

EUROPEAN
U R B A N
INITIATIVE

Monitoring and Evaluation Support Document

EUROPEAN URBAN INITIATIVE
– INNOVATIVE ACTIONS

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LIST OF ABBREVIATIONS

A	Activity
D	Deliverable
EU	European Union
EUI	European Urban Initiative
EUI-IA	European Urban Initiative – Innovative Actions
IA	Innovative Action
M&E	Monitoring and Evaluation
MUA	Main Urban Authority
ToR	Terms of Reference
UIA	Urban Innovative Actions
WP	Work Package



INTRODUCTION

The Monitoring and Evaluation (M&E) Support Document for European Urban Initiative – Innovative Actions (EUI-IA) applicants serves as an integrated resource that offers practical guidance for building a clear and well-thought-out project intervention logic as well as in developing a robust M&E approach and its elements.

The Support Document should be read in conjunction with:

- the [EUI-IA Guidance](#) – a key document for EUI-IA applicants and beneficiaries; readers of this Support Document are especially invited to read Chapter 2.2.1 *Project intervention logic and its components* and Chapter 2.2.4 *Work Package Monitoring and Evaluation*;
- the Application Form Courtesy Working Document which can be found on the relevant Call for Proposals page.

Applicants are also advised to read the EUI-IA's [predefined result and output indicators document](#) where definitions of these indicators are presented.

The advice herein is not prescriptive, but rather advisory; it's essential to recognize that each Innovative Action (IA) project is unique and shaped by its own context, challenges, and objectives. Applicants and beneficiaries are thus advised to take the time to understand the overall logic of how to approach the design of their project's intervention logic and Work Package (WP) M&E and apply these principles to the specificities of their project, ensuring that they align with their goals and aspirations.

By leveraging the insights provided in this document, and tailoring them to each project's needs, participants can navigate the path to successful monitoring, as well as evaluation of the project's results, collecting the evidence that is needed to support, communicate, and transfer the project and its components.

The Support Document refers to acronyms used in the Application Form. The WP M&E is WP number 3 in the Application Form, therefore all its activities (A) and deliverables (D) follow respective coding – see example below:

- A 3.1 – stands for: Activity number 1 under Work Package 3
- D 3.1.1 – stands for: Deliverable number 1 under Activity 1 under Work Package 3

1. DEVELOPING THE INTERVENTION LOGIC OF AN EUI-IA PROJECT

The EUI-IA project intervention logic is composed of strategic (overall objective, specific objectives, expected results), operational (project Work Plan, WPs, activities, deliverables and outputs) and M&E (output indicators and results indicators) components. Their definitions and interconnections are explained in the [EUI-IA Guidance](#), and also in the Annex to this Support Document. Their good understanding is crucial for preparing a complete Application Form meeting the EUI-IA requirements.

Figure 1 below provides a visual illustration of the EUI-IA project intervention logic:

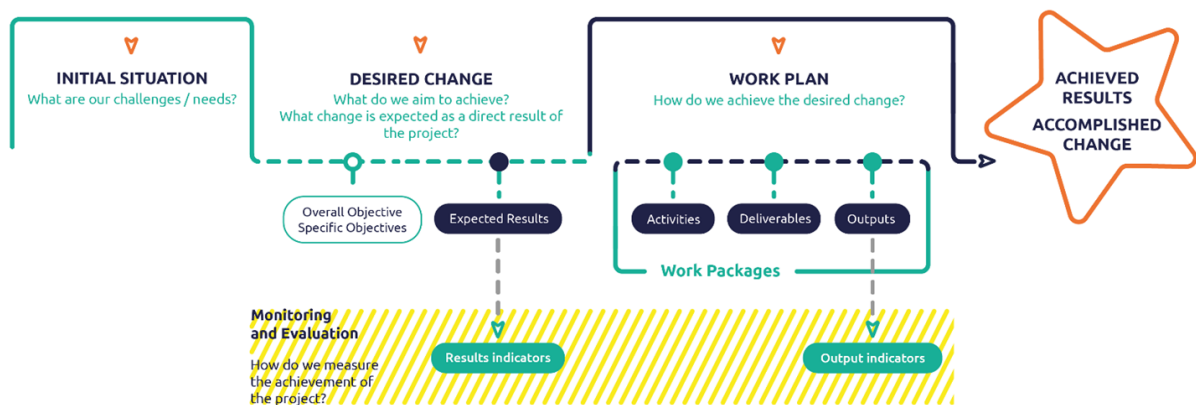


Figure 1. The EUI-IA project intervention logic

To develop the intervention logic of an EUI-IA project, it's important to systematically think through the project and its components in an iterative way. This section describes the sequential steps for developing the related components, starting from identifying challenges to achieving the desired results, and aligning them in a coherent manner (Figure 2).

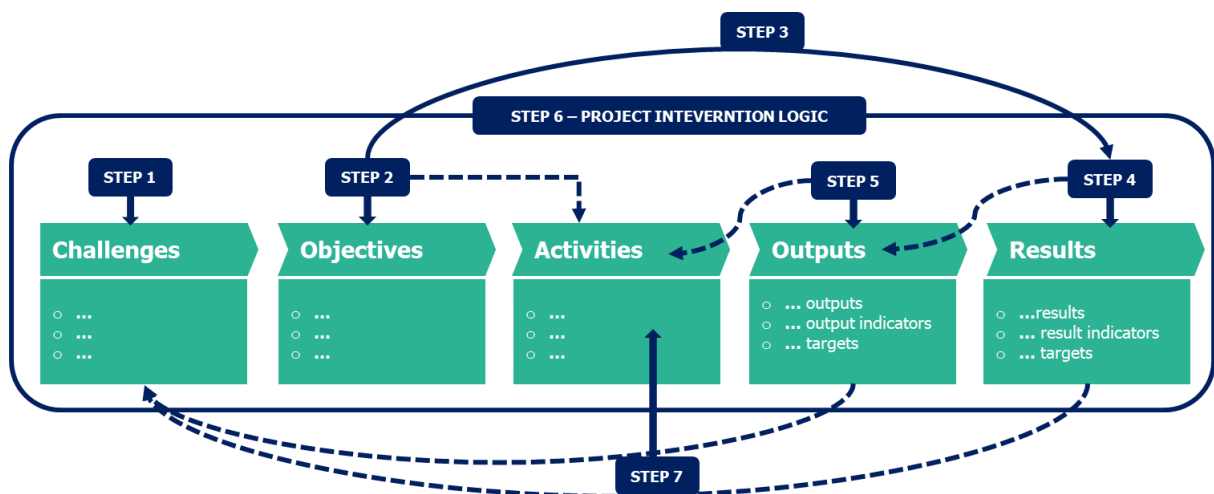


Figure 2. Sequence of steps to develop the intervention logic of an EUI-IA project

In more detail, the practical steps to develop the intervention logic of an EUI-IA project are:

1. Identify challenges addressed by the project

Start with clearly articulating the challenges that your project aims to address. These challenges must be inserted in section 'C.1.1. Main challenge(s) to be addressed' of the Application Form.

C.1.1 Main challenge(s) to be addressed
<i>What is the main urban challenge(s) that will be tackled by the project? Explain why you chose to address this challenge. Include a short description of the context of the urban area by describing the extent of the challenge to be addressed, its breadth and depth at local level and its different dimensions (social, economic and environmental dimensions of the challenge). Please describe how the identified challenge(s) is/are relevant to the topic of the Call for Proposals.</i>

While identifying the challenges, collect qualitative and quantitative evidence; this will help you set targets later. You may also translate the challenges to needs, identifying the strategic actions that are needed to overcome them.

2. Set project objectives that directly confront the identified challenges and needs

Clearly define your overall, main objective and maximum three specific objectives that directly confront the identified challenges and address the needs (sections 'C.3.1. Main objective' and 'C.3.2 Specific objective' of the Application Form).

C.3.1 Main objective
<i>Describe the main objective you want to achieve through the proposed project. Describe what do you aim to achieve by the end of your project and how this is in line with the objectives of the Call.</i>

C.3.2 Specific objectives
<i>Define up to maximum 3 project specific objectives that should be linked to main project outputs. Your objectives should be:</i> <ul style="list-style-type: none"><i>realistic and achievable by the end of the project;</i><i>specific: clear and precisely defined (not vague);</i><i>measurable: at the end of the project you should be able to measure if the objective has been achieved or not.</i>

The objectives should specify what you aim to achieve within the scope of your project. Ensure that these objectives are ambitious, yet realistic, considering your and your Partners' organizational capacity and time constraints, as well as the capacity of your target groups to engage with the project activities. Also, ensure that the objectives cover the key aspects of the project idea comprehensively, such as a radical improvement in the local situation, the development of a highly engaged stakeholder ecosystem, a radical change in how the Main Urban Authority (MUA) operates and interacts with citizens, and the demonstration of a highly transferable idea in other parts of Europe. At this point, you may also start setting up the high-level structure of the project Work Plan, specifically the preliminary, envisaged list of WPs and their core activities.

3. **Identify the expected results that will provide evidence that the objectives have been achieved**

Define the expected results – expected mid-term changes that your project aims to achieve in the local situation. These mid-term changes should directly result from the implementation of project activities and bring immediate advantages to beneficiaries or end users. Expected results should correspond to specific objectives. Ensure that the identified results are realistic, specific, concrete, measurable and achievable by the end of the project.

4. **Build on the results indicators and set targets**

Select indicators that closely link to the objectives, opting for a mix of predefined result indicators (see: [predefined result and output indicators document](#)) of the relevant Call for Proposals and project-specific result indicators. Ensure that the results indicators are appropriate to measure the intended changes holistically and effectively. To develop project-specific indicators, it is helpful to consider improvements in the qualitative and quantitative evidence of the challenges (identified in Step 1). It is also helpful to identify the target groups that stand to benefit from the results and the improvement in the local situation, as well as communication and dissemination measures needed to engage those. Ensure that the indicators comply with RACER criteria, i.e. are Relevant, Accepted, Credible, Easy to monitor, and Robust against manipulation.

5. **Identify the outputs that altogether will enable the realization of the results**

Specify the tangible or intangible products (outputs) that will be produced as a result of implementing the project activities. Ensure that the outputs are realistic, specific, concrete and measurable. Remember that each WP must lead to the delivery of at least 1 output, which directly contributes to achieving the project's results. In most cases, each of your WP should lead to the delivery of couple of outputs, however, make sure that this list is not too long as most probably some of the outputs should be presented rather as deliverables.

Output indicators should also be defined by the applicants or selected from the list of EUI-IA's [predefined result and output indicators document](#) of the relevant Call for Proposals.

6. **Build and refine overall approach to the intervention logic**

Develop the schematic representation and/or narrative of the intervention logic. State the elements of the intervention logic specific to your project, outlining challenges/needs, objectives, activities, outputs and results. The scheme could be inspired by the building blocks already featured in Figure 2.

7. **Concretize the activities and the structure of your Work Plan**

Refine and detail the activities to achieve the desired outputs and detail your Work Plan (list of WPs and their activities). Link the outputs and results of the activities back to the identified challenges/needs to ensure positive change is created where needed.

Special notes:

- The project's intervention logic must be developed during the proposal preparation stage.

- The approach presented in the current Support Document is general and has broad applicability. Based on the specificities of your project, you will need to adjust the elements of the intervention logic and/or the course of actions to develop a logic model tailored to your own project.
- It is highly suggested to use a participatory/co-creative approach involving a diverse group of stakeholders to design the intervention logic. Due the high complexity of the endeavor, however, it is suggested to focus on involving the stakeholders in key parts of the process rather than the whole design (e.g. in verifying challenges and expected results, or linking outputs, results and their indicators to the identified challenges). To do so, significant upfront thinking and preparation, as well as intermediate information processing will be required by the Project Partners.
- It is suggested to review the logical sequence of the elements of the project's intervention logic periodically while developing the project proposal. Update the logic model to accommodate any changes to the project development and ensure continued alignment with project objectives. The intervention logic should also guide the design and implementation of the WP M&E, as from this stem the measurable objectives and results that are necessary to build its components.

2. DEVELOPING THE WORK PACKAGE MONITORING AND EVALUATION

WP M&E is one of the obligatory WPs that applicants need to develop and implement under their framework of their EUI-IA projects. The applicants are requested to describe how M&E will be carried out in the project. This WP presents a set of four predefined activities which the MUA is expected to further develop, and one additional activity can be added by the applicant if deemed necessary.

The iterative nature of M&E makes it important to retain flexibility and proactiveness in implementing your M&E activities and adjust your approach depending on the project's overall progress and emerging insights during the project implementation.

The following section aims to guide the applicants through developing a comprehensive WP M&E focusing on each one of the pre-defined activities.

2.1 ACTIVITY 3.1: MONITORING OF PROJECT PERFORMANCE

This activity serves the monitoring of the project's progress and performance based on the Monitoring Plan¹ (D.1.2.8) that will be consolidated during the Initiation Phase between the projects approved for

¹ See EUI-IA Guidance, Chapter 4.3.3 *Monitoring Plan*

funding and the Permanent Secretariat. As such, it extends and fulfills the purpose of the monitoring plan to act as a framework for a preventative, flexible and ongoing monitoring of the project delivery.

The following tasks are expected from the IA projects that might help you in designing a relevant Activity A 3.1:

- **Systematically collect and report information about the project's progress.** The Monitoring Plan will be agreed by the project and the Permanent Secretariat during the Initiation Phase, and it will include provisional dates for the completion of key elements such as a WPs, activities, deliverables, outputs and milestones necessary for the smooth delivery of the project.
- **Take part in project milestone reviews.** Periodic reviews (every 6 months more or less) will take place with the Permanent Secretariat to discuss key project activities, deliverables and outputs that are completed at certain project milestones as outlined in the Monitoring Plan.
- **Design and conduct internal project monitoring.** The project will set up internal project monitoring tools (e.g. Gantt chart etc.) to track the project progress and ensure that the implementation is going according to plan. It will allow the project to anticipate and mitigate potential deviations. It also serves as a pro-active tool to minimize materialization of risks identified in Part G "Risk management" of the Application Form during the project implementation.
- (if not covered elsewhere in the Application Form) **Practice anticipatory risk management.** Incorporate anticipatory risk management strategies to minimize the risk of deviating from the project plan.
- (if not covered elsewhere in the Application Form) **Develop a plan for M&E activities.** This task is optional if not included in A 3.2. It includes the timeline and allocation of responsibilities amongst the Partners.

Deliverables: The Deliverables(s) of Activity A 3.1 may include (if relevant under this Activity) projects milestone reviews, internal project monitoring tool, project's risk register and a plan for M&E activities.

Timeline: Based on the [EUI-HA Guidance](#) the monitoring plan is not a static document and can be updated to reflect new developments in the project implementation. Also, monitoring of project performance starts from day one of project implementation and lasts until the end of the project.

Special notes: In this activity, it is essential to adhere to best practices in project management and project monitoring. Also, during the monitoring process it is important to maintain transparency, accuracy, and reliability. The contribution of all Partners is essential to make sure that the monitored information is up to date and that anticipatory risk management is practiced effectively.

2.2 ACTIVITY 3.2: ESTABLISHMENT OF THE EVALUATION FRAMEWORK OF THE INNOVATIVE SOLUTION

This activity aims to design the integrated evaluation framework and its components that will be used to measure the progress, outputs and results of the innovative solution. As such, the framework

includes the overall approach, as well as the necessary material (e.g. questionnaires, plan with timeline and allocation of responsibilities) to implement the evaluation. The outcomes of Activity A 3.2 will allow the Partners to effectively monitor the appropriate types of data in Activity A 3.3 and conduct the final evaluation to assess the effectiveness and impact of the solution in Activity A 3.4.

The following tasks are expected from the IA projects that might help you in designing a relevant Activity A 3.2:

- **Decide on the overall approach to evaluating the project's results.** In the context of this task, the Partners should consider which evaluation approach is more relevant and appropriate to their project, based on the underlying concept and Work Plan. Potential approaches to evaluation are presented and discussed in [UIA's Evaluation approaches guidance](#), and commonly include Theory of Change, counterfactual evaluation, experimental design, developmental evaluation, action research and appreciative inquiry.
- **Develop a conceptual outline (table or diagram) of the evaluation framework, specific to your project.** Having decided on the evaluation approach in the previous task, Partners can now create an overview of the project's evaluation framework in the form of a logical table or diagram that outlines the key components of the intervention. Such components may include the objectives, activities, inputs, outputs and envisioned results of the project. The process for developing it should be participatory (e.g. in a workshop), engaging Partners and possibly external stakeholders, bringing their intricate knowledge and aligning expectations on what the project can achieve. Keep in mind that the evaluation framework should be aligned with the project's intervention logic. Several examples of such tables and diagrams from completed Urban Innovative Actions (UIA) projects are featured in [UIA's Evaluation approaches guidance](#).
- **Adjust the evaluation framework to measure the project's output and result indicators.** Partners should also discuss whether the evaluation framework will support the collection of data related to output and result indicators. If there is data available to measure the envisioned outputs and results, it should be reflected in the evaluation framework. Keep in mind that good quality indicators should satisfy RACER criteria, i.e. be Relevant, Accepted, Credible, Easy to monitor, and Robust against manipulation.
- **Develop the data collection instruments.** This task includes the development of the instruments (usually survey questionnaires, interview questionnaires) that are needed to monitor the outputs and assess the results of the project. Data could also be collected through focus groups, observations, and document analysis. The instruments could be created in a word processor (e.g. MS Word) or web-based applications (e.g. EU Survey, MS Forms). It is highly recommended that the instruments are reviewed by the Partners before being used, and that they are piloted on a small scale in order to make any necessary improvements before actually using them.
- **Develop a plan for M&E activities,** including a timeline and allocation of responsibilities amongst the Partners (answering the question of "who will collect the data?"), information about the frequency of data collection (answering the questions "which data will be collected periodically / at specific points of the project / on an ad-hoc basis") and which instrument will be used in each case.

- **Establish the project's baseline.** This task is optional in Activity A 3.2, as it could also be one of the early steps of Activity A 3.3. It involves the first instance of data collection, using the developed instruments. This baseline data will serve as a point of comparison for assessing changes over time.

Deliverables: The Deliverable(s) of Activity A 3.2 may include a comprehensive evaluation framework, data collection instruments, and an evaluation plan. These deliverables should be produced during the first year of implementation and will be presented in project reports and evaluation documents.

Timeline: If necessary, fine tuning of the project result indicators may take place during the first year of implementation. It is also suggested that baseline data should be collected as early as possible - ideally by the 6th month of implementation, and not later than the 12th month.

Special notes:

- It is highly suggested to scrutinize the project's Work Plan in order to align the plan for M&E activities with the overall Work Plan of the project, and to **take advantage of opportunities for data collection already embedded in other parts of the Work Plan** (e.g. workshops, meetings, events and dissemination campaigns), thus achieving synergies with already planned events.
- The evaluation plan should be **flexible** enough to adapt to the dynamic nature of the project and incorporate feedback from stakeholders. As such, it should not be seen as a static document, but rather as a document that is **periodically updated** in the course of project implementation to reflect new developments.
- Please note that **baseline values should typically be different than '0'**, unless well justified. They can be calculated by various means (e.g. reviewing the city's documents and statistics, reviewing EU statistics, measuring environmental factors, measuring areas on GIS maps, short surveys in the supported entities or with stakeholders, etc.).

Additional Comments: Activity A 3.2 plays a critical role in ensuring the rigor and validity of the evaluation process, ultimately contributing to the project's ability to demonstrate its effectiveness and impact. By carefully following the practical steps outlined and paying special attention to key aspects such as result indicators and data collection methods, project teams can strengthen the evaluation framework and generate valuable insights for future replication and scalability of the innovative solution.

2.3 ACTIVITY 3.3: DATA COLLECTION ON THE IMPLEMENTATION/ PERFORMANCE OF THE INNOVATIVE SOLUTION

This activity aims to collect and process quantitative and qualitative data on the implementation and performance of the innovative solution or main project output(s). It includes the actual act of collecting, storing, processing and sharing data while adhering to best practices for data management. It is a necessary phase that will enable the Partners to effectively monitor the project's results, steer the focus of the project to the right direction, stimulate mutual learning amongst Partners and stakeholders, and conduct the final evaluation to assess the effectiveness and impact of the solution in Activity A 3.4.

The following tasks are expected from the IA projects that might help you in designing a relevant Activity A 3.3:

- **Develop a database for storing the data.** In this task, the Activity leader should develop the database on which the contributing Partners will upload the data they collect during the course of the project. The structure of the database should be aligned with the components of the evaluation framework and the content of the tools developed in Activity A 3.2. The leader may opt for professional tools for storing and retrieving data, or they could simply use a spreadsheet software program with data analysis capabilities (e.g. MS Excel).
- **Design provisions for sound data management.** In this task, the Partners should early on set out the broad guidelines for managing the data collected, processed and/or generated within the project, safeguarding that these data are being managed soundly and ethically. It is especially important to align provisions with [General Data Protection Regulation \(GDPR\)](#) rules, especially in the case of sensitive personal data, such as data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs and other categories described in Article 9 of the GDPR. It is also helpful to develop templates of documents that are required for collecting personal data, such as i) a privacy notice, ii) an informed consent form and iii) a data subject request form, if these templates are not already available at project level.
- **Collect Data.** This task is about implementing the plan for M&E activities developed in Activity A 3.2. It starts with the establishment of the project's baseline (unless it has already been done in Activity A 3.2) and continues with data collection as an ongoing process parallel to the implementation of the innovative solution. Throughout the data collection activities, responsible Partners should collect data based on the provisioned timeline, taking special care to adhere to sound data management provisions. Once collected, the data should be uploaded on the database by the responsible Partners. It is suggested that the Activity A 3.3 leader closely monitors the overall procedure, advises responsible Partners about data collection responsibilities, sends them frequent reminders about their upcoming data collection tasks, and checks the quality and completeness of the data uploaded on the database. It is also suggested that back-up files are frequently made and stored in a secure place.
- **Analyze the data:** Conduct a thorough analysis of the data collected in Activity A 3.3 to extract meaningful observations. Data should be systematically analyzed individually for each of the expected output and result, as well as synthetically and/or comparatively across the various project phases and components. The analysis should also consider the advances of the project against the baseline situation.
- **Facilitate mutual learning.** Throughout the monitoring, the activity leader should facilitate mutual exchanges amongst the project Partners, encouraging them to share insights and lessons learned from data collection, discuss ways to make data collection more efficient, and to make necessary adjustments toward achieving the expected outcomes and results. Knowledge exchange is also necessary for building the capacity of the Partners and stakeholders to implement innovative solutions. Mutual learning could be facilitated through regular sessions (e.g. 1-hour meetings every six months or dedicated sessions within project meeting agendas) or on a mode or periodicity that makes sense for the project.

Deliverables: The core Deliverable of Activity A 3.3 is a comprehensive dataset comprising quantitative and qualitative data on the implementation and performance of the innovative solution or main project output(s). This dataset will be used to produce evidence-based recommendations on urban policies and inform the final evaluation. Deliverables may include interim evaluation reports, data analysis summaries, and knowledge exchange events.

Timeline: Based on the [EUI-IA Guidance](#), data collection starts during the testing phase/implementation of the innovative solution and lasts a time that is sufficient to have a sound and representative dataset. Mid-term measurement of the change compared to the initiation baseline can also be considered.

Special notes:

- The analysed data can be used to **create charts and graphs, as well as audiovisual communication material** (e.g. webinars, podcasts) which can serve multiple communication purposes, both within and outside the partnership, as well as to the European Commission.
- Be prepared to **adjust data collection methods and approaches** based on project dynamics and evolving needs. Flexibility is essential to accommodate changes in project implementation and ensure the relevance and reliability of the collected data.
- Collection of data is often overlooked amidst intensive preparations for the implementation of workshops and events. Please remember that **it is always easier to collect data on the spot, when participants are still present** (e.g. during a workshop or an event), rather than having to come back to the participants later. Hence it is very important to prepare for data collection well in advance, make sure that partners are informed, and that sessions for feedback/data collection are well integrated in the agenda of your event.

Additional Comments: Effective data collection is critical for evaluating the success of the project intervention and informing decision-making processes. By implementing Activity A 3.3 diligently and thoughtfully, project teams can gather valuable insights into the implementation and performance of the innovative solution, ultimately contributing to the project's overall success and the achievement of its objectives.

2.4 ACTIVITY 3.4: FINAL EVALUATION OF THE INNOVATIVE SOLUTION AND REPORTING ON RESULT INDICATORS

This activity aims to conduct a comprehensive analysis and evaluation of the collected data to assess the success of the innovative solution and the main project output(s) against project objectives and expected results. It adds value to the project by providing concrete evidence of the project's effectiveness, impact and sustainability, and by providing insights into lessons learnt for replicability. Activity A 3.4 is implemented on the basis of the evaluation framework established in Activity A 3.2, and uses data collected in Activity A 3.3, supplementing it with stakeholder inputs for the final evaluation.

The following tasks are expected from the IA projects that might help you in designing a relevant Activity A 3.4:

- **Gather Partners' and stakeholders' views for the evaluation.** It is necessary to collect a final round of insights and feedback from the project participants, which will help you perform the final evaluation and complement the data needed to assess whether the project achieved its envisioned results and objectives. These insights will also allow you to reflect on what worked well, what could be improved, and develop recommendations for future use or replication. There are several ways to collect those insights. Some of the most common ones include workshops/focus groups with Partners and stakeholders, interviews with selected partners and stakeholders, and surveys with participants before or during the final event. It is highly recommended that several of those methods for evaluation data collection are planned and implemented toward the end of the project.
- **Create the final evaluation report.** Considering your overall approach to evaluating the project's results, provide a final evaluation of the innovative solution's results and the innovative solution as a whole, discussing whether the challenges were addressed and the project objectives were achieved. Determine whether the experiment was successful and identify factors contributing to success or challenges encountered. The evaluation should also include a clear report on the targets achieved per each result indicator, as well as the final evaluation factsheets documenting the findings of the evaluation process, including lessons learned, success stories, and recommendations for future action.
- **Capture lessons learned in a final evaluation factsheet.** Create a factsheet including a summary of the evaluation outcomes, lessons learned and actionable guidance about how to continue the project solution after its end. The factsheet may take the form of a concise visual document of one to several pages, with the aim to capture the essence of the experimentation in a reader-friendly format. It can become part of the EUI - Innovative Solution Model and remain as a public legacy of the project to be used for concise communication of the project concepts, achievements, and future potentials.
- **Provide relevant inputs to other WPs as needed.** This activity may provide valuable material to be utilized effectively in other WPs, such as the WP for Communication and Capitalisation, as well as the WP Transfer. It may also provide invaluable information for the last Annual Progress Report and Final Qualitative Report, providing administrative closure to the project.

Deliverables: The Deliverable(s) of Activity A 3.4 may include the final evaluation report, assessment summaries, and evaluation factsheets documenting the performance of the innovative solution against project objectives and expected results. These deliverables will contribute to the project's legacy and knowledge dissemination efforts.

Timeline: Based on the [EUI-IA Guidance](#), at least a 6-month period after the experimentation should be dedicated to evaluation activities, allowing enough time to compose the evidence needed for the scale up and replication of the project.

Special notes:

- Special attention should be given to **analyzing and evaluating the innovative solution's performance not only in terms of project objectives but also in its broader context.** This includes assessing the solution's feasibility, scalability, replicability, and potential for long-term impact beyond the project duration.

- The final evaluation report should be comprehensive, concise, and accessible to all stakeholders. **Be open and inquisitive** about challenges and/or targets and objectives that were only partially achieved. Setbacks are a natural component of the innovation process, especially within the complex urban system. Reflecting on them is the only way to build our capacity to innovate!

Additional Comments: The final evaluation of the innovative solution is a critical component of the project's overall assessment and contributes to understanding its effectiveness and potential for replication or upscaling. By conducting a rigorous evaluation and reporting process, project teams can extract valuable insights and lessons learned to inform future urban initiatives and enhance the impact of their interventions.

2.5 ADDITIONAL ACTIVITIES

Partners may opt for the inclusion of up to one more additional activity within the WP M&E. Such an activity may be aimed at driving the further practical implementation, ensuring the longer-term sustainability of the project and broadening its applicability. For example, it may include the development of methodological insights and practical guidelines stemming from the Partners' experience from this WP (i.e. from a M&E point of view), which will feed into the WP Transfer (e.g. the EUI - Innovative Solution Model). Other types of activities may seek to delve deeper into environmental, social, and economic impact assessment and/or implement specific types of analyses pertinent to the topic (e.g. Life Cycle Assessment or New European Bauhaus Impact Modelling).

3. FINAL WORDS

Monitoring and evaluation have the potential to determine a project's success. A sound and well thought-out intervention logic, framed with well-designed activities for tactical monitoring and integrated evaluation, can catalyze a project's progress towards achieving the envisioned results, while ensuring engaged roles for all urban actors. It also has the potential to provide the evidence that is needed to introduce positive organizational changes, onboard citizens, get political support and attract further funding for the innovative idea. By implementing the strategies outlined in this guide, EUI-IA project applicants are therefore both maximizing the potential impact of their projects, and they are also actively contributing to the creation of more sustainable and inclusive urban communities across Europe.

ANNEX

Key definitions of the IA project's intervention logic as per the EU-IA Guidance:

Strategic components

Overall objective defines what you aim to achieve by the end of your project. It relates to the strategic aspect of the project and provides the overall context. The overall objective goes beyond the project duration, it describes the strategic ambition of the MUA and long-term change in a certain existing socio-economic situation the project intends to contribute to achieve for the benefit of the beneficiaries/end users.

Specific objectives detail what the project is trying to achieve during its duration. Specific objectives allow to achieve the overall objective, they are narrower in scope than the overall objective and are described in a more precise way. They form a concrete statement describing what the project is trying to achieve within the overall context. At the end of the project, it should be possible to evaluate whether the specific objectives were achieved.

Expected results define the expected change that is to be achieved by the project. Reflect the desired mid-term change in the local situation as direct consequence of the project implementation, the immediate advantage for beneficiaries or end users and the behavioural change. They shall be as realistic, specific, concrete and measurable as possible. Expected results should correspond to specific objectives.

Operational components

Project Work Plan explains the "how" of your project. It's a roadmap representing the guide for implementing your project if it gets funded. The Work Plan is a breakdown of the project into major steps called Work Packages, and Work Packages are broken down into smaller steps called activities. Activities lead to deliverables and each Work Package leads to one or more outputs.

Work Packages, as mentioned above, are building blocks of the Work Plan, they represent the main pillars of the project and are composed of related project activities required to deliver specific components of the project and produce project outputs.

Activity is a specific task/stage of the project delivery for which resources are used. Each activity shall result in at least one deliverable and/or an output. The planned activities should be necessary and sufficient to achieve the project's objectives and expected results. Any activity carried out in the framework of the project shall be for the direct benefit of the area concerned by the urban authority(ies) involved in the project.

Deliverable is a tangible or intangible object delivered during project activities. It's an intermediary step in the delivery of a project output and usually, one or more deliverables are needed to produce an output.

Output is what has actually been produced as a result of the funding given to the project. It is a main product (in other words: end product) of the project. It directly contributes to the achievement of project result(s). It shall be realistic, specific, concrete and measurable. Each implementation Work

Package should lead to the delivery of at least one output. Please note that a similar product (e.g. a feasibility study) could be an output in project X, and a deliverable in project Y. A way to help making the distinction is to analyse whether the delivery of a given product has a direct effect on the specific objective of the project. If the effect is not visible yet, then it is very likely that the given product would represent a deliverable in that project.

Monitoring and evaluation components

Indicators are the main instrument of monitoring – intended as continuous analysis of the project's progress towards achieving the expected outputs and results to improve the management and decision-making process during project implementation – and provide critical information for the evaluation of a project's effectiveness, impact, relevance and sustainability. Within EUI, two types of indicators are defined: output and result indicators.

Output indicators are used to measure and monitor project outputs. A number of output indicators is predefined in the Terms of Reference of the relevant Call for Proposals, and they can be selected by the applicants under the Thematic Work Packages whenever relevant for the project proposal. In case a project output does not fit in any of the predefined indicators, the category "Other" should be selected.

Result indicators are used to measure the expected results of the project, i.e. the change in the local situation as direct consequence of the project implementation, the immediate advantage for beneficiaries or end users and the behavioural change. A number of result indicators is predefined in the Terms of R of the relevant Call for Proposals and relevant ones for the project proposal should be selected by the applicants. In case predefined result indicators are not sufficient or relevant to measure project's expected results, project specific result indicators can be developed.

Definition of Monitoring and Evaluation and their differences:

Monitoring is a systematic collection of information about the programme/project activities carried out to see if they are on track. It is an ongoing process, ideally starting from day one of project implementation and usually implemented by the project team members. Importantly, monitoring focuses on inputs (resources mobilised), activities (what was done with the resources) and outputs (what was produced in the process).

Evaluation is a periodic assessment of the programme/project activities designed to measure their success against established goals and objectives. It is undertaken during project implementation (halfway through, at completion, or while moving from one stage to another stage of the project). In some cases, it may be carried out by internal members of the team or a combination of both internal and external members.

The table below presents some key differences between monitoring and evaluation:

What?	Monitoring	Evaluation
When?	<ul style="list-style-type: none"> ➤ Systematic and routine, an ongoing process starting from day one 	<ul style="list-style-type: none"> ➤ Periodic, done at certain points during the project
How?	<ul style="list-style-type: none"> ➤ Collecting and analysing the project's records (includes regular meetings, interviews, monthly and quarterly reviews, etc.) ➤ Usually quantitative data 	<ul style="list-style-type: none"> ➤ Collecting and analysing data about the project's potential results (includes intense data collection, both qualitative and quantitative)
What?	<ul style="list-style-type: none"> ➤ Tracking the project's progress ➤ Checking if activities are on track ➤ Focuses on input, activities, and output 	<ul style="list-style-type: none"> ➤ Understanding and measuring the project's impact ➤ Measuring the project's success against established project goals and objectives ➤ Focuses on outcomes, impacts and overall goals
Who?	<ul style="list-style-type: none"> ➤ Usually undertaken by internal members of the team 	<ul style="list-style-type: none"> ➤ Often carried out by external members ➤ In some cases, undertaken by internal members of the team or by both internal and external members

More information on the differences between monitoring and evaluation can be found in the article ["Considerations for the evaluation of innovation"](#) issued by the EUI Permanent Secretariat.



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