



"Regions, Cities, Neighbourhoods - strong Partners"

REGGOV

Regional Governance of Sustainable Integrated Development of Deprived Urban Areas

The function of evaluation for the development in urban neighbourhoods

Seminar Report

Cluster 4 | 3rd Meeting

Nijmegen, Netherlands, 17/18 January 2011



European Union
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Introduction

The RegGov network is focusing on the questions of cooperation and integration for deprived neighbourhoods (see short description on RegGov at the end of the report). Cluster 4 is concerned with “The function of city-wide monitoring systems and evaluation for the development in urban neighbourhoods”.

The first meeting of Cluster 4 in Duisburg, DE in May 2009 dealt with a general overview on the state of implementation of city-wide monitoring systems.¹ In the second meeting carried out in Siracusa, IT in June 2010 the topic of how to establish neighbourhood monitoring systems in unexperienced contexts was in the centre of discussion².

The meeting in Siracusa was the occasion to discuss small-scale neighbourhood monitoring systems, their development from a technical perspective, but also decision-making on the establishment of such a system from the governance point of view. The difficulties of how to convince the local administration of establishing such a system and of the needs of a continuous monitoring system have been exchanged among all RegGov partners together with the specialists from Duisburg and Nijmegen working as statisticians in their administration.

¹ For basic information on the cities and their specific issues for the cluster 4 work see: http://urbact.eu/fileadmin/Projects/Reg_Gov/outputs/media/MonitoringReport.pdf

² The report on the second cluster meeting is available: http://urbact.eu/fileadmin/Projects/Reg_Gov/outputs/media/Cluster4_meeting2.pdf

The 3rd meeting of cluster 4 took place in Nijmegen, NL on 17/18 January 2011 and gave a deeper insight into another aspect of quality control of the work in the neighbourhoods. Main topic of this meeting was “Evaluation of neighbourhood development”.

What does evaluation in this context mean? It is a challenge to accompanying an on-going process and to verify continuously the objectives set: it is a complex political-strategic task in order to create legitimacy.

- Which role does evaluation play within the integrated approach? What does it mean for the elaboration and implementation of Local Action Plans?
- What is critical about evaluation? How can the complexity of problems and processes be covered?

The present report focuses on the presentations and debates held during the second meeting taking deeper into account the local experiences from Nijmegen with the new approach “Behind the Front Door”.



Witte Molen (White Mill) in the Wolfskuil, Nijmegen (Photo: DE)

Opening Session

The Cluster 4 meeting took place in the City Hall of Nijmegen. In his welcome, Berrie Schattenberg, head of the Department of Strategic Affairs and Programming of the City of Nijmegen, reminded of the fact that the city of Nijmegen is involved in various European projects. The participation within the URBACT network is very important for the exchange of experiences and learning from each other.



Berrie Schattenberg and Hendrik Jan ter Schegget, City of Nijmegen (Photo: DE)

Brigitte Grandt (EG DU, Duisburg) the Lead Partner, in the name of the partners of RegGov thanked him for the hospitality stressing that in this seminar the conclusions of the cluster work will be drawn. Nijmegen has had a very important role in the work bringing in a lot of knowledge and experiences from the Nijmegen team, with engagement and enthusiasm.



Shopping street in the centre of Nijmegen (Photo: PP)

The Development of Indicators for Neighbourhood Evaluation

Data Collection and Expectations in the Partner Cities

In the second cluster meeting in Siracusa reflecting on monitoring systems the discussion on different states of monitoring neighbourhood and city development was very broad. One of the tasks agreed at the end of the meeting was that every partner should check the availability of relevant data at different levels and between different departments as well as the frequency of data collection. The aim was to have a first overview of how to install – even basic – monitoring systems in the cities.



Common discussion (Photo: DE)

From the point of view of Södertälje one outcome of the seminar was to become aware that some of the cities are working in the same way to collect data at different levels, within different sectors. The problem in Södertälje still is the lagging behind of the data on labour frequency (see Report Cluster 2 Meeting 2, p. 22) which could tell a lot about the actual situation of the people. This needs to combine a lot of different data and institutions which are collecting them – which still is a major difficulty.

In North Rhine-Westphalia a report on about 35 deprived neighbourhoods in the region has been completed in August 2010 where the outcomes and achievements of the work in the Socially Integrative City programme from the last eight years have been collected. One of the questions was how efficiently funding has been used. In the case of Gelsenkirchen, in the two large urban renewal neighbourhoods about 22 million Euro of governmental funding brought additional 87 million Euro investment into the area. In a second area the relation was even 11 million Euro aid to 133 million Euro additional investment (this was a central area with attractive sites suitable for public and private buildings).

For the data situation in Duisburg there is an easy access to the available data from the statistics office, but compared to Nijmegen the organisation of the statistics office can still be optimised. The work on migrants is one of the main topics: data have been traditionally collected according to citizenship whereas many migrants have become German citizens. There need to be explored new categories or ways of data collection in order to be able to give answers to these specific questions, e.g. the identification of persons according to the birth place and as a second step those who have parents born in other countries. This will be a way to observe migrants of the second generation, not yet the third.

The national census is being prepared in Germany which will lead to updated data even at street level within two years. The last census was in 1987 so that the new one

from a statistical point of view is quite necessary.

In Siracusa, two main departments (social affairs and urban planning) are collecting the relevant data for the three areas of the local action plan. There is one study with nine pilot projects where data are collected on the basis of some indicators (employment, school, data from administrative and financial level etc). It is still at a point of starting integration.

In Köbanya, for the Pongrac housing estate the final proposal for the project has been prepared. The data situation at the beginning has been relatively outdated. For the application a lot of updated and detailed data had to be collected and put together among different members of the local support group. This positive experience can be used as a base of evaluation after the project. The urban planning department is working on the revision of planning regulations in Köbanya. Sometimes, in the work between departments it revealed to be difficult not only to work on short-term problems, but to have a long-term strategy. There is no specific department for data collection. That means that to start in one department with data collection demonstrating the results, like practiced in the urban planning department, should be the best way to convince other departments to do so as well.

The evaluation of neighbourhood development is a very ambitious task. In some of the partner cities it has already been realized, in others evaluation is a topic which is still to be developed in the administration. An overview from two perspectives has been given.

First, the difference between monitoring and evaluation and the development of evalua-

tion tools have been explained methodologically by Stefan Böckler from Duisburg. Kees Goderie from the city of Nijmegen explained and illustrated concrete and practical experiences with evaluation.

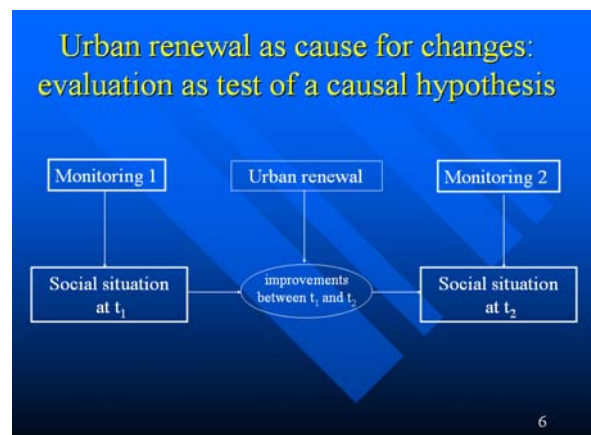
From Monitoring to Evaluation: An Ambitious Step

Stefan Böckler | City of Duisburg, Department for Statistics, Urban Research and European Affairs

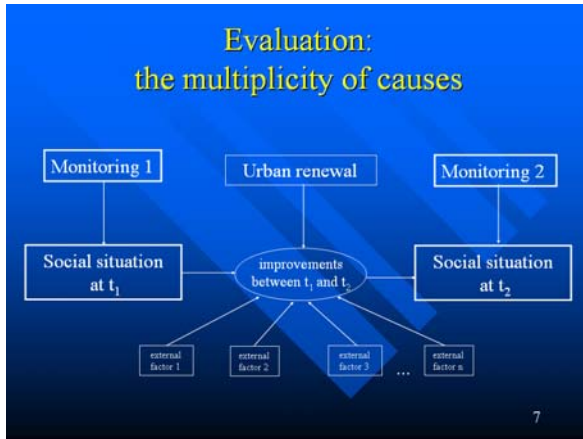
Monitoring is the necessary condition for evaluation. It is the systematic observation of the social situation in a specific neighbourhood: it is first of all a descriptive tool with different methods and actors and different aims and points in time: early warning, selection, legitimation, controlling/ steering, evaluation etc.

Monitoring can be done at a certain point of time (e.g. early warning, selection, legitimation), but of course it is more interesting and usual to do it in a repetitive way steering and having findings on the changes within the development process.

The decisive step towards evaluation is to look at the causes for changes in urban renewal: evaluation as a test of a causal hypothesis.

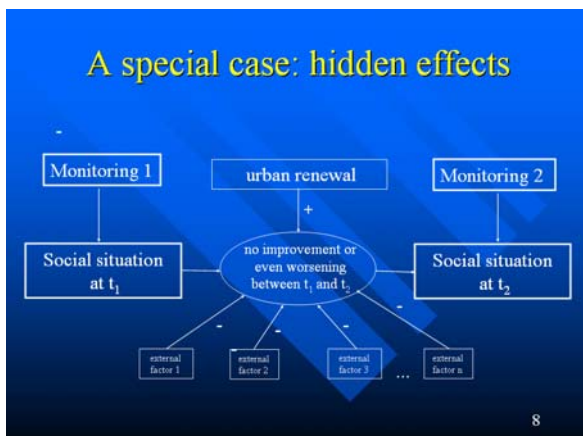


But the situation is more complex because a lot of other factors in the same time may have influenced the situation in the neighbourhood, e.g. reforms in labour market policy, new industries, etc.



If the situation generally develops in a positive way this is not very problematic, although the effects cannot be localised precisely to the urban renewal strategy.

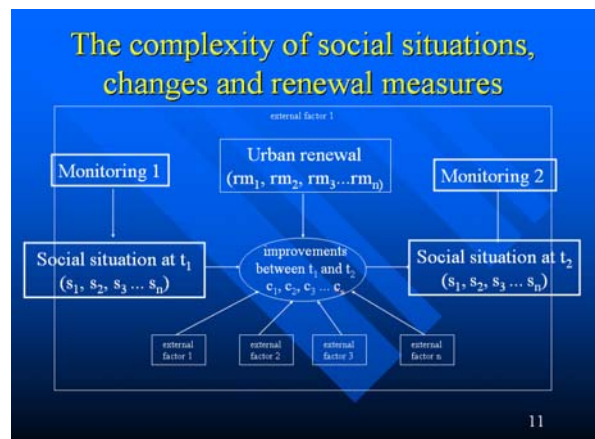
What is more problematic is the case that a lot of investment in urban renewal has been done, but the neighbourhood not only has not improved but even got worse in the mean time. This can be hidden factors in the neighbourhood which have influenced negatively the positive effects of urban renewal. For example, you can have a great success in labour market initiatives, but at the same time enterprises are closing in the neighbourhood.



This means that for a good evaluation of the effects of urban renewal multi-factor analysis in the neighbourhood development must be included. One way could help, but still it is a complex task: using a “control neighbourhood” where no urban renewal measures have been realised analysing the difference.

Evaluation is an analytically and politically ambitious project which has to do with a complexity of influencing factors. You need a multi-method/actor approach:

- quantitative and qualitative elements
- comparative approach
- different actors: external evaluation - self evaluation



The Experiences of the City of Nijmegen with Evaluation in Deprived Neighbourhoods

Kees Goderie | City of Nijmegen, Section of Research and Statistics

Defining evaluation of social policy and the processes ongoing in the cities includes the investigation of the actual conduct of policy processes and evaluation of the results and effects of those processes. The purpose of evaluation is to underpin how we should go further.



(Model of) Policy cycle

- Policy agenda (government agreement)
- Exploration and research on the subject
- Conceiving policy measures by the municipality
- Democratic decision making
- Implementation
- Monitoring and evaluation

Policy agenda: There is a broad range of subjects of policy (and monitoring), e.g.

- image city, administration and neighbourhoods
- demography
- social-economic profile population
- city-economics
- health and care
- education and childcare
- culture
- sport
- housing market
- social environment
- public safety
- quality public space
- milieu
- traffic and transport
- tourism

Whose task is evaluation?

Everyone's interest:

- Responsible politicians (mayor and elderman): legitimacy and accountability
- Policy-makers: improving results of the policy
- Researchers: development of knowledge about projects

Differences between monitoring and evaluation

- Monitoring: permanent process
Evaluation: at specific moments, related to the policy cycle
- Monitoring: fixed set of indicators
Evaluation: "story around it" (actual conduct of policy processes and the results and effects of those processes)
- Monitoring: (predominantly) quantitative
Evaluation: quantitative and qualitative
- Monitoring: activity by researchers
Evaluation: researchers together with policy-makers

Example of evaluation:

neighbourhood plan Hatert

6 sub-plans with many projects:

1. Work
2. Youth
3. Multi-problem households
4. Safety
5. Social cohesion (meeting)
6. Integration (education, safety, work: cross-sector)

Analysis of process, output and outcome

Methods of evaluation:

- File analysis
- Analysis of registrations
- Population surveys
- Interviews with professionals/stakeholders
- "Mail surveys"
- Group discussions (population, professionals)
- Analysis of results of national studies
- Use of internet



Examples of evaluation studies of social projects in Nijmegen: do they have impact?

- Youth projects (education, criminality, personal problems)
- Guidance of unemployed people at labour process
- Guidance of households with problems (upbringing of children, financial problems, social participation)
- Total district or neighbourhood plans (description of process, output and effects; social cost-benefit analysis; difficult)

Example: Evaluation of the youth office (2009)

- Central office to help young school leavers (drop outs) and unemployed to work or education
- Cooperation municipality, schools, institutions of social relief and police
- In 1,5 years more than 3.000 youth

visited the office (from Nijmegen and surrounding villages); a fourth could be helped by the office

- Conclusions were positive, but also many points for improvement (as regard the organisation of the work and the monitoring of the process and the output)

Some considerations

- Be practical
- Combine quantitative and qualitative
- Make good descriptions of what actually has happened
- Imagine the use for the policy cycle
- Involve your clients (politicians, policy makers)
- Try to get to clear conclusions
- As well as monitoring evaluation studies are core business of municipal research departments.

The Neighbourhood Teams in Nijmegen: the “Wijkteam Wolfskuil”

The area of the Wolfskuil is located relatively close to the city centre, but separated by the railway track. There are only few direct connections bridging the railway, one of them a car tunnel. The working session took place in the social centre Villanova in the Wolfskuil after a guided walk through the neighbourhood.



Neighbourhood of Wolfskuil (Photo: PP)



Openwijkschool Wolfskuil (Photo: PP)

The pilot project “Behind the Front Door” presented in this session was established in the Wolfskuil and six other neighbourhoods in Nijmegen and is being funded within a national programme.

Introduction of the Case: Multi-Problem Approach in Neighbourhoods

Jan Bannink | Neighbourhood Manager
Wolfskuil



Jan Bannink (Photo: DE)

For most of the residents the neighbourhood Wolfskuil is just the place where to live. Some problems in this neighbourhood had been caused by a small group of people and families dominating some streets and creating trouble.

The challenge was to have a detailed picture on this situation. A lot of different institutions from different perspectives was involved to find solutions, the police, all kinds of social welfare, the housing companies, but divided among them. The situation was as follows:

- Nuisance and troubles in the neighbourhoods
- Lack of specific care programs
- Multiple stakeholders/participants involved
- Need for direction



- Decentralisation of tasks, responsibilities and budgets to the municipality

The goals for a new project to deal with this situation have been fixed. It has been applied in seven deprived neighbourhoods of Nijmegen.

- Stop nuisance and troubles
- Self-reinforcing and empowerment
- Better perspectives (especially for the children)
- Make problem manageable (*we don't have to/cannot solve them*)

How:

- Teamwork under the direction of the municipality

What is a multi-problem system?

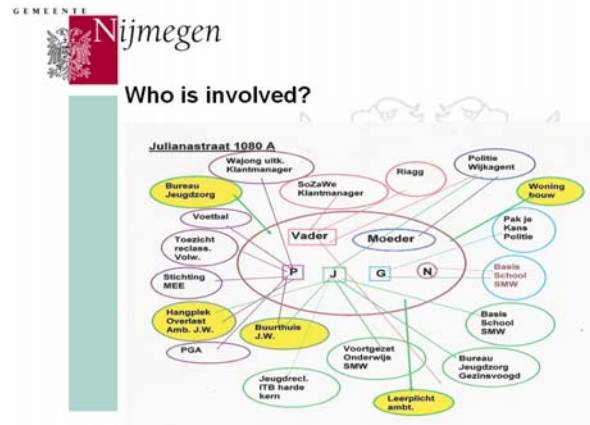
Problems on at least 4 different levels

- Broken family, children from different fathers
- Unsolvable debts, living on social welfare, unemployment
- (Domestic) Violence
- Intellectual disabilities/ socially weak
- Parenting problems
- House soiling/polluting
- Crime
- Drugs or alcohol abuse

And:

- Everything else has already been tried or done.

A lot of different stakeholders are involved concerning the family level and individual family members.



What does the neighbourhood team (W-team) do?

Make one plan for one system (family system):

- All family members are involved
- All problems are faced
- All stakeholders/participants are committed
- Go on until problems are manageable
- If necessary: use pressure and compulsion

It is the last chance and you have to take it. This is a very new approach in the Netherlands, as well as in other European contexts because all social work has been based on a voluntary approach. First, the plan is made identifying the right and fitting care programmes that have to be involved. The neighbourhood team is in charge of deciding upon this composition.





The neighbourhood team is composed of experienced professionals, mostly from social care, a representative from the housing company, the neighbourhood police officer, a social worker, specialist advisors. The W-team director is always from the Municipality and in charge of the decisions. These teams meet regularly, about once a month.

What is innovative about it?

- Care under force (pressure and compulsion)
- Not the well-being of the client but solving the problem is the key-issue (broader and integrated long-term perspective)
- Unconventional problems ask for unconventional solutions
- Earn it!
- Go For It!
- Working together

New is the family coach which is one person fixed who coordinates:

- A senior social worker, not part of the W-team
- He/she is responsible for the integrated approach on all issues involved
- 24/7
- For six months
- Works only under force (pressure and compulsion) (If you don't cooperate, then...)

Funding

- Municipality
- Housing associations
- Province (on project base)
- National Government (on project base)

Total costs in 2010: 1,1 million Euro of additional project funding for all 7 neighbourhood teams in Nijmegen.

The funding has started in 2008 on a project base and will finish in 2012. Everybody is convinced to continue this path. That is why new funding sources have to be found. And evaluation of the project is an important step and will help to legitimate the project and convince the others.

Who has the benefits?

- The families involved (291 in 2009) (42 have had an intensive program)
- The housing associations (rent payments)
- The neighbourhood (in the end)

Social return on investment is a brandnew issue.

There are also other cities with similar structural problems in the Netherlands, like Amsterdam, Utrecht, Rotterdam, the Hague where an exchange is organized. At local, but also provincial and national level things have to be changed which is a mayor and long-term issue, but meanwhile the problems in the neighbourhood cannot wait.

**The Evaluation of the Pilot
Neighbourhood Teams in Wolfskuil**
Kees Goderie | City of Nijmegen

The innovative approach of the neighbourhood teams is being tested in different parts of the city. The evaluation in this case is a typical social project.

- Wolfskuil: deprived area with many social problems. Concerning the improve-

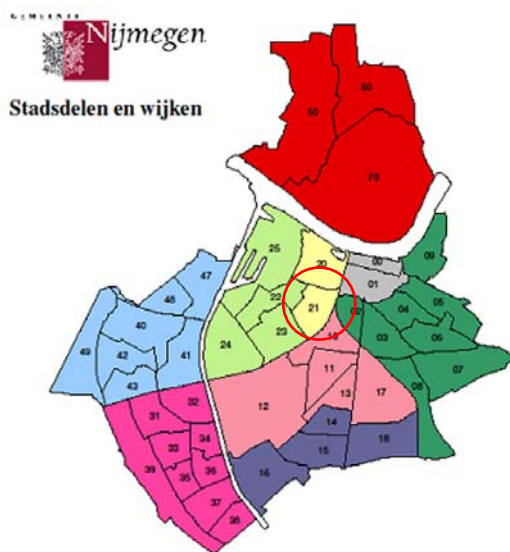
ment of neighbourhoods, in the municipality there is more and more the insight that the strongest problems are at individual household level, “behind the front door”, literally.



Kees Goderie (Photo: PP)

- Chosen as pilot for the neighbourhood teams
- Tool of the evaluation: what are the results (social returns) of the pilot?
- Is the application in more neighbourhoods possible?

The division of the City of Nijmegen into quarters and neighbourhoods (wijken)



Wolfskuil (number 21) is an old worker district with more than 5.000 inhabitants and 2.000 households.

Summary of the philosophy of the neighbourhood team

The team speaks about many households, not only about those with many, but also mono-dimensional problems. These are sub-themes which are dealt with by the neighbourhood team.

- Tool of the neighbourhood team: guidance of households with problems (up-bringing of children, financial problems, social participation)
- Municipal control: neighbourhood team director
- Many participating institutions
- Complex problems
- Approach at case level (“behind the front door”)

Applied methods of research

- Division in three themes: process, output and effects on the neighbourhoods/ households
- Analysis of project reports
- Sample from documentation case studies
- Interviews with professionals (director neighbourhood team, municipal employees, social workers, police, housing association)
- Use of statistics and signs of insecurity and nuisance (limited; effects mostly long-term)
- Literature and national findings

Results of the evaluation of the pilot in Wolfskuil

Numbers of cases and approach

- Treatment of 123 reports between April 2008 and April 2009, associated with nuisance and possible multi-issue problems



- 22 cases proved to be serious examples of multi-problem situations
- Solutions:
 - 3 x repressive measures
 - 9 x intensive process control
 - 10 x family coach

*Experiences of participants:
positive elements*

- Participants have positive meaning about the approach as a whole: instead of working alone now working together between the institutions
- The joint integrated approach is quicker; you do not have to wait on each other.
- Family coaches succeed in getting households back on the road.
- Improvement of livability in neighbourhoods (reduced nuisance)
- Improved motivation of employees of participating institutions

*Experiences of participants:
points of concern*

- Tensions between some participants about the unconventional way of working
- Practical problems: waiting lists for services for assistance and care
- Effects at longer term: do we really succeed in improving the prospects of multi-problem-households?

Conclusions

- The pilot can be extended to other districts.
- Develop further the working processes and the instruments
- Improve information and registration

In 2011 the evaluation of the progress of the teams in all seven neighbourhoods will take place.

Common Discussion

Is there a list of criteria or indicators from the beginning where you define the success of the project? Goals have been formulated at the start of the project in a qualitative manner, but the pilot has been a sort of exploration what sort of project it is. The result was that there was a positive direction. Getting bigger the project, at policy level, the results now have to be summarised in cost-benefit dimensions, but it is a learning process. One of the questions e.g. is how to evaluate the added value of this project in regard to the regular work carried out as usual in the single departments and institutions, also in terms of earnings for work and time spent. There is always a gap between the needs of the statisticians and researchers interests and the needs of the policy makers for outcomes. If less people are needed in the regular approach, it can be a positive outcome of the project to have transformed the work to a good new process. It would be artificial to make too strong and too many indicators now for measuring a learning process.

In the evaluation of the seven neighbourhoods the data collection of the monitoring system introduced in Nijmegen will be used with both quantitative and qualitative data. In this project, there will be procedural conclusions. The statisticians from Nijmegen will formulate them in their report to develop policy advice.

Concerning the practical work within the W-team, the neighbourhood manager Jan Bannink has assisted to a meeting with representatives from 14 different institutions discussing together on one family gathering and exchanging information. It did not lead to immediate solutions, but laid the grounds



to develop a common procedure – also in strategic policy terms.

In the W-teams personal and sensitive data on the single families are dealt with. These have to be necessarily internal discussions, not for the public. But what are the public relations about this trouble-shooting project in the neighbourhood and among the professionals? The W-teams are not advertised, but in the reports on the base of this activity you can talk more generally about stories and predominant problems.

This experience in Nijmegen is very important and of great interest also for other partner cities who are dealing with similar problems in deprived neighbourhoods. Despite the costs and time spent this experience with the work and interventions at individual household level might be good to be studied. It regards the effects in comparison to the subsidies and public interventions otherwise spent in these neighbourhoods for many years. It is a project with a multi-factor approach, dealing with the individual, household level.

These neighbourhoods often have a bad reputation also within the city. It might be too early to give exact answers, but can this kind of method also contribute to a change in the image of the neighbourhood? For the monitoring of the image of the neighbourhood, in Nijmegen every two years surveys are carried out: there are standard questions concerning the quality and attractiveness of the neighbourhood people are living in. There are no surveys asking people about other neighbourhoods. The other source of information is the housing companies asked about people moving from one apartment to the other and their motivation.

One of the questions is to which extent the problems can be identified and dealt with at this level. If new persons and families causing trouble come into the neighbourhood what has to happen? What are the consequences for social groups and communities or even from a social area perspective? It has of course to be anchored in a broader strategy and system of activities in the neighbourhoods.

Getting into Practice – The Field Visit

The RegGov partners had the opportunity to visit a new neighbourhood of the city of Nijmegen. Crossing the Waal a new big residential expansion area in the Lent, Nijmegen-Noord Waalsprong, is being developed. From originally 5.000 inhabitants it is foreseen to grow for 30.000 inhabitants, often young families looking for children-friendly environment. The distribution will be about 40% of rented housing and 60% of property.



Jan Bannink, Eva Bjurholm, Brigitte Grandt during the field trip (Photo: PP)



Playground in the Lent (Photo: PP)

One of the neighbourhoods, Kunstveld, has been built with the participation of artists who have designed the facades one by one. Owners could choose from a catalogue of a big variety of proposals rising the costs of

each row house by 4.000 Euro with an art object.



In the Kunstveld (Photos: PP)

This artistic participation has led to a run of visitors to the neighbourhood, at the same time it creates individual solutions within a

relatively simple and monotonous row house architecture.



Row-houses in the Kunstveld (Photo: DE)

In the neighbourhood there is a multi-purpose community centre which includes

an experimental school teaching children between 4 and 12 years together in class groups, a very impressive and new concept of education.



School with playground (Photo: PP)



Evaluation for Deprived Neighbourhoods

Evaluation has to be carried out both at programme and at project level to give consolidated insights on the effects of determined measures and activities in the neighbourhoods. This has already been carried out and documented in the case of the German federal State of North Rhine-Westphalia and the Socially Integrative City programme³.

The Experiences in North Rhine-Westphalia and the City of Duisburg

Evelyn Sucato | EG DU Duisburg

The topic of evaluation came on the agenda in North Rhine Westphalia almost ten years ago. The programme “Socially Integrative City” had always been considered a “learning” programme. Relying on public funding it must be critically asked whether public money has been used in an effective way. At the same time one of the targets was to improve the programme during the ongoing process of implementation. This also includes necessarily programme evaluation. An evaluation of the programme “Socially Integrative City” focusing on four modules has been documented in a manual in 2004⁴.

³ Concerning the Socially Integrative City in North Rhine-Westphalia a report in English gives a broad overview on contents, projects and perspectives. Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North Rhine-Westphalia (NRW): Socially Integrative City in North Rhine-Westphalia – getting deprived urban areas back on track. Düsseldorf 2010. It is available in the Outputs section of the RegGov website: www.urbact.eu/fileadmin/Projects/Reg_Gov/outputs_media/Socially_Integrative_City_in_North_Rhine-Westphalia.pdf

Evelyn Sucato has been one of the co-authors of this handbook.

The most relevant for the topic of the seminar is module 1 concerning self-evaluation which is a still continuing process:

Module 1: Self-evaluation

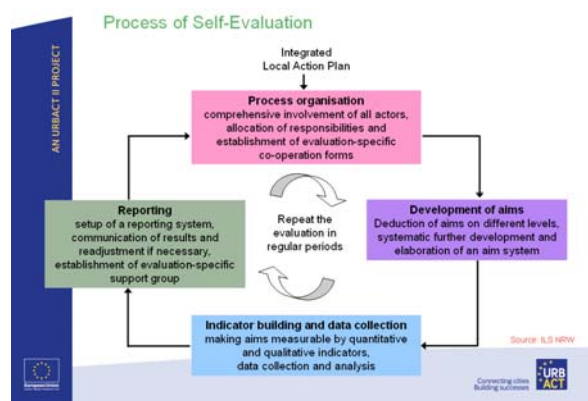
- Focus on integrated Local Action Plans
- Systematic collection and evaluation of qualitative as well as quantitative information
- Transparent criteria
- Process with the participation of all relevant stakeholders
- August 2010: Report to the federal state of North Rhine-Westphalia

Self-evaluation is considered as a continuous process in the neighbourhoods. This is why there has not been delivered a central scheme from the regional Ministry to the municipalities. Every neighbourhood within the programme has different framework conditions and can create its own evaluation process based on their own needs.

The process of self-evaluation includes four main steps which can be considered ideally as a circular approach. The efforts of such a process must be manageable in terms of manpower and resources within the activi-

⁴ Institut für Landes- und Stadtentwicklungsforschung und Bauwesen des Landes Nordrhein-Westfalen (ILS NRW): Handbuch „Zielentwicklung und Selbstevaluation in der Sozialen Stadt NRW“. Vol. 194. Authors: Evelyn Sucato, Silke Haack, Dortmund 2004. It is available (in German) as a download: www.ils-forschung.de/download/194.pdf

ties in the neighbourhood. The reason why this evaluation should be done must be communicated and explained well to those who have to carry it out. It is an additional task as a reflection on the own work. Evaluation criteria and objectives should be elaborated within the neighbourhood, but funding has been made possible for the reporting for some external support by private consultants, mostly urban planners with knowledge of the programme background.



Indicators for Project Evaluation in the City of Duisburg

A questionnaire for the projects in Duisburg has been developed which includes different detailed information. The questionnaire is filled out in a very cooperative way by the neighbourhood manager together with some leaders of the local support group.

- General project information e.g. partners, running period, summary, costs and finances
- Project aims and indicators
- Target groups and co-operation partners
- Interdisciplinary topics, e.g. gender mainstreaming, protection of environment, social and ethnic integration, employment, demographic change
- Public relation and documentation
- Summary and continuation

Standard Indicators – Requirements of the Federal State NRW

For the reporting made in 2010 some overall requirements have been developed also including some quantifiable indicators.

Example in the action fields „Building / Public Space / Infrastructure“:

- Development of new space for cultural and social infrastructure
- Improvement of facades
- Modernisation of flats
- Improvement of the residential environment
- Area for traffic-calming measures
- Development of space for park areas or public space

Report - Exemplary Structure

TABLE PER ACTION FIELD
objectives, activities/projects, indicators and comments

Projektziele	Maßnahmen	Realisierungszeitraum	Indikatoren	Stand der Zielerreichung	Target achievement / VORLES
<p>Verbesserung der Wohnsituation</p> <p>• Anbau von Balkonen • Aufstockung von Altbauwohnungen • Sanierung von Altbauwohnungen • Sanierung von Altbauwohnungen</p>	<p>• Anbau von Balkonen • Aufstockung von Altbauwohnungen • Sanierung von Altbauwohnungen • Sanierung von Altbauwohnungen</p>	<p>2008-2010</p>	<p>• Anzahl der Balkone • Anzahl der Aufstockungen • Anzahl der Sanierungen</p>	<p>• 10 Balkone • 10 Aufstockungen • 10 Sanierungen</p>	<p>• 10 Balkone • 10 Aufstockungen • 10 Sanierungen</p>
<p>Schaffung von öffentlichen Grünflächen</p> <p>• Anbau von Grünflächen • Anbau von Grünflächen • Anbau von Grünflächen</p>	<p>• Anbau von Grünflächen • Anbau von Grünflächen • Anbau von Grünflächen</p>	<p>2008-2010</p>	<p>• Anzahl der Grünflächen • Anzahl der Grünflächen • Anzahl der Grünflächen</p>	<p>• 10 Grünflächen • 10 Grünflächen • 10 Grünflächen</p>	<p>• 10 Grünflächen • 10 Grünflächen • 10 Grünflächen</p>
<p>Verbesserung der Wohnsituation</p> <p>• Anbau von Balkonen • Aufstockung von Altbauwohnungen • Sanierung von Altbauwohnungen • Sanierung von Altbauwohnungen</p>	<p>• Anbau von Balkonen • Aufstockung von Altbauwohnungen • Sanierung von Altbauwohnungen • Sanierung von Altbauwohnungen</p>	<p>2008-2010</p>	<p>• Anzahl der Balkone • Anzahl der Aufstockungen • Anzahl der Sanierungen</p>	<p>• 10 Balkone • 10 Aufstockungen • 10 Sanierungen</p>	<p>• 10 Balkone • 10 Aufstockungen • 10 Sanierungen</p>

There will be a comparative analysis of all the reports compiled at programme level planned in 2011. The indicators should mainly concentrate on the activities directly funded within the project. For instance, the unemployment rate cannot be generally influenced by project activities, but you can count how many people get into a training and qualification programme. When are the indicators set – at the very beginning of the project? In an EU-funded project in all countries you have to establish indicators at the beginning and keep to them during the project implementation. But you have to be realistic on the outcomes at project level.



Common Conclusions

- There are two main types of outcomes: The impact on city level (project evaluation) and the impact on MA / regional level as an improvement of rules and adjustment of measures (evaluation at programme level).
- Outputs and outcomes have to be clearly distinguished during the evaluation. After a long time of carrying out projects which are concerning a limited area, a limited amount of money and a limited period of time there needs to be a better connection to the mainstreaming. This is why strategic aims, outputs and outcomes must be very clear from the beginning.
- Projects and activities need to be embedded into the municipality work. Although projects are short-term activities they need to be part of long-term strategies. The link between neighbourhood level and city-wide process must be guaranteed. You have to observe data comparing between neighbourhoods for the development of the whole city (e.g. Duisburg 2027 process) creating inter-departmental rounds.
- Coalition-building: You need to search for friends for urban renewal projects, with the help of overall city rounds close to the board with citizen leaders included in discussions (e.g. in Gelsenkirchen). The creation of mayor acceptance and good public relations (local press) are very important.
- From the Dutch experience, research (statistics) and policy are very important co-operation partners in the municipality. The co-operation between institutions can also be applied for other situations in the city. You have to use the knowledge available among employees and policy makers in an intelligent way.
- There are different target groups: The results of evaluation should be transmitted to other departments / sectoral divisions of researchers. The suggestions and links are important for the politicians. The department which commissioned the report can make use of it as the basis for advice for policy making.



Annex

Programme of the Cluster Meeting

Monday, 17 January 2011

Location: Town Hall, Korte Nieuwstraat 6, Nijmegen

- 09:15 **Welcome and Introduction to the Meeting**
 Berrie Schattenberg | Head of Department of Strategic Affairs and Programming, City of Nijmegen
 Brigitte Grandt | Lead Partner RegGov, Duisburg
- 09:45 **Working Session 1: The Development of Indicators for Neighbourhood Evaluation**
 Introduction into the work
 Petra Potz | RegGov Lead Expert
 From monitoring to evaluation: an ambitious step
 Stefan Böckler | City of Duisburg
- 10:30 Coffee Break
- 10.45 **Evaluation in Deprived Neighbourhoods: Getting into Detail**
 The experiences of the City of Nijmegen with evaluation
 Kees Goderie | City of Nijmegen
- 11.15 **Start of the Field Trip: New and Old Nijmegen**
- 13.00 Lunch in the Wolfskuil neighbourhood
- 14.00 Walking tour in the neighbourhood Wolfskuil
 Guide: Jan Bannink | Neighbourhood Manager Wolfskuil
- 15.30 **Working Session 2: The Project “Wijkteam Wolfskuil”**
 Venue: Community centre of the Wolfskuil “Villanova”
 Introduction of the case project
 Jan Bannink | District Manager Wolfskuil
 Presentation of the evaluation of the case project
 Kees Goderie | City of Nijmegen
 Common Discussion
 Facilitation: Petra Potz | RegGov Lead Expert
- 17:30 End of day 1



Tuesday, 18 January 2011

Location: Town Hall Nijmegen

- 09:15 **Comments and Observations on the Field Trip**
- 10:00 **Working Session 3: Indicators for Evaluation – Exchange with Partners**
The experiences in North Rhine-Westfalia and Duisburg – Thematic Input
Evelyn Sucato | EG DU Duisburg
Experiences and needs in the partner cities
Short inputs from Köbanya, Siracusa and Södertälje on evaluation practice and needs
- 11:15 Coffee Break
- 11:30 **Working Session 3: Indicators for Evaluation for Deprived Neighbourhoods**
Elaboration of Common Conclusions
- 12:00 Lunch in the Town Hall
- 13:00 **RegGov Session: Work on Final Outputs and Perspectives**
Petra Potz | RegGov Lead Expert
- 14:15 End of Seminar

Facilitation of the seminar: Petra Potz (Lead Expert), location³, Berlin



Participants

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The RegGov Network

Integrated approaches to the development of deprived urban neighbourhoods have proved to be successful in many of the old EU member states over the last decades. But good practice examples of how to develop, implement and fund such policies are rarely known at a wider European level. Crucial factors for the success of such policies are efficient co-operation and a high level of trust between cities and their regional authorities. The RegGov Network aims to make these practical experiences accessible to all partners and help them develop and implement new integrated strategies for a sustainable development at neighbourhood level.

Some European cities and regions have gained long-lasting experiences in trustful and efficient co-operation between cities and their regional authorities. For other European partners, such co-operation constitutes a new challenge.

The RegGov Network brings together both types of partners, involving nine cities from all over Europe. It intends to use the expertise and know-how which is available amongst the RegGov partners to support the development of new and improved forms of co-operation at the local level as well as between the local and the regional level. In thematic seminars main issues are discussed broadly bringing together partners, their managing authorities, the representatives at programme level from the URBACT Secretariat and from the involved General Directions of the EU Commission.

The partners co-operate on an intense working level within a series of seminars in four thematic clusters. They focus on topics of special interest for sub-groups of partners:

Cluster 1	New forms of regional co-operation in integrated neighbourhood regeneration
Cluster 2	The involvement of private sector and community representatives in efficient governance models for the regeneration of deprived urban neighbourhoods
Cluster 3	The integration of Roma population and other deprived groups into the social, cultural and economic life of their cities
Cluster 4	The function of city-wide monitoring systems for the development in urban neighbourhoods

Integrated Local Action Plans in the city's most deprived neighbourhoods will be developed. This will be done in close co-operation between the cities and their managing authorities and with a strong involvement of local stakeholders from the target neighbourhoods. The co-ordination of all relevant key players in urban and neighbourhood development is an important topic.

The European Commission has assigned the Fast Track Label to the RegGov Network which is an additional incentive for a particularly close co-operation between the Partner Cities and their Managing Authorities when elaborating Local Action Plans.





Imprint

Regional Governance of Sustainable Integrated Neighbourhood Development - RegGov

RegGov is a Fast Track Thematic Network in the URBACT Programme.
Updated information is available under: urbact.eu/reg_gov

RegGov Thematic Cluster 4:

The function of city-wide monitoring systems and evaluation
for the development in urban neighbourhoods

Seminar Report of the 3rd Meeting:

Nijmegen, Netherlands, 17/18 January 2011

Author:

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