

Workshop Summary Report

1st knowledge-sharing forum:

**“Reinforcing performance measurement
for better regional development policy
outcomes”**

2-3 February 2023

Osijek, Croatia

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



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Introduction

What is the purpose of monitoring and evaluating regional development policy and plans? What human, financial and infrastructure resources are needed to gather, analyse and use relevant performance measurement data? What is Croatia's approach to regional development performance measurement, and what mechanisms are in place at the different levels of government to support learning from policy failure and success? These are some of the questions explored in the knowledge-sharing forum "Reinforcing Performance Measurement for Better Regional Development Policy Outcomes", which took place on 2-3 February in Osijek, Croatia.

More than 80 participants took part in this forum, organised by the Ministry of Regional Development and EU Funds (MRDEUF) of Croatia, including representatives from national government institutions (e.g. the MRDEUF and the Bureau of Statistics), and county and local development agencies. The event created opportunities for dialogue and exchange among Croatian national and subnational policy makers about advances in and challenges to effectively monitoring and evaluating regional development policy outcomes. It also facilitated learning from national and international good practices and supported the identification of tools that can help all levels of government gather, analyse and use territorially-disaggregated data to support informed decision making to better achieve regional development objectives.

This forum summary presents the main takeaways from the different presentations and panel discussions and workshops:

- Session 1: Performance measurement for better policy outcomes
- Session 2: Regional development performance measurement in Croatia
- Session 3: Building an institutional culture geared towards learning
- Session 4: Improving the availability of local-level data
- Session 5: Performance measurement platforms and their aims

The forum is part of the "Enhanced Strategic Planning at Regional and Local Levels in Croatia" project (Box 1), which aims to reinforce multi-level governance and strategic planning at the regional and local levels.

Box 1. "Enhanced Strategic Planning at Regional and Local Levels in Croatia" project

The MRDEUF, with the financial support from Norway Grants, is working to strengthen the governance capacity of regional and local actors to best implement the National Development Strategy: Croatia 2030 (NDS). To support this objective, the MRDEUF and OECD are collaborating on a two-year project to enhance strategic planning at the regional and local levels in Croatia.

The project aims to strengthen the capacity of regional and local actors to design, implement, monitor and evaluate evidence-informed development plans, thereby contributing to the objectives of Croatia's National Development Strategy. In addition, the project supports the MRDEUF and subnational governments reinforce the strategic governance of integrated investment for territorial development.

To reach these objectives, the OECD will develop an analytical report on Croatia's multi-level governance arrangements for regional development and issue tailored policy recommendations. In addition, it will organise different knowledge-sharing fora and capacity building activities over the project's two-year period.

For more information about the project, please visit: https://www.oecd.org/regional/multi-level-governance/Croatia_Project%20flyer.pdf

Source: Author's elaboration.

Session 1: Performance measurement for better policy outcomes

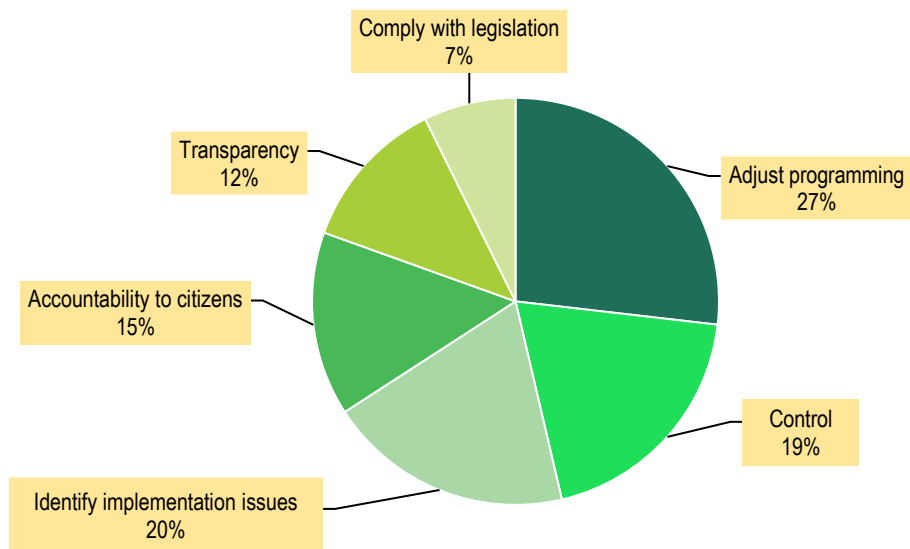
In the first session of the forum, the OECD highlighted objectives and definitions of performance measurement for regional development, as well as some of the relevant mechanisms used by OECD member countries. In addition, it addressed common challenges faced by policy makers at the national and subnational levels in generating and using data for informed decision making.

Monitoring and evaluation: different but complementary practices

The OECD presented the main objective of monitoring and evaluating public policies and explored the main differences. For example, monitoring refers to the systematic and ongoing collection of performance data to assess the progress and achievements of policy objectives against set targets and identify implementation bottlenecks. Evaluation, on the other hand, refers to the objective assessment of the design, implementation and/or results of a completed, ongoing or future policy initiative. The aim of evaluation is to determine the relevance and fulfilment of policy objectives, as well as to assess dimensions such as public policy efficiency, effectiveness, impact and/or sustainability. In other words, the results of evaluation activities help policy makers understand why a public policy or programme was or was not successful and whether the observed results of a public policy are attributable to the policy or programme in question.

There are, however, important commonalities between both activities. For example, the results of both monitoring and evaluation activities can help determine whether a government's efforts are producing the desired results, and can be used to communicate information on the effectiveness and outcomes of public policies and programmes to citizens and stakeholders. The separate respective functions of monitoring and evaluation were also highlighted by the workshop participants in a poll. Twenty-seven percent indicated that the main aim of monitoring and evaluation is to “adjust programming”. This was followed by “identifying implementation issues” and “control” (both 20%) (Figure 1).

Figure 1. Aim of monitoring and evaluation, according to workshop participants



Note: Polling question: What is the aim of monitoring and evaluation according to you?

Source: Author's elaboration, based on forum participant responses to an online poll.

Why institutionalising monitoring and evaluation matters

The OECD addressed the importance of institutionalising monitoring and evaluation. For instance, establishing a legal and regulatory framework for monitoring and evaluation can promote performance management practices. Moreover, it can help clarify the responsibilities for monitoring and evaluation among levels of government and across sectors.

The 2010 Government Performance and Results Modernization and Accountability Act of the United States (United States Congress, 2010^[1]), for example, is an example of a legal framework that clarifies responsibilities for monitoring and evaluation within the US Government. In particular, it defines leadership roles and performance improvement responsibilities for senior management to demonstrate the value of performance information and its usefulness in management decisions. Moreover, the act mandates every agency to identify two to eight Agency Priority Goals (APGs). The APGs are set every two years and are subject to quarterly performance reviews.

Beyond legislation, some countries have established specific units at the centre of government at the national or subnational levels to ensure a good co-ordination and reporting of performance information to high-level decision makers. Examples include the United Kingdom's Prime Minister's Delivery Unit and the Australian New South Wales Premier's Implementation Unit (Gold, 2014^[2]; Gold, 2017^[3]). These units help government agencies work across sectors to achieve development objectives.

Fostering good quality monitoring and evaluation

The OECD discussed the importance of ensuring good quality monitoring and evaluation processes and practices. The quality of monitoring and evaluation determines whether the results produced represent credible evidence. It can also affect trust in government, and affect the ability of policy makers to improve policy design and outcomes. The quality of monitoring and evaluation depends on a number of factors, including:

- Defining the right indicators and setting ambitious, yet realistic targets;

- Data collection methods (incl. data sources, frequency of data collection);
- Evaluation techniques;
- Human, financial and infrastructural resources to generate, gather, analyse and use data (including analytical and organisational skills and data analysis tools).

In terms of evaluation techniques, the OECD mentioned the Magenta Book, developed by the U.K. Treasury, which can help evaluators to identify and compare different evaluation methods (Treasury of the United Kingdom, 2020^[11]).

Ensuring impact in monitoring and evaluation

The OECD also emphasised the importance of ensuring that the results of monitoring and evaluation activities are systematically used and applied to a variety of purposes. For example, monitoring and evaluation results can help policy makers identify implementation problems and possible measures to increase the efficiency, effectiveness, sustainability and impact of policies and programmes. In addition, the effective use of monitoring and evaluating results can increase accountability towards citizens and support engagement across sectors and among levels of government towards collective objectives.

Governments can foster the use and impact of monitoring and evaluation through a number of actions. These include linking monitoring and evaluation activities to decision making processes to ensure that performance data are available when programmatic or budgetary decisions need to be taken. Italy's National Monitoring System can serve as an example. It involves the preparation of reports on the implementation and the impacts of the EU Cohesion Funds, which are published as an attachment to the annual budget proposal (OECD, 2019^[5]). In addition, governments can create internal bodies that are responsible for reviewing the results from monitoring and evaluation activities, and identifying what actions need to be taken to improve performance. Finally, governments can foster the impact of monitoring and evaluation by ensuring performance information is shared with relevant governmental and non-governmental actors, for instance on a publicly accessible platform.

Session 2: Regional development performance measurement in Croatia

In this session, representatives from the MRDEUF, the Osječko-Baranjska County Regional Development Agency and the University of Osijek explored Croatia's approach to regional development performance measurement. In particular, the different panellists discussed main mechanisms and tools being used at the national and subnational levels to track regional development progress and make policy and programming adjustments when necessary. They also explored recent advances in and challenges to performance monitoring, for example in terms of setting targets, data availability or reliability, and learning from monitoring results.

National-level advances in terms of monitoring and evaluating regional development

Since 2018, the Government of Croatia has advanced regional development monitoring and evaluation through a number of initiatives. For example, in 2017, the Law on the System of Strategic Planning and Development Management of the Republic of Croatia was adopted. The law provides details on the process of designing, implementing, monitoring and evaluating strategic planning documents at all levels of government. It prescribes that strategic planning documents must contain a framework for monitoring and evaluation, have performance indicators with initial and target values and include a monitoring and evaluation plan. Subsequently, the government published a series of regulations and guidelines to help national and subnational governments monitor and evaluate their strategic planning efforts. For instance, in 2019, the MRDEUF published different rulebooks on implementing evaluation procedures, and on

deadlines and procedures for monitoring and reporting on the implementation of strategic planning acts. In addition, the MRDEUF established a Library of Indicators. Regional co-ordinators need to use indicators from the Library to monitor the implementation of their regional development plan. The main purpose of the Library is to have a standardised set of indicators that will help the national government observe the extent to which the implementation of the regional development plans is supporting the achievement of the NDS objectives. This information is used to prepare annual reports on NDS implementation. The annual implementation reports form the basis of mid-term and ex-post NDS evaluation.

Furthermore, the MRDEUF discussed the framework to monitor and evaluate the implementation and results of EU-funded initiatives. It also highlighted its effort to train civil servants and decision makers at the national and subnational levels of government on performance measurement. Despite these advances, several national-level challenges were mentioned that remain to be addressed. These include the untimely availability of data on key performance indicators. Moreover, limited technical skills in terms of monitoring and evaluation at all levels of government were highlighted.

County-level experience in monitoring and evaluating regional development

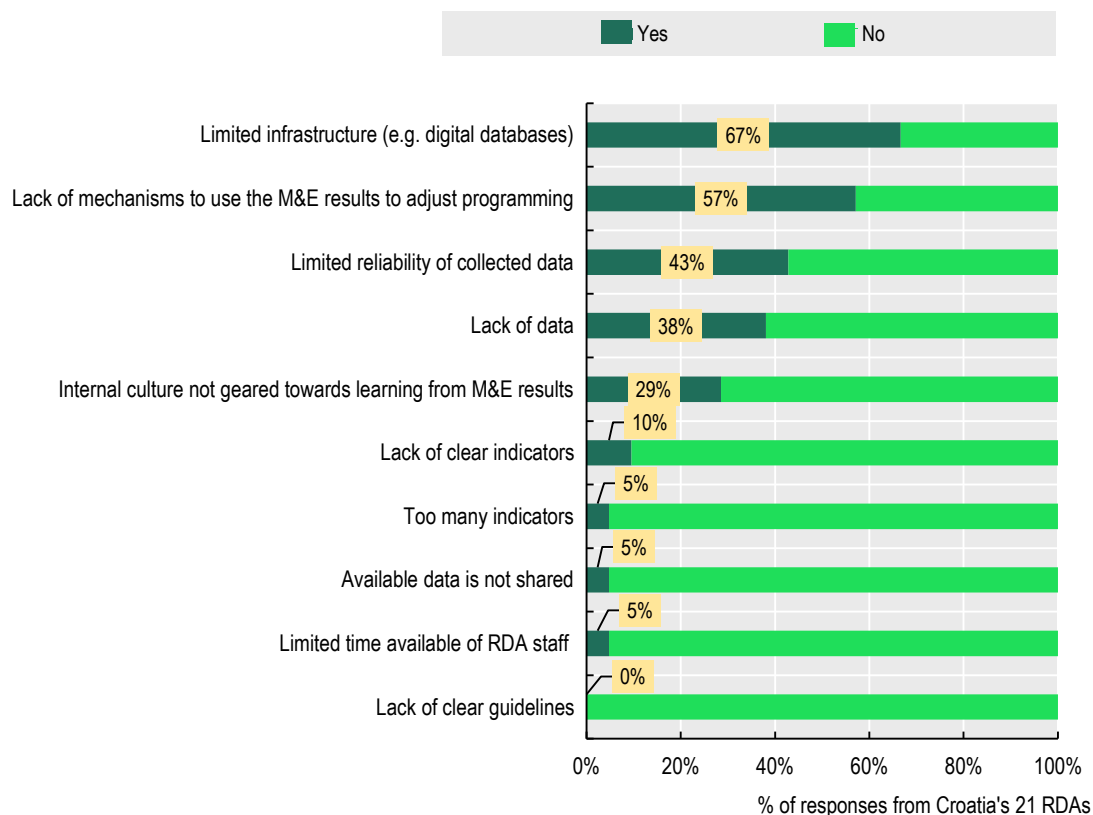
The Osječko-Baranjska County Regional Development Agency presented its experience in designing a regional development plan, and discussed some of the challenges faced in the process. The agency used a mix of methods to obtain the necessary data for a diagnostic report on the county's main development challenges and investment needs. The methods included conducting surveys, and organising workshops and focus groups. Based on these data, the agency established 14 development goals. Progress on these goals will be measured through 36 outcome indicators. Setting realistic yet ambitious targets was considered particularly challenging. After the agency had prepared a list of draft targets, it contracted consultants to review the targets and propose adjustments.

The Agency identified a series of challenges to performance measurement at the regional level. These include:

- Inaccuracy and incompleteness of data, which can undermine effective decision making;
- Identifying indicators that are relevant to the regional or local context and enable comparison with peers;
- Lack of expertise at the subnational level to identify relevant and available data.

These challenges closely match those faced by the other regional development agencies (OECD, 2022^[6]) (Figure 2). The main capacity challenges that could impede the ability of RDAs to monitor and evaluate their county's regional development plan include limited technical infrastructure (e.g. digital databases, data analysis software) (67%), lack of mechanisms to use the monitoring and evaluation results to adjust programming (57%), limited reliability of collected data (43%) and lack of data (38%).

Figure 2. Key challenges to effective monitoring and evaluation of country development plans



Note: Survey question: What does your RDA consider to be the 3 main challenges to monitoring and evaluating your county's regional development plan? Response options: Available data is not shared (e.g. by the national government or local self-governments); Internal culture not geared towards learning from monitoring and evaluation (M&E) results; Lack of clear guidelines; Lack of clear indicators; Lack of data; Lack of mechanisms to use the monitoring and evaluation results to adjust programming; Limited human resources (including expertise); Limited infrastructure (e.g. digital databases, data analysis software); Limited reliability of collected data; Limited time available of RDA staff; Short timeframes to carry out monitoring and evaluation activities (including reporting); Too many indicators (making monitoring and evaluation overly complex and/or time-consuming); Other

Source: Author's elaboration, based on the responses to an online survey of Croatia's 21 RDAs (OECD, 2022^[6]).

Furthermore, the Osječko-Baranjska County Regional Development Agency gave a series of recommendations to its peers and to representatives from the national government on how to improve monitoring and evaluation, based on its experience. These included connecting indicators to the priorities of each region. It also recommended that RDAs use indicators for which data are frequently published and that can be easily analysed and understood by a wide range of actors. To the national government, it recommended ensuring that the Library of Indicators includes indicators for which data are available at the subnational level. It also recommended harmonising the deadlines for the development of monitoring and evaluation reports with the publication of key performance data.

Session 3: Building an institutional culture geared towards learning

In this session, representatives from the MRDEUF, as well as county and city development agencies, explored how decision makers at the different levels of government use evidence in their territorial development policy making process. They also discussed common obstacles to the use of available data and analysis to inform policies and plans.

The representative from the county regional development agency commented, for example, that when designing their development plan, they had set targets that were too ambitious. This can prove demotivating in the mid to long run, as officials realise that their objectives are unrealistic. In addition, the regional development agency stressed the need for counties to have a dedicated team or unit for monitoring and evaluation. This could help raise the capacity of the counties to produce quality monitoring and evaluation reports, and share relevant findings within the county administration and with external stakeholders. It could also draw attention for the importance of monitoring and evaluation, which, as noted by the representative, is often seen as an activity that adds limited value to the county. In relation to this, local self-governments are often not fully aware of monitoring and evaluation processes or responsibilities, or the specific goals and indicators used in their development plans. An additional challenge that was identified relates to the term of county prefects. As their period in office—four years—is less than the period covered by the county development plan, prefects do not have a clear political incentive to ensure its implementation.

After the panel discussion, participants were divided into different groups to discuss four questions on how to improve the use and impact of monitoring and evaluation. The different questions and results of the discussions are highlighted in [Table 1](#).

Table 1. How to improve the use and impact of monitoring and evaluation processes?

Questions for discussion	Results of the discussion
What formal decision-making processes do/can monitoring and evaluation data feed into?	<ul style="list-style-type: none"> - Participants expressed a need to change the type of results that are communicated. Instead of focusing on the number of projects implemented or funds received from the EU, the counties should share progress on indicators that better capture improvements in, or the deterioration of citizen well-being, for example.
What do counties, cities and towns need to help them communicate their monitoring and evaluation results better?	<ul style="list-style-type: none"> - Efforts to increase internal and external communication of monitoring and evaluation results often face resistance from county leadership. This may be explained by the fact that the counties do not have much experience in communicating performance measurement data or identifying its value added. To overcome this problem, county leaderships need to be made aware of how communication monitoring and evaluation results can help them showcase the positive results of their work. - Participants also highlighted that they lack awareness of the type of data that is gathered and published by the Bureau of Statistics of Croatia. This hampers efforts to communicate on the counties' development performance.
How can the timing and sequencing of monitoring and evaluation processes be adapted to ensure that they are delivered in a timely fashion?	<ul style="list-style-type: none"> - Participants commented that on a wide range of performance indicators included in their development plans data are not generated or shared on a regular basis. - It was mentioned that the process of preparing monitoring reports can be time-consuming. Such reports need to be reviewed by an evaluation committee, posted online for public consultation and then be shared with the county assembly for approval. As such, it is essential for data on key indicators to be available several months before the monitoring report needs to be submitted. - Participants stressed that RDAs need to use the available data to manage the expectations of local self-governments in terms of how likely it is that they will obtain funding from the EU for specific projects. Not all project proposals can be awarded.
What is the role of stakeholders in promoting better use of monitoring and evaluation results?	<ul style="list-style-type: none"> - Participants stressed that there are important differences across counties, cities and towns in terms of how active civil society organisations, business chambers and other non-governmental actors are, and how they engage with regional and local self-governments. This helps explain why in some counties, cities and towns, non-governmental actors are more involved in monitoring and evaluation activities than in others. - Participants emphasised that it is important to ensure that non-governmental stakeholders are engaged in different stages of the public policy life-cycle. Often, much effort is placed on encouraging and facilitating public engagement during the design of the territorial development plan. However, there are limited opportunities for stakeholders to also engage in implementing, monitoring and evaluating the plan. This limits public awareness of the advances of the regional development plan and can undermine the willingness of stakeholders to participate in the design of the next generation of plans and programmes.

Source: Author's elaboration.

Session 4: Improving the availability of local-level data

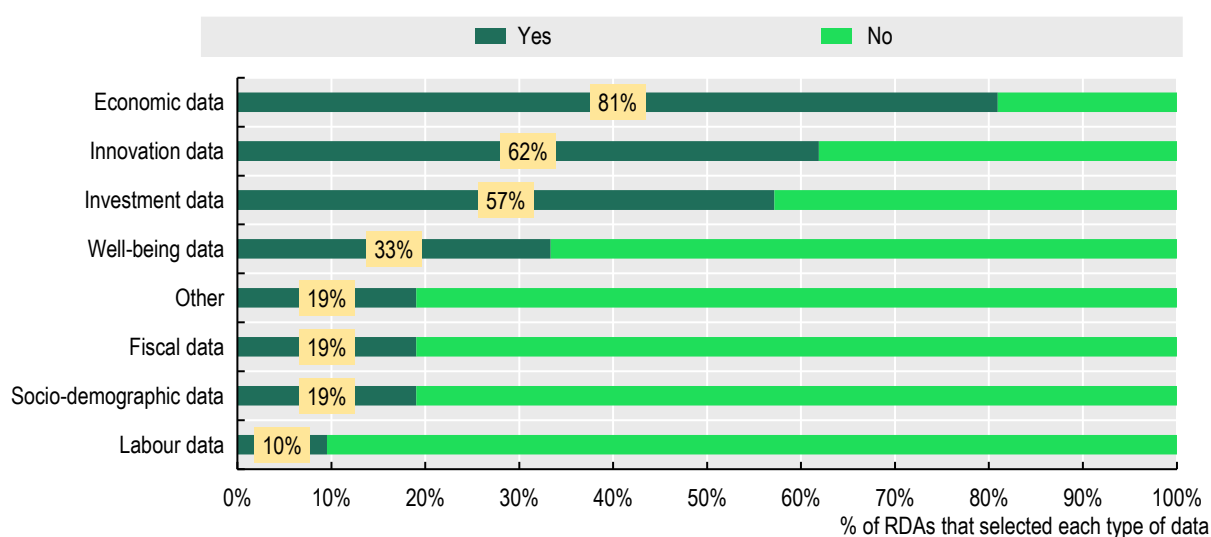
During a short introductory intervention, the OECD commented that ensuring the availability of relevant regional- and local-level data is critical to regional development performance measurement. In particular, it can:

- Help to identify specific development challenges at the county, city or even community level;
- Facilitate benchmarking comparisons across territories; and
- Shed light on how subnational performance has changed over time.

Challenges to the availability of territorially-disaggregated data in Croatia

The OECD highlighted challenges related to the availability of territorially-disaggregated data in Croatia. For example, sizeable majorities of RDAs reported that their decision making could be improved with additional or better quality economic data (81%), innovation data (62%) and investment data (57%) (Figure 3) (OECD, 2022^[6]).

Figure 3. Types of data that could help to improve evidence-informed decision making by RDAs



Note: Polling question: What type of territorially-disaggregated data (data by regional- and/or local-self-government) could help your RDA improve evidence-based decision making? Please select 3 options from the following list: labour data, socio-demographic data, fiscal data, well-being data, investment data, innovation data, economic data, other.

Source: Author's elaboration, based on the responses to an online survey of Croatia's 21 RDAs (OECD, 2022^[6]).

These findings suggest that there are gaps in subnational data collection that may need to be addressed in order to improve performance measurement. For instance, several RDAs noted that some aspects of regional economic and innovation performance have become more difficult to evaluate. Reasons for this include the fact that data for the regional competitiveness index are no longer collected centrally and there are a lack of datasets measuring the value of private sector innovation for the regional economy. With regard to investment, several RDAs noted that there are a lack of datasets quantifying the value of foreign direct investments at the subnational level (OECD, 2022^[6]).

Trade-offs between different tools to increase the availability and use of local-level data

The OECD briefly mentioned different tools that national and subnational governments can use to increase the availability and use of local-level data. These include better linking and disseminating existing databases to ensure that data that are already gathered can be easily identified by potential users. The government could also consider expanding the existing population censuses by incorporating additional questions, or administering new censuses, as well as further exploit administrative registries kept by subnational governments; or conduct surveys. Finally, governments could also invest in using non-official datasets, including big data

As national and subnational governments assess which tools to use to improve local-level data availability, they need to carefully balance the specific advantages and disadvantages associated with each. For example, while censuses can provide highly detailed and reliable information for the entire national territory, they tend to be costly and can therefore not be conducted on a very regular basis. Conversely, surveys can be easy to design and disseminate, including on a regular basis. They are often used by subnational governments to obtain data on a wide variety of topics, such as citizen satisfaction with public service delivery. However, unless a standardised survey is disseminated in all counties, cities and/or towns, data obtained through surveys do not allow for comparison across government units. Other considerations for decision makers—in addition to the human and financial resources needed, the timeliness of the data and data comparability—include data reliability and privacy.

Mexico's Economic Censuses: generating detailed economic data down to the neighbourhood level

During a pre-recorded video presentation, a representative from the Mexican Institute of Statistics (INEGI) presented the economic censuses that the country has conducted on a five-year basis since 1930. The economic censuses, which take stock of performance across 1 000 indicators, provide the richest and most comprehensive statistical collection on the status of the Mexican economy, including at state, municipal and neighbourhood levels.

INEGI highlighted how, together with the government of Mexico City, it piloted the creation of a new interactive digital portal to give public and non-governmental actors easy access to the results of the economic censuses¹. For example, the platform provides precise socio-demographic data (e.g. level of education, age, level of social development of citizens) down to the level of neighbourhood blocks. It also includes data on economic dynamics of any territory of the city, e.g. number of workers, wages, level of economic development, economic specialisation. The portal can also help users identify businesses working in a specific economic subsector. This can help businesses strengthen their supply chains and obtain information about potential competitors, collaborators and suppliers. Based on the success of this pilot, similar platforms will be developed for all of the country's 32 state governments.

Finally, INEGI highlighted how it engages with public bodies at the national and subnational levels, and with non-governmental actors to periodically review and update the censuses and disseminate their results. For example, the Institute of Statistics has different specialised technical committees that contribute to the production, integration and dissemination of statistical and geographical information. The committees are composed of representatives from public institutions whose mandates relate to the topic at hand. Representatives from the private sector, academia, civil society organisations and international institutions can also be invited to participate. The technical committees meet on a regular basis to review indicators for which data are collected and identify new information needs.

¹ Virtual Office of Economic Information. Office of the Government of Mexico City (*Oficina Virtual de Información Económica CDMX*): www.ovie.sedeco.cdmx.gob.mx.

After INEGI's presentation, representatives from Croatia's Bureau of Statistics and the Regional Development Agencies discussed the capacity and relevance of Croatia conducting similar economic censuses. The representative from Croatia's Bureau of Statistics indicated that data on several economic, labour and socio-demographic indicators used by INEGI are already gathered systematically for the national, NUTS2 and NUTS3 levels. However, due to a variety of factors, including technical and financial difficulties, the Bureau indicated it does not gather many data at the city and town levels. It also questioned whether it is practical to gather highly disaggregated data as conditions and needs might differ greatly across localities. Several RDA representatives, however, stressed the importance of increasing the availability of such data, as they can help identify specific areas or populations that are most in need of targeted policy interventions, and help measure the effectiveness of local policies and projects.

Workshop: improving the availability of local-level data

After the presentation by the Mexican Institute of Statistics, participants were divided into different groups. Each group was asked to identify specific territorially-disaggregated data which, if available, could improve evidence-informed decision making for regional and local development. Subsequently, each group was asked to briefly present the outcomes of their discussion. The different results of the discussions are highlighted in [Table 2](#).

Table 2. Regional- and local-level data needs to improve evidence-informed decision making

Type of data discussed	Specific regional- or local-level data needs
Economic data	<ul style="list-style-type: none"> - Employment in different economic sectors - Number of small and medium-sized enterprises - Migration of local economic units to other countries - Economic specialisation - Competitiveness - Regular updates of Croatia's Regional Development Index
Innovation data	<ul style="list-style-type: none"> - Co-operation between local business and higher education institutions - Innovation expenditure by local businesses <p>Participants had a hard time reaching to a consensus on what innovation refers to and how it can be measured.</p>
Well-being data	<ul style="list-style-type: none"> - GINI coefficient at the NUTS 2 and NUTS 3 levels - Investment in healthcare and sports at the regional and local levels - Housing - Air quality - Life long-learning - Circular economic - Number of medical specialists - Crime, particularly at the neighbourhood level - Parks and green spaces in m2 - Citizen satisfaction with public service delivery and public performance in general
Fiscal and investment data	<ul style="list-style-type: none"> - Reliable data from utility companies <p>Participants consider that the government already gathers data on a wide range of fiscal and investment indicators, including at the subnational level. However, investment data in particular was considered to be insufficiently visible/easy to find.</p>
Socio-demographic data	<p>Participants consider that the government already gathers data on a wide range of socio-demographic indicators. However, participants indicated that data are often not regularly updated, which limits their usefulness.</p>
Labour data	<ul style="list-style-type: none"> - (Un)employment - Employment rate - Labour migration (incoming and outgoing)

Source: Author's elaboration.

A concluding plenary discussion provided an opportunity for the Bureau of Statistics and the RDAs to exchange on what data are already widely available, as well as the challenges that subnational governments face in identifying and accessing them. It also allowed the Bureau of Statistics to better understand the specific data needs of local governments. An important takeaway from this discussion is the lack of mechanisms that national and subnational governments have for regular exchanges on data needs to improve evidence-informed decision making.

Session 5: Performance measurement platforms and their aims

In a short introductory intervention, the OECD commented that publicly accessible performance measurement platforms with clear objectives, measurable targets and appropriate indicators have the potential to improve strategic regional and local development planning in Croatia. They can enable national and subnational governments, as well as civil society and the private sector, to better understand the impact of regional development policies, strategies and investment projects.

International examples of different types of publicly accessible data platforms

The OECD mentioned that publicly accessible performance measurement platforms can take different forms, depending on the type of data available, the available financial, human and technical resources, and the specific goals of the platform. Goals could include increasing transparency, improving government accountability to citizens, as well as facilitating policy learning, communication and research by non-governmental actors. Subsequently, different examples were mentioned, including:

- The platform of the 2030 Strategic Plan of the Government of the State of Nuevo León, Mexico². It presents information on its long-term objectives, as well as the State's progress in meeting the goals of the plan. A particularly interesting element of this platform is that two goals were defined per indicator, one optimistic and one conservative.
- The Data Analysis Portal (*Plataforma de Analysis de Datos*) created by UNDP³ to improve evidence-informed decision making by public officials at all levels of government and support research by non-governmental actors. The platform has three main components that can service different audiences, from investigators to civil servants working on strategic development planning.
 1. A databank that contains regional- and local-level data on over 600 indicators that are gathered by the National Institute of Statistics and Geography.
 2. A databank with relevant analytical reports, development strategies and plans.
 3. An application that enables users to download very concise information sheets for municipal governments. The sheets present up-to-date information on a wide range of indicators (e.g. health, governance, education, crime) and compare municipal performance with that of the regional and national averages.

² <https://planestrategico.conl.mx>.

³ <https://pad.undp.org.mx/>

Scotland's National Performance Framework

Two representatives of the Scottish Government presented the National Performance Framework⁴, which, through an interactive platform, seeks to help public service providers improve quality of life by working towards shared outcomes.

The National Performance Framework was created in 2007 to communicate the country's high-level development goals. The Framework and its online portal were designed to help citizens and other stakeholders track Scotland's progress across 11 priority dimensions (e.g. economy, poverty, health, education). Each dimension is associated with a vision statement, linked to the Sustainable Development Goals of the 2030 Agenda, as well as 80+ indicators that citizens can consult to see progress over time.

Since its creation, the National Performance Framework has gone through a series of important changes, as the government has sought to increase the usefulness of the platform to potential users. For example, in 2015, a law was passed that mandated public institutions to work towards the national outcomes as set out in the National Performance Framework. Several elements contribute to the success of the National Performance Framework and its online platform. For example:

- The framework receives high-level support from all political parties, which is facilitated by the fact that it does not present the policy objectives of a single party or administration, but rather a set of long-term goals;
- The front-end of the portal is very simple, which means that users do not need to have advanced technical skills or knowledge of programming languages to use the platform. However, the portal also includes features for those users who want to conduct more complex data analysis tasks.

Finally, the representatives of the Scottish Government issued a series of recommendations for Croatian national government institutions and RDAs interested in building a publicly accessible performance measurement platform. These include:

- Define a clear purpose for the platform;
- Minimising costs for the development and maintenance of the digital platform, building on digital infrastructure already developed or owned by the government.
- Clearly define the target audience (e.g. civil servants, academia, individual citizens);
- Ensure that the information presented on the platform is up-to-date and relevant;
- Ensure that the platform and the team working on its establishment and maintenance are properly resourced.

Key performance indicators for cities and municipalities in Primorsko-Goranska County

The Director of Regional Development Agency Primorje Gorski Kotar presented an initiative to assess the county's competitiveness, well-being and socio-economic development of cities and municipalities. In collaboration with a consultancy agency, the RDA created an analytical framework composed of 90 performance indicators. The selection of the indicators was guided by different elements, including data availability and their link with the strategic goals included in the country's regional development plan for 2022-2027.

Data on the performance of cities and municipalities across 47 indicators are already available. However, for a number of others, data are not currently gathered. As such, the RDA seeks to work together with different national-level institutes to explore how to produce the missing data needed to conduct an integrated assessment of the performance of the county's local governments. In addition, it plans to work

⁴ <https://nationalperformance.gov.scot/>

on a digital portal to present the gathered data. If successful, the initiative could be scaled to support subnational performance assessment across the country.

Conclusion

In conclusion, the forum helped to achieve two objectives. First, it helped to create opportunities for dialogue and exchange among Croatian national and subnational policy makers about advances in and challenges to effectively monitoring regional development policy outcomes and learning from policy success and failure. Second, it helped to facilitate learning from national and international good practices and identify innovative tools to help all levels of government gather, analyse and use territorially-disaggregated data to support policy makers make informed decisions to better achieve regional development objectives. Key topics discussed in this light included how to improve the availability of regional and local-level data, how to create an institutional culture geared towards learning from data, and how to build and maintain publicly accessible performance measurement platforms.

References

Annex 1. Agenda

Thursday 2 February

15:30 – 16:00	Arrival of participants and registration
16:00 – 16:30	Opening remarks <ul style="list-style-type: none"> • Maria Varinia Michalun, Head of Unit, Governance and Strategic Planning for Regional Development, Regional Development and Multi-Level Governance Division, CFE, OECD • His Excellency Haakon Blankenborg, Ambassador of Kingdom of Norway • Iva Novak, Director, Ministry of Regional Development and EU Funds
16:30 – 17:00	Performance measurement for better policy outcomes, OECD <p>This session will highlight objectives and definitions of performance measurement for regional development, as well as some of the mechanisms used. In addition, common challenges faced by policy makers at the national and subnational levels to generate and use data for informed decision making will be explored.</p> <ul style="list-style-type: none"> • Claire Salama, Monitoring and Policy Evaluation Lead, Directorate for Public Governance, Public Management and Budgeting Division, OECD <p><i>The presentation is followed by a Q&A session with all participants.</i></p>
17:00 – 18:05	Session 1. Setting the scene: Regional development performance measurement in Croatia <p>This session concentrates on the Government of Croatia's approach to regional development performance measurement. Panel members will discuss:</p> <ul style="list-style-type: none"> • Key mechanisms and tools being used at the national and subnational levels to track regional development progress, and make policy and programming adjustments when necessary. • Recent advances and challenges in performance monitoring, for example in terms setting targets, data availability or reliability, and learning from monitoring results. • Key milestones and objectives for Croatia's regional development performance measurement framework going forward. <p>Panel members</p> <ul style="list-style-type: none"> • Iva Novak, Director, Ministry of Regional Development and EU Funds • Nataša Drvenkar, PhD, Associate professor, Faculty of Economics in Osijek • Ivona Mendeš Levak, Representative of Regional Development Agency Osječko-Baranja County <p>Moderator</p> <ul style="list-style-type: none"> • Stephan Visser, Policy Analyst, Governance and Strategic Planning for Regional Development Unit, CFE, OECD <p><i>The panel discussion is followed by a Q&A session with all participants.</i></p>
18:05 – 18:15	Closing remarks day 1 <ul style="list-style-type: none"> • Maria Varinia Michalun, Head of Unit, Governance and Strategic Planning for Regional Development, Regional Development and Multi-Level Governance Division, CFE, OECD

Friday 3 February

08:30 – 09:00	Arrival of participants and registration
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09:00 – 09:15	Opening remarks <ul style="list-style-type: none"> • Dragan Vulin, Deputy Mayor of the City of Osijek • Josip Miletić, Deputy Prefect of Osijek-Baranja County • Šime Erlić, Minister of Regional Development and EU Funds
09:15 – 10:40	Session 2: Building an institutional culture geared towards learning <p>In this session, participants will explore how decision makers use evidence in the regional development policy making process. Moreover, it will address technical and political obstacles to the effective use of data to define policy success and failure, and explore possible solutions. Finally, it will look at how all levels of government can reinforce an institutional culture that is geared towards learning from evidence.</p> <p>The following questions will guide the panel discussion:</p> <ul style="list-style-type: none"> • How do policy makers interpret and learn from regional development policy successes and failures? • What are common obstacles to the use of available data and analysis to inform policy making? • How can national and subnational governments create incentives that promote the use and generation of performance information? <p>Panel members</p> <ul style="list-style-type: none"> • Ivana Bradarić-Šljujo, Director, Ministry of Regional Development and EU Funds • Martina Dvoržak, Representative of Regional Development Agency from Karlovačka County • Danijela Slipcevic, Director, City of Vinkovci Development Agency <p>Moderator</p> <ul style="list-style-type: none"> • Claire Salama, Monitoring and Policy evaluation lead, Directorate for Public Governance, Public Management and Budgeting Division, OECD <p><i>After the panel discussion, members of the audience are divided into different groups to discuss different questions about the use of monitoring and evaluation results. Subsequently, different participants will be asked to share the results of their discussion.</i></p>
10:40 – 10:55	Coffee break
10:55 – 11:55	Session 3: Improving the availability of local-level data <p>In this session, participants will explore mechanisms and tools to expand the availability and use of up-to-date regional- and local-level data. Specific questions to guide the discussion include:</p> <ul style="list-style-type: none"> • What are the advantages and disadvantages/risks (trade-offs) of different tools to improve the availability and use of local-level data? • What should national and subnational governments take into account when adopting new tools (e.g. investment in IT, capacity building) to expand the availability and use of up-to-date regional- and local-level data? <p>Speaker</p> <ul style="list-style-type: none"> • José Luis Mercado Hernández, Information Processing Co-ordinator, National Institute for Statistics and Geography, “Mexican economic census” <p>Moderator</p> <ul style="list-style-type: none"> • Stephan Visser, Policy Analyst, Governance and Strategic Planning for Regional Development Unit, CFE, OECD
12:00 – 13:00	Lunch break
Workshop: Improving the availability of local-level data	

13:00 – 14:15

In this short workshop, participants will be divided into different groups. Each group will be asked to identify specific territorially-disaggregated data that, if available, could improve evidence-based decision making for regional development. Subsequently, each group is asked to briefly present the outcomes of their discussion.

Afterwards, a representative from the Bureau of Statistics and regional-level actors will be asked to reflect on the policy levers that are available or need to be developed to increase the availability of these 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.

14:15 – 15:25

Session 5: Performance measurement platforms and their aims

This session explores the purpose and costs of publicly accessible performance measurement platforms. It will present different national and international examples and see how they have supported regional development planning, transparency and accountability.

Specific issues that will be addressed in this panel include:

- What purposes can publicly accessible performance measurement platforms serve at the national and subnational levels?
- What information and data should such platforms provide, and how can policy makers ensure that the data are regularly updated?
- What should national and subnational governments take into account when building and maintaining such platforms, for example in terms of IT, and human and financial resources?

Panel members

- **Barry Stalker**, Head of National Performance Framework Unit, Scottish Government
- **Eoin Stalker**, Policy and Engagement Officer, Scottish Government
- **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

Moderator

- **Stephan Visser**, Policy Analyst, Governance and Strategic Planning for Regional Development Unit, CFE, OECD

15:25 – 15:40

Closing words

- **Maria Varinia Michalun**, Head of Unit, Governance and Strategic Planning for Regional Development, Regional Development and Multi-Level Governance Division, CFE, OECD