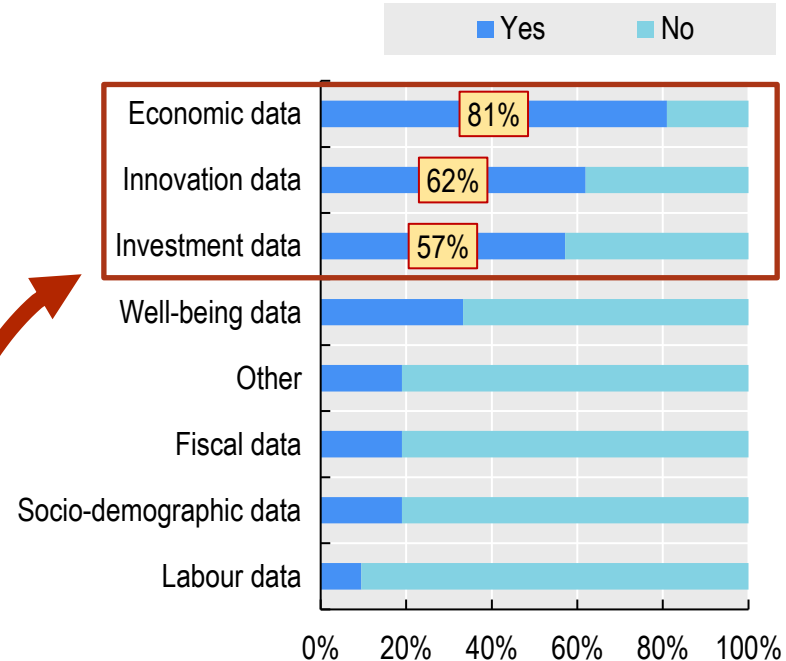
Disaggregated data can help expose hidden trends and disparities, and tailor policy responses

Relevant local-level is key to effective performance measurement

- ✓ Helps **identify development challenges** at county, city or community level.
- ✓ Facilitates **benchmarking comparisons** across territories.
- ✓ Provides information on how subnational performance **has changed over time**.

A majority of RDAs consider that **increased availability/quality of the economic, innovation and investment data can improve decision making**

Types of data cited by RDAs that could help to improve evidence-informed decision-making



Source: OECD county-level survey of RDAs



Different tools to increase the availability and use of local-level data come with important trade-offs

Some examples:

- Better link and disseminate **existing databases**
- Expand existing **censuses** or create new ones
- Further exploit **administrative registries**
- Conduct **surveys**
- Identify and use **non-official datasets** (incl. big data)



Need to balance different considerations

- Human, financial and infrastructure costs (incl. for co-ordination)
- Data reliability
- Specificity of data
- Timeliness and frequency
- Data comparability
- Privacy



Improving the availability of local-level data

1

Presentation by José Luis Mercado Hernández, Information Processing Co-ordinator, National Institute for Statistics and Geography, “Mexican economic census”

2

Workshop: Improving the availability of local-level data

3

Panel discussion: What policy levers are available or need to be developed to increase the availability of regional- and local-level data?



José Luis Mercado Hernández, Information Processing Co-ordinator, National Institute for Statistics and Geography of Mexico (INEGI)



Workshop: Improving the availability of local-level data

1

- **Participants are divided** into 6 groups.
- Each group is **assigned a different type of data** to discuss (e.g. related to investment or well-being)

2

- **Each group will identify specific subnational data** that, if available or if improved could enhance evidence-based decision making for regional development.
- Each group is asked to **briefly present the results** of their discussion.

3

- **Panel discussion:** What policy levers are available or need to be developed to increase the availability of regional- and local-level data.



Workshop: Improving the availability of local-level data

#	Type of data	Examples
Group 1	Economic data	Regional RDP, competitiveness, local business environment
Group 2	Innovation data	Patent applications, research and development expenditure in the business and public sectors
Group 3	Well-being data	Education, healthcare outcomes, crime
Group 4	Fiscal and investment data	Expenditure, revenue, investment by and in of counties, cities and municipalities
Group 5	Socio-demographic data	Population by age groups, migration, etc.
Group 6	Labour data	Productivity, (un)employment, etc.



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PANEL 4

BUILDING AND MAINTAINING PUBLICLY ACCESSIBLE PERFORMANCE MEASUREMENT PLATFORMS

Stephan Visser, Policy Analyst, Regional Development and Multi-Level Governance Division, OECD

3 February, 2023

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Publicly accessible performance measurement platforms serve multiple purposes

Transparency

- Public performance on different topics
- Status of projects
- Funding and revenues

Policy learning

- What is going well?
- Where is progress limited/too slow?
- Comparison

Accountability

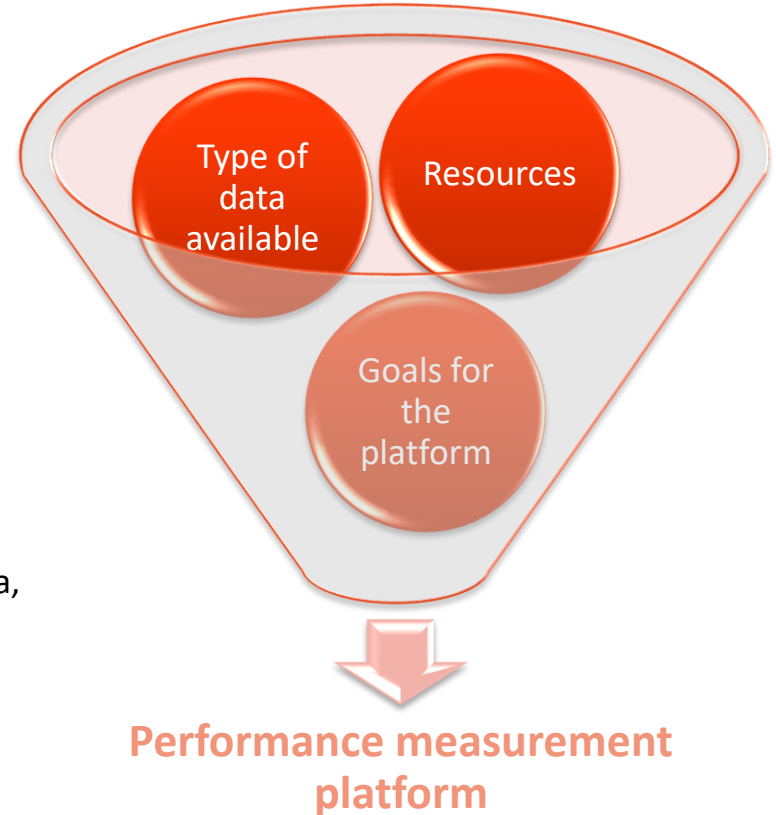
- Are objectives being met?
- Are funds distributed effectively?

Research

- Support independent research by: academia, private sector, NGOs, etc.

Communication

- Development objectives
- How performance affects citizens



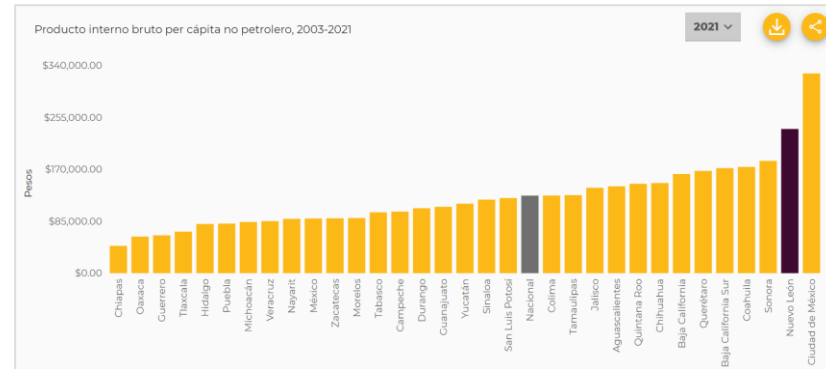


Performance measurement platforms take different forms

Nuevo Leon, Mexico

- ✓ Create an online platform **tracks progress** towards reaching the state's long-term objectives
- ✓ It presents a **series of outcome and impact indicators**, which track progress over time and across territories
- ✓ **Two targets** are defined for each indicator, one optimistic and one conservative
- ✓ Quick **visual comparability**
- ✓ **Meta and raw data** can be downloaded

Indicador	Latest observation	UNIDAD DE MEDIDA	TARGETS		
			Optimistic	Conservative	
NOMBRE DE INDICADOR	ÚLTIMO VALOR DISPONIBLE		EVOLUCIÓN	META OPTIMISTA	META CONSERVADORA
Tasa media anual de crecimiento del PIB de la región citrícola	4.285	Porcentaje	↑	7.650	5.500
Tasa media anual de crecimiento del PIB de la región sur	-2.002	Porcentaje	↑	5.000	3.700



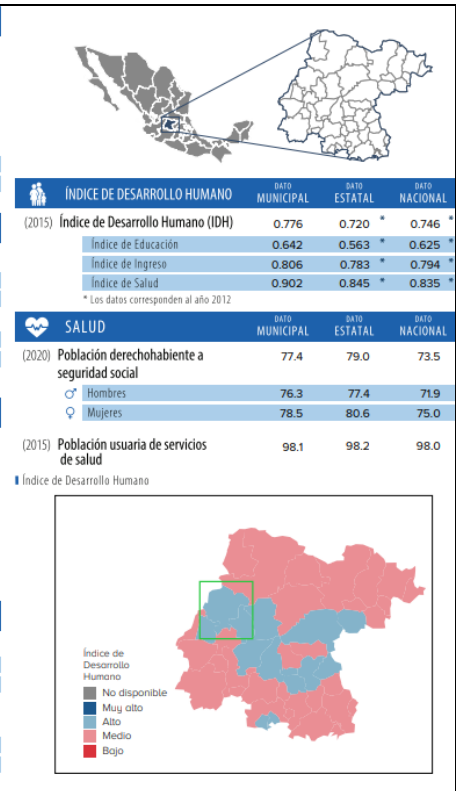


Performance measurement platforms take different forms

UNDP Mexico

- ✓ **Serve different audiences**
- ✓ **Extensive data portal**, linked to that of the Mexican Institute of Statistics and Geography (661 indicators)
- ✓ **Knowledge bank**: relevant reports, strategies, plans, etc.
- ✓ **Information sheets** for all subnational governments (incl. 2 400+ municipalities)
- ✓ **Automatic updates**
- ✓ **Outreach**

GOBIERNO		DATO MUNICIPAL	DATO ESTATAL	DATO NACIONAL
(2022)	Presidente municipal	Alejandro Gutiérrez Campos* Diego Sotelo Rodríguez Velasco		
(2022)	Administración	2021-2024*	2018-2024	2018-2024
(2022)	Partido político	PAN*	PAN	Moreno
(2018)	Participación política (%)	—	53.2	63.4
(2021)	Diputados en Congreso Local	—	36	500
	♂ Diputados	—	50.0	49.8
	♀ Diputadas	—	50.0	50.2
* Los datos corresponden al año 2021				
DEMOGRAFÍA		DATO MUNICIPAL	DATO ESTATAL	DATO NACIONAL
(2020)	Población	1,721,215	6,166,934	126,014,024
	♂ Hombres (%)	49.2	48.6	48.8
	♀ Mujeres (%)	50.8	51.4	51.2
(2020)	Pop. que habla lengua indígena (%)	0.2	0.2	6.1
	♂ Hombres (%)	0.2	0.3	6.1
	♀ Mujeres (%)	0.2	0.2	6.1
POBREZA		DATO MUNICIPAL	DATO ESTATAL	DATO NACIONAL
(2020)	Población en pobreza (%)	45.9	42.7	43.9
(2020)	Población en pobreza extrema (%)	6.5	4.5	8.5
(2020)	Población en pobreza moderada (%)	39.4	38.2	35.4
(2020)	Vulnerable por carencias sociales (%)	22.7	28.2	23.7
(2020)	Vulnerable por ingresos (%)	11.4	8.4	8.9
(2020)	No pobre y no vulnerable (%)	20.0	20.7	23.5
EDUCACIÓN		DATO MUNICIPAL	DATO ESTATAL	DATO NACIONAL
(2020)	Años promedio de escolarización	10	9	9
	♂ Hombres (años)	10	9	9
	♀ Mujeres (años)	10	9	9
(2020)	Asistencia escolar (%)	94.6	94.7	95.1
(2020)	Tasa de analfabetización	3.3	5.3	4.7
	♂ Hombres	2.7	4.5	3.9
	♀ Mujeres	3.9	6.0	5.5





Key questions for the discussion



1

What purposes can publicly accessible performance measurement platforms serve at the national and subnational levels?

2

What information and data should such platforms provide, and how can policy-makers ensure the data is regularly updated?

How to **strike a balance** between sharing all available data and targeted data relevant to users.

3

What should national and subnational governments consider when building such platforms, e.g. IT, and human, financial resources, ...?



Barry Stalker, Head of National Performance Framework Unit



Luka Novosel, Head of Sector for Strategic Planning and EU Funds, Ministry of Regional Development and EU Funds



Vedran Kružić, Director, Primorsko-goranska Regional Development Agency



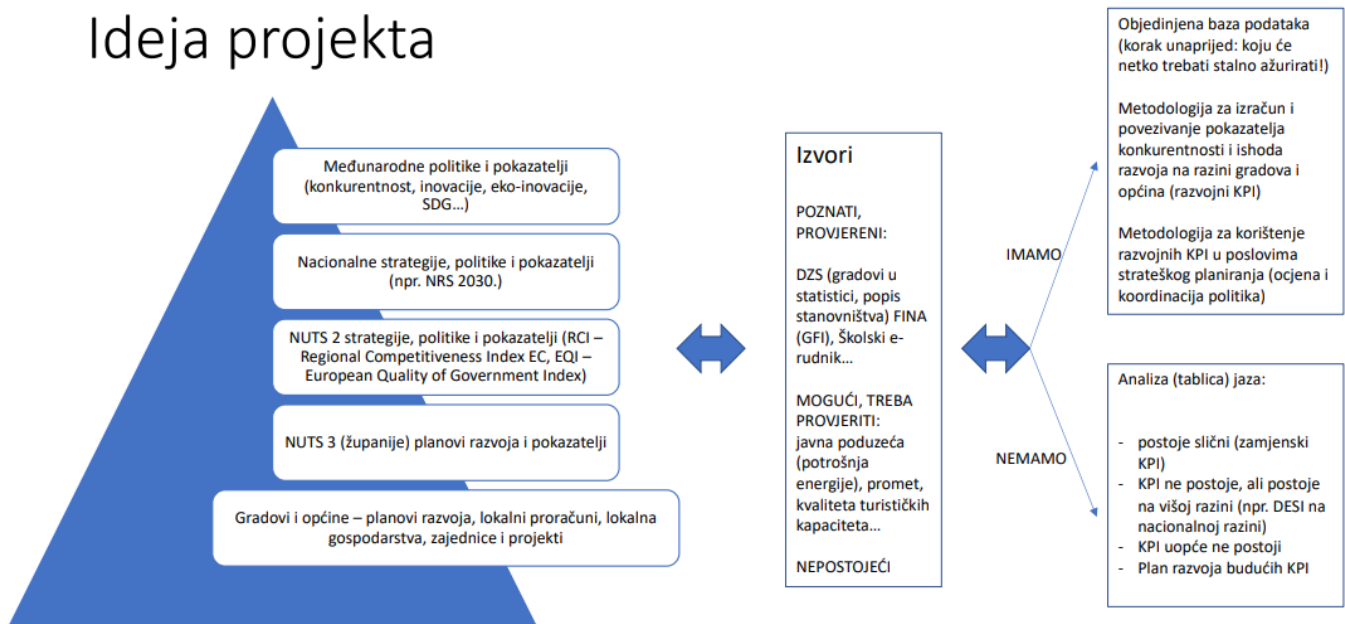
SMART AND SUSTAINABLE REGION PRIMORJE-GORSKI KOTAR COUNTY



Vedran Kružić , Director

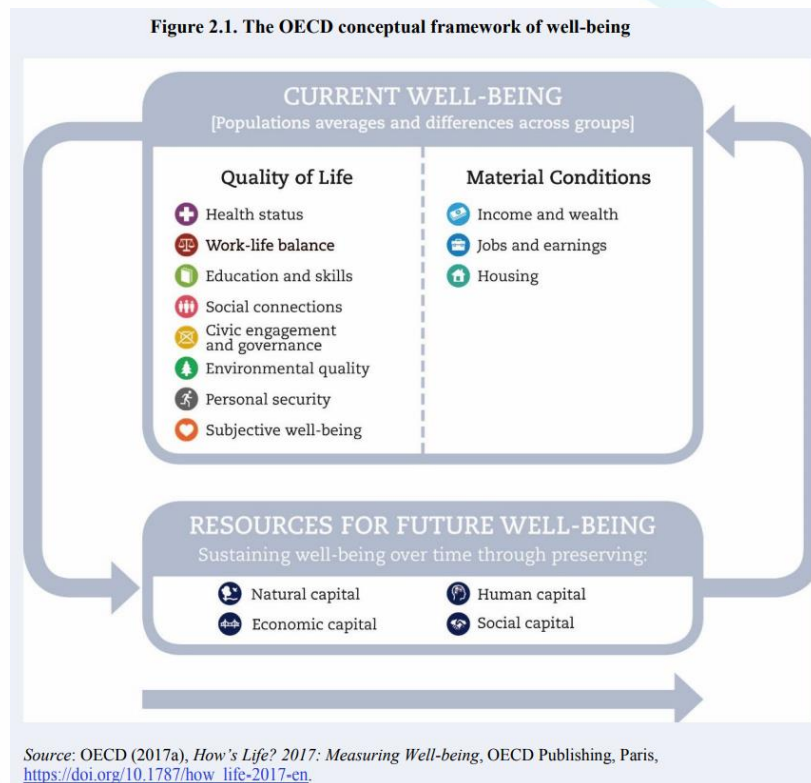
Regional Development Agency of Primorje Gorski Kotar County

Ideja projekta



U potragu za razvojnim KPI krećemo iz perspektive razvojnih dokumenata (npr. Plan razvoja županije) i/ili sustava pokazatelja više razine (RCI, EQI, itd.) i/ili iz razloga poznavanja nekog teorijskog razvojnog načela

ABSENCE OF RELIABLE AND COHERENT DATA ON MUNICIPALITY LEVEL



Source: OECD (2017a), *How's Life? 2017: Measuring Well-being*, OECD Publishing, Paris, https://doi.org/10.1787/how_life-2017-en.

COMPETITIVENESS AND DEVELOPMENT KPI'S METHODOLOGY ON MUNICIPALITY LEVEL

Ključna razvojna područja su: (1) demografija i stanovanje, (2) makroekonomija i institucije, (3) infrastruktura i promet, (4) okoliš i zelena tranzicija, (5) zdravlje, (6) osnovno obrazovanje, (7) više i cjeloživotno obrazovanje, otvorena kultura i kreativnost, (8) efikasnost tržišta rada, (9) tehnološka spremnost, (10) poslovna sofisticiranost i (11) inovacije i poduzetništvo.

	Demografija i stanovanje	Makroekonomski okvir i institucije	Infrastruktura i promet	Okoliš i zelena tranzicija	Zdravlje	Osnovno obrazovanje	Više i cjeloživotno obrazovanje, otvorena kultura i kreativnost	Efikasnost tržišta rada	Tehnološka spremnost	Poslovna sofisticiranost	Inovacije i poduzetništvo
<i>Broj pokazatelja</i>	9	10	8	8	5	5	8	9	10	6	8
Digitalizacija		*	*	*	*	*	*	*	*	*	*
Administrativna efikasnost		*		*					*	*	*
Kvaliteta života	*	*	*	*	*	*	*	*			



9 MUNICIPALITIES (MICROREGIONAL) COMMON DEVELOPMENT PLAN

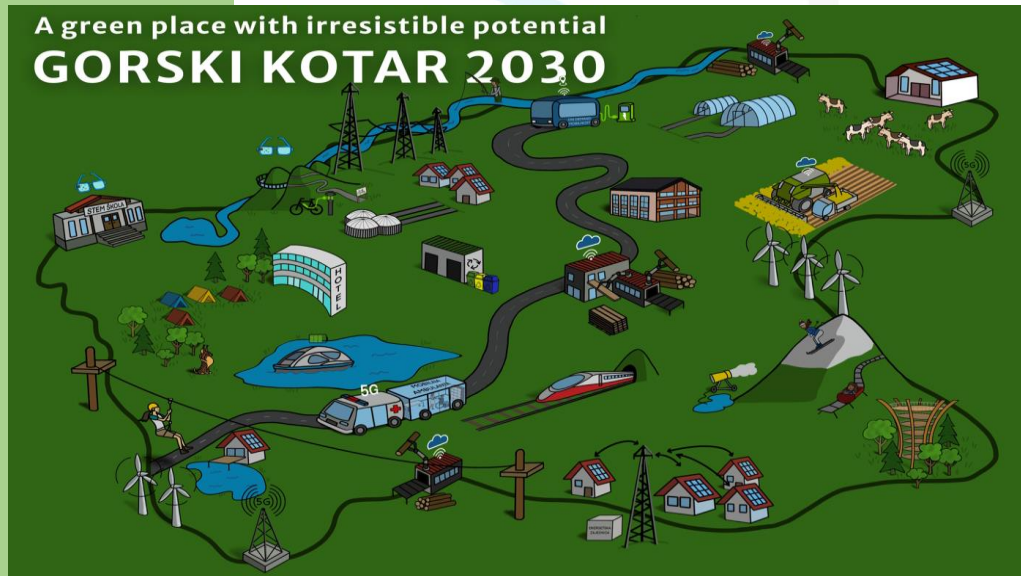
PLAN RAZVOJA GORSKOG KOTARA ZA RAZDOBLJE 2022.-2027.

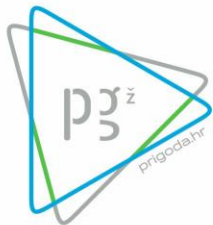


primorsko
županija goranska

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razvojna
agencija

A green place with irresistible potential
GORSKI KOTAR 2030





REGIONAL TWIN-SIMULATION DEVELOPMENT TOOL

PRIGODA IN COLLABORATION WITH:

CENTRE OF COMPETENCE FOR SMART CITIES - SMART RI

CENTRE FOR A.I. – UNIRI

CENTRE FOR SMART AND SUSTAINABLE CITIES PROJECTS – UNIRI

EDIH ADRIA – EUROPEAN DIGITAL INNOVATION HUB

KVARNER HEALTH CLUSTER

ERICSSON NIKOLA TESLA



Unified Operation Centre. (Source: SmartCitiesWorld Trend Report, Aeva)



Key questions for the discussion



1

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2

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Key questions for the discussion



1

What is the **government's approach to increase the availability and quality of local-level data**?
What tools are being considered?

2

What are the **main constraints to adopting new tools to expand the availability, quality and use** of up-to-date regional- and local-level data?

3

What are the **advantages and disadvantages/risks (trade-offs)** of different tools to improve the availability and use of local-level data?